



## Tualatin Hills Park & Recreation District Budget Committee Meeting

May 16, 2024  
6 pm

Online Meeting: <https://www.youtube.com/watch?v=O80tfNcJwj0>

### AGENDA

- |  |                                 |
|--|---------------------------------|
| 1. Call Meeting to Order                                 | Budget Committee Chair          |
| 2. Approve April 18, 2024 Work Session Minutes           | Budget Committee Chair          |
| 3. General Budget Information                            | Jared Isaksen, Finance Director |
| 4. Public Comment*                                       | Budget Committee Chair          |
| 5. Budget Committee Discussion                           | Budget Committee Chair          |
| 6. Approve 2024/25 Budget & Property Taxes to be Imposed | Budget Committee Chair          |
| 7. Adjourn   | Budget Committee Chair          |

\*Public Comment: Testimony is being accepted for this meeting via email or virtually with a three-minute time limit.

If you wish to attend the meeting virtually, or testify virtually during the meeting, please sign up by emailing [budgetcommitteecomments@thprd.org](mailto:budgetcommitteecomments@thprd.org) or calling 503-645-6433 by 12 pm the day of the meeting with your name and email address (and testimony topic if wishing to provide testimony). Additional instructions and a link to access the meeting will be provided.

If you wish to submit written testimony, please do so by 12 pm the day of the meeting to [budgetcommitteecomments@thprd.org](mailto:budgetcommitteecomments@thprd.org). Testimony received by the deadline will be provided to the committee and entered into the public record.

In compliance with the Americans with Disabilities Act (ADA), this material in an alternate format, or special accommodations for the meeting, will be made available by calling 503-645-6433 at least 48 hours prior to the meeting.



## 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 the Tualatin Valley Water District Headquarters, 1850 SW 170th Avenue, Beaverton, on Thursday, April 18, 2024, 6 pm.

### Present:

Elizabeth Edwards	Chair/Budget Committee Member
Jon Cascino	Budget Committee Secretary
Chris Howard	Budget Committee Member
Barbie Minor	Budget Committee Member
Alfredo Moreno	Budget Committee Member
Miles Palacios	Budget Committee Member
Tya Ping	Budget Committee Member
Carolyn Uy	Budget Committee Member
Natalie Zehner	Budget Committee Member
Doug Menke	General Manager

### Absent:

Felicita Monteblanco	Budget Committee Member
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### **Agenda Item #1 – Call to Order**

The work session was called to order by Chair Elizabeth Edwards at 6:00 pm.

### **Agenda Item #2 – Approve February 22, 2024 Meeting Minutes**

Alfredo Moreno moved to approve the minutes of the February 22, 2024 Budget Committee meeting. Jon Cascino seconded the motion. The motion was UNANIMOUSLY APPROVED.

### **Agenda Item #3 – Opening Comments**

*Note: A PowerPoint presentation was used for the entirety of the agenda, a copy of which was entered into the record.*

General Manager Doug Menke welcomed committee members to the FY 2024/25 Budget Committee Work Session and provided opening comments, noting that the budget committee members play a critical role in the budget development process. Doug stated that a balanced budget which includes a positive outcome of the levy is being presented to the budget committee that delivers on the district's values and budget priorities.

### **Agenda Item #4 – Public Comment**

The public was invited to provide input on the proposed budget in-person, virtually or via email to the budget committee. There was no public comment received.

### **Agenda Item #5 – District Values and Budget Priorities**

Communications Director Holly Thompson shared that the board held a retreat to set the district values and budget priorities for the upcoming FY 2024/25 budget process. The board identified the district values as:

- Leading with Equity with special attention to Racial Equity
- Environmental Stewardship
- Commitment to Community Vision

Holly provided a brief overview of each of the district's budget priorities:

- Invest in our Employees and Technology
- Focus on Strengthening Programming Opportunities
- Develop Sustainable Operating and Financial Models for the Future

### **Agenda Item #6 – District Planning Process**

Deputy General Manager Aisha Panas provided an overview of the district's planning process.

### **Agenda Item #7 – General Fund Budget**

#### **A. Budget Overview**

Jared Isaksen, Finance director, provided an explanation of what the FY 24/25 budget would look like with the successful passage of the levy. He referenced pages 13 & 14 of the proposed budget book for this explanation.

Jon Cascino commented that he appreciated the explanation of the budget.

Elizabeth Edwards commented that she appreciated the information on contingency planning.

Elizabeth asked about the district's grant program.

- ✓ Aisha Panas, deputy general manager explained that the district has an in-house grant writer, and the position is seven years old. The district also has developed a grant strategy and a steering committee for determining which grants the district will pursue. The district has a state and a federal lobbyist who provides guidance on current and available funding.

Jared also shared a summary of the proposed General Fund (GF) budget.

- Staff are requesting full appropriation of the district's budget at \$108.6 million, which represents a 30.8% increase from the current year
- The increase is driven by an almost \$17.5 million increase in property taxes
- \$1.4 million increase in capital project carryforward
- \$8.1 million increase in cash carryforward
- Total resources in proposed budget are just over \$108.6 million
- Largest source in General Fund is property tax revenue, comprising 52% of proposed budget, totaling \$56.4 million
- The next largest resource, carryforward from the current year, is projected to be \$25.3 million making up an additional 29% of the budget
- The program fees and charges are projected to be \$11.6 million, or 11% of the budgeted resources
- The remaining resources for the general fund include the grants and sponsorships revenue at 6% and other revenues at 2%

#### **B. General Fund Expenditures**

Jared Isaksen, Finance director, provided a summary of the proposed General Fund expenditures.

- The appropriations include 1% for the board of directors, 15% for administration, 16% for park services, 29% for recreation services, 10% for capital projects, and the remainder 29% making up ending fund balance, contingency, and reserve for future expenditures.

Chris Howard asked Jared if he knew where this year is going to come in with both revenue and expenses.

- ✓ Jared referenced the midyear review report, noting that property taxes will come in higher than anticipated as will interest. Expenses are under budget. The combination of those numbers leads to the increase of the \$8 million in cash carryforward.

Jon Cascino commented that levy awareness is good in the community. He asked if the budget priorities are stable from year to year.

- ✓ General Manager Doug Menke responded that the priorities are stable overall. Some have maintained from year to year, but the emphasis may shift.

Natalie Zehner asked how the district will build contingency plans for the unpredictable environmental issues that occur, such as extreme weather events.

- ✓ Aisha Panas, deputy general manager replied that each year there is \$100,000 line item for emergency repairs. Strategies like the newly-adopted Climate Action Plan will also help deal with environmental issues.

Carolyn Uy asked about insurance and what the county might pay for the recent winter storm damage.

- ✓ Aisha replied that the state was declared an emergency, but we do not yet know whether the county was. Right now, staff is trying to get the damaged sites back in use and are keeping records of expenses.

Carolyn asked how the budget is affected if funding is eventually received from the state.

- ✓ Jared replied that if the district does receive emergency funding from the state, it will go into grants or other resources.

Summaries were provided of each division and department budget as follows:

Jared Isaksen, Finance director, provided a brief overview of the Board of Directors and Administration budgets.

- Board of Directors appropriation \$545,612
- Administration appropriation \$16,390,155

Holly Thompson, Communications director, provided a brief overview of the Communications department's accomplishments and budget highlights. Holly included a brief levy outreach update after discussing the appropriation for the Communications department.

- Total appropriation \$8,172,603
- Communications appropriation \$1,972,423
- Equity & Engagement appropriation \$1,008,113
- Safety Services appropriation \$784,246
- Information Services appropriation \$4,407,821

Aisha Panas, deputy general manager, provided an overview of the Human Resources department's budget highlights.

- Total appropriation \$2,230,294
- Risk & Benefits appropriation \$1,406,017

Jared Isaksen, Finance director, provided an overview of the Finance Services department's budget highlights.

- Total appropriation \$1,769,187
- Fiscal Operations appropriation \$1,446,653
- Accounting and Budget appropriation \$625,581

Elizabeth Edwards asked about upcoming negotiations for the bargaining contract and how long the contract would be for.

- ✓ Aisha replied that it is a 3-year contract.

Alfredo Moreno commented on levy outreach. He would like to see stories of the budget shared with the community.

- ✓ Holly shared that she liked the suggestion and would like to see the Aquatics department share their stories on social media.

Aisha Panas, deputy general manager, provided an overview of the Park Services Division budget.

