



# ADOPTED BUDGET

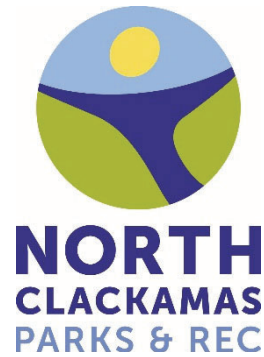
## FISCAL YEAR 2021 | 2022



NCPRD IS A SERVICE DISTRICT OF CLACKAMAS COUNTY, OREGON







**NORTH CLACKAMAS PARKS and RECREATION DISTRICT**  
A division of Business and Community Services

**FISCAL YEAR 2021-2022**  
**Adopted Budget**

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**Elizabeth Gomez, NCPRD Financial Operations Manager**  
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### FY 21-22 Adopted Budget

This document is intended to provide budget committee members and citizens served by North Clackamas Parks & Recreation District (NCPRD) with the information necessary to make reasonable judgments leading to discussion, approval and subsequent adoption of the budget. Additionally, this document is intended to afford the reader a general understanding of the functions and services provided by NCPRD as a Special Service District that is part of Business and Community Services.

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**May 24, 2021**

**Budget Message for FY 21-22**

North Clackamas Parks and Recreation District Board of Directors, Budget Committee Members and Residents,

I am pleased to present the North Clackamas Parks and Recreation District (NCPRD) Proposed Budget in the amount of \$38,352,943 for fiscal year (FY) 21-22, from July 1, 2021 through June 30, 2022. This budget represents the District's comprehensive financial plan for achieving the organization's mission to enrich community vitality and promote healthy living through parks and recreation.

For the FY 21-22 budget, the District embraced a new outcomes-based budgeting process. The goals of outcomes-based budgeting include:

- Better align resources with results
- Reward innovative thinking to improve outcomes for NCPRD residents
- Identify new opportunities to improve program performance
- Make the budget process more inclusive of county employees and community members
- Better communicate with the public about how the NCPRD budget connects to measurable results they care about

Outcomes-based budgeting helps decision-makers prioritize the use of limited resources to achieve goals. It spotlights opportunities to improve by better aligning them with priority areas, addresses performance problems, evaluates their impact more vigorously, finds new partnerships or funding sources, and drives efficiency.

The FY 21-22 NCPRD Budget reflects the Performance Clackamas/Managing for Results process model, presenting five distinct programs:

- NCPRD Administration, which includes the Office of the Director and Marketing
- Recreation, which includes the Recreation, Aquatic Park, Milwaukie Center, and Sports divisions
- Older Adult Services, which includes the Milwaukie Center Older Adult and Social Services, Nutrition, and Transportation programs
- Parks, Trails, and Natural Areas, which includes the Park and Facility Maintenance and Natural Resources
- Asset Development, which includes the Planning department, System Development Charges, Capital Improvement Projects, and Capital Repair and Replacement

**District Profile**

Voters approved the formation of the District in 1990, addressing the need for greater parks and recreation services in the urbanized northern portion of the county. Now the second largest parks district in Oregon by population, the District serves more than 100,000 residents in a large area encompassing the City of Milwaukie as well as the unincorporated areas of Jennings Lodge, Oak Grove, Sunnyside and more.

NCPRD is a service district of Clackamas County and is a division of the Business and Community Services Department. As of July 1, 2021, NCPRD will become a stand-alone County department, reporting directly to the District Administrator/County Administrator. As a county service district, the five-member Board of County Commissioners serves as the NCPRD Board of Directors. As a service district with taxing authority, NCPRD levies a permanent rate of \$0.5382 per \$1,000 of assessed value. This rate is projected to generate approximately \$6.35 million in the coming fiscal year.

All District personnel are contracted through Clackamas County, and expenditures to pay personnel costs are budgeted in the Materials and Services category. NCPRD contracts with the county for 35.59 full-time equivalent (FTE) regular status employees, and employs hundreds of seasonal and temporary positions annually. FTE are recognized in the Clackamas County Budget; FTE counts in the NCPRD budget are provided for informational purposes.

NCPRD protects, maintains and promotes 32 parks, 9.5 miles of trails, including the 6-mile Trolley Trail, North Clackamas Aquatic Park, Hood View Park, Milwaukie Center, and acres of natural areas.

NCPRD also offers a wide range of recreational opportunities for residents of all ages. Programs and activities range from swimming lessons to sports leagues, health and fitness, and educational and cultural offerings. The District serves all populations, including older adults and those with disabilities, offering vital social and health services, including nutrition support and transportation services to home bound individuals.

The District sponsors several community events annually at no cost to participants such as Movies in the Park, RecMobile, seasonal celebrations, and more. In addition, NCPRD sponsors special events including park groundbreakings and grand openings, and public open houses for gathering community input on new capital projects.

### **Performance Clackamas**

NCPRD developed goals using a strategic plan and process model known as Managing for Results (MFR) through Clackamas County's Performance Clackamas initiative. MFR is a comprehensive and integrated management system focused on achieving results for the customer. This process helps identify clear outcome measures and quantifiable performance targets, while ensuring a deliberate and transparent budget plan.

There are five basic components of NCPRD Performance Clackamas/MFR:

1. Identify the priorities for NCPRD residents
2. Develop an overall plan for addressing those priorities
3. Develop policies, programs, activities and services that align to those priority areas
4. Organize and implement budgeting, accounting and management systems to support the strategies, goals and objectives specified in the plan
5. Develop and track costs and performance data to allow NCPRD and its residents to gauge the progress toward reaching its goals and objectives

This process aligns well with the implementation of NCPRD's Cost Recovery Program, where every program and service is assigned a cost-recovery goal based on defined measures, such as level of community benefit.



## Cost Recovery Plan

The District sets program and service fees according to the Cost Recovery Plan. This model is based on the degree to which the operational and maintenance costs of service provision are financially supported by user fees and/or other applicable funding mechanisms. (See Figure 1)

Within the plan, programs and services are grouped based on the users who benefit. For instance, a free Movies in the Park event is categorized as a *Mostly Community Benefit*, whereas a private swimming lesson leads to a *Mostly Individual Benefit*. These categorizations help staff set target cost recovery goals for each program.

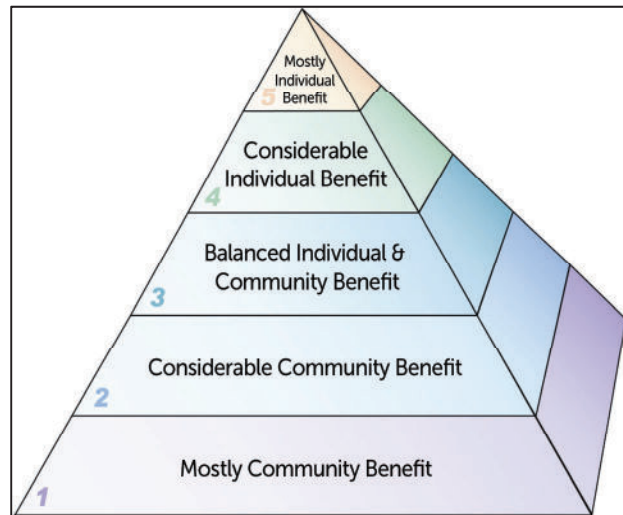


Figure 1. Cost Recovery Pyramid with Tier Labels

Costs for programs and services with greater community benefit are not recovered by user fees or alternative funding. They are offered to participants for free or at subsidized rates. In contrast, programs with greater individual benefit have higher cost recovery targets. These programs typically have higher participation fees that help offset the cost of providing the free and subsidized services with greater community benefit.

## Fiscal Planning

The budget for FY 21-22 represents the District's financial plan to achieve the following goals and priorities:

- Ensure the long-term financial stability of the District
- Ensure District resources are aligned with current community needs and expectations for parks and recreation programs, services and facilities
- Provide exceptional recreation, fitness, education and older adult programs to District residents that are appropriately priced through the cost recovery methodology, reach the greatest number of residents utilizing resources available and align with the needs and desires of the District's population
- Execute the District's Adopted Capital Improvement Plan, adding needed facilities that can be sustainably operated and maintained
- Operate and maintain existing District parks and facilities in a cost-effective and efficient manner, focusing on projects that will maintain the safety, security and longevity of all District assets
- Maintain Performance Clackamas and the Cost Recovery Plan to inform management and enable better decision making

## Funding

The District faces ongoing financial challenges in the areas of both operations and capital maintenance (repair and replacement). Ongoing expenditures for personnel, health care and other operating expenditures continue to outpace annual revenue increases. In FY 19-20, NCPRD paid off its remaining debt, allowing the District to be debt-free for the first time in its history. This will save \$500,000 annually in debt service, paid from the NCPRD General Fund. In addition, NCPRD is not budgeting a transfer from the General Fund to the capital repair and replacement funds in FY 21-22.

NCPRD's tax base of \$0.5382 per \$1,000 of assessed value continues to be among the lowest rates for comparable districts in the state, which makes it challenging to meet the expectations and service needs of District residents. For example, Tualatin Hills Parks & Recreation District has a rate of \$1.31 per \$1,000 of assessed value, Bend Parks & Recreation District is at \$1.46 and Willamalane Parks & Recreation in Springfield is at \$2.01. (See Figure 2)

Furthermore, while the Master Plan calls for two \$25 million general obligation bonds, or a total of \$50 million to fund capital expenditures, the District has never presented a ballot measure for any such bonds to District voters. This lack of a dedicated source of capital funding is unusual for a parks district, and has led NCPRD to budget both operational and capital expenditures from the permanent tax base revenue, typically reserved for operational purposes. Nearly one million dollars has been transferred annually from the NCPRD General Fund to the Capital Repair and Replacement Fund. As noted previously, we have not budgeted for this transfer in FY 21-22, and we will continue to have a more focused approach to capital repair and replacement spending; concentrating on projects that will maintain the safety, security, and longevity of all District facilities.

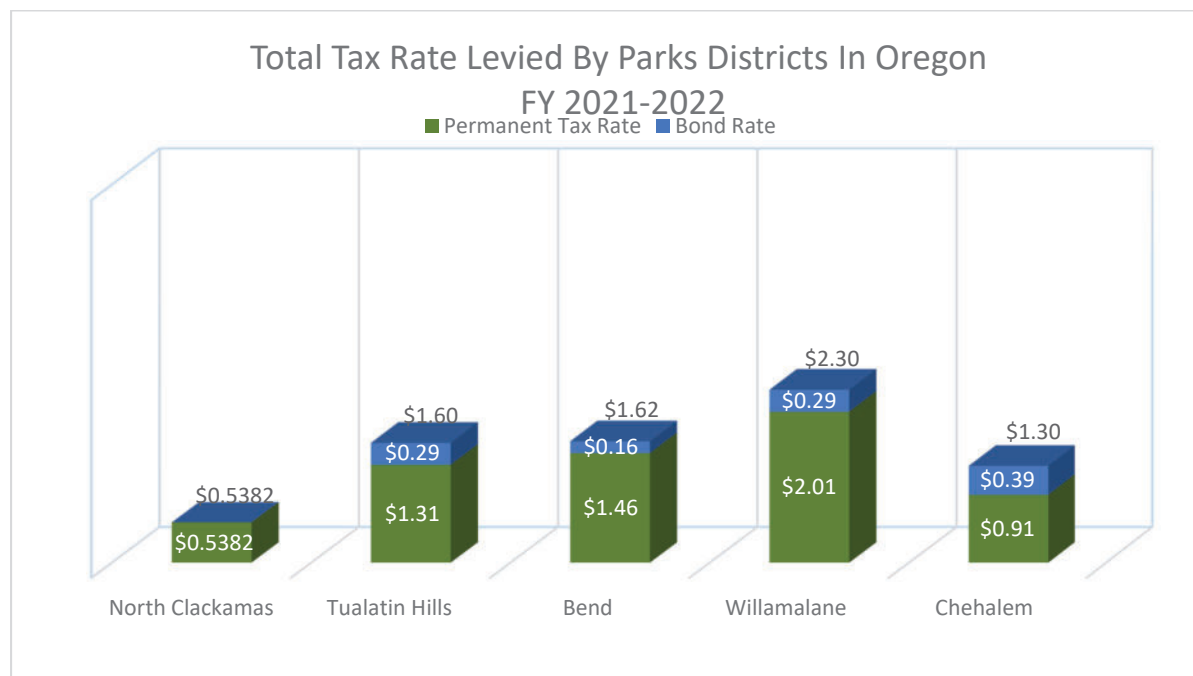


Figure 2. Total Tax Rate Levied by Parks Districts in Oregon FY 20-21

### Significant Issues

The COVID-19 pandemic continues to have an effect on NCPRD programming and facilities. In March 2020, in accordance with Governor Kate Brown, the Oregon Health Authority and Clackamas County's orders and advisement, and in an effort to help slow the spread of COVID-19 and protect the health of patrons, visitors, staff and all persons, NCPRD closed all facilities and canceled all programs. Throughout the months that followed, NCPRD was able to offer limited in-person and virtual programming with expanded safety protocols and sanitization. NCPRD staff will continue to monitor the situation and, following OHA and County guidelines, offer expanded programming. The closure of facilities and cancellation of programming had a significant impact on NCPRD's FY 20-21 revenues; however, staff was able to find ways to reduce expenditures, including reducing part-time personnel, to mitigate the loss of revenue.

## **Current Year Highlights**

### *Administration*

- Developed and implemented a new chart of accounts
- Employed new budget software for entering and reporting budget data
- Executed new Outcomes Based Budgeting protocols and practices
- Published the District's Annual Report for FY 19-20
- Kept the community informed on updates regarding safety protocols for all NCPRD facilities and programs, and successfully promoted new virtual programs and recreation resources.

### *Recreation*

- Hosted Mad Science camps, Hip Hop/Funk, Dance and Drill, and Little Dancers Ballet and Jazz with increased COVID-19 protocols and enhanced cleaning
- Developed and offered four virtual programs for Speed, Agility, and Quickness and Hoopers Basketball skills
- Served 161 children ages 5 to 12 in summer camps with adjusted curriculum to reduce contact and increase small group outdoor activities
- Navigated OHA guidance and worked diligently to create stringent COVID-19 protocols that included our first COVID-19 Summer Camp Communicable Disease Plan, health screening forms for participants and staff, and pre-camp participation waivers for families
- Offered virtual classes to over 100 participants each season; including yoga, Zumba, low-impact aerobics, Spanish and writing
- Served more than 1,100 NCPRD residents at the first annual Drive-thru Boo Bash event, held at the North Clackamas Aquatic Park, with free treat bags and fun memories
- Presented Winter Celebrations to over 120 children as a virtual program this year, including learning about Kwanzaa and Hanukkah, dancing, singing, making crafts, goody bags and drive-thru visits with Frosty and Santa
- Provided virtual one-on-one visits with Santa for more than 100 children
- Celebrated Chinese New Year with a drive-thru party including 140 pre-purchased meals, goody bags, and Lion Dancers
- Served over 1,300 swimmers at the Aquatic Park during the four-week opening in the fall, and reopened with limited capacity in March 2021
- Aquatic Park staff performed facility maintenance including painting, signage updates, repairs, safety upgrades and tile remediation during mandated closures due to the pandemic

### *Older Adult Services*

- Averaged an all-time high of 250 meals per day for the Meals on Wheels program, and did not miss a delivery day even through the fire, smoke, ice and wind events of the past year
- Maintained fundraising for the Meals on Wheels program with drive-thru community events and the March for Meals annual fundraiser
- Provided free tax assistance, in partnership with the AARP, in a safe manner with no person-to-person contact
- Continued to support the most vulnerable communities during the pandemic, with services including the foot clinic, emergency firewood and the law clinic

### *Parks, Trails, and Natural Areas*

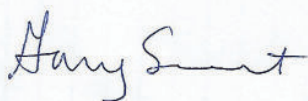
- Replaced fencing at the North Clackamas Park dog run, dividing the area into a 1-acre large dog area and .5-acre small dog area
- Remodeled the Aquatic Park cafe to provide space for vending machines
- Implemented COVID-19 measures at all District play areas, restrooms, and facilities including hand sanitizer stations, Plexiglas screening and MERV 13 air filters
- Added automated door entry system to the Aquatic Park
- Replaced foul ball netting over spectator areas at North Clackamas Park
- Built a soft-surface trail along the east boundary at North Clackamas Park to access the overlook
- Built a soft-surface trail at Robert Kronberg Park
- Opened the 5.8 acre park at Boardman Wetlands
- Performed major debris and hazard tree work due to the February 2021 Ice Storm
- Continued to work as a partner with Water Environment Services (WES) on habitat enhancement projects, and ongoing stewardship at multiple natural areas within the District

### *Asset Development*

- Completed master plan and 90 percent of the schematic design for a park, community center, and library at the Concord Property, in partnership with the Oak Lodge Library
- Prepared a new contract for a Milwaukie Bay Park Project Construction Manager/General Contractor as NCPRD launched the preconstruction phase
- Progressed the funding commitments for future construction work at Milwaukie Bay Park, including: (1) executing an IGA with the City of the Milwaukie to authorize transfer of funds; (2) securing a \$750,000 grant from the Oregon Parks and Recreation Department's Local Government Grant Program; and (3) receiving a recommendation for a \$1,046,125 grant from the Oregon Parks and Recreation Department-administered Land and Water Conservation Fund
- Collaborated with the City of Milwaukie to determine potential ways to connect to a pedestrian pathway along Kellogg Lake between Dogwood Park and SE McLoughlin Boulevard

This proposed FY 21-22 budget was developed with input by numerous District staff, and will be submitted for approval to the NCPRD Budget Committee. The final step will be adoption of the FY 21-22 budget by the Board of County Commissioners acting in its capacity as the NCPRD Board of Directors. I would like to thank the Budget Committee and NCPRD Board of Directors for their continued dedication to the North Clackamas Parks and Recreation District.

Respectfully submitted,



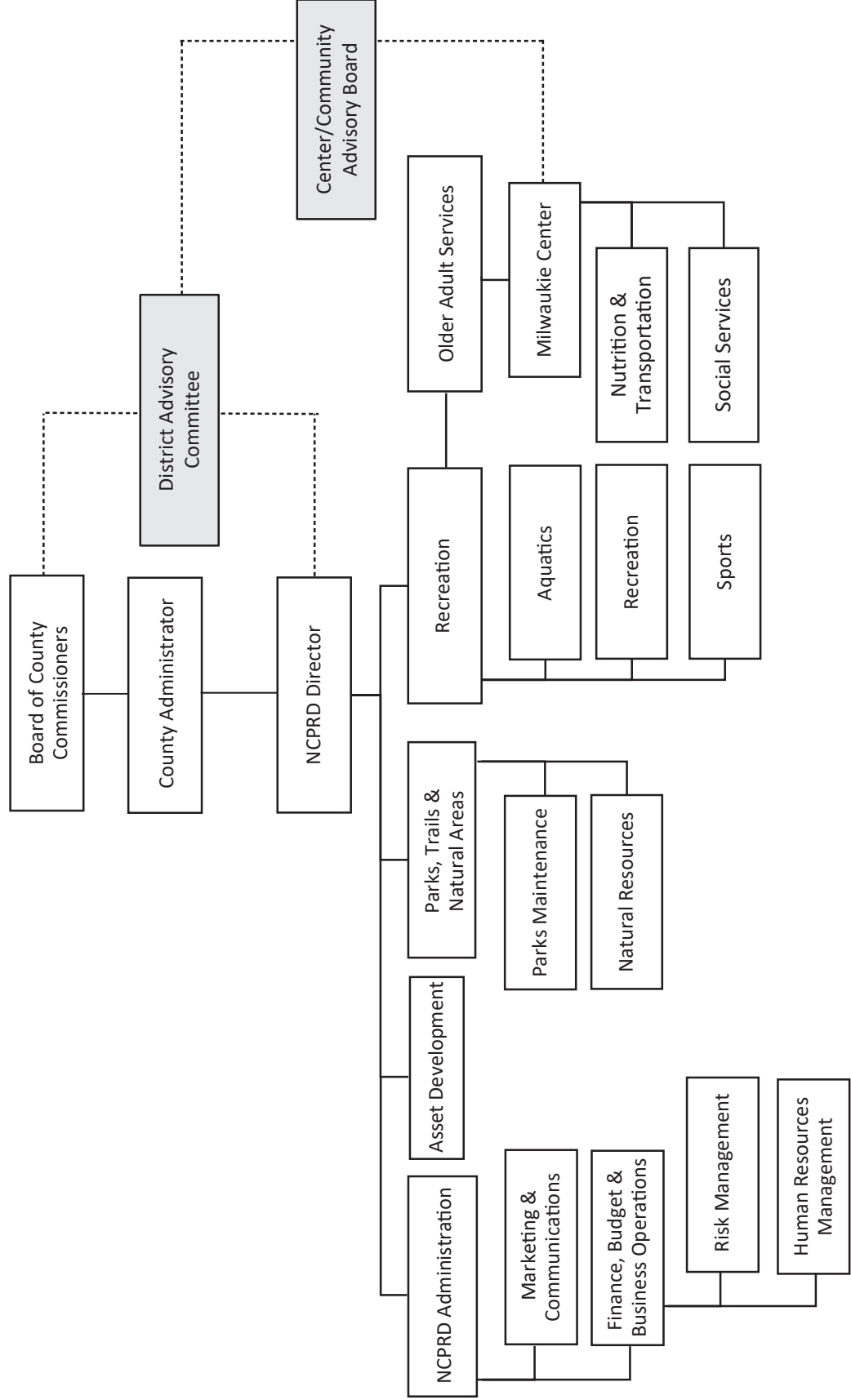
Gary Schmidt  
District Administrator, North Clackamas Parks and Recreation District  
County Administrator, Clackamas County



# North Clackamas Parks and Recreation District

Organization Chart

FY 21-22







**North Clackamas Parks and Recreation District  
FY 21-22**

**General Budget Guidelines – Operating Funds**

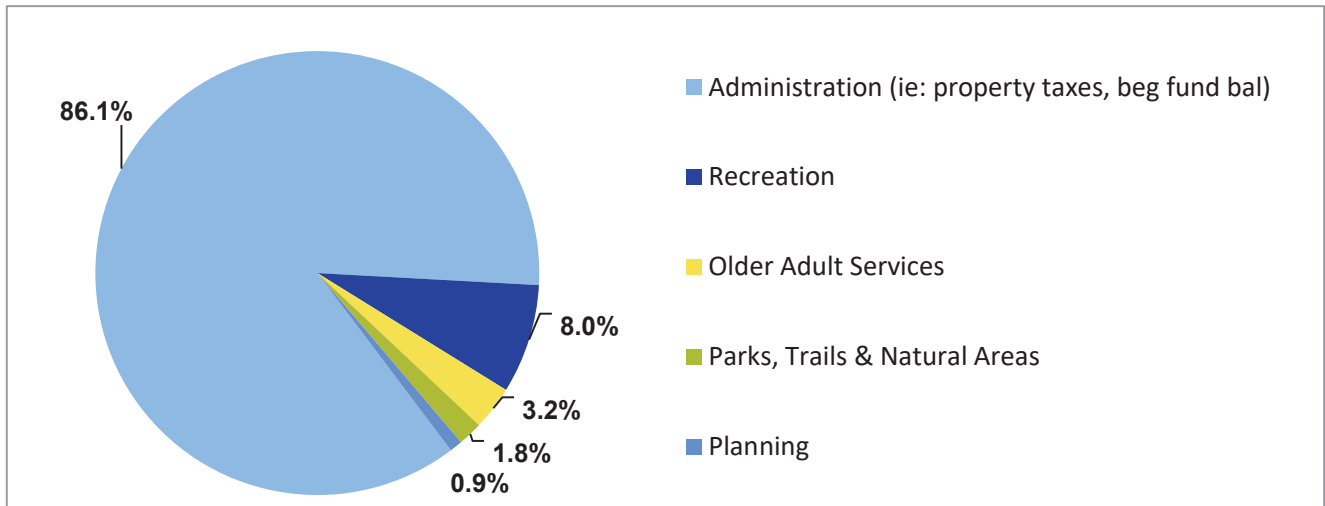
- The District shall maintain an **emergency contingency** funded at a minimum of 5 percent of general fund operating expenditures. This contingency is for unexpected expenditures that staff could not have known about at the time the budget was prepared.
- The District shall maintain an **operating fund balance** funded at a minimum of 10 percent of operating expenditures or the minimum cash flow necessary to cover operating expenditures in amounts sufficient to bridge months in each year during which inflows of revenues and outflows of expenditures fluctuate, whichever is greater. This will help maintain the minimum cash flow necessary to ensure the District will not need to issue Tax Anticipation Notes (short-term borrowing).
- The District shall recognize that the beginning fund balance is a one-time, non-recurring resource. To the extent feasible, one-time resources will be applied toward one-time expenditures. This application will ensure a balance between current, recurring revenues and expenditures. It also should help to ensure a stable ending fund balance.
- The District shall, to the extent feasible, balance current (recurring) revenues and current (recurring) expenditures. Fund balance shall not be used to pay for ongoing revenues and expenditures.
- The District shall maintain a policy of aggressively collecting accounts receivable whereby after District staff has exhausted all in-house collection alternatives, accounts are assigned to a private collection agency.
- The District's general fund shall not pick up any expenditure that can be attributed or charged to another fund. This is achieved through an administrative allocation to the various funds. This policy will help to maintain the long-term stability of the general fund.
- The District shall maintain its infrastructure at a level adequate to protect the District's capital investment and to minimize future maintenance and replacement costs. It shall be the goal of the District not to defer maintenance of infrastructure.
- The District shall continue to transfer sufficient funds to the Capital Asset Replacement Fund to meet short-term capital asset needs while saving for future repair and replacement of assets.
- The District shall proactively increase revenues and decrease expenses where possible through lean processes allowing for increased efficiency and more cost-effective operations.



