CITY OF BEND, OREGON

2021-2023 ADOPTED BIENNIAL BUDGET

For Budget Period July 1, 2021 – June 30, 2023

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City of Bend
and
Bend Urban Renewal Agency (BURA)

2021-2023 Adopted Biennial Budget

Budget Committee

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Barb Campbell, Councilor
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Rita Schenkelberg, Councilor

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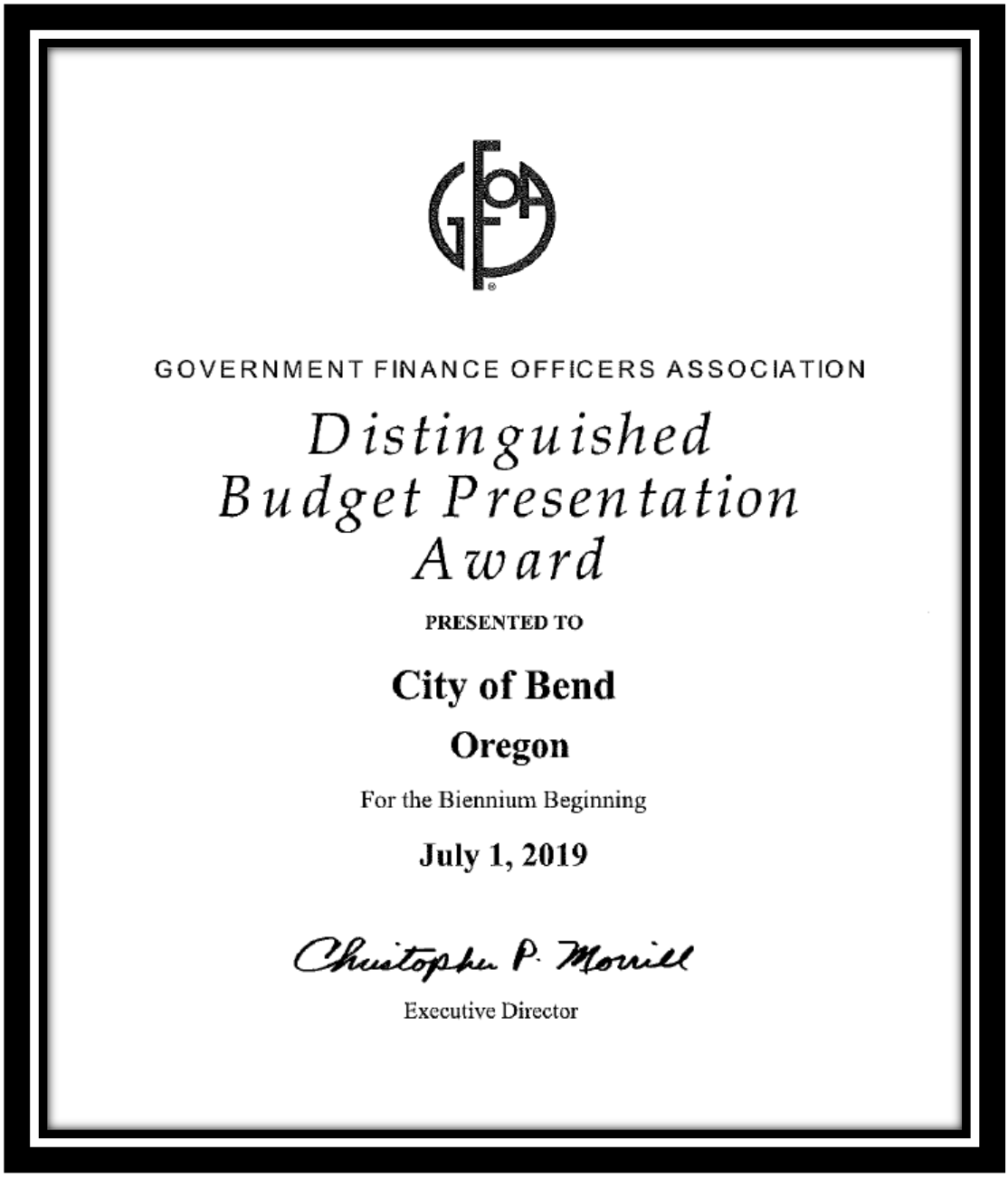
Additional information and documentation can be found on the City of Bend Finance Department website:
https://www.bendoregon.gov/government/departments/finance

GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Bend

Oregon

For the Biennium Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bend, Oregon for its biennial budget for the biennium beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Reader's Guide

Budget Document users have a wide variety of backgrounds including City staff, City Councilors, Budget Committee members, community members, and financial market experts. The information in the biennial budget is designed to provide a wide variety of data about the City to many different users. The budget can be grouped into one of four main areas to facilitate an understanding of what services the City plans to provide with its resources for the next biennium period.

1. A Policy Document: The City's biennial budget addresses two primary kinds of policies: policies that are under development (usually stated as goals to be accomplished) that may change how the City operates in the future, and policies that are already in place. The City Manager's Budget Message, found at the beginning of the document, provides the background, sets the stage for the specific work plan that will be accomplished during the coming budget period, and identifies the policy issues that are important in the community as identified by the City Council through their goal setting process. Each budget narrative will discuss how the 2021-2023 budget reflects implementation of Council's goals and policy direction set forth by the City Council.

2. A Financial Plan: The Budget Document is foremost a financial plan, providing a numerical road map that matches resources available with the spending priorities established through policy direction and goals established by the City Council.

a. The Budget by Service Area: The budget document is organized into 5 Service Areas: General Fund, Public Safety, Infrastructure, Community & Economic Development, and Administration & Central Services. A financial summary by service area can be found at the beginning of the Financial Section. This document provides a brief summary of the more detailed financial data found later in the budget document. The beginning of each Adopted Budgets section also indicates the funds included in each service area.

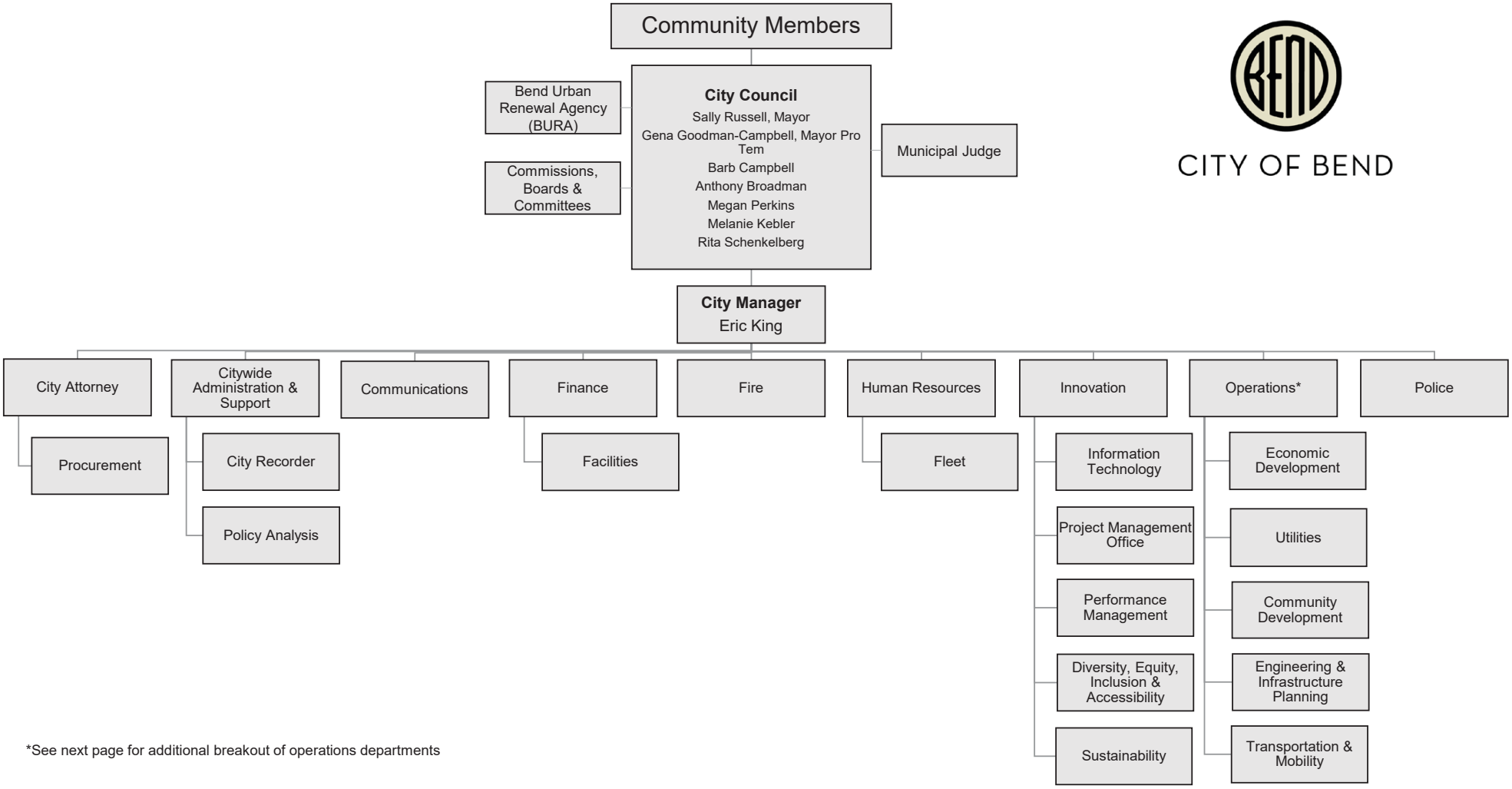
b. The Budget by Fund: Summaries of the City's adopted budget by fund can be found in the Adopted Budgets section. Like other government entities, the City uses a fund structure as the primary method of accounting for financial operations. A fund can be thought of as a "business", with all revenues in the fund specifically associated with the expenditures in the fund. In most cases, there is a legal restriction on the use of the revenue in a fund. The General Fund is used as a "catch-all" fund, and is specifically defined as the fund used to account for the discretionary/non-restricted revenues of the City.

   Presentation of budgeted expenditures is consistent with Oregon Budget Law and the format in which the City Council will adopt the final biennial budget: The "program" summary includes personnel costs, materials & services, and capital expenditures for the service area associated with each fund; debt service, interfund/interagency transfers, contingency and reserves are presented and adopted separately.

3. An Operations Guide: The City's operations are defined through the budget document in each program's narrative discussions. At the beginning of every service area section is a page showing the organizational structure within that service area. After every budget presentation by fund is a narrative for that program detailing major accomplishments for the prior biennial period, key objectives, goals and any significant changes for the upcoming biennial period. The Budget Message also ties operational services and initiatives back to community member needs and Council goals. The budget document as a whole is used by staff operationally as both a guide for the work plan to be accomplished and as a reference tool, serving as a comprehensive source of historical information and projections based on current assumptions.

4. A Communications Device: The City's biennial budget provides information about the priorities the City Council has set to be accomplished during the next two fiscal years, but it also includes information about the day-to-day activities the City performs. The City Manager's Budget Message provides a concise discussion of the major priorities of the City; the financial and program information included in the Adopted Budgets section of the budget provides more detailed information about the budget for the major priorities, but also provides a considerable amount of information about the day-to-day activities and the resources required to meet service demands.

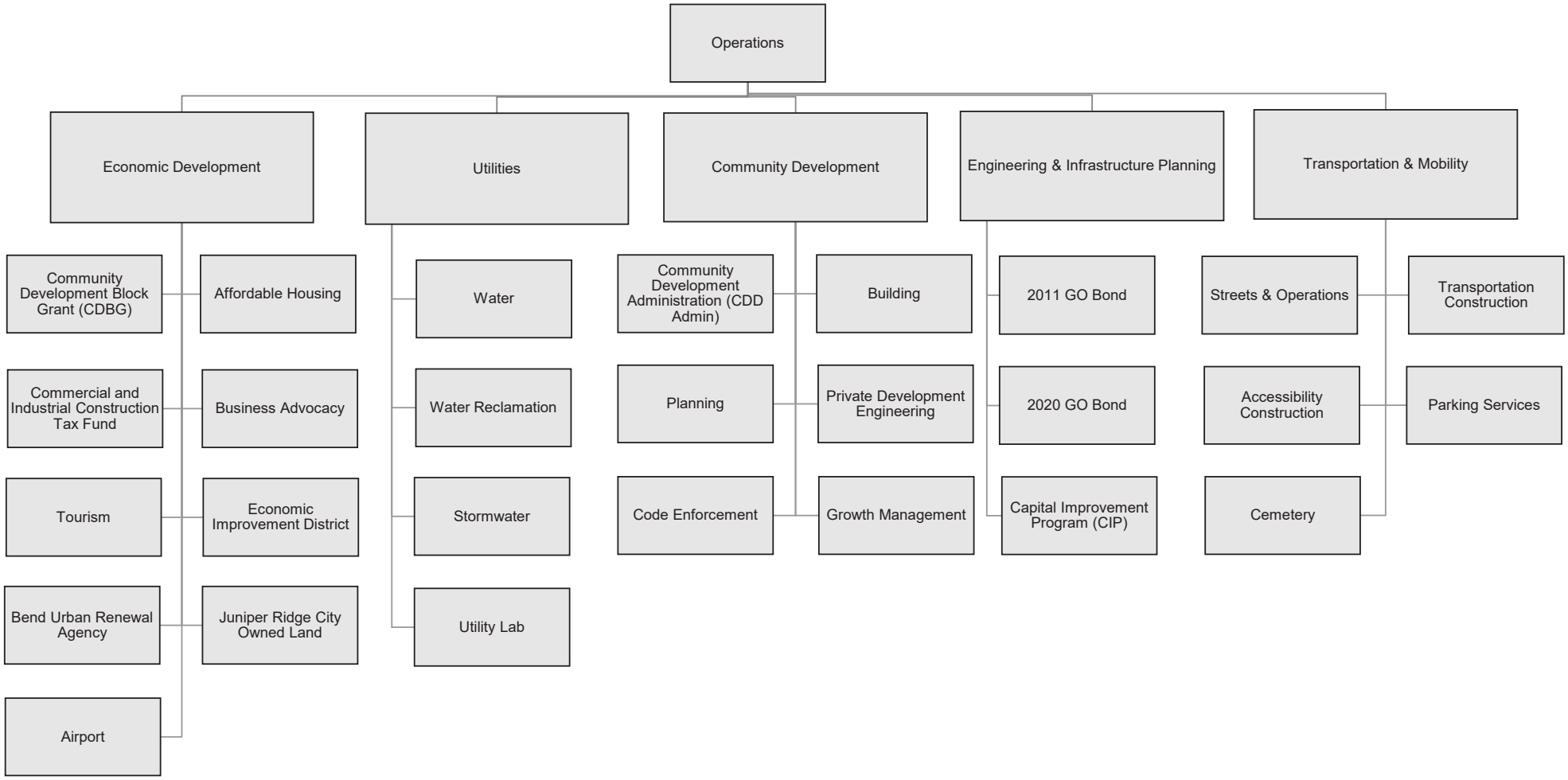
City of Bend Organizational Chart



CITY OF BEND

*See next page for additional breakout of operations departments

City of Bend Organizational Chart
Operations Departments



City Manager's Budget Message
2021-2023 Proposed Biennial Budget
May 5, 2021

CITY OF BEND

To the City of Bend and Bend Urban Renewal Agency Budget Committee:

I am pleased to present the Proposed Biennial Budget for the 2021-2023 biennium. This balanced budget reflects the City's response to the ongoing challenges of the COVID-19 pandemic while maintaining, if not expanding, services offered to the community. It also identifies funding to address City Council's goals for the upcoming biennium. Overall, the proposed biennial budget of $919.4 million reflects a 3% increase compared to the revised budget for the 2019-2021 biennium.

Response to the COVID-19 Pandemic

Balancing the budget was particularly challenging during the 2019-2021 biennium due to impacts of the COVID-19 pandemic. When the pandemic began in Spring 2020, its financial impacts were unknown. The City estimated a revenue shortfall of approximately $8 million. City-wide, department budgets were reduced by approximately 10%, including 37 vacant positions that were eliminated in an effort to maintain a balanced budget. We anticipated substantial shortfalls from these sources of revenue: highway gas tax allocations, lodging/room taxes, property taxes (due to an anticipated decrease in collection rates), and fine and citation revenues. Overall these revenues are coming in stronger than predicted. The 2021-2023 proposed budget assumes the majority of the COVID-19 impacted revenues return to pre-pandemic levels or higher, beginning in fiscal year 2021-2022, the first year of the biennium. An overview of projected revenues and related spending are discussed below.

Financial Overview

Revenues

The $919.4 million biennial budget includes all our operating revenues for the biennium ($395 million), as well as debt proceeds, interfund transfers, one-time grant funding, and ending reserves from the prior fiscal year. The $395 million of City-wide operating revenues for the biennium is a 5% increase in projected revenues for the first year of the biennium and a 6% increase for the second year. Of the $395 million of City-wide operating revenues, $124 million are in the City's General Fund.

Key drivers for the additional revenues include anticipated increases in tax assessed property value of 5.5% for fiscal year 2021-22 and 5% for fiscal year 2022-23. Property taxes primarily fund police, fire, and street maintenance services. The proposed budget also includes a $2,249,500 property tax levy for fiscal year 2022-23 specifically related to the voter approved Transportation General Obligation (GO) Bond Measure 9-135. Consistent with the voter approved ballot language, property taxes related to the 2020 GO Bond will not be assessed until the second year of the biennium. Additional revenue drivers include projected room tax increases of 16% in fiscal year 2021-22 and 5% in fiscal year 2022-23, as we anticipate tourism activity to return to pre-pandemic levels.

Rate increases are proposed for water utilities (3% for water, 2.5% for sewer, 7% for stormwater), to keep pace with existing infrastructure deficiencies as well as future needs. Fee increases are also proposed for Building, Planning and Private Development Engineering permits in the Community Development Department, which are needed to support the additional staffing needed to maintain permit turnaround times. Proposed increases to Building and Private Development Engineering fees reflect Consumer Price Index (CPI) level increases of 3% per year. Annual fee increases of 6% per year are projected for Planning services.

Expenditures
Personnel services expenses, which includes salary and benefit costs for City employees, represent the largest category of spending in the proposed budget. The 2021-2023 budget proposes the addition of 30.5 new staff, which will replace some of the vacant positions that were eliminated due to the anticipated revenue impact of the COVID-19 pandemic, as well as support new projects and initiatives. During fiscal year 2020-21, the City Council authorized 14 additional positions, which coupled with the 30.5 new staff proposed in the upcoming budget, will result in staffing levels that slightly exceed pre-pandemic levels.

Proposed investments in infrastructure make up another significant portion of proposed budget expenditures. Many of the projects outlined in the Capital Improvement Program (CIP) are complex, multi-year projects involving improvements to water, water reclamation (sewer), stormwater and transportation infrastructure. Examples of these improvements include the Newport and Murphy Corridor Improvements, among many others. In order to use revenues responsibly, the City of Bend looks for opportunities to align multiple projects to achieve economies of scale and lessen the impacts to the community. As an example, the Newport project includes replacing stormwater, water, sewer and street facilities versus just focusing on one piece of infrastructure. In addition to these large “synergy” projects, the proposed budget also includes the issuance of $24 million in long term debt for the first series of General Obligation Bond projects, which will be reviewed and prioritized by the Transportation Bond Oversight Committee. The 5-year CIP includes total infrastructure investments of $306 million with $126 million programmed in the 2021-2023 biennium.

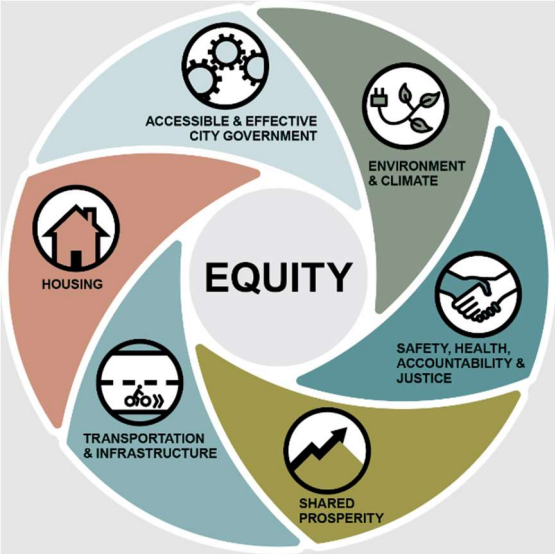
In order to achieve this level of infrastructure spending, the City will leverage fee and rate increases to issue long-term debt for most of these projects to ensure today’s and future generations equally share in paying for investment and replacement of aging infrastructure, facilities and equipment.

Contingency and Reserves
City-wide, contingency and reserve levels are $26 million higher than the prior biennial budget. At the end of the 2017-2019 biennium, the City Council approved a reduction in the General Fund reserve target from 17% of operating expenditures to 16% in order to provide additional funding for implementing Council’s goals during the current 2019-2021 biennium, specifically related to transportation improvements. In the upcoming biennium, General Fund reserve levels are projected to be in line with the City Council adopted fiscal policies of 16% of operating expenditures, which includes the General Fund Revenue Stabilization Fund balance. Reserve balances in the Community & Economic Development service area, specifically in the Building and Planning Funds, are proposed to decline to help lessen the impact of necessary fee

increases on the community. An external fee study is planned for the second year of the biennium to ensure development fees are set to cover the costs of permit processing. Infrastructure service area reserves are increasing slightly as the City issues debt for transportation projects that will span multiple years and beyond the 2021-2023 biennium. Administration and Central Services reserves are projected to be fairly consistent with prior years.

Implementation of the City Council Goal Framework

The foundation of this proposed budget began early this year with a rigorous Council Goal setting process that included input from community member committees, advisory groups, community organizations, individual Councilors, the City's Leadership Team and supporting data such as a statistically-valid community survey to assess priorities. Using this input to drive the agenda, Council held a retreat and follow-up work sessions to refine the themes and create their goals for the 2021-2023 biennium, which are summarized in the graphic below.



A copy of the Council Goal Framework, that includes detailed strategies and actions that support each goal area, can be found on pages 49-55 in the 'Introductory Section' of the budget document.

In early March 2021, the City Council was presented with a budget scenario to allocate approximately $3 million of General Fund discretionary revenue to support its goals. The City Council approved that option and the budget includes $3.08 million of General Fund revenues to support implementation of Council Goals. Programs and facilities to address homelessness have been prioritized, with approximately 40% of the General Fund revenues dedicated to Council's Housing Goal. A summary of the proposed General Fund allocations can be found in the General Fund budget narrative on page 86.

Budget Summary and Looking Forward

The proposed 2021-2023 biennial budget reflects an anticipated rebound in revenues which not only allows the City to continue delivering a high quality of services for our core operations, but also provides funding for support and implementation of Council's Goals.

Moving forward, it is important to note that the $3.08 million included in the budget for support of Council Goals will serve as "seed money" to kick-start Council's priority programs and projects until long term, sustainable funding is identified. For example, there is limited General Fund support proposed for Council's Transportation and Infrastructure goals. The funding chapter of the Transportation System Plan (TSP) identified new revenues and/or fee increases that are necessary to implement the "near term" projects identified in the TSP which have yet to be created.

Property taxes represent the majority of General Fund revenues. The City's permanent tax rate of $2.80 per $1,000 of taxable assessed value is significantly less than that of our peer cities, and Measures 5 and 50 approved by Oregon voters in the 1990's restrict the City's ability to increase the permanent rate. These restrictions, along with limitations on the City's ability to quickly increase other General Fund revenues such as room taxes and franchise fees, have created a structural funding challenge in the General Fund. This structural challenge impacts the Public Safety departments' ability to keep pace with the changing needs of the community as those department rely almost exclusively on funding from the General Fund. Roughly 80% of the General Fund is used to fund the public safety departments. As a result, a renewal and increase to the Fire Department's operating levy will be necessary in future years beyond the upcoming biennium to ensure the City continues to deliver core Fire and Emergency Medical Services.

The City is actively pursuing grant opportunities, partnerships with state and local community partners, and federal funding including the $12.65 million allocated to Bend through the American Rescue Plan as well as funding opportunities included in the American Jobs Plan, which will provide critical funding for economic recovery and infrastructure investments. These funds will be recognized through a supplemental budget later this summer or early fall. As we begin planning for the allocation of these federal funds, I am looking for feedback from the Budget Committee on proposed uses. We have set aside time during our budget deliberations for this topic.

Bend continues to be a great city in which to live, work and play, and I am proud of the work we have accomplished. This proposed budget incorporates Council's goals and strategies for the 2021-2023 biennium, and makes great strides to serve everyone equitably, create a more connected community and preserve Bend's character as we grow.

Respectfully submitted,

Eric King
Budget Officer / City Manager

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The City of Bend, Oregon

Wall Street

History

What is now Bend, Oregon was known only to Native Americans until the winter of 1824. It was then that Peter Skene Ogden's fur trapping party became the first non-native visitors to the region. John Fremont and other army survey parties followed soon thereafter, as did caravans of pioneers who forded the Deschutes at a bend in the river known as "Farewell Bend". A small community grew up around that historical crossing, and the City of Bend was officially incorporated in 1905, boasting a start-up population of 300.

In 1909, two competitive railroad barons, E.H. Harriman and James J. Hill, entered into a multi-million dollar battle to see who would first lay the track to Bend. In 1911, Hill's Oregon Trunk Railroad was completed, providing a short cut for rail freight from Northern California to the Columbia River. With the stimulus of the railroad, two large Minnesota based lumber companies (Brooks-Scanlon and Shevlin-Hixon) built mills in Bend in 1914, and timber became the mainstay of the local economy.

Bend continued to grow and became increasingly reliant on the timber industry until the mid 1970's when tourism began to change the face of the town. Still, it wasn't until the 1980's that timber as a mainstay in the City's economic diet, became a thing of the past. After the recession of the mid 1980's, Bend was quick to come back and was once again experiencing significant growth by the late 1980's and early 1990's.

Growth was triggered by several factors. First, Mt. Bachelor Ski Resort matured as a ski area achieving national status. This then became the catalyst for the visitor industry, which simultaneously generated industrial and commercial expansion. Coupled with an already popular summer season, a year around tourism industry was developed, which stimulated the development of other major destination resorts. Lumber remanufacturing firms settled in Bend, and wood products continued to be a leading economic factor, along with tourism, and other diversified industries developing. This economic growth, and accompanying population expansion, established Bend as the largest Oregon city east of the Cascade Mountain Range and is the region's principal tourism, professional services, retail, medical and governmental service center.

Bill Healy Memorial Bridge – Deschutes River
©2008 Dustin Mitsch / Alpen Exposure

2020 Bend Principal Private & Public Employers [1]	Product or Services	Number of Employees	Percent of Total Employment [2]
St. Charles Medical Center	Health Care	3,510	3.6%
Bend-La Pine School Dist. No. 1	Education	2,192	2.3%
Deschutes County	Government	1,140	1.2%
Mt. Bachelor Ski Resort	Recreation	1,072	1.1%
City of Bend	Government	706	0.7%
COCC	Education	650	0.7%
Summit Medical Group	Healthcare	574	0.6%
Dept. of Forestry	Government	521	0.5%
Lonza	Pharmaceutical	418	0.4%
Les Schwab Headquarters	Automotive	391	0.4%
	Total	11,174	11.5%

Notes:
[1] The above listing of principal employers represents major employers in Bend, Oregon. *Source:* Economic Development for Central Oregon
[2] Percent of total employment represents percent of employer's employees to total employment for the Bend Metropolitan Statistical Area. Total employment for Bend MSA was 96,800 as of December 2020. *Source*: Bureau of Labor Statistics, Bend, OR Economy at a Glance

Bend Today

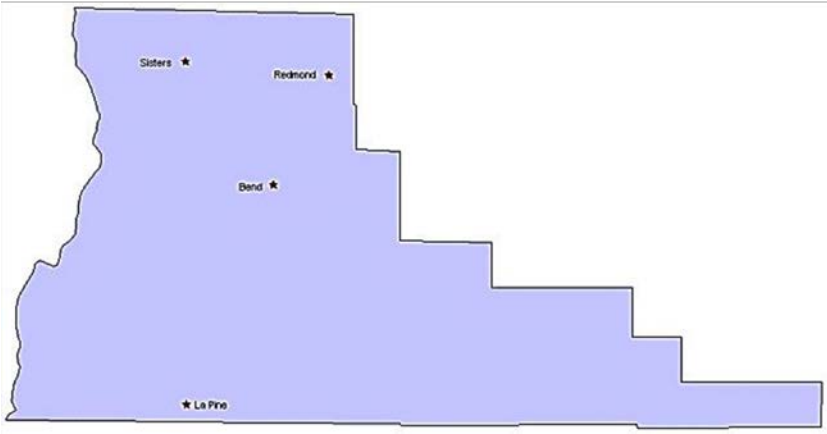
Bend is nestled on the Eastern side of the Cascade Mountain Range and little of the precipitation that is so often associated with "Oregon" actually makes it across the mountains. In fact, Bend receives an average of less than 12 inches of precipitation per year and enjoys lots of sunny, blue skies which is one reason our city is ranked among the most desirable places to live by national magazines.

City of Bend, Deschutes County

State of Oregon, By County; Source: Geology.com

2020 Deschutes County Population Estimate

Bend	92,840
La Pine	2,005
Redmond	32,215
Sisters	3,220
Unincorporated	66,735
Total	197,015



Deschutes County Source: League of Oregon Cities webpage
Population Data: https://www.pdx.edu/population-research/population-estimate-reports

Bend has experienced exponential growth for most of the past decade. However, the area was hit hard by the impacts of the nationwide recession and the collapse in both the residential and commercial construction markets. Bend has recovered from the economic downturn particularly in the building and tourism industries. Bend offers many amenities for a city of its size. Aside from the sunny climate, the leading reasons people still continue to move to the region include year-round outdoor recreational activities, well established retail, top-rated restaurants, an award winning parks system and a thriving community as listed below.

Skiing
©2008 Dustin Mitsch / Alpen Exposure

Activities

With over 2.5 million acres of public land and open space, the area offers something for everyone. Opportunities abound for a variety of activities:

- Golf
- White water rafting
- Fishing
- Hunting
- Mountain bike riding
- Boating
- Hiking
- Rock climbing
- Snow skiing
- Snowmobiling
- Water skiing
- Fishing
- Camping
- Horseback riding

Local Attractions

Local attractions in Central Oregon include:

- Mt. Bachelor
- Smith Rock State Park
- Newberry National Volcanic Monument
- Tumalo Falls
- Cascade Lakes
- High Desert Museum
- Tower Theater
- Old Mill District
- Drake Park

Tumalo Falls
©2006 Dustin Mitsch / Alpen Exposure

Statistical Information – 2020 Demographic Highlights *

General Facts	
Date of incorporation	1905
Form of government	Council/Manager
Population	92,840
Area in square miles	36.2
Number of Full Time Equivalents **	717.12
Community Development	
Permits issued	10,546
Building inspections performed	45,119
Public Safety	
Fire Responses	1,840
Ambulance Responses	9,134
Number of physical arrests	3,614
Number of traffic violations	10,165
Number of calls for Police service	51,320

Infrastructure	
Street lane miles	865
City owned traffic signals	35
Number of streetlights	2,540
Miles of water mains	464
Water service connections	26,486
Total Reservoir Capacity (millions of gallons per day "mgd")	30.5 mgd
Maximum daily demand of water system (in millions of gallons)	26.3
Number of fire hydrants	5,368
Miles of sanitary sewer lines	473
Sewer service connections	33,917
Daily average treatment	6.1 mgd
Maximum daily capacity of treatment plant	8.5 mgd
Airport runway (in feet)	5,200

** These statistics are compiled from the City of Bend 2019-20 Comprehensive Annual Financial Report unless otherwise noted.*
*** The number of Full Time Equivalents reflects the Council adopted staffing schedule for FY 2021-22*

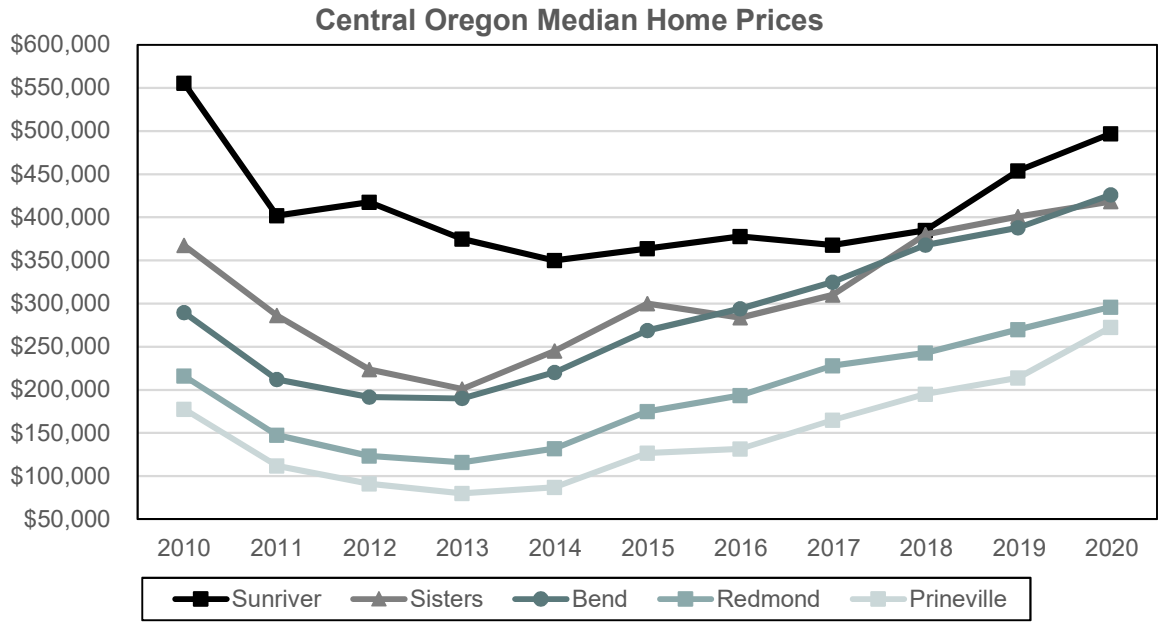
Statistical Information – 2020-21 Top 10 Taxpayers

Taxpayer	Type	Taxable Assessed Valuation (in 000's)	Percent of Total Valuation
TDC Baja Broadband LLC	Cable utility	$ 74,933	0.6%
Pacificorp (PP&L)	Electric Utility	62,750	0.5%
Touchmark at Mount Bachelor Village	Retirement community	51,548	0.4%
Suterra LLC	Biorational products	49,322	0.4%
CVSC LLC	Shopping center	45,755	0.4%
Deschutes Brewery Inc	Microbrew manufacturer	46,507	0.4%
Cascade Natural Gas Corporation	Gas utility	42,892	0.3%
BDC/Bend SPE LLC	Retirement community	31,320	0.2%
CenturyLink Property Tax	Telephone Utility	31,845	0.2%
Forum Holdings LLC	Shopping center	30,525	0.2%
TOTAL		$467,397	3.6%

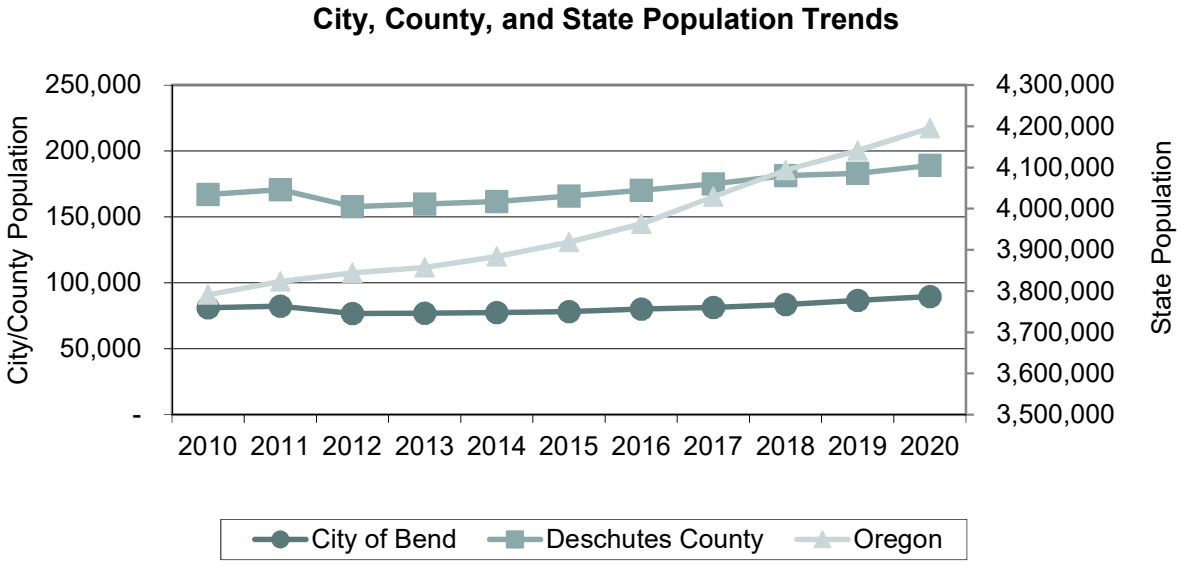
Total 2020-21 Taxable Assessed Valuation (Value Used to Compute Rate) for the City of Bend was $12.9 billion.

Source: Deschutes County Assessor's Office

Statistical Information - Housing Comparisons and Population Trends



Source: The Beacon Report



Source: United States Census Bureau and Portland State Universtiy

City Government

Form of Government

The City of Bend was founded by a ballot measure in November 1904 and incorporated in 1905. Organized under a council/manager form of government, the City is served by the Mayor and six-member City Council, elected to terms of four years. Following a City Charter amendment approved by voters in May 2018, beginning with the November 2018 election, the Mayor is now directly elected rather than being selected amongst the other Councilors. A full-time City Manager administers the affairs of the City for the City Council.

The City Council meets twice a month to conduct City business, exercising legislative, quasi-judicial and administrative powers. They vote on budgets, ordinances and resolutions (legislative), hear various appeals of administrative decisions (quasi-judicial), and provide direction to management staff (administrative).

The Mayor presides over Council meetings but, like the other Councilors, has only one vote on Council matters. In this respect, the council form of government places the duties and responsibilities of directing the City in the hands of a group of elected officials of equal rank and power. City Councilors are elected at large and are accountable to the voting public city-wide.

Meetings

The City Council meets the first and third Wednesday of each month at 7:00 pm. Meetings are typically held in the Council Chambers in City Hall, though since the beginning of the COVID-19 pandemic, they have been conducted remotely via Zoom. If a Council meeting day falls on a legal holiday, the meeting will be held on the next regular business day. All City Council meetings are open to the public, streamed live on the internet, and archived on the City's website www.bendoregon.gov for greater community member access. Additional meetings may be held as necessary and are advertised as to time, place and agenda prior to the meeting. Work sessions are held prior to each Council meeting.

City Hall
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Council Agenda

On the Thursday preceding each regularly scheduled City Council meeting, the City Council agenda is posted on the City's webpage, www.bendoregon.gov providing a listing and summary of all matters to be discussed by the Council at the meeting. Ordinances and resolutions are listed by title and also include a summary.

The Process for Adopting Ordinances and Resolutions

During Council meetings, legislative business is addressed by passing an Ordinance (law) or Resolution. Reports and miscellaneous documents may also be presented for Council action. An overview of the Council action is summarized in an issue summary, which is written by the department that oversees the issue being addressed and is reviewed by the City Attorney, Finance Department, and other department managers as needed.

A resolution states a policy or directs that an action be taken. It is not a binding legal restriction, rather, it announces to the public what the Council intends to happen.

An ordinance is a binding legislative act.. The City Manager places the ordinance on the Council agenda to be discussed by the entire Council.

Proposed ordinances may be discussed by the Council and the public. After all testimony is heard, the Council may choose to either vote on the issue or table it for further discussion or more information. If an affirmative vote is taken, the ordinance will be placed on the next Council agenda for a second reading. Only if an ordinance is passed a second time, with four or more affirmative votes, will it be considered binding and become law.

Becoming a Law: The Final Step

After an ordinance is passed by the City Council, it goes to the Mayor to be signed. The original ordinance is filed by the City Recorder.

Resolutions, including those that provide appropriations and annual tax levies as well as all emergency ordinances, take effect immediately upon passage or on any date within 30 days as specified in the resolution. All other, non-emergency ordinances take effect 30 days after passage unless a later date is declared.

Minutes are taken of all formal City Council meetings. The minutes are kept in the Recorder's office where they are available for public inspection. They are also available on the City's website www.bendoregon.gov.

Initiative and Referendum

There is always opportunity for community members to become involved in the decisions made by the City Council. Oregon was one of the first states to allow registered voters to bring issues to a vote of the people through the initiative process, and Bend community members can offer their opinion on pending Council actions through testimony and communication with decision-makers and by voting on referendums. Community members can also create laws through these processes:

- Referendum Process: Before an ordinance becomes a law, it may be referred to a vote of the people through the referendum process. Any registered voter may do this by sponsoring a petition. A certain number of valid signatures must be gathered and verified within thirty days of the passage of the ordinance.

- Initiative Drive: If an ordinance has already gone into effect, an initiative drive can be brought before the voters to repeal the ordinance. In this case, more time is allotted to gather signatures. However, more names are required for the petition to be valid.

- Voter Approval: The City Council may refer any proposed ordinance to the voters.

The Budget Process

The City of Bend's biennial budget process complies with Local Budget Law established by the State of Oregon. Oregon's Local Budget Law serves the following purposes:

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

To give the public ample opportunity to participate in the biennial budgeting process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee, consisting of community members and members of the City Council be formed.

Preparing the Budget

The City Manager is appointed by the City Council as the Budget Officer for the City of Bend. Staff then prepare the biennial budget with the supervision of the City Manager, which ultimately results in a presentation of the Proposed Biennial Budget to the Budget Committee.

Budget Committee Approval of Proposed Budget

Notices are published in accordance with Local Budget Law. Before the Budget Committee meetings begin, the City Manager distributes a copy of the proposed biennial budget document to each member of the Budget Committee. It is at this time that the Proposed Budget is considered a public record and must be made available for public inspection. The Budget Message, which explains the Proposed Biennial Budget and significant changes in the City's financial position, is delivered at the time the budget document is distributed. All Budget Committee meetings are open to the public, and community members are given an opportunity to ask questions about or comment on the Proposed Budget. The Budget Committee may make additions or changes to the Proposed Budget that has been prepared by the Budget Officer, at which time the Committee will approve the document and forward it to the City Council for adoption. The Budget Committee also approves a rate of total ad valorem property taxes to be certified for collection.

Advertising and Holding Hearings

After the budget is approved by the Budget Committee, a Budget Summary and a "Notice of Budget Hearing" are published. A public hearing is then held by the City Council on the date specified in the public notice. The purpose of the hearing is to receive community members' testimony on the biennial budget as approved by the Budget Committee.

City Council Adoption of the Budget

After the City Council considers the testimony given at the public hearing, they then adopt the budget. Resolutions are prepared, approved by the City Council, and signed by the Mayor to (1) formally adopt the budget; (2) make appropriations; (3) levy tax; and (4) categorize tax. The Adopted Budget is then filed and the property tax levies are certified. A notice of levy and certification of tax is submitted to the Deschutes County Assessor's Office.

Procedures for Amending the Adopted Budget

The City Council may approve additional appropriations for unforeseen circumstances and necessary expenditures which could not be reasonably estimated at the time the budget was adopted. Such circumstances include service level policy changes, catastrophic events or redirection of resources. Oregon Local Budget Law sets forth procedures to be followed to amend the budget as events occur after budget adoption. The procedure that must be followed is determined by the set of circumstances surrounding the amendment.

Budgets may be modified during the biennial budget period by the use of appropriation transfers between legal categories or appropriation transfers from one fund to another. Such transfers must be authorized by official resolution of the City Council. The resolution must state the need for the transfer, the purpose of the authorized expenditures and the amount of the appropriation transferred.

Transfers of operating contingency appropriations which in aggregate during a budget period exceed 15% of the total original appropriations of the fund may only be made after adoption of a supplemental budget prepared for that purpose. A supplemental budget less than 10% of the fund's original budget may be adopted at a regular meeting of the governing body. A supplemental budget greater than 10% of the fund's original budget requires a public hearing, publication in the local newspaper and approval by the Council.

Local Budget Law provides for certain exceptions to the supplemental budget requirements. The following are common exceptions where a budget amendment may be made by the City Council after enactment of a resolution or ordinance:

- Award and expenditure of a grant for a specific purpose
- Expenditure of proceeds from sale of certain bonds
- Expenditure to pay debt service on certain bonds

2021-2023 Budget Development Calendar

The City's Biennial Budget development cycle begins in November of even-numbered years and concludes in June of odd-numbered years.

NOVEMBER

- Budget Kick-off – the budget calendar, process, instructions, and manual for the 2021-2023 Biennial Budget are reviewed
- Estimates for special I.T. and Facility projects and personnel requests are submitted

DECEMBER

- Budget office reviews revenues, reserve requirements, and personnel expenditures with the departments
- Preliminary revenue projections are completed (with final projections updated in February)

JANUARY

- 2021-2023 Personnel Services (salaries and benefits) budgets are completed
- 2021-2023 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed

FEBRUARY

- 2020-2021 materials and services and capital outlay year end expenditure projections submitted by the departments
- 2021-2023 expenditure requests submitted by the departments

MARCH

- Five-year vehicle & equipment plans and Capital Improvement Programs are submitted to budget office
- Budget office reviews budget, performs analyses and makes changes in order to balance the budget
- Budget officer reviews budget

APRIL

- Budget office makes updates based on Budget Officer review
- Publish Notice of Budget Committee Meeting in the Bend Bulletin and on the City's website

MAY

- 2021-2023 Proposed Budget distributed to Budget Committee and made available for public review
- Budget Committee deliberates, receives public comments, and approves the 2021-2023 Biennial Budget

JUNE

- Notice of Budget Hearing and Budget Summary is published
- City Council holds a Public Hearing and adopts the 2021-2023 Biennial Budget
- The 2021-2023 Biennial Budget goes into effect July 1, 2021

Fiscal Year 2021-22 Fiscal Policies

The following fiscal policies were originally adopted by the City Council on November 18, 2009 and most recently revised by the City Council on June 16, 2021. The fiscal policies apply to both the City of Bend and the Bend Urban Renewal Agency.

The City of Bend and Bend Urban Renewal Agency (BURA) are committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of the Fiscal Policies is to enable the City and BURA to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by Council as the basic framework for overall financial management of the City and BURA. Any references to "the City" in this document shall also apply to BURA. The policies are designed to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain a sufficient level of municipal services to maintain the social well-being and physical conditions of the City.

2. Deliver cost effective and efficient services to community members.

3. Provide and maintain essential public facilities, utilities, and capital equipment.

4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and also to assure taxpayers and the financial community that the City is well managed and financially sound.

5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents.

6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other related professional financial standards.

7. Fully comply with finance related legal mandates, laws and regulations.

8. Promote intergenerational equity for the City's taxpayers and ratepayers by spreading the cost of new or upgraded City infrastructure over time so that generations benefitting from such infrastructure contribute to its cost.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, accounting and financial reporting, reserves and internal controls. These policies are reviewed and updated every other year as part of the biennial budget preparation process.

REVENUE POLICIES

1. The City will strive for and maintain a diversified and stable revenue system to prevent undue or unbalanced reliance on any one source of funds. This revenue diversity will shelter the City from short-run fluctuations in any one revenue source.

2. When evaluating new revenue sources, the following elements will be taken into consideration: sustainability of the revenues to the programs they are intended to support, administrative costs, operational and maintenance costs, acceptability to the community, and the impact on economic competitiveness relative to other communities.

3. One-time and non-recurring revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund mainstream services or for budget balancing purposes.

4. User fees and charges will be established for services provided that benefit specific individuals or organizations. Cost of service analyses will be prepared so that user fees and charges can or will be set at a level sufficient to recover full cost of service whenever practical to minimize subsidization by taxpayers. The City will systematically review user fees and charges to take into account the number of customers served, changes in methods or levels of service delivery as well as changes in cost of living/inflationary increases.

5. Unless prohibited by law, certain fees may be deferred by Council action when it can be demonstrated that a direct public benefit will be obtained. In addition, the Council may direct that certain fees be paid on behalf of applicants and Council's action will include a determination of the source of funds to pay such fees.

6. All fees, charges or assessments that are deferred for later payment will be evidenced by a promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.

7. Water, Water Reclamation (Sewer) and Stormwater funds will be self-supporting through user fees. Fee adjustments will be based on long term financial plans that include a forecast period of no less than five years. The water and water reclamation utility rates should be set to yield a minimum 1.50 debt service coverage ratio or a debt service coverage ratio sufficient to maintain the credit rating of the Water and Water Reclamation systems.

8. To emphasize and facilitate long-range financial planning, the City will maintain current projections of revenues and expenditures in the General Fund and other major funds for the succeeding five years.

9. All potential grants shall be evaluated for matching requirements and on-going resource requirements and balanced with the benefits of the grant before acceptance. Grants may be rejected to avoid commitments beyond available funding.

10. The City will not respond to long-term revenue shortfalls with deficit financing and borrowing to support on-going operations. Expenses will be reduced to conform to the long-term revenue forecasts and/or revenue increases will be considered.

11. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively; explanations of the underlying assumptions and risks to the forecast, including both upside and downside risks, will be provided. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

12. The cost of revenue collection efforts should not exceed the marginal additional revenue obtained and should not absorb a large percentage of the amount collected.

13. Non-restricted revenues are recorded in the General Fund and are used at the City Council's discretion and unless otherwise noted, discretionary revenues are not earmarked for specific purposes. Exceptions include:

    a. Grants or other revenues that are legally restricted for specific purposes.
    b. Water/Sewer Franchise Fees are dedicated to the Transportation Construction Fund and Accessibility Construction Fund.

14. Before the City sells any major asset or relinquishes any operating or capital arrangements that involved fixed revenue, the implications of such a sale or arrangements will be fully determined for impact on current and future year revenue estimates.

OPERATING BUDGET POLICIES

1. The City will prepare a biennial budget with the participation of all Departments.

2. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the district must equal the total of all expenditures and all requirements for the district. Budgets for all City funds will be prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles.

3. The budget process will allocate resources to achieve Council goals and city-wide strategic plans. Department goals and objectives will be identified and incorporated into the budget.

4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects to reflect the full cost of providing services. The cost allocation plan will be submitted to the Department of Housing and Urban Development (or other designated agency) for review and approval when required by an outside party, including other government agencies.

5. A budget preparation calendar is crucial for successful budget preparation and execution. Finance department staff will prepare a detailed budget schedule for internal use that ensures the biennial budget is approved by the Budget Committee and adopted by the City Council no later than June 30 of odd numbered years. A summary of primary budget milestones by month will be included in the proposed and adopted budget documents.

6. The biennial budget will be constrained to the total amount approved by the Budget Committee and as adjusted, adopted, and amended by the City Council.

7. The City Council shall adopt the budget for each fund or program as required by budget law.

8. Performance measures will be used and reported in department budgets. The City will prepare trends, comparisons to other cities, and/or other financial management tools to monitor and improve service delivery in City programs.

9. Essential services will receive first priority for funding. The City will attempt to maintain current service levels for all essential services. The quality of existing core services will be maintained

before the City adds new services unless there is an explicit decision to lower the quality of existing services in favor of providing a new service. Essential services for the City are defined as follows (based on ORS 221.760 which determines if a city is eligible to receive state shared revenues):

a. Police protection
b. Fire protection
c. Street construction, maintenance, and lighting
d. Sewer
e. Stormwater
f. Water utility
g. Planning, zoning, and subdivision control

10. The summary of full time equivalents (FTE), which includes regular and limited term employees (LTE) for each operating fund or department, shall be brought before City Council for adoption with the budget, and any mid-budget cycle increases to the total number of positions must be approved by City Council by resolution. The City Manager may reassign positions among departments, restructure departments, and convert LTEs to FTEs without Council approval, so long as the total number of positions adopted on the FTE schedule is not increased.

11. All supplemental appropriations for programs requested after the original budget is approved will be analyzed by the City Manager's Office and Finance Department and will only be presented to Council for approval after consideration of availability of revenues.

12. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance Department, at the direction of the City Manager's Office, for Council approval to ensure compliance with budget laws.

13. A mid-biennial review process will be conducted by the City Manager in order to make any necessary adjustments to the adopted biennial budget.

14. The City will submit the Adopted Budget Document to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).

15. Monthly reports comparing actual to budgeted expenditures will be prepared by the Finance Department and distributed to the City Manager and City Council. Significant budget to actual variances will be investigated and explained.

EXPENDITURE CONTROL POLICIES

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of his/her department/division/program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division/program budget for compliance with spending limitations. Internal controls over payment requests include a review by the Finance Department. Payment requests are not considered approved and authorized for payment until the Finance Director or their designee has approved the disbursement.

2. The City Council will adopt the budget by fund at the category or program level. Expenditures anticipated to be in excess of these levels require approval of a Council resolution.

3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State and Federal laws and regulations.

4. Before the City purchases any major asset or undertakes any operating or capital arrangements that create fixed costs or ongoing operational expenses, the implications of such purchases or arrangements will be fully determined for current and future years.

5. All compensation planning and collective bargaining will include analyses of total cost of compensation which includes analysis of salary increases, health benefits, pension contributions, fringe benefits and other personnel costs. The City will only propose operating personnel costs which can be supported by on-going operating revenues.

6. The City will make every effort to control expenditures to ensure City services and programs provided to its community members and taxpayers are cost effective and efficient.

CAPITAL IMPROVEMENT POLICIES

1. A five year Capital Improvement Program (CIP) encompassing all City facilities shall be prepared and updated annually. A public hearing will be held to provide for public input on the CIP. The five year CIP will be incorporated into the City's budget and long range financial planning processes. The CIP will be balanced; estimated resources will be available for capital spending identified in the five year plan.

2. Projects included in the CIP shall have complete information on the need for the project, description and scope of work, total cost estimates, future operating and maintenance costs and how the project will be funded.

3. An objective process for evaluating CIP projects with respect to the overall needs of the City will be established through a ranking of CIP projects. The ranking of projects will be used to allocate resources to ensure priority projects are completed effectively and efficiently. CIP master plans will be created consistent with Oregon Land Use Laws. Twenty year master plans will be prepared for the water, sewer and stormwater utilities as well as the transportation system. The priorities and timelines established in those master plans will guide updates of the five year CIP. Public involvement is encouraged during project prioritization and at a minimum, is required during the master planning process.

4. Changes to the CIP such as addition of new projects, project goals, changes in scope and costs of a project or reprioritization of projects will require City Council or City Manager approval. Furthermore, City staff will provide master plan and CIP updates to Council annually at a minimum with information about new projects that have emerged as well as changes to scope, estimated costs and/or schedule of projects already on the list with estimated impacts on user charges and fees.

5. Every CIP project will have a project manager who will prepare the project proposals, coordinate as necessary with operations and maintenance staff, ensure that required phases are completed on schedule, authorize project expenditures, ensure that all regulations and laws are observed, and periodically report project status.

6. The City will maintain its physical assets at a level adequate to protect the City's capital investment, meet any and all regulatory requirements and minimize future operating maintenance and replacement costs. The City recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the budget will provide for adequate maintenance and the orderly replacement of capital plant and equipment from the appropriate combination of current revenues, cash reserves, and debt.

7. If project costs at the time of the bid award for construction are less than the budgeted amount the balance will be unappropriated and returned to reserves for future capital projects or allocated to another project. If project costs at the time of bid award are greater than budgeted amounts, the following options will be considered:

    a. Re-scope or change the phasing of the project to come within existing budget amounts
    b. Transfer funding from another, lower priority project
    c. Decrease reserves for future capital projects to provide for an increase in budget appropriations
    d. Defer the project to the next biennial budget period
    e. Eliminate the project

8. The City will determine the least costly funding method for its capital projects and will obtain grants, contributions and low cost state or federal loans whenever possible.

9. The City will establish capital equipment reserves to provide for funding of vehicles and equipment. The City will also establish major repairs and replacement (R&R) reserves to provide for funding of major repairs and replacements. R&R reserves will be used for significant system or facility repairs, replacement or maintenance costs that are unanticipated and exceed ongoing repair and maintenance expenditures in the fund's operating budget. Long term forecasts will be used to determine available capacity to fund repair and replacement of capital assets and infrastructure and avoid a significant unfunded liability from deferred maintenance. If resources are not sufficient to fully fund R&R reserves without program impacts, alternatives will be presented to the City Council during the budget process.

10. The City will utilize "pay-as-you-go" funding for capital improvement expenditures considered recurring, operating or maintenance in nature. The City may also utilize "pay-as-you-go" funding for capital improvements when current revenues and adequate fund balances are available, when issuing debt would unduly affect the City's credit rating, or when market conditions are unstable or suggest difficulties in marketing a debt.

11. The City will consider the use of debt financing for capital projects under the following circumstances:

    a. When the project's expected useful life is sufficient to warrant long term debt financing and comply with the internal revenue code requirements for tax-exempt financing
    b. When projected annual revenues are deemed sufficient and reliable to service the long-term debt
    c. When market conditions present favorable interest rates for City financing
    d. When the issuance of debt will not unduly affect the City's credit rating and debt service coverage ratios
    e. When a project is mandated by state or federal government and current revenues or fund balances are insufficient to pay project costs

FINANCIAL PLANNING POLICIES

1. The City will prepare a long term financial plan to promote responsible planning for the use of resources. The long term financial plan will include projected revenues, expenditures and reserve balances for a minimum of the next five years. Financial plans will extend beyond five years when specific issues call for a longer time horizon. Financial challenges and possible solutions will be identified, if not implemented, with structural balance as a goal.

2. The City's financial plan should be strategic, meeting regulatory requirements and reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations.

ECONOMIC DEVELOPMENT FUNDING POLICIES

1. The City may employ economic development incentives to encourage value-added development and accrue public benefits to the City of Bend. Public benefits may include but not limited to, the following:

    a. A benefit that increases the City's employment base or materially enhances the financial position of the City by increasing assessed valuation.
    b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone
    c. A benefit that increases access to other public services

2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, exemption or deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be fully evaluated by the Finance Department and Economic Development Department as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.

3. The fiscal impact evaluation will be presented to Council along with City Manager's recommendation. The City Council shall make the final decision concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.

4. Funding for economic development incentives must be identified before approval of all such incentives.

5. A development incentive shall not be provided if the development does not provide sufficient public benefit or if the cost and risks to the City will have a materially adverse impact on the City's finances or operations.

PENSION AND RETIREMENT FUNDING POLICIES

1. The City is an employer-participant in the State of Oregon Public Employees Retirement System (PERS). Actuarial valuations of PERS are performed for the Public Employees Retirement Board (PERB) to evaluate PERS' assets and liabilities and indicate its current and prospective financial

condition. The PERB determines employer-participant contribution rates, which are then used to calculate each employer-participant's annual required contribution. It is the City's policy to make contributions at no less than the rate established by PERB and required by ORS 238.225. All current pension liabilities shall be funded on an annual basis.

2. In addition to providing pension benefits, the City provides certain health and dental care benefits for retired employees. Funding the liability for future retiree benefits will be determined by City Council action.

CASH MANAGEMENT AND INVESTMENT POLICIES

1. The Finance Director or designee shall invest all City funds according to four criteria, in order of their importance: (1) legality, (2) safety, (3) liquidity, and (4) yield.

2. The City shall maintain and comply with a written Investment Policy that has been approved by City Council. The Investment Policy is a standalone document from these fiscal policies.

3. The City will consolidate or pool cash balances from various funds for investment purposes and will allocate investment earnings to each participating fund.

4. The City's investment securities will be held by a third party for custodial safekeeping.

5. Quarterly investment reports summarizing investment holdings and compliance with the City's Investment Policy will be provided to City Council.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

1. The City will comply with the following accounting and reporting standards:

    a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board,
    b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA),
    c. Government Accounting Standards, issued by the Comptroller General of the United States,
    d. Oregon Revised Statues relating to Municipal finance and
    e. U.S. Office of Management and Budget (OMB) Circular A-133.

2. The primary responsibility for the City's financial reporting and internal controls rests with senior management as overseen by the City Council. The Council shall appoint three members to serve on an Audit Committee. The purpose of the Audit Committee is to provide oversight of the City's audit functions as well as other investigations. The Audit Committee's authority includes retention of the City's external auditors, investigation of any matter brought to its attention with complete and unrestricted access to all books, records, documents, facilities, and personnel of the City, and retention of outside counsel, auditors, investigators, or other experts in the fulfillment of its responsibilities.

3. Monthly financial reports summarizing financial activity by fund will be presented to the City Manager and City Council.

4. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.

5. In accordance with State law, a comprehensive financial audit including an audit of federal grants will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the City's financial statements and assessing the accounting principles used and evaluating the internal controls in place.

6. The City will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.

7. The Finance Department will prepare a Comprehensive Annual Financial Report and submit the report to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.

8. All departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify the Municipal Securities Rulemaking Board's Electronic Municipal Market Access (EMMA) database of these significant events.

9. The City's asset capitalization policy is to capitalize and depreciate assets greater than $10,000 with a useful life beyond two years. Capital assets costing less than $10,000 or having a useful life of two years or less will be treated as operating expenditures. The asset capitalization threshold will be applied to individual assets rather than to groups of assets (i.e. office furniture, computer equipment, radio equipment, etc.)

DEBT MANAGEMENT POLICIES

1. The debt management policy sets forth comprehensive guidelines for the financing of capital expenditures. It is the objective of the policies that:
    a. The City obtain financing only when prudent,
    b. The process for identifying the timing and amount of debt or other financing be as efficient as possible,
    c. The most favorable interest rate and other related costs be obtained,
    d. When appropriate, future financial flexibility be maintained.

2. In conjunction with the City's debt financing team including but not limited to bond counsel and financial advisors, the Finance Director structures and recommends to the City Manager and City Council all debt issuances and oversees the on-going management of all City debt. Debt includes voter approved general obligation bonds, tax increment financing, full faith and credit bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, lines and letter of credit, interfund borrowings, variable rate debt, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest

payments.

3. No debt shall be issued for which the City is not confident that a sufficient specifically identified revenue source is available for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.

4. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that are more appropriately funded from current resources.

5. The City will issue advance refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings is a minimum of three percent of the purchase price of the refunding bonds (defined as the par amount of the refunding bonds, plus net original issue premium, or less net original issue discount). The City will issue current refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings exceed $100,000. Refundings may also be undertaken for other reasons when legally permissible, prudent and when in the best interests of the City.

6. The City may utilize short-term debt or interfund loans as permitted, to cover temporary shortage due to timing of cash flows which may result from delay in receiving grant proceeds or other revenues and delay in issuance of long term debt.

7. When issuing long-term debt, the City will ensure that the debt is soundly financed by:

    a. Incurring debt only when necessary for capital improvements not appropriate to be financed from current available resources
    b. Insuring that capital projects financed through long term debt shall be financed for a period not to exceed the useful life of the project. This precludes future generations of rate payers or taxpayers from paying debt service on an asset that no longer provides benefit and prevents debt capacity from being tied up servicing a defunct asset in the event the asset needs replacing.
    c. Determining that the benefits of financing exceeds the cost of financing
    d. Analyzing source of repayment, debt service coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long term debt.
    e. Amortizing debt on a level payment plan to the extent practical considering the forecasted available pledged revenues and impact on the City's aggregate overall debt payment schedules.

8. The City may issue debt on either a competitive or negotiated basis. Bank placements and other private offerings are authorized under circumstances such as interim financings or to avoid the cost of a public sale for smaller issuances. The Finance Director will recommend the most appropriate method of sale in light of financial, market, transaction specific, and issuer-related conditions. If a negotiated public sale is determined to be in the City's best interest, the underwriter should typically be selected through a request for proposal (RFP) process.

9. All bond issuances and promissory notes will be authorized by resolution of the City Council.

10. The City will comply with all statutory debt limitations imposed by the Oregon Revised Statutes.

11. ORS 287A.050 establishes a limitation on the amount of general obligation bonds the City may issue. This limitation is 3% of the City's Real Market Value as certified by the Deschutes County Assessor. "General obligation bonds" are defined by ORS 287A.010(10) to mean exempt bonded

indebtedness, as defined in ORS 310.140, that is secured by a commitment to levy ad valorem taxes outside the limits of sections 11 and 11b, Article XI, of the Oregon Constitution (i.e., voter approved, unlimited tax general obligation bonds). Additionally, ORS 287A.050(3) excludes certain types of general obligation bonded indebtedness from being included in the limitation, including for example general obligation bonds issued for water supply, treatment or distribution or sanitary or storm sewage collection or treatment. The City is not required to include full faith and credit obligations when computing its statutory general obligation bond debt limit. However the City's policy is to limit full faith and credit obligations to 3% of Real Market Value as certified by the Deschutes County Assessor.

12. The City will strive to maintain its current credit ratings which are as follows:

	Moody's Investors Service	**S&P Global**
Full faith and credit obligation bonds	Aa2	AA+
General obligation bonds [(1)]	Aa2	n/a
Water revenue bonds	Aa2	AA
Sewer revenue bonds	n/a	AA

[(1)] As of June 2021, the only General Obligation (GO) Bonds outstanding are related to the Transportation GO Bond approved by voters in 2011. No bonds have been issued for the GO Bond approved by voters in November 2020.

13. The City will strive to maintain debt service coverage ratios and percentages that uphold the City's credit rating. Water and Water Reclamation (Sewer) debt coverage ratios should be maintained at a minimum of 1.50 or at a level sufficient to protect the credit rating of the Water and Water Reclamation systems.

14. The City will comply with all bond covenants, arbitrage requirements, disclosure and other requirements specified by law.

    a. Post Debt Issuance Tax Compliance
        i. External Advisors and Documentation-The City shall consult with bond counsel and other legal counsel and advisors, as needed, throughout the Bond issuance process to identify requirements and to establish procedures necessary or appropriate so that the Bonds will continue to qualify for tax-exempt status. Those requirements and procedures shall be documented in the tax certificate and agreement ("Tax Certificate") and/or other documents finalized at or before issuance of the Bonds. Those requirements and procedures shall include future compliance with applicable arbitrage rebate requirements and certain other applicable post-issuance requirements of federal tax law throughout (and in some cases beyond) the term of the Bonds. This shall include, without limitation, consultation in connection with any potential changes in use of Bond-financed or refinanced assets.

        The City shall engage expert advisors (each a "Rebate Service Provider") to assist in the calculation of arbitrage rebate payable in respect of the investment of Bond proceeds, unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of Bonds.

Unless otherwise provided by the transaction documentation relating to the Bonds, unexpended Bond proceeds shall be segregated from other funds of the City, and the investment of Bond proceeds shall be managed by the City. The City shall prepare (or cause to be prepared) regular, periodic statements regarding the investments and transactions involving Bond proceeds.

ii. Arbitrage Rebate and Yield—Unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of Bonds, the Finance Director, or persons reporting to the Finance Director shall be responsible for:

- either (a) engaging the services of a Rebate Service Provider and, prior to each rebate calculation date, causing the trustee or other financial institution to deliver periodic statements concerning the investment of Bond proceeds to the Rebate Service Provider, or (b) undertaking rebate calculations itself and retaining or obtaining periodic statements concerning the investment of Bond proceeds;
- providing to the Rebate Service Provider additional documents and information reasonably requested by the Rebate Service Provider;
- monitoring efforts of the Rebate Service Provider;
- assuring payment of required rebate amounts, if any, no later than 60 days after each 5-year anniversary of the issue date of the Bonds, and no later than 60 days after the last Bond of each issue is redeemed;
- during the construction period of each capital project financed in whole or in part by Bonds, monitoring the investment and expenditure of Bond proceeds and consulting with the Rebate Service Provider to determine compliance with any applicable exceptions from the arbitrage rebate requirements during each 6-month spending period up to 6 months or 18 months, as applicable, following the issue date of the Bonds; and
- retaining copies of all arbitrage reports, investment records and trustee statements.

iii. Use of Bond Proceeds and Bond-Financed or Refinanced Assets—The City's Finance Director, or persons under the supervision of the Finance Director, shall be responsible for:

- monitoring the use of Bond proceeds (including investment earnings and including reimbursement of expenditures made before bond issuance) and the use of the financed asset throughout the term of the Bonds to ensure compliance with covenants and restrictions set forth in the Tax Certificate relating to the Bonds;
- maintaining records identifying the assets or portion of assets that are financed or refinanced with proceeds of each issue of Bonds (including investment earnings and including reimbursement of expenditures made before bond issuance), including a final allocation of Bond;
- consulting with bond counsel, City's counsel and other legal counsel and advisers in the review of any change in use or transfer of Bond-financed or refinanced assets to ensure compliance with all covenants and restrictions set forth in the Tax Certificate relating to the Bonds;
- to the extent that the City discovers that any applicable tax restrictions regarding use of Bond proceeds and Bond-financed or refinanced assets will or may be violated, consulting promptly with bond counsel and other legal

counsel and advisers to determine a course of action to preserve the tax-exempt status of the bonds.

b. Continuing Disclosure Policies
   i. The Finance Director, or persons under the supervision of the Finance Director, shall have a clear understanding of the continuing disclosure requirements for each bond transaction.
   ii. Internal procedures shall be developed that identify the information that is obligated to be submitted in an annual filing, disclose the dates on which filings are to be made, list the material events as stated by the Securities and Exchange Commission (SEC) and the continuing disclosure agreement, and identify the person responsible for making the filings.
   iii. The Comprehensive Annual Financial Report may fulfill annual financial information obligations. The information provided in the annual financial report does not have to be replicated when filing with Electronic Municipal Market Access (EMMA) portal. If the City agrees to furnish information that is outside the scope of its annual financial report, that information may be included as a supplement to the annual financial report when filing with EMMA.
   iv. As recommended in the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting program, the City should complete its audited annual financial information within 180 days of the end of its fiscal year. Upon its completion, the annual financial report should immediately be submitted to EMMA.
   v. Material event notices will be filed within 10 business days of the event.

RESERVE POLICIES

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:
   a. Mitigate short-term volatility in revenues and makeup the temporary shortfall in revenue
   b. Mitigate short-term economic downturns (2 years or less)
   c. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process
   d. Sustain city services in the event of an emergency
   e. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues
   f. Absorb minor claim or litigation settlements
   g. Purchase vehicle and equipment without the need to finance such purchases
   h. Meet routine facility and equipment repair needs
   i. Meet requirements for debt service reserves
   j. Maintain good standing with rating agencies

2. General Fund Reserves – the City will maintain General Fund unassigned reserves of at least 16% of the operating budget of the General Fund for the 2019-2021 biennium. Reserve balances in the General Fund Stabilization Fund will be considered when evaluating total General Fund reserve levels. Funding of General Fund reserves will generally come from excess revenues over

expenditures or one-time revenues. Ending reserve levels will be evaluated annually.

3. Development Funds – The City will maintain undesignated reserves of at least 50% (or 6 months) of the operating budget for development related funds.

4. Insurance Fund – The City will maintain reserves in its Insurance Fund for self-insurance and major accidents, disasters and catastrophic events. Use of such reserves will be limited to significant expenditures not covered by the City's insurance and that are too large to be absorbed in the department or fund's operating budget or reserves.

5. Water, Water Reclamation and Stormwater Funds – The City will maintain undesignated reserves of at least 25% (or 3 months) of the operating budget for its utility funds. The Water and Water Reclamation Funds will also have rate stabilization reserves no less than $1.5 million and $1 million respectively to protect against volatility of revenues. Ending fund balance and reserves in the Water and Water Reclamation utility funds will be prioritized as follows:
    a. Required debt service reserves
    b. Operating reserves
    c. Rate stabilization reserves
    d. Repair & replacement (R&R) reserves which have been identified as a minimum of $5 million for both the Water and Water Reclamation funds. Refer to the Capital Improvement Policies section for more information on R&R reserves.

6. All Other Operating Funds – The City will maintain undesignated reserves of at least 16% (or 2 months) of the operating budget in all other operating funds unless it can be demonstrated that less than 16% is adequate to meet the needs of the operation.

7. The City will use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds decrease to levels below the levels established by this policy, the City will develop a plan to restore reserves to the required levels. If feasible, minimum reserve balances shall be replenished in the following year of use and no longer than within five years.

GENERAL FUND STABILIZATION FUND POLICY

1. The City will maintain and manage a General Fund Stabilization Fund in accordance with this policy.

2. The purpose of the General Fund Stabilization Fund will be to provide for severe economic downturns or major unforeseen events (as determined by Council action) where a significant portion of revenues supporting critical basic operations are projected to decline for more than 2 years or permanently, and such decline cannot be absorbed by the department or fund. In these events, the City will need time to affect reductions, consolidate operations, reprioritize critical programs or implement an alternate revenue source. The General Fund Stabilization Fund will provide temporary support to minimize the impacts to community members who rely on these critical operations.

3. The General Fund Stabilization Fund will also be maintained to protect and enhance the City's credit rating. In the event that the City's General Fund Reserves temporarily fall below desired levels, the General Fund Stabilization Fund will serve to ensure that the City's credit rating is not adversely affected.

4. The General Fund Stabilization Fund will be funded annually as follows:

    a. 50% of investment earnings of the General Fund
    b. 50% of investment earnings of all other funds except as prohibited by law or by internal policy
    c. Excess revenues and/or additional allocations from the General Fund as recommended by the Finance Director and/or City Manager and approved by City Council. Examples of excess revenues include one-time payments from franchisees as a result of an audit, refunds or other one-time discretionary payments not anticipated to be needed for current operations.

5. The General Fund Stabilization Fund will only be used to provide temporary support for critical basic services and operations meeting the criteria established by this policy. In no event will the General Fund Stabilization Fund be used to fund new programs or to fund expenditures that should otherwise be funded with operating revenues, contingencies and reserves.

6. All request for use of the General Fund Stabilization Fund will include the following:

    a. Projection of revenues indicating decline for more than 2 years or permanent decline as a result of economic downturn or unforeseen event
    b. Analysis that revenue decline is so significant that it cannot be absorbed in the department or fund's operating budget through increases in other revenues or reduction of current expenditures
    c. Determination that critical basic services and operations will be affected and community members will be negatively impacted
    d. Determination that request meets any other criteria determined by Council
    e. Plan of action and long term financial solution to address the revenue shortfall

7. All requests for use of the General Fund Stabilization Fund will be presented to Council along with City Manager's recommendation. The City Council shall make the final decisions concerning appropriation of funds from the General Fund Stabilization Fund.

Fund Accounting

For accounting purposes, a state or local government is not treated as a single, integral entity. Rather, a government is viewed as a collection of smaller, separate businesses known as 'funds'. A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities and expenditures, which are segregated for specific activities and objectives. All of the governmental and proprietary funds listed below require budget appropriations. The Agency Fund, a fiduciary fund, is the only City of Bend fund that does not require budget appropriations.

All of the funds used by a government must be classified into three types of activities, and further delineated into one of seven fund types:

Governmental Funds (Governmental Activities)

1. General Fund
2. Special Revenue
3. Debt Service
4. Capital Projects
5. Permanent Fund

Proprietary Funds (Business-Type Activities)

6. Enterprise
7. Internal Service

Fiduciary Funds (Fiduciary Activities)

8. Agency

The fund descriptions in this section only include those funds with a 2021-2023 biennial budget. Funds that are no longer active are not included in this section.

Governmental Funds - Governmental Activities

Many government services are funded through taxes and intergovernmental revenues, which are often called non-exchange revenues because there is not normally a direct relationship between the cost of the service provided and the amounts being paid by the individual taxpayer. When a service is largely funded through non-exchange revenues it is called a governmental activity. The accounting for governmental activities focuses on current available resources and the near-term demands upon them rather than on net income.

General Fund

The City of Bend's General Fund primarily accounts for police and municipal court operations and the allocation of general discretionary revenues such as taxes and intergovernmental revenues to other funds that rely on those discretionary revenues. The General Fund also accounts for other general services not accounted for within another fund, including accessibility, growth management and code enforcement. The principal sources of revenue include property taxes, franchise fees, intergovernmental revenues, room taxes and fines.

Special Revenue Funds

The Special Revenue fund type is used when certain revenues have been earmarked or are legally restricted for specific purposes.

General Fund Revenue Stabilization Fund

This revenue stabilization fund is established and maintained to ensure the continued delivery of City services. Funds will be available for emergency situations, temporary revenue shortfalls, or to provide stability during economic cycles. This is considered the City's "Rainy Day" Fund.

Police Reserve Fund

This fund is used to set aside operating reserves for the Police Department. Funds may be utilized for sustaining services in the event of an emergency and absorb unanticipated operating needs that arise during the year but were not anticipated during the budget process.

Fire/EMS Fund

Activities within this fund include fire suppression, fire prevention and education, fire investigation services and emergency medical services. Revenues earmarked for Fire/EMS operations include allocation of General Fund discretionary revenues and property taxes from the Deschutes County Rural Fire Protection District #2 as the City partners with the district to provide fire protection in the district's boundaries, and the Fire Operating Levy approved by voters in 2014 and renewed in 2018. Revenues also include billings for ambulance and emergency medical services.

Streets & Operations Fund

This fund accounts for the Street Operations of the City. The funding sources include state highway apportionment revenues, internal billings, garbage franchise fees, grants and allocation of general discretionary revenues from the General Fund.

System Development Charge (SDC) Fund

The SDC Fund provides the accounting for system development charges restricted for transportation, water, and water reclamation capital projects. The use of the SDCs is shown as a transfer out to the Transportation Construction, Water and Water Reclamation Funds respectively.

Helen Lorenz Estate Fund

The Helen Lorenz Estate Fund accounts for earnings received from the Helen Lorenz estate and expenditures to fund Public Safety purposes.

Building Fund

Activities within the Building Fund include inspection, building and code compliance. The principal sources of revenue for this fund are permit fees and charges for services.

Planning Fund

This fund is used to account for the expenditures of the City's Planning Department which provides current and long-range planning services. Funding for this department is provided through planning fees and an allocation of General Fund discretionary revenues.

Private Development Engineering Fund
This fund accounts for resources and costs related to ensuring that public improvements made in conjunction with community development are constructed to development standards so they can be accepted into the inventory of public assets for perpetuity. The program also coordinates with the Growth Management and Legal departments to assure infrastructure planning is coordinated with the projected long term demand of future development.

Community Development Block Grant (CDBG) Fund
CDBG funds are allocated annually to the City from the US Department of Housing and Urban Development (HUD). This fund is used to account for the receipt and distribution of those grant funds in accordance with an action plan approved by HUD.

Affordable Housing Fund
This fund accounts for the City's Affordable Housing Program, which is funded by an affordable housing fee assessed on building permit valuation. The affordable housing fee was adopted through City ordinance and earmarked for promotion of and assistance with affordable housing developments.

Commercial and Industrial Construction Tax Fund
This fund was created in fiscal year 2020-21. In accordance with Bend Code Chapter 9.45, tax revenues will initially be recorded in the City's General Fund and then transferred in to this Tax Fund. State law requires that 50% of the tax revenue to be used to fund programs of the City related to housing. The other 50% of revenue is unrestricted, and can be allocated and spent on a discretionary basis as defined by ordinance and code. At the direction of City Council, the unrestricted revenue will be dedicated to support, services, and programs for people making up to 30% of Area Median Income.

Business Advocacy Fund
This fund is used to account for the expenditures of the City's Business Advocacy Program which is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan. Funding for this department is mainly provided through business license fees.

Tourism Fund
Oregon Revised Statutes requires a portion of room taxes to be dedicated to tourism promotion. This fund accounts for the collection and use of that portion of transient room taxes. The City partners with Visit Bend for tourism promotion efforts.

Economic Improvement District (EID) Fund
An EID was created at the request of the Downtown Bend Business Association to provide a funding program for the maintenance and beautification of downtown Bend. Assessments are collected from properties within the EID and passed through to the association for program expenditures.

Debt Service Funds
This fund type accounts for the accumulation of resources for the payment of debt principal and interest. The use of Debt Service Funds is necessary only if required by law or governmental accounting standards. The City maintains the following debt service funds which are determined to be required or necessary for fiscal management.

Fire Station Debt Service Fund
This fund accounts for the debt service associated with debt issued in partnership with the

Deschutes County Rural Fire Protection District #2 to finance construction of four fire stations and the fire administration facility. The principal source of revenue is payment from the District.

2011 General Obligation Bond Debt Service Fund
This fund accounts for the debt service associated with the General Obligation (GO) Bonds issued for transportation construction projects included in the GO Bond approved by voters in May 2011. The principal source of revenue to pay the debt comes from property taxes.

2020 General Obligation Bond Debt Service Fund
This fund accounts for the debt service associated with the General Obligation (GO) Bonds issued for transportation construction projects included in the GO Bond approved by voters in November 2020. The principal source of revenue to pay the debt comes from property taxes.

Bend Urban Renewal Agency (BURA) – Juniper Ridge Debt Service Fund
This fund accounts for the principal and interest debt service associated with debt to be issued for the Juniper Ridge urban renewal area construction projects. The principal source of revenue to pay the debt comes from property taxes on new growth or assessed value increment within the Juniper Ridge urban renewal area.

Bend Urban Renewal Agency (BURA) - Murphy Crossing Debt Service Fund
This fund accounts for the principal and interest debt service associated with debt issued for the Murphy Crossing urban renewal area construction projects. The principal source of revenue to pay the debt comes from property taxes on new growth or assessed value increment within the Murphy Crossing urban renewal area.

Bend Urban Renewal Agency (BURA) – Core Area Debt Service Fund
This fund accounts for the principal and interest debt service associated with debt issued for projects in the Core Area tax increment financing (TIF) district. The principal source of revenue to pay the debt comes from property taxes on new growth or assessed value increment within the Core Area TIF district.

PERS Debt Service Fund
This fund accounts for the debt service on bonds issued to pay off a portion of the City's unfunded pension liability with the Oregon Public Employees Retirement System.

Capital Project Funds

This fund type accounts for the construction of major capital facilities. The use of Capital Project Funds is necessary only if required by law or governmental accounting standards to provide for proper management of resources. The City maintains the following capital project funds which are determined to be required or necessary for fiscal management.

Transportation Construction Fund
This fund accounts for the construction of transportation improvements in the City's Capital Improvement Program. Funding comes from Transportation SDCs, water and water reclamation franchise fees, grants and contributions.

2020 General Obligation Bond Construction Fund
This fund accounts for construction projects related to the Transportation Bond measure that passed in November 2020 for traffic flow, east-west connections, and neighborhood safety improvements.

Accessibility Construction Fund
This fund accounts for accessibility related improvements to mainly sidewalks and curb ramps. General Fund discretionary revenues, grants, and water and water reclamation franchise fees are used to fund these improvements.

Local Improvement District (LID) Construction Fund
This fund accounts for the cost of infrastructure constructed through the LID process. There are currently no active LID projects; the reserve balance in this fund will be used for future LIDs.

BURA - Juniper Ridge Construction Fund
This fund accounts for construction projects related to development of the Juniper Ridge Urban Renewal Area. Funding for this activity is derived through debt financing and property sales.

BURA – Murphy Crossing Construction Fund
This fund accounts for projects in the Murphy Crossing urban renewal area. Funding for this activity is derived through debt financing.

BURA – Core Area Construction Fund
This fund accounts for projects in the Core Area tax increment financing district. Funding for this activity is derived through debt financing.

Permanent Fund
Permanent Funds are generally used to report resources that are legally restricted so that only earnings, and not principal, may be used for purposes that support the program. The City maintains the following permanent fund:

Cemetery Permanent Maintenance Fund
This fund accounts for the perpetual care endowment of the City's cemetery. As provided by Oregon Revised Statutes, funding for this activity is derived through the permanent maintenance fees received from the sale of plots.

Proprietary Funds – Business-Type Activities

Certain government services are operated like for-profit businesses and are funded through user charges for which the cost to the user is proportionate to the benefit received by the user. There are two types of proprietary funds, Enterprise Funds and Internal Service Funds.

Enterprise Funds

Enterprise funds are used to account for operations that provide services to the community members of Bend and are funded and operated in a manner similar to private enterprises.

Water Fund
This fund accounts for the operation of the City's water utility. The principal source of revenue is water rates charged to users. Expenditures are for the administration, maintenance, improvement and expansion of the water system. Capital expenditures are funded by rates, long-term debt, and Water System Development Charges.

Water Reclamation Fund
This fund accounts for the operation of the City's wastewater utility. The principal source of revenue is Water Reclamation rates charged to users. Expenditures are for administration, maintenance, improvement and expansion of the water reclamation system. Capital expenditures are funded by rates, long term debt and Water Reclamation System Development Charges.

Stormwater Fund
This fund accounts for the operation of the stormwater utility. The principal source of revenue is stormwater rates. Expenditures are for administration of the stormwater program and improvements to stormwater facilities.

Airport Fund
This fund accounts for the operation of the Bend municipal airport. The principal sources of operating revenue are hangar and ground leases. Expenditures are for the administration, maintenance and improvement of the airport facilities. Capital expenditures are funded from grants received from the Federal Aviation Administration and State and Local match.

Parking Services Fund
The Parking Services Fund supports on-street downtown parking, the Bend Centennial Parking Plaza (Parking Structure), and the Downtown coordination efforts.

Cemetery Fund
This fund accounts for the operation of the Pilot Butte cemetery, which is City owned and operated. The principal sources of revenue are burial and lot sales and support from the City’s General Fund. Expenditures are for the operation of the cemetery.

Internal Service Funds

Internal Service Funds are generally used to account for the goods and services provided by one City department to other departments or agencies of the City. Goods and services are provided on a cost-reimbursement basis. The City maintains two Internal Service Funds with the following divisions:

Internal Service Fund – City Wide Administration

Administrative and Financial Services Division
This division accounts for the operations of the City Council, City Manager's Office, City Attorney's Office, Volunteer Program, Communications, Human Resources, Office of Performance Management and Finance department. Revenues are generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service.

Diversity, Equity, Inclusion and Accessibility (DEIA) Division
This division accounts for the operations of the City's DEIA department, which is responsible for embedding a commitment to diversity, equity, inclusion and accessibility within the City of Bend through internal and external initiatives guided by the work of the City Council's new Human Rights and Equity Commission (HREC) and the internal Diversity, Equity, Inclusion and Accessibility (DEIA) Task Force. Revenues are generated from overhead allocation through the City's Cost Allocation Plan to operating departments or funds.

Sustainability Division
This division accounts for the operations of the City's Sustainability department, which is responsible for carrying out the City's energy and climate related initiatives, including developing, updating, and implementing the City's Community Climate Action Plan (CCAP) and the City's Strategic Energy Management Plan (SEM Plan). Revenues are generated from overhead allocation through the City's Cost Allocation Plan to operating departments or funds.

Information Technology Division
This division accounts for the operation of the City's Information Technology department, which oversees the City's computer hardware and software and phone systems. Revenues are generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service.

Facilities Management Division
This division accounts for the facilities personnel and the operation and maintenance of the following City owned or leased buildings: City Hall campus, Wall Street, Bond and Franklin Annexes, 15th Street Campus, Utilities Campus at Boyd Acres, the Police facility, and other city owned buildings. Revenues are generated from rent charges developed through the City's Cost Allocation Plan to the departments occupying the buildings.

Insurance & Risk Management Division
This division accounts for the City's commercial liability insurance, workers compensation insurance, and risk management functions. Revenues are generated from overhead allocation through the City's Cost Allocation Plan to all funds of the City.

Other Post-employment Benefits (OPEB)
The city participates in three separate Other Post-employment Benefits (OPEB) plans. This fund accounts for resources that the City is required to set aside by generally accepted accounting principles (GAAP). Funding comes from monthly charges to user departments based on the departments' number of employees.

Internal Service Fund – Departmental Administration

Fleet Management Division
This division accounts for the maintenance and service of all City vehicles and heavy equipment. Revenue is generated by charges to the departments receiving service.

Utility Laboratory Division
This division accounts for laboratory services provided to the City's water, water reclamation and stormwater utilities. Revenue is generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service.

Engineering & Infrastructure Planning Division
The Engineering & Infrastructure Planning Division accounts for the City's Engineering department which provides infrastructure and planning services. Revenue is mainly generated by user charges to other funds.

Community Development Department Administration Division
This division, also known as Development Services, was created to provide support services to the operational divisions within the Community Development Department (CDD). Through this consolidated support model, the Development Services Division enables CDD to work as one coordinated department, while allowing each division to focus on its specific regulatory areas of authority and expertise.

Fiduciary Funds – Fiduciary Activities

Assets held in a trustee capacity for others and not used to support the City's programs qualify as fiduciary assets. The City has only one fiduciary fund, described below, which does not require budget appropriations and therefore is not included in the budget document.

Agency Fund
The Agency Fund accounts for various monies received on behalf of third parties. Agency activity is custodial in nature and does not involve the measurement of results of operations.

Basis of Budgeting

The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and expenditures are recognized when incurred. Proprietary funds use the full accrual basis of accounting where revenues are recorded when earned and expenses are recorded when incurred.

The City makes adjustments at year-end for financial reporting to reflect GAAP basis as needed. Examples of GAAP basis adjustments include:

- Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP;
- Proceeds from debt issues are considered budgetary resources while under GAAP, debt issued

is recorded as a liability. Likewise, debt principal payments are a reduction in the liability under GAAP reporting but show as expenditures for budget purposes.

- Amortization and non-cash transactions are other examples of transactions that are not reported under the budget basis but are reported in GAAP-basis financial reporting.

Budgets for all City funds are prepared on a modified accrual basis consistent with GAAP.

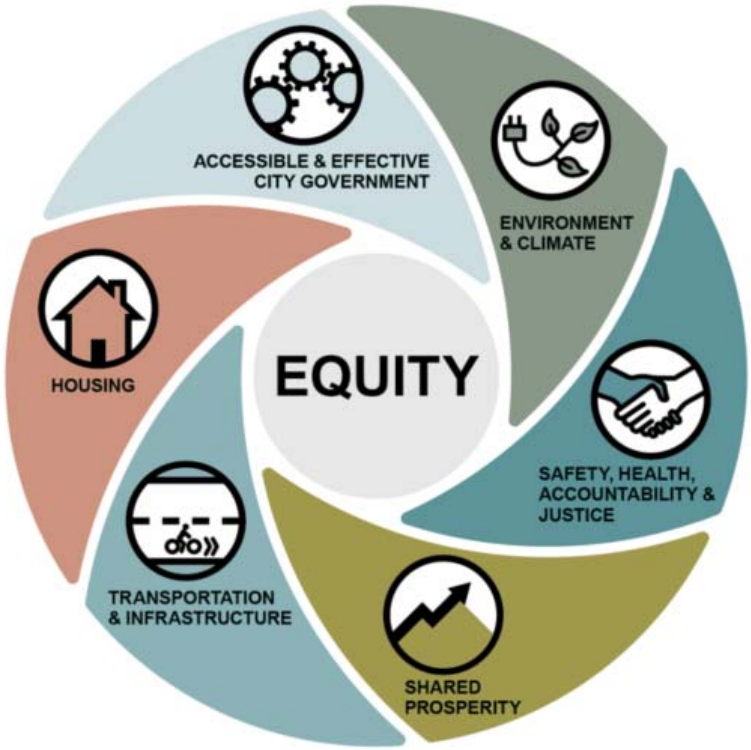
Council Goal Setting and Framework

2021-2023

The City Council met at the beginning of 2021 to set goals and to prioritize objectives/projects to serve as a guide to achieve the higher priority goals for the upcoming biennium. The resulting document is the Bend City Council 2021-2023 Goals that can be found on subsequent pages.

In this document, the City Council goals are divided into the following focus areas:

1. Accessible & Effective City Government
2. Environment & Climate
3. Safety, Health, Accountability & Justice
4. Shared Prosperity
5. Transportation & Infrastructure
6. Housing



The document on the following pages includes detailed strategies and actions for each goal area. The 2021-2023 biennial budget and the long-range financial plans supporting the budgets were developed in alignment with these goals and objectives.

The City Council Goals were developed with input from community member committee and advisory groups, City Council and City staff. The City Council Goals can be revised as new challenges or opportunities arise. The City Council will also review progress of these goals during the biennium and make adjustments to timelines and citywide project priorities as necessary.

2021-23 Council Goal Framework

Adopted: March 17, 2021

Preamble:

We believe Bend can be a city for everyone. We can all share in the prosperity and promise of this unique and beautiful place. We honor the people that came before us on these lands and acknowledge that the health of our community relies on the health of our environment. As stewards of the city, we are accountable to the people of Bend and are responsible for delivering excellent city services. We are committed to serving everyone equitably, creating a more connected community, and preserving Bend's spirit as we grow. We will strive to achieve equity and justice for everyone in Bend.

Goal: Accessible & Effective City Government

Meet the diverse and changing needs of the community and build connection between community members and City government by providing services in ways that work for everyone, build public trust, and promote civic engagement.

- **Strategy: Apply an equity lens across all City services, goals, strategies and budgets**
    - Use Equity Mapping and other tools to assess the gaps in equitable access to City services
    - Expand opportunities for community members to connect with the city
    - Lower barriers to engagement and improve access
    - Ensure core services are keeping pace with a growing City and adjust staffing resources to match service demands
- **Strategy: Expand outreach and public engagement with all community members, so that everyone feels welcome and that their voice will be heard**
    - Conduct an assessment that will inform an outreach and communication strategy and structure
    - Use art and creativity to provoke thought, challenge assumptions and shape how we define our narrative as a city
    - Assess the neighborhood association system as a conduit of information and representation and create opportunities to engage under-served communities
    - Connect with local regional partners, including Warm Springs on issues of shared interest
- **Strategy: Increase efficiency and transparency of City operations through use of technology, data and long-term planning**
    - Increase transparency through open data, publicly available dashboards, and reporting
    - Use a human centered design approach to improve City web site and customer service

    - Advance facilities planning to include a new City Hall and a shared public works campus

- **Strategy: Increase the opportunity for Council and Committees to effectively serve all of the community**

    - Remove barriers to participation on City Boards and Committees and provide equitable access to Council meetings

    - Increase opportunities for community members to engage with City Council including young people and renters

    - Increase Council support and constituent engagement through staffing and technology

    - Provide translation or interpretation services for City communications and City meetings as requested

Goal: Environment & Climate

Improve quality of life for more people in Bend by increasing equitable access to clear air, water and to a healthy environment. Implement solutions that fulfill the City's commitment to being good stewards of our natural environment, decreasing carbon emissions and mitigating the effects of climate change.

- **Strategy: Implement the Community Climate Action Plan (goal of reducing fossil fuel use by 40 % by 2030 and 70% by 2050)**

    - Review and consider implementing recommendations from the Environment & Climate Committee (ECC)

    - Explore opportunities for statewide programs that reduce greenhouse gas emissions

    - Plan for electric vehicles community-wide

    - Prioritize implementing equity actions in the Community Climate Action Plan

- **Strategy: Implement the City's internal Strategic Energy Management Plan**

    - Reduce carbon emissions within the City's fleet

    - Pursue opportunities for renewable energy generation and sustainable design and resiliency on City properties and facilities

    - Purchase renewable energy for all City facilities where feasible

- **Strategy: Preserve Bend's natural environment, including clean air and water, wildlife and trees, through partnerships and policy**

    - Promote water conservation through programs, incentives, partnership and agreements, with a focus on the Deschutes River Basin

    - Revise development code and other relevant standards to protect trees while balancing housing affordability and natural resource preservation

- Protect critical water resources and other essential city facilities with a focus on sustainability and resiliency
- Reduce pollution of Bend's air and water, with a focus on impacts to vulnerable populations
- Increase use of native plants in the public right of way to conserve water and benefit wildlife

- **Strategy: Create wildfire and emergency resiliency plans that acknowledge our changing climate**
  - Adopt a wildfire resiliency plan that includes hazard zone mapping and building and development code standards that acknowledge Bend's climate, fuel types and topography
  - Partner with state and regional efforts to reduce wildfire risk and provide relief for those who have been impacted and experienced losses
  - Create a more robust emergency management plan that is connected to regional efforts
  - Develop plans to address the risk and impact of fires on critical infrastructure

Goal: Safety, Health, Accountability & Justice

Work to create an environment where all community members feel safe accessing the services they need and confident the right service will be provided. Deliver public safety services in ways that build community resiliency and trust.

- **Strategy: Create equitable community engagement around policing that promotes accountability and justice**
  - Advocate for improvements to the criminal justice system by leveraging national, state and regional efforts
  - Revise Police Chief's Advisory Council with a focus on community representation, transparency, public oversight and accountability
  - Build organizational capacity and connections with neighborhood associations and other community groups focusing on equitable inclusion of marginalized community members
  - Create a taskforce combining non-profit, City, County and public stakeholders to identify how a mobile crisis intervention program could be established in our community

- **Strategy: Invest in delivery of City public safety services that align with broader community values, plans and vision**
  - Invest in a community-based public safety response system for crises that don't require a traditional law enforcement approach
  - Recruit and retain a diverse workforce that reflects the community

- Ensure core services are keeping pace with a growing City and adjust staffing resources to match service demands
- Maintain response times and cardiac survivability rates for Fire/EMS services
- Protect quality of life with attention to issues such as noise and illegal fireworks

Goal: Shared Prosperity

Cultivate tomorrow's economy to assure that we are creating opportunity for all community members to equitably share in Bend's prosperity.

- **Strategy: Optimize planning and infrastructure investments to create employment opportunities**
  - Develop land use and infrastructure plans for the Core Area (including Downtown), the Southeast, Juniper Ridge and the Bend Airport,
  - Update the City's Economic Opportunity Analysis to ensure an adequate supply of employment land
  - Use Equity Mapping to inform Bond implementation, capital project investments, and maintenance activities
  - Advocate and prepare for State and Federal resources, particularly potential COVID-19 Relief Funding
- **Strategy: Increase economic opportunity, advancement and resiliency**
  - Provide direct assistance to businesses that have been most severely impacted by COVID-19
  - Partner with key organizations to increase internet (broadband) access
  - Modernize the Utility Assistance Program through community partnerships
  - Leverage City contracting and employment opportunities to incentivize higher wages and opportunities for Black, Indigenous, and people of color (BIPOC) and women-owned businesses
- **Strategy: Align with and promote the Bend Economic Development Advisory Board Strategic Plan in attracting and retaining targeted sectors**
  - Increase affordable childcare options
  - Increase and attract green jobs
  - Promote and support public/private partnerships to create an Innovation District that provides opportunities for a learning lab
  - Invest in workforce development activities

Goal: Transportation & Infrastructure

Design, build and maintain a connected multimodal transportation system that allows people to move around safely, equitably, and efficiently. Invest in Bend's infrastructure systems to meet community expectations.

- **Strategy: Implement policies and actions identified in the Transportation System Plan**
    - Implement the programs identified in the Recommended Near-term Programs in the Transportation System Plan and develop and track progress, including travel time predictability
    - Implement Bond and Capital Improvement Program projects and programs that address community mobility demands using Equity Mapping tools
    - Develop and adopt vision zero action plan, code changes, and design standards to eliminate traffic deaths and serious injuries
    - Advocate for and track strategies to reduce Vehicle Miles Traveled (VMT) consistent with the Transportation System Plan
    - Update Transportation System Development Charges (SDCs) and other revenue sources as identified in TSP Funding Plan
    - Prioritize the right user for the right road keeping heavy traffic out of neighborhoods
- **Strategy: Provide robust transit and mobility services with a focus on safe options in neighborhoods**
    - Track and aggressively pursue federal, state and local funding sources that provide sustainable funding for needed infrastructure
    - Partner with agencies, stakeholders, and Central Oregon Intergovernmental Council (COIC) to increase transportation options
    - Expand partnerships with Bend-La Pine Schools and the Bend Park and Recreation District with a focus on equity while funding the Neighborhood Street Safety and other programs that provide safe, connected and accessible routes
    - Construct at least one complete north/south and one east/west key route that creates a connected bike and pedestrian network
    - Implement a sidewalk program to maintain and expand the City's sidewalk network
- **Strategy: Prioritize water utility investments and programs on water conservation, resource re-use and resource recovery**
    - Adopt an Integrated Water System Master Plan with a focus on conservation
    - Implement resource recovery and reuse and conservation strategies throughout the community, including franchisees
    - Develop facility plans for the Water Reclamation and Water Filtration Facilities based on operational needs and environmental and financial stewardship

- Develop a Stormwater Master Plan that is adaptable to Bend's continued urbanization and protects the Deschutes River

Goal: Housing

Take meaningful action to make this statement a reality: People who live and work in Bend can afford housing in Bend.

- **Strategy: Invest in programs and partnerships that result in collaborative, concrete actions toward ending homelessness in Bend**
  - Partner with Deschutes County to create an Emergency Homelessness Task Force that results in a 5- year Community Action Plan aimed at eliminating homelessness
  - Modify City codes to allow for managed camps, shelters and other facilities to address homelessness
  - Explore and increase funding sources to obtain housing/facilities and related supportive services to serve community members who are housing insecure or experiencing homelessness
  - Create housing or facilities to house 500 homeless individuals on a temporary or permanent basis
- **Strategy: Align infrastructure investments to create buildable land for needed housing**
  - Leverage projects in the GO Bond and Capital Improvement Project plans to provide housing opportunities
  - Develop housing specific strategies and targets in the Core and Southeast Area Plans
- **Strategy: Pursue policy actions to increase the supply of housing as a platform for equity**
  - Leverage legislative opportunities to obtain housing for those most in need and provide additional opportunities for first time home ownership
  - Plan for future growth and update the City's Housing Needs Analysis so we can match demand with supply and prepare for a revised Urban Growth Boundary
  - Remove and reduce regulatory barriers for development of housing, with an emphasis on incentivizing rent and price restricted affordable housing, middle income housing, and housing that serves vulnerable community members
  - Review existing land use designations to find more housing opportunities including the Juniper Ridge property and other publically-owned land
  - Work to ensure housing opportunities occur in all areas of the City are near schools, parks, services and employment opportunities
  - Create 1,000 units of rent and price restricted housing that's accessible and affordable to all

*Police Performance Measures corrected on October 20, 2021

Performance Measures

Performance measures are included in the Adopted Budget to provide information on how efficient and effective the City is with resources in pursuit of meeting Council goals and management objectives.

	2017-18 Actuals	2018-19 Actuals	2019-20 Actuals	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate
Public Safety						
Police						
Number of incidents dispatched calls for service	50,295	51,643	51,320	50,350	50,336	50,336
Number of officer-initiated calls for service	40,161	47,415	37,600	27,064	45,760	45,760
Total calls for service	*90,456*	*99,058*	*88,920*	*77,414*	*96,096*	*96,096*
Number of total calls for service per sworn staff	977	1,055	856	763	911	911
Number of mental health and suicidal subject calls	1,737	1,909	1,895	1,740	1,350	1,200
Number of citizen online reports	1,450	1,629	1,691	1,533	1,800	1,900
Number of crimes against persons per 1,000 residents	9	11	9	9	10	10
Number of crimes against property per 1,000 residents	37	38	35	33	35	35
Number of crimes against society per 1,000 residents	24	27	23	19	20	20
Number of vehicle collisions per 1,000 residents	21	22	18	18	22	24
Number of force incidents	68	93	76	60	73	73
Percentage of residents who have confidence in the Bend Police Department[1]	85.0%		76.0%		80.5%	
Fire						
Incident Count[2]	10,829	11,197	11,018	11,549	11,895	12,252
Average Response Time: City Limits	0:05:53	0:05:56	0:05:54	0:06:03	< 0:06:00	< 0:06:00
Average Response Time: Rural Fire Protection District	0:09:25	0:09:10	0:09:19	0:09:29	< 0:09:00	< 0:09:00
Cardiac Survivability Rate	55%	33%	64%	50%	50%	50%
Public Education Events	42	29	16	10	30	30
Municipal Court						
Number of cases closed (dismissed, paid in full or written off as uncollectable) per new case filed	0.73	1.20	0.96	1.43	1.06	1.06
Total Cases	16,651	14,192	8,818	3,545	8,000	8,500
Cases filed per court clerk	3,700	2,580	2,205	886	2,000	2,125
Infrastructure						
Utilities						
Water						
Surface/groundwater produced (million gallons/annually)	4,752	4,749	4,475	4,500	4,600	4,700
Peak day usage (million gallons per day)	28.0	26.3	26.3	27.0	28.0	29.0
Percent of annual water produced from Surface Water	52%	65%	65%	65%	65%	65%
Number of breaks/leaks per hundred miles pipe	3.1	3.3	1.3	3.5	3.5	3.5
Sprinkler Inspection Program - Number of inspections	204	167	162	185	185	185
Operating cost of Potable Water Services (cost per million gallons)	$ 2,099	$ 2,412	$ 2,455	$ 2,488	$ 3,433	$ 3,087
Water Reclamation						
Average daily flow (million gallons per day)	6.0	6.1	6.1	6.3	6.4	6.5
Annual dry tons of biosolids produced	1,488	1,577	1,597	1,645	1,694	1,745
Number of odor complaints	48	32	28	30	25	20
Number of sanitary sewer overflows (SSOs) per year	9	2	5	5	3	3
Operating cost of Wastewater Treatment Services (cost per million gallons)	$ 1,755	$ 1,695	$ 1,691	$ 1,794	$ 1,925	$ 2,156

[1] Portland State University, *Community Attitudes Regarding Public Safety in Bend, Oregon* (2021)

[2] An 'incident' is any call received that results in a dispatch to assist the public including fire, EMS, rescue, hazardous materials, or other calls for assistance.

Performance Measures

	2017-18 Actuals	2018-19 Actuals	2019-20 Actuals	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate
Infrastructure (continued)						
Utilities (continued)						
Stormwater						
Yards of debris removed from catch basins	276	376	302	300	300	300
Storm drains cleaned/inspected[1]	11,295	8,458	11,870	5,600	5,600	5,600
Underground Injection Control wells (UIC) cleaned/inspected[1]	6,652	4,879	5,739	2,755	2,755	2,755
Number of swales maintained	1,081	1,238	762	600	600	600
Utility Laboratory						
Number of Drinking Water Tests	11,202	13,801	17,105	18,500	17,500	17,000
Number of Wastewater Tests	126	464	467	400	450	425
Number of Stormwater Tests	997	1,232	1,354	1,300	1,325	1,300
NELAC Accreditation	Yes	Yes	Yes	Yes	Yes	Yes
Total Tests per year	16,535	18,026	23,033	23,950	23,375	21,475
Engineering & Infrastructure Planning[2]						
Total number of EIPD-managed Capital Improvement Plan (CIP) Projects Budgeted	34	34	45	34	46	28
Total amount budgeted for EIPD-managed CIP Projects (millions)	$ 37.8	$ 59.8	$ 83.8	$ 81.3	$ 72.8	$ 49.7
Total amount spent on EIPD-managed CIP Projects (millions)	$ 28.8	$ 32.4	$ 68.9	$ 67.5	$ 60.4	$ 41.2
Transportation & Mobility						
Streets & Operations						
Miles of street cleaned / sweeping	17,986	19,811	27,607	28,492	30,000	30,000
Number of self-performed curb ramps constructed	250	306	179	287	200	200
Number of Community Service Requests (CSR) received	4,203	2,270	4,018	1,887	2,000	2,000
Overall Pavement Condition Index (PCI)	72	73	74	75	75	75
Parking Services						
Parking permits issued	10,645	11,648	10,477	13,383	16,696	17,000
Parking transactions	29,668	29,930	54,233	75,862	100,000	120,000
Parking utilization	not available		88%	63%	85%	85%
Operating cost of parking system	38%	43%	51%	68%	50%	40%
Cemetery						
Number of total burials	109	60	54	39	38	39
Years of cemetery capacity available at full build out	26	25	24	23	22	21
Community & Economic Development						
Community Development Department						
Building						
Building permit average review times (in days)						
Commercial building	55	62	65	56	< 60 days	< 60 days
Single family	46	54	66	66	< 60 days	< 60 days
Permits Issued						
Single Family New Construction	693	620	458	494	500	500
Multi Family New Construciton (Duplex and up)	101	93	224	231	200	200
Commercial New Construction	73	93	85	78	80	80
New Commercial with Residences	1	0	4	1	1	1
Average number of Inspections per day	190	174	159	194	175	175

[1] The reduction in cleanings and inspections beginning in 2020-21 reflects a realignment with regulatory requirements.

[2] Engineering & Infrastructure Planning focus on Capital Improvement Plan projects in the Water, Water Reclamation, Stormwater, Transportation Construction, 2011 General Obligation Bond Construction, 2020 General Obligation Bond Construction, Parking, and the Accessibility Construction Funds.

Performance Measures

	2017-18 Actuals	2018-19 Actuals	2019-20 Actuals	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate
Community & Economic Development (continued)						
Community Development Department (continued)						
Planning						
Number of applications received	813	823	874	877	850	850
Number of sign permits issued (Includes temporary signs)	352	312	330	198	200	200
Private Development Engineering						
Number of applications received	679	570	687	1,267	1,000	1,000
Number of inspections	4,189	3,623	3,382	9,371	7,000	7,000
Engineering - Tier 3 Infrastructure Plans average review times	68	66	58	57	< 90 days	< 90 days
Code Enforcement						
Number of Cases	3,315	1,530	1,592	1,794	1,500	1,500
Development Services Administration						
Short Term Rental Land Use Approvals	86	110	118	134	140	150
Economic Development Department						
Affordable housing units developed	58	44	94	55	300	100
Number of households that benefitted from Affordable Housing Program Funds to attain home ownership	3	6	10	4	10	8
Number of persons experiencing houselessness assisted	1,255	2,288	1,609	854	500	500
Active Business Licenses	6,890	7,001	6,682	6,911	7,000	7,000
Airport						
Square footage of new airport hangers	not available		12,000	12,000	12,000	12,000
Number of annual airport operations (takeoffs & landings)	122,045	135,196	148,347	161,498	174,649	187,800
Administration & Central Services						
Administration & Financial Services						
Communications						
Average City of Bend website visits per month	57,029	63,080	68,575	73,200	87,840	87,840
Average social media engagements per month	data not available			9,018	10,822	10,822
Percent of survey respondents that felt engaged with their Neighborhood Association				43%	50%	50%
Human Resources						
One-year turnover count	not available	7.3%	8.8%	12.1%	9.4%	9.4%
Number of voluntary resignations	32	33	37	66	45	45
Number of involuntary resignations	5	4	7	6	6	6
Number of retirements	40	6	11	8	8	8
Financial Services						
Receive the Distinguished Budget Presentation Award from the Government Finance Officers Association	Yes		Yes		Yes	
Receive the Certificate of Acheivement for Excellence in Financial Reporting from the Government Finance Officers Association	Yes	Yes	Yes	Yes	Yes	Yes
Performance Management						
Data sets prepared and published for public use, download, and redistribution	data not available				3	3
Information Technology						
Wireless network uptime (outside of maintenance windows, planned downtime)	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
Percent of support request survey response rated 'satisfied'	99%	99%	99%	99%	99%	99%
Percent of support request survey responses rated 'resolved' and 'timely'	97%	98%	98%	98%	99%	99%
Percent of support requests resolved on the first customer call (15 minutes)	12%	18%	15%	14%	19%	20%

Performance Measures

	2017-18 Actuals	2018-19 Actuals	2019-20 Actuals	2020-21 Estimate	2021-22 Estimate	2022-23 Estimate
Administration & Central Services (continued)						
Facilities						
Operating cost per square foot of facility maintained	$ 17.13	$ 12.66	$ 15.62	$ 13.27	$ 22.22	$ 21.63
Fleet Management						
Overdue preventative maintenance rate[1]	data not available		12%	11%	5%	5%
Fleet age for passenger and non-specialty vehicles (years)			11	11	10	10

[1] Each fleet vehicle or piece of equipment has a schedule for periodic preventative maintainance (PM) based on mileage and hours (utilization based) or by timing (frequency based). The overdue PM rate shows the amount of vehicle/equipment services that are completed based on the schedule.

2021-2023 Adopted Biennial Budget
Summary by Service Area

2021-2023 Resources

	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2021-2023 Total Biennial Budget City and BURA
RESOURCES						
Beginning working capital	$ 18,139,800	$ 6,596,000	$ 192,473,000	$ 29,761,700	$ 16,408,200	$ 263,378,700
Property taxes	76,290,900	5,515,500	5,816,400	5,440,000	-	93,062,800
Room tax	16,239,500	486,300	-	7,584,800	-	24,310,600
Franchise fees	16,663,200	-	9,961,600	-	-	26,624,800
Local marijuana tax	2,934,200	-	-	-	-	2,934,200
Licenses and permits	164,400	-	1,011,000	12,747,600	-	13,923,000
Intergovernmental revenues	9,309,900	12,481,800	17,276,400	1,897,500	-	40,965,600
Charges for services	870,600	9,198,900	125,449,800	19,856,500	2,308,100	157,683,900
System development charges (SDC's)	-	-	31,690,000	-	-	31,690,000
Fines and forfeitures	2,124,400	-	641,500	-	-	2,765,900
Miscellaneous	1,605,400	366,000	5,355,500	1,808,200	845,900	9,981,000
Long-term debt proceeds	-	1,836,000	41,085,500	2,689,300	2,993,800	48,604,600
Long-term debt proceeds - DEQ* draw downs	-	-	27,557,700	-	-	27,557,700
Interfund loan repayments	2,488,900	-	1,064,500	2,593,900	-	6,147,300
Interfund activity:						
Interfund / Interagency transfers	827,900	115,300	58,853,200	6,658,200	65,551,800	132,006,400
General fund subsidy	-	33,791,700	12,119,100	125,600	-	46,036,400
General fund revenues allocated to:						
Police	(69,886,300)	69,886,300	-	-	-	-
Municipal Court	(1,926,100)	1,926,100	-	-	-	-
Juniper Ridge City-Owned Land	(863,500)	-	-	863,500	-	-
Code Enforcement	(1,575,300)	-	-	1,575,300	-	-
Community Projects	(6,238,000)	-	-	6,238,000	-	-
Growth Management	(2,494,100)	-	-	2,494,100	-	-
TOTAL RESOURCES	$ 64,675,800	$ 142,199,900	$ 530,355,200	$ 102,334,200	$ 88,107,800	$ 927,672,900

*Department of Environmental Quality

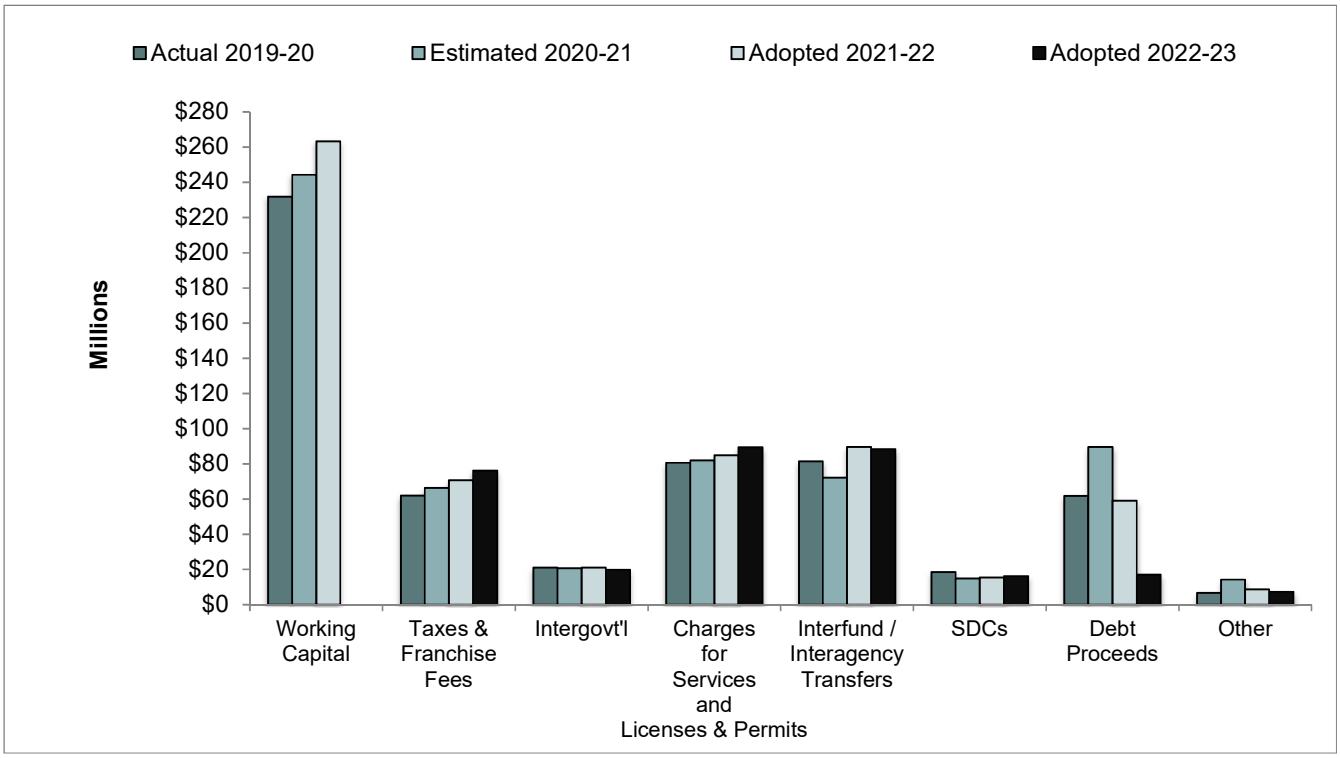
2021-2023 Adopted Biennial Budget
Summary by Service Area

2021-2023 Requirements

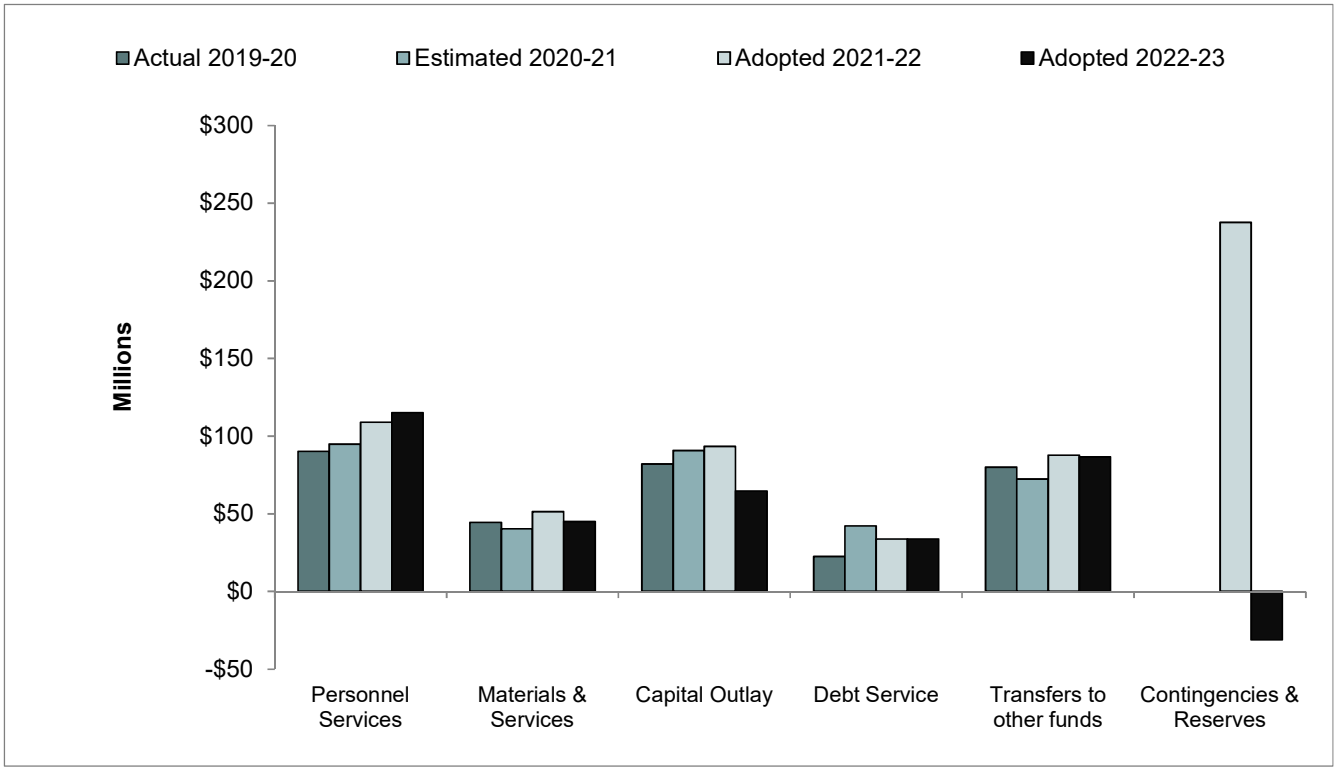
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2021-2023 Total Biennial Budget City and BURA
REQUIREMENTS						
Personnel services	$ -	$ 98,154,800	$ 59,842,600	$ 31,704,300	$ 34,530,100	$ 224,231,800
Materials & services	-	11,872,700	36,986,600	24,333,200	23,257,800	96,450,300
Capital outlay	-	6,177,300	144,309,200	3,633,500	4,095,600	158,215,600
Total	-	116,204,800	241,138,400	59,671,000	61,883,500	478,897,700
Debt Service	-	2,060,600	53,670,000	4,578,900	7,392,000	67,701,500
Interfund activity:						
Interfund / Interagency transfers	5,070,000	19,049,300	85,553,600	16,054,600	2,718,100	128,445,600
General fund subsidies	46,036,400	-	-	-	-	46,036,400
Contingency	5,953,700	4,330,300	10,916,700	15,361,300	836,300	37,398,300
Reserves	7,615,700	554,900	139,076,500	6,668,400	15,277,900	169,193,400
TOTAL REQUIREMENTS	$ 64,675,800	$ 142,199,900	$ 530,355,200	$ 102,334,200	$ 88,107,800	$ 927,672,900

Combined Summary of Financial Sources and Uses

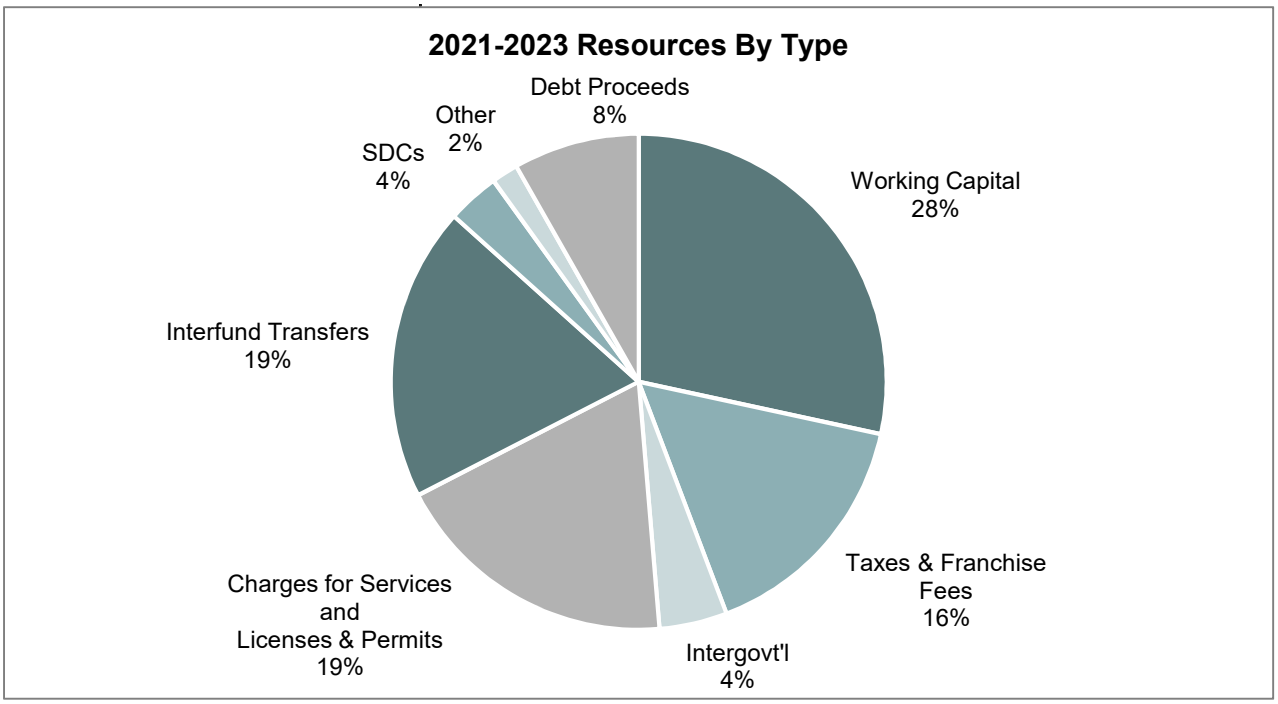
2021-2023 Resources
All Funds - $927.7 Million

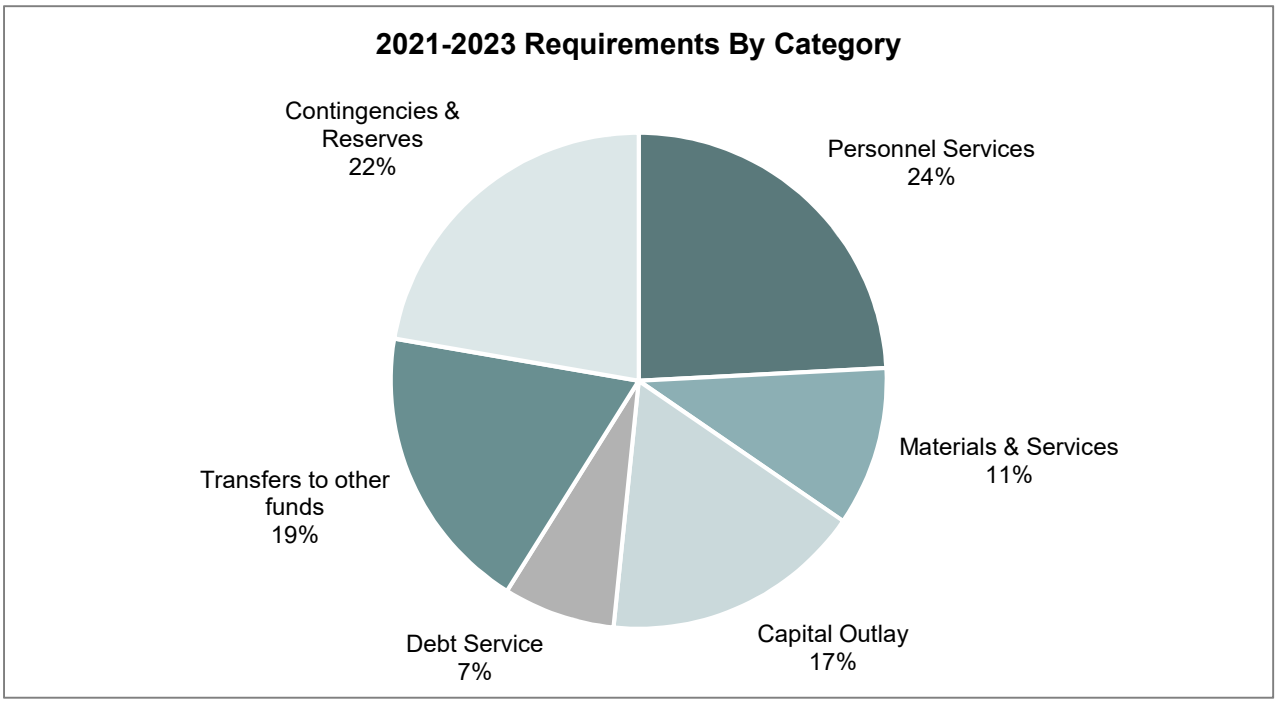


2021-2023 Requirements
All Funds - $927.7 Million



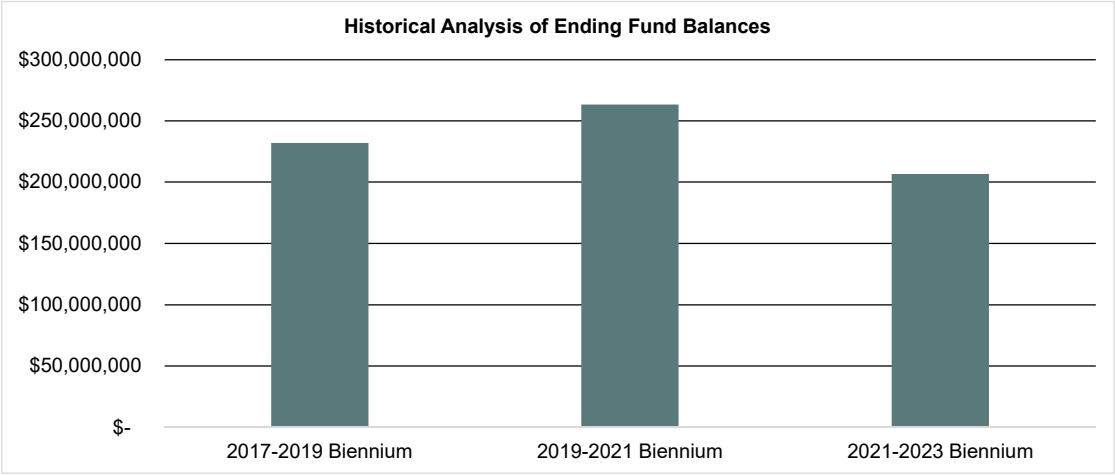
Resource and Requirement Summaries





Fund Balance Summary Years 2017 - 2023
All Funds

	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
Total Governmental Funds						
Beginning Fund Balance	$ 89,405,968	$ 81,619,454	$ 98,810,800	$ -	$ 98,810,800	
Revenues	293,203,632	387,059,167	212,930,700	183,580,300	396,511,000	
Expenditures	300,990,146	369,867,823	213,458,200	203,371,000	416,829,200	
Net Change	(7,786,514)	17,191,343	(527,500)	(19,790,700)	(20,318,200)	
Ending Fund Balance	$ 81,619,454	$ 98,810,798	$ 98,283,300	$ (19,790,700)	$ 78,492,600	-21%
Total Proprietary Funds						
Beginning Fund Balance	$ 117,319,589	$ 150,315,267	$ 164,567,900	$ -	$ 164,567,900	
Revenues	251,984,878	305,048,972	136,822,000	130,961,200	267,783,200	
Expenditures	218,989,200	290,796,656	162,097,700	142,154,300	304,252,000	
Net Change	32,995,678	14,252,315	(25,275,700)	(11,193,100)	(36,468,800)	
Ending Fund Balance	$ 150,315,267	$ 164,567,583	$ 139,292,200	$ (11,193,100)	$ 128,099,100	-22%
TOTAL CITY OF BEND AND BEND URBAN RENEWAL AGENCY						
Beginning Fund Balance	$ 206,725,557	$ 231,934,722	$ 263,378,700	$ -	$ 263,378,700	
Revenues	545,188,510	692,108,139	349,752,700	314,541,500	664,294,200	
Expenditures	519,979,346	660,664,480	375,555,900	345,525,300	721,081,200	
Net Change	25,209,164	31,443,659	(25,803,200)	(30,983,800)	(56,787,000)	
Ending Fund Balance	$ 231,934,722	$ 263,378,380	$ 237,575,500	$ (30,983,800)	$ 206,591,700	-22%



The adopted budget is the biennial total amount showing in the 2021-2023 column. For clarity, the new biennial budget is presented along side the individual fiscal years comprising the biennium. There is no Beginning Fund Balance for the second fiscal year of the period. Beginning Fund Balance is a resource available at the start of a budget period that represents unspent resources of the prior period. In this 2021-2023 Biennial Budget period, there is one Beginning Fund Balance amount - the amount at July 1, 2021. (To also provide the estimate at July 1, 2022 would be a duplication of resources within the biennial period.)