- Park Services appropriation \$17,758,818
- Maintenance Operations appropriation \$12,757,634
- Sustainability appropriation \$2,300,175
- Planning appropriation \$1,042,436
- Design & Development appropriation \$778,063

Natalie Zehner asked about the methodology of the system development charges (SDC's).

- ✓ Aisha explained that the district has a five-year System Development Charge Capital Improvements Plan. The methodology details how the district assesses the SDC fees we have – single family, multi-family and non-resident rates. More information will be presented during the SDC portion of the meeting.

Julie Rocha, Sports & Inclusion director, provided an overview of the Recreation Services Division budget.

- Recreation Services appropriation \$31,590,947

Sabrina Taylor Schmitt, Recreation & Aquatics director, provided an overview of the Recreation department budget.

- Recreation appropriation \$10,646,261
- Aquatics appropriation \$8,036,638
- Building Maintenance Coordination appropriation \$1,197,390

Julie Rocha, Sports & Inclusion director, provided an overview of the Sports & Inclusion Services budget.

- Sports appropriation \$9,839,051
- Adaptive & Inclusion Services appropriation \$810,350
- Jenkins Estate appropriation \$402,121

Jon Cascino commented that the district had a lifeguard shortage coming out of the pandemic and asked if that is still an issue.

- ✓ Sabrina replied that while the district is making progress, there are still challenges.

Tya Ping asked Julie about the catering contract at Jenkins Estate.

- ✓ Julie replied that patrons can bring in their own food for shorter events; events that tend to be longer typically are referred to Reedville Café for catering services.

### **Agenda Item #8 – Other Funds**

Jared Isaksen, Finance director, provided an overview of other funds presented in the proposed budget document.

- Debt Service Fund appropriation \$8,943,050
- Mitigation Maintenance Reserve appropriation \$209,000

### **Agenda Item #9 – Capital Projects**

Aisha Panas, deputy general manager, provided an overview of the district's Capital Projects appropriation (\$11,116,119), as well as the Metro Bond appropriation (\$8,420,100), System Development Charge (SDC) Projects appropriation (\$66,620,632) and Bond Capital appropriation (\$2,431,675).

Tya Ping asked, if the district goes for a capital bond in the future, could those funds be used for capital replacements? What is the timeline for a potential upcoming bond?

- ✓ Aisha replied that yes, the district could use bond funds on capital projects.
- ✓ Jared Isaksen, Finance director, explained that the district would want to sell bonds in FY 27/28 in order to maintain the debt service level. A bond would need to be approved by voters by the end of FY27, but could be done sooner, too.
- ✓ General Manager Doug Menke added that 2026 is the target year and that more details of what might be under consideration will come at a later date.

Elizabeth Edwards asked when the district would lock in the rate-.

- ✓ Doug replied that there is a lot to pay attention to in terms of the timing.
- ✓ Holly Thompson, Communications director, shared that timing for the bond is related to timing of a levy renewal. The Levy Task Force supported the priority of a replacement bond in future.

Tya Ping asked if the potential new bond would be for replacements or new projects.

- ✓ Doug responded that it would be a blend of new purchases and capital replacements.

### **Agenda Item #10 – Budget Committee Open Discussion**

Tya Ping asked for clarification on what intergovernmental revenue is referring to.

- ✓ Jared Isaksen, Finance director, responded that it combines Grants and Local Bond Metro Share funds.

Alfredo Moreno asked where funding for the new registration system is located within the budget materials.

- ✓ Jared responded that it is in Communications - Administration 31.

Jon Cascino thanked staff for the work it takes to put together the budget book.

Elizabeth Edwards commented on the photos in the book and thanked staff for their work.

Tya Ping asked if the district has always had to supplement budget for Recreation.

- ✓ General Manager Doug Menke explained that yes on adopted budgets, but actuals are the percentiles that you are looking at.
- ✓ Sabrina Taylor Schmitt, Recreation & Aquatics director, shared that the modeling is that centers have a level of subsidy. Utilities have outpaced our revenues. Subsidy has always been part of the district programming.
- ✓ Julie Rocha, Sports & Inclusion director, commented that the district has increased our free programming.

### **Agenda Item #11 – Date of Next Budget Committee Meeting**

Chair Elizabeth Edwards announced the next budget committee meeting will be Thursday, May 16, 2024, at 6 pm to consider approval of the FY 2024/25 budget.

### **Agenda Item #12 – Adjourn**

There being no further business, the meeting adjourned at 8:40 pm.

Recording Secretary,  
Jessica Collins

Transcribed by,  
Kristin Preston



# MEMORANDUM

**DATE:** May 8, 2024  
**TO:** BUDGET COMMITTEE MEMBERS  
**FROM:** JARED ISAKSEN, BUDGET OFFICER  
**RE** **Corrected Budget Pages**

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This memo is to provide you with an outline of the corrections that were made to the proposed budget as well as the pages affected by those corrections. In no way did these corrections change the proposed budget amounts. They also did not alter the programs or projects outlined in the proposed budget.

<b>Correction</b>	<b>Page(s) affected</b>
Description of the Registration System capital project was added to the Information Services Capital Outlay page.	ADM – 31
The title of the Cost Recovery Progress chart was added.	RSV – 14
Subtotals were added to the Carryover Projects listing for General Projects and Grant Funded Projects.	CP – 2
Percentage of amounts were added to pie charts.	GF – 2
The Board of Directors approved a budget amendment for \$17,310 for a grant received for JQAY House improvements in October. This amount was added to the current year budget column.	Page – 13, BI – 5, BI – 7, GF – 2, GF – 3, GF – 4, GF – 5, GF – 6, CP – 1, SD – 6

## Tualatin Hills Park & Recreation District

### General Fund Five-Year Fiscal Projection FY 2024/25 through FY 2028/29

	Current Budget 2023/24	Proposed Budget 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29
Cash on Hand	\$17,185,700	\$ 25,252,950	\$ 21,704,804	\$17,555,539	\$12,055,435	\$ 5,046,839
Reserve Used	2,000,000	-	-	-	-	743,630
Program & Facility Fees <sup>1</sup>	13,830,042	11,605,921	11,954,099	12,312,722	12,682,103	13,062,566
Other Resources <sup>2</sup>	8,517,213	8,327,815	2,223,925	2,290,642	2,359,362	2,430,142
Carryover Projects	2,314,300	3,747,050	-	-	-	-
Property Taxes <sup>3</sup>	39,194,636	56,672,717	58,656,262	60,826,544	63,077,126	65,410,980
<b>Total Resources</b>	<b>\$ 83,041,891</b>	<b>\$ 105,606,453</b>	<b>\$ 94,539,089</b>	<b>\$ 92,985,447</b>	<b>\$ 90,174,026</b>	<b>\$ 86,694,157</b>
Personnel Services <sup>4</sup>	\$45,258,611	\$ 47,948,325	\$ 50,591,225	\$53,392,698	\$56,362,260	\$59,509,995
Materials & Services <sup>5</sup>	13,233,874	15,260,246	16,328,463	17,471,456	18,694,458	20,003,070
Capital Outlay	14,351,983	13,142,619	3,000,000	3,000,000	3,000,000	3,000,000
Debt Service - COP and TAN	1,042,744	1,050,459	1,063,862	1,065,858	1,070,470	1,181,092
Contingency	7,154,679	3,500,000	3,000,000	3,000,000	3,000,000	3,000,000
Reserve for Future	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	-
Ending Fund Balance	-	21,704,804	17,555,539	12,055,435	5,046,839	-
<b>Total Expenditures</b>	<b>\$ 83,041,891</b>	<b>\$ 105,606,453</b>	<b>\$ 94,539,089</b>	<b>\$ 92,985,447</b>	<b>\$ 90,174,026</b>	<b>\$ 86,694,157</b>
Reserve Requirement <sup>6</sup>		\$ 6,320,857	\$ 6,691,969	\$ 7,086,415	\$ 7,505,672	\$ 7,951,307
<b>Reserve Balance</b>		<b>\$ 3,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 9,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 11,256,370</b>
<b>Revenue Assumptions</b>						
	<b>2024/25</b>		<b>2025/26</b>		<b>2026/29</b>	
<sup>1</sup> Program Fee & Facility Annual Increase	Proposed Budget		3.00%		3.00%	
<sup>2</sup> Other Resources	Proposed Budget		3.00%		3.00%	
<sup>3</sup> Property Tax Annual Increase (Based on Permanent Rate only)	Proposed Budget		3.50%		3.70%	
<b>Expenditure Assumptions</b>						
<sup>4</sup> Personnel Services	Proposed Budget		6.00%		6.00%	
<sup>5</sup> Materials & Services	Proposed Budget		7.00%		7.00%	

<sup>6</sup> DCP 6 Requires a minimum of 10% operating reserve at the end of each fiscal year.