# **North Clackamas Parks & Recreation District** **Fund Accounting Structure**

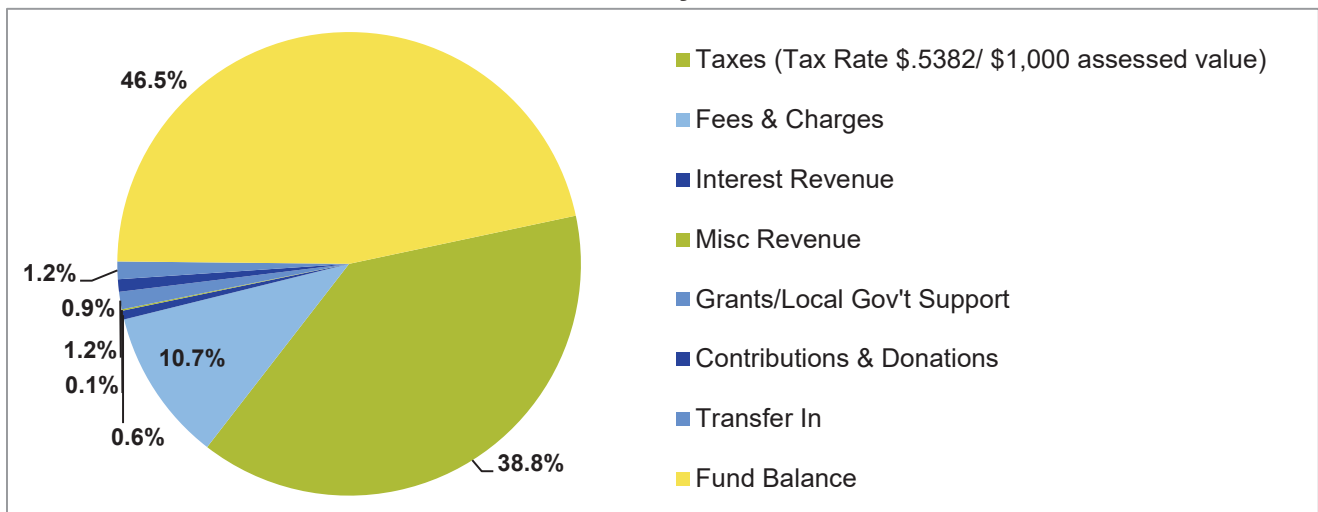
<b>Activity Type</b>	<b>Fund</b>	<b>Major Revenue Source(s)</b>	<b>Major Expense(s)</b>
<b><u>Operating Funds</u></b>			
General Fund	213	Property Tax, Fees and Charges, Grants, Other Government Agencies, Donations	Operations
<b><u>Acquisition &amp; Construction</u></b>			
System Development Charge Funds	281-283	System Development Charges	Transfer dollars to Capital Projects Fund
Capital Projects Fund	480	Grant funds, Transfers from the General Fund and System Development Charges Funds	Acquisition and Construction, Repair and Replacement of Capital Equipment and Capital Assets
Debt Service Fund-2010 Issue	382	Transfer from General Fund	2010 Full Faith and Credit Obligations

**North Clackamas Parks & Recreation District  
FY 21-22 Proposed Budget - General Fund 213  
Revenue by Program**



Administration (ie: property taxes, beg fund bal)	\$	14,087,850	86.1%
Recreation		1,301,000	8.0%
Older Adult Services		520,900	3.2%
Parks, Trails & Natural Areas		290,449	1.8%
Planning		152,307	0.9%
<b>Total</b>	<b>\$</b>	<b>16,352,506</b>	<b>100.0%</b>

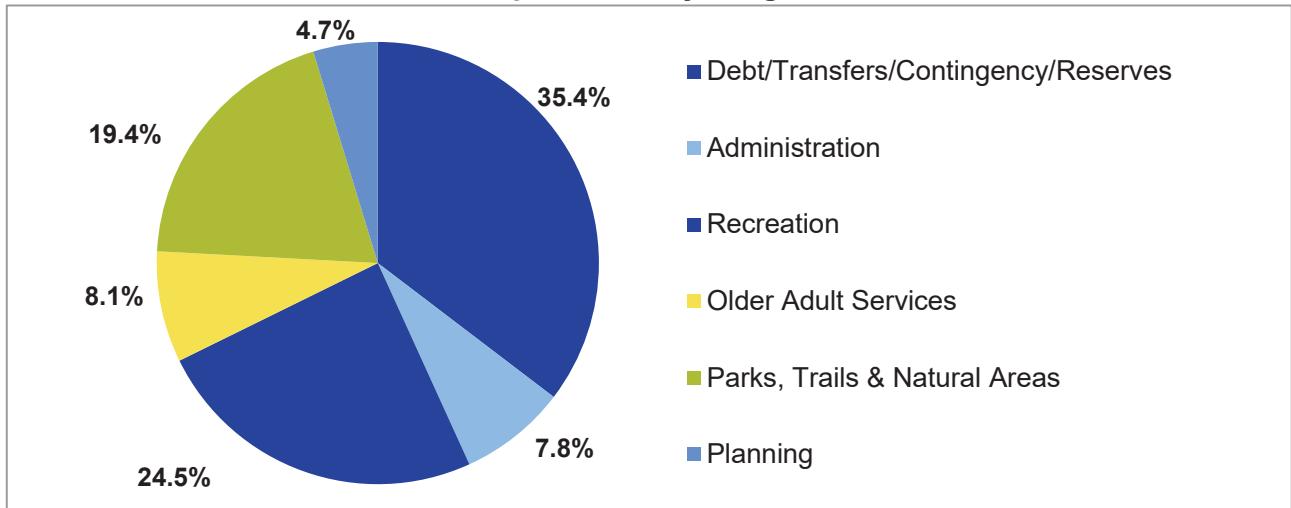
**Revenue by Source**



Taxes (Tax Rate \$.5382/ \$1,000 assessed value)	\$	6,352,743	38.8%
Fees & Charges		1,743,353	10.7%
Interest Revenue		100,000	0.6%
Misc Revenue		5,500	0.1%
Grants/Local Gov't Support		199,050	1.2%
Contributions & Donations		142,000	0.9%
Transfer In		200,716	1.2%
Fund Balance		7,609,144	46.5%
<b>Total</b>	<b>\$</b>	<b>16,352,506</b>	<b>100.0%</b>

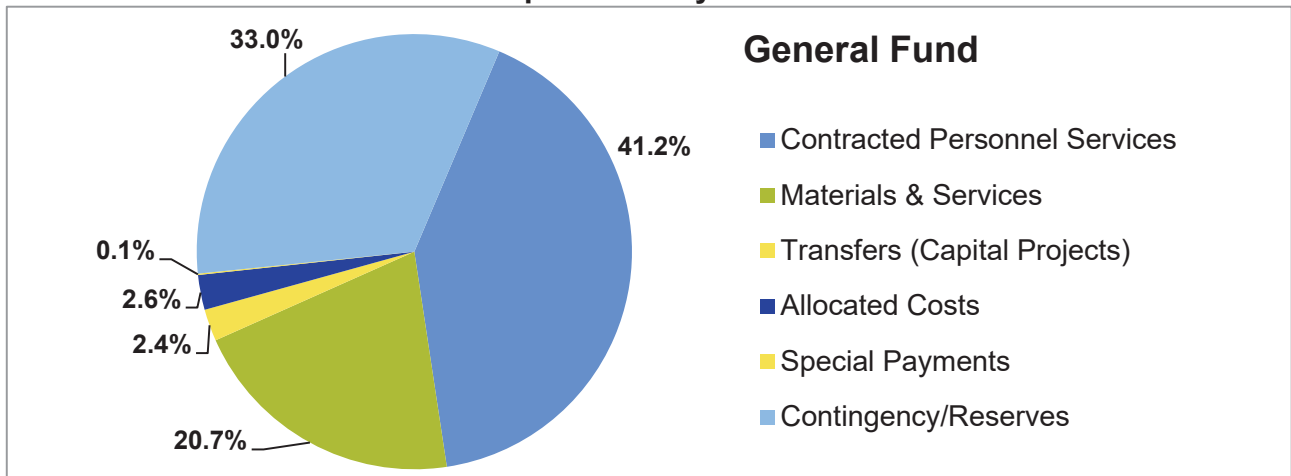


**North Clackamas Parks & Recreation District  
FY 21-22 Proposed Budget - General Fund 213  
Expenditure by Program**



Debt/Transfers/Contingency/Reserves	\$	5,781,642	35.4%
Administration		1,282,676	7.8%
Recreation		4,009,696	24.5%
Older Adult Services		1,329,282	8.1%
Parks, Trails & Natural Areas		3,178,470	19.4%
Planning		770,740	4.7%
<b>Total</b>	<b>\$</b>	<b>16,352,506</b>	<b>100.0%</b>

**Expenditure by Source**



Contracted Personnel Services	\$	6,792,977	41.2%
Materials & Services		3,353,386	20.7%
Transfers (Capital Projects)		387,955	2.4%
Allocated Costs		423,501	2.6%
Special Payments		1,000	0.1%
Contingency/Reserves		5,393,687	33.0%
<b>Total</b>	<b>\$</b>	<b>16,352,506</b>	<b>100%</b>



**North Clackamas Parks & Recreation District**  
**Interfund Transfers**  
**Fiscal Year 2021-22**  
**Budget**

<b>Transfers In - 39110</b>				<b>Transfers Out - 47750</b>			
<b>Fund #</b>	<b>Program Name</b>	<b>Amount</b>		<b>Fund #</b>	<b>Program Name</b>	<b>Amount</b>	<b>Description</b>
213	Admin	\$ 21,620		281	SDC - Zone 1	\$ 1,893,994	Capital personnel expenses
213	Parks, NR	\$ 26,789		282	SDC - Zone 2	\$ 2,478,146	Capital personnel expenses
213	Planning	\$ 152,307		283	SDC - Zone 3	\$ 39,121	Capital personnel expenses
480	Capital Projects	\$ 4,598,500		213	Admin	\$ 387,955	General Funds for Non-SDC expenditures
		<u>\$ 4,799,216</u>				<u>\$ 4,799,216</u>	



# NORTH CLACKAMAS PARKS AND RECREATION DISTRICT FY 21-22

## MISSION STATEMENT:

North Clackamas Parks and Recreation District's (NCPRD) mission is to enrich community vitality and promote healthy living through parks and recreation.

NCPRD's goals further the Board of County Commissioners' goals of creating a network of vibrant communities, while also following the principle of keeping our residents safe, healthy, and secure.

## OVERALL GOALS AND OBJECTIVES:

- Ensure the long-term financial stability of the District.
- Ensure District resources are aligned with current community needs and expectations for parks and recreation programs, services and facilities.
- Provide exceptional recreation, fitness, education and older adult services programs to District residents that are appropriately priced through the cost recovery methodology, reach the greatest number of residents utilizing resources available and align with the needs and desires of the District's population.
- Execute the District's Capital Improvement Plan, adding needed facilities that can be sustainably operated and maintained.
- Operate and maintain existing District parks and facilities in a cost-effective and efficient manner, focusing on projects that will maintain the safety, security and longevity of all District assets.
- Maintain Performance Clackamas and the Cost Recovery Plan to inform management and enable better decision making.

<b>Program Requirements</b>	<b>Budget FY 20-21</b>	<b>Adopted FY 21-22</b>
Administration	\$ 7,104,807	\$ 7,064,318
Recreation	4,380,458	4,009,696
Older Adult Services	1,742,565	1,329,282
Parks, Trails & Natural Areas	2,511,589	3,178,470
Planning	719,913	770,740
SDC Fund Zone 1	2,348,269	3,646,917
SDC Fund Zone 2	2,516,530	2,965,088
SDC Fund Zone 3	2,492,099	2,568,388
Debt	312,125	-
Capital Projects	8,950,028	12,820,044
	<b>\$ 33,078,383</b>	<b>\$ 38,352,943</b>
<b>Total Regular Full-Time Equivalent (FTE) Positions*</b>	<b>35.39</b>	<b>35.79</b>
<b>Total Temporary and Part-Time FTE Positions**</b>	<b>46.59</b>	<b>45.36</b>
<b>Total NCPRD Staffing</b>	<b>81.98</b>	<b>81.15</b>

\*Personnel Services are contracted through Clackamas County. FTE is counted by Clackamas County.

\*\*Temporary & part-time data tracking started with FY 14-15 budget



**North Clackamas Parks & Recreation District**  
**District Revenue Summary - By Program**  
**FY 21-22**

<b>Fund</b>	<b>Actual FY 18-19</b>	<b>Actual FY 19-20</b>	<b>Budget FY 20-21</b>	<b>Proposed FY 21-22</b>	<b>Approved FY 21-22</b>	<b>Adopted FY 21-22</b>
<b>General Fund</b>						
Administration	\$ 11,719,958	\$ 13,289,793	\$ 12,539,633	\$ 14,087,850	\$ 14,087,850	\$ 14,087,850
Recreation	2,182,915	1,388,822	2,173,600	1,301,000	1,301,000	1,301,000
Older Adult Services	1,173,710	1,262,938	1,100,579	520,900	520,900	520,900
Parks, Trails & Natural Areas	207,596	261,237	337,183	290,449	290,449	290,449
Planning	68,973	192,845	308,337	152,307	152,307	152,307
<b>Total</b>	<b>15,353,152</b>	<b>16,395,635</b>	<b>16,459,332</b>	<b>16,352,506</b>	<b>16,352,506</b>	<b>16,352,506</b>
<b>SDC Fund Zone 1</b>	<b>3,085,094</b>	<b>4,332,092</b>	<b>2,348,269</b>	<b>3,646,917</b>	<b>3,646,917</b>	<b>3,646,917</b>
<b>Total</b>	<b>3,085,094</b>	<b>4,332,092</b>	<b>2,348,269</b>	<b>3,646,917</b>	<b>3,646,917</b>	<b>3,646,917</b>
<b>SDC Fund Zone 2</b>	<b>2,293,444</b>	<b>2,700,630</b>	<b>2,516,530</b>	<b>2,965,088</b>	<b>2,965,088</b>	<b>2,965,088</b>
<b>Total</b>	<b>2,293,444</b>	<b>2,700,630</b>	<b>2,516,530</b>	<b>2,965,088</b>	<b>2,965,088</b>	<b>2,965,088</b>
<b>SDC Fund Zone 3</b>	<b>12,248,216</b>	<b>11,839,948</b>	<b>2,492,099</b>	<b>2,568,388</b>	<b>2,568,388</b>	<b>2,568,388</b>
<b>Total</b>	<b>12,248,216</b>	<b>11,839,948</b>	<b>2,492,099</b>	<b>2,568,388</b>	<b>2,568,388</b>	<b>2,568,388</b>
<b>Debt</b>	<b>2,181,960</b>	<b>2,966,841</b>	<b>312,125</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>2,181,960</b>	<b>2,966,841</b>	<b>312,125</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Projects Fund</b>	<b>16,572,820</b>	<b>14,865,745</b>	<b>8,950,028</b>	<b>12,820,044</b>	<b>12,820,044</b>	<b>12,820,044</b>
<b>Total</b>	<b>16,572,820</b>	<b>14,865,745</b>	<b>8,950,028</b>	<b>12,820,044</b>	<b>12,820,044</b>	<b>12,820,044</b>
<b>Total Revenue</b>	<b>\$ 51,734,686</b>	<b>\$ 53,100,891</b>	<b>\$ 33,078,383</b>	<b>\$ 38,352,943</b>	<b>\$ 38,352,943</b>	<b>\$ 38,352,943</b>

**North Clackamas Parks & Recreation District**  
**District Expenditure Summary - By Program**  
**FY 21-22**

<b>Fund</b>	<b>Actual FY 18-19</b>	<b>Actual FY 19-20</b>	<b>Budget FY 20-21</b>	<b>Proposed FY 21-22</b>	<b>Approved FY 21-22</b>	<b>Adopted FY 21-22</b>
<b>General Fund</b>						
Administration	\$ 2,380,443	\$ 1,820,202	\$ 7,104,807	\$ 7,064,318	\$ 7,064,318	\$ 7,064,318
Recreation	3,622,355	3,408,656	4,380,458	4,009,696	4,009,696	4,009,696
Older Adult Services	1,424,454	1,456,274	1,742,565	1,329,282	1,329,282	1,329,282
Parks, Trails & Natural Areas	2,011,646	2,067,774	2,511,589	3,178,470	3,178,470	3,178,470
Capital Projects: Planning	396,449	378,491	719,913	770,740	770,740	770,740
<b>Total</b>	<b>9,835,347</b>	<b>9,131,397</b>	<b>16,459,332</b>	<b>16,352,506</b>	<b>16,352,506</b>	<b>16,352,506</b>
<b>SDC Fund Zone 1</b>	<b>516,423</b>	<b>391,406</b>	<b>2,348,269</b>	<b>3,646,917</b>	<b>3,646,918</b>	<b>3,646,919</b>
<b>Total</b>	<b>516,423</b>	<b>391,406</b>	<b>2,348,269</b>	<b>3,646,917</b>	<b>3,646,918</b>	<b>3,646,919</b>
<b>SDC Fund Zone 2</b>	<b>91,875</b>	<b>447,475</b>	<b>2,516,530</b>	<b>2,965,088</b>	<b>2,965,088</b>	<b>2,965,088</b>
<b>Total</b>	<b>91,875</b>	<b>447,475</b>	<b>2,516,530</b>	<b>2,965,088</b>	<b>2,965,088</b>	<b>2,965,088</b>
<b>SDC Fund Zone 3</b>	<b>656,983</b>	<b>9,517,219</b>	<b>2,492,099</b>	<b>2,568,388</b>	<b>2,568,388</b>	<b>2,568,388</b>
<b>Total</b>	<b>656,983</b>	<b>9,517,219</b>	<b>2,492,099</b>	<b>2,568,388</b>	<b>2,568,388</b>	<b>2,568,388</b>
<b>Debt</b>	<b>495,310</b>	<b>2,704,448</b>	<b>312,125</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>495,310</b>	<b>2,704,448</b>	<b>312,125</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Projects Fund</b>	<b>2,755,166</b>	<b>6,943,421</b>	<b>8,950,028</b>	<b>12,820,044</b>	<b>12,820,044</b>	<b>12,820,044</b>
<b>Total</b>	<b>2,755,166</b>	<b>6,943,421</b>	<b>8,950,028</b>	<b>12,820,044</b>	<b>12,820,044</b>	<b>12,820,044</b>
<b>Total Expenditures</b>	<b>\$ 14,351,104</b>	<b>\$ 29,135,366</b>	<b>\$ 33,078,383</b>	<b>\$ 38,352,943</b>	<b>\$ 38,352,944</b>	<b>\$ 38,352,945</b>





## Business & Community Services

### Department Budget Summary by Fund

Line of Business	FY 21-22 FTE	FY 21-22 General Fund	FY 21-22 NCPRD General Fund	FY 21-22 Nutrition & Transportation	FY 21-22 SDC	FY 21-22 Debt Service	FY 21-22 Capital Projects	FY 21-22 Capital Assets	FY 21-22 Total Proposed Budget	FY 21-22 General Fund Subsidy Included in Proposed Budget**
North Clackamas Parks & Recreation District										
NCPRD Administration	1.30	-	7,064,318	-	-	-	-	-	7,064,318	-
Recreation	14.19	-	4,009,696	-	-	-	-	-	4,009,696	-
Older Adult Services	5.68	-	1,329,282	-	-	-	-	-	1,329,282	-
Parks, Trails & Natural Areas	11.35	-	3,178,470	-	-	-	-	-	3,178,470	-
Asset Development	3.27	-	770,740	-	9,180,393	-	12,820,044	-	22,771,177	-
<b>FY 21-22 Budget</b>	<b>35.79</b>	<b>\$ -</b>	<b>\$ 16,352,506</b>	<b>\$ -</b>	<b>\$ 9,180,393</b>	<b>\$ -</b>	<b>\$ 12,820,044</b>	<b>\$ -</b>	<b>\$ 38,352,943</b>	<b>-</b>
FY 20-21 Budget										
	35.39	\$ -	\$ 15,535,553	\$ 923,779	\$ 7,356,898	\$ 312,125	\$ 5,667,457	\$ 3,282,571	\$ 33,078,383	-
<b>\$ Increase (Decrease)</b>	<b>0.40</b>	<b>\$ -</b>	<b>\$ 816,953</b>	<b>\$ (923,779)</b>	<b>\$ 1,823,495</b>	<b>\$ (312,125)</b>	<b>\$ 7,152,587</b>	<b>\$ (3,282,571)</b>	<b>\$ 5,274,560</b>	<b>-</b>
<b>% Increase (Decrease)</b>	<b>1.13%</b>	<b>0.00%</b>	<b>5.26%</b>	<b>-100.00%</b>	<b>24.79%</b>	<b>-100.00%</b>	<b>126.20%</b>	<b>-100.00%</b>	<b>15.95%</b>	<b>-</b>

\* Personnel Services are contracted through Clackamas County, and expenses are budgeted in Materials & Services in the NCPRD budget. FTE is counted by Clackamas County. FTE counts in the NCPRD budget are provided for informational purposes.

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



## Business and Community Services

### Department Mission

The mission of the Business and Community Services Department is to provide essential economic development, public spaces, and community enrichment services to residents, businesses, visitors, and partners so they can thrive and invest in a healthy, vibrant, and prosperous Clackamas County both now and into the future.