Fund Balance Summary Years 2017 - 2023
Summary of Governmental Funds

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
City of Bend General Fund						
Beginning Fund Balance	$ 16,105,187	$ 9,748,173	$ 13,857,200	$ -	$ 13,857,200	
Revenues	105,391,419	119,968,675	64,389,800	64,477,200	128,867,000	
Expenditures	111,748,432	115,859,656	67,493,300	66,596,400	134,089,700	
Net Change	(6,357,014)	4,109,018	(3,103,500)	(2,119,200)	(5,222,700)	
Ending Fund Balance	$ 9,748,173	$ 13,857,191	$ 10,753,700	$ (2,119,200)	$ 8,634,500	-38%
BURA General Fund						
Beginning Fund Balance	$ 322,056	$ 459,028	$ -	$ -	$ -	
Revenues	381,369	61,429	-	-	-	
Expenditures	244,398	520,503	-	-	-	
Net Change	136,972	(459,075)	-	-	-	
Ending Fund Balance	$ 459,028	$ (47)	$ -	$ -	$ -	-100%
Special Revenue Funds						
Beginning Fund Balance	$ 51,072,269	$ 49,422,756	$ 56,895,400	$ -	$ 56,895,400	
Revenues	152,756,764	169,152,286	83,716,600	87,152,300	170,868,900	
Expenditures	154,406,277	161,679,588	99,453,400	96,269,000	195,722,400	
Net Change	(1,649,513)	7,472,697	(15,736,800)	(9,116,700)	(24,853,500)	
Ending Fund Balance	$ 49,422,756	$ 56,895,454	$ 41,158,600	$ (9,116,700)	$ 32,041,900	-44%
Debt Service Funds						
Beginning Fund Balance	$ 6,405,596	$ 8,125,599	$ 6,830,300	$ -	$ 6,830,300	
Revenues	10,560,153	20,789,205	6,457,500	9,013,400	15,470,900	
Expenditures	8,840,150	22,084,476	5,439,600	7,593,200	13,032,800	
Net Change	1,720,003	(1,295,271)	1,017,900	1,420,200	2,438,100	
Ending Fund Balance	$ 8,125,599	$ 6,830,328	$ 7,848,200	$ 1,420,200	$ 9,268,400	36%
Capital Project Funds						
Beginning Fund Balance	$ 14,846,532	$ 13,183,534	$ 20,582,400	$ -	$ 20,582,400	
Revenues	24,038,422	77,074,723	58,341,800	22,912,800	81,254,600	
Expenditures	25,701,420	69,675,902	41,054,600	32,895,500	73,950,100	
Net Change	(1,662,998)	7,398,821	17,287,200	(9,982,700)	7,304,500	
Ending Fund Balance	$ 13,183,534	$ 20,582,355	$ 37,869,600	$ (9,982,700)	$ 27,886,900	35%
Permanent Funds						
Beginning Fund Balance	$ 654,327	$ 680,364	$ 645,500	$ -	$ 645,500	
Revenues	75,506	12,850	25,000	$ 24,600	49,600	
Expenditures	49,470	47,697	17,300	16,900	34,200	
Net Change	26,036	(34,847)	7,700	7,700	15,400	
Ending Fund Balance	$ 680,364	$ 645,517	$ 653,200	$ 7,700	$ 660,900	2%
TOTAL GOVERNMENTAL FUNDS						
Beginning Fund Balance	$ 89,405,968	$ 81,619,453	$ 98,810,800	$ -	$ 98,810,800	
Revenues	293,203,632	387,059,167	212,930,700	183,580,300	396,511,000	
Expenditures	300,990,146	369,867,823	213,458,200	203,371,000	416,829,200	
Net Change	(7,786,514)	17,191,344	(527,500)	(19,790,700)	(20,318,200)	
Ending Fund Balance	$ 81,619,454	$ 98,810,798	$ 98,283,300	$ (19,790,700)	$ 78,492,600	-21%

Please refer to subsequent pages for explanation of changes in fund balance >10% for Governmental Funds.

Fund Balance Summary Years 2017 - 2023
Summary of Proprietary Funds

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
Internal Service Funds						
Beginning Fund Balance	$ 15,379,750	$ 19,329,730	$ 18,249,800	$ -	$ 18,249,800	
Revenues	72,179,736	79,789,398	43,593,800	44,254,900	87,848,700	
Expenditures	68,229,756	80,869,526	44,031,100	46,426,800	90,457,900	
Net Change	3,949,980	(1,080,128)	(437,300)	(2,171,900)	(2,609,200)	
Ending Fund Balance	$ 19,329,730	$ 18,249,602	$ 17,812,500	$ (2,171,900)	$ 15,640,600	-14%
Enterprise Funds						
Beginning Fund Balance	$ 101,939,839	$ 130,985,537	$ 146,318,100	$ -	$ 146,318,100	
Revenues	179,805,142	225,259,574	93,228,200	86,706,300	179,934,500	
Expenditures	150,759,444	209,927,130	118,066,600	95,727,500	213,794,100	
Net Change	29,045,698	15,332,443	(24,838,400)	(9,021,200)	(33,859,600)	
Ending Fund Balance	$ 130,985,537	$ 146,317,981	$ 121,479,700	$ (9,021,200)	$ 112,458,500	-23%
TOTAL PROPRIETARY FUNDS						
Beginning Fund Balance	$ 117,319,589	$ 150,315,267	$ 164,567,900	$ -	$ 164,567,900	
Revenues	251,984,878	305,048,972	136,822,000	130,961,200	267,783,200	
Expenditures	218,989,200	290,796,656	162,097,700	142,154,300	304,252,000	
Net Change	32,995,678	14,252,315	(25,275,700)	(11,193,100)	(36,468,800)	
Ending Fund Balance	$ 150,315,267	$ 164,567,583	$ 139,292,200	$ (11,193,100)	$ 128,099,100	-22%

Please refer to subsequent pages for explanation of changes in fund balance >10% for Proprietary Funds.

Fund Balance Detail Years 2017 - 2023
By Governmental Fund Type
(Special Revenue, Debt Service, Capital Projects and Permanent Funds)

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
SPECIAL REVENUE FUNDS						
General Fund Revenue Stabilization Fund						
Beginning Fund Balance	$ 2,519,200	$ 3,502,027	$ 4,282,600	$ -	$ 4,282,600	
Revenues	982,828	780,549	316,300	336,000	652,300	
Expenditures	-	-	-	-	-	
Net Change	982,828	780,549	316,300	336,000	652,300	
Ending Fund Balance	$ 3,502,028	$ 4,282,576	$ 4,598,900	$ 336,000	$ 4,934,900	15%
Police Reserve Fund						
Beginning Fund Balance	$ 639,596	$ 670,635	$ 588,900	$ -	$ 588,900	
Revenues	31,039	18,259	4,800	4,800	9,600	
Expenditures	-	100,000	250,000	-	250,000	
Net Change	31,039	(81,741)	(245,200)	4,800	(240,400)	
Ending Fund Balance	$ 670,635	$ 588,894	$ 343,700	$ 4,800	$ 348,500	-41%
Fire/EMS Fund						
Beginning Fund Balance	$ 4,470,881	$ 4,331,326	$ 6,001,000	$ -	$ 6,001,000	
Revenues	49,647,392	59,667,917	30,916,000	32,199,300	63,115,300	
Expenditures	49,786,947	57,998,205	31,988,600	32,597,400	64,586,000	
Net Change	(139,555)	1,669,712	(1,072,600)	(398,100)	(1,470,700)	
Ending Fund Balance	$ 4,331,326	$ 6,001,038	$ 4,928,400	$ (398,100)	$ 4,530,300	-25%
Helen E. Lorenz Estate Fund						
Beginning Fund Balance	$ 2,504	$ -	$ -	$ -	$ -	
Revenues	113,430	91,130	110,400	60,000	170,400	
Expenditures	115,934	91,130	110,400	60,000	170,400	
Net Change	(2,504)	-	-	-	-	
Ending Fund Balance	$ 0	$ (0)	$ -	$ -	$ -	0%
Streets & Operations						
Beginning Fund Balance	$ 5,827,832	$ 1,722,221	$ 4,659,600	$ -	$ 4,659,600	
Revenues	29,795,121	34,344,733	15,861,300	16,080,200	31,941,500	
Expenditures	33,900,733	31,407,315	18,856,300	17,394,300	36,250,600	
Net Change	(4,105,612)	2,937,418	(2,995,000)	(1,314,100)	(4,309,100)	
Ending Fund Balance	$ 1,722,220	$ 4,659,639	$ 1,664,600	$ (1,314,100)	$ 350,500	-92%
System Development Charge Fund						
Beginning Fund Balance	$ 17,327,250	$ 14,087,441	$ 17,534,000	$ -	$ 17,534,000	
Revenues	33,029,207	34,160,140	15,851,400	16,560,600	32,412,000	
Expenditures	36,269,015	30,713,614	22,368,700	20,658,000	43,026,700	
Net Change	(3,239,808)	3,446,526	(6,517,300)	(4,097,400)	(10,614,700)	
Ending Fund Balance	$ 14,087,442	$ 17,533,967	$ 11,016,700	$ (4,097,400)	$ 6,919,300	-61%
Building Fund						
Beginning Fund Balance	$ 12,660,459	$ 13,980,313	$ 12,252,900	$ -	$ 12,252,900	
Revenues	14,638,022	13,926,738	6,809,800	7,174,200	13,984,000	
Expenditures	13,318,168	15,654,160	9,116,100	9,452,000	18,568,100	
Net Change	1,319,854	(1,727,422)	(2,306,300)	(2,277,800)	(4,584,100)	
Ending Fund Balance	$ 13,980,313	$ 12,252,890	$ 9,946,600	$ (2,277,800)	$ 7,668,800	-37%
Planning Fund						
Beginning Fund Balance	$ 3,891,323	$ 4,891,304	$ 3,739,700	$ -	$ 3,739,700	
Revenues	6,670,754	5,790,414	3,060,400	3,304,800	6,365,200	
Expenditures	5,670,773	6,941,972	4,326,300	4,486,000	8,812,300	
Net Change	999,981	(1,151,558)	(1,265,900)	(1,181,200)	(2,447,100)	
Ending Fund Balance	$ 4,891,305	$ 3,739,746	$ 2,473,800	$ (1,181,200)	$ 1,292,600	-65%

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds.

Fund Balance Detail Years 2017 - 2023
By Governmental Fund Type - Continued
(Special Revenue, Debt Service, Capital Projects and Permanent Funds)

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
Private Development Engineering Fund						
Beginning Fund Balance	$ -	$ 2,400,378	$ 4,544,900	$ -	$ 4,544,900	
Revenues	6,363,450	6,938,279	3,569,100	3,767,100	7,336,200	
Expenditures	3,963,072	4,793,727	3,019,600	3,141,000	6,160,600	
Net Change	2,400,378	2,144,552	549,500	626,100	1,175,600	
Ending Fund Balance	$ 2,400,378	$ 4,544,930	$ 5,094,400	$ 626,100	$ 5,720,500	26%
Affordable Housing Fund						
Beginning Fund Balance	$ 2,519,370	$ 3,214,844	$ 1,901,500	$ -	$ 1,901,500	
Revenues	3,165,720	3,061,342	1,281,800	1,503,400	2,785,200	
Expenditures	2,470,246	4,374,711	2,277,800	2,308,900	4,586,700	
Net Change	695,474	(1,313,369)	(996,000)	(805,500)	(1,801,500)	
Ending Fund Balance	$ 3,214,844	$ 1,901,475	$ 905,500	$ (805,500)	$ 100,000	-95%
Commercial & Industrial Construction Tax Fund						
Beginning Fund Balance	$ -	$ -	$ 120,000	$ -	$ 120,000	
Revenues	-	120,000	500,800	604,000	1,104,800	
Expenditures	-	-	600,800	574,000	1,174,800	
Net Change	-	120,000	(100,000)	30,000	(70,000)	
Ending Fund Balance	$ -	$ 120,000	$ 20,000	$ 30,000	$ 50,000	-58%
Community Development Block Grant Fund						
Beginning Fund Balance	$ 531,196	$ 146,709	$ 100,000	$ -	$ 100,000	
Revenues	820,978	3,132,245	944,200	977,200	1,921,400	
Expenditures	1,205,465	3,178,938	944,200	977,200	1,921,400	
Net Change	(384,487)	(46,693)	-	-	-	
Ending Fund Balance	$ 146,709	$ 100,016	$ 100,000	$ -	$ 100,000	0%
Tourism Fund						
Beginning Fund Balance	$ 463,606	$ 332,667	$ 1,084,300	$ -	$ 1,084,300	
Revenues	6,219,287	5,907,224	3,700,900	3,885,900	7,586,800	
Expenditures	6,350,226	5,155,563	4,785,200	3,885,900	8,671,100	
Net Change	(130,939)	751,661	(1,084,300)	-	(1,084,300)	
Ending Fund Balance	$ 332,667	$ 1,084,328	$ -	$ -	$ -	-100%
Business Advocacy Fund						
Beginning Fund Balance	$ 122,224	$ 128,890	$ 86,000	$ -	$ 86,000	
Revenues	802,659	783,363	501,700	401,700	903,400	
Expenditures	795,993	826,299	521,700	441,200	962,900	
Net Change	6,666	(42,936)	(20,000)	(39,500)	(59,500)	
Ending Fund Balance	$ 128,890	$ 85,954	$ 66,000	$ (39,500)	$ 26,500	-69%
Economic Improvement District Fund						
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	
Revenues	460,705	406,216	287,700	293,100	580,800	
Expenditures	460,705	406,216	287,700	293,100	580,800	
Net Change	-	-	-	-	-	
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -	0%
Energy ARRA Grant Fund						
Beginning Fund Balance	$ 96,829	$ 14,002	$ -	$ -	$ -	
Revenues	16,173	23,736	-	-	-	
Expenditures	99,000	37,738	-	-	-	
Net Change	(82,827)	(14,002)	-	-	-	
Ending Fund Balance	$ 14,002	$ -	$ -	$ -	$ -	N/A

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds.

Fund Balance Detail Years 2017 - 2023
By Governmental Fund Type - Continued
(Special Revenue, Debt Service, Capital Projects and Permanent Funds)

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
TOTAL SPECIAL REVENUE FUNDS						
Beginning Fund Balance	$ 51,072,269	$ 49,422,756	$ 56,895,400	$ -	$ 56,895,400	
Revenues	152,756,764	169,152,286	83,716,600	87,152,300	170,868,900	
Expenditures	154,406,277	161,679,588	99,453,400	96,269,000	195,722,400	
Net Change	(1,649,513)	7,472,697	(15,736,800)	(9,116,700)	(24,853,500)	
Ending Fund Balance	$ 49,422,756	$ 56,895,454	$ 41,158,600	$ (9,116,700)	$ 32,041,900	-44%
DEBT SERVICE FUNDS						
Fire Station Debt Service Fund						
Beginning Fund Balance	$ 9,050	$ 10,633	$ 6,100	$ -	$ 6,100	
Revenues	502,251	1,425,351	250,100	246,100	496,200	
Expenditures	500,668	1,429,931	249,900	246,000	495,900	
Net Change	1,583	(4,580)	200	100	300	
Ending Fund Balance	$ 10,633	$ 6,053	$ 6,300	$ 100	$ 6,400	6%
PERS Debt Service Fund						
Beginning Fund Balance	$ 2,679,094	$ 2,822,216	$ 302,200	$ -	$ 302,200	
Revenues	2,799,837	11,555,987	1,711,800	1,789,700	3,501,500	
Expenditures	2,656,715	14,075,968	1,503,000	1,565,000	3,068,000	
Net Change	143,122	(2,519,981)	208,800	224,700	433,500	
Ending Fund Balance	$ 2,822,216	$ 302,235	$ 511,000	$ 224,700	$ 735,700	143%
2011 GO Bond Debt Service Fund						
Beginning Fund Balance	$ 1,199,102	$ 1,482,378	$ 1,705,600	$ -	$ 1,705,600	
Revenues	3,960,826	3,901,170	1,888,300	1,888,700	3,777,000	
Expenditures	3,677,550	3,677,900	1,839,500	1,837,500	3,677,000	
Net Change	283,276	223,270	48,800	51,200	100,000	
Ending Fund Balance	$ 1,482,378	$ 1,705,648	$ 1,754,400	$ 51,200	$ 1,805,600	6%
2020 GO Bond Debt Service Fund						
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	
Revenues	-	-	-	2,097,300	2,097,300	
Expenditures	-	-	-	1,945,000	1,945,000	
Net Change	-	-	-	152,300	152,300	
Ending Fund Balance	$ -	$ -	$ -	$ 152,300	$ 152,300	N/A
BURA Juniper Ridge Debt Service Fund						
Beginning Fund Balance	$ 2,010,451	$ 2,937,097	$ 3,616,800	$ -	$ 3,616,800	
Revenues	2,267,501	2,820,693	1,474,700	1,541,800	3,016,500	
Expenditures	1,340,855	2,140,997	984,200	1,203,600	2,187,800	
Net Change	926,646	679,696	490,500	338,200	828,700	
Ending Fund Balance	$ 2,937,097	$ 3,616,793	$ 4,107,300	$ 338,200	$ 4,445,500	23%
BURA Murphy Crossing Debt Service Fund						
Beginning Fund Balance	$ 507,900	$ 873,275	$ 1,199,600	$ -	$ 1,199,600	
Revenues	1,029,738	1,086,004	621,500	686,400	1,307,900	
Expenditures	664,363	759,681	542,600	443,700	986,300	
Net Change	365,375	326,323	78,900	242,700	321,600	
Ending Fund Balance	$ 873,275	$ 1,199,598	$ 1,278,500	$ 242,700	$ 1,521,200	27%
BURA Core Area Debt Service Fund						
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	
Revenues	-	-	511,100	763,400	1,274,500	
Expenditures	-	-	320,400	352,400	672,800	
Net Change	-	-	190,700	411,000	601,700	
Ending Fund Balance	$ -	$ -	$ 190,700	$ 411,000	$ 601,700	N/A

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds.

Fund Balance Detail Years 2017 - 2023
By Governmental Fund Type - Continued
(Special Revenue, Debt Service, Capital Projects and Permanent Funds)

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	2022-23	2021-2023	2021-2023 % Change From Prior Period
TOTAL DEBT SERVICE FUNDS						
Beginning Fund Balance	$ 6,405,596	$ 8,125,599	$ 6,830,300	$ -	$ 6,830,300	
Revenues	10,560,153	20,789,205	6,457,500	9,013,400	15,470,900	
Expenditures	8,840,150	22,084,476	5,439,600	7,593,200	13,032,800	
Net Change	1,720,003	(1,295,271)	1,017,900	1,420,200	2,438,100	
Ending Fund Balance	$ 8,125,599	$ 6,830,328	$ 7,848,200	$ 1,420,200	$ 9,268,400	36%
CAPITAL PROJECTS FUNDS						
Transportation Construction Fund						
Beginning Fund Balance	$ 8,630,290	$ 9,886,252	$ 19,166,500	$ -	$ 19,166,500	
Revenues	19,889,923	70,878,993	28,459,900	20,917,900	49,377,800	
Expenditures	18,633,961	61,598,735	28,983,000	21,676,300	50,659,300	
Net Change	1,255,962	9,280,258	(523,100)	(758,400)	(1,281,500)	
Ending Fund Balance	$ 9,886,252	$ 19,166,510	$ 18,643,400	$ (758,400)	$ 17,885,000	-7%
Accessibility Construction Fund						
Beginning Fund Balance	$ 1,247,038	$ 1,334,679	$ 782,900	$ -	$ 782,900	
Revenues	2,180,162	3,104,548	1,877,500	964,300	2,841,800	
Expenditures	2,092,521	3,656,373	1,316,900	1,523,400	2,840,300	
Net Change	87,641	(551,825)	560,600	(559,100)	1,500	
Ending Fund Balance	$ 1,334,679	$ 782,854	$ 1,343,500	$ (559,100)	$ 784,400	0%
2011 GO Bond Construction Fund						
Beginning Fund Balance	$ 4,151,358	$ 8,528	$ -	$ -	$ -	
Revenues	441,207	-	-	-	-	
Expenditures	4,584,037	8,528	-	-	-	
Net Change	(4,142,830)	(8,528)	-	-	-	
Ending Fund Balance	$ 8,528	$ -	$ -	$ -	$ -	N/A
2020 GO Bond Construction Fund						
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	
Revenues	-	1,178,500	24,324,100	50,000	24,374,100	
Expenditures	-	1,178,500	7,078,100	8,718,900	15,797,000	
Net Change	-	-	17,246,000	(8,668,900)	8,577,100	
Ending Fund Balance	$ -	$ -	$ 17,246,000	$ (8,668,900)	$ 8,577,100	8,577,100%
Local Improvement District Construction Fund						
Beginning Fund Balance	$ 601,563	$ 624,531	$ 633,000	$ -	$ 633,000	
Revenues	29,193	16,875	7,500	7,500	15,000	
Expenditures	6,224	8,438	3,800	3,800	7,600	
Net Change	22,969	8,437	3,700	3,700	7,400	
Ending Fund Balance	$ 624,532	$ 632,968	$ 636,700	$ 3,700	$ 640,400	1%
BURA Juniper Ridge Construction Fund						
Beginning Fund Balance	$ 90	$ 1,322,752	$ -	$ -	$ -	
Revenues	1,492,348	830,096	2,961,200	317,600	3,278,800	
Expenditures	169,686	2,152,837	2,961,200	317,600	3,278,800	
Net Change	1,322,662	(1,322,741)	-	-	-	
Ending Fund Balance	$ 1,322,752	$ 11	$ -	$ -	$ -	-100%
BURA Murphy Crossing Construction Fund						
Beginning Fund Balance	$ 216,193	$ 6,792	$ -	$ -	$ -	
Revenues	5,589	1,065,711	243,600	145,700	389,300	
Expenditures	214,991	1,072,492	243,600	145,700	389,300	
Net Change	(209,402)	(6,781)	-	-	-	
Ending Fund Balance	$ 6,791	$ 11	$ -	$ -	$ -	-100%

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds.

Fund Balance Detail Years 2017 - 2023
By Governmental Fund Type - Continued
(Special Revenue, Debt Service, Capital Projects and Permanent Funds)

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
BURA Core Area Construction Fund						
Beginning Fund Balance	$ -	$ -	$ -	$ -	$ -	
Revenues	-	-	468,000	509,800	977,800	
Expenditures	-	-	468,000	509,800	977,800	
Net Change	-	-	-	-	-	
Ending Fund Balance	$ -	$ -	$ -	$ -	$ -	N/A
TOTAL CAPITAL PROJECTS FUNDS						
Beginning Fund Balance	$ 14,846,532	$ 13,183,534	$ 20,582,400	$ -	$ 20,582,400	
Revenues	24,038,422	77,074,723	58,341,800	22,912,800	81,254,600	
Expenditures	25,701,420	69,675,902	41,054,600	32,895,500	73,950,100	
Net Change	(1,662,998)	7,398,821	17,287,200	(9,982,700)	7,304,500	
Ending Fund Balance	$ 13,183,534	$ 20,582,355	$ 37,869,600	$ (9,982,700)	$ 27,886,900	35%
PERMANENT FUNDS						
Cemetery Permanent Maintenance Fund						
Beginning Fund Balance	$ 654,327	$ 680,364	$ 645,500	$ -	$ 645,500	
Revenues	75,506	12,850	25,000	24,600	49,600	
Expenditures	49,470	47,697	17,300	16,900	34,200	
Net Change	26,036	(34,847)	7,700	7,700	15,400	
Ending Fund Balance	$ 680,364	$ 645,517	$ 653,200	$ 7,700	$ 660,900	2%

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds.

Fund Balance Detail Years 2017 - 2023
By Proprietary Fund Type

FUND	ACTUALS 2017-2019	ESTIMATE 2019-2021	ADOPTED BUDGET 2021-22	ADOPTED BUDGET 2022-23	ADOPTED BUDGET 2021-2023	2021-2023 % Change From Prior Period
INTERNAL SERVICE FUNDS						
Internal Service Fund						
Beginning Fund Balance	$ 15,379,750	$ 19,329,730	$ 18,249,800	$ -	$ 18,249,800	
Revenues	72,179,736	79,789,398	43,593,800	44,254,900	87,848,700	
Expenditures	68,229,756	80,869,526	44,031,100	46,426,800	90,457,900	
Net Change	3,949,980	(1,080,128)	(437,300)	(2,171,900)	(2,609,200)	
Ending Fund Balance	$ 19,329,730	$ 18,249,602	$ 17,812,500	$ (2,171,900)	$ 15,640,600	-14%
ENTERPRISE FUNDS						
Airport Fund						
Beginning Fund Balance	$ 2,688,053	$ 955,440	$ 324,600	$ -	$ 324,600	
Revenues	11,075,468	3,002,313	1,500,600	1,964,400	3,465,000	
Expenditures	12,808,081	3,633,175	1,597,000	1,771,800	3,368,800	
Net Change	(1,732,613)	(630,862)	(96,400)	192,600	96,200	
Ending Fund Balance	$ 955,440	$ 324,578	$ 228,200	$ 192,600	$ 420,800	30%
Cemetery Fund						
Beginning Fund Balance	$ 20,027	$ 45,222	$ 600	$ -	$ 600	
Revenues	456,423	609,409	365,600	334,000	699,600	
Expenditures	431,228	654,029	337,500	330,500	668,000	
Net Change	25,195	(44,620)	28,100	3,500	31,600	
Ending Fund Balance	$ 45,222	$ 602	$ 28,700	$ 3,500	$ 32,200	5248%
Water Fund						
Beginning Fund Balance	$ 44,055,825	$ 54,997,253	$ 62,897,600	$ -	$ 62,897,600	
Revenues	50,247,324	52,831,368	26,755,300	27,918,200	54,673,500	
Expenditures	39,305,896	44,931,066	31,306,200	33,184,600	64,490,800	
Net Change	10,941,428	7,900,302	(4,550,900)	(5,266,400)	(9,817,300)	
Ending Fund Balance	$ 54,997,253	$ 62,897,555	$ 58,346,700	$ (5,266,400)	$ 53,080,300	-16%
Water Reclamation Fund						
Beginning Fund Balance	$ 48,022,488	$ 67,628,777	$ 73,971,500	$ -	$ 73,971,500	
Revenues	106,733,908	152,640,262	54,682,600	44,831,000	99,513,600	
Expenditures	87,127,619	146,297,555	74,512,600	49,088,200	123,600,800	
Net Change	19,606,289	6,342,707	(19,830,000)	(4,257,200)	(24,087,200)	
Ending Fund Balance	$ 67,628,777	$ 73,971,484	$ 54,141,500	$ (4,257,200)	$ 49,884,300	-33%
Stormwater Fund						
Beginning Fund Balance	$ 5,170,675	$ 5,685,880	$ 7,248,500	$ -	$ 7,248,500	
Revenues	8,996,454	13,448,039	8,891,800	10,512,900	19,404,700	
Expenditures	8,481,249	11,885,416	8,969,300	10,049,700	19,019,000	
Net Change	515,205	1,562,623	(77,500)	463,200	385,700	
Ending Fund Balance	$ 5,685,880	$ 7,248,503	$ 7,171,000	$ 463,200	$ 7,634,200	5%
Parking Services Fund						
Beginning Fund Balance	$ 1,982,771	$ 1,672,965	$ 1,875,300	$ -	$ 1,875,300	
Revenues	2,295,565	2,728,182	1,032,300	1,145,800	2,178,100	
Expenditures	2,605,372	2,525,889	1,344,000	1,302,700	2,646,700	
Net Change	(309,807)	202,293	(311,700)	(156,900)	(468,600)	
Ending Fund Balance	$ 1,672,964	$ 1,875,258	$ 1,563,600	$ (156,900)	$ 1,406,700	-25%
TOTAL ENTERPRISE FUNDS						
Beginning Fund Balance	$ 101,939,839	$ 130,985,537	$ 146,318,100	$ -	$ 146,318,100	
Revenues	179,805,142	225,259,574	93,228,200	86,706,300	179,934,500	
Expenditures	150,759,444	209,927,130	118,066,600	95,727,500	213,794,100	
Net Change	29,045,698	15,332,443	(24,838,400)	(9,021,200)	(33,859,600)	
Ending Fund Balance	$ 130,985,537	$ 146,317,981	$ 121,479,700	$ (9,021,200)	$ 112,458,500	-23%

Please refer to subsequent pages for explanation of changes in fund balance ≥10% for Proprietary Funds.

Fund Balance Detail Years 2017-2023
Analysis of Changes in Fund Balance ≥ 10% for Governmental Funds
(Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

CITY OF BEND GENERAL FUND

In Spring 2020, the financial impacts of the pandemic were unknown and the City estimated a revenue shortfall of approximately $8 million. Citywide, budgets were reduced by approximately 10% in an effort to balance the biennial budget. Primary revenues with projected shortfalls in the General Fund included lodging/room taxes, property taxes and court fines and citations. At the time of budget development these revenues were coming in much stronger than anticipated. Property taxes did not decline from prior years, and lodging activity has remained strong although lower than prior years. Both of these revenues are driving a high ending fund balance in the General Fund in 2021. Additionally, in the 2021-2023 biennium approximately $3 million in General Fund funding was allocated to support City Council's 2021-2023 goals. More information about these allocations can be found in the General Fund narrative in the Adopted Budgets section of this budget document.

BEND URBAN RENEWAL AGENCY GENERAL FUND

The Bend Urban Renewal Agency General Fund is being dissolved at the end of the 2019-2021 biennium. Urban renewal agencies are required to have a "general fund" for financial reporting purposes. Since the largest BURA fund is the Juniper Ridge Construction Fund, that fund will serve as the "general fund" for annual audit and financial reporting purposes.

SPECIAL REVENUE FUNDS

General Fund Revenue Stabilization Fund

The General Fund Revenue Stabilization Fund was created to ensure the continued delivery of City services. These funds will be available for emergency situations, temporary revenue shortfalls or to provide stability during economic cycles. Reserves will continue to be built up and no expenditures are planned out of this fund during the 2021 - 2023 biennium.

Police Reserve Fund

The Police Reserve Fund was established in June 2010 to set aside operating reserves for the Police Department to be used to absorb unanticipated operating needs. During the 2021-2023 biennial budget development process the City Council and Budget Committee approved the use of $250,000 in the biennium to support a new body-worn camera program.

Fire/EMS Fund

The decrease in fund balance in the Fire/EMS fund is primarily driven by vacancy savings in the 2019-2021 biennium, resulting in a higher ending fund balance than was anticipated in the adopted budget. The 2021-2023 biennial budget assumes that the Fire department is fully staffed.

Streets & Operations Fund

Due to construction delays and supply chain availability issues caused by the COVID-19 pandemic, approximately $2.1 million in capital outlay expenditures were carried forward from the 2019-2021 biennium to 2021-2023 at budget adoption. Street preservation work and vehicle and equipment purchases were delayed, increasing the fund balance estimated for 2019-2021 which will be spent down in 2021-2023.

Fund Balance Detail Years 2017-2023
Analysis of Changes in Fund Balance ≥ 10% for Governmental Funds
(Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

System Development Charges (SDC) Fund

The System Development Charges fund balance decrease is due to the increase in planned Capital Improvement Program (CIP) projects in the Transportation Construction Fund that will use reserves. SDC eligibility is determined by the SDC Project List, which is periodically amended and approved by City Council. The use of SDC revenues is accounted for as a transfer out from the SDC fund to the Transportation Construction, Water and Water Reclamation Funds, respectively. This results in an increase in interfund transfer expenditure appropriations from the SDC fund, therefore decreasing the fund balance.

Building Fund

The decrease in fund balance in the Building Fund is driven by an increase in support services, City View implementation costs, and a conservative revenue projection. A fee study is planned in the 2021-2023 biennium for the Community Development Department that will ensure rates and fees reflect operating costs of the Building department. The Building Fund's ending reserve levels are in compliance with the City's fiscal policies.

Planning Fund

The decrease in fund balance in the Planning Fund is driven by an increase in support services, City View implementation costs, and a conservative revenue projection. A fee study is planned in the 2021-2023 biennium for the Community Development Department that will ensure rates and fees reflect operating costs of the Planning department.

Private Development Engineering Fund

The increase in fund balance in the Private Development Engineering Fund is driven by a reallocation of staffing costs with the Community Development Department, and an increase in projected revenue. A fee study is planned in the 2021-2023 biennium for the Community Development Department that will ensure rates and fees reflect operating costs of the Private Development Engineering department.

Affordable Housing Fund

The decrease in fund balance in the Affordable Housing Fund is due to reserves being utilized to increase the availability of funds for affordable housing projects. The use of these funds support City Council's Housing goal. The Affordable Housing Funds ending reserve levels are in compliance with the City's fiscal policies.

Commercial & Industrial Construction Tax Fund

The Commercial Industrial Tax Fund was created in December 2020 when City Council approved an Ordinance establishing a Commercial & Industrial Construction Tax (CICT). Due to timing of payments on building permits, expenditures related to this fund are not planned until fiscal year 2021-22. The decrease in fund balance reflects the use of CICT revenues in 2021-2023 to fund housing programs and support City Council's Housing goal.

Tourism Fund

The decrease in fund balance in the Tourism Fund is a result of higher than anticipated room tax revenue collected in 2021. The additional revenue will be remitted to Visit Bend in the 2021-2023 biennium.

Fund Balance Detail Years 2017-2023
Analysis of Changes in Fund Balance ≥ 10% for Governmental Funds
(Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

Business Advocacy Fund

The decrease in fund balance in the Business Advocacy Fund is due to spending less in FY2021, as well as the conservative revenue projection for the 2021-2023 biennium that is being outpaced by increases in Personnel and Operating costs, specifically, bringing the Sponsorship program back to pre-COVID-19 levels and an increase to the Economic Development of Central Oregon (EDCO) contract. The Business Advocacy Fund ending reserve levels are in compliance with the City's fiscal policies.

DEBT SERVICE FUNDS

PERS Debt Service Fund

The increase in fund balance in the PERS Debt Service Fund is due to the decrease in ending fund balance in the 2019-2021 biennium following the use of reserves in the Fund to contribute to a new side account to reduce future PERS contribution rates. This contribution along with a state funded 25% match will reduce the City's future PERS contributions by approximately $11.7 million over a 10 year period.

BURA Juniper Ridge Debt Service Fund

Property tax revenues generated in the Juniper Ridge Urban Renewal area exceed required debt service payments for the current biennium, resulting in a 23% increase in reserves. These reserves are currently being held to help support debt service on future capital improvement projects that are included on the five year Capital Improvement Program schedule.

BURA Murphy Crossing Debt Service Fund

Property tax revenues generated in the Murphy Crossing Urban Renewal area exceed required debt service payments for the current biennium resulting in a 27% increase in reserves. These reserves are currently being held to help support debt service on future transportation projects that are included in the give year Capital Improvement Program schedule. that result from the studies and planning that will take place this biennium.

CAPITAL PROJECTS FUNDS

2020 GO Bond Construction Fund

The $190 million of GO bond proceeds will fund project design and construction, bond issuance costs, and costs to administer the transportation improvement projects directed by the bond oversight committee. The bonds will be issued in multiple series, over time, to provide money in multiple years for completion of the projects. The first series of bonds will be issued during the 2021-2023 biennium. Revenues from the first debt issuance will fund projects beyond the 2021-2023 biennium, so will exceed expenditures. This results in an increase in the fund balance over the previously zero fund balance.

Fund Balance Detail Years 2017-2023
Analysis of Changes in Fund Balance ≥ 10% for Governmental Funds
(Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

BURA Juniper Ridge Construction Fund

Due to rounding of the year end projection to the nearest hundred, it appears that the BURA Juniper Ridge Construction Fund will have a small ending fund balance. However, the ending fund balance for the construction fund will always be zero as all projects and expenditures will be funded by short-term debt from the City's General Fund.

BURA Murphy Crossing Construction Fund

Due to rounding of the year end projection to the nearest hundred, it appears that the BURA Murphy Crossing Construction Fund will have a small ending fund balance. However, the ending fund balance for the construction fund will always be zero as all projects and expenditures will be funded by short-term debt from the City's General Fund.

Fund Balance Detail Years 2017 - 2023
Analysis of Changes in Fund Balance > 10% for Proprietary Funds

Internal Service Fund

The decrease in fund balance in the Internal Service Fund is primarily driven by savings in the 2019-2021 biennium, including the delay of the Juniper Ridge Corporate Yard roadway construction, savings on insurance deductibles and vacancy savings, resulting in a higher ending fund balance than was anticipated in the adopted budget. The 2021-2023 biennial budget assumes that the Internal Service Fund departments are fully staffed and includes the addition of six new positions. This fund is paid for by interfund transfers from operating departments, and in each biennium the fund budgets to collect only enough revenue to support expenditures and maintain required reserve levels.

Airport Fund

The increase in fund balance in the Airport Fund increase is primarily due to the reduction of debt payments as a result of a loan from the Insurance Fund that was forgiven in 2021.

Cemetery Fund

The increase in fund balance in the Cemetery fund is primarily due to increased anticipated charges & fee revenues. Columbarium construction was completed in the spring of 2021, providing an additional customer service option with increased revenues for the cemetery.

Water Fund

The decrease in fund balance in the Water Fund is primarily due to an increase in capital project spending budgeted in the 2021-2023 biennium driven by the Outback Facility Improvements and Awbrey Butte Distribution Improvements project and spending down of beginning working capital that resulted from lower than budgeted capital spending in the 2019-2021 biennium. The Water Fund's ending reserve levels are in compliance with the City's fiscal policies.

Water Reclamation Fund

The decrease in fund balance in the Water Reclamation Fund is primarily due to spending down 2021 revenue bond proceeds in 2021-2023. Revenue bonds were issued in 2021 to pay for the North Interceptor Sewer Line project which will be almost entirely spent by June 30, 2023. The Water Reclamation Fund's ending reserve levels are in compliance with the City's fiscal policies.

Parking Services Fund

As a result of the COVID-19 pandemic, business capacity limits downtown, and downtown employees working from home, the Parking Services Fund experienced a significant decline in parking permit revenues. The 2021-2023 biennial budget assumes revenues will take time to recover to pre-pandemic levels. The reduction in fund balance reflects the need to utilize existing reserve balances to maintain operations in the 2021-2023 biennium. A plan to replenish reserves will be developed during the biennium. The Parking Services Fund's ending reserve levels are in compliance with the City's fiscal policies.

Analysis of Revenue Sources
Revenue Highlights

Overview

The primary revenue sources of the City's governmental funds are property taxes, room taxes, franchise fees, intergovernmental revenues, grants and contributions, charges for services, licenses and permits, and court fines and assessments. For enterprise and internal service funds, the primary revenue sources are charges and fees for services.

Revenue assumptions for the 2021-2023 biennial budget are based on current or historical revenue trends and analyses, projections from the State of Oregon Office of Economic Analysis, Oregon Department of Transportation, and other relevant forecasts for Central Oregon. The City also utilizes economic information obtained from various sources including the Oregon Economic Forum when developing revenue assumptions.

When the COVID-19 pandemic began in Spring 2020, the financial impacts of the pandemic were unknown and the City estimated a revenue shortfall of approximately $8 million. Citywide, budgets were reduced by approximately 10 percent, and 37 vacant positions were eliminated in an effort to balance the 2019-2021 biennial budget. Primary revenues with projected revenue shortfalls included highway gas tax allocations, lodging/room taxes, property taxes (due to an anticipated decrease in collection rates), and both court and parking fines and citations. At the time of budget development, overall these revenues were coming in stronger than predicted. The most significant increases are in property tax collections and lodging activity. Property tax collection rates did not decline from prior years. A few of the revenues such as highway gas taxes and fine and citation revenues are projected to come in slightly less than the adjusted budget, but the additional revenues in lodging taxes and property taxes more than make up the shortfall. Though the lodging tax revenues are coming in higher than budget, they are still less than prior years, as travel has slowed and is not back to pre-pandemic levels. The 2021-2023 adopted budget assumes the majority of the COVID-19 impacted revenues return to pre-pandemic levels or higher in fiscal year 2022.

New Revenues, Fee Increases and Notable Changes to Revenues

New revenues and fee increases included in the 2021-2023 biennial budget are as follows:

- Water rate/revenue increases of 3.0% per year, water reclamation (sewer) increases of 2.5% per year and stormwater increases of 7.0% per year. Account activity increases of 1.42% are assumed for water, 1.84% for sewer, and 2.2% for stormwater, which is consistent with the 30-year utility rate forecasting models.

- System development charge (SDC) revenue projections include a 2.7% projected Engineering News Record (ENR) increase across water, sewer and transportation. The actual increase in ENR as of May 2021 was 5% which should result in higher than budgeted revenues. Account activity increases of 3% are assumed for Transportation SDC's, 1.42% for water and 1.91% for sewer.

- Development revenues for building, planning and private development engineering include a 3% cost of living increase for both years of the biennium. Planning revenues include an additional 3% fee increase in fiscal year 2021-22 needed to support additional staffing needed to maintain permit turnaround times. An external fee study is planned for the first year of the biennium to ensure rates and fees are set at appropriate levels following the implementation of a new permitting software in December 2020.

- On November 3, 2020, Bend voters passed Transportation Bond Measure 9-135, with 58 percent of the voters supporting the measure. The community has indicated that congestion and neighborhood safety are community priorities, and the list of projects that voters ultimately approved was developed based on community input. This bond measure will pay to build priority projects in every part of the city to improve traffic flow and east-west connections and improve neighborhood safety. Funding for general obligation bonds comes from a property tax levy. In accordance with the terms of Measure 9-135, bonds will be issued so they do not increase property taxes before fiscal year 2021-22. The 2021-2023 Adopted Biennial Budget includes $2.1 million in property tax revenue for fiscal year 2022-23, the second year of the biennium.

- In August 2020 City Council and the Bend Urban Renewal Agency adopted the Core Area Tax Increment Finance (TIF) Area. Starting in fiscal year 2021-22, property taxes will be levied on new growth (or incremental assessed value) to finance improvement projects within the area. The adopted biennial budget includes $1.3 million in property tax revenue in the Core Area TIF Area.

- As a part of the American Rescue Plan Act (ARPA), each Oregon House member has been given an opportunity to direct up to $2 million in funding for COVID-19 related needs in their communities and state senators have the same opportunity for up to $4 million. During Budget Committee Deliberations on May 12, 2021, the Budget Committee approved an additional $2 million in ARPA funding in the Transportation Construction Fund to support midtown bicycle and pedestrian crossings across highway 97, as included in Senator Tim Knopp's proposal. The Budget Committee also approved $2 million in the General Fund for the acquisition and renovation of a year-round low barrier shelter in Bend, part of Representative Jason Kropf's proposal.

Property Taxes

Oregon's property tax system represents one of the most important sources of revenue for local governments. This system is defined by two significant constitutional limitations that were put in place by initiative petitions passed by voters in November 1990 (Measure 5) and May 1997 (Measure 50):

1. Measure 5 introduced limits, starting in 1991-1992, on the taxes paid by individual properties. The limits of $5 per $1,000 real market value for school taxes and $10 per $1,000 real market value for general government taxes apply only to operating taxes, not bonds. If either the school or general government taxes exceeded its limit, then each corresponding taxing district has its tax rate reduced proportionately until the tax limit is reached. This reduction in taxes to the limits is called "compression." In 2020-21 there was limited compression loss of the City's permanent rate due to the tax rate limitation.

2. Measure 50 reduced property taxes in 1997-98 and controlled their future growth. It achieved these goals by making three changes: switching to permanent rates, reducing assessed values, and limiting annual growth of assessed value to 3%. Measure 50 changed the concepts of both assessed values and tax rates. Assessed value is no longer equal to real market value. For existing property, Measure 50 limited the annual growth in assessed value to 3 percent. For new property (e.g., newly constructed homes), assessed value is calculated by multiplying the new property's real market value by the ratio of assessed value to real market value of similar property. This approach to assigning values to a new property assures that it is taxed consistently with similar existing properties. Measure 50 also stipulates that assessed value may not exceed real market value. As a result, if the real market value of a property falls below its assessed value, the taxable value will be set at the real market value.

City of Bend Permanent Tax Levy

Property taxes from the City's operating levy comprise approximately 60% of the City's General Fund revenues and support police, fire, and other essential services. The City's permanent rate is $2.8035 per $1,000 taxable assessed value (TAV). Total City TAV for 2020-21 is $12.9 billion. The City's TAV is projected to increase 5.5% in 2021-22 and 5.0% in 2022-23 due to the rise in property values and new construction. The collection rate for the 2021-2023 biennium is projected to be 96.0%.

	2021-22	2022-23	2021-23 Biennium
Projected TAV	$ 13,566,607,000	$ 14,244,938,000	$ 27,811,545,000
Change in TAV from prior yr.	5.5%	5.0%	
Tax Rate (per $1,000 TAV)	$2.8035	$2.8035	
Tax levy	$38,034,000	$39,935,700	$77,969,700
Collection rate	96.0%	96.0%	

	2021-22	2022-23	2021-23 Biennium
Current tax revenues	$ 36,512,600	$ 38,338,300	$ 74,850,900
Delinquent taxes	630,300	661,900	1,292,200
Interest and property sales	71,200	76,600	147,800
Total tax revenues-City	$ 37,214,100	$ 39,076,800	$ 76,290,900

2011 General Obligation Bond Levy

The $30 million General Obligation (G.O.) Bond for Transportation Safety & Capacity Improvements was approved by voters in May 2011. State law requires property taxes for G.O. Bonds to be levied as a dollar amount, not a rate per thousand of TAV, as these levies are based on the amount of annual debt service and reserves required to service the debt issued for the bonded improvements. The amount of taxes levied each year may fluctuate based on the amount of scheduled principal and interest payments.

	2021-22	2022-23	2021-23 Biennium
Current tax revenues	$ 1,840,000	$ 1,840,000	$ 3,680,000
Delinquent taxes and interest	22,200	22,200	44,400
Total tax revenues – 2011 Bond	$ 1,862,200	$ 1,862,200	$ 3,724,400

2020 General Obligation Bond Levy

The $190 million General Obligation (G.O.) Bond for Safe Travel & Traffic Improvements was approved by voters in November 2020. State law requires property taxes for G.O. Bonds to be levied as a dollar amount, not a rate per thousand of TAV, as these levies are based on the amount of annual debt service and reserves required to service the debt issued for the bonded improvements. Bonds to fund the November 2020 G.O. Bond will be issued over time, as projects are completed. The biennial budget reflects estimated debt service payments on the first series of bonds that will be issued during fiscal year 2021-22, with the first payment not due until 2022-23.

	2021-22	2022-23	2021-23 Biennium
Current tax revenues	$ -	$ 2,092,000	$ 2,092,000
Delinquent taxes and interest	-	-	-
Total tax revenues – 2020 Bond	$ -	$ 2,092,000	$ 2,092,000

City of Bend Local Option Levy

A 5 year Local Option Operating Levy (LOL) for Fire and Emergency Medical Services was approved by voters in May 2014, and renewed by voters in May 2018. The levy was approved at a rate of $0.20 per $1,000 TAV and is assessed on properties within the City limits as well as residents of the Deschutes Rural Fire Protection District #2. Increases in TAV and collection rate are consistent with those of the City's permanent tax levy.

	2021-22	2022-23	2021-23 Biennium
Current tax revenues	$ 2,634,500	$ 2,779,400	$ 5,413,900
Delinquent taxes and interest	49,500	52,100	101,600
Total tax revenues-LOL	$ 2,684,000	$ 2,831,500	$ 5,515,500

Urban Renewal Tax Levies

The Bend Urban Renewal Agency (BURA) has 3 tax increment financing (TIF) areas or urban renewal areas (URA): Juniper Ridge URA, Murphy Crossing URA and Core Area TIF. These URAs, or TIF districts, levy property taxes on the new growth, or incremental assessed value, to finance improvement projects within the respective URA.

Juniper Ridge Urban Renewal Area

The Juniper Ridge URA was adopted in 2005. Property tax estimates include the incremental assessed values from properties that were developed after the URA was adopted. The URA's TAV is projected to increase 4.0% in both 2021-22 and 2022-23.

	2021-22	2022-23	2021-23 Biennium
Current tax revenues	$ 1,395,200	$ 1,458,100	$ 2,853,300
Delinquent taxes and interest	26,300	27,400	53,700
Total tax revenues-Juniper Ridge	$ 1,421,500	$ 1,485,500	$ 2,907,000

Murphy Crossing Urban Renewal Area

The Murphy Crossing URA was adopted in August 2008. Property tax estimates include the incremental assessed values from properties that were developed after the URA was adopted. The URA's TAV is projected to increase 4.0% in both 2021-22 and 2022-23.

	2021-22	2022-23	2021-23 Biennium
Current tax revenues	$ 592,600	$ 652,800	$ 1,245,400
Delinquent taxes and interest	11,000	12,100	23,100
Total tax revenues-Juniper Ridge	$ 603,600	$ 664,900	$ 1,268,500

Core Area Tax Increment Financing (TIF) District

The Core Area TIF District was adopted in August 2020. Property tax estimates include the estimated incremental assessed values from properties that were developed after the TIF District was adopted. The URA's TAV is projected to increase 4.0% in both 2021-22 and 2022-23.

	2021-22	2022-23	2021-23 Biennium
Current tax revenues	$ 507,800	$ 754,900	$ 1,262,700
Delinquent taxes and interest	800	1,000	1,800
Total tax revenues-Core Area	$ 508,600	$ 755,900	$ 1,264,500

Additional details of property taxes and all other major revenues of the City are included in the accompanying revenue summaries.

General Fund Property Taxes

Allocation of Revenues

The City's permanent operating tax rate is $2.8035 per $1,000 of Taxable Assessed Value (TAV). Property taxes collected are allocated to the General Fund as discretionary revenues to support public safety and other General Fund operations.

Measure 50 limits future growth of TAV to 3% per year plus the value of new construction. Local governments with operating tax rates may not increase the amount provided on a permanent basis. They may only request that voters approve a limited term levy for operations or capital expenditures (local option levies and general obligation bond levies).

Bend voters approved a $30 million General Obligation Bond for transportation improvements in May 2011, and a $190 million General Obligation Bond for transportation improvements in November 2020. Voters also approved a 5 year $0.20 Local Option Levy to support Fire/EMS operations in May 2014, which was renewed in May 2018.

* estimates of 2021-2023 biennial budget amounts

10 Year Trend of Permanent Tax Levy

Year	Amount (in 000's)	% Change
2022-23 *	$ 39,936	5.0%
2021-22 *	38,034	5.5%
2020-21	36,051	5.3%
2019-20	34,248	5.3%
2018-19	32,520	6.0%
2017-18	30,676	5.9%
2016-17	28,964	4.5%
2015-16	27,708	7.1%
2014-15	25,879	6.4%
2013-14	24,332	5.3%

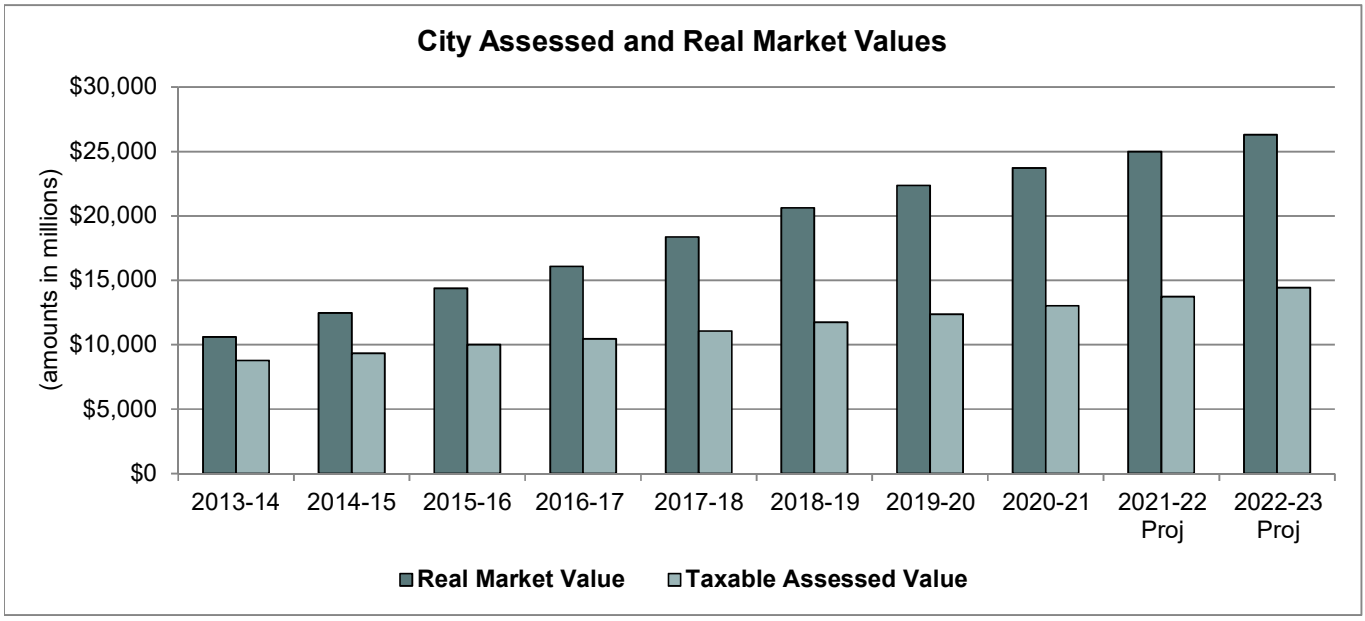
Assumptions

	Taxable Assessed Valuation (in 000's)		Gross Property Tax Levy (in 000's)	Collection Rate
2021-2023 Biennial Budget projections for 2022-23	$ 14,244,938	*	$ 39,936	96.0%
2021-2023 Biennial Budget projections for 2021-22	13,566,607	*	38,034	96.0%
2019-2021 Biennial Budget actuals for 2020-21	12,859,343	**	36,051	96.3%
2019-2021 Biennial Budget actuals for 2019-20	12,216,334	**	34,248	95.6%

**table reflects the "Value Used to Compute Rate" as reported in the Deschutes County tax rolls

The City's TAV is projected to increase by 5.5% in 2021-22 and 5.0% in 2022-23. The collection rate is projected to be 96.0% in both years of the biennium.

Property Taxes



Room Taxes

Allocation of Revenues

The 2021-2023 biennial budget reflects a 10.4% tax rate levied upon lodging properties within the City of Bend. In November 2013, voters approved an increase in the room tax rate to 10.4%. Prior to this increase, the room tax rate was 9%.

Oregon Revised Statues (ORS) require that cities allocate a portion of room tax for tourism promotion. In accordance with ORS and as adopted by the Bend Code, the first 9% of room tax funds were allocated 30% to the Tourism Fund for tourism promotion and 70% to the General Fund as discretionary revenues. Room tax revenues generated from the 1.4% increase approved in November 2013 were allocated 70% to the Tourism Fund and 30% to support Fire and Police operations. This resulted in a total of 35.4% of room tax revenue allocated to tourism promotion.

The Tourism Fund is used to account for the promotion of tourism, with much of the funds allocated to Visit Bend on a contracted basis.

10 Year Trend of Revenues

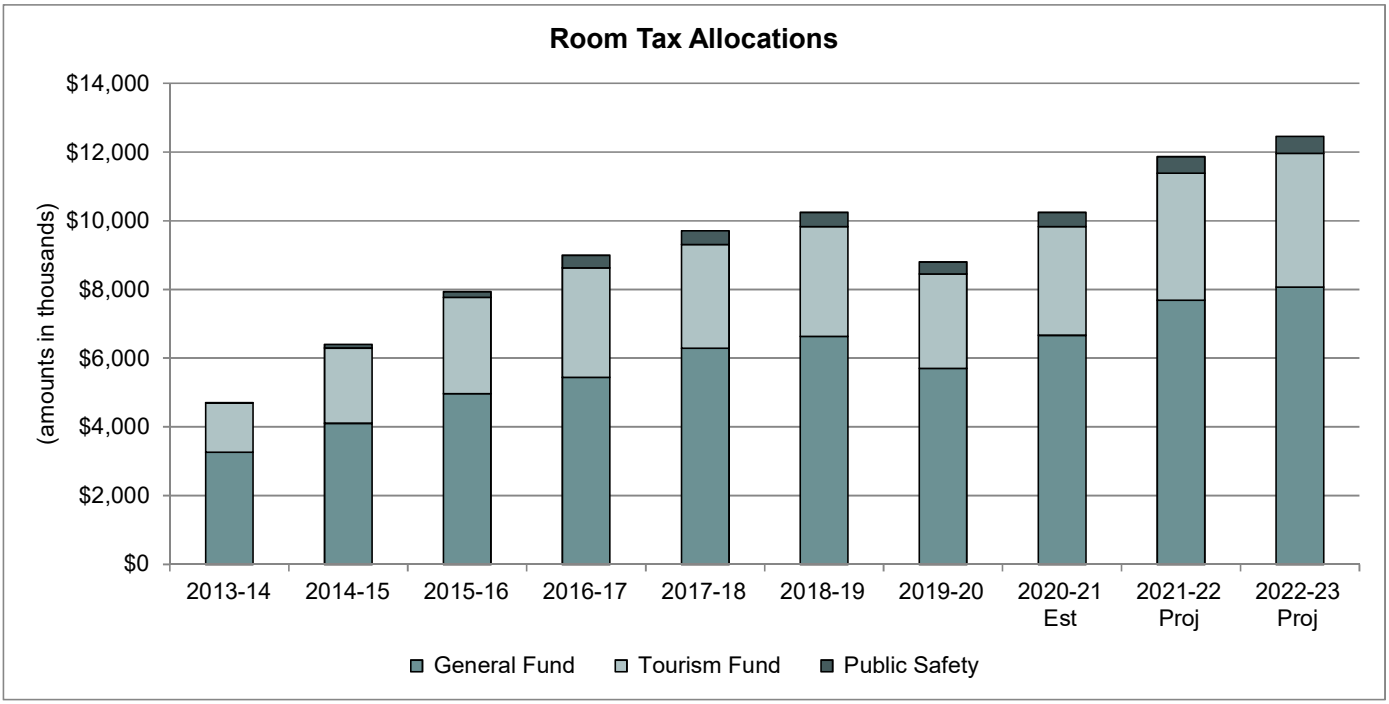
Year	Amount (in 000's)	% Change
2022-23 *	$ 12,452	5.0%
2021-22 *	11,859	15.8%
2020-21 *	10,239	16.3%
2019-20	8,801	-14.0%
2018-19	10,239	5.6%
2017-18	9,700	7.9%
2016-17	8,990	13.3%
2015-16	7,931	24.0%
2014-15	6,397	35.8%
2013-14	4,710	19.4%

* estimates of 2020-21 year end projection and 2021-2023 biennial budget amounts

Assumptions

Revenue projections included in the 2021-2023 biennial budget are based on current trends and discussions with Visit Bend, an organization contracted for marketing and promoting tourism in Bend. Lodging property owners retain 0.5% of tax revenues collected for administration expenses, as allowed by Bend Code.

Room Taxes



Franchise Fees

Allocation of Revenues

Franchise fees are charged to utility companies for use of the public right of way. These fees are typically passed on to the utility customers. The primary use of franchise fee revenues are to support street and transportation activities. The majority of franchise fee revenues are accounted for in the General Fund, with portions also allocated directly to the Street & Operations, Transportation Construction, and Accessibility Construction Funds.

During the 2019-2021 goal setting process, Council was presented with several options that detailed the revenue increases required to achieve their goals, of which Transportation is a primary focus. In March 2019 Council directed staff to increases utility license fees and negotiate franchise fee increases as agreements expire, in an effort to accelerate transportation investments in the Bend community.

10 Year Trend of Revenues

Year	Amount (in 000's)	% Change
2022-23 *	$ 13,416	1.6%
2021-22 *	13,209	1.4%
2020-21 *	13,032	10.5%
2019-20	11,791	22.2%
2018-19	9,650	6.8%
2017-18	9,035	2.7%
2016-17	8,794	6.2%
2015-16	8,280	3.9%
2014-15	7,973	4.3%
2013-14	7,641	6.8%

Franchise rates for the major franchisees are as follows as of 6/30/21:

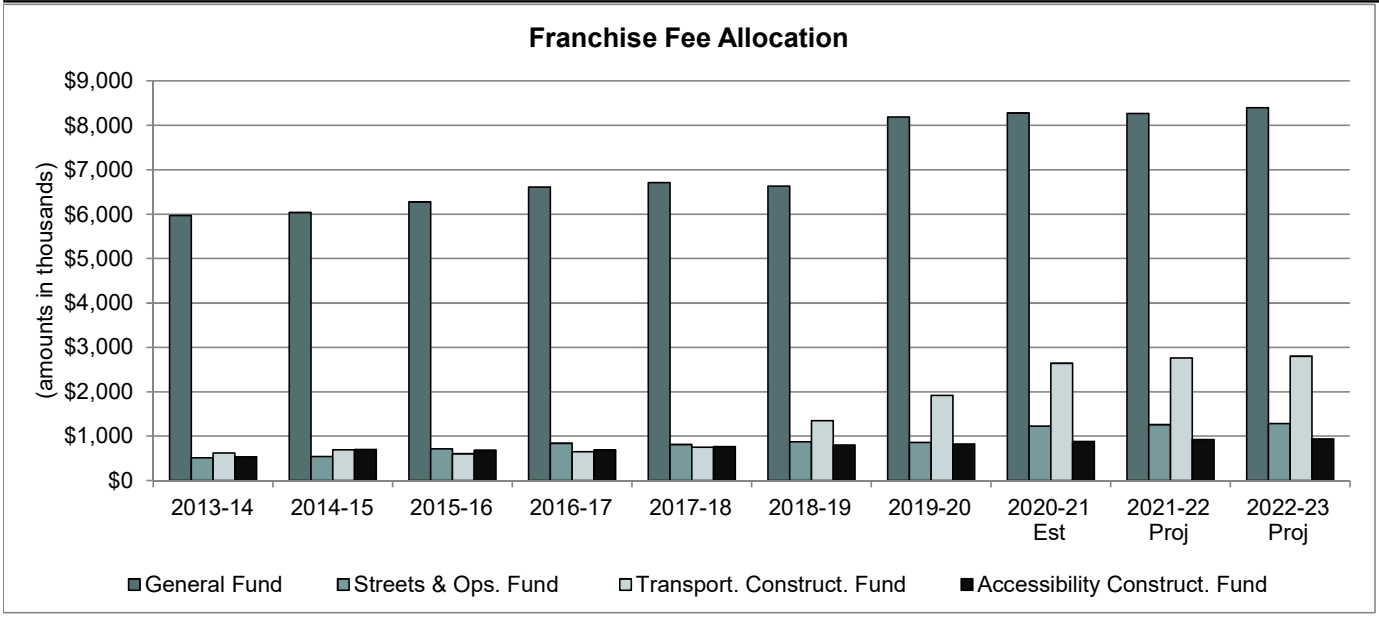
	Rate
Pacific Power	7.00%
Central Electric Co-op	7.00%
Cascade Gas	7.00%
CenturyLink	7.00%
TDS Baja (formerly Bend Broadband)	7.00%
Garbage Haulers	7.00%
Water/Water Reclamation	6.00%

* estimates of 2020-21 year end projection and 2021-2023 biennial budget amounts

Assumptions

Various factors such as utility rate changes, economic factors, population growth, and service changes, are considered when projecting future franchise fee collections. For the 2021-2023 biennium, franchise fee revenues are increasing slightly due to anticipated population growth.

Franchise Fees



State Allocated Revenues

Allocation of Revenues	Year	10 Year Trend of Revenues Amount	Amount	Amount	Amount	Amount	% Change Total
				(in 000's)			
		Highway Tax	Liquor Tax	Cigarette Tax	Marijuana Tax	State Shared	Total State Allocated
State Highway Gas Taxes are allocated 100% to the Street & Operations Fund for street maintenance. The use of all State Highway Trust Fund dollars is restricted to road-related purposes according to Section 3 of Article IX of the Oregon Constitution.	2022-23 *	$ 6,972	$ 1,865	$ 74	$ 188	$ 1,306	1.6%
	2021-22 *	7,003	1,756	75	179	1,231	2.5%
	2020-21 *	6,318	1,795	90	538	1,256	5.6%
	2019-20	6,208	1,613	98	483	1,068	1.7%
	2018-19	6,459	1,473	101	296	981	9.5%
	2017-18	5,512	1,363	105	604	917	18.2%
	2016-17	4,939	1,269	113	-	871	5.4%
	2015-16	4,777	1,161	98	-	788	3.4%
	2014-15	4,578	1,144	106	-	769	3.3%
	2013-14	4,453	1,092	105	-	738	5.4%

Liquor Tax, Cigarette Tax, Marijuana Tax and State Shared revenues are allocated to the General Fund as discretionary revenues as they may be used for general government services without restrictions. Note that marijuana tax revenues in this analysis are specific to the allocation of the State tax to local governments. The City of Bend has a separate 3% local marijuana tax that is projected to generate approximately $1.5M in additional revenue per year in the upcoming biennium.

* estimates of 2020-21 year end projection and 2021-2023 biennial budget amounts

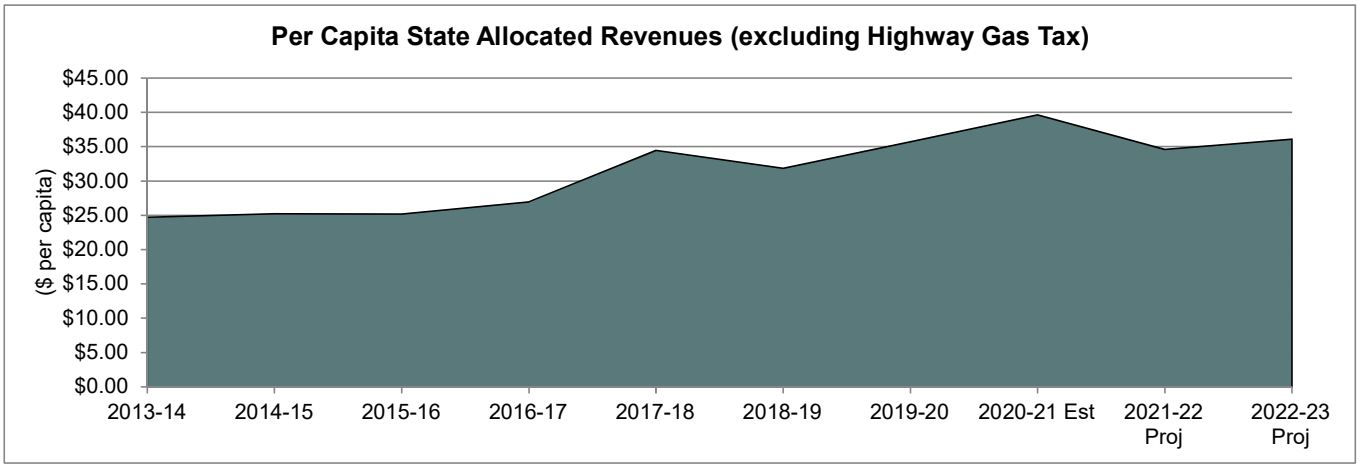
Assumptions

Cigarette and State Shared revenues are distributed by the State on a per capita basis. State marijuana taxes and liquor revenues have partial distributions to cities that are not based on population. Fourteen percent liquor revenue share to cities uses an adjusted population formula that factors in per capita property taxes and per capita income of each city. Twenty-five percent of state marijuana tax share to cities is distributed based on the number of licensed marijuana premises in each city compared to the total number of licensed marijuana premises across the state. The State uses the July 1st Portland State University (PSU) certified populations to effect distributions of state allocated revenues.

The Highway Gas Tax revenues collected by the State are allocated to cities on a monthly basis from net receipts collected by the following divisions of the Oregon Dept. of Transportation (ODOT): Division of Motor Vehicles, Highway Division, and Motor Carrier Transportation Branch. The revenue distribution contains several components, but is also distributed on a per capita basis. In 2017 the Legislature approved a comprehensive transportation funding package (HB 2017) that significantly increased cities' per capita funding. The package included: a 10-cent gas and use fuel tax increase and a 53% increase in the weight-mile tax, both of which are being increased over a seven-year period. Graduated registration fee increases and graduated title fee increases were also included in the package.

The revenue estimates included in the biennial budget were developed using the February 2021 *Oregon Economic and Revenue Forecast* prepared by the State of Oregon Office of Economic Analysis, estimates provided by the League of Oregon Cities (LOC), and the Oregon Department of Transportation's *State Highway Revenue Forecast* (released October 2020). The state shared marijuana tax allocations in fiscal year 2020-21 and in the 2021-2023 biennium are estimated to decline due to Measure 110 adopted by Oregon voters in 2020. The LOC estimates that starting in March of 2021 quarterly revenue to cities will see a 73% decrease.

State Allocated Revenues



System Development Charges

Allocation of Revenues	Year	10 Year Trend of Revenues Amount (in 000's) Transportation	Amount Water	Amount Water Reclamation	% Change Total Total SDCs
System Development Charges (SDC) are restricted by ORS for capital improvement projects. A special revenue fund, the SDC fund, has been established to account for SDC revenue collections. The use of these revenues are shown as a transfer out of the SDC fund to the Transportation Construction Fund, the Water and Water Reclamation Funds respectively.	2022-23 *	$ 7,116	$ 3,840	$ 5,253	5.0%
	2021-22 *	6,732	3,687	5,019	4.0%
	2020-21 *	6,369	3,590	4,887	-19.8%
	2019-20	9,062	3,152	6,288	13.1%
	2018-19	6,430	3,566	6,369	7.5%
	2017-18	6,794	3,238	5,189	-9.4%
	2016-17	6,586	3,780	6,439	-8.6%
	2015-16	8,566	3,697	6,126	79.6%
	2014-15	4,258	2,906	3,075	12.6%
	2013-14	3,757	2,470	2,863	27.8%

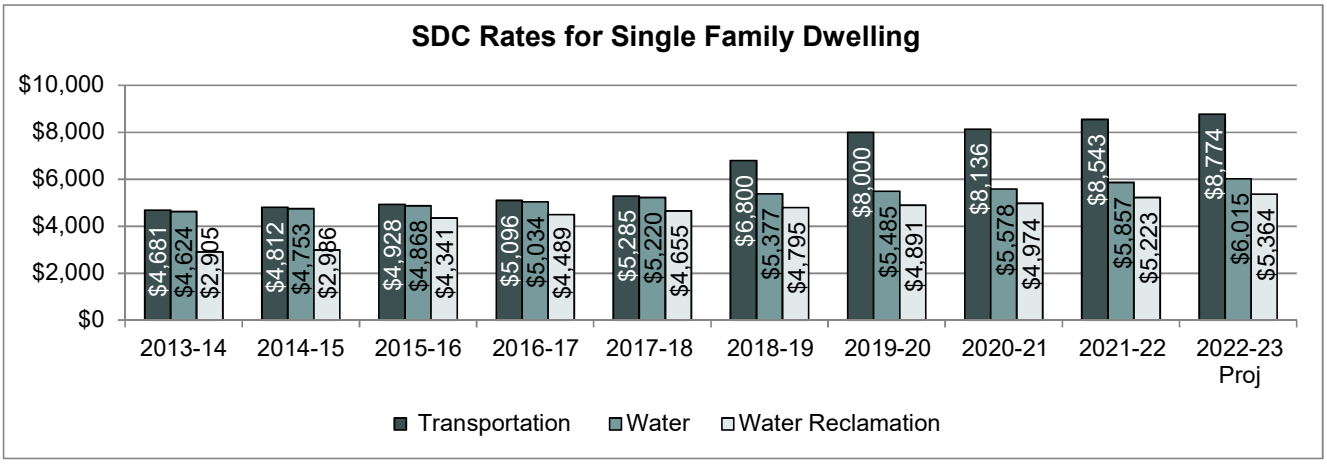
* estimates of 2020-21 year end projection and 2021-2023 biennial budget amounts

Assumptions

System Development Charges (SDCs) are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on Engineering News Record (ENR), a construction cost index. The City last updated its Transportation SDC methodology in 2011-12, Water methodology in 2008-09 and Water Reclamation methodology in 2014-2015. All three SDC methodologies will be updated during the 2021-2023 biennium.

The ENR increase included in the 2021-2023 biennial budget for Water, Water Reclamation and Transportation SDC's is 2.7%, per year based on the February 2021 report. The actual May 2021 increase in ENR resulted in a 5.0% increase for 2021-22. Transportation SDC's in total are projected to increase an additional 3% per year based on the anticipated increase in development activity. Water and sewer SDC revenues are projected to increase an additional 1.42% and 1.91% respectively per year based on projected utility account growth reflected in the 30-year utility rate models.

System Development Charges



Development Fees and Permits

Allocation of Revenues

Building, Planning and Private Development Engineering fee and permit revenues are allocated to their respective funds within the Community Development Department (CDD). Planning and Engineering fees do not have specific restrictions on their uses, but per State of Oregon requirements, Building permit fees may only be used to support the operation of the Building Division.

10 Year Trend of Revenues

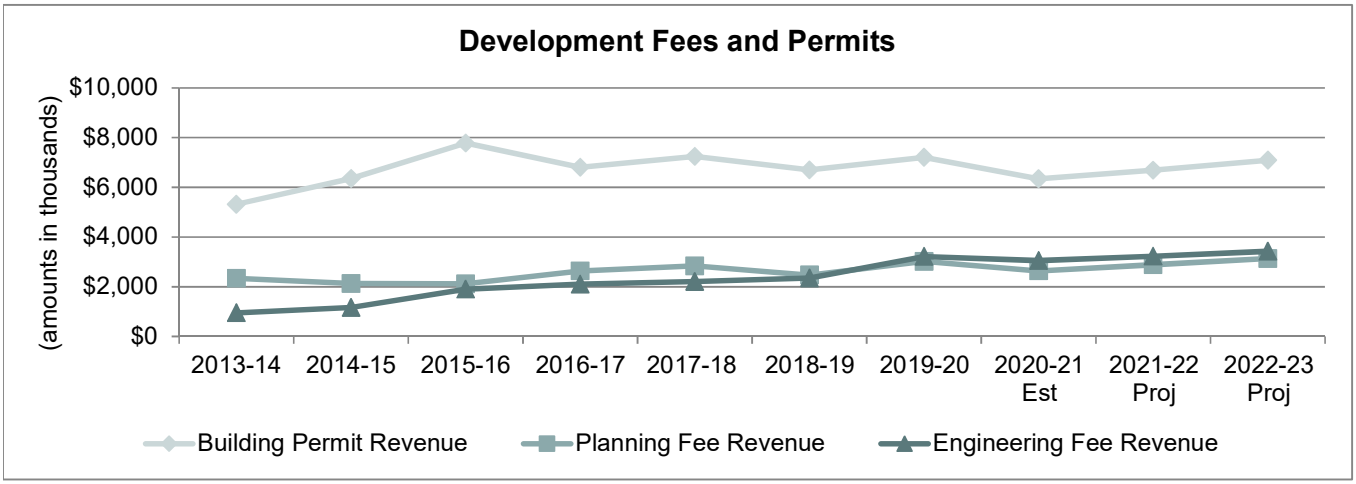
Year	Building Amount	Building % Change	Planning Amount (in 000's)	Planning % Change	Engineering Amount	Engineering % Change
2022-23 *	$ 7,089	6.0%	$ 3,140	8.9%	$ 3,426	6.0%
2021-22 *	6,687	5.3%	2,883	9.1%	3,232	6.1%
2020-21 *	6,350	-11.9%	2,643	-12.4%	3,046	-5.5%
2019-20	7,204	7.5%	3,018	22.3%	3,223	36.9%
2018-19	6,703	-7.5%	2,468	-13.0%	2,354	6.6%
2017-18	7,245	6.5%	2,836	7.5%	2,208	4.6%
2016-17	6,802	-12.6%	2,639	24.6%	2,110	10.6%
2015-16	7,781	22.3%	2,117	-0.6%	1,908	62.7%
2014-15	6,362	19.6%	2,131	-8.9%	1,172	23.4%
2013-14	5,318	38.8%	2,339	37.6%	950	167.4%

* estimates of 2020-21 year end projection and 2021-2023 biennial budget amounts

Assumptions

CDD anticipates that fee based revenue will increase by approximately 3% per year in the 2021-2023 biennium. The forecast includes a 3% cost of living increase for both years of the biennium, plus an additional 3% for Planning. A new permitting software was implemented in December 2020 resulting in new processes for CDD. CDD will conduct an external fee study in 2021-22 to review Building, Engineering, and Planning functions to ensure rates and fees are set at appropriate levels.

Development Fees and Permits



Utility Rate Revenues

Allocation of Revenues

Utility rate revenues are used to provide for the on-going operation and maintenance of the Water, Water Reclamation and Stormwater Systems as well as to pay for capital projects and debt service used to finance capital construction. Utility rate revenues are allocated and restricted to the respective Water, Water Reclamation and Stormwater funds.

The City utilizes 30-year rate and financial forecasting models to project revenue requirements and utility rates needed.

10 Year Trend of Revenues

(in 000's)

Year	Water Amount	Water % Change	Water Reclamation Amount	Water Reclamation % Change	Stormwater Amount	Stormwater % Change
2022-23 *	$ 22,476	4.5%	$ 34,289	4.5%	$ 5,258	9.4%
2021-22 *	21,518	4.4%	32,826	4.3%	4,809	9.3%
2020-21 *	20,603	7.1%	31,471	4.9%	4,398	5.3%
2019-20	19,244	-4.8%	29,987	4.9%	4,175	2.6%
2018-19	20,216	7.0%	28,584	10.0%	4,070	8.3%
2017-18	18,897	3.6%	25,990	11.1%	3,759	8.2%
2016-17	18,243	5.2%	23,386	11.3%	3,475	7.8%
2015-16	17,334	5.1%	21,009	5.1%	3,225	24.8%
2014-15	16,492	3.4%	19,986	10.2%	2,585	2.1%
2013-14	15,948	9.7%	18,138	8.6%	2,530	0.3%

* estimates of 2020-21 year end projection and 2021-2023 biennial budget amounts

Assumptions

The City has contracted with FCS Group, to assist the City in developing 30-year financial plans for the water, water reclamation (sewer) and stormwater utilities. Rate models are updating annually to ensure projected rate increases are adequate to cover operations & maintenance and capital expenditures, including annual debt service payments associated with the financing of capital improvements.

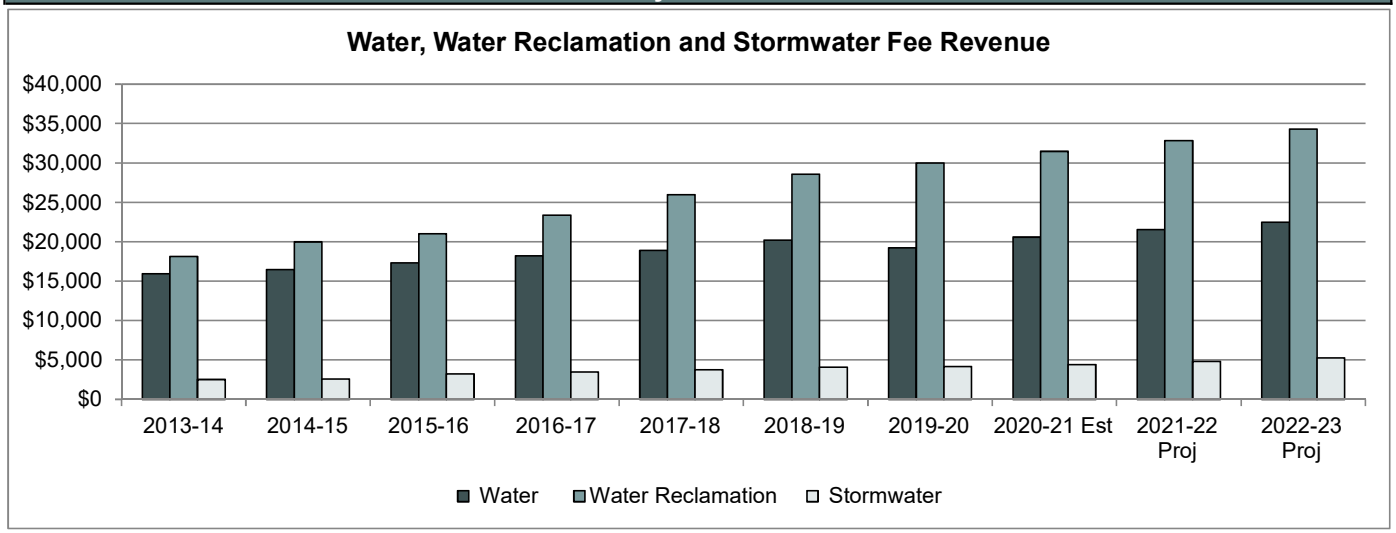
The 2021-2023 biennial budget reflects revenue increases of 3% per year for water, 2.5% per year for water reclamation, and 7% per year for stormwater. Account activity increases of 1.42% are assumed for water, 1.84% for sewer, and 2.2% for stormwater, which is consistent with the 30-year utility rate forecasting models.

Rate / Revenue Adjustments

	Water	Water Reclamation	Storm Water
2022-23 *	3.0%	2.5%	7.0%
2021-22 *	3.0%	2.5%	7.0%
2020-21	0.0%	3.0%	3.0%
2019-20	1.0%	6.0%	3.0%
2018-19	2.0%	6.0%	3.0%
2017-18	2.0%	6.0%	3.0%
2016-17	2.0%	6.0%	3.0%
2015-16	3.0%	4.0%	25.0%
2014-15	5.0%	9.0%	0.0%
2013-14	3.0%	6.0%	0.0%

* projected rate adjustment

Utility User Fees



General Fund Fines and Forfeitures

Allocations of Revenues

Fines and Forfeits are collected by the Bend Municipal Court for traffic violations, parking citations and other municipal code violations. All of the revenues are allocated to the General Fund as discretionary revenues that support public safety, municipal court and other General Fund operations.

10 Year Trend of Revenues

Year	Amount (in 000's)	% Change
2022-23 *	$ 1,074	2.3%
2021-22 *	1,050	48.3%
2020-21 *	708	-33.8%
2019-20	1,069	-18.7%
2018-19	1,314	18.0%
2017-18	1,114	-1.3%
2016-17	1,129	12.0%
2015-16	1,008	3.8%
2014-15	971	-2.9%
2013-14	1,000	-3.9%

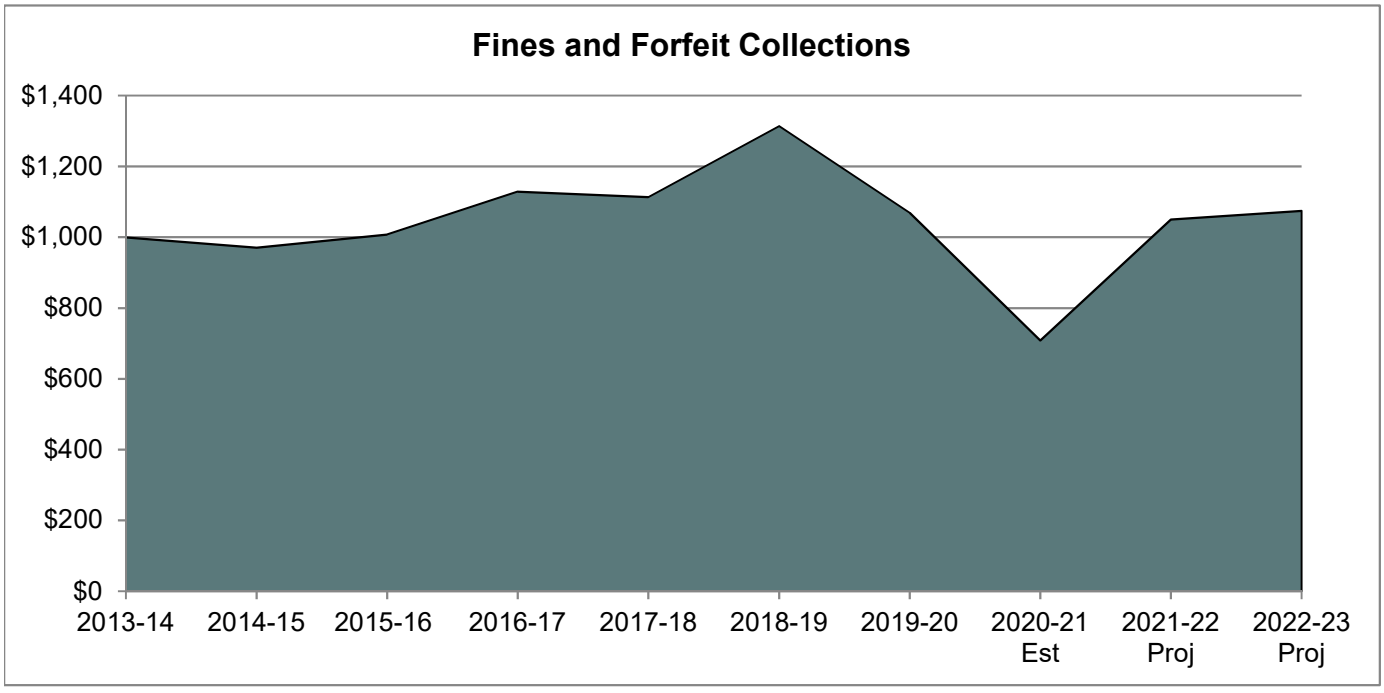
* estimates of 2020-21 year end projection and 2021-2023 biennial budget amounts

Assumptions

House Bill 4210 eliminated the ability for courts to suspend driver's licenses based upon non-payment of fines. As a result, the Court discontinued non-payment suspensions and ceased imposing the $15 suspension fee specified in ORS 809.267 resulting in lower revenues in fiscal year 2020-21.

In addition, in response to the COVID-19 pandemic, the Police Department eased up on traffic citations and the Court discontinued imposing $50 failure to appear (FTA) fees upon failure to appear for first appearance/arraignment, both resulting in reduced revenue projected for fiscal year 2020-21. Revenues are forecasted to return to pre-pandemic levels in the 2021-2023 biennium and are projected to increase in fiscal year 2022-23 based on forecasted population growth.

Fines and Forfeits



Debt Overview and Analysis

Overview

When the City issues debt to pay for capital projects, a credit rating is often assigned. Municipal credit ratings are based upon the analysis of the local economy and demographics, debt structure, financial condition of the organization, and administration/management strategies. Each factor is evaluated individually and for its effect on the other factors in the context of the municipality's ability to repay its debt.

The City has outstanding bonds rated by Moody's Investors Services ("Moody's) and S&P Global ("S&P"). Moody's rating scale ranges from "Aaa" on the high end to "C" on the low end; S&P's scale is similar, ranging from "AAA" to "D". Rating definitions that apply to the City of Bend obligations are as follows:

> Aa2 / AA: An obligor has very strong capacity to meet its financial commitments. It differs from the highest-rated obligors only to a small degree.

The full faith and credit obligations were upgraded by Moody's from Aa3 to Aa2 in February 2017. Moody's reaffirmed their Aa2 rating in 2020, at which time S&P assigned a slightly higher rating of AA+.

The City of Bend's long-term bonds are rated as follows:

	Moody's Investors Service	S&P Global
Full faith and credit obligation bonds	Aa2	AA+
General obligation bonds [(1)]	Aa2	n/a
Water revenue bonds	Aa2	AA
Sewer revenue bonds	n/a	AA

(1) As of June 2021, the only General Obligation (GO) Bonds outstanding are related to the Transportation GO Bond approved by voters in 2011. No bonds have been issued for the GO Bond approved by voters in November 2020.

Debt Policies

Refer to the Introductory Section of the budget document for the City's debt and fiscal policies.

Types of Debt Currently Outstanding

Several types of debt are currently issued by the City including:

- Revenue Bonds – Bonds issued to finance facilities that have a definable user or revenue base such as water and sewer facilities. These debt instruments are secured by a specific source of funds, either from the operations of the project being financed or from a dedicated revenue stream, rather than the general taxing powers of the City. The City has both water and sewer revenue bonds outstanding. These bonds impose a 1.25 debt ratio covenant on the City's Water and Sewer (i.e. Water Reclamation) operations.

	Est. Outstanding Balance at 6/30/21
Water revenue bonds (2016 series)	$ 43,365,000
Sewer revenue bonds (2020 series)	37,925,000
	$ 81,290,000

- Full Faith and Credit Obligations * – These debt issuances are for infrastructure improvements and capital assets that provide long-term benefits to the community as a whole. These bonds are secured by the full faith and credit (FF&C) of the City and the City has pledged to levy taxes or any other sources of revenues that may be used to repay the obligations. The City currently has the following full faith and credit obligations outstanding:

	Est. Outstanding Balance at 6/30/21	Repayment Source
Pension obligation bonds (2004 series)	$ 8,715,000	Department budgets
Sewer and Police facilities 2002 refinance (series 2012)	670,000	Sewer revenues / Interfund Transfer from Department budgets
Transportation 2003 refinance (series 2013)	425,562	Transportation SDCs
Juniper Ridge line of credit refinance (2013 series)	977,674	Urban renewal taxes
Land purchase and purchase of Real Estate (series 2016)	1,160,000	Interfund Transfers from Department budgets
Fire engine, Energy projects, Accessibility and Transportation system improvements, Parking improvements (series 2020)	49,845,000	Fire/EMS revenues / Franchise fees / Transportation SDCs / Interfund Transfers from Department budgets / Parking revenues
Accessibility 2010A refunding (series 2021A)	844,200	General Fund
Fire stations 2010B refunding (series 2021B)	813,900	Fire/EMS revenues
Water/Sewer RZEDB Improvements 2010 refinance (2021C series)	8,077,900	Water and Sewer revenues
Fire equipment, Police expansion, Facilities, ERP, Cooley Road, Murphy Crossing, Streets equipment, Airport equipment, Cemetery equipment, and Stormwater improvements (series 2021A)	26,224,000	Fire/EMS revenues / Interfund Transfers from Department budgets / Urban renewal taxes / Street operations revenues / Airport revenues / Cemetery revenues / Stormwater revenues
Police facility, Murphy Crossing, and Sewer (series 2021B)	3,008,200	Interfund Transfers from Department budgets / Urban renewal taxes / Sewer revenues
Total Full Faith and Credit	$ 100,761,436	

* The FF&C table includes all debt secured by the City General Fund, whether issued as an FF&C bond, or bank note.

- General Obligation (GO) Bonds – These bonds are secured by the unlimited ad valorem property taxing authority of a municipality. In Oregon GO bonds must be approved by the voters and municipalities are authorized to issue GO bonds only to finance capital improvements. In 2011, City of Bend voters approved a $30 million GO bond for specific transportation infrastructure

improvements. Debt payments on these bonds are derived from a levy of property taxes. These are the only GO Bonds outstanding; no debt has been issued yet for the Transportation bond approved by voters in November 2020.

	Est. Outstanding Balance at 6/30/21
Transportation improvements (2012)	$16,930,000

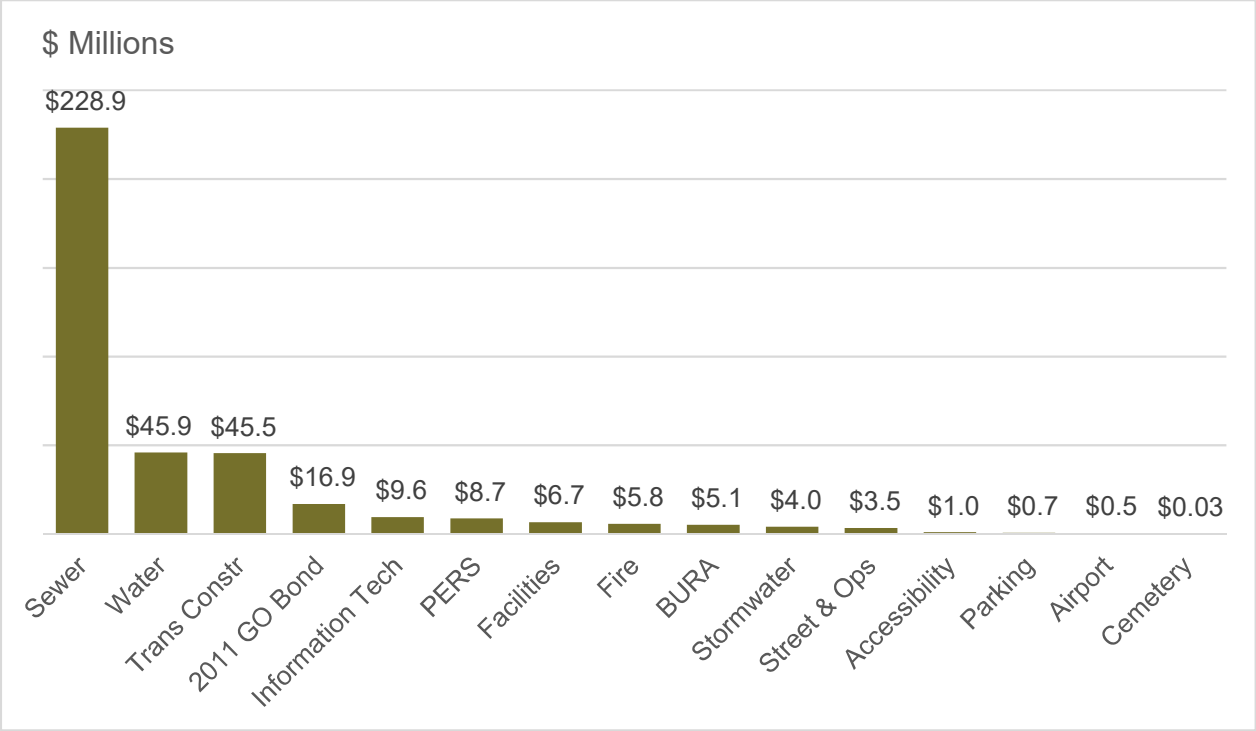
- Notes Payable – The City also utilizes infrastructure loan programs offered by Business Oregon (formerly Oregon Business Development Department) and through the Clean Water State Revolving Fund (CWSRF) program of the Oregon Department of Environmental Quality (DEQ) to finance its water and water reclamation capital improvements. The City currently has the following loan agreements with the Business Oregon and DEQ:

	Est. Outstanding Balance at 6/30/21
Business Oregon Eastside airport improvements (2007)	$ 437,802
DEQ-CWSRF #R14510, R14511, R14512, R14514 Secondary Expansion *	54,700,693
DEQ-CWSRF #R14513 Collection System Master Plan	661,786
DEQ-CWSRF #R14515 Colorado Lift Station	11,621,832
DEQ-CWSRF #R14516 SE Interceptor	43,244,324
DEQ-CWSRF #R14517 Plant Interceptor Project	6,836,062
DEQ-CWSRF #R14518 North Area Force Main *	7,895,000
DEQ-CWSRF #R14519 Pump Station Decommission *	8,000,000
DEQ-CWSRF #R14520 Amethyst Mahogany *	2,620,000
DEQ-CWSRF #R14521 Bend Septic Solutions *	10,000,000
DEQ-CWSRF #R14522 Drake Pump Station *	4,000,000
DEQ-CWSRF #R14523 Newport Drainage *	13,397,000
DEQ-CWSRF #R14524 Via Sandia *	3,460,000
DEQ-CWSRF #R14525 SW Sewer Basin *	5,845,000
DEQ-CWSRF #R14526 Solids Handling *	6,900,000
DEQ-CWSRF #R14527 Septic Solutions Phase 1 *	4,000,000
	$183,619,449

***** These loans are drawn down on a reimbursement basis. Balances reflect maximum amount eligible to be drawn.

Current Debt by Fund

Estimated outstanding debt by fund as of 6/30/21 is as follows:



* Reflects the maximum amount eligible to be drawn on loans from the DEQ.

Budgeted Debt Issues for the 2021-2023 Biennium

The following new long-term debt issues are anticipated in the 2021-2023 Biennial Budget:

2021-2023 New Debt Issuances	2021-22	2022-23	2021-2023 Biennium
2020 General Obligation Bond Capital Projects	$ 24,206,000	$ -	$ 24,206,000
Transportation Construction Capital Projects	9,717,000	5,020,500	14,737,500
Bend Urban Renewal Agency Capital Projects	2,652,000	-	2,652,000
Fire vehicles & equipment	1,020,000	816,000	1,836,000
Streets & Operations equipment	510,000	816,000	1,326,000
Facility master plan	-	1,683,000	1,683,000
Accessibility capital projects	816,000	-	816,000
Information technology software and equipment	675,300	-	675,300
Project management software	279,500	-	279,500
Debt management & financial statement software	198,900	-	198,900
e-Procurement software	102,000	-	102,000
Fleet management software	55,100	-	55,100
Airport vehicle	-	37,300	37,300
Total Debt Proposed	$ 40,231,800	$ 8,372,800	$ 48,604,600

Legal Debt Limitation

Oregon Revised Statutes (ORS) 287A.050 provides that a city may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds 3% of the real market value of the taxable property within its boundaries. This statute also excludes certain types of general obligation bonded indebtedness from being included in the limitation, including general obligation bonds issued for water supply, treatment or distribution. The City's Real Market Value for 2020-21 was $23,734,666,331 providing for a legal debt margin of $712,039,990. The City is in compliance with its legal debt limitation.

Debt Capacity and Coverage Ratios

A growing city typically has associated debt burden to support its expanding infrastructure needs. The City monitors its debt burden to ensure fiscal responsibility and discipline in issuing debt. Debt issued must be affordable and cost effective, and an appropriate balance between capital needs and the ability to pay for them must be maintained.

The City's outstanding water and sewer revenue bonds have debt coverage requirements of 1.25. The City's long term utility rate forecasting models are updated annually and reflect rate increases necessary to ensure coverage ratios are maintained at levels sufficient to protect the City's credit ratings.

Projected Statement of Indebtedness
Long-Term Debt Outstanding[1, 2, 3]

	Principal Balance June 30, 2021	Budgeted New Issues 2021-22	Principal Amount Due 2021-22	Interest Amount Due 2021-22	Principal Balance June 30, 2022
City of Bend					
General Obligation Bonds (Transportation)					
General Obligation Bond 2011	$ 16,930,000	$ -	$ 1,290,000	$ 548,150	$ 15,640,000
General Obligation Bond 2020	-	24,206,000	-	-	24,206,000
	16,930,000	**24,206,000**	**1,290,000**	**548,150**	**39,846,000**
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Obligations 2020	202,340	-	3,376	9,974	198,965
Full Faith & Credit Obligations 2021 Refund 2010	844,200	-	272,200	10,637	572,000
	1,046,540	**-**	**275,576**	**20,611**	**770,965**
Fire/EMS Fund					
Full Faith & Credit Obligations 2020 Equipment	651,947	-	21,732	31,656	630,215
Full Faith & Credit Obligations 2020 Ameresco	351,523	-	11,717	17,068	339,805
Full Faith & Credit Obligations 2021 Refund 2010	96,893	-	31,833	1,221	65,060
Full Faith & Credit Obligations 2021 Refund 2015	1,359,400	-	332,600	19,053	1,026,800
Full Faith & Credit Obligations 2021 Refund 2016	1,282,800	-	159,600	16,894	1,123,200
Full Faith & Credit Obligations 2021	1,359,200	-	59,100	19,050	1,300,100
	5,101,763	**-**	**616,582**	**104,941**	**4,485,180**
Streets & Operations Fund					
Full Faith & Credit Obligations 2020	1,519,741	-	50,658	73,792	1,469,083
Full Faith & Credit Obligations 2021 Refund 2018	883,500	-	121,617	12,383	761,883
Full Faith & Credit Obligations 2021	1,075,700	-	103,200	15,077	972,500
	3,478,941	**-**	**275,475**	**101,251**	**3,203,466**
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	8,715,000	-	965,000	529,539	7,750,000
Full Faith & Credit Obligations 2021 Refund 2010	717,007	-	235,567	9,034	481,440
	9,432,007	**-**	**1,200,567**	**538,574**	**8,231,440**
Transportation Construction Fund					
Full Faith & Credit Obligations 2013	425,562	-	425,562	3,535	-
Full Faith & Credit Obligations 2020	45,052,660	-	751,624	2,220,726	44,301,035
	45,478,222	**-**	**1,177,187**	**2,224,261**	**44,301,035**
Airport Fund					
Ore. Econ. Dev. - Eastside Development	437,802	-	30,673	21,385	407,129
Full Faith & Credit Obligations 2021	104,600	-	9,900	1,466	94,700
	542,402	**-**	**40,573**	**22,851**	**501,829**
Cemetery Fund					
Full Faith & Credit Obligations 2021	27,800	-	5,400	390	22,400
	27,800	**-**	**5,400**	**390**	**22,400**
Water Fund					
Economic Development RZB 2010 Refund 2021	1,425,876	-	135,441	17,966	1,290,436
Revenue Bonds 2016	43,365,000	-	1,815,000	2,122,875	41,550,000
Full Faith & Credit Obligations 2020 Ameresco	1,118,882	-	37,296	54,328	1,081,586
	45,909,758	**-**	**1,987,737**	**2,195,169**	**43,922,022**

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[2] Due to rounding, estimated numbers may not add up precisely with the totals provided.

[3] Principal and Interest amounts vary from the budget adopted by City Council in June 2021 due to refundings and future budget adjustments will be required.

Projected Statement of Indebtedness
Long-Term Debt Outstanding[1, 2, 3]

	Principal Balance June 30, 2021	Budgeted New Issues 2021-22	Principal Amount Due 2021-22	Interest Amount Due 2021-22	Principal Balance June 30, 2022
Water Reclamation Fund					
Revenue Bonds 2020	37,925,000	-	620,000	1,878,500	37,305,000
Economic Development RZB 2010 Refund 2021	6,652,024	-	631,859	83,815	6,020,164
Full Faith & Credit Obligations 2012	345,000	-	345,000	6,900	-
Full Faith & Credit Obligations 2021 Refund 2012	374,300	-	7,400	3,438	366,900
Oregon DEQ Loan R14510 - Secondary Expansion	3,919,670	-	256,127	147,623	3,663,543
Oregon DEQ Loan R14511 - Secondary Expansion	13,298,096	-	615,305	392,491	12,682,791
Oregon DEQ Loan R14512 - Secondary Expansion	16,482,927	-	822,316	479,613	15,660,611
Oregon DEQ Loan R14513 - Collec. Sys. Master Plan	661,786	-	661,786	5,265	-
Oregon DEQ Loan R14514 - Secondary Expansion[4]	12,089,480	-	446,041	1,183,875	11,643,439
Oregon DEQ Loan R14515 - Colorado Lift Station	11,621,832	-	580,260	286,215	11,041,572
Oregon DEQ Loan R14516 - Southeast Interceptor	43,244,324	-	2,273,014	642,996	40,971,310
Oregon DEQ Loan R14517 - North Area Force Main	6,836,062	-	310,535	141,546	6,525,527
Oregon DEQ Loan R14518 - Plant Interceptor Project[4]	6,131,316	-	173,298	501,230	5,958,018
Oregon DEQ Loan R14519 - Pump Station Decommissioning[4]	2,273,383	3,442,000	-	-	5,715,383
Oregon DEQ Loan R14520 - Amethyst Mahogany Diversion[4]	1,304,385	-	55,260	137,385	1,249,125
Oregon DEQ Loan R14521 - Septic Solutions[4]	8,595,105	-	-	283,634	8,595,105
Oregon DEQ Loan R14522 - Drake Lift Station[4]	1,651,561	-	-	34,342	1,651,561
Oregon DEQ Loan R14523 - Newport Pipe Replacement[4]	-	2,722,000	-	-	2,722,000
Oregon DEQ Loan R14524 - Via Sandia[4]	-	1,600,000	-	33,297	1,600,000
Oregon DEQ Loan R14525 - Southwest Sewer Basin[4]	-	4,048,800	-	35,571	4,048,800
Oregon DEQ Loan R14526 - Solids Handling[4]	-	3,000,000	-	-	3,000,000
Oregon DEQ Loan R14527 - Septic Solutions[4]	-	50,000	-	30,684	50,000
	173,406,251	**14,862,800**	**7,798,201**	**6,308,421**	**180,470,849**
Stormwater Fund					
Full Faith & Credit Obligations 2021 Refund 2018	589,000	-	81,078	8,255	507,922
Full Faith & Credit Obligations 2021	3,456,600	-	150,200	48,446	3,306,400
Oregon DEQ Loan R14523 - Newport Pipe Replacement[4]	-	4,000,000	-	-	4,000,000
	4,045,600	**4,000,000**	**231,278**	**56,701**	**7,814,322**
Parking Services Fund					
Full Faith & Credit Obligations 2020 Ameresco	166,511	-	5,550	8,085	160,960
Full Faith & Credit Obligations 2020 Mirror Pond	540,000	-	50,000	24,850	490,000
	706,511	**-**	**55,550**	**32,935**	**650,960**
Internal Service Fund: City-wide Administration					
Full Faith & Credit Obligations 2012 Refund 2002	325,000	-	325,000	6,500	-
Full Faith & Credit Obligations 2016	1,160,000	-	95,000	25,476	1,065,000
Full Faith & Credit Obligations 2020 Ameresco	241,397	-	8,047	11,721	233,350
Full Faith & Credit Obligations 2021 Refund 2012	1,881,600	-	32,400	17,306	1,849,200
Full Faith & Credit Obligations 2021 Refund 2016	3,094,900	-	274,800	41,508	2,820,100
Full Faith & Credit Obligations 2021 Refund 2018 LEAP note	4,004,600	-	375,100	56,127	3,629,500
Full Faith & Credit Obligations 2021 Refund 2018 LEAP bonds	3,681,000	-	506,704	51,591	3,174,296
Full Faith & Credit Obligations 2021	1,905,800	-	178,500	26,711	1,727,300
	16,294,297	**-**	**1,795,551**	**236,940**	**14,498,746**
Bend Urban Renewal Agency (BURA)					
Full Faith & Credit Obligations 2013	977,674	-	386,762	13,227	590,912
Full Faith & Credit Obligations 2020 Refund 2015	1,648,100	-	210,300	23,099	1,437,800
Full Faith & Credit Obligations 2021 Refund 2016	1,751,000	-	242,300	22,894	1,508,700
Full Faith & Credit Obligations 2021	752,300	-	122,400	6,427	629,900
	5,129,074	**-**	**961,762**	**65,646**	**4,167,312**
Total Other Indebtedness Outstanding	**$ 310,599,165**	**$ 18,862,800**	**$ 16,421,439**	**$ 11,908,691**	**$ 313,040,526**
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	**$ 327,529,165**	**$ 43,068,800**	**$ 17,711,439**	**$ 12,456,841**	**$ 352,886,526**

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[2] Due to rounding, estimated numbers may not add up precisely with the totals provided.

[3] Principal and Interest amounts vary from the budget adopted by City Council in June 2021 due to refundings and future budget adjustments will be required.

[4] Oregon DEQ loans are drawn on a reimbursement-basis. Amount outstanding at June 30, 2021 reflects the amount the City has drawn to that date.

Projected Statement of Indebtedness
Long-Term Debt Outstanding[1, 2, 3]

	Principal Balance June 30, 2022	Budgeted New Issues 2022-23	Principal Amount Due 2022-23	Interest Amount Due 2022-23	Principal Balance June 30, 2023
City of Bend					
General Obligation Bonds (Transportation)					
General Obligation Bond 2011	$ 15,640,000	$ -	$ 1,340,000	$ 496,550	$ 14,300,000
General Obligation Bond 2020	24,206,000	-	-	-	24,206,000
	39,846,000	**-**	**1,340,000**	**496,550**	**38,506,000**
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Obligations 2020	198,965	-	3,510	9,839	195,455
Full Faith & Credit Obligations 2021 Refund 2010	572,000	-	283,200	7,207	288,800
	770,965	**-**	**286,710**	**17,046**	**484,255**
Fire/EMS Fund					
Full Faith & Credit Obligations 2020 Equipment	630,215	-	23,341	30,786	606,874
Full Faith & Credit Obligations 2020 Ameresco	339,805	-	12,585	16,600	327,220
Full Faith & Credit Obligations 2021 Refund 2010	65,060	-	31,714	816	33,345
Full Faith & Credit Obligations 2021 Refund 2015	1,026,800	-	337,700	13,964	689,100
Full Faith & Credit Obligations 2021 Refund 2016	1,123,200	-	105,300	14,559	1,017,900
Full Faith & Credit Obligations 2021	1,300,100	-	60,400	17,681	1,239,700
	4,485,180	**-**	**571,041**	**94,408**	**3,914,139**
Streets & Operations Fund					
Full Faith & Credit Obligations 2020	1,469,083	-	54,410	71,766	1,414,673
Full Faith & Credit Obligations 2021 Refund 2018	761,883	-	123,640	10,362	638,242
Full Faith & Credit Obligations 2021	972,500	-	105,100	13,226	867,400
	3,203,466	**-**	**283,151**	**95,353**	**2,920,315**
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	7,750,000	-	1,085,000	471,495	6,665,000
Full Faith & Credit Obligations 2021 Refund 2010	481,440	-	234,686	6,070	246,755
	8,231,440	**-**	**1,319,686**	**477,564**	**6,911,755**
Transportation Construction Fund					
Full Faith & Credit Obligations 2013	-	-	-	-	-
Full Faith & Credit Obligations 2020	44,301,035	-	781,490	2,190,661	43,519,545
	44,301,035	**-**	**781,490**	**2,190,661**	**43,519,545**
Airport Fund					
Ore. Econ. Dev. - Eastside Development	407,129	-	30,914	19,894	376,215
Full Faith & Credit Obligations 2021	94,700	-	10,100	1,288	84,600
	501,829	**-**	**41,014**	**21,182**	**460,815**
Cemetery Fund					
Full Faith & Credit Obligations 2021	22,400	-	5,500	305	16,900
	22,400	**-**	**5,500**	**305**	**16,900**
Water Fund					
Economic Development RZB 2010 Refund 2021	1,290,436	-	137,241	16,259	1,153,195
Revenue Bonds 2016	41,550,000	-	1,905,000	2,029,875	39,645,000
Full Faith & Credit Obligations 2020	1,081,586	-	40,059	52,836	1,041,527
	43,922,022	**-**	**2,082,300**	**2,098,971**	**41,839,722**

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[3] Principal and Interest amounts vary from the budget adopted by City Council in June 2021 due to refundings and future budget adjustments will be required.

Projected Statement of Indebtedness
Long-Term Debt Outstanding[1, 2, 3]

	Principal Balance June 30, 2022	Budgeted New Issues 2022-23	Principal Amount Due 2022-23	Interest Amount Due 2022-23	Principal Balance June 30, 2023
Water Reclamation Fund					
Revenue Bonds 2020	37,305,000	-	650,000	1,847,500	36,655,000
Economic Development RZB 2010 Refund 2021	6,020,164	-	640,259	75,854	5,379,905
Full Faith & Credit Obligations 2021 Refund 2012	366,900	-	366,900	1,651	-
Oregon DEQ Loan R14510 - Secondary Expansion	3,663,543	-	264,701	137,769	3,398,842
Oregon DEQ Loan R14511 - Secondary Expansion	12,682,791	-	630,658	374,062	12,052,133
Oregon DEQ Loan R14512 - Secondary Expansion	15,660,611	-	842,504	455,313	14,818,107
Oregon DEQ Loan R14514 - Secondary Expansion[4]	11,643,439	-	905,036	492,864	10,738,403
Oregon DEQ Loan R14515 - Colorado Lift Station	11,041,572	-	591,923	271,622	10,449,649
Oregon DEQ Loan R14516 - Southeast Interceptor	40,971,310	-	2,295,799	608,846	38,675,511
Oregon DEQ Loan R14517 - North Area Force Main	6,525,527	-	315,523	134,993	6,210,004
Oregon DEQ Loan R14518 - Plant Interceptor Project[4]	5,958,018	-	350,766	159,885	5,607,252
Oregon DEQ Loan R14519 - Pump Station Decommissioning[4]	5,715,383	1,947,200	181,423	171,192	7,481,160
Oregon DEQ Loan R14520 - Amethyst Mahogany Diversion[4]	1,249,125	-	112,184	63,281	1,136,941
Oregon DEQ Loan R14521 - Septic Solutions[4]	8,595,105	-	434,398	223,108	8,160,707
Oregon DEQ Loan R14522 - Drake Lift Station[4]	1,651,561	-	180,087	74,581	1,471,474
Oregon DEQ Loan R14523 - Newport Pipe Replacement[4]	2,722,000	1,009,000	305,312	359,352	3,425,688
Oregon DEQ Loan R14524 - Via Sandia[4]	1,600,000	-	158,185	59,031	1,441,815
Oregon DEQ Loan R14525 - Southwest Sewer Basin[4]	4,048,800	-	267,223	99,722	3,781,577
Oregon DEQ Loan R14526 - Solids Handling[4]	3,000,000	560,700	157,248	96,194	3,403,452
Oregon DEQ Loan R14527 - Septic Solutions[4]	50,000	10,000	182,872	68,244	(122,872)
	180,470,849	**3,526,900**	**9,833,001**	**5,775,064**	**174,164,748**
Stormwater Fund					
Full Faith & Credit Obligations 2021 Refund 2018	507,922	-	82,427	6,908	425,495
Full Faith & Credit Obligations 2021	3,306,400	-	153,700	44,967	3,152,700
Oregon DEQ Loan R14523 - Newport Pipe Replacement[4]	4,000,000	5,168,000	-	-	9,168,000
	7,814,322	**5,168,000**	**236,127**	**51,875**	**12,746,195**
Parking Services Fund					
Full Faith & Credit Obligations 2020 Ameresco	160,960	-	5,962	7,863	154,999
Full Faith & Credit Obligations 2020 Mirror Pond	490,000	-	55,000	22,850	435,000
	650,960	**-**	**60,962**	**30,713**	**589,999**
Internal Service Fund: City-wide Administration					
Full Faith & Credit Obligations 2016	1,065,000	-	95,000	23,301	970,000
Full Faith & Credit Obligations 2020 Ameresco	233,350	-	8,643	11,399	224,707
Full Faith & Credit Obligations 2021 Refund 2012	1,849,200	-	362,900	15,010	1,486,300
Full Faith & Credit Obligations 2021 Refund 2016	2,820,100	-	278,200	36,462	2,541,900
Full Faith & Credit Obligations 2021 Refund 2018 LEAP note	3,629,500	-	381,900	49,361	3,247,600
Full Faith & Credit Obligations 2021 Refund 2018 LEAP bonds	3,174,296	-	515,133	43,170	2,659,163
Full Faith & Credit Obligations 2021	1,727,300	-	181,700	23,491	1,545,600
	14,498,746	**-**	**1,823,475**	**202,194**	**12,675,270**
Bend Urban Renewal Agency (BURA)					
Full Faith & Credit Obligations 2013	590,912	-	392,585	7,404	198,327
Full Faith & Credit Obligations 2020 Refund 2015	1,437,800	-	213,800	19,554	1,224,000
Full Faith & Credit Obligations 2021 Refund 2016	1,508,700	-	245,300	18,850	1,263,400
Full Faith & Credit Obligations 2021	629,900	-	123,700	5,112	506,200
	4,167,312	**-**	**975,385**	**50,920**	**3,191,927**
Total Other Indebtedness Outstanding	**$ 313,040,526**	**$ 8,694,900**	**$ 18,299,841**	**$ 11,106,256**	**$ 303,435,585**
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	**$ 352,886,526**	**$ 8,694,900**	**$ 19,639,841**	**$ 11,602,806**	**$ 341,941,585**

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[3] Principal and Interest amounts vary from the budget adopted by City Council in June 2021 due to refundings and future budget adjustments will be required.