## BUDGET DOCUMENT OVERVIEW (continued)

### Debt Administration

Debt outstanding consists of the 2013 \$457,100 Financing Agreement, the 2015 \$37,880,000 General Obligation Bond, the 2016 \$8,710,000 General Obligation Bond, the 2021 \$13,265,000 General Obligation, the 2020 Full Faith and Credit Financing of \$9,900,000, and the 2021 Full Faith and Credit Financing of \$1,125,000.

As of June 30, 2024, the non-general obligation outstanding balances are as follows: the 2013 \$142,600 Financing Agreement, the 2020 \$8,445,000 Full Faith and Credit Obligation, and the 2021 \$840,000 Full Faith and Credit Financing.

The general obligation bond balances outstanding as of June 30, 2024, are \$6,660,000 (Series 2021), \$15,470,000 (Series 2015) and \$8,710,000 (Series 2016).

All outstanding 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 budget requirements for the 2024/25 fiscal year for all funds are \$195,230,910 and \$160,754,387 for the 2023/24 fiscal year. Requirements, both current, and proposed are:

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	% Change over 2023/24
Personnel Services Costs	\$ 30,688,680	\$ 33,589,236	\$ 45,258,611	\$ 47,948,327		5.9 %
Materials & Services	7,856,060	10,079,576	13,533,374	15,569,246		13.5 %
General Fund Capital Projects	3,549,939	3,111,148	14,351,983	13,142,619		-8.7 %
Debt Service	9,360,179	9,283,952	9,717,294	9,993,509		2.8 %
General Fund Contingency	-	-	7,154,679	3,500,000		-51.1 %
Transfers to Other Funds	650,000	-	-	-		0.0 %
Other Financing Uses	-	14,676	-	-		0.0 %
Metro Bond Local Share Capital	-	49,382	8,628,415	8,420,100		-2.4 %
System Development Charges Capital Outlay	1,815,223	1,104,145	57,738,451	66,520,632		15.2 %
Bond Capital Projects Fund	322,032	319,541	2,388,890	2,431,675		1.8 %
<b>TOTAL EXPENDITURES</b>	<b>\$ 54,242,113</b>	<b>\$ 57,551,656</b>	<b>\$ 158,771,697</b>	<b>\$ 167,526,108</b>		<b>5.4 %</b>
Ending Fund Balance	65,186,314	83,589,435	-	24,704,802		0.0 %
Capital Replacement Reserve	2,000,000	2,000,000	2,000,000	-		-100.0 %
Reserve for Future Expenditure	-	-	-	3,000,000		0.0 %
<b>TOTAL REQUIREMENTS</b>	<b>\$ 121,428,427</b>	<b>\$ 143,141,091</b>	<b>\$ 160,771,697</b>	<b>\$ 195,230,910</b>		<b>21.4 %</b>

## BUDGET DOCUMENT OVERVIEW (continued)

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### SIGNIFICANT CHANGES:

#### Personnel Services

The proposed budget for Personnel Services has increased by 5.9 percent since FY 2023/24. This increase is due to merit increases and a cost-of-living adjustment (COLA) for full-time staff and a 6 percent COLA for part-time employees. This increase aligns with the board's budget priority of investing in our employees and technology. Two full-time positions were added to the Information Services department for implementation of a replacement registration system and two limited duration full-time positions were added to reestablish programming at Jenkins Estate.

The budget includes a 4.0 percent cost-of-living adjustment and 5.0 percent merit increase for all full-time employees per the current collective bargaining agreement, which expires June 30, 2025. Part-time personnel costs are increasing as a result of increases in prevailing wages offered due to labor market challenges.

#### Materials & Services

The proposed budget for Materials & Services has increased 13.5 percent over FY 2023/24. Factors include an increase to utilities which reflect utilization and significant rate increases, and other increasing costs which the district does not have control over like the cost of chemicals for the pools. All approved business plans have been accounted for in the proposed budget amounts, which accounts for approximately half of the increase to materials and services.

#### Capital Outlay

General Fund Capital Projects has been differentiated between maintenance replacement expenditures and new asset expenditures. Within these two categories, the expenditures include funding for: carryover 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 projects have decreased by 8.7 percent from FY 2023/24 due in a large part to decreases in funding for capital in the FY 2024/25 budget. Capital project funds will largely be focused on building replacements, continued investment in the financial system software implementation project, and several grant projects including the Westside Trail, Fanno Creek Trail, and building improvements to create warming/cooling areas for emergency purposes.

As explained above, the Bond Capital Projects Fund balance in FY 2024/25 reflects the remaining funds available from the \$100 million general obligation bond as approved by voters.

The Metro Bond Local Capital Fund reflects the district's allocation of a portion of the Metro bond measure funding local share park, trail and natural area capital projects. The district has identified four (4) projects to be funded by this resource.

The System Development Charges Fund continues to complete current expansion projects, fund land acquisition, and concept planning and construction of new projects.

#### Ending Balance – Reserve for Future Expenditure

The district has identified a need for an operating local option levy to continue to fund the service levels currently planned for the upcoming years. The Reserve for Future Expenditure has been established as a reserve of \$3 million a year and funds will remain in reserve until such time as the operating local option levy no longer covers increasing costs to provide services. At that time the reserve funds will be used as the district determines the best way to proceed.

## BUDGET DOCUMENT OVERVIEW (continued)

### BUDGET SUMMARY FOR RESOURCES:

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

	Actual 2021/22	Actual 2022/23	Budget 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	% Change over 2022/23
Beginning Fund Balance	\$ 58,029,570	\$ 67,186,314	\$ 71,115,894	\$ 90,432,675		27.2 %
Property Taxes-Current Year	44,867,050	46,225,263	47,219,186	65,000,767		37.7 %
Prior Year Taxes	493,306	467,135	275,000	320,000		16.4 %
Interest on Investments	417,820	2,858,237	1,379,496	2,487,000		80.3 %
Swim Center Revenue	1,508,034	2,243,678	3,123,807	3,022,806		-3.2 %
Tennis Revenue	1,079,714	1,197,210	1,240,987	1,240,987		0.0 %
Recreation & Sports Revenue	5,712,583	6,944,325	9,465,248	7,342,128		-22.4 %
Grants and Intergovernmental Revenue	1,199,718	844,590	15,942,328	14,588,765		-8.4 %
Misc. and Rental Revenue	1,096,256	805,054	703,300	1,009,150		43.5 %
System Development Charges	6,374,376	14,235,704	9,956,451	9,436,632		-5.2 %
Charges for Services	650,000	133,581	350,000	350,000		0.0 %
<b>TOTALS</b>	<b>\$ 121,428,427</b>	<b>\$ 143,141,091</b>	<b>\$ 160,771,697</b>	<b>\$ 195,230,910</b>		<b>21.4 %</b>

### Beginning Fund Balances

Beginning balance from all funds for FY 2024/25 consists of \$32,000,000 from the General Fund, \$203,000 from the Mitigation Maintenance Reserve Fund, \$55,684,000 from the System Development Charges Fund, \$220,000 from the Debt Service Fund, and \$2,325,675 from the Bond Capital Projects Fund. The 27.2 percent increase in the Beginning Fund Balance is due primarily to increases in the General Fund and System Development Charges Fund. The General Fund balance is higher than the budget in FY 2023/24 due to the district's close management of costs during the prior year. The increase in the System Development Charges cash on hand balance is due primarily to timing of FY 2023/24 projects which are carrying over in FY 2024/25. The Mitigation Maintenance Reserve Fund balance includes funds received from developers for maintenance of existing mitigation sites. The System Development Charges Fund balance includes funds accumulated for budgeted current, and future, capital expansion projects. The Bond Capital Projects Fund includes available funds to complete the designated list of projects.

### Property Taxes - Current Year

Taxes levied against an estimated \$32.7 billion in assessed valuation total \$68.0 million. The levy includes \$8.9 million for the General Obligation Debt Service Fund with \$8.5 million expected to be collected. Of the \$59.1 million General Fund levy, THPRD expects to collect 95.5 percent, or \$56.4 million. The payments in lieu of taxes (PILOT) amounts are additional taxes expected to be collected (\$4,605 General Fund and \$41,390 Debt Service Fund). The PILOT funds result from de-annexed property that had long-term debt obligations associated at the time of withdrawal from THPRD boundaries. The PILOT funds will be collected annually until the obligations are paid in full.