### Business and Community Services

Laura Zentner - Director  
 Sarah Eckman - Deputy Director  
 Allegra Willhite - Deputy Director  
 FTE 78.29  
 Total BCS Proposed \$101,036,694  
 (Includes NCPRD & Library District)  
 General Fund Support \$ 2,673,356

<b>BCS Administration</b>  Laura Zentner Director Sarah Eckman Deputy Director Allegra Willhite Deputy Director  Total Proposed \$1,893,141 Gen Fund \$ -	<b>Fair &amp; Event Center</b>  Laura Zentner Director   Allegra Willhite Deputy Director  Total Proposed \$2,670,330 Gen Fund \$ -	<b>Economic Development</b>  Laura Zentner Director   Sarah Eckman Deputy Director  Total Proposed \$5,271,284 Gen Fund \$ -	<b>Library</b>  Laura Zentner Director   Allegra Willhite Deputy Director  Total Proposed \$37,408,622 Gen Fund \$ 2,457,474	<b>Parks, Golf &amp; Recreation</b>  Laura Zentner Director   Sarah Eckman Deputy Director  Total Proposed \$7,469,520 Gen Fund \$ 215,882	<b>Assets</b>  Laura Zentner Director   Sarah Eckman Deputy Director  Total Proposed \$7,970,854 Gen Fund \$ -	<b>North Clackamas Parks &amp; Recreation District</b>  Laura Zentner Director   Kandi Ho Acting NCPRD Director  Total Proposed \$38,352,943 Gen Fund \$ -
<b>Office of the Director</b>  Laura Zentner Director  FTE 2.15 Total Proposed \$820,562 Gen Fund \$ -	<b>County Fair &amp; Rodeo</b>  Laurie Bothwell Executive Director  FTE 0.00 Total Proposed \$1,522,518 Gen Fund \$ -	<b>Economic Development</b>  Sarah Eckman Deputy Director  FTE 4.20 Total Proposed \$4,571,284 Gen Fund \$ -	<b>Library Support Systems</b>  Kathryn Kohl Manager  FTE 12.00 Total Proposed \$7,434,485 Gen Fund \$ 2,457,474	<b>Stone Creek Golf Club</b>  Gordon Tolbert Manager  FTE 0.00 Total Proposed \$4,058,558 Gen Fund \$ -	<b>Forest &amp; Timber Management</b>  Tom Riggs Manager  FTE 2.86 Total Proposed \$4,903,751 Gen Fund \$ -	<b>NCPRD Administration</b>  Kandi Ho Acting NCPRD Director  FTE 1.30 Total Proposed \$7,064,318 Gen Fund \$ -
<b>Financial Mgmt &amp; Analysis</b>  Allegra Willhite Deputy Director FTE 2.85 Total Proposed \$1,072,579 Gen Fund \$ -	<b>County Event Center</b>  Laurie Bothwell Executive Director FTE 0.00 Total Proposed \$1,147,812 Gen Fund \$ -	<b>Land Bank Authority</b>  Vacant Executive Manager FTE 1.50 Total Proposed \$700,000 Gen Fund \$ -	<b>Oak Lodge Library</b>  Mitzi Olsen Manager FTE 5.25 Total Proposed \$3,889,712 Gen Fund \$ -	<b>County Parks</b>  Tom Riggs Manager FTE 5.74 Total Proposed \$3,410,962 Gen Fund \$ 215,882	<b>Property Disposition</b>  Tom Riggs Manager FTE 1.20 Total Proposed \$2,552,103 Gen Fund \$ -	<b>Recreation</b>  Kandi Ho Manager FTE 14.19 Total Proposed \$4,009,696 Gen Fund \$ -
			<b>Gladstone Library</b>  Mitzi Olson Manager FTE 4.75 Total Proposed \$3,110,690 Gen Fund \$ -		<b>Tax Title Land</b>  Tom Riggs Manager FTE 0.00 Total Proposed \$515,000 Gen Fund \$ -	<b>Older Adult Services</b>  Kandi Ho Manager FTE 5.68 Total Proposed \$1,329,282 Gen Fund \$ -
			<b>Library District</b>  Laura Zentner Director Allegra Willhite Deputy Director FTE 0.00 Total Proposed \$22,973,735 Gen Fund \$ -			<b>Parks, Trails &amp; Natural Areas</b>  Kevin Cayson Manager  FTE 11.35 Total Proposed \$3,178,470 Gen Fund \$ -
						<b>Asset Development</b>  Heather Koch Acting Manager  FTE 3.27 Total Proposed \$22,771,177 Gen Fund \$ -



## North Clackamas Parks and Recreation District

### Line of Business Purpose Statement

The purpose of the North Clackamas Parks and Recreation District Line of Business is to provide administration and management of the parks, trails, natural areas, recreation programs, and facilities in the northern urban portion of the county and to provide exceptional educational, recreational, and support services to its District residents.

#### Business and Community Services

Laura Zentner - Director  
Sarah Eckman - Deputy Director  
Allegra Willhite - Deputy Director  
Total Proposed \$101,036,694

General Fund Support \$2,673,356

##### North Clackamas Parks & Recreation District

Laura Zentner  
Kandi Ho  
Total Proposed  
\$38,352,943

Gen Fund \$ -

##### NCPRD Administration

Kandi Ho  
Acting NCPRD Director  
Total Proposed  
\$7,064,318

Gen Fund \$ -

##### Recreation

Kandi Ho  
Manager  
Total Proposed  
\$4,009,696

Gen Fund \$ -

##### Older Adult Services

Kandi Ho  
Manager  
Total Proposed  
\$1,329,282

Gen Fund \$ -

##### Parks, Trails & Natural Areas

Kevin Cayson  
Manager  
Total Proposed  
\$3,178,470

Gen Fund \$ -

##### Asset Development

Heather Koch  
Acting Manager  
Total Proposed  
\$22,771,177

Gen Fund \$ -



# North Clackamas Parks & Recreation District

## NCPRD Administration

### Purpose Statement

The purpose of the NCPRD Administration program is to provide leadership, community engagement, strategic planning, financial and operational support services to the Board of Directors and District staff so they can make informed decisions and effectively provide services to District residents.

### Performance Narrative

The key performance measures for the NCPRD Administration program focus on marketing and fiscal responsibility. All NCPRD social media pages, including the Aquatic Park, Milwaukie Center, and Sports pages increased a cumulative during the first three quarters of FY 20-21. The slow growth is the result of the lack of programs and services being offered due to the effects of the COVID-19 pandemic. The Finance Office, a resource within the Office of the Director, completed budget to actual reports within four weeks of the end of the quarter.

### Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	Actual as of (3/30/21)	FY 21-22 Target
Result	10% increase in NCPRD social media followers	9% growth	7%	10% growth	2.2%	10% growth
Result	% budget to actual reports published within 4 weeks after the end of the quarter	New	100%	100%	100%	100%
Result	Percentage of budget documents prepared in accordance with Oregon Budget Law	100%	100%	N/A	N/A	N/A

Leveraging social media is a key part of NCPRD's outreach strategy. Having a presence on social media helps to humanize the NCPRD brand and provides an open line of communication with residents and partners, resulting in increased transparency and engagement. Additionally, social media is an important tool for increasing awareness around NCPRD programs, activities, and events; driving more website traffic and registrations.

By comparing the quarterly information to the previous year's information for the same quarter, quarterly reports give the Board of Directors, District staff, and District residents insight to the District's performance and growth.

Oregon Budget Law (ORS 294.338) states that a municipal corporation may not expend money or certify to the assessor an ad valorem tax rate or estimated amount of ad valorem taxes to be imposed in any year unless the municipal corporation has complied with ORS 294.305 to ORS 294.565. As a government agency, NCPRD is required to follow Oregon budget law and has prepared their budget documents in accordance with Oregon Budget Law since their inception. This measure was removed in FY 19-20.

### Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: NCPRD is a **state-mandated service** with a dedicated tax base funding for specific District costs. In 1990, District voters approved a Parks & Recreation District for North Clackamas County with a permanent rate of .5382 per thousand of assessed value. All funds are accounted for specifically in NCPRD. NCPRD receives no general fund support. NCPRD is listed on the Association of Counties' list as a **shared state-county service**.



# North Clackamas Parks & Recreation District

## NCPRD Administration

### Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>5,275,196</b>	<b>5,208,889</b>	<b>5,761,979</b>	<b>6,828,877</b>	<b>7,609,144</b>	<b>1,847,165</b>	<b>46.1%</b>
Taxes	6,172,004	7,813,048	6,248,995	6,248,995	6,351,743	102,748	-18.7%
Federal , State, Local, All Other Gifts & Donations	1,339	1,322	1,300	12,987	1,000	(300)	-24.4%
Charges, Fees, License, Permits, Fines, Assessments	79,390	77,458	35,000	1,592	300	(34,700)	-99.6%
All Other Revenue Resources	185,565	185,407	139,398	135,000	104,043	(35,355)	-43.9%
Other Interfund Transfers	6,464	3,669	352,961	265,393	21,620	(331,341)	489.3%
<b>Operating Revenue</b>	<b>6,444,762</b>	<b>8,080,904</b>	<b>6,777,654</b>	<b>6,663,967</b>	<b>6,478,706</b>	<b>(298,948)</b>	<b>-19.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>11,719,958</b>	<b>13,289,793</b>	<b>12,539,633</b>	<b>13,492,844</b>	<b>14,087,850</b>	<b>1,548,217</b>	<b>6.0%</b>
Materials and Services	1,259,720	1,123,577	1,269,821	935,671	1,282,676	12,855	14.2%
<b>Operating Expenditures</b>	<b>1,259,720</b>	<b>1,123,577</b>	<b>1,269,821</b>	<b>935,671</b>	<b>1,282,676</b>	<b>12,855</b>	<b>14.2%</b>
Transfers	1,120,723	696,625	449,520	232,500	387,955	(61,565)	-44.3%
Reserve for Future Expenditures	-	-	3,500,000	-	-	(3,500,000)	0%
Contingency	-	-	1,885,466	-	5,393,687	3,508,221	0%
Unappropriated Ending Fund Balance	-	-	-	7,609,144	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>2,380,443</b>	<b>1,820,202</b>	<b>7,104,807</b>	<b>8,777,315</b>	<b>7,064,318</b>	<b>(40,489)</b>	<b>288.1%</b>

### Significant Issues and Changes

For FY 21-22, we have not budgeted a transfer to the Capital Repair and Replacement fund and no transfer is needed for debt, as we paid the debt in full in FY 19-20. We will continue to monitor the ongoing effects of the withdrawal of the City of Happy Valley and the COVID-19 pandemic on revenues and expenses.





# North Clackamas Parks & Recreation District

## Recreation

### Purpose Statement

The purpose of the Recreation program is to provide aquatics, sports, programming, and enrichment services to NCPRD residents and visitors so they can pursue a healthy lifestyle and build community through play, socialization, learning, health and fitness activities.

### Performance Narrative

The NCPRD Recreation Program offers hundreds of community education classes for both youth and adults throughout the year. Programs like art, drama, dance, exercise and fitness, outdoor adventures, camps and sports are offered to district residents of all ages. Classes are available online and at various locations throughout the District. The Recreation Program increases program offerings in response to the needs of District residents and evaluates the satisfaction of the current offering with participants.

### Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	Actual as of (3/30/21)	FY 21-22 Target
Result	% change in total program offerings provided	11% growth	11% growth	2% growth	-86% reduction	2% growth
Result	80% of surveyed respondents will report that they are satisfied or better with the program offering in which they participated	N/A	93%	80%	95%	80%

Due to the COVID-19 pandemic, facilities were closed and most in-person programs were cancelled during FY 20-21. This resulted in a reduction of 86% total program offerings during the first three quarters of FY 20-21.

Despite the limited offerings due to the COVID-19 pandemic, 95% of the participants who responded to surveys during the first three quarters of FY 20-21 rated the NCPRD programs as "satisfactory" or better. The Recreation Program reviews these results to determine the most popular courses and develops additional classes to meet the needs of the community.

#### Program includes:

Mandated Services	<input type="text" value="Y"/>
Shared Services	<input type="text" value="Y"/>
Grant Funding	<input type="text" value="N"/>

Explanation: NCPRD is a **state-mandated service** with a dedicated tax base funding for specific District costs. In 1990, District voters approved a Parks & Recreation District for North Clackamas County with a permanent rate of .5382 per thousand of assessed value. All funds are accounted for specifically in NCPRD. NCPRD receives no general fund support. NCPRD is listed on the Association of Counties' list as a **shared state-county service**.



# North Clackamas Parks & Recreation District

## Recreation

### Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Federal , State, Local, All Other Gifts & Donations	-	-	3,500	152,188	-	(3,500)	-100.0%
Charges, Fees, License, Permits, Fines, Assessments	2,174,915	1,380,822	2,162,100	203,500	1,293,000	(869,100)	-40.2%
All Other Revenue Resources	8,000	8,000	8,000	-	8,000	-	0%
<b>Operating Revenue</b>	<b>2,182,915</b>	<b>1,388,822</b>	<b>2,173,600</b>	<b>355,688</b>	<b>1,301,000</b>	<b>(872,600)</b>	<b>-40.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,182,915</b>	<b>1,388,822</b>	<b>2,173,600</b>	<b>355,688</b>	<b>1,301,000</b>	<b>(872,600)</b>	<b>-40.1%</b>
Materials and Services	3,622,355	3,407,073	4,380,458	2,671,470	4,009,696	(370,762)	-8.5%
<b>Operating Expenditure</b>	<b>3,622,355</b>	<b>3,407,073</b>	<b>4,380,458</b>	<b>2,671,470</b>	<b>4,009,696</b>	<b>(370,762)</b>	<b>-8.5%</b>
<b>Total Exp - Including Special Categories</b>	<b>3,622,355</b>	<b>3,407,073</b>	<b>4,380,458</b>	<b>2,671,470</b>	<b>4,009,696</b>	<b>(370,762)</b>	<b>-8.5%</b>

### Significant Issues and Changes

The Recreation Program relies heavily on part-time, temporary employees for Sports, Aquatics, and Recreational programming. As such, expenditures have increased due to the increase in minimum wage and the Affordable Care Act. Revenue decreased significantly in FY 20-21 due to the COVID-19 pandemic, but we continue to offer virtual and limited in-person programming. We will continue to increase our program offerings as the level of risk from COVID-19 decreases.



# North Clackamas Parks & Recreation District

## Older Adult Services

### Purpose Statement

The purpose of the Older Adult Services program is to provide social engagement and essential life services to older adults and those with disabilities so they can stay healthy, connected, and active in their community.

### Performance Narrative

The NCPRD Older Adult Services Program offers many different opportunities for volunteering. Opportunities include data entry, tax preparation, fundraising, respite program aides, arts and crafts, and delivery drivers. The Milwaukie Center is a popular choice for volunteering, and often has more volunteer applications than can be placed. The Nutrition Program is a provider of Meals on Wheels, a fresh, well-balanced meal delivered by volunteers to home-bound older adults and their caregivers, to improve nutrition for folks who cannot shop or cook for themselves.

### Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	Actual as of (3/30/21)	FY 21-22 Target
Result	% volunteer applicants successfully placed	81%	49%	65%	75%	65%
Result	100% of Meals on Wheels meals covered through contributions and fundraising	New	New	100%	101.6%	100%
Result	Percentage of Meals on Wheels clients served	100%	100%	N/A	N/A	N/A

Due to the COVID-19 pandemic, there were limited options for volunteers. Despite this, during the first half of FY 20-21, the NCPRD Older Adult Services Program had 7 volunteer applications. Of those applications, 6 volunteers were placed in positions. Applicants must complete an application and emergency contact form, and must also pass a criminal background check. Each year, the volunteer program is so popular at the Center, there are often more applicants than positions to fill.

The Nutrition Program has a goal of being self-sufficient and covering its total operating budget without utilizing general tax funding. Currently we receive federal reimbursements and rely on fundraising events including March for Meals, client donations, and gifts from the community at large in addition to support from the NCPRD general fund. We take pride in providing a healthy meal to anyone within the District that requests Meals on Wheels.

Each year, the Nutrition Program receives hundreds of requests from District residents for Meals on Wheels services. This measure was removed in FY 19-20.

### Program includes:

Mandated Services	<input type="text" value="Y"/>
Shared Services	<input type="text" value="Y"/>
Grant Funding	<input type="text" value="Y"/>

Explanation: NCPRD is a **state-mandated service** with a dedicated tax base funding for specific District costs. In 1990, District voters approved a Parks & Recreation District for North Clackamas County with a permanent rate of .5382 per thousand of assessed value. All funds are accounted for specifically in NCPRD. NCPRD receives no general fund support. NCPRD is listed on the Association of Counties' list as a **shared state-county service**. Older Adult Services receives grant funding from the State of Oregon Medicaid program and from Clackamas County grants.



# North Clackamas Parks & Recreation District

## Older Adult Services

### Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>275,110</b>	<b>308,916</b>	<b>203,679</b>	<b>435,363</b>	<b>-</b>	<b>(203,679)</b>	<b>-100.0%</b>
Federal , State, Local, All Other Gifts & Donations	81,480	107,918	85,400	182,024	81,400	(4,000)	-4.7%
Charges, Fees, License, Permits, Fines, Assessments	479,071	469,779	406,700	301,500	305,500	(101,200)	-24.9%
All Other Revenue Resources	184,449	176,325	171,000	108,000	134,000	(37,000)	-21.6%
Other Interfund Transfers	153,600	200,000	233,800	233,800	-	(233,800)	-100.0%
<b>Operating Revenue</b>	<b>898,600</b>	<b>954,022</b>	<b>896,900</b>	<b>825,324</b>	<b>520,900</b>	<b>(376,000)</b>	<b>-41.9%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,173,709</b>	<b>1,262,938</b>	<b>1,100,579</b>	<b>1,260,687</b>	<b>520,900</b>	<b>(579,679)</b>	<b>-52.7%</b>
Materials and Services	1,420,854	1,456,274	1,632,816	1,407,021	1,329,282	(303,534)	-18.6%
<b>Operating Expenditure</b>	<b>1,420,854</b>	<b>1,456,274</b>	<b>1,632,816</b>	<b>1,407,021</b>	<b>1,329,282</b>	<b>(303,534)</b>	<b>-18.6%</b>
Special Payments	-	-	1,000	-	-	(1,000)	-100.0%
Transfers	3,600	-	3,800	3,800	-	(3,800)	-100.0%
Contingency	-	-	104,949	-	-	(104,949)	-100.0%
<b>Total Exp - Including Special Categories</b>	<b>1,424,454</b>	<b>1,456,274</b>	<b>1,742,565</b>	<b>1,410,821</b>	<b>1,329,282</b>	<b>(413,283)</b>	<b>-23.7%</b>

### Significant Issues and Changes

Older Adult Services receives funding from the State of Oregon Medicaid program, Clackamas County grants, and community donations. The opportunity for program expansion continues as the demand for Meals on Wheels, educational, and social services needs increase for older adults within the District. The Nutrition and Transportation fund was rolled into the NCPRD General Fund in FY 21-22.



# North Clackamas Parks & Recreation District

## Parks, Trails & Natural Areas

### Purpose Statement

The purpose of the Parks, Trails and Natural Areas program is to provide management, maintenance, and ongoing stewardship services to NCPRD residents and visitors so they can access safe, clean, and well-maintained Parks, Trails, and Natural Areas both now and into the future.

### Performance Narrative

During the first three quarters of FY 20-21, the Parks Maintenance department completed over half of the three capital repair and replace projects scheduled, including replacement of the dog run fencing and replacement of the foul ball safety netting at North Clackamas Park. In addition, during the first three quarters of FY 20-21, the department completed 93% of the work orders within 7 days of receipt.

### Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	Actual as of (3/30/21)	FY 21-22 Target
Result	95% of Maintenance Work Orders completed within 7 days of receipt	New	100%	95%	93%	95%
Result	90% of existing capital repair/replace projects completed per the annual Capital Improvement Plan (CIP)	46%	86%	90%	52%	90%
Result	Percentage of Maintenance Work Orders completed within 90 days	100%	100%	N/A	N/A	N/A

The NCPRD capital repair and replacement program ensures that District assets are repaired and replaced in a systematic and cost-effective manner. The performance and continued use of these capital assets is essential to the health, safety, and quality of life for the citizens of North Clackamas Parks and Recreation District and surrounding communities. The District inventories all assets and annually budgets dollars in a repair and replacement reserve to fund identified assets in need of repair and replacement. We have not budgeted for a transfer from the NCPRD General Fund for Capital Repair and Replacement for the past two years. We have a more focused approach to capital repair and replacement spending, concentrating on projects that will maintain the safety, security, and longevity of District facilities. This approach to funding capital asset repair and replacement is not a sustainable model and will need to be addressed in the future.

A number of capital asset projects were scheduled to be repaired or replaced in FY 20-21, including replacement of the dog run fencing at North Clackamas Park, replacement of the foul ball safety netting at North Clackamas Park, and replacement of the fire alarm panel at the Aquatic Park.

As of the writing of this report, 52% of the capital repair and replace projects have been completed for FY 20-21, as follows:

Dog Run fencing replacement 100%  
Foul ball safety netting replacement 56%  
Fire Alarm panel replacement 0%

#### Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation: NCPRD is a **state-mandated service** with a dedicated tax base funding for specific District costs. In 1990, District voters approved a Parks & Recreation District for North Clackamas County with a permanent rate of .5382 per thousand of assessed value. All funds are accounted for specifically in NCPRD. NCPRD receives no general fund support. NCPRD is listed on the Association of Counties' list as a **shared state-county service**. NCPRD Parks, Trails, and Natural Areas has budgeted \$119,900 for local **grant funding** for planting and maintenance at several natural areas within the District.



# North Clackamas Parks & Recreation District

## Parks, Trails & Natural Areas

### Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	-	-	-	-	-	-	0%
Federal , State, Local, All Other Gifts & Donations	74,309	91,750	136,745	210,486	124,650	(12,095)	35.9%
Charges, Fees, License, Permits, Fines, Assessments	118,816	6,668	5,000	5,189	5,000	-	0%
All Other Revenue Resources	-	129,549	127,629	127,629	134,010	6,381	3.4%
Other Interfund Transfers	14,471	33,270	67,809	6,000	26,789	(41,020)	-19.5%
<b>Operating Revenue</b>	<b>207,597</b>	<b>261,237</b>	<b>337,183</b>	<b>349,304</b>	<b>290,449</b>	<b>(46,734)</b>	<b>11.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>207,597</b>	<b>261,237</b>	<b>337,183</b>	<b>349,304</b>	<b>290,449</b>	<b>(46,734)</b>	<b>11.2%</b>
Materials and Services	2,011,646	2,067,774	2,510,589	2,374,646	3,177,470	666,881	53.7%
<b>Operating Expenditure</b>	<b>2,011,646</b>	<b>2,067,774</b>	<b>2,510,589</b>	<b>2,374,646</b>	<b>3,177,470</b>	<b>666,881</b>	<b>53.7%</b>
Special Payments	-	-	1,000	-	1,000	-	0%
<b>Total Exp - Including Special Categories</b>	<b>2,011,646</b>	<b>2,067,774</b>	<b>2,511,589</b>	<b>2,374,646</b>	<b>3,178,470</b>	<b>666,881</b>	<b>53.7%</b>

### Significant Issues and Changes

In addition to the ongoing maintenance for the District's parks and trails, NCPRD has scheduled projects at the Aquatic Park, as well as various other parks and natural areas during FY 21-22. State and local grants help subsidize the revenue for parks and trails maintenance. The utilities and building maintenance for all facilities is budgeted within the Parks, Trails, and Natural Areas program and is reflected in the increased materials & services expenditures for FY 21-22.



# North Clackamas Parks & Recreation District

## Asset Development

### Purpose Statement

The purpose of the NCPRD Asset Development program is to provide planning, acquisition and development services to NCPRD residents so they can experience additional parks, facilities, trails and natural areas that meet identified needs.

### Performance Narrative

The NCPRD Asset Development Program coordinates acquisition of park land and organizes development of parks, trails, and recreation facilities within the district. This includes conceptual planning, submitting land-use applications, applying for and managing grants, and supervising capital project construction. NCPRD partners in many regional park projects and is committed to engaging residents in the planning and development process. The Master Plan guides long-term planning efforts. The Clackamas County Board of Commissioners approved the NCPRD Parks and Recreation Master Plan in 2004.

### Key Performance Measures

		FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target	Actual as of (3/30/21)	FY 21-22 Target
Result	33% of NCPRD <i>project phases</i> completed per the annual Capital Improvement Plan	N/A	New	33%	22%	33%
Result	Percentage of growth in District's developed parks, trails and natural areas in acres	N/A	5%	N/A	N/A	N/A
Result	Percentage of planning projects completed	N/A	33.33%	N/A	N/A	N/A

Capital projects have multiple phases, including planning, acquisition, design, and construction, and may take several years to complete. In FY 21-22, we will continue to measure the completion percentage of each phase of the planned capital improvement projects.

In FY 20-21, nine capital improvement projects were planned, totaling over \$2.3 million dollars. These projects are funded by System Development Charges, grants, and the NCPRD General Fund. Included in these budgeted projects are design and construction documents for Milwaukie Bay Park and Concord Property design and engineering plans. At the writing of this report, both Milwaukie Bay Park and the Concord Property are 100% completed for the planning phase.

#### Program includes:

Mandated Services	<input type="text" value="Y"/>
Shared Services	<input type="text" value="Y"/>
Grant Funding	<input type="text" value="Y"/>

Explanation: NCPRD is a **state-mandated service** with a dedicated tax base funding for specific District costs. In 1990, District voters approved a Parks & Recreation District for North Clackamas County with a permanent rate of .5382 per thousand of assessed value. All funds are accounted for specifically in NCPRD. NCPRD receives no general fund support. NCPRD is listed on the Association of Counties' list as a **shared state-county service**. In FY 21-22, Asset Development is budgeted to receive \$1,311,500 **grant funding** from local and state grants.