[4] Oregon DEQ loans are drawn on a reimbursement-basis. Amount outstanding at June 30, 2021 reflects the amount the City has drawn to that date.

Schedule of Future Debt Service as of June 30, 2021 [1, 2]

Fiscal Year	Revenue Supported Bonds [3] Principal	Revenue Supported Bonds [3] Interest	General Bonded Debt [4] Principal	General Bonded Debt [4] Interest	Total Annual Payments Principal	Total Annual Payments Interest	Total Debt Service
2021-22 [5]	$ 8,628,942	$ 8,400,765	$ 9,082,497	$ 4,056,076	$ 17,711,439	$ 12,456,841	$ 30,168,280
2022-23 [5]	10,730,842	7,778,032	8,908,999	3,824,774	19,639,841	11,602,806	31,242,646
2023-24	11,645,050	7,317,834	8,631,393	3,605,640	20,276,443	10,923,474	31,199,917
2024-25	11,931,902	6,983,435	8,167,930	3,374,975	20,099,832	10,358,410	30,458,242
2025-26	12,258,205	6,640,156	8,076,500	3,152,615	20,334,705	9,792,770	30,127,475
2026-27	12,570,881	6,286,015	8,391,500	2,910,903	20,962,381	9,196,918	30,159,299
2027-28	12,886,423	5,920,118	7,244,900	2,656,733	20,131,323	8,576,851	28,708,174
2028-29	13,209,896	5,542,332	5,250,300	2,450,039	18,460,196	7,992,371	26,452,567
2029-30	13,536,352	5,161,035	5,268,300	2,307,728	18,804,652	7,468,762	26,273,414
2030-31	13,880,861	4,767,668	5,350,800	2,162,226	19,231,661	6,929,894	26,161,555
2031-32	14,243,489	4,352,069	4,010,600	2,014,926	18,254,089	6,366,995	24,621,084
2032-33	14,565,239	3,923,770	1,782,400	1,884,666	16,347,639	5,808,436	22,156,075
2033-34	14,785,753	3,484,620	1,783,400	1,807,099	16,569,153	5,291,719	21,860,872
2034-35	14,962,897	3,040,734	1,866,800	1,726,971	16,829,697	4,767,705	21,597,402
2035-36	15,365,085	2,586,154	1,950,200	1,642,796	17,315,285	4,228,950	21,544,235
2036-37	15,780,272	2,115,862	2,043,700	1,554,576	17,823,972	3,670,438	21,494,410
2037-38	11,568,743	1,730,020	2,137,200	1,461,807	13,705,943	3,191,827	16,897,770
2038-39	8,543,554	1,464,473	2,230,800	1,364,492	10,774,354	2,828,965	13,603,319
2039-40	6,887,883	1,264,202	2,334,300	1,262,627	9,222,183	2,526,829	11,749,012
2040-41	6,737,707	1,084,324	2,103,100	1,155,714	8,840,807	2,240,038	11,080,845
2041-42	3,915,340	914,981	1,925,000	1,060,500	5,840,340	1,975,481	7,815,821
2042-43	1,690,000	807,000	2,020,000	964,250	3,710,000	1,771,250	5,481,250
2043-44	1,775,000	722,500	2,120,000	863,250	3,895,000	1,585,750	5,480,750
2044-45	1,865,000	633,750	2,225,000	757,250	4,090,000	1,391,000	5,481,000
2045-46	1,955,000	540,500	2,340,000	646,000	4,295,000	1,186,500	5,481,500
2046-47	2,055,000	442,750	2,455,000	529,000	4,510,000	971,750	5,481,750
2047-48	2,155,000	340,000	2,580,000	406,250	4,735,000	746,250	5,481,250
2048-49	2,265,000	232,250	2,705,000	277,250	4,970,000	509,500	5,479,500
2049-50	2,380,000	119,000	2,840,000	142,000	5,220,000	261,000	5,481,000
TOTAL	$ 264,775,316	$ 94,596,349	$ 117,825,619	$ 52,023,133	$ 382,600,935	$ 146,619,482	$ 529,220,417

[1] Amounts in this schedule are preliminary, and do not include debt associated with interfund loan repayment or principal and interest payments on proposed debt that has not been issued.

[2] Due to rounding, estimated numbers may not add up precisely with the totals provided.

[3] Includes Water/Sewer Revenue Bonds and loans from the Oregon Department of Environmental Quality.

[4] Includes Full Faith and Credit and General Obligation Bonds as well as bank loans that are secured by the City's full faith and credit.

[5] Principal and Interest amounts vary from the budget adopted by City Council in June 2021 due to refundings and future budget adjustments will be required.

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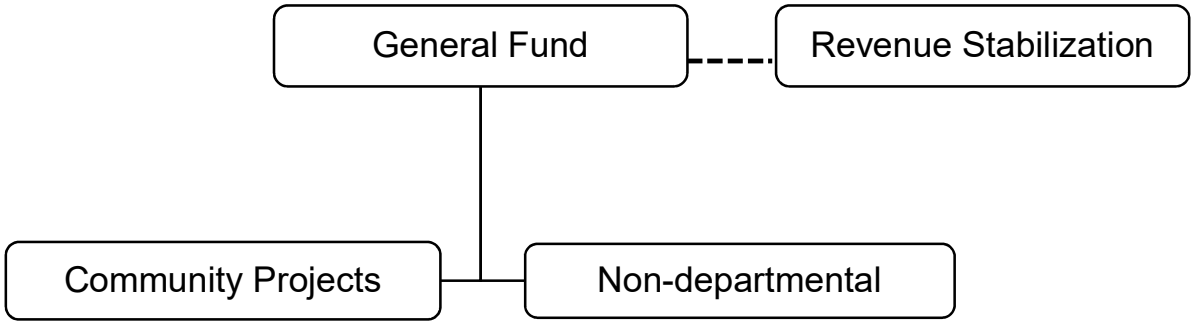
GENERAL FUND SERVICE AREA



General Fund Operational Divisions

The following divisions are accounted for in the General Fund but are functions of the Public Safety, Infrastructure, or Community & Economic Development service areas. Accordingly, their program details are located in the respective programs.

* Police - Program details can be found under the Public Safety Service Area.
* Municipal Court - Program details can be found under the Public Safety Service Area.
* Accessibility - Program details can be found under the Infrastructure Service Area through fiscal year 2020-21, beginning in the 2021-2023 biennium proram details can be found under the Administration & Central Services Service Area, within the Diversity, Equity, Inclusion and Accessibility Division in the Internal Service Fund - City Wide Administration.
* Growth Management - Program details can be found under the Community and Economic Development Service Area.
* Code Enforcement - Program details can be found under the Community and Economic Development Service Area.
* Juniper Ridge City Owned Land - Program details can be found under the Community and Economic Development Service Area.
* Community Projects - Expenditures related to Community Projects activities, such as support to Central Oregon Intergovernmental Council for transit service, are accounted for in the General Fund.

General Fund - Non-departmental Division

The non-departmental division of the General Fund accounts for the allocation of non-restricted revenues such as property taxes, room taxes, franchise fees and state shared revenues to other City funds or operations that rely on General Fund revenue support. The allocation of discretionary revenues is reflected as General Fund Subsidies through interfund transfers. Other expenditures of this non-departmental division include general fund loans to other funds.

General Fund Revenue Stabilization Fund

This "rainy day" fund is maintained to ensure the continued delivery of City services. Funds will be available for emergency situations, temporary revenue shortfalls, or to provide stability during economic cycles in accordance with the City's fiscal policies relating to the Revenue Stabilization Fund.

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General Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 16,105,187	$ 9,748,200	$ 9,748,173	$ 13,857,200	$ 13,857,200	$ 13,857,200
Property taxes	61,711,372	67,512,600	69,366,836	76,290,900	76,290,900	76,290,900
Room tax	13,322,392	10,605,700	12,752,898	16,239,500	16,239,500	16,239,500
Franchise fees	13,335,539	16,272,200	16,464,175	16,663,200	16,663,200	16,663,200
Local marijuana tax	1,787,246	2,363,600	2,429,570	2,934,200	2,934,200	2,934,200
Commercial/Industrial Construction tax	-	120,000	120,000	1,100,000	1,100,000	1,100,000
Licenses and permits	202,090	207,800	178,188	164,400	164,400	164,400
Intergovernmental revenues	6,414,831	12,695,350	9,665,485	7,309,900	9,309,900	9,309,900
Charges for services	877,100	1,991,400	2,149,166	870,600	870,600	870,600
Fines and forfeitures	2,427,613	2,138,700	1,776,685	2,124,400	2,124,400	2,124,400
Miscellaneous	2,644,567	661,300	2,470,020	354,700	354,700	354,700
Interfund loan repayments	2,610,000	2,497,600	2,349,300	2,488,900	2,488,900	2,488,900
Interfund transfers	58,668	270,000	246,349	326,300	326,300	326,300
TOTAL RESOURCES	$121,496,605	$ 127,084,450	$ 129,716,848	$ 140,724,200	$ 142,724,200	$ 142,724,200

	ACTUALS[1] 2017-2019	BUDGET 2019-2021	ESTIMATE[1] 2019-2021	PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
By Service Area/Program:						
Public Safety Program						
Police	$ 42,552,602	$ 50,707,100	$ 49,925,120	$ 59,052,900	$ 59,052,900	$ 59,052,900
Municipal court	1,084,774	1,280,500	1,241,588	1,357,300	1,357,300	1,357,300
Total Public Safety Program	43,637,376	51,987,600	51,166,709	60,410,200	60,410,200	60,410,200
Infrastructure Program						
Accessibility	352,656	424,500	404,337	-	-	-
Total Infrastructure Program	352,656	424,500	404,337	-	-	-
Community & Econ Dev. Program						
Growth management	1,659,094	2,474,300	2,097,603	1,588,700	1,588,700	1,588,700
Code enforcement	968,278	1,203,100	1,108,440	1,246,100	1,246,100	1,246,100
Juniper Ridge city owned land	-	1,197,900	481,900	623,000	623,000	623,000
Community projects	3,046,160	7,118,450	4,544,770	3,842,800	5,842,800	5,842,800
Total Community & Econ Dev. Program	5,673,532	11,993,750	8,232,714	7,300,600	9,300,600	9,300,600
Interfund Transfers	62,084,868	56,375,700	56,055,897	64,073,900	64,073,900	64,378,900
Contingency	-	4,623,600	-	6,258,700	6,258,700	5,953,700
Reserves Room Tax	-	1,679,300	-	2,680,800	2,680,800	2,680,800
TOTAL REQUIREMENTS	$111,748,432	$ 127,084,450	$ 115,859,656	$ 140,724,200	$ 142,724,200	$ 142,724,200
By Category:						
Personnel services	$ 41,610,876	$ 47,566,035	$ 47,152,117	$ 53,549,400	$ 53,549,400	$ 53,549,400
Materials & services	7,330,909	11,832,415	10,372,195	11,132,100	13,132,100	13,132,100
Capital outlay	721,780	5,007,400	2,279,447	3,029,300	3,029,300	3,029,300
Interfund Transfers	62,084,868	56,375,700	56,055,897	64,073,900	64,073,900	64,378,900
Contingency	-	4,623,600	-	6,258,700	6,258,700	5,953,700
Reserves Room Tax	-	1,679,300	-	2,680,800	2,680,800	2,680,800
TOTAL REQUIREMENTS	$111,748,432	$ 127,084,450	$ 115,859,656	$ 140,724,200	$ 142,724,200	$ 142,724,200

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

Note: The City's fiscal policies require that the General Fund maintain unassigned reserves of at least 16% of the operating budget, and that reserve balances in the General Fund Stabilization Fund will be considered when evaluating total General Fund reserve levels. The adopted 2021-2023 budget is in compliance with this policy requirement.

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General Fund
Subsidies, Loans & Transfers

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
General Fund Subsidies:						
Fire/EMS	$ 26,590,000	$ 29,955,400	$ 29,993,500	$ 33,791,700	$ 33,791,700	$ 33,791,700
Streets & Operations	13,199,500	12,541,900	12,541,900	11,674,900	11,674,900	11,674,900
Airport	115,000	72,200	-	-	-	-
Planning	1,123,000	-	-	-	-	-
Private Development Engineering	152,000	-	-	-	-	-
Accessibility Construction	488,900	-	-	-	-	-
Business Advocacy	172,000	120,000	120,000	125,600	125,600	125,600
Cemetery	283,141	478,100	357,400	444,200	444,200	444,200
	$ 42,123,541	$ 43,167,600	$ 43,012,800	$ 46,036,400	$ 46,036,400	$ 46,036,400
General Fund Year End Loans:						
Metropolitan Planning Organization	$ 187,000	$ 200,000	$ 157,000	$ 200,000	$ 200,000	$ 200,000
Community Development Block Grant	-	200,000	100,000	200,000	200,000	200,000
Airport	3,364,000	1,000,000	550,000	400,000	400,000	400,000
Murphy Crossing Urban Renewal Area	-	307,100	271,000	389,300	389,300	389,300
Juniper Ridge Urban Renewal Area	-	320,500	800,300	626,800	626,800	626,800
Core Area Urban Renewal Area	-	-	-	672,800	672,800	672,800
	$ 3,551,000	$ 2,027,600	$ 1,878,300	$ 2,488,900	$ 2,488,900	$ 2,488,900
General Fund Transfers						
Internal Service - Overhead	$ 6,878,100	$ 8,521,200	$ 8,521,400	$ 11,476,600	$ 11,476,600	$ 11,476,600
Interfund Charges	800,106	928,200	992,469	1,536,200	1,536,200	1,536,200
Special Purpose to Commercial & Industrial Constr. Tax Fund	-	120,000	120,000	1,100,000	1,100,000	1,100,000
Special Purpose to PERS DS	-	453,700	453,700	-	-	-
Special Purpose for Council Goal Initiatives	-	-	-	1,025,000	1,025,000	1,025,000
Special Purpose - all other	8,455,607	950,800	855,002	259,700	259,700	564,700
GF Revenue Stabilization Fund	276,513	206,600	222,227	151,100	151,100	151,100
	$ 16,410,327	$ 11,180,500	$ 11,164,797	$ 15,548,600	$ 15,548,600	$ 15,853,600
TOTAL REQUIREMENTS	$ 62,084,868	$ 56,375,700	$ 56,055,897	$ 64,073,900	$ 64,073,900	$ 64,378,900

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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General Fund
Community Projects

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ -	$ 935	$ -	$ -	$ -	$ -
Materials & services - Transit	2,868,558	2,077,800	2,037,273	2,014,500	2,014,500	2,014,500
Materials & services - CARES Act	-	212,150	2,253,200	-	-	-
Materials & services - Housing[2]	-	-	-	1,400,000	3,400,000	3,400,000
Materials & services	177,602	2,327,565	232,767	428,300	428,300	428,300
Capital outlay	-	2,500,000	21,530	-	-	-
Total Community & Econ Dev. Program	3,046,160	7,118,450	4,544,770	3,842,800	5,842,800	5,842,800
Interfund Transfers	1,804,931	-	-	395,200	395,200	395,200
TOTAL REQUIREMENTS	$ 4,851,091	$ 7,118,450	$ 4,544,770	$ 4,238,000	$ 6,238,000	$ 6,238,000

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

[2]Expenditures in the 2019-2021 biennial budget related to housing and homeless outreach were in the Police Department budget.

GENERAL FUND

Overview

The City's General Fund (GF) is the primary operating fund of the City, accounting for operations of the Police department, Municipal Court, Growth Management, Code Enforcement and other activities not accounted for in any other fund. The General Fund also allocates monies to the following Funds and Service Areas: Fire/EMS Fund, Streets & Operations Fund, Community & Economic Development Service Area and Infrastructure Service Area. Details of these allocations can be found on the Subsidies, Loans & Transfers financial summary earlier in this section. In the Adopted 2021-2023 Biennial Budget, General Fund expenditures are allocated 80% to public safety (Police, Fire and Municipal Court), 9% to the Streets & Operations Fund and the remaining 11% to community and economic development and other general city funding needs. The City's goal is to ensure the financial stability of the General Fund and to provide long term funding for public safety and transportation operation needs.

The City's fiscal policies require that the General Fund maintain unassigned reserves of at least 16% of the operating budget, and reserve balances in the General Fund Stabilization Fund will be considered when evaluating total General Fund reserve levels. The adopted 2021-2023 budget is in compliance with this policy requirement.

The City will receive $14.08 million from the federal government as part of the American Rescue Plan Act (ARPA). These revenues are not included in the original 2021-2023 Adopted Biennial Budget. A supplemental budget was approved by City Council on August 18, 2021 to record the use of approximately $6.0 million of ARPA funds. In general, these funds will help support Council Goals, particularly those strategies and actions included in the 'Shared Prosperity' and 'Housing' Goals.

General Fund Support for Council Goals

As part of the 2021-2023 biennial budget development, the City identified approximately $3.1 million of General Fund revenues available to provide additional support for City Council's 2021-2023 goals. A table summarizing the amounts included in the adopted General Fund budget by goal area is below. Detailed explanations of the use of funds are included in each department narratives for the programs and departments receiving General Fund dollars to implement Council's goals.

Council Goal: Accessible and Effective City Government		
Community Projects Division of General Fund	$	25,000
Special Purpose Transfers to Office of Performance Management		25,000
Special Purpose Transfers to Project Management Office		80,000
Special Purpose Transfers to Communications		95,000
Special Purpose Transfers to City Council		275,000
Council Goal: Accessible and Effective City Government Total	$	500,000
Council Goal: Environment and Climate		
Special Purpose Transfers to Sustainability Program	$	100,000
Special Purpose Transfers to Insurance & Risk Management		150,000
Council Goal: Environment and Climate Total	$	250,000
Council Goal: Safety, Health, Accountability and Justice		
Police Program	$	500,000

General Fund Subsidy to Fire/EMS		280,000
Council Goal: Safety, Health, Accountability and Justice Total	$	780,000
Council Goal: Shared Prosperity		
Special Purpose Transfers to Procurement	$	150,000
Special Purpose Transfers to Business Advocacy		100,000
Council Goal: Shared Prosperity Total	$	250,000
Council Goal: Transportation and Infrastructure		
Special Purpose Transfers to Streets & Operations	$	50,000
Council Goal: Transportation and Infrastructure Total	$	50,000
Council Goal: Housing		
Community Projects Division of General Fund	$	1,250,000
Council Goal: Housing Total	$	1,250,000
Total	$	3,080,000

General Fund Programs

The following programs are charged directly to the General Fund because they rely almost solely on general fund discretionary revenues. Budget and program details are presented under each of the City's major service areas in accordance with the organization of this budget. (This budget document is organized by the City's service areas: General Fund, Public Safety, Infrastructure, Community & Economic Development, and Administration & Central Services). The budget amounts in each program below include program costs (personnel services, materials & services and capital outlay) as well as transfers for overhead, garage services and other special purpose transfers.

- Police
  - In this 2021-2023 Adopted Biennial Budget, General Fund support of the Police Department is $69.9 million. The allocation of discretionary revenues to the Police Department continues to be a City Council priority as noted in Council Goals and Actions to keep pace with a growing demand in calls for service. The adopted budget includes $500,000 allocated to the Police program specifically to support Council's goal of Safety, Health, Accountability and Justice. The Police Department budget and program details are presented under the City's "Public Safety Service Area".

- Municipal Court
  - The Bend Municipal Court provides resolution and collection services for minor traffic infractions, parking citations, and city ordinance violations. The Municipal Court with a adopted 2021-2023 budget of $1.9 million, is accounted for as a program of the General Fund as it is funded solely by General Fund discretionary revenues. The budget and program details are presented under the City's "Public Safety Service Area".

- Accessibility
    - The Accessibility Program's main goal is improving the level of accessibility of City services, addressing barrier removal needs and coordination of accessibility infrastructure projects. In the 2021-2023 Adopted Biennial Budget the Accessibility Program has moved and is part of the Diversity, Equity, Inclusion and Accessibility Division. The budget and program details are now presented under the City's "Administration & Central Services Service Area."

- Growth Management
    - The Growth Management Program was created to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning. The Growth Management division of the General Fund has an adopted budget of approximately $2.5 million in this biennium and is presented under the City's "Community & Economic Development Service Area".

- Code Enforcement
    - The City's Code Enforcement Program ensures compliance with Bend's land use, environmental, building, and city code. The Code Enforcement division of the General Fund has a budget of approximately $1.6 million this biennium and is presented under the City's "Community & Economic Development Service Area".

- Juniper Ridge City Owned Land
    - The Juniper Ridge City Owned Land division accounts for land sale proceeds and development and maintenance costs for city-owned land in Juniper Ridge. The 2021-2023 Adopted Budget of approximately $0.9 million is presented under the City's "Community & Economic Development Service Area".

Subsidies, Loans & Transfers

The General Fund allocates general discretionary revenues to various city operations that require supplemental revenue to meet service level expectations. General Fund discretionary revenues consist primarily of property taxes, franchise fees, room taxes, municipal court fines, and state shared revenues. These revenues are allocated as a General Fund subsidy to other funds based on the priorities and values of City Council and the current needs of city operations. The General Fund also makes loans to other funds, transfers, and captures general expenditures not accounted for in any other fund.

General Fund subsidies and loans are described below:

- Fire/EMS Fund
    - The General Fund supports over half of the Fire/EMS operating budget. The City provides fire protection and emergency medical services in partnership with the Deschutes County Rural Fire Protection District #2 (DCRFPD#2). Through a contract between the City and DCRFPD#2, each entity contributes to the partnership. The funding rate in the adopted budget includes an increase from $1.185 to $1.205 per $1,000 of taxable assessed valuation (TAV). The City also contributes approximately $139,000 per year to the Fire/EMS fund to cover fire station rent expense. Total allocation to Fire/EMS over the 2021-2023 biennium is $33.8 million. The total includes approximately $280,000 allocated to the Fire/EMS Fund specifically to support Council's goal of Safety, Health, Accountability and Justice. Budget and program details of the City's Fire/EMS program are presented under the City's "Public Safety Service Area".

- Streets & Operations Fund
  - Street operations are primarily funded by an allocation of General Fund revenues, State Highway apportionment (i.e. allocation of State gas taxes), garbage franchise fees and grants. In order to support the overlay and street preservation work needed to maintain the Pavement Condition Index (PCI) and other programs to support mobility options and related programming, the adopted 2021-2013 biennial budget includes a General Fund subsidy of $11.7 million. Street operations are accounted for in the Streets & Operations Fund, which is presented under the City's "Infrastructure Service Area".

- Business Advocacy Fund
  - The 2021-2023 Adopted Biennial Budget includes a $125,600 contribution to the Business Advocacy program for support of Economic Development of Central Oregon (EDCO). The Business Advocacy program is presented under the "Community & Economic Development Service Area".

- Cemetery Fund
  - Included in the 2021-2023 Adopted Biennial Budget is General Fund support of $444,200 for operation of the City-owned Cemetery. This funding is necessary to support the operation and maintenance costs of the cemetery that are not covered by lot sales and burial fee operating revenues. In the 2019-2021 biennium the Cemetery proposed a business plan that included purchase of two columbaria in an effort to generate additional revenue and reduce the need for general fund subsidization. Construction of the columbaria was completed in spring of 2021, and additional revenues are anticipated in the 2021-2023 biennium. The Cemetery program is presented under the City's "Infrastructure Service Area".

- General Fund Loans
  - The 2021-2023 Adopted Biennial Budget includes the following short term, year-end operating loans that are necessary to provide cash flow for operations before grant funds are received on a reimbursement basis:
    - $200,000 to the Bend Metropolitan Planning Organization (MPO)
    - $200,000 to the Community Development Block Grant (CDBG) Fund
    - $400,000 to the Airport Fund for capital expenditures funded by grants
  - The 2021-2023 Adopted Biennial Budget also includes operating loans totaling $1,688,900 to the Bend Urban Renewal Agency for work related to the Juniper Ridge, Murphy Crossing and Core Area urban renewal plans that is eligible for funding from property tax revenues generated in each respective urban renewal area (also referred to as TIF – Tax Increment Financing). TIF can only be used to pay debt service, so the City General Fund will loan funds to each urban renewal agency and the loan will be repaid with TIF.

- Internal Service – Overhead
  - The 2021-2023 Adopted Biennial Budget includes $11.7 million in overhead transfers to the Internal Service Fund – City Wide Administration. These transfers support departments like Human Resources, Finance, and Procurement which are presented in the "Administration & Central Services Service Area." The transfer expenses are assigned to the General Fund programs listed above and to the Community Projects division of the General Fund based on allocation drivers that represent usage. For more details on the transfer expenditures please refer to each General Fund program individually.

- Interfund Charges
    - The 2021-2023 Adopted Biennial Budget includes $1.6 million in interfund charges that pay for billable maintenance and repair work performed by other city departments. The majority of the charges in the General Fund relate to work performed by the Fleet Management program. For more details on the transfer expenditures please refer to each General Fund program individually.

- Special Purpose Transfer to the Commercial and Industrial Construction Tax Fund
    - An ordinance creating the Commercial and Industrial Construction Tax and directing staff to create a new special revenue fund was adopted by the City Council on December 29th, 2020. Revenue from the tax is required to be deposited into the City's General Fund. Per Bend Municipal Code Chapter 9.45, the revenues from the tax must be transferred to a special revenue fund (the Commercial and Industrial Construction Tax Fund) to implement and administer the tax. The fund will use revenue collected to support creation of additional housing units and expansion of existing services for the homeless and formerly homeless populations.

- Special Purpose Transfer for Council Goal Initiatives
    - $1,025,000 of the $3,080,000 allocated to directly support City Council's 2021-2023 Goals are accounted for as special purpose transfers. Refer to the table above that details which City Funds and programs will receive funding. Detailed explanations of the use of funds are included in each department narratives for the programs and departments receiving General Fund dollars to implement Council's goals.

- Special Purpose Transfers – all other
    - The 2021-2023 adopted biennial budget includes an additional $305,000 in special purpose transfers to the Planning Fund to support an additional Senior Planner position. The position was approved by the Budget Committee on May 12, 2021.

- Transfer to the General Fund Revenue Stabilization Fund
    - The City created a General Fund Revenue Stabilization Fund in 2009-2010 to provide reserves for future unanticipated events. The stabilization fund is funded by half of the interest earnings in the General Fund and other funds. For the 2021-2023 biennium, $151,100 is expected to be transferred from the General Fund to the Revenue Stabilization Fund.

Community Projects

The 2021-2023 adopted General Fund budget also includes the following expenditures not accounted for in any other fund:

- $2.0 million to purchase a low barrier shelter, funded by a grant from the state from the American Rescue Plan Act (ARPA) as approved by the Budget Committee on May 12, 2021
- $2.0 million paid to Central Oregon Intergovernmental Council (COIC) for operation of the Cascades East Transit system
- $1.4 million in support of City Council's 2021-2023 Housing goal strategy 4, to invest in programs and partnerships that result in collaborative, concrete actions toward ending homelessness in Bend
    - $1.25 million was allocated specifically as part of the $3,080,000 of funding allocated to support City Council's goals and is included in the table above

  - $150,000 is an extension of the 2019-2021 biennial budgeted amounts to support housing and homelessness outreach
- $428,300 for miscellaneous audits, studies, analysis and contributions including support for Art in Public Spaces, Lines for Life, Bend 2030 and Bend Collective Impact

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General Fund Revenue Stabilization Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,519,200	$ 3,419,200	$ 3,502,027	$ 4,282,600	$ 4,282,600	$ 4,282,600
Miscellaneous	134,314	154,700	103,602	150,700	150,700	150,700
Interfund transfers	848,514	1,220,900	676,948	501,600	501,600	501,600
TOTAL RESOURCES	$ 3,502,027	$ 4,794,800	$ 4,282,577	$ 4,934,900	$ 4,934,900	$ 4,934,900

	ACTUALS 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE1 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Reserves	$ -	$ 4,794,800	$ -	$ 4,934,900	$ 4,934,900	$ 4,934,900
TOTAL REQUIREMENTS	$ -	$ 4,794,800	$ -	$ 4,934,900	$ 4,934,900	$ 4,934,900

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

GENERAL FUND
General Fund Revenue Stabilization Fund

Overview

The General Fund Revenue Stabilization Fund is a special revenue fund that was established in 2009-2010 to ensure the continued delivery of City services in the event of another severe recession and to protect the City's bond rating. City Council adopted a policy to make funds from this Revenue Stabilization Fund available only for severe economic downturns or major unforeseen events. Individual operating funds will continue to maintain their own contingencies and reserves for operations within each fund. This Revenue Stabilization Fund serves as the City's "rainy day fund" for the General Fund and use of reserves in this fund are not permitted without Council approval. Further criteria on when reserves can be used can be found in the City's fiscal policies in the introductory section of the budget document.

The City's fiscal policies require that the General Fund maintain unassigned reserves of at least 16% of the operating budget, and reserve balances in the General Fund Stabilization Fund will be considered when evaluating total General Fund reserve levels. The adopted 2021-2023 budget is in compliance with this policy requirement.

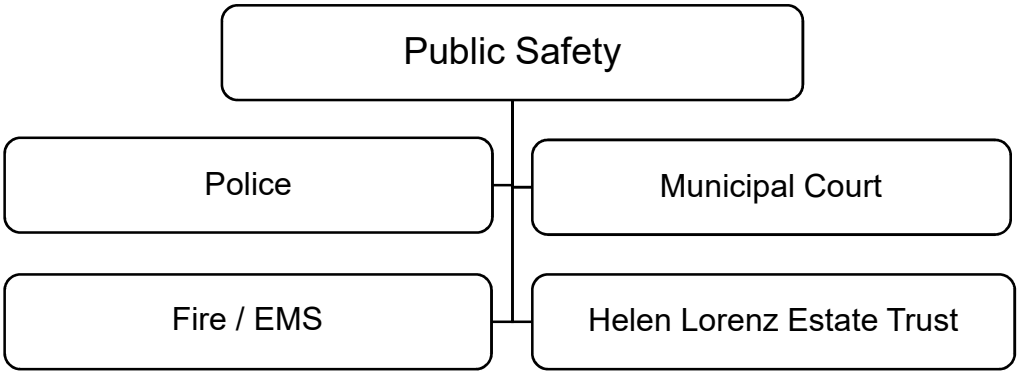
Goals for the 2021 – 2023 Biennial Budget

- Continue funding the Revenue Stabilization Fund to increase the City's emergency funds

Major Accomplishments during the 2019 – 2021 Biennium

- Increased the General Fund Stabilization Fund balance to approximately $4.9 million

PUBLIC SAFETY SERVICE AREA



Police

Police

The expenditures of the City's police department are accounted for in the General Fund. Divisions of the police department include patrol, community response program, criminal investigation, and administrative services.

Police Reserve Fund

The Police Reserve Fund accounts for the operating reserve for the Police Department.

Fire / Emergency Medical Services (EMS) Funds

Fire/EMS Fund

This fund accounts for the expenditures of the City's fire department which include fire suppression and prevention and emergency medical services.

Fire Station Debt Service Fund.

This fund accounts for debt service related to long-term debt that was issued by the City to finance Fire facilities.

Municipal Court

The expenditures of the City's municipal court are funded by discretionary revenues and accounted for in the General Fund. The Bend Municipal Court provides for the resolution and collection of fines from minor traffic infractions, and city ordinance violations issued within the city limits.

Helen Lorenz Estate Trust

This fund accounts for the annual grants received from the Helen Lorenz Estate for the specific benefit of the City of Bend Police & Fire Departments.

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General Fund
Police

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Public Safety Program						
Personnel services	$ 38,133,944	$ 43,500,300	$ 43,271,732	$ 50,285,900	$ 50,285,900	$ 50,285,900
Materials & services	3,723,298	4,748,100	4,444,138	5,764,700	5,764,700	5,764,700
Capital outlay	695,360	2,458,700	2,209,250	3,002,300	3,002,300	3,002,300
Total Public Safety Program	42,552,602	50,707,100	49,925,120	59,052,900	59,052,900	59,052,900
Interfund Transfers	6,416,524	8,578,100	8,605,684	10,833,400	10,833,400	10,833,400
TOTAL REQUIREMENTS	$ 48,969,126	$ 59,285,200	$ 58,530,804	$ 69,886,300	$ 69,886,300	$ 69,886,300
Full Time Equivalents			137.5			145.0

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

PUBLIC SAFETY
Police

Overview

The police program is funded through the General Fund. Police services are part of the governmental process that provides for overall public safety through the protection of life, property, and the preservation of peace. The Police Department has the responsibility to respond to both criminal and non-criminal conduct and take appropriate courses of action that result in outcomes based on laws, policy, training, and safety. The Police Department is tasked with the responsibility of enforcing laws that are enacted by elected officials or by the voter-approved ballot measures and that are interpreted by the courts. The regulation of criminal conduct is accomplished through a wide variety of strategies to include the enforcement of state and local laws, ordinances and regulations, community engagement, community education, and problem-solving.

The City of Bend Police Department is a state-accredited agency that meets the highest standards for excellence in law enforcement. The Department provides exemplary, year-round, twenty-four-hour service to the Bend Community, and adheres to the highest standards of ethical behavior. The Department's primary objective is to provide a safe community environment for all people in Bend with the highest level of service possible within our available resources. The organization is committed to the philosophy of community policing and embraces its role as a community guardian by equally serving and protecting the entire community through its display of teamwork, integrity, and excellence while engaging in constitutional policing. The Bend Police Department is committed to serving everyone fairly and strives to achieve equity and justice in our service.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Ensure core services are keeping pace with a growing City and adjust staffing resources to match service demands
- Recruit and retain a diverse workforce that reflects the community
- Invest in a community-based public safety response system for crisis calls that don't require a traditional law enforcement approach
- Build organizational capacity and connections with neighborhood associations and other community organizations, ensuring equitable inclusion of marginalized community members
- Expand opportunities for community members to engage with the Police Department.
- Increase transparency through open data, publicly available dashboards, and reporting
- Implementation of carbon reduction measures to the Police Department fleet where practical given the demands/needs of each specific vehicle
- Invest in the development of a framework to elevate Diversity, Equity, and Inclusion in decision-making, policies, and service to the community

Major Accomplishments during the 2019 – 2021 Biennium

The COVID-19 pandemic in 2020 impacted every operation within the City of Bend, including the Police Department. The Police Department participated in Countywide COVID-19 response groups to stay up to date on current trends and recommendations related to exposure, quarantine, and the spread of the disease. As a result, additional training, safety protocols, and updated personal protective equipment (PPE) policies were implemented that aligned health department recommendations and state-mandated infectious disease control requirements.

While COVID-19 was at the forefront of operations this biennium, additional accomplishments include:

- Utilized relationships and partnerships with stakeholders to connect residents and businesses to mental health resources as needed. Supported the Deschutes County Crisis Stabilization Center in both advocacy and financially
- Invested in ongoing 40-hour basic Crisis Intervention Training for sworn staff members, reaching an approximate 70% certification level in this biennium
- Community Outreach Officer position hired and began working with community partners and stakeholders to liaison between the police department and the homelessness community and resource programs
- During the 2019-2020 calendar years, referred 3,655 calls for service involving persons with mental health disorder or in crisis to the Deschutes County Behavioral Health Mobile Crisis Assessment Team as part of our ongoing partnership
- In 2021, 252 calls for service were directly responded to and handled by our Crisis Response Team. Typically these calls are the most acute mental health crisis cases
- An overall increase in focused traffic enforcement and education missions, particularly DUII and distracted driving enforcement
- Worked to increase overall visibility and presence in the downtown core to reduce livability issues, trespass issues, criminal behavior and worked with partners to address the long-term parking garage trespassing/behavior issues
- Completed the initial steps, including policy, budget authorization, purchase processes, and testing for the final selection of the new body-worn cameras
- Pivoted duties internally to meet the required 10% budget reduction in 2020 while still maintaining the most essential functions to serve the community and answer emergency calls for service
- Overall service level was impacted for some services, however, the majority of impact was to employees as they required an increase in duties to accomplish and complete the same workload organizationally
- Invested in carbon reduction methods by evaluating and implementing our 2020 patrol vehicle purchase to hybrid models
- Through ongoing training and grounding training in scenario-based de-escalation and communications, reduced the number of times Bend Police Department used force in 2020

<u>Significant Changes from the 2019 – 2021 Biennial Budget</u>

- One (1) new police records supervisor to support the records and evidence division
- One (1) new police detective to support child abuse investigations and Department of Human Services case reports
- One (1) new forensics evidence technician to support physical evidence collection, analysis and evaluation, and new and ongoing investigations.
- One (1) School Resource Officer, police officer position (partial school district reimbursement)
- One (1) Information Technology Technician to support body worn cameras
- Two (2) non-budgeted overhire police officer positions for hiring flexibility
- One (1) new communications professional staff member to increase transparency and community engagement
- $500,000 of the 2021-2023 biennial budget was allocated by City Council to directly support their 2021-2023 Safety, Health, Accountability and Justice Goal by providing funding for the communications staff, implementing a customer service feedback program, and increasing overtime to allow officers to attend basic and advanced Crisis Intervention Training

- Reduction of a half FTE (.5) Fleet Equipment Technician. In the 2021-2023 biennium this position will be funded through Interfund Transfers to the Fleet Management Division based their actual time spent working on each city department.

Patrol Program

As the foundation of the Bend Police Department, the Patrol Program provides twenty-four-hour police services to the City of Bend. The focus is on protecting the lives, property, and rights of all people by providing a uniformed police response and response to both emergency and non-emergency calls-for-service. Officers are charged with enforcing federal, state, and local laws and city ordinances. The Bend Police Special units such as the K-9 Program and the Tri-County Central Oregon Emergency Response Team (CERT) are included in the Patrol Division.

Community Response Program

The Community Response Program focuses on enhancing the quality and livability of our community. Special units such as the Traffic Team, Crisis Response Team, Problem Oriented Policing Team, Community Service Officers, Community Outreach Officer, and School Resource Officers are included in the Community Response Team. These teams work in collaboration to efficiently focus resources on issues that directly affect the community daily.

Criminal Investigation Program

The Criminal Investigation Program is responsible for providing investigative follow-up and support for the Patrol Program. This program reviews cases that require particular expertise or an additional amount of time to investigate. These cases generally include homicides, suspicious death investigations, major assaults, sexual assault, child abuse, robberies, embezzlements, and other major thefts. Employees assigned to the Central Oregon Drug Enforcement (CODE) team are also included in this Program. The CODE team is comprised of local, state, and federal law enforcement agencies within the Tri-County area. Their mission is to suppress major criminal drug activity in the Central Oregon Region.

Administrative Services Program

The Support Services Program includes the Chief's office which provides overall management and leadership of the Bend Police Department. Additionally, the Support Services Program includes administrative personnel who perform foundational support functions that serve the entire Police Department. The administrative service teams include training, information technology, evidence, records, budget, purchasing, payroll, human resources, accreditation, policy, fleet, facilities, reserves, cadets, and volunteers.

PUBLIC SAFETY
Police

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
Four (4) Patrol F150 replacements	$ 364,000	$ -	$ -	$ -	$ -
Two (2) K9 SUV Hybrid replacements	172,000	-	-	-	232,000
Four (4) Community Service Officer F150 replacements	324,000	-	-	-	-
One (1) new Forensic F150	81,000	-	-	-	-
One (1) Administration replacement	41,500	-	-	-	46,000
One (1) Central Emergency Response Team Expedition replacement	86,000	-	-	-	-
One (1) Training Expedition replacement	62,600	-	-	-	-
Seven (7) Detective vehicle replacements	245,000	-	280,000	-	320,000
One (1) Detective vehicle	35,000	-	-	-	-
One (1) Patrol Lieutenant SUV Hybrid replacement	-	93,000	-	-	-
One (1) Patrol F150 replacement	-	97,400	-	-	-
One (1) Patrol Seargent SUV Hybrid replacement	-	92,000	-	-	-
Four (4) Patrol SUV Hybrid replacements	-	368,000	-	-	448,000
Two (2) Traffic BMW replacements	-	142,800	152,000	162,000	-
Three (3) Traffic SUV Hybrid replacements	-	276,000	-	-	-
Two (2) Patrol SUV Hybrid replacements	-	-	196,000	-	-
One (1) Community Service Officer F150 replacement	-	-	92,000	98,000	-
One (1) Community response Team SUV Hybrid replacement	-	-	98,000	-	-
Six (6) School Resource Officer SUV Hybrid replacements	-	-	588,000	-	-
Two (2) Traffic SUV Hybrid replacements	-	-	-	210,000	-
Two (2) Inteligent Lead Policing SUV Hybrid replacements	-	-	-	210,000	-
Three (3) Community Response Team SUV Hybrid replacements	-	-	-	315,000	-
Two (2) Admin replacements	-	-	-	86,000	-
Two (2) Patrol Seargent SUV Hybrid replacements	-	-	-	-	224,000
One (1) Inteligent Lead Policing SUV Hybrid replacement	-	-	-	-	112,000
Two (2) Community Service Officer F150 replacements	-	-	-	-	210,000
One (1) Central Emergency Response Team Negotiator Van replacement	-	-	-	-	150,000
One (1) Evidence Technician Van replacement	-	-	-	-	105,000
Subtotal Vehicles	$ 1,411,100	$ 1,069,200	$ 1,406,000	$ 1,081,000	$ 1,847,000
Equipment:					
Automated license plate recognition devices	$ 20,000	$ 20,000	$ -	$ -	$ -
Digital imagining software replacement	-	50,000	-	-	-
Drone replacement	30,000	30,000	30,000	30,000	30,000
Forensic computer replacement	10,000	10,000	-	-	-
K9 replacement (dog) replacement	-	-	25,000	-	25,000
Milestone server	25,000	-	-	-	-
Portable drone video modem	-	15,000	-	-	-
Range all-terrain vehicle replacement	15,000	-	-	-	-
Scheduling software replacement	-	-	30,000	-	-
Traffic / crime scene reconstruction replacement	105,000	-	-	-	-
Traffic / crime scene reconstruction rover	10,000	-	-	-	-
TruNarc tester new	-	24,000	-	-	-
TruNarc tester replacement	-	-	25,000	-	-
Subtotal Equipment	$ 215,000	$ 149,000	$ 110,000	$ 30,000	$ 55,000
Intangibles:					
Customer survey tool	$ 30,000	$ -	$ -	$ -	$ -
Crash data recorder	-	28,000	-	-	-
Physical evidence solution replacement	-	100,000	-	-	-
Subtotal Intangibles	$ 30,000	$ 128,000	$ -	$ -	$ -
Total	**$ 1,656,100**	**$ 1,346,200**	**$ 1,516,000**	**$ 1,111,000**	**$ 1,902,000**

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Police Reserve Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 639,596	$ 656,900	$ 670,635	$ 588,900	$ 588,900	$ 588,900
Miscellaneous	31,039	11,600	18,259	9,600	9,600	9,600
TOTAL RESOURCES	$ 670,635	$ 668,500	$ 688,893	$ 598,500	$ 598,500	$ 598,500

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Interfund Transfers	$ -	$ 100,000	$ 100,000	$ 250,000	$ 250,000	$ 250,000
Reserves	-	568,500	-	348,500	348,500	348,500
TOTAL REQUIREMENTS	$ -	$ 668,500	$ 100,000	$ 598,500	$ 598,500	$ 598,500

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

PUBLIC SAFETY
Police Reserve Fund

Overview

The Police Reserve Fund is a special revenue find that was established in June 2010 to set aside operating reserves for the Police Department. These funds may be utilized for sustaining services in the event of an emergency and absorb unanticipated operating needs that arise during the year but were not anticipated during the budget process. Use of these reserves requires approval by City Council.

Significant Changes from the 2019 – 2021 Biennial Budget

- A reduction in reserves of $350,000 which will be transferred to the General Fund to pay for a new body-worn camera program, $100,000 was approved by City Council in fiscal year 2020-21 and $250,000 in the 2021-2023 biennial budget.

Fire/EMS Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 4,470,881	$ 4,331,300	$ 4,331,326	$ 6,001,000	$ 6,001,000	$ 6,001,000
Property taxes	4,449,629	4,852,800	5,000,700	5,515,500	5,515,500	5,515,500
Room tax	398,566	334,100	381,824	486,300	486,300	486,300
Intergovernmental revenues	9,662,996	11,745,000	12,721,020	11,996,200	11,996,200	11,996,200
Charges for services	8,099,399	8,651,400	8,612,455	9,198,900	9,198,900	9,198,900
Miscellaneous	380,080	266,200	255,356	185,400	185,400	185,400
Debt proceeds	-	5,332,400	2,657,769	1,836,000	1,836,000	1,836,000
Interfund transfers	66,722	69,800	45,292	105,300	105,300	105,300
General fund subsidy	26,590,000	29,955,400	29,993,500	33,791,700	33,791,700	33,791,700
TOTAL RESOURCES	$ 54,118,272	$ 65,538,400	$ 63,999,242	$ 69,116,300	$ 69,116,300	$ 69,116,300

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Public Safety Program						
Personnel services	$ 37,658,533	$ 42,428,700	$ 41,534,782	$ 46,727,400	$ 46,727,400	$ 46,727,400
Materials & services	5,448,092	5,679,000	5,386,964	5,892,200	5,892,200	5,892,200
Capital outlay	827,975	2,791,400	2,701,750	3,175,000	3,175,000	3,175,000
Total Public Safety Program	43,934,600	50,899,100	49,623,495	55,794,600	55,794,600	55,794,600
Interfund Transfers	4,696,300	7,083,900	7,036,548	7,216,400	7,216,400	7,216,400
Debt Service	1,156,047	4,053,000	1,338,161	1,575,000	1,575,000	1,575,000
Contingency	-	3,402,400	-	4,330,300	4,330,300	4,330,300
Reserves Major Maintenance	-	100,000	-	200,000	200,000	200,000
TOTAL REQUIREMENTS	$ 49,786,947	$ 65,538,400	$ 57,998,205	$ 69,116,300	$ 69,116,300	$ 69,116,300

Full Time Equivalents		132.12	131.62

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

PUBLIC SAFETY
Fire/EMS Fund

Overview

The City of Bend Fire & Rescue (BF&R) is responsible for providing fire suppression, emergency medical services (EMS), and fire prevention services for the City of Bend and the Deschutes County Rural Fire Protection District No. 2 (DCRFPD#2), which contracts for services. Through private fire contracts, BF&R also provides fire service to the High Desert Museum, Mt. Bachelor ski area, and several residential properties. The total fire protection area is 164 square miles. In addition, BF&R is responsible for an Ambulance Service Area of more than 1,700 square miles.

Goals and Objectives for the 2021-2023 Biennial Budget

- Protect and improve the health and safety for residents and businesses by maintaining emergency response times in the City of Bend under six minutes and a cardiac arrest resuscitation rate of 50%
- Develop a comprehensive Wildfire Resiliency Plan in collaboration with essential stakeholders
- Create strategies and invest in initiatives that enhance and support BF&R's diversity, equity, and inclusion
- Continue evaluation of the tiered EMS delivery system. This system keeps Advanced Life Support ambulances and fire engines available for high priority calls which helps reduce emergency response times, improves patient outcomes, and creates operational efficiencies
- Continue to evaluate and explore alternative funding opportunities, including Ground Emergency Medical Transport (GEMT) reimbursements and a Staffing for Adequate Fire and Emergency Response (SAFER) grant
- Ensure support for renewing the Local Option Levy at an increased rate through a statistically valid survey

Major Accomplishments during the 2019 – 2021 Biennium

The COVID-19 pandemic in 2020 impacted every operation within the City of Bend, including BF&R. The department was a major contributor to the region's COVID planning efforts and safety protocol recommendations through participation in the Emergency Operations Center. Personnel were adaptable to the consistent response challenges in an effort to keep the workforce healthy and exposures to a minimum. Personal protective equipment requirements were increased as well as necessary training on thorough decontamination and cleaning procedures.

While COVID-19 was at the forefront of operations this biennium, additional accomplishments include:

- Met the response time goal of six minutes or less to emergencies within the City of Bend
- Achieved the goal for a cardiac arrest resuscitation rate of 50%
- Completed construction of two new fire stations (Tumalo and Pilot Butte) in collaboration with DCRFPD#2
- Implemented a countywide 800 Mhz radio system that has improved the communication capabilities of fire and EMS responders resulting in increased safety
- Hired a Business Manager to enhance budget development, fiscal oversight, procurement and contract management in the department
- Ordered a new ladder truck that will replace the existing end of service life apparatus

Significant Changes from the 2019 – 2021 Biennial Budget

- Additional funding from the City's General Fund and DCRFPD#2 which will support maintenance needs at the Fire Stations and will support City Council's 2021-2023 Safety, Health, Accountability and Justice Goal, specifically to invest in delivery of City public safety services that align with broader community values, plans and vision
- Three (3) Firefighter/Paramedic positions were added to the full-time equivalent (FTE) schedule on March 17, 2021 to staff a new Advanced Life Support ambulance
- Upgraded Zoll billing software to maximize reimbursements from transported patients
- Reduction of a half FTE (.5) Fleet Equipment Technician. In the 2021-2023 biennium this position will be funded through Interfund Transfers to the Fleet Management Division based their actual time spent working on each city department.

Fire/EMS Operations Program

The Fire/EMS Operations Program includes: structural fire suppression, EMS response and transport, technical rescue operations, hazardous materials initial response, highway and roadway crash response, and wildland fire suppression. The fire department's response is enhanced with a series of cooperative agreements with adjoining jurisdictions and cooperating agencies to maximize efficiency and service delivery.

The fire department's operational plan is designed to provide fire suppression and EMS response and transport for the City and DCRFPD#2, as well as other entities that contract for fire protection services with the City. Continual operational review is conducted to ensure an efficient use of resources in providing emergency response. Creative and innovative staffing plans have been utilized to maximize available staffing in an attempt to meet the growing demands of the community.

Fire Prevention Program

The Fire Prevention Program provides the community with several services that enhance the public's safety as well as assist the Fire/EMS Operations Division in meeting the requests for emergency response.

- Community awareness and educational programs focused on changing behaviors and attitudes in an effort to promote fire and home safety
- Review of development plans for commercial buildings and residential subdivisions to ensure conformity with fire prevention codes and local fire protection ordinances
- Periodically conduct fire safety inspections to meet the minimum requirements of the Oregon Fire Code
- Investigate all uncontrolled fires to determine origin and cause

Support Services Program

The Support Services Program provides the internal administrative services that are necessary to support daily fire department operations. Examples of this support include: billing for ambulance services, budget development and fiscal oversight, procurement and contract management, human resource management, fleet acquisition and maintenance coordination, facilities maintenance, wireless communication device acquisition and maintenance (radios, phones, mobile data computers), grant submittal and oversight, data research/development/ and analysis, policy and procedure development and review, social media engagement, community outreach, entry-level firefighter testing, promotional testing, labor relations, and contract negotiations.

PUBLIC SAFETY
Fire/EMS Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Heavy Rescue replacement	$ 1,000,000	$ -	$ -	$ -	$ -
Seven (7) Medic Re-Chassis'	-	-	400,000	400,000	400,000
One (1) Service Response Vehicle replacement	60,000	-	-	-	60,000
One (1) Type 1 Engine replacements	-	800,000	800,000	800,000	800,000
One (1) Water Tender replacement	-	300,000	300,000	-	-
Two (2) Type 3 Engine replacements	-	-	-	800,000	
One (1) Quick Response Vehicle replacement	-	50,000	-	-	50,000
One (1) Deputy Fire Marshal vehicle	-	45,000	45,000	45,000	45,000
One (1) Command Vehicle replacement	-	-	-	80,000	-
One (1) Staff vehicle replacement	50,000	-	50,000	50,000	50,000
One (1) Fire Marshal staff vehicle replacement	-	-	-	-	50,000
One (1) EMS Logistics van	-	-	-	-	50,000
One (1) Type 6 Engine	-	-	250,000	-	-
One (1) Used Rehab/Supplies Bus	-	-	50,000	-	-
One (1) new Ambulance	300,000	-	-	-	-
Subtotal Vehicles	$ 1,410,000	$ 1,195,000	$ 1,895,000	$ 2,175,000	$ 1,505,000
Equipment:					
Seven (7) Zoll Defibrillator replacements	$ 245,000	$ 245,000	$ -	$ -	$ -
Four (4) Zoll Defibrillator replacements	-	-	140,000	-	-
Subtotal Equipment	$ 245,000	$ 245,000	$ 140,000	$ -	$ -
Intangibles:					
Electronic patient care report (ePCR) software	$ 80,000	$ -	$ -	$ -	$ -
Subtotal Intangibles	$ 80,000	$ -	$ -	$ -	$ -
Total	**$ 1,735,000**	**$ 1,440,000**	**$ 2,035,000**	**$ 2,175,000**	**$ 1,505,000**

Fire Station Debt Service Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 9,050	$ 9,000	$ 10,633	$ 6,100	$ 6,100	$ 6,100
Intergovernmental revenues	485,446	496,000	480,610	485,600	485,600	485,600
Miscellaneous	2,205	4,800	1,642	600	600	600
Debt proceeds	-	950,000	933,100	-	-	-
Interfund transfers	14,600	10,000	10,000	10,000	10,000	10,000
TOTAL RESOURCES	$ 511,301	$ 1,469,800	$ 1,435,984	$ 502,300	$ 502,300	$ 502,300

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Public Safety Program						
Materials & services	$ -	$ 6,600	$ 6,000	$ -	$ -	$ -
Total Public Safety Program	-	6,600	6,000	-	-	-
Interfund Transfers	15,222	12,400	10,821	10,300	10,300	10,300
Debt Service	485,446	1,440,000	1,413,110	485,600	485,600	485,600
Reserves	-	10,800	-	6,400	6,400	6,400
TOTAL REQUIREMENTS	$ 500,668	$ 1,469,800	$ 1,429,931	$ 502,300	$ 502,300	$ 502,300

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

PUBLIC SAFETY
Fire Station Debt Service Fund

Overview

The City partnered with the Deschutes County Rural Fire Protection District # 2 (the District) to construct four fire stations and a fire administration building in 1999. Full faith and credit obligation bonds were issued by the City to finance the facilities. The Fire Station Debt Service Fund accounts for the debt service associated with these bonds. The debt was refinanced in 2010 and again in 2021 to obtain savings on interest.

The City is responsible for repayment of the bonds and collects funds from the District to make those debt service payments.

Note: The debt for the East fire station was issued directly by the District and the debt service payments for that issue are made directly by the District. The District, not the City, also issued the debt for the two new stations that opened in 2020: the Pilot Butte Station in Bend and rebuilding of the Tumalo Station.

(C) 2006 Dustin Mitsch / Alpen Exposure

City of Bend Fire Station Number 301

General Fund
Municipal Court

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Public Safety Program						
Personnel services	$ 977,876	$ 1,103,000	$ 1,110,129	$ 1,141,500	$ 1,141,500	$ 1,141,500
Materials & services	106,898	177,500	131,460	215,800	215,800	215,800
Total Public Safety Program	1,084,774	1,280,500	1,241,588	1,357,300	1,357,300	1,357,300
Interfund Transfers	356,300	439,800	610,500	568,800	568,800	568,800
TOTAL REQUIREMENTS	$ 1,441,074	$ 1,720,300	$ 1,852,088	$ 1,926,100	$ 1,926,100	$ 1,926,100
Full Time Equivalents			4.00			4.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

PUBLIC SAFETY
Municipal Court

Overview

Bend Municipal Court provides a local forum for the resolution of minor traffic violations, parking citations and city ordinance infractions issued within the city limits of Bend. The Municipal Court is the judicial branch of the city government. The Municipal Court Judge**,** appointed by the City Council, presides over cases referred to the Court by various City of Bend departments. The majority of cases heard in Municipal Court are traffic violations. The Court does not handle criminal, civil or small claims cases.

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Complete configuration, testing and implementation for new case management software.
- In conjunction with new software, the Court is developing an on-line forum to allow customers to enter their plea and pay online, reducing the number of individuals appearing in Court.
- In order to improve efficiency and remain compliant with ORS 810.370, which states that convictions must be reported to the Department of Motor Vehicles (DMV) within 24 hours, the Court plans to implement the DMV's eConvictions program upon implementing new case management software. The eConvictions program streamlines the submission of convictions to DMV, improves the timeliness of suspension actions and driver record updates, and decreases processing errors between courts and the DMV.

Major Accomplishments during the 2019 - 2021 Biennium

- Identified criteria and specific needs for new case management software through the city-wide LEAP project to improve and modernize processes, practices and capabilities. The new software takes into account integration and the ability to coordinate with other criminal justice agencies and City enterprise software, to enhance efficiencies and provide better reporting for decision making
- Modified the internal payment plan process to allow for greater flexibility and increase collection of fines and fees

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) Vacant Municipal Court Clerk II position eliminated in fiscal year 2019-20 during COVID budget reductions
- One (1) Temporary Municipal Court Clerk II position filled to assist in the transition to new case management software
- House Bill 4210 eliminated the ability for courts to suspend driver's licenses based upon non-payment of fines. As a result, the Court discontinued non-payment suspensions and ceased imposing the $15 suspension fee specified in ORS 809.267.
- In response to the COVID-19 pandemic, the Court discontinued imposing $50 failure to appear (FTA) fees upon failure to appear for first appearance/arraignment.
- In July 2020, Diamond Parking implemented new parking management software and appointed a Hearings Officer which eliminated the need for the Court to receive Diamond Parking citation filings. As a result, the part-time Court position responsible for processing Diamond Parking citations was eliminated (the position was vacant at the time, so this did not result in a layoff).

Helen Lorenz Estate Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,504	$ -	$ -	$ -	$ -	$ -
Miscellaneous	113,430	180,000	91,130	170,400	170,400	170,400
TOTAL RESOURCES	$ 115,934	$ 180,000	$ 91,130	$ 170,400	$ 170,400	$ 170,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Interfund Transfers	$ 115,934	$ 180,000	$ 91,130	$ 170,400	$ 170,400	$ 170,400
TOTAL REQUIREMENTS	$ 115,934	$ 180,000	$ 91,130	$ 170,400	$ 170,400	$ 170,400

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

PUBLIC SAFETY
Helen Lorenz Estate Fund

Overview

The Helen Lorenz Estate Fund is a special revenue fund that was established in September 2013 in response to an agreement between the City of Bend, personal representatives of the Helen Lorenz Estate, and Oregon Community Foundation (OCF). The special revenue fund accounts for annual grants to be received from OCF and the financial activities related to mineral rights received from the Helen Lorenz Estate. Grant requests to the OCF are subject to approval, based on the requirements set forth by the Helen Lorenz Estate. The grants are reserved specifically for the Police & Fire Departments.

Police & Fire Department approved uses

- Purchase of equipment and supplies that are above and beyond the normal and ordinary equipment and supplies purchased by the departments for their normal daily operations
- Purchase of historical items and vehicles or for equipment and supplies to support the restoration, preservation and display of historical items

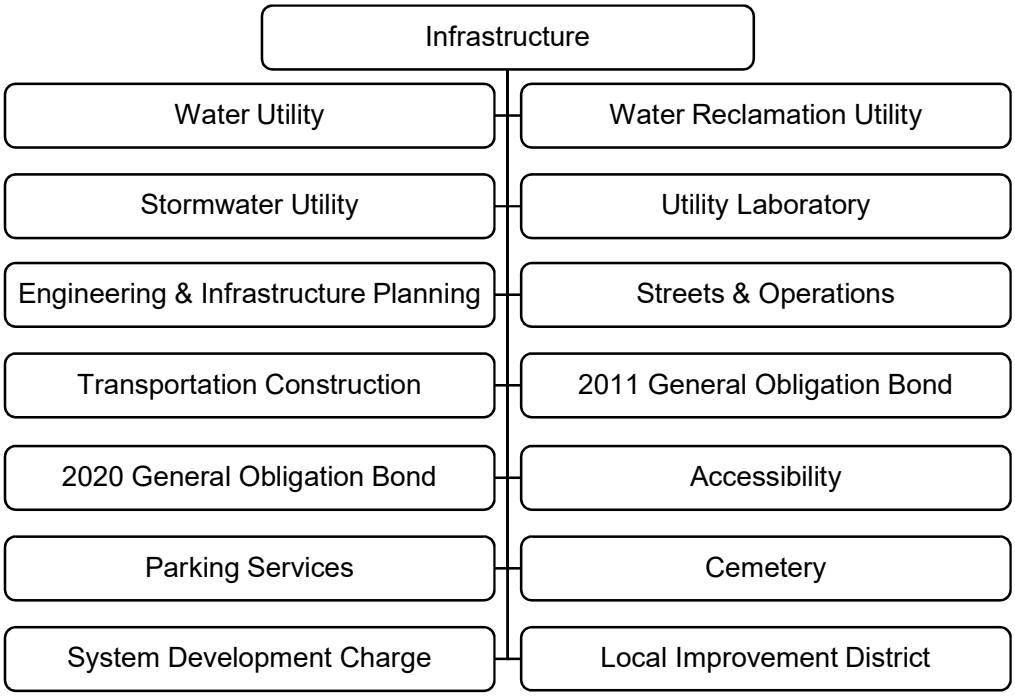
Police Department specific approved uses

- Fund an annual awards banquet or similar event to honor and recognize employees and/or volunteers of the Bend Police Department

Fire Department specific approved uses

- Contribute to the funding of land and buildings to be used for the purpose of Fire/EMS public education, maintenance and storage of historical archives and Fire/EMS related museums and exhibits
- Reimburse employee travel and lodging expenses related to attendance of courses and education programs outside of State requirements
- Fund expenses to bring national level Fire/EMS expert speakers and trainers to Bend

INFRASTRUCTURE SERVICE AREA



Water, Water Reclamation and Stormwater Utilities
These funds account for the operations, maintenance and capital investment of the respective utility businesses. These programs are fee supported and expenditures consist of operations & maintenance costs, debt service & capital costs.

Utility Laboratory and Engineering & Infrastructure Planning
The Utility Laboratory and Engineering & Infrastructure Planning activities provide service to other City departments or functions and are accounted for as divisions of the Internal Service Fund. The costs incurred by these internal service divisions are allocated to other City departments or functions as department overhead through the City's cost allocation plan.

Streets & Operations
This program accounts for maintenance and operation of the City's streets.

Transportation Construction
This program accounts for construction/capital improvements to the transportation system.

2011 General Obligation Bond
The General Obligation (G.O.) Bond Construction and Debt Service Funds account for the transportation construction projects and debt payments associated with the issuance of G.O. Bonds approved by the voters in May 2011.

2020 General Obligation Bond
The General Obligation (G.O.) Bond Construction and Debt Service Funds account for the transportation construction projects and debt payments associated with the issuance of G.O. Bonds approved by the voters in November 2020.

Accessibility
The goal of the accessibility program is to provide equal access to all City-sponsored services, programs, and activities for community members and employees with disabilities. In the 2021-2023 Proposed Biennial Budget the Accessibility Program has moved and is part of the Diversity, Equity, Inclusion and Accessibility Division. The budget and program details are now presented under the City's "Administration & Central Services Service Area." The Accessibility Construction Fund accounts for construction activity and capital accessibility improvements.

Continued on the next page

Parking Services

This program accounts for the activities and operations of City parking.

Cemetery

The Cemetery Fund accounts for the operations and maintenance of the cemetery. The Cemetery Permanent Maintenance Fund accounts for funds accumulated for ongoing, permanent maintenance at the Cemetery.

System Development Charge (SDC)

This fund accounts for the collection of Transportation, Water and Water Reclamation SDCs. Use of the SDC's are shown as transfers out to the respective construction activity accounted for in the Transportation Construction, Water and Water Reclamation programs.

Local Improvement District (LID)

This program consists of the LID Construction Fund. This fund accounst for costs associated with infrastructure that provides direct benefit to property owners with in the LID. There are no active LID's.

INFRASTRUCTURE
Utility Department

ONE WATER

The Utility Department has four service Divisions: Administration; Operations and Maintenance; Environmental Compliance; and the Capital Improvement Program managed by the Engineering & Infrastructure Planning Department. The Utility Department adopted the "One Water" concept, which is an integrated planning and implementation approach to managing finite water resources. One Water is a collaborative way of achieving sustainable, reliable and resilient water systems. For Bend, a great example is the gains made in operational efficiencies by cross training across all three disciplines of the Utility: Water, Water Reclamation and Stormwater. The cross training of staff was a concept borne out of necessity during the recession when the Utility Department was required to flat line staffing, but maintain the same high level of service. Having staff trained to perform in all three areas allows the Utility Department to not only be more efficient, but to be more adaptable to changing regulations, operational and maintenance needs, community values and internal City goals and objectives.

Water Fund

Programs within the Water Fund ensure that we treat and deliver the highest quality water from pure sources to Bend's residents, businesses and visitors every day, in support of industry and homeowner needs.

Water Reclamation Fund

Programs within the Water Reclamation Fund make sure that wastewater is a renewable resource. Safe conveyance and treatment processes along with strong operational objectives ensure that the management of wastewater and its byproducts are an important part of our environmental stewardship process.

Stormwater Fund

Programs within the Stormwater Fund seek to prevent and/or minimize localized flooding events which protects the public, and the water quality of both our surface water and groundwater resources.

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Water Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 44,055,825	$ 52,495,800	$ 54,997,253	$ 62,038,700	$ 62,038,700	$ 62,897,600
Intergovernmental revenues	81,325	80,100	87,119	-	-	-
Charges for services	40,365,602	42,102,600	40,782,600	45,259,000	45,259,000	45,259,000
Miscellaneous	2,624,651	2,252,200	2,035,985	1,511,600	1,511,600	1,511,600
Debt proceeds	-	2,795,400	2,708,131	-	-	-
Interfund transfers	7,175,745	6,468,200	7,217,533	7,902,900	7,902,900	7,902,900
TOTAL RESOURCES	$ 94,303,149	$ 106,194,300	$ 107,828,621	$ 116,712,200	$ 116,712,200	$ 117,571,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 9,205,436	$ 11,799,000	$ 10,986,318	$ 13,050,400	$ 13,050,400	$ 13,050,400
Materials & services	7,588,079	9,392,700	7,827,724	9,984,300	9,984,300	9,984,300
Capital outlay	6,404,593	12,916,400	10,159,244	25,233,100	25,233,100	26,092,000
Total Infrastructure Program	23,198,108	34,108,100	28,973,286	48,267,800	48,267,800	49,126,700
Interfund Transfers	7,832,854	6,246,400	6,218,957	7,003,100	7,003,100	7,003,100
Debt Service	8,274,934	9,880,000	9,738,824	8,361,000	8,361,000	8,361,000
Contingency	-	4,853,600	-	4,865,800	4,865,800	4,865,800
Reserves Future Construction	-	44,606,200	-	41,714,500	41,714,500	41,714,500
Reserves Major Maintenance	-	5,000,000	-	5,000,000	5,000,000	5,000,000
Reserves Rate Stabilization	-	1,500,000	-	1,500,000	1,500,000	1,500,000
TOTAL REQUIREMENTS	$ 39,305,896	$ 106,194,300	$ 44,931,066	$ 116,712,200	$ 116,712,200	$ 117,571,100
Full Time Equivalents			44.71			45.71

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Water Fund

Overview

The City's potable water system derives its primary source from the pristine spring fed waters of the Bend Municipal Watershed, and a secondary source from groundwater contained in the Deschutes Regional Aquifer. The City currently operates 20 wells, 15 reservoirs and 6 pump stations; and delivers water to over 26,000 customer accounts through over 440 miles of water mains. The core function of the potable water system is to provide safe and reliable drinking water and fire protection for the community members of Bend through the prudent and efficient use of ratepayer funds.

The Water Filtration Facility is located approximately 1 mile northwest of Bend at the Outback Site. This facility is an advanced membrane treatment facility with an annual average of 8.73 million gallons per day, though it varies greatly between winter maximum daily water demand and summer maximum daily water demand. The treatment facility was required to meet federal water treatment regulations and came online in April of 2016. While still relatively new, the Water Filtration Facility requires regular maintenance and equipment replacement.

The City maintains a 30-year water rate model to project the financial needs of the Water Fund. The City's goal is to ensure the financial stability of the Water Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Fund within this budget cycle will continue to be addressing portions of the distribution system that contain old infrastructure, specifically the aging cast iron, galvanized iron and steel pipes identified through the Integrated Water System Master Plan. Prioritization of replacement work considers the age of the pipe, the potential consequence and criticality of failure, project coordination with other city departments and private utility projects, as well as the results of the leak detection program. Additional public facing water conservation programs analyzed through the Water Management and Conservation Plan are also included within this budget.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Update the department's Utility Assistance Programs to support the City Council's 2021-2023 Shared Prosperity Goal
- Provide additional water conservation opportunities for customers to support the City Council's 2021-2023 Environmental and Climate Goal
- Deliver Capital Improvement Program
- Develop a new Utility Department strategic plan
- Improve the public understanding of water resources
- Conduct water cost of service analysis
- Complete and adopt an update to the Water System Master Plan that identifies $85.0 million over the next five years in system improvements to the surface and groundwater distribution system and repair and replacement improvements to reservoirs, groundwater wells, pipelines, power, and security. The adopted budget includes $6.5 million in projects identified in the Water System Master Plan, and future budget adjustments and Capital Improvement Programs will reflect further implementation of the plan.

Major Accomplishments during the 2019 – 2021 Biennium

- Water main replacement project completed on Lower Village Road totaling 800 feet of new main
- Water main replacement project completed on NW 2nd Street and NW 3rd Street totaling 1,000 feet of new main
- Residential Meter Box Upgrade project Phases 9 and 10
- WaterWise workshop series at Hollinshead Park
- COVID-19 Utility Rate Assistance collaboration for commercial customers
- The Utility Billing software replacement project was implemented in June 2021.

Significant Changes from the 2019 – 2021 Biennial Budget

- Additional budget for synergy projects that align with other street & transportation projects
- Increased support for Utility Billing software replacement
- One (1) new Utility Program Compliance Technician for Water Conservation to assist with water conservation programs for the public

Administration

The Administration Division is comprised of six programs:

- The Business Management program oversees all budget and financial activities within the department. This includes budget development for Water, Water Reclamation and Stormwater Funds in addition to regular financial analyses for cost of utility services, monthly and annual reporting for the department, and development of key performance indicators for the department.
- The Administrative Services program performs all administrative duties related to the Utility Department. This includes general administrative process oversight and human resources management for the department's staff.
  The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Transportation and Mobility departments, operational program analysis and operator certification training for Utility staff, special projects for Utilities, and oversight of the Internal Services Department's safety program.
- The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives.
- The Water Resources program provides for long-term sustainable water supply for Bend including: planning, acquisition, management, and compliance for the entire water rights portfolio including the Deschutes Basin Groundwater Mitigation program. The Water Resources Program is comprised of the Water Rights, Watershed Management and WaterWise subprograms. Water Resources also provides the liaison and government affairs coordination for water related partnerships with irrigation districts, the US Forest Service, US Geological Service (USGS) and the Oregon Water Resources Department along with related legislative policy work and coordination with key water stakeholders.
- The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges. The Utility Billing software replacement project was implemented in June 2021.

Operations and Maintenance

The Operations and Maintenance Division consists of five programs:

- The Safe Drinking Water program ensures that no point-source contamination of the City water system occurs. This program works with homeowners and businesses to prevent cross contamination of water sources in accordance with State regulation.
- The Water Operations program carries out the daily tasks required to provide water to all customers. They are responsible for operating the Heidi Lansdowne Intake facility, the Water Filtration Facility, the water distribution system, groundwater wells, disinfection, reservoirs, pump stations and pressure regulating systems to deliver safe water, on demand, at appropriate pressures throughout the City.
- The Repair and Replacement program provides field services and oversight in repairing and replacing waterlines and water meters. This program is responsible for the operation and maintenance of all valves, hydrants, and other appurtenances associated with the water distribution system. This service group supports both public and private utility projects, and responds to pipe breaks and emergency events such as setting up temporary water systems.
- The Instrumentation, Controls and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City's Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.
- The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure; and is responsible for all meter turn on and off activity related to new and/or changing accounts, or non-payment of services. The Customer Service Program also provides customer side leak detection through Watersmart Software.

Capital Infrastructure Program

The Water Capital Infrastructure Program (CIP), administered by the Engineering & Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget the Infrastructure section.

INFRASTRUCTURE
Water Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
Three (3) SUV replacements	$ 90,000	$ -	$ -	$ -	$ -
Two (2) Standard truck replacement	70,000	-	-	-	75,000
One (1) Heavy duty truck replacement	35,000	-	-	-	-
One (1) SUV replacement	-	35,000	-	-	-
Two (2) Heavy duty truck replacements	-	75,000	95,000	-	-
One (1) Standard truck replacement	-	-	30,000	30,000	-
Four (4) Heavy duty truck replacements	-	-	-	170,000	-
One (1) Dump truck replacement	-	-	-	-	125,000
Subtotal Vehicles:	**$ 195,000**	**$ 110,000**	**$ 125,000**	**$ 200,000**	**$ 200,000**
Equipment:					
One (1) New dump truck + 8-9 yard dump body	$ 145,000	$ -	$ -	$ -	$ -
One (1) Wachs standard valve maintenance skid unit	80,000	-	-	-	-
24" Flow meter for Outback Reservoir #2	20,000	-	-	-	-
Ground penetrating radar (GPR) replacement	-	15,000	-	-	-
One (1) New snowmobile	-	20,000	-	-	-
One (1) CAT 303.5 Mini-excavator replacement	-	80,000	-	-	-
One (1) Service body for truck replacement	-	10,000	-	-	-
One (1) Onan generator replacement	-	150,000	-	-	-
Water Transmission Equipment	-	61,000	-	-	-
One CAT 303.5 Mini-excavator replacemt	-	-	80,000	-	-
Subtotal Equipment	**$ 245,000**	**$ 336,000**	**$ 80,000**	**$ -**	**$ -**
Intangibles:					
Supervisory control and data acquisition system replacement	$ -	$ -	$ 450,000	$ -	$ -
Subtotal intangibles	**$ -**	**$ -**	**$ 450,000**	**$ -**	**$ -**
Total	**$ 440,000**	**$ 446,000**	**$ 655,000**	**$ 200,000**	**$ 200,000**

FIVE YEAR REPAIR, REPLACEMENT & LAND ACQUISITION CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Water Line replacement	$ 1,065,000	$ 900,000	$ 600,000	$ 700,000	$ 700,000
Meter Box Replacement	750,000	750,000	750,000	750,000	825,000
Murphy Pump Station Improvement	693,900	-	-	-	-
Rebuild Awbrey PS pumps #1 & #2	20,000	-	-	-	-
City-ODOT US20 Greenwood synergy project	200,000	-	-	-	-
Re-coat Outback 2 reservoir interior	1,300,000	-	-	-	-
Re-coat RockBluff reservoir interior	-	700,000	-	-	-
Total	**$ 4,028,900**	**$ 2,350,000**	**$ 1,350,000**	**$ 1,450,000**	**$ 1,525,000**

Water Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RFGU Franklin & Greenwood Underpass	5	$ -	$ -	$ 145,000	$ -	$ -	145,000
1RNPR Newport Corridor Improvements	1	2,263,500	794,000	-	-	-	$ 3,057,500
1SCSE Collection System Enhancement Program	N/A	315,000	-	-	-	-	315,000
1TMC2 Murphy Brosterhous to 15th	1	59,000	-	-	-	-	59,000
1TNPS Neff and Purcell Intersection	2	-	18,600	-	-	-	18,600
1TTSI Traffic Signal Improvements	5	15,000	-	-	-	-	15,000
1WABD Awbrey Butte Distribution Improvements	5	1,060,000	5,937,000	9,312,000	9,139,000	3,170,000	28,618,000
1WFRR Capital Repair and Replacement Projects	N/A	500,000	500,000	500,000	2,500,000	2,500,000	6,500,000
1WMP1 Water System Master Plan Update	N/A	15,000	-	-	-	-	15,000
1WOFI Outback Facility Improvements	5	3,400,000	3,400,000	4,000,000	8,000,000	8,839,000	27,639,000
1WPDI Pilot Butte Distribution Improvements	5	-	-	500,000	5,000,000	7,000,000	12,500,000
1WROC Rock Bluff Reservoir	5	-	300,000	400,000	-	-	700,000
1WWCM Well Capital Maintenance	5	-	-	1,450,000	3,676,000	-	5,126,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		$ 7,827,500	$ 10,999,600	$ 16,307,000	$ 28,315,000	$ 21,509,000	$ 84,958,100

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

Water Reclamation Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 48,022,488	$ 65,864,200	$ 67,628,777	$ 73,971,500	$ 73,971,500	$ 73,971,500
Intergovernmental revenues	365,391	326,200	262,538	-	-	-
Charges for services	56,301,369	64,726,300	63,466,494	69,428,100	69,428,100	69,428,100
Miscellaneous	2,593,637	1,635,200	1,751,135	1,445,200	1,445,200	1,445,200
Debt proceeds	34,121,400	57,771,000	75,650,275	18,389,700	18,389,700	18,389,700
Interfund transfers	13,352,112	11,739,000	11,509,821	10,250,600	10,250,600	10,250,600
TOTAL RESOURCES	$ 154,756,396	$ 202,061,900	$ 220,269,040	$ 173,485,100	$ 173,485,100	$ 173,485,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 11,473,610	$ 13,619,300	$ 12,700,527	$ 15,871,200	$ 15,871,200	$ 15,871,200
Materials & services	5,844,181	7,697,200	7,122,872	8,819,200	8,819,200	8,819,200
Capital outlay	41,879,072	97,637,100	87,471,907	54,071,200	54,071,200	54,071,200
Total Infrastructure Program	59,196,864	118,953,600	107,295,306	78,761,600	78,761,600	78,761,600
Interfund Transfers	11,829,445	13,794,700	13,724,973	15,819,700	15,819,700	15,819,700
Debt Service	16,101,311	30,038,000	25,277,277	29,019,500	29,019,500	29,019,500
Contingency	-	3,128,600	-	3,616,600	3,616,600	3,616,600
Reserves Debt Service	-	4,611,500	-	5,625,200	5,625,200	5,625,200
Reserves Future Construction	-	25,535,500	-	34,642,500	34,642,500	34,642,500
Reserves Major Maintenance	-	5,000,000	-	5,000,000	5,000,000	5,000,000
Reserves Rate Stabilization	-	1,000,000	-	1,000,000	1,000,000	1,000,000
TOTAL REQUIREMENTS	$ 87,127,619	$ 202,061,900	$ 146,297,555	$ 173,485,100	$ 173,485,100	$ 173,485,100

Full Time Equivalents	53.40		55.40

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Water Reclamation Fund

Overview

The City's sewer collection system collects and conveys wastewater from almost 34,000 customer accounts to the treatment plant in a well-maintained system, with minimal blockages and overflows. The collection system includes over 470 miles of wastewater pipes and approximately 400 wastewater pumping lift stations. The lift stations provide a means of moving wastewater from areas lacking gravity sewer lines to an adjacent area where gravity lines exist.

The Water Reclamation Facility (WRF) is located approximately eight miles northeast of Bend. This facility is an advanced conventional activated sludge plant built in 1980, with an average daily capacity of 8.5 million gallons/day. The WRF is the only facility with the capability of treating Bend's domestic and industrial wastewater. The WRF operates under a Water Pollution Control Facility permit issued by the Department of Environmental Quality (DEQ). The permit contains requirements concerning the treatment and disposal of all wastewater from the collection system, and the operation and maintenance of all equipment needed to meet these requirements. The facility is recently expanded in accordance with needs identified in the Facilities Master Plan. The upgraded WRF operates with a state-of-the-art Integrated Fixed Activated Sludge treatment process that replaces the conventional activated sludge process and enables the WRF to handle increased loads and flows. The WRF Solids Handling Improvement Project is currently underway and scheduled to be completed in the 2021-2023 biennium. This project will focus its attention on a new process to treat the biosolids from the wastewater treatment process and ultimately prepare them for safe distribution in the environment. During all this construction activity, the WRF must still operate and meet regulatory permit requirements.

The City maintains a 30-year sewer rate model to project the financial needs of the Water Reclamation Utility Fund. The City's goal is to ensure the financial stability of the Water Reclamation Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Reclamation Fund in this budget cycle will be financing the significant infrastructure needs identified in the Collection System Master Plan, on-going needs at the WRF, the expansion of the Urban Growth Boundary and the Septic to Sewer Conversion program, transitioning homes within city limits from septic to public sewer. The City continues to work on minimizing these rate impacts while ensuring the financial stability of the Water Reclamation Fund.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Update the department's Utility Assistance Programs to support the City Council's 2021 – 2023 Shared Prosperity Goal
- Deliver Capital Improvement Program
- Develop a new Utility Department strategic plan
- Perform Cured in Place Pipe rehabilitation at two new collections systems locations
- Continue lift station maintenance in alignment with the Collection System Enhancement Program
- Improve the public understanding of water reuse and resource recovery
- Conduct water reclamation cost of service analysis

Major Accomplishments during the 2019 – 2021 Biennium

- Completed sewer pipe rehabilitation project totaling 4,200 feet of pipe rehabilitated

- Decommissioned eleven sewer lift stations
- Upgraded thirteen sewer lift stations to smart control pumps
- WRF expansion and upgrade to new treatment process
- WRF Solids Handling Improvement Project began to improve potential use of biosolids
- Continued WRF operations throughout extended construction

Significant Changes from the 2019 – 2021 Biennial Budget

- Additional budget for synergy projects that align with other street & transportation projects
- Additional repair and maintenance budget at WRF to optimize post-expansion
- Equipment replacement for WRF biosolids handling / drying equipment
- One (1) Utility Mechanic at the WRF to provide preventative maintenance at the recently expanded facility
- One (1) Utility Collections Apprentice to assist with utility project support, emergency response and preventative maintenance of the collections system

Administration

The Administration Division is comprised of five programs:

- The Business Management program oversees all budget and financial activities within the department. This includes budget development for Water, Water Reclamation and Stormwater Funds in addition to regular financial analyses for cost of utility services, monthly and annual reporting for the department, and development of key performance indicators for the department.
- The Administrative Services program performs all administrative duties related to the Utility Department. This includes general administrative process oversight and human resources management for the department's staff.
- The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Transportation and Mobility departments, operational program analysis and operator certification training for Utility staff, special projects for Utilities, and oversight of the Internal Services Department's safety program.
- The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives.
- The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges. The Utility Billing software replacement project was implemented in June 2021.

Environmental Compliance Division

The Industrial Pretreatment Program protects the collection system and Water Reclamation Facility by ensuring compliance with all federal, state and local pretreatment laws. The program ensures the health and safety of the collection system workers, protects the City's expensive infrastructure and guards the biological process at the City's water reclamation facility. This program is the main point of contact for customers that participate in the Extra Strength Charge program. Beginning in the new biennium the Industrial Pretreatment Program will expand its focus to include additional revenue streams through resource recovery and reuse.

Operations and Maintenance

The Operations and Maintenance Division consists of five programs:

- The Water Reclamation Facility program is responsible for operating and maintaining the WRF. This team of certified operators is responsible for providing consistent and reliable wastewater treatment and meeting all permit parameters established by the Oregon DEQ.
- The Repair and Replacement program is responsible for the preventative and emergency repairs of all underground wastewater pipes (gravity and force mains) and the rehabilitation of all manholes.
- The Collection System program performs the operation and general maintenance functions of the Wastewater Collections system. This work group is responsible for the cleaning of the collection system utilizing specialized equipment capable of high pressure water cleaning and vacuuming debris out of the collections system, and vans equipped with closed circuit television equipment capable of video inspecting wastewater piping. The work group also oversees all lift station operations, smoke testing and collection system odor control activities. Collection System staff also operate and provide mechanical maintenance and repair services to all of the wastewater lift stations.
- The Instrumentation, Control and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Reclamation Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City's Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.
- The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure.

Capital Infrastructure Program

The Water Reclamation Capital Infrastructure Program (CIP), administered by the Engineering & Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget in the Infrastructure section.

INFRASTRUCTURE
Water Reclamation Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) SUV replacement	$ 30,000	$ -	$ 30,000	$ 30,000	$ 30,000
One (1) Standard truck replacement	45,000	-	-	-	-
One (1) Standard work truck replacement	35,000	-	35,000	-	-
Two (2) SUV replacement		-	60,000	-	-
One (1) Dump truck replacement	-	-	-	150,000	-
Four (4) Heavy duty work truck replacement	-	-	-	-	215,000
Subtotal Vehicles	**$ 110,000**	**$ -**	**$ 125,000**	**$ 180,000**	**$ 245,000**
Equipment:					
One (1) Vactor replacement	$ 480,000	$ -	$ -	$ -	$ 450,000
One (1) Service body & one (1) crane	30,000	-	-	-	-
Wood River vacuum pump modulation upgrade	41,000	-	-	-	-
Wastewater Reclamation Facility (WRF) equipment	60,000	60,000	-	-	-
Ground penetrating radar (GPR) replacement	-	15,000	-	-	-
One (1) Brown Bear aerator replacement	-	300,000	-	-	-
One (1) Case loader replacement	-	235,000	-	-	-
HVAC equipment	-	40,000	-	-	-
Wood River - new wireless monitoring system	-	85,000	-	-	-
One (1) emergency backup Generator replacement	-	100,000	100,000	130,000	55,000
One (1) Portable generator replacement	-	-	95,000	-	-
Subtotal Equipment	**$ 611,000**	**$ 835,000**	**$ 195,000**	**$ 130,000**	**$ 505,000**
Intangibles:					
Supervisory control and data acquisition system replacement	$ -	$ -	$ 450,000	$ -	$ -
Subtotal intangibles	**$ -**	**$ -**	**$ 450,000**	**$ -**	**$ -**
Total	**$ 721,000**	**$ 835,000**	**$ 770,000**	**$ 310,000**	**$ 750,000**

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Cure-in-place piping (CIPP) sewerline rehabilitation	$ 550,000	$ 550,000	$ 550,000	$ 590,000	$ 550,000
Manhole rehabilitation equipment	125,000	125,000	-	-	-
WRF Major infrastructure upgrades	70,000	70,000	-	-	-
Replace electrical enclosures at Romaine Village	35,000	35,000	-	-	-
Total	**$ 780,000**	**$ 780,000**	**$ 550,000**	**$ 590,000**	**$ 550,000**

Water Reclamation Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RNPR Newport Corridor Improvements	1	$ 2,722,000	$ 1,009,000	$ -	$ -	$ -	$ 3,731,000
1SAAI Addison & Butler Mkt Gravity Improvement	5	-	-	-	1,512,000	-	1,512,000
1SAMM SW Sewer Basin Improvements	3	4,200,000	2,200,000	2,400,000	3,600,000	-	12,400,000
1SBSS Bend Septic Solutions	N/A	50,000	10,000	-	-	-	60,000
1SCSE Collection System Enhancement Program	N/A	3,300,000	-	-	-	-	3,300,000
1SFPU WRF Facilities Plan Update	N/A	500,000	-	-	-	-	500,000
1SMP1 Collection System Master Plan Update	N/A	1,250,000	250,000	-	-	-	1,500,000
1SN02 Via Sandia, Orion & East Lake Sewer	1	1,600,000	-	-	-	-	1,600,000
1SN03 Admiral and King Jehu Sewer Project	5	2,622,500	1,315,000	-	-	-	3,937,500
1SNEP Bend Sewer Neighborhood Extension Program	N/A	793,000	2,500,000	2,500,000	2,500,000	2,500,000	10,793,000
1SNI2 North Interceptor Phase II	1	11,000,000	-	-	-	-	11,000,000
1SNIA North Interceptor Pipe Alignment	1	236,000	-	-	-	-	236,000
1SNIL North Interceptor Lift Station	1	193,000	-	-	-	-	193,000
1SNIP North Interceptor Phase I	1	34,000	-	-	-	-	34,000
1SNIX North Interceptor Canal Crossing	1	745,000	-	-	-	-	745,000
1SOC1 Odor Control Master Plan	N/A	-	-	1,155,000	-	-	1,155,000
1SPCR WRF Primary Clarifier Rehabilitation	5	1,000,000	-		-	-	1,000,000
1SPGA Large Gravity Pipe Condition Assessment	5	-	-	-	200,000	200,000	400,000
1SPSD Pump Station Decommissions	3	3,442,000	3,139,000		-	-	6,581,000
1SPSX Pump Station Program Funding	N/A	200,000	1,500,000	2,500,000	2,500,000	2,500,000	9,200,000
1SSFU Support Facilities Upgrade	5	-	500,000	500,000	-	-	1,000,000
1SSHI Solids Handling Improvements	1	3,000,000	560,700	-	-	-	3,560,700
1TMCI Murphy Railway Overcrossing	1	46,000	-	-	-	-	46,000
1TNPS Neff and Purcell Intersection	2	394,000	394,000	-	-	-	788,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		$ 37,527,500	$ 13,427,700	$ 9,055,000	$ 10,312,000	$ 5,200,000	$ 75,522,200

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

Stormwater Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 5,170,675	$ 5,402,400	$ 5,685,880	$ 7,133,500	$ 7,133,500	$ 7,248,500
Intergovernmental revenues	-	-	8,516	-	-	-
Charges for services	7,807,389	8,532,600	8,534,090	10,025,700	10,025,700	10,025,700
Miscellaneous	336,643	67,200	197,456	150,700	150,700	150,700
Debt proceeds	804,097	8,218,500	4,570,000	9,168,000	9,168,000	9,168,000
Interfund transfers	48,324	53,200	137,977	60,300	60,300	60,300
TOTAL RESOURCES	$ 14,167,129	$ 22,273,900	$ 19,133,919	$ 26,538,200	$ 26,538,200	$ 26,653,200

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 2,383,767	$ 2,519,900	$ 2,332,901	$ 2,860,100	$ 2,860,100	$ 2,860,100
Materials & services	715,181	935,600	771,202	1,373,700	1,373,700	1,488,700
Capital outlay	3,603,949	8,538,600	6,734,445	11,312,300	11,312,300	11,312,300
Total Infrastructure Program	6,702,897	11,994,100	9,838,549	15,546,100	15,546,100	15,661,100
Interfund Transfers	1,682,976	1,928,500	1,858,413	2,664,900	2,664,900	2,664,900
Debt Service	95,376	788,000	188,454	693,000	693,000	693,000
Contingency	-	1,166,700	-	792,200	792,200	792,200
Reserves Debt Service	-	-	-	453,900	453,900	453,900
Reserves Future Construction	-	6,396,600	-	6,388,100	6,388,100	6,388,100
TOTAL REQUIREMENTS	$ 8,481,249	$ 22,273,900	$ 11,885,416	$ 26,538,200	$ 26,538,200	$ 26,653,200

Full Time Equivalents			11.04			11.04

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Stormwater Fund

Overview

The City's stormwater system consists of 64 miles of stormwater pipe, almost 10,626 catch basins and 203 swales. Unlike in some other communities, Bend's stormwater system and sewer collection systems are not combined. The primary responsibility of the Stormwater Fund is to protect water quality and prevent flooding through the maintenance, repair and expansion of the stormwater system in compliance with federal and state regulation. Stormwater regulation is governed by the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Phase II stormwater permit, and the Underground Injection Control (UIC) Water Pollution Control Facilities (WPCF) permit, and Public Facility Plan requirements.

Effective implementation of stormwater activities and controls requires a cross-departmental effort. Stormwater activities are coordinated with the Transportation and Mobility Department; Growth Management, Planning, Engineering and Building divisions of the Community Development Department; and with staff in the Engineering and Infrastructure Planning Department. Illicit discharges and spill response are coordinated with the Bend Police and Fire Departments.

The City maintains a 30-year stormwater rate model to project the financial needs of the Stormwater Fund. The City's goal is to ensure the financial stability of the Stormwater Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenges facing the Stormwater Fund in this budget cycle will be completing the stormwater cost of service analysis, kicking off the upcoming Stormwater Master Plan, beginning upgrades of drill hole spill protection in sensitive drinking water protection areas, and completing the Newport Avenue infrastructure improvements. In addition, it will be important for the Utility Department to identify potential synergy projects initiated through other street and transportation projects that aid the stormwater system.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Update the department's Utility Assistance Programs to support the City Council's 2021-2023 Shared Prosperity Goal
- Deliver Capital Improvement Program
- Develop a new Utility Department strategic plan
- Identify street and transportation synergy projects that aid stormwater quality
- Continue full compliance with regulatory requirements and water quality needs. Develop a new Integrated Stormwater Management Plan to address the needs of reissued NPDES and WPCF-UIC permits
- Conduct stormwater cost of service analysis to provide guidance and development rule modification to support drainage and density flexibility

Major Accomplishments during the 2019 – 2021 Biennium

- Completed stormwater drainage improvement project at NE 8th St. and NE Penn Ave.
- Completed stormwater drainage improvement project within City Alley behind McMenamins
- Localized flooding / stormwater improvements made at multiple locations

- Developed and implementing street sweeping plan for sensitive MS4 permit area with the Transportation and Mobility Department
- Youth education collaboration with Bend Film to improve public understanding of water quality
- Completed dry well retrofits for spill protection and drinking water protection

Significant Changes from the 2019 – 2021 Biennial Budget

- Additional budget for catch basin and drill hole rehabilitation to improve water quality
- Completion of stormwater cost of service analysis

Administration

The Administration Division is comprised of five programs:

- The Business Management program oversees all budget and financial activities within the department. This includes budget development for Water, Water Reclamation and Stormwater Funds in addition to regular financial analyses for cost of utility services, monthly and annual reporting for the department, and development of key performance indicators for the department.
- The Administrative Services program performs all administrative duties related to the Utility Department. This includes general administrative process oversight and human resources management for the department's staff.
- The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Transportation and Mobility departments, operational program analysis and operator certification training for Utility staff, special projects for Utilities, and oversight of the Internal Services Department's safety program.
- The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives.
- The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges. The Utility Billing software replacement project was implemented in June 2021.

Operations and Maintenance

The Operations and Maintenance Division consists of two programs:

- The Stormwater Operations and Maintenance program provides for the maintenance and repair of stormwater infrastructure, including pipe and catch basin repair, drill hole reconditioning, water quality controls, and system cleaning. This program pays for system operation, including emergency response during flooding events. The program also funds 40% of the City's street sweeping program, which removes sediment from streets and stormwater runoff thereby protecting catch basin and drill hole operations from prematurely failing.
- The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure.

Environmental Compliance

The Stormwater Regulatory program focuses on ensuring water quality of the Deschutes River and underground drinking water aquifers. This is accomplished through close coordination with utility operations and engineering staff tasked with building and maintaining the city's stormwater infrastructure. This program includes a focus on public education and outreach to promote environmental stewardship throughout the community.

Capital Infrastructure Program

The Stormwater Capital Infrastructure Program (CIP), administered by the Engineering & Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget in the Infrastructure section.

INFRASTRUCTURE
Stormwater Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Sweeper replacement	$ -	$ -	$ -	$ 350,000	$ -
Subtotal Vehicles	**$ -**	**$ -**	**$ -**	**$ 350,000**	**$ -**
Equipment:					
One (1) Vactor replacement	$ -	$ -	$ -	$ -	$ 450,000
Subtotal Equipment	**$ -**	**$ -**	**$ -**	**$ -**	**$ 450,000**
Total	**$ -**	**$ -**	**$ -**	**$ 350,000**	**$ 450,000**

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Drainage improvement projects	$ 300,000	$ 395,000	$ 300,000	$ 350,000	$ 350,000
Total	**$ 300,000**	**$ 395,000**	**$ 300,000**	**$ 350,000**	**$ 350,000**

Stormwater Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RFGU Franklin & Greenwood Underpass	5	$ -	$ -	$ -	$ 750,000	$ 1,500,000	$ 2,250,000
1RMNW Minnesota & Wall Stormwater	5	-	-	-	324,000	-	324,000
1RMP1 Stormwater Master Plan Update	N/A	166,000	166,000	168,000	-	-	500,000
1RNPR Newport Corridor Improvements	1	4,000,000	5,168,000	-	-	-	9,168,000
1RRMC Roosevelt & McKinley Stormwater	5	-	-	-	104,000	475,000	579,000
1RSAB South Awbrey Butte Drainage Improvements	5	-	-	-	1,250,000	3,500,000	4,750,000
1TCSI Citywide Safety Improvements	1	204,000	-	-	-	-	204,000
1TEC5 Purcell Butler Market	1	20,000	-	-	-	-	20,000
1TEC6 Purcell Blvd Modernization	1	20,000	-	-	-	-	20,000
1TMC2 Murphy Brosterhous to 15th	1	233,500	-	-	-	-	233,500
1TNPS Neff & Purcell Intersection	2	118,000	471,800	-	-	-	589,800
1XSTS Standards & Specifications Update	N/A	50,000	-	-	-	-	50,000
		$ 4,811,500	$ 5,805,800	$ 168,000	$ 2,428,000	$ 5,475,000	$ 18,688,300

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

Internal Service Fund - Departmental Administration
Utility Laboratory

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 583,424	$ 259,700	$ 272,287	$ 716,200	$ 716,200	$ 716,200
Intergovernmental revenues	-	5,300	5,324	-	-	-
Miscellaneous	1,300	-	10,300	-	-	-
Interfund transfers	2,242,300	3,077,000	3,077,000	2,991,400	2,991,400	2,991,400
TOTAL RESOURCES	$ 2,827,024	$ 3,342,000	$ 3,364,911	$ 3,707,600	$ 3,707,600	$ 3,707,600

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 1,740,052	$ 2,140,100	$ 1,943,981	$ 2,522,600	$ 2,522,600	$ 2,522,600
Materials & services	372,502	531,300	410,933	515,100	515,100	515,100
Capital outlay	191,750	73,300	38,735	160,000	160,000	160,000
Total Infrastructure Program	2,304,305	2,744,700	2,393,649	3,197,700	3,197,700	3,197,700
Interfund Transfers	250,432	255,200	255,109	476,000	476,000	476,000
Contingency	-	342,100	-	33,900	33,900	33,900
TOTAL REQUIREMENTS	$ 2,554,737	$ 3,342,000	$ 2,648,758	$ 3,707,600	$ 3,707,600	$ 3,707,600
Full Time Equivalents			9.00			9.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Utility Laboratory

Overview

The Utility Laboratory division within the Utility Department consists of two internal service programs, the Water Quality Laboratory and the Field Sampling and Measurement Program. The Water Quality Laboratory ("the Laboratory") provides nationally accredited environmental laboratory analysis, technical data management, regulatory reporting and technical support for pertinent divisions within the Utility Department, other City departments and external customers. The Field Sampling and Measurement Program provides field sampling services and field measurement services for pertinent divisions within the Utility Department and other City departments. The main functions of the laboratory and field services programs are to perform the following duties:

- Drinking water, wastewater, reuse water and biosolids analysis for regulatory compliance and process performance
- Industrial Pretreatment sampling and waste discharge analysis
- Sampling, field activities and field measurement coordination
- Flow monitoring of the wastewater collection system supporting modeling and planning
- Water Quality Monitoring Program (Deschutes River, Bridge Creek and Tumalo Creek)
- Stormwater sampling / analysis and telemetry
- Specially requested analysis in conjunction with capital improvement projects
- Technical support including data analysis, database management and reporting
- Preparation and distribution of consumer confidence report / annual water quality report to all Bend Water consumers

The data generated by the Laboratory is utilized to determine compliance with state and federal regulatory requirements and environmental compliance, water/sewer/stormwater rates, process control, identification of unknown substances and drinking water (surface/groundwater) quality analysis. The laboratory is accredited by the National Environmental Laboratory Accreditation Program as a certified water testing facility.

The Laboratory is a division of the Internal Service Fund – Departmental Administration and is cost allocated to the Water, Water Reclamation and Stormwater Funds based on testing, sampling and analysis required for each system. The most significant challenges facing the Laboratory in this budget cycle include the increasing demand for public health protection and the increasing regulatory and operating requirements for sampling and analysis of drinking water, wastewater, biosolids, reuse water, stormwater and all environmental waters in the City.

Goals & Objectives for the 2021-2023 Biennial Budget

- Continued work to protect public health and the environment.
- Develop and support a new Utility Department strategic plan.
- Develop a plan for compliance with revised Lead and Copper Rule requirements
- Improve the public understanding of water quality and potential contaminants.
- Continued support of water, wastewater and stormwater regulatory compliance, continuous process improvement and efficient functioning
- Prepare and apply for TNI accreditation for the WQL for up to 3 chemistry analytical methods, further reducing our need for contract lab services.

Major Accomplishments during the 2019-2021 Biennium

- Laboratory was operational and staffed every day during the COVID-19 pandemic, including weekends and holidays.
- Field Sampling & Measurement program began COVID-19 wastewater surveillance program in cooperation with Deschutes County Health and Oregon State University
- Maintained Oregon Laboratory Accreditation Program / TNI Accreditation, retaining the Laboratory's ability to analyze drinking water for regulatory compliance and to remain protective of public health
- Received an average of 7,000 unique samples and performed an average of 21,000 unique analyses per year
- Collected numerous Industrial Pretreatment Program, stormwater and water quality samples and gathered field data through the Field Sampling and Measurement Program
- Acquired, installed and developed trace metals analysis method with new Agilent 7800 ICP-MS instrument

Significant Changes from the 2019-2021 Biennial Budget

- Replacing capital equipment that was deferred by the COVID-19 budget reductions in 2020 including remote sampler and Ion Chromatography instrument

INFRASTRUCTURE
Utility Laboratory

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) SUV replacement	$ -	$ 30,000	$ -	$ -	$ -
One (1) Cargo van replacement	-	-	-	45,000	-
Subtotal Vehicles	**$ -**	**$ 30,000**	**$ -**	**$ 45,000**	**$ -**
Equipment:					
One (1) YSI ExO Multi-parameter Sonde	$ 21,500	$ -	$ 22,000	$ -	$ 22,500
One (1) Replacement Chromatograph	75,000	-	-	-	-
One (1) Refrigerated Field Composite Sampler	22,000	-	-	-	-
One (1) Portable Field Sampler	-	11,500	-	11,500	-
One (1) Autoclave	-	-	15,000	-	-
One (1) Microwave Digestion unit for metals analysis	-	-	-	-	40,000
One (1) 6' Lab Fume Hood, installed	-	-	-	-	22,000
Subtotal Equipment	**$ 118,500**	**$ 11,500**	**$ 37,000**	**$ 11,500**	**$ 84,500**
Total	**$ 118,500**	**$ 41,500**	**$ 37,000**	**$ 56,500**	**$ 84,500**

Internal Service Fund - Departmental Administration
Engineering & Infrastructure Planning Department (EIPD)

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,695,735	$ 1,203,900	$ 1,205,666	$ 636,200	$ 636,200	$ 636,200
Intergovernmental revenues	-	20,000	19,971	-	-	-
Miscellaneous	-	-	996	-	-	-
Interfund transfers	6,353,700	9,503,900	8,761,394	11,535,200	11,535,200	11,535,200
TOTAL RESOURCES	$ 9,049,435	$ 10,727,800	$ 9,988,027	$ 12,171,400	$ 12,171,400	$ 12,171,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 6,059,892	$ 7,747,500	$ 6,837,089	$ 9,241,100	$ 9,241,100	$ 9,241,100
Materials & services	198,078	437,800	356,301	608,600	608,600	608,600
Capital outlay	27,593	496,200	277,520	327,000	327,000	327,000
Total Infrastructure Program	6,285,563	8,681,500	7,470,910	10,176,700	10,176,700	10,176,700
Interfund Transfers	1,558,206	1,889,000	1,880,957	1,848,600	1,848,600	1,848,600
Contingency	-	157,300	-	146,100	146,100	146,100
TOTAL REQUIREMENTS	$ 7,843,768	$ 10,727,800	$ 9,351,867	$ 12,171,400	$ 12,171,400	$ 12,171,400

Full Time Equivalents	28.25	30.75

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Engineering & Infrastructure Planning Department (EIPD)

Overview

The Engineering and Infrastructure Planning Department (EIPD) is responsible for the planning, design, engineering and construction of improvements to the City's infrastructure systems outlined in the Capital Improvement Program (CIP). This five-year plan specifies the City's capital project schedules and links infrastructure spending to the goals and values outlined in the City's strategic and master plans. The input from community member advisory groups, public agencies, internal City departments and City Council helps to prioritize areas of focus to ensure that the infrastructure exists to meet the current and long-term economic growth needs of our community in the Water Reclamation, Transportation (including the recently passed General Obligation Bond), Accessibility, Water and Stormwater program areas.

EIPD professional, technical and support staff are professionally trained in Project Management Institute (PMI) fundamentals and all project management practices are based on PMI standards. These standards drive the department's primary objective: To deliver Capital Improvement Projects to the maximum benefit of ratepayers by implementing projects as planned – on time and within scope and budget.

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Update the City's Standards and Specifications, including special provisions, to provide a standard set of procedures for managing projects that will improve quality of design and construction as well as the cost of maintenance of City infrastructure
- Deliver updated Water, Sewer and Stormwater Master Plans that incorporate technical, financial, political and environmental issues to address current operations of these systems as well as provide a basis for future system planning
- Develop specific outcomes to align the City of Bend Diversity Equity and Inclusion (DEI) goals into the Capital Planning and Engineering Programs
- Develop initiatives that incorporate Council adopted climate action goals and the Strategic Energy Management Plan

Major Accomplishments during the 2019 – 2021 Biennium

- Delivered over $150 million in infrastructure improvements on approximately 50 projects
- Participated in updating the Transportation System Plan and Southeast Area Plan
- Implemented project management software that tracks scope, schedule, budget, along with all reports and communication for each project
- Used Design-Build project delivery method on Columbia Roundabout Improvements project to facilitate an Intergovernmental Agreement (IGA) between Bend Park and Recreation District, Oregon State University-Cascades and the City to work together and leverage funding to construct two roundabouts

Significant Changes from the 2019 – 2021 Biennial Budget

- EIPD staff will manage delivery of the Transportation General Obligation Bond (2020 GO Bond) that was passed by the voters in November 2020
- One (1) new Engineering Associate
- One (1) existing Senior Project Engineer previously funded out of the Accessibility Construction Fund will now be funded by EIPD
- Addition of a half of an FTE (.5) Senior Information System Analyst to support the department (cost share with the Growth Management department and Transportation Construction Fund)

INFRASTRUCTURE
Engineering & Infrastructure Planning Department (EIPD)

FIVE YEAR VEHICLE & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
Two (2) SUV replacements	$ 52,000	$ -	$ -	$ -	$ -
One (1) new SUV	25,000	-	-	-	-
One (1) electric vehicle replacement	-	-	35,000	-	-
Subtotal Vehicles	**$ 77,000**	**$ -**	**$ 35,000**	**$ -**	**$ -**
Intangibles:					
Project management software	$ 100,000	$ 150,000	$ -	$ -	$ -
Subtotal Intangibles	**$ 100,000**	**$ 150,000**	**$ -**	**$ -**	**$ -**
Total	**$ 177,000**	**$ 150,000**	**$ 35,000**	**$ -**	**$ -**

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Streets & Operations Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 5,827,832	$ 1,722,300	$ 1,722,221	$ 2,257,700	$ 2,257,700	$ 4,659,600
Franchise fees	1,684,178	2,366,100	2,087,423	2,542,700	2,542,700	2,542,700
Intergovernmental revenues	12,871,438	15,647,100	15,232,205	15,276,400	15,276,400	15,276,400
Charges for services	-	-	22,500	-	-	-
Miscellaneous	332,678	87,400	386,127	84,800	84,800	84,800
Debt proceeds	1,206,146	3,756,000	2,835,813	1,326,000	1,326,000	1,326,000
Interfund transfers	501,182	1,127,100	1,238,765	986,700	986,700	986,700
General fund subsidy	13,199,500	12,541,900	12,541,900	11,674,900	11,674,900	11,674,900
General fund transfer for Council Goal Initiatives	-	-	-	50,000	50,000	50,000
TOTAL RESOURCES	$ 35,622,954	$ 37,247,900	$ 36,066,954	$ 34,199,200	$ 34,199,200	$ 36,601,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 8,757,788	$ 11,435,200	$ 10,953,315	$ 13,031,900	$ 13,031,900	$ 13,031,900
Materials & services	4,216,375	4,515,900	4,236,810	5,189,700	5,189,700	5,269,700
Capital outlay	16,308,881	12,954,300	9,319,153	7,919,700	7,919,700	10,241,600
Total Infrastructure Program	29,283,044	28,905,400	24,509,278	26,141,300	26,141,300	28,543,200
Interfund Transfers	4,073,696	6,453,300	6,328,594	6,818,400	6,818,400	6,818,400
Debt Service	543,993	1,538,000	569,443	889,000	889,000	889,000
Contingency	-	351,200	-	350,500	350,500	350,500
TOTAL REQUIREMENTS	$ 33,900,733	$ 37,247,900	$ 31,407,315	$ 34,199,200	$ 34,199,200	$ 36,601,100
Full Time Equivalents			48.60			50.90

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Streets & Operations Fund

Overview

The Streets & Operations Fund, part of the Transportation & Mobility Department, is responsible for street preservation, legends and markings, winter sanding and plowing operations, landscape maintenance and vegetation control of public right of ways, sweeping services, street surface and sidewalk management/maintenance, accessibility construction improvements, traffic control, traffic signal program/maintenance, and bridge program/maintenance. The City of Bend has about 865 total lane miles, or 418 centerline miles. Approximately 160 lane miles are arterials, 74 lane miles are collectors, and 631 lane miles are local residential roadways.

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Work with City Council and advocate for transportation funding needs as identified in the Transportation System Plan (TSP) to formulate and begin implementation of the goals, policies, actions, and programs identified in Table 5-2 of the TSP which identifies “Recommended Near-Term Program Funding Allocations”. A copy of the adopted TSP is available on the City’s website at https://www.bendoregon.gov/Home/ShowDocument?id=47764
- Budgeted $110,000, including $50,000 of funds allocated to support council goals, to begin development of TSP Table 5-2 near term program projects P-4 (Bicycle Program) and P-5 (Pedestrian Program), to include updating the Bike Design Guide to a Complete Streets Design Guide for adoption with the updated Standard and Specifications in spring of 2022
- Create list of projects and prioritization matrix with consideration of the General Obligation (GO) Bond, TSP, Transportation Capital Improvement Program (CIP), Community Member Service Requests, Safe Routes to Schools, Bike / Pedestrian Priority Routes, Low Stress Network Routes, Equity mapping and Diversity, Equity, Inclusion and Accessibility (DEIA) criteria. Coordinate efforts with Bend La Pine School District, Bend Parks & Recreation District, the Neighborhood Leadership Alliance (NLA), and other community stakeholders
- Program and utilize the most cost-effective street preservation and maintenance treatments to maintain our current Pavement Condition Index (PCI) of 75 over this next biennium and attempt to minimize the increasing deferred maintenance back log, while subject to budget constraints due to the COVID-19 pandemic
- Update and follow our 5-year Bridge Maintenance Program and 5-year Traffic Signal Program, within available resources
- Complete re-decking of existing Columbia Park Pedestrian Bridge over the Deschutes River for pedestrian safety improvement on a Bike / Pedestrian Key Route
- Collaborate and participate as stakeholder in the ODOT managed design replacement project for Archie Briggs Road Bridges, while advocating for leveraging of State Local Bridge Program for construction funding
- Continue efforts with the Fleet Management Department to upgrade existing outdated vehicles and equipment at or beyond life cycle, within available resources
- Coordinate with Fleet Management Department and fleet management software for full GPS / Telematics implementation to provide data based operational decisions, routing benefits (particularly sweeping and winter snow plowing), and for public facing informational data

Major Accomplishments during the 2019 - 2021 Biennium

- All Department programs supported programing, preparing, and utilizing the most cost-effective street preservation and maintenance treatments to maintain and improve our streets conditions from a city-wide average Pavement Condition Index (PCI) of 73 to 75, meeting Council's goal
- Arterial Streets and Collector Streets PCI values of 81, maintained at our goal level. Local Residential Streets PCI increased from 71 to 72
- Successfully completed synergy projects with Utilities Department, Bend Park & Recreation District (BPRD), Oregon Department of Transportation (ODOT), and the Engineering & Infrastructure Planning Department (EIPD). Examples include: 18 barrier removals, 8 sewer projects, 11 stormwater projects, 5 bridge repair/maintenance projects, surface preservation projects with ODOT for Reed Market and Newport Bridges, chip seal projects with Deschutes County, and BPRD Goodrich Park synergy project completing an existing gravel street upgrade to current standards on Quimby Avenue
- Successfully launched the new Neighborhood Street Safety Program (NSSP). The program can respond to the community's requests and needs through a tiered and prioritized approach with the NLA that includes education, enforcement, engineering, and implementation. The program received 362 project applications. Working with the neighborhood associations and the NLA, the top 25 projects were prioritized. With funding resources available this biennium ($800K), the top 8 projects were delivered. The GO Bond will help fund and continue this successful program.

Significant Changes from the 2019 - 2021 Biennial Budget

- Neighborhood Street Safety Program projects to be funded by the 2020 GO Bond Fund
- Adopted Transportation System Plan will guide work plan and investments in transportation system
- Street preservation program dollars will be deployed with the most cost-effective maintenance treatments available in order to maintain our current Pavement Condition Index (PCI) of 75 in the next biennium, while minimizing increased deferred maintenance backlog.
- Three new (3) FTE's added to support our growing transportation system, new TSP initiatives, and multi modal efforts including:
    - Replace a position that was eliminated in 2020 due to the COVID-19 pandemic with a Street Public Works Yard Worker that will also assist at the Pilot Butte Cemetery owned by the City of Bend
    - Reinstate Street Utility Worker position which was eliminated in 2020 due to COVID pandemic
    - Engineering Inspector / Technician to support existing operations and TSP initiatives
- In addition, funding allocations for Streets & Operations staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full time equivalents (FTE) in each fund from one biennium to the next
- Traffic count program will transition from Growth Management to the Transportation & Mobility Department
- Budget includes $50k in additional General Fund support for implementation of City Council's Transportation and Infrastructure Goal, including implementation of a sidewalk program that is included in the near-term recommendations of the Transportation System Plan

Transportation Engineering and Business Operations Divisions

The Transportation Engineering Operations and Business Operations Divisions support all Transportation & Mobility Department programs. The Engineering Division includes two licensed transportation engineers and two engineering technicians who study, plan, and implement traffic control devices for Bend's transportation system, upgrading and creating signal timing plans along major signal

corridors, bridge improvement program, traffic signal program, street light utility billing, NSSP Program, Key Bike Pedestrian Routes, Low Stress Network, support street maintenance, and on-going signal timing and traffic control upgrade projects. In addition, the Engineering Division program works in conjunction with private development dealing with the on-going management and maintenance of lane closures, right of way and revocable permits as well as community member service requests. The Business Operations Division includes budget development and implementation, purchasing, procurement, contracts, staffing and work plans, and community outreach.

Streets & Operations Division

The Streets & Operations Division has various programs providing field services in repairing and maintaining the overall condition of the City's streets. This includes several areas: concrete, sweeping, landscape, legends and markings, winter operations, street maintenance and preservation.

- The Street Maintenance and Preservation program maintains the condition of the streets by providing crack seal, chip seal, slurry seal, overlay, pothole patching services and other street preservation methods
- The Accessibility program maintains and makes improvements to infrastructure including accessible ramps, curbs and sidewalks
- The Street Sweeping program consists of cleaning the City's streets for debris removal, which contributes to water and air quality improvements and improved surface conditions for all modes of transportation in the City
- The Signs & Markings program includes, but is not limited to, installing and maintaining signs, striping and other markings providing a safe transportation network for all users
- The Winter Operations program oversees the division's response to snow and ice conditions, flooding, wind and other acts of nature
- The Landscaping Program is responsible for maintenance of the streets landscape in designated areas. This includes fire mitigation, the spray program of noxious weeds, the preparation for pavement preservation equipment clearance, hazard tree assessment and removal, the repair of City of Bend landscape after motor vehicle accidents, Water irrigation systems, Bend Beautification, and site clearance response

INFRASTRUCTURE
Streets & Operations Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Sander / Dump Truck Replacement	$ 249,800	$ -	$ -	$ -	$ -
One (1) Work Cone Truck Replacement	55,000	-	-	-	-
One (1) Mag Truck Replacement	40,000	-	-	-	-
One (1) Truck Mounted Loader	280,000	-	-	-	-
Three (3) SUV Work Vehicle Replacement	60,000	30,000	-	-	-
One (1) Paint/Striping Truck Replacement	-	800,000	-	-	-
One (1) Dump Truck, Plow, Sander Replacement	-	-	175,000	-	-
One (1) Front Loader Replacement	-	-	170,000	-	-
One (1) Plow / Patch Truck Replacement	-	-	175,000	-	-
One (1) Sweeper Replacement	-	-	300,000	-	-
Two (2) Work Truck Replacements	-	-	-	60,000	-
One (1) Dump Truck, Plow, Sander Replacement	-	-	-	175,000	-
One (1) Dump Truck, Plow, Mag Replacement	-	-	-	175,000	-
One (1) Dump Truck, Plow, Sander Replacement	-	-	-	175,000	-
One (1) Sign Board Work Truck Replacement	-	-	-	35,000	-
Three (3) Dump Truck, Plow, Sander Replacements	-	-	-	-	525,000
Two (2) Work Truck Replacements	-	-	-	-	70,000
Subtotal Vehicles	$ 684,800	$ 830,000	$ 820,000	$ 620,000	$ 595,000
Equipment:					
One (1) Skid Steer Loader Replacement	$ 220,000	$ -	$ -	$ -	$ -
One (1) Mini Excavator Replacement	60,000	-	-	-	-
One (1) Quonset Hut	18,100	-	-	-	-
Six (6) School Zone Flahers	119,000	40,000	-	-	-
One (1) Skid Steer Sweeper Replacement	-	-	-	60,000	-
One (1) Paving Machine Replacement	-	-	-	-	150,000
Subtotal Equipment	$ 417,100	$ 40,000	$ -	$ 60,000	$ 150,000
Total	**$ 1,101,900**	**$ 870,000**	**$ 820,000**	**$ 680,000**	**$ 745,000**

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
ADA Ramps	$ 305,000	$ 250,000	$ 250,000	$ -	$ -
Community Member Service Requests	-	-	50,000	-	-
Bridge Resurface Project	278,000	-	-	350,000	-
Signal Efficiency Operations	50,000	50,000	50,000	50,000	-
Street Preservation	4,151,000	3,100,000	2,160,000	3,000,000	3,000,000
Traffic Signal Design	-	50,000	-	-	-
Ecology Blocks	10,000	-	-	-	-
Traffic Signal Replacement Const Project	25,700	-	-	-	-
Total	**$ 4,819,700**	**$ 3,450,000**	**$ 2,510,000**	**$ 3,400,000**	**$ 3,000,000**

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Transportation Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 8,630,290	$ 10,488,500	$ 9,886,252	$ 19,166,500	$ 19,166,500	$ 19,166,500
Franchise fees	2,105,799	3,317,900	4,564,439	5,564,200	5,564,200	5,564,200
Intergovernmental revenues	81,612	5,070,000	372,585	-	2,000,000	2,000,000
Miscellaneous	1,878,651	612,300	1,701,921	987,000	987,000	987,000
Debt proceeds	-	44,832,000	51,687,751	14,737,500	14,737,500	14,737,500
Interfund loan repayments	-	-	-	1,064,500	1,064,500	1,064,500
Interfund transfers	15,823,861	20,741,100	12,552,298	25,024,600	25,024,600	25,024,600
TOTAL RESOURCES	$ 28,520,213	$ 85,061,800	$ 80,765,245	$ 66,544,300	$ 68,544,300	$ 68,544,300

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 1,393,303	$ 1,470,200	$ 1,385,903	$ 1,366,100	$ 1,366,100	$ 1,366,100
Materials & services	1,819,712	3,674,400	2,859,076	8,142,800	8,142,800	8,467,800
Capital outlay	10,672,768	52,304,200	46,981,874	25,421,100	27,421,100	27,421,100
Total Infrastructure Program	13,885,784	57,448,800	51,226,854	34,930,000	36,930,000	37,255,000
Interfund Transfers	2,140,503	4,631,700	3,721,664	6,247,300	6,247,300	6,247,300
Interfund Transfers - Interfund loan to GO Bond	-	700,000	1,064,500	-	-	-
Debt Service	2,607,675	5,655,000	5,585,717	7,157,000	7,157,000	7,157,000
Contingency	-	614,400	-	909,300	909,300	909,300
Reserves Future Construction	-	10,350,400	-	9,093,800	9,093,800	8,768,800
Reserves Debt Service	-	4,598,800	-	7,508,000	7,508,000	7,508,000
Reserves Developer Exactions	-	1,062,700	-	698,900	698,900	698,900
TOTAL REQUIREMENTS	$ 18,633,961	$ 85,061,800	$ 61,598,735	$ 66,544,300	$ 68,544,300	$ 68,544,300
Full Time Equivalents			5.10			3.95

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Transportation Construction Fund

Overview

The City's system of roads, bridges, sidewalks, curb ramps, trails and bike lanes get people from place to place reliably and is the foundation for the high quality of life in Bend. The Transportation Construction Fund supports programs and initiatives that provide Bend with a comprehensive, connected system to meet the City's growing transportation needs.