The FY 2023/24 taxable assessed property valuation of THPRD is \$32.1 billion and is estimated to increase by 3.3 percent in the 2024/25 fiscal year to \$32.7 billion which is net of \$473.2 million in urban renewal assessed value.

## BUDGET DOCUMENT OVERVIEW (continued)

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### Property Taxes - Prior Year

Prior year taxes are property taxes that have been levied but remain uncollected. THPRD expects to collect \$320,000 (both General Fund and Debt Service Fund). Prior year collection projections for the 2024/25 fiscal year are 16.4 percent higher than the amounts budgeted in 2023/24 to align with remaining property tax receivable balances tracked by Washington County.

### Interest on Investments

Interest revenue is earned on investments of temporary excess cash. Interest revenue for FY 2024/25 is projected to be higher than the previous year budget for the General Fund, the System Development Charges Fund and the Bond Capital Projects Fund due to increased interest rates and higher investment balances.

In accordance with district policy, THPRD's primary investment vehicles are the 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 LGIP, along with allowable securities as approved by THPRD's investment policies. The anticipated revenue will be used strictly for related expenditures of the fund.

### Swim Center Revenue

Swim Center revenue is generated from passes, open swim and swim lesson instruction. THPRD has six (6) indoor and two (2) outdoor pools.

### Tennis Revenue

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 four (4) 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 THPRD affiliated sports league usage of district owned or maintained sports fields. Inclusion Services, which is included in Sports, includes revenue for two (2) recreation center sites, a camp for individuals experiencing disability, and the historic Jenkins Estate.

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. THPRD continually evaluates all programs, readjusting them to emphasize the popular offerings, and discontinues those with less participation.

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

### 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 expenditures.

### Miscellaneous and Rental 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, insurance proceeds, and proceeds from sale of land. Rental revenue is generated from the rental of residential houses located on THPRD property, concessionaire services at Jenkins Estate, leased space within the Fanno Creek Service Center, the Garden Home Recreation Center and 16 cellular telecommunication site leases at 11 sites within THPRD.

# GENERAL FUND

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## FUND DESCRIPTION

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

The General Fund resources are detailed in 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 the Board of Directors, Administration, Park Services, and Recreation Services, along with Contingency.



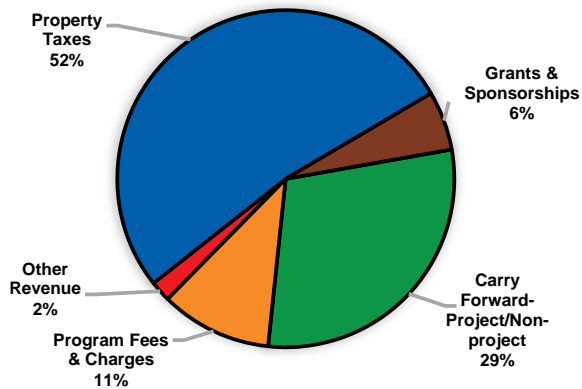
**GENERAL FUND SUMMARY**  
**FY 2021/22 - FY 2024/25**

	Actual 2021/22	Actual 2022/23	Adopted 2023/24	Proposed 2024/25	Approved 2024/25
<b>RESOURCES</b>					
Beginning Balance/Reserve	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 3,000,000	
Cash on Hand for Fiscal Year	17,481,420	22,543,012	17,185,700	25,302,950	
Balance Forward from Previous Year Projects	2,286,733	1,066,884	2,314,300	3,697,050	
Previously Levied Taxes estimated to be received during ensuing year	370,161	341,136	250,000	250,000	
Program Resources	8,300,331	10,385,213	13,830,042	11,605,921	
Other Resources	2,692,900	3,019,737	8,517,213	8,327,815	
<b>Subtotal Resources</b> except taxes to be levied	32,631,545	39,355,982	44,097,255	52,183,736	
Current Year Taxes (Permanent Rate multiplied by Assessed Value)	36,628,948	38,060,334	38,944,636	56,422,717	
<b>TOTAL RESOURCES</b>	<b>\$ 69,260,493</b>	<b>\$ 77,416,316</b>	<b>\$ 83,041,891</b>	<b>\$ 108,606,453</b>	<b>\$ -</b>

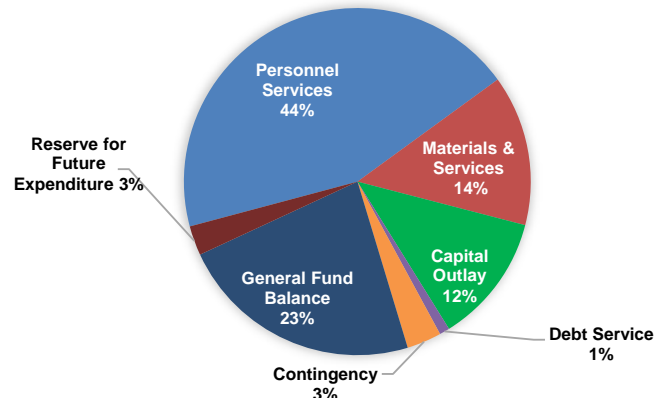
<b>EXPENDITURES</b>					
Board of Directors	\$ 199,592	\$ 351,088	\$ 470,393	\$ 545,612	
Administration	4,145,290	10,738,760	14,374,676	16,390,155	
Business Services	6,285,376	-	-	-	
Park Services	12,436,895	13,041,321	16,366,624	17,758,818	
Recreation Services	16,747,616	20,931,493	29,619,336	31,590,947	
Capital Projects	3,185,828	2,594,701	13,056,183	11,116,119	
Transfers To Other Funds	650,000	-	-	-	
Contingency	-	-	7,154,679	3,500,000	
<b>TOTAL EXPENDITURES</b>	<b>\$ 43,650,597</b>	<b>\$ 47,657,363</b>	<b>\$ 81,041,891</b>	<b>\$ 80,901,651</b>	<b>\$ -</b>

Ending Unappropriated Fund Balance					
General Fund Balance	\$ 24,109,896	\$ 28,288,305	\$ -	\$ 24,704,802	
Reserve for Future Expenditure	1,500,000	1,500,000	2,000,000	3,000,000	
<b>TOTAL REQUIREMENTS</b>	<b>\$ 69,260,493</b>	<b>\$ 77,445,668</b>	<b>\$ 83,041,891</b>	<b>\$ 108,606,453</b>	<b>\$ -</b>