# North Clackamas Parks & Recreation District

## Asset Development

### Budget Summary

	FY 18-19 Actuals	FY 19-20 Actuals	FY 20-21 Amended Budget	FY 20-21 Projected Year End	FY 21-22 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Fund Balance</b>	<b>31,696,324</b>	<b>31,865,774</b>	<b>14,298,242</b>	<b>16,701,289</b>	<b>14,997,211</b>	<b>698,969</b>	<b>-52.9%</b>
Federal , State, Local, All Other Gifts & Donations	686,213	-	64,000	245,075	1,311,500	<b>1,247,500</b>	<b>0%</b>
Charges, Fees, License, Permits, Fines, Assessments	1,089,858	2,336,958	808,241	714,835	710,802	<b>(97,439)</b>	<b>-69.6%</b>
All Other Revenue Resources	773,616	540,439	174,450	173,227	382,424	<b>207,974</b>	<b>-29.2%</b>
Other Interfund Transfers	2,204,494	2,154,931	1,582,455	783,085	4,750,807	<b>3,168,352</b>	<b>120.5%</b>
<b>Operating Revenue</b>	<b>4,754,181</b>	<b>5,032,328</b>	<b>2,629,146</b>	<b>1,916,222</b>	<b>7,155,533</b>	<b>4,526,387</b>	<b>42.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>36,450,504</b>	<b>36,898,102</b>	<b>16,927,388</b>	<b>18,617,511</b>	<b>22,152,744</b>	<b>5,225,356</b>	<b>-40.0%</b>
Materials and Services	407,493	421,874	1,029,913	573,509	955,740	<b>(74,173)</b>	<b>126.5%</b>
Capital Outlay	2,755,084	1,261,278	14,524,346	2,219,085	17,403,176	<b>2,878,830</b>	<b>1279.8%</b>
<b>Operating Expenditure</b>	<b>3,162,577</b>	<b>1,683,152</b>	<b>15,554,259</b>	<b>2,792,594</b>	<b>18,358,916</b>	<b>2,804,657</b>	<b>990.7%</b>
Debt Service	494,925	2,704,063	-	-	-	-	<b>0%</b>
Special Payments	-	14,300,000	1,000	-	1,000	-	<b>0%</b>
Transfers	1,254,706	1,695,245	1,783,705	1,051,978	4,411,261	<b>2,627,556</b>	<b>160.2%</b>
Unappropriated Ending Fund Balance	-	-	-	14,997,210	-	-	<b>0%</b>
<b>Total Exp - Including Special Categories</b>	<b>4,912,208</b>	<b>20,382,460</b>	<b>17,338,964</b>	<b>18,841,782</b>	<b>22,771,177</b>	<b>5,432,213</b>	<b>11.7%</b>

### Significant Issues and Changes

Nine capital projects are planned for FY 21-22: an updated District Master Plan and Capital Improvement Plan; a Trails Master Plan; System Development Charges Methodology update; Concord Property Design & Engineering; Milwaukie Bay Park Final Design; Scott Park Master Plan; Jennings Lodge Elementary School Improvements, District Ball Fields, and Dogwood Park. Disposition proceeds from the sale of Hood View Sports Park to North Clackamas School District have been budgeted in this program. An additional 1 FTE Senior Planner has been included in the Planning budget for FY 21-22 to assist with projects.





**NCPRD Administration**  
**213-50-5006-500601**

**Program Statement:**

The purpose of the NCPRD Administration program is to provide leadership, community engagement, strategic planning, and financial and operational support to the Board of Directors and District staff so they can make informed decisions and effectively provide services to District residents.

The NCPRD Administration program coordinates and manages all aspects of District business and operations, including financial reporting, budget monitoring and preparation, risk management, purchasing, and contract management to ensure compliance with applicable rules and regulations. Additionally, the NCPRD Administration program manages the publication and promotion of NCPRD's diverse spectrum of programs and activities; highlighting the positive impact NCPRD makes in our community.

**Fiscal Year 21-22 Objectives:**

To utilize forecasting and quarterly reporting to assure long-term financial stability of the District and anticipate financial challenges.

To develop and execute marketing campaigns that promote the reopening of facilities and programs, in order to increase participation and drive revenue.

To maximize online engagement by enhancing content and leveraging digital communication platforms, including social media, email newsletters and other digital tools.

To produce a comprehensive annual report that showcases NCPRD's activities, services and successes across all divisions.

To hold a grand opening celebration for the new park and trail at Boardman Wetlands, once it is safe to bring the community together.

<b>Budget Summary</b>	<b>Actual FY 18-19</b>	<b>Actual FY 19-20</b>	<b>Budget FY 20-21</b>	<b>Proposed FY 21-22</b>	<b>Approved FY 21-22</b>	<b>Adopted FY 21-22</b>
Personnel Services*	\$ 210,528	\$ 220,031	\$ 248,091	\$ 275,336	\$ 275,336	\$ 275,336
Materials and Services	964,499	806,567	928,409	911,175	1,186,511	1,186,511
Allocated Costs	84,693	96,979	93,321	96,165	96,165	96,165
Transfers	1,120,723	696,625	449,520	387,955	387,955	387,955
Reserve for Future Expenditures	-	-	1,885,466	-	-	-
Contingency	-	-	3,500,000	5,393,687	5,393,687	5,393,687
<b>Total Budget</b>	<b>\$ 2,380,443</b>	<b>\$ 1,820,202</b>	<b>\$ 7,104,807</b>	<b>\$ 7,064,318</b>	<b>\$ 7,339,654</b>	<b>\$ 7,339,654</b>
Regular Full-Time FTE	1.25	1.25	1.30	1.30	1.30	1.30
Temporary & Part-Time FTE**	0.70	0.85	0.85	0.83	0.83	0.83
<b>Total Program Staffing</b>	<b>1.95</b>	<b>2.10</b>	<b>2.15</b>	<b>2.13</b>	<b>2.13</b>	<b>2.13</b>

**Major Revenue Source(s)**

The major revenue source for the Administration program is property taxes.

\*Personnel Services are contracted through Clackamas County. FTE is counted by Clackamas County.

\*\*Temporary & part-time data tracking started with FY 14-15

## NCPRD Administration

### Resources

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500601-</b>							
30110	Restricted Beginning Fund Balance	\$ 5,275,196	\$ 5,208,889	\$ 5,761,979	\$ 7,609,144	\$ 7,609,144	\$ 7,609,144
31110	Current Year RE Taxes & Penalties	5,882,681	7,700,178	6,153,995	6,228,743	6,228,743	6,228,743
31120	Delinquent Taxes	268,708	94,400	75,000	100,000	100,000	100,000
31130	Interest & Penalties-Property Tax	20,615	18,470	20,000	23,000	23,000	23,000
33290	Payments In Lieu Of Taxes	1,339	1,322	1,300	1,000	1,000	1,000
34430	Miscellaneous Fees	2,015	-	-	-	-	-
34440	Park and Recreation Fees	77,375	77,458	35,000	300	300	300
36110	Interest Income	176,752	176,331	130,000	100,000	100,000	100,000
38150	Rent & Lease Income	8,813	9,075	9,398	4,043	4,043	4,043
39110	Transfers In From Other Funds	6,464	3,669	352,961	21,620	21,620	21,620
<b>Total Resources</b>		<b>\$ 11,719,958</b>	<b>\$ 13,289,793</b>	<b>\$ 12,539,633</b>	<b>\$ 14,087,850</b>	<b>\$ 14,087,850</b>	<b>\$ 14,087,850</b>

### Requirements

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500601-</b>							
42010	Advertising/Marketing	\$ 132,154	\$ 74,420	\$ 83,500	\$ 80,328	\$ 80,328	\$ 80,328
42150	Insurance - Liability	1,213	1,203	1,106	1,107	1,107	1,107
42210	Miscellaneous Expenses	655	261	500	500	500	500
42220	Office Supplies	7,622	3,968	5,700	5,800	5,800	5,800
42240	Postage/Shipping	15,531	5,045	10,000	10,000	10,000	10,000
42250	Printing & Copies	46,597	35,659	38,000	38,000	38,000	38,000
42270	Publications & Subscriptions	16,880	17,279	17,513	16,835	16,835	16,835
42310	Telephone & Internet	7,116	6,761	7,250	8,290	8,290	8,290
42320	Training & Development	3,753	8,600	6,050	4,140	4,140	4,140
42330	Transportation - Mileage	3,043	3,137	4,472	750	750	750
42360	Travel - Per Diem	2,907	1,558	7,000	-	-	-
43100	Professional Services	59,270	49,758	127,000	127,000	127,000	127,000
43130	Audit & Financial Services	25,850	27,110	27,100	28,000	28,000	28,000
43140	Consulting Services	30,886	1,976	1,000	1,000	1,000	1,000
43160	Contract Employees	210,528	220,031	248,091	275,336	275,336	275,336
43240	Legal Services	59,673	72,573	40,000	50,000	50,000	50,000
43280	Other Contracted Services	446,306	412,302	412,302	412,302	412,302	412,302
44120	Computer < \$5K	6,110	2,685	3,500	3,515	3,515	3,515
44170	Hospitality/Event Supplies	1,393	1,186	1,000	1,000	1,000	1,000
44200	Miscellaneous Supplies	4,600	11,581	5,750	21,000	21,000	21,000
44240	Program Materials & Supplies	41,387	16,701	75,000	30,317	30,317	30,317
45160	Equipment Maintenance	496	216	500	500	500	500
45260	Vehicle Repair & Maintenance	-	-	-	15,000	15,000	15,000
46150	Leases - Office	51,057	52,588	54,166	55,791	55,791	55,791
47100	Allocated Costs - County General Fund	84,693	96,979	93,321	27,271	27,271	27,271
47120	Allocated Costs - Facilities	-	-	-	41,446	41,446	41,446
47130	Allocated Costs - Utilities	-	-	-	6,421	6,421	6,421
47140	Allocated Costs - Technology Services	-	-	-	21,027	21,027	21,027
47750	Transfers To Other Funds	1,120,723	696,625	449,520	387,955	387,955	387,955
49997	Contingency	-	-	3,500,000	5,393,687	5,393,687	5,393,687
49999	Reserve - Designated	-	-	1,885,466	-	-	-
<b>Total Requirements</b>		<b>\$ 2,380,443</b>	<b>\$ 1,820,202</b>	<b>\$ 7,104,807</b>	<b>\$ 7,064,318</b>	<b>\$ 7,064,318</b>	<b>\$ 7,064,318</b>
<b>Total Resources</b>		<b>\$ 11,719,958</b>	<b>\$ 13,289,793</b>	<b>12,539,633</b>	<b>\$ 14,087,850</b>	<b>\$ 14,087,850</b>	<b>\$ 14,087,850</b>

\*Starting in FY 21-22, we moved to a new chart of accounts which combined the Office of the Director and Marketing and Communication programs.

**NCPRD Administration**  
**213-50-5006-500601**

**Expenditure Detail of Specific Line Items**

**Advertising & Marketing (42010)**

Digital ads	30,000
Out-of-home ads	6,000
Print ads	10,000
Radio ads	11,000
Address lists	1,000
Campaign Monitor	1,068
English-to-Spanish translation services	1,000
Event materials	10,000
Lnk.Bio	60
Photo and video assets	1,200
Promotional giveaways	8,000
Various promotional projects	1,000
<b>Total Budget Request for Activity</b>	<b>80,328</b>

**Printing & Copies (42250)**

Annual Report	6,000
Budget and Certified Annual Financial Report documents	3,000
Discovery Guide	15,000
Mailers	7,000
Marketing collateral	3,000
Signage	4,000
<b>Total Budget Request for Activity</b>	<b>38,000</b>

**Publications & Subscriptions (42270)**

Intertwine Alliance membership dues	10,000
National Recreation and Park Association membership dues	1,150
Oregon Recreation and Park Association membership dues	2,500
Special Districts Association of Oregon membership dues	150
Oregon Government Finance Officers Association membership dues (3)	330
Government Finance Officers Association membership dues	160
North Clackamas County Chamber of Commerce membership dues	805
WUFOO	350
Costco	60
Engaging Local Government Leaders	40
FlashAlert	240
Survey Monkey	300
Clackamas Review (print & online)	114
Canva	156
Lynda.com subscription	240
Prezi	240
<b>Total Budget Request for Activity</b>	<b>16,835</b>

**Training & Development and Transportation - Mileage (42320 & 42330)**

Oregon Recreation and Park Association conference - (4 attendees)	1,200
Other trainings - virtual (2 attendees)	590
Oregon Government Finance Officers Association conference - (2 attendees Fall & Spring)	1,550
Digital Summit Virtual Conference - (1 attendee)	300
Various computer and skills training	500
Mileage	750
<b>Total Budget Request for Activity</b>	<b>4,890</b>

**Professional Services (43100)**

Website maintenance services	4,000
Website development services	35,000
Creative services (design, copy, video, etc.)	30,000
Event planner (contractor to support event strategy, logistics and implementation)	25,000
Public affairs and outreach	10,000
Photography services	5,000
Social media support	18,000
<b>Total Budget Request for Activity</b>	<b>127,000</b>

**Other Contracted Services (43280)**

Allocated charges for Business and Community Services administration	412,302
<b>Total Budget Request for Activity</b>	<b>412,302</b>

**Transfers to Other Funds (47750)**

Capital projects for which SDCs or other revenue is not available	387,955
<b>Total Budget Request for Activity</b>	<b>387,955</b>

## Recreation 213-50-5006-500605

### Program Statement:

The purpose of the NCPRD Recreation program is to provide a variety of recreational and educational opportunities directly and in partnership with other providers to enhance personal health and the quality of life for all residents of the District.

### Fiscal Year 21-22 Objectives:

To explore ways to enable low-participation groups and disadvantaged populations to increase their involvement in programming.

To expand program offerings and identify programming that meets the needs of the wide variety of District residents' interests and abilities.

To increase cost recovery of program offerings and reduce net subsidy of identified recreation programs using the Cost Recovery Model.

<b>Budget Summary</b>	<b>Actual FY 18-19</b>	<b>Actual FY 19-20</b>	<b>Budget FY 20-21</b>	<b>Proposed FY 21-22</b>	<b>Approved FY 21-22</b>	<b>Adopted FY 21-22</b>
Personnel Services*	\$ 2,382,688	\$ 2,284,574	\$ 2,947,548	\$ 3,243,468	\$ 3,243,468	\$ 3,243,468
Materials and Services	1,097,257	954,946	1,269,634	609,498	609,498	609,498
Allocated Costs	142,410	169,136	163,276	156,730	156,730	156,730
<b>Total Budget</b>	<b>\$ 3,622,355</b>	<b>\$ 3,408,656</b>	<b>\$ 4,380,458</b>	<b>\$ 4,009,696</b>	<b>\$ 4,009,696</b>	<b>\$ 4,009,696</b>
Regular Full-Time FTE	12.24	12.33	12.43	14.19	14.19	14.19
Temporary & Part-Time FTE**	33.73	33.83	34.40	33.76	33.76	33.76
<b>Total Program Staffing</b>	<b>45.97</b>	<b>46.16</b>	<b>46.83</b>	<b>47.95</b>	<b>47.95</b>	<b>47.95</b>

### Major Revenue Source(s)

The major revenue sources for the Recreation program are property taxes, user fees and facility rentals.

\*Personnel Services are contracted through Clackamas County. FTE is counted by Clackamas County.

\*\*Temporary & part-time data tracking started with FY 14-15

## Recreation

### Resources

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500605-</b>							
33160	Local Operating Grants	\$ -	\$ -	\$ 3,500	\$ -	\$ -	\$ -
34110	Admissions Fees						
	Recreation	174,008	111,186	172,000	85,000	85,000	85,000
	Aquatic Park (Parties)	102,472	63,304	90,000	-	-	-
	Sports (Open Gym)	461,367	334,653	470,000	350,000	350,000	350,000
34150	Aquatic Park Fees						
	Aqua Cross	91,623	89,493	94,000	60,000	60,000	60,000
	Lessons	353,321	184,731	360,000	250,000	250,000	250,000
	Open Swim	495,638	305,434	490,000	300,000	300,000	300,000
34230	Concessions						
	Aquatic Park	20,946	13,245	21,000	1,500	1,500	1,500
	Sports	47,585	19,330	50,000	-	-	-
34430	Miscellaneous Fees	5,950	650	3,600	-	-	-
34440	Park and Recreation Fees						
	Aquatic Park	68,249	42,509	66,000	100,000	100,000	100,000
	Sports	218,267	117,920	210,000	50,000	50,000	50,000
	Milwaukie Center	19,042	11,361	14,000	32,500	32,500	32,500
34510	Registration Fees - Recreation	12,683	12,016	15,500	18,000	18,000	18,000
34530	Sales - Aquatic Park (Retail)	26,684	18,710	28,000	20,000	20,000	20,000
34610	User Fees - Aquatic Park						
	Lockers	23,845	16,906	25,000	2,500	2,500	2,500
	Tube Rentals	-	-	-	2,500	2,500	2,500
	Climbing Wall	8,396	8,559	10,000	1,000	1,000	1,000
	Passes	44,839	30,816	43,000	20,000	20,000	20,000
38110	Contributions & Dontations	8,000	8,000	8,000	8,000	8,000	8,000
<b>Total Resources</b>		<b>\$ 2,182,915</b>	<b>\$ 1,388,822</b>	<b>\$ 2,173,600</b>	<b>\$ 1,301,000</b>	<b>\$ 1,301,000</b>	<b>\$ 1,301,000</b>

\*Starting in FY 21-22, we moved to a new chart of accounts which combined the Recreation, Aquatic Park, and Sports programs.

## Recreation

### Requirements

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500605-</b>							
42030	Banking & Merchant Fees	\$ 30,418	\$ 25,324	\$ 32,500	\$ 31,300	\$ 31,300	\$ 31,300
42110	Fees - Permits	3,184	3,528	3,870	4,000	4,000	4,000
42150	Insurance - Liability	36,953	43,937	40,243	40,243	40,243	40,243
42210	Miscellaneous Expenses	13,106	3,316	8,000	8,000	8,000	8,000
42220	Office Supplies	6,911	4,000	5,900	8,300	8,300	8,300
42240	Postage/Shipping	403	228	400	450	450	450
42250	Printing & Copies	175	2,505	8,000	7,500	7,500	7,500
42270	Publications & Subscriptions	-	-	120	120	120	120
42310	Telephone & Internet	25,258	28,387	26,800	37,090	37,090	37,090
42320	Training & Development	6,103	5,601	6,050	4,695	4,695	4,695
42330	Transportation - Mileage	4,441	3,319	5,750	5,500	5,500	5,500
42360	Travel - Per Diem	3,245	2,996	7,550	-	-	-
42390	Utilities	20,747	14,723	19,571	-	-	-
42400	Utilities - Electricity	135,328	115,523	151,680	-	-	-
42410	Utilities - Gas	67,142	57,256	78,050	-	-	-
42420	Utilities - Sewer	59,970	57,353	66,300	-	-	-
42430	Utilities - Water	31,611	31,094	33,500	-	-	-
42440	Uniforms/Clothing Expense	6,522	7,665	8,500	7,600	7,600	7,600
43100	Professional Services	75,868	72,519	90,400	2,000	2,000	2,000
43160	Contract Employees	2,382,688	2,284,574	2,947,548	3,243,468	3,243,468	3,243,468
43280	Other Contracted Services						
	Recreation (Offsite Programs)	13,350	12,045	15,000	15,000	15,000	15,000
	Recreation	75,898	52,083	103,700	83,500	83,500	83,500
	Sports	99,979	69,787	120,000	90,500	90,500	90,500
43290	Preemployment Services	1,875	917	2,000	2,000	2,000	2,000
44110	Chemicals	40,124	31,833	43,000	43,000	43,000	43,000
44120	Computer < \$5K	6,660	8,969	13,900	13,900	13,900	13,900
44130	Cost of Goods Sold	19,171	16,859	15,000	15,000	15,000	15,000
44140	Equipment & Furnishings < \$5K	5,336	7,145	6,250	9,450	9,450	9,450
44170	Hospitality/Event Supplies						
	Recreation	8,428	7,296	13,650	15,650	15,650	15,650
	Aquatic Park (Parties)	39,713	36,678	40,000	-	-	-
44240	Program Materials & Supplies						
	Recreation	1,554	4,900	4,000	4,000	4,000	4,000
	Aquatic Park	4,338	1,994	7,000	6,000	6,000	6,000
	Sports	112,831	93,595	125,750	109,500	109,500	109,500
44250	Shop Supplies	28,168	16,022	35,000	-	-	-
44260	Safety Equipment & Supplies	3,340	5,771	7,000	7,000	7,000	7,000
45120	Building Maintenance	75,690	78,237	86,000	-	-	-
45160	Equipment Maintenance	3,049	903	3,500	2,000	2,000	2,000
45260	Vehicle Repair & Maintenance	156	136	800	800	800	800
46120	Leases - Software (Saas)	24,455	25,169	28,600	28,600	28,600	28,600
46200	Leases - Vehicle Rental	5,757	5,333	6,300	6,800	6,800	6,800
47100	Allocated Costs - County General Fund	142,410	169,136	163,276	93,649	93,649	93,649
47140	Allocated Costs - Technology Services	-	-	-	63,081	63,081	63,081
<b>Total Requirements</b>		<b>\$ 3,622,355</b>	<b>\$ 3,408,656</b>	<b>\$ 4,380,458</b>	<b>\$ 4,009,696</b>	<b>\$ 4,009,696</b>	<b>\$ 4,009,696</b>
<b>Total Resources</b>		<b>\$ 2,182,915</b>	<b>\$ 1,388,822</b>	<b>2,173,600</b>	<b>\$ 1,301,000</b>	<b>\$ 1,301,000</b>	<b>\$ 1,301,000</b>

\*Starting in FY 21-22, we moved to a new chart of accounts which combined the Recreation, Aquatic Park, and Sports programs.



**Recreation**  
**213-50-5006-500605**

**Expenditure Detail of Specific Line Items**

**Training & Development and Transportation - Mileage (42320 & 42330)**

Oregon Recreation and Park Association conference - (7 attendees)	2,100
Certified Pool Operator course	600
Other staff trainings	1,995
Mileage	5,500
<b>Total Budget Request for Activity</b>	<b>10,195</b>

**Other Contracted Services (43280)**

Instructors for community education classes in partnership with Clackamas Community College	45,000
Instructors for special courses - computer, dance, meditation and yoga	23,000
Youth Programming; Dance, Computer and Theater Camps	15,500
<i>Officials/Referees - Adult Programs</i>	
Leagues	37,000
Tournaments	1,500
<i>Officials/Referees - Youth Programs</i>	
Hoopers Basketball	33,000
Sideout Volleyball	5,000
Fastpitch Tournaments	4,000
Program coordination	1,000
Tennis Camp	4,000
League Association/Tournament Fees	1,000
Positive Coaches Alliance	2,500
USA/ASA	1,500
Miscellaneous program contracts	15,000
<b>Total Budget Request for Activity</b>	<b>189,000</b>

**Hospitality/Event Supplies (44170)**

Movies in the Park	3,950
Concerts in the Park	4,000
Family Valentine Event	3,800
Winter Celebrations	400
Teen Event	500
Special event and inclusive event	1,000
Miscellaneous event supplies	2,000
<b>Total Budget Request for Activity</b>	<b>15,650</b>

**Program Materials & Supplies (44240)**

Aquatic facility supplies and equipment	6,000
Facility and field equipment and supplies - Hood View Park	4,000
Facility rentals through North Clackamas School District (NCSD)	45,000
Adult Programs	4,000
<i>Youth Programs</i>	
Camps	8,000
Cheer Starz	5,000
Hoopers Basketball	28,000
Sideout Volleyball	5,000
PTF Football	3,000
Fastpitch Tournaments	1,000
Staff recruitment and background checks	4,000
First Aid training and supplies	2,500
Recreation programming supplies	4,000
<b>Total Budget Request for Activity</b>	<b>119,500</b>

## Older Adult Services 213-50-5006-500603

### Program Statement:

The purpose of the Older Adult Services program is to provide coordinated nutritional, transportation, educational and social service programming to the communities' older adults and persons with disabilities; assisting them in remaining independent and helping them thrive in their later years. These services are mostly based in the Milwaukie Center with outreach services into the community.

### Fiscal Year 21-22 Objectives:

To provide a wide range of social service programming, with an emphasis on memory programming and caregiver support.

To provide up to seven days of Meals on Wheels to any community member that is eligible.

To provide door-to-door Transportation Services to any eligible resident to and from the Milwaukie Center or grocery store, regardless of their ability to pay.

<b>Budget Summary</b>	<b>Actual FY 18-19</b>	<b>Actual FY 19-20</b>	<b>Budget FY 20-21</b>	<b>Proposed FY 21-22</b>	<b>Approved FY 21-22</b>	<b>Adopted FY 21-22</b>
Personnel Services*	\$ 1,064,485	\$ 1,123,344	\$ 1,237,738	\$ 1,042,266	\$ 1,042,266	\$ 1,042,266
Materials and Services	294,454	256,887	319,683	216,093	216,093	216,093
Allocated Costs	61,915	76,043	75,395	70,923	70,923	70,923
Transfers	3,600	-	3,800	-	-	-
Special Payments	-	-	1,000	-	-	-
Contingency	-	-	104,949	-	-	-
<b>Total Budget</b>	<b>\$ 1,424,454</b>	<b>\$ 1,456,274</b>	<b>\$ 1,742,565</b>	<b>\$ 1,329,282</b>	<b>\$ 1,329,282</b>	<b>\$ 1,329,282</b>
Regular Full-Time FTE	7.46	7.46	7.51	5.61	5.61	5.68
Temporary & Part-Time FTE**	5.34	5.68	5.92	6.15	6.15	6.15
<b>Total Program Staffing</b>	<b>12.80</b>	<b>13.14</b>	<b>13.43</b>	<b>11.76</b>	<b>11.76</b>	<b>11.83</b>

### Major Revenue Source(s)

The major revenue sources for the Older Adult Services program are property taxes, Clackamas County pass-through dollars (federal grants), State of Oregon support, activity and user fees, fundraising, and donations.