The City maintains a financial model to project the long-term financial needs of the Transportation Construction Fund. Transportation construction is primarily funded by System Development Charges (SDCs). Other funding sources include water and water reclamation utility franchise fees, grants and developer contributions. The City's goal is to ensure the financial stability of the Transportation Construction Fund while continuing to evaluate the affordability of the transportation system.

The most significant challenge facing the Transportation Construction Fund within this budget cycle will be financing significant infrastructure. Prioritization of work considers current and projected transportation conditions, as well as project coordination with Streets & Operations and private development projects. Note that projects associated with the 2020 Transportation General Obligation Bond are not accounted for in this fund – they are accounted for in a standalone 2020 General Obligation Bond Fund.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Deliver Capital Improvement Program (CIP) projects as scoped, on time and within budget
- Pursue Council approved funding strategies within the Transportation System Plan (TSP) to deliver additional near-term priority TSP projects and programs
- Continue to pursue synergy opportunities with public and private projects for efficient delivery of transportation system improvements as outlined in the TSP, including transportation projects that will be constructed with GO Bond proceeds
- Expand the All Roads Transportation Safety (ARTS) grant program and other grant funding options as a tool for financing transportation infrastructure
- Update the Transportation SDC methodology

Major Accomplishments during the 2019 – 2021 Biennium

- Completed the TSP update and assisted in Council adoption
- Completed phases 1-3 of neighborhood greenways and created a plan and funding source for future phases that is integrated with the TSP
- Implemented TSP metrics and key performance indicators
- Ensured the TSP contained policies that contribute to a per capita reduction of greenhouse gas emissions and vehicle miles traveled by encouraging bicycling, walking, transit, and electric or other alternate fueled vehicles
- Protected livability and ensured equity and access through programs such as the Neighborhood Street Safety Program with $800,000 in Council approved funding
- Delivered Murphy Corridor Improvements and Empire Corridor Improvements projects in the CIP using the progressive design build project delivery method
- Entered into a strategic partnership with Oregon State University-Cascades and Bend Park and Recreation District to build roundabouts at Columbia and Simpson as well as Columbia and Colorado

Significant Changes from the 2019 – 2021 Biennial Budget

- Funding allocations for Transportation Construction staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next
- Prioritization shift to completion of existing projects and those funded by the GO Bond has resulted in decreased capital expenditures of other transportation infrastructure projects in the 2021-2023 biennium
- There are no legally required debt service reserves for the full faith & credit debt issued for transportation projects paid for out of this fund. However, given that the annual debt service payments are paid for with SDCs, which can be volatile and difficult to project, the City has set aside debt service reserves equal to twice the annual principal and interest payments. In the event of a decline in SDC revenues, this reserve protects the City from potentially having to cancel projects already underway or having to rely on the General Fund to make these debt service payments.
- The Budget Committee directed the allocation of $2,000,000 in state grant funding to fund the Midtown Pedestrian and Bicycle Crossings capital improvement project, in support of City Council's Transportation & Infrastructure goal. Additional project information can be found in the Capital Improvement Program section of this budget document.

Transportation Construction Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1ABRI Brosterhous Road Accessibility Improvements	4	$ 589,000	$ -	$ -	$ -	$ -	$ 589,000
1GWAC Wilson Avenue Corridor Improvements	5	1,000,000	3,500,000	-	-	-	4,500,000
1RNPR Newport Corridor Improvements	1	3,125,900	944,400	-	-	-	4,070,300
1T3IN 3rd & Reed Market Intersection	5	-	-	150,000	500,000	2,350,000	3,000,000
1TBKE Bicycle Greenways	1	823,800	-	-	-	-	823,800
1TBMW Butler Mkt/Wells Acres	5	500,000	1,000,000	1,500,000	-	-	3,000,000
1TBRB Bond & Reed Market RAB	5	-	50,000	700,000	-	-	750,000
1TCHI Brosterhaus/Chase	5	1,000,000	2,000,000	2,000,000	-	-	5,000,000
1TCON 27th/Conners Intersection	5	-	-	500,000	2,000,000	-	2,500,000
1TCSI Citywide Safety Improvements	1	500,000	186,400	-	-	-	686,400
1TCSR Columbia Roundabout Improvements	1	805,000	-	-	-	-	805,000
1TEC5 Purcell Butler Market	1	500,000	-	-	-	-	500,000
1TEC6 Purcell Blvd Modernization	1	500,000	-	-	-	-	500,000
1TGCI Galveston Corridor Improvements	2	-	150,000	2,000,000	1,900,000	-	4,050,000
1TMC2 Murphy Brosterhous to 15th	1	1,708,500	-	-	-	-	1,708,500
1TMC6 Murphy Corridor Improvements Parrell to Brosterhous	1	1,954,000	-	-	-	-	1,954,000
1TMCI Murphy Railway Overcrossing	1	864,100	-	-	-	-	864,100
1TMTC Midtown Pedestrian and Bicycle Crossings	N/A	1,000,000	1,000,000	-	-	-	2,000,000
1TNPS Neff & Purcell Intersection	2	1,780,000	1,665,000	-	-	-	3,445,000
1TR3N Reed Mkt: 3rd to Newberry Plant Establishment	1	25,000	-	-	-	-	25,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		$ 16,875,300	$ 10,545,800	$ 6,850,000	$ 4,400,000	$ 2,350,000	$ 41,021,100

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

2011 General Obligation Bond Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 4,151,358	$ 8,600	$ 8,528	$ -	$ -	$ -
Miscellaneous	49,030	-	-	-	-	-
Interfund transfers	392,177	-	-	-	-	-
TOTAL RESOURCES	$ 4,592,565	$ 8,600	$ 8,528	$ -	$ -	$ -

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Capital outlay	$ 4,584,037	$ -	$ -	$ -	$ -	$ -
Total Infrastructure Program	4,584,037	-	-	-	-	-
Interfund Transfers	-	8,600	8,528	-	-	-
TOTAL REQUIREMENTS	$ 4,584,037	$ 8,600	$ 8,528	$ -	$ -	$ -

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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2011 General Obligation Bond Debt Service Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 1,199,102	$ 1,412,200	$ 1,482,378	$ 1,705,600	$ 1,705,600	$ 1,705,600
Property taxes	3,867,272	3,760,600	3,831,773	3,724,400	3,724,400	3,724,400
Miscellaneous	93,555	89,100	69,397	52,600	52,600	52,600
TOTAL RESOURCES	$ 5,159,928	$ 5,261,900	$ 5,383,548	$ 5,482,600	$ 5,482,600	$ 5,482,600

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Materials & services	$ 500	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000
Total Infrastructure Program	500	1,000	1,000	1,000	1,000	1,000
Debt Service	3,677,050	3,677,000	3,676,900	3,676,000	3,676,000	3,676,000
Reserves Debt Service	-	1,583,900	-	1,805,600	1,805,600	1,805,600
TOTAL REQUIREMENTS	$ 3,677,550	$ 5,261,900	$ 3,677,900	$ 5,482,600	$ 5,482,600	$ 5,482,600

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
2011 General Obligation Bond

Overview

In May 2011, the City of Bend voters passed a $30 million general obligation (G.O.) bond measure to improve safety, mobility and access on major street corridors and intersections. The City's significant growth in the last 15 years impacted the transportation system and the measure was proposed so that street infrastructure improvements can be made before there are further impacts from growth. Projects completed with the bond proceeds are as follows:

- 18th Street/Empire Avenue roundabout
- Simpson Avenue/Mt. Washington Drive roundabout
- Brookswood Boulevard/Powers Road roundabout
- Reed Market Road from 3rd Street to 27th Street
- 27th Street reconstruction from Hwy 20 (Greenwood Avenue) to Neff Road with SE Interceptor Project
- 14th Street/Century Drive reconstruction

The projects constructed with this G.O. Bond were closed out by the end of fiscal year 2019. Annual debt service payments on the 2011 G.O. Bond will continue through 2032.

2020 General Obligation Bond Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Miscellaneous	$ -	$ -	$ -	$ 140,000	$ 140,000	$ 140,000
Debt proceeds	-	-	-	24,206,000	24,206,000	24,206,000
Interfund loan proceeds	-	1,000,000	1,064,500	-	-	-
Interfund transfers	-	-	114,000	28,100	28,100	28,100
TOTAL RESOURCES	$ -	$ 1,000,000	$ 1,178,500	$ 24,374,100	$ 24,374,100	$ 24,374,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ -	$ 63,500	$ 73,500	$ 1,174,500	$ 1,174,500	$ 1,174,500
Materials & services	-	200,000	5,000	358,000	358,000	358,000
Capital outlay	-	736,500	1,100,000	13,200,000	13,200,000	13,200,000
Total Infrastructure Program	-	1,000,000	1,178,500	14,732,500	14,732,500	14,732,500
Debt Service	-	-	-	1,064,500	1,064,500	1,064,500
Reserves	-	-	-	8,577,100	8,577,100	8,577,100
TOTAL REQUIREMENTS	$ -	$ 1,000,000	$ 1,178,500	$ 24,374,100	$ 24,374,100	$ 24,374,100

Full Time Equivalents			1.75			3.75

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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2020 General Obligation Bond Debt Service Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Property taxes	$ -	$ -	$ -	$ 2,092,000	$ 2,092,000	$ 2,092,000
Miscellaneous	-	-	-	5,300	5,300	5,300
TOTAL RESOURCES	$ -	$ -	$ -	$ 2,097,300	$ 2,097,300	$ 2,097,300

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Materials & services	$ -	$ -	$ -	$ 1,000	$ 1,000	$ 1,000
Total Infrastructure Program	-	-	-	1,000	1,000	1,000
Debt Service	-	-	-	1,944,000	1,944,000	1,944,000
Reserves	-	-	-	152,300	152,300	152,300
TOTAL REQUIREMENTS	$ -	$ -	$ -	$ 2,097,300	$ 2,097,300	$ 2,097,300

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
2020 General Obligation Bond

Overview

Community surveys show traffic congestion, flow and safety are top concerns for people living in Bend. In November 2020, the City of Bend voters passed Transportation Bond Measure 9-135 for $190 million to improve traffic flow, east-west connections, safety, mobility and access on major street corridors and intersections.

The list of approved projects to be funded with the 2020 General Obligation (G.O.) Bond includes improvements to roads, intersections, and key east-west corridors, neighborhood safety improvement projects, a connected cross town bicycle network, sidewalks and safe crossings for access to schools, parks, and jobs, sidewalk infill on key routes, contributions to improvements on US97/the Parkway, including redesign and construction of interchanges and on/off ramps, and transit infrastructure improvements and matching funds for transit system capital improvements.

A bond oversight committee of community members will advise the City Council and City staff on the implementation and progress of the G.O. bond and provide information to the public on the progress of projects funded by the Bond.

The $190 million of G.O. bond proceeds will fund project design and construction, bond issuance costs, and costs to administer the projects. The bonds will be issued in multiple series, over time, to provide money in multiple years for completion of the projects. The first series of bonds will be issued during the 2021-2023 biennium. The bonds will be repaid by annual assessment on real property, with the first property tax assessment not occurring until Fall 2022 (the second year of the biennium).

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Continue success of Neighborhood Street Safety Program
- Initiate “Key Routes” Projects both independently and as components of other projects
- Upon oversight committee confirmation, make significant progress on the Wilson Avenue Corridor Improvements and the Brosterhous Road/Chase Road & Chase Road/Powers Road Intersections Projects
- Initiate coordination with other public agencies to identify timing and delivery methods of Transportation G.O. Bond projects

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Senior Project Engineer to support the General Obligation Bond program
- One (1) new Senior Procurement Analyst to facilitate solicitations and contract management work for General Obligation Bond projects.
- Existing positions in the Fund include one (1) Principal Engineer position authorized by City Council on December 16, 2020 and a (0.75) Communications Coordinator position authorized by City Council on March 17, 2021.

2020 General Obligation Bond Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1GLRS Local Residential Safety Improvement Program	N/A	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000
1GTBD Future Projects (TBD)[1]	N/A	4,600,000	8,100,000	17,000,000	-	-	29,700,000
		$ 5,100,000	$ 8,100,000	$ 17,000,000	$ -	$ -	$ 30,200,000

[1] A bond oversight committee of community members will advise the City Council and City staff on the implementation and progress of the G.O. bond and provide information to the public on the progress of projects funded by the Bond.

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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General Fund
Accessibility

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 336,607	$ 415,900	$ 398,633	$ -	$ -	$ -
Materials & services	16,049	8,600	5,704	-	-	-
Total Infrastructure Program	352,656	424,500	404,337	-	-	-
Interfund Transfers	146,800	161,300	161,500	-	-	-
TOTAL REQUIREMENTS	$ 499,456	$ 585,800	$ 565,837	$ -	$ -	$ -
Full Time Equivalents			1.55			0.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Accessibility

Overview

The Accessibility Program strives to improve access to City services, activities, programs, facilities, and events throughout Bend. It is designed to assist City staff in understanding the intent and application of the Americans with Disabilities Act (ADA) of 1990 and all related codes, standards and guidelines is an important aspect of this citywide program resource. The Accessibility Program also receives many calls and emails from individuals seeking information. The information sought is not always related to ADA, but the Accessibility Program attempts to assist external contacts to the best of their ability.

Beginning with the 2021-2023 Biennium, this program will be part of the new Diversity, Equity, Inclusion, and Accessibility program that is a new division of the City-Wide Internal Service Fund – City Wide Administration. Please refer to the Diversity, Equity, Inclusion, and Accessibility section of the Administration & Central Services Service Area for more details, including accomplishments achieved during the 2019-2021 Biennium as well as goals and objectives for the 2021-2023 Biennium.

Accessibility Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 1,247,038	$ 1,287,400	$ 1,334,679	$ 782,900	$ 782,900	$ 782,900
Franchise fees	1,559,080	1,389,400	1,706,738	1,854,700	1,854,700	1,854,700
Intergovernmental revenues	66,367	49,600	38,480	-	-	-
Miscellaneous	65,814	14,200	27,222	171,100	171,100	171,100
Debt proceeds	-	2,085,700	1,332,109	816,000	816,000	816,000
Interfund transfers	-	5,000	-	-	-	-
General fund subsidy	488,900	-	-	-	-	-
TOTAL RESOURCES	$ 3,427,200	$ 4,831,300	$ 4,439,227	$ 3,624,700	$ 3,624,700	$ 3,624,700

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 121,175	$ 138,300	$ 136,156	$ -	$ -	$ -
Materials & services	6,583	41,300	9,833	16,700	16,700	16,700
Capital outlay	1,113,727	1,816,800	1,310,377	1,452,000	1,452,000	1,452,000
Total Infrastructure Program	1,241,485	1,996,400	1,456,367	1,468,700	1,468,700	1,468,700
Interfund Transfers	233,449	496,000	492,869	701,600	701,600	701,600
Debt Service	617,588	1,893,000	1,707,138	670,000	670,000	670,000
Contingency	-	10,000	-	33,400	33,400	33,400
Reserves Future Construction	-	435,900	-	751,000	751,000	751,000
TOTAL REQUIREMENTS	$ 2,092,521	$ 4,831,300	$ 3,656,373	$ 3,624,700	$ 3,624,700	$ 3,624,700
Full Time Equivalents			0.50			0.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Accessibility Construction Fund

Overview

The Accessibility Construction Program is responsible for overseeing the phases of development from design through construction of accessibility improvements in the City's rights-of-way. The Accessibility Program Manager works closely with Project Engineers in the Engineering & Infrastructure Planning Department (EIPD) to report on progress made on improving infrastructure commensurate with the Americans with Disabilities Act (ADA) through the city's ADA Transition Plan for Curb Ramps in Public Rights-of-Way.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue to work toward meeting the ADA infrastructure requirements regarding curb ramps and related sidewalks within the City of Bend's jurisdiction
- Respond to citizen requests for barrier removal involving the public rights-of-way in a timely manner
- Continue to ensure that accessibility standards are implemented appropriately and consistently across the City departments
- Continue to act as a resource for City staff with questions about accessible building standards or policies

Major Accomplishments during the 2019 – 2021 Biennium

- Delivered key corridor projects to resolve backlog of barrier removal requests that were submitted in 2014 including; the Division Street Corridor, Drake Pump Station, and Brosterhous Road accessibility improvements
- Constructed 56 curb ramps, approximately 4,000 linear feet of sidewalk, and resolved 7 barrier removal requests
- Continued collaboration with other City departments to ensure accessibility standards are applied correctly and consistently
- Continued collaboration with the Streets Division of the Transportation and Mobility Department to increase the number of compliant curb ramps citywide via street alteration projects

Significant Changes from the 2019 – 2021 Biennial Budget

- Brosterhous Road project added to serve the new southeast Bend high school and the River West neighborhood
- Reduction of direct funding for a half FTE (.5) Senior Project Engineer. In the 2021-2023 biennium this position will be funded through Interfund Transfers to the Engineering & Infrastructure Planning Department (EIPD) based their actual time spent working on each city department

Accessibility Construction Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1AADA Accessibility Opportunity Projects	N/A	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 600,000	$ 1,000,000
1ABRI Brosterhous Road Accessibility Improvements	4	225,000	-	-	-	-	225,000
1ADEI NW Delaware Accessibility Improvements	5	-	200,000	500,000	-	-	700,000
1ADIV NE Division Street Corridor	1	15,000	-	-	-	-	15,000
1ARWI River West Accessibility Improvements	5	300,000	500,000	-	-	-	800,000
1ASCA Southern Crossing Accessibility Improvements	5	-	-	100,000	600,000	-	700,000
1RNPR Newport Corridor Improvements	1	12,000	-	-	-	-	12,000
		$ 652,000	$ 800,000	$ 700,000	$ 700,000	$ 600,000	$ 3,452,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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Parking Services Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 1,982,771	$ 1,673,000	$ 1,672,965	$ 1,855,300	$ 1,855,300	$ 1,875,300
Licenses and permits	1,161,604	994,300	887,001	1,011,000	1,011,000	1,011,000
Intergovernmental revenues	3,750	8,500	9,022	-	-	-
Charges for services	456,826	426,100	473,822	490,800	490,800	490,800
Fines and forfeitures	574,075	380,900	497,900	641,500	641,500	641,500
Miscellaneous	91,810	70,100	64,957	34,800	34,800	34,800
Debt proceeds	-	791,600	795,481	-	-	-
Interfund transfers	7,500	170,300	-	-	-	-
TOTAL RESOURCES	$ 4,278,337	$ 4,514,800	$ 4,401,147	$ 4,033,400	$ 4,033,400	$ 4,053,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 390,625	$ 290,000	$ 256,001	$ 434,900	$ 434,900	$ 434,900
Materials & services	1,140,051	1,433,100	1,298,906	1,305,700	1,305,700	1,325,700
Capital outlay	612,732	378,900	378,057	-	-	-
Total Infrastructure Program	2,143,408	2,102,000	1,932,964	1,740,600	1,740,600	1,760,600
Interfund Transfers	461,964	558,700	550,218	704,100	704,100	704,100
Debt Service	-	103,000	42,707	182,000	182,000	182,000
Contingency	-	281,100	-	136,700	136,700	136,700
Reserves	-	1,270,000	-	1,270,000	1,270,000	1,270,000
Reserves Major Maintenance	-	200,000	-	-	-	-
TOTAL REQUIREMENTS	$ 2,605,372	$ 4,514,800	$ 2,525,889	$ 4,033,400	$ 4,033,400	$ 4,053,400

Full Time Equivalents	1.00	1.30

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Parking Services Fund

Overview

The Parking Services Fund supports all city related parking programs in all current and future parking districts and the Centennial Parking Garage. This fund manages the on and off-street public parking and parking coordination efforts city-wide. The fund provides parking management and enforcement services, operations and maintenance of parking districts and public parking facilities, including the downtown parking structure and off-street surface parking lots. This fund also manages city related parking signage, as well as permitting and coordination. Additionally, this fund coordinates the administration of the parking permit system for all parking districts, metered parking areas, coordination with special events, and security services for the downtown parking structure.

Revenues for this fund are derived from five primary sources: parking permit sales, parking citation fines, metered or paid parking areas, leases for commercial space in parking garages, and permit fees for garbage/grease stored on city-owned property and rights-of-way by downtown businesses.

The Parking Services Division is part of the Transportation and Mobility Department.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue developing a community wide parking program based on the 2018 City Wide Parking Study that is responsive to the changing community needs
- Continue implementation of the parking management strategies adopted in the 2017 Downtown Parking Study, which will increase revenue for the Parking Services Fund
- Continue development of a self-sustaining Parking Services Program
- Identify long-term funding for parking improvements and maintenance
- Evaluate and update 5-Year Capital Improvement Plan based on direction and policies from the Transportation System Plan, City Wide Parking Study, and Downtown Parking Study
- Leverage technology and data to modernize parking management and the customer experience
- Implement Brooks Promenade pilot project in 2021 with closure to motorized vehicles and used as a pedestrian promenade during certain times of the day
- Repurpose Centennial Parking Garage substation for parking enforcement/management office, with reopening of public restrooms
- Evaluate Electrical Vehicle Charging Station options for public parking lots supporting the City Climate Action Plan
- Evaluate and prepare a curb management plan that would support the Transportation System Plan objectives, including micro mobility and mobility hubs

Major Accomplishments during the 2019 – 2021 Biennium

- Developed programs for residential and business parking districts based on the recommendations of the City Wide Parking Study and adopted related code changes
- Launched the Old Bend Neighborhood Parking Benefit District as a pilot program for future residential parking districts
- Implemented a permanent McKay Park Parking District after a successful pilot program
- Implemented a new Parking Management System for all parking services needs, including citation management, permit management, and mobile pay
- Installed Parking Access Control System in Centennial Garage
- Conducted major repairs at the Centennial Parking Garage

- Completed slurry seal surface treatment of Troy Field Lot, North Mirror Pond Lot, and Greenwood Lot
- Advanced the Downtown Parking Strategic Management Plan by streamlining parking signage, parking permit structure, and improved communication to public
- Successfully supported the downtown business community through a world-wide pandemic by creating new curbside pick-up and parklet programs with a balanced, demand-based parking enforcement strategy

Significant Changes from the 2019 – 2021 Biennial Budget

- Consolidated management of all parking districts to the Parking Services Division of the Transportation and Mobility Department, including residential district, neighborhood benefit district, and downtown district
- The reduction in major maintenance reserves was necessary to maintain operations during the COVID-19 pandemic, which caused significant revenue shortfalls. A plan to replenish reserves will be developed during the next biennium, which may include American Rescue Plan assistance
- Additional portion (.15) of the Transportation and Mobility Director (cost share with Transportation and Mobility funds)
- Additional portion (.15) of the Transportation and Mobility Business Manager (cost share with Transportation and Mobility funds)

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Cemetery Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 20,027	$ 45,300	$ 45,222	$ 600	$ 600	$ 600
Charges for services	134,321	169,800	175,615	230,800	230,800	230,800
Miscellaneous	(186)	(1,100)	11,000	1,200	1,200	1,200
Debt proceeds	-	40,800	28,400	-	-	-
Interfund transfers	39,147	31,300	36,994	23,400	23,400	23,400
General fund subsidy	283,141	478,100	357,400	444,200	444,200	444,200
TOTAL RESOURCES	$ 476,450	$ 764,200	$ 654,631	$ 700,200	$ 700,200	$ 700,200

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	$ 196,407	$ 252,100	$ 238,993	$ 289,800	$ 289,800	$ 289,800
Materials & services	77,736	121,700	95,652	120,000	120,000	120,000
Capital outlay	19,315	115,500	103,255	32,000	32,000	32,000
Total Infrastructure Program	293,458	489,300	437,900	441,800	441,800	441,800
Interfund Transfers	137,770	258,100	216,129	212,200	212,200	212,200
Debt Service	-	-	-	14,000	14,000	14,000
Contingency	-	16,800	-	32,200	32,200	32,200
TOTAL REQUIREMENTS	$ 431,228	$ 764,200	$ 654,029	$ 700,200	$ 700,200	$ 700,200
Full Time Equivalents			1.00			1.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Cemetery Fund

Overview

The Pilot Butte Cemetery was established in 1913. The property consists of 40 acres of land with 13 acres that have been developed and are maintained by the City of Bend Streets & Operations Department.

Cemetery revenues have been suffering over the last several years as many of the prime lots have been sold and consumers have opted for cremation over full burials. Limited operating revenues, coupled with the steady increase in operating & maintenance costs, has necessitated an increase in the General Fund subsidy and help from the Streets & Operations Division to maintain the current service levels at the Cemetery. Fees were reviewed and increased during the 2019-2021 biennium to reflect the service options and cost of service, as well as align to the market; however, to remain competitive, fees have not increased to a level that would eliminate the need for a subsidy from the General Fund.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Implement a cemetery software that captures the complete historical cemetery data and transition that data onto a public application, allowing loved ones to easily locate graves sites or to view available sites
- Complete attainable street preservation projects and continue to look for funding opportunities to address the aging roadways in the cemetery
- Continue with hazardous tree mitigation in the cemetery

Major Accomplishments during the 2019 – 2021 Biennium

- Removed 12 hazardous trees in the cemetery
- Completed the purchase of two columbaria
- Constructed concrete pad for columbaria with space to add two additional columbaria in the future
- Cemetery operations was transitioned to supervision under the administration group versus field operations to better run the cemetery as a business, rather than a maintenance program, and better meet customer needs
- Worked with the city's water saver program manager to better align watering times and utilization, reducing water consumption in the cemetery
- Through collaborative efforts with the City's Fleet Management department, analyzed life cycle costing of the tools and equipment at the Cemetery, and replaced aging equipment with new tools and equipment that will allow the Cemetery to operate more efficiently

Significant Changes from the 2019 – 2021 Biennial Budget

- Updated fee resolution, including a winter burial rate
- Completed columbarium construction in spring of 2021, providing an additional customer service option with increased revenues for the cemetery

INFRASTRUCTURE
Cemetery Fund

FIVE YEAR VEHICLE & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Landscape Mower Replacement	$ -	$ -	$ -	$ 15,000	$ -
Two (2) Utility Vehicles	-	-	-	18,000	-
Subtotal Vehicles	**$ -**	**$ -**	**$ -**	**$ 33,000**	**$ -**
Intangibles:					
Cemetery Management Software Implementation	$ 22,000	$ -	$ -	$ -	$ -
Subtotal Intangibles	**$ 22,000**	**$ -**	**$ -**	**$ -**	**$ -**
Total	**$ 22,000**	**$ -**	**$ -**	**$ 33,000**	**$ -**

FIVE YEAR REPAIR & REPLACEMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Street Preservation - chip seal	$ -	$ 10,000	$ -	$ -	$ -
Total	**$ -**	**$ 10,000**	**$ -**	**$ -**	**$ -**

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Cemetery Permanent Maintenance Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 654,327	$ 655,500	$ 680,364	$ 645,500	$ 645,500	$ 645,500
Charges for services	10,892	13,400	12,046	15,400	15,400	15,400
Miscellaneous	64,615	45,000	804	34,200	34,200	34,200
TOTAL RESOURCES	$ 729,833	$ 713,900	$ 693,214	$ 695,100	$ 695,100	$ 695,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Materials & services	$ 10,322	$ 10,800	$ 10,703	$ 10,800	$ 10,800	$ 10,800
Total Infrastructure Program	10,322	10,800	10,703	10,800	10,800	10,800
Interfund Transfers	39,147	45,000	36,994	23,400	23,400	23,400
Reserves Permanent Maintenance	-	658,100	-	660,900	660,900	660,900
TOTAL REQUIREMENTS	$ 49,470	$ 713,900	$ 47,697	$ 695,100	$ 695,100	$ 695,100
Full Time Equivalents			1.00			1.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Cemetery Permanent Maintenance Fund

Overview

The City operates a municipal cemetery registered as an endowment cemetery under Oregon Revised Statues (ORS) 97.810. The ORS requires the City to establish, maintain, and operate an endowment care fund for the cemetery and also requires that no less than 15% of cemetery lot sales be deposited into the fund as permanent maintenance fees.

In accordance with ORS 97.830, investment income earned, and realized, by this fund will be transferred to the Cemetery program to be used for the general care and maintenance of the cemetery property. Transfer of investment earnings from the cemetery permanent maintenance trust are limited to actual cash earnings (interest and dividends) received by the trust. Additional investment earnings from fluctuations in market-value are held in trust until the investment is sold or matures.

System Development Charge (SDC) Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 17,327,250	$ 10,609,100	$ 14,087,441	$ 17,534,000	$ 17,534,000	$ 17,534,000
Charges for services	31,612,813	37,073,600	33,382,061	31,690,000	31,690,000	31,690,000
Miscellaneous	1,416,394	292,500	778,079	722,000	722,000	722,000
TOTAL RESOURCES	$ 50,356,457	$ 47,975,200	$ 48,247,582	$ 49,946,000	$ 49,946,000	$ 49,946,000

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Interfund Transfers	$ 36,269,015	$ 44,001,400	$ 30,713,614	$ 43,026,700	$ 43,026,700	$ 43,026,700
Reserves Future Construction	-	3,973,800	-	6,919,300	6,919,300	6,919,300
TOTAL REQUIREMENTS	$ 36,269,015	$ 47,975,200	$ 30,713,614	$ 49,946,000	$ 49,946,000	$ 49,946,000

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
System Development Charge (SDC) Fund

Overview

The System Development Charges (SDC) Fund is a special revenue fund used to account for the collection of Transportation, Water and Water Reclamation SDCs. These SDCs are recorded as revenues in the SDC Fund. The use of the revenues is accounted for as a transfer out from the SDC fund to the Transportation Construction, Water and Water Reclamation Funds, respectively.

The 2021-2023 Adopted Biennial Budget assumed Engineering News Record (ENR), a construction cost inflation index, increases of 2.7% per fiscal year based on the February 2021 report. The actual increase in ENR resulted in a 5.0% increase for 2021-22. Increases to SDCs are based on the 20-city national average.

SDC Methodologies

SDCs are critical resources used to fund transportation, water and water reclamation capital improvements. They represent fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development. The SDC fees are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on ENR. The City last updated its Transportation SDC methodology in 2011-2012 and Water methodology in 2008-2009. The Water Reclamation methodology was adopted by City Council in August 2015. The SDC rates for a single family dwelling are estimated as follows:

	2020-21 Actuals	2021-22 Actuals	2022-23 Estimate
Transportation SDC	$8,136	$8,543	$8,774
Water SDC	$5,578	$5,857	$6,015
Water Reclamation SDC	$4,974	$5,223	$5,364

Goals for the 2021 - 2023 Biennial Budget

- Update the Transportation, Water, and Water Reclamation SDC methodologies. Budget for these methodology updates are included on the respective Capital Improvement Programs (CIPs)

Local Improvement District (LID) Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 601,563	$ 611,500	$ 624,531	$ 633,000	$ 633,000	$ 633,000
Miscellaneous	29,193	25,600	16,875	15,000	15,000	15,000
TOTAL RESOURCES	$ 630,756	$ 637,100	$ 641,407	$ 648,000	$ 648,000	$ 648,000

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Interfund Transfers	$ 6,224	$ 12,800	$ 8,438	$ 7,600	$ 7,600	$ 7,600
Reserves Future Construction	-	624,300	-	640,400	640,400	640,400
TOTAL REQUIREMENTS	$ 6,224	$ 637,100	$ 8,438	$ 648,000	$ 648,000	$ 648,000

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Local Improvement District (LID) Construction Fund

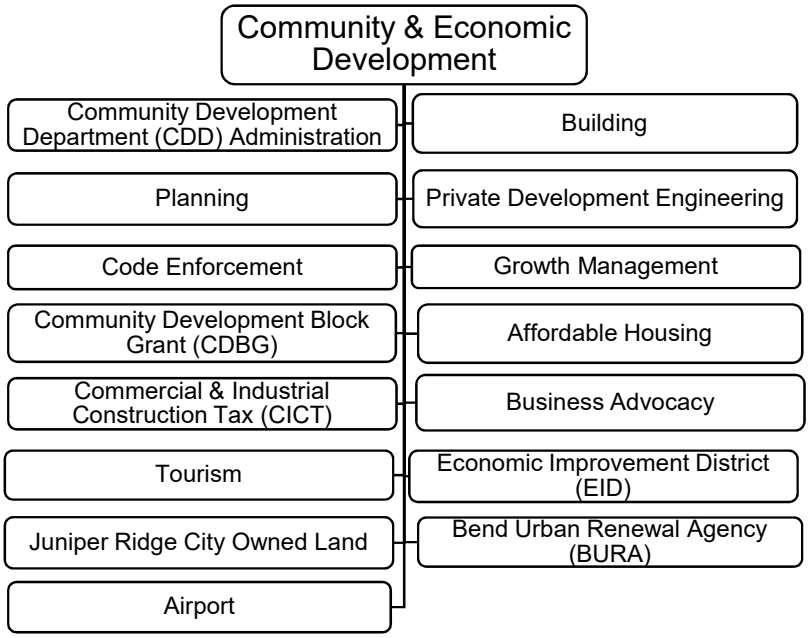
Overview

Local Improvement Districts (LIDs) are formed for the construction of infrastructure to provide direct benefit to property owners in the LID. The construction and financing of LIDs are governed by Oregon Revised Statues 223.205 to 223.295. In the past, property owners have petitioned the City to form LIDs for wastewater infrastructure to be constructed in areas within the City of Bend that are on septic systems. City engineering staff work with property owners to design the infrastructure, and if the cost is feasible and the assessments to the property owners are affordable, then the City will build the infrastructure and assessments will be levied to the properties that receive benefit.

The Local Improvement District Construction fund accounts for the cost of infrastructure constructed through the LID process. Once construction is complete, the City issues long term debt to reimburse the LID Construction fund and the costs are assessed to the property owners benefited through an assessment process. Currently there are no active LIDs.

The remaining reserve balance in this fund will be used for future LIDs.

COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA



Community Development Department (CDD) Administration
This Internal Service Fund division accounts for the administrative support of the various Community Development departments and functions.

Building and Planning
Activities for these funds include managing building inspections and permitting, accounting for current planning activities, and reviewing new development plans, plats and partitions for compliance.

Private Development Engineering
This program is responsible for ensuring that all public improvements made in conjunction with community development are constructed to development standards so they can be accepted into the inventory of public assets for perpetuity. The program also coordinates with the Growth Management and Legal departments to assure infrastructure planning is coordinated with the projected long term demand of future development.

Code Enforcement
Expenditures related to the Code Enforcement fund are accounted for in the General Fund. Code Enforcement's mission is to protect the safety and health of the City's residents and visitors by ensuring compliance with the City's land use and building codes.

Growth Management
Growth Management identifies and manages activities of a long-term nature including land use, public facility and transportation planning.

Community Development Block Grant (CDBG)
This fund accounts for the City's Community Development Block Grant program which is funded by CDBG direct entitlement and other grant funds allocated through the U.S. Department of Housing and Urban Development.

Affordable Housing
This fund accounts for the City's Affordable Housing program which is funded by an affordable housing fee assessed on building permits.

Commercial & Industrial Construction Tax (CICT)
This fund accounts for the collection of additional fee of 1/3 of 1% of the total building permit valuation for commercial and industrial building permits issued by the City. Under State law, these funds are collected in the General Fund then transferred to the CICT program to manage revenue and expenses.

Business Advocacy
This fund is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan.

Tourism
This fund accounts for the expenditure of room tax revenues dedicated to tourism promotion.

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Economic Improvement District (EID)
This fund accounts for collection and payment of assessments for the Economic Improvement District created for the maintenance and beautification of downtown Bend.

Juniper Ridge City Owned Land
The Juniper Ridge City-Owned Land Fund is a new fund established in late FY2020-21 that accounts for the operating costs to manage the entire 1,500 acres of city-owned land in Juniper Ridge, as well as fund activities related to future development of the approximately 509 acres within the URA. The Juniper Ridge City-Owned Land Fund is funded by land sale revenue from property sold within the Juniper Ridge URA.

Bend Urban Renewal Agency (BURA)
These funds account for the activities of the City's urban renewal districts. The BURA General Fund accounts for general services within BURA not accounted for within another fund. The Juniper Ridge Construction and Debt Service Funds account for the activities of the City's Juniper Ridge urban renewal district. The Murphy Crossing Construction and Debt Service Funds account for the activities of the City's Murphy Crossing urban renewal district. The Core Area Construction and Debt Service Funds account for the activities of the City's Core Area Tax Increment Finance Area.

Airport
This program accounts for the activities and operations of the Bend Municipal Airport.

Internal Service Fund - Departmental Administration
Community Development Department (CDD) Administration

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ -	$ 326,700	$ 273,713	$ 791,400	$ 791,400	$ 791,400
Licenses and permits	453,354	468,000	535,036	582,000	582,000	582,000
Intergovernmental revenues	-	1,600	4,944	-	-	-
Charges for services	95,276	224,800	237,371	287,800	287,800	287,800
Interfund transfers	2,946,661	3,561,000	3,601,884	4,254,200	4,254,200	4,254,200
TOTAL RESOURCES	$ 3,495,290	$ 4,582,100	$ 4,652,948	$ 5,915,400	$ 5,915,400	$ 5,915,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 2,869,962	$ 3,063,500	$ 2,937,085	$ 4,370,900	$ 4,370,900	$ 4,370,900
Materials & services	123,516	225,700	169,514	493,400	493,400	493,400
Total Community & Econ Dev. Program	2,993,477	3,289,200	3,106,599	4,864,300	4,864,300	4,864,300
Interfund Transfers	228,100	748,400	754,900	969,000	969,000	969,000
Contingency	-	544,500	-	82,100	82,100	82,100
TOTAL REQUIREMENTS	$ 3,221,577	$ 4,582,100	$ 3,861,499	$ 5,915,400	$ 5,915,400	$ 5,915,400

Full Time Equivalents			12.50			17.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

Overview

The Community Development Department (CDD) Administration, Licensing and Development Services Divisions provide support services to the operational divisions within CDD: Building, Planning, Private Development Engineering (PDE), Growth Management, and Code Enforcement. These divisions enable CDD to work as one coordinated department, while allowing each division to focus on its specific regulatory areas of authority and expertise. The primary roles of these divisions are to administer the human, physical, digital and data resources of CDD, to facilitate data-driven decision-making by CDD management, to operate the CDD Permit Center, and to manage City licensing and special programs.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Complete large number of enhancements and improvements to Permitting Software
- Facilitate department wide fee study to ensure that actual cost of service is captured correctly
- Collaborate with third party to conduct short term rental audit to verify that listed short term rentals are paying room taxes and are compliant with Bend Code licensing requirements
- Add Police-centric programs to Licensing Division to improve efficiencies in the application process and have all licensing performed by one department
- Centralize and normalize internal services for the department creating standard policies and procedures
- Reestablish department metrics and reporting as a result of the new Permitting Software
- Add Business Parklet Pilot Program to support the business community by allowing them to expand into the public right-of-way in partnership with the Transportation and Mobility Department
- Create standard policies and procedures accommodating internal and external customer needs, including diversity, equity, inclusion and accessibility
- Transition the Room Tax Registration Program into the Licensing Division

Major Accomplishments during the 2019 – 2021 Biennium

- Launched the Permitting Software Replacement Project
- Continued permit center functions and aided all City Hall functions during facility closure due to the COVID-19 pandemic
- Launched Data Governance Program within the City of Bend
- Launched CDD Dashboard to provide transparency to the public in how CDD is performing duties
- Reconstructed CDD Website to improve access to information for the development community
- Consolidated City licensing programs into one division (not including Police licenses)
- Created and implemented temporary programs to aid the business community needs in the midst of the COVID-19 pandemic
- Developed and implemented required central property and addressing geospatial platform
- Reorganized Development Services Division into three separate divisions to better align with and serve the needs of internal and external customers
- Launched a comprehensive System Development Charges & Agreements program, which includes processing and storing agreements within the Online Permit Center software for the benefit of future data-driven decision-making
- Developed a program around House Bill 2306 to allow customers to submit building permits earlier in the development process in order to expedite residential housing

Significant Changes from the 2019 – 2021 Biennial Budget

- In 2020, the Growth Management Division (GMD) was reorganized from a Department into a Division of the Community Development Department.
- Added total of four (4) new positions: two (2) Administrative Support Specialists, one (1) Program Tech, and one (1) Business Analyst position to support internal centralization and permit center functions
- Funding for two (2) Administrative Staff and half (.5) of the Long Range Planning Manager that were previously funded by the Growth Management Department was transferred to CDD.
- One (1) Business Manager position was replaced with one (1) Project Engineer position funded by Private Development Engineering to better facilitate workload
- One (1) Sr. Information System Analyst was transferred to the Office of Performance Management
- In addition, funding allocations for Community Development Administration staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

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Building Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 12,660,459	$ 13,271,200	$ 13,980,313	$ 12,252,900	$ 12,252,900	$ 12,252,900
Licenses and permits	10,583,684	10,554,900	10,298,311	10,123,400	10,123,400	10,123,400
Intergovernmental revenues	-	9,700	12,295	-	-	-
Charges for services	3,364,416	2,747,900	3,255,541	3,652,500	3,652,500	3,652,500
Miscellaneous	654,324	346,000	360,591	208,100	208,100	208,100
Interfund transfers	35,598	-	-	-	-	-
TOTAL RESOURCES	$ 27,298,481	$ 26,929,700	$ 27,907,051	$ 26,236,900	$ 26,236,900	$ 26,236,900

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 8,653,387	$ 10,400,300	$ 10,130,424	$ 11,530,800	$ 11,530,800	$ 11,530,800
Materials & services	1,050,564	1,074,600	913,735	747,500	747,500	747,500
Capital outlay	100,167	-	-	-	-	-
Total Community & Econ Dev. Program	9,804,118	11,474,900	11,044,159	12,278,300	12,278,300	12,278,300
Interfund Transfers	3,514,050	4,625,700	4,610,001	6,289,800	6,289,800	6,289,800
Contingency	-	9,629,100	-	7,668,800	7,668,800	7,668,800
Reserves Future Capital	-	1,200,000	-	-	-	-
TOTAL REQUIREMENTS	$ 13,318,168	$ 28,129,700	$ 15,654,160	$ 26,236,900	$ 26,236,900	$ 26,236,900

Full Time Equivalents			39.00			39.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

Overview

The Building Program is comprised of the Building Safety and Electrical programs and serves as the clearinghouse for all construction permitting through a shared permitting software platform that includes coordination with Planning, Engineering, Utilities, Fire, State of Oregon Department of Environmental Quality, Deschutes County Environmental Health and Sanitation, and State of Oregon Department of Agriculture. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue improvement to Permitting Software
- Complete new fee study based on changes from the software replacement and balancing resourcing needs for the division
- Implement new building codes
- Provide help and oversite to interpret building codes to facilitate homelessness and housing initiatives

Major Accomplishments during the 2019 – 2021 Biennium

- Successfully launched the Permitting Software Replacement Project
- Implemented pending updates to the State Commercial Building Codes and determine policies on new State Residential Building Codes on new housing options such as Tiny Homes and 4-plexes.
- Implemented Complex projects permitting processes to better streamline and clarify necessary entitlements with large scale projects.
- Continued to expedite Affordable Housing projects in conjunction with Council Goals
- Continue to increase public relations and customer service levels
- Managed increasing workload while implementing new Permitting Software
- Continued to work with partner agencies such as Bend-LaPine School District, Bend Park and Recreation District, and Oregon State University-Cascades as they implement their large-scale CIP/Bond programs including a new elementary school and high school.
- Collaborated with developers to safely and efficiently construct multi-story buildings greater than 4 stories

Significant Changes from the 2019 – 2021 Biennial Budget

- 3% CPI fee increase each year to keep pace with cost of business increase
- Continue trending with paperless processes
- Utilizing GIS to distribute inspection workloads to increase efficiency
- Efficiency and fee study post implementation of new Permitting Software to: ensure processes are efficient and effective, determine appropriate staffing levels, and establish appropriate fee rates and structure.
- Introduction of the complex commercial project program

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

FIVE YEAR VEHICLE PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Seven (7) Vehicle replacements	$ -	$ -	$ -	$ 245,000	$ -
Eight (8) Vehicle replacements	-	-	-	-	280,000
Total	**$ -**	**$ -**	**$ -**	**$ 245,000**	**$ 280,000**

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Planning Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 3,891,323	$ 5,024,400	$ 4,891,304	$ 3,739,700	$ 3,739,700	$ 3,739,700
Licenses and permits	173,358	175,500	163,698	175,500	175,500	175,500
Intergovernmental revenues	13,864	-	11,559	-	-	-
Charges for services	5,131,121	5,648,900	5,496,830	5,846,800	5,846,800	5,846,800
Miscellaneous	229,411	140,800	118,328	37,900	37,900	37,900
Interfund transfers	-	-	-	-	305,000	305,000
General fund subsidy	1,123,000	-	-	-	-	-
TOTAL RESOURCES	$ 10,562,077	$ 10,989,600	$ 10,681,718	$ 9,799,900	$ 10,104,900	$ 10,104,900

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 3,873,989	$ 4,631,600	$ 4,252,066	$ 5,454,700	$ 5,759,700	$ 5,759,700
Materials & services	458,961	531,000	453,617	308,800	308,800	308,800
Total Community & Econ Dev. Program	4,332,950	5,162,600	4,705,683	5,763,500	6,068,500	6,068,500
Interfund Transfers	1,337,823	2,252,800	2,236,290	2,743,800	2,743,800	2,743,800
Contingency	-	3,574,200	-	1,292,600	1,292,600	1,292,600
TOTAL REQUIREMENTS	$ 5,670,773	$ 10,989,600	$ 6,941,972	$ 9,799,900	$ 10,104,900	$ 10,104,900
Full Time Equivalents			18.00	19.00	20.00	20.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Planning Fund

Overview

The Planning Fund program establishes and maintains the land use framework within which businesses and residents conduct their daily activities. It is responsible for implementing state-mandated requirements for comprehensive planning and zoning, public facilities planning and development review. The program comprises multiple sub-programs designated to accomplish this work: Development Review, Sign Code Permitting, Historic Preservation and Code administration. This program ensures the City's compliance with the Oregon Revised Statutes, Oregon Administrative Rules, and Oregon case law, Bend Comprehensive Plan, Public Facilities Plans, the Bend Development Code, Historic Preservation Code and the Sign Code.

The Planning Fund provides a vital economic development role in the city by providing the land use permits necessary for commercial and residential construction and for land divisions. This program is continually working to streamline processes and minimize unnecessary regulations to reduce delay and eliminate uncertainty. The program:

- Reviews all land development in the City
- Is the venue for public participation and due process in land development
- Maintains and updates the Bend Development Code, Landmarks Code, and Sign Code
- Oversees the Historic Preservation Program and Planning Commission.
- Interacts with developers of potential small to large-scale projects to foster economic development opportunities and goals

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue to review Land Use applications within required timeframes including UGB Annexation areas.
- Implement development code updates to appropriately reflect state mandates and council goals including:
  - HB 2001 Implementation of Duplex, Tri-plex and 4-Plexes into all residential zones.
  - Tree Protection standards balancing housing affordability and natural resource preservation.
  - Implementing housing specific strategies and targets in the Core and Southeast Area Plans

Major Accomplishments during the 2019 – 2021 Biennium

- Adopted policies for alternative housing, such as 4-plexes, tiny homes and single room units
- Successfully launched the Permitting Software Replacement Project
- Assisted the City Council Goals in policy initiatives that involve remove barriers and land use regulations to help create more housing stock.
- Updated the Sign District Map and redistricting process

Significant Changes from the 2019 – 2021 Biennial Budget

- 6% CPI fee increase to recover additional costs of doing business. Planning work has become more complex with housing density and demands of redevelopment
- One new (1) Senior Planner to replace a position that was eliminated during the COVID budget reductions

- One (1) additional new Senior Planner was added to the Budget Committee Approved budget during deliberations on May 12, 2021. This new planner will support City Council's Accessible & Effective City Government goal by reducing permit turnaround times by focusing on review of complex planning applications.

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Private Development Engineering Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ -	$ 2,342,300	$ 2,400,378	$ 4,544,900	$ 4,544,900	$ 4,544,900
Licenses and permits	807,804	885,000	1,015,956	1,190,500	1,190,500	1,190,500
Intergovernmental revenues	-	-	136	-	-	-
Charges for services	3,753,791	4,160,900	5,253,297	5,467,600	5,467,600	5,467,600
Miscellaneous	121,669	108,200	108,890	118,100	118,100	118,100
Interfund transfers	1,528,187	560,000	560,000	560,000	560,000	560,000
General fund subsidy	152,000	-	-	-	-	-
TOTAL RESOURCES	$ 6,363,450	$ 8,056,400	$ 9,338,657	$ 11,881,100	$ 11,881,100	$ 11,881,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 2,799,301	$ 3,332,800	$ 3,091,593	$ 4,249,100	$ 4,249,100	$ 4,249,100
Materials & services	269,139	359,800	252,128	221,800	221,800	221,800
Capital outlay	25,033	-	-	-	-	-
Total Community & Econ Dev. Program	3,093,473	3,692,600	3,343,721	4,470,900	4,470,900	4,470,900
Interfund Transfers	869,599	1,459,800	1,450,006	1,689,700	1,689,700	1,689,700
Contingency	-	2,904,000	-	5,720,500	5,720,500	5,720,500
TOTAL REQUIREMENTS	$ 3,963,072	$ 8,056,400	$ 4,793,727	$ 11,881,100	$ 11,881,100	$ 11,881,100

Full Time Equivalents			15.00			17.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Fund

Overview

Private Development Engineering (PDE) staff are dedicated to ensuring that new development in the City of Bend meets the goals of the community while protecting the City's vital infrastructure. This process works through collaborative efforts between the Planning, Building, Transportation and Mobility, and Utility Departments. Staff works closely with engineering consulting firms, land developers, and private landowners, helping to provide guidance through the City of Bend development processes, and extend services to coordinate new development efforts with other local, state, and federal agencies.

PDE staff review all new development plans, plats, and partitions for engineering accuracy and compliance with the City of Bend standards and specifications. New development in Bend that is reviewed by staff includes all commercial and industrial sites, residential subdivisions, schools, and parks. PDE is generally responsible for parts of most types of building and planning permits as well as all Right of Way (ROW) permits within City limits.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Complete new fee study based on changes from the software replacement and balancing resourcing needs for the division
- Work with the Engineering and Infrastructure Planning Department (EIPD) to update Standards and Specifications
- Work with the Transportation and Mobility Department and City staff to produce various design guidelines and standards for items like roundabout design, mini roundabout standards, right of way cross sections standards
- Refinement to Engineering workflow processes to leverage the new Permitting Software
- Continuous review and improvements to the Franchise Utility Agreements and processes
- Formalize a process that accommodates the high demands of the 5G permit reviews and timeline constraints
- Continuous review and improvements of the coordination efforts between the City and its jurisdictional partners like the Oregon Department of Transportation, Deschutes County, Avion Water, Roats Water and the local irrigation districts.

Major Accomplishments during the 2019 – 2021 Biennium

- Successfully launched the permitting software replacement project
- Created a sidewalk plan and program that shares responsibilities between the City and adjacent property owners
- Streamlined and modernize the permit review process to include more upfront charging of fees to encourage transparency
- Addressed relevant code changes to align the Standards and Specifications and City Code
- Supported the development of Urban Growth Boundary related items including annexation policies and public facility plans
- Assisted in updating the Transportation System Plan and related System Development Charges (SDCs)
- Participated in the utility master plan updates and related SDCs
- Updated franchise utility agreements to reflect current City fees as well as City Standards and Specifications

Significant Changes from the 2019 – 2021 Biennial Budget

- 3% CPI revenue increase to keep pace with cost of business increase
- One new (1) Project Engineer position that was re-purposed from the vacant Business Manager position previously funded out of Community Development Department Administration
- One new (1) Associate Engineer to help support workload increase and assist with meeting metrics

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Fund

FIVE YEAR VEHICLE PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Two (2) Vehicle replacements	$ -	$ -	$ 60,000		$ -
Total	**$ -**	**$ -**	**$ 60,000**	**$ -**	**$ -**

General Fund
Code Enforcement

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 909,311	$ 1,109,300	$ 1,027,207	$ 1,156,500	$ 1,156,500	$ 1,156,500
Materials & services	32,549	45,100	32,566	62,600	62,600	62,600
Capital outlay	26,419	48,700	48,667	27,000	27,000	27,000
Total Community & Econ Dev. Program	968,278	1,203,100	1,108,440	1,246,100	1,246,100	1,246,100
Interfund Transfers	196,297	226,800	223,981	329,200	329,200	329,200
TOTAL REQUIREMENTS	$ 1,164,575	$ 1,429,900	$ 1,332,421	$ 1,575,300	$ 1,575,300	$ 1,575,300
Full Time Equivalents			5.00			5.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement

Overview

The duties of the City of Bend's Code Enforcement Division are to protect the health and safety of the City's residents and visitors and the livability of the community by ensuring compliance with Bend's land-use, environmental and building codes. The City will ensure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

This division ensures compliance with the Bend Municipal Code, Bend Development Code and State of Oregon Specialty Codes. City Code Enforcement staff provides the following customer services: inspections, enforcement actions, and in-person customer relations. In order to provide a professional level of service to Bend's residents, City staff obtains and maintains proper certifications including required continuing education credits.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Decrease overall case lifecycle
- Maintain current high level of voluntary compliance rate
- Increase proactive nuisance cases

Major Accomplishments during the 2019 – 2021 Biennium

- Maintained voluntary compliance rate above 98%
- Processed a significant number of new night sky lighting complaints
- Developed new more efficient workflows to be implemented with the Permitting Software Replacement Project
- Implemented new Permitting Software & related workflows
- Transitioned to mobile based operations
- Decreased overall case lifecycle by 20%
- Increased proactive nuisance cases by 15%

Significant Changes from the 2019 – 20 Biennial Budget

- Conversion of one (1) Limited Term Employee to a regular Code Enforcement Officer position that will focus on building and safety related code violations

COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement

FIVE YEAR VEHICLE PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
One (1) Vehicle replacement	$ 27,000	$ -	$ -	$ -	$ -
Total	**$ 27,000**	**$ -**	**$ -**	**$ -**	**$ -**

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General Fund
Growth Management

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 1,253,138	$ 1,436,600	$ 1,344,416	$ 965,500	$ 965,500	$ 965,500
Materials & services	405,956	1,037,700	753,187	623,200	623,200	623,200
Total Community & Econ Dev. Program	1,659,094	2,474,300	2,097,603	1,588,700	1,588,700	1,588,700
Interfund Transfers	562,286	785,500	785,004	905,400	905,400	905,400
TOTAL REQUIREMENTS	$ 2,221,380	$ 3,259,800	$ 2,882,607	$ 2,494,100	$ 2,494,100	$ 2,494,100
Full Time Equivalents			4.80			2.85

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Growth Management

Overview

In 2020, the Growth Management Division (GMD) was reorganized from a Department into a Division of the Community Development Department. GMD still focuses on city-wide or sub-city plans spanning land use, public facilities, and transportation planning. The specific focus of this work is directed by City Council priorities, but GMD will begin evolving into a long-range planning program around the subject areas of outreach and growth monitoring to improve the public's connection to, and understanding of, significant policy issues facing the city. GMD also plays a key support role for other Departments in their major projects and programs.

GMD is responsible for the following:

- Create and implement long-range land use and infrastructure plans per City Council goals
- Incorporate the community's increasing desire for forward looking plans, community involvement, and bringing innovative ideas and trends into the city's policies and practices
- Connect City Council goals related to land use and infrastructure within State legal requirements, and the community's desires

Statewide planning laws now require Bend to update long-range housing plans on an ongoing cycle. This is the first biennium under these new laws which will be balanced with the policy desires of the new City Council. GMD will do so with attention to setting up our data systems and staffing to better monitor and report key policy data points on a yearly basis. GMD will also invest in new ways to involve people who have been historically underserved and not engaged in previous planning efforts, as well as key agencies, groups, and interested parties. The core work related to long-range land use and infrastructure planning is most of the work for this six-person division, but it will also support the many new initiatives in other departments as best as possible, notably Community Development, Engineering and Infrastructure Planning and Development, Transportation and Mobility, the City Manager's Office, and Economic Development.

Growth Management is funded by the General Fund, and transportation-related projects by the Transportation Construction Fund. Some staff are funded by Community Development Department (CDD) due to their positions and cross-over to CDD related work. Staff are funded through allocations from these funding sources based on the Council Goals and Action Plan. Staff will be engaged in land use projects and programs related to housing and employment needs and capacity, and the analysis of changes to land use patterns in the current UGB. Transportation work will be focused on supporting the work of other departments on Council Goals such as implementing the TSP and GO Bond, parking, and new programs or projects relating to multi-modal transportation systems.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Present a high-level assessment of Bend's 20-year housing need and snapshot of the community's housing capacity to inform the City Council in 2021 on potential options moving forward related to multiple City Council housing goals, strategies, and actions
- Create a framework for improved public engagement and long-range planning policy level metrics for ongoing communication and involvement with policy makers and the public
- After City Council guidance, consider adoptions of a new Housing Capacity Analysis, and Employment Opportunities Analysis, and Housing Production Strategy

- Scenario planning to explore redevelopment opportunities to meet Climate Action Plan goals and redevelopment goals required prior to expanding the Urban Growth Boundary and consistent with Council Goals
- Support other Departments in the areas of Transportation System Plan (TSP) implementation by; leading a Pedestrian Master Plan, assisting other work involving Core Area and Southeast Area implementation, technical and adoption support for all Public Facility Plans and the Airport Master Plan, and assisting on projects related to climate, fire resilience, and equity and outreach.

Major Accomplishments during the 2019 – 2021 Biennium

- Successful adoption of the Core Area Project and associated new CoreTax Increment Finance (TIF) District.
- Successful adoption of Bend Transportation Plan which set the stage for the successful General Obligation Bond.
- Adoption of the Southeast Area Plan slated for Spring 2021.
- From idea to local adoption, successful creation of House Bill 3450 pilot (housing in commercial districts in core of the city).
- Strategic coordination with CDD on Master Plans and Annexations, Development Code amendments, coordination with EIPD (Engineering Infrastructure Planning Development) and Transportation and Mobility.

Significant Changes from the 2019 – 2021 Biennial Budget

- Funding allocations for Community Development Administration staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full time equivalents (FTE) in each fund from one biennium to the next.

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Community Development Block Grant (CDBG) Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 531,196	$ 188,400	$ 146,709	$ 100,000	$ 100,000	$ 100,000
Intergovernmental revenues	464,707	2,795,700	2,187,353	1,072,000	1,072,000	1,072,000
Miscellaneous	265,271	350,000	513,892	318,400	318,400	318,400
General Fund Loan	-	200,000	100,000	200,000	200,000	200,000
Interfund transfers	91,000	381,400	331,000	331,000	331,000	331,000
TOTAL RESOURCES	$ 1,352,174	$ 3,915,500	$ 3,278,954	$ 2,021,400	$ 2,021,400	$ 2,021,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 299,385	$ 363,400	$ 460,983	$ 559,200	$ 559,200	$ 559,200
Materials & services	874,979	3,006,800	2,562,655	1,032,200	1,032,200	1,032,200
Capital outlay	-	37,000	37,000	-	-	-
Total Community & Econ Dev. Program	1,174,365	3,407,200	3,060,638	1,591,400	1,591,400	1,591,400
Interfund Transfers	31,100	118,300	118,300	130,000	130,000	130,000
Debt Service	-	200,000	-	200,000	200,000	200,000
Reserves	-	190,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	$ 1,205,465	$ 3,915,500	$ 3,178,938	$ 2,021,400	$ 2,021,400	$ 2,021,400
Full Time Equivalents			1.35			1.90

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant (CDBG) Fund

Overview

Signed into law by President Ford in August 1974, Title I of the Housing and Community Development Act created a federal block grant funding program. It became effective January 1, 1975. Since then, the Community Development Block Grant (CDBG) fund has been continually reauthorized by Congress.

CDBG is funded by the U.S. Department of Housing and Urban Development (HUD). The CDBG Fund provides, on an annual basis, an allocation of funds to local governments for a wide-range of eligible housing and community development activities. The City of Bend is an "entitlement city" which means it automatically receives the federal money based on a formula that takes into consideration the community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas. The total funds available to the City of Bend vary each year.

The stated purpose of the program is: *"The development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income."*

Goals and Objectives for the 2021 – 2023 Biennial Budget

- Prepare for the required 2024 – 2029 Consolidated Plan and Fair Housing Plan(s), such as the Analysis of Impediments to Fair Housing
- Targeted outreach towards low- and moderate-income households with persons that identify as BIPOC, disabled, and/or homeless, after confirming best practice from organizations that support these sub-populations

Major Accomplishments during the 2019 – 2021 Biennium

- Continued implementation of the 2019 – 2023 five (5) year Consolidated Plan
- Executed the CDBG Program in Bend through efficient allocation of funds
- Allocated almost $900,000 of additional CARES Act funding within six months of receiving the notification from HUD
- Met federal requirements in the management of CDBG funded programs, including project monitoring and fiscal reporting
- Developed and completed CDBG program requirements, including annual action plans and an annual Performance Report submitted on time to HUD
- Hosted four (4) subrecipient trainings and coordinated ongoing monitoring of program grants and loans to improve coordination and program compliance
- Provided and facilitated annual Fair Housing trainings
- Implemented the Council-adopted Annual Action Plan for Bend each year
- Published subrecipient spending to encourage accountability and effective program management
- Implemented new software to better manage CDBG funds and the funding process

Significant Changes from the 2019 – 2021 Biennial Budget

- New staff positions driven by the implementation of City Council's Housing and Shared Prosperity goals related to housing and homelessness issues. Funding for these positions will be shared

amongst the Affordable Housing, Community Development Block Grant (CDBG) and the Commercial and Industrial Construction Tax (CICT) programs.
    - One (1) new Affordable Housing Coordinator
    - One half-time (.5) new Affordable Housing Sr. Administrative Specialist
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

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Affordable Housing Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,519,370	$ 3,089,700	$ 3,214,844	$ 1,901,500	$ 1,901,500	$ 1,901,500
Intergovernmental revenues	-	-	43	-	-	-
Charges for services	2,614,465	2,580,600	2,343,494	2,400,000	2,400,000	2,400,000
Miscellaneous	551,255	225,600	717,805	385,200	385,200	385,200
TOTAL RESOURCES	$ 5,685,090	$ 5,895,900	$ 6,276,186	$ 4,686,700	$ 4,686,700	$ 4,686,700

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 248,740	$ 531,600	$ 346,425	$ 526,900	$ 526,900	$ 526,900
Materials & services	2,093,206	4,463,400	3,426,886	3,320,800	3,320,800	3,320,800
Total Community & Econ Dev. Program	2,341,946	4,995,000	3,773,311	3,847,700	3,847,700	3,847,700
Interfund Transfers	128,300	651,800	601,400	739,000	739,000	739,000
Contingency	-	249,100	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	$ 2,470,246	$ 5,895,900	$ 4,374,711	$ 4,686,700	$ 4,686,700	$ 4,686,700

Full Time Equivalents			1.60			1.70

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Affordable Housing Fund

Overview

The City Council approved an ordinance in June 2006 that made the City of Bend the first city in the State of Oregon to implement a fee on new development to aid in the funding of Affordable Housing. This program is funded by a fee of 1/3 of 1% of the total building permit valuation for all building permits issued by the City.

The objective of this program as stated in the ordinance is: *"All funding from this source must be targeted for housing opportunities for residents at or below 100% of median income."*

Goals for the 2021 - 2023 Biennial Budget

- In connection with Council's strategy to "pursue policy actions to increase the supply of housing as a platform for equity", create 1,000 units of rent and price restricted housing that's accessible and affordable to all
- Strengthen surplus land program by focusing on opportunity areas and partnerships with all publicly owned land owners, and rezone prime land with covenants to better utilize available land for affordable housing
- Work with the State to increase housing resources to Bend
- Add additional staff to create awareness of poverty and housing insecurity by expanding the number of community partners of the Affordable Housing program and housing supply in Bend
- Strengthen local advocacy framework to inform Council of needs for underrepresented segments of the community

Major Accomplishments during the 2019 – 2021 Biennium

- Implemented the Commercial and Industrial Construction Tax (CICT) and multiple development code changes that reduce barriers to building additional affordable housing units
- Awarded State's only House Bill 4079 Pilot Project to expand an Urban Growth Boundary by less than 50 acres to develop affordable housing units and began work with a new owner to make progress with planning efforts towards the project
- Improved request for proposal process to attract six (6) new developers/builders into the Affordable Housing program
- Implemented new grants and loan software to better manage Affordable Housing program funds and the funding process

Significant Changes from the 2019 – 2021 Biennial Budget

- New staff positions driven by the implementation of City Council's Housing and Shared Prosperity goals related to housing and homelessness issues. Funding for these positions will be shared amongst the Affordable Housing, Community Development Block Grant (CDBG) and the CICT programs.
    - One (1) new Affordable Housing Coordinator
    - One half-time (.5) new Affordable Housing Sr. Administrative Specialist
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

Commercial & Industrial Construction Tax Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ -	$ -	$ -	$ 120,000	$ 120,000	$ 120,000
Miscellaneous	-	-	-	4,800	4,800	4,800
Interfund transfers	-	120,000	120,000	1,100,000	1,100,000	1,100,000
TOTAL RESOURCES	$ -	$ 120,000	$ 120,000	$ 1,224,800	$ 1,224,800	$ 1,224,800

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ -	$ -	$ -	$ 298,800	$ 298,800	$ 298,800
Materials & services	-	120,000	-	833,000	833,000	833,000
Total Community & Econ Dev. Program	-	120,000	-	1,131,800	1,131,800	1,131,800
Interfund Transfers	-	-	-	43,000	43,000	43,000
Contingency	-	-	-	50,000	50,000	50,000
TOTAL REQUIREMENTS	$ -	$ 120,000	$ -	$ 1,224,800	$ 1,224,800	$ 1,224,800
Full Time Equivalents			0.00			1.05

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Commercial & Industrial Construction Tax Fund

Overview

The City Council approved an ordinance in December 2020 that established a Commercial and Industrial Construction Tax (CICT). This program is funded by an additional fee of 1/3 of 1% of the total building permit valuation for commercial and industrial building permits issued by the City. Under State law, these funds are collected in the General Fund then transferred to the CICT program to manage revenue and expenses. The City may retain an amount not to exceed four percent (4%) as an administrative fee to recoup the expenses of complying with state requirements. After deducting the administrative fee, the City shall use fifty percent (50%) of the remaining revenues received to fund programs related to housing.

Revenue from this fund will begin to be collected in Spring 2021, with the goal of a funding request for proposals (RFP) being released in Fall 2021.

Goals for the 2021 – 2023 Biennial Budget

- Collect revenue to support creation of additional units and expansion of existing services for the homeless and formerly homeless population
- Support the ongoing operations of a motel, if acquired, to be used as a temporary transitional shelter
- Fund the operational costs of a low barrier temporary transitional shelter, such as a winter warming shelter or summer smoke shelter, and possibly a Navigation Center
- Permanent Supportive Housing (PSH)will be a focus of this program, as well as housing first initiatives which allow individuals to have access to housing without consent to participate in social services
- Support capacity building activities for community partners to end homelessness and housing insecurity
- Support wealth building activities for people in low income brackets through investments in home ownership and supportive financial services

Major Accomplishments during the 2019 – 2021 Biennium

- Received approval from City Council to assess the commercial and industrial construction excise tax and develop a new program to support services and programs for populations up to 30% AMI

Significant Changes from the 2019 – 2021 Biennial Budget

- New staff positions driven by the implementation of City Council's Housing and Shared Prosperity goals related to housing and homelessness issues. Funding for these positions will be shared amongst the Affordable Housing, Community Development Block Grant (CDBG) and the CICT programs.
    - One (1) new Affordable Housing Coordinator
    - One half-time (.5) new Affordable Housing Sr. Administrative Specialist
- Funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

Business Advocacy Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 122,224	$ 123,000	$ 128,890	$ 86,000	$ 86,000	$ 86,000
Licenses and permits	624,050	724,400	583,350	676,200	676,200	676,200
Intergovernmental revenues	-	80,200	77,629	-	-	-
Miscellaneous	6,609	4,400	2,384	1,600	1,600	1,600
General Fund Transfers for Council Goal Initiatives	-	-	-	100,000	100,000	100,000
General fund subsidy	172,000	120,000	120,000	125,600	125,600	125,600
TOTAL RESOURCES	$ 924,882	$ 1,052,000	$ 912,253	$ 989,400	$ 989,400	$ 989,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 406,210	$ 412,400	$ 369,179	$ 433,500	$ 433,500	$ 433,500
Materials & services	290,717	358,800	318,077	421,600	421,600	421,600
Total Community & Econ Dev. Program	696,927	771,200	687,256	855,100	855,100	855,100
Interfund Transfers	99,066	140,000	139,042	107,800	107,800	107,800
Contingency	-	140,800	-	26,500	26,500	26,500
TOTAL REQUIREMENTS	$ 795,993	$ 1,052,000	$ 826,299	$ 989,400	$ 989,400	$ 989,400
Full Time Equivalents			1.35			1.45

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Fund

Overview

The mission of the Business Advocacy Program is to advocate for business needs in all of the City's departments. The City's Business Advocate is tasked with providing the business community with regular communication, a single point of contact for questions or concerns, an avenue for feedback on city policies and processes, and to staff the Bend Economic Development Advisory Board (BEDAB) which provides oversight of the tourism promotion contract, the regional economic development contract, policy input and direction to the Bend City Council.

The primary source of funding for this program is the Business Registration Fee. In addition, General Fund dollars are allocated annually for regional economic development efforts which are provided through the City's contract with Economic Development for Central Oregon (EDCO).

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Identify and consistently report Business Registration data for BEDAB ex-officio members and City economic development partners engaged in business support efforts
- Build upon City efforts around childcare from prior years by addressing barriers to new development or expansion, and developing a web-based childcare portal for providers
- Participate in the development of a Regional Recovery Plan framework, continuing BEDAB's role as an advocacy lead on local priorities
- Develop the 2022-24 BEDAB Strategic Plan, incorporating any aspirational components of a future Economic Opportunities Analysis, defining and tracking green jobs, and ensuring City contracted economic development service providers (EDCO) align their work with BEDAB's goals
- Develop two efforts or pilot programs with partner organizations and local businesses aimed at education, outreach, or promotion of BIPOC and women-owned businesses

Major Accomplishments during the 2019 - 2021 Biennium

- BEDAB provided seven (7) Council recommendations, identifying initiatives via the BEDAB Strategic Plan
- Business Registration mailing list expanded by 25%, with average open rates in excess of 30%
- Surveyed regional developers to identify barriers to construction in response to a Council Goal considering a request for information (RFI) or request for proposal (RFP) to aid in new development
- Tracked the development of new childcare slots and assisted five (5) providers in expanding or opening of new facilities
- Adopted policies for BEDAB funding and sponsorship allocations
- Shifted program efforts in response to the economic impact of the Coronavirus Pandemic, increasing communications, developing temporary programs, and partnering with the Bend Chamber of Commerce to distribute business assistance funds
    - Established a COVID-19 Business Resources webpage in Oregon, which received almost 8,000 views
    - Distributed twenty-seven (27) business newsletters via email, with 90,000 total opens
    - Received and responded to over 500 phone inquiries regarding the COVID-19 pandemic response at the state and local level
    - Distributed over 100,000 face masks to businesses in Bend

- In coordination with the Utility Department, created and implemented the Utility Crisis Assistance Program to support local businesses
- Modified outdoor dining, vacant space and parking requirements to allow more square footage for restaurants to improve their ability to serve customers
- Distributed over $1.3 million in direct funding to businesses and childcare providers in partnership with the Bend Chamber of Commerce and NeighborImpact

Significant Changes from the 2019 - 2021 Biennial Budget

- Budget includes $100k in additional General Fund support for implementation of City Council's Shared Prosperity Goal, by increasing affordable childcare options.
- Revenue projections include increases to business registration fees
- Funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

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Tourism Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 463,606	$ 210,600	$ 332,667	$ 1,084,300	$ 1,084,300	$ 1,084,300
Room tax	6,218,091	6,718,700	5,905,273	7,584,800	7,584,800	7,584,800
Miscellaneous	1,196	1,000	1,951	2,000	2,000	2,000
TOTAL RESOURCES	$ 6,682,893	$ 6,930,300	$ 6,239,891	$ 8,671,100	$ 8,671,100	$ 8,671,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	$ 6,206,030	$ 6,585,300	$ 5,029,615	$ 8,520,500	$ 8,520,500	$ 8,520,500
Total Community & Econ Dev. Program	6,206,030	6,585,300	5,029,615	8,520,500	8,520,500	8,520,500
Interfund Transfers	144,196	134,400	125,948	150,600	150,600	150,600
Contingency	-	210,600	-	-	-	-
TOTAL REQUIREMENTS	$ 6,350,226	$ 6,930,300	$ 5,155,563	$ 8,671,100	$ 8,671,100	$ 8,671,100

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Tourism Fund

Overview

The Tourism Fund accounts for the collection and use of the portion of room taxes that are dedicated to the promotion of tourism, as required by Oregon Revised Statutes. All overnight lodging operators are required to levy the applicable tax rate on room revenues and remit the proceeds to the City on a monthly or quarterly basis; a rebate of 5% of the taxes is allowed to be retained by lodging providers for the administration of the tax.

The City contracts with Visit Bend for the ongoing efforts to promote tourism. The City's current room tax rate is 10.4%.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Promote tourism to increase the number of overnight stays and gross room taxes collected in the City of Bend to fund Police, Fire, Streets and other general city services
- Develop a more modern scope of work in alignment with proposed ordinance to include tourism related facilities as an allowable use for the Tourism Fund
- Issue RFP for a new multi-year Tourism Fund contract

Major Accomplishments during the 2019 – 2021 Biennium

- The Bend Economic Development Advisory Board (BEDAB) and Council successfully approved two annual business plans for Visit Bend
- Successfully worked with Visit Bend to update tourism messaging as needed in response to the COVID-19 pandemic

Significant Changes from the 2019 – 2021 Biennium

- Revenue projections are based on current trends and discussions with Visit Bend, and organization contracted for marketing and promoting tourism in Bend.
- The Tourism fund will contribute $17,200 towards funding a short-term rental audit

Economic Improvement District (EID) Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Miscellaneous	$ 460,705	$ 480,400	$ 394,616	$ 572,800	$ 572,800	$ 572,800
Interfund transfers	-	-	11,600	8,000	8,000	8,000
TOTAL RESOURCES	$ 460,705	$ 480,400	$ 406,216	$ 580,800	$ 580,800	$ 580,800

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	$ 437,710	$ 456,400	$ 385,936	$ 551,400	$ 551,400	$ 551,400
Total Community & Econ Dev. Program	437,710	456,400	385,936	551,400	551,400	551,400
Interfund Transfers	22,995	24,000	20,280	29,400	29,400	29,400
TOTAL REQUIREMENTS	$ 460,705	$ 480,400	$ 406,216	$ 580,800	$ 580,800	$ 580,800

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Economic Improvement District (EID) Fund

Overview

The Economic Improvement District (EID) was created by the City Council at the request of Downtown property owners to provide a funding program for maintenance by the Downtown Bend Business Association (DBBA). The District was initially formed in 2007 and has been renewed five (5) times. The proposed 2020-21 renewal was adopted May 19, 2021.

The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the DBBA for the implementation of the EID's work plan. A 3% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Provide a funding program for the maintenance of downtown beautification efforts by the DBBA
- Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- City to continue to provide oversight for the collection and distribution of assessments

Major Accomplishments during the 2019 – 2021 Biennium

- Prepared EID renewal for three more years with annually increasing rates

Significant Changes from the 2019 – 2021 Biennium

- Increased assessment amount to $0.26 per square foot of non-residential space in the second year of the biennium, FY 2022-23. This is a change from the proposed document due to changing the timing of annual assessments. Previously assessments were issued in May, going forward assessments will be issued in July each year.

General Fund
Juniper Ridge City Owned Land

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	$ -	$ 1,197,900	$ 481,900	$ 623,000	$ 623,000	$ 623,000
Total Community & Econ Dev. Program	-	1,197,900	481,900	623,000	623,000	623,000
Interfund Transfers	-	-	40,000	240,500	240,500	240,500
TOTAL REQUIREMENTS	$ -	$ 1,197,900	$ 521,900	$ 863,500	$ 863,500	$ 863,500

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
Juniper Ridge City Owned Land

Overview

Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of the City of Bend, east of Highway 97 and north of Cooley road. Approximately 509 acres are within the City's Urban Growth Boundary, City limits, and the Juniper Ridge Urban Renewal Area (URA).

The Juniper Ridge City Owned Land program was established in late FY 2020-21 to account for the operating costs to manage the entire 1,500 acres of city-owned land in Juniper Ridge, as well as fund activities related to future development of the approximately 509 acres within the URA. The Juniper Ridge City Owned Land program is funded by land sale revenue from property sold within the Juniper Ridge URA.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Improve safety for members of the community experiencing homelessness and currently living on the property as well as the neighboring property owners to Juniper Ridge (for example, implement additional security measures as necessary)
- Continue to fund outreach efforts to assist community members with relocating off the property
- Reduce wildfire risks by implementing fuel reduction efforts: fuel breaks and removal of abandoned debris and vehicles
- Reestablish Juniper Ridge Owner's Association and appoint Association Board of Directors
- Amend Juniper Ridge Design Guidelines per Juniper Ridge Work Plan
- Amend Covenants, Conditions and Restrictions (CC&R) applicable area per Juniper Ridge Work Plan
- Sell and close on all platted lots within the Juniper Ridge Employment Subdistrict (Lot 2, Parcels 3, 6, 7, 8, 10, 11)
- Revise Juniper Ridge Special Planned Area Development Code to reflect revised land sale and development strategy outlined in Juniper Ridge Work Plan
- Initiate large "tract" lot platting for future sale of city-owned land

Major Accomplishments during the 2019 – 2021 Biennium

- Established a new program in FY 2020-21 to coordinate the execution of city-owned land management strategic initiatives and Land Management Policy with the City's Property Manager
- Tentative Plan and Final Plat approval for four (4) additional lots to market and sell
- Appointed and concluded Juniper Ridge Management Advisory Board
- Adopted Juniper Ridge Work Plan by Council
- Closed on land exchange deal with PacifiCorp
- Amended Juniper Ridge Employment Subdistrict development code per Juniper Ridge Work Plan
- Closed on the sale of Lot 1, bringing in ~$450,000 in revenue
- Entered into Purchase and Sale Agreements for Lot 2, Parcels 3, 6, 7
- Coordinated with City's Property Manager to ensure safety for the entire Juniper Ridge property

Significant Changes from the 2019 – 2021 Biennial Budget

- Maintenance budget drops significantly 2022-23 as key initiatives will be completed

Bend Urban Renewal Agency (BURA) General Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 322,056	$ 433,400	$ 459,028	$ -	$ -	$ -
Charges for services	-	-	58,600	-	-	-
Miscellaneous	21,882	-	2,829	-	-	-
Interagency transfers	359,487	225,700	-	-	-	-
TOTAL RESOURCES	$ 703,426	$ 659,100	$ 520,457	$ -	$ -	$ -

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 165,181	$ 188,400	$ 175,156	$ -	$ -	$ -
Materials & services	67,917	420,200	345,347	-	-	-
Total Community & Econ Dev. Program	233,098	608,600	520,503	-	-	-
Interfund Transfers	11,300	-	-	-	-	-
Contingency	-	50,500	-	-	-	-
TOTAL REQUIREMENTS	$ 244,398	$ 659,100	$ 520,503	$ -	$ -	$ -
Full Time Equivalents			0.50			0.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
BURA General Fund

Overview

The purpose of urban renewal is to address conditions of blight, as defined in ORS 457.460.

The Bend Urban Renewal Agency (BURA) was first established in 1984 to address redevelopment of an area in downtown Bend known as the Central Bend Development Program Area (or Downtown Plan Area). The policies of BURA are established by a seven member board, the Bend Urban Renewal Agency Board, consisting of members of the Bend City Council. BURA uses tax increment financing in approved Urban Renewal Areas to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund was used to account for the general planning, financial and engineering consulting and staff services within BURA not accounted for in the BURA debt service or construction funds.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- As noted below, the BURA General Fund is being dissolved at the end of the 2019-2021 biennium. Urban renewal agencies are required to have a “general fund” for financial reporting purposes. Since the largest BURA fund is the Juniper Ridge Construction Fund, that fund will serve as the “general fund” for annual audit and financial reporting purposes.

Major Accomplishments during the 2019 – 2021 Biennium

- Completed Feasibility Study for a new urban renewal area in the central area of Bend
- Feasibility Study determined that Urban Renewal will work in the central area of Bend, and an Urban Renewal Plan and District was adopted for the Core Area. Refer to the budget summary and narrative for the BURA Core Area Tax Increment Financing (TIF) Areact for more details.

Significant Changes from the 2019-2021 Biennial Budget

- Fund is being dissolved as of June 30, 2021 as the Core Area feasibility study has been completed and all available revenues and reserves have been depleted.

Bend Urban Renewal (BURA) Juniper Ridge Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 90	$ 1,277,400	$ 1,322,752	$ -	$ -	$ -
Intergovernmental revenues	-	-	1,894	-	-	-
Miscellaneous	54,403	132,500	27,902	-	-	-
Debt proceeds	-	500,000	-	2,652,000	2,652,000	2,652,000
Short-Term loan proceeds from City GF	-	325,000	800,300	626,800	626,800	626,800
Interfund transfers	1,437,944	-	-	-	-	-
TOTAL RESOURCES	$ 1,492,437	$ 2,234,900	$ 2,152,847	$ 3,278,800	$ 3,278,800	$ 3,278,800

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 13,933	$ 273,300	$ 250,176	$ 261,500	$ 261,500	$ 261,500
Materials & services	6,673	1,358,800	1,402,661	221,300	221,300	221,300
Capital outlay	88,580	500,000	500,000	2,600,000	2,600,000	2,600,000
Total Community & Econ Dev. Program	109,186	2,132,100	2,152,837	3,082,800	3,082,800	3,082,800
Interfund Transfers	60,500	-	-	196,000	196,000	196,000
Contingency	-	102,800	-	-	-	-
TOTAL REQUIREMENTS	$ 169,686	$ 2,234,900	$ 2,152,837	$ 3,278,800	$ 3,278,800	$ 3,278,800
Full Time Equivalents			1.10			0.90

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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Bend Urban Renewal Agency (BURA) Juniper Ridge Debt Service Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,010,451	$ 2,882,200	$ 2,937,097	$ 3,616,800	$ 3,616,800	$ 3,616,800
Property taxes	2,135,706	2,713,900	2,714,203	2,907,000	2,907,000	2,907,000
Miscellaneous	131,795	171,500	106,490	109,500	109,500	109,500
Debt proceeds	-	1,741,000	-	-	-	-
TOTAL RESOURCES	$ 4,277,952	$ 7,508,600	$ 5,757,790	$ 6,633,300	$ 6,633,300	$ 6,633,300

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	$ -	$ 6,000	$ -	$ -	$ -	$ -
Total Community & Econ Dev. Program	-	6,000	-	-	-	-
Interfund Transfers	-	-	-	-	-	-
Debt Service	1,340,855	3,751,500	2,140,997	2,187,800	2,187,800	2,187,800
Reserves Debt Service	-	3,751,100	-	4,445,500	4,445,500	4,445,500
TOTAL REQUIREMENTS	$ 1,340,855	$ 7,508,600	$ 2,140,997	$ 6,633,300	$ 6,633,300	$ 6,633,300

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Juniper Ridge Urban Renewal Area

Overview

The Juniper Ridge Urban Renewal Area (URA) was adopted in 2005 and amended in 2019 as a supporting finance mechanism to address blight (as defined by ORS 457) and aid in the future commercial and industrial development of the area. The amended area represents 721.69 acres in the north area of the City of Bend. The URA includes approximately 509 acres east of Highway 97 and north of Cooley Rd, known as "Juniper Ridge," a primarily vacant land area owned by the City of Bend and zoned for commercial and industrial use. The maximum indebtedness of the Juniper Ridge URA is $41,250,000. A boundary map of the Juniper Ridge Urban Renewal Area can be can be found at bendoregon.gov/urbanrenewal.

The BURA Juniper Ridge Construction Fund accounts for capital improvements to the Juniper Ridge Urban Renewal Area (URA) and is also the operating fund for all activities of BURA as it relates to the Juniper Ridge URA. The BURA Juniper Ridge Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Juniper Ridge URA are collected and used to pay debt service on the urban renewal debt.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Construct Cooley Road / Talus Road Improvements project
- Provide funding for improvements related to the US20 and US97 North Corridor
- Support employment based commercial and industrial development

Major Accomplishments during the 2019 – 2021 Biennium

- Amended the Juniper Ridge Urban Renewal Area Plan

Significant Changes from the 2019 – 2021 Biennial Budget

- New staff position driven by the implementation of the City Council's Shared Prosperity goals related to development of the three Urban Renewal Areas. Funding for One (1) new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Core Area urban renewal funds.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

BURA Juniper Ridge Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1BCTL Cooley Rd. / Talus Rd. Improvements	5	$ 2,600,000	$ -	$ -	$ -	$ -	$ 2,600,000
1BU97 US97 North Corridor Improvements	5	-	-	2,000,000	-	-	2,000,000
1BSTE Talus Sewer Trunk Line Extension	5	-	-	1,500,000	-	-	1,500,000
1B18E 18th Street Extension	5	-	-	-	1,000,000	1,000,000	2,000,000
1BCRE Cooley Road Extension	5	-	-	-	2,000,000	1,000,000	3,000,000
1BNCR New Collector Roads	5	-	-	-	1,000,000	1,000,000	2,000,000
		$ 2,600,000	$ -	$ 3,500,000	$ 4,000,000	$ 3,000,000	$ 13,100,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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Bend Urban Renewal Agency (BURA) Murphy Crossing Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 216,193	$ 4,100	$ 6,792	$ -	$ -	$ -
Miscellaneous	5,589	-	(289)	-	-	-
Debt proceeds	-	825,000	795,000	-	-	-
Short-term loan proceeds from City GF	-	307,100	271,000	389,300	389,300	389,300
TOTAL RESOURCES	$ 221,783	$ 1,136,200	$ 1,072,503	$ 389,300	$ 389,300	$ 389,300

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ -	$ 50,300	$ 26,692	$ 101,900	$ 101,900	$ 101,900
Materials & services	-	831,800	795,800	10,800	10,800	10,800
Capital outlay	37,991	250,000	250,000	150,000	150,000	150,000
Total Community & Econ Dev. Program	37,991	1,132,100	1,072,492	262,700	262,700	262,700
Interfund Transfers	177,000	-	-	126,600	126,600	126,600
Contingency	-	4,100	-	-	-	-
TOTAL REQUIREMENTS	$ 214,991	$ 1,136,200	$ 1,072,492	$ 389,300	$ 389,300	$ 389,300
Full Time Equivalents			0.10			0.35

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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Bend Urban Renewal Agency (BURA) Murphy Crossing Debt Service Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 507,900	$ 848,500	$ 873,275	$ 1,199,600	$ 1,199,600	$ 1,199,600
Property taxes	813,469	994,500	1,050,553	1,268,500	1,268,500	1,268,500
Miscellaneous	39,269	80,000	35,451	39,400	39,400	39,400
Debt proceeds	-	1,648,100	-	-	-	-
Interfund transfers	177,000	-	-	-	-	-
TOTAL RESOURCES	$ 1,537,638	$ 3,571,100	$ 1,959,278	$ 2,507,500	$ 2,507,500	$ 2,507,500

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	$ -	$ 6,000	$ -	$ -	$ -	$ -
Total Community & Econ Dev. Program	-	6,000	-	-	-	-
Debt Service	664,363	2,440,200	759,681	986,300	986,300	986,300
Reserves	-	1,124,900	-	1,521,200	1,521,200	1,521,200
TOTAL REQUIREMENTS	$ 664,363	$ 3,571,100	$ 759,681	$ 2,507,500	$ 2,507,500	$ 2,507,500

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Murphy Crossing Urban Renewal Area

Overview

The Murphy Crossing Urban Renewal Area (URA) was adopted in 2008 as a finance mechanism to address blight (as defined by ORS 457), and aid in the development and redevelopment of a defined area in the south edge of the City of Bend. The URA consists of approximately 275.15 acres and includes the special planned area known as the Murphy Refinement Plan. The URA is intended to assist with the funding of access and utility improvements, including the overcrossing of the Bend Parkway at Murphy Road and a system of collector and local streets. The maximum amount of indebtedness is $52,600,000. A boundary map of the Murphy Crossing Urban Renewal Area can be can be found at bendoregon.gov/urbanrenewal.

The BURA Murphy Crossing Construction Fund accounts for capital improvements to the Murphy Crossing URA and is also the operating fund for all activities of BURA as it relates to the Murphy Crossing URA. The BURA Murphy Crossing Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Murphy Crossing URA are collected and used to pay debt service on the urban renewal debt.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Revise the Murphy Crossing Urban Renewal Plan
- Begin study and engineering for the Murphy Crossing Interchange

Major Accomplishments during the 2019 – 2021 Biennium

- Contributed $250,000 to the SW Atwood Drive sewer line project within the Murphy Crossing URA
- Contributed $750,000 to support affordable housing development within the Murphy Crossing Urban Renewal Area, which will be funded with the issuance of long-term debt in Spring 2021

Significant Changes from the 2019 – 2021 Biennial Budget

- New staff position driven by the implementation of the City Council's Shared Prosperity goals related to development of the three Urban Renewal Areas. Funding for one (1) new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Core Area urban renewal funds.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

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BURA Murphy Crossing Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1BM97 Murphy Rd/US97 Interchange	5	$ 125,000	$ 25,000	$ -	$ -	$ -	$ 150,000
1B97N US97 Frontage Road North	5	-	-	-	750,000	-	750,000
1B97S US97 Frontage Road South	5	-	-	-	750,000	-	750,000
		$ 125,000	$ 25,000	$ -	$ 1,500,000	$ -	$ 1,650,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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Bend Urban Renewal Area (BURA) Core Area Construction Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Short-term loan proceeds from City GF	$ -	$ -	$ -	$ 672,800	$ 977,800	$ 977,800
TOTAL RESOURCES	$ -	$ -	$ -	$ 672,800	$ 977,800	$ 977,800

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ -	$ -	$ -	$ 439,800	$ 744,800	$ 744,800
Materials & services	-	-	-	25,000	25,000	25,000
Total Community & Econ Dev. Program	-	-	-	464,800	769,800	769,800
Interfund Transfers	-	-	-	208,000	208,000	208,000
TOTAL REQUIREMENTS	$ -	$ -	$ -	$ 672,800	$ 977,800	$ 977,800
Full Time Equivalents			0.00	1.65	2.65	2.65

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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Bend Urban Renewal Area (BURA) Core Area Debt Service Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Property taxes	$ -	$ -	$ -	$ 1,264,500	$ 1,264,500	$ 1,264,500
Miscellaneous	-	-	-	10,000	10,000	10,000
TOTAL RESOURCES	$ -	$ -	$ -	$ 1,274,500	$ 1,274,500	$ 1,274,500

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Debt Service	$ -	$ -	$ -	$ 672,800	$ 672,800	$ 672,800
Reserves	-	-	-	601,700	601,700	601,700
TOTAL REQUIREMENTS	$ -	$ -	$ -	$ 1,274,500	$ 1,274,500	$ 1,274,500

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Core Area Tax Increment Finance Area

Overview

The Core Area Tax Increment Finance Area (Core Area TIF) was adopted on August 19, 2020 as a finance mechanism to address blight (as defined by ORS 457), and aid future development and redevelopment within a defined area of the City of Bend. The Core Area TIF consists of 637.15 acres within the City of Bend where more intense development and redevelopment should occur to meet the City of Bend's housing and employment needs. The Core Area TIF includes four (4) of the nine (9) Opportunity Areas identified in the 2016 Comprehensive Plan update where growth is encouraged: Bend Central District, KorPine, East Downtown, and Inner Highway 20/Greenwood. The maximum indebtedness of the Core Area TIF is $195,000,000. A boundary map of the Core Area Tax Increment Finance Area can be found at bendoregon.gov/urbanrenewal.

The BURA Core Area Construction Fund accounts for capital improvements to the Core Area TIF and is also the operating fund for all activities of BURA as it relates to the Core Area TIF. The BURA Core Area Debt Service Fund accounts for debt service on urban renewal/TIF debt issued. Property taxes levied on the new growth or incremental assessed value within the Core Area TIF will be collected and used to pay debt service on the urban renewal/TIF debt.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Begin identifying priority spending and program requirements for the Core Area TIF

Major Accomplishments during the 2019 – 2021 Biennium

- Approval of the ordinance establishing the Core Area TIF Plan and Report

Significant Changes from the 2019 – 2021 Biennial Budget

- Collection of tax increment financing (TIF) beginning Fall 2021 for the 2021-22 tax assessment year
- One (1) new staff position driven by the implementation of the City Council's Shared Prosperity goals related to development of the three Urban Renewal Areas. Funding for one (1) new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Core Area urban renewal funds.
- One (1) new Senior Planner was added to the Budget Committee Approved budget during deliberations on May 12,2021. This new planner will support City Council's Shared Prosperity Goal by serving in a business advocate role to support the Urban Renewal Manager with future operations related to the Core Area Tax Increment Finance area.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

Airport Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,688,053	$ 955,500	$ 955,440	$ 324,600	$ 324,600	$ 324,600
Intergovernmental revenues	4,854,289	590,500	334,365	825,500	825,500	825,500
Charges for services	1,750,463	1,987,200	1,993,976	2,201,800	2,201,800	2,201,800
Miscellaneous	(8,283)	(6,300)	17,571	400	400	400
Debt proceeds, interfund	1,000,000	-	-	-	-	-
Debt proceeds	-	122,400	106,400	37,300	37,300	37,300
General fund loan	3,364,000	1,000,000	550,000	400,000	400,000	400,000
General fund subsidy	115,000	72,200	-	-	-	-
TOTAL RESOURCES	$ 13,763,521	$ 4,721,500	$ 3,957,753	$ 3,789,600	$ 3,789,600	$ 3,789,600

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	$ 561,969	$ 626,000	$ 507,154	$ 745,200	$ 745,200	$ 745,200
Materials & services	270,004	359,000	358,190	473,500	473,500	473,500
Capital outlay	5,610,230	671,300	482,474	856,500	856,500	856,500
Total Community & Econ Dev. Program	6,442,202	1,656,300	1,347,818	2,075,200	2,075,200	2,075,200
Interfund Transfers	459,514	792,500	774,251	761,600	761,600	761,600
Debt Service	5,906,364	1,847,700	1,511,105	532,000	532,000	532,000
Contingency	-	425,000	-	420,800	420,800	420,800
TOTAL REQUIREMENTS	$ 12,808,081	$ 4,721,500	$ 3,633,175	$ 3,789,600	$ 3,789,600	$ 3,789,600

Full Time Equivalents			2.40			2.70

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

COMMUNITY AND ECONOMIC DEVELOPMENT
Airport Fund

Overview

The Airport fund provides oversight and management of the planning, operations, maintenance, development and expansion of the Bend Municipal Airport. The Bend Municipal Airport, the state's third busiest airport, is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport. The most recent data estimates 238 based aircraft and approximately 122,000 operations in 2019. An operation is defined by the Federal Aviation Administration (FAA) as either a takeoff or a landing and is the basis for capacity projections and future CIP projects.

The Bend Municipal Airport is located on 420 acres, situated five miles east of Bend's city limits. Owned by the City of Bend, the airport is located within Deschutes County and is outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length; a 26-acre Helicopter Operations Area (HOA) and facility with full utilities and 21 Helicopter parking pads; a full parallel taxiway on the west side and a second taxiway constructed on the east side; more than 72 hangars and industrial buildings; and parking facilities for aircraft and vehicles. As of 2020, eighteen aviation related businesses are located at the Airport with total annual payrolls in excess of $20M.

Principal sources of operating revenue for the Airport come from over 200 individual leases including tenant ground leases, City-owned hangar and tie down leases, and fuel flowage fees. Expenses include operation, maintenance and capital improvement of the Airport infrastructure. FAA grants provide significant funding for capital improvements.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Complete the Airport Master Plan and obtain related approvals from FAA, City of Bend and Deschutes County
- Collaborate with airport stakeholders to include the Public Action Committee and recently formed Friends of the Airport to improve communications and obtain support for projects and policies they identify as a priority, such as capital improvements
- Identify and pursue revenue sources for unfunded airport improvements such as construction and maintenance of an air traffic control tower, perimeter fencing and new access road
- Enter into long term development agreements with additional private-sector businesses to meet current demand for hangar space, provide amenities for tenants and generate new revenues

Major Accomplishments during the 2019 – 2021 Biennium

- Completed Airport rent appraisal in 2020, which is required in years ending in zero and five
- Added ten (10) new hangars and eight (8) new tie-down spaces to meet demand for aircraft hangar space, tie-down space and business needs
- After a long and protracted delay due to unforeseen circumstances, the Airport is on target to meet completion of Airport Master Plan by end of calendar year 2021
- Continued to enhance safety and provide services that will meet the needs of pilots
- Completed the required text amendment with Deschutes County to allow for appropriate aviation uses on Airport property
- Purchased a Toolcat and a new truck with snow plow, which allowed Airport staff to perform snow removal operations, reducing reliance on contract snow removal operations and saving at least $8,000 from one snow event

Significant Changes from the 2019 – 2021 Biennium

- Additional revenue projected due to implementation of 2020 appraisal rates
- New Airport Manager with experience, business knowledge and FAA connections will help grow the Bend Municipal Airport towards its maximum economic potential.
- In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next

COMMUNITY & ECONOMIC DEVELOPMENT
Airport Fund

FIVE YEAR VEHICLE PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
(1) All wheel drive SUV	$ -	$ 36,500	$ -	$ -	$ -
Total	**$ -**	**$ 36,500**	**$ -**	**$ -**	**$ -**

Airport
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
AP19A Master Plan Update	N/A	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000
AP22A Runway 16-34 & Seal Coat, Guidance Sign LED Upgrade	5	200,000	600,000	1,130,000	-	-	1,930,000
AP22B Air Traffic Control Tower	5	-	-	1,000,000	7,500,000	-	8,500,000
AP23A South Hangar Taxilane Rehab	5	-	-	750,000	-	-	750,000
AP25A Taxiway A & B Seal Coat and Edge Lighting, Beacon	5	-	-	-	-	3,056,000	3,056,000
		$ 220,000	$ 600,000	$ 2,880,000	$ 7,500,000	$ 3,056,000	$ 14,256,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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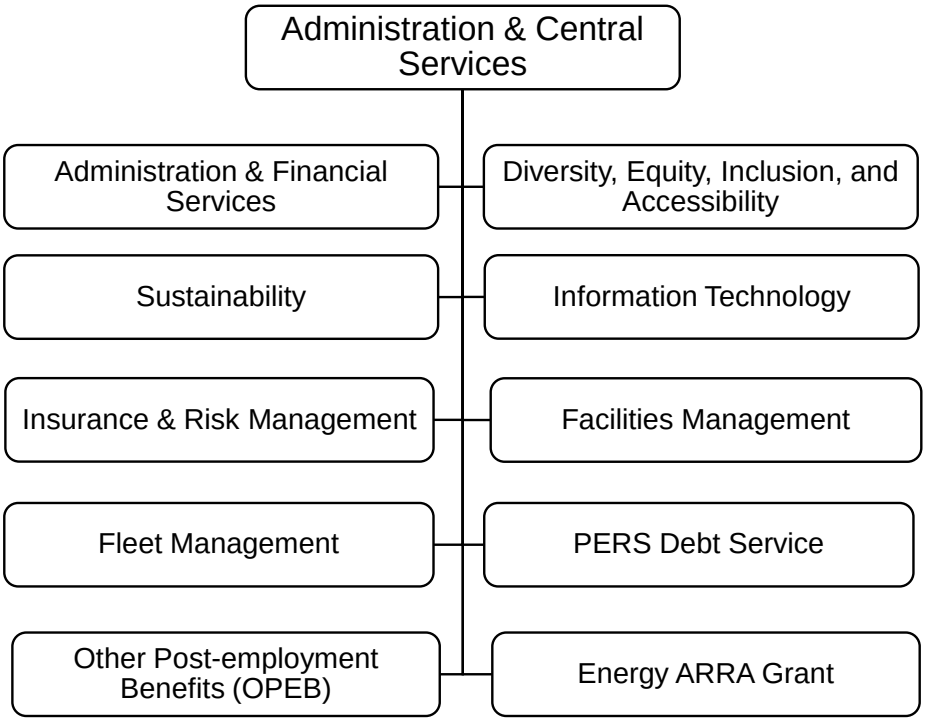
ADMINISTRATION & CENTRAL SERVICES SERVICE AREA



Administration & Financial Services
These Internal Service Fund divisions account for the activities of the following departments: City Council, City Manager, Communications, Performance Management, Volunteerism, Human Resources, Financial Services, Procurement, Project Management and City Attorney.

Diversity, Equity, Inclusion, and Accessibility
This Internal Service Fund division is responsible for embedding a commitment to diversity, equity, inclusion and accessibility within the City of Bend through internal and external initiatives guided by the work of the City Council's new Human Rights and Equity Commission (HREC) and the internal Diversity, Equity, Inclusion and Accessibility (DEIA) Task Force.

Sustainability
This Internal Service Fund division is responsible for carrying out the City's energy and climate related initiatives, including developing, updating, and implementing the City's Community Climate Action Plan (CCAP) and the City's Strategic Energy Management Plan.

Information Technology
This Internal Service Fund division accounts for the activities of the Information Technology (IT) department which maintains and manages the City's computer software and equipment and phone systems. Costs of the Enterprise Resource Planning Project are also accounted for in the IT department budget.

Insurance & Risk Management
This Internal Service Fund division accounts for the City's commercial liability insurance, workers compensation insurance, and risk management functions.

Facilities Management
This Internal Service Fund division accounts for the maintenance and construction activities of City-owned facilities, including the 15th Street Campus, Downtown Campus, Utilities Campus at Boyd Acres, and the Police building.

Fleet Management
This Internal Service Fund division accounts for Garage Services, which provides garage repairs, preventative maintenance, and fueling for the city-wide fleet of equipment. Costs incurred by this internal division are charged to other City departments or functions through direct billings.

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PERS Debt Service
This fund accounts for debt service payments on the City's PERS bonds issued to payoff a portion of the PERS unfunded actuarial liability. Contributions from departments are used to fund debt service payments and reserves.

Other Post-employment Benefits (OPEB)
This internal service fund accounts for Other Post-employment Benefits (OPEB) funds collected from departments to fund reserves for future liabilities. The only expenditures permitted from this fund will be for health care expenditures in accordance with ORS 243.343 or in accordance with negotiated union agreements.

Energy ARRA Grant
This fund accounts for the monies received from an Energy Efficiency and Conservation Block Grant. Through the 2019-2021 biennium, grant revenues were recorded in this fund and proceeds were transferred to the City Manager's Office where all of the programmatic costs are incurred. In the 2021-2023 biennium, grant revenues will be recorded directly into a new Internal Service Fund - City Wide Administration Sustainability Program.

Internal Service Fund - City Wide Administration
Administration & Financial Services

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,669,320	$ 323,100	$ 378,757	$ 867,500	$ 867,500	$ 867,500
Intergovernmental revenues	169,199	209,400	122,313	-	-	-
Charges for services	282,188	343,400	388,715	24,800	24,800	24,800
Miscellaneous	40,561	119,600	103,517	90,500	90,500	90,500
Debt proceeds	-	-	-	580,400	580,400	580,400
Interfund transfers	15,823,001	19,646,100	19,262,076	27,795,200	27,795,200	27,795,200
General Fund transfer for Council Initiatives	-	-	-	625,000	625,000	625,000
TOTAL RESOURCES	$ 18,984,268	$ 20,641,600	$ 20,255,378	$ 29,983,400	$ 29,983,400	$ 29,983,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Serv. Program						
City Council	$ 471,142	$ 515,600	$ 546,406	$ 935,400	$ 935,400	$ 935,400
City Manager's Office	2,844,949	3,678,700	3,469,802	4,085,700	4,085,700	4,085,700
Communications	1,072,981	1,626,600	1,484,077	2,004,500	2,004,500	2,004,500
Office of Performance Management	-	2,019,000	1,886,174	3,240,600	3,240,600	3,240,600
Volunteerism	282,503	308,800	290,869	-	-	-
Human Resources	2,205,076	2,580,300	2,469,379	3,745,500	3,745,500	3,745,500
Financial Services	7,243,343	5,825,700	5,445,502	6,073,000	6,073,000	6,073,000
Procurement	1,094,897	1,548,000	1,379,115	2,001,000	2,001,000	2,001,000
Project Management	-	-	-	2,146,600	2,146,600	2,146,600
City Attorney's Office	1,245,851	1,650,100	1,555,628	1,944,100	1,944,100	1,944,100
Total Admin. & Central Serv. Program	16,460,742	19,752,800	18,526,952	26,176,400	26,176,400	26,176,400
Interfund Transfers	2,177,163	861,800	861,007	858,600	858,600	858,600
Debt Service	-	-	-	2,688,000	2,688,000	2,688,000
Contingency	-	27,000	-	260,400	260,400	260,400
TOTAL REQUIREMENTS	$ 18,637,905	$ 20,641,600	$ 19,387,958	$ 29,983,400	$ 29,983,400	$ 29,983,400
By Category:						
Admin. & Central Serv. Program						
Personnel services	$ 13,000,351	$ 16,730,800	$ 15,623,927	$ 21,329,700	$ 21,329,700	$ 21,329,700
Materials & services	3,460,392	3,022,000	2,903,024	4,231,700	4,231,700	4,231,700
Capital outlay	-	-	-	615,000	615,000	615,000
Total Admin. & Central Serv. Program	16,460,742	19,752,800	18,526,952	26,176,400	26,176,400	26,176,400
Interfund Transfers	2,177,163	861,800	861,007	858,600	858,600	858,600
Debt Service	-	-	-	2,688,000	2,688,000	2,688,000
Contingency	-	27,000	-	260,400	260,400	260,400
TOTAL REQUIREMENTS	$ 18,637,905	$ 20,641,600	$ 19,387,958	$ 29,983,400	$ 29,983,400	$ 29,983,400

Full Time Equivalents		61.03	66.42

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
City Council

Overview

The City Council is the policy making board elected by the community members of Bend. The role of the Council is to determine public policy as it relates to the decisions made and actions taken for the City of Bend. The City is served by six Councilors and a Mayor who are elected to staggered, four-year terms. Expenditures directly related to the City Council are accounted for as part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration.

From left to right: Councilor Barb Campbell, Councilor Anthony Broadman, Mayor Pro Tem Gena Goodman-Campbell, Councilor Megan Perkins. Mayor Sally Russell, Councilor Melanie Kebler, Councilor Rita Schenkelberg

Sally Russell was elected to City Council in November 2012 and 2016. She was selected as Mayor Pro Tem in January 2015 and January 2017. In 2018, she was elected to a four-year term as Mayor. Sally is Bend's first elected Mayor since 1923.

Sally has served on Council since November 2012. Sally's career, her participation on the Bend Planning Commission and other community volunteer positions have led her to know and understand the many and diverse sides of the Bend community. Her passions include skiing on Mt Bachelor, mountain biking, running an organic CSA garden and enjoying life with her two daughters whenever they come home from college.

Barb Campbell was elected to City Council in November 2014 and 2018.

Barb has lived in Bend for over 20 years. She co-founded Slower Safer Bend dedicated to building a safer, more livable community.

Melanie Kebler was elected to the Bend City Council in November of 2020.

Melanie grew up in Bend and has spent her career as an attorney working for the public. She enjoys crafting and getting outdoors to hike, bike, and explore with her family.

Anthony Broadman was elected to the Bend City Council in November of 2020.

Anthony is a lawyer whose practice focuses on representing Tribal governments, assisting businesses in Bend, and advancing Indigenous rights in federal and state courts. He and his wife, Dr. Kate Broadman, have lived in Bend since 2010 and have three daughters.

Megan Perkins was elected to the Bend City Council in November of 2020.

Megan is a 5th generation Oregonian who moved to Bend in 2018 with her three children and husband. She wants to work with the Council to create a safe, equitable and affordable city for all.

Rita Schenkelberg was elected to the Bend City Council in November of 2020.

Rita moved to Bend in 2015. Rita is a queer person of color who is the child of an immigrant. They are passionate about the outdoors and supporting communities who have been historically oppressed. Rita practices yoga, creates art, and camps as much as they possibly can.

Gena Goodman-Campbell was elected to City Council in November 2018. In January 2021, she was selected by the Council to serve as Mayor Pro Tem.

Gena and her husband have one daughter.

Gena received a BA in Political Science from Colorado College. She is the Public Lands Coordinator for the Oregon Natural Desert Association.

Goals & Objectives for the 2021 – 2023 Biennial Budget

The following focus areas were identified, by the City Council, as goals and objectives for the 2021-23 biennium. They were adopted by Council on March 17, 2021.

ACCESSIBLE & EFFECTIVE CITY GOVERNMENT

Goal: Meet the diverse and changing needs of the community and build connection between community members and City government by providing services in a way that works for everyone, builds public trust, and promotes civic engagement.

Strategy 1: Apply an equity lens across all City services, goals, strategies and budgets

- Use Equity Mapping and other tools to assess the gaps in equitable access to City services
- Expand opportunities for community members to connect with the city
- Lower barriers to engagement and improve access

Strategy 2: Expand outreach and public engagement with all community members, so that everyone feels welcome and that their voice will be heard

- Conduct an assessment that will inform an outreach and communication strategy and structure
- Use art and creativity to provoke thought, challenge assumptions and shape how we define our narrative as a city
- Assess the neighborhood association system as a conduit of information and representation and create opportunities to engage under-served communities

- Connect with local regional partners on issues of shared interest, including Warm Springs

Strategy 3: Increase efficiency and transparency of city operations through use of technology, data and long-term planning

- Increase transparency through open data, publicly available dashboards, and reporting
- Use a human centered design approach to improve City web site and customer service
- Advance facilities planning to include a new City Hall and a shared public works campus
- Create a self-sustaining financial model for the Bend airport

Strategy 4: Increase the opportunity for Council and Committees to effectively serve all of the community

- Remove barriers to participation on City Boards and Committees and provide equitable access to Council meetings
- Increase opportunities for community members to engage with City Council including young people and renters
- Increase Council support and constituent engagement through staffing and technology

ENVIRONMENT & CLIMATE

Goal: Protect our environment by implementing sustainable solutions that demonstrate the City's commitment and leadership in preserving our natural resources and reversing the effects of climate change. Improve quality of life for more people in Bend by increasing equitable access to a healthy environment.

Strategy 1: Implement the Community Climate Action Plan (goal of reducing fossil fuel use by 40 % by 2030 and 70% by 2050)

- Implement recommendations from the Environment & Climate Committee (ECC)
- Explore opportunities for statewide programs that reduce greenhouse gas emissions
- Conduct community electric vehicle planning
- Implement resource recovery and reuse strategies for the Water Reclamation Facility
- Advocate for and track strategies to reduce Vehicle Miles Traveled (VMT) consistent with the Transportation System Plan

Strategy 2: Implement the City's internal Strategic Energy Management Plan

- Implement carbon reduction measures to the City's fleet
- Pursue opportunities for renewable energy generation and sustainable design and resiliency on City properties and facilities
- Purchase renewable energy for all City facilities where feasible

Strategy 3: Preserve natural resources, such as clean air and water, wildlife and trees, through partnerships and policy

- Promote water conservation through programs, incentives, partnership and agreements
- Revise tree ordinance that balances affordability and natural resource preservation
- Protect critical water resources and other essential city facilities with a focus on sustainability and resiliency

Strategy 4: Create wildfire and emergency resiliency plans that acknowledge our changing climate

- Adopt a wildfire resiliency plan that includes hazard zone mapping and building and development code standards that acknowledge Bend's climate, fuel types and topography
- Partner with state and regional efforts to reduce wildfire risk and provide relief for those who have been impacted and experienced losses
- Create a more robust emergency management plan that is connected to regional efforts
- Develop plans to address the risk and impact of fires on critical infrastructure

SAFETY, HEALTH, ACCOUNTABILITY & JUSTICE

Goal: Work to create an environment where all community members feel safe accessing the services they need and confident the right service will be provided. Deliver public safety services in a way that builds community resiliency and trust.

Strategy 1: Invest in programs and partnerships that result in collaborative, concrete actions toward ending homelessness in Bend

- Partner with Deschutes County to create an Emergency Homelessness Task Force that results in a 5- year Community Action Plan
- Increase funding and services for people experiencing homelessness and those that are housing insecure
- Continue to reform our response to mental health and addiction calls for service are responded to and invest in appropriate resources

Strategy 2: Create equitable community engagement around policing that promote accountability and justice

- Advocate for improvements to the criminal justice system by leveraging national, state and regional efforts
- Revise Police Chief's Advisory Council with a focus on community representation, transparency, public oversight and accountability
- Build organizational capacity and connections with neighborhood associations and other community groups

Strategy 3: Invest in delivery of City public safety services that align with broader community values, plans and vision

- Ensure core services are keeping pace with a growing City and adjust staffing resources to match service demands
- Maintain response times and cardiac survivability rates for Fire/EMS services
- Recruit and retain a diverse workforce that reflects the community

SHARED PROSPERITY

Goal: Cultivate tomorrow's economy to assure that w e are creating opportunity for all community members to equitably share in Bend's prosperity.

Strategy 1: Optimize planning and infrastructure investments to create employment opportunities

- Develop land use & infrastructure plans for Core, Southeast Area, Juniper Ridge and Airport

- Update the City's Economic Opportunity Analysis to ensure an adequate supply of employment land
- Use Equity Mapping to inform GO Bond implementation, capital project investments, and maintenance activities
- Advocate and be prepared for State and Federal resources

Strategy 2: Increase economic opportunity, advancement and resiliency

- Partner with key organizations to increase internet (broadband) access
- Modernize the Utility Assistance Program through community partnerships
- Leverage City contracting and employment opportunities to incentivize higher wages and opportunities for BIPOC and women-owned businesses

Strategy 3: Align with and promote the Bend Economic Development Advisory Board Strategic Plan in attracting and retaining targeted sectors

- Increase affordable childcare options
- Increase and attract green jobs
- Promote an 'Innovation District' in partnership with the Bend Chamber
- Invest in workforce development activities

TRANSPORTATION & INFRASTRUCTURE

Goal: Design and build a connected multimodal transportation system that allows people to move around safety and equitably, increasing efficiency for all transportation users. Invest in Bend's robust and resilient infrastructure systems to meet community expectations regarding service and stewardship

Strategy 1: Implement policies and actions identified in the Transportation System Plan

- Implement programs identified in the Recommended Near-term Programs in the Transportation System Plan and develop and track progress
- Implement GO Bond projects that address community mobility demands
- Develop and adopt an action plan aimed towards zero traffic deaths or serious injuries
- Prioritize funding for projects and programs that improve safety for vulnerable users
- Prioritize the right user for the right road, keeping freight moving and reducing cut through traffic in neighborhoods

Strategy 2: Provide robust transit and mobility services with a focus on safe options in neighborhoods

- Track and aggressively pursue federal, state and local funding sources that provide sustainable funding for transit service
- Partner with Bend LaPine School and Bend Parks and Recreation Districts to create safe, connected and accessible routes to school
- Partner with agencies and stakeholders to increase transportation options
- Expand partnerships with Bend LaPine School and Bend Park Districts with a focus on equity while funding the Neighborhood Street Safety Program
- Advance the funding and construction of Bike Greenways and leverage the GO Bond to implement this strategy where possible
- Implement a sidewalk program to maintain and expand the city's sidewalk network

Strategy 3: Prioritize water utility investments and programs on water conservation, resource re-use and resource recovery

- Adopt an Integrated Water System Master Plan with a focus on conservation
- Develop facility plans for the Water Reclamation and Water Filtration Facilities based on operational needs and environmental and financial stewardship
- Develop a Stormwater Master Plan that is adaptable to Bend's continued urbanization
- Plan rate structures to assure that prudent maintenance is funded

HOUSING

Goal: Take meaningful action to make this statement a reality: People who live and work in Bend can afford housing in Bend.

Strategy 1: Align infrastructure investments to create buildable land for needed housing

- Leverage projects in the GO Bond and Capital Improvement Project plans to provide housing opportunities
- Develop housing specific strategies and targets in the Core and Southeast Area Plans
- Evaluate housing opportunities in Juniper Ridge

Strategy 2: Pursue policy actions to increase the supply of housing

- Leverage legislative opportunities to obtain needed housing
- Remove and reduce regulatory barriers for development of housing, with an emphasis on incentivizing deed-restricted affordable housing, middle income housing, and housing that serves vulnerable community members
- Explore funding sources to construct housing/facilities and related supportive services to serve community members experiencing homelessness
- Review existing land use designations to find more housing opportunities
- Leverage city and other publicly owned property to create needed housing

Strategy 3: Establish housing strategies as a platform for equity

- Establish housing in a geographically dispersed manner throughout the City with proximity to schools, parks, services and employment opportunities
- Create 1000 units of deed restricted affordable housing
- Modify City codes to allow for managed camps, shelters and other facilities to address homelessness
- Create housing units or facilities to house 500 homeless individuals on a temporary or permanent basis
- Explore additional tools to maintain affordability of built units

<u>Significant Changes from the 2019 – 2021 Biennial Budget</u>

- Budget includes $275k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including removing barriers to participation on City Boards and Committees, providing equitable access to Council meetings, increasing opportunities for community members to engage with City Council including young people and renters, and increasing Council support and constituent engagement through staffing and technology

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office

Overview

The City Manager's Office is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration.

The responsibilities of the City Manager's Office include the provision of professional leadership in the administration and execution of policies and objectives formulated by City Council, the development and recommendation of alternative solutions to community problems for Council consideration, the planning and development of new programs to meet future needs of the City, oversight of the biennial budget process, community relations, interagency coordination and fostering community pride in City government through excellent customer service. City-wide economic development support is also accounted for as a division of the City Manager's Office.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Provide support to the City Council, including achievement of goals and objectives (see the City Council Budget Narrative earlier in this section for the list of 2021-2023 Goals) and policy directives
- Provide City leadership and direct departments and programs city-wide
- Provide information to, and pursue special projects, as directed by the City Manager and/or City Council
- Manage Advisory Boards, Committees and Commissions

Major Accomplishments during the 2019 – 2021 Biennium

- Proactively and effectively managed City finances and operations, while managing through a pandemic and resulting economic uncertainty
- Developed and approved the Community Climate Action Plan consistent with Council Greenhouse Gas reduction goals
- Created the Human Rights and Equity Commission and Environment and Climate Committee
- Completed an organizational assessment as a foundational element of the City's internal Diversity, Equity, Inclusion and Accessibility strategic plan
- Revised Council Goal framework to account for the COVID-19 pandemic, including the distribution of over $3M in CARES Act funding to community partners
- Collaborated across the organization and with community partners to achieve a voter-approved $190M Transportation Bond that is consistent with the adopted 2040 Transportation System Plan
- Partnered with local government agencies to create 'Collective Impact Bend', a coalition of elected and staff leadership that prioritizes and coordinates services and programs to address key community issues such as Diversity, Equity, and Inclusion (DEI), Homelessness, Affordable Housing, Transportation, etc.

Significant Changes from the 2019 – 2021 Biennial Budget

- Transitioned one (1) Purchasing Coordinator position from the Information Technology department to the City Manager's Office to provide administrative support to the central service departments
- Reallocation of (0.1) FTE Senior Administrative Support Specialist from Administration and Financial Services to Facilities Management
- Reallocation of (0.3) FTE Senior Management Analyst from Administration and Financial Services to the Economic Development programs

- The Sustainability program, previously known as the Energy program, is removed from within the City Manager's Office to create a new division for the 2021-2023 biennium within the Administration & Central Services Service Area of the Internal Service Fund – City Wide Administration. It is being separated out as a standalone budgetary program to improve transparency of the City's climate initiatives.
- Moved the Authorized FTE for Economic Development on the Authorized FTE schedule from the Administration & Central Services Service Area to the Community & Economic Development Service Area

ADMINISTRATION & CENTRAL SERVICES
Communications

Overview

Communications, part of the Administration & Financial Services Division within the Internal Service Fund - City Wide Administration, consists of the Communications Services and Neighborhood Association programs.

Communications Services provides information and education to the public and media about City programs, projects and services, and deploys a multi-medium, multi-faceted communications and community relations plan to reach and involve a broad segment of the community. It includes strategic communications planning, media relations, crisis communications, oversight of the City's website, social media, and graphic design standards. The Communications Department also supports City Council meeting broadcasting, livestreaming and captioning.

The Neighborhood Association Program supports the City's thirteen (13) recognized Neighborhood Associations (NAs) that provide a link between the City and residents who may have an interest in various local matters, including land-use decisions, capital improvement projects, and other services and programs offered by the City. Neighborhood Association Program funds are allocated by the number of tax lots within the Association and may be used for communication-related expenditures such as conducting and publicizing meetings in person or virtually, maintaining websites, outreach to members, printing meeting agendas, notices or fliers, mailing postcards or newsletters, and more.