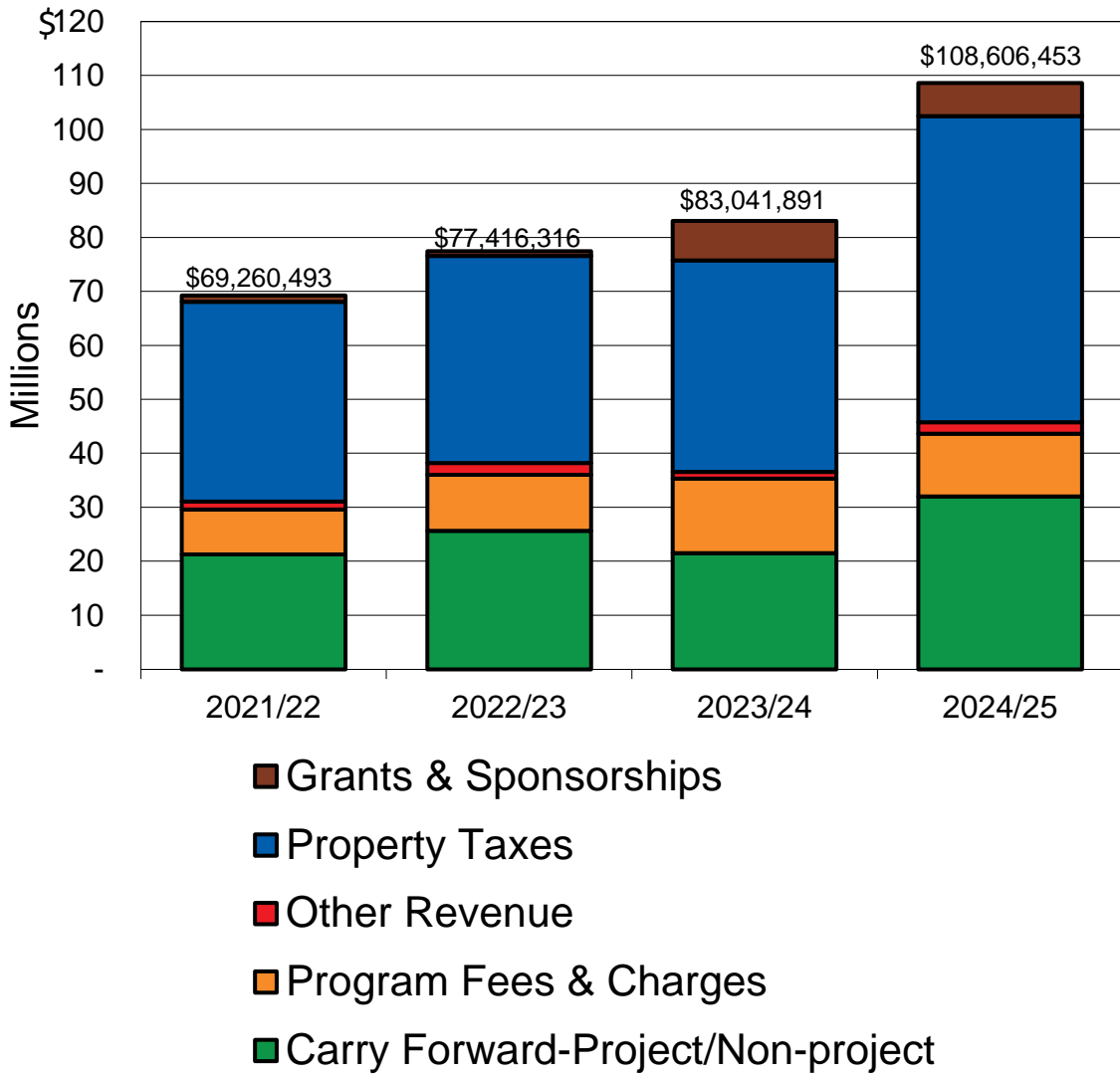
**2024/25 Resources**



**2024/25 Expenditures**



# General Fund Resources FY 2021/22- FY 2024/25

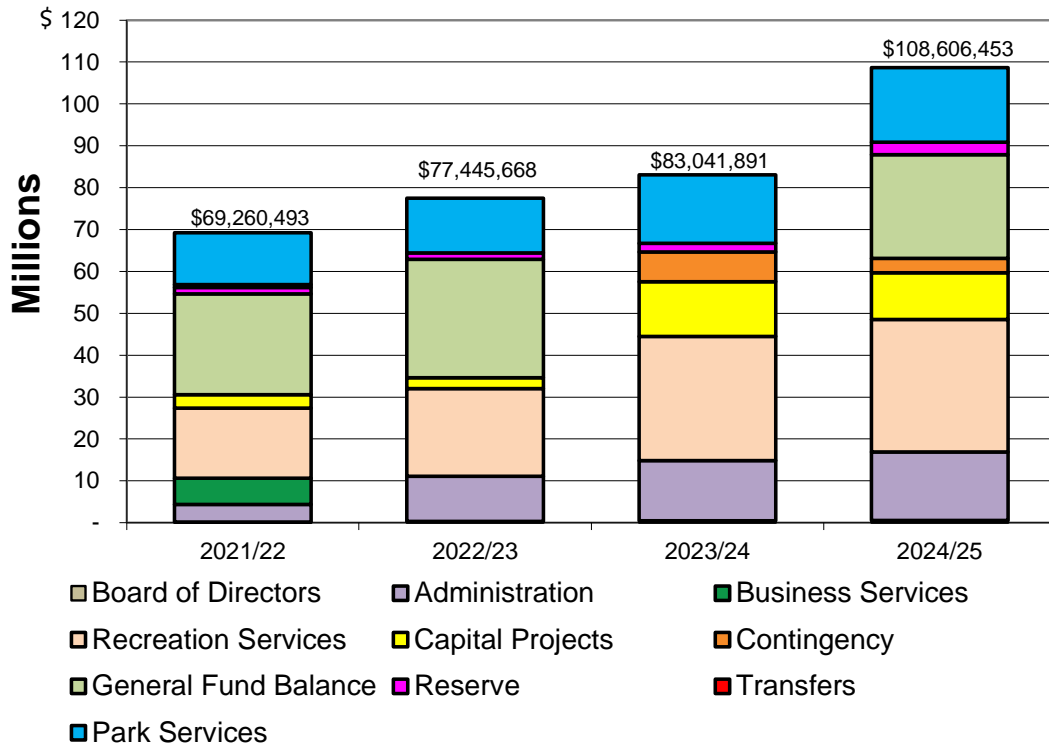


**GENERAL FUND RESOURCES**  
**FY 2021/22 - FY 2024/25**

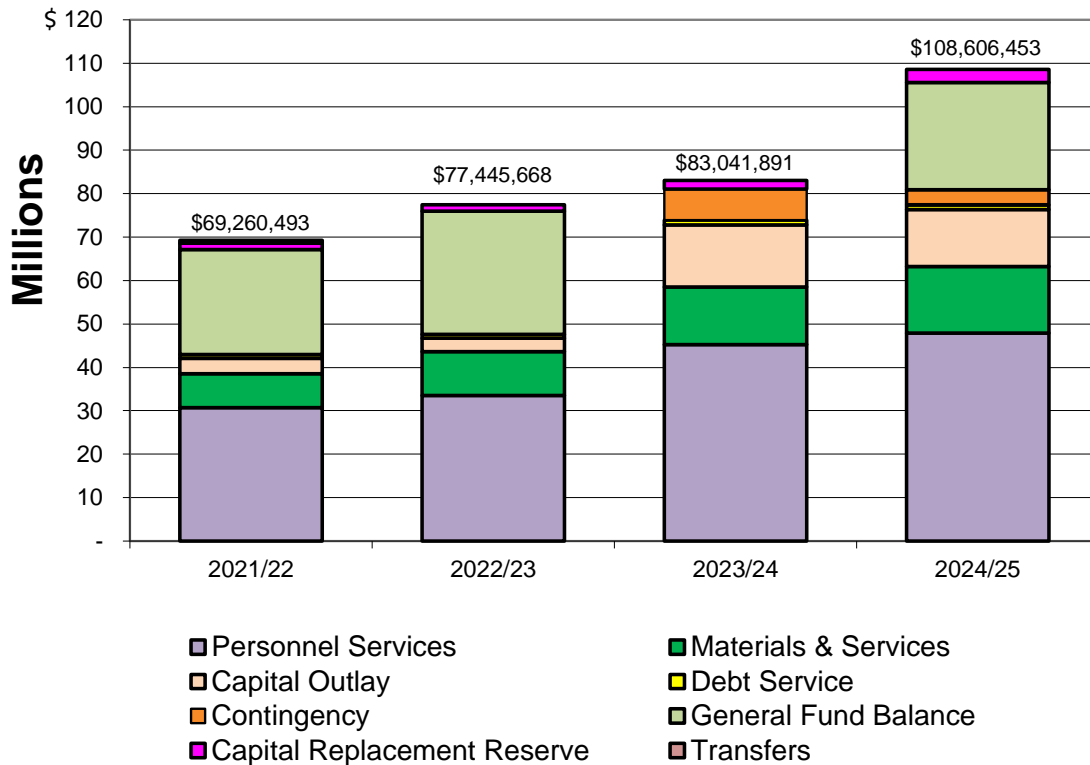
<b>GENERAL FUND RESOURCES:</b>	<b>Actual 2021/22</b>	<b>Actual 2022/23</b>	<b>Adopted 2023/24</b>	<b>Proposed 2024/25</b>	<b>Approved 2024/25</b>
Beginning Balance/Reserve	\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 3,000,000	
Cash on Hand for Fiscal Year	17,481,420	22,543,012	17,185,700	25,302,950	
Balance Forward from Previous Year Projects	2,286,733	1,066,884	2,314,300	3,697,050	
Previously Levied Taxes estimated to be received during ensuing year	370,161	341,136	250,000	250,000	
<b>PROGRAM RESOURCES:</b>					
Swim Center Revenue	1,508,034	2,243,678	3,123,807	3,022,806	
Tennis Revenue	1,079,714	1,197,210	1,240,987	1,240,987	
Sports Program/Athletic Center Revenue	1,818,627	2,273,431	3,796,314	3,409,940	
Recreation Program Revenue	3,893,956	4,670,894	5,668,934	3,932,188	
<b>OTHER RESOURCES:</b>					
Grants and Intergovernmental Revenue	1,199,718	844,590	7,313,913	6,168,665	
Rental Properties/Concession Revenue	598,733	575,863	540,000	540,000	
Interest Revenue	396,926	1,236,662	150,000	800,000	
Charges for Services	181,148	133,581	350,000	350,000	
Miscellaneous Revenue	316,375	229,041	163,300	469,150	
<b>Total Resources</b> except taxes to be levied..... <b>Subtotal</b>	<b>\$32,631,545</b>	<b>\$ 39,355,982</b>	<b>\$ 44,097,255</b>	<b>\$ 52,183,736</b>	<b>\$ -</b>
Current Year (Permanent Rate & Operating Levy multiplied by Assessed Value)	36,628,948	38,060,334	38,944,636	56,422,717	
<b>TOTAL RESOURCES</b>	<b>\$69,260,493</b>	<b>\$ 77,416,316</b>	<b>\$ 83,041,891</b>	<b>\$108,606,453</b>	<b>\$ -</b>