\*Personnel Services are contracted through Clackamas County. FTE is counted by Clackamas County.

\*\*Temporary & part-time data tracking started with FY 14-15

## Older Adult Services

### Resources

Object Code Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500603-</b>						
30110 Restricted Beginning Fund Balance	\$ 275,110	\$ 308,916	\$ 203,679	\$ -	\$ -	\$ -
33140 Federal Operating Grants	-	2,628	-	-	-	-
33160 Local Operating Grants						
Nutrition	59,138	86,214	62,000	65,000	65,000	65,000
Transportation	8,634	9,046	9,900	9,400	9,400	9,400
33170 Program Income						
Milwaukie Center	6,548	5,161	6,500	2,000	2,000	2,000
Transportation	7,160	4,869	7,000	5,000	5,000	5,000
34200 Charges for Services to Other Gov						
Milwaukie Center	67,538	82,894	57,000	55,000	55,000	55,000
Nutrition	232,652	273,127	172,000	190,000	190,000	190,000
Transportation	76,527	53,428	78,200	50,000	50,000	50,000
34430 Miscellaneous Fees	4,362	2,841	500	500	500	500
34440 Park and Recreation Fees	80,664	46,360	83,000	-	-	-
34510 Registration Fees - Transportation	17,328	11,129	16,000	10,000	10,000	10,000
36110 Interest Income	9,200	10,748	4,000	-	-	-
38110 Contributions & Donations						
Milwaukie Center	27,231	16,700	26,000	7,000	7,000	7,000
Nutrition	143,018	146,377	135,000	122,000	122,000	122,000
Transportation	5,000	2,500	6,000	5,000	5,000	5,000
39110 Transfers In From Other Funds	153,600	200,000	233,800	-	-	-
<b>Total Resources</b>	<b>\$ 1,173,710</b>	<b>\$ 1,262,938</b>	<b>\$ 1,100,579</b>	<b>\$ 520,900</b>	<b>\$ 520,900</b>	<b>\$ 520,900</b>

\*Starting in FY 21-22, we moved to a new chart of accounts which combined the Milwaukie Center, Nutrition, and Transportation programs.

## Older Adult Services

### Requirements

Object Code Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500603-</b>						
42030 Banking & Merchant Fees	\$ 1,331	\$ 1,252	\$ 1,500	\$ 500	\$ 500	\$ 500
42110 Fees - Permits (Transportation)	484	371	600	600	600	600
42150 Insurance - Liability	10,331	12,063	11,098	11,098	11,098	11,098
42220 Office Supplies	5,180	3,869	4,000	1,500	1,500	1,500
42240 Postage/Shipping	64	105	115	100	100	100
42250 Printing & Copies	233	-	1,000	500	500	500
42270 Publications & Subscriptions	-	225	-	-	-	-
42310 Telephone & Internet	12,592	12,603	12,800	7,495	7,495	7,495
42320 Training & Development	3,077	812	1,800	2,000	2,000	2,000
42330 Transportation - Mileage	1,367	1,203	1,500	1,500	1,500	1,500
42360 Travel - Per Diem	704	-	-	-	-	-
42390 Utilities	4,089	4,128	4,120	-	-	-
42400 Utilities - Electricity	16,037	20,297	21,300	-	-	-
42410 Utilities - Gas	5,706	4,798	6,500	-	-	-
42420 Utilities - Sewer	4,706	6,154	6,800	-	-	-
42430 Utilities - Water	4,712	4,122	4,400	-	-	-
42440 Uniform/Clothing Expense	1,927	1,652	2,000	900	900	900
43160 Contract Employees						
Milwaukie Center	587,260	650,582	626,740	312,822	312,822	312,822
Nutrition	354,885	363,323	468,838	537,976	537,976	537,976
Transportation	122,340	109,439	142,160	191,468	191,468	191,468
43220 Janitorial Services	27,639	2,043	27,000	-	-	-
43280 Other Contracted Services (Transportation)	5,758	4,530	7,000	5,000	5,000	5,000
44100 Supplies	337	412	850	600	600	600
44120 Computer < \$5K	3,060	3,060	3,500	6,450	6,450	6,450
44140 Equipment & Furnishings < \$5K	2,778	3,234	4,000	2,000	2,000	2,000
44160 Food (Jail, Housing, Senior Centers)						
Milwaukie Center	-	-	100	-	-	-
Nutrition	91,496	103,873	90,000	110,000	110,000	110,000
44170 Hospitality/Event Supplies						
Milwaukie Center	-	-	-	2,600	2,600	2,600
Nutrition	14,191	8,866	14,500	10,000	10,000	10,000
Transportation	-	-	250	250	250	250
44240 Program Materials & Supplies						
Milwaukie Center	1,561	1,242	2,000	-	-	-
Nutrition	19,154	17,594	19,000	20,000	20,000	20,000
44280 Small Tools & Equipment < \$5K (Nutrition)	4,915	9,268	5,000	7,000	7,000	7,000
44290 Software (Owned) < \$5K	-	-	750	-	-	-
45120 Building Maintenance	22,526	10,102	39,000	-	-	-
45160 Equipment Maintenance						
Milwaukie Center	-	266	1,200	-	-	-
Transportation	16,093	11,335	13,000	13,000	13,000	13,000
45260 Vehicle Repair & Maintenance - Transportation	12,406	7,408	13,000	13,000	13,000	13,000
47100 Allocated Costs - County General Fund	61,915	76,043	75,395	41,485	41,485	41,485
47140 Allocated Costs - Technology Services	-	-	-	29,438	29,438	29,438
47520 Pass Thru Payments -Local Government & Other	-	-	1,000	-	-	-
47750 Transfers To Other Funds	3,600	-	3,800	-	-	-
49997 Contingency	-	-	104,949	-	-	-
<b>Total Requirements</b>	<b>\$ 1,424,454</b>	<b>\$ 1,456,274</b>	<b>\$ 1,742,565</b>	<b>\$ 1,329,282</b>	<b>\$ 1,329,282</b>	<b>\$ 1,329,282</b>
<b>Total Resources</b>	<b>\$ 1,173,710</b>	<b>\$ 1,262,938</b>	<b>\$ 1,100,579</b>	<b>\$ 520,900</b>	<b>\$ 520,900</b>	<b>\$ 520,900</b>

\*Starting in FY 21-22, we moved to a new chart of accounts which combined the Milwaukie Center, Nutrition, and Transportation programs.

**Older Adult Services**  
**213-50-5006-500603**

**Expenditure Detail of Specific Line Items**

**Training & Development and Transportation - Mileage (42320 & 42330)**

Oregon Gerontological Association - (2 attendees)	500
Alzheimer McGinty Conference - (2 attendees)	100
Required driver medical checks and drug screenings	800
Other staff trainings	600
Mileage	1,500
<b>Total Budget Request for Activity</b>	<b>3,500</b>

## Parks, Trails & Natural Areas 213-50-5006-500604

### Program Statement:

The purpose of the Parks, Trails and Natural Areas program is to provide management, maintenance and ongoing stewardship services to NCPRD residents and visitors so they can access safe, clean and well maintained Parks, Trails and Natural Areas both now and into the future.

### Fiscal Year 21-22 Objectives:

To continue ongoing maintenance, conservation and support for all NCPRD owned or managed parks, natural areas, facilities and departments.

To maintain professional licensing by completing continuing education of maintenance and natural resource methods and techniques.

To continue collaborating with Water Environment Services (WES) on projects including Oak Bluff Trail, Rose Creek Trail and 3-Creeks Natural Area.

To partner with state and regional partners on the Oregon white oak mapping project, wildlife corridor strategic planning, regional amphibian and bird monitoring, and trails assessments.

<b>Budget Summary</b>	<b>Actual FY 18-19</b>	<b>Actual FY 19-20</b>	<b>Budget FY 20-21</b>	<b>Proposed FY 21-22</b>	<b>Approved FY 21-22</b>	<b>Adopted FY 21-22</b>
Personnel Services*	\$ 1,349,930	\$ 1,336,724	\$ 1,582,943	\$ 1,628,022	\$ 1,628,022	\$ 1,628,022
Materials and Services	594,241	658,281	855,731	1,478,702	1,478,702	1,478,702
Allocated Costs	67,475	72,769	71,915	70,746	70,746	70,746
Special Payments	-	-	1,000	1,000	1,000	70,746
<b>Total Budget</b>	<b>\$ 2,011,646</b>	<b>\$ 2,067,774</b>	<b>\$ 2,511,589</b>	<b>\$ 3,178,470</b>	<b>\$ 3,178,470</b>	<b>\$ 3,248,216</b>
Regular Full-Time FTE	11.45	11.45	11.30	11.35	11.35	11.35
Temporary & Part-Time FTE**	4.15	5.02	4.87	4.12	4.12	4.12
<b>Total Program Staffing</b>	<b>15.60</b>	<b>16.47</b>	<b>16.17</b>	<b>15.47</b>	<b>15.47</b>	<b>15.47</b>

### Major Revenue Source(s)

The major revenue sources for the Parks, Trails & Natural Areas program are property taxes, grants and facility rentals.

\*Personnel Services are contracted through Clackamas County. FTE is counted by Clackamas County.

\*\*Temporary & part-time data tracking started with FY 14-15

## Parks, Trails & Natural Areas

### Resources

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500604-</b>							
33140	Federal Operating Grants	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -
33150	State Operating Grants	4,750	4,750	4,750	4,750	4,750	4,750
33160	Local Operating Grants	67,559	87,000	116,995	119,900	119,900	119,900
33170	Program Income	2,000					
34430	Miscellaneous Fees	118,566	6,668	5,000	5,000	5,000	5,000
34440	Park and Recreation Fees	250	-	-	-	-	-
38110	Contributions & Donations	-	8,000	-	-	-	-
38150	Rent & Lease Income	-	121,549	127,629	134,010	134,010	134,010
39110	Transfers In From Other Funds	14,471	33,270	67,809	26,789	26,789	26,789
<b>Total Resources</b>		<b>\$ 207,596</b>	<b>\$ 261,237</b>	<b>\$ 337,183</b>	<b>\$ 290,449</b>	<b>\$ 290,449</b>	<b>\$ 290,449</b>

\*Starting in FY 21-22, we moved to a new chart of accounts which combined the Parks Maintenance and Natural Area programs.

## Parks, Trails & Natural Areas

### Requirements

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>*Cost Center 213-50-5006-500604-</b>							
42110	Fees - Permits	\$ 1,327	\$ 634	\$ 2,050	\$ 2,550	\$ 2,550	\$ 2,550
	Older Adult Services	-	-	-	700	700	700
42150	Insurance - Liability	9,303	10,015	9,105	9,105	9,105	9,105
42220	Office Supplies	2,734	296	2,200	1,350	1,350	1,350
42250	Printing & Copies	229	131	150	150	150	150
42270	Publications & Subscriptions	1,205	1,215	1,175	1,235	1,235	1,235
42310	Telephone & Internet	11,096	11,396	10,580	15,705	15,705	15,705
42320	Training & Development	5,334	3,922	5,930	6,250	6,250	6,250
42330	Transportation - Mileage	-	-	1,500	1,450	1,450	1,450
42360	Travel - Per Diem	2,157	439	2,250	-	-	-
42390	Utilities	22,397	21,064	25,711	22,211	22,211	22,211
	Older Adult Services (Milwaukie Center)	-	-	-	4,244	4,244	4,244
	Recreation (Aquatic Park)	-	-	-	6,953	6,953	6,953
	Recreation (Sports)	-	-	-	7,000	7,000	7,000
42400	Utilities - Electricity	33,201	24,310	49,976	47,825	47,825	47,825
	Older Adult Services (Milwaukie Center)	-	-	-	21,939	21,939	21,939
	Recreation (Aquatic Park)	-	-	-	109,800	109,800	109,800
	Recreation (Sports)	-	-	-	30,000	30,000	30,000
42410	Utilities - Gas	14,280	15,495	20,125	20,930	20,930	20,930
	Older Adult Services (Milwaukie Center)	-	-	-	6,695	6,695	6,695
	Recreation (Aquatic Park)	-	-	-	79,104	79,104	79,104
	Recreation (Sports)	-	-	-	600	600	600
42420	Utilities - Sewer	18,781	23,781	24,987	27,409	27,409	27,409
	Older Adult Services (Milwaukie Center)	-	-	-	7,004	7,004	7,004
	Recreation (Aquatic Park)	-	-	-	56,650	56,650	56,650
	Recreation (Sports)	-	-	-	6,000	6,000	6,000
42430	Utilities - Water	128,860	114,196	120,002	102,795	102,795	102,795
	Older Adult Services (Milwaukie Center)	-	-	-	4,532	4,532	4,532
	Recreation (Aquatic Park)	-	-	-	29,355	29,355	29,355
	Recreation (Sports)	-	-	-	5,000	5,000	5,000
42440	Uniforms/Clothing Expense	982	374	4,000	4,000	4,000	4,000
43100	Professional Services	-	9,455	21,500	50,000	50,000	50,000
43160	Contract Employees	1,349,930	1,336,724	1,582,943	1,628,022	1,628,022	1,628,022
43220	Janitorial Services	93,375	105,565	152,882	-	-	-
43230	Lab Services - Recreation (Aquatic Park)	-	-	-	125	125	125
43280	Other Contracted Services	16,299	49,573	56,000	222,378	222,378	222,378
	Older Adult Services (Milwaukie Center)	-	-	-	50,293	50,293	50,293
	Recreation (Aquatic Park)	-	-	-	113,400	113,400	113,400
	Recreation (Sports)	-	-	-	9,800	9,800	9,800
43290	Preemployment Services	814	1,005	2,200	2,200	2,200	2,200
44110	Chemicals	5,534	2,466	10,100	8,100	8,100	8,100
44120	Computer < \$5K	8,752	3,871	6,000	8,250	8,250	8,250
44140	Equipment & Furnishings < \$5K	93	1,016	1,422	1,600	1,600	1,600
44150	Fuel	24,713	18,925	34,200	34,200	34,200	34,200
44170	Hospitality/Event Supplies	305	531	700	700	700	700
44250	Shop Supplies	44,870	50,319	70,900	81,600	81,600	81,600
	Older Adult Services (Milwaukie Center)	-	-	-	6,000	6,000	6,000
	Recreation (Aquatic Park)	-	-	-	48,175	48,175	48,175
	Recreation (Sports)	-	-	-	16,700	16,700	16,700
44260	Safety Equipment & Supplies	1,155	1,648	1,700	1,700	1,700	1,700
44270	Signage	4,617	6,379	6,250	6,250	6,250	6,250
44280	Small Tools & Equipment < \$5K	21,601	20,468	73,195	17,300	17,300	17,300
	Older Adult Services (Milwaukie Center)	-	-	-	5,000	5,000	5,000
	Recreation (Aquatic Park)	-	-	-	1,200	1,200	1,200
45120	Building Maintenance	8,972	43,603	11,343	8,550	8,550	8,550



	Older Adult Services (Milwaukie Center)	-	-	-	10,300	10,300	10,300
	Recreation (Aquatic Park)	-	-	-	10,000	10,000	10,000
45160	Equipment Maintenance	21,004	23,049	24,000	24,500	24,500	24,500
45200	Park Maintenance	738	3,016	6,000	6,500	6,500	6,500
46150	Leases - Office	89,513	90,124	97,598	95,340	95,340	95,340
47100	Allocated Costs - County General Fund	67,475	72,769	71,915	53,924	53,924	53,924
47140	Allocated Costs - Technology Services	-	-	-	16,822	16,822	16,822
47520	Pass Thru Payments -Local Government & Other	-	-	1,000	1,000	1,000	1,000
	<b>Total Requirements</b>	<b>\$ 2,011,646</b>	<b>\$ 2,067,774</b>	<b>\$ 2,511,589</b>	<b>\$ 3,178,470</b>	<b>\$ 3,178,470</b>	<b>\$ 3,178,470</b>
	<b>Total Resources</b>	<b>\$ 207,596</b>	<b>\$ 261,237</b>	<b>337,183</b>	<b>\$ 290,449</b>	<b>\$ 290,449</b>	<b>\$ 290,449</b>

*\*Starting in FY 21-22, we moved to a new chart of accounts which combined Parks Maintenance and Natural Area programs.*

## Parks, Trails & Natural Areas

### 213-50-5006-500604

#### Expenditure Detail of Specific Line Items

##### Publications & Subscriptions (42270)

Costco membership	60
Playground Safety Magazine subscription	50
Cooperative Weed Management Area membership dues	750
Natural Areas Association membership	375
<b>Total Budget Request for Activity</b>	<b>1,235</b>

##### Training & Development and Transportation - Mileage (42320 & 42330)

Oregon Recreation and Park Association conference - (4 attendees)	1,200
Pesticide Core credit classes and license renewal - (10 attendees)	1,750
National Playground Safety Inspections (NPSI) training and certification	800
International Society of Arboriculture (ISA Arborist) training and certification	800
Backflow testing training and certification - (2 attendees)	900
GIS Training	250
Trails Symposium - International Trails	350
Urban Ecosystem Research Consortium - (2 attendees)	100
Hiring announcements	100
Mileage	1,450
<b>Total Budget Request for Activity</b>	<b>7,700</b>

##### Professional Services (43100)

Natural Area Technical Services - surveys, wetland delineations	9,000
Natural Area Technical Services - education	5,000
Natural Area Technical Services - grant & partnership activities	5,000
Natural Area Technical Services	2,000
WES-RiverHealth grant funded services	29,000
<b>Total Budget Request for Activity</b>	<b>50,000</b>

##### Other Contracted Services (43280)

District-wide	
Alarm monitoring	10,000
Annual elevator servicing and repair - Concord	1,200
Barrier relocation - Trolley Trail	3,500
Biohazardous waste cleanup	5,000
Biohazardous waste cleanup - WES IGA	15,000
Brush removal services	5,000
Building controls systems	3,520
Building janitorial services	5,000
Building maintenance contracts - Clackamas & Concord	46,326
Dock services and debris management - Milwaukie Bay Park	8,800
Dry toilet services	11,000
Electrical and plumbing	9,000
Field aeration services - Pfeifer Park	8,411
Fire extinguisher services	2,000
Fire sprinkler systems - Concord & Clackamas	6,921
Geese management - Milwaukie Bay Park	18,200
Ground sweeping	2,500
Invasive control - planting and plant maintenance	20,000
Natural Areas technical services	5,000
Paving and concrete repairs	5,000
Repair services for automatic gate	1,000
Trimming and removal of hazardous trees	20,000
WES Project - invasive control, planting and plant maintenance	10,000

Milwaukie Center	
Building security alarms	720
HVAC servicing	24,573
Janitorial and floor care services	25,000
Aquatic Park	
Alarm monitoring	2,500
Building controls systems	2,000
Carpet cleaning and pest control	2,700
Inspections - fire & other	2,700
Pool maintenance and equipment	92,500
UV maintenance	4,500
Window cleaning	6,500
Sports	
Field maintenance - North Clackamas Park	9,800
<b>Total Budget Request for Activity</b>	<b>395,871</b>
<b>Small Tools &amp; Equipment &lt; \$5K (44280)</b>	
Supplies and Materials	15,500
WES funded supplies and materials	8,000
<b>Total Budget Request for Activity</b>	<b>23,500</b>

## Asset Development

### Program Statement:

The purpose of the Asset Development program is to coordinate and manage current and long-range planning, the acquisition of park land, all aspects of the District's Capital Improvement Plan (CIP), and the repair and replacement of capital assets in order to provide recreation facilities that serve District residents.

### Fiscal Year 21-22 Objectives:

To update NCPRD's asset inventory tracking system and update the District's map and mapping capabilities.

To complete the Trolley Trail survey and monumentation project.

To initiate development of the long-range District-wide Master Plan, including development of the Trails Master Plan.

To complete schematic design, design development, construction documents and permitting for a park, community center, and NCPRD administrative offices at the Concord Property.

To complete design development, construction documents and permitting for the final phase of Milwaukie Bay Park.

To implement Capital Repair and Replacement projects that will maintain the safety, security, and longevity of all District facilities.

To locate and design a District-owned Maintenance Facility.

<b>Budget Summary</b>	<b>Actual FY 18-19</b>	<b>Actual FY 19-20</b>	<b>Budget FY 20-21</b>	<b>Proposed FY 21-22</b>	<b>Approved FY 21-22</b>	<b>Adopted FY 21-22</b>
Personnel Services*	\$ 296,588	\$ 324,437	\$ 570,329	\$ 603,885	\$ 603,885	\$ 603,885
Materials and Services	104,778	73,712	432,353	322,918	322,918	322,918
Allocated Costs	19,036	23,726	27,231	28,937	28,937	28,937
Capital Outlay	2,742,174	1,261,278	14,524,346	17,403,176	17,403,177	17,403,178
Debt	494,925	2,704,063	-	-	-	-
Transfers	1,254,705	1,695,244	1,783,705	4,411,261	4,411,261	4,411,261
Special Payments	-	14,300,000	1,000	1,000	1,000	1,000
<b>Total Budget</b>	<b>\$ 4,912,206</b>	<b>\$20,382,460</b>	<b>\$17,338,964</b>	<b>\$22,771,177</b>	<b>\$22,771,178</b>	<b>\$ 22,771,179</b>
Regular Full-Time FTE	1.30	2.90	2.85	3.27	3.27	3.27
Temporary & Part-Time FTE**	0.55	0.55	0.55	0.50	0.50	0.50
<b>Total Program Staffing</b>	<b>1.85</b>	<b>3.45</b>	<b>3.40</b>	<b>3.77</b>	<b>3.77</b>	<b>3.77</b>

### Major Revenue Source(s)

The major revenue sources for the Asset Development program are property taxes, grants, and system development charges which are fees on new residential and commercial development.

\*Personnel Services are contracted through Clackamas County. FTE is counted by Clackamas County.

\*\*Temporary & part-time data tracking started with FY 14-15



## Asset Development Planning

### Resources

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>Planning</b>							
<b>*Cost Center 213-50-5006-500602-</b>							
34430	Miscellaneous Fees	\$ -	\$ 89,863	\$ 103,882	\$ -	\$ -	\$ -
39110	Transfers In From Other Funds	68,973	102,982	204,455	152,307	152,307	152,307
<b>Total Resources</b>		<b>\$ 68,973</b>	<b>\$ 192,845</b>	<b>\$ 308,337</b>	<b>\$ 152,307</b>	<b>\$ 152,307</b>	<b>\$ 152,307</b>

### Requirements

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>Planning</b>							
<b>*Cost Center 213-50-5006-500602-</b>							
42150	Insurance - Liability	\$ 1,494	\$ 1,195	\$ 2,328	\$ 2,328	\$ 2,328	\$ 2,328
42220	Office Supplies	57	391	300	300	300	300
42240	Postage/Shipping	-	2,015	100	500	500	500
42250	Printing & Copies	29	4,384	2,000	2,000	2,000	2,000
42270	Publications & Subscriptions	-	-	475	900	900	900
42310	Telephone & Internet	918	948	3,200	4,340	4,340	4,340
42320	Training & Development	1,115	1,140	1,600	1,750	1,750	1,750
42330	Transportation - Mileage	837	267	1,400	1,500	1,500	1,500
42360	Travel - Per Diem	939	1,827	3,600	-	-	-
43100	Professional Services	61,698	13,459	105,000	115,000	115,000	115,000
43160	Contract Employees	296,588	324,437	570,329	603,885	603,885	603,885
44120	Computer < \$5K	2,208	2,054	1,000	3,300	3,300	3,300
44170	Hospitality/Event Supplies	2,090	1,342	1,000	1,000	1,000	1,000
44200	Miscellaneous Supplies	9,442	1,306	350	5,000	5,000	5,000
47100	Allocated Costs - County General Fund	19,036	23,726	27,231	22,629	22,629	22,629
47140	Allocated Costs - Technology Services	-	-	-	6,308	6,308	6,308
<b>Total Requirements</b>		<b>\$ 396,449</b>	<b>\$ 378,491</b>	<b>\$ 719,913</b>	<b>\$ 770,740</b>	<b>\$ 770,740</b>	<b>\$ 770,740</b>
<b>Total Resources</b>		<b>\$ 68,973</b>	<b>\$ 192,845</b>	<b>\$ 308,337</b>	<b>\$ 152,307</b>	<b>\$ 152,307</b>	<b>\$ 152,307</b>

\*Starting in FY 21-22, we moved to a new chart of accounts, which combined the Planning, Capital Projects, Capital Repair and Replacement, System Development Charges, and Debt programs into one Asset Development Program. Separate funds are used in order to properly categorize, track, and report these restricted functions.