Communications Department staff support the Neighborhood Leadership Alliance (NLA) Council advisory committee, which consists of one representative from each NA and provides input to the City Council from a neighborhood and community perspective.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Conduct an assessment that will inform an outreach and communication strategy and structure
- Assess the neighborhood association system as a conduit of information and representation and create opportunities to engage underserved communities
- Promote interest and participation in the City of Bend's government policies, programs, and services
- Increase community engagement through the Neighborhood Associations and the Neighborhood Leadership Alliance
- Develop a Diversity, Equity, and Inclusion focused communications strategy to support City Council's 2021-2023 Accessible and Effective City Government goal and improve access to City information by increasing communications translated into Spanish, starting by launching a new, Spanish-translated version of our monthly Bend Current enewsletter
- Improve the user experience of the City's website so visitors to Bendoregon.gov can easily find information they seek
- Increase the public's online/electronic engagement with the City through social media
- Support departments in developing messages and outreach strategies
- Enable consistent messaging and imagery in a variety of outreach tools through citywide policies and trainings for staff who communicate with the public
- Use and build on baseline key performance measures to set goals for communications, tracking effectiveness of neighborhood associations, community participation (land-use education resources), online engagement and effectiveness of department trainings.
- Implement an internal communications plan and strategies

Major Accomplishments during the 2019 – 2021 Biennium

- Added a new Community Relations Manager position to support growing Neighborhood Association (NA) needs and the Neighborhood Leadership Alliance (NLA)
- Facilitated the NLA's development of a strategic plan, work plan, communications and input structure and an education curriculum for onboarding new NLA representatives
- Produced monthly NA newsletters to improve communication between the City and NAs
- Helped NAs transition from in-person operations to hosting online meetings and virtual events to continue member engagement during the COVID-19 pandemic
- Worked with the NLA and NAs to develop a Land Use Education Plan and identify education materials needed to help better the community's understanding of land use in Bend
- Helped establish a new Neighborhood Street Safety Program with the Transportation & Mobility Department and the Office of Performance Management and worked with the NLA and NAs to prioritize funding for neighborhood projects
- Expanded social media followers and engagement with the addition of a Communications Coordinator to oversee a growing number of social media platforms and accommodate growing citywide communications needs associated with transportation, housing, infrastructure, land-use education and more
- Established baseline data for tracking effectiveness of neighborhood associations, community participation (land-use education resources), online engagement and effectiveness of department trainings.
- Grew enews subscribers to the Communications Department's primary content sources: the Weekly Road and Traffic Report (40% over the two-year period), News Releases (20% over the two-year period) and the Bend Current monthly enewsletter (4% over the two-year period)
- Dedicated a portion of an existing position to internal communications to improve internal communications, including BendHub, COVID-19 employee communications, and more
- Supported the Central Oregon Emergency Information Network, a collaborative, interagency emergency public information coalition, and the associated Joint Information Center throughout the COVID-19 pandemic

Significant Changes from the 2019 – 2021 Biennial Budget

- Budget includes $95k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including a communications assessment and an assessment of neighborhood association programs
- Funding increase to support two advertising campaigns and billboards to help reach different community audiences
- Budgetary increase to pay for translation and interpretation of monthly enewsletters, emergency outreach communications, and limited, identified projects as needed
- Adding an "off-year" community survey with a neighborhoods-directed focus
- Increasing budget for internal communications digital signage and a printed newsletter to support new, dedicated Internal Communications capacity

ADMINISTRATION & CENTRAL SERVICES
Office of Performance Management

Overview

The Office of Performance Management (OPM) is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The OPM is a centralized department that coordinates resources to ensure that the City meets the community's goals through data and analytics. The OPM helps the City think differently about its operations and contributes to the City becoming a more customer-focused and strategically aligned organization through data and technology solutions.

The OPM assists with Council goal-setting, monitors performance targets and supports the City's Innovation Strategic Plan. In addition, the OPM leads the management of enterprise data sets to create synergy between departments.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Improve the availability, quality and consistency of data via a city-wide data management program
- Provide increased transparency through an open data policy and program, including publicly available dashboards and reporting
- Develop an equity mapping tool to support Council Goals and decision-making
- Collaborate with departments to elevate and expand infrastructure asset management
- Improve the connectivity of the current performance management system with budget development, human resource management and data analytics
- Direct, support and monitor business process improvements and changes for key business systems as well as ongoing departmental needs for continuous improvement
- Incubate new or innovative ways of solving problems through use of technology and data

Major Accomplishments during the 2019 – 2021 Biennium

- Developed and launched the Council Goals Performance Dashboard
- Supported the Online Permit Center (CityView) project through data conversions, data integrations, and report development
- Designed and implemented a SQL and GIS-based data warehouse solution for reporting and merging the 20+ year old legacy application with the City's new Permitting Software
- Designed and created the City of Bend's planning and permitting Data Explorer tool
- Launched the City's continuous improvement program (SPARK)
- Created the Bend Land Information System (BLIS) which allows Council and the public to view and monitor trends in developable lands
- Increased employee knowledge and skills on the use of data and analysis tools through training, communication and coordination of user group meetings

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Information Systems Analyst to help with data management and analytics
- Reallocated one (1) existing Senior Information Systems Analyst from the Community Development Department to the Office of Performance Management
- Budgeting for new aerial imagery capture. As the City grows, it's important to have updated imagery to assist in capturing information used by multiple departments for planning and policy purposes.
- Budget includes $25k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including data development and management

ADMINISTRATION & CENTRAL SERVICES
Volunteerism

Overview

The Volunteerism Program is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. This program seeks to develop and enhance community partnerships, promote standards for excellence in external and internal customer service, and serve as ombudsmen for the community.

Major Accomplishments during the 2019 – 2021 Biennium

- Continued to refine the Bend Beautification Program and create more user-friendly platforms through technology for public access
- Fostered greater stewardship, ownership and ambassadors for the City in various volunteer efforts (roundabouts, community garden, stormwater/environmental stewardship, public safety, etc.)
- Although not the intent of the volunteer program, given the high caliber and experience of volunteers who have been onboarded with the City through the volunteer program, several volunteers have subsequently been hired by the City of Bend throughout multiple departments
- Continued development of events utilized for both internal and external communication including; the Bend Business Meeting, Let's Pull Together, the annual Holiday Luncheon/Charitable Giving Campaign, etc.

Significant Changes from the 2019 – 2021 Biennial Budget

- Beginning in the 2021 – 2023 Biennium the Volunteerism program budget is fully incorporated into the Human Resources program. Goals and significant changes for the Volunteerism program are included in the Human Resources program section.

ADMINISTRATION & CENTRAL SERVICES
Human Resources

Overview

The Human Resources Program is a part of the Administration & Financial Services Division within the Internal Service Fund - City Wide Administration. Human Resources guides the establishment and implementation of effective, city-wide employment policies and practices. Human resource management includes talent acquisition, policy development and implementation, compensation and benefit administration, employee/labor relations, safety, and workforce development.

The policies and procedures that determine compensation, benefits, and working conditions of City employees varies depending on whether or not the employee belongs to a labor union. Non-represented employees' pay, benefits, and other conditions of employment are established by personnel policies, whereas the terms of employment for represented employees are determined by labor contracts negotiated between the City and the bargaining unit to which an employee belongs. The bargaining units representing City employees are: the City of Bend Employees Association (COBEA), which as of March 31, 2021, represents approximately 262 employees in Utilities, Streets & Operations, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #227 (Bend Fire Association – BFA), representing approximately 88 fire personnel; and the Bend Police Association (BPA), which represents approximately 113 police employees.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Provide an exceptional employee experience by focusing additional attention on new methods of talent acquisition, hybrid work assignments, employee onboarding, workforce development, and wellbeing
- Implement a temporary staffing program for all Operational Departments to include, talent acquisition, placement, monitoring, and administration
- Implement a Diversity in Government City-wide internship program designed to encourage candidates from groups traditionally underrepresented in the sciences, social sciences, business and humanities to consider careers in the public sector
- Create an inclusive organizational culture that calls for high standards of performance and aligns employee efforts with the City's mission, vision, and business strategy
- Develop labor/management relationships that are built on mutual trust and respect and result in collaborative partnerships committed to achieving the City's mission, vision, and program goals
- Negotiate successor agreements with each of the City's three Associations (BPA, BFA, and COBEA)
- Support leaders at all levels in effectively managing their teams by assisting departments with navigating organizational changes related to staffing and workforce planning
- Advocate for strategic staff development, including effective onboarding, career development, planning, and timely and appropriate recognition
- Improve the City's ability to attract and retain the highest quality talent in order to enhance the City's services to our community
- Improve Human Resources access and analysis of employee data through implementation of bi-weekly payroll in partnership with the Finance Department
- Commit resources to a Diversity, Equity, Inclusion, and Accessibility (DEIA) program to promote continued respect and support the City Manager's Office and Departmental projects and initiatives
- Implement organizational changes to ensure compliance with the Oregon Pay Equity Act to include conducting a pay equity analysis and identifying an action plan
- Improve employee well-being by enhancing our benefits such as, adding virtual counseling to our telemedicine contract and upgrading our Employee Assistance Program (EAP)

- Continue to provide community relations, ombudsmanship, and general information to City Council, staff, and community members through the Volunteerism program
- Continue development and expansion of volunteer programs throughout multiple departments at the City of Bend, including additional opportunities for remote volunteers and intern/extern programs

Major Accomplishments during the 2019 – 2021 Biennium

- Responded to the COVID-19 Pandemic. HR Programs and Services included:
    - Workforce Safety
    - Workforce Planning
    - Labor and Employee Relations
    - Training and Organizational Development
    - Leave Administration / Worker's Compensation
    - Volunteer and Community Partnership Development and Coordination
    - Benefits Response
    - Continuity of Essential HR Programs and Services
- Transitioned the workforce to remote hybrid work in order to support city-wide continuity of operations plans
- Implemented Families First Coronavirus Response Act (FFCRA) leave for all employee groups
- Administered the contract with Trupp HR to conduct a pay equity analysis in alignment with Oregon Pay Equity statutes
- Administered the contract with Trupp HR to conduct a classification review of technology and data positions in the City.
- Continued to decrease the City's insurance premium expense via a high deductible medical insurance plan with a health reimbursement account (HRA) and a voluntary employee benefit association (VEBA) account program for all employees of the City

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) LTE Program Specialist hired during the transition of the City's migration to the new ERP system will be converted to full time to maintain compliance with new Oregon Pay Equity Law and expansion of data systems requirements for administration
- One (1) new HR Business Partner to oversee temporary staffing administration city-wide
- Incorporating a DEIA program which will include conducting an organizational assessment, training for employees, Council and volunteers, and working with the City Council to establish a permanent commission/committee to develop a DEIA action plan
- Beginning in the 2021 – 2023 Biennium the Volunteerism program budget is fully incorporated into the Human Resources program.
- Reestablishment of minimal volunteer and staff events, after significant cuts as part of the COVID-19 pandemic response, budgets for future events incorporate additional safety measures to promote public wellbeing

ADMINISTRATION & CENTRAL SERVICES
Financial Services

Overview

The Finance Department is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The Finance Department promotes sound financial management and provides an umbrella of accountable, effective and efficient financial services for our community members and City departments.

This department performs the following functions: accounting, budgeting, financial reporting and analysis, treasury and debt management, payroll and accounts payable processing, oversees compliance and prepares reports for federal grants, grant billing and reporting services. The City produces a monthly financial report and revenue dashboard that compares budget to actual as well as the Comprehensive Annual Financial Report which has earned the distinguished reporting and presentation award from the Government Finance Officers Association (GFOA) since 1993. This department also prepares the City's Biennial Budget and Long Term Financial Plans. It also performs financial analyses and financial planning for the City. The City's budget has earned the distinguished budget presentation award from the GFOA since 1999.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Oversee financial management for the City and ensure compliance with financial policies as well as state and federal statutes and accounting principles
- Develop long term financial plans and funding strategies for various City operations including facility, transportation and infrastructure planning
- Continued participation in the implementation of the final modules of the Enterprise Resource Planning (ERP) system including systems for debt management, annual financial reporting, grants management and general billing
- Actively seek and recommend funding strategies to address the City's long-term financial obligations
- Implement bi-weekly payroll and improve access and analysis of employee data in partnership with Human Resources

Major Accomplishments during the 2019 – 2021 Biennial Budget

- Worked with departments, consultants and partner agencies to administer, track and report on $4.0 million of COVID-19 related federal funding of which $3.0 million went directly into community programs and assistance
- Received the GFOA awards for the 2019 – 2021 Biennial Budget, the 2018 - 2019 Comprehensive Annual Financial Report and submitted the 2019 -2020 Comprehensive Annual Financial Report to the GFOA for award consideration
- Applied for and received from the Oregon State Employer Incentive Fund matching contributions of $2.8 million into a side account for the City at the Oregon Public Employees Retirement System resulting in contribution rate reductions of 3.10% for each of the next 20 years
- Entered into $50.2 million of new or increased loans through the State's Clean Water State Revolving Fund Loans (CWSRF) with the Oregon Department of Environmental Quality (DEQ) to provide improvements to critical water reclamation infrastructure at low interest rates
- Issued Full Faith and Credit Bonds in the amount of $49.8 million to finance the costs of transportation system improvements including the Empire and Murphy corridors, the acquisition of fire engines, the implementation of various energy savings projects and parking lot improvements

- Issued Sewer System Revenue Bonds in the amount of $37.9 million to finance the costs of improvements to the City's water reclamation system, including the North Interceptor Sewer Line
- Refunded the balance of the 2010 Full Faith and Credit Bonds in the amount of $10.7 million which resulted in approximately $822,000 of interest savings over the remaining life of the loans
- Authorized to issue Full Faith and Credit Bonds and Refunding Bonds in an amount not to exceed $35.6 million to finance the costs of equipment, acquisition and installation of enterprise resource planning software, stormwater construction projects and Urban Renewal capital projects as well as refinancing older Full Faith and Credit notes for interest savings. These bonds closed in May 2021.
- Created a dashboard measuring the current state of key infrastructure and necessary improvements needed to meet industry best practices and desired service levels
- Assisted in the design and implementation of ERP systems for Municipal Court, Capital Assets, Fleet Services, Utility Billing, Online Permitting and Construction Project Management

Significant Changes from the 2019 – 2021 Biennial Budget

- Transferred one (1) Financial Accountant position from Finance Department to the Project Management Office to support the increasing reporting, contract oversight and systems design and operations needs of the organization
- One (1) new full-time Financial Accountant was adopted by City Council in March 2021 to support the growing complexity of financial reporting based on seven new ERP systems going live in the current and next biennium.
- Capital Outlay for acquisition of debt and loan management system and annual financial reporting and budgeting system is included in the 2021-2023 biennial budget

ADMINISTRATION & CENTRAL SERVICES
Procurement

Overview

The Procurement and Public Contracts Department is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The responsibilities of the department include providing procurement services and contract administration to all city departments and the public in a timely, courteous and ethical manner. Items including but not limited to fuel, construction work, professional services, heavy equipment, maintenance equipment and supplies are procured through competitive public contracting processes. In addition to developing and managing invitation for bid and request for proposals processes, the department provides guidance and assistance to other City staff in helping to define needs, soliciting quotes and administering contracts. The department manages the Vendor, Purchase Order, Procurement Card, and Contracts modules of the Enterprise Resource Planning (ERP) system. Procurement negotiates contracting terms and conditions, ensures compliance with applicable procurement laws, ensures fair and equitable treatment of suppliers, and manages the disposition of surplus property.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Develop a supplier diversity program that leverages City contracting opportunities to incentivize higher wages and increase opportunities for BIPOC and women-owned businesses
- Implement an e-procurement/bidding software system to increase efficiencies and competition
- Implement Procurement related sections of the Strategic Energy Management Plan
- Participate in the update of the standards and specifications for public improvements
- Ensure city-wide compliance with purchasing policies and state and local laws

Major Accomplishments during the 2019 – 2021 Biennium

- COVID-19 Pandemic response including transitioning to remote work, implementing city-wide electronic signature platform, and meeting organizational face covering and PPE needs
- Increased contracts with Oregon Forward program supporting meaningful work for Oregonians living with disabilities
- Realigned department roles and responsibilities to better support departments and increase efficiencies
- Developed a process in coordination with the City Attorney's Office to review and modernize Information Technology contracts

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Senior Procurement Analyst to implement the GO Bond Program. This position will be funded by the 2020 General Obligation Bond Construction Fund
- Addition of costs for city-wide electronic signature system annual subscription
- One (1) Purchasing Analyst in the second year of the biennium funded through a special purpose transfer from the General Fund as prioritized in Council's 2021-2023 Shared Prosperity goal to support the Council initiated supplier diversity program

ADMINISTRATION & CENTRAL SERVICES
Project Management Office

Overview

The Project Management Office (PMO) Program is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The mission of the PMO is to deliver quality project management services, tools and training to the organization. The PMO directly oversees a suite of enterprise projects in the Innovation Strategic Plan. In addition, the program assists business units by providing project management training and tools, consulting and other services to help departments deliver their own projects utilizing innovative and nimble approaches coupled with standard project management methodologies.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Support the implementation of the Innovation Strategic Plan by providing project management services and portfolio management. Some of the priority projects include:
    - Bi-weekly payroll implementation
    - Infrastructure asset management strategy and system
    - Fleet telematics implementation
    - Document management strategy
    - City website improvements
    - Customer service enhancements, including a service request system and customer service center
    - Budgeting and Comprehensive Annual Financial Reporting system replacement
- Complete the implementation of the remaining portions of the Leading Effective Applications & Processes (LEAP) program, including Account Receivable and General Billing, Cemetery and Property Management
- Expand the organizations project management capacity by:
    - Providing project management training
    - Developing and maintaining a flexible project management framework and toolkit

Major Accomplishments during the 2019 – 2021 Biennium

- Implementation and/or replacement of key business systems including:
    - Online Permit Center (CityView)
    - Utility Billing (Munis)
    - Fleet Management (FleetFocus)
    - Court and Case Management (Incode)
    - Online Utility Billing (Invoice Cloud), replacing the Click2Gov billing and payment infrastructure
    - Online payments for Ambulance and EMS (Invoice Cloud)
- Created the Project Management Office
- Assisted in the development of the Innovation Strategic Plan and provided project management support to key projects

Significant Changes from the 2019 – 2021 Biennial Budget

- Budget includes $80k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including use of a human centered design approach to improve City website and customer service

- The LEAP program transitioned into the Project Management Office (PMO) and is now a separate budget entity in the Internal Service Fund – City Wide Administration.
- One (1) new Senior Project Manager FTE that will serve as a lead to PMO staff and replace the expiring LTE LEAP Manager position
- Conversion of the three project managers from LTE to FTE to support the ongoing project management needs of Innovation Strategic Plan and organization
- Transition of one (1) Financial Accountant from the Finance Department to the PMO

ADMINISTRATION & CENTRAL SERVICES
City Attorney's Office

Overview

The City Attorney's Office is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The City Attorney's office acts as general in-house counsel to the City of Bend, providing legal advice and services to the City Council, the City Manager, Department Heads and other management personnel, as well as providing legal advice to boards, commissions, agencies, and to City employees related to their official responsibilities. The City Attorney's office seeks to provide timely and proactive legal advice consistent with a complex system of local, state and federal laws and regulations, the US and state constitutions and applicable case law, to be responsive to the City's needs and innovative and solution oriented in our approach to a growing and changing city. In addition to providing constant daily advice, the attorneys implement Council policy direction and goals by drafting or amending City ordinances and resolutions, contracts, intergovernmental agreements, engineering and planning documents, and memos. They provide ongoing employment and personnel advice related to City employees and collective bargaining. The City Attorney's office proactively tries to resolve disputes when they arise, and takes the lead in settling disputes, including personnel matters, open records act challenges, land use matters and other disputes affecting the City, and manages outside litigation when it occurs.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Build a strong and respectful relationship with the new City Council, support Council Goals, help educate and respond to Councilor questions and provide legal guidance and perspective to facilitate Councilors' community leadership role and enhance their ability to effectively achieve their objectives.
- Continued focus on code changes, short term and long term, related to homelessness, including temporary, emergency, transitional and housing, shelters, safe parking, and managed vehicle camping, etc.
- Legal support/research as needed to variety of ideas from Human Rights and Equity Commission and Council, including equitable access to government and City services and meetings, as well as helping with the hiring and support for the new Equity and Inclusion Director
- Continued review and legal advice on Council and Committee pay and stipends.
- Legal review and ongoing oversight of documents and plans including but not limited to: Water Public Facility Plan, Water Conservation Management Plan, Southeast Area Expansion Area Planning, Urban Growth Boundary (UGB) expansion documents, Airport Master Plan, and activity at Juniper Ridge
- Review, draft documents and provide advice to Engineering Infrastructure & Planning (EIPD) and Procurement departments related to major infrastructure projects, including support and coordination with outside counsel on condemnation matters and implementation of the 2020 General Obligation. Bond
- Provide advice regarding Council's goals related to affordable housing, including tools to maintain affordability, structuring development proposals to achieve affordability and middle-income housing, and other mechanisms to achieve housing strategy of equitable housing opportunities
- Continue to be lead legal support regarding water rights issues, including working on instream issues with Tumalo Irrigation District, supporting future hydro project
- Continue supporting public safety departments in evolving roles and services, including measures such as Police body-worn camera project
- Assist the City Manager's Office (CMO) with the transition to hiring of a new ADA Coordinator and transition the program from Legal to the CMO to best serve the City and community interests

Major Accomplishments during the 2019 – 2021 Biennium

- Continued supporting EIPD in complex and multiple progressive design-build public infrastructure projects and providing increasingly sophisticated document drafting and forms, negotiations with irrigation districts and condemnation proceedings
- Worked with CMO and Council to create the Human Rights and Equity Commission and Environment & Climate Committee and support to those processes
- Worked with CMO and Council to help address those facing homelessness in Bend, including Juniper Ridge efforts, research and creation of a safe parking program for overnight vehicle stays, implementing state law, Turnkey project review/documents and other initiatives
- Worked with various departments on various initiatives to support efforts to create more affordable housing in Bend, including House Bill 4079 UGB pilot project
- Lead attorneys for Transportation System Plan process with ongoing advice to Task Force and staff; drafted all GO Bond Resolutions and ballot documents
- Worked with the Community Development Department on numerous planning projects, including drafting complex development agreements (Westside Annexation and Development Agreements)
- Handled all municipal court matters, Land Use Board of Appeals (LUBA) appeals, labor and personnel matters, circuit court litigation, in-house with existing four attorney staff
- Ongoing legal support to successful Bend Urban Renewal Agency projects (Core Area Urban Renewal Area/Tax Increment Financing/Bend Central District amendments, in particular)
- Hired a capable, effective new attorney who has successfully integrated into the City culture and legal department, particularly focusing on filling gaps at the airport that needed attention, and providing focused internal legal services to the utilities and Information Technology departments
- Researched law in state and across the country to help with multiple emergency orders related to the COVID pandemic, including general order covering many programs, the mask enforcement order, tourism order, and wildfire RV order, and updates. Worked with City Manager Office and departments to quickly understand legal and policy options and programs to better serve Bend during the public health crisis and social upheaval with new and changing legal tools and principles of governance

ADMINISTRATION & CENTRAL SERVICES
Administration & Financial Services

FIVE YEAR VEHICLE & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
Two (2) Electric vehicle replacements	$ -	$ -	$ 70,000	$ -	$ -
Subtotal Vehicles:	**$ -**	**$ -**	**$ 70,000**	**$ -**	**$ -**
Intangibles:					
E-Procurement System	$ 100,000	$ -	$ -	$ -	$ -
Financial Reporting Software Replacement	75,000	-	-	-	-
Debt Management Software	100,000	-	-	-	-
Organizational Survey Software	35,000	35,000	-	-	-
Document Management	50,000	50,000	-	-	-
Transition of legacy ERP Software	30,000	-	-	-	-
Service Request System (311)	40,000	-	-	-	-
Equity Mapping	75,000	25,000			
Subtotal Intangibles:	**$ 505,000**	**$ 110,000**	**$ -**	**$ -**	**$ -**
Total	**$ 505,000**	**$ 110,000**	**$ 70,000**	**$ -**	**$ -**

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Internal Service Fund - City Wide Administration
Diversity, Equity, Inclusion, & Accessibility

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Interfund transfers	$ -	$ -	$ -	$ 1,114,800	$ 1,114,800	$ 1,114,800
TOTAL RESOURCES	$ -	$ -	$ -	$ 1,114,800	$ 1,114,800	$ 1,114,800

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Admin. & Central Serv. Program						
Personnel services	$ -	$ -	$ -	$ 800,300	$ 800,300	$ 800,300
Materials & services	-	-	-	305,000	305,000	305,000
Total Admin. & Central Serv. Program	-	-	-	1,105,300	1,105,300	1,105,300
Contingency	-	-	-	9,500	9,500	9,500
TOTAL REQUIREMENTS	$ -	$ -	$ -	$ 1,114,800	$ 1,114,800	$ 1,114,800
Full Time Equivalents			0.00			2.55

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Diversity, Equity, Inclusion, and Accessibility

Overview

Diversity, Equity, Inclusion, and Accessibility (DEIA) is a new program of the Administration & Central Services Division of the Internal Services Fund – City Wide Administration.

The DEIA program will be responsible for embedding a commitment to diversity, equity, inclusion and accessibility within the City of Bend through internal and external initiatives guided by the work of the City Council's new Human Rights and Equity Commission (HREC) and the internal Diversity, Equity, Inclusion and Accessibility (DEIA) Task Force. The HREC is focused on ensuring historically marginalized and underrepresented people and communities in Bend have equal access to City programs and services, representation in City decision-making, and a venue to raise concerns and complaints about discrimination. The Internal Diversity, Equity, Inclusion, and Accessibility (DEIA) Task Force is focused on increasing awareness of equity and cultivating a workplace environment where all feel welcomed and equally valued. This will be accomplished by identifying strategies and concrete actions item, as well as creating tools and templates to center diversity, equity, inclusion and accessibility.

The Accessibility Program, previously accounted for as a division of the City's General Fund, will be incorporated into the new DEIA program. The Accessibility Program strives to improve access to City services, activities, programs, facilities, and events throughout Bend. It is designed to assist City staff in understanding the intent and application of the Americans with Disabilities Act (ADA) of 1990 and all related codes, standards and guidelines. The program also serves as a resource to individuals and external contacts on ADA related topics.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Develop and implement a city-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) plan that outlines initiatives, community engagement strategies, policy review, data analysis, and interdepartmental coordination. The plan will set objectives and a timeline for successful completion of outcomes.
- Work with internal and external stakeholders to apply an equity lens across all City services, goals, strategies and budgets
- Facilitate and assist with the development and implementation the HREC's goals which include facilitating the creation of the structure for the HREC and developing an action plan to address the key elements of the HREC's code and ordinance
- Plan, develop, and implement an equity mapping tool and additional resources to assess the gaps in equitable access to City services. Collaborate with Collective Impact Bend public agencies to leverage efforts specific to equity mapping.
- Expand outreach and public engagement with all community members, so that everyone feels welcome and that their voice will be heard. This will be informed by an assessment and input from the entire community.
- Work to remove barriers to participation on City Boards and Committees and provide equitable access to public meetings and events, including Council meetings
- Maintain and update the City's ADA Transition Plan for Curb Ramps in Public Rights-of-Way document on a bi-annual basis to demonstrate the to-date curb ramp compliance and identify steps to continue to increase compliance across the city
- Continue to improve access for people with disabilities throughout the City's facilities, programs, services, and activities, as well as throughout the community

- Work with other City staff in developing an overall city sidewalk program contingent on Council approval and available funding
- Continue building and maintaining relationships with community accessibility groups

Major Accomplishments during the 2019 – 2021 Biennium

Though the 2021-2023 biennium is the first year DEIA is being reported as a separate program, the following achievements were accomplished during the 2019-2021 biennium:

- Created the Human Rights and Equity Commission
- Hosted a DEIA kick-off at the 2020 City of Bend Annual Business Meeting as well as an employee Town Hall dedicated to DEIA
- Launched the Internal DEIA Task Force, a voluntary team of City employees
- Created DEIA tools and resources for all City Departments, including a DEIA BendHub (intranet) page that is accessible by staff and the City Council
- Facilitated the funding of several community nonprofits through the DEI funds to support diverse events
- Funded over $15,000 in translation resources for the City's commitment to accessible government
- Completed an organizational assessment as a foundational element of the City's internal Diversity, Equity, Inclusion and Accessibility Strategic Plan
- Partnered with local government agencies to create 'Collective Impact Bend', a coalition of elected and staff leadership that prioritizes and coordinates services and programs to address key community issues such as DEI, Homelessness, Affordable Housing, Transportation, etc.
- Received 86 external customer contacts related to Accessibility, all of which were responded to within 72 hours
- Assisted the Community Development Department in creating and processing of Business Parklet applications for businesses to be able to expand their seating into the public right-of-way during COVID-19
- City staff deployed for two weeks to the Red Cross' Oregon Fires response as the Disability Integration Lead for the Red Cross' Cascade Region
- Attend various community meetings, including disability groups, the Community Huddle (made up of various health, low-income, and other community organizations), the Tri-County Access & Functional Needs Emergency Preparedness Group

Significant Changes from the 2019 – 2021 Biennial Budget

- This is a new budgetary program for the 2021-2023 biennium to improve transparency of the City's DEIA initiatives. Costs associated with the Accessibility portion of the program were previously accounted for as a division of the City's General Fund and can be found in the Infrastructure Service Area section of the budget document. Previous DEIA expenses were paid for out of the City Manager Office's budget. This budget will only account for the programmatic costs of the City's DEIA efforts – capital costs related to accessibility improvements will continue to be paid out of the Accessibility Construction Fund that is included in the Infrastructure Service Area of the budget document.
- Recruitment for one (1) new Equity and Inclusion Director began in Spring 2021. It is anticipated that this new position will begin in Summer 2021.

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Internal Service Fund - City Wide Administration
Sustainability

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Miscellaneous	$ -	$ -	$ -	$ 13,400	$ 13,400	$ 13,400
Interfund transfers	-	-	-	409,400	409,400	409,400
General Fund transfer for Council Initiatives	-	-	-	100,000	100,000	100,000
TOTAL RESOURCES	$ -	$ -	$ -	$ 522,800	$ 522,800	$ 522,800

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Admin. & Central Serv. Program						
Personnel services	$ -	$ -	$ -	$ 244,200	$ 244,200	$ 244,200
Materials & services	-	-	-	275,100	275,100	275,100
Total Admin. & Central Serv. Program	-	-	-	519,300	519,300	519,300
Contingency	-	-	-	3,500	3,500	3,500
TOTAL REQUIREMENTS	$ -	$ -	$ -	$ 522,800	$ 522,800	$ 522,800
Full Time Equivalents			0.00			0.81

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENRTAL SERVICES
Sustainability

Overview

The Sustainability program is a new division for the 2021-2023 biennium that was previously accounted for in the City Manager's Office program within the Administration & Financial Services Division of Internal Service Fund – City Wide Administration. It is being separated out as a standalone budgetary program to improve transparency of the City's climate initiatives.

The Sustainability program is responsible for carrying out the City's energy and climate related initiatives, including developing, updating, and implementing the City's Community Climate Action Plan (CCAP) and the City's Strategic Energy Management Plan (SEM Plan). These initiatives were launched in 2016 with the adoption of City Council Resolution 3044. This program is also responsible for coordinating the Environment and Climate Committee, a permanent advisory committee to the City Council, due to its close relationship to the Community Climate Action Plan.

Goals & Objectives for the 2021-2023 Biennial Budget

- Implement the Community Climate Action plan through the following activities:
  - Review and consider implementing recommendations from the Environment an Climate Committee
  - Explore opportunities for statewide programs that reduce greenhouse gas emissions
  - Plan for electric vehicles community-wide
  - Prioritize implementing equity actions in the Community Climate Action Plan
- Implement the City's internal Strategic Energy Management Plan through coordination of city departments with key implementation responsibilities
- Procure renewable energy for all City facilities where feasible
- Manage the Environment and Climate Committee's activities as they respond to Council and City staff requests for direction and feedback

Major Accomplishments during the 2019-2021 Biennium

Though the 2021-2023 biennium is the first year the Energy Program is being separated from the City Manager's Office, the following achievements were accomplished during the 2019-2021 Biennium:

- Development and adoption of the Bend Community Climate Action Plan
- Development and adoption of the City of Bend's Strategic Energy Management Plan
- Conducted the Bend Community Greenhouse Gas Emissions Inventory
- Conducted the City of Bend Facilities and Operations Greenhouse Gas Emissions Inventory
- Managed an ad-hoc public advisory committee to guide development of the Bend Community Climate Action Plan
- Recruited and launched a new permanent advisory Committee for the City Council, the Environment and Climate Committee
- Managed and reported on a two-year grant that offset expenses for the sustainability coordinator position and consulting fees for the CCAP
- Built and sustained relationships with key community partners in environmental and climate related fields

Significant Changes from the 2019-2021 Biennial Budget

- A large grant provided a significant portion of the revenue for the 2019-2021 biennial budget. That grant was intended to be seed money for the establishment of an ongoing program, and is not available on a continuing basis as a revenue source for this program.
- Budget includes $100k to support Council's 2021-2023 Environment and Climate Goal, including the implementation of the Community Climate Action Plan

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Internal Service Fund - City Wide Administration
Information Technology (IT)

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 1,782,889	$ 2,390,100	$ 1,256,844	$ 565,500	$ 565,500	$ 663,500
Intergovernmental revenues	-	87,100	42,287	-	-	-
Charges for services	-	48,800	48,800	-	-	-
Miscellaneous	1,819	-	2,600	-	-	-
Debt proceeds	7,684,436	12,601,600	6,864,749	675,300	675,300	675,300
Interfund transfers	8,550,513	9,663,200	10,332,373	9,942,400	9,942,400	9,942,400
TOTAL RESOURCES	$ 18,019,658	$ 24,790,800	$ 18,547,653	$ 11,183,200	$ 11,183,200	$ 11,281,200

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Admin. & Central Serv. Program						
Personnel services	$ 5,501,798	$ 5,986,100	$ 5,792,747	$ 5,655,500	$ 5,655,500	$ 5,655,500
Materials & services	2,909,584	3,530,700	3,144,889	3,951,700	3,951,700	4,022,700
Capital outlay	1,234,091	2,522,900	2,099,835	1,073,600	1,073,600	1,100,600
Total Admin. & Central Serv. Program	9,645,473	12,039,700	11,037,471	10,680,800	10,680,800	10,778,800
Interfund Transfers	1,432,913	1,335,000	1,610,204	315,000	315,000	315,000
Debt Service	5,684,428	11,321,600	5,236,494	134,000	134,000	134,000
Contingency	-	4,300	-	53,400	53,400	53,400
Reserves Future Capital	-	90,200	-	-	-	-
TOTAL REQUIREMENTS	$ 16,762,814	$ 24,790,800	$ 17,884,169	$ 11,183,200	$ 11,183,200	$ 11,281,200

Full Time Equivalents			23.00			19.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Information Technology

Overview

The Information Technology (IT) Division is part of the Internal Service Fund – City Wide Administration. The mission of IT is to partner with the City's business units to deliver quality and innovative technology solutions. Information Technology manages the City's enterprise information systems, including software implementation and management, local and wide area networks and supporting infrastructure. In addition, IT supports the City, its community members and employees through a variety of services and seeks to improve operational efficiency through effective use and stewardship of technology.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Support Innovation Strategic Plan projects and initiatives including:
    - Account Receivable and General Billing system replacement
    - Budgeting and Comprehensive Annual Financial Reporting system replacement
    - Bi-weekly payroll implementation
    - Online Permit Center optimization
    - e-Procurement system implementation
    - Fleet telematics implementation
    - Optimization of the TeleStaff scheduling system for public safety
- Continue development of the Cybersecurity Program:
    - Conduct a cybersecurity assessment
    - Develop a citywide cybersecurity policy
    - Deliver ongoing cybersecurity training to City employees
- Modernize the Helpdesk system with a human-centric interface that also integrates hard and soft asset inventory
- Collaborate with business units to develop a formal Incident Response Plan that will guide the recovery of critical IT infrastructure systems, applications and data sets in response to a disruptive event that impacts technology services hosted by the City of Bend.
- Refresh the City's core network, virtualization, and storage infrastructure in support of a healthy lifecycle replacement plan
- Optimize the Office365 suite of applications and tools
- Upgrade Microsoft Office to version 2019

Major Accomplishments during the 2019 – 2021 Biennium

- Expanded the use and adoption of Microsoft Teams as the City's main collaboration and teleworking platform, which has been critical in supporting continuity of operations during COVID-19
- Quickly rolled out Zoom and WebEx video conferencing solutions to support virtual public meetings and the governance process
- Implemented Multi-Factor Authentication for all City staff in support of cybersecurity objectives
- Modernized the City's SharePoint environment, improving intra-city and cross-departmental collaboration.
- Converted the City's server fleet from Windows Server 2008 to Windows Server 2019
- Updated Microsoft Enterprise Agreement licensing to leverage new security and Business Intelligence features
- Supported the implementation of technology solutions at the two new Fire Stations (Stations 306 and 302)
- Expanded the City's internet bandwidth from 100Mbps to 1Gbps

- Migrated City phone services from a circuit-based technology to an internet-based one for cost-efficiency and to support long-term business growth
- Transitioned the City's wireless network to Wi-Fi 6 technology offering faster wireless speeds and increased capacity
- Implemented DocuSign for electronic signatures
- Established internal Long-Term Support Plans for Munis and CityView
- Supported the implementation of systems in support of Leading Effective Applications & Processes (LEAP) and the Innovation Strategic Plan.

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Security Administrator to help drive the City's focus on data systems and infrastructure security and integrity. This position will be instrumental in working across the organization to help develop security policies, procedures and trainings centered on minimizing cyber threats, vulnerabilities and attacks.
- Implement needed upgrades to the core network, server and storage platforms in order to reduce maintenance costs, implement security enhancements, improve speed and reliability, increase compatibility and expand scalability to prepare our technology infrastructure for future growth.
- Transitioned three (3) project manager positions from the Information Technology department to the new Project Management Office and one (1) administrative support position to the City Manager's Office to provide administrative support to the central service departments

There are two teams within IT: the Enterprise Operations Team and the Enterprise Solutions Team.

Enterprise Operations Team - The Operations team consists of two broad and diverse groups.

The Service Desk supports approximately 750 users across the City organization. They prioritize the prompt restoration of service to end-user technology; the asset management of the 2,000+ pieces of equipment (desktops, laptops, phones, printers, mobile devices, etc.); and managing the provisioning of equipment and access for new and departing employees. This work is accomplished with a 99% internal customer satisfaction rating.

Infrastructure Operations focuses on supporting City operations by ensuring the smooth functioning of the technology infrastructure that supports operating system and application deployment to internal and external customers. This includes the network infrastructure (160+ network switches across 27 facilities); server and device management (130+ servers); computer operations; storage management; disaster recovery management; and cybersecurity management.

Enterprise Applications Team

The Enterprise Applications Team provides services to the City's users and business operations through the implementation, ongoing support, and continuous improvement and optimization of the major Enterprise systems in use at the City. The team also provides asset management of those software system through maintenance and upgrades, usage reviews and annual audits as well as workflow and process maintenance in support of the evolving business needs of City operations.

ADMINISTRATION & CENTRAL SERVICES
Information Technology

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Vehicle replacement	$ 25,000	$ -	$ -	$ -	$ -
Subtotal Vehicles:	**$ 25,000**	**$ -**	**$ -**	**$ -**	**$ -**
Equipment:					
Web Application Firewall	$ 30,000	$ -	$ -	$ -	$ -
Sans Replacment	130,000	-	-	-	-
Datacenter Storage	82,000	-	-	-	-
ISE Appliance	50,000	-	-	-	-
Downtown Cameras	27,000	-	-	-	-
ASA Firewall	25,000	-	120,000	-	-
Secondary Storage solution	34,300	34,300	-	-	-
Network switches	50,000	50,000	-	-	-
Datacenter Server Lifecycle replacement	-	300,000	-	-	-
Telepresence Server	-	25,000	-	-	-
Backup & Recovery Proxy	-	-	-	27,000	-
Identity Services Appliance	-	-	-	-	35,000
Subtotal Equipment:	**$ 428,300**	**$ 409,300**	**$ 120,000**	**$ 27,000**	**$ 35,000**
Intangibles:					
Server Firewall Management Software	$ 42,000	$ -	$ -	$ -	$ -
Digital Sign Software	27,000	-	-	-	-
Adobe Acrobat	42,000	-	-	-	-
VMWare Horizon	25,000	-	-	-	-
Telepresence Server Licenses	-	42,000	-	-	-
New Ticketing System	-	35,000	-	-	-
Certificate Management Software	-	25,000	-	-	-
Subtotal intangibles:	**$ 136,000**	**$ 102,000**	**$ -**	**$ -**	**$ -**
Total	**$ 589,300**	**$ 511,300**	**$ 120,000**	**$ 27,000**	**$ 35,000**

Internal Service Fund - City Wide Administration
Insurance & Risk Management

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 5,096,687	$ 4,678,700	$ 4,543,908	$ 6,374,300	$ 6,374,300	$ 6,374,300
Charges for services	-	2,600	2,600	-	-	-
Miscellaneous	601,616	450,000	628,170	228,200	228,200	228,200
Debt proceeds	13,000	224,700	237,700	-	-	-
Interfund transfers	4,377,760	5,365,900	5,690,538	5,955,900	5,955,900	5,955,900
General Fund transfer for Council Initiatives	-	-	-	150,000	150,000	150,000
TOTAL RESOURCES	$ 10,089,063	$ 10,721,900	$ 11,102,915	$ 12,708,400	$ 12,708,400	$ 12,708,400

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Admin. & Central Serv. Program						
Personnel services	$ 197,243	$ 207,400	$ 184,758	$ 364,600	$ 364,600	$ 364,600
Materials & services	4,346,712	5,461,700	4,526,402	6,396,600	6,396,600	6,396,600
Total Admin. & Central Serv. Program	4,543,955	5,669,100	4,711,160	6,761,200	6,761,200	6,761,200
Interfund Transfers	1,001,200	52,400	17,500	-	-	-
Reserves Commercial Insurance	-	5,000,400	-	5,947,200	5,947,200	5,947,200
TOTAL REQUIREMENTS	$ 5,545,155	$ 10,721,900	$ 4,728,660	$ 12,708,400	$ 12,708,400	$ 12,708,400
Full Time Equivalents			0.70			1.70

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Insurance & Risk Management

Overview

The Insurance program, a division in the City's Internal Service Fund – City Wide Administration, encompasses insurance and risk management and accounts for funding of commercial liability premiums, policy deductibles and self-insurance reserves for catastrophic losses.

The City is exposed to various risks of loss related to tort claims; theft, damage to and destruction of assets; errors and omissions; information breach; injuries to employees; and natural disasters. The City obtains commercial insurance policies and annual premiums are paid for the following coverages: general liability limit of $10 million per occurrence, or $30 million in the aggregate; automobile liability with coverage up to $10 million (combined single limit); commercial property including real and personal property and business interruption coverage for replacement of costs with a limit of $200,000,000; cyber-crime policy; aviation policy with a limit of $10 million; pollution policy with $2 million per occurrence and $4 million in the aggregate; and a public official fidelity bond at $100,000 covering the Chief Financial Officer and Assistant Finance Director. The City also carries a no limit policy per employee per occurrence and a $500,000 employer's liability limit for workers' compensation.

Departments are responsible for paying all deductibles and the cost of accident-related repairs not covered by insurance. Reserves in the insurance program are maintained to cover expenses not paid by insurance in the event of catastrophic losses. Use of such reserves will be limited to significant expenditures not covered by the City's insurance and that are too large to be absorbed in the department of fund's operating budget or reserves.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue with the City of Bend Risk Committee which is comprised of representatives from the Police, Fire, Transportation & Mobility, Utilities, Legal, Finance, Human Resources and Information Technology departments, as well as the City's Broker and a representative from SAIF, the City's workers' compensation carrier, as a way to holistically approach the City's risk management needs
- Reduce the number of claims across the City
- Increase safety across City departments
- Review and update the Emergency Action Plan for City staff
- Focus on safe driving initiatives to reduce the number of at-fault vehicle accidents
- Hire an Emergency Manager to support Council's goal to create a more robust emergency management plan that is connected to regional efforts

Major Accomplishments during the 2019 – 2021 Biennium

- The Risk Committee met monthly during the 2019 and 2020 calendar years and have successfully transitioned to quarterly meetings.
- Reduction in the number of general liability claims from 66 during the 2017-19 biennium to 21 through February 17, 2021 of the 2019-21 biennium
- Reduction in the number of at-fault auto accident claims involving other vehicles and/or property from 24 during the 2017-19 biennium to 15 through February 17, 2021 of the 2019-21 biennium
- Continued support by the Safety & Risk Program Manager to ensure compliance, training and support to City employees
- Worked with the Airport to establish minimum insurance requirements for tenants and verifying that the tenants are providing proof of coverage and related endorsements

- Working with the Procurement department to ensure that contracts and contractors are carrying the appropriate insurance coverages

Significant Changes from the 2019 – 2021 Biennial Budget

- 15% increase projected for all insurance lines except workers' compensation and cyber/crime. These are estimates since it is hard to know the exact rate for the policies. We begin the insurance renewal process in mid-April, quotes are usually received by mid-May, policies are bound in June and effective July 1. There are a lot of factors that go in to the rates including frequency and severity of claims, our assets, and what the markets are doing overall. 15% could be conservative for some policies but underestimated for other policies.
- Our broker has informed the City that we should expect a 30% increase in our cyber/crime rate given the increase in cyber-attacks and losses globally. SAIF has indicated the City can expect a 10% increase for the workers' compensation policy.
- The pollution policy is a three-year policy and was paid in full in FY 2020-21 and won't be renewed until FY 2023-24.
- One (1) Emergency Manager in the second year of the biennium funded through a special purpose transfer from the General Fund as prioritized in Council's 2021-2023 Environment and Climate Goal

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Internal Service Fund - City Wide Administration
Facilities Management

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 1,654,812	$ 2,022,700	$ 2,030,660	$ 1,271,600	$ 1,271,600	$ 1,467,900
Intergovernmental revenues	-	95,900	74,977	-	-	-
Charges for services	103,290	138,600	124,448	77,500	77,500	77,500
Miscellaneous	731,686	840,400	2,145,964	333,000	333,000	333,000
Debt proceeds	-	7,454,000	276,639	1,683,000	1,683,000	1,683,000
Interfund transfers	7,099,192	6,096,400	6,096,400	8,313,500	8,313,500	8,313,500
TOTAL RESOURCES	$ 9,588,981	$ 16,648,000	$ 10,749,087	$ 11,678,600	$ 11,678,600	$ 11,874,900

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Admin. & Central Serv. Program						
Personnel services	$ 1,461,357	$ 2,056,800	$ 1,902,618	$ 2,865,900	$ 2,865,900	$ 2,865,900
Materials & services	3,138,083	3,660,500	2,838,881	4,316,000	4,316,000	4,512,300
Capital outlay	903,030	3,003,000	813,000	2,232,000	2,232,000	2,232,000
Total Admin. & Central Serv. Program	5,502,470	8,720,300	5,554,499	9,413,900	9,413,900	9,610,200
Interfund Transfers	358,902	699,800	841,713	263,400	263,400	263,400
Debt Service	1,696,950	6,720,400	2,885,001	1,510,000	1,510,000	1,510,000
Contingency	-	507,500	-	491,300	491,300	491,300
TOTAL REQUIREMENTS	$ 7,558,321	$ 16,648,000	$ 9,281,213	$ 11,678,600	$ 11,678,600	$ 11,874,900
Full Time Equivalents			9.00			10.00

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

Overview

Facilities Management is a division of the Internal Service Fund – City Wide Administration. Facilities Management is responsible for cleaning, maintenance, repair, small construction and capital improvement projects related to city-owned facilities; property management activities have been assigned to the division as well. In addition, staff assist in the planning and design of future space needs in existing buildings or new city facilities at the Downtown, Boyd Acres, Pilot Butte, and future Public Works campuses. The division also provides facility-related project management and maintenance services for the Parking and Airport Programs. Revenue is generated through the City's cost allocation plan from rent charges to the building tenants. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Provide appropriate work environments to accommodate department needs
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings to establish Strategic Energy Management practices and align with council goals related to energy efficiency
- Transition janitorial services to a Qualified Rehabilitation Facility, a state procurement program intended to encourage and assist individuals with disabilities to achieve maximum personal independence through productive and gainful employment
- Support transition to electrified fleet by providing required infrastructure
- Execute initial design work for Public Works Corporate Yard at Juniper Ridge
- Continue planning efforts for a new City Hall
- Manage comprehensive inventory of all City property and leases
- Identify surplus properties and prepare for disposition

Major Accomplishments during the 2019 – 2021 Biennium

- Located an appropriate site for Public Works Corporate Yard at Juniper Ridge
- Developed policy for public land management in the Juniper Ridge Area
- Continued disposition efforts of surplus properties including those critical to support Public Works Corporate Yard at Juniper Ridge
- Initiated site selection efforts for a new City Hall
- Completed $3.8 million in energy efficiency projects through an energy savings performance contract
- Responded successfully to new facilities requirements during the COVID-19 pandemic including HVAC filtration improvements, increased frequency and thoroughness of sanitation and return-to-office safety planning

Significant Changes from the 2019 – 2021 Biennial Budget

- Biennial budget includes initial design work of $1,750,000 for the Juniper Ridge Public Works Corporate Yard as well as $350,000 for programming and planning costs associated with a new City Hall. High level project estimates for design and construction of the Public Works facility are approximately $63,584,000. No preliminary estimates for design and construction of a new City Hall are known at this time
- Increased costs as a result of COVID-19 health and safety protocols

- Major equipment purchases to include two (2) replacement vehicles and eight (8) electric vehicle charging stations
- Addition of one (1) FTE Asset / Project Manager

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
(1) Supercab Ranger + Canopy-bed cargo slide	$ 30,000	$ -	$ -	$ -	$ -
(1) Supercab Ranger + Bed-mounted toolbox	-	27,200	-	-	-
(1) Ford F250 cab/chassis, service truck w/ lumber rack, plow frame	-	-	-	50,000	-
Subtotal Vehicles	$ 30,000	$ 27,200	$ -	$ 50,000	$ -
Equipment:					
(4) EV Charging Stations - City Hall	$ -	$ 50,000	$ -	$ -	$ -
(2) EV Charging Stations - 15th St	-	25,000	-	-	-
(2) EV Charging Stations - Boyd Acres	-	25,000	-	-	-
Subtotal Equipment	$ -	$ 100,000	$ -	$ -	$ -
Intangibles:					
Property Management Software	$ 50,000	$ -	$ -	$ -	$ -
Subtotal Intangibles	$ 50,000	$ -	$ -	$ -	$ -
Total	**$ 80,000**	**$ 127,200**	**$ -**	**$ 50,000**	**$ -**

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Boyd Building C - roof replacement (thermoplastic polyolefin overlay)	$ 100,000	$ -	$ -	$ -	$ -
Boyd Building A - LED retrofit remaining T-12 lighting fixutres	31,500	-	-	-	-
Police - reseal exterior brick and repair concrete stairwell due to spalling	45,000	-	-	-	-
Police - replace flooring in high traffic areas, 2nd floor	35,000	-	-	-	-
15th Street - LED retrofit remaining T-12 lightinng fixtures	37,300	-	-	-	-
Rademacher House - replace spalling concrete at plaza	26,000	-	-	-	-
North Sister - replace spalling concrete on Wall and Franklin	50,000	-	-	-	-
City Hall - replace flooring in high traffic areas, 2nd floor	25,000	-	-	-	-
Police - paving to gravel parking lot from McGrath at range	-	35,000	-	-	-
15th Street - lean-to structure to protect loaded sanding trucks	-	40,000	-	-	-
15th Street - replace two (2) mini-split HVAC units	-	-	20,000	-	-
Middle Sister - replace glazing system on front façade	-	-	25,000	-	-
15th Street - replace overhead doors	-	-	110,000	-	-
15th Street - replace carpet	-	-	35,000	-	-
15th Street - replace two (2) radiant tube heater systems	-	-	-	15,000	-
15th Street - replace four (4) domestic water heaters	-	-	-	-	20,000
Police - replace one (1) 30 ton rooftop HVAC unit	-	-	-	-	180,000
Police - replace one (1) 5 ton rooftop HVAC unit	-	-	-	-	25,000
Total	**$ 349,800**	**$ 75,000**	**$ 190,000**	**$ 15,000**	**$ 225,000**

Facilities Management
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Juniper Ridge Corporate Yard Roadway Construction	5	$ 100,000	$ 1,500,000	$ 5,000,000	$ 5,000,000	$ 4,959,000	$ 16,559,000
Juniper Ridge Corporate Yard Vehicle Storage/Shop Bldg	5	-	-	1,500,000	3,000,000	3,000,000	7,500,000
Juniper Ridge Corporate Yard Fuel Island	5	-	-	100,000	643,500	643,500	1,387,000
Juniper Ridge Corporate Yard Fleet Building	5	-	-		-	100,000	100,000
		$ 100,000	$ 1,500,000	$ 6,600,000	$ 8,643,500	$ 8,702,500	$ 25,546,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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Internal Service Fund - City Wide Administration
Fleet Management

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 422,360	$ (215,400)	$ (215,527)	$ 801,900	$ 801,900	$ 801,900
Intergovernmental revenues	-	6,300	9,441	-	-	-
Miscellaneous	129,039	68,600	91,322	25,700	25,700	25,700
Debt proceeds	-	-	-	55,100	55,100	55,100
Interfund transfers	4,780,623	7,415,200	7,586,250	7,683,400	7,683,400	7,683,400
TOTAL RESOURCES	$ 5,332,022	$ 7,274,700	$ 7,471,485	$ 8,566,100	$ 8,566,100	$ 8,566,100

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Admin. & Central Serv. Program						
Personnel services	$ 2,012,911	$ 2,887,400	$ 2,685,058	$ 3,269,900	$ 3,269,900	$ 3,269,900
Materials & services	2,700,390	3,064,200	3,045,414	3,514,400	3,514,400	3,514,400
Capital outlay	226,038	90,000	37,670	148,000	148,000	148,000
Total Admin. & Central Serv. Program	4,939,339	6,041,600	5,768,141	6,932,300	6,932,300	6,932,300
Interfund Transfers	608,215	910,500	901,448	1,207,200	1,207,200	1,207,200
Debt Service	-	-	-	8,000	8,000	8,000
Contingency	-	322,600	-	18,200	18,200	18,200
Reserves Future Capital	-	-	-	400,400	400,400	400,400
TOTAL REQUIREMENTS	$ 5,547,554	$ 7,274,700	$ 6,669,589	$ 8,566,100	$ 8,566,100	$ 8,566,100

Full Time Equivalents			10.67			11.67

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Fleet Management

Overview

The Fleet Management Program is accounted for as a division of the Internal Service Fund – Departmental Administration and provides maintenance and services for all City-owned vehicles and heavy equipment. Revenue is generated by billing the departments and/or funds served at the time maintenance is performed. Major expenditures are for personnel, fuel and parts.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Gain proficiency in fleet system—use data/reporting for economically-sound fleet decisions
- Complete City-Wide fleet utilization study and right-sizing by leveraging three city-wide motor pools
- Conduct electric vehicle feasibility study and cost-benefit analysis
- Implement telematics devices on 360 city-owned assets
- Build synergy with customers and encourage use of new fleet management system
- Develop Fleet Management Newsletter and Director-level quarterly fleet briefings
- Explore alternative fuel options (R99 renewable diesel, E85 gasoline, et cetera)
- Create city-wide fleet policy/instruction manual based on new fleet system and city processes

Major Accomplishments during the 2019 – 2021 Biennium

- Successfully up-fit police and fire assets
- Completed year-long Assetworks fleet system implementation
- Implemented vehicle sanitation program to combat COVID-19
- Teamed with Streets department to prepare for and overcome all adverse winter weather events
- Recouped costs for city departments through fleet right-sizing & vehicle auctions
- Outfitted Airport with new snow removal equipment resulting in savings during snow events

Significant Changes from the 2019 – 2021 Biennial Budget

- Converted one (1) Equipment Service Technician position from a limited duration to regular FTE position
- Fleet is now budgeting for one (1) Equipment Service Technician that was previously cost allocated to Fire and Police in the 2019 – 2021 biennium.
- Budgeted for telematics modules/subscription fees for 360 assets. Telematics allows the City to utilize GPS/cellular technology to know the exact location of fleet vehicles and extract data from the vehicle's on-board computer system to efficiently monitor vehicles in real-time.

ADMINISTRATION & CENTRAL SERVICES
Fleet Management

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Service Truck replacement w/ maintenance body	$ 50,000	$ -	$ -	$ -	$ -
One (1) Ford Ranger w/canopy for Parts Tech	30,000	-	-	-	-
One (1) Forklift	-	-	-	-	50,000
Subtotal Vehicles:	$ 80,000	$ -	$ -	$ -	$ 50,000
Equipment:					
One (1) Truck-mounted air compressor/welder/generator	$ 14,000	$ -	$ -	$ -	$ -
Telematics modules	54,000	-	-	-	-
Subtotal Equipment:	$ 68,000	$ -	$ -	$ -	$ -
Total	**$ 148,000**	**$ -**	**$ -**	**$ -**	**$ 50,000**

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PERS Debt Service

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 2,679,094	$ 2,872,300	$ 2,822,216	$ 302,200	$ 302,200	$ 302,200
Charges for services	-	2,497,000	9,500	-	-	-
Miscellaneous	135,508	159,600	8,220	39,300	39,300	39,300
Interfund transfers	2,664,328	9,244,900	11,538,267	3,462,200	3,462,200	3,462,200
TOTAL RESOURCES	$ 5,478,931	$ 14,773,800	$ 14,378,204	$ 3,803,700	$ 3,803,700	$ 3,803,700

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Admin. & Central Serv. Program						
Materials & services	$ -	$ 11,254,400	$ 11,254,339	$ -	$ -	$ -
Total Admin. & Central Serv. Program	-	11,254,400	11,254,339	-	-	-
Interfund Transfers	78,837	95,800	16,000	16,000	16,000	16,000
Debt Service	2,577,877	2,808,000	2,805,629	3,052,000	3,052,000	3,052,000
Reserves Debt Service	-	615,600	-	735,700	735,700	735,700
TOTAL REQUIREMENTS	$ 2,656,715	$ 14,773,800	$ 14,075,968	$ 3,803,700	$ 3,803,700	$ 3,803,700

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
PERS Debt Service Fund

Overview

The PERS Debt Service fund accounts for the payment of debt issued to fund a portion of the City's unfunded pension liability under the Oregon Public Employees' Retirement System (PERS) and the Oregon Public Service Retirement Plan. The City issued $13,725,000 of pension obligation bonds during fiscal year 2003-04 and made a $13,122,795 lump sum contribution towards its unfunded actuarial liability which was determined to be at a fair value of $17,497,060 on June 1, 2004. The lump sum contribution is being amortized through June 1, 2028 to provide employer contribution rate relief.

Due to decisions made during 2013-2015, 2017-2019, and 2019-2021 Budget Committee deliberations, a portion of personnel cost savings in department operating budgets were transferred to the PERS Debt Service Fund to increase reserves to offset the financial impact of future PERS increases.

The City used those reserve funds during the 2019-2021 biennium, when the Oregon Legislature established The Employer Incentive Fund. Moneys in the State's Employer Incentive Fund were used to match contributions made by public employers participating in the Oregon Public Employees Retirement System (PERS), as a way to reduce future employer PERS contribution rates. In fiscal year 2020-21, the City made an $11 million contribution to the Employer Incentive Fund, which was the amount the City could contribute to receive the 25% maximum of matching funds from the State.

This $11.3 million contribution was made possible by use of $4.3 million in reserves in the PERS Debt Service Fund, as well as a transfer of $7 million from the Other Post-Employment Benefits Internal Service Fund. The City's contribution resulted in matching funds from the State of $2.8 million, which brought the total deposit in to the Employer Incentive Fund of approximately $14.1 million. Based on a forecasting tool developed by the State, that $14.1 million initial deposit could reduce the City's future PERS contributions by approximately $24.3 million over a 10 year period.

Other Post-employement Benefits (OPEB) Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ -	$ 9,372,000	$ 9,583,422	$ 5,930,900	$ 5,930,900	$ 5,930,900
Charges for services	2,700,404	3,410,400	3,206,354	2,205,800	2,205,800	2,205,800
Miscellaneous	315,743	318,000	196,947	115,800	115,800	115,800
Interfund transfers	6,650,676	-	-	-	-	-
TOTAL RESOURCES	$ 9,666,823	$ 13,100,400	$ 12,986,723	$ 8,252,500	$ 8,252,500	$ 8,252,500

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
Interfund Transfers	$ 83,401	$ 7,116,400	$ 7,055,812	$ 57,900	$ 57,900	$ 57,900
Reserves for Future Liability	-	5,984,000	-	8,194,600	8,194,600	8,194,600
TOTAL REQUIREMENTS	$ 83,401	$ 13,100,400	$ 7,055,812	$ 8,252,500	$ 8,252,500	$ 8,252,500

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Other Post-employment Benefits (OPEB) Fund

Overview

The City currently participates in three separate Other Post-employment Benefits (OPEB) plans which are discussed below.

1. Implicit rate subsidy for retiree Health Insurance Continuation premiums:
   Per ORS 243.303, the City provides a single-employer plan to provide retirees with group health and dental insurance from the date of retirement to age 65. Retirees pay the full premium for coverage, unless the premium is charged under the stand-alone plan, discussed in plan 3 below. As the premiums cannot be separately rated from the group of active employees, there is an implicit rate subsidy paid by the City in its premiums paid for active employees.
2. Contribution to the Oregon PERS (OPERS) cost-sharing multiple-employer defined benefit plan:
   The City also contributes to the OPERS Retirement Health Insurance Account. This plan is a multiple-employer defined benefit plan that provides retirees with a monthly contribution toward the cost of Medicare companion health insurance. Rates are assessed each year by OPERS based on a rate actuarially determined to finance the costs of benefits earned by employees during the year.
3. Stand-alone plan for employees meeting certain eligibility requirements:
   The third plan is a stand-alone plan where the City provides retiree health benefits to employees with at least 15 years of service prior to retirement. The City pays the premium for retiree coverage until age 62 as long as the retiree maintains insurance coverage. The City will also pay the OPERS sponsored supplement to Medicare insurance beginning at age 65 if continuous coverage is maintained. The City is not responsible for any costs associated with retiree health care insurance, including Medicare and supplement to Medicare for non-represented employees hired after December 31, 2010, for COBEA members hired after August 31, 2011, for Fire Association employees hired after June 30, 2012, or for Police Association employees hired after June 30, 2013.

In response to changes in accounting for OPEB costs required by generally accepted accounting principles, the City started setting aside resources starting in fiscal year ending June 30, 2012. At the end of fiscal year ending June 30, 2018, the City created a new Internal Service Fund to account for these resources and to provide greater transparency for the intended use of these funds.

Revenues are received from user departments through a monthly charge based on the number of employees in each department. Charges are based on anticipated benefit costs for OPEB as calculated in the biennial actuarial valuation prepared for financial reporting purposes.

Management has considered the creation of a trust for the OPEB plan, however, costs are prohibitive until such a time as the plan resources are large enough to warrant the expense (at the end of the biennium there will be approximately $6 million in the fund; this amount needs to be approximately $50 million to achieve the economies of scale needed to create a separate legal trust). Until then, management continues to look for opportunities to invest OPEB funds in accordance with the City's investment policies as well as identify opportunities to keep OPEB and other personnel costs as low as possible which keeps future liabilities and costs low. As part of these efforts, during the 2019-2021 biennium, $7 million was transferred from the OPEB Fund to the PERS Debt Service Fund to take advantage of the State's Employer Incentive Fund, which was a program that allowed local governments to reduce their future PERS contribution rates. Additional details on this program are available in the PERS Debt Service Fund narrative.

Energy ARRA Grant Fund

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
RESOURCES						
Beginning working capital	$ 96,829	$ 13,700	$ 14,002	$ -	$ -	$ -
Miscellaneous	16,173	70,200	23,736	-	-	-
TOTAL RESOURCES	$ 113,002	$ 83,900	$ 37,738	$ -	$ -	$ -

	ACTUALS[1] 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE[1] 2019-2021	BIENNIAL BUDGET PROPOSED 2021-2023	BIENNIAL BUDGET APPROVED 2021-2023	BIENNIAL BUDGET ADOPTED 2021-2023
REQUIREMENTS						
By Category:						
Interfund Transfers	$ 99,000	$ 83,900	$ 37,738	$ -	$ -	$ -
TOTAL REQUIREMENTS	$ 99,000	$ 83,900	$ 37,738	$ -	$ -	$ -

[1]Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Energy ARRA Grant Fund

Overview

The Energy ARRA (American Recovery and Reinvestment Act) Grant Fund is a special revenue fund that was established in November 2009 for an Energy Efficiency and Conservation Block Grant. The monies received by this fund were historically used to improve City facilities and partner with other community organizations for residential energy improvements. The City of Bend obtained approval from the US Department of Energy to repurpose those funds in the 2017-2019 biennium for carbon neutrality and fossil fuel reduction activities.

In the 2019-2021 biennium, grant revenues were recorded in this fund and proceeds were transferred to the City Manager's Office where all of the programmatic costs are incurred. In the 2021-2023 biennium, grant revenues will be recorded directly into a new Internal Service Fund - City Wide Administration Sustainability Program.

Capital Improvement Program

Overview

The Capital Improvement Program (CIP) identifies infrastructure improvement projects within a 5-year time period which are necessary to enhance service levels, address existing deficiencies, and provide for future growth. The 5-year CIP is updated annually and is coordinated with departments within the City.

The City continues to refine its CIP process as a means to enhance both financial planning and management decisions. Construction, repair, replacement and additions that will cost over $10,000 were considered as departments developed lists of proposed projects. Population changes, land-use patterns and operational impacts are all considered when assessing future demands and needs. The City also looks at both staffing resources needed to complete the projects identified and considers financial impacts to utility rates along with available funds to pay for projects.

A number of CIP projects were identified for funding in the 2022-2026 CIP. Many of the projects outlined in the CIP are complex, multi-year projects involving improvements to water, water reclamation, stormwater and transportation infrastructure. Examples of these improvements include the Newport Corridor Improvements, Wilson Avenue Corridor Improvements, Murphy Corridor Improvements, Neff & Purcell Intersection, Awbrey Butte Distribution and Outback Facility Improvements projects. The City of Bend looks for opportunities to align multiple projects to achieve economies of scale and lessen the impacts to the community.

This CIP includes projects in the Water, Water Reclamation, Stormwater, Transportation Construction, Accessibility Construction, 2020 General Obligation Bond, BURA Juniper Ridge, BURA Murphy Crossing, and Airport Funds as well as the Facilities Management division of the Internal Service Fund – City Wide Administration.

The Capital Improvement Program process provides the City with documentation of the selection process and timing of capital projects, thus allowing enhanced public accountability and communication. The CIP provides sound financial planning and management of projects which:

- Preserve existing publicly owned property and infrastructure.
- Provide new facilities and infrastructure to accommodate an orderly and well-planned expansion of the community consistent with Statewide Planning Goals.
- Enhance livability within the community.

The 2022-2026 CIP is an integral part of the overall City financial program and is included in the capital outlay category of the City's budget. A schedule that summarizes infrastructure projects by program shows total estimated cost of the project, the annual budgeted costs and funding sources is included in this budget document.

Water Capital Budget

The City is nearing completion on an update to the Water System Master Plan that identified $85.0 million over the next five years in system improvements to the surface and groundwater distribution system and repair and replacement improvements to reservoirs, groundwater wells, pipelines, power and security. The adopted budget includes $6.5 million in projects identified in the Water System

Master Plan, and future budget adjustments and Capital Improvement Programs will reflect further implementation of the plan.

The Water Capital Program is primarily focused on providing for the City's current needs as well as address future growth. User fees, system development charges, and long-term debt all provide potential sources of revenue to address these projects. There are no long-term debt issuances in the 2021-2023 biennium for CIP work.

Water Reclamation Capital Budget

The Water Reclamation Program includes projects for the water reclamation facility as well as the collection systems that expand current capacity and extend service within the urban growth boundary.

The capital improvement schedule for water reclamation for the next five years calls for expenditures of $75.5 million for sewer collection system improvements. This includes completing an interceptor pipe alignment, lift station and canal crossing project, capacity improvements, solids handling and dewatering system upgrades at the water reclamation facility, and several sewer mains, gravity mains and pump station decommissions. User fees, system development charges, and long-term debt all provide potential sources of revenues to address these projects. The budget includes $18.4 million of debt proceeds related to draw down of DEQ loan proceeds for loans approved in previous bienniums. User rates, system development charges or other revenues of the sewer system will be used for debt service payments of these bonds.

Stormwater Capital Budget

The Stormwater CIP schedule calls for an investment of $18.7 million over the next five years for a pipe replacement project, system improvements, an update of the Stormwater Master Plan and other projects. The Stormwater program provides for the maintenance and repair of stormwater infrastructure, including pipe and catch basin repair, drill hole reconditioning, water quality controls, and system cleaning. This program pays for system operation, including emergency response during flooding events. The current Stormwater CIP emphasizes the Newport Corridor Improvements, South Awbrey Butte Drainage Improvements and Stormwater Master Plan Update which will produce additional projects to be scheduled in future CIPs.

The most significant challenge facing the Stormwater Capital Program in this budget is financing the significant infrastructure needs. The City maintains a 30-year stormwater model to project the financial needs of the Stormwater Utility Program. Rate projections for the next five years will be subject to discussion as a result of the Stormwater Master Plan Update. The budget includes $9.2 million of debt proceeds related to draw down of DEQ loan proceeds for loans approved in the 2019 – 2021 biennium. User rates or other revenues of the stormwater system will be used for debt service payments of these bonds.

Transportation Capital Budgets

Transportation Construction Fund: provides for improvements to the transportation system, including multi-modal projects, funded primarily through system development charges and franchise fees.

2020 General Obligation Bond Construction Fund: includes projects that improve traffic flow, east-west connections, safety, mobility and access on major street corridors and intersections.

Accessibility Construction Fund: includes projects for the development of the City's right of way infrastructure from design through construction.

BURA Juniper Ridge Construction Fund: includes projects for the Juniper Ridge Urban Renewal Area located in northeast Bend.

BURA Murphy Crossing Construction Fund: provides projects for the area of the southern convergence of the Bend Parkway and Southeast 3rd Street.

The current Transportation Construction schedule emphasizes the completion of CIP projects in design as well as projects to relieve congestion, improve connectivity and safety. The five-year Transportation Construction CIP includes $41 million of projects, many which have synergy opportunities across water, sewer, accessibility and stormwater. During Budget Committee deliberations an additional $2 million of state grant funds was allocated by the budget committee for the new Midtown Pedestrian and Bicycle Crossings project.

The 2020 General Obligation (GO) Bond Construction fund five year CIP schedule includes $30.2 million in projects. Projects will be reviewed and prioritized by the Transportation Bond Oversight Committee (TBOC) including improvements to roads, intersections, and key east-west corridors, neighborhood safety improvement projects, a connected cross town bicycle network, sidewalks and safe crossings for access to schools, parks, and jobs, sidewalk infill on key routes, contributions to improvements on US97/the Parkway, including redesign and construction of interchanges and on/off ramps, and transit infrastructure improvements and matching funds for transit system capital improvements.

The Accessibility Construction Fund includes projects for the development of the City's right of way infrastructure from design through construction. Progress continues on improving infrastructure commensurate with the Americans with Disabilities Act (ADA) through the city's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way*. The five-year Accessibility Construction CIP includes $3.5 million of projects.

The BURA Juniper Ridge Construction Fund includes projects that were identified after years of study of the Juniper Ridge Urban Renewal Area where access and circulation have been negatively affected by the absence of roads. The Plan contains goals, objectives and projects for the development of the ("Area"). The Area consists of approximately 500 acres of industrial land in northeast Bend. The five-year Juniper Ridge Construction CIP includes $13.1 million of projects.

The BURA Murphy Crossing Construction Fund includes projects that were identified after years of study of the Murphy Crossing Urban Renewal Area where access and circulation have been negatively affected by the location and configuration of the Bend Parkway. The Plan contains goals, objectives and projects for the development of the "Area". The area consists of approximately 230 acres of land in the vicinity of the southern convergence of the Bend Parkway and Southeast 3rd Street. The five year BURA Murphy Crossing Construction Fund includes $1.7 million of projects.

Airport Capital Budget

The Airport Capital Budget reflects the continued efforts to meet existing and near term demand, increase safety and enhance the efficiency of operations. The Airport Master Plan Update process that began in 2019 is nearing completion. The Update process included an extensive, satellite-based, survey and analysis of an airport's ground and airspace features. FAA, Airport and State funding sources are available to fund the Master Plan Update project, with costs estimated at $589,000. The five-year Airport CIP includes $14.3 million of projects.

Facilities Management Budget

The Facilities Management Capital budget accounts for maintenance, repair, small construction and Capital Improvement Projects related to City-owned facilities. In addition, Facilities staff assist in the planning and design of future space needs in existing buildings or new City facilities. The five-year Facilities Management Construction CIP includes $25.5 million of projects related to a new City of Bend Public Works facility in Juniper Ridge.

Impacts on Annual Operating Budgets

The individual project summaries on the following pages indicate the impact the completed project will have on the operating budget (i.e. additional staffing, maintenance, debt service and operating costs). Financial impacts are determined using the following definitions and criteria:

- **Positive -** The project will result in annual operating cost savings or generate additional revenue.
- **None -** The project will not result in additional annual operating expenditures.
- **Negligible -** The project will increase annual operating expenditures by less than $10,000 annually.
- **Minimal -** The project will increase annual operating expenditures by more than $10,000, but less than $50,000.
- **Moderate -** The project will increase annual operating expenditures by more than $50,000, but less than $100,000.
- **High -** The project will increase operating expenditures by more than $100,000 annually.
- **Unknown –** The impacts of the project are unknown at this time.

Summary of Infrastructure Capital Projects

Fund / Description	Funding Source: Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes	Impact on Annual Operating Budget	Total Project Estimate Across Funds Jun-2021	Multi Year Project Yes/No	Capital Outlay 2021-2023 Biennium	Project Detail on Page #s
WATER FUND											
1RFGU Franklin & Greenwood Underpass		■	■		■	2	None	$ 3,895,000	Yes	$ -	348
1RNPR Newport Corridor Improvements		■	■		■	2,6	Minimal	26,123,800	Yes	3,057,500	350
1SCSE Collection System Enhancement Program		■	■		■	6	Positive	5,297,600	Yes	315,000	352
1TMC2 Murphy Brosterhous to 15th		■	■		■	2	Negligible	10,127,800	Yes	59,000	354
1TNPS Neff and Purcell Intersection		■	■		■	2	Positive	6,168,200	Yes	18,600	356
1TTSI Traffic Signal Improvements		■					Positive	25,000	Yes	15,000	358
1WABD Awbrey Butte Distribution Improvements		■	■		■	2	Negligible	28,618,000	Yes	6,997,000	360
1WFRR Capital Repair & Replacement Projects		■					None	9,500,000	Yes	1,000,000	362
1WMP1 Water System Master Plan Update		■					None	1,672,000	Yes	15,000	364
1WOFI Outback Facility Improvements		■	■				Positive	27,639,000	Yes	6,800,000	366
1WPDI Pilot Butte Distribution Improvements		■	■				Negligible	14,800,000	Yes	-	368
1WROC Rock Bluff Reservoir		■	■				Negligible	700,000	Yes	300,000	370
1WWCM Well Capital Maintenance		■	■				Positive	5,126,000	Yes	-	372
1XSDC System Development Charge Update			■				None	300,000	Yes	100,000	374
1XSTS Standards & Specifications Update		■			■	2	None	500,000	No	150,000	376
Total for Water Fund										$ 18,827,100	
WATER RECLAMATION FUND											
1RNPR Newport Corridor Improvements		■	■		■	2,6	Minimal	$ 26,123,800	Yes	$ 3,731,000	378
1SAAI Addison & Butler Mkt Gravity Improvement		■	■				Minimal	1,512,000	No	-	380
1SAMM SW Sewer Basin Improvements Project		■	■		■	6	None	14,196,400	Yes	6,400,000	382
1SBSS Bend Septic Solutions	■				■	6	None	2,979,500	Yes	60,000	384
1SCSE Collection System Enhancement Program		■	■		■	2.6	Positive	5,297,600	Yes	3,300,000	386
1SFPU WRF Facilities Plan Update			■				None	750,000	Yes	500,000	388
1SMP1 Collection System Master Plan Update			■				None	1,750,000	Yes	1,500,000	390
1SN02 Via Sandia, Orion & East Lake Sewer		■	■		■	6	None	3,350,700	Yes	1,600,000	392
1SN03 Admiral and King Jehu Sewer Project		■	■		■	6	None	3,950,000	Yes	3,937,500	394
1SNEP Bend Sewer Neighborhood Extension Program		■					None	10,793,000	Yes	3,293,000	396
1SNI2 North Interceptor Phase II		■	■				None	30,551,600	Yes	11,000,000	398
1SNIA North Interceptor Pipe Alignment		■	■				None	14,046,200	Yes	236,000	400
1SNIL North Interceptor Lift Station		■	■				Minimal	9,834,900	Yes	193,000	402
1SNIP North Interceptor Phase I		■	■				None	5,591,700	Yes	34,000	404
1SNIX North Interceptor Canal Crossing		■	■				Minimal	4,015,900	Yes	745,000	406
1SOC1 Odor Control Master Plan			■				Unknown	1,155,000	No	-	408
1SPCR WRF Primary Clarifier Rehabilitation		■	■				Minimal	1,000,000	No	1,000,000	410
1SPGA Large Gravity Pipe Condition Assessment		■	■				None	400,000	Yes	-	412
1SPSD Pump Station Decommissions		■	■		■	6	Positive	9,191,800	Yes	6,581,000	414
1SPSX Pump Station Program		■	■				None	9,200,000	Yes	1,700,000	416
1SSFU Support Facilities Upgrade		■	■				None	1,000,000	Yes	500,000	418
1SSHI Solids Handling Improvements		■	■		■	6	Minimal	13,000,000	Yes	3,560,700	420
1TMCI Murphy Railway Overcrossing		■	■		■	2	Negligible	7,297,800	Yes	46,000	422
1TNPS Neff and Purcell Intersection		■	■		■	2	Positive	6,168,200	Yes	788,000	424
1XSDC System Development Charge Update			■				None	300,000	No	100,000	426
1XSTS Standards & Specifications Update			■		■	2	None	500,000	No	150,000	428
Total for Water Reclamation Fund										$ 50,955,200	
STORMWATER FUND											
1RFGU Franklin & Greenwood Underpass			■		■	2	None	$ 3,895,000	Yes	$ -	430
1RMNW Minnesota & Wall Stormwater			■				None	324,000	No	-	432
1RMP1 Stormwater Master Plan Update 2020			■				None	500,000	Yes	332,000	434
1RNPR Newport Corridor Improvements			■		■	2,6	Minimal	26,123,800	Yes	9,168,000	436
1RRMC Roosevelt & McKinley			■				None	579,000	Yes	-	438
1RSAB South Awbrey Butte Drainage Improvements			■		■	6	Minimal	9,500,000	Yes	-	440
1TCSI Citywide Safety Improvements			■		■	2	Negligible	2,516,800	Yes	204,000	442
1TEC5 Purcell Butler Market			■		■	2	Negligible	1,707,200	Yes	20,000	444
1TEC6 Purcell Blvd Modernization			■		■	2	Negligible	3,505,000	Yes	20,000	446
1TMC2 Murphy Brosterhous to 15th			■		■	2	Negligible	10,127,800	Yes	233,500	448
1TNPS Neff and Purcell Intersection			■		■	2	Positive	6,168,200	Yes	589,800	450
1XSTS Standards & Specifications Update			■		■	2	None	500,000	No	50,000	452
Total for Stormwater Fund										$ 10,617,300	

Fund / Description	Funding Source: Franchise Fees	SDC's	Rates	Urban Renewal	Other	Notes	Impact on Annual Operating Budget	Total Project Estimate Across Funds Jun-2021	Multi Year Project Yes/No	Capital Outlay 2021-2023 Biennium	Project Detail on Page #s
TRANSPORTATION CONSTRUCTION FUND											
1ABRI Brosterhous Accessibility Improvements	■	■			■	2	Negligible	$ 1,172,000	Yes	$ 589,000	454
1GWAC Wilson Avenue Corridor Improvements	■	■			■	2	None	4,500,000	Yes	4,500,000	456
1RNPR Newport Corridor Improvements	■	■			■	2,6	Minimal	26,123,800	Yes	4,070,300	458
1T3IN 3rd & Reed Market Intersection	■	■					Negligible	3,000,000	Yes	-	460
1TBKE Bicycle Greenways	■	■					Negligible	1,846,000	Yes	823,800	462
1TBMW Butler Market & Wells Acres Improvement	■	■					Negligible	3,000,000	Yes	1,500,000	464
1TBRB Bond & Reed Market RAB	■	■					Negligible	750,000	Yes	50,000	466
1TCHI Brosterhaus & Chase Intersection	■	■					Negligible	5,000,000	Yes	3,000,000	468
1TCON 27th & Conners Intersection	■	■					Negligible	2,500,000	Yes	-	470
1TCSI Citywide Safety Improvements	■	■			■	2	Negligible	2,516,800	Yes	686,400	472
1TCSR Columbia Roundabout Improvements	■	■			■	3	Negligible	3,199,000	Yes	805,000	474
1TEC5 Purcell Butler Market	■	■			■	2	Negligible	1,707,200	Yes	500,000	476
1TEC6 Purcell Blvd Modernization	■	■			■	2	Negligible	3,505,000	Yes	500,000	478
1TGCI Galveston Corridor Improvements	■	■					Negligible	4,686,000	Yes	150,000	480
1TMC2 Murphy Brosterhous to 15th	■	■			■	2	Negligible	10,127,800	Yes	1,708,500	482
1TMC6 Murphy Corridor Parrell to Brosterhous	■	■			■	2	Negligible	9,559,300	Yes	1,954,000	484
1TMCI Murphy Railway Overcrossing	■	■			■	2	Negligible	7,297,800	Yes	864,100	486
1TMTC Midtown Crossing					■	7	Unknown	2,000,000	Yes	2,000,000	488
1TNPS Neff and Purcell Intersection	■	■			■	2	Positive	6,168,200	Yes	3,445,000	490
1TR3N Reed Mkt: 3rd To Newberry	■	■					None	7,316,500	Yes	25,000	492
1XSDC System Development Charge Update		■					None	300,000	Yes	100,000	494
1XSTS Standards & Specifications Update	■	■			■	2	None	500,000	No	150,000	496
Total for Transportation Construction Fund										$ 27,421,100	
2020 GENERAL OBLIGATION BOND CONSTRUCTION FUND											
1GLRS Local Residential Safety Improvement Program					■	1	None	$ 1,500,000	Yes	$ 500,000	498
1GTBD Future Projects (TBD)					■	1	Unknown	29,700,000	Yes	12,700,000	500
Total for 2020 General Obligation Bond Construction Fund										$ 13,200,000	
ACCESSIBILITY CONSTRUCTION FUND											
1AADA Accessibility Opportunity Projects	■						Negligible	$ 1,000,000	Yes	$ 200,000	502
1ABRI Brosterhous Accessibility Improvements	■				■	2	Negligible	1,172,000	Yes	225,000	504
1ADEI NW Delaware Accessibility Improvement	■						Negligible	700,000	Yes	200,000	506
1ADIV NE Division Street Corridor	■						Negligible	688,900	Yes	15,000	508
1ARWI River West Accessibility Improvement	■						Negligible	800,000	Yes	800,000	510
1ASCA Southern Crossing Accessibility Imp	■						Negligible	700,000	Yes	-	512
1RNPR Newport Corridor Improvements	■				■	2,6	Minimal	26,123,800	Yes	12,000	514
Total for Accessibility Construction Fund										$ 1,452,000	
BURA JUNIPER RIDGE CONSTRUCTION FUND											
1BCTL Cooley Rd. / Talus Rd. Improvements				■			None	$ 2,600,000	No	$ 2,600,000	518
1BU97 US97 North Corridor Improvements				■			None	2,000,000	No	-	520
1BSTE Talus Sewer Trunk Line Extension				■			None	1,500,000	No	-	522
1B18E 18th Street Extension				■			None	3,000,000	Yes	-	524
1BCRE Cooley Road Extension				■			None	3,000,000	Yes	-	526
1BNCR New Collector Roads				■			None	3,000,000	Yes	-	528
Total for BURA Juniper Ridge Construction Fund										$ 2,600,000	
BURA MURPHY CROSSING CONSTRUCTION FUND											
1BM97 Murphy Rd/US97 Interchange				■			None	$ 150,000	Yes	$ 150,000	530
1B97N US97 Frontage Road North				■			None	750,000	No	-	532
1B97S US97 Frontage Road South				■			None	750,000	No	-	534
Total for BURA Murphy Crossing Construction Fund										$ 150,000	

Fund / Description	Funding Source: Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes	Impact on Annual Operating Budget	Total Project Estimate Across Funds Jun-2021	Multi Year Project Yes/No	Capital Outlay 2021-2023 Biennium	Project Detail on Page #s
AIRPORT FUND											
AP19A Master Plan Update					■	4	None	$ 589,300	Yes	$ 20,000	538
AP22A Runway 16-34 & Seal Coat, Guidance Sign LED Upgrade					■	4	None	2,005,000	Yes	800,000	540
AP22B Air Traffic Control Tower					■	4	High	8,500,000	Yes	-	542
AP23A South Hangar Taxilane Rehab					■	4	None	750,000	No	-	544
AP25A Taxiway A & B Seal Coat and Edge Lighting, Beacon					■	4	None	3,056,000	No	-	546
Total for Airport Fund										$ 820,000	
FACILITIES MANAGEMENT											
FA21BX Juniper Ridge Corporate Yard Roadway Construction					■	5	Minimal	$ 33,320,000	Yes	$ 1,600,000	550
FA22AX Juniper Ridge Corporate Yard Vehicle Storage/Shop Bldg.					■	5	Minimal	27,361,800	Yes	-	552
FA23AX Juniper Ridge Corporate Yard Fuel Island					■	5	Minimal	2,366,400	Yes	-	554
FA24AX Juniper Ridge Corporate Yard Fleet Building					■	5	Minimal	16,029,400	Yes	-	556
FA25AX Juniper Ridge Public Works Administration, Lab, & Warehouse					■	5	Minimal	48,804,000	Yes	-	558
Total for Facilities Management										$ 1,600,000	
CIP TOTAL FOR 2021-2023 BIENNIAL BUDGET										**$ 127,642,700**	

Notes

1 Projects receive funding from voter approved General Obligation bond proceeds.

2 Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction and/or Transportation Construction.

3 Partnership with Bend Park and Recreation District and/or Oregon State University Cascades.

4 Funded by FAA and State of Oregon Grants. City Match to be funded with Airport revenues and General Fund subsidy if State of Oregon grants not available.

5 Projects will be funded by issuance of long term debt. Annual debt service payments will be made by operating departments at each site.

6 Projects will be funded with issuance of long term debt in the Clean Water State Revolving Fund Loan Program.

7 Project will be funded by an allocation of American Rescue Plan Act funding from the State of Oregon

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Water Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RFGU Franklin & Greenwood Underpass	5	$ -	$ -	$ 145,000	$ -	$ -	145,000
1RNPR Newport Corridor Improvements	1	2,263,500	794,000	-	-	-	$ 3,057,500
1SCSE Collection System Enhancement Program	N/A	315,000	-	-	-	-	315,000
1TMC2 Murphy Brosterhous to 15th	1	59,000	-	-	-	-	59,000
1TNPS Neff and Purcell Intersection	2	-	18,600	-	-	-	18,600
1TTSI Traffic Signal Improvements	5	15,000	-	-	-	-	15,000
1WABD Awbrey Butte Distribution Improvements	5	1,060,000	5,937,000	9,312,000	9,139,000	3,170,000	28,618,000
1WFRR Capital Repair and Replacement Projects	N/A	500,000	500,000	500,000	2,500,000	2,500,000	6,500,000
1WMP1 Water System Master Plan Update	N/A	15,000	-	-	-	-	15,000
1WOFI Outback Facility Improvements	5	3,400,000	3,400,000	4,000,000	8,000,000	8,839,000	27,639,000
1WPDI Pilot Butte Distribution Improvements	5	-	-	500,000	5,000,000	7,000,000	12,500,000
1WROC Rock Bluff Reservoir	5	-	300,000	400,000	-	-	700,000
1WWCM Well Capital Maintenance	5	-	-	1,450,000	3,676,000	-	5,126,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		$ 7,827,500	$ 10,999,600	$ 16,307,000	$ 28,315,000	$ 21,509,000	$ 84,958,100

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RFGU Franklin & Greenwood Underpass

Fund: Water

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Oct 2023 | **Est. End Date:** Jun 2027

Description & Background

Construction of surface water swales to reduce the volume of water entering the underpass, larger capacity storm drains and a pump station to move water from the underpass to an off- site force main and an infiltration swale to retain and infiltrate stormwater.

Need/Justification

Both Franklin Ave and Greenwood Ave are vital east-west corridors providing access to downtown and the west side. The underpasses close during moderate rainfall events blocking all traffic. Flooding of the underpasses create a barrier for emergency vehicles and the general public as well as creates a public Safety hazard and burden upon the City Staff to respond.

Financial Summary

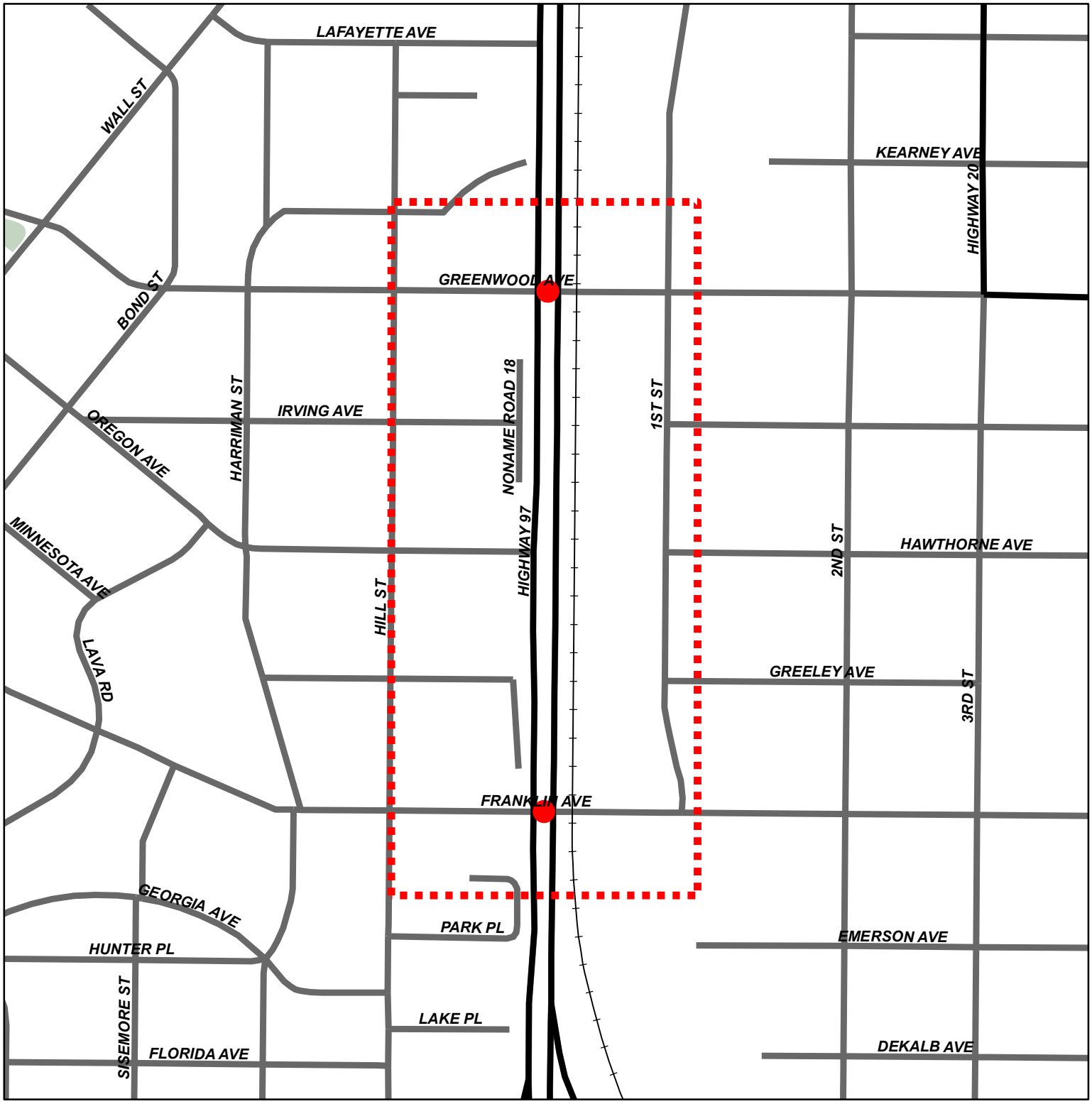
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Higher potential for system overflows, reduced capacities in other areas in the city, and increased project costs due to escalation.
Transportation Construction	$ -	
Water	$ $145,000	
Water Reclamation	$ -	
Stormwater	$ $3,750,000	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 145,000	$ 750,000	$ 1,500,000	$ 1,500,000

Total Project Cost Estimate: $ 3,895,000



CITY OF BEND

1RFGU

Franklin & Greenwood Underpass

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RNPR Newport Corridor Improvements

Fund: Water

Project Manager: Drew Wells | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Mar 2019 | **Est. End Date:** Oct 2022

Description & Background

Reconstruct existing drainage collection and conveyance system along Newport and Nashville from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement / rehabilitation of associated drainage structures. Project elements include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvements, flow reduction and flow mitigation measures. This project is identified as a synergy project with focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Ave. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions.

Need/Justification

The South Awbrey Butte Drainage Study, completed in 2017, determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding / improve water quality within the basin.

Financial Summary

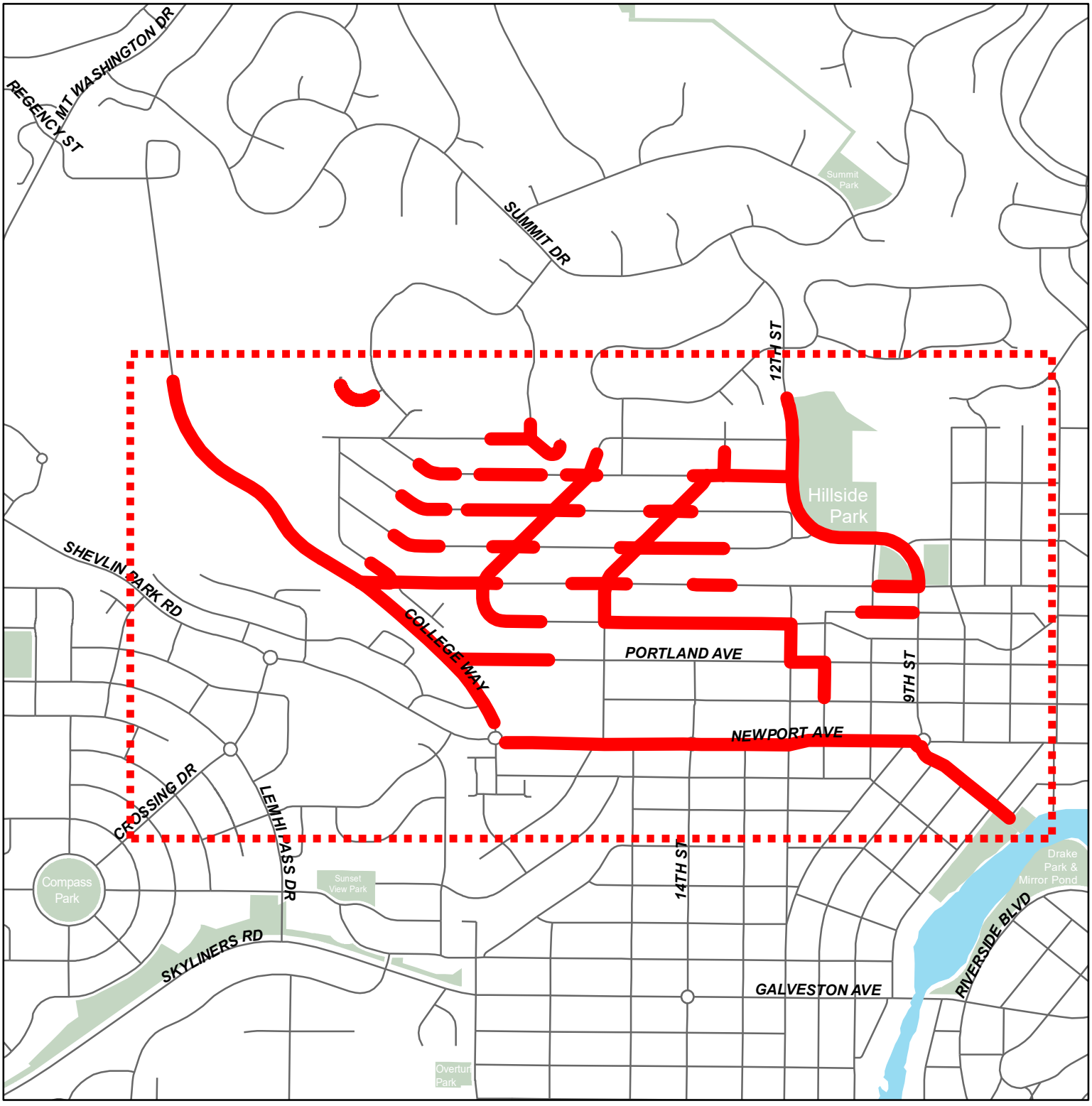
Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	$17,000	Further deterioration of existing pipeline and increased project costs due to escalation.
Transportation Construction	$	$5,577,300	
Water	$	$4,052,400	
Water Reclamation	$	$5,102,000	
Stormwater	$	$11,375,100	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: Minimal			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,658,000	$ 4,427,000	$ 12,123,400	$ 7,915,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 26,123,800



CITY OF BEND

1RNPR

Newport Corridor Improvements Phase II

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SCSE Collection System Enhancement Program

Fund: Water

Project Manager: Oliver Murray | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Apr 2019 | **Est. End Date:** Jun 2022

Description & Background

This program includes repair and replacement projects identified in the 2014 Collection System Master Plan. The final scope of work to be complete under this project number are the Airport, Pioneer, Deschutes Business, River's Edge, and Rimrock pump stations. Future pump station projects will be procured under 1SP1X. Total cost estimates reflect only the projects scheduled for completion in the 5-year CIP period.

Need/Justification

Reduction of operations and maintenance costs with the repair and or replacement of systems identified along with mitigation of outdated and potentially undersized or oversized systems from failing.

Project Related to: 1SBSS Southeast Bend Septic Solutions

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Potential of additional sunk cost to keep stations operational before they can be properly rehabilitated. System failures and overflow events are also possible.
Transportation Construction	$ -	
Water	$ $315,000	
Water Reclamation	$ $4,982,600	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 257,600	$ 1,425,000	$ 3,615,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 5,297,600

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TMC2 Murphy Brosterhous to 15th

Fund: Water

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Nov 2018 | **Est. End Date:** Jun 2022

Description & Background

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the extension of Murphy Road from the current terminus at Brosterhous Rd, east to 15th St.. The extension includes a bridge overcrossing BNSF railway (See subproject 1TMCI) and will include a 2-lane section with bike and pedestrian facilities. Median treatment to be determined based on access needs and traffic study results.

Need/Justification

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TECI Purcell Roundabout

Financial Summary

Total Project Spending by Fund		
Accessibility Construction	$	-
Transportation Construction	$	$8,342,500
Water	$	$331,300
Water Reclamation	$	-
Stormwater	$	$1,454,000
2020 General Obligation Bond	$	-
Other (see below)	$	-
Impact on Operating Budget: Negligible		

Consequence of Delaying or Eliminating

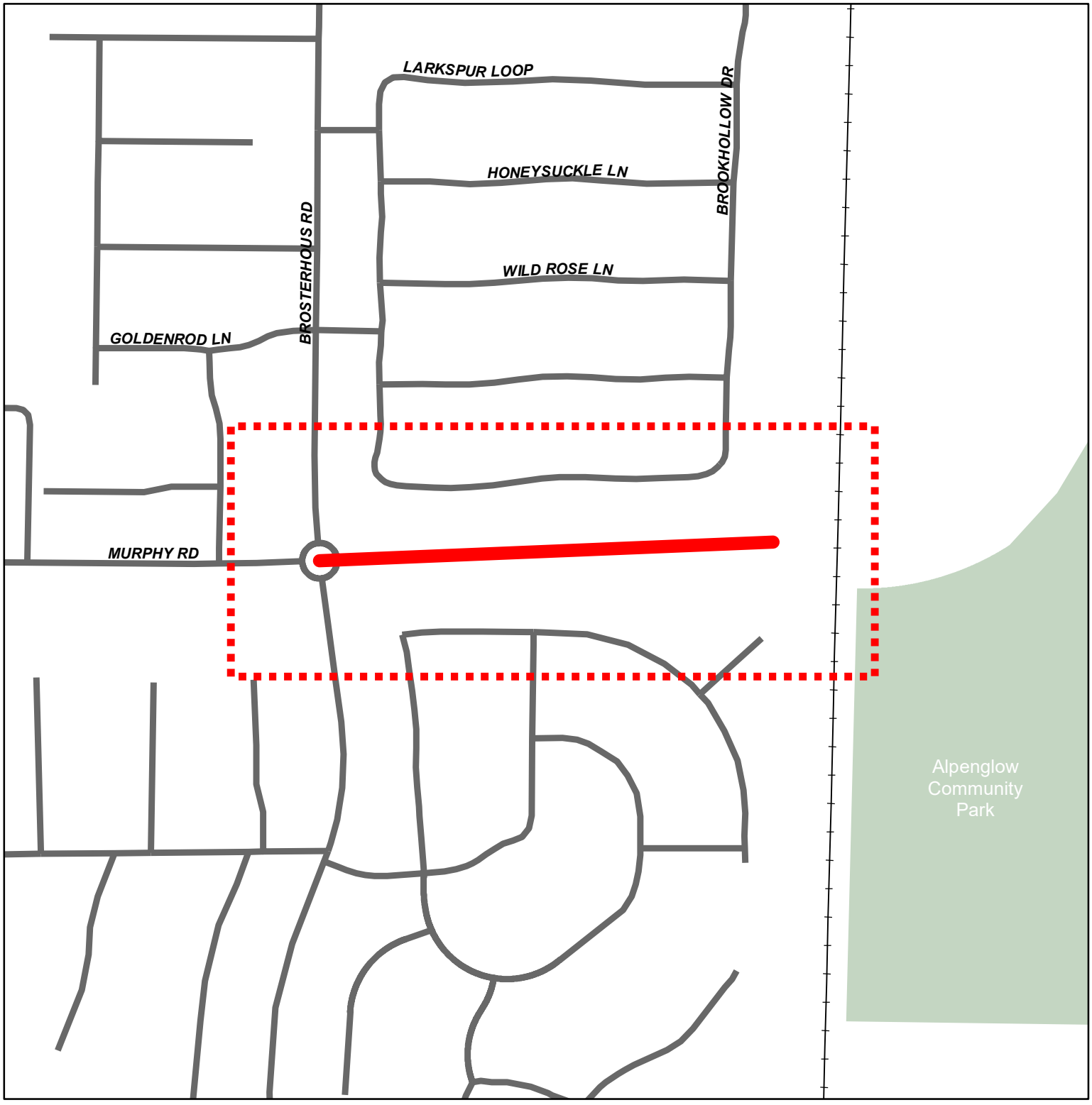
There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled.

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,594,300	$ 6,532,500	$ 2,001,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 10,127,800



CITY OF BEND

1TMC2

Murphy Brosterhous to 15th

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TNPS Neff and Purcell Intersection

Fund: Water

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 2 | **Est. Start Date:** Aug 2018 | **Est. End Date:** Jun 2023

Description & Background

This intersection and corridor has been highly prioritized by members of the community serving on the City of Bend Accessibility Advisory Committee and a previous safety study. The project will include the following tasks: public engagement, survey, design, and construction of missing sidewalks and a safer intersection for all users serving the surrounding medical, residential, and school properties.

Need/Justification

This intersection and surrounding streets have been previously identified by the community and a safety study as one of the highest priority parts of the city needing safety improvements. The aging traffic signal at this intersection is in need of routine replacement and this coupled with the improved community connectivity will benefit users of all ages and abilities and the surrounding neighborhoods.

Financial Summary

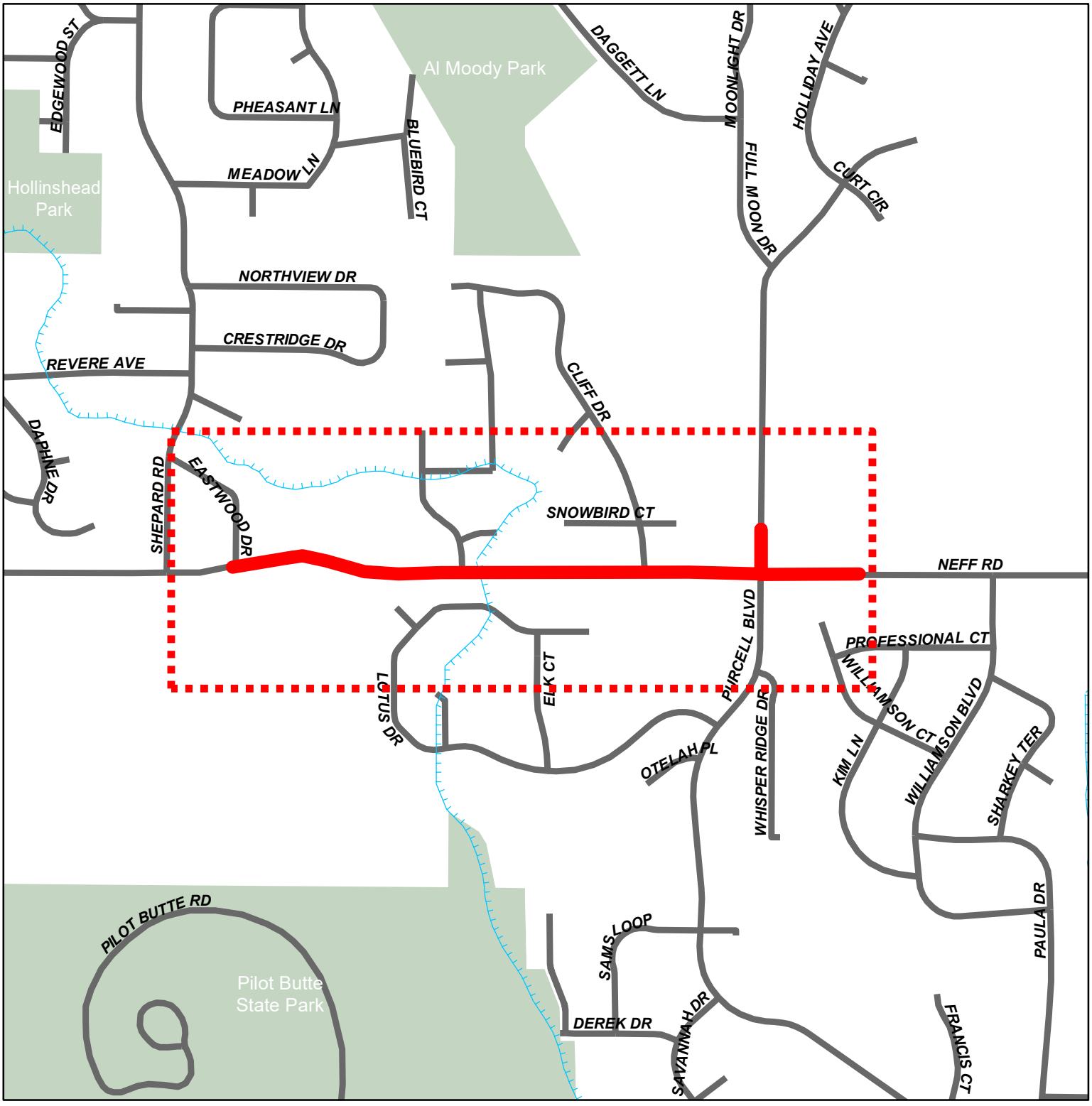
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	One of the highest crash and most congested intersections in the community would remain.
Transportation Construction	$ $4,771,800	
Water	$ $18,600	
Water Reclamation	$ $788,000	
Stormwater	$ $589,800	
General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 576,800	$ 750,000	$ 2,292,000	$ 2,549,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 6,168,200



1TNPS

Neff and Purcell Intersection Design and Construction

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TTSI Traffic Signal Improvements

Fund: Water

Project Manager: Deedee Fraley | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jan 2021 | **Est. End Date:** Dec 2021

Description & Background

Upgrade existing 2-inch galvanized water main with Wilson Avenue from 2nd Street to 5th Street with a new 8-inch DI main. System will also be looped to provide efficiencies. Replace two sections of existing pipe as identified per the WSP.

Need/Justification

Provide synergy. The TTSI is in design and will be reconstructing the Wilson Corridor. Opportunity to leverage Transportation/2020 GO Bond funds with Operations and Maintenance funds.

Project Related to: 1GWAC Wilson Avenue Corridor Improvements

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	The 2-inch main will likely fail with any future development and an upgrade would be required. This would require re-shutting down the 3rd and Wilson intersection for an extended period of time to reinstall a new main.
Transportation Construction	$ -	
Water	$ $25,000	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: 100% Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ 10,000	$ 15,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 25,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1WABD Awbrey Butte Distribution Improvements

Fund: Water

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Oct 2021 | **Est. End Date:** Jun 2026

Description & Background

Installation of new and upsized waterline piping in addition to condition related improvements of existing facilities in the Awbrey Butte vicinity. This project also includes synergy opportunities with the 2020 GO Bond Portland Avenue Corridor Improvement Project and the Newport Corridor Improvements South Awbrey Butte Drainage Study Project.

Need/Justification

Improvements will increase fire flow availability, bring facilities up to current code, upsize and improve pipe condition, and extend useful life.

Project Related to: P-13 New Awbrey Transmission, P-23 Awbrey Reservoir Outlet Transmission Upsize, PS-1 Awbrey Pump Station, T-5 Awbrey Reservoir, FFP-10 Awbrey Road and Portland Avenue, FFP-7 12th and Juniper Streets Improvements, FFP-40 Glassow Drive Looping, Miscellaneous Pipe Replacement Segments in area, 2020 GO Bond Portland Avenue Corridor Improvements Project, Newport Corridor Improvements South Awbrey Butte Drainage Study.

Financial Summary

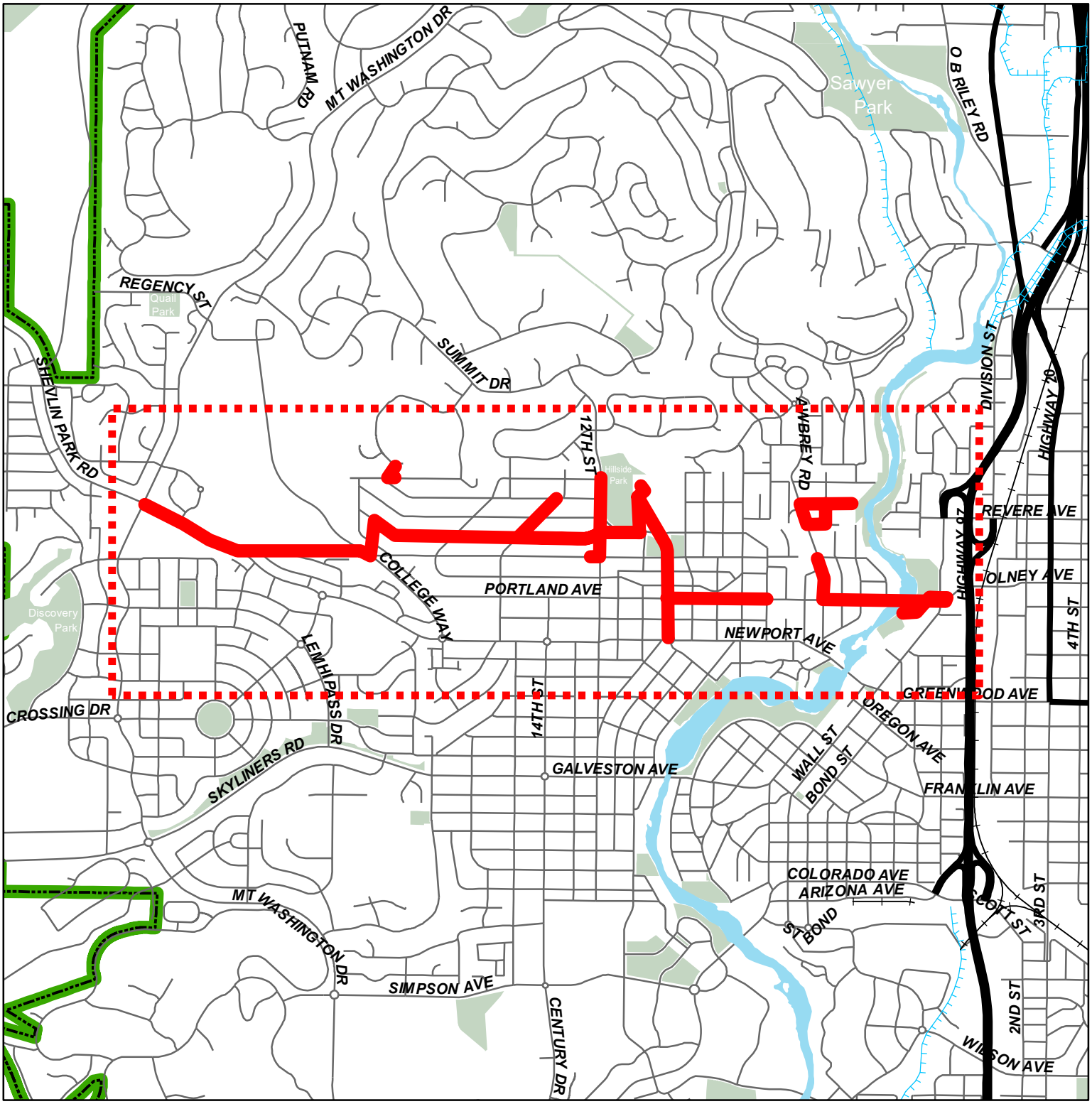
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Not meeting Level of Service or Quality needs.
Transportation Construction	$ -	
Water	$ $28,618,000	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 1,060,000	$ 5,937,000	$ 9,312,000	$ 9,139,000	$ 3,170,000	$ -

Total Project Cost Estimate: $ 28,618,000



CITY OF BEND

1WABD

Awbrey Butte Distribution Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1WFRR Capital Repair & Replacement Projects

Fund: Water

Project Manager: Unassigned | **Project Status:** Planning | **Project Phase:** Planning

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2027

Description & Background

The existing water system is aging and deteriorating. Some pipes have been in service for 95 years and nearing the end of their useful life. This program will proactively identify critical segments of existing pipe that need to be removed and replaced. This funding line will also be available for synergy opportunities to capitalize on other infrastructure already being constructed in the same area.

Need/Justification

A successful removal and replacement of existing pipe program will reduce the likelihood of frequent emergency shutdowns and pipe replacements due to unexpected breaks.

Project Related to: PR-1 1-5 Year Pipe Replacement

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Not meeting Level of Service or Quality needs.
Transportation Construction	$ -	
Water	$ $9,500,000	
Water Reclamation	$ -	
Stormwater	$ -	
General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000

Total Project Cost Estimate: $ 9,500,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1WMP1 Water System Master Plan Update

Fund: Water

Project Manager: Brittany Barker | **Project Status:** Planning | **Project Phase:** Planning

Cost Estimate Classification: N/A | **Est. Start Date:** May 2019 | **Est. End Date:** Sep 2021

Description & Background

The 2011 Water System Master Plan Optimization Study was a data driven analysis of system needs that resulted in a set of improvements that meet future demands at the least cost, how to best operate the existing system and identified where the system is most vulnerable to pipe break events. It is industry best practice to update master plans every 5 years. The City will use the same optimization approach in the 2018 integrated Water Master Plan as was used in 2011, plus update the Water Conservation Management Plan, Public Facility Plan, Community Engagement Plan, and conduct an Outback Siting Study.

Need/Justification

The existing Water Master Plan was completed in 2011 and is due to be updated in order to more accurately reflect current system conditions.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Private development decisions and capital improvement project prioritization will be based on limited data which can lead to less than optimal use of both public and private resources.
Transportation Construction	$ -	
Water	$ $1,687,000	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 943,300	$ 728,700	$ 15,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,687,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1WOFI Outback Facility Improvements

Fund: Water

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2026

Description & Background

Evaluate the system within the existing Water Filtration Facility and conduct condition related improvements.

Need/Justification

The City's Water Filtration Facility (WFF) treats all of the surface and groundwater generated within the City of Bend. The WFF Plan is a facility planning document that summarizes existing, near-term, and anticipated long-term flow, loading, treatment, and process conditions. The plan is a useful tool for planning necessary facilities upgrades and improvements to the plant which are necessitated to meet the demands of growth in the community as well as federal/state regulatory requirements.

Project Related to: O-1 Outback Facility Plan, Townsite Act Land Acquisition, O-2 Pretreatment, T-1 Outback Reservoir #1, T-2 Outback Reservoir #2 - Interior Coating Only, T-4 Outback CT Basin, W-1 Outback Well 1, W-2 Outback Well 2

Financial Summary

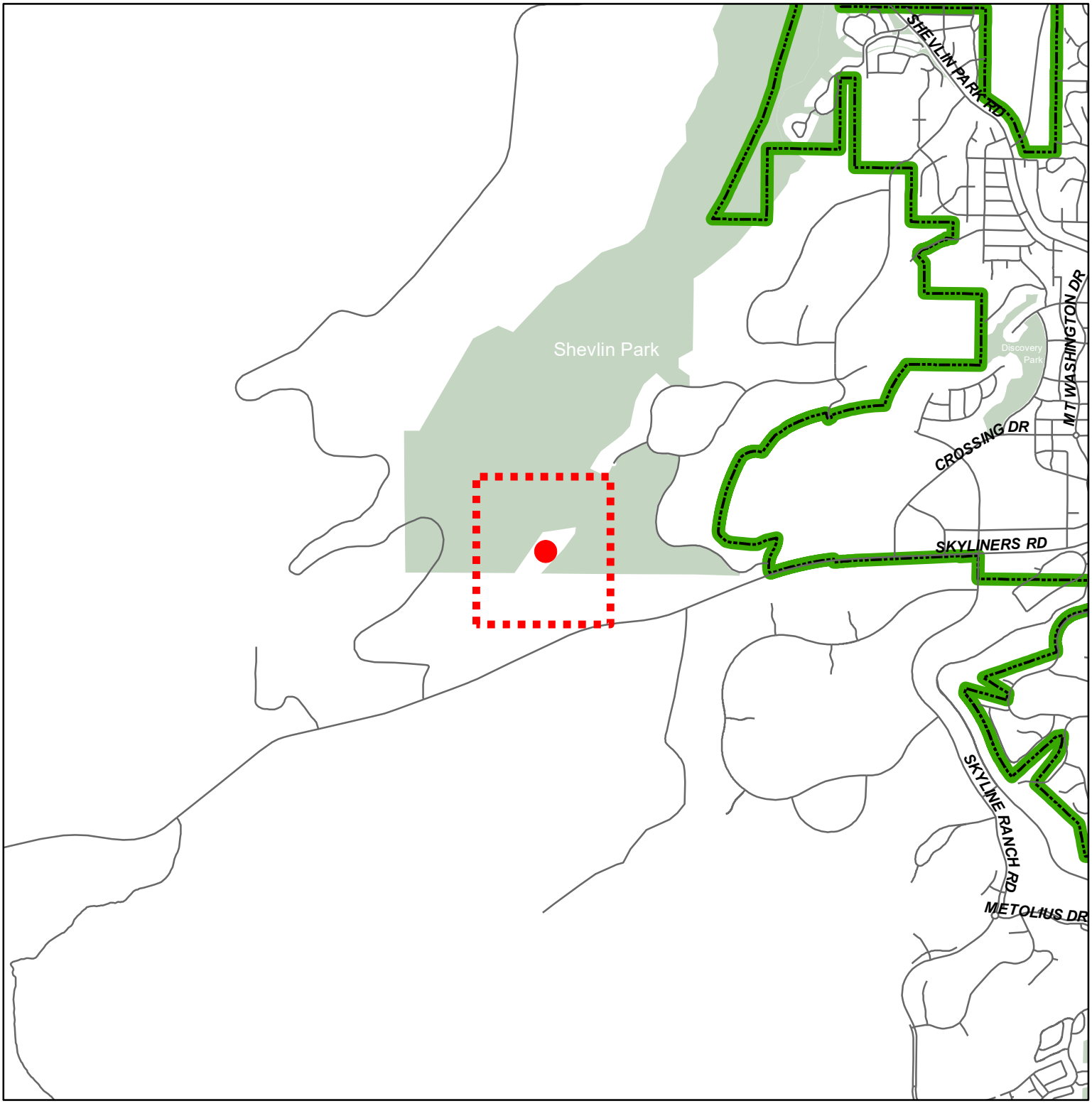
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Not meeting Level of Service or Quality needs.
Transportation Construction	$ -	
Water	$ $27,639,000	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 3,400,000	$ 3,400,000	$ 4,000,000	$ 8,000,000	$ 8,839,000	$ -

Total Project Cost Estimate: $ 27,639,000



CITY OF BEND

1WOFI

Outback Facility Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1WPDI Pilot Butte Distribution Improvements

Fund: Water

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2027

Description & Background

Installation of new and upsized waterline piping in addition to condition related improvements of existing facilities in the Pilot Butte vicinity.

Need/Justification

Improvements will increase fire flow availability, upsize and improve pipe condition, and extend useful life.

Project Related to: FFP-21 Pilot Butte and Neff Road Upsize, P-19 6th Street Upsize, FFP-17 Highway 20 Looping, and Miscellaneous Pipe Replacement Segments in the area.