## General Fund Requirements By Division FY 2021/22 - FY 2024/25



## General Fund Requirements By Account FY 2021/22 - FY 2024/25



**SUMMARY GENERAL FUND BUDGET  
FY 2021/22 - FY 2024/25**

	Actual 2021/22	Actual 2022/23	Adopted 2023/24	Proposed 2024/25	Approved 2024/25
<b><u>REQUIREMENTS BY DIVISION</u></b>					
Board of Directors	\$ 199,592	\$ 351,088	\$ 470,393	\$ 545,612	
Administration	4,145,290	10,738,760	14,374,676	16,390,155	*
Business Services	6,285,376	-	-	-	*
Park Services	12,436,895	13,041,321	16,366,624	17,758,818	
Recreation Services	16,747,616	20,931,493	29,619,336	31,590,947	
Capital Projects	3,185,828	2,594,701	13,056,183	11,116,119	
Transfers to Other Funds	650,000	-	-	-	
Contingency	-	-	7,154,679	3,500,000	
<b>TOTAL EXPENDITURES</b>	<b>\$ 43,650,597</b>	<b>\$ 47,657,363</b>	<b>\$ 81,041,891</b>	<b>\$ 80,901,651</b>	<b>\$ -</b>
Ending Unappropriated Fund Balance					
General Fund Balance	\$ 24,109,896	\$ 28,288,305	\$ -	\$ 24,704,802	
Reserve for Future Expenditure	1,500,000	1,500,000	2,000,000	3,000,000	
<b>TOTAL REQUIREMENTS</b>	<b>\$ 69,260,493</b>	<b>\$ 77,445,668</b>	<b>\$ 83,041,891</b>	<b>\$ 108,606,453</b>	<b>\$ -</b>
<b><u>EXPENDITURES BY ACCOUNT</u></b>					
Personnel Services	\$ 30,688,680	\$ 33,589,236	\$ 45,258,611	\$ 47,948,327	
Materials & Services	7,856,060	10,079,576	13,233,874	15,260,246	
Capital Outlay	3,549,939	3,111,148	14,351,983	13,142,619	
Debt Service	905,918	877,403	1,042,744	1,050,459	
Transfers to Other Funds	650,000	-	-	-	
Contingency	-	-	7,154,679	3,500,000	
<b>TOTAL EXPENDITURES</b>	<b>\$ 43,650,597</b>	<b>\$ 47,657,363</b>	<b>\$ 81,041,891</b>	<b>\$ 80,901,651</b>	<b>\$ -</b>
Ending Unappropriated Fund Balance					
General Fund Balance	\$ 24,109,896	\$ 28,288,305	\$ -	\$ 24,704,802	
Reserve for Future Expenditure	1,500,000	1,500,000	2,000,000	3,000,000	
<b>TOTAL REQUIREMENTS</b>	<b>\$ 69,260,493</b>	<b>\$ 77,445,668</b>	<b>\$ 83,041,891</b>	<b>\$ 108,606,453</b>	<b>\$ -</b>

\* Information Services transferred from Business Services to Administration in FY 2022/23, reporting to the Communications Director. Risk & Contract Management transferred from Business Services to Administration in FY 2022/23, reporting to the Human Resources Director. Finance Services Departments transferred from Business Services to Administration in FY 2022/23, reporting to the General Manager.

Personnel Services - Includes full-time and 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 Projects - 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

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

Reserve for Future Expenditure - Includes funds set aside for future years.

## INFORMATION SERVICES CAPITAL OUTLAY

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### Carryover Projects

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**ITEM 1:**            **Financial System Software**

**BUDGET:**        \$600,000

**DESCRIPTION:**   Continued implementation of new financial software to replace existing software

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### Information Technology Capital Replacement

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**ITEM 2:**            **Desktop/laptop computers**

**BUDGET:**        \$90,000

**DESCRIPTION:**   Replacement of desktop and laptop inventory.

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**ITEM 3:**            **LAN/WAN**

**BUDGET:**        \$8,000

**DESCRIPTION:**   Replacement of Wide Area Network equipment.

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**ITEM 4:**            **AEDs**

**BUDGET:**        \$10,000

**DESCRIPTION:**   Replacement of Automated External Defibrillators.

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**ITEM 5:**            **Security Cameras**

**BUDGET:**        \$45,000

**DESCRIPTION:**   Replacement of security cameras.

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## INFORMATION SERVICES CAPITAL OUTLAY

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**ITEM 6:**           **Key Card Readers**  
**BUDGET:**        \$10,000  
**DESCRIPTION:** Replacement of key card readers.

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**ITEM 7:**           **Servers**  
**BUDGET:**        \$50,000  
**DESCRIPTION:** Replacement of public web servers.

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**ITEM 8:**           **Switches**  
**BUDGET:**        \$55,000  
**DESCRIPTION:** Replacement of broadband switches.

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**ITEM 9:**           **Registration System**  
**BUDGET:**        \$500,000  
**DESCRIPTION:** Replacement software for distrit's registration system.

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**Division: Recreation Services**  
**Department: Aquatics**

Description	Prior Year Actual 2021/22	Prior Year Actual 2022/23	Budget 2023/24	Proposed Budget 2024/25	Approved Budget 2024/25
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**Summary of Appropriations**

Personnel Services	\$ 2,091,790	\$ 3,824,924	\$ 6,448,095	\$ 6,590,811	
Materials & Services	720,520	983,970	1,283,334	1,445,827	
<b>Total Appropriations</b>	<b>\$ 2,812,310</b>	<b>\$ 4,808,894</b>	<b>\$ 7,731,429</b>	<b>\$ 8,036,638</b>	<b>\$ -</b>

**Summary by Program**

Aquatics Manager	\$ 12,248	\$ 31,531	\$ 294,364	\$ 263,924	
Aloha Swim Center	58,113	555,038	1,111,334	1,233,025	
Tualatin Hills Aquatic Center	1,844,860	1,999,274	2,373,399	2,549,244	
Beaverton Swim Center	525,666	1,103,168	1,328,974	1,435,651	
Harman Swim Center	61,781	621,303	1,087,292	1,132,888	
Sunset Swim Center	73,436	309,967	1,146,700	1,044,539	
Raleigh Swim Center	152,967	82,468	171,190	134,081	
Somerset West Swim Center	83,239	106,145	218,176	243,286	
<b>Total Appropriations</b>	<b>\$ 2,812,310</b>	<b>\$ 4,808,894</b>	<b>\$ 7,731,429</b>	<b>\$ 8,036,638</b>	<b>\$ -</b>

<b>Program Revenue</b>	<b>\$ 1,360,304</b>	<b>\$ 1,673,742</b>	<b>\$ 3,123,807</b>	<b>\$ 2,399,101</b>	<b>\$ -</b>
<b>Tax Subsidy</b>	<b>\$ 1,452,006</b>	<b>\$ 3,135,152</b>	<b>\$ 4,607,622</b>	<b>\$ 5,637,537</b>	<b>\$ -</b>
<b>% of Program Subsidized</b>	<b>52%</b>	<b>65%</b>	<b>60%</b>	<b>70%</b>	