**Asset Development: Planning**  
**213-50-5006-500602**

**Expenditure Detail of Specific Line Items**

**Publications & Subscriptions (42270)**

Grammarly.com subscription	600
Doodle.com subscription	300
<b>Total Budget Request for Activity</b>	<b>900</b>

**Training & Development and Transportation - Mileage (42320 & 42330)**

Oregon Recreation and Park Association conference - (4 attendees)	1,200
Local Urban Land Institute Event - (5 attendees)	255
Other trainings - virtual	295
Mileage	1,500
<b>Total Budget Request for Activity</b>	<b>3,250</b>

**Professional Services (43100)**

Contract for surveys, appraisals, and similar asset management expenses	25,000
Facilitation services to assist with District agreements	20,000
GIS and mapping services in partnership with Metro	20,000
Trolley Trail survey and monumentation	50,000
<b>Total Budget Request for Activity</b>	<b>115,000</b>

**Asset Development  
Capital Projects**

**Resources**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>Capital Projects Fund</b>							
<b>*Cost Center 480-50-5006-500602-</b>							
30110	Restricted Beginning Fund Balance**	\$ 13,909,130	\$ 13,817,653	\$ 7,463,028	\$ 6,630,044	\$ 6,630,044	\$ 6,630,044
33120	State Capital Grants	234,458	-	-	-	-	-
33130	Local Capital Grants	448,755	-	64,000	1,311,500	1,311,500	1,311,500
34430	Miscellaneous Fees	5,439	-	-	-	-	-
36110	Interest Income	321,422	242,769	45,000	30,000	30,000	30,000
38110	Contributions & Donations	13,020	-	-	250,000	250,000	250,000
39110	Transfers In From Other Funds	1,640,596	805,323	1,378,000	4,598,500	4,598,500	4,598,500
<b>Total Resources</b>		<b>\$ 16,572,820</b>	<b>\$ 14,865,745</b>	<b>\$ 8,950,028</b>	<b>\$ 12,820,044</b>	<b>\$ 12,820,044</b>	<b>\$ 12,820,044</b>

**Requirements**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>Capital Projects Fund</b>							
<b>*Cost Center 480-50-5006-500602-</b>							
43100	Professional Services	\$ -	\$ -	\$ 225,000	\$ 100,000	\$ 100,000	\$ 100,000
44280	Small Tools & Equipment < \$5K	82	1,673	25,000	25,000	25,000	25,000
44290	Software (Owned) < \$5K	12,910	-	-	-	-	-
47520	Pass Thru Payments -Local Government & Other	-	4,930,470	1,000	1,000	1,000	1,000
47750	Transfers to Other Funds	-	750,000	-	-	-	-
48120	Building Improvements	53,048	417,749	103,000	53,000	53,000	53,000
48150	Construction						
	Planning	192,545	482,087	-	-	-	-
	Master Plan & Capital Improve Plan	-	-	250,000	300,000	300,000	300,000
	Trails Master Plan	-	-	100,000	100,000	100,000	100,000
	SDC Methodology	-	-	30,000	30,000	30,000	30,000
	Scott Park Master Plan	-	-	80,000	80,000	80,000	80,000
	Concord Property Plan	-	-	888,096	107,000	107,000	107,000
	Jennings Lodge Elementary School	-	-	100,000	100,000	100,000	100,000
	Ball Fields	-	-	80,000	80,000	80,000	80,000
	Dogwood Park	-	-	50,000	50,000	50,000	50,000
	Design	224,768	6,416	-	-	-	-
	Milwaukie Bay Park***	-	-	752,000	763,000	763,000	763,000
	Concord Property Plan	-	-	-	3,000,000	3,000,000	3,000,000
	Construction	1,649,834	8,258	-	-	-	-
	Concord Property Plan	-	-	-	2,300,000	2,300,000	2,300,000
	Milwaukie Bay Park***	-	-	-	2,157,000	2,157,000	2,157,000
	Boardman Park	-	-	-	-	-	-
	North Clackamas Park	-	-	-	-	-	-
	Future Capital Projects (CR&R)	-	-	2,928,571	3,100,310	3,100,310	3,100,310
	Future Capital Projects (Capital Projects)	-	-	3,337,361	458,484	458,484	458,484
48160	Equipment & Furnishings > \$5k	548,706	346,768	-	-	-	-
48190	Land Acquisition	18,140	-	-	-	-	-
48200	Land Improvements	55,133	-	-	-	-	-
48230	Vehicles	-	-	-	15,250	15,250	15,250
<b>Total Requirements</b>		<b>\$ 2,755,166</b>	<b>\$ 6,943,421</b>	<b>\$ 8,950,028</b>	<b>\$ 12,820,044</b>	<b>\$ 12,820,044</b>	<b>\$ 12,820,044</b>
<b>Total Resources</b>		<b>\$ 16,572,820</b>	<b>\$ 14,865,745</b>	<b>\$ 8,950,028</b>	<b>\$ 12,820,044</b>	<b>\$ 12,820,044</b>	<b>\$ 12,820,044</b>

\*Starting in FY 21-22, we moved to a new chart of accounts, which combined the Planning, Capital Projects, Capital Repair and Replacement, System Development Charges, and Debt programs into one Asset Development Program. Separate funds are used in order to properly categorize, track, and report these restricted functions.

\*\*\$514,560 of this beginning fund balance is from TriMet fund for the Trolley Trail that must be used on a Trimet approved project, for the Northside of North Clackamas Park

\*\*\*A Cooperative IGA with the City of Milwaukie will be executed and SDC funding will be discussed with the District Advisory Committee prior to construction of Milwaukie Bay Park



**NCPRD Capital Projects Fund**  
**480-50-5006-500602**

**Expenditure Detail**

**Materials and Services**

Small Tools & Equipment < \$5K	25,000
<b>Total Budget Request for Activity</b>	<b>25,000</b>

**Capital Outlay**

<i>Administration</i>	
Professional services to develop a site plan and design for Clackamas Property	100,000
<i>Parks Maintenance</i>	
Replace Toro 60" Mower	15,250
<i>Aquatic Park</i>	
Fire Alarm System Replacement	53,000
<i>Capital Projects</i>	
Planning	847,000
Design	3,763,000
Construction	4,457,000
<b>Grand Total of Requests for Activity</b>	<b>9,235,250</b>
Undesignated Fixed Asset/Capital Replacements	3,558,794
Pass Thru Payments - Local Government & Other Agencies	1,000
<b>Grand Total Appropriated for Activity</b>	<b>12,820,044</b>

North Clackamas Parks & Recreation District  
Capital Budget Detail  
Asset Development - Capital Projects Fund 480  
Fiscal Year 2021-22

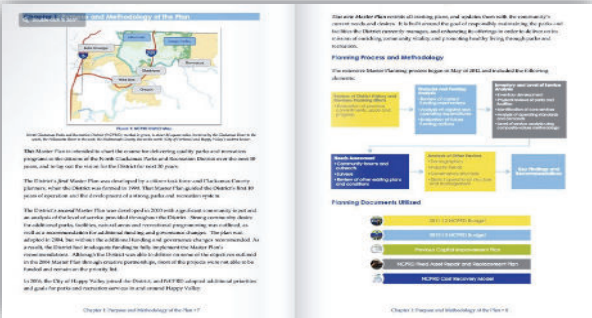
Capital Project by Funding Resource							
Capital Improvement Projects	Project Identification Number	FY 21-22 Project Cost	SDC Funding Resources				Grant Funding
			Zone 1 Milwaukie	Zone 1 UGMA	Zone 2	Zone 3 UGMA	
Master Plan and Capital Improvement Plan	82140	\$ 300,000	\$ 25,020	\$ 202,620	\$ 59,880	\$ 12,480	\$ -
Trails Master Plan	82429	100,000	8,340	67,540	19,960	4,160	-
SDC Methodology	82382	30,000	2,502	20,262	5,988	1,248	-
Milwaukie Bay Park*	82383	2,920,000	-	1,326,000	-	-	1,311,500
Scott Park Master Plan	82336	80,000	57,288	-	-	-	-
Concord Project	82435	5,407,000	-	-	2,300,000	-	-
Jennings Lodge Elementary School Improvements	82438	100,000	-	-	24,740	-	-
Ball Fields	82441	80,000	-	-	36,712	-	-
Dogwood Park	82440	50,000	35,805	-	-	-	-
<b>Total Resources</b>		<b>\$ 9,067,000</b>	<b>\$ 128,955</b>	<b>\$ 1,616,422</b>	<b>\$ 2,447,280</b>	<b>\$ 17,888</b>	<b>\$ 3,157,000</b>
							<b>\$ 1,311,500</b>

Capital Project by Requirement Category						
Capital Improvement Projects	Project Identification	FY 21-22 Project Cost	Planning	Design	Construction	Building
Master Plan and Capital Improvement Plan	82140	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -
Trails Master Plan	82429	100,000	100,000	-	-	-
SDC Methodology	82382	30,000	30,000	-	-	-
Milwaukie Bay Park*	82383	2,920,000	-	763,000	2,157,000	-
Scott Park Master Plan	82336	80,000	80,000	-	-	-
Concord Elementary Master Plan	82435	5,407,000	107,000	3,000,000	2,300,000	-
Jennings Lodge Elementary School Improvements	82438	100,000	100,000	-	-	-
Ball Fields	82441	80,000	80,000	-	-	-
Dogwood Park	82440	50,000	50,000	-	-	-
<b>Total Requirements</b>		<b>\$ 9,067,000</b>	<b>\$ 847,000</b>	<b>\$ 3,763,000</b>	<b>\$ 4,457,000</b>	<b>\$ -</b>

\*A Cooperative IGA with the City of Milwaukie will be executed and SDC funding will be discussed with the District Advisory Committee prior to construction of Milwaukie Bay Park

**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

PROGRAM SUMMARY	
Project Title:	Master Plan and Capital Improvement Plan
SDC Funding Resource:	District-wide
Acreage:	N/A
Project Manager:	Heather Koch
NCPRD Project No.:	82140
Scheduled Completion:	2022

DESCRIPTION AND LOCATION
Updated District Master Plan & Capital Improvement Plan


PURPOSE AND JUSTIFICATION
The goal of this project is to determine goals and objectives of District residents and provide a roadmap for the future. The work includes completion of both a Master Plan and Capital Improvement Plan (CIP). These documents will focus on current financial circumstances of the District and will align goals, projects and recommendations with financial projections, taking into account new SDC rates currently being developed. The project will also create a prioritized CIP projects list. The budget for this project includes a statistically valid survey, public outreach and publication costs. This work will be completed in coordination with a Trails Master Plan and an updated SDC Methodology.

IMPACT ON OPERATING BUDGET
This project further identifies funding and priorities for capital projects for the District over the next ten to fifteen years. This will impact the Capital Assets Replacement/Repair Fund and Capital Projects Fund.

NON-FINANCIAL IMPACT
Project provides for planning for future capital projects.

FY 21-22 PROJECT COSTS	
Planning	\$ 300,000
Design	-
Construction	-
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 300,000</b>

Fiscal Year	SDCs Zone 1 Milwaukie	SDCs Zone 1 UGMA	SDCs Zone 2 UGMA	SDCs Zone 3 UGMA	Total
21-22	\$ 25,020	\$ 202,620	\$ 59,880	\$ 12,480	\$ 300,000
<b>Total</b>	<b>\$ 25,020</b>	<b>\$ 202,620</b>	<b>\$ 59,880</b>	<b>\$ 12,480</b>	<b>\$ 300,000</b>

Note: 100% SDC eligible based on 2007 SDC CIP Methodology. The allocation is based on prior year SDC Revenue.

**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

**PROGRAM SUMMARY**

Project Title: NCPRD Trails Master Plan  
 SDC Funding Resource: District-wide  
 Acreage: N/A  
 Project Manager: Tonia Williamson  
 NCPRD Project No.: 82429  
 Scheduled Completion: 2022

**DESCRIPTION AND LOCATION**

**NCPRD Trails Master Plan**



**PURPOSE AND JUSTIFICATION**

The NCPRD 2004 District Master Plan identifies trails as a significant recreational asset that NCPRD will be developing and managing for our citizens. The Oregon Statewide Comprehensive Outdoor Recreation Plan and Statewide Trails Plan show that developing and maintaining trails is one of the highest needs in the state and within our region. NCPRD proposes to develop a District-wide Trail Master Plan that would explain the need for trails within the District and prioritize trail planning and development. This plan would incorporate current trails and it would identify gaps or updates needed in the system. The planning process would review local and regional trail plans and propose updates. This plan will review trail funding sources and make recommendations for project implementation. This work will be completed in coordination with an updated Master Plan and an updated SDC Methodology.

**IMPACT ON OPERATING BUDGET**

This project identifies priorities and funding for trail project throughout the District for the next ten years.

**NON-FINANCIAL IMPACT**

Project provides guidelines for trail planning and development throughout the district.

**FY 21-22 PROJECT COSTS**

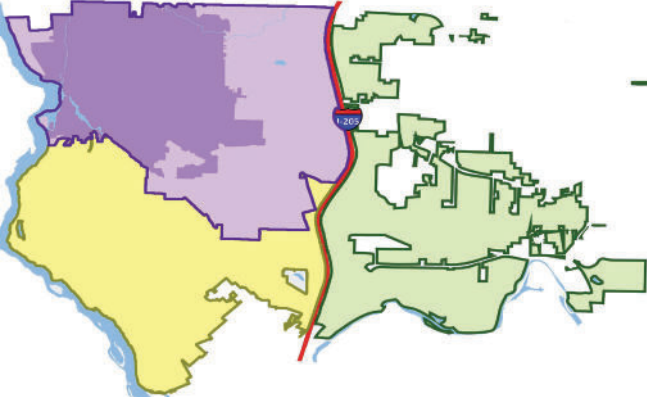
Planning	\$ 100,000
Design	-
Construction	-
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 100,000</b>

Fiscal Year	SDCs	SDCs	SDCs	SDCs	Total
	Zone 1 Milwaukie	Zone 1 UGMA	Zone 2 UGMA	Zone 3 UGMA	
21-22	\$ 8,340	\$ 67,540	\$ 19,960	\$ 4,160	\$ 100,000
<b>Total</b>	<b>\$ 8,340</b>	<b>\$ 67,540</b>	<b>\$ 19,960</b>	<b>\$ 4,160</b>	<b>\$ 100,000</b>

Note: 100% SDC eligible based on 2007 SDC CIP Methodology. The allocation is based on prior year SDC Revenue.

**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

PROGRAM SUMMARY	
Project Title:	System Development Charges Methodology Update
SDC Funding Resource:	District-wide
Acreage:	N/A
Project Manager:	Kathryn Krygier
NCPRD Project No.:	82382
Scheduled Completion:	2022

DESCRIPTION AND LOCATION
Completion of an updated Parks and Recreation System Development Charges Methodology Report.


PURPOSE AND JUSTIFICATION
The work has several components, including calculation of new SDC rates, creation of a draft Capital Improvement Plan (CIP) project list (in coordination with an updated Master Plan) and determining projects' SDC eligibility. The goal of this project is to align a District Master Plan, Capital Improvement Plan, and Park SDC Ordinance and Rates with the current financial capacity of the District, providing residents and the Board with clear expectations of the District capacity and capabilities at the funding levels that will exist over the short-term. NCPRD last updated the SDC Methodology in 2007. This work will be completed in coordination with an updated Master Plan and Trails Master Plan.

IMPACT ON OPERATING BUDGET
This project further identifies funding and priorities for capital projects for the District for the next ten to fifteen years. This will impact the Capital Assets Replacement/Repair Fund and Capital Projects Fund.

NON-FINANCIAL IMPACT
Project provides for financial planning for future capital projects.

FY 21-22 PROJECT COSTS	
Planning	\$ 30,000
Design	-
Construction	-
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 30,000</b>

Fiscal Year	SDCs Zone 1 Milwaukie	SDCs Zone 1 UGMA	SDCs Zone 2 UGMA	SDCs Zone 3 UGMA	Total
21-22	\$ 2,502	\$ 20,262	\$ 5,988	\$ 1,248	\$ 30,000
<b>Total</b>	<b>\$ 2,502</b>	<b>\$ 20,262</b>	<b>\$ 5,988</b>	<b>\$ 1,248</b>	<b>\$ 30,000</b>

Note: 100% SDC eligible based on 2007 SDC CIP Methodology. The allocation is based on prior year SDC Revenue.

**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

PROGRAM SUMMARY	
Project Title:	Milwaukie Bay Park Final Design
Project Address:	11211 SE McLoughlin Boulevard Milwaukie
SDC Funding Resource:	Zone 1
Acreage:	2.75 acres - undeveloped
Project Manager:	Heather Koch
NCPRD Project No.:	82383
Scheduled Completion:	Summer 2022

DESCRIPTION AND LOCATION	
Partnership with the City of Milwaukie to complete final design for Milwaukie Bay Park located in downtown Milwaukie adjacent to the Willamette River.	
	
<p><b>MILWAUKIE BAY PARK FINAL DESIGN</b></p> 	

PURPOSE AND JUSTIFICATION
This project will complete design and construction documents for Phase 3 of Milwaukie Bay Park development. Phase 1, Klein Point Overlook was completed November 2012. Phase 2, including a restroom, trails, parking and boat launch, was completed in May 2015. The final phase of the project includes a play area for children, amphitheater space, interactive fountain, picnic areas, restrooms, pathways for pedestrians and permanent Trolley Trail alignment. The project is included in the 2007 SDC CIP as a Priority 1 project.

IMPACT ON OPERATING BUDGET
This phase of the project is for design and construction. NCPRD General Fund budgeted for \$32,500 of the project.

NON-FINANCIAL IMPACT
Project will provide a community park including an interactive fountain, event space with lawn, play areas and river overlooks in downtown Milwaukie.

FY 21-22 PROJECT COSTS	
Planning	\$ -
Design	763,000
Construction	2,157,000
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 2,920,000</b>

Fiscal Year	Metro Local Share	SDCs Zone 1 UGMA	City of Milwaukie Contribution	Other Grants	General Fund	Total
21-22	\$ 937,500	\$ 1,326,000	\$ 250,000	\$ 374,000	\$ 32,500	\$ 2,920,000
<b>Total</b>	<b>\$ 937,500</b>	<b>\$ 1,326,000</b>	<b>\$ 250,000</b>	<b>\$ 374,000</b>	<b>\$ 32,500</b>	<b>\$ 2,920,000</b>

Note 1: Project is 82.97% SDC eligible based on 2007 SDC CIP Methodology.

Note 2: A Cooperative IGA with the City of Milwaukie will be executed and SDC funding will be discussed with the District Advisory Committee prior to construction of Milwaukie Bay Park



**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

PROGRAM SUMMARY	
Project Title:	Scott Park Master Plan
Project Address:	10660 SE 21st Ave Milwaukie
SDC Funding Resource:	Zone 1
Map Location:	Scott Park/Ledding Library
Acreage:	.75 acres
Project Manager:	Kathryn Krygier
NCPRD Project No.:	82336
Scheduled Completion:	2022 (Master Plan only)

DESCRIPTION AND LOCATION
Update the 1991 Scott Park Master Plan to coordinate with the new Ledding Library design.



PURPOSE AND JUSTIFICATION
This project, in partnership with the City of Milwaukie, will update the Scott Park Master Plan to coordinate with the new Ledding Library. The recently opened Library is directly adjacent to Scott Park.

IMPACT ON OPERATING BUDGET
This phase of the project is for design. NCPRD General Fund budgeted \$22,712 for the project.

NON-FINANCIAL IMPACT
This project provides planning for Scott Park following the redevelopment of the neighboring Ledding Library. The goal is to create synergy for patrons of both the park and the library.


FY 21-22 PROJECT COSTS	
Planning	\$ 80,000
Design	-
Construction	-
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 80,000</b>

Fiscal Year	SDCs		Total
	Zone 1 Milwaukie	General Fund	
21-22	\$ 57,288	\$ 22,712	\$ 80,000
<b>Total</b>	<b>\$ 57,288</b>	<b>\$ 22,712</b>	<b>\$ 80,000</b>

Note: Project is 71.61% SDC eligible based on 2007 SDC CIP Methodology.

**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

PROGRAM SUMMARY	
Project Title:	Concord Property Design & Engineering
Project Address:	3811 SE Concord Road Oak Grove
SDC Funding Resource:	Zone 2 (not currently eligible)
Map location:	N/A
Acreage:	6 acres
Project Manager:	Kathryn Krygier
NCPRD Project No.:	82435
Scheduled Completion:	Fall 2023

DESCRIPTION AND LOCATION
Partnership with Oak Lodge Library to determine uses for the Concord Property.


PURPOSE AND JUSTIFICATION
NCPRD purchased the vacant Concord Elementary School property in the Oak Grove/Jennings Lodge area in early 2018. NCPRD began a joint project in 2019 with the Oak Lodge Library staff and the Concord Property and Library Planning Task Force to determine if the library and NCPRD park, community center and administrative offices were feasible on the site. A master planning process was completed in 2020 with broad community support. It includes a new NCPRD park, community center and administrative offices and a new Oak Lodge Library. The library portions of the project are not included in the NCPRD budget. This budget includes design and engineering and a portion of construction costs. Construction is scheduled to begin in May 2022. Community engagement is ongoing.

IMPACT ON OPERATING BUDGET
This phase of the project is for design, engineering and some construction. NCPRD General Fund budgeted for \$200,000 of the project.

NON-FINANCIAL IMPACT
Project provides essential planning to determine uses and partnerships for NCPRD-owned property in an underserved area of the District.

FY 21-22 PROJECT COSTS	
Planning	\$ 107,000
Design	3,000,000
Construction	2,300,000
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 5,407,000</b>

Fiscal Year	Disposition Proceeds	General Fund	SDCs Zone 2 UGMA	Total
21-22	\$ 2,907,000	\$ 200,000	\$ 2,300,000	\$ 5,407,000
<b>Total</b>	<b>\$ 2,907,000</b>	<b>\$ 200,000</b>	<b>\$ 2,300,000</b>	<b>\$ 5,407,000</b>

Note: Project would be 24.74% SDC eligible based on 2007 SDC CIP Methodology. This project is not currently SDC eligible.



**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

PROGRAM SUMMARY	
Project Title:	Jennings Lodge Elementary School Improvements
Project Address:	18521 SE River Road Jennings Lodge Elementary School
SDC Funding Resource:	Zone 2
Map Location:	N/A
Project Manager:	Kathryn Krygier
NCPRD Project No.:	82438
Scheduled Completion:	2022

PURPOSE AND JUSTIFICATION
This project, in partnership with the Oregon City School District (OCSD) will seek to improve underutilized open space in the Jennings Lodge area. The additional parkland will be used by OCSD during regular school hours and for other school-related activities as needed. During non-school hours, the open space will be used as a neighborhood park for the community.

DESCRIPTION AND LOCATION
Partner with the Oregon City School District to cooperatively develop a neighborhood park and associated park amenities.


IMPACT ON OPERATING BUDGET
This phase of the project is for design. NCPRD General Fund budgeted \$75,260 for project.

NON-FINANCIAL IMPACT
Project will provide a master plan which will provide a guide for NCPRD and OCSD to implement a neighborhood park.

FY 21-22 PROJECT COSTS	
Planning	\$ 100,000
Design	-
Construction	-
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 100,000</b>

Fiscal Year	SDCs Zone 2 UGMA	General Fund	Total
21-22	\$ 24,740	\$ 75,260	\$ 100,000
<b>Total</b>	<b>\$ 24,740</b>	<b>\$ 75,260</b>	<b>\$ 100,000</b>

Note: Project would be 24.74% SDC eligible based on 2007 SDC CIP Methodology. This project is not currently SDC eligible.

**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

**PROGRAM SUMMARY**

Project Title: District Ball Fields  
 Project Address: To Be Determined  
 SDC Funding Resource: Zone 2  
 Acreage: 2-5 Acres  
 Project Manager: Kathryn Krygier  
 NCPRD Project No.: 82441  
 Scheduled Completion: 2022

**DESCRIPTION AND LOCATION**

Planning for future construction of an artificial turf field in the District. No location has been determined yet.