Financial Summary

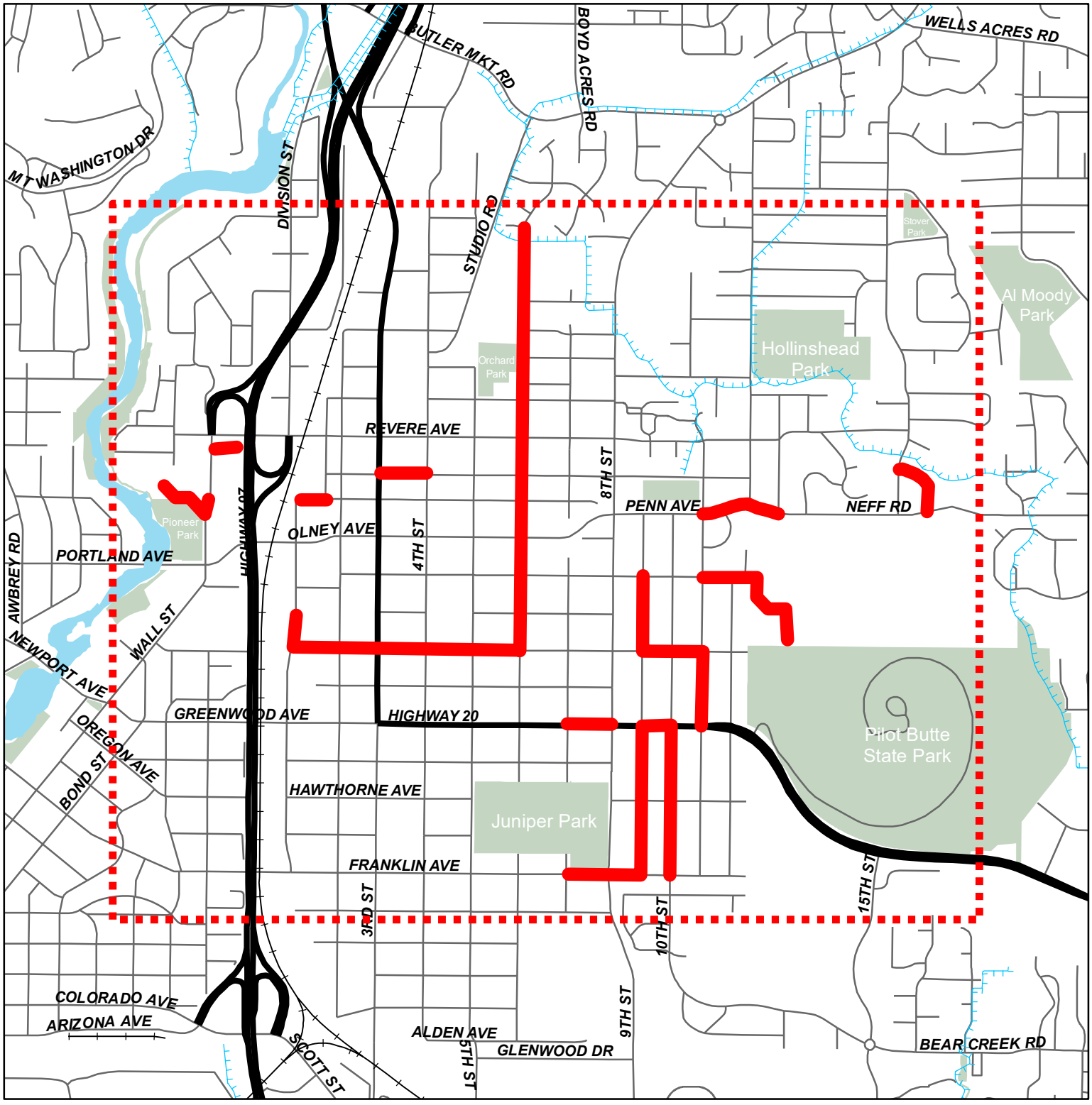
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Not meeting Level of Service or Quality needs.
Transportation Construction	$ -	
Water	$ $14,800,000	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 500,000	$ 5,000,000	$ 7,000,000	$ 2,300,000

Total Project Cost Estimate: $ 14,800,000



CITY OF BEND

1WPDI

Pilot Butte Distribution Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1WROC Rock Bluff Reservoir

Fund: Water

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Oct 2022 | **Est. End Date:** Jun 2024

Description & Background

Perform interior coating of Rock Bluff Reservoir due to deteriorated condition.

Need/Justification

To maintain the expected water quality and level of service needs of the community with routine maintenance and avoid a costly replacement.

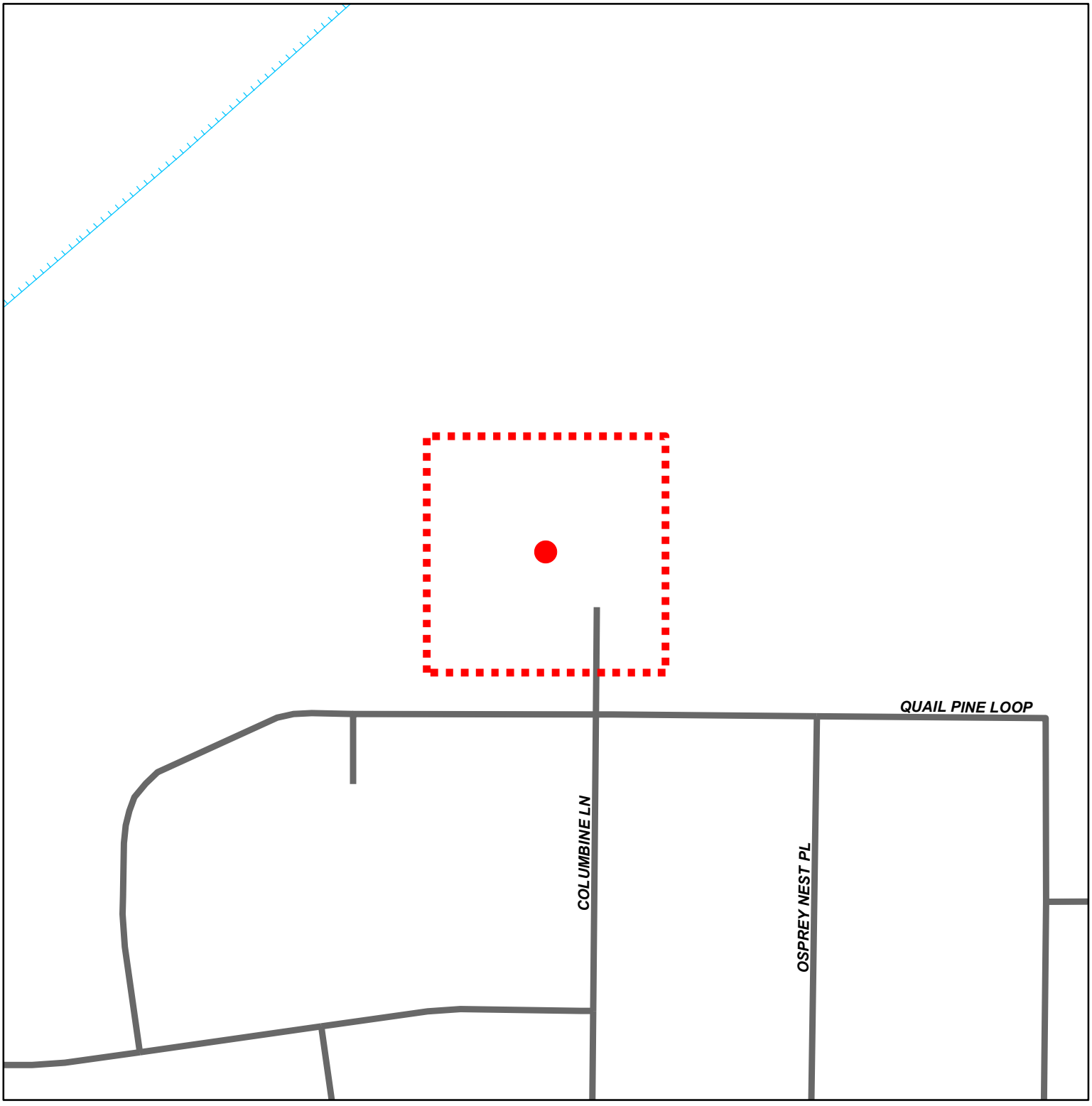
Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Not meeting Level of Service or Quality needs and expanding into a costly replacement project.
Transportation Construction	$ -	
Water	$ $700,000	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		
Method of Financing: 100% Rates / SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ 300,000	$ 400,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 700,000



CITY OF BEND

1WROC

Rock Bluff Reservoir

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1WWCM Well Capital Maintenance

Fund: Water

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2025

Description & Background

Perform condition related improvements - surfacing, groundwater well, standby power, security, instrumentation, landscape/irrigation, fencing, structures, mechanical, gas chlorination system, fire protection, and electrical for the existing River Wells 1 & 2.

Need/Justification

When the City's Water Filtration Facility (WFF) wells have to shut down for maintenance or other unforeseen circumstances, groundwater is pumped from River Wells 1 & 2 to supplement the demand. This project will bring the wells up to current code and extend the useful life.

Project Related to: W-10 River Well 1 and W-11 River Well 2

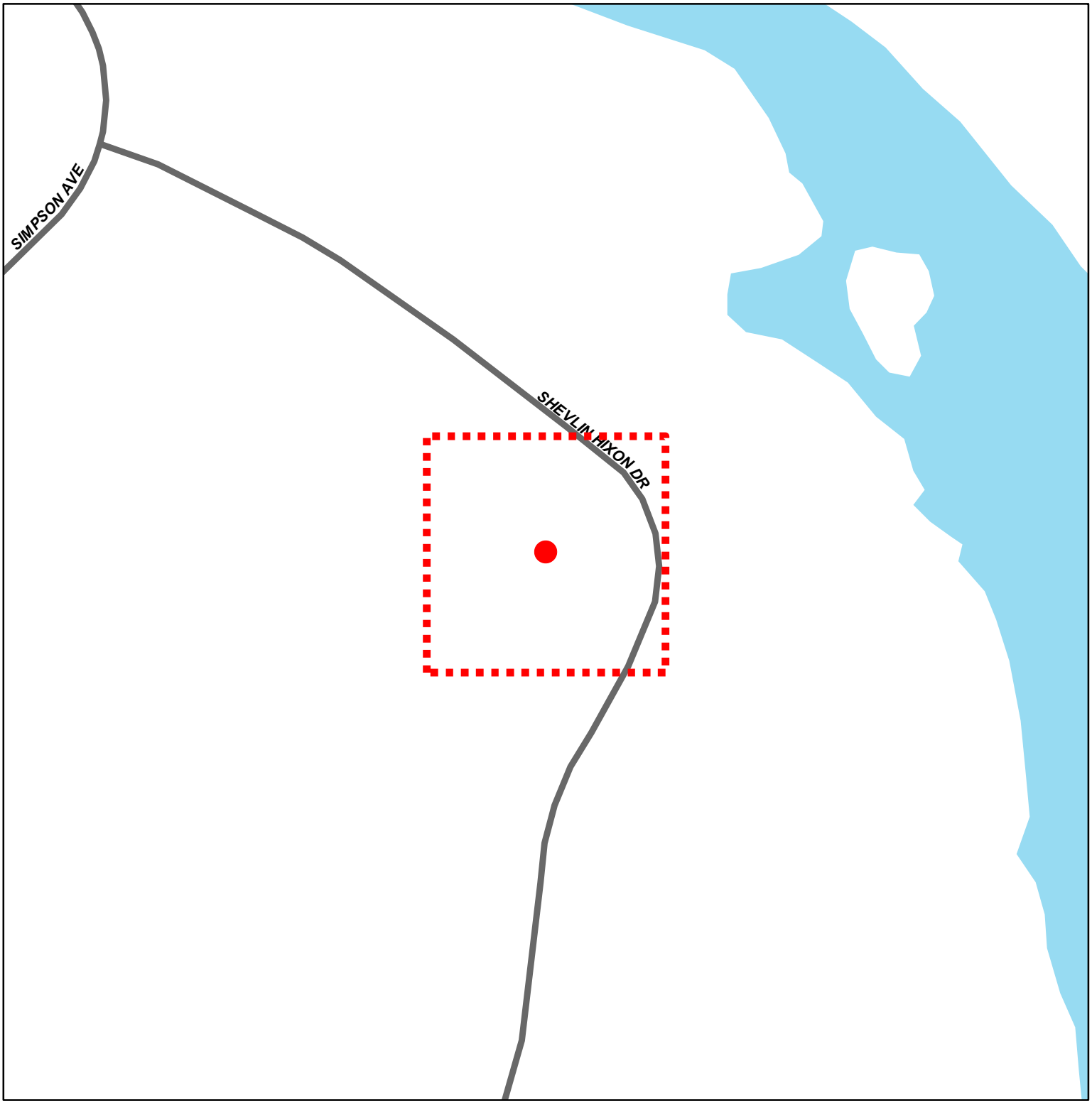
Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Not meeting Level of Service or Quality needs
Transportation Construction	$ -	
Water	$ $5,126,000	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		
Method of Financing: 100% Rates / SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 1,450,000	$ 3,676,000	$ -	$ -

Total Project Cost Estimate: $ 5,126,000



CITY OF BEND

1WWCM

Well Capital Maintenance

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1XSDC System Development Charge Update

Fund: Water

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2023

Description & Background

Oregon Revised Statutes (ORS) 223.297 to 223.314 authorize local governments to establish system development charges (SDCs), one-time fees on new development paid at the time of development. ORS 223.299 specifies that an SDC is made up of the following fees, or either fee separately: 1) A reimbursement fee designed to recover costs associated with capital improvements already constructed, or under construction when the fee is established, for which the local government determines that capacity exists; or 2) An improvement fee designed to recover costs associated with capital improvements to be constructed.

Need/Justification

SDCs are collected from developers and then used to pay for infrastructure facilities City-wide. The methodology establishes fee amounts to be collected from each individual development project to ensure that adequate funds are available to provide the public infrastructure needed in developing areas. Updates are needed to determine the relative impacts of each development project to the infrastructure systems serving the project so that SDCs are collected equitably.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	None
Transportation Construction	$ $100,000	
Water	$ $100,000	
Water Reclamation	$ $100,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 300,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1XSTS Standards & Specifications Update

Fund: Water

Project Manager: Alex Doza | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2022

Description & Background

Update the Design Standards that provide consistent guidance for the minimum design and technical criteria for the construction of public infrastructure. The current standards include criteria for public streets, storm drainage systems, water systems, sanitary sewer systems, arterial and greenway landscaping and bikeways, and electric infrastructure. These standards are technical in nature and apply to the way in which the improvements are to be constructed and are complimentary to the Land Development Code which includes zoning regulations and guides the overall use and layout design for development.

Need/Justification

Every project built in the Right-of-Way by either City sponsorship or by private development initiative is required to build the accompanying infrastructure to City Standards and Specifications. The last external update that the City completed was in 2011. An internal update was completed in 2018. With the upcoming release of new reference documents and with the ever-changing evolution of standards and products, it is time for the City to complete another external update to ensure conformance to industry standards.

Financial Summary

Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	-	Leads to costly changes and inefficiencies as a result of outdated requirements for quality of products, materials, and workmanship.
Transportation Construction	$	$150,000	
Water	$	$150,000	
Water Reclamation	$	$150,000	
Stormwater	$	$50,000	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: None			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 500,000

Water Reclamation Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RNPR Newport Corridor Improvements	1	$ 2,722,000	$ 1,009,000	$ -	$ -	$ -	$ 3,731,000
1SAAI Addison & Butler Mkt Gravity Improvement	5	-	-	-	1,512,000	-	1,512,000
1SAMM SW Sewer Basin Improvements	3	4,200,000	2,200,000	2,400,000	3,600,000	-	12,400,000
1SBSS Bend Septic Solutions	N/A	50,000	10,000	-	-	-	60,000
1SCSE Collection System Enhancement Program	N/A	3,300,000	-	-	-	-	3,300,000
1SFPU WRF Facilities Plan Update	N/A	500,000	-	-	-	-	500,000
1SMP1 Collection System Master Plan Update	N/A	1,250,000	250,000	-	-	-	1,500,000
1SN02 Via Sandia, Orion & East Lake Sewer	1	1,600,000	-	-	-	-	1,600,000
1SN03 Admiral and King Jehu Sewer Project	5	2,622,500	1,315,000	-	-	-	3,937,500
1SNEP Bend Sewer Neighborhood Extension Program	N/A	793,000	2,500,000	2,500,000	2,500,000	2,500,000	10,793,000
1SNI2 North Interceptor Phase II	1	11,000,000	-	-	-	-	11,000,000
1SNIA North Interceptor Pipe Alignment	1	236,000	-	-	-	-	236,000
1SNIL North Interceptor Lift Station	1	193,000	-	-	-	-	193,000
1SNIP North Interceptor Phase I	1	34,000	-	-	-	-	34,000
1SNIX North Interceptor Canal Crossing	1	745,000	-	-	-	-	745,000
1SOC1 Odor Control Master Plan	N/A	-	-	1,155,000	-	-	1,155,000
1SPCR WRF Primary Clarifier Rehabilitation	5	1,000,000	-		-	-	1,000,000
1SPGA Large Gravity Pipe Condition Assessment	5	-	-	-	200,000	200,000	400,000
1SPSD Pump Station Decommissions	3	3,442,000	3,139,000		-	-	6,581,000
1SPSX Pump Station Program Funding	N/A	200,000	1,500,000	2,500,000	2,500,000	2,500,000	9,200,000
1SSFU Support Facilities Upgrade	5	-	500,000	500,000	-	-	1,000,000
1SSHI Solids Handling Improvements	1	3,000,000	560,700	-	-	-	3,560,700
1TMCI Murphy Railway Overcrossing	1	46,000	-	-	-	-	46,000
1TNPS Neff and Purcell Intersection	2	394,000	394,000	-	-	-	788,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		$ 37,527,500	$ 13,427,700	$ 9,055,000	$ 10,312,000	$ 5,200,000	$ 75,522,200

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RNPR Newport Corridor Improvements

Fund: Water Reclamation

Project Manager: Drew Wells | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Mar 2019 | **Est. End Date:** Oct 2022

Description & Background

Reconstruct existing drainage collection and conveyance system along Newport and Nashville from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement / rehabilitation of associated drainage structures. Project elements include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvements, flow reduction and flow mitigation measures. This project is identified as a synergy project with focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Ave. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions.

Need/Justification

The South Awbrey Butte Drainage Study, completed in 2017, determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding / improve water quality within the basin.

Financial Summary

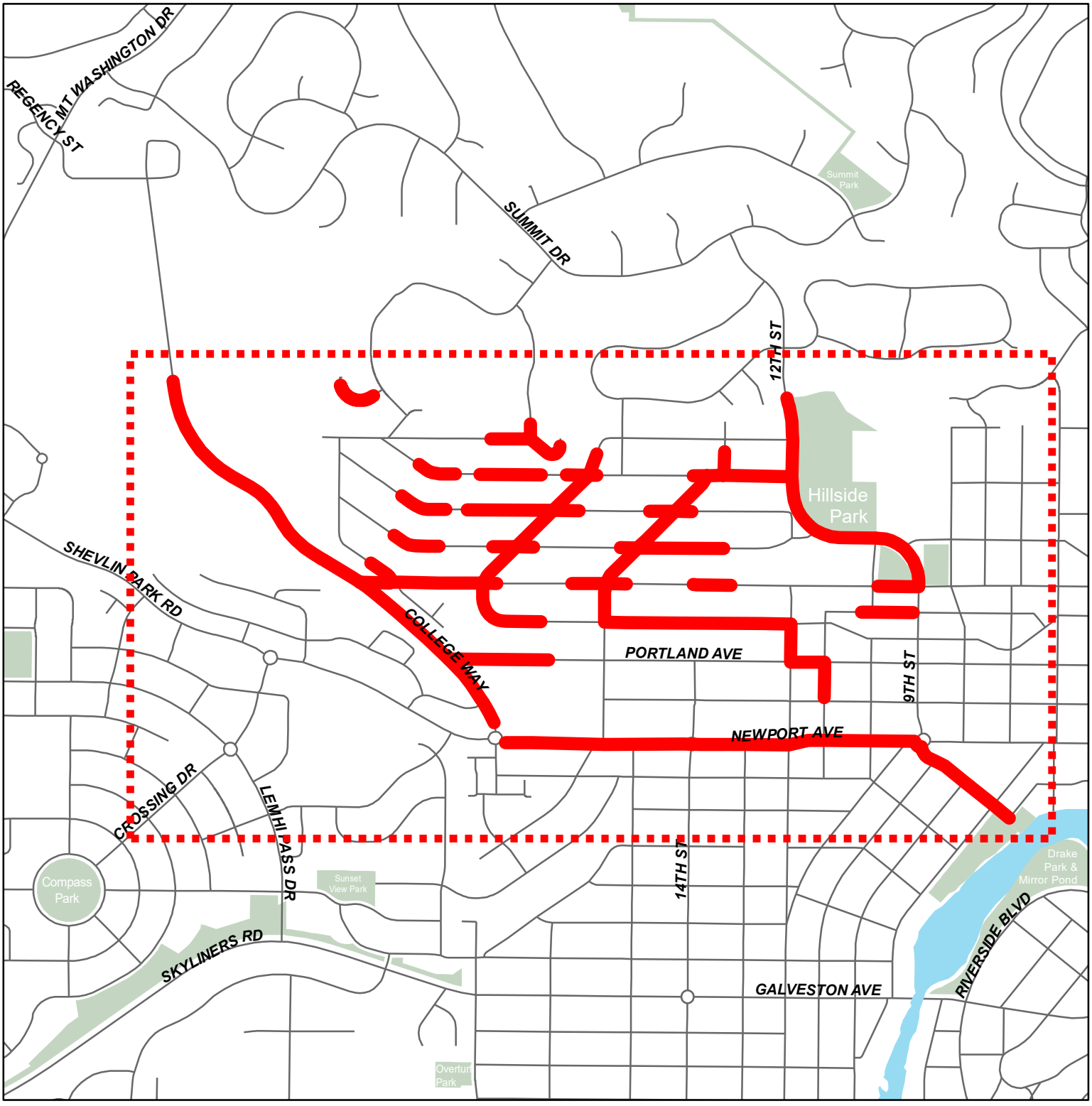
Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	$17,000	Further deterioration of existing pipeline and increased project costs due to escalation.
Transportation Construction	$	$5,577,300	
Water	$	$4,052,400	
Water Reclamation	$	$5,102,000	
Stormwater	$	$11,375,100	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: Minimal			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,658,000	$ 4,427,000	$ 12,123,400	$ 7,915,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 26,123,800



CITY OF BEND

1RNPR

Newport Corridor Improvements Phase II

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SAAI Addison & Butler Mkt Gravity Improvement

Fund: Water Reclamation

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2025

Description & Background

New 12-inch line along Addison Avenue between 4th Street and Butler Market Road, then new 18-inch line along Butler Market Road to 8th Street, connecting to existing 24-inch line.

Need/Justification

Needed to increase the hydraulic conveyance capacity of the local sewer system to accommodate existing and future flows and remove surcharged sewer.

Financial Summary

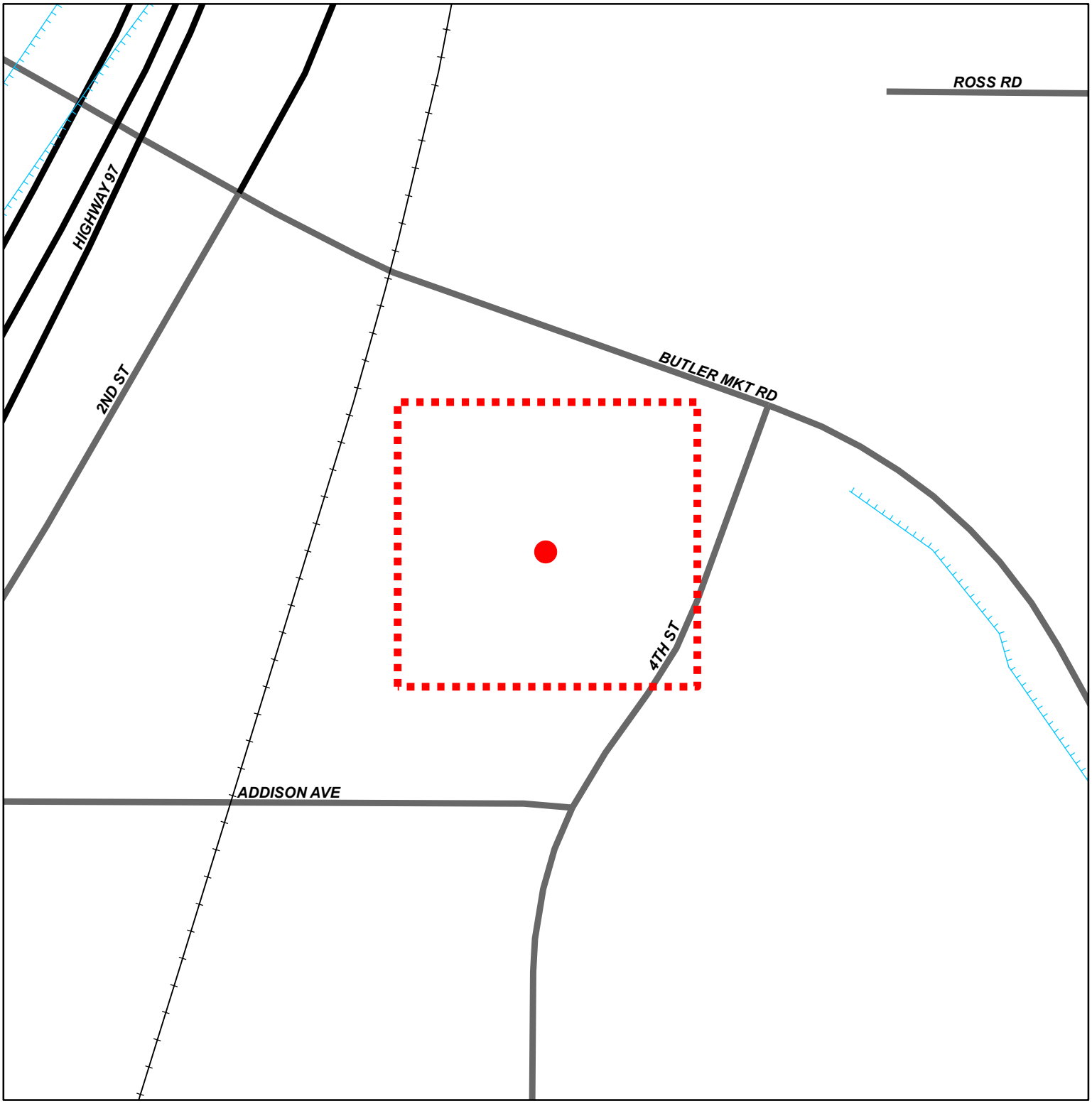
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	None at this time
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $1,512,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Minimal		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 1,512,000	$ -	$ -

Total Project Cost Estimate: $ 1,512,000



1SAAI

Addison & Butler Mkt Gravity Improvement

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SAMM SW Sewer Basin Improvements Project

Fund: Water Reclamation

Project Manager: Jake Sherman | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 3 | **Est. Start Date:** Mar 2020 | **Est. End Date:** Jun 2025

Description & Background

Comprehensive engineering study will evaluate the southwest basin of Bend to gather necessary information for any future design and construction phases for sewer improvements. The study will incorporate parcels currently on private septic systems, residential parcels that are part of the Romaine Village Pressure System, undeveloped parcels along Highway 97, and UGB expansion areas. Upon completion of the study, the first segment of a gravity sewer collection line will be designed and constructed to capture all the areas mentioned above.

Need/Justification

Project is initiated by dry weather peak flow trigger of 270 gallons per minute at manhole CMH002318. See Project ID 9 in the 2014 Collection System Master Plan for more information on the Flow Monitoring Program.

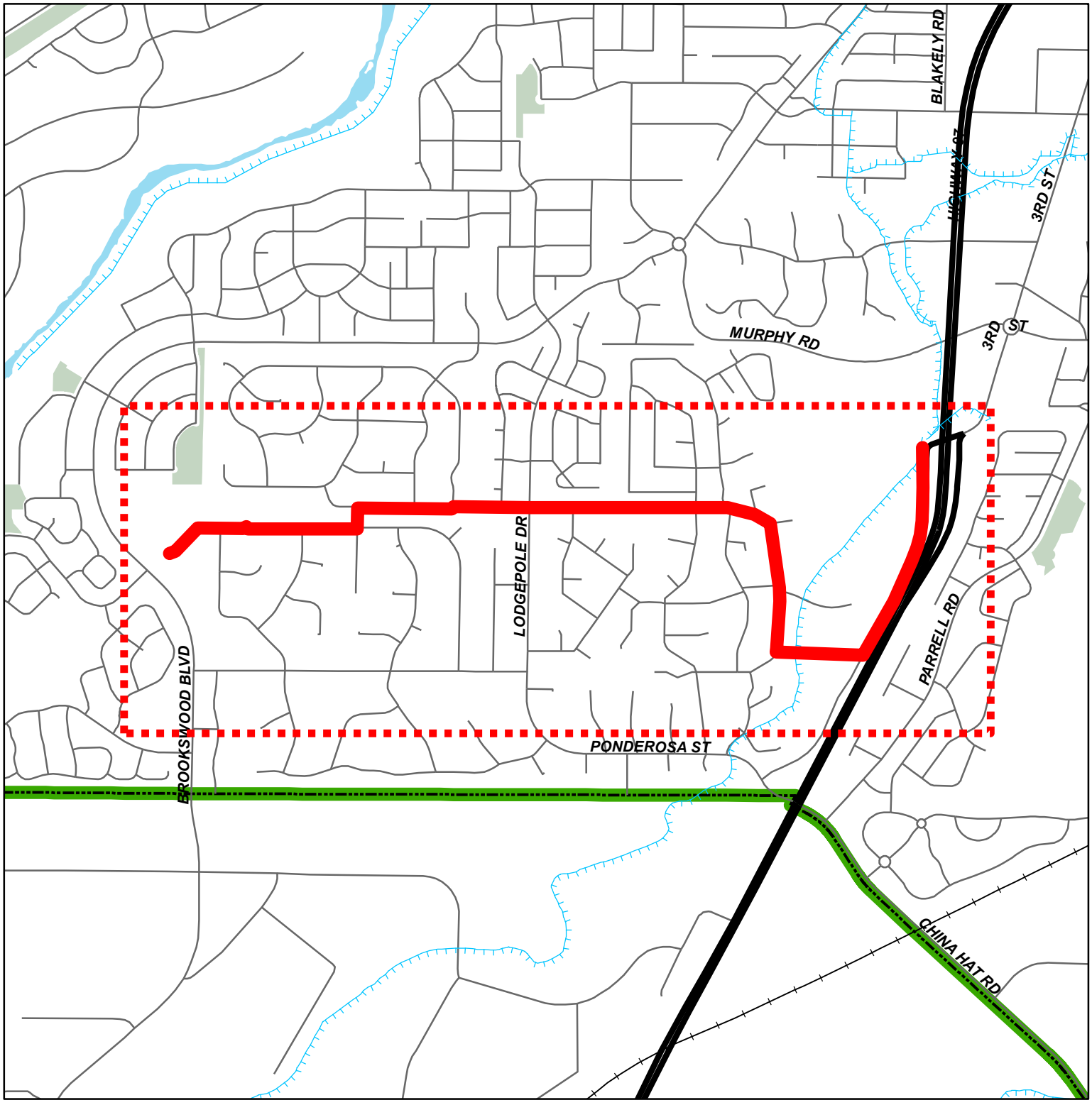
Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ 200	Increased risk of sanitary sewer overflow (SSO) due to the existing system not keeping pace with growth in the area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $14,196,200	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% Rates / SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 131,200	$ 1,665,200	$ 4,200,000	$ 2,200,000	$ 2,400,000	$ 3,600,000	$ -	$ -

Total Project Cost Estimate: $ 14,196,400



1SAMM

SW Sewer Basin Improvements Project Scope

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SBSS Bend Septic Solutions

Fund: Water Reclamation

Project Manager: Lindsey Cromsigt | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Jun 2017 | **Est. End Date:** Sep 2022

Description & Background

Design 35,000 feet of gravity sewer throughout South East Bend area, near the Kings Forest neighborhood. Construction, although not part of this project, will enable existing residences, currently on septic systems, to eventually and systematically connect to the recently constructed South East Interceptor (SEI).

Need/Justification

DEQ requires residential customers on septic systems to eventually connect to gravity sewers, if the gravity sewer is within 300 feet of their property line. Branch gravity sewers in South East Bend need to be designed and constructed to provide 4-inch lateral connections at the resident's property lines.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Potential rework from other consultants outside of this procurement to bring plans from 90% to 100%.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $2,979,500	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% Rates / SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 2,836,500	$ 83,000	$ 50,000	$ 10,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 2,979,500

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SCSE Collection System Enhancement Program

Fund: Water Reclamation

Project Manager: Oliver Murray | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Apr 2019 | **Est. End Date:** Jun 2022

Description & Background

This program includes repair and replacement projects identified in the 2014 Collection System Master Plan. The final scope of work to be complete under this project number are the Airport, Pioneer, Deschutes Business, River's Edge, and Rimrock pump stations. Future pump station projects will be procured under 1SP1X. Total cost estimates reflect only the projects scheduled for completion in the 5-year CIP period.

Need/Justification

Reduction of operations and maintenance costs with the repair and or replacement of systems identified along with mitigation of outdated and potentially undersized or oversized systems from failing.

Project Related to: 1SBSS Southeast Bend Septic Solutions

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Potential of additional sunk cost to keep stations operational before they can be properly rehabilitated. System failures and overflow events are also possible.
Transportation Construction	$ -	
Water	$ $315,000	
Water Reclamation	$ $4,982,600	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 257,600	$ 1,425,000	$ 3,615,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 5,297,600

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SFPU WRF Facilities Plan Update

Fund: Water Reclamation

Project Manager: Unassigned | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2022

Description & Background

Update the current facilities plan to reflect current insight with respect to the plant itself as well as revised growth projections. The current facilities plan was completed in 2008 with a year 2030 planning horizon. Since that time, several factors which influence the operation of the plant have changed including increased flow, increased waste loading, a major plant expansion, revised biological treatment process, and discharge permit requirements. It is typical for facilities plans to be updated every 5 to 10 years more or less depending on overall collection and treatment system dynamics.

Need/Justification

The City's water reclamation facility (WRF) treats all of the sewage generated within the City of Bend. The WRF Plan is a facility planning document that summarizes existing, near-term, and anticipated long-term flow, loading, and process conditions. The plan is a useful tool for planning necessary facilities upgrades and improvements to the plant which are necessitated to meet the demands of growth in the community as well as federal/state regulatory requirements.

Project Related to: 1XWRF Water Reclamation Facility Projects

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Facilities Plan will be out of sync with actual plant facilities and operations.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $750,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ 250,000	$ 500,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 750,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SMP1 Collection System Master Plan Update

Fund: Water Reclamation

Project Manager: Unassigned | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Mar 2021 | **Est. End Date:** Dec 2022

Description & Background

Update the City's Collection System Master Plan to reflect current and future build out conditions. Most of the work and cost associated with this update will be for system modeling including field data acquisition, model calibration and project optimization. An additional significant portion of the cost is related to supporting the public involvement process.

Need/Justification

The City's sewer collection system model provides an important measure for development approval and capital improvement project prioritization. The current model is based upon a limited amount of data and it does not meet its objectives in a manner that provides optimal accuracy. Additional field data and model calibration are needed in order to have a reliable and accurate system model. Provides an invaluable tool in determining existing and future capacity constraints. Enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Private development decisions and capital improvement project prioritization will be based on limited data which can lead to less than optimal use of both public and private resources.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $1,750,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% Rates		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ 250,000	$ 1,250,000	$ 250,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,750,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SN02 Via Sandia, Orion & East Lake Sewer

Fund: Water Reclamation

Project Manager: Lindsey Cromsigt | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Feb 2020 | **Est. End Date:** Oct 2021

Description & Background

This project was selected as part of the City's Septic to Sewer conversion program, which assists property owners in connecting to City sewer when Oregon DEQ regulations require properties to do so within City limits. This project includes new gravity sewer on portions of Via Sandia, Orion Dr., East Lake, Twin Lakes Loop, and Cabin Court in SE Bend.

Need/Justification

Meets the City's goals of eliminating Septic Tanks, installing gravity sewers, and decommissioning Sewage Pump Stations.

Project Related to: 1SBSS Bend South Septic Solutions, 1SDWS Desert Woods Sewer Main, 1SNEP Bend South Neighborhood Extension Program, 1SNOT Nottingham Main & Pump Station Decommission, 1SSIM Simplicity Main & Pump Station Decommission, 1SNO1 Bend Sewer Extension I, 1SN03 Admiral and King Jehu Sewer

Financial Summary

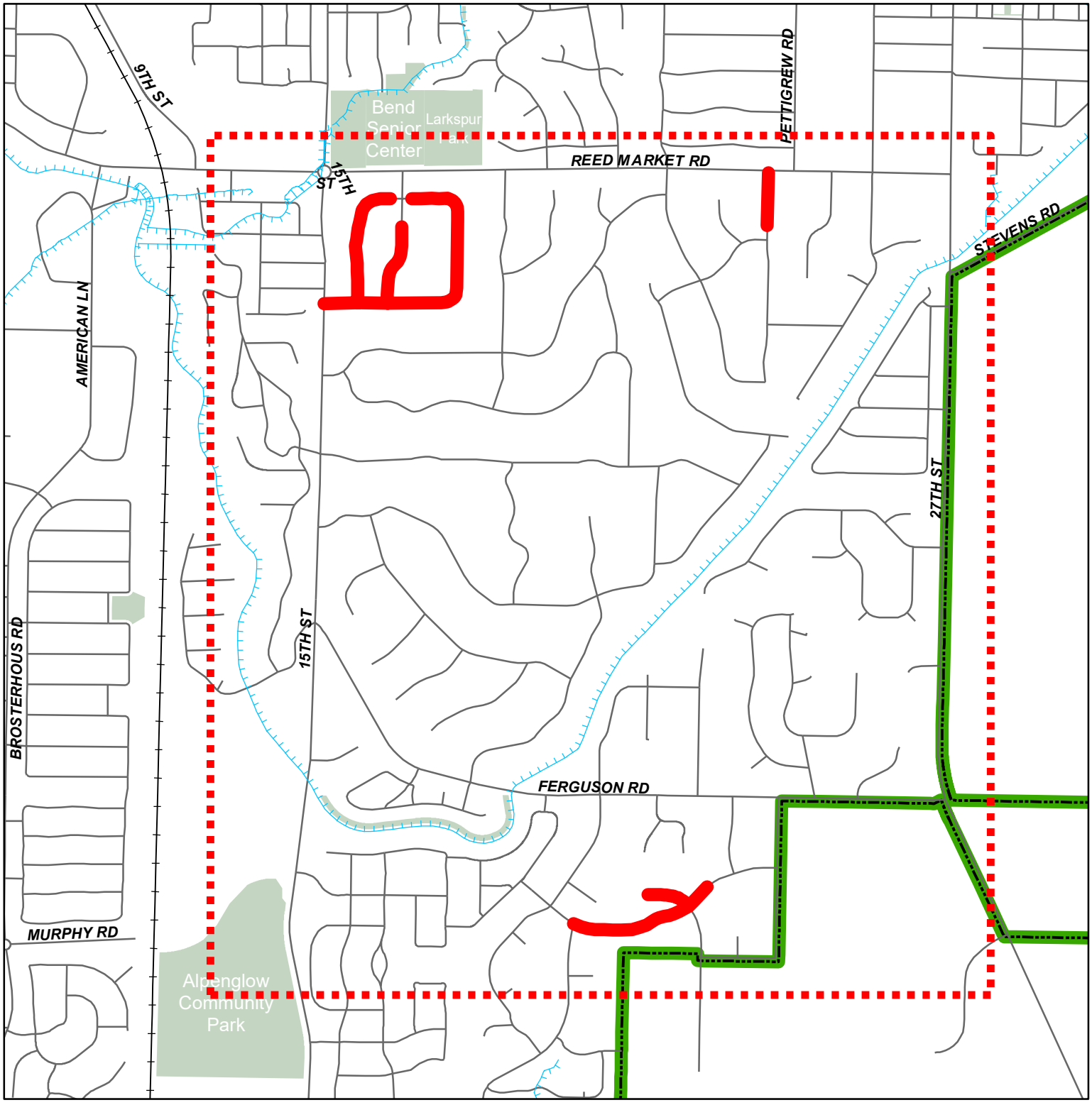
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increases the risk of Septic Tank failures.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $3,350,700	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 81,700	$ 1,669,000	$ 1,600,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 3,350,700



1SN02

Via Sandia, East Lake, and Orion Sewer Project

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SN03 Admiral and King Jehu Sewer Project

Fund: Water Reclamation

Project Manager: Lindsey Cromsigt | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 5 | **Est. Start Date:** Mar 2021 | **Est. End Date:** Jun 2023

Description & Background

The Admiral and King Jehu Sewer Project is the third phase of the Septic to Sewer Conversion Program. The project includes construction of approximately 3,950 linear feet of gravity sewer mains and services on Admiral Way, a portion of King Hezekiah Way, and King Jehu Way. The sewer system will provide reliable sewer service to approximately 48 properties currently served by privately-owned onsite septic systems.

Need/Justification

Meets CSMP, PFP, and Septic to Sewer Conversion Program goals to eliminate septic systems and install gravity sewer collection systems.

Project Related to: Neighborhood Extension Program Projects

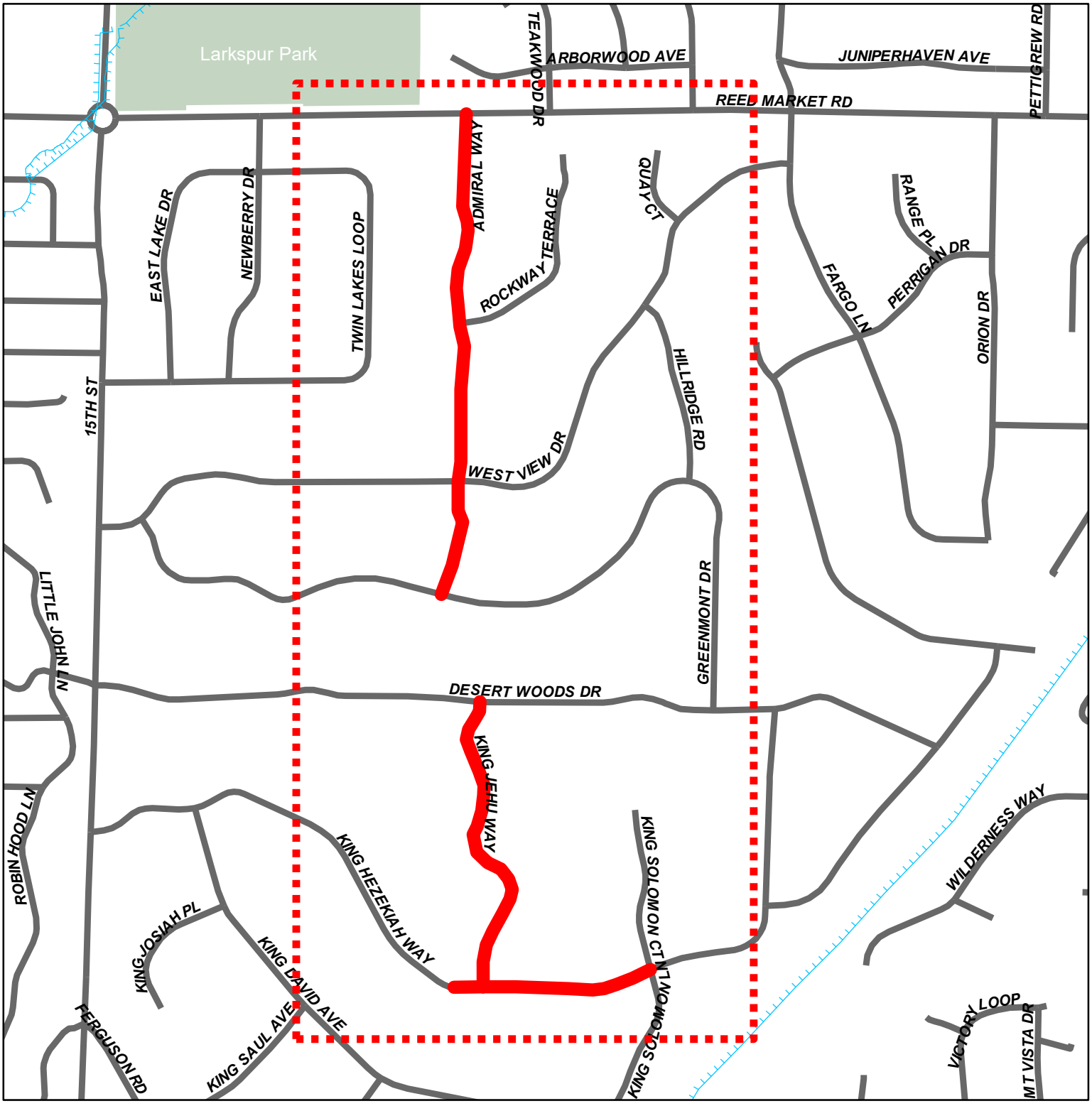
Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increases the risk of Septic Tank failures.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $3,950,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% Rates		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ 12,500	$ 2,622,500	$ 1,315,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 3,950,000



1SN03

Sewerline on Admiral, King Hezekiah, and King Jehu Way

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SNEP Bend Sewer Neighborhood Extension Program

Fund: Water Reclamation

Project Manager: Lindsey Cromsigt | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Jan 2020 | **Est. End Date:** Mar 2026

Description & Background

New City of Bend Program allowing property owners to apply for City construction of gravity sewers in their neighborhood. As July 2019, $2.5 million per year has been budgeted for Septic Tank to Sewer Conversion Projects.

Need/Justification

Meets the City's goals of eliminating Septic Tanks, installing gravity sewers, and decommissioning Sewage Pump Stations.

Project Related to: 1SBSS Bend South Septic Solutions, 1SDWS Desert Woods Sewer Main, 1SNEP Bend South Neighborhood Extension Program, 1SNOT Nottingham Main & Pump Station

Decommission, 1SSIM Simplicity Main & Pump Station Decommission, 1SNO1 Bend Sewer Extension I, 1SN03 Admiral and King Jehu Sewer

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increases the risk of Septic Tank failures.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $10,793,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% Rates		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 793,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ -

Total Project Cost Estimate: $ 10,793,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SNI2 North Interceptor Phase II

Fund: Water Reclamation

Project Manager: Jessica MacClanahan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Oct 2019 | **Est. End Date:** Jun 2022

Description & Background

The overall North Interceptor Sewer Project is a new large diameter trunk line that extends from the water reclamation facility (WRF) west to O.B. Riley Road. Phase II, approximately 15,000 feet in length, begins at the upstream terminus of Phase I which is located on Pioneer Loop at the intersection of the Plant Interceptor and the North Interceptor. Phase II continues west through Juniper Ridge and terminates at Highway 97. Phase III begins at Highway 97, continuing west across Highway 20 to O.B.Riley Road, and then north to Cooley Road. This document refers specifically to schedule and budget for Phase II only.

Need/Justification

The overall North Interceptor Sewer Project provides additional sewer conveyance capacity for the entire north area of the City of Bend, including both developed areas where limited sewer capacity is available and new growth areas. Additionally, this facility will provide a means to eliminate several sewer pump stations by way of gravity conveyance. Phase 1 also decreases maintenance costs and risks related to the deteriorating existing Plant Interceptor sewer line that is north of the proposed North Interceptor/Plant Interceptor junction. Additionally, reduced spill/plugging risk related the inverted siphon near the WRF.

Project Related to: 1SNIP North Interceptor Phase I, 1SNI2 North Interceptor Phase II, 1SNIA North Interceptor Pipe Alignment, 1SNIL North Interceptor Lift Station, ISNIX North Interceptor Canal Crossing

Financial Summary

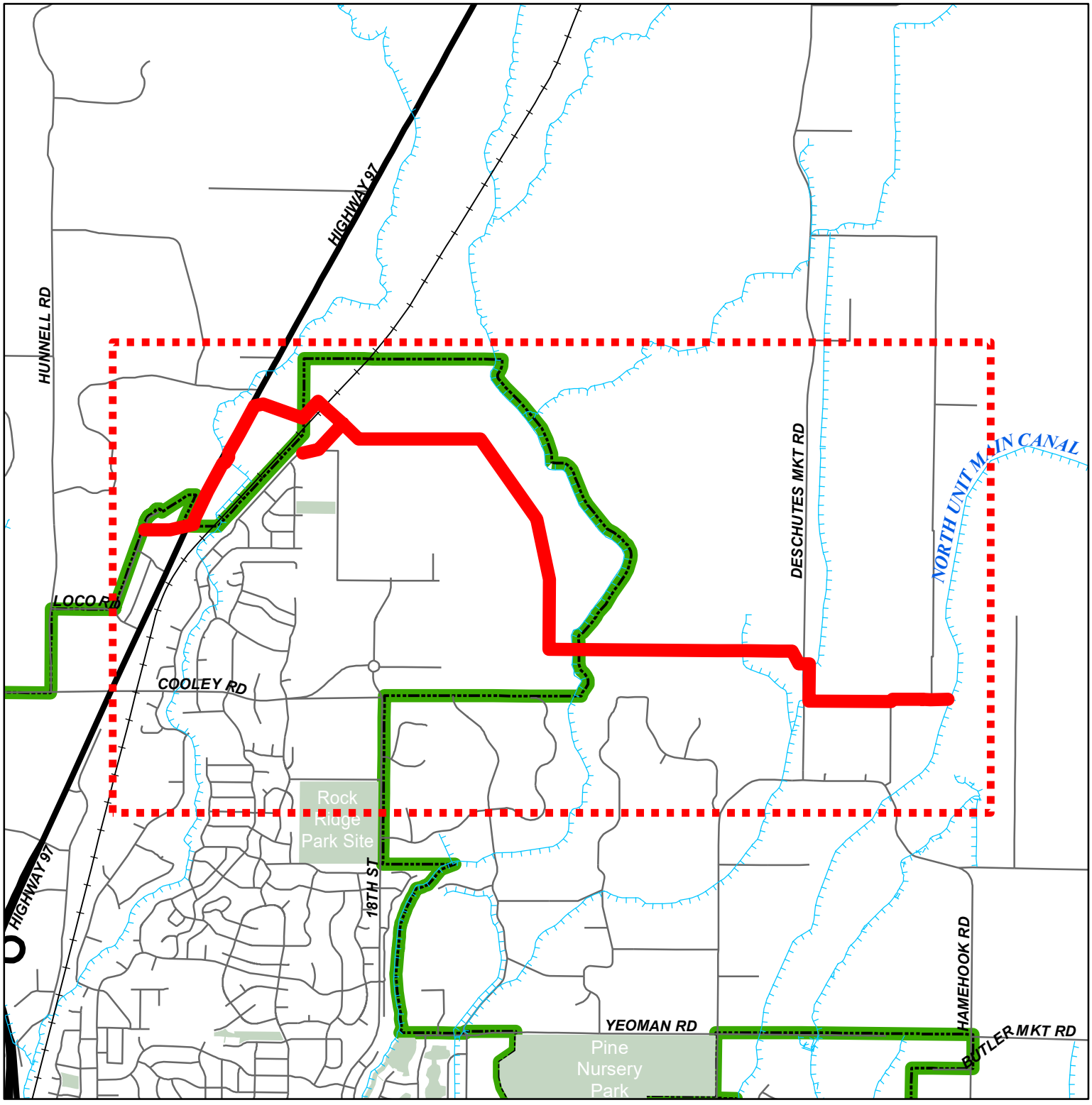
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Higher potential for system overflows, reduced capacities in other areas in the city, and increased project costs due to escalation.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $30,551,600	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 3,378,600	$ 16,173,000	$ 11,000,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 30,551,600



CITY OF BEND

1SNI2

North Interceptor Phase II

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SNIA North Interceptor Pipe Alignment

Fund: Water Reclamation

Project Manager: Jessica MacClanahan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Jun 2018 | **Est. End Date:** Apr 2022

Description & Background

Subproject of North Interceptor that encompasses the design and construction of the entire pipe alignment.

Need/Justification

The North Interceptor will provide a conveyance facility to serve both developed and undeveloped lands including Juniper Ridge and the recent Urban Growth Boundary areas in the northern portion of the City.

Project Related to: 1SNIP North Interceptor Phase I, 1SNI2 North Interceptor Phase II, 1SNIA North Interceptor Pipe Alignment, 1SNIL North Interceptor Lift Station, ISNIX North Interceptor Canal Crossing

Financial Summary

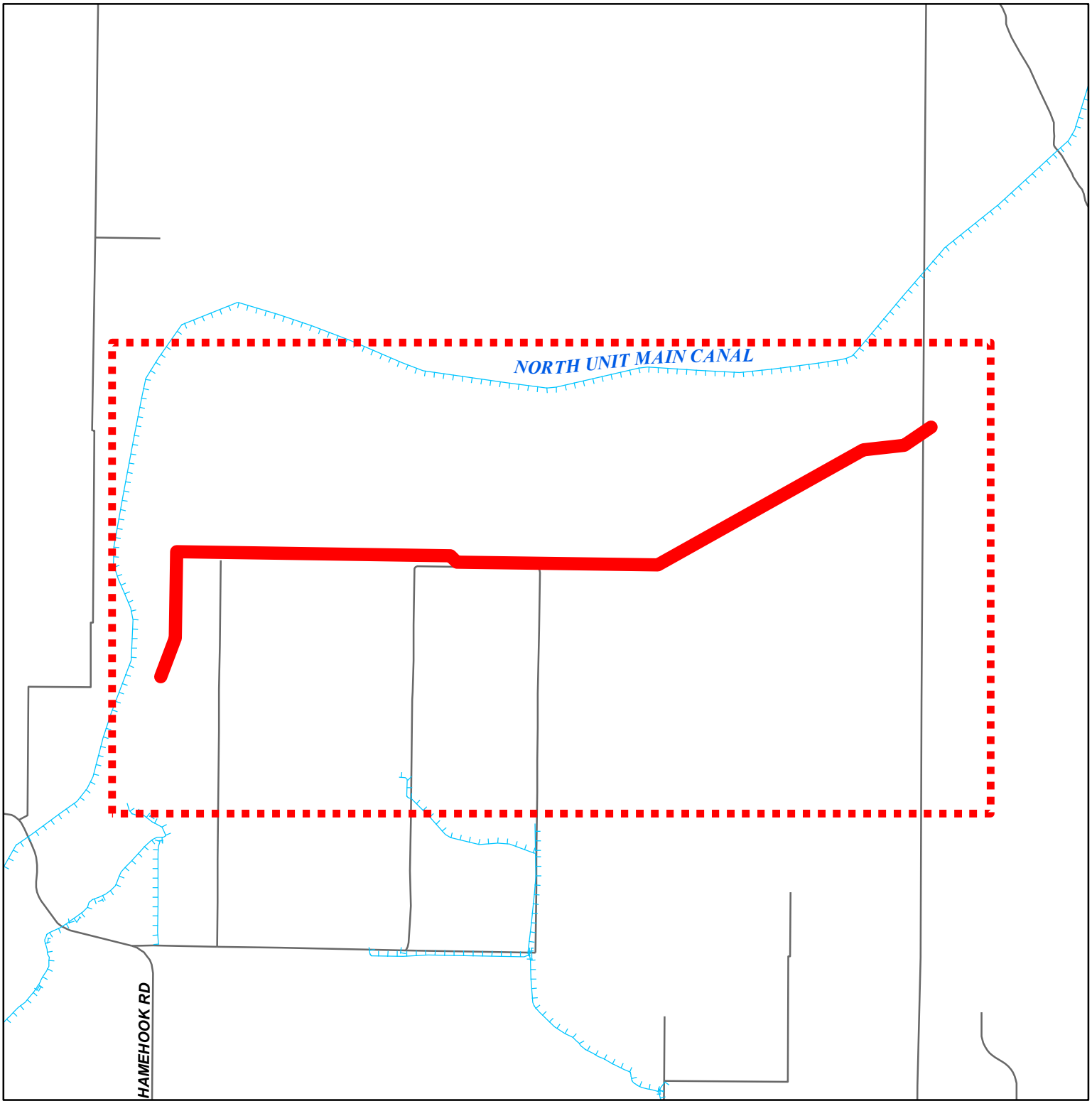
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Higher potential for system overflows, reduced capacities in other areas in the city, and increased project costs due to escalation.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $14,046,200	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 12,062,200	$ 1,748,000	$ 236,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 14,046,200



CITY OF BEND

1SNIA

North Interceptor Pipe Alignment

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SNIL North Interceptor Lift Station

Fund: Water Reclamation

Project Manager: Jessica MacClanahan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Jun 2018 | **Est. End Date:** Apr 2022

Description & Background

Subproject of North Interceptor that encompasses the design and construction of the lift station at the WRF.

Need/Justification

Several alternative designs for conveyance of the North Interceptor were presented. The City made the decision to incorporate a lift station at the WRF based on hydraulics, performance, redundancy, resilience, and capital/life cycle costs.

Project Related to: 1SNIP North Interceptor Phase I, 1SNI2 North Interceptor Phase II, 1SNIA North Interceptor Pipe Alignment, 1SNIL North Interceptor Lift Station, ISNIX North Interceptor Canal Crossing

Financial Summary

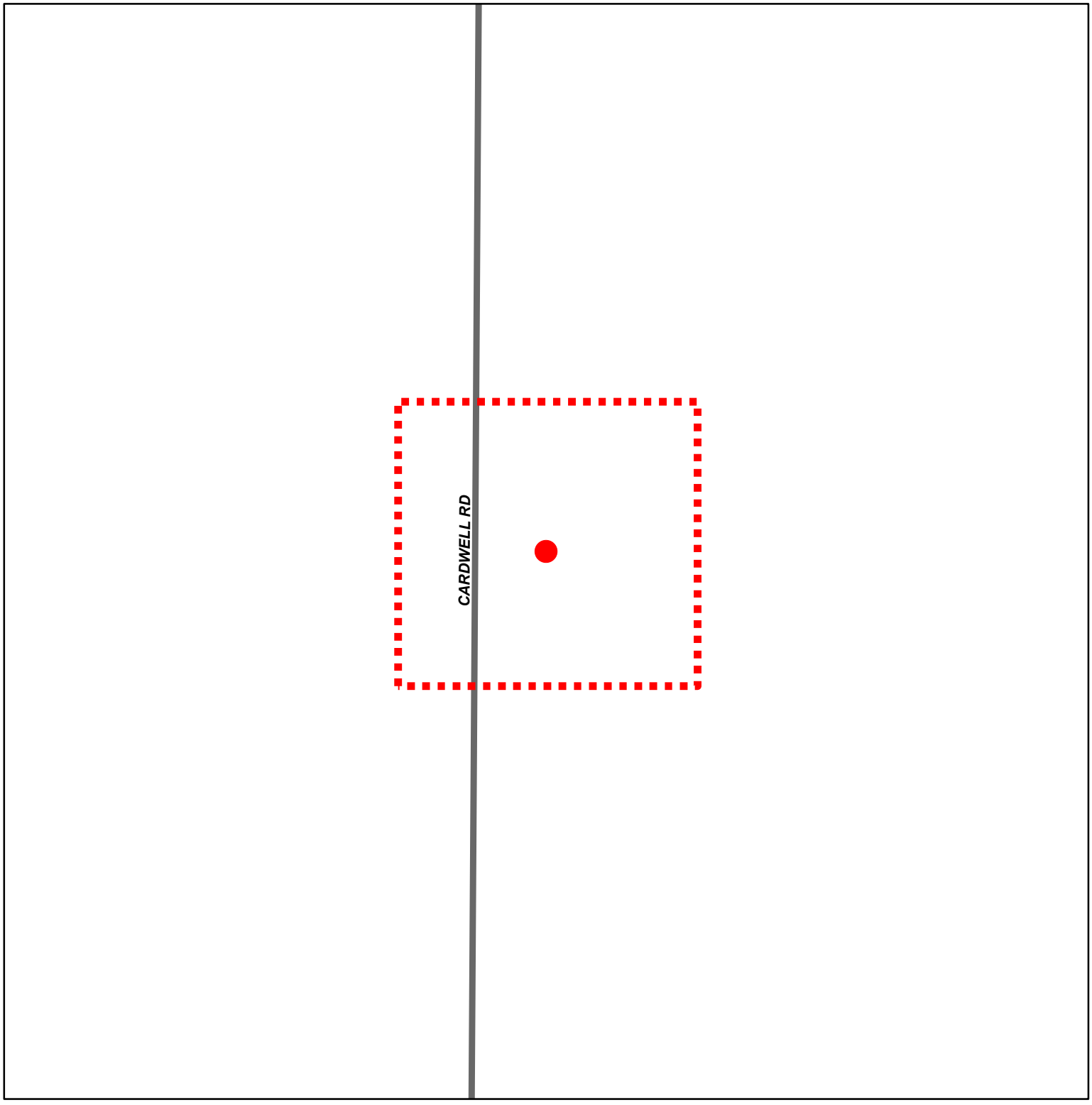
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Higher potential for system overflows, reduced capacities in other areas in the city, and increased project costs due to escalation.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $9,834,900	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Minimal		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 5,903,900	$ 3,738,000	$ 193,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 9,834,900



CITY OF BEND

1SNIL

North Interceptor Lift Station

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SNIP North Interceptor Phase I

Fund: Water Reclamation

Project Manager: Jessica MacClanahan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Jun 2018 | **Est. End Date:** Apr 2022

Description & Background

The overall North Interceptor Sewer Project is a new large diameter trunk line that extends from the water reclamation facility (WRF) west to O.B. Riley Road. The project is currently broken up into three Phases. Phase 1 includes a new sewer line from the WRF to the junction of the Existing Plant Interceptor near the North Unit Main Canal at Pioneer Loop (existing manhole ID's 188/189) and a new influent pump station at the WRF. Phases 2 and 3 extend this pipeline farther west to O.B. Riley Road. This document refers specifically to schedule and budget for Phase I only.

Need/Justification

The overall North Interceptor Sewer Project provides additional sewer conveyance capacity for the entire north area, including both existing growth areas and new growth areas. Phase 1 also decreases maintenance costs and risks related to the deteriorating existing Plant Interceptor sewer line that is north of the proposed North Interceptor/Plant Interceptor junction. Additionally, reduced spill/plugging risk related the inverted siphon near the WRF.

Project Related to: 1SNIP North Interceptor Phase I, 1SNI2 North Interceptor Phase II, 1SNIA North Interceptor Pipe Alignment, 1SNIL North Interceptor Lift Station, ISNIX North Interceptor Canal Crossing

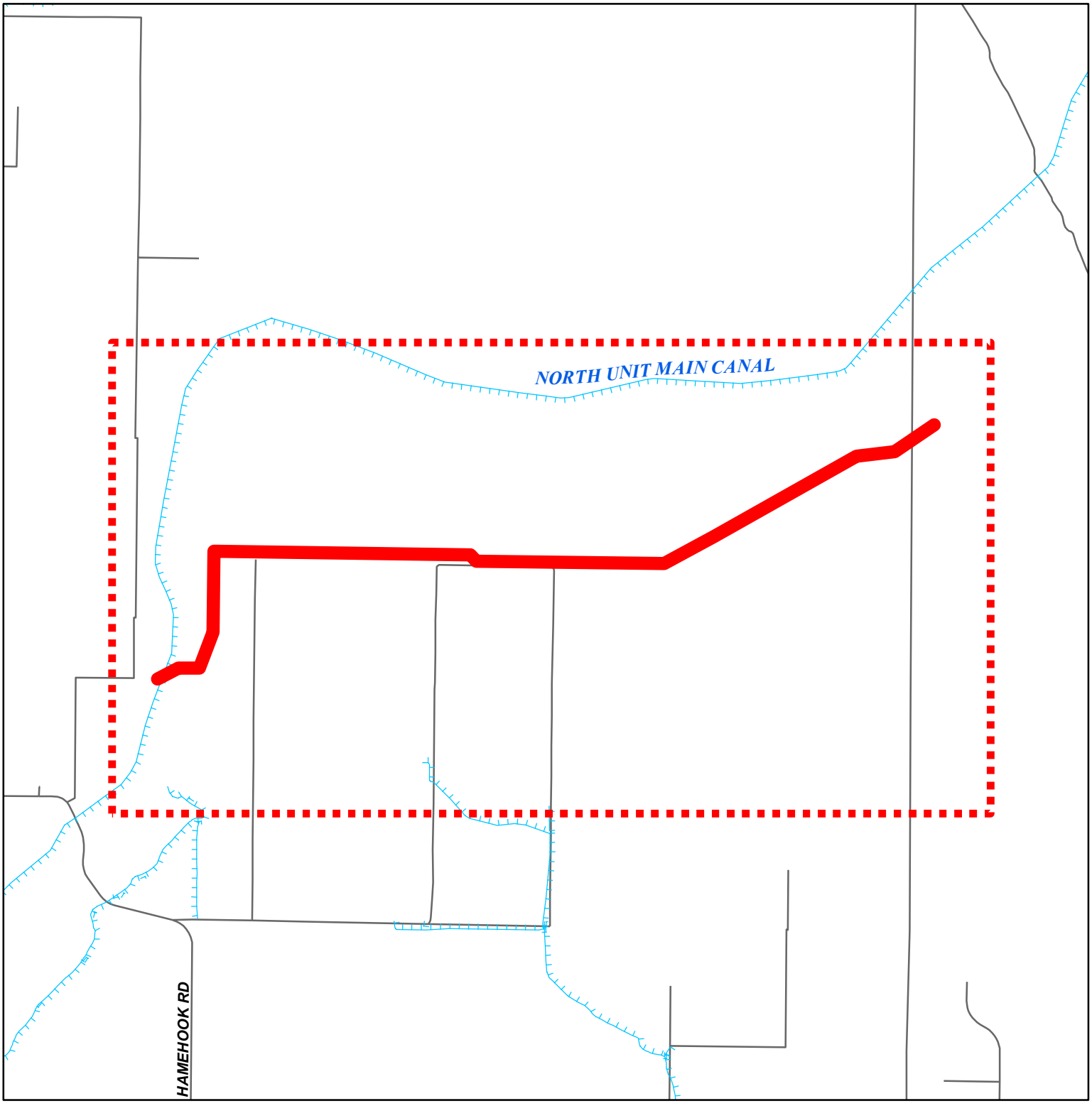
Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Higher potential for system overflows, reduced capacities in other areas in the city, and increased project costs due to escalation.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $5,591,700	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% Rates / SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 5,150,700	$ 407,000	$ 34,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 5,591,700



CITY OF BEND

1SNIP

North Interceptor Phase I

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SNIX North Interceptor Canal Crossing

Fund: Water Reclamation

Project Manager: Jessica MacClanahan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Jun 2018 | **Est. End Date:** Apr 2022

Description & Background

Subproject of North Interceptor that encompasses the design and construction of the NUID canal crossing.

Need/Justification

The North Interceptor will provide a conveyance facility to serve both developed and undeveloped lands including Juniper Ridge and the recent Urban Growth Boundary areas in the northern portion of the City.

Project Related to: 1SNIP North Interceptor Phase I, 1SNI2 North Interceptor Phase II, 1SNIA North Interceptor Pipe Alignment, 1SNIL North Interceptor Lift Station, ISNIX North Interceptor Canal Crossing

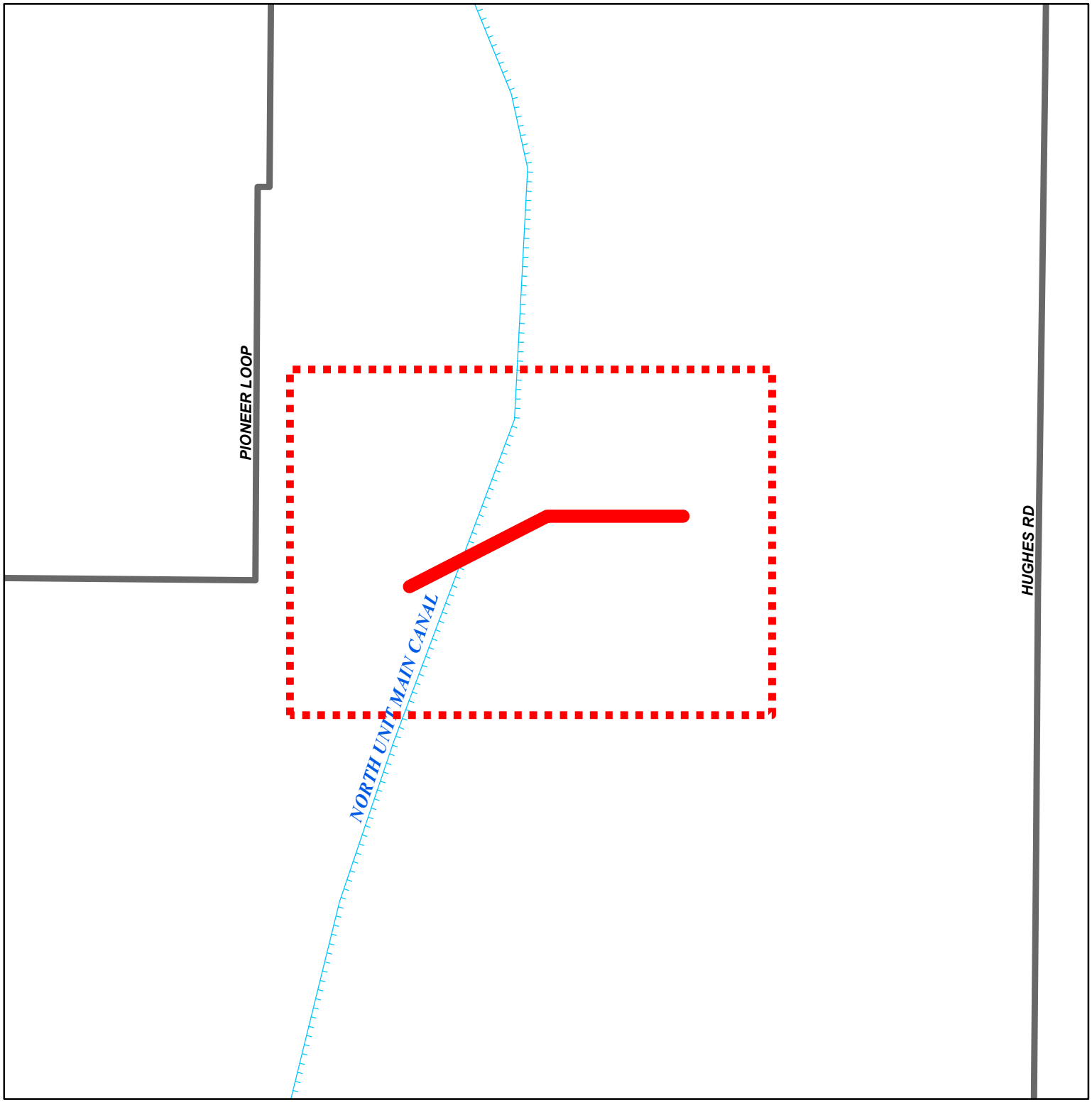
Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Higher potential for system overflows, reduced capacities in other areas in the city, and increased project costs due to escalation.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $4,015,900	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Minimal		
Method of Financing: 100% Rates / SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 2,584,900	$ 686,000	$ 745,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 4,015,900



CITY OF BEND

1SNIX

North Interceptor Canal Crossing

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SOC1 Odor Control Master Plan

Fund: Water Reclamation

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2024

Description & Background

Study, documentation and evaluation of the collection system odors issues as well as recommend improvements and prepare a capital improvement program.

Need/Justification

A natural phenomenon within any wastewater collection system is the production of odorous gases, especially hydrogen sulfide (H2S), the diurnal ventilation of sewers, and the consequential release of that H2S. This project creates a plan to address odor issues and control odors within the sewer system.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	On-going odor complaints and further deterioration of piping systems.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $1,155,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Unknown		

Method of Financing: 100% Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 1,155,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,155,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SPCR WRF Primary Clarifier Rehabilitation

Fund: Water Reclamation

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2022

Description & Background

Replacing primary clarifier mechanisms.

Need/Justification

Existing primary clarifiers 1 and 2 have been in service since construction of the original Water Reclamation Facility (WRF) in 1980 and are due for replacement based on there age and condition.

Project Related to: 1SCAP Capacity Improvements

Financial Summary

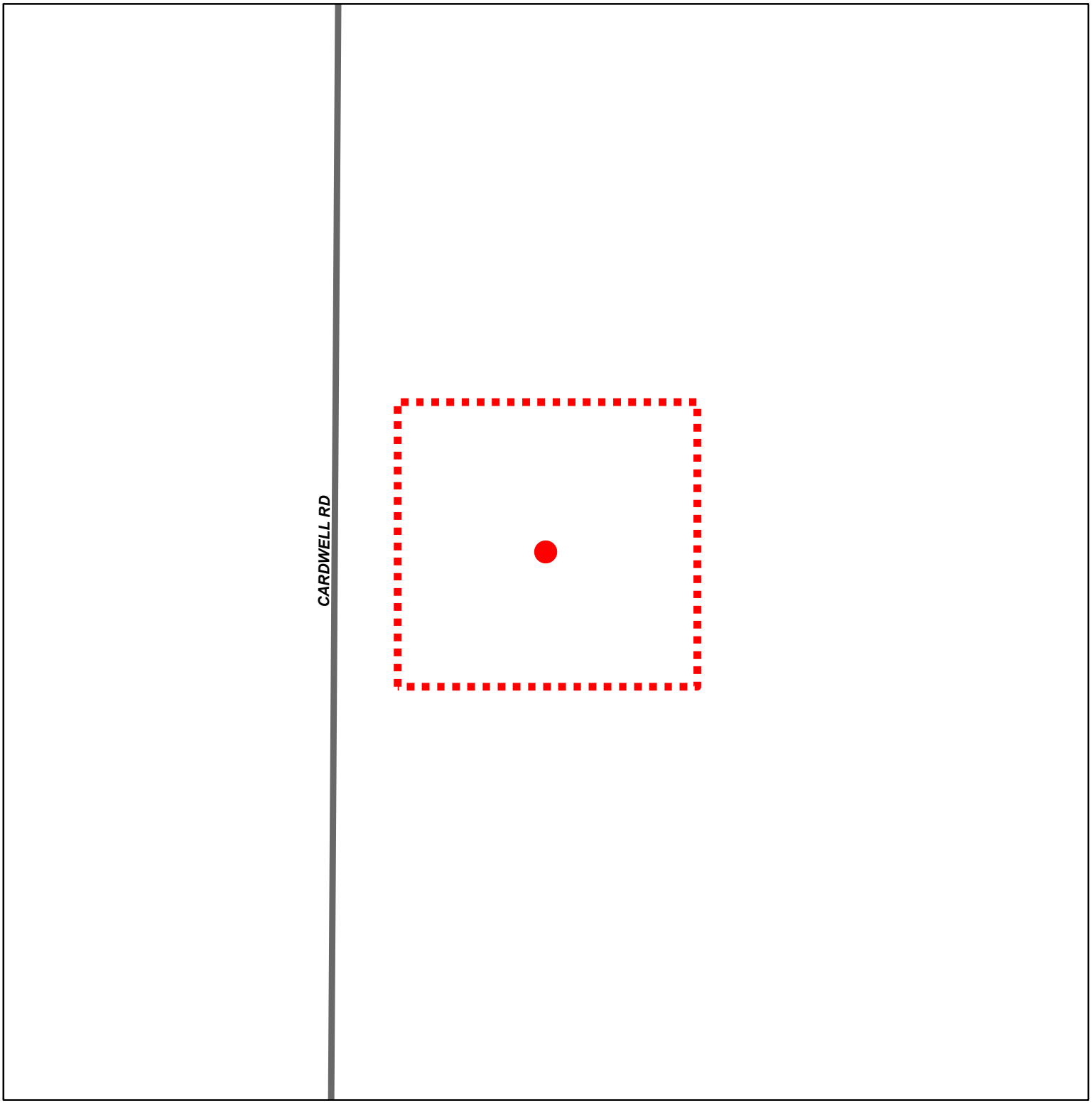
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Running the clarifier mechanisms to failure will result in costly emergency repairs and impact operations ability to effectively manage process control at the WRF.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $1,000,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Minimal		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 1,000,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,000,000



CITY OF BEND

1SPCR

WRF Primary Clarifier Rehabilitation

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SPGA Large Gravity Pipe Condition Assessment

Fund: Water Reclamation

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2026

Description & Background

Establish a program to inspect the condition of existing gravity trunk collection system with diameters greater than 15 inches (approximately 4% of the collection system), grade the trunk system components, evaluate rehabilitation options and recommend the most effective solution.

Need/Justification

Needed for continued repair and replacement of the major collection system gravity pipes. This type of inspection requires different equipment than is currently owned by the O&M Department and the budget is for the City to hire a consultant to assist with this project.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Potential increase to O&M costs and potential risk of not regularly maintaining the collection system.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $400,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 200,000	$ 200,000	$ -

Total Project Cost Estimate: $ 400,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SPSD Pump Station Decommissions

Fund: Water Reclamation

Project Manager: Lindsey Cromsigt | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 3 | **Est. Start Date:** May 2018 | **Est. End Date:** Mar 2023

Description & Background

Decommissioning multiple sewer pump stations throughout the City where gravity sewer diversions have been determined to be viable.

Need/Justification

The cost analysis in the Collection System Master Plan determined the following lift station decommissions: Tri-Peaks, Crown Villa #1 & #2, Quail Ridge #1 & #2, Forum, Darnel, Desert Skies, Shire, Stone Haven, and the Murphy Road Sewer Connection.

Project Related to: 1XSEI Southeast Interceptor

Financial Summary

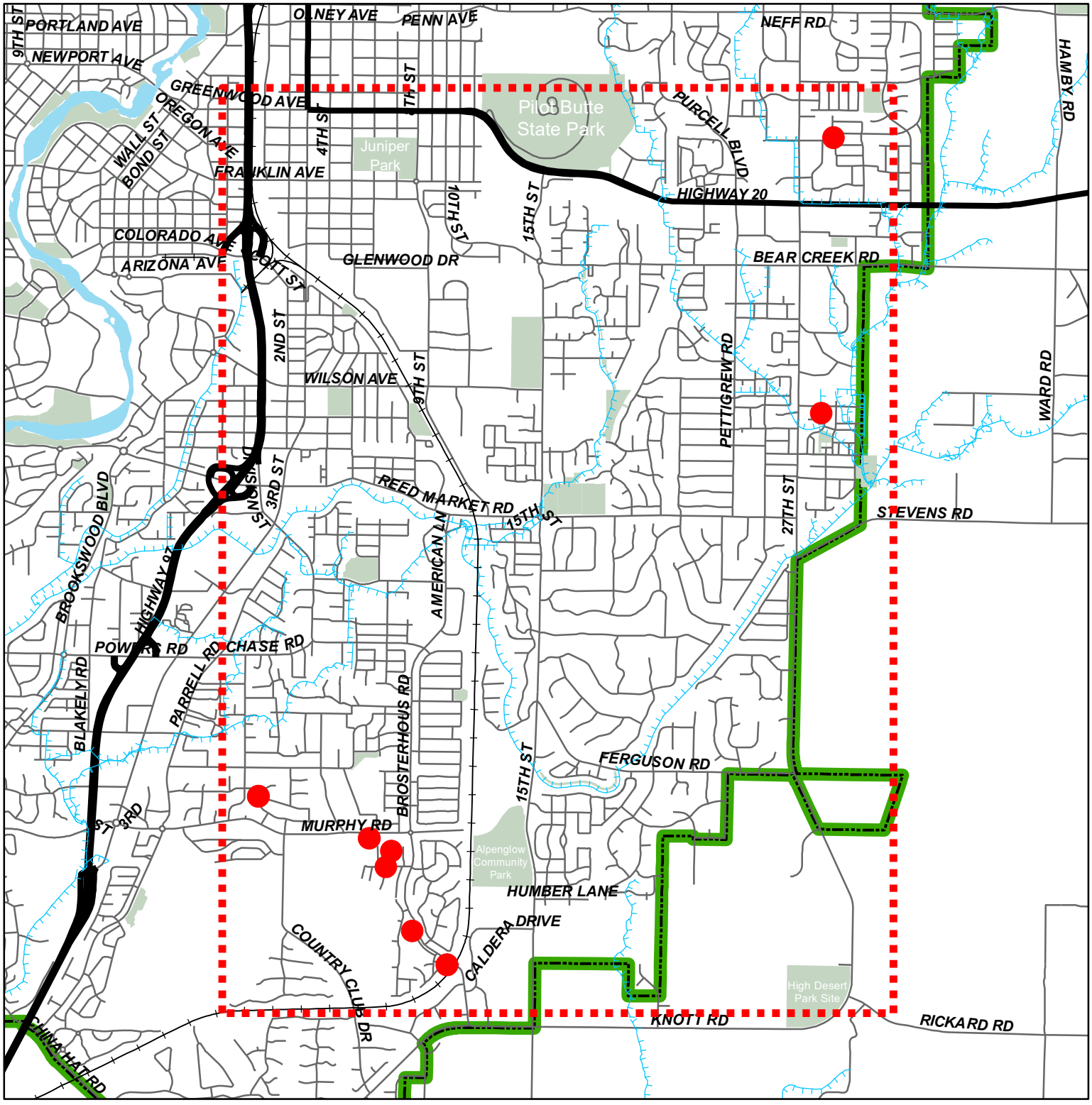
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Cost savings from pump station elimination lost. Leaves another component within the system to prone to failure.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $9,191,800	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 2,538,800	$ 72,000	$ 3,442,000	$ 3,139,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 9,191,800



CITY OF BEND

1SPSD

Pump Station Decommissions

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SPSX Pump Station Program

Fund: Water Reclamation

Project Manager: Lindsey Cromsigt | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Mar 2026

Description & Background

This program includes capital repair/replacement or decommissioning of pump stations as part of a routine maintenance program. Total cost estimates reflect only the projects scheduled for completion in the 5-year CIP period.

Need/Justification

Reduction of operations and maintenance costs with the repair and or replacement of systems identified along with mitigation of outdated and potentially undersized or oversized systems from failing.

Project Related to: 1CSMP Collection System Master Plan Update, 1XNIP North Interceptor Projects, 1XSE Southeast Interceptor Projects, 1SBSS/1SNEP Septic to Sewer Program

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Potential of additional sunk cost to keep stations operational before they can be properly rehabilitated or decommissioned. System failures and overflow events are also possible.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $9,200,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 200,000	$ 1,500,000	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ -

Total Project Cost Estimate: $ 9,200,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SSFU Support Facilities Upgrade

Fund: Water Reclamation

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2022 | **Est. End Date:** Jun 2024

Description & Background

Upgrades to the WRF support facilities include administration buildings, the laboratory, and various operations and maintenance building to house staff, materials and equipment.

Need/Justification

Several existing buildings were constructed as part of the original plant in 1980 and are in need of upgrades and/or remodeling. New buildings are also needed to meet the demands of a growing plant. The objective of the facility upgrade is to ensure the adequacy of support facilities at the plant to meet current and future needs.

Project Related to: 1XWRF Water Reclamation Facility Projects

Financial Summary

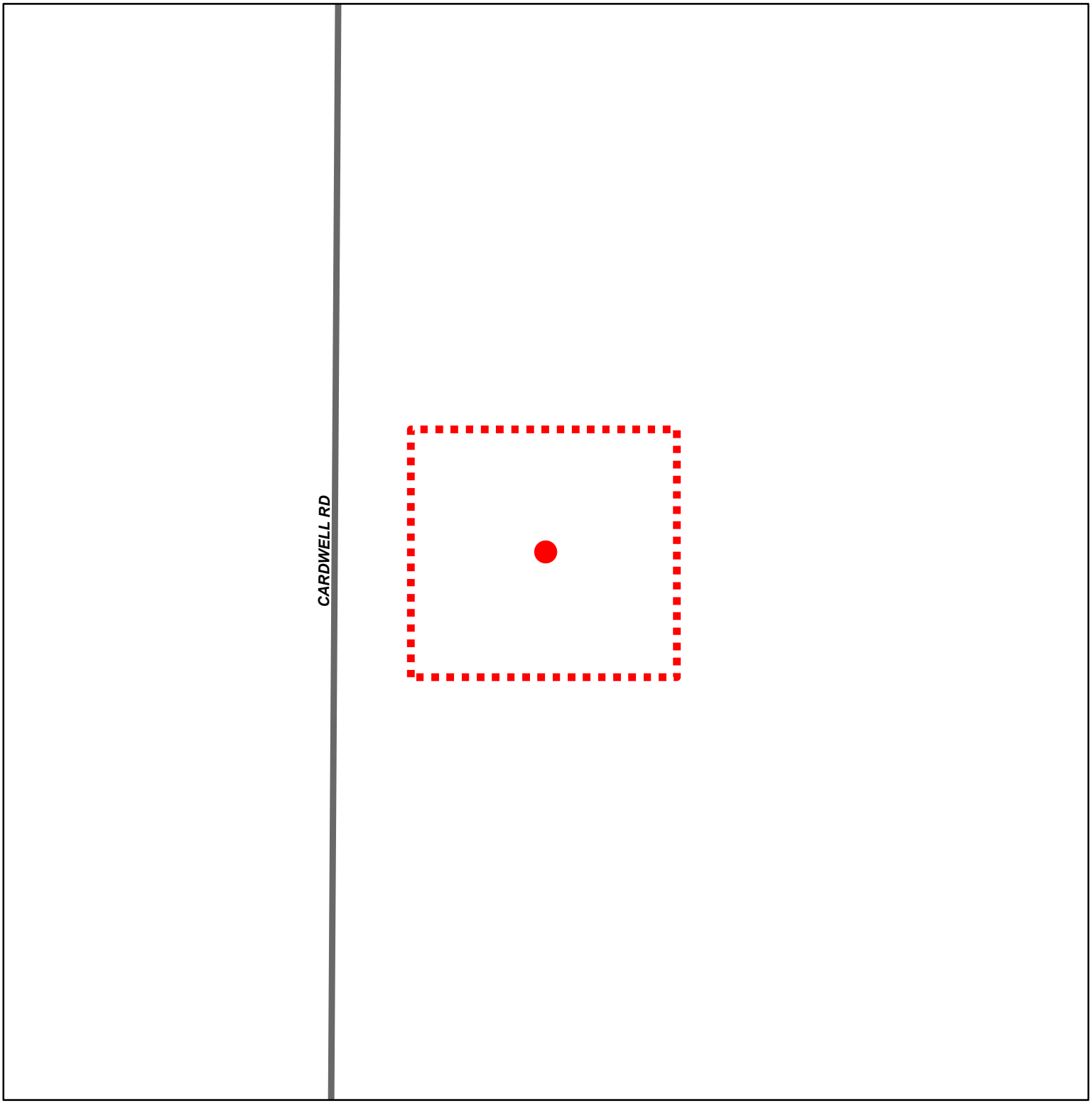
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Decreased efficiencies.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $1,000,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Rates / SDCs

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ 500,000	$ 500,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,000,000



CITY OF BEND

1SSFU

Support Facilities Upgrade

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1SSHI Solids Handling Improvements

Fund: Water Reclamation

Project Manager: Oliver Murray | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Jun 2018 | **Est. End Date:** Dec 2022

Description & Background

Upgrade the solids dewatering process to (1) increase dewatering performance while continuing to produce Class A biosolids, (2) increase capacity, (3) increase asset lifespan, and

(4) provide safe work environment for staff.

Need/Justification

The existing Water Reclamation Facility (WRF) solids handling system has maintenance and operational challenges. The solids treatment system is nearing capacity and there is heavy deterioration of assets. Operation staff also want to continue to ensure a Class A Biosolids Program. Many studies have been completed in the past to recommend upgrades to the system, but no solutions have been implemented.

Project Related to: 1XWRF Water Reclamation Facility Projects

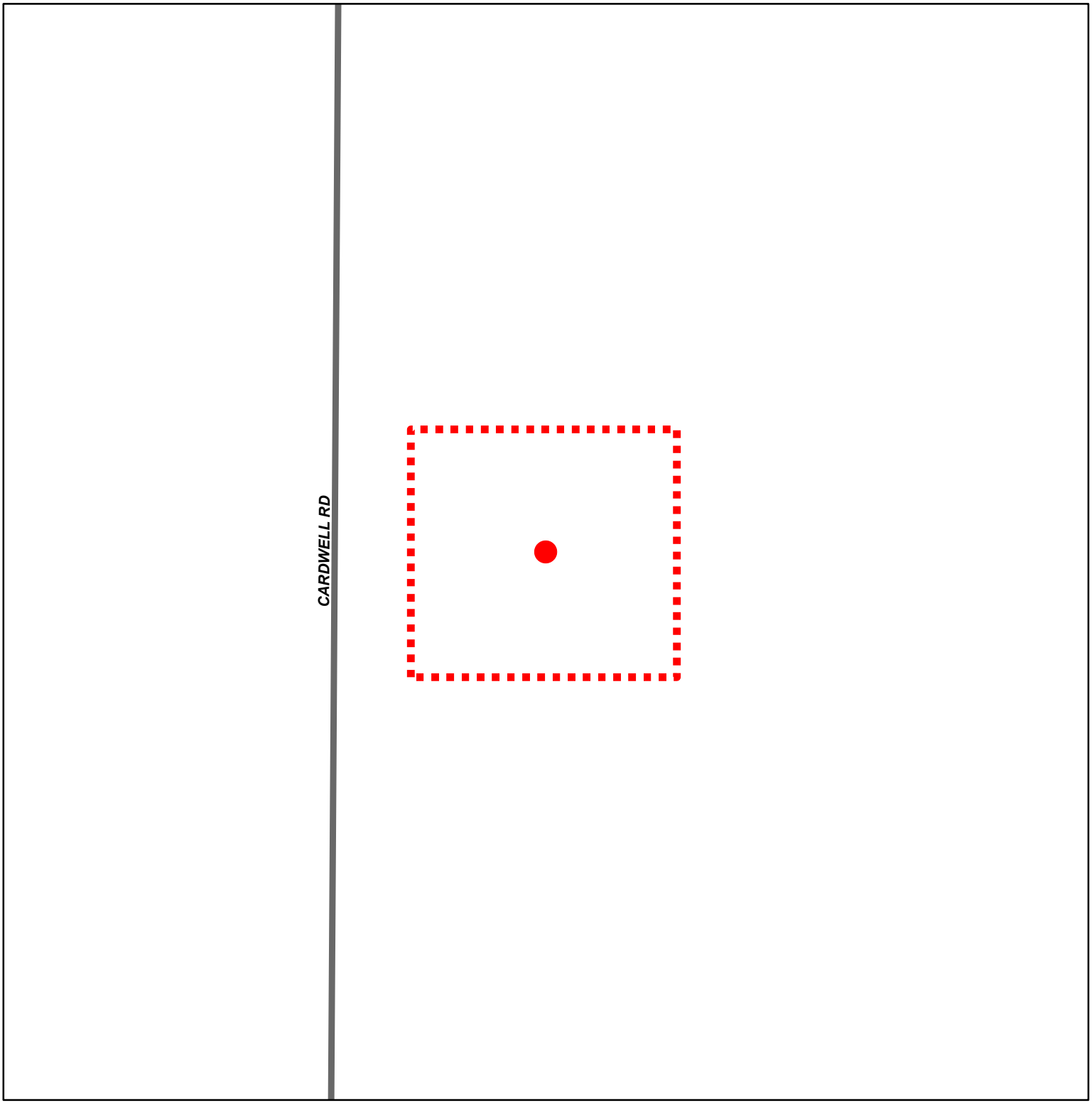
Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increased operational costs and continued building degradation.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ $13,000,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Minimal		
Method of Financing: 100% Rates / SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,616,300	$ 7,823,000	$ 3,000,000	$ 560,700	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 13,000,000



CITY OF BEND

1SSHI

Solids Handling Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TMCI Murphy Railway Overcrossing

Fund: Water Reclamation

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Nov 2018 | **Est. End Date:** Jun 2022

Description & Background

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the structure bridge and approach between Brosterhous and 15th, at the Burlington Northern and Santa Fe (BNSF) right of way. BNSF ROW expands from 100 feet to 200 feet wide at crossing location. Structure to include a 2-lane section with bicycle and pedestrian facilities.

Need/Justification

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

Project Related to: 1TMCI RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC7 15th Street Sidewalk

Financial Summary

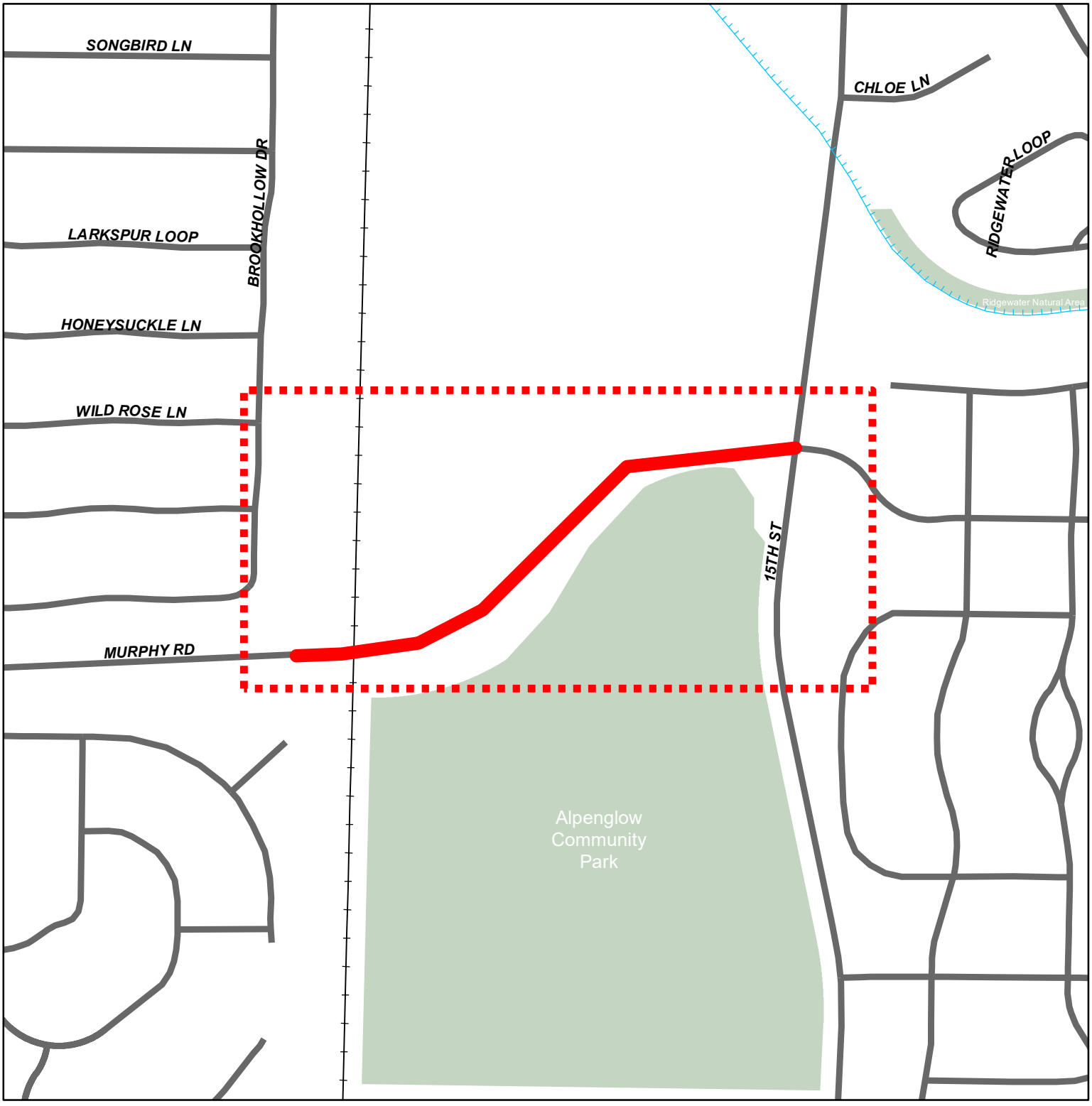
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.
Transportation Construction	$ $6,502,600	
Water	$ $54,900	
Water Reclamation	$ $230,000	
Stormwater	$ $510,300	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 3,622,700	$ 2,765,000	$ 910,100	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 7,297,800



CITY OF BEND

1TMCI

Murphy Railway Overcrossing

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TNPS Neff and Purcell Intersection

Fund: Water Reclamation

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 2 | **Est. Start Date:** Aug 2018 | **Est. End Date:** Jun 2023

Description & Background

This intersection and corridor has been highly prioritized by members of the community serving on the City of Bend Accessibility Advisory Committee and a previous safety study. The project will include the following tasks: public engagement, survey, design, and construction of missing sidewalks and a safer intersection for all users serving the surrounding medical, residential, and school properties.

Need/Justification

This intersection and surrounding streets have been previously identified by the community and a safety study as one of the highest priority parts of the city needing safety improvements. The aging traffic signal at this intersection is in need of routine replacement and this coupled with the improved community connectivity will benefit users of all ages and abilities and the surrounding neighborhoods.

Financial Summary

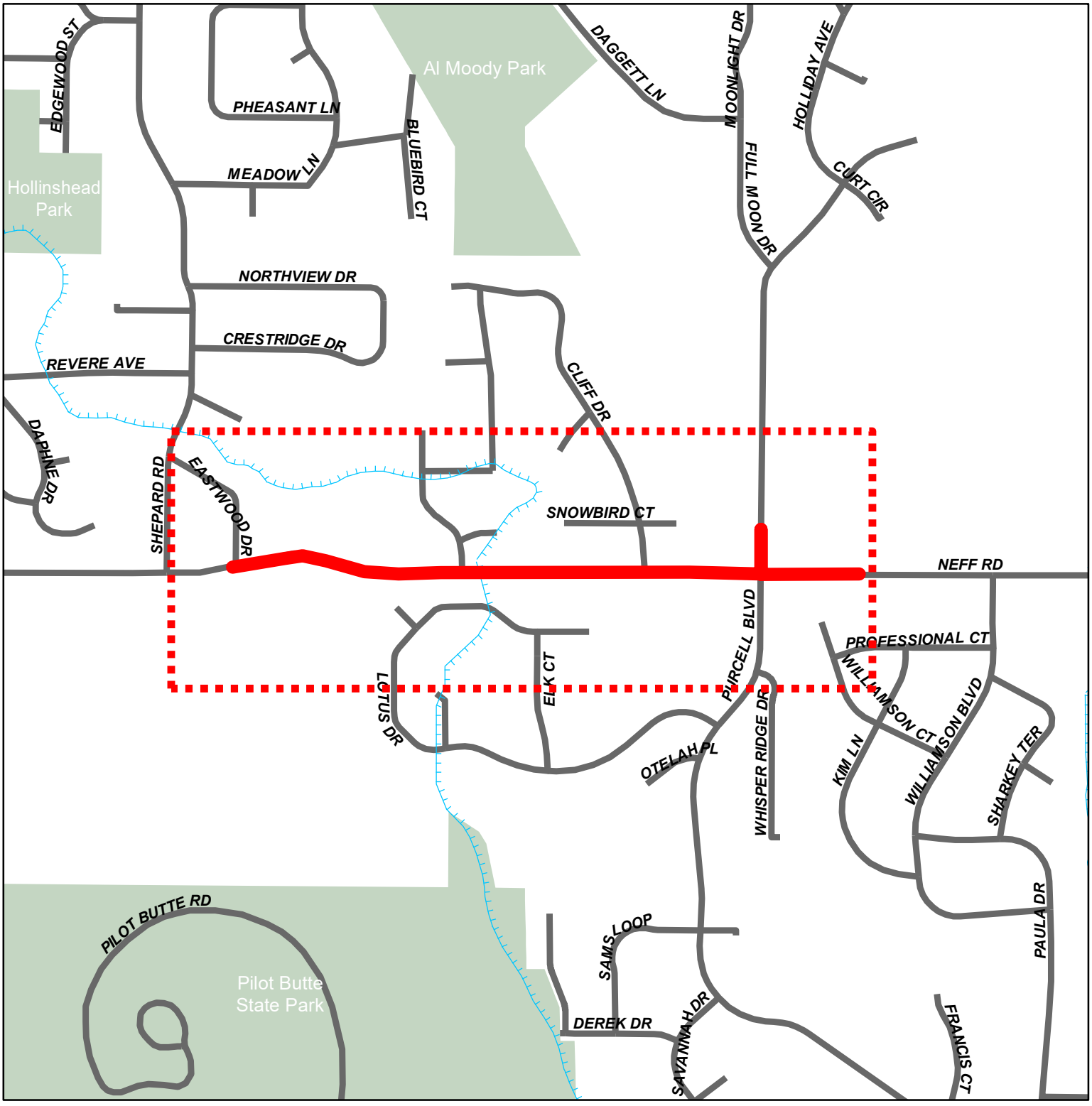
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	One of the highest crash and most congested intersections in the community would remain.
Transportation Construction	$ $4,771,800	
Water	$ $18,600	
Water Reclamation	$ $788,000	
Stormwater	$ $589,800	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 576,800	$ 750,000	$ 2,292,000	$ 2,549,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 6,168,200



1TNPS

Neff and Purcell Intersection Design and Construction

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1XSDC System Development Charge Update

Fund: Water Reclamation

Project Manager: Unassigned	**Project Status:** Pending	**Project Phase:** Pending
Cost Estimate Classification: N/A	**Est. Start Date:** Jul 2021	**Est. End Date:** Jun 2023

Description & Background

Oregon Revised Statutes (ORS) 223.297 to 223.314 authorize local governments to establish system development charges (SDCs), one-time fees on new development paid at the time of development. ORS 223.299 specifies that an SDC is made up of the following fees, or either fee separately: 1) A reimbursement fee designed to recover costs associated with capital improvements already constructed, or under construction when the fee is established, for which the local government determines that capacity exists; or 2) An improvement fee designed to recover costs associated with capital improvements to be constructed.

Need/Justification

SDCs are collected from developers and then used to pay for infrastructure facilities City-wide. The methodology establishes fee amounts to be collected from each individual development project to ensure that adequate funds are available to provide the public infrastructure needed in developing areas. Updates are needed to determine the relative impacts of each development project to the infrastructure systems serving the project so that SDCs are collected equitably.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	None
Transportation Construction	$ $100,000	
Water	$ $100,000	
Water Reclamation	$ $100,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -
						Total Project Cost Estimate:	**$ 300,000**

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1XSTS Standards & Specifications Update

Fund: Water Reclamation

Project Manager: Alex Doza | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2022

Description & Background

Update the Design Standards that provide consistent guidance for the minimum design and technical criteria for the construction of public infrastructure. The current standards include criteria for public streets, storm drainage systems, water systems, sanitary sewer systems, arterial and greenway landscaping and bikeways, and electric infrastructure. These standards are technical in nature and apply to the way in which the improvements are to be constructed and are complimentary to the Land Development Code which includes zoning regulations and guides the overall use and layout design for development.

Need/Justification

Every project built in the Right-of-Way by either City sponsorship or by private development initiative is required to build the accompanying infrastructure to City Standards and Specifications. The last external update that the City completed was in 2011. An internal update was completed in 2018. With the upcoming release of new reference documents and with the ever-changing evolution of standards and products, it is time for the City to complete another external update to ensure conformance to industry standards.

Financial Summary

Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	-	Leads to costly changes and inefficiencies as a result of outdated requirements for quality of products, materials, and workmanship.
Transportation Construction	$	$150,000	
Water	$	$150,000	
Water Reclamation	$	$150,000	
Stormwater	$	$50,000	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: None			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 500,000

Stormwater Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RFGU Franklin & Greenwood Underpass	5	$ -	$ -	$ -	$ 750,000	$ 1,500,000	$ 2,250,000
1RMNW Minnesota & Wall Stormwater	5	-	-	-	324,000	-	324,000
1RMP1 Stormwater Master Plan Update	N/A	166,000	166,000	168,000	-	-	500,000
1RNPR Newport Corridor Improvements	1	4,000,000	5,168,000	-	-	-	9,168,000
1RRMC Roosevelt & McKinley Stormwater	5	-	-	-	104,000	475,000	579,000
1RSAB South Awbrey Butte Drainage Improvements	5	-	-	-	1,250,000	3,500,000	4,750,000
1TCSI Citywide Safety Improvements	1	204,000	-	-	-	-	204,000
1TEC5 Purcell Butler Market	1	20,000	-	-	-	-	20,000
1TEC6 Purcell Blvd Modernization	1	20,000	-	-	-	-	20,000
1TMC2 Murphy Brosterhous to 15th	1	233,500	-	-	-	-	233,500
1TNPS Neff & Purcell Intersection	2	118,000	471,800	-	-	-	589,800
1XSTS Standards & Specifications Update	N/A	50,000	-	-	-	-	50,000
		$ 4,811,500	$ 5,805,800	$ 168,000	$ 2,428,000	$ 5,475,000	$ 18,688,300

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RFGU Franklin & Greenwood Underpass

Fund: Stormwater

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Oct 2023 | **Est. End Date:** Jun 2027

Description & Background

Construction of surface water swales to reduce the volume of water entering the underpass, larger capacity storm drains and a pump station to move water from the underpass to an off- site force main and an infiltration swale to retain and infiltrate stormwater.

Need/Justification

Both Franklin Ave and Greenwood Ave are vital east-west corridors providing access to downtown and the west side. The underpasses close during moderate rainfall events blocking all traffic. Flooding of the underpasses create a barrier for emergency vehicles and the general public as well as creates a public Safety hazard and burden upon the City Staff to respond.

Financial Summary

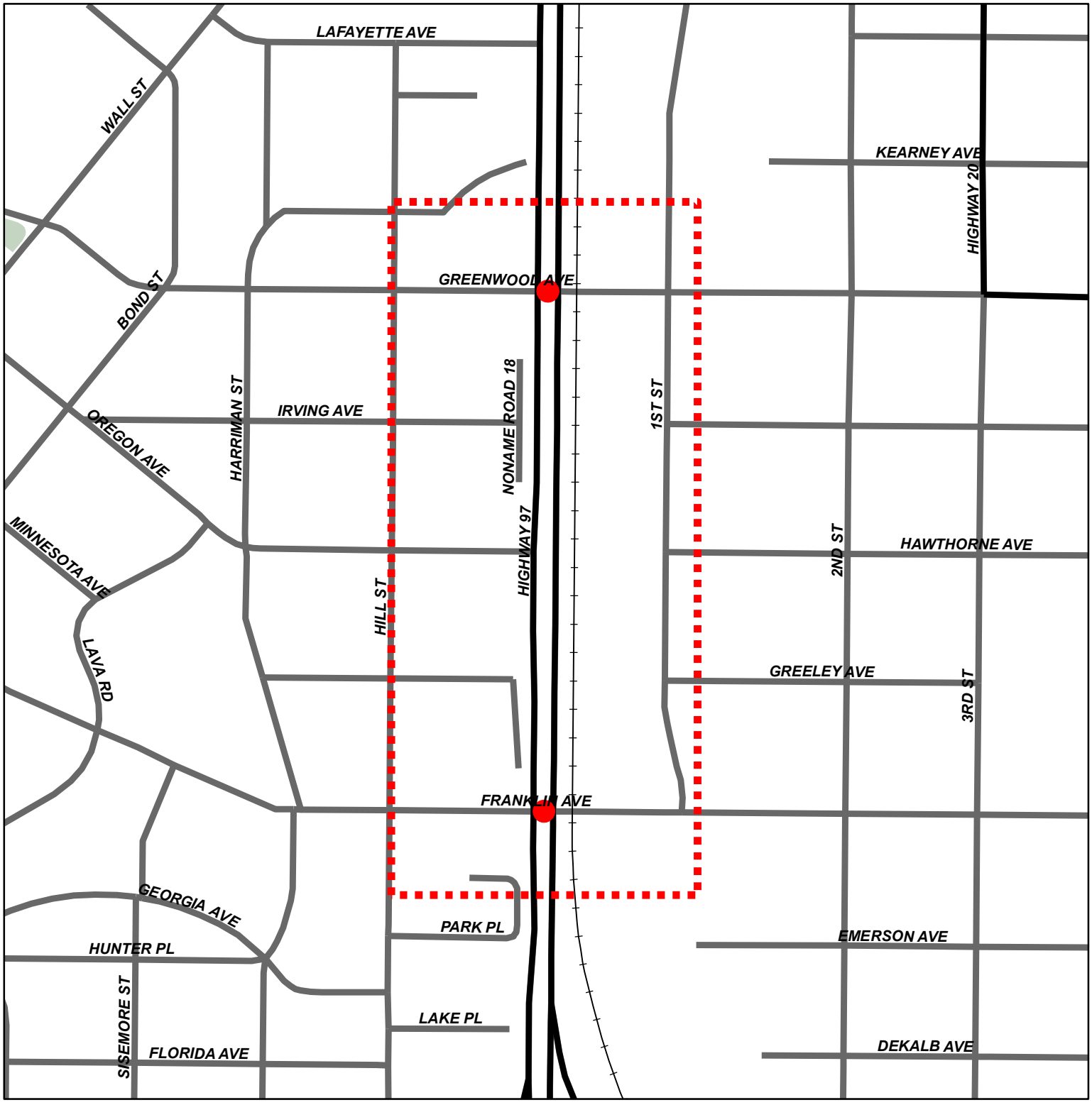
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Higher potential for system overflows, reduced capacities in other areas in the city, and increased project costs due to escalation.
Transportation Construction	$ -	
Water	$ $145,000	
Water Reclamation	$ -	
Stormwater	$ $3,750,000	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 145,000	$ 750,000	$ 1,500,000	$ 1,500,000

Total Project Cost Estimate: $ 3,895,000



CITY OF BEND

1RFGU

Franklin & Greenwood Underpass

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RMNW Minnesota & Wall Stormwater

Fund: Stormwater

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2025

Description & Background

Construction of a new piped system, sedimentation manhole, and catch basins in the Downtown Business District.

Need/Justification

This project was evaluated in the 2011 Stormwater Master Plan and identified as a priority project as a result of community complaints and liability due to flooding.

Financial Summary

Total Project Spending by Fund	
Accessibility Construction	$ -
Transportation Construction	$ -
Water	$ -
Water Reclamation	$ -
Stormwater	$ $324,000
2020 General Obligation Bond	$ -
Other (see below)	$ -
Impact on Operating Budget: None	

Consequence of Delaying or Eliminating

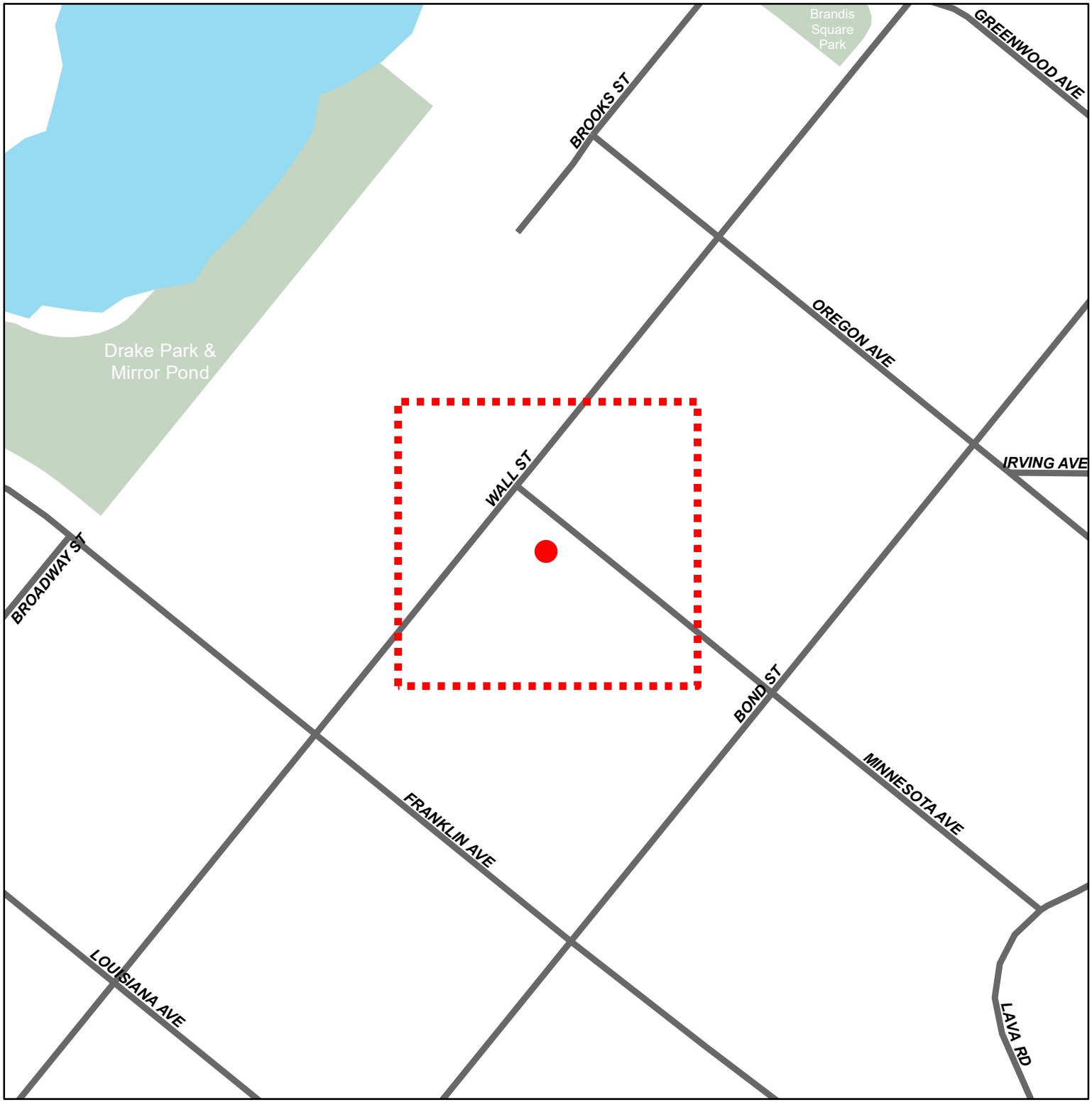
Increasing flood risk to adjacent commercial property and the City's liability.

Method of Financing: 100% Stormwater Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 324,000	$ -	$ -

Total Project Cost Estimate: $ 324,000



CITY OF BEND

1RMNW

Minnesota & Wall Stormwater

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RMP1 Stormwater Master Plan Update 2020

Fund: Stormwater

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Oct 2021 | **Est. End Date:** Sep 2023

Description & Background

Update the current Master Plan, document changes in the system, update the system analysis and CIP. The update will ensure the City is utilizing up-to-date and accurate information regarding the condition of the collection system, flow projections, and applicable regulations.

Need/Justification

The City's stormwater master plan provides an important measure for development approval and capital improvement project prioritization. The current master plan is based upon a limited amount of data and it does not meet its objectives in a manner that provides optimal accuracy. Provides an invaluable tool in determining existing and future capacity constraints. Enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Reduced system efficiency.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ $500,000	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Stormwater Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 166,000	$ 166,000	$ 168,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 500,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RNPR Newport Corridor Improvements

Fund: Stormwater

Project Manager: Drew Wells | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Mar 2019 | **Est. End Date:** Oct 2022

Description & Background

Reconstruct existing drainage collection and conveyance system along Newport and Nashville from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement / rehabilitation of associated drainage structures. Project elements include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvements, flow reduction and flow mitigation measures. This project is identified as a synergy project with focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Ave. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions.

Need/Justification

The South Awbrey Butte Drainage Study, completed in 2017, determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding / improve water quality within the basin.

Financial Summary

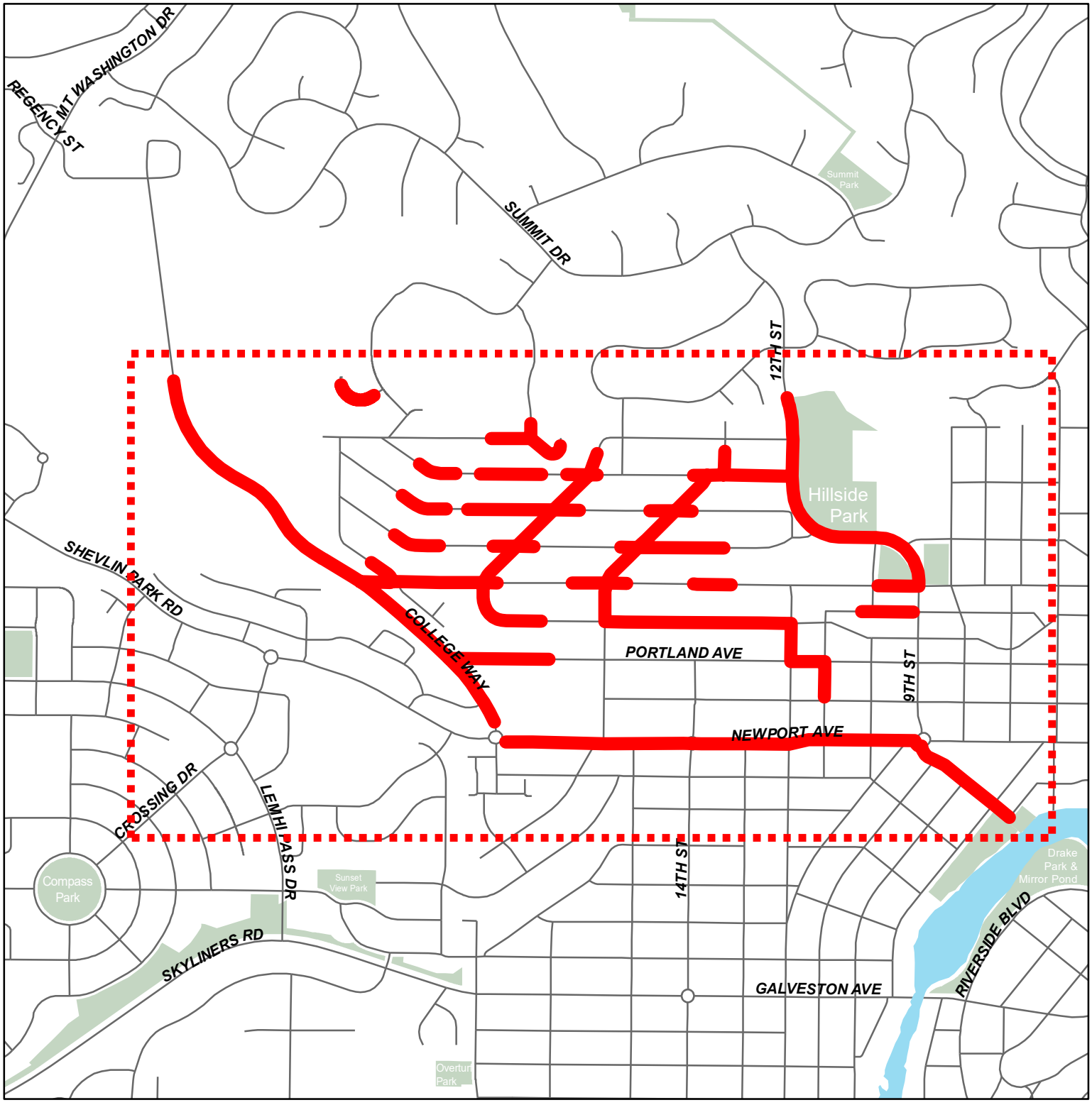
Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	$17,000	Further deterioration of existing pipeline and increased project costs due to escalation.
Transportation Construction	$	$5,577,300	
Water	$	$4,052,400	
Water Reclamation	$	$5,102,000	
Stormwater	$	$11,375,100	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: Minimal			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,658,000	$ 4,427,000	$ 12,123,400	$ 7,915,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 26,123,800



CITY OF BEND

1RNPR

Newport Corridor Improvements Phase II

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RRMC Roosevelt & McKinley

Fund: Stormwater

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2026

Description & Background

Use City owned property to develop detention basins with safe overflow, as necessary, to help prevent flooding of three homes impacted by the development of the parkway.

Need/Justification

This project was evaluated in the 2011 Stormwater Master Plan and identified as a priority project as a result of community complaints and liability due to flooding. This project will eliminate the risk of events causing moderate structural damage to private property.

Financial Summary

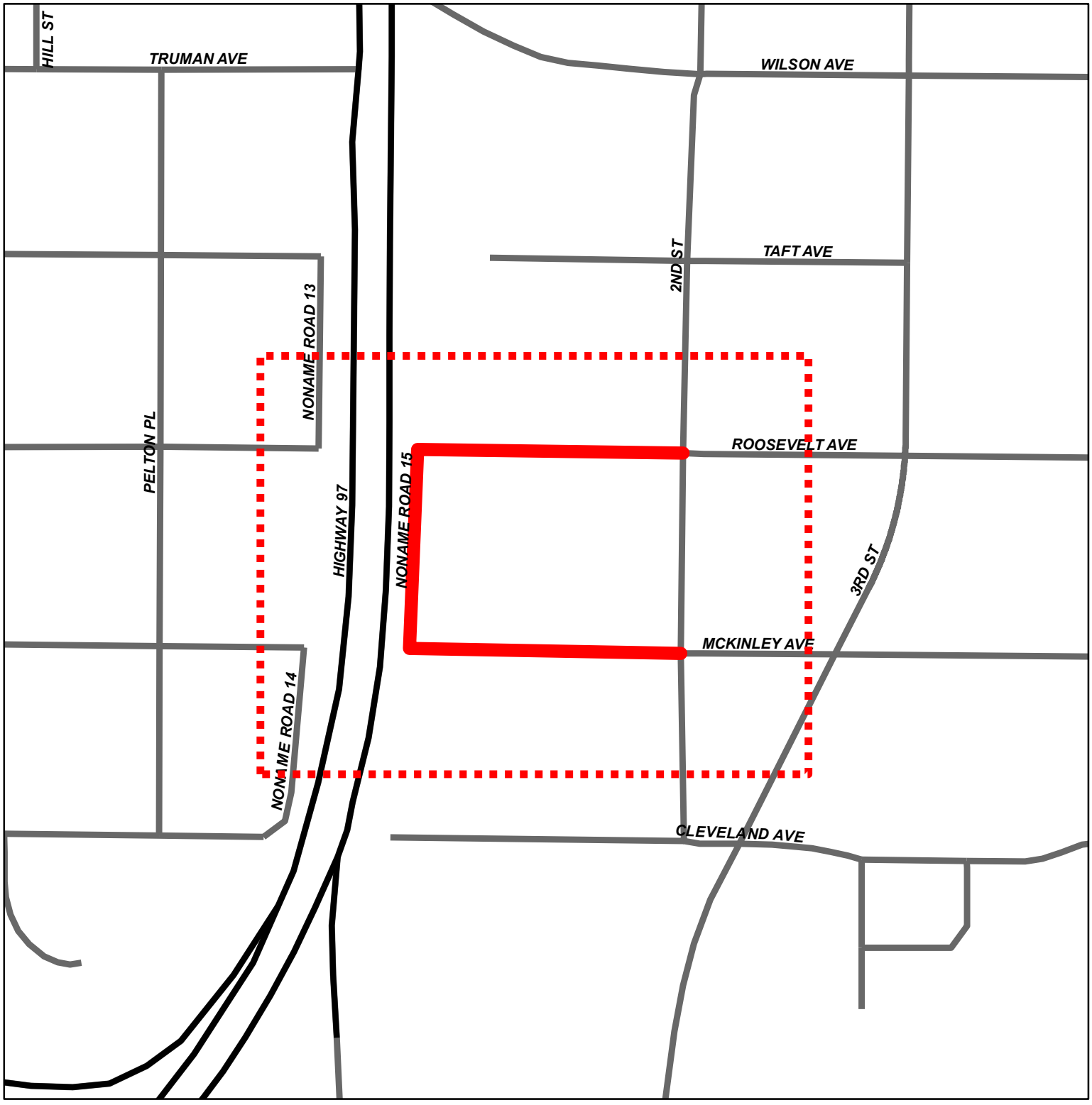
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Maintains the current risk of localized flooding. During times of infrequent flooding, there is risk of damage to adjacent private property caused by storm water run-off leaving City right of way and entering onto private property.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ $579,000	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Stormwater Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 104,000	$ 475,000	$ -

Total Project Cost Estimate: $ 579,000



CITY OF BEND

1RRMC

Roosevelt & McKinley Stormwater

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RSAB South Awbrey Butte Drainage Improvements

Fund: Stormwater

Project Manager: Drew Wells | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2027

Description & Background

Improvements to drainage collection and conveyance systems tributary to the Newport Avenue storm sewer. Areas with a history of drainage issues were identified and prioritized in the South Awbrey Butte Drainage Study.