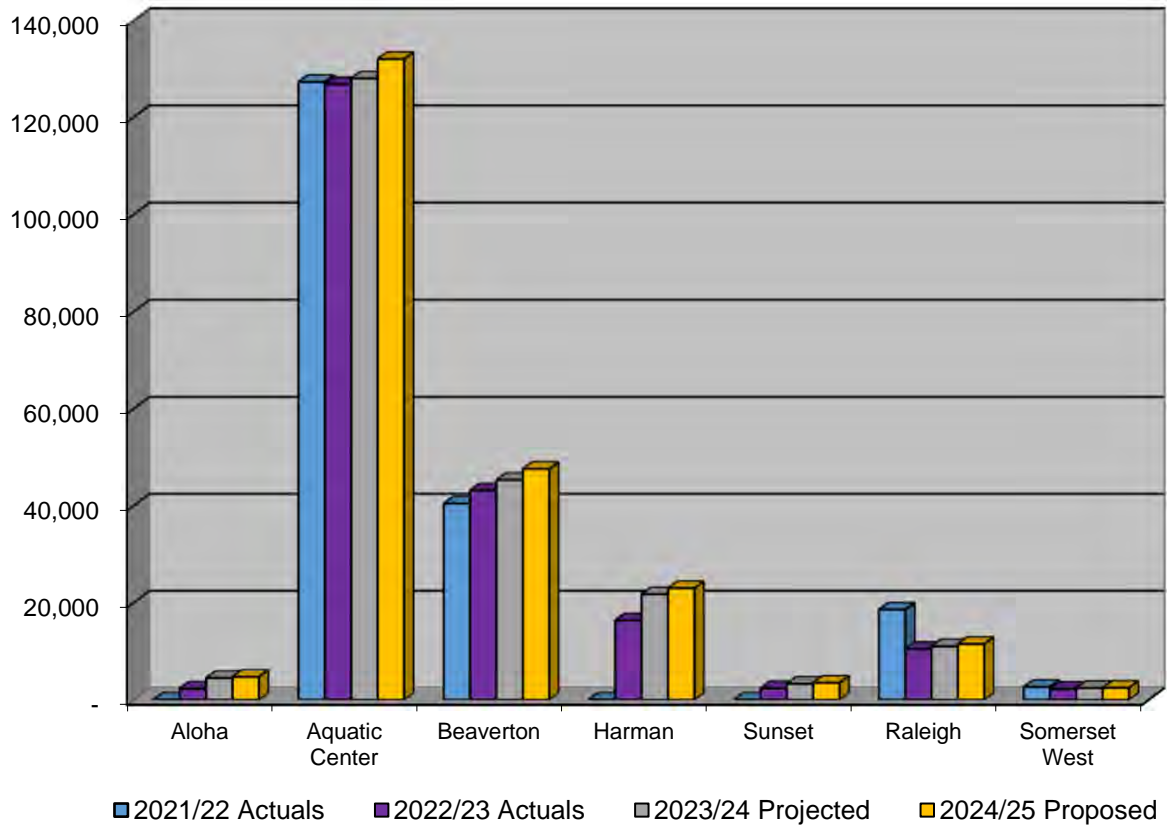
**Division Staff**

Full-time	9.90	20.88	27.00	27.00
Part-time (FTE)	22.01	28.89	58.89	57.07

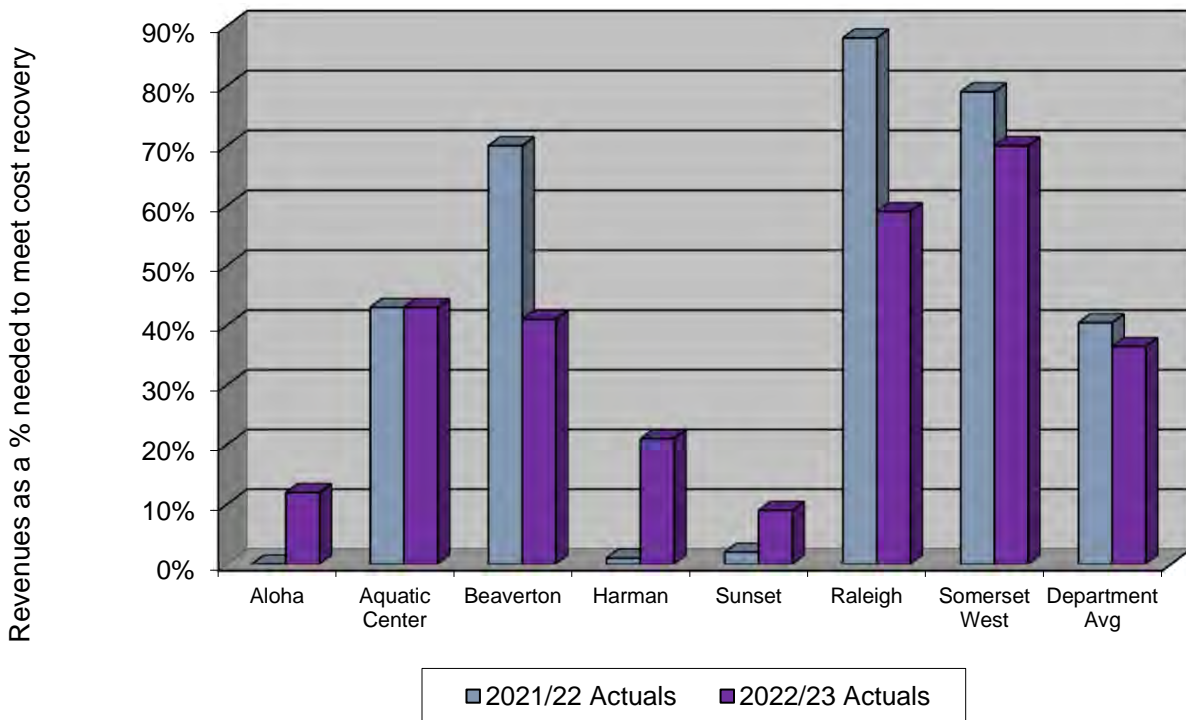
**Funded Service Level**

Program Hours	5,095	7,347	43,464	41,116
Contact Hours	34,675	65,547	1,367,176	1,492,908

### Attendance by Center



### Cost Recovery Progress



## CAPITAL PROJECTS

Description	Prior Year Actual 2021/22	Prior Year Actual 2022/23	Adopted Budget 2023/24	Proposed Budget 2024/25	Approved Budget 2024/25
<b>Summary by Object</b>					
Capital Outlay	\$ 3,185,828	\$ 2,594,701	\$ 13,056,183	\$ 11,116,119	
<b>Total Appropriations</b>	<b>\$ 3,185,828</b>	<b>\$ 2,594,701</b>	<b>\$ 13,056,183</b>	<b>\$ 11,116,119</b>	<b>\$ -</b>
<b>Summary by Department</b>					
Carryover Projects	\$ 2,437,645	\$ 821,250	\$ 9,059,931	\$ 8,159,859	
Athletic Facility Replacements	11,600	19,251	130,000	105,000	
Building Replacements	207,748	1,212,054	3,294,570	985,713	
Building Improvements	-	73,581	60,000	-	
Park & Trail Replacements	214,220	79,550	296,682	491,464	
Park & Trail Improvements	101,621	365,417	40,000	1,204,083	
Advisory Committee-Facility Grants	5,919	16,521	25,000	20,000	
ADA Improvements	207,075	7,077	150,000	150,000	
<b>Total Appropriations</b>	<b>\$ 3,185,828</b>	<b>\$ 2,594,701</b>	<b>\$ 13,056,183</b>	<b>\$ 11,116,119</b>	<b>\$ -</b>