**PURPOSE AND JUSTIFICATION**

NCPRD recognizes the need for all-weather ball fields for District residents after the disposition of Hood View Park. This project will identify possible locations, feasibility and master plan(s) for future ball fields including supporting facilities.

**IMPACT ON OPERATING BUDGET**

This phase of the project is for design. NCPRD General Fund budgeted \$43,288 for project.

**NON-FINANCIAL IMPACT**

This project will guide future capital investment in all-weather ball fields for the district.

**FY 21-22 PROJECT COSTS**

Planning	\$ 80,000
Design	-
Construction	-
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 80,000</b>

Fiscal Year	SDCs		Total
	Zone 2 UGMA	General Fund	
21-22	\$ 36,712	\$ 43,288	\$ 80,000
<b>Total</b>	<b>\$ 36,712</b>	<b>\$ 43,288</b>	<b>\$ 80,000</b>

Note: Project is 45.89% SDC eligible based on 2007 SDC CIP Methodology.

**NORTH CLACKAMAS PARKS & RECREATION DISTRICT**  
**Fiscal Year 2021-2022**  
**CAPITAL IMPROVEMENT PROJECT FORM**

PROGRAM SUMMARY	
Project Title:	Dogwood Park
Project Location	Adjacent to North Downtown Plaza and west of the Adams Street connector
SDC Funding Resource:	Zone 1
Acreage:	.25 acre
Project Manager:	Kathryn Krygier
NCPRD Project No.:	82440
Scheduled Completion:	2022 (construction documents)

DESCRIPTION AND LOCATION
<p>This project is located in the southern part of the downtown Milwaukie on the west side of Main Street. It would create a master plan to coordinate with new and future nearby improvements.</p> 

PURPOSE AND JUSTIFICATION
<p>This project, in partnership with the City of Milwaukie, develop construction documents for Dogwood Park that reflect the framework plan. The work will coordinate with and take advantage of the new Adams Street connector, North Downtown Plaza street improvements and future adjacent development.</p>

IMPACT ON OPERATING BUDGET
<p>This phase of the project is for construction documents. NCPRD General Fund budgeted \$14,195 for project.</p>

NON-FINANCIAL IMPACT
<p>This project provides design and engineering for Dogwood Park following the redevelopment of the neighboring Adams Street connector and Main Street improvements.</p>

FY 21-22 PROJECT COSTS	
Planning	\$ 50,000
Design	-
Construction	-
Park Improvements	-
Building Improvements	-
Land	-
Land Improvements	-
Building	-
<b>Total</b>	<b>\$ 50,000</b>

Fiscal Year	SDCs		Total
	Zone 1 Milwaukie	General	
21-22	\$ 35,805	\$ 14,195	\$ 50,000
<b>Total</b>	<b>\$ 35,805</b>	<b>\$ 14,195</b>	<b>\$ 50,000</b>

Note: Project is 71.61% SDC eligible based on 2007 SDC CIP Methodology.

**Asset Development  
System Development Charges**

**Resources**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>SDC Fund Zone 1</b>							
<b>*Cost Center 281-50-5006-500607-</b>							
30110	Restricted Beginning Fund Balance						
	City of Milwaukie	\$ 142,319	\$ 524,617	\$ 578,417	\$ 728,915	\$ 728,915	\$ 728,915
	UGMA	2,418,899	2,044,054	1,528,484	2,682,290	2,682,290	2,682,290
34430	Miscellaneous Fees - UGMA	1,571	30,467	20,000	20,000	20,000	20,000
34590	System Development Charges						
	City of Milwaukie	375,626	183,872	91,646	92,562	92,562	92,562
	UGMA	77,313	1,489,821	88,072	88,953	88,953	88,953
36110	Interest Income						
	City of Milwaukie	10,631	12,263	11,300	7,324	7,324	7,324
	UGMA	58,537	46,998	30,350	26,873	26,873	26,873
39110	Transfers In From Other Funds	198	-	-	-	-	-
	<b>Total Resources</b>	<b>\$ 3,085,094</b>	<b>\$ 4,332,092</b>	<b>\$ 2,348,269</b>	<b>\$ 3,646,917</b>	<b>\$ 3,646,917</b>	<b>\$ 3,646,917</b>

**Requirements**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>SDC Fund Zone 1</b>							
<b>*Cost Center 281-50-5006-500607-</b>							
42100	Fees - Zone 1 UGMA	\$ 1,571	\$ 30,467	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
47750	Transfers To Other Funds - Capital Projects						
	City of Milwaukie**	3,959	14,339	318,327	166,095	166,095	166,095
	UGMA	510,893	346,600	790,545	1,727,899	1,727,899	1,727,899
48150	Construction - Future Capital Projects						
	City of Milwaukie**	-	-	363,036	662,706	662,706	662,706
	UGMA	-	-	856,361	1,070,217	1,070,218	1,070,219
	<b>Total Requirements</b>	<b>\$ 516,423</b>	<b>\$ 391,406</b>	<b>\$ 2,348,269</b>	<b>\$ 3,646,917</b>	<b>\$ 3,646,918</b>	<b>\$ 3,646,919</b>
	<b>Total Resources</b>	<b>\$ 3,085,094</b>	<b>\$ 4,332,092</b>	<b>\$ 2,348,269</b>	<b>\$ 3,646,917</b>	<b>\$ 3,646,917</b>	<b>\$ 3,646,917</b>

\*Starting in FY 21-22, we moved to a new chart of accounts, which combined the Planning, Capital Projects, Capital Repair and Replacement, System Development Charges, and Debt programs into one Asset Development Program. Separate funds are used in order to properly categorize, track, and report these restricted functions.

\*\*A Cooperative IGA with the City of Milwaukie will be executed and SDC funding will be discussed with the District Advisory Committee prior to construction of Milwaukie Bay Park

**Asset Development  
System Development Charges**

**Resources**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
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**SDC Fund Zone 2**

**\*Cost Center 282-50-5006-500607-**

30110	Restricted Beginning Fund Balance	\$ 1,891,038	\$ 2,201,568	\$ 2,111,089	\$ 2,554,156	\$ 2,554,156	\$ 2,554,156
34430	Miscellaneous Fees	6,894	8,986	20,000	20,000	20,000	20,000
34590	System Development Charges	347,155	440,294	343,441	346,875	346,875	346,875
36110	Interest Income	48,357	49,782	42,000	44,057	44,057	44,057
<b>Total Resources</b>		<b>\$ 2,293,444</b>	<b>\$ 2,700,630</b>	<b>\$ 2,516,530</b>	<b>\$ 2,965,088</b>	<b>\$ 2,965,088</b>	<b>\$ 2,965,088</b>

**Requirements**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
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**SDC Fund Zone 2**

**\*Cost Center 282-50-5006-500607-**

42100	Fees	\$ 6,747	\$ 8,986	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
47750	Transfers To Other Funds - Capital Projects	85,128	438,489	272,288	2,478,146	2,478,146	2,478,146
48150	Construction - Future Capital Projects	-	-	2,224,242	466,942	466,942	466,942
<b>Total Requirements</b>		<b>\$ 91,875</b>	<b>\$ 447,475</b>	<b>\$ 2,516,530</b>	<b>\$ 2,965,088</b>	<b>\$ 2,965,088</b>	<b>\$ 2,965,088</b>
<b>Total Resources</b>		<b>\$ 2,293,444</b>	<b>\$ 2,700,630</b>	<b>\$ 2,516,530</b>	<b>\$ 2,965,088</b>	<b>\$ 2,965,088</b>	<b>\$ 2,965,088</b>

*\*Starting in FY 21-22, we moved to a new chart of accounts, which combined the Planning, Capital Projects, Capital Repair and Replacement, System Development Charges, and Debt programs into one Asset Development Program. Separate funds are used in order to properly categorize, track, and report these restricted functions.*

**Asset Development  
System Development Charges**

**Resources**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>SDC Fund Zone 3</b>							
<b>*Cost Center 283-50-5006-500607-</b>							
30110	Restricted Beginning Fund Balance						
	Happy Valley	\$ 9,599,495	\$ 9,360,413	\$ -	\$ -	\$ -	\$ -
	UGMA	2,088,417	2,230,819	2,305,099	2,401,806	2,401,806	2,401,806
34430	Miscellaneous Fees - UGMA	2,258	1,873	20,000	20,000	20,000	20,000
34590	System Development Charges						
	Happy Valley	162,942	-	-	-	-	-
	UGMA	110,660	91,782	121,200	122,412	122,412	122,412
36110	Interest Income						
	Happy Valley	252,671	146,454	-	-	-	-
	UGMA	31,773	8,607	45,800	24,170	24,170	24,170
<b>Total Resources</b>		<b>\$ 12,248,216</b>	<b>\$ 11,839,948</b>	<b>\$ 2,492,099</b>	<b>\$ 2,568,388</b>	<b>\$ 2,568,388</b>	<b>\$ 2,568,388</b>

**Requirements**

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
<b>SDC Fund Zone 3</b>							
<b>*Cost Center 283-50-5006-500607-</b>							
42100	Fees - UGMA	\$ 2,258	\$ 1,873	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
47520	Pass Thru Payments -Local Government & Other	-	9,369,530	-	-	-	-
47750	Transfers To Other Funds - Capital Projects						
	Happy Valley	654,694	137,337	-	-	-	-
	UGMA	31	8,479	90,420	39,121	39,121	39,121
48150	Construction - Future Capital Projects	-	-	2,381,679	2,509,267	2,509,267	2,509,267
<b>Total Requirements</b>		<b>\$ 656,983</b>	<b>\$ 9,517,219</b>	<b>\$ 2,492,099</b>	<b>\$ 2,568,388</b>	<b>\$ 2,568,388</b>	<b>\$ 2,568,388</b>
<b>Total Resources</b>		<b>\$ 12,248,216</b>	<b>\$ 11,839,948</b>	<b>\$ 2,492,099</b>	<b>\$ 2,568,388</b>	<b>\$ 2,568,388</b>	<b>\$ 2,568,388</b>

\*Starting in FY 21-22, we moved to a new chart of accounts, which combined the Planning, Capital Projects, Capital Repair and Replacement, System Development Charges, and Debt programs into one Asset Development Program. Separate funds are used in order to properly categorize, track, and report these restricted functions.



## Asset Development

### Debt

#### Resources

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
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#### Debt

##### \*Cost Center 382-50-5006-500606-

30110	Restricted Beginning Fund Balance	\$ 1,647,027	\$ 1,686,649	\$ 312,125	\$ -	\$ -	\$ -
36110	Interest Income	40,008	33,567	-	-	-	-
39110	Transfers In From Other Funds	494,925	1,246,625	-	-	-	-
<b>Total Resources</b>		<b>\$ 2,181,960</b>	<b>\$ 2,966,841</b>	<b>\$ 312,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### Requirements

Object Code	Item	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	Approved FY 21-22	Adopted FY 21-22
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#### Debt

##### \*Cost Center 382-50-5006-500606-

42100	Fees	\$ 385	\$ 385	\$ -	\$ -	\$ -	\$ -
47750	Transfers To Other Funds	-	-	312,125	-	-	-
49210	Principal	380,000	2,590,000	-	-	-	-
49220	Interest	114,925	114,063	-	-	-	-
<b>Total Requirements</b>		<b>\$ 495,310</b>	<b>\$ 2,704,448</b>	<b>\$ 312,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Resources</b>		<b>\$ 2,181,960</b>	<b>\$ 2,966,841</b>	<b>\$ 312,125</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*Starting in FY 21-22, we moved to a new chart of accounts, which combined the Planning, Capital Projects, Capital Repair and Replacement, System Development Charges, and Debt programs into one Asset Development Program. Separate funds are used in order to properly categorize, track, and report these restricted functions.





**Appendix A**  
**North Clackamas Parks and Recreation District**  
**Summary of Staffing by Program**  
**FY 21-22**

<b>Fund</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Proposed</b>	<b>Approved</b>	<b>Adopted</b>
<b>Program</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>	<b>FY 21-22</b>	<b>FY 21-22</b>
<b>General Fund</b>						
Administration						
Full-Time *	1.25	1.25	1.30	1.30	1.30	1.30
Temporary & Part-Time **	0.70	0.85	0.85	0.83	0.83	0.83
Recreation						
Full-Time *	12.24	12.33	12.43	14.19	14.19	14.19
Temporary & Part-Time **	33.73	33.83	34.40	33.76	33.76	33.76
Older Adult Services						
Full-Time *	7.46	7.46	7.51	5.68	5.68	5.68
Temporary & Part-Time **	5.34	5.68	5.92	6.15	6.15	6.15
Parks, Trails and Natural Areas						
Full-Time *	11.45	11.45	11.30	11.35	11.35	11.35
Temporary & Part-Time **	4.15	5.02	4.87	4.12	4.12	4.12
<b>Total General Fund</b>	<b>76.32</b>	<b>77.87</b>	<b>78.58</b>	<b>77.38</b>	<b>77.38</b>	<b>77.38</b>
<b>Capital Projects</b>						
Planning						
Full-Time *	1.30	2.90	2.85	3.27	3.27	3.27
Temporary & Part-Time **	0.55	0.55	0.55	0.50	0.50	0.50
<b>Total Nutrition and Transportation Fund</b>	<b>1.85</b>	<b>3.45</b>	<b>3.40</b>	<b>3.77</b>	<b>3.77</b>	<b>3.77</b>
<b>Total Full-Time *</b>	<b>33.70</b>	<b>35.39</b>	<b>35.39</b>	<b>35.79</b>	<b>35.79</b>	<b>35.79</b>
<b>Total Temporary &amp; Part-Time **</b>	<b>44.47</b>	<b>45.93</b>	<b>46.59</b>	<b>45.36</b>	<b>45.36</b>	<b>45.36</b>
<b>TOTAL NCPRD STAFFING</b>	<b>78.17</b>	<b>81.32</b>	<b>81.98</b>	<b>81.15</b>	<b>81.15</b>	<b>81.15</b>

The overall decrease of .83 FTE for FY 21-22 reflects the adjustments in allocation between lines of business and slight shifting of part-time temporary employees.

\*Personnel Services are contracted through Clackamas County. FTE is counted by Clackamas County.

\*\*Temporary & part-time data tracking started with FY 14-15



**Appendix B**  
**North Clackamas Parks and Recreation District**  
**Personnel Services Summary**  
**FY 21-22**

Position Description	FTE	Salary	Fringe Benefits	Total	Administration		Recreation		Older Adult Services		Parks, Trails & Natural Areas		Asset Development	
					%	Amount	%	Amount	%	Amount	%	Amount	%	Amount
Accountant 2	1	\$ 68,433	\$ 54,083	\$ 122,516	5%	\$ 6,126	44%	\$ 53,907	19%	\$ 23,278	27%	\$ 33,079	5%	\$ 6,126
Accounting Specialist 2	1	51,597	52,083	103,680	5%	5,184	44%	45,619	19%	\$ 19,699	27%	\$ 27,994	5%	\$ 5,184
Administrative Services Manager	1	114,411	69,819	184,230	5%	9,212	44%	81,061	19%	\$ 35,004	27%	\$ 49,742	5%	\$ 9,212
Administrative Specialist 1	1	58,163	30,041	88,204			80%	70,563	20%	\$ 17,641				
Administrative Specialist 2	1	60,788	31,710	92,498	5%	4,625	44%	40,699	19%	17,575	27%	24,974	5%	4,625
Aquatic & Recreation Supervisor	1	91,066	78,237	169,303			100%	169,303						
Aquatic & Recreation Supervisor	1	91,066	55,088	146,154			100%	146,154						
Aquatic Exercise Instructor	0.5	24,149	27,178	51,327			100%	51,327						
Aquatic Park Shift Coordinator	1	37,981	24,444	62,425			100%	62,425						
Building Maintenance Sp. Sr.	1	69,411	54,916	124,327							100%	124,327		
Cafeteria Cook, Senior	0.88	44,718	44,428	89,146					100%	89,146				
Human Services Assistant	0.8	48,043	40,430	88,473			30%	26,542	70%	61,931				
Human Services Coordinator 1	0.88	59,027	53,368	112,395					100%	112,395				
Human Services Coordinator 1	1	66,177	56,908	123,084			40%	49,234	60%	73,850				
Human Services Coordinator 2	1	76,390	44,267	120,657			20%	24,131	80%	96,526				
Human Services Supervisor	1	95,620	74,055	169,675			35%	59,386	65%	110,289				
Management Analyst, Senior	1	92,165	63,499	155,664							100%	155,664		
Marketing Program Specialist	1	92,165	64,972	157,137	100%	157,137								
No Clack Parks Rec Director	1	180,300	96,034	276,334	5%	13,817	44%	121,587	19%	52,503	27%	74,610	5%	13,817
No Clack Parks Rec Manager	1	116,226	89,854	206,080	5%	10,304	76%	156,621	17%	35,034			2%	4,122
No Clack Parks Rec Manager	1	117,228	75,524	192,752							100%	192,752		
No Clack Parks Rec Manager	1	101,160	71,011	172,171									100%	172,171
Office Supervisor	1	77,265	42,575	119,840			91%	109,054	9%	10,786				
Park & Rec Program Coordinator	1	66,177	62,058	128,235			100%	128,235						
Park & Rec Program Coordinator	1	61,145	32,767	93,912							100%	93,912		
Park & Rec Program Coordinator	1	60,794	33,049	93,843			100%	93,843						
Park & Rec Program Coordinator	1	67,255	29,746	97,001			100%	97,001						
Park & Rec Program Coordinator	1	61,321	51,449	112,770			100%	112,770						
Park Maintenance Coordinator	1	69,411	59,148	128,559							100%	128,559		
Park Maintenance Specialist	1	57,596	43,404	101,000							100%	101,000		
Park Maintenance Specialist	1	54,470	51,383	105,853							100%	105,853		
Park Maintenance Specialist	1	49,701	49,682	99,383							100%	99,383		
Park Maintenance Specialist	1	49,979	51,674	101,653							100%	101,653		
Park Maintenance Specialist	1	57,596	31,929	89,525							100%	89,525		
Planner, Senior	1	82,474	63,101	145,575									100%	145,575
Project Manager D (Lt Term)	1	126,588	81,634	208,222									100%	208,222
Service Maintenance Worker	0.73	26,612	20,152	46,764			100%	46,764						
<b>Total Regular Employees</b>	<b>35.79</b>	<b>\$ 2,724,670</b>	<b>\$ 1,955,700</b>	<b>\$ 4,680,367</b>		<b>\$ 206,404</b>		<b>\$ 1,746,227</b>		<b>\$ 755,656</b>		<b>\$ 1,403,028</b>		<b>\$ 569,053</b>

Temp and Part-time Personnel	45.36	1,467,909	452,603	1,920,512		65,041		1,425,625		245,348		160,590		23,906
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Other Fringe Benefits			192,098	192,098		3,891		71,616		41,262		64,404		10,926
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(including Vacation buyout, Health adjustments, Workers-comp, and Unemployment)

<b>Total Personnel Services</b>	<b>81.15</b>		<b>\$ 6,792,978</b>		<b>\$ 275,336</b>		<b>\$ 3,243,467</b>		<b>\$ 1,042,266</b>		<b>\$ 1,628,023</b>		<b>\$ 603,885</b>
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## Appendix C

Chart of Accounts Key			
Mandatory Segments			
Business Unit	North Clackamas Parks & Recreation District		
<b>Funds</b>	NCPRD General Fund		NCPRD
	NCPRD SDC Fund Zone 1		213
	NCPRD SDC Fund Zone 2		281
	NCPRD SDC Fund Zone 3		282
	NCPRD Capital Projects Fund		283
			480
<b>Departments</b>	Business & Community Services (BCS)		50
<b>Lines of Business</b>	North Clackamas Parks & Recreation District		5006
<b>Programs</b>	NCPRD Administration		500601
	Asset Development		500602
	Older Adult Services		500603
	Parks, Trails & Natural Areas		500604
	Recreation		500605
	Debt		500606
	System Development Charges		500607
<b>Revenues or Expenses</b>	See budget detail for available NCPRD account codes		
<b>Service Code (Optional)</b>	See Service Code Cheat Sheet for available codes		

### Fund - Department - Line of Business - Program - Revenue/Expense - (Optional) Service Code

#### Examples:

Advertising expense	Fund: 213	Department: 50	Line of Business: 5006	Program: 500601	Expense: 42010
Office supplies for Planning Department	Fund: 213	Department: 50	Line of Business: 5006	Program: 500602	Expense: 42220
Volunteer supplies for Nutrition Program	Fund: 213	Department: 50	Line of Business: 5006	Program: 500603	Expense: 44170
Supplies to clean-up vandalism at Wichita Park	Fund: 213	Department: 50	Line of Business: 5006	Program: 500604	Expense: 45200
Program supplies for Recreation	Fund: 213	Department: 50	Line of Business: 5006	Program: 500605	Expense: 44240
Design for Milwaukie Bay Park	Fund: 480	Department: 50	Line of Business: 5006	Program: 500602	Expense: 48150

\*Project codes for capital projects are still being determined and will be added as supplemental information at a later date

XXXXXXX

## Appendix D

### Chart of Accounts Service Code Key

Service code is 10-digits comprised of each section below

Chart of Accounts Service Code Key					
Service code is 10-digits comprised of each section below					
Department [#00]					
50					
Zone [#0]					
0	Unassigned				
1	Districtwide				
2	Zone 1 UGMA				
3	Zone 1 MILW				
4	Zone 2 UGMA				
5	Zone 3 UGMA				
Location Type [#00]					
01	Building	02	Services	03	NCPRD Parks
Location or Service Code [#000]					
0 - Unassigned Zone		0 - Unassigned Zone		0 - Unassigned Zone	
800	Aquatic Park	820	Nutrition Services	893	3-Creeks Natural Area - WES
803	Eagle Landing	821	Transportation Services	894	Echo Valley-WES
806	Maintenance Shop-Lake Road	822	Recreation Services	895	NCP - Mt Scott Crk - WES1
807	Milwaukee Center	823	Sports Services	896	Rock Creek Confluence-WES
		824	Marketing Services	897	Rose Creek Trail - WES
		825	Natural Areas		
2 - Zone 1 UGMA		2 - Zone 1 UGMA		3 - Zone 1 Milwaukee	
810	Wichita Center	841	Costco Trail	843	Elk Rock Island
		847	Harmony Road Neighborhood Park	846	Furnberg Park
4 - Zone 2 UGMA		848	Hawthorne Park	852	Homewood Park
801	Concord School Property	857	Luther Road-Springwater Trail	860	Milwaukee Center Grounds
808	Stringfield Residence	859	Mill Park	861	Milwaukee Bay Park
5 - Zone 3 UGMA				862	Minthorn North
802	Clackamas School Property			863	Monroe Triangle
804	Hood View Maintenance Shed			866	N Clackamas Pk Sports Fields
805	Hood View Residence			867	North Clackamas Dog Park
809	Vogel Property			868	North Clackamas Park
				876	Robert Kronberg Park
				877	Sara Hite Memorial Rose Garden
				878	Scott Park
				881	Spring Park Natural Area
				882	Stanley Park
				890	Water Tower Park
				891	Wichita Park
Activity/Program Code [#00]					
00	Unassigned	06	Advertising	12	Open Swim
01	Special Use Fee	07	Activity and Interest Groups	13	Passes
02	Rental/Reservation	08	General Recreation	14	Lessons
03	Special Events	09	Offsite Programming	15	Climbing Wall
04	Sponsorship	10	Sports Programming	16	Locker Rentals
05	Fundraising	11	Open Gym	17	Tube Rentals
				18	Aquatic Exercise
				19	Lap Swim
				20	Parties
				21	Retail Sales
				22	Volunteer Expenses
				23	Respite Activities
				24	Transportation Fees/Donations
				25	Friends of Milwaukee Center
				26	Home Delivery Donations
				27	Congregate Donations
				28	Travel Program
				29	Portable Restrooms

**Department: 50** **Zone: 0** **Location Type: 01** **Building: 800** **Activity: 19** **Completed Code: 5000180019**  
**Department: 50** **Zone: 0** **Location Type: 02** **Services: 820** **Activity: 26** **Completed Code: 5000282026**  
**Department: 50** **Zone: 5** **Location Type: 03** **NCPRD Parks: 831** **Activity: 00** **Completed Code: 5050383100**



## Appendix E

### GLOSSARY

**ACCRUAL ACCOUNTING.** The basis of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).

**AD VALOREM.** A tax imposed on the taxable value of property.

**ADOPTED BUDGET.** The financial plan adopted by the Board of County Commissioners (BCC), which forms the basis for appropriations.

**ANNEXATION.** The incorporation of land into an existing District with a resulting change in the boundaries of that District.