Need/Justification

Drainage issues in the South Awbrey Butte area have persisted for decades and continue to impact residents, businesses, and the traveling public and require a disproportionate amount of the City's maintenance resources and funding.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increasing flood risk to adjacent commercial property and the City's liability.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ $9,500,000	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Minimal		

Method of Financing: 100% Stormwater Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 1,250,000	$ 3,500,000	$ 4,750,000

Total Project Cost Estimate: $ 9,500,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TCSI Citywide Safety Improvements

Fund: Stormwater

Project Manager: Rory Rowan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Oct 2014 | **Est. End Date:** Jun 2023

Description & Background

With the help of the community and a prior safety study, the city has identified multiple locations across the city where there have been a high number of crashes. The locations included in this project are 3rd Street at Hawthorne, Franklin, Roosevelt, Canal, and Pinebrook; Neff & Williamson; 27th & Conners; Colorado & Parkway; and Brosterhous & BNSF railroad. Several treatments are proposed to make these locations safer for people walking, riding bicycles, and driving. This project will further develop the design of these treatments and construct them with additional community input.

Need/Justification

This project focuses on providing a safe, accessible, and cost effective transportation system. The high benefit, low cost safety improvements proposed as part of this project have been specifically selected by the consultant team, through community input, the Oregon Department of Transportation (ODOT) and Bend Police Dept. to target high risk streets and intersections.

Project Related to: 1TBKE Bicycle Greenways

Financial Summary

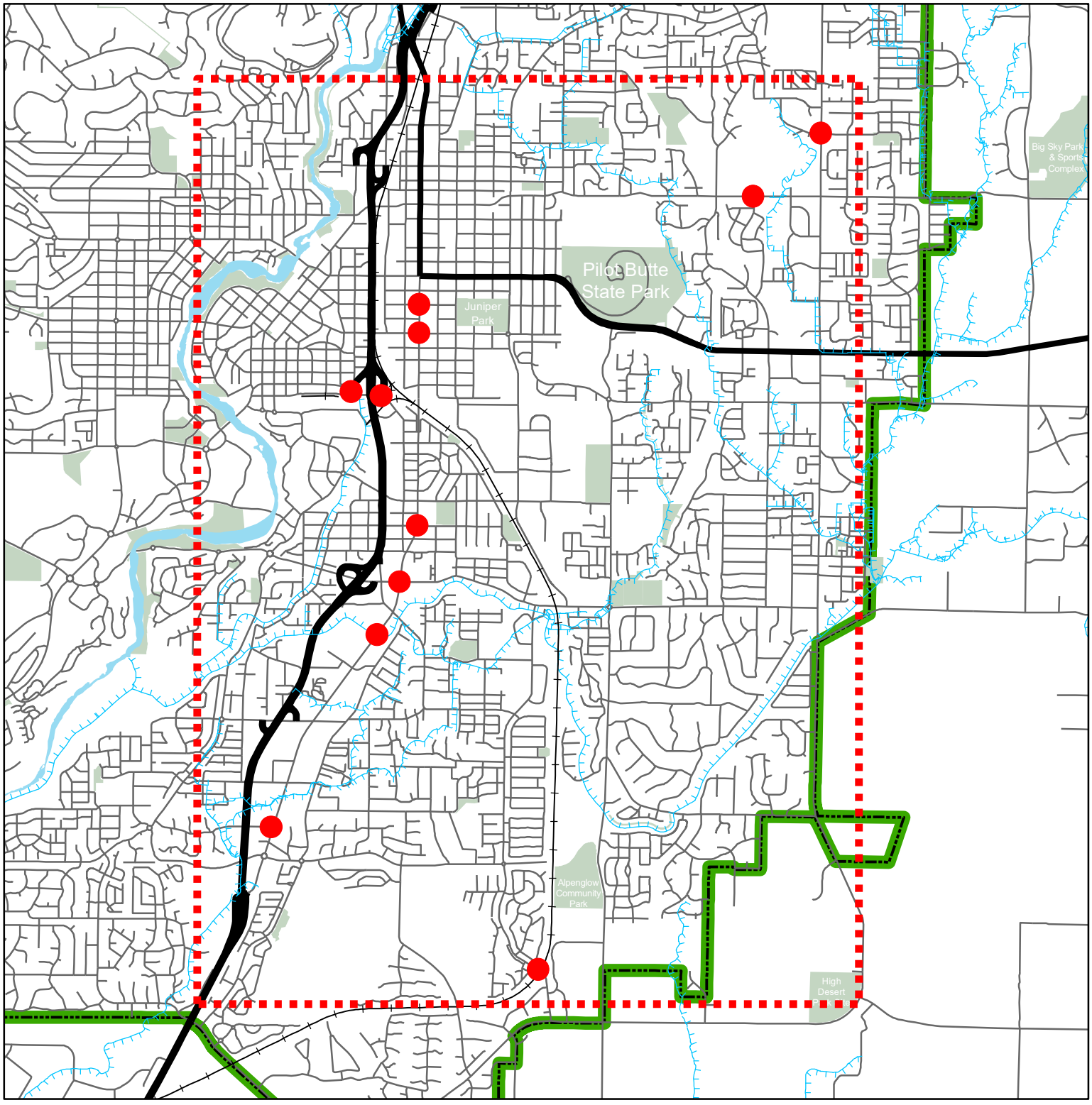
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Implementation of safety improvements will be further delayed.
Transportation Construction	$ $2,307,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ $209,800	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Stormwater Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,609,400	$ 17,000	$ 704,000	$ 186,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 2,516,800



CITY OF BEND

1TCSI

Citywide Safety Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TEC5 Purcell Butler Market

Fund: Stormwater

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Aug 2017 | **Est. End Date:** Jun 2022

Description & Background

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of a new signal and some geometric intersection upgrades at Purcell Boulevard and Butler Market Road.

Need/Justification

The existing traffic signal at the intersection of Purcell Boulevard and Butler Market Road is deficient both in its traffic capacity and its connectivity.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TECI Purcell Roundabout, 1TEC6 Purcell Modernization

Financial Summary

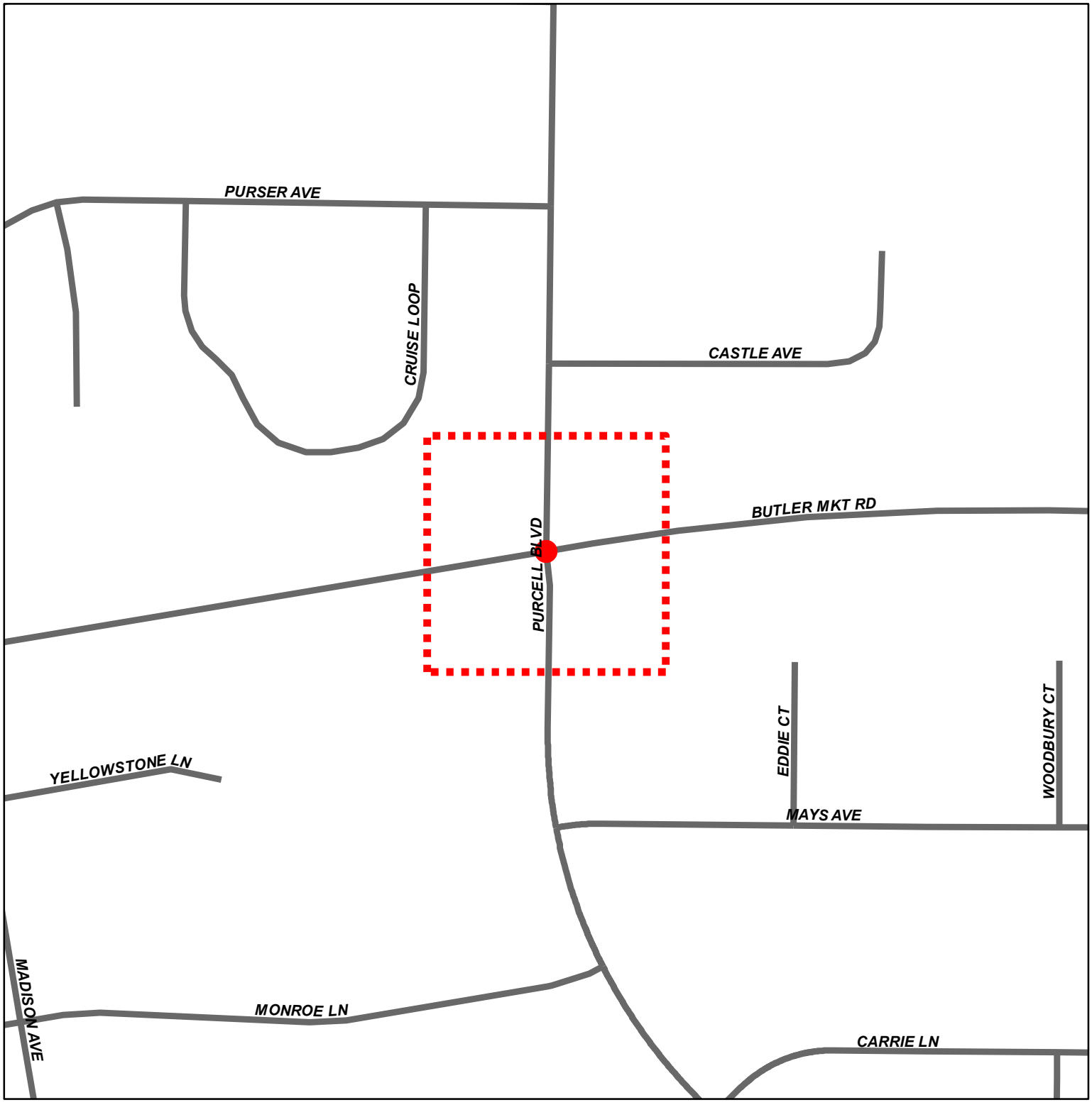
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled.
Transportation Construction	$ $1,637,200	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ $70,000	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Stormwater Rates

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 137,200	$ 1,050,000	$ 520,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,707,200



CITY OF BEND

1TEC5

Purcell Butler Market

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TEC6 Purcell Blvd Modernization

Fund: Stormwater

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Aug 2017 | **Est. End Date:** Jun 2022

Description & Background

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of modernization for Purcell Boulevard between Rock Park Drive & Butler Market Road.

Need/Justification

The existing Empire Avenue is deficient for pedestrian and bike needs. In addition, a left turn lane is warranted at either Lupine Avenue or Spinnaker Street.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood).

Financial Summary

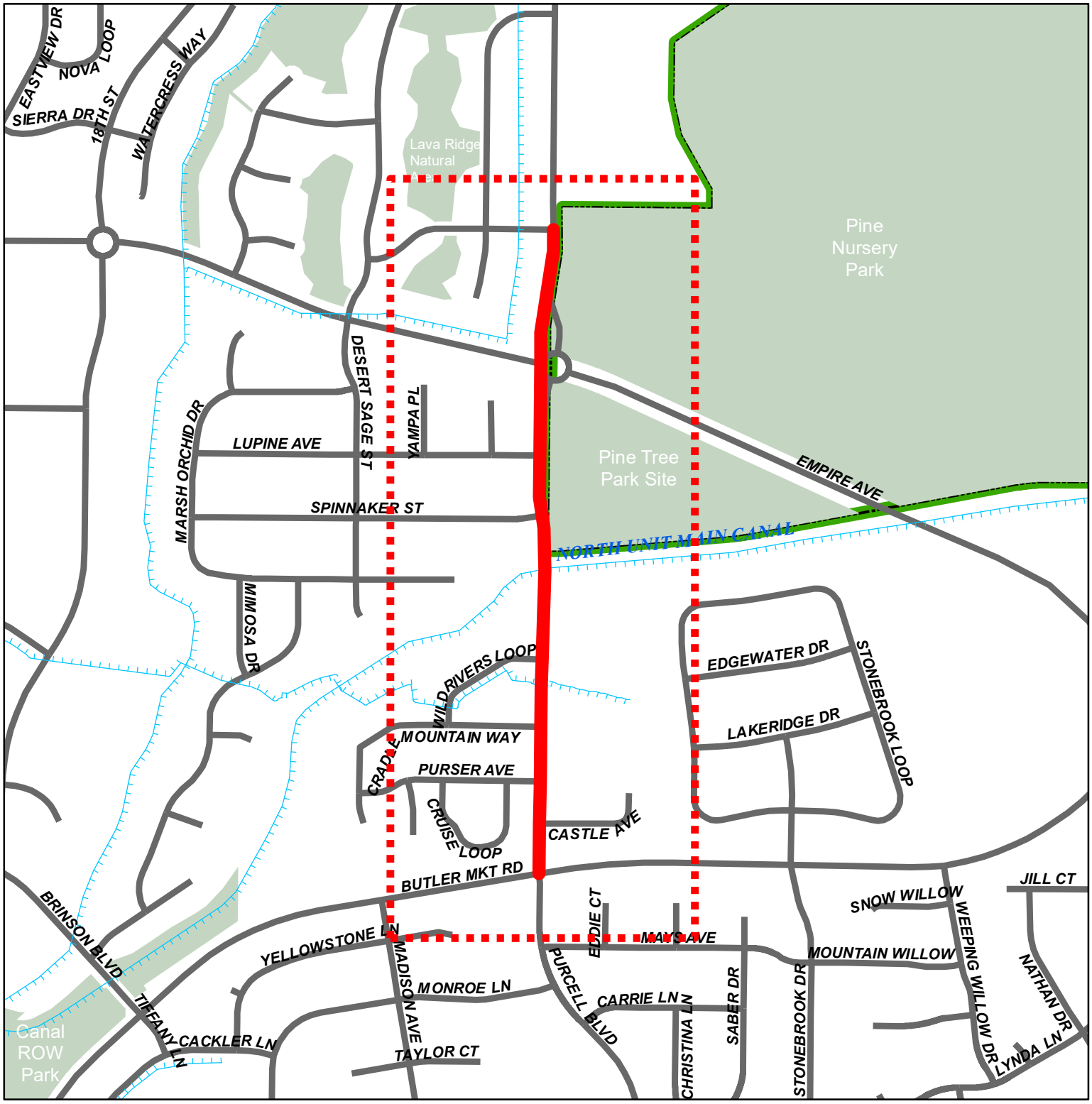
Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	-	There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled.
Transportation Construction	$	$3,341,200	
Water	$	$20,000	
Water Reclamation	$	$20,000	
Stormwater	$	$123,800	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: Negligible			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,905,000	$ 1,080,000	$ 520,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 3,505,000



CITY OF BEND

1TEC6

Purcell Blvd Modernization

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TMC2 Murphy Brosterhous to 15th

Fund: Stormwater

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Nov 2018 | **Est. End Date:** Jun 2022

Description & Background

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the extension of Murphy Road from the current terminus at Brosterhous Rd, east to 15th St.. The extension includes a bridge overcrossing BNSF railway (See subproject 1TMCI) and will include a 2-lane section with bike and pedestrian facilities. Median treatment to be determined based on access needs and traffic study results.

Need/Justification

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TECI Purcell Roundabout

Financial Summary

Total Project Spending by Fund		
Accessibility Construction	$	-
Transportation Construction	$	$8,342,500
Water	$	$331,300
Water Reclamation	$	-
Stormwater	$	$1,454,000
2020 General Obligation Bond	$	-
Other (see below)	$	-
Impact on Operating Budget: Negligible		

Consequence of Delaying or Eliminating

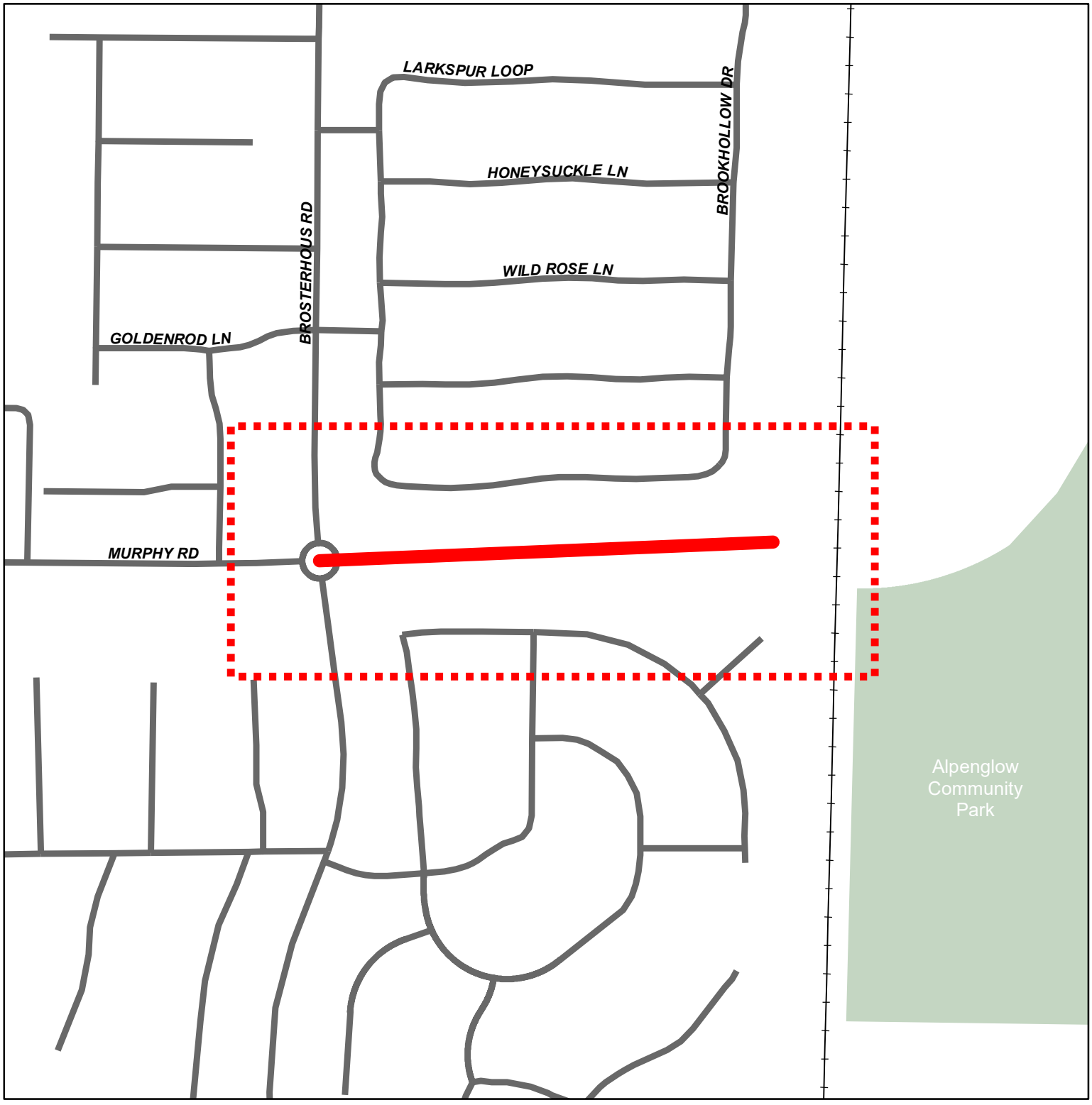
There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled.

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,594,300	$ 6,532,500	$ 2,001,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 10,127,800



CITY OF BEND

1TMC2

Murphy Brosterhous to 15th

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TNPS Neff and Purcell Intersection

Fund: Stormwater

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 2 | **Est. Start Date:** Aug 2018 | **Est. End Date:** Jun 2023

Description & Background

This intersection and corridor has been highly prioritized by members of the community serving on the City of Bend Accessibility Advisory Committee and a previous safety study. The project will include the following tasks: public engagement, survey, design, and construction of missing sidewalks and a safer intersection for all users serving the surrounding medical, residential, and school properties.

Need/Justification

This intersection and surrounding streets have been previously identified by the community and a safety study as one of the highest priority parts of the city needing safety improvements. The aging traffic signal at this intersection is in need of routine replacement and this coupled with the improved community connectivity will benefit users of all ages and abilities and the surrounding neighborhoods.

Financial Summary

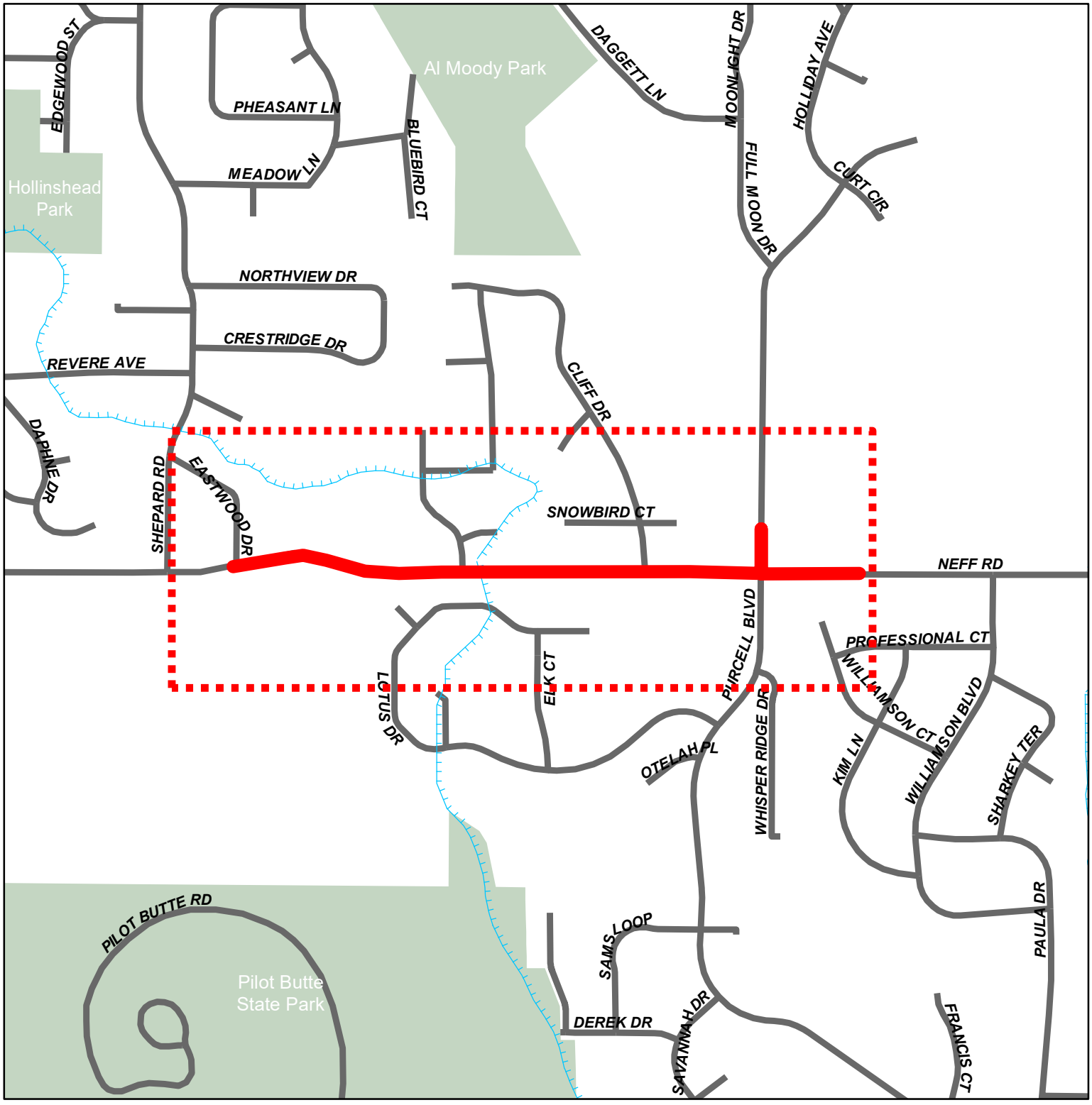
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	One of the highest crash and most congested intersections in the community would remain.
Transportation Construction	$ $4,771,800	
Water	$ $18,600	
Water Reclamation	$ $788,000	
Stormwater	$ $589,800	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 576,800	$ 750,000	$ 2,292,000	$ 2,549,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 6,168,200



1TNPS

Neff and Purcell Intersection Design and Construction

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1XSTS Standards & Specifications Update

Fund: Stormwater

Project Manager: Alex Doza | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2022

Description & Background

Update the Design Standards that provide consistent guidance for the minimum design and technical criteria for the construction of public infrastructure. The current standards include criteria for public streets, storm drainage systems, water systems, sanitary sewer systems, arterial and greenway landscaping and bikeways, and electric infrastructure. These standards are technical in nature and apply to the way in which the improvements are to be constructed and are complimentary to the Land Development Code which includes zoning regulations and guides the overall use and layout design for development.

Need/Justification

Every project built in the Right-of-Way by either City sponsorship or by private development initiative is required to build the accompanying infrastructure to City Standards and Specifications. The last external update that the City completed was in 2011. An internal update was completed in 2018. With the upcoming release of new reference documents and with the ever-changing evolution of standards and products, it is time for the City to complete another external update to ensure conformance to industry standards.

Financial Summary

Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	-	Leads to costly changes and inefficiencies as a result of outdated requirements for quality of products, materials, and workmanship.
Transportation Construction	$	$150,000	
Water	$	$150,000	
Water Reclamation	$	$150,000	
Stormwater	$	$50,000	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: None			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 500,000

Transportation Construction Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1ABRI Brosterhous Road Accessibility Improvements	4	$ 589,000	$ -	$ -	$ -	$ -	$ 589,000
1GWAC Wilson Avenue Corridor Improvements	5	1,000,000	3,500,000	-	-	-	4,500,000
1RNPR Newport Corridor Improvements	1	3,125,900	944,400	-	-	-	4,070,300
1T3IN 3rd & Reed Market Intersection	5	-	-	150,000	500,000	2,350,000	3,000,000
1TBKE Bicycle Greenways	1	823,800	-	-	-	-	823,800
1TBMW Butler Mkt/Wells Acres	5	500,000	1,000,000	1,500,000	-	-	3,000,000
1TBRB Bond & Reed Market RAB	5	-	50,000	700,000	-	-	750,000
1TCHI Brosterhaus/Chase	5	1,000,000	2,000,000	2,000,000	-	-	5,000,000
1TCON 27th/Conners Intersection	5	-	-	500,000	2,000,000	-	2,500,000
1TCSI Citywide Safety Improvements	1	500,000	186,400	-	-	-	686,400
1TCSR Columbia Roundabout Improvements	1	805,000	-	-	-	-	805,000
1TEC5 Purcell Butler Market	1	500,000	-	-	-	-	500,000
1TEC6 Purcell Blvd Modernization	1	500,000	-	-	-	-	500,000
1TGCI Galveston Corridor Improvements	2	-	150,000	2,000,000	1,900,000	-	4,050,000
1TMC2 Murphy Brosterhous to 15th	1	1,708,500	-	-	-	-	1,708,500
1TMC6 Murphy Corridor Improvements Parrell to Brosterhous	1	1,954,000	-	-	-	-	1,954,000
1TMCI Murphy Railway Overcrossing	1	864,100	-	-	-	-	864,100
1TMTC Midtown Crossing	N/A	1,000,000	1,000,000	-	-	-	2,000,000
1TNPS Neff & Purcell Intersection	2	1,780,000	1,665,000	-	-	-	3,445,000
1TR3N Reed Mkt: 3rd to Newberry Plant Establishment	1	25,000	-	-	-	-	25,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		$ 16,875,300	$ 10,545,800	$ 6,850,000	$ 4,400,000	$ 2,350,000	$ 41,021,100

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1ABRI Brosterhous Accessibility Improvements

Fund: Transportation Construction

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 4 | **Est. Start Date:** Aug 2019 | **Est. End Date:** Sep 2021

Description & Background

This project will design and construct accessibility improvements along Brosterhous Road south of Murphy. It will provide safer connections between surrounding neighborhoods and schools. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

Need/Justification

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize requests.

Project Related to: 1XMCI (Murphy Corridor Improvement Projects); and 1TCSI (Citywide Safety Improvements). This project will need to coordinate sidewalk construction and associated temporary traffic control along Brosterhous Road with the adjacent Murphy Road project and safety improvements at the BNSF railroad bridge over Brosterhous Road.

Financial Summary

Total Project Spending by Fund		
Accessibility Construction	$	$573,800
Transportation Construction	$	$589,000
Water	$	-
Water Reclamation	$	$9,200
Stormwater	$	-
2020 General Obligation Bond	$	-
Other (see below)	$	-

Impact on Operating Budget: Negligible

Consequence of Delaying or Eliminating

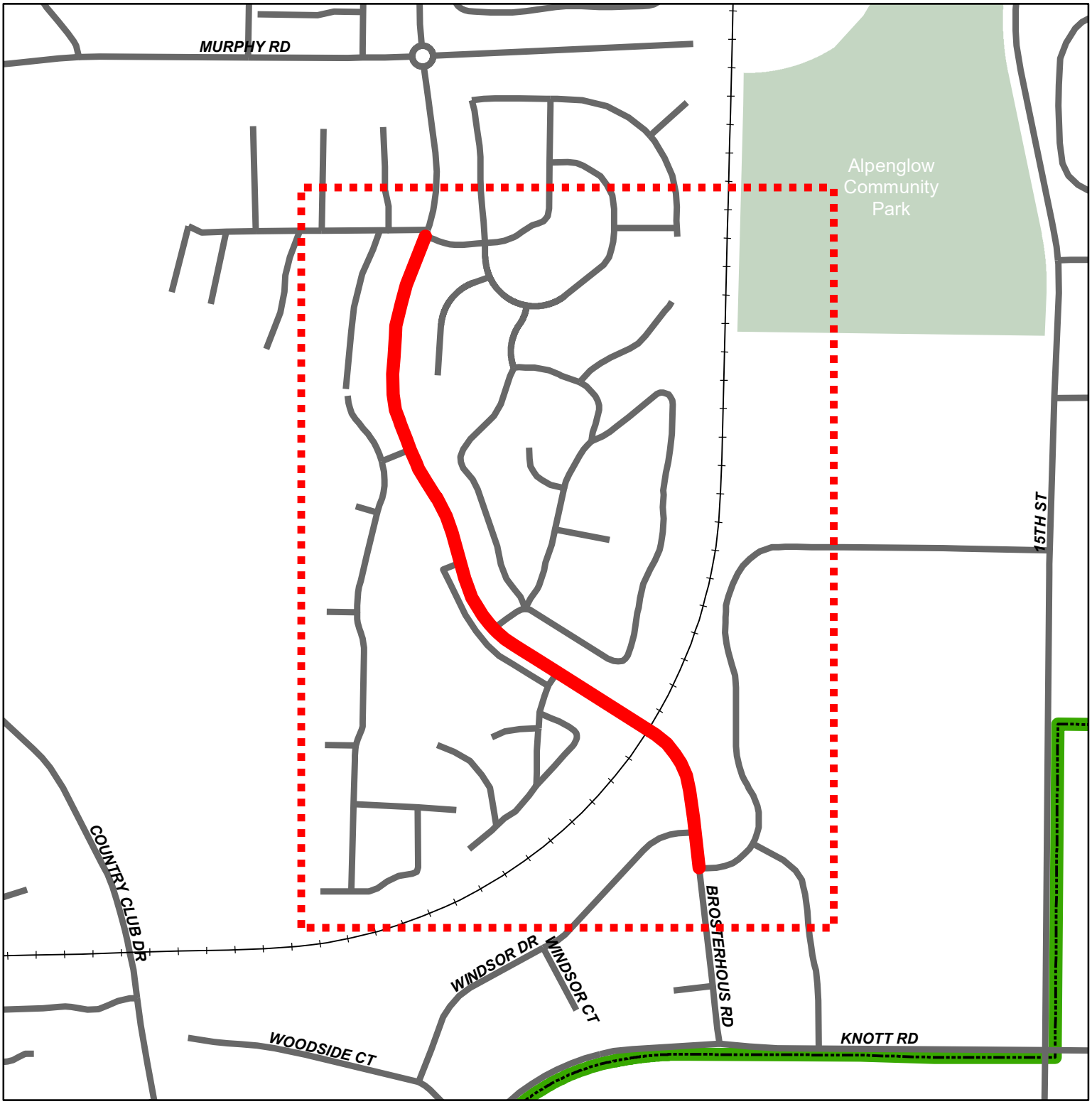
The City could face legal liability under the ADA and implementing regulations, if it does not make timely progress on barrier removal request projects that were prioritized after a public process and identified in the City's updated ADA Transition Plan, a key component of compliance with the 2004 DOJ Project Civic Access Settlement Agreement.

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 70,800	$ 287,200	$ 814,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,172,000



CITY OF BEND

1ABRI

Brosterhous Accessibility Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1GWAC Wilson Avenue Corridor Improvements

Fund: Transportation Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jun 2022 | **Est. End Date:** May 2023

Description & Background

Includes intersection improvements at 3rd, 9th, and 15th. Provides multi-modal enhancements and additional capacity to the overall Wilson Corridor.

Need/Justification

Approved by City of Bend voters on the November 2020 ballot as a result of the TSP committee recommendations.

Project Related to: 2020 GO Bond Projects including Bond East-West Connections, North-South Connections, Bike and Pedestrian Safety Improvements, Intersection Improvements, Parkway Connections, Citywide Improvements

Financial Summary

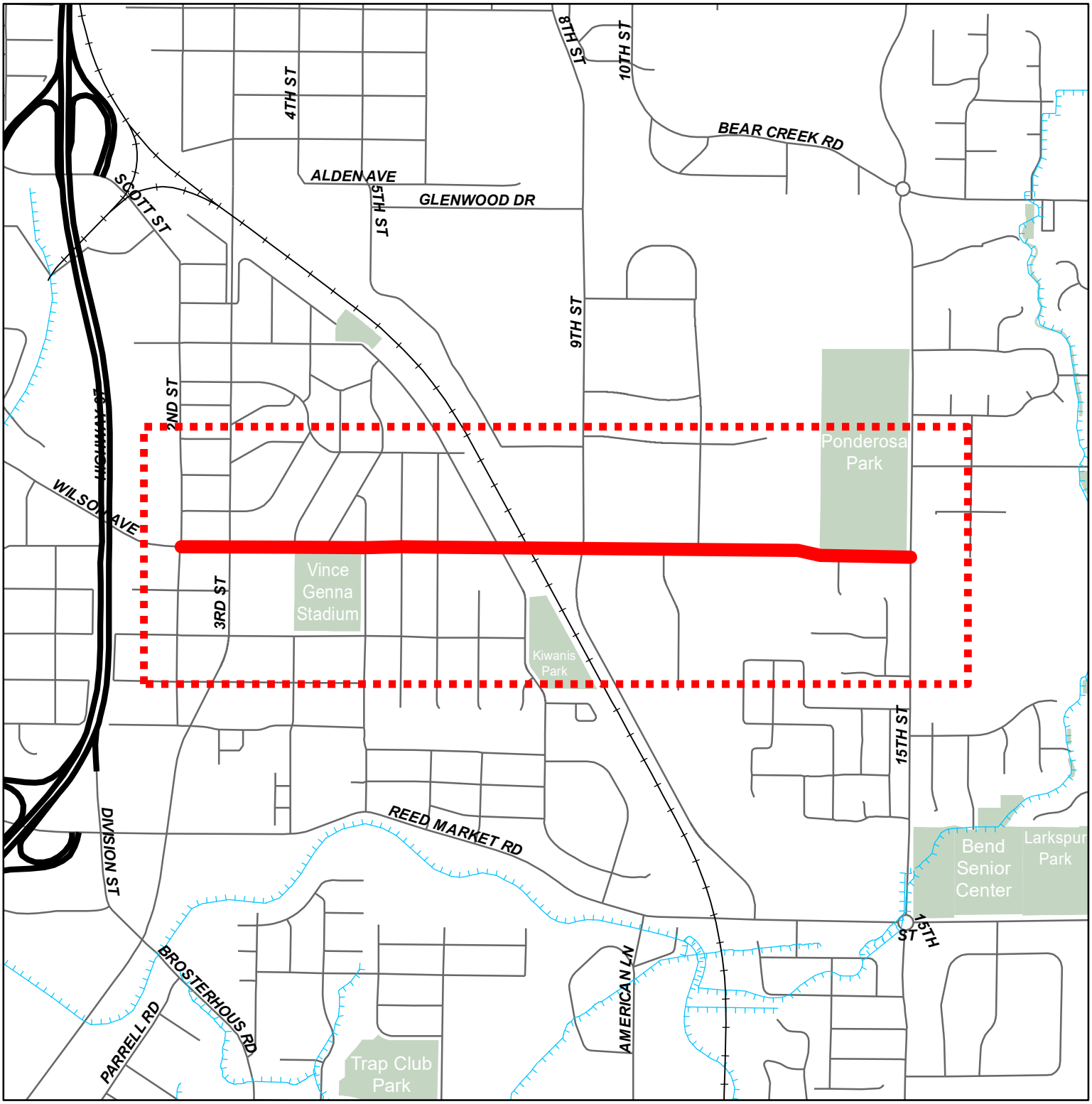
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Projects funded by the 2020 voter approved General Obligation Bond will be reviewed by the Transportation Bond Oversight Committee. This Council appointed Committee will advise staff and Council on the implementation and progress of the 2020 GO Bond projects.
Transportation Construction	$ $4,500,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ TBD	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 1,000,000	$ 3,500,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 4,500,000



CITY OF BEND

1GWAC

Wilson Avenue Corridor Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RNPR Newport Corridor Improvements

Fund: Transportation Construction

Project Manager: Drew Wells | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Mar 2019 | **Est. End Date:** Oct 2022

Description & Background

Reconstruct existing drainage collection and conveyance system along Newport and Nashville from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement / rehabilitation of associated drainage structures. Project elements include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvements, flow reduction and flow mitigation measures. This project is identified as a synergy project with focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Ave. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions.

Need/Justification

The South Awbrey Butte Drainage Study, completed in 2017, determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding / improve water quality within the basin.

Financial Summary

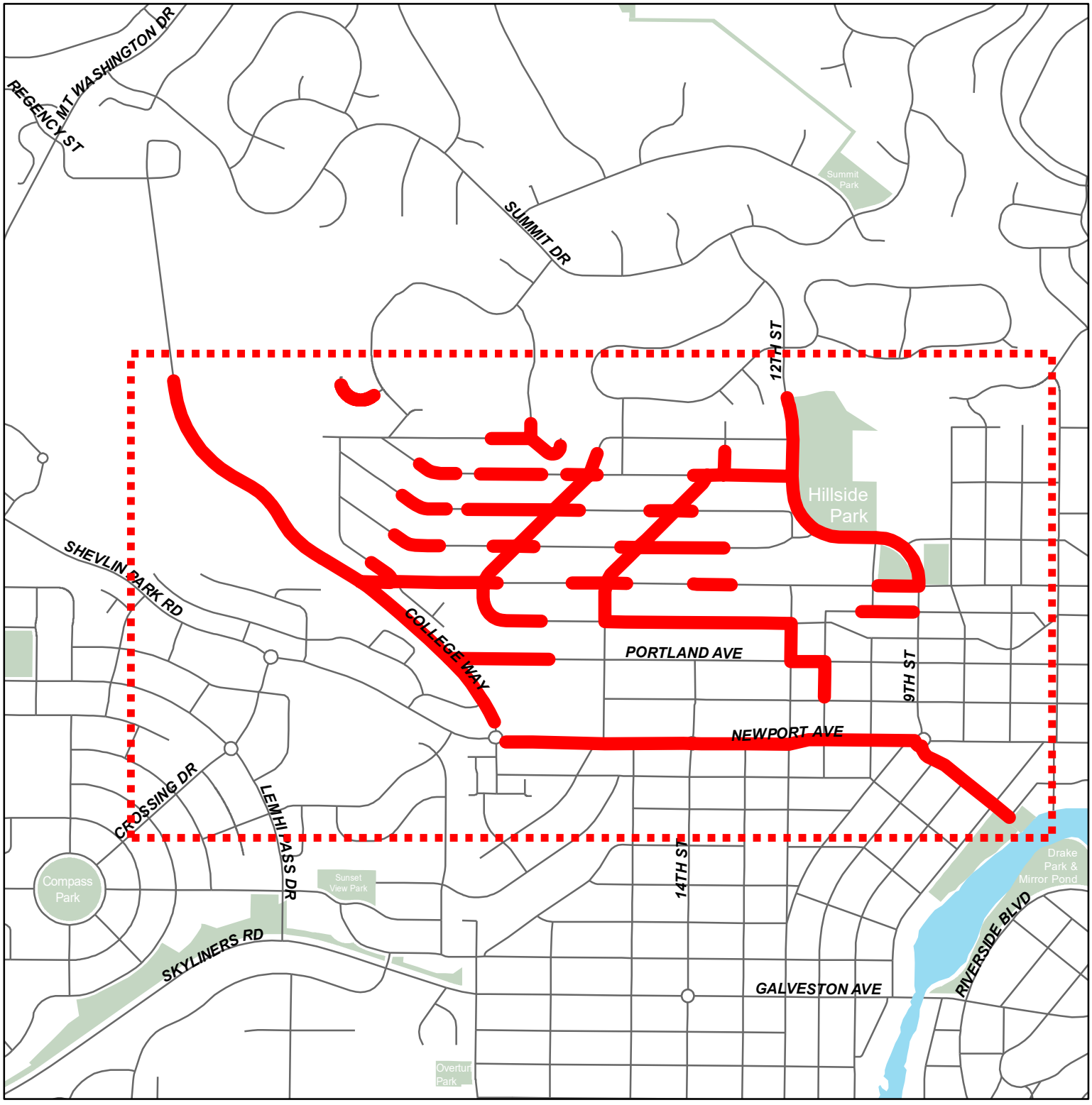
Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	$17,000	Further deterioration of existing pipeline and increased project costs due to escalation.
Transportation Construction	$	$5,577,300	
Water	$	$4,052,400	
Water Reclamation	$	$5,102,000	
Stormwater	$	$11,375,100	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: Minimal			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,658,000	$ 4,427,000	$ 12,123,400	$ 7,915,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 26,123,700



CITY OF BEND

1RNPR

Newport Corridor Improvements Phase II

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1T3IN 3rd & Reed Market Intersection

Fund: Transportation Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2026

Description & Background

Improve intersection for all modes and safety; coordinate with ODOT for Reed Mkt/Hwy 97 Interchange and Transportation and Mobility Departments Streets Operations Division for Reed Market Overlay.

Need/Justification

Council Goal Project to improve traffic flow, safety, and access and connectivity tor new housing.

Financial Summary

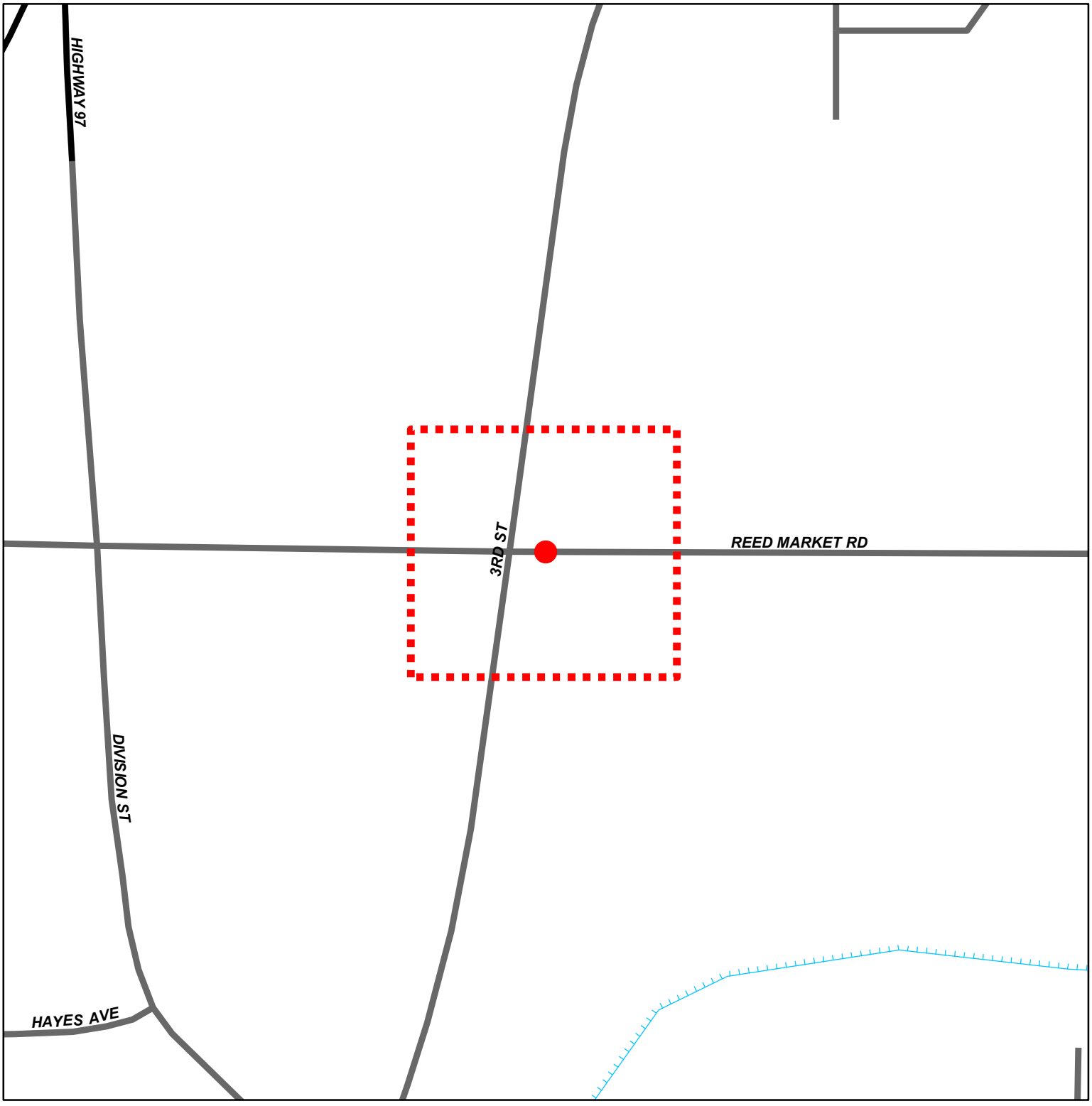
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increased travel time delay and possible miss opportunity with ODOT and Transportation and Mobility Departments Streets Operations Division overlay program.
Transportation Construction	$ $3,000,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 150,000	$ 500,000	$ 2,350,000	$ -

Total Project Cost Estimate: $ 3,000,000



CITY OF BEND

1T3IN

3rd & Reed Market Intersection

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TBKE Bicycle Greenways

Fund: Transportation Construction

Project Manager: Rory Rowan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Feb 2018 | **Est. End Date:** Dec 2021

Description & Background

Design and construct four bicycle greenway corridors on existing neighborhood streets. Includes features such as signs, pavement markings, speed humps, and traffic circles to slow and discourage cut through traffic. Improves safety for travelers of all ages and abilities on these streets and livability for residents.

Need/Justification

The projects were identified as a priority in the 2014 Bike and Walking Priority Process. Council gave direction to staff to include projects in the CIP at the March 22, 2017 Council Financial Strategy session.

Project Related to: 1TCSI Citywide Safety Improvements

Financial Summary

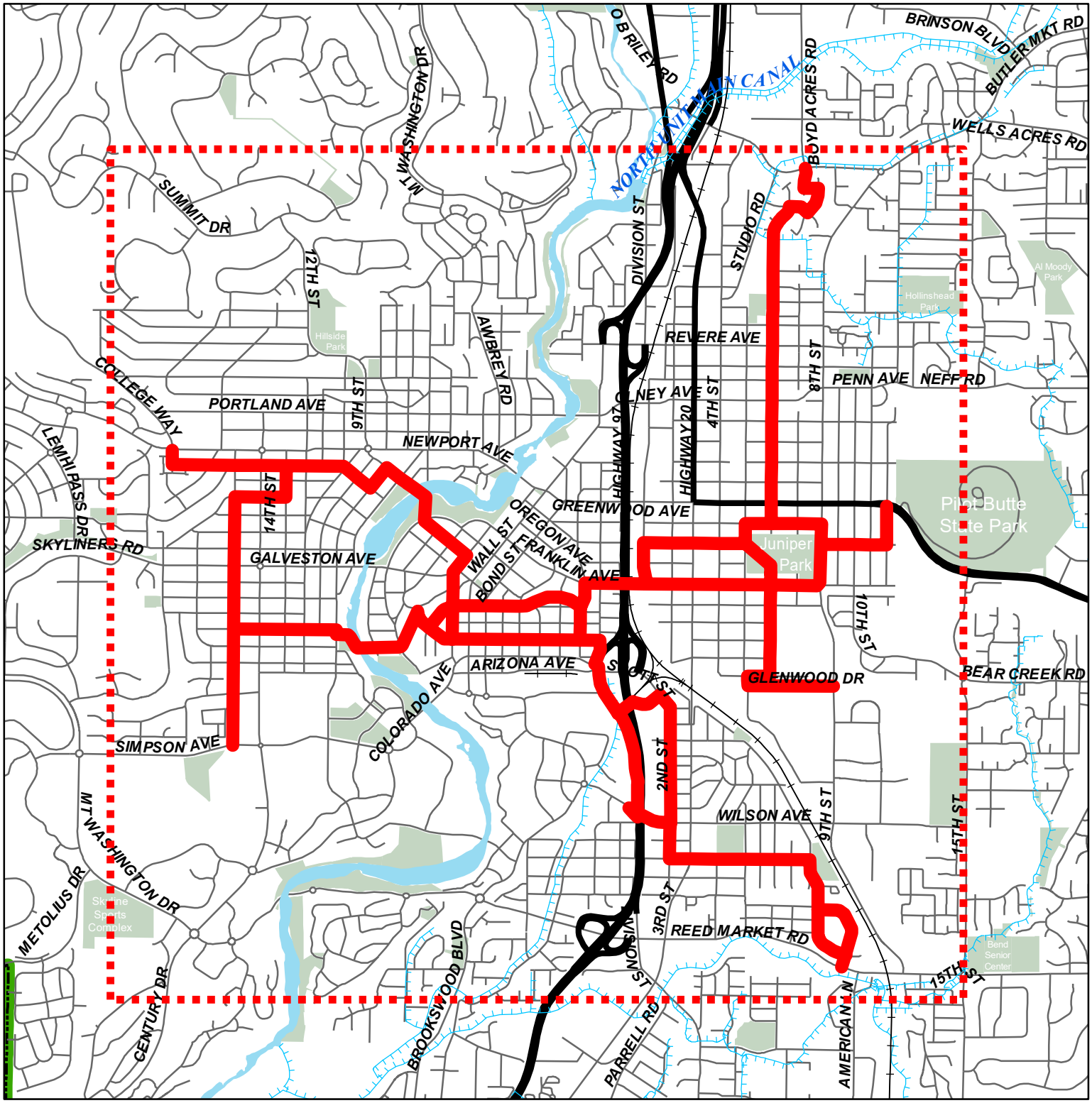
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Leaves the existing streets vulnerable to fast moving cut through traffic.
Transportation Construction	$ $1,847,900	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 580,700	$ 443,400	$ 823,800	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,847,900



CITY OF BEND

1TBKE

Bicycle Greenways

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TBMW Butler Market & Wells Acres Improvement

Fund: Transportation Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2024

Description & Background

Inlay/Overlay Madison Ave from Butler Market.

Need/Justification

Council Goal Project to improve traffic flow, safety, and access and connectivity tor new housing.

Project Related to: Council goals to improve safety, traffic flow, access and connectivity for Hospital District and area housing.

Financial Summary

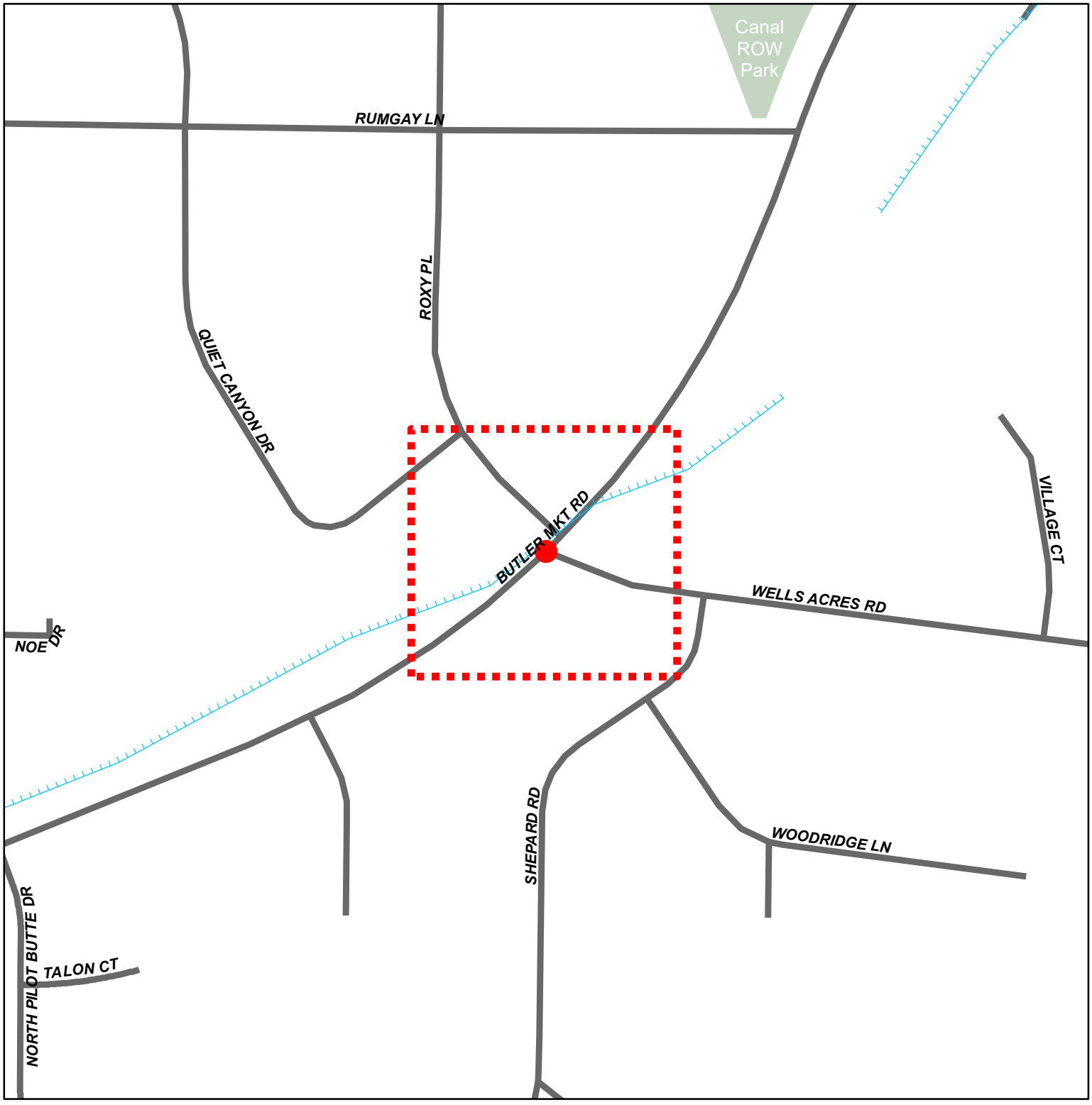
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Congestion and delay become worse as will safety with turning movements. Housing will be delayed.
Transportation Construction	$ $3,000,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 500,000	$ 1,000,000	$ 1,500,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 3,000,000



CITY OF BEND

1TBMW

Butler Market & Wells Acres Improvement

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TBRB Bond & Reed Market RAB

Fund: Transportation Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2022 | **Est. End Date:** Jun 2024

Description & Background

Determine short and long range improvements; implement, monitor and manage short term demonstration project to modify and improve traffic flow.

Need/Justification

Council Goal Project to improve traffic flow, safety, and corridor connectivity.

Project Related to: Council goal to alleviate congestion and improve safety.

Financial Summary

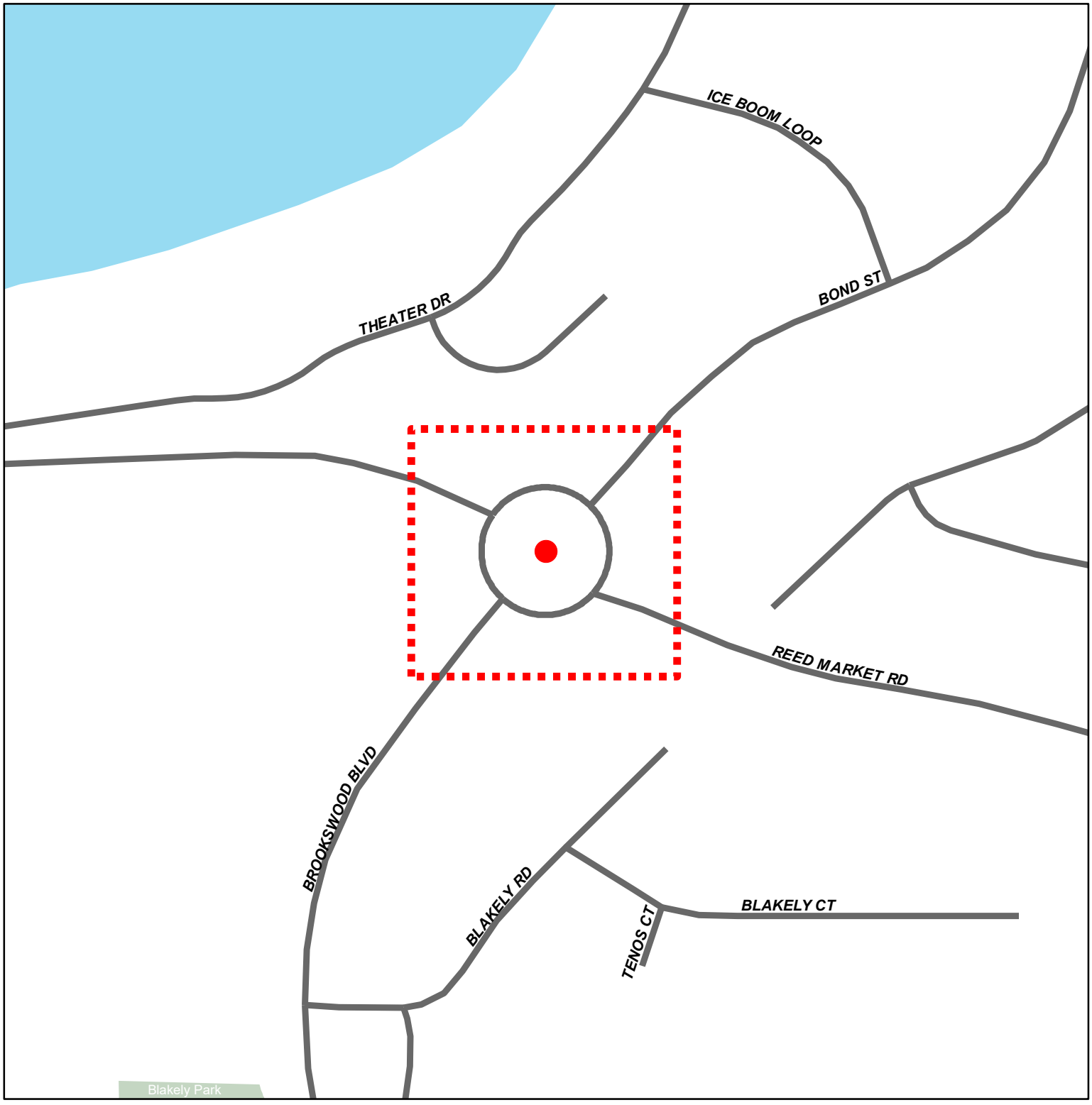
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Congestion and delay become worse as will safety.
Transportation Construction	$ $750,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ 50,000	$ 700,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 750,000



CITY OF BEND

1TBRB

Bond & Reed Market RAB

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TCHI Brosterhaus & Chase Intersection

Fund: Transportation Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2024

Description & Background

Inlay/Overlay Brosterhous Rd from 3rd to Brosterhous Rd SE

Need/Justification

Council Goal Project to improve traffic flow, safety, and access and connectivity tor new housing.

Project Related to: Coordinated with private development for housing at the Chase Road and Brosterhous area

Financial Summary

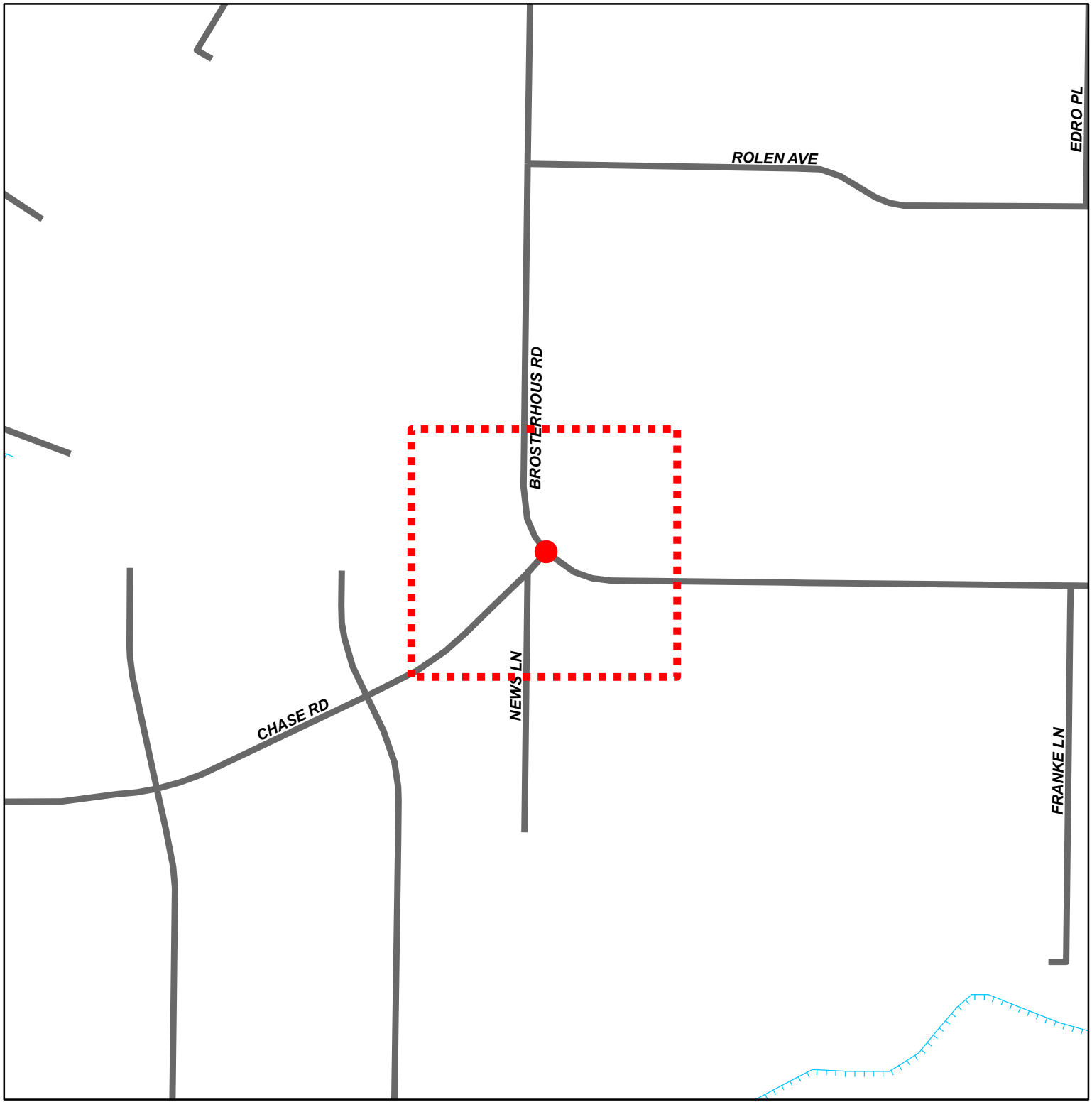
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Congestion and delay become worse as will safety with turning movements. Housing will be delayed.
Transportation Construction	$ $5,000,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 1,000,000	$ 2,000,000	$ 2,000,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 5,000,000



CITY OF BEND

1TCHI

Brosterhaus & Chase Intersection

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TCON 27th & Conners Intersection

Fund: Transportation Construction

Project Manager: Unassigned	**Project Status:** Pending	**Project Phase:** Pending
Cost Estimate Classification: 5	**Est. Start Date:** Jul 2023	**Est. End Date:** Jun 2025

Description & Background

Inlay/Overlay Wilderness Way from 27th St.

Need/Justification

Council Goal Project to improve traffic flow, safety, and access and connectivity tor new housing.

Project Related to: Council goals to improve safety, traffic flow, access and connectivity for Hospital District and area housing.

Financial Summary

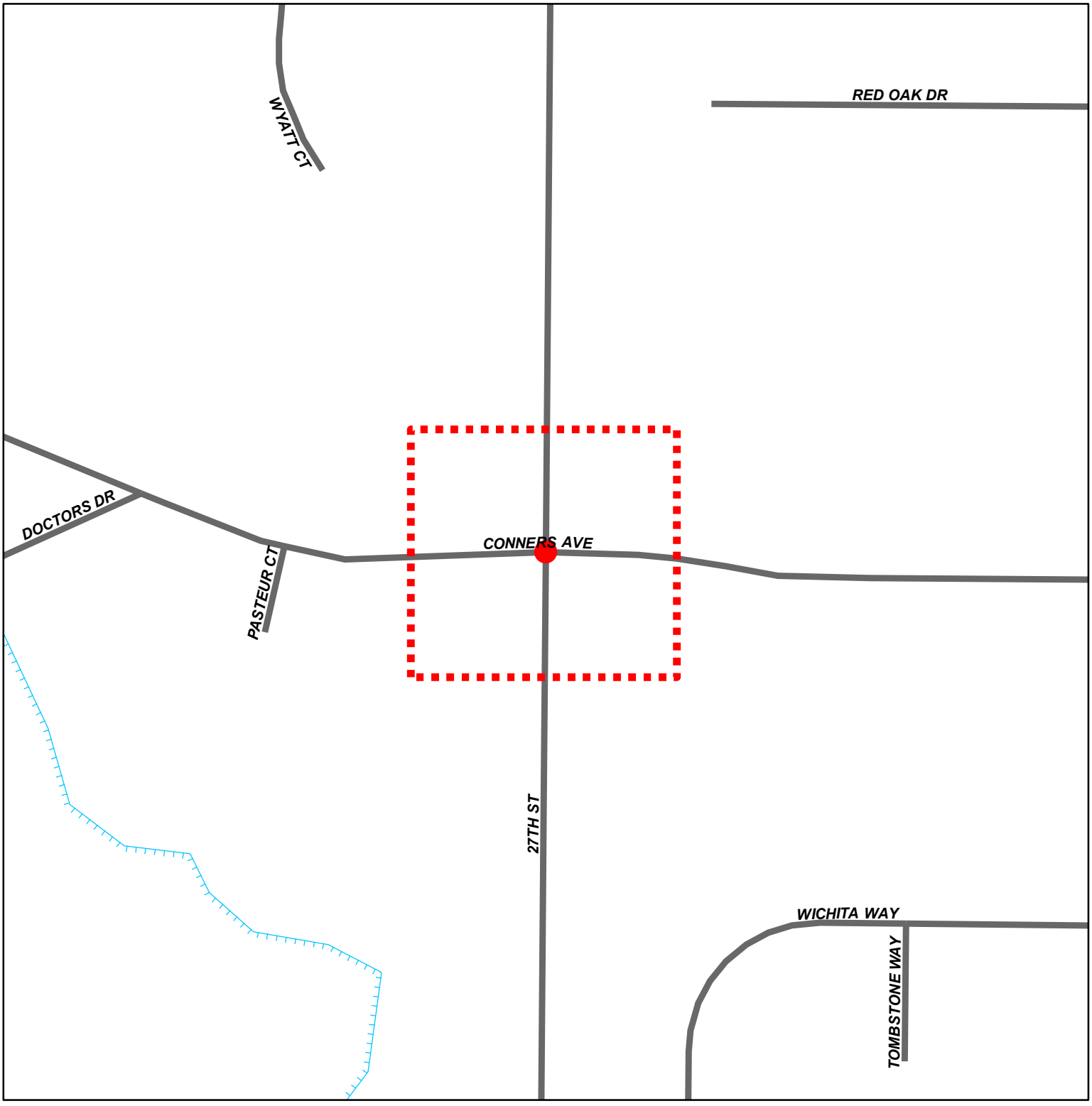
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Congestion and delay become worse as will safety with turning movements. Housing will be delayed.
Transportation Construction	$ $2,500,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 500,000	$ 2,000,000	$ -	$ -

Total Project Cost Estimate: $ 2,500,000



CITY OF BEND

1TCON

27th & Conners Intersection

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TCSI Citywide Safety Improvements

Fund: Transportation Construction

Project Manager: Rory Rowan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Oct 2014 | **Est. End Date:** Jun 2023

Description & Background

With the help of the community and a prior safety study, the city has identified multiple locations across the city where there have been a high number of crashes. The locations included in this project are 3rd Street at Hawthorne, Franklin, Roosevelt, Canal, and Pinebrook; Neff & Williamson; 27th & Conners; Colorado & Parkway; and Brosterhous & BNSF railroad. Several treatments are proposed to make these locations safer for people walking, riding bicycles, and driving. This project will further develop the design of these treatments and construct them with additional community input.

Need/Justification

This project focuses on providing a safe, accessible, and cost effective transportation system. The high benefit, low cost safety improvements proposed as part of this project have been specifically selected by the consultant team, through community input, the Oregon Department of Transportation (ODOT) and Bend Police Dept. to target high risk streets and intersections.

Project Related to: 1TBKE Bicycle Greenways

Financial Summary

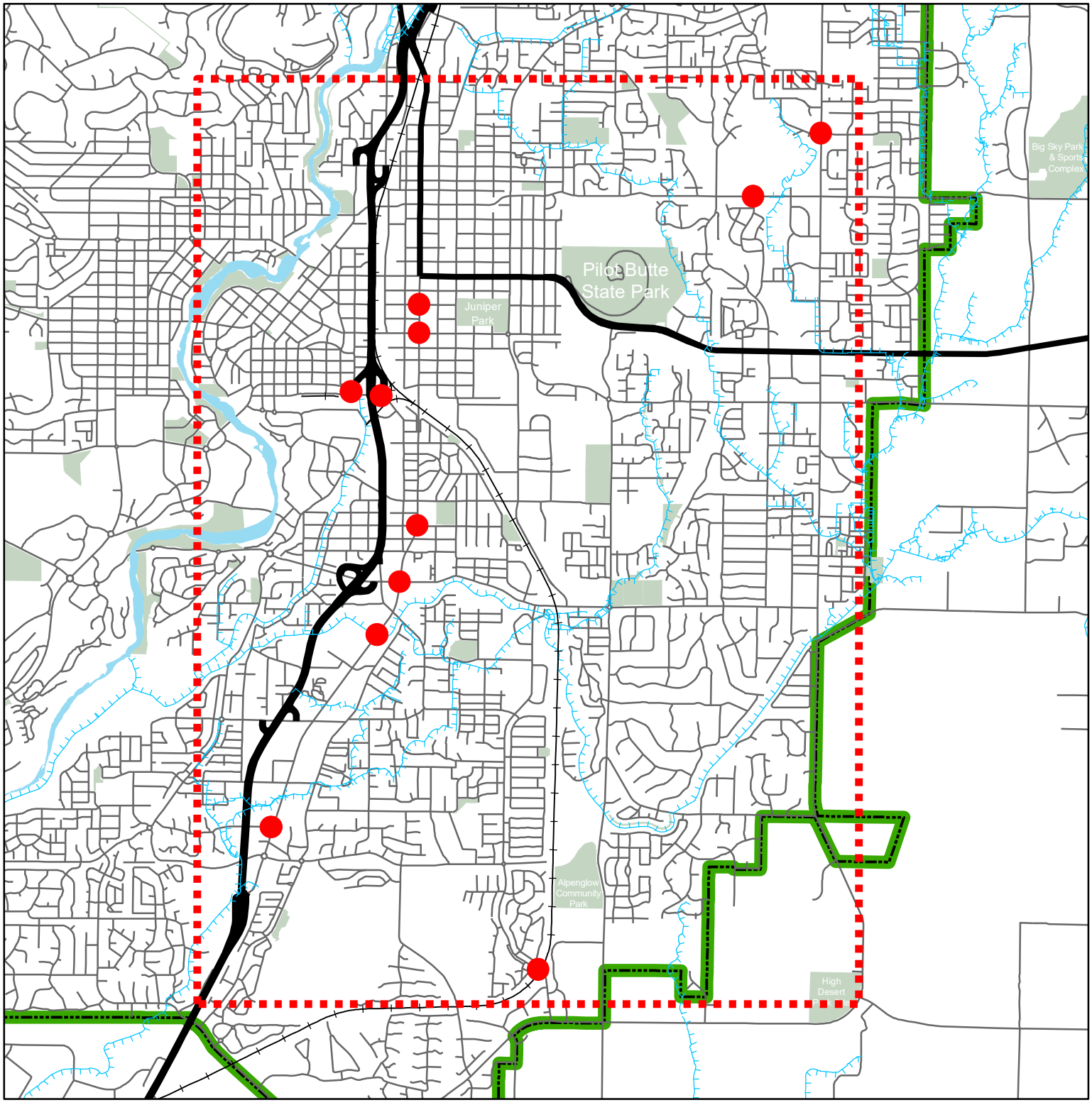
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Implementation of safety improvements will be further delayed.
Transportation Construction	$ $2,307,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ $209,800	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,609,400	$ 17,000	$ 704,000	$ 186,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 2,516,800



CITY OF BEND

1TCSI

Citywide Safety Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TCSR Columbia Roundabout Improvements

Fund: Transportation Construction

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Apr 2019 | **Est. End Date:** Oct 2021

Description & Background

Design and construction of two new roundabouts at existing intersections to improve their safety, efficiency, and reliability. The new roundabout at the existing 4-way stop-controlled intersection at Columbia/Simpson will improve emergency response times for the nearby fire station. The new roundabout at the existing 2-way stop-controlled intersection at Columbia/Colorado will improve this intersection's functionality where multiple crashes have occurred. This project is being completed in partnership with BPRD and OSU-Cascades to leverage economies of scale and deliver the project sooner than would be possible through the course of private development.

Need/Justification

Council Goal Project to improve traffic flow, safety, and access and connectivity tor new housing.

Project Related to: Partnership with OSU Cascades and Bend Parks at two intersections on Columbia needed for the UGB mixed use Opportunity Area.

Financial Summary

Total Project Spending by Fund	
Accessibility Construction	$ -
Transportation Construction	$ $3,199,000
Water	$ -
Water Reclamation	$ -
Stormwater	$ -
2020 General Obligation Bond	$ -
Other (see below)	$ -

Consequence of Delaying or Eliminating: Missed agreements with public agencies to construct two roundabouts, further delays for needed housing due to traffic mitigation.

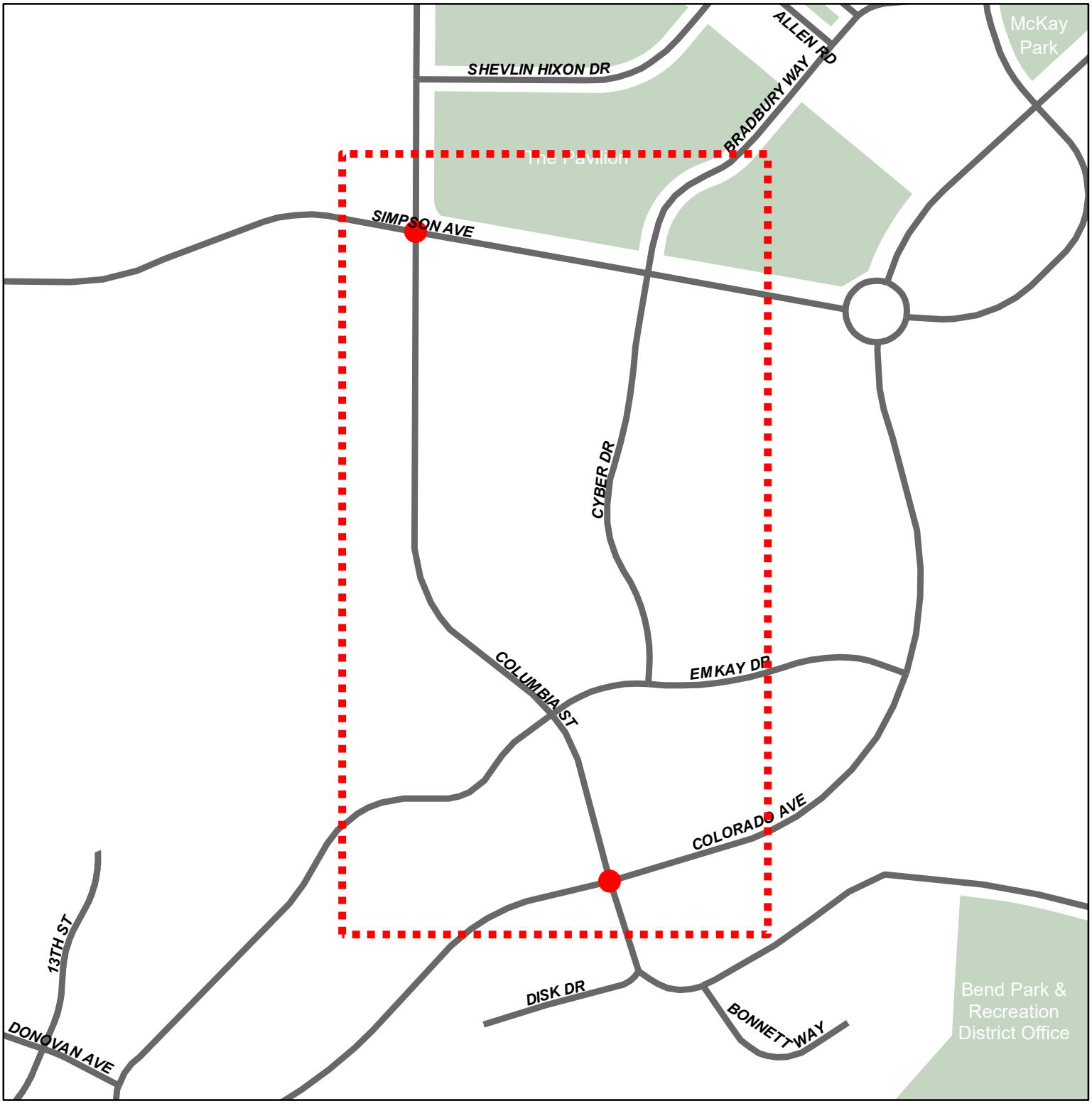
Impact on Operating Budget: Negligible

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 42,000	$ 2,352,000	$ 805,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 3,199,000



CITY OF BEND

1TSCR

Columbia Roundabout Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TEC5 Purcell Butler Market

Fund: Transportation Construction

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Aug 2017 | **Est. End Date:** Jun 2022

Description & Background

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of a new signal and some geometric intersection upgrades at Purcell Boulevard and Butler Market Road.

Need/Justification

The existing traffic signal at the intersection of Purcell Boulevard and Butler Market Road is deficient both in its traffic capacity and its connectivity.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TECI Purcell Roundabout, 1TEC6 Purcell Modernization

Financial Summary

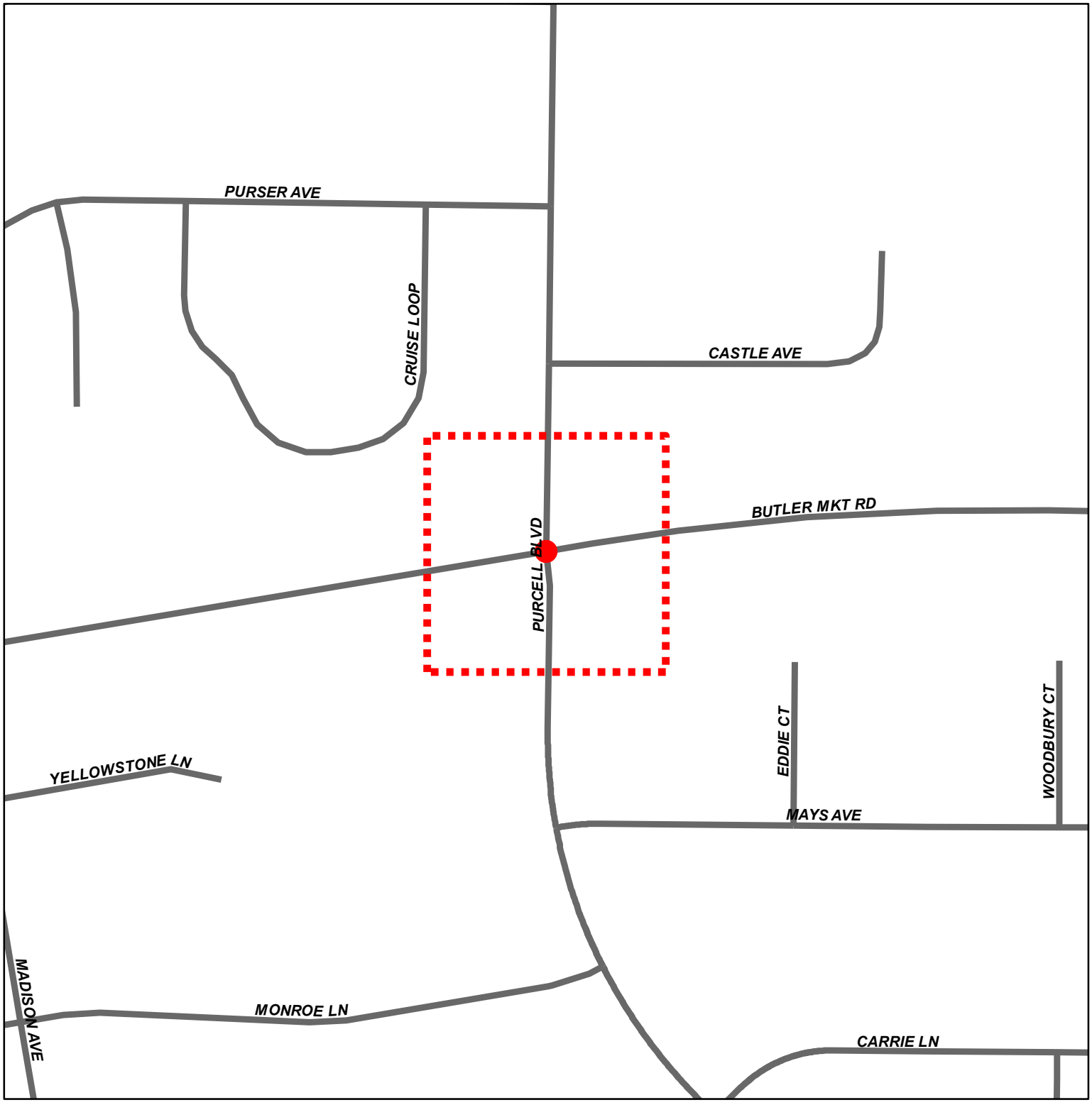
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled.
Transportation Construction	$ $1,637,200	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ $70,000	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 137,200	$ 1,050,000	$ 520,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,707,200



CITY OF BEND

1TEC5

Purcell Butler Market

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TEC6 Purcell Blvd Modernization

Fund: Transportation Construction

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Aug 2017 | **Est. End Date:** Jun 2022

Description & Background

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of modernization for Purcell Boulevard between Rock Park Drive & Butler Market Road.

Need/Justification

The existing Empire Avenue is deficient for pedestrian and bike needs. In addition, a left turn lane is warranted at either Lupine Avenue or Spinnaker Street.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood).

Financial Summary

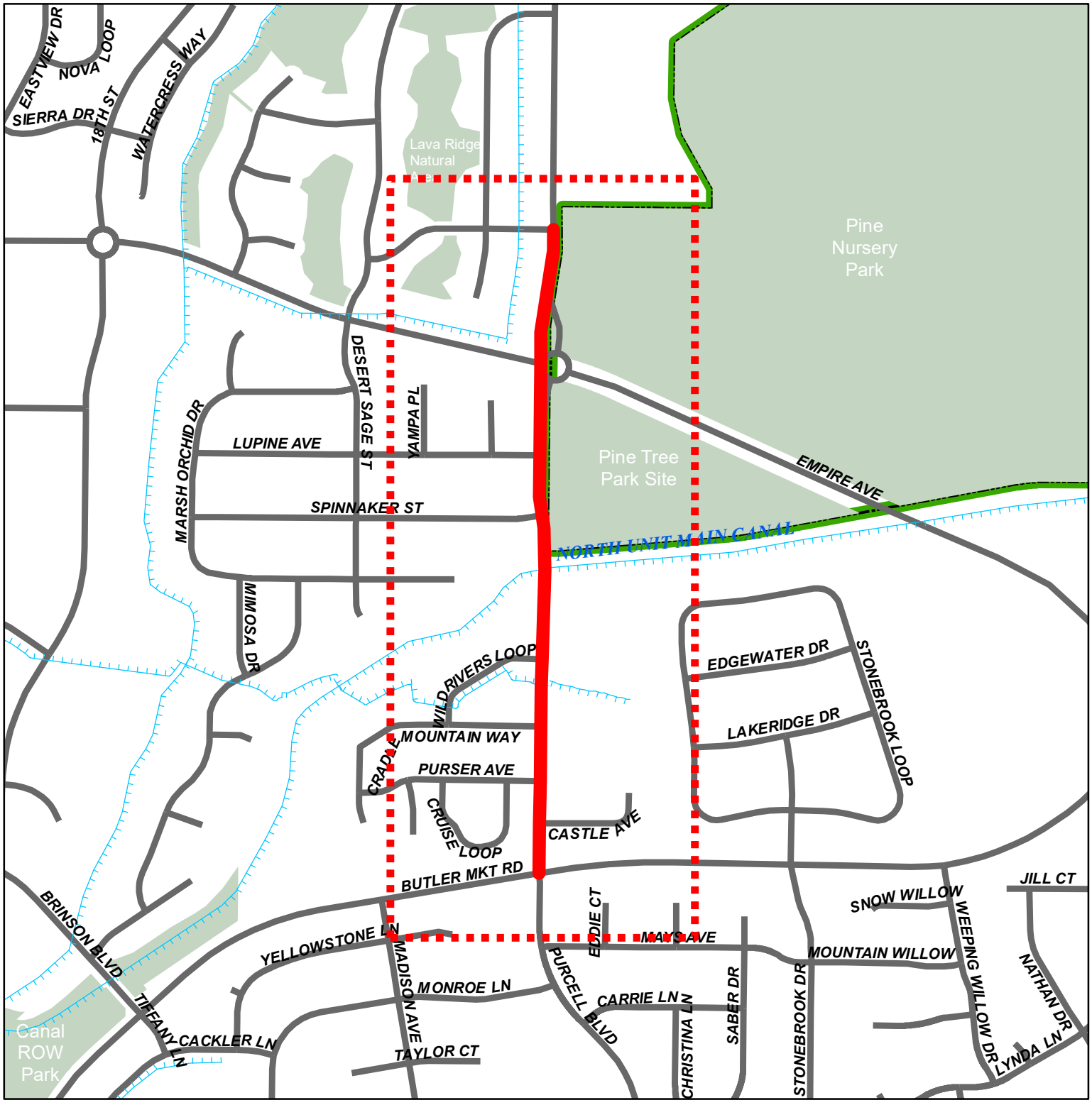
Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	-	There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled.
Transportation Construction	$	$3,341,200	
Water	$	$20,000	
Water Reclamation	$	$20,000	
Stormwater	$	$123,800	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: Negligible			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,905,000	$ 1,080,000	$ 520,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 3,505,000



CITY OF BEND

1TEC6

Purcell Blvd Modernization

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TGCI Galveston Corridor Improvements

Fund: Transportation Construction

Project Manager: Drew Wells | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 2 | **Est. Start Date:** Jun 2017 | **Est. End Date:** Jun 2025

Description & Background

With the help of the community and a prior safety study, the city has identified multiple locations across the city where there have been a high number of crashes. The locations included in this project are 3rd Street at Hawthorne, Franklin, Roosevelt, Canal, and Pinebrook; Neff & Williamson; 27th & Conners; Colorado & Parkway; and Brosterhous & BNSF railroad. Several treatments are proposed to make these locations safer for people walking, riding bicycles, and driving. This project will further develop the design of these treatments and construct them with additional community input.

Need/Justification

This project focuses on providing a safe, accessible, and cost effective transportation system. The high benefit, low cost safety improvements proposed as part of this project have been specifically selected by the consultant team, through community input, the Oregon Department of Transportation (ODOT) and Bend Police Dept. to target high risk streets and intersections.

Project Related to: 1TBKE Bicycle Greenways

Financial Summary

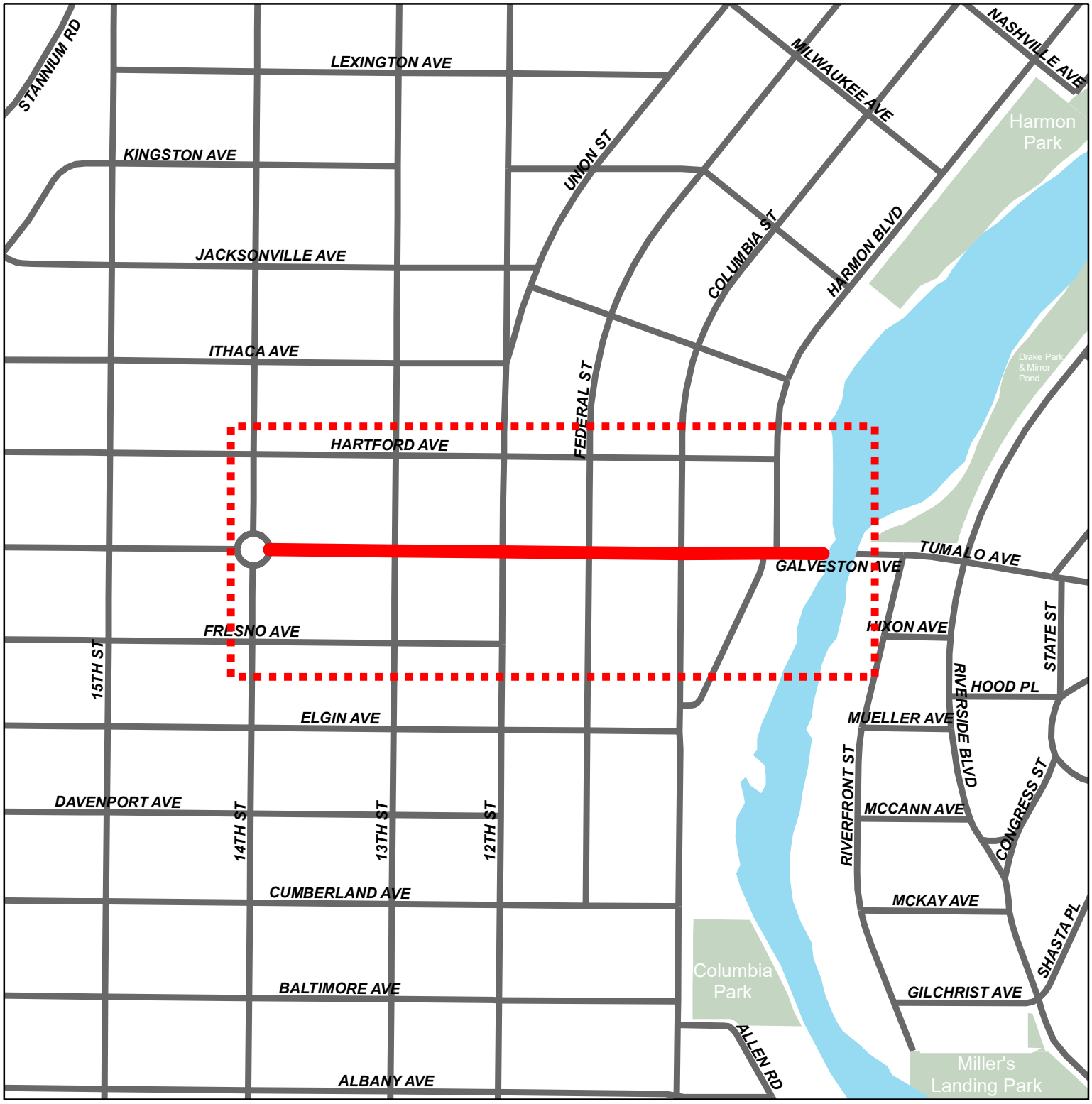
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Implementation of safety improvements will be further delayed.
Transportation Construction	$ $4,686,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 560,400	$ 75,600	$ -	$ 150,000	$ 2,000,000	$ 1,900,000	$ -	$ -

Total Project Cost Estimate: $ 4,686,000



CITY OF BEND

1TGCI

Galveston Corridor Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TMC2 Murphy Brosterhous to 15th

Fund: Transportation Construction

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Nov 2018 | **Est. End Date:** Jun 2022

Description & Background

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the extension of Murphy Road from the current terminus at Brosterhous Rd, east to 15th St.. The extension includes a bridge overcrossing BNSF railway (See subproject 1TMCI) and will include a 2-lane section with bike and pedestrian facilities. Median treatment to be determined based on access needs and traffic study results.

Need/Justification

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TECI Purcell Roundabout

Financial Summary

Total Project Spending by Fund		
Accessibility Construction	$	-
Transportation Construction	$	$8,342,500
Water	$	$331,300
Water Reclamation	$	-
Stormwater	$	$1,454,000
2020 General Obligation Bond	$	-
Other (see below)	$	-
Impact on Operating Budget: Negligible		

Consequence of Delaying or Eliminating

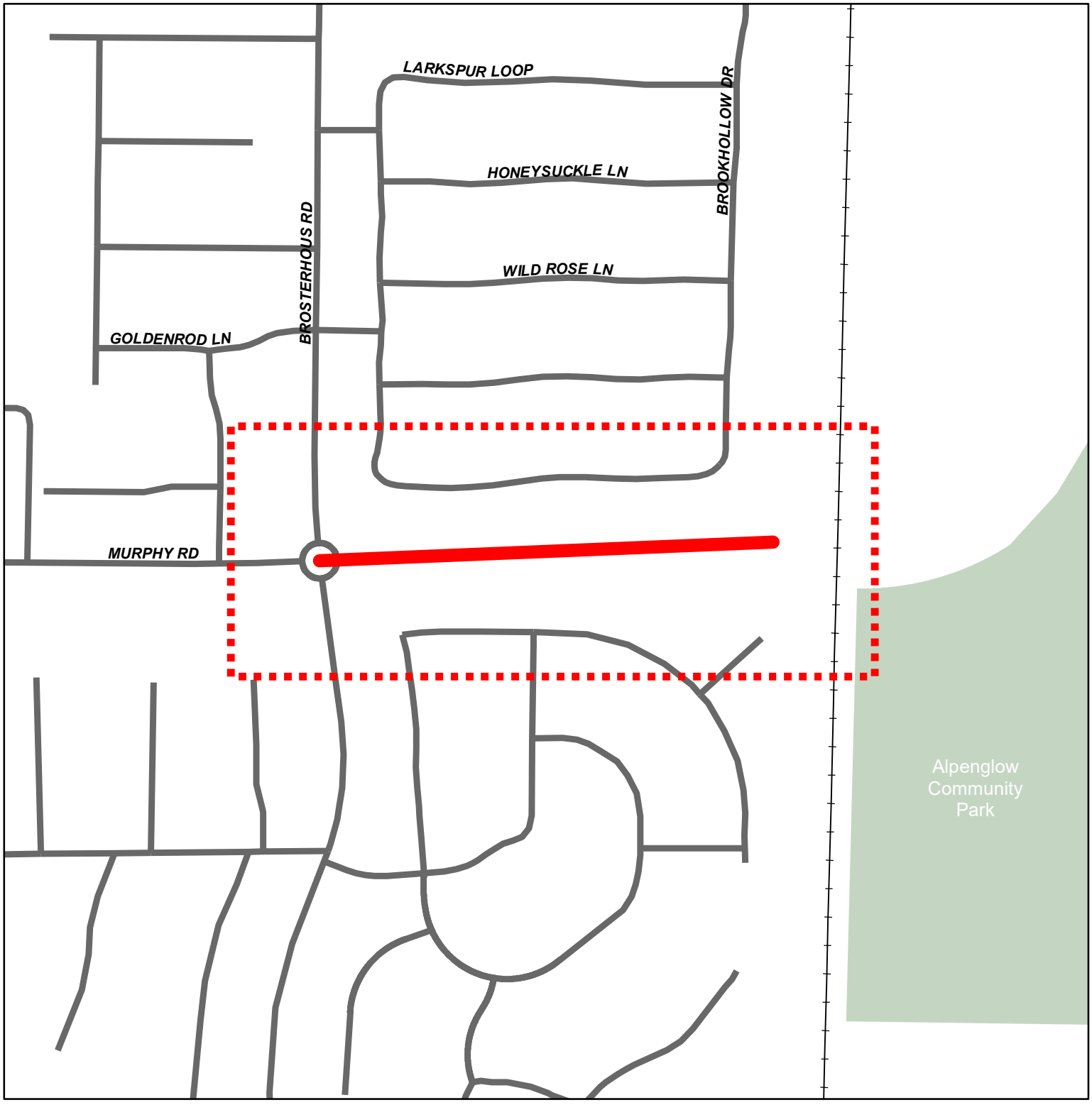
There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled.

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,594,300	$ 6,532,500	$ 2,001,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 10,127,800



CITY OF BEND

1TMC2

Murphy Brosterhous to 15th

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TMC6 Murphy Corridor Parrell to Brosterhous

Fund: Transportation Construction

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Nov 2018 | **Est. End Date:** Jun 2022

Description & Background

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.

Need/Justification

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

Project Related to: 1TMCI RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC7 15th Street Sidewalk

Financial Summary

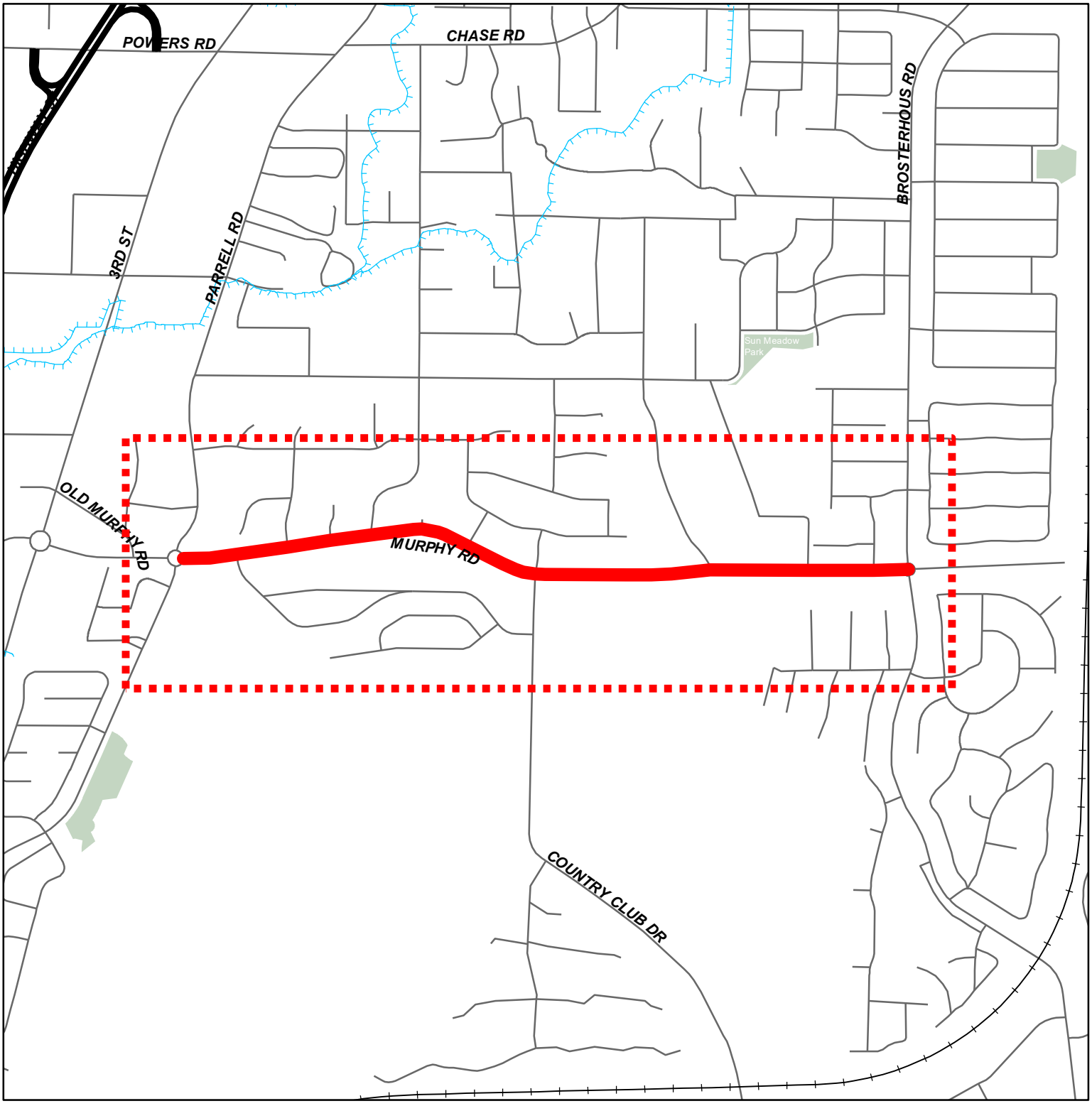
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.
Transportation Construction	$ $8,790,000	
Water	$ $363,400	
Water Reclamation	$ -	
Stormwater	$ $405,900	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,506,400	$ 6,098,900	$ 1,954,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 9,559,300



1TMC6

Murphy Corridor Improvements Parrell to Brosterhous

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TMCI Murphy Railway Overcrossing

Fund: Transportation Construction

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Nov 2018 | **Est. End Date:** Jun 2022

Description & Background

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the structure bridge and approach between Brosterhous and 15th, at the Burlington Northern and Santa Fe (BNSF) right of way. BNSF right-of-way expands from 100 feet to 200 feet wide at crossing location. Structure to include a 2-lane section with bicycle and pedestrian facilities.

Need/Justification

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

Project Related to: 1TMCI RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC7 15th Street Sidewalk

Financial Summary

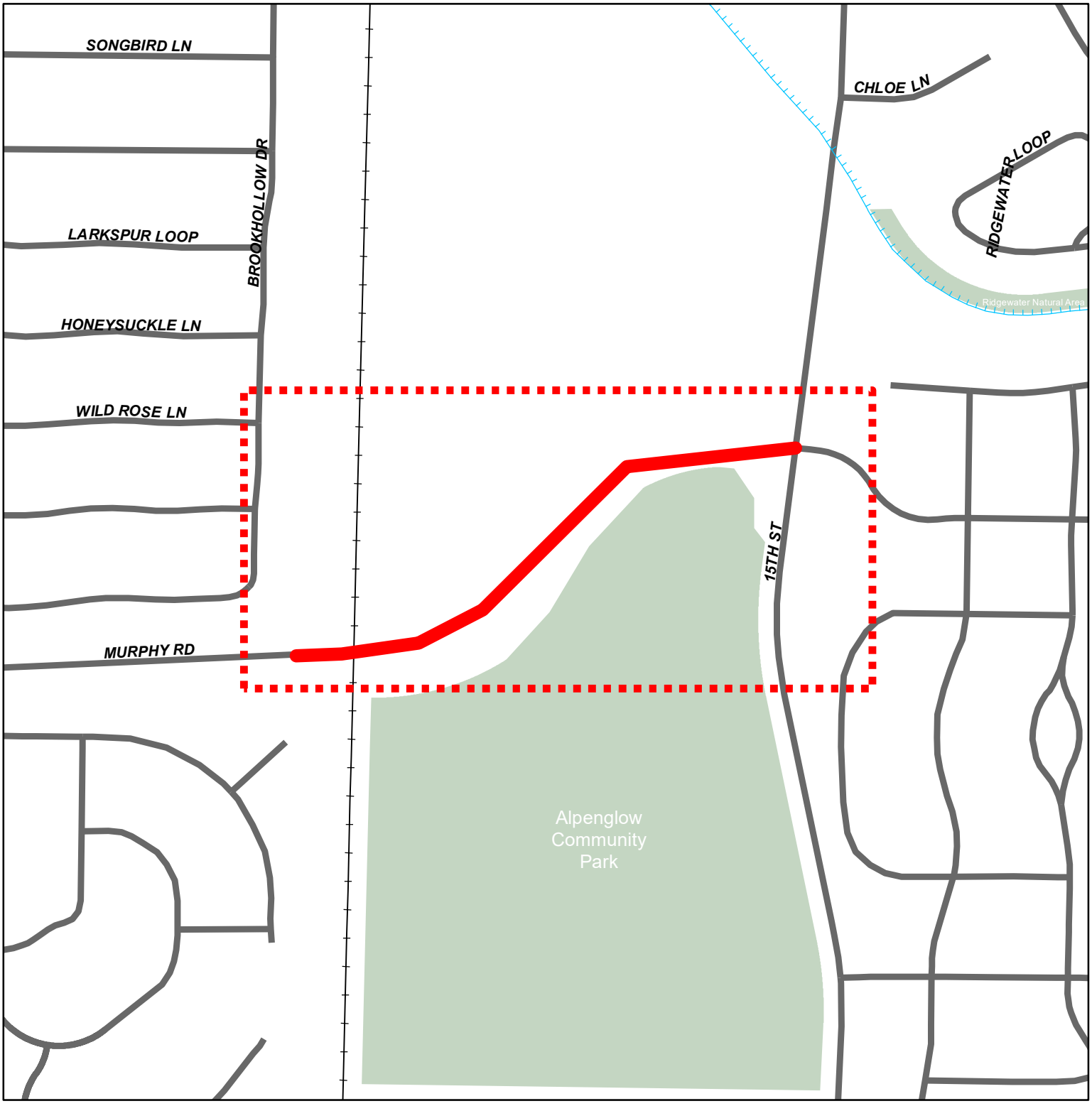
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.
Transportation Construction	$ $6,502,600	
Water	$ $54,900	
Water Reclamation	$ $230,000	
Stormwater	$ $510,300	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 3,622,700	$ 2,765,000	$ 910,100	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 7,297,800



CITY OF BEND

1TMCI

Murphy Railway Overcrossing

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TMTC Midtown Pedestrian and Bicycle Crossings

Fund: Transportation Construction

Project Manager: Rory Rowan | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2023

Description & Background

This project will identify opportunities to improve connectivity through safer walking and biking connections between east and west Bend in the Central Core of the city. The project includes investigating improvement opportunities at three locations including two existing undercrossings of the Bend Parkway (US 97) and BNSF railroad as well as the potential for a new overcrossing. The three corridors included in the project (from north to south) are: Greenwood, Hawthorne, and Franklin Avenues. Included is a study to identify the timing, feasibility, and needs for each location.

Need/Justification

The project was identified by the community as a need during several large planning efforts including the City's Transportation System Plan (TSP) and Core Area Project (CAP). Additionally, investment for this project was included in the City's Transportation GO Bond passed by Bend area voters in November 2020. If one or more locations within the project description and background are identified for advancement and eventually construction, they could increase the potential for safer travel between east and west Bend as well as reduce barriers to development within the city's Central District just to the east of downtown and the Bend Parkway (US97).

Project Related to: 1TBKE (Bicycle Greenways) and 1TGBD (Future 2020 GO Bond Projects).

Financial Summary

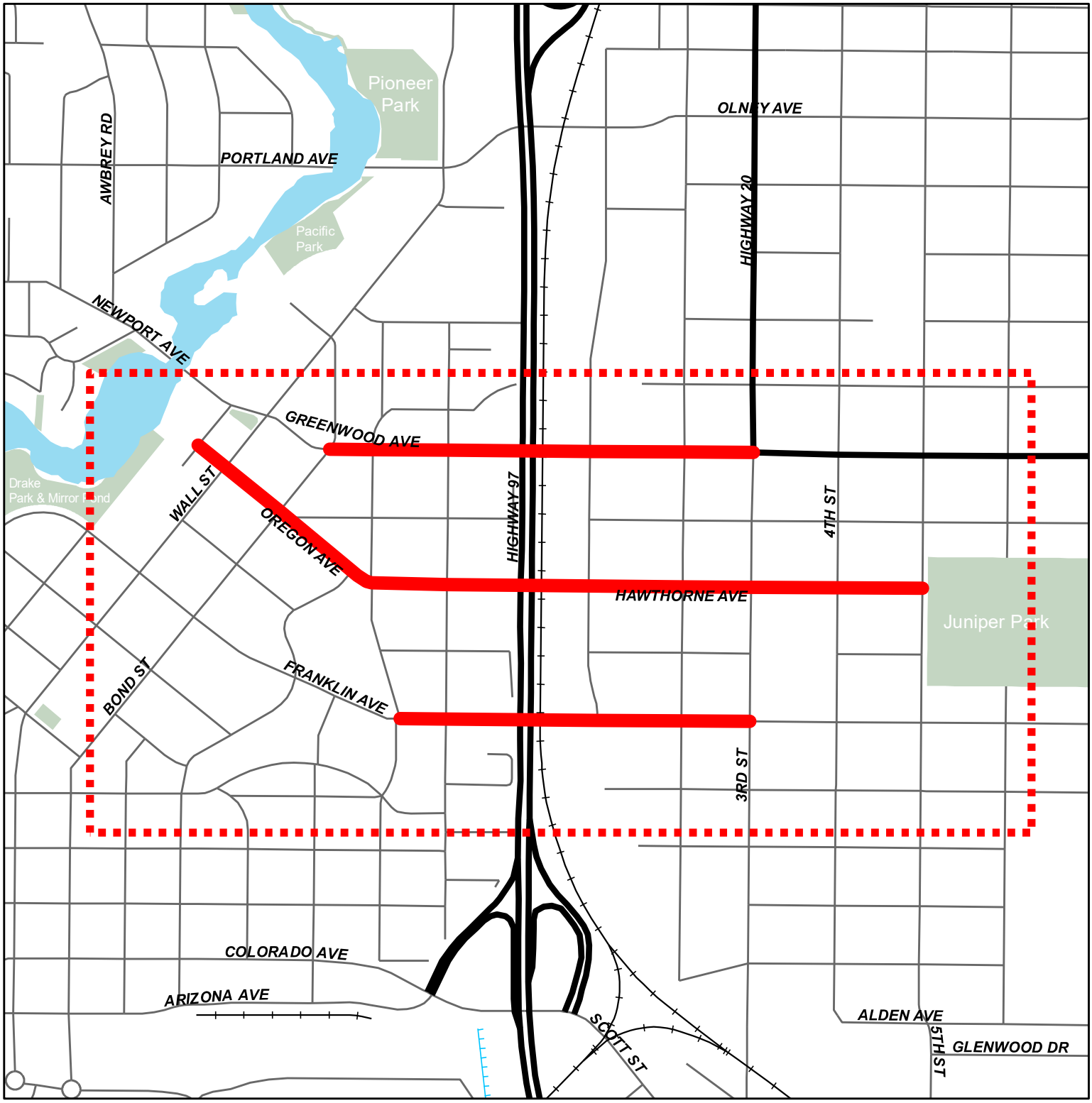
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	The community will continue to lack key east-west connections within the core of Bend that could provide opportunities for safer travel and reduce barriers to investment and new development and redevelopment within the city's Central District.
Transportation Construction	$ 2,000,000	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Unknown		

Method of Financing: American Rescue Plan Act

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 1,000,000	$ 1,000,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 2,000,000



CITY OF BEND

1TMTC

Midtown Pedestrian and Bicycle Crossings

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TNPS Neff and Purcell Intersection

Fund: Transportation Construction

Project Manager: Sinclair Burr | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 2 | **Est. Start Date:** Aug 2018 | **Est. End Date:** Jun 2023

Description & Background

This intersection and corridor has been highly prioritized by members of the community serving on the City of Bend Accessibility Advisory Committee and a previous safety study. The project will include the following tasks: public engagement, survey, design, and construction of missing sidewalks and a safer intersection for all users serving the surrounding medical, residential, and school properties.

Need/Justification

This intersection and surrounding streets have been previously identified by the community and a safety study as one of the highest priority parts of the city needing safety improvements. The aging traffic signal at this intersection is in need of routine replacement and this coupled with the improved community connectivity will benefit users of all ages and abilities and the surrounding neighborhoods.

Financial Summary

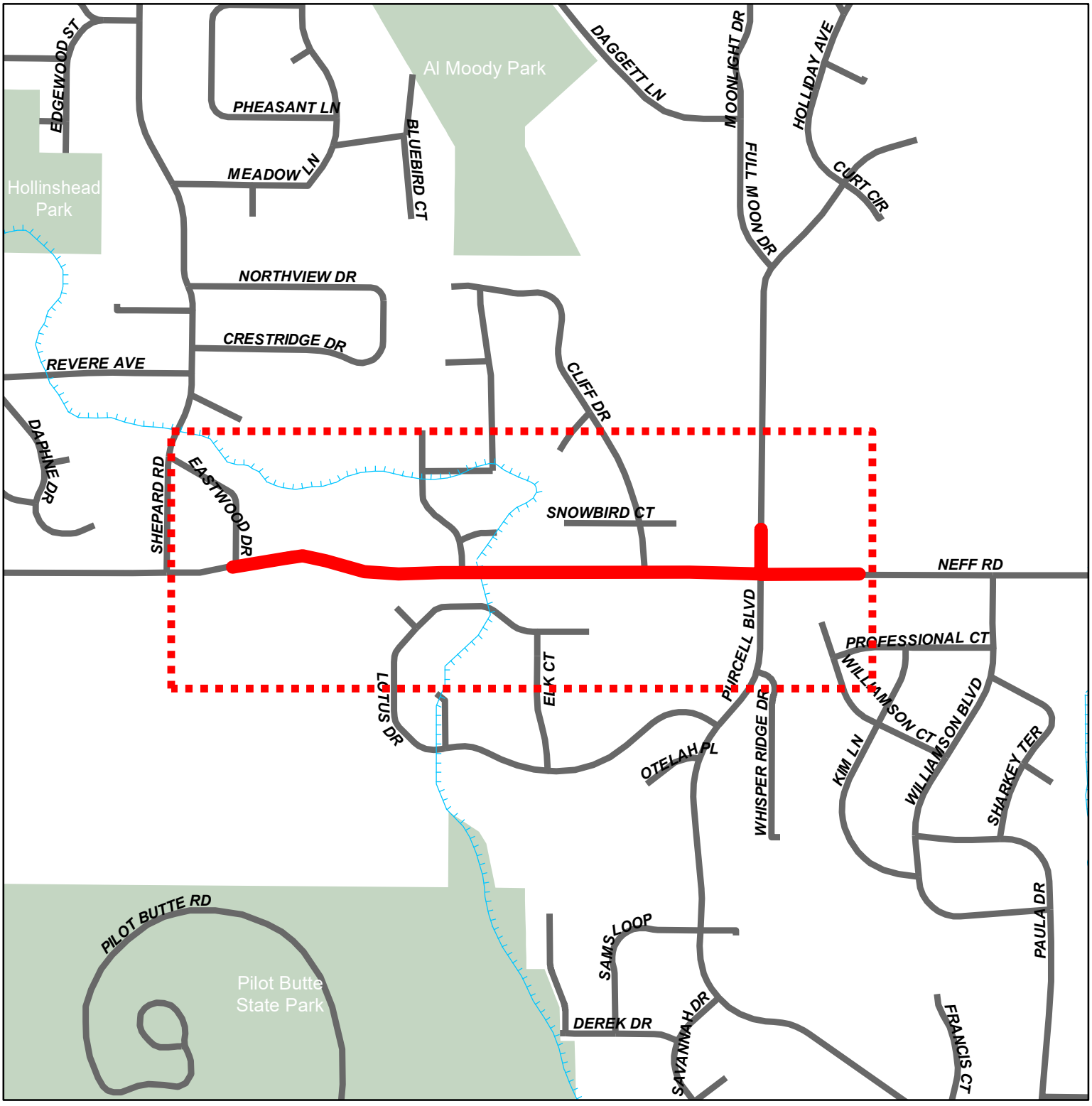
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	One of the highest crash and most congested intersections in the community would remain.
Transportation Construction	$ $4,771,800	
Water	$ $18,600	
Water Reclamation	$ $788,000	
Stormwater	$ $589,800	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Positive		

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 576,800	$ 750,000	$ 2,292,000	$ 2,549,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 6,168,200



1TNPS

Neff and Purcell Intersection Design and Construction

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1TR3N Reed Mkt: 3rd To Newberry

Fund: Transportation Construction

Project Manager: Unassigned | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Jul 2019 | **Est. End Date:** Jun 2022

Description & Background

Landscape and plant establishment for the now complete 2011 GO Bond project.

Need/Justification

The landscape will benefit from one additional year of watering to increase the chance of survival of the trees.

Financial Summary

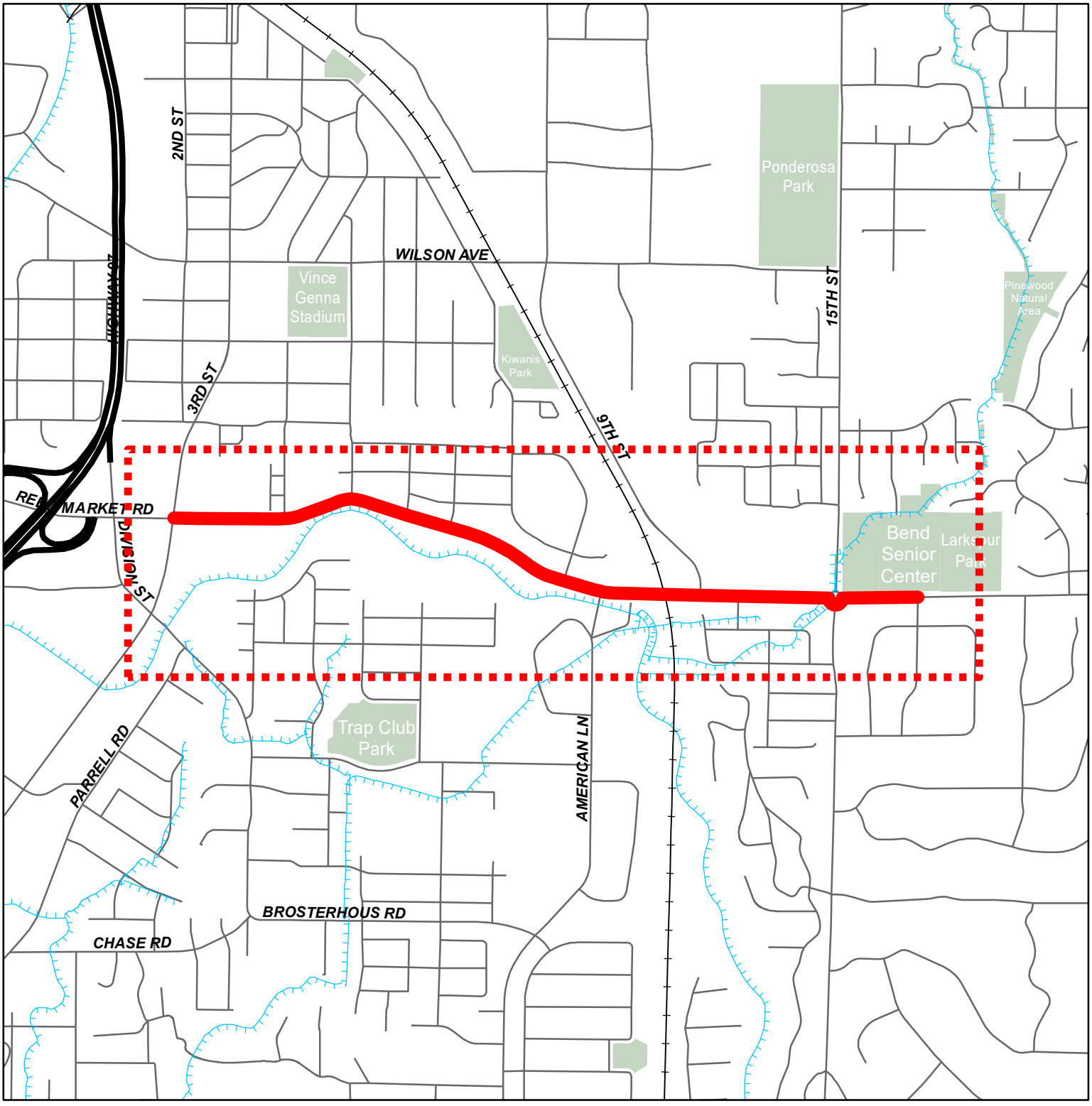
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	None
Transportation Construction	$ $7,316,500	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% Transportation SDCs and Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 7,222,000	$ 69,500	$ 25,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 7,316,500



1TR3N

Reed Mkt: 3rd to Newberry Plant Establishment

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1XSDC System Development Charge Update

Fund: Transportation Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2023

Description & Background

Oregon Revised Statutes (ORS) 223.297 to 223.314 authorize local governments to establish system development charges (SDCs), one-time fees on new development paid at the time of development. ORS 223.299 specifies that an SDC is made up of the following fees, or either fee separately: 1) A reimbursement fee designed to recover costs associated with capital improvements already constructed, or under construction when the fee is established, for which the local government determines that capacity exists; or 2) An improvement fee designed to recover costs associated with capital improvements to be constructed.