**CAPITAL PROJECTS**

Item Number	Capital Project	Carryover Funds	Additional Funding	Proposed Budget 2024/25	Page #
<b>CARRYOVER PROJECTS</b>					
1	Boiler replacement - Garden Home Recreation Center	\$ 231,000		\$ 231,000	CP-4
2	Asphalt Pathway Repairs - Kaiser, Stoller, Summercrest and Waterhouse/Schlottmann	285,800		285,800	CP-4
3	Crosswalk at Laidlaw Rd - Waterhouse Trail	25,000		25,000	CP-4
4	Beaverton Creek Trail - Engineering and Construction 1, WST to Hocken	250,000		250,000	CP-4
5	Waterhouse Trail ADA curb cuts - Washington County Project	120,000		120,000	CP-4
6	Elevated Entry Repairs Phase 2 - HMT	10,000	5,000	15,000	CP-4
7	Paint roof of HMT shop	45,760		45,760	CP-5
8	Space planning implementation	68,000	50,000	118,000	CP-5
9	Fire Life Safety Modernization	2,045,000		2,045,000	CP-5
10	Insulation replacement - Cedar Hills	10,000	25,000	35,000	CP-5
11	Asphalt overlay and repairs	7,590		7,590	CP-5
12	Asphalt overlay at 167th - Schlottmann Creek Greenway	6,800		6,800	CP-5
13	Asphalt overlay and fence repair - Merritt Woods	44,000		44,000	CP-6
14	Asphalt overlay on path - Terra Linda	8,600		8,600	CP-6
15	Design to replace ped paths with gravel	25,000		25,000	CP-6
16	Trail Crossing and Drainage Improvements - Raleigh Park	40,000		40,000	CP-6
	<b>Subtotal Carryover General Projets</b>	<b>3,222,550</b>	<b>80,000</b>	<b>3,302,550</b>	
<b>GRANT FUNDED</b>					
17	Raleigh Park Creek Improvements (Tualatin River Environmental Enhancement grant)	98,423		98,423	CP-6
18	Fanno Creek Regional Trail Improvements (Lottery bond proceeds)	2,145,358		2,145,358	CP-7
19	Coronavirus State Fiscal Recovery Funding - THPRD - Permanent Restroom	100,000		100,000	CP-7
20	Westside Trail Bridge - Design & Engineering (Metro Parks & Nature Bond)	1,913,528		1,913,528	CP-7
21	Westside Trail Bridge - Design & Engineering (MSTIP grant)	600,000		600,000	CP-7
	<b>Subtotal Grant Funded Carryover Projets</b>	<b>4,857,309</b>	<b>-</b>	<b>4,857,309</b>	
	<b>TOTAL CARRYOVER PROJECTS</b>	<b>8,079,859</b>	<b>80,000</b>	<b>8,159,859</b>	
<b>ATHLETIC FACILITY REPLACEMENT</b>					
22	Air structure repairs - HMT Tennis			15,000	CP-7
23	Replace burnt lamps - HMT, PCC, Sunset sports fields			50,000	CP-8
24	Resurface tennis courts - Murrayhill Park			40,000	CP-8
	<b>TOTAL ATHLETIC FACILITY REPLACEMENT</b>			<b>105,000</b>	
<b>BUILDING REPLACEMENT</b>					
25	Cardio & Weight Equipment			40,000	CP-8
26	Emergency Repairs			100,000	CP-8
27	Replace exterior parking lots lights - HMT Lot B			45,000	CP-8
28	Paint exterior of stables and main house - Jenkins Estate			60,000	CP-8
29	Repairs to veranda decking - Jenkins Estate			30,000	CP-9
<b>HVAC Components</b>					
30	HVAC Software Upgrade - Sunset, Conestoga, HMT			14,000	CP-9
31	AC window unit replacement - Cedar Hills Rec			14,000	CP-9
32	Office Split System Replacement - HMT Aquatic Center			22,000	CP-9
<b>Building and Furnishings</b>					
33	Ergonomic Equipment/Fixtures			6,000	CP-9
34	Replace office/reception area carpet			16,520	CP-9
35	Wood Floor Screen & Coat			30,000	CP-10
36	Replace Lobby Carpet			10,000	CP-10
<b>Roof and Gutters</b>					
37	Replace roof at Stables - Jenkins Estate			90,000	CP-10
38	Replace sky lights (4) - Harman			14,000	CP-10
39	Roof retrofit 2-ply - HMT Admin Breezeway			357,693	CP-10
<b>Pool Tanks, Apparatus &amp; Mechanical Systems</b>					
40	BECSys5 water chemistry controls - Aloha			10,000	CP-10
41	BECSys5 water chemistry controls - Beaverton			10,000	CP-11
42	BECSys5 water chemistry controls - Conestoga			10,000	CP-11
43	BECSys5 water chemistry controls - Harman			10,000	CP-11
44	BECSys5 water chemistry controls - Raleigh			10,000	CP-11
45	BECSys5 water chemistry controls - Somerset			10,000	CP-11
46	BECSys5 water chemistry controls - Sunset			10,000	CP-12
47	Dive board reconditioning/replacement - HMT Aquatic Center			10,000	CP-12
48	Lane line reel - Beaverton			4,000	CP-12
49	Pump/Motor Replacement - Aloha			45,000	CP-12
50	Replace lane lines - Raleigh			3,500	CP-12
51	Robot Vacuum Replacement - Conestoga			4,000	CP-12
	<b>TOTAL BUILDING REPLACEMENT</b>			<b>985,713</b>	



## COMPREHENSIVE PLAN SUMMARY (continued)

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### Environmental Stewardship

10. Revise land management and disposition policies and procedures in alignment with best practices and district values. – **Completed**
11. Update Parks Functional Plan to reflect site development criteria that prioritizes protecting high-functioning natural areas and habitat.
12. Complete Climate Action Plan and implement climate resiliency practices. – **Completed**

### Diversity, Equity, Inclusion, and Access

13. Using industry best practices, develop a community-led equity decision-making framework and assess all district processes to ensure the resulting outcomes and resource allocation are compatible with THPRD values.
14. Continue investing in training opportunities for all district staff to further DEIA initiatives that improve THPRD's workplace environment and enhance engagement with the community.

### Technology and Innovation

15. Establish processes to centralize district asset property data and identify a future asset management solution.
16. Develop infrastructure for data-driven and forward-looking decision making to improve and evolve service delivery, community engagement, customer experience, and asset management to support innovation.

### Financial Sustainability

17. Review and align long-term park, trail, facility, and natural resource development funding strategies and grant planning processes.
18. Design budgetary and administrative processes to facilitate development of district strategic plans.
19. Create process to align departmental performance measures with district values and guiding documents.
20. Develop strategies to assess and monitor existing revenue streams as well as identify and develop future revenue streams to fund comprehensive plan goals and actions. – **Completed**
21. Review and update the district's resource allocation model.

## Tualatin Hills Park & Recreation District

### General Fund Five-Year Fiscal Projection FY 2024/25 through FY 2028/29

	Current Budget 2023/24	Proposed Budget 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29
Cash on Hand	\$17,185,700	\$ 25,252,950	\$ 21,704,804	\$17,555,539	\$12,055,435	\$ 5,046,839
Reserve Used	2,000,000	-	-	-	-	743,630
Program & Facility Fees <sup>1</sup>	13,830,042	11,605,921	11,954,099	12,312,722	12,682,103	13,062,566
Other Resources <sup>2</sup>	8,517,213	8,327,815	2,223,925	2,290,642	2,359,362	2,430,142
Carryover Projects	2,314,300	3,747,050	-	-	-	-
Property Taxes <sup>3</sup>	39,194,636	56,672,717	58,656,262	60,826,544	63,077,126	65,410,980
<b>Total Resources</b>	<b>\$ 83,041,891</b>	<b>\$ 105,606,453</b>	<b>\$ 94,539,089</b>	<b>\$ 92,985,447</b>	<b>\$ 90,174,026</b>	<b>\$ 86,694,157</b>
Personnel Services <sup>4</sup>	\$45,258,611	\$ 47,948,325	\$ 50,591,225	\$53,392,698	\$56,362,260	\$59,509,995
Materials & Services <sup>5</sup>	13,233,874	15,260,246	16,328,463	17,471,456	18,694,458	20,003,070
Capital Outlay	14,351,983	13,142,619	3,000,000	3,000,000	3,000,000	3,000,000
Debt Service - COP and TAN	1,042,744	1,050,459	1,063,862	1,065,858	1,070,470	1,181,092
Contingency	7,154,679	3,500,000	3,000,000	3,000,000	3,000,000	3,000,000
Reserve for Future	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	-
Ending Fund Balance	-	21,704,804	17,555,539	12,055,435	5,046,839	-
<b>Total Expenditures</b>	<b>\$ 83,041,891</b>	<b>\$ 105,606,453</b>	<b>\$ 94,539,089</b>	<b>\$ 92,985,447</b>	<b>\$ 90,174,026</b>	<b>\$ 86,694,157</b>
Reserve Requirement <sup>6</sup>		\$ 6,320,857	\$ 6,691,969	\$ 7,086,415	\$ 7,505,672	\$ 7,951,307
<b>Reserve Balance</b>		<b>\$ 3,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 9,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 11,256,370</b>
<b>Revenue Assumptions</b>						
	<u>2024/25</u>		<u>2025/26</u>		<u>2026/29</u>	
<sup>1</sup> Program Fee & Facility Annual Increase	Proposed Budget		3.00%		3.00%	
<sup>2</sup> Other Resources	Proposed Budget		3.00%		3.00%	
<sup>3</sup> Property Tax Annual Increase (Based on Permanent Rate only)	Proposed Budget		3.50%		3.70%	
<b>Expenditure Assumptions</b>						
<sup>4</sup> Personnel Services	Proposed Budget		6.00%		6.00%	
<sup>5</sup> Materials & Services	Proposed Budget		7.00%		7.00%	

<sup>6</sup> DCP 6 Requires a minimum of 10% operating reserve at the end of each fiscal year.