**APPROPRIATION.** Authorization from the BCC to spend money within a specified dollar limit for an approved purpose.

**APPROVED BUDGET.** The budget recommended by the Budget Committee to the BCC for adoption.

**ARBITRAGE.** The investment of bond proceeds at a higher yield than the coupon rate being paid on the bonds.

**ASSESS.** To establish an official property value for taxation purposes.

**ASSESSED VALUATION (AV).** The value given to real and personal property to establish a basis for levying taxes.

**BALLOT MEASURE 47.** In November 1996, voters passed a tax limitation initiative, which was referred to as Ballot Measure 47. The Measure's provisions included: a tax rollback for property taxes; a cap of 3% on property tax increases in future years; a requirement that special elections for property tax increase measures must be approved by 50% of all registered voters, as opposed to a simple majority in general elections. Due to several complexities regarding implementation, the legislature instead proposed Ballot Measure 50. Ballot Measure 47 was replaced by Ballot Measure 50 in May 1997.

**BALLOT MEASURE 50.** In May 1997 voters replaced Ballot Measure 47 with Ballot Measure

50. The measure fundamentally changed the structure of property taxes in Oregon, moving from the tax base system to a permanent tax rate. Measure 50 has the same financial impact as Measure 47, with the benefit of simplified implementation.

**BOND.** A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt. The difference between a note and a bond is that the latter is issued for a longer period and requires greater legal formality.

**BUDGET.** The District's financial plan for a period of one year. By statute, the budget must include a statement of actual revenues and expenditures for each of the last two years. Revenues and expenditures for the current and forthcoming year are estimated.

**BUDGET COMMITTEE.** Budget reviewing board, consisting of the BCC and five citizens appointed by the BCC, which is responsible to pass the District's Proposed Budget after a budget deliberation meeting and a public hearing.

**BUDGET MESSAGE.** A message prepared by the District Director explaining the annual proposed budget, articulating the strategies and budget packages to achieve the District's goals, and identifying budget impacts and changes. Also known as Letter of Transmittal.

**BUDGET PROCESS.** The process of translating, planning and programming decisions into specific financial plans.

**CAPITAL BUDGET.** A plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the Adopted Budget, which includes both operating and capital outlays.

**CAPITAL EXPENDITURES.** Expenditures that result in the acquisition or construction of fixed assets.

**CAPITAL IMPROVEMENT PROGRAM (CIP).** A plan for capital expenditures to be incurred each year for a fixed period of several years, setting



forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method for financing those expenditures.

**CAPITAL OUTLAY.** A budget category for items having a value of \$5,000 or more and having a useful economic lifetime of more than one year.

**CAPITAL PROJECTS FUND.** Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets.

**CASH BASIS OF ACCOUNTING.** The method of accounting that records revenues only when they are actually received and expenditures only when cash is paid.

**CASH MANAGEMENT.** The process of managing monies for the District to ensure operating cash availability and safe investment of idle cash.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR).** The official annual financial report of the District prepared in conformity with GAAP. The annual report is audited by an independent auditing firm.

**CONSUMER PRICE INDEX (CPI).** A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living, i.e., economic inflation.

**CONTINGENCY.** An appropriation within an operating fund to cover unforeseen events, which occur during the budget year. The BCC must authorize the use of any contingency appropriations.

**COST ANALYSIS.** The method of accounting that records all the elements of cost incurred to accomplish a purpose, to carry out an activity or operation, or to complete a unit of work or specific job.

**COST-BENEFIT ANALYSIS.** Comparing the costs and benefits of each potential course of action.

**CURRENT REVENUES.** Those revenues received within the present fiscal year.

**CUSTOMER.** The recipient of a product or service provided by the District. Internal customers are usually District departments, employees or officials who receive products or services provided by another District department. External customers are usually citizens, neighborhoods, community organizations, businesses or other public entities who receive products or services provided by the District.

**DEBT SERVICE.** The annual payment of principal and interest on the District bonded indebtedness.

**DEBT SERVICE FUND.** A fund to account for payment of principal and interest on general obligation and other District-issued debt.

**ENCUMBRANCES.** Obligations, in the form of purchase orders or contracts, 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 appropriation expires at the end of the fiscal year.

**ESTIMATED USEFUL LIFE.** The length of time (usually expressed in years) that a building, piece of equipment, or other fixed asset is expected to be in active use.

**EXPENDITURE.** An outlay, which is chargeable for a specific period, usually one fiscal year. Examples include wages or purchase of materials.

**FINANCIAL MANAGEMENT POLICIES.** The District's policies with respect to revenue, debt, budget, and organization management as these relate to the District's ongoing ability to provide services, programs and capital investment.

**FISCAL YEAR.** A 12-month period to which the annual operating budget applies. At the end of the period, the District determines its financial position and the results of its operations. The Fiscal Year is July 1 through June 30 for local governments in Oregon.

**FRINGE BENEFIT.** Employee benefits, in addition to salary, that are paid by employers. Some benefits, such as Social Security (FICA), and workers' compensation, are required by law. Other benefits, such as health, dental and life insurance, are not mandated by law but can be offered to employees.

**FULL ACCRUAL.** The basis of accounting under which transactions and events are recognized as revenues or expenses when they occur, regardless of the timing of related cash flows.

**FTE.** Full-Time Equivalent. The ratio of a position in comparison to the amount of time a regular, full-time employee normally works in a year. A full-time employee (1.00 FTE) is paid for 1,950 hours a year. Positions budgeted to work less than full time are expressed as a percent of full time. For example, a .5 FTE budgeted position will work 975 hours.

**FULL FAITH AND CREDIT.** A pledge of the general taxing power for repayment of the debt obligation (typically used in reference to bonds).

**FUND.** An independent accounting entity whose revenues and expenditures are balanced and segregated to record a specific set of activities.

**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 fund's assets and estimated revenues for the period over its liabilities, reserves and appropriations for the period.

**FY.** See FISCAL YEAR.

**GAAP.** Generally Accepted Accounting Principles. Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of the District.

**GASB.** Governmental Accounting Standards Board. The authoritative accounting and financial standard setting body for governmental entities.

**GENERAL FUND.** This fund accounts for the financial operations of the District, which are not accounted for in any other fund. Principal sources of revenue are property taxes, grants, interest income, and charges for services. Primary expenditures in the General Fund are made for Administration, Parks Services, Program Services, Milwaukie Center, Aquatic Park and Planning.

**GENERAL OBLIGATION (GO) BONDS.** Bonds that are to be repaid from taxes and other general revenues. When a government pledges its full

faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds.

**GRANT.** A cash award given for a specified purpose. The two major forms of Federal and State grants are block and discretionary or categorical. Block grants are awarded primarily to general purpose governments, are distributed to them according to formulas established in the law, and can be used for any locally determined activities that fall within the functional purpose of the grant as stated in the law. Discretionary or categorical grants can be used only for a specific purpose and usually are limited to narrowly defined projects or activities.

**LETTER OF TRANSMITTAL.** See BUDGET MESSAGE.

**LEVEL OF SERVICE.** Used generally to define the existing services, programs, and facilities provided by the government for its citizens. Level of service in any given activity may be increased, decreased, or remain the same, depending on the needs, alternatives, and available resources.

**LEVY.** The total amount of taxes or special assessments imposed by the District.

**LINE ITEM.** An expenditure description at the most detailed level. Objects of expenditure are broken down into specific items, such as printing.

**LOCAL BUDGET LAW.** Oregon Revised Statute (ORS) 294.305 to 294.565 constitute Local Budget Law in Oregon. Local Budget Law has several purposes: 1) It establishes standard procedures for preparing, presenting, and administering the District's budget; 2) It offers a way of outlining the programs and services provided by the District and the fiscal policy used to carry them out; 3) It provides a method for estimating revenues, expenditures, and proposed tax levies; and 4) It encourages citizen involvement in the preparation of the budget before formal adoption.

**MAINTENANCE.** The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset so that it continues to provide normal services and achieves its optimum life.

**MATERIALS AND SERVICES.** A budget category, which includes expenditures for supplies, contracted services, and equipment maintenance.

**MODIFIED ACCRUAL ACCOUNTING.** The basis of accounting under which revenues are recorded when they become both measurable and available to finance expenditures of the current period. Expenditures are recorded when the related fund liability is incurred, except for inventories, prepaid insurance, accumulated unpaid employee benefits, and debt-service on long-term debt.

**OPERATING BUDGET.** Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the District are controlled.

**ORS.** Oregon Revised Statutes.

**PERS.** The Public Employees Retirement System. A State of Oregon-defined benefit pension plan to which both employee and employer contribute.

**PERSONAL SERVICES (PS).** An object of expenditure which includes salaries, overtime pay and part-time pay, and fringe benefits.

**PROPOSED BUDGET.** The budget proposed by the District Director to the Budget Committee for review and approval.

**RATINGS.** In the context of bonds, normally an evaluation of credit-worthiness performed by an independent rating service. In the context of insurance, an evaluation of the organization's exposure performed by an independent rating service.

**REFUNDING.** The redemption of an obligation on or before its maturity in order to reduce the fixed interest charge, or to reduce the amount of fixed payment.

**REQUIREMENT.** The total of all expenditures within a fund, including operating expenditures, transfers to other funds, contingency and unappropriated fund balance.

**RESERVE.** A portion of a fund that is restricted for a specific purpose.

**RESOURCES.** The total amount available for appropriation within a fund. Resources generally include anticipated revenues, interfund transfers and beginning fund balance.

**REVENUE.** Income received by the District in support of the government's program of services to the community. The receipts and receivables for an organizational unit of the District are derived from taxes, fees and from all other sources, but excluding beginning balance, transfers and debt proceeds.

**SELF-INSURED.** The retention of a risk of loss arising out of the ownership of property or some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is accompanied by the setting aside of assets to fund any related losses.

**SPECIAL REVENUE FUNDS.** These funds account for revenue derived from specific tax or other earmarked revenue sources, which are legally restricted to finance particular functions or activities.

**SUPPLEMENTAL BUDGET.** A budget prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. It cannot be used to authorize a tax levy.

**SYSTEM DEVELOPMENT CHARGE (SDC).** A charge levied on new construction to help pay for additional expenses created by this growth.

**TAX.** Compulsory charge levied by a government to finance services performed for the common benefit.

**TAX BASE.** The authority to permanently levy a dollar amount annually as approved by a majority of voters in May or November of an even numbered year is called a tax base. Once established, a local government may levy up to a full amount of its tax base authority without another vote of the people.

**TAX RATE.** The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed value of taxable property. The tax rate for NCPRD is permanently set at \$.5382 per thousand dollars of assessed valuation.

**TAX ROLL.** The official list of the Clackamas County Assessor showing the amount of taxes imposed against each taxable property.

**TRANSFERS.** Amounts transferred from one fund to finance activities in another fund. Transfers are shown as a requirement in the originating fund and a resource in the receiving fund.

**UNAPPROPRIATED ENDING FUND BALANCE.** An amount set aside in the budget to be used as a cash carryover to the next year's budget to provide needed cash flow until other money is received. No expenditures can be made from the Unappropriated Ending Fund Balance during the fiscal year in which it is budgeted.

**UNDERWRITER.** An individual or organization that assumes a risk for a fee (premium or commission).

**UNFUNDED MANDATE.** A cost incurred as a result of a federal or state regulation that does not include funding to comply with the mandate.

**URBAN GROWTH BOUNDARY.** Urban growth boundaries were created as part of the statewide land-use planning program in Oregon in the early 1970s. The boundaries mark the separation between rural and urban land. They are intended to encompass an adequate supply of buildable land that can be efficiently provided with urban services (such as roads, sewers, water lines and street lights) to accommodate the expected growth during a 20-year period. By providing land for urban uses within the boundary, rural lands can be protected from urban sprawl.

**VISION.** An objective that lies outside the range of planning. It describes an organization's most desirable future state.



## FORM LB-1

## NOTICE OF BUDGET HEARING

A public meeting of the Clackamas County Board of Commissioners (BCC) will be held on June 16, 2021 at 10:00 a.m. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2021, as approved by the North Clackamas Parks and Recreation District Budget Committee. During the ongoing coronavirus pandemic, the BCC is maintaining public awareness efforts. While social distancing practices are occurring, the BCC is holding meetings virtually, via Zoom, and in-person, in the Public Service Building, located at 2051 Kaen Road, Oregon City. There is limited seating of twelve (12) spaces available in the main room and an overflow room is also available. All residents are invited to join and provide public comments live by going to the following link: <https://clackamascountry.zoom.us/j/93170699228>. Alternatively, anyone can email a comment to [BCC@clackamas.us](mailto:BCC@clackamas.us) to be admitted into the record during the Citizen Communication portion of the meeting. Be sure to include your name and area when you email. A summary of the budget is presented below. A copy of the budget may be inspected online at <https://www.clackamas.us/budget/> or by emailing for a viewing request. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Elizabeth Gomez

Telephone: 503-742-4352

Email: [egomez@ncprd.com](mailto:egomez@ncprd.com)

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2019-2020	Adopted Budget This Year 2020-2021	Approved Budget Next Year 2021-2022
Beginning Fund Balance/Net Working Capital	37,383,578	20,263,900	22,606,355
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	4,271,685	3,417,041	2,314,602
Federal, State & all Other Grants, Gifts, Allocations & Donations	200,990	290,945	1,518,550
Revenue from Bonds and Other Debt	-	-	-
Interfund Transfers / Internal Service Reimbursements	2,391,870	2,237,025	4,799,216
All Other Resources Except Current Year Property Taxes	1,039,720	620,477	762,477
Current Year Property Taxes Estimated to be Received	7,813,048	6,248,995	6,351,743
<b>Total Resources</b>	<b>53,100,891</b>	<b>33,078,383</b>	<b>38,352,943</b>

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	-	-	-
Materials and Services	8,478,154	10,823,597	10,754,864
Capital Outlay	1,261,278	14,524,346	17,403,176
Debt Service	2,704,063	-	-
Interfund Transfers	2,391,870	2,237,025	4,799,216
Contingencies	-	3,604,949	5,393,687
Special Payments	14,300,000	3,000	2,000
Unappropriated Ending Balance and Reserved for Future Expenditure	23,965,526	1,885,466	-
<b>Total Requirements</b>	<b>53,100,891</b>	<b>33,078,383</b>	<b>38,352,943</b>

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
Name of Organizational Unit or Program FTE for that unit or program			
General Fund			
NCPRD Administration	1,123,575	1,269,821	1,282,676
Recreation	3,408,656	4,380,458	4,009,696
Older Adult Services	1,456,274	1,632,816	1,329,282
Parks, Trails & Natural Areas	2,067,774	2,510,589	3,177,470
Planning	378,491	719,913	770,740
Service Development Charges Fund - Zone 1	30,467	1,239,397	1,752,923
Service Development Charges Fund - Zone 2	8,986	2,244,242	486,942
Service Development Charges Fund - Zone 3	1,873	2,401,679	2,529,267
Debt Service	2,704,448	-	-
Capital Projects	1,262,951	8,949,028	12,819,044
Not Allocated to Organizational Unit or Program	40,657,396	7,730,440	10,194,903
<b>Total Requirements</b>	<b>53,100,891</b>	<b>33,078,383</b>	<b>38,352,943</b>
<b>Total FTE</b>	<b>0</b>	<b>0</b>	<b>0</b>

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *	
A new chart of accounts was implemented in FY 21-22 for uniformity and consistency between Clackamas County and its component units. Overall changes include a reduction in the number of accounts and merging/closure of funds. Prior years' actuals were mapped to the new chart of accounts. NCPRD Administration will now include the Office of the Director and Marketing/Communication; Recreation will now include Recreation, Aquatics Park, and Sports; Older Adult Services will now include Milwaukie Center Social Services, Nutrition, and Transportation; Asset Development will now include Planning, Capital Projects, Capital Repair and Replacement, and System Development Charges (SDCs). The Nutrition and Transportation fund was eliminated in FY 21-22, and those activities moved to the NCPRD General Fund. Nine (9) capital projects are planned for FY 21-22, resulting in an increase in budget from FY 20-21 to the Capital Projects Fund. NCPRD paid off the remaining debt service in FY 19-20, and no debt is budgeted for FY 21-22. Personnel Services are contracted through Clackamas County, and expenses are budgeted in Materials Services in the NCPRD budget. FTE is counted by Clackamas County.	

PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2019-2020	Rate or Amount Imposed This Year 2020-2021	Rate or Amount Approved Next Year 2021-2022
Permanent Rate Levy (rate limit .5382 per \$1,000)	.5382	.5382	.5382
Local Option Levy			
Levy For General Obligation Bonds			

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$0	\$0
Other Bonds	\$0	\$0
Other Borrowings	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>

# Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment or Charge on Property

To assessor of Clackamas County

## FORM LB-50 2021-2022

- Be sure to read instructions in the Notice of Property Tax Levy Forms and Instruction booklet

☐ Check here if this is  
an amended form.

The North Clackamas Parks and Recreation District has the responsibility and authority to place the following property tax, fee, charge or assessment  
on the tax roll of Clackamas County. The property tax, fee, charge or assessment is categorized as stated by this form.

150 Beavercreek Rd Oregon City OR 97045  
Mailing Address of District City State ZIP code Date  
Elizabeth Gomez Financial Operations Manager 503-742-4352 egomez@ncprd.com  
Contact Person Title Daytime Telephone Contact Person E-Mail

**CERTIFICATION** - You **must** check one box if your district is subject to Local Budget Law.

- ☒ The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.  
☐ The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

### PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits Rate -or- Dollar Amount	Excluded from Measure 5 Limits Dollar Amount of Bond Levy
1. Rate per \$1,000 or Total dollar amount levied (within permanent rate limit) . . .	1	<b>0.5382</b>	
2. Local option operating tax . . . . .	2		
3. Local option capital project tax . . . . .	3		
4. City of Portland Levy for pension and disability obligations . . . . .	4		
5a. Levy for bonded indebtedness from bonds approved by voters <b>prior</b> to October 6, 2001 . . . . .	5a.		
5b. Levy for bonded indebtedness from bonds approved by voters <b>on or after</b> October 6, 2001 . . . . .	5b.		
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) . . . . .	5c.	<b>0</b>	

### PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000 . . . . .	6	<b>0.5382</b>
7. Election date when your <b>new district</b> received voter approval for your permanent rate limit . . . . .	7	
8. <b>Estimated</b> permanent rate limit for newly <b>merged/consolidated district</b> . . . . .	8	

**PART III: SCHEDULE OF LOCAL OPTION TAXES** - Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters

### Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES\*

Description	ORS Authority**	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1			
2			

\*If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

\*\*The ORS authority for putting these assessments on the roll must be completed if you have an entry in Part IV.



**BUSINESS AND COMMUNITY SERVICES**  
**NORTH CLACKAMAS PARKS AND RECREATION DISTRICT**  
Development Services Building  
150 Beavercreek Road, Oregon City, OR 97045

Sarah Eckman, Interim BCS Director

June 16, 2021

Board of County Commissioners  
Clackamas County  
Board of North Clackamas Parks and Recreation District

Members of the Board:

**Approval of Resolution 2021-\_\_\_\_\_ Providing for Adoption of a North Clackamas Parks and Recreation District Budget for Fiscal Year 2021-2022, Making Appropriations and Imposing and Categorizing Taxes for the Period of July 1, 2021 through June 30, 2022**

<b>Purpose/Outcome</b>	Approval of a resolution to adopt 2021-2022 Fiscal Year (FY) budget for North Clackamas Parks & Recreation District
<b>Dollar Amount and Fiscal Impact</b>	North Clackamas Parks and Recreation District budget in the amount of \$38,352,943 for FY 2021-2022.
<b>Funding Source</b>	Property taxes, System Development Charges, fees, grants, donations, etc.
<b>Duration</b>	July 1, 2021 through June 30, 2022
<b>Previous Board Action/Review</b>	<i>May 24, 2021 Proposed Budget Hearing</i> – NCPRD Budget Committee approved the FY 2021-2022 budget as presented.
<b>Strategic Plan Alignment</b>	Approving this resolution supports the Board's goal to Build public trust through good government by adopting a sound and sustainable NCPRD budget.  The resolution supports the Business and Community Services – North Clackamas Parks and Recreation District goals so they can provide leadership, community engagement, strategic planning, financial and operational support services to the Board of Directors and District staff so they can make informed decisions and effectively provide services to District residents.
<b>Counsel Review</b>	JM 6.8.21
<b>Procurement Review</b>	Was the item processed through Procurement? yes <input type="checkbox"/> no <input checked="" type="checkbox"/> If no, provide brief explanation: Budget Adoption
<b>Contact Person</b>	Elizabeth Gomez, Financial Operations Manager, NCPRD 503-742-4352
<b>Contract No.</b>	N/A

**BACKGROUND:**

The attached resolution and exhibit adopt the budget as published and approved by the NCPRD Budget Committee, and in accordance with the state budget law, makes appropriations, and imposes and categorizes taxes for the fiscal year 2021-2022.

**RECOMMENDATION:**

Staff respectfully recommends the Board approve Resolution 2021-40, including Exhibit A for adoption of the FY 21-22 budget.



**ATTACHMENT:**

1. Resolution 2021-40 in the matter of adopting a 2021-2022 Fiscal Year budget, making appropriations, and imposing and categorizing taxes for the period of July 1, 2021 through June 30, 2022.
2. Exhibit A.

Respectfully submitted,



Sarah Eckman, Interim Director  
Business and Community Services

**BEFORE THE BOARD OF  
NORTH CLACKAMAS PARKS AND RECREATION DISTRICT  
OF CLACKAMAS COUNTY, STATE OF OREGON**

A Resolution Of The Board Of County Commissioners Acting As The Governing Body Of The North Clackamas Parks And Recreation District In The Matter Of Adopting A 2021/2022 Fiscal Year Budget, Making Appropriations And Imposing And Categorizing Taxes For The Period Of July 1, 2021 Through June 30, 2022

Resolution No. 2021-40

Page 1 of 1

**Whereas**, the proposed expenditures and resources constituting the budget for the North Clackamas Parks and Recreation District, Clackamas County, Oregon ("District"), for the period of July 1, 2021 through June 30, 2022, inclusive, has been prepared, published and approved by the Budget Committee, and that the matters discussed at the public hearing were taken into consideration, as provided by statute, and;

**Whereas**, in accordance with ORS 294.438 the notice of this public hearing and a financial summary was published in the Clackamas Review on June 9, 2021, and;

**Whereas**, ORS 294.456 requires districts to make appropriations and to impose and categorize the tax levy when adopting the budget.

**NOW, THEREFORE the Clackamas County Board of County Commissioners resolves as follows:**

1. The budget is hereby adopted for the fiscal year 2021-2022 in the amount of **\$38,352,943** and establishes appropriations as shown in the attached Exhibit A, which by this reference is made a part of this resolution.
2. The following ad valorem property taxes are hereby imposed for tax year 2021-2022 upon the assessed value of all taxable property within the District and categorized for purposes of Article XI Section 11b of the Oregon Constitution and as subject to General Government Limitation:

At the rate of \$0.5382 per \$1,000 of assessed value for permanent rate tax.

**DATED** this 16 day of June, 2021

**BOARD OF COUNTY COMMISSIONERS  
Acting as the Board of  
North Clackamas Parks and Recreation District**



Chair



Recording Secretary

**North Clackamas Parks and Recreation District  
Fiscal Year 2021-2022  
Exhibit A**

**General Fund**

NCPRD Administration	\$ 1,282,676
Recreation	4,009,696
Older Adult Services	1,329,282
Parks, Trails & Natural Areas	3,177,470
Planning	770,740
Non-departmental	
Special Payments	1,000
Transfers to Other Funds	387,955
Contingency	5,393,687
	<u>\$ 16,352,506</u>

**System Development Charges Fund - Zone 1**

Materials and Services	\$ 20,000
Capital Outlay	1,732,923
Non-departmental	
Transfers to Other Funds	1,893,994
	<u>\$ 3,646,917</u>

**System Development Charges Fund - Zone 2**

Materials and Services	\$ 20,000
Capital Outlay	466,942
Non-departmental	
Transfers to Other Funds	2,478,146
	<u>\$ 2,965,088</u>

**System Development Charges Fund - Zone 3**

Materials and Services	\$ 20,000
Capital Outlay	2,509,267
Non-departmental	
Transfers to Other Funds	39,121
	<u>\$ 2,568,388</u>

**Capital Projects Fund**

Materials and Services	\$ 125,000
Capital Outlay	12,694,044
Non-departmental	
Special Payments	1,000
	<u>\$ 12,820,044</u>

Grand Total	<u>\$ 38,352,943</u>
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Total Appropriated	\$ 38,352,943
Total Unappropriated	-
	<u>\$ 38,352,943</u>