Need/Justification

SDCs are collected from developers and then used to pay for infrastructure facilities City-wide. The methodology establishes fee amounts to be collected from each individual development project to ensure that adequate funds are available to provide the public infrastructure needed in developing areas. Updates are needed to determine the relative impacts of each development project to the infrastructure systems serving the project so that SDCs are collected equitably.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	None
Transportation Construction	$ $100,000	
Water	$ $100,000	
Water Reclamation	$ $100,000	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: None		
Method of Financing: 100% SDCs		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 150,000	$ 150,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 300,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1XSTS Standards & Specifications Update

Fund: Transportation Construction

Project Manager: Alex Doza | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2022

Description & Background

Update the Design Standards that provide consistent guidance for the minimum design and technical criteria for the construction of public infrastructure. The current standards include criteria for public streets, storm drainage systems, water systems, sanitary sewer systems, arterial and greenway landscaping and bikeways, and electric infrastructure. These standards are technical in nature and apply to the way in which the improvements are to be constructed and are complimentary to the Land Development Code which includes zoning regulations and guides the overall use and layout design for development.

Need/Justification

Every project built in the Right-of-Way by either City sponsorship or by private development initiative is required to build the accompanying infrastructure to City Standards and Specifications. The last external update that the City completed was in 2011. An internal update was completed in 2018. With the upcoming release of new reference documents and with the ever-changing evolution of standards and products, it is time for the City to complete another external update to ensure conformance to industry standards.

Financial Summary

Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	-	Leads to costly changes and inefficiencies as a result of outdated requirements for quality of products, materials, and workmanship.
Transportation Construction	$	$150,000	
Water	$	$150,000	
Water Reclamation	$	$150,000	
Stormwater	$	$50,000	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: None			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 500,000

2020 General Obligation Bond Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1GLRS Local Residential Safety Improvement Program	N/A	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000
1GTBD Future Projects (TBD)[1]	N/A	4,600,000	8,100,000	17,000,000	-	-	29,700,000
		$ 5,100,000	$ 8,100,000	$ 17,000,000	$ -	$ -	$ 30,200,000

[1] A bond oversight committee of community members will advise the City Council and City staff on the implementation and progress of the G.O. bond and provide information to the public on the progress of projects funded by the Bond.

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1GLRS Local Residential Safety Improvement Program

Fund: 2020 General Obligation Bond

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Nov 2020 | **Est. End Date:** May 2022

Description & Background

Provides funding for capital projects (infill sidewalk construction, lighting, safe routes to schools) to improve safety projects in neighborhoods near schools and parks. Builds on city's current Neighborhood Street Safety Program success.

Need/Justification

Approved by City of Bend voters on the November 2020 ballot as a result of the TSP committee recommendations.

Project Related to: 2020 GO Bond Projects including Bond East-West Connections, North-South Connections, Bike and Pedestrian Safety Improvements, Intersection Improvements, Parkway Connections, Citywide Improvements

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Projects funded by the 2020 voter approved General Obligation Bond will be reviewed by the Transportation Bond Oversight Committee. This Council appointed Committee will advise staff and Council on the implementation and progress of the 2020 GO Bond projects.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ $1,500,000	
Other (see below)	$ -	
Impact on Operating Budget: None		

Method of Financing: 100% 2020 General Obligation Bond

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ 1,000,000	$ 500,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,500,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1GTBD Future Projects (TBD)

Fund: 2020 General Obligation Bond

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2024

Description & Background

On March 17, 2021 Bend City Council appointed eleven members to the Transportation Bond Oversight Committee (TBOC) who will review and make recommendations related to proposed schedule sequencing of projects.

Need/Justification

Approved by City of Bend voters on the November 2020 ballot as a result of the TSP committee recommendations.

Project Related to: 2020 GO Bond Projects including Bond East-West Connections, North-South Connections, Bike and Pedestrian Safety Improvements, Intersection Improvements, Parkway Connections, Citywide Improvements

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Projects funded by the 2020 voter approved General Obligation Bond will be reviewed by the Transportation Bond Oversight Committee. This Council appointed Committee will advise staff and Council on the implementation and progress of the 2020 GO Bond projects.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ $29,700,000	
Other (see below)	$ -	
Impact on Operating Budget: Unknown		
Method of Financing: 100% 2020 General Obligation Bond		

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 4,600,000	$ 8,100,000	$ 17,000,000	$ -	$ -	$

Total Project Cost Estimate: $ 29,700,000

Accessibility Construction Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1AADA Accessibility Opportunity Projects	N/A	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 600,000	$ 1,000,000
1ABRI Brosterhous Road Accessibility Improvements	4	225,000	-	-	-	-	225,000
1ADEI NW Delaware Accessibility Improvements	5	-	200,000	500,000	-	-	700,000
1ADIV NE Division Street Corridor	1	15,000	-	-	-	-	15,000
1ARWI River West Accessibility Improvements	5	300,000	500,000	-	-	-	800,000
1ASCA Southern Crossing Accessibility Improvements	5	-	-	100,000	600,000	-	700,000
1RNPR Newport Corridor Improvements	1	12,000	-	-	-	-	12,000
		$ 652,000	$ 800,000	$ 700,000	$ 700,000	$ 600,000	$ 3,452,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1AADA Accessibility Opportunity Projects

Fund: Accessibility Construction

Project Manager: Rory Rowan | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: N/A | **Est. Start Date:** Mar 2021 | **Est. End Date:** Mar 2026

Description & Background

Design and construct accessibility improvements that are not federally required as part of an alteration to an existing road by another project. It will address various Barrier Removal Requests (BRRs) that are smaller and/or easier to resolve and are not part of another planned CIP project. The Accessibility Opportunity Projects will also design and construct accessibility improvements when such opportunities arise via other CIP projects, such as water, sewer, or transportation projects.

Need/Justification

Every year project opportunities come up that are not a part of a larger, planned project. These opportunities can include resolving Barrier Removal Requests (BRRs) or enhancing work to be done via other planned CIP projects. The Accessibility Opportunity Projects will resolve a number of stand-alone BRRs annually that are not part of other planned CIP projects as well as seek to partner with other projects to improve accessibility in Bend. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ $1,000,000	The City could face legal liability under the ADA and implementing regulations, if it does not make timely progress on barrier removal request projects that were prioritized after a public process and identified in the City's updated ADA Transition Plan, a key component of compliance with the 2004 DOJ Project Civic Access Settlement Agreement.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 600,000	$ -

Total Project Cost Estimate: $ 1,000,000

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ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1ABRI Brosterhous Accessibility Improvements

Fund: Accessibility Construction

Project Manager: Deedee Fraley | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 4 | **Est. Start Date:** Aug 2019 | **Est. End Date:** Sep 2021

Description & Background

This project will design and construct accessibility improvements along Brosterhous Road south of Murphy. It will provide safer connections between surrounding neighborhoods and schools. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

Need/Justification

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

Project Related to: 1XMCI Murphy Corridor Improvement Projects; and 1TCSI Citywide Safety Improvements. This project will need to coordinate sidewalk construction and associated temporary traffic control along Brosterhous Road with the adjacent Murphy Road project and safety improvements at the BNSF railroad bridge over Brosterhous Road.

Financial Summary

Total Project Spending by Fund		
Accessibility Construction	$	$573,800
Transportation Construction	$	$589,000
Water	$	-
Water Reclamation	$	$9,200
Stormwater	$	-
2020 General Obligation Bond	$	-
Other (see below)	$	-

Impact on Operating Budget: Negligible

Consequence of Delaying or Eliminating

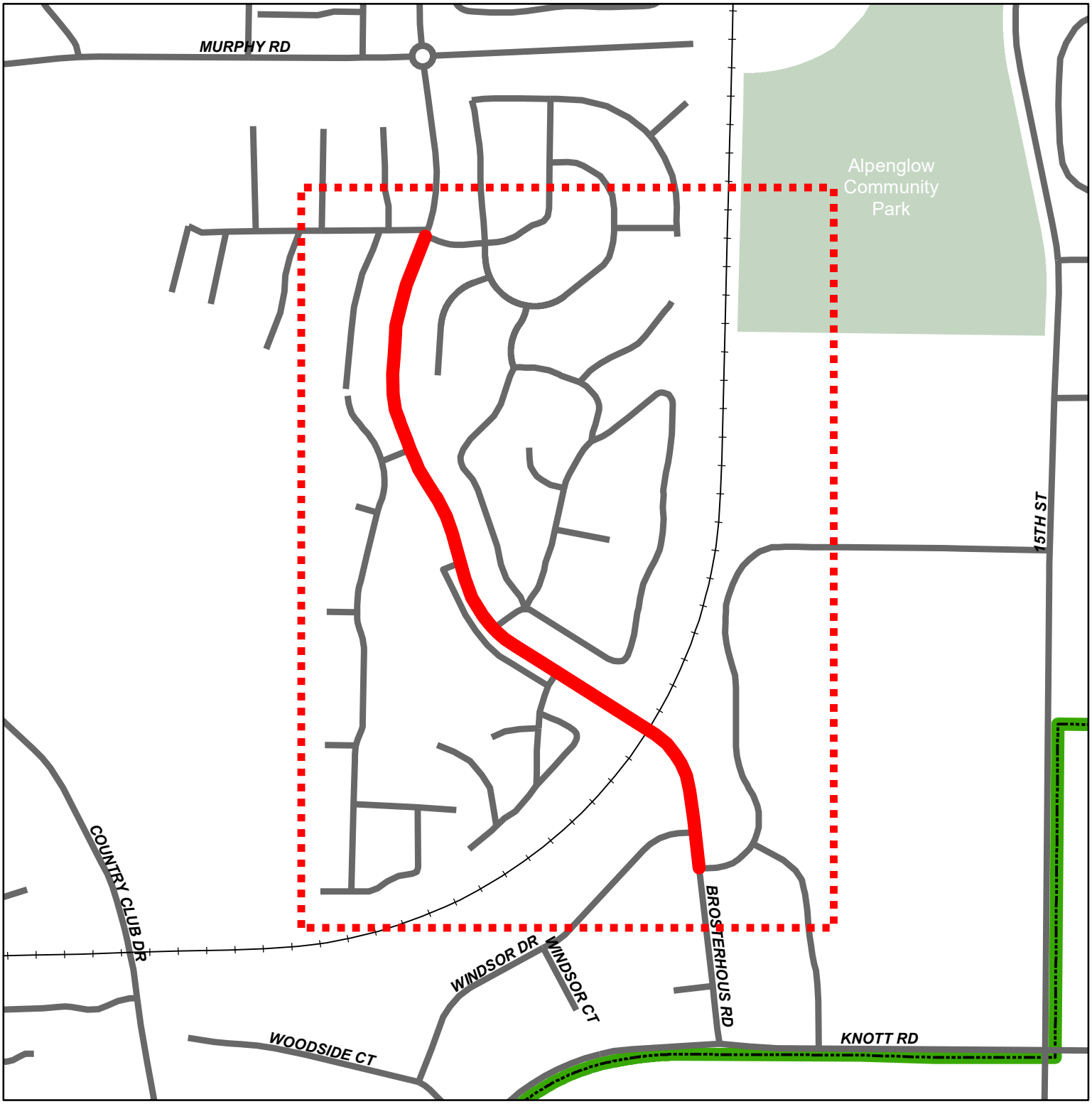
The City could face legal liability under the ADA and implementing regulations, if it does not make timely progress on barrier removal request projects that were prioritized after a public process and identified in the City's updated ADA Transition Plan, a key component of compliance with the 2004 DOJ Project Civic Access Settlement Agreement.

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 70,800	$ 287,200	$ 814,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,172,000



CITY OF BEND

1ABRI

Brosterhous Accessibility Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1ADEI NW Delaware Accessibility Improvement

Fund: Accessibility Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2022 | **Est. End Date:** Jun 2024

Description & Background

Design and construct accessibility improvements along NW Delaware Avenue. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

Need/Justification

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

Financial Summary

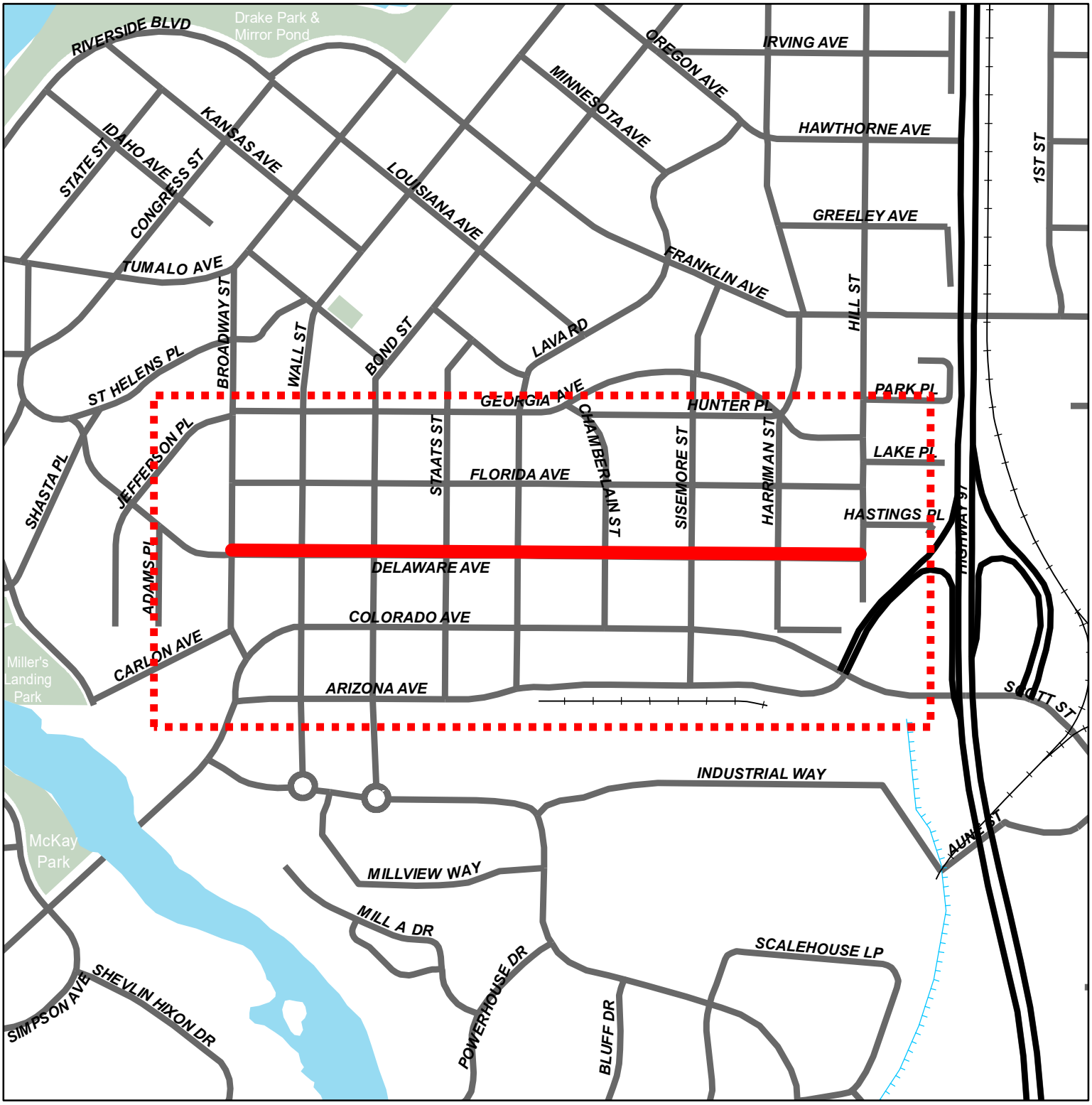
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ $700,000	The City could face legal liability under the ADA and implementing regulations, if it does not make timely progress on barrier removal request projects that were prioritized after a public process and identified in the City's updated ADA Transition Plan, a key component of compliance with the 2004 DOJ Project Civic Access Settlement Agreement.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ 200,000	$ 500,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 700,000



CITY OF BEND

1ADEI

NW Delaware Accessibility Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1ADIV NE Division Street Corridor

Fund: Accessibility Construction

Project Manager: Brad Tower | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Dec 2018 | **Est. End Date:** Jun 2022

Description & Background

Design and construct accessibility improvements along NE Division Street. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

Need/Justification

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

Financial Summary

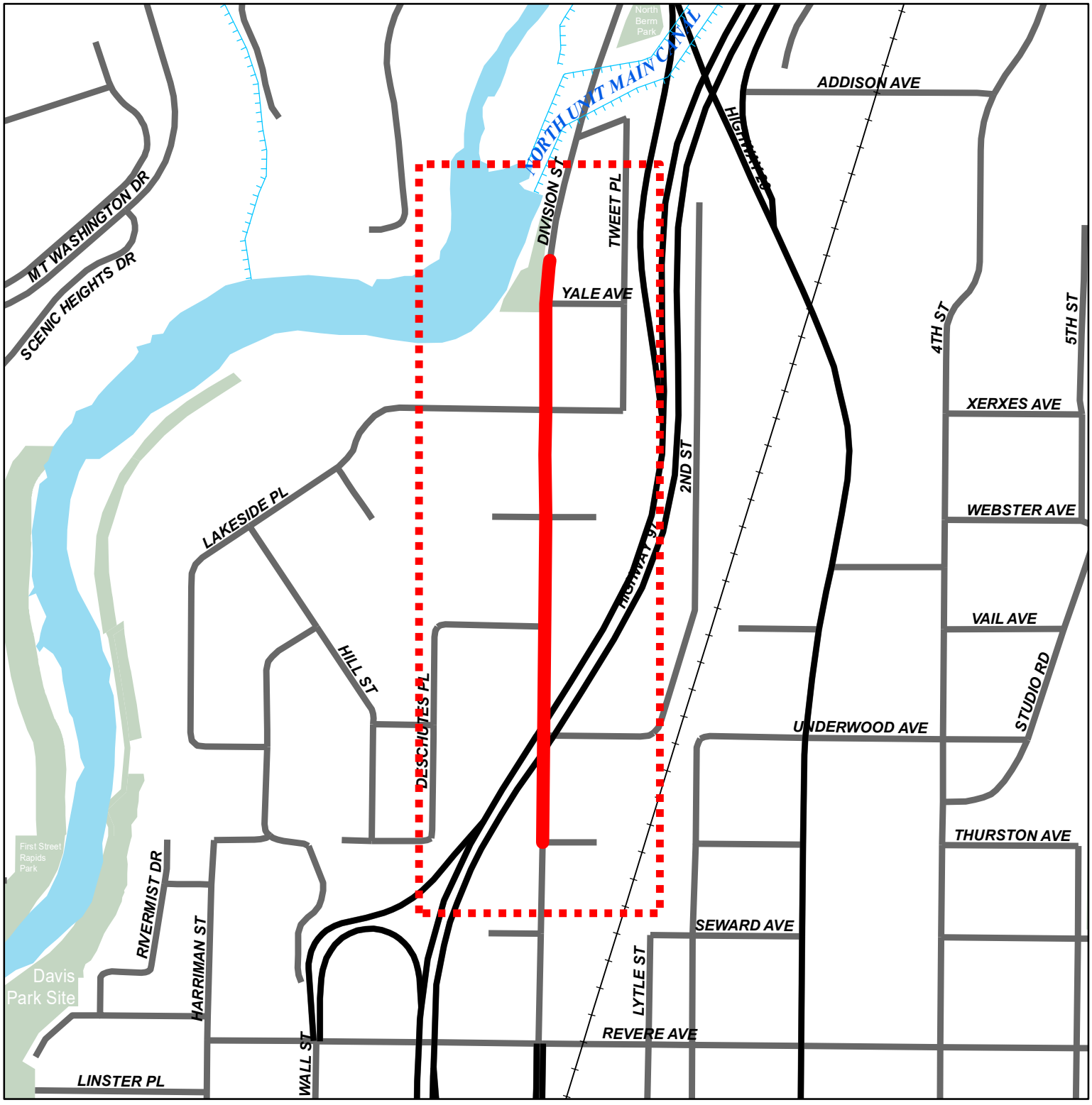
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ $688,900	The City could face legal liability under the ADA and implementing regulations, if it does not make timely progress on barrier removal request projects that were prioritized after a public process and identified in the City's updated ADA Transition Plan, a key component of compliance with the 2004 DOJ Project Civic Access Settlement Agreement.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 312,400	$ 361,500	$ 15,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 688,900



CITY OF BEND

1ADIV

NE Division Street Corridor

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1ARWI River West Accessibility Improvement

Fund: Accessibility Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2023

Description & Background

Design and construct accessibility improvements in the River West neighborhood. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

Need/Justification

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

Financial Summary

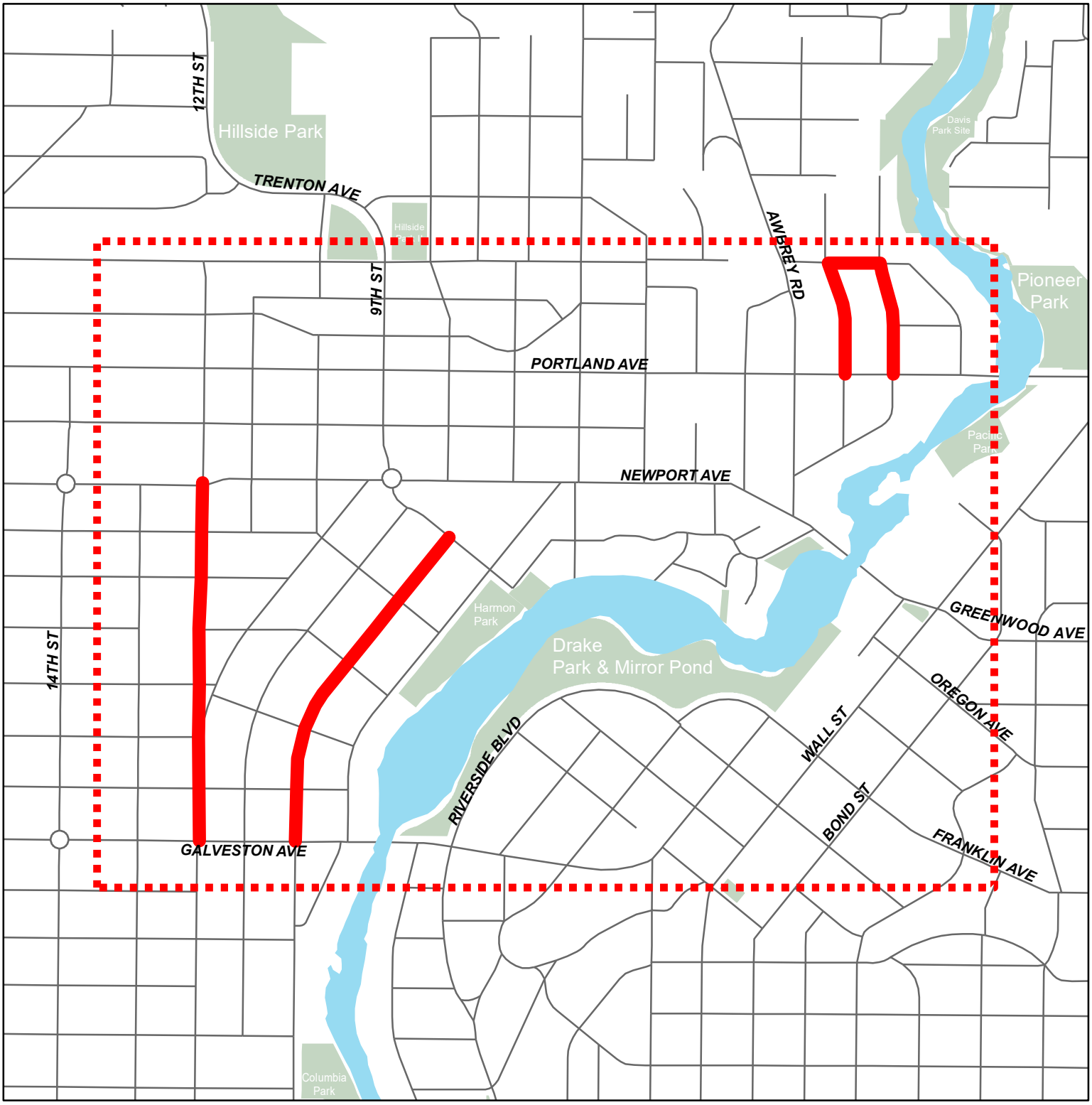
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ $800,000	The City could face legal liability under the ADA and implementing regulations, if it does not make timely progress on barrier removal request projects that were prioritized after a public process and identified in the City's updated ADA Transition Plan, a key component of compliance with the 2004 DOJ Project Civic Access Settlement Agreement.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 300,000	$ 500,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 800,000



CITY OF BEND

1ARWI

River West Accessibility Improvement

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1ASCA Southern Crossing Accessibility Improvements

Fund: Accessibility Construction

Project Manager: Unassigned | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2025

Description & Background

Design and construct accessibility improvements along a continuous corridor made up of portions of the following streets: SW Truman Avenue, SW Hill Street, SW Taft Avenue, and SW Silver Lake Blvd. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

Need/Justification

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ $700,000	The City could face legal liability under the ADA and implementing regulations, if it does not make timely progress on barrier removal request projects that were prioritized after a public process and identified in the City's updated ADA Transition Plan, a key component of compliance with the 2004 DOJ Project Civic Access Settlement Agreement.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ -	
Impact on Operating Budget: Negligible		

Method of Financing: 100% Water/Sewer Franchise Fees

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 100,000	$ 600,000	$ -	$ -

Total Project Cost Estimate: $ 700,000

1ASCA

Southern Crossing Accessibility Improvements

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1RNPR Newport Corridor Improvements

Fund: Accessibility Construction

Project Manager: Drew Wells | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: 1 | **Est. Start Date:** Mar 2019 | **Est. End Date:** Oct 2022

Description & Background

Reconstruct existing drainage collection and conveyance system along Newport and Nashville from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement / rehabilitation of associated drainage structures. Project elements include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvements, flow reduction and flow mitigation measures. This project is identified as a synergy project with focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Ave. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions.

Need/Justification

The South Awbrey Butte Drainage Study, completed in 2017, determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding / improve water quality within the basin.

Financial Summary

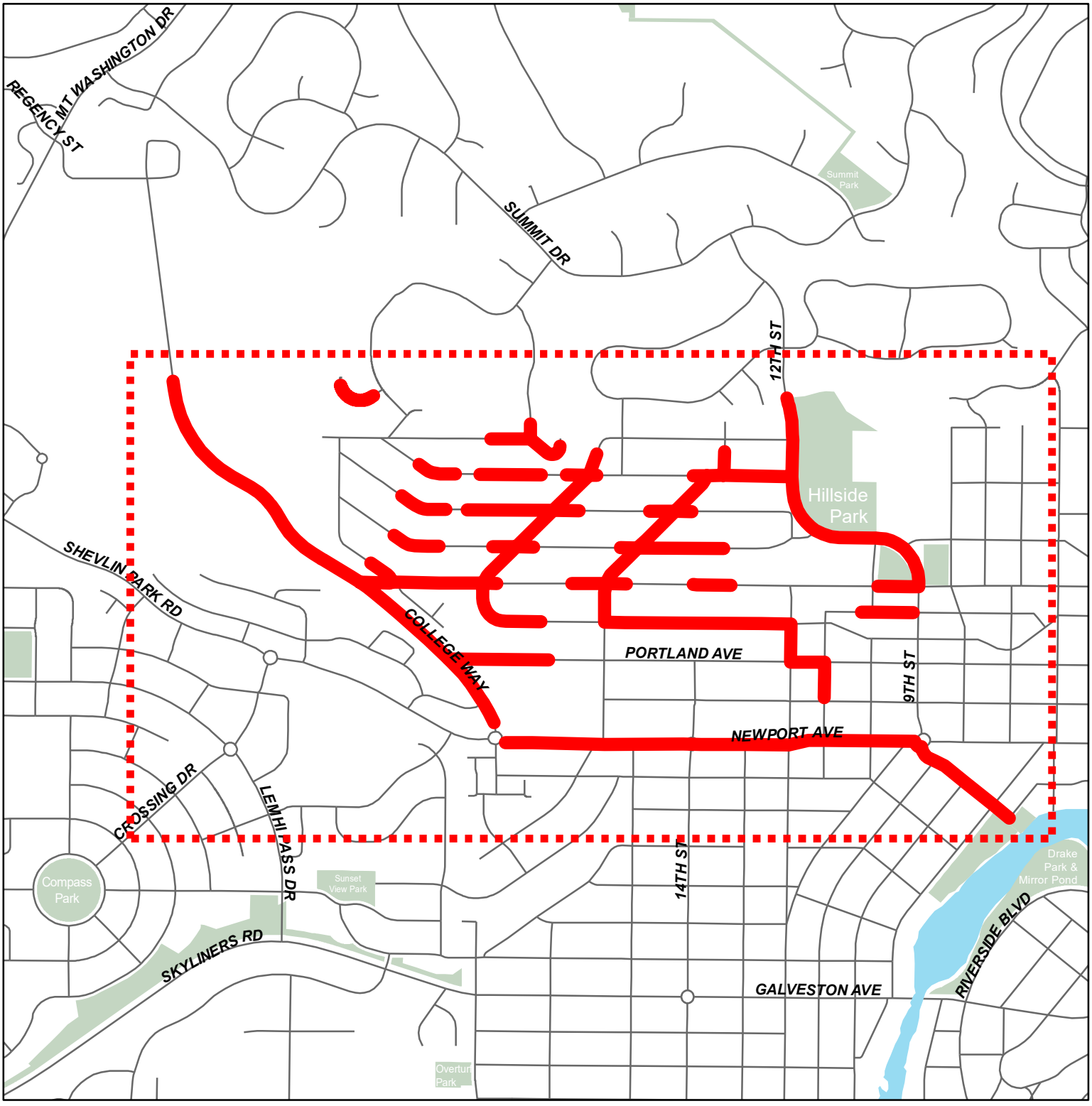
Total Project Spending by Fund			Consequence of Delaying or Eliminating
Accessibility Construction	$	$17,000	Further deterioration of existing pipeline and increased project costs due to escalation.
Transportation Construction	$	$5,577,300	
Water	$	$4,052,400	
Water Reclamation	$	$5,102,000	
Stormwater	$	$11,375,100	
2020 General Obligation Bond	$	-	
Other (see below)	$	-	
Impact on Operating Budget: Minimal			

Method of Financing: Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction, 2020 General Obligation Bond and/or Transportation Construction.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 1,658,000	$ 4,427,000	$ 12,123,400	$ 7,915,400	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 26,123,800



CITY OF BEND

1RNPR

Newport Corridor Improvements Phase II

NOT TO SCALE

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BURA Juniper Ridge Construction Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1BCTL Cooley Rd. / Talus Rd. Improvements	5	$ 2,600,000	$ -	$ -	$ -	$ -	$ 2,600,000
1BU97 US97 North Corridor Improvements	5	-	-	2,000,000	-	-	2,000,000
1BSTE Talus Sewer Trunk Line Extension	5	-	-	1,500,000	-	-	1,500,000
1B18E 18th Street Extension	5	-	-	-	1,000,000	1,000,000	2,000,000
1BCRE Cooley Road Extension	5	-	-	-	2,000,000	1,000,000	3,000,000
1BNCR New Collector Roads	5	-	-	-	1,000,000	1,000,000	2,000,000
		$ 2,600,000	$ -	$ 3,500,000	$ 4,000,000	$ 3,000,000	$ 13,100,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1BCTL Cooley Rd. / Talus Rd. Improvements

Fund: BURA Juniper Ridge

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Mar 2022 | **Est. End Date:** Jun 2023

Description & Background

Extension and rehabilitation of Cooley and Talus roads to meet City development standards.

Need/Justification

Juniper Ridge Land Development/Urban Renewal Plan Project

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Slows development in the Juniper Ridge Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 2,600,000	

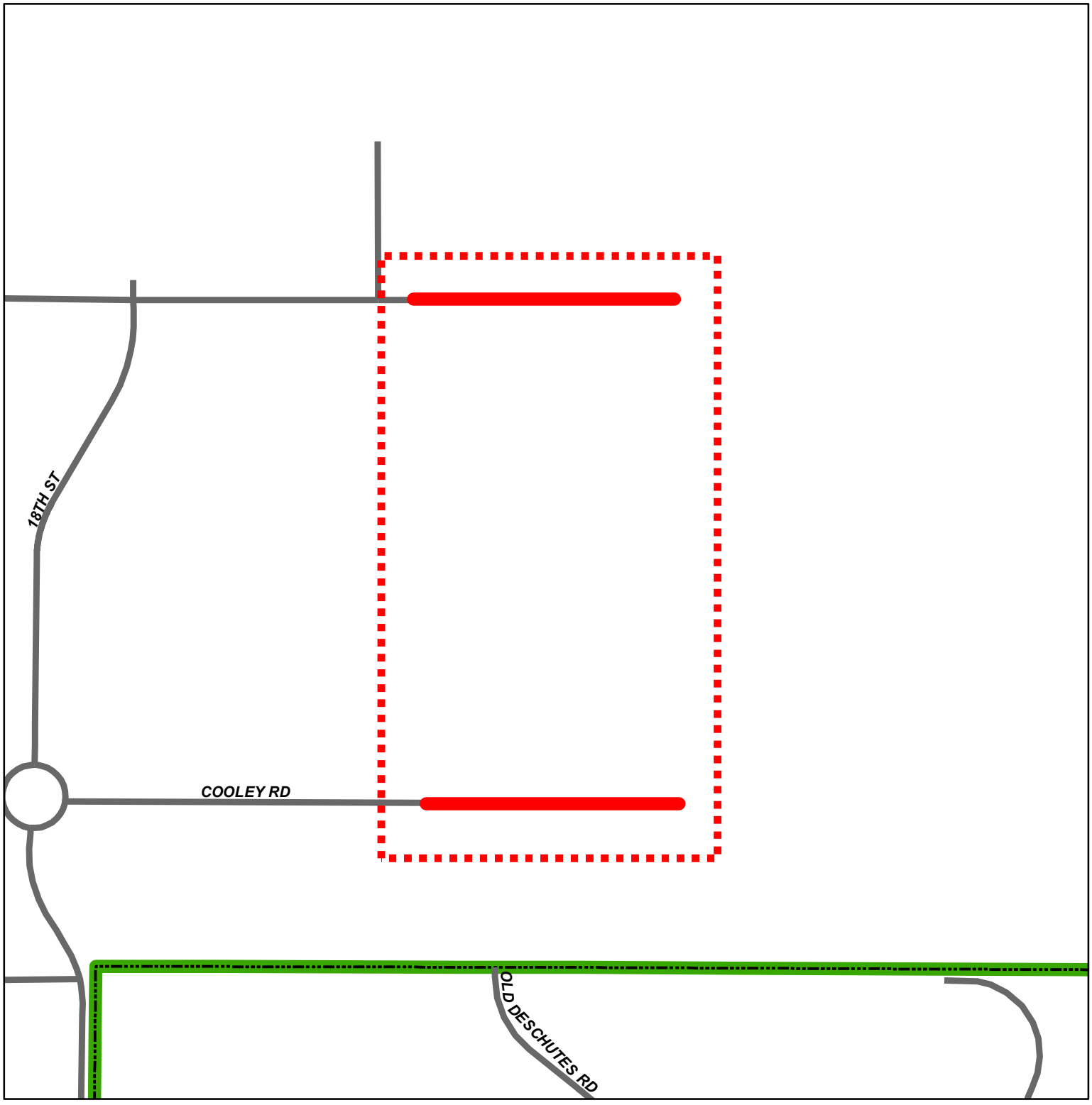
Impact on Operating Budget: None

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Juniper Ridge Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 2,600,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 2,600,000



CITY OF BEND

1BCTL

Cooley Rd. / Talus Rd. Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1BU97 US97 North Corridor Improvements

Fund: BURA Juniper Ridge

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2024

Description & Background

Construction of US 20 & US 97 improvements, including widening and intersection improvements at Cooley Road and Robal Road

Need/Justification

Juniper Ridge Land Development/Urban Renewal Plan Project

Financial Summary

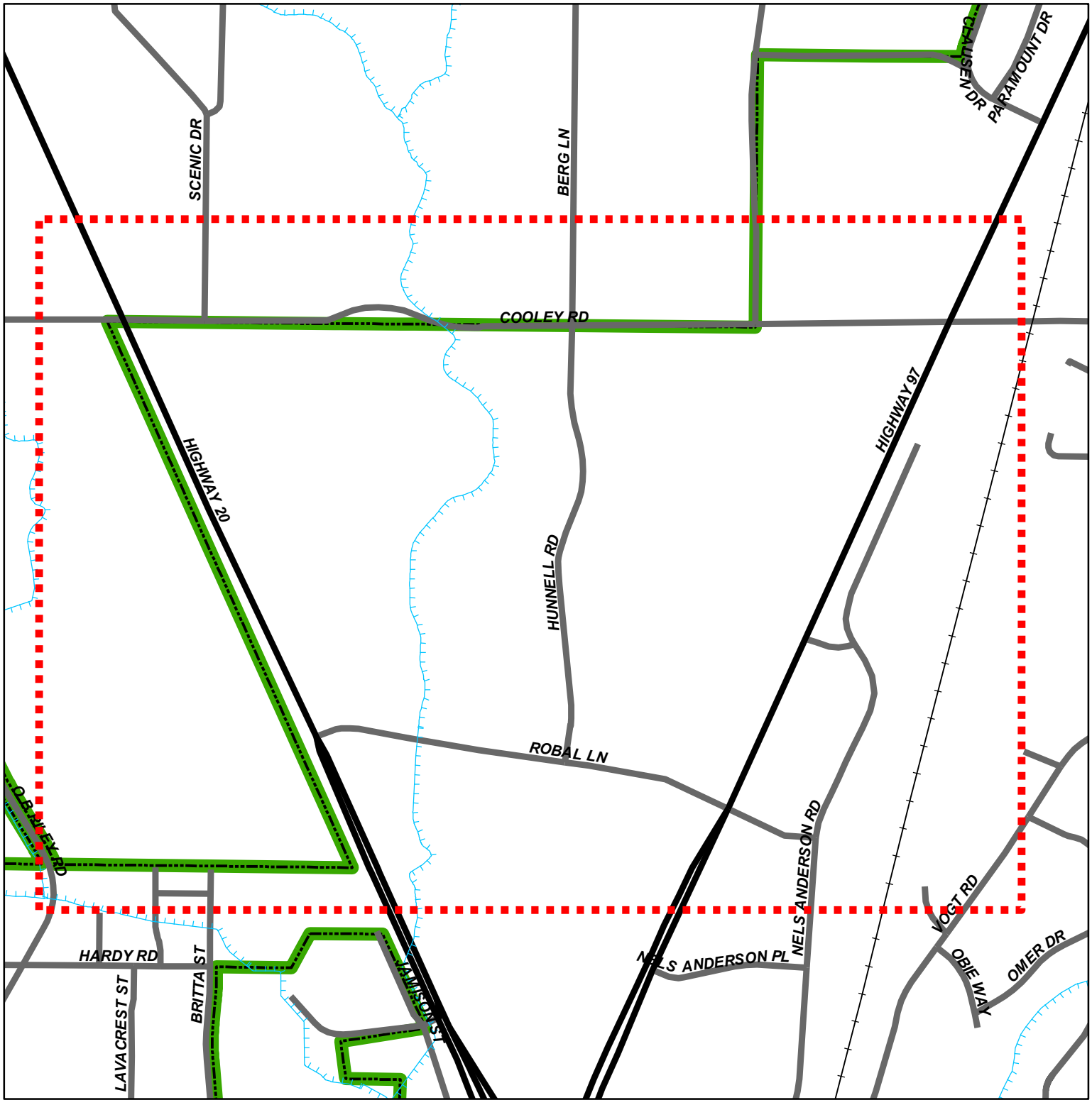
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Slows development in the Juniper Ridge Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 2,000,000	
Impact on Operating Budget: None		

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Juniper Ridge Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 2,000,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 2,000,000



1BU97

Intersection of US20/US97 at Cooley Rd and Robal Rd

CITY OF BEND

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1BSTE Talus Sewer Trunk Line Extension

Fund: BURA Juniper Ridge

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2024

Description & Background

Extension of sewer improvements east within Talus Road alignment to North Interceptor

Need/Justification

Juniper Ridge Urban Renewal Plan Project - Juniper Ridge Work Plan Priority

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Slows development in the Juniper Ridge Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 1,500,000	

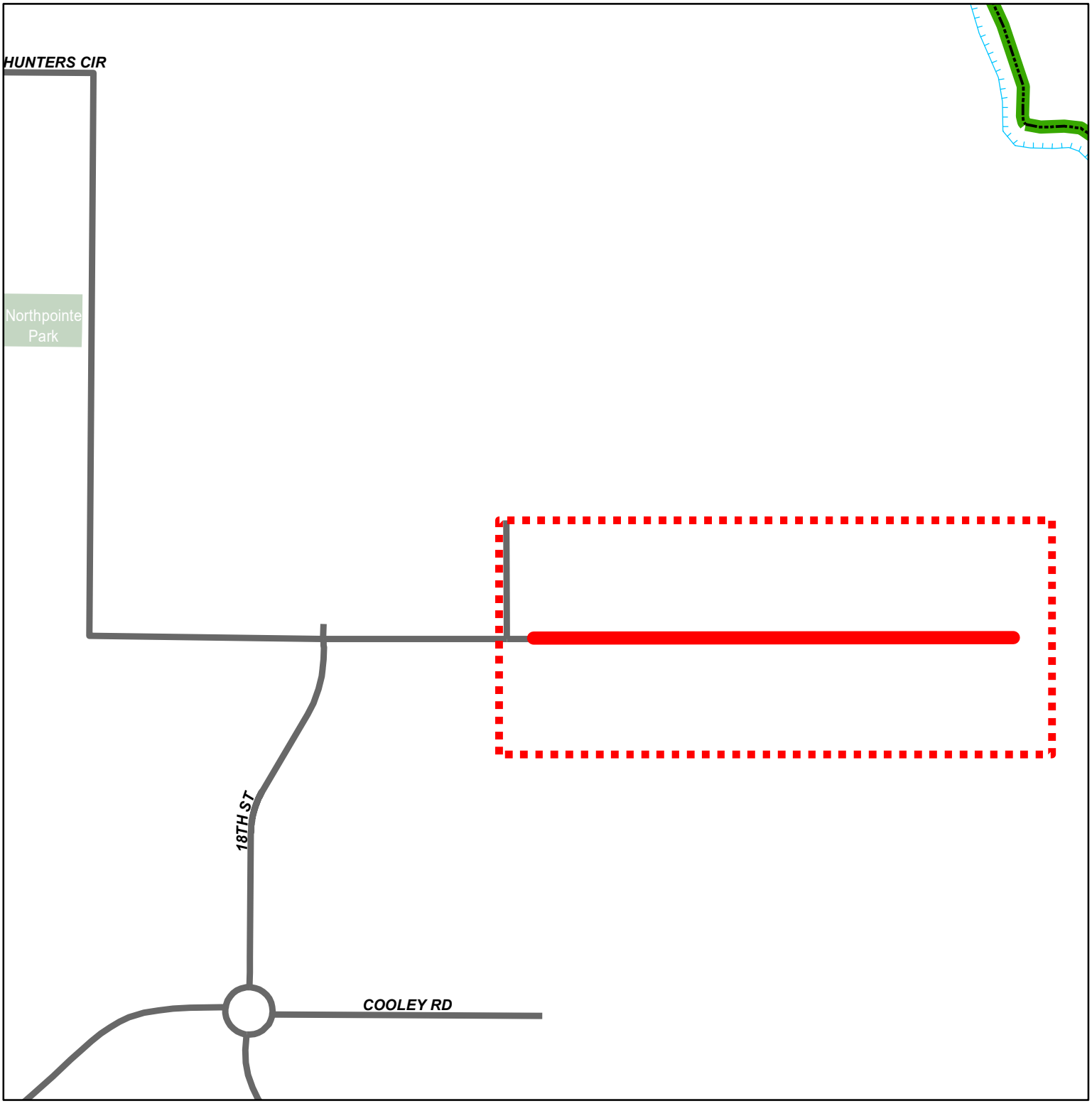
Impact on Operating Budget: None

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Juniper Ridge Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$	$ -	$ -	$ -	$ 1,500,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 1,500,000



CITY OF BEND

1BSTE

Talus Rd. Sewer Improvements

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1B18E 18th Street Extension

Fund: BURA Juniper Ridge

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2027

Description & Background

Extension of 18th Street to improve connection within the Juniper Ridge Development area.

Need/Justification

Juniper Ridge Land Development/Urban Renewal Plan Project

Financial Summary

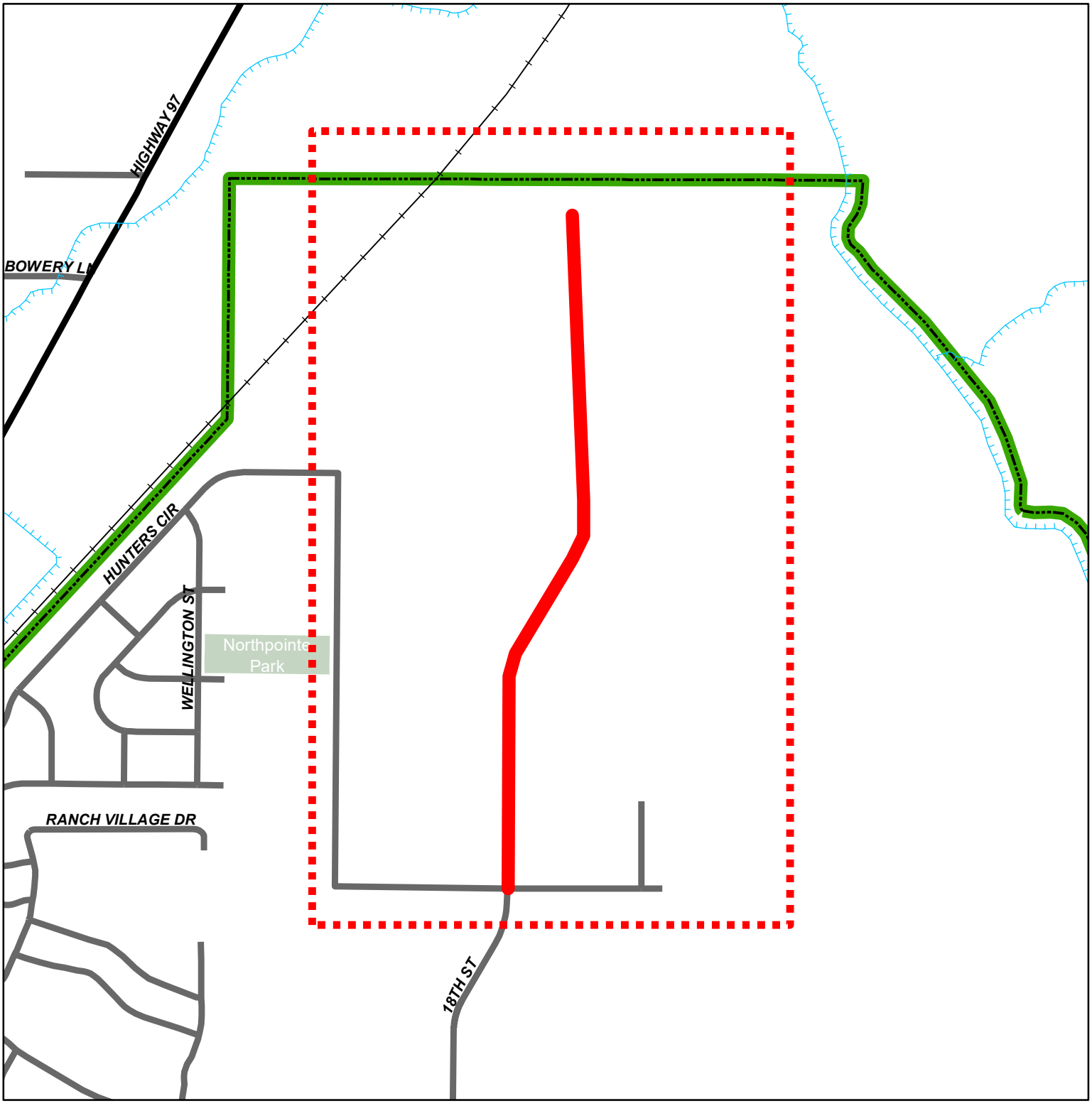
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Slows development in the Juniper Ridge Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 3,000,000	
Impact on Operating Budget: None		

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Juniper Ridge Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000

Total Project Cost Estimate: $ 3,000,000



CITY OF BEND

1B18E

18th Street Extension

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1BCRE Cooley Road Extension

Fund: BURA Juniper Ridge

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2027

Description & Background

Extension of Cooley Road to the east boundary of the Urban Renewal Boundary/City Limits

Need/Justification

Juniper Ridge Land Development/Urban Renewal Plan Project

Financial Summary

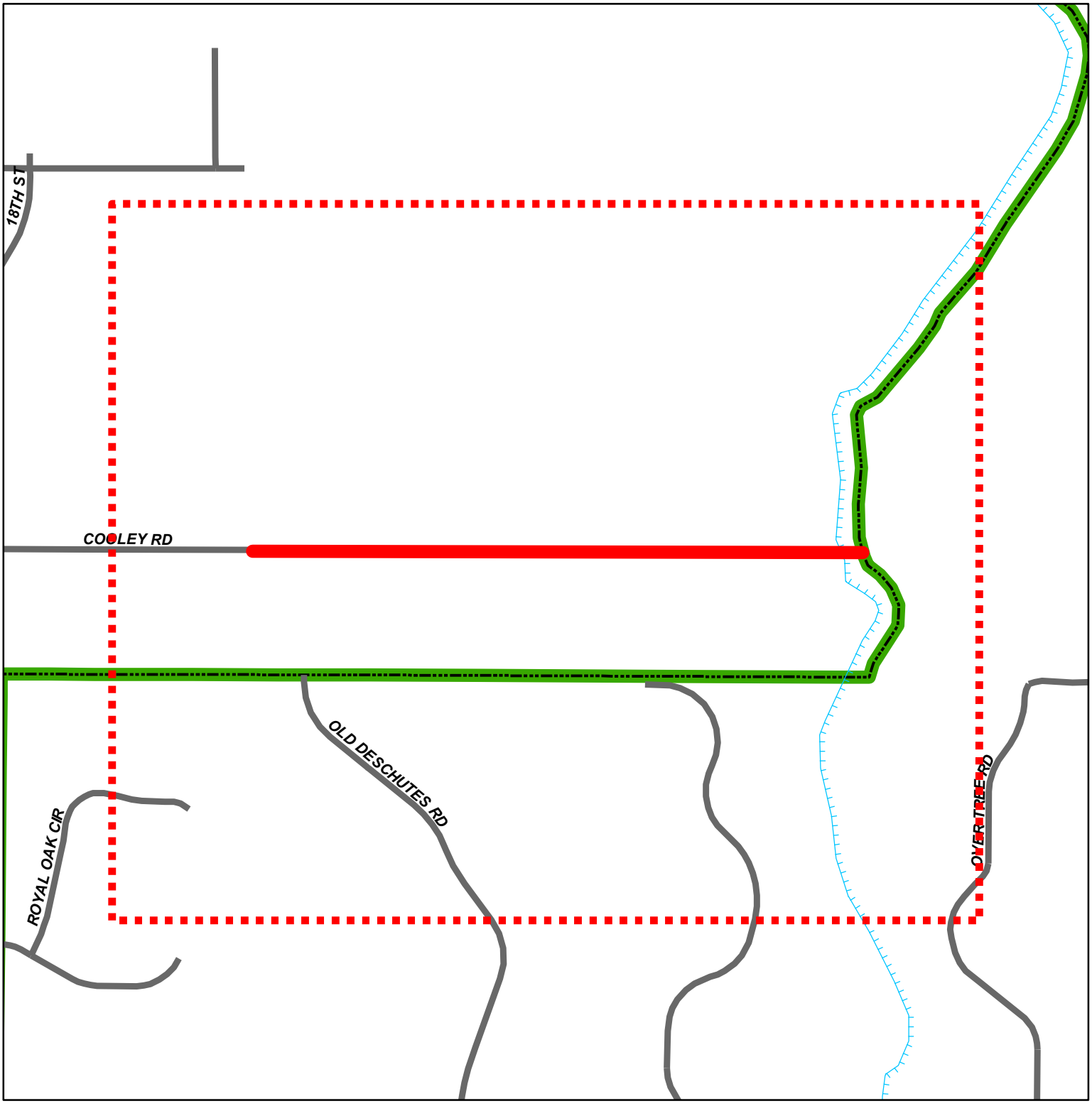
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Slows development in the Juniper Ridge Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 3,000,000	
Impact on Operating Budget: None		

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Juniper Ridge Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 2,000,000	$ 1,000,000	$ -

Total Project Cost Estimate: $ 3,000,000



CITY OF BEND

1BCRE

Cooley Road Extension

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1BNCR New Collector Roads

Fund: BURA Juniper Ridge

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2027

Description & Background

Building new roads within the Juniper Ridge Development area to improve connectivity and private development

Need/Justification

Juniper Ridge Land Development/Urban Renewal Plan Project

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Slows development in the Juniper Ridge Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 3,000,000	
Impact on Operating Budget: None		

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Juniper Ridge Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000

Total Project Cost Estimate: $ 3,000,000

BURA Murphy Crossing Construction Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1BM97 Murphy Rd/US97 Interchange	5	$ 125,000	$ 25,000	$ -	$ -	$ -	$ 150,000
1B97N US97 Frontage Road North	5	-	-	-	750,000	-	750,000
1B97S US97 Frontage Road South	5	-	-	-	750,000	-	750,000
		$ 125,000	$ 25,000	$ -	$ 1,500,000	$ -	$ 1,650,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1BM97 Murphy Rd/US97 Interchange

Fund: BURA Murphy Crossing Construction

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2021 | **Est. End Date:** Jun 2023

Description & Background

Feasibility study for the US 97 improvements, including a southbound off ramp and a northbound on ramp

Need/Justification

Murphy Crossing Urban Renewal Plan Project

Financial Summary

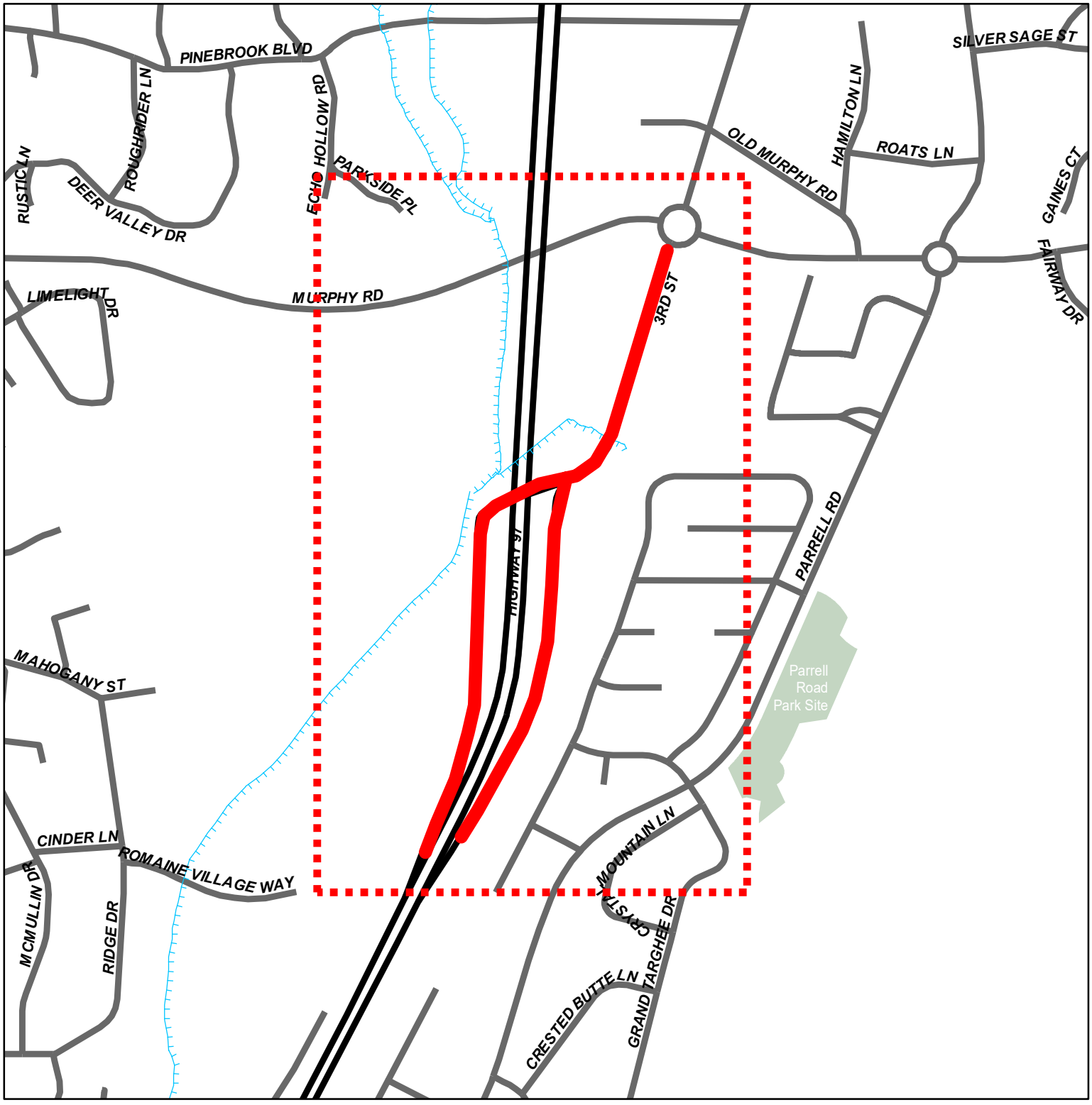
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Impacts to 2020 GO Bond Transportation projects in the Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 150,000	
Impact on Operating Budget: None		

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Murphy Crossing Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 125,000	$ 25,000	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 150,000



CITY OF BEND

1BM97

Murphy Rd/US97 Interchange

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1B97N US97 Frontage Road North

Fund: BURA Murphy Crossing Construction

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2025

Description & Background

Construction of frontage road from Murphy Road north to Pinebrook Road and Badger Road

Need/Justification

Murphy Crossing Urban Renewal Plan Project

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Impacts to 2020 GO Bond Transportation projects in the Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 750,000	
Impact on Operating Budget: None		

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Murphy Crossing Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 750,000	$ -	$ -

Total Project Cost Estimate: $ 750,000

CITY OF BEND

1B97N

1B97N US97 Frontage Road North

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

1B97S US97 Frontage Road South

Fund: BURA Murphy Crossing Construction

Project Manager: Matthew Stuart | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2024 | **Est. End Date:** Jun 2025

Description & Background

Construction of southbound off-ramp/rrontage Road from Murphy/US 97 Interchange south to future roundabout

Need/Justification

Murphy Crossing Urban Renewal Plan Project

Financial Summary

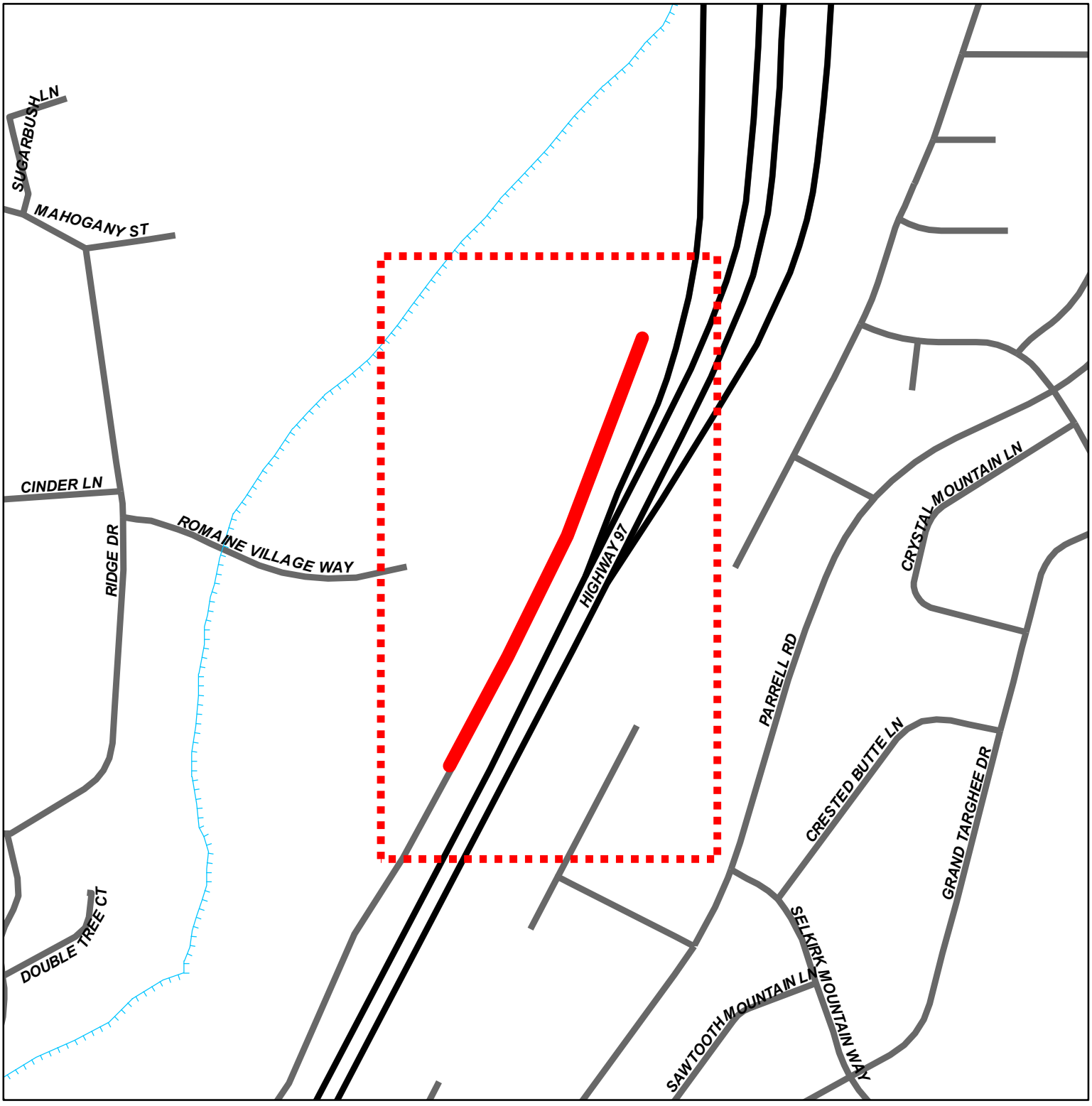
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Impacts to 2020 GO Bond Transportation projects in the Urban Renewal Area.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 750,000	
Impact on Operating Budget: None		

Method of Financing: 100% Urban Renewal Property Taxes
Bend Urban Renewal Agency (BURA) Murphy Crossing Construction

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ 750,000	$ -	$ -

Total Project Cost Estimate: $ 750,000



CITY OF BEND

1B97S

1B97S US97 Frontage Road South

NOT TO SCALE

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Airport Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
AP19A Master Plan Update	N/A	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000
AP22A Runway 16-34 & Seal Coat, Guidance Sign LED Upgrade	5	200,000	600,000	1,130,000	-	-	1,930,000
AP22B Air Traffic Control Tower	5	-	-	1,000,000	7,500,000	-	8,500,000
AP23A South Hangar Taxilane Rehab	5	-	-	750,000	-	-	750,000
AP25A Taxiway A & B Seal Coat and Edge Lighting, Beacon	5	-	-	-	-	3,056,000	3,056,000
		$ 220,000	$ 600,000	$ 2,880,000	$ 7,500,000	$ 3,056,000	$ 14,256,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

AP19A Master Plan Update

Fund: Airport

Project Manager: Tracy Williams | **Project Status:** Active | **Project Phase:** Active

Cost Estimate Classification: N/A | **Est. Start Date:** Jan 2019 | **Est. End Date:** Dec 2021

Description & Background

Update to the City's Airport Master Plan. The Federal Aviation Administration requires all federally funded airports to have up to date Master Plans with an approved Capital Improvement Plan so that FAA funding can be allocated appropriately.

Need/Justification

Required by the Federal Aviation Administration. The FAA determined that the Bend Municipal Airport needed to be updated based on the counted operations and the type of aircraft using the airport. The larger aircraft and increase in operations is expected to change the types of capital projects required to ensure safe operations in the future.

Financial Summary

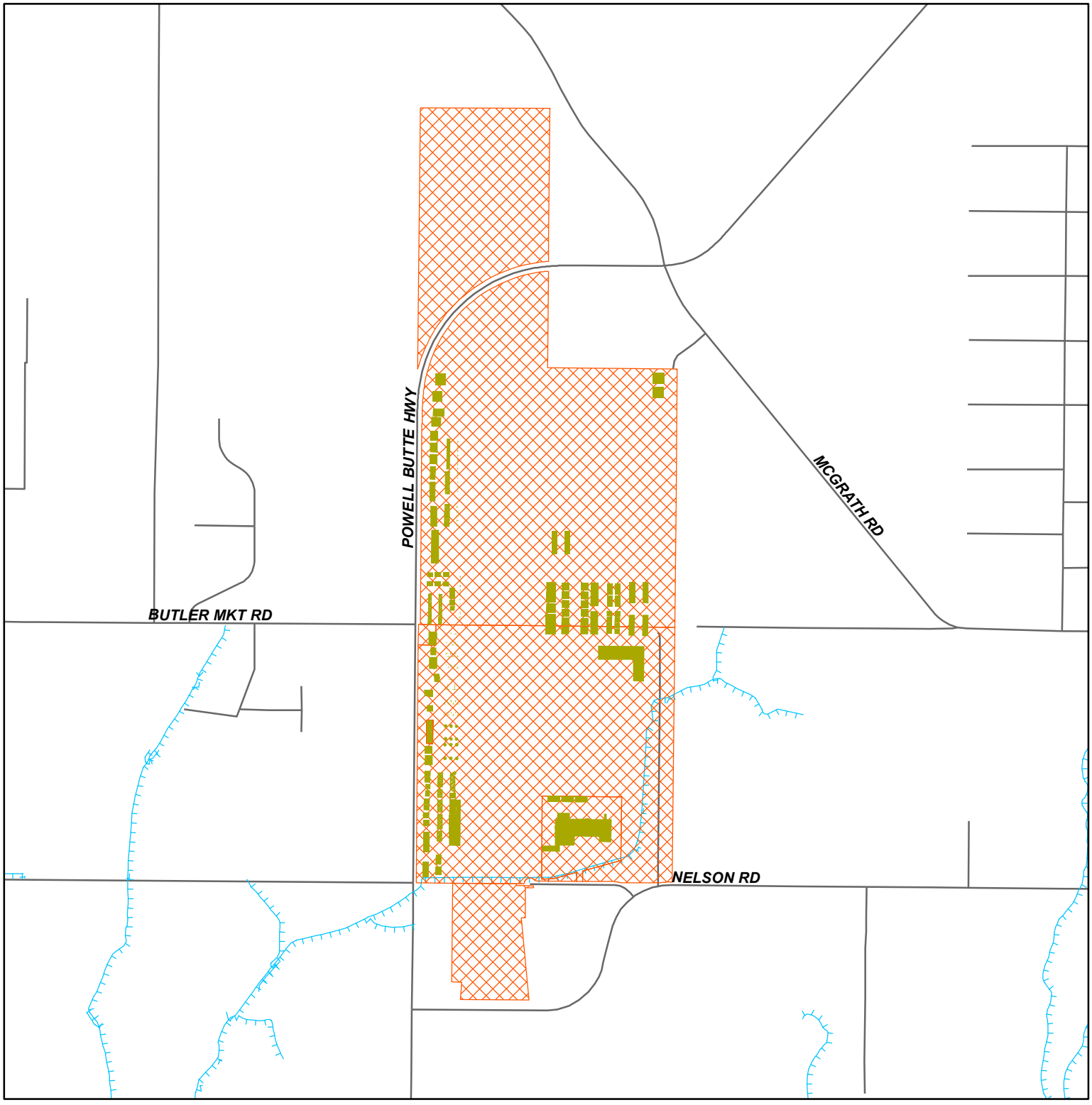
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Future FFA funding will be at risk.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 589,300	
Impact on Operating Budget: None		

Method of Financing: 68% Federal Aviation Administration (FAA) Grant
24% Grant Oregon Department of Transportation (ODOT) Grant
8% Airport Funds Match

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ 389,300	$ 180,000	$ 20,000	$ -	$ -	$ -	$ -	$ -

Total Project Cost Estimate: $ 589,300



CITY OF BEND

AP19A

Master Plan Update

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

AP22A Runway 16-34 & Seal Coat, Guidance Sign LED Upgrade

Fund: Airport

Project Manager: Tracy Williams | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** May 2021 | **Est. End Date:** Jun 2024

Description & Background

Runway 16-34 seal coat, magnetic variation change to adjust the runway to 17-35 to match the earth's shifting magnetic field and guidance sign replacement.

Need/Justification

Runway 16-34 is in need of an asphalt treatment to extend the useful life of the pavement. The 2017 PCI report shows the PCI values of 84 for the runway. By the plan year of 2022 these values are predicted to have fallen to between 52-79 and will require a slurry seal. As the slurry seal will require a complete remarking of the runway a change will also to made to the runway designator of 16-34 to 17-35 to account of a variation of the North Magnetic Pole (MagVar). Taxiway B and the Taxiway A & B runway connectors (A-1 through A-6 and B-1 through B-6) are in need of an asphalt treatment to extend the useful life of the pavement. The 2017 PCI report shows PCI values of 76-84 for Taxiway B and Taxiway B runway connectors. The PCI report for Taxiway A connectors is 74-91. By the plan year of 2024 these values are expected to have fallen to between 52-79 and will require a slurry seal. To gain the maximum use of grant funds the two projects may be combined to reduce mobilization and setup costs but would be dependent on the availability of grant funding, matching funds and the timing and frequency of closures that impact airport businesses dependent on runway availability.

Financial Summary

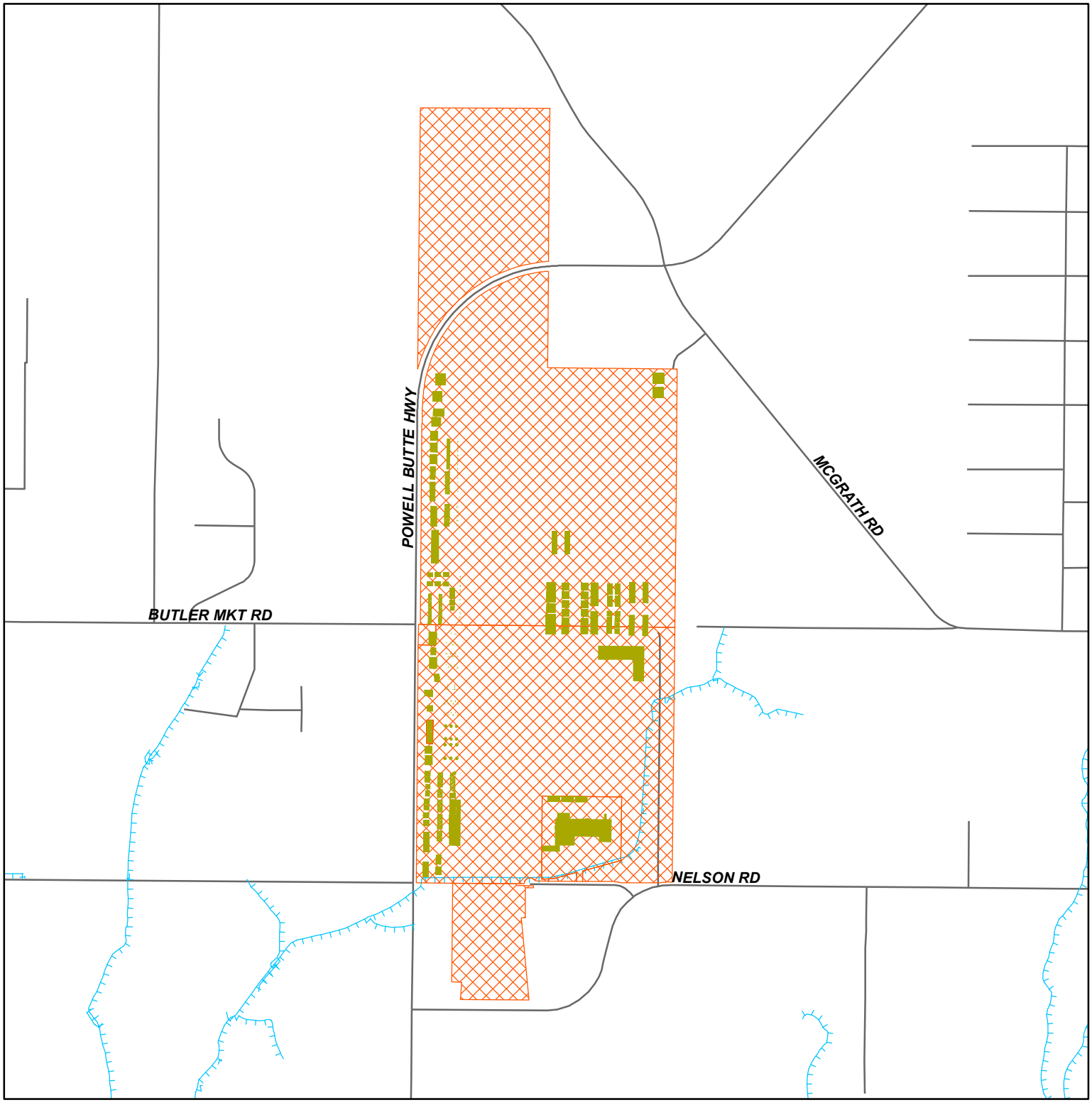
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Future FFA funding will be at risk.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 2,005,000	
Impact on Operating Budget: None		

Method of Financing: 90%Federal Aviation Administration (FAA) Grant
10% Airport/City Funding

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ 75,000	$ 200,000	$ 600,000	$ 1,130,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 2,005,000



CITY OF BEND

AP22A

Runway 16-34 & Seal Coat, Guidance Sign LED Upgrade

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

AP22B Air Traffic Control Tower

Fund: Airport

Project Manager: Tracy Williams	**Project Status:** Pending	**Project Phase:** Pending
Cost Estimate Classification: 5	**Est. Start Date:** Jul 2023	**Est. End Date:** Jun 2025

Description & Background

Environmental assessment, design and construction of an Air Traffic Control Tower

Need/Justification

Improve flight safety and functionality at the Bend Municipal Airport

Financial Summary

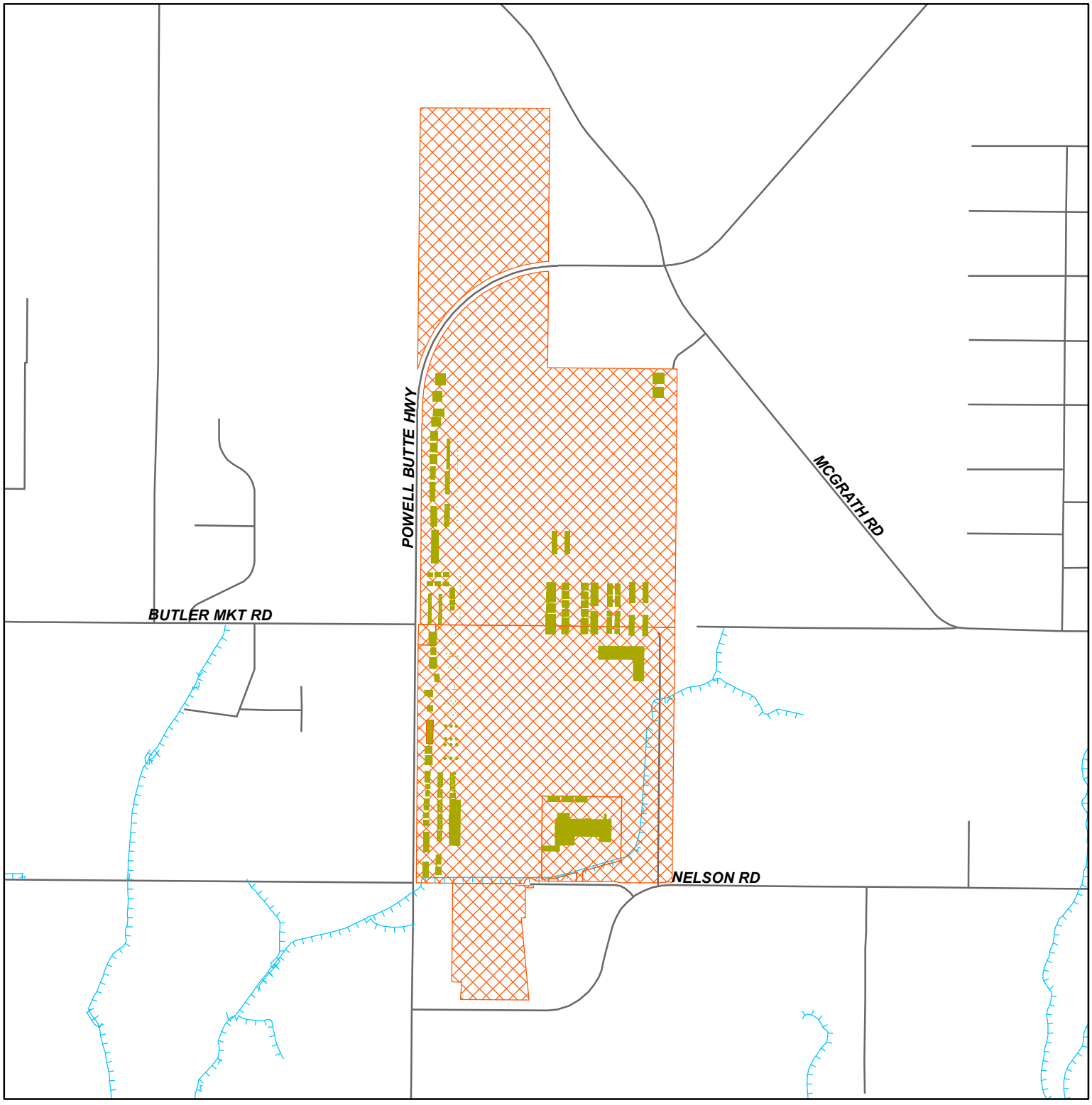
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	The Bend Municipal Airport will be removed as a candidate for the Federal Contract Tower program for the next five years.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 8,500,000	
Impact on Operating Budget: High		

Method of Financing: 90% Federal Aviation Administration (FAA) Grant
10% Airport/City Funding

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 1,000,000	$ 7,500,000	$ -	$ -

Total Project Cost Estimate: $ 8,500,000



CITY OF BEND

AP22B

Air Traffic Control Tower

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

AP23A South Hangar Taxilane Rehab

Fund: Airport

Project Manager: Tracy Williams | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2023 | **Est. End Date:** Jun 2024

Description & Background

Complete reconstruction of taxilane adjacent to South Hangers.

Need/Justification

Taxilanes adjacent to the south hangars have deteriorated to gravel in some places. Overall the area PCI is less than 10. This is a project identified on the 2013 Airport Master Plan and has not qualified for FAA funding. Due to repeated requests from south hangar tenants, we are programming this into the Airport CIP.

Financial Summary

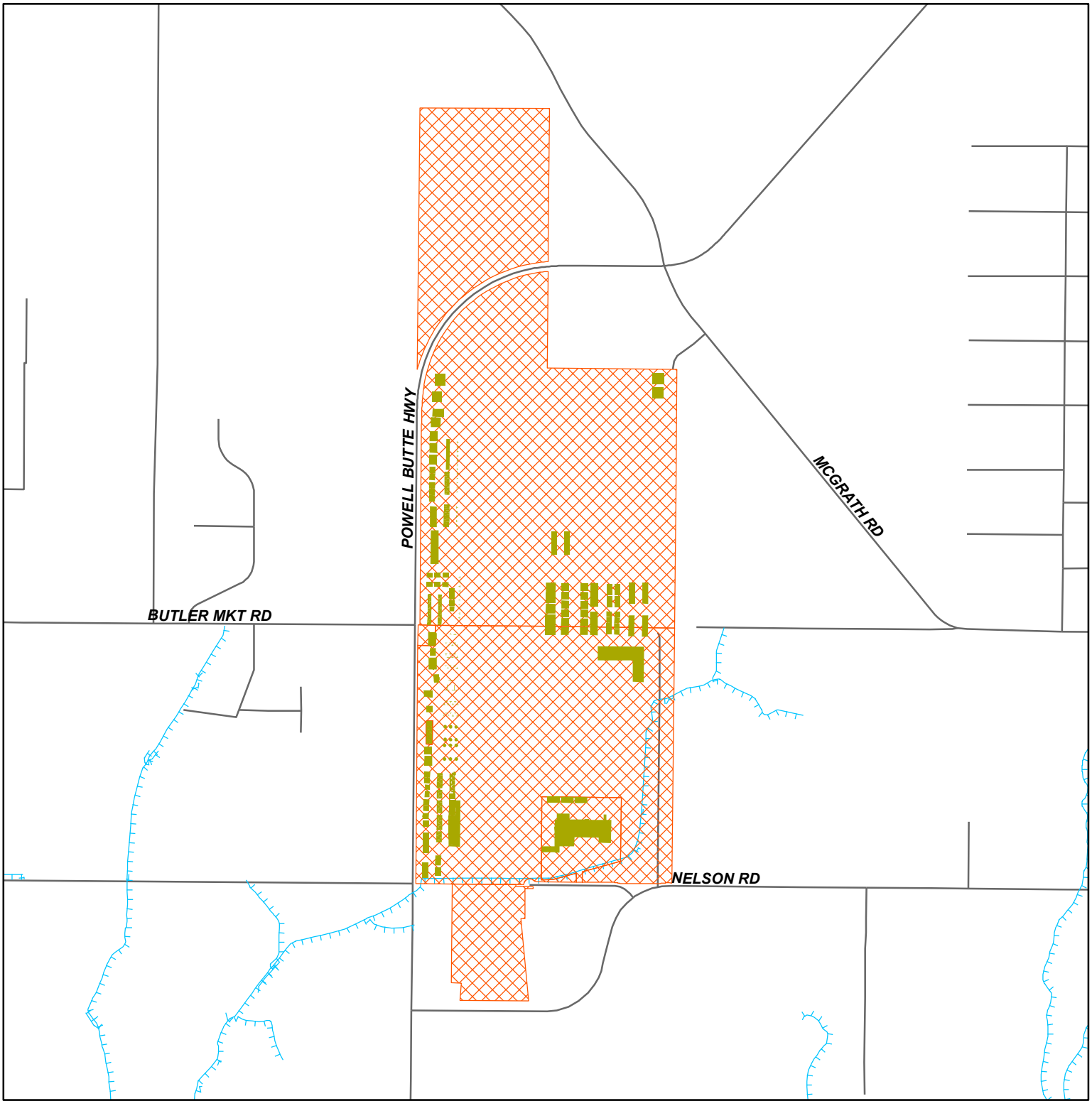
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Future FFA funding will be at risk.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 750,000	
Impact on Operating Budget: None		

Method of Financing: 100% Airport Funding

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ 750,000	$ -	$ -	$ -

Total Project Cost Estimate: $ 750,000



CITY OF BEND

AP23A

South Hangar Taxilane Rehab

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

AP25A Taxiway A & B Seal Coat and Edge Lighting, Beacon

Fund: Airport

Project Manager: Tracy Williams | **Project Status:** Pending | **Project Phase:** Pending

Cost Estimate Classification: 5 | **Est. Start Date:** Jul 2025 | **Est. End Date:** Jun 2026

Description & Background

Rehabilitate Parallel Taxiway, replace Beacon and install Medium Intensity Taxiway Lighting (MITL)

Need/Justification

Maintain safe conditions at the Bend Municipal Airport

Financial Summary

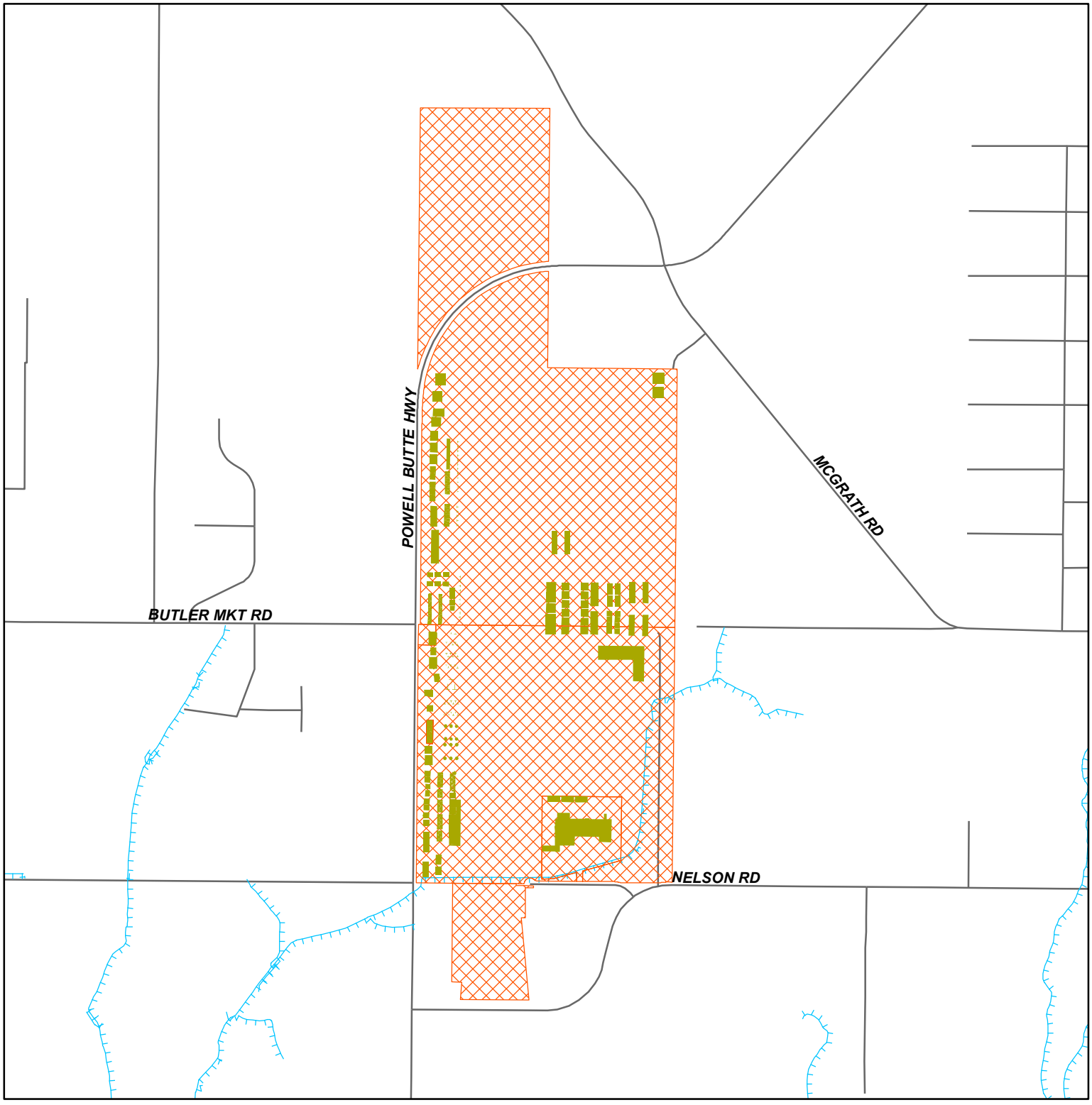
Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Future FFA funding will be at risk.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
2020 General Obligation Bond	$ -	
Other (see below)	$ 3,056,000	
Impact on Operating Budget: None		

Method of Financing: 90% Federal Aviation Administration (FAA) Grant
10% Airport/City Funding

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ -	$ -	$ -	$ -	$ 3,056,000	$ -

Total Project Cost Estimate: $ 3,056,000



AP25A

Taxiway A & B Seal Coat and Edge Lighting, Beacon

CITY OF BEND

NOT TO SCALE

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Facilities Management
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Juniper Ridge Corporate Yard Roadway Construction	5	$ 100,000	$ 1,500,000	$ 5,000,000	$ 5,000,000	$ 4,959,000	$ 16,559,000
Juniper Ridge Corporate Yard Vehicle Storage/Shop Bldg	5	-	-	1,500,000	3,000,000	3,000,000	7,500,000
Juniper Ridge Corporate Yard Fuel Island	5	-	-	100,000	643,500	643,500	1,387,000
Juniper Ridge Corporate Yard Fleet Building	5	-	-		-	100,000	100,000
		$ 100,000	$ 1,500,000	$ 6,600,000	$ 8,643,500	$ 8,702,500	$ 25,546,000

*The City's cost estimate classification system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

FA21BX Juniper Ridge Corporate Yard Roadway Construction

Fund: Facilities Management

Project Manager: Jo Wells | **Project Status:** In process | **Project Phase:** Planning

Cost Estimate Classification: 5 | **Est. Start Date:** 2022 | **Est. End Date:** 2026

Description & Background

This portion of the Juniper Ridge Public Works campus includes the off-site ROW work related to the site and general site work for the 26.5-acre site recently allocated for this campus. These costs exclude the roadway and utility extensions to service the site, which the City will be responsible for, but is outside the current scope of work for the campus itself.

Need/Justification

This project consists of 2 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.

Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.

Financial Summary

Total Project Spending by Fund	
Accessibility Construction	$ -
Transportation Construction	$ -
Water	$ -
Water Reclamation	$ -
Stormwater	$ -
General Obligation Bond	$ -
Other (see below)	$ 33,320,000

Impact on Operating Budget: Minimal

Consequence of Delaying or Eliminating

Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites and the pending sale of the Boyd Acres site requiring exiting from that site.

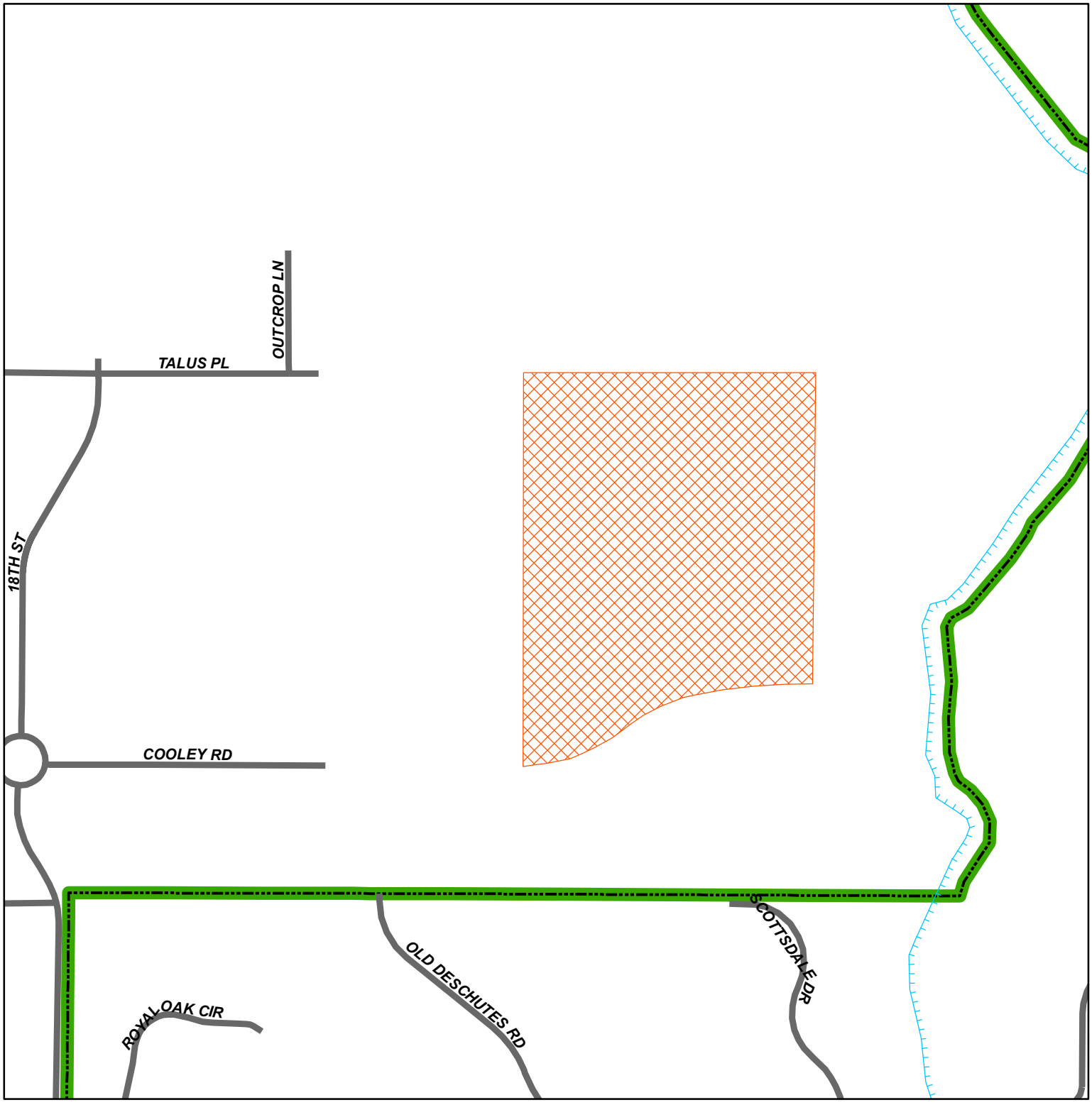
Method of Financing: Projects will be funded by issuance of long-term debt. Annual debt service payments will be made by operating departments at each site.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 408,700	$ 2,461,700	$ 13,546,700	$ 7,656,000	$ 9,246,900	$ -

Total Project Cost Estimate: $ 33,320,000*

* Project costs reflect current estimates, and may vary from the 5-year CIP included in the budget and adopted by City Council in June 2021. A future budget adjustment and updated CIP will be presented to City Council in the biennium.



CITY OF BEND

Juniper Ridge Corporate Yard

Roadway Construction

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

FA22AX Juniper Ridge Corporate Yard Vehicle Storage/Shop Bldg

Fund: Facilities Management

Project Manager: Jo Wells | **Project Status:** In process | **Project Phase:** Planning

Cost Estimate Classification: 5 | **Est. Start Date:** 2022 | **Est. End Date:** 2026

Description & Background

This project includes the design and construction of covered as well as heated vehicle parking structures, material bins, and a decant facility as well as a shop building to provide crew areas for identified departments.

Need/Justification

This project consists of 2 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.

Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites and the pending sale of the Boyd Acres site requiring exiting from that site.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
General Obligation Bond	$ -	
Other (see below)	$ 27,361,800	
Impact on Operating Budget: Minimal		

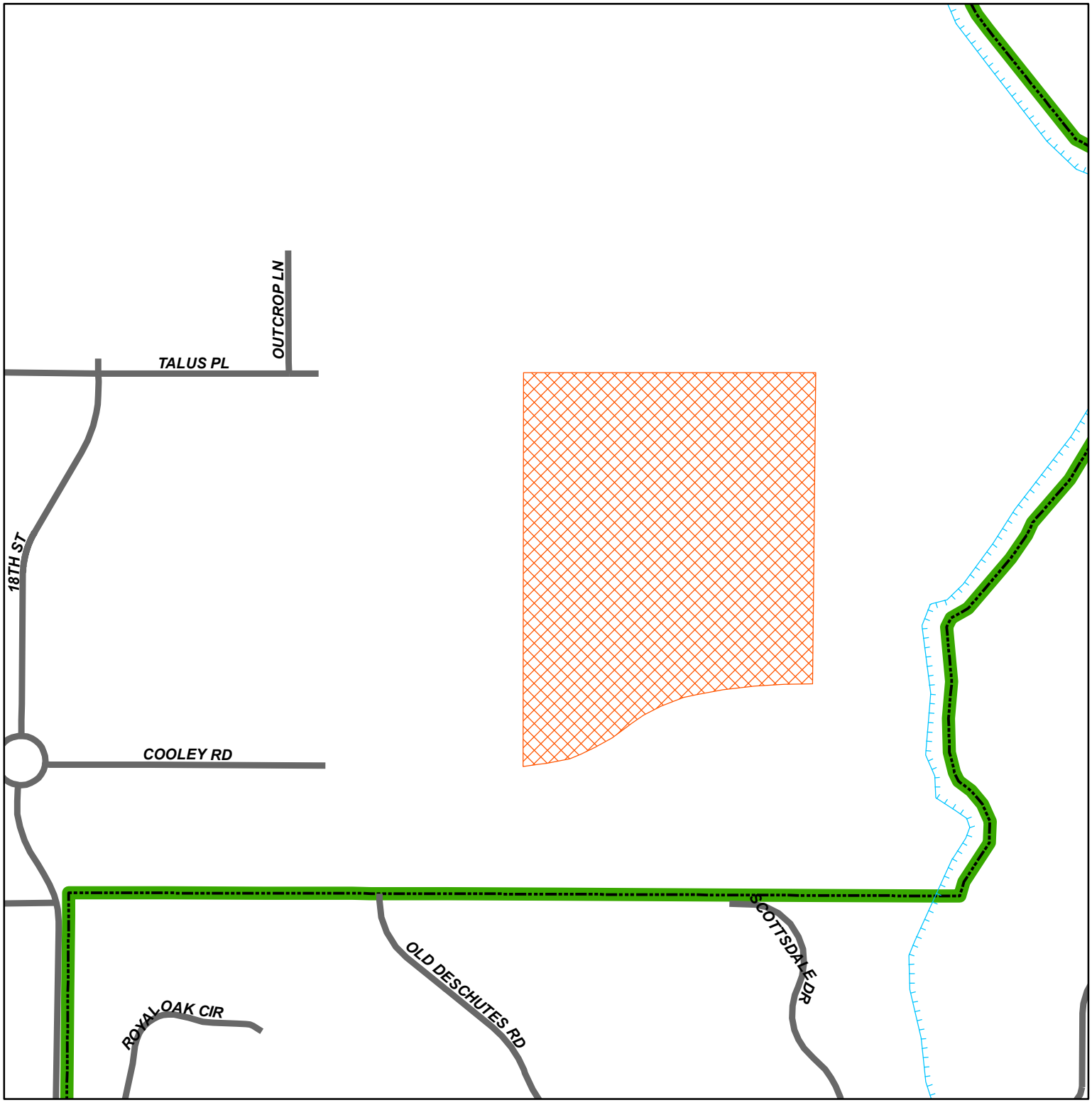
Method of Financing: Projects will be funded by issuance of long-term debt. Annual debt service payments will be made by operating departments at each site.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 335,500	$ 2,021,500	$ 4,647,500	$ 11,473,300	$ 8,884,000	$ -

Total Project Cost Estimate: $ 27,361,800*

* Project costs reflect current estimates, and may vary from the 5-year CIP included in the budget and adopted by City Council in June 2021. A future budget adjustment and updated CIP will be presented to City Council in the biennium.



CITY OF BEND

Juniper Ridge Corporate Yard

Vehicle Storage/Shop Bldg

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

FA23AX Juniper Ridge Corporate Yard Fuel Island

Fund: Facilities Management
Project Manager: Jo Wells | **Project Status:** In process | **Project Phase:** Planning
Cost Estimate Classification: 5 | **Est. Start Date:** 2022 | **Est. End Date:** 2026

Description & Background

This project consists of design and construction of a fuel island and ancillary equipment.

Need/Justification

This project consists of 1 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.

Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites and the pending sale of the Boyd Acres site requiring exiting from that site.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
General Obligation Bond	$ -	
Other (see below)	$ 2,366,400	
Impact on Operating Budget: Minimal		

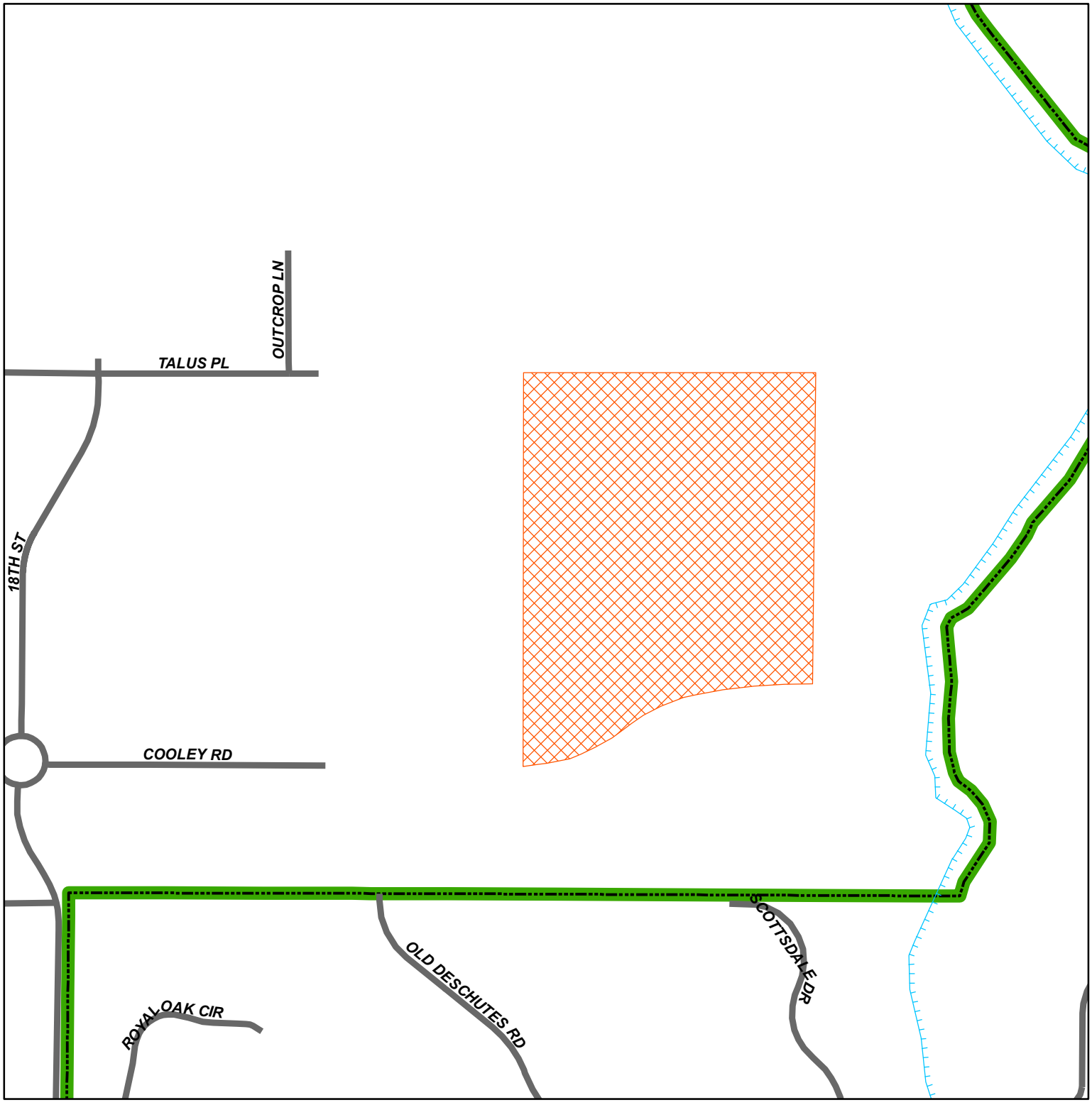
Method of Financing: Projects will be funded by issuance of long-term debt. Annual debt service payments will be made by operating departments at each site.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 29,000	$ 174,800	$ 402,000	$ 992,300	$ 768,300	$ -

Total Project Cost Estimate: $ 2,366,400*

* Project costs reflect current estimates, and may vary from the 5-year CIP included in the budget and adopted by City Council in June 2021. A future budget adjustment and updated CIP will be presented to City Council in the biennium.



CITY OF BEND

Juniper Ridge Corporate Yard

Fuel Island

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

FA24AX Juniper Ridge Corporate Yard Fleet Building

Fund: Facilities Management

Project Manager: Jo Wells | **Project Status:** In process | **Project Phase:** Planning

Cost Estimate Classification: 5 | **Est. Start Date:** 2022 | **Est. End Date:** 2026

Description & Background

This project consists of design and construction of a fleet maintenance building and truck wash facility.

Need/Justification

This project consists of 1 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.

Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites and the pending sale of the Boyd Acres site requiring exiting from that site.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
General Obligation Bond	$ -	
Other (see below)	$ 16,029,400	
Impact on Operating Budget: Minimal		

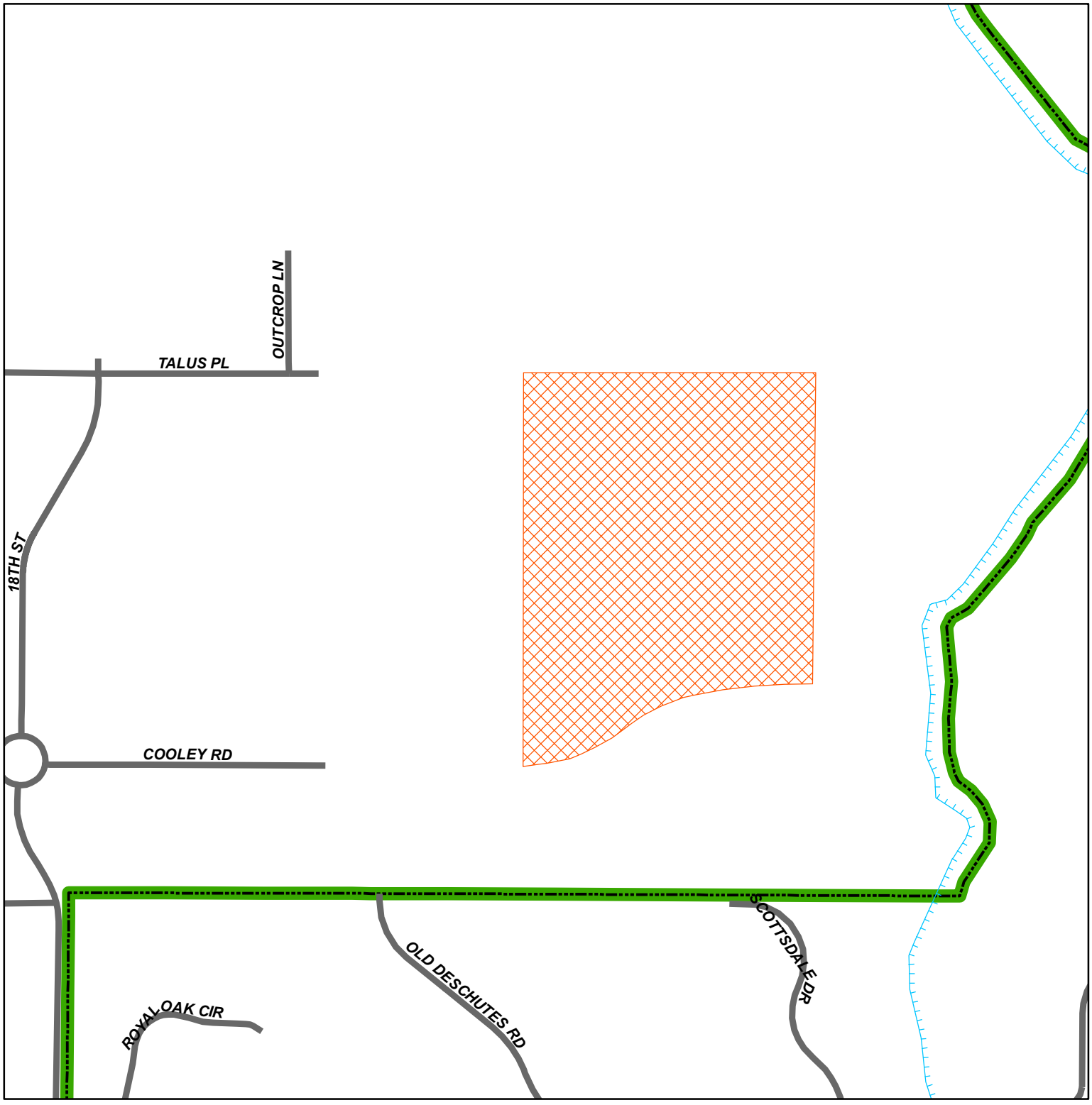
Method of Financing: Projects will be funded by issuance of long-term debt. Annual debt service payments will be made by operating departments at each site.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 196,600	$ 1,184,200	$ 2,722,700	$ 6,721,400	$ 5,204,500	$ -

Total Project Cost Estimate: $ 16,029,400*

* Project costs reflect current estimates, and may vary from the 5-year CIP included in the budget and adopted by City Council in June 2021. A future budget adjustment and updated CIP will be presented to City Council in the biennium.



CITY OF BEND

Juniper Ridge Corporate Yard

Fleet Building

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
2022 – 2026 CIP | 2021 – 2023 Biennial Budget

FA25AX Juniper Ridge Public Works Administration, Lab, & Warehouse

Fund: Facilities Management

Project Manager: Jo Wells | **Project Status:** In process | **Project Phase:** Planning

Cost Estimate Classification: 5 | **Est. Start Date:** 2022 | **Est. End Date:** 2026

Description & Background

This project includes the remaining functions required to complete the Public Works Campus including the Public Works Administration, Lab, and Warehouse facilities.

Need/Justification

This project consists of 3 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.

Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.

Financial Summary

Total Project Spending by Fund		Consequence of Delaying or Eliminating
Accessibility Construction	$ -	Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites and the pending sale of the Boyd Acres site requiring exiting from that site.
Transportation Construction	$ -	
Water	$ -	
Water Reclamation	$ -	
Stormwater	$ -	
General Obligation Bond	$ -	
Other (see below)	$ 48,804,000	
Impact on Operating Budget: Minimal		

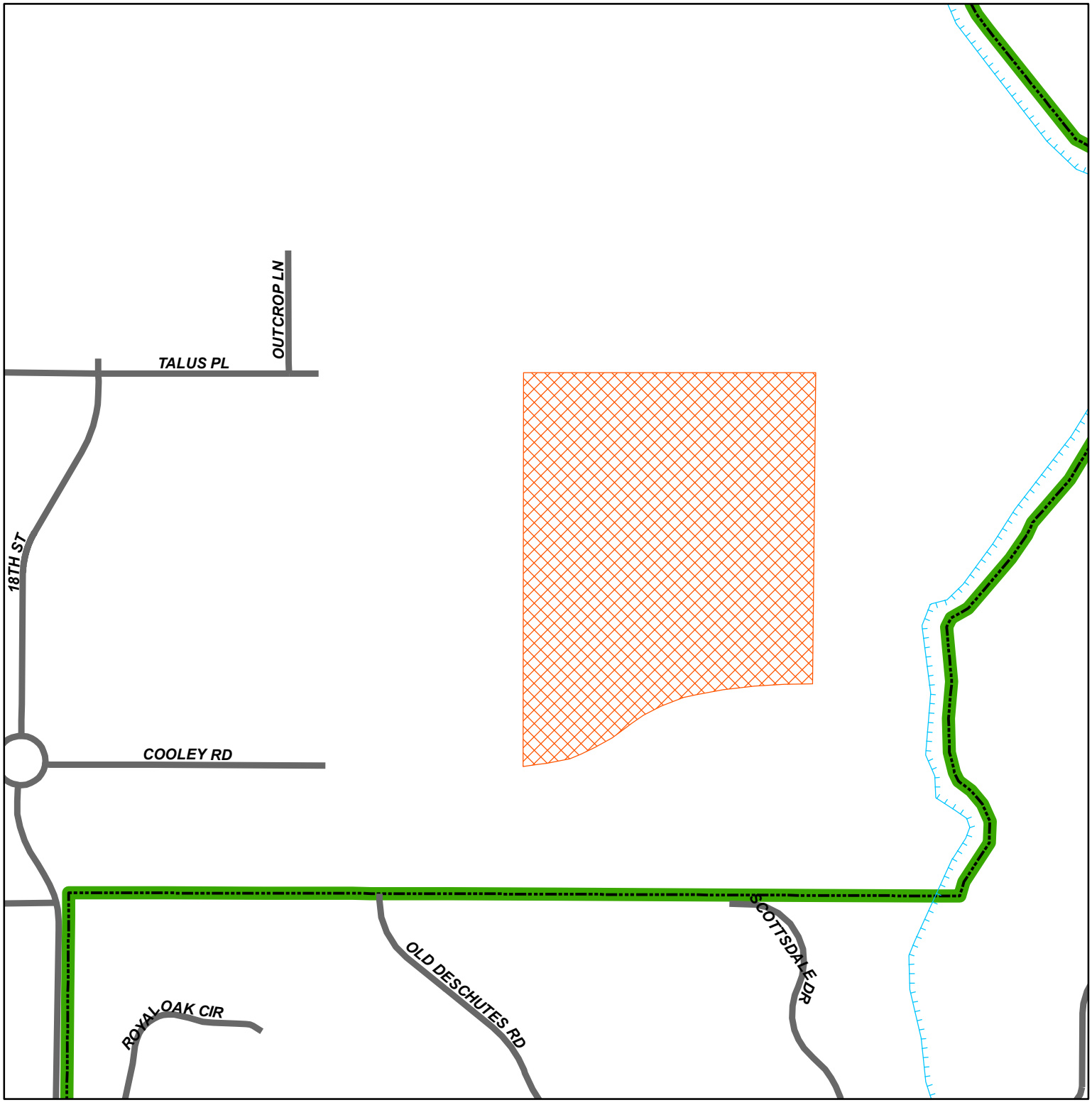
Method of Financing: Projects will be funded by issuance of long-term debt. Annual debt service payments will be made by operating departments at each site.

Project Lifecycle Spending Projection

PRIOR	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FUTURE
$ -	$ -	$ 598,400	$ 3,605,600	$ 8,289,600	$ 20,464,400	$ 15,846,000	$ -

Total Project Cost Estimate: $ 48,804,000*

* Project costs reflect current estimates, and may vary from the 5-year CIP included in the budget and adopted by City Council in June 2021. A future budget adjustment and updated CIP will be presented to City Council in the biennium.



Juniper Ridge Public Works Campus

CITY OF BEND

NOT TO SCALE

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Acronyms

ADA Americans with Disabilities Act of 1990

APWA American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

ARRA American Recovery and Reinvestment Act

BEDAB Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

BIPOC Black, Indigenous, and People of Color

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

BFA Bend Fire Association

BPA Bend Police Association

BRR Barrier Removal Requests

BURA Bend Urban Renewal Agency

CAD Computer-Aided Design

CCAP Community Climate Action Plan

CDBG Community Development Block Grant, as a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Community Development Department which includes the City of Bend's Building, Planning, Private Development Engineering, Growth Management, and Code Enforcement programs.

CET Cascade East Transit which provides bus service to Deschutes, Crook and Jefferson Counties and is operated by the Central Oregon Intergovernmental Council.

CICT Commercial and Industrial Construction Tax is a fee of 1/3 of 1% of the total building permit valuation on commercial and industrial building permits issued by the City.

CIP Capital Improvement Program, a plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

CMO Abbreviation for the City Manager's Office

COBAAC City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a labor association representing labor, technical and clerical employees in the Utilities, Streets & Operations, Financial Services, Information Technology and Community Development departments.

COCA Central Oregon Coalition for Access

COIC Central Oregon Intergovernmental Council organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

CWSRF Clean Water State Revolving Fund loans

DOJ Department of Justice, a department of the United States Government created to enforce the law and defend the interests of the United States according to the law.

DCRFPD #2 Deschutes County Rural Fire Protection District No. 2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This acronym is used interchangeably with RFPD.

DEI Diversity, Equity and Inclusion, may also be referenced as DEIA or Diversity, Equity, Inclusion and Accessibility

EID Economic Improvement District

EIPD Abbreviation for the Engineering & Infrastructure Planning Department

ERP Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources. Also referred to as the “LEAP” project.

FAA Federal Aviation Administration

FTE Full Time Equivalent, staffing levels are measured in FTE’s to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

GAAP Generally Accepted Accounting Principles, which are uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GFOA Government Finance Officers Association, the professional association of state/provincial and local finance officers in the United States and Canada, that has served the public finance profession since 1906.

GIS Geographic Information System

GO Bond General Obligation Bond, a municipal bond backed by the full faith and credit of the issuing municipality. This means the municipality commits its full resources to paying bondholders, including the raising of property taxes. The City of Bend issued GO Bonds during the 2011-2013 Biennium for transportation system improvements that were approved by the voters in May 2011. In November 2020 voters approved a $190 million bond for transportation improvements.

GPS Global Position System

HR Abbreviation for the Human Resources department

HREC Human Rights and Equity Commission

ICE Abbreviation for the Instrumentation, Controls and Electrical program within the Utilities Department.

IT Abbreviation for the Information Technology department

LEAP Leading Effective Applications and Processes, a Citywide enterprise resource planning software replacement and business process review project.

LID Local Improvement District, an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

LUBA Land Use Board of Appeals

MS4 Municipal Separate Storm Sewer Phase II stormwater permit

NA Neighborhood Association

NLA Neighborhood Leadership Alliance, which is a Council advisory committee comprised of one representative from each neighborhood association

NPDES National Pollutant Discharge Elimination System

O&M Operations & Maintenance

ODOT Oregon Department of Transportation

OPEB Other Post-employment Benefits

OPM Office of Performance Management

OR-DEQ Oregon Department of Environmental Quality, a regulatory agency whose job is to protect the quality of Oregon's environment by being a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

ORS Oregon Revised Statutes

PSH Permanent Supportive Housing

PERS Public Employees Retirement System for the State of Oregon

PMO Project Management Office

RAB Abbreviation for roundabout. This abbreviation is commonly used in the Capital Improvement Program.

RFPD Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department.

RMV Real Market Value, the value of real property as determined by the Deschutes County Assessor's Office in terms of what it would be worth on the open market.

SCADA Abbreviation for Supervisory Control and Data Acquisition program within the Utilities Department which allows for systems automation, control, and monitoring.

SEM Strategic Energy Management Plan

SDC's Systems Development Charges, which are fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development.

TAV Taxable Assessed Valuation, a valuation set upon real estate or other property by a government as a basis of levying taxes. Assessed value is determined by the Deschutes County Assessor's Office.

TSP Transportation System Plan, which is part of the City's Comprehensive Plan and is dedicated to planning for transportation needs over the next 20 years.

TIF Tax Increment Financing, the primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

TNI The National Environmental Laboratory Accreditation Program Institute

TRT Transient Room Tax, also referred to as Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

UEFB Unappropriated Ending Fund Balance, resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

UIC Underground Injection Control

USGS United States Geological Survey

WPCF Water Pollution Control Facilities permit

WFF Water Filtration Facility

WRF Water Reclamation Facility

Glossary

Accrual Basis The recording, of the financial effects on a government, of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

Activity Classification Expenditure classification according to the specific type of work performed by organizational units (e.g., police is an activity within the Public Safety service area).

ADA Acronym for the Americans with Disabilities Act of 1990.

Adopted Budget Proposed budget amended and approved by the Budget Committee becomes the adopted budget after City Council takes action on it. The adopted budget becomes effective July 1 and includes all Council adopted changes through the year.

Ad Valorem Tax A property tax computed as a percentage of the value of taxable property.

Agency Fund A fund normally used to account for assets held by government as an agent for individuals, private organizations or other governments and/or other funds.

Annexation The incorporation of land into an existing city with a resulting change in the boundaries of that city.

Appropriated Budget The expenditure authority created by the appropriation bills and ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Approved Budget Proposed budget as amended and approved by the Budget Committee and recommended to the City Council for adoption.

APWA Acronym for the American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

Assessed Valuation A valuation set upon real estate or other property by a government as a basis of levying taxes.

Asset A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

Balanced Budget The State of Oregon defines a balanced budget as “the total resources in a fund equal the total of expenditures and requirements for that fund”.

Basis of Accounting A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

BEDAB Acronym for Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

BIPOC Acronym for Black, Indigenous, and People of Color.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

Bond A long-term promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date).

Budget A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Committee As dictated by Oregon State Statute, the budget committee consists of the governing body and an equal number of appointed community members and is charged with the task of reviewing the proposed budget, taking public comment and approving the budget.

Budgetary Control The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

BURA Abbreviation for Bend Urban Renewal Agency.

Capital Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets, also referred to as fixed assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over $10,000 with an estimated life of one year or more.

Capital Expenditures Expenditures resulting in the acquisition of or addition to the government's general fixed assets.

Capital Improvement Fund A fund that accounts for the resources to be used for the acquisition or construction of major capital facilities.

Capital Improvement Program (CIP) A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Capital Improvement Project Expenditures which result in the acquisition of land, improvements to existing facilities, and construction of streets, sewers, storm drains and other public facilities.

Capitalization Policy The criteria used by the government to determine which outlays should be reported as fixed assets. As of July 1, 2019, the City's capitalization limit is $10,000, an increase from $5,000.

Capital Projects Fund A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Cash Basis A basis of accounting under which transactions are recognized only when cash is received or disbursed.

CDBG Abbreviation for Community Development Block Grant. As a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Abbreviation for Community Development Department, which includes the City of Bend's Building, Planning, Private Development Engineering, Growth Management, and Code Enforcement programs.

CET Acronym for Cascade East Transit which is operated by Central Oregon Intergovernmental Council and provides bus service to Deschutes, Crook and Jefferson Counties.

CICT Commercial and Industrial Construction Tax is a fee of 1/3 of 1% of the total building permit valuation on commercial and industrial building permits issued by the City.

COBAAC Acronym for City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Utilities, Streets & Operations, Financial Services, Information Technology and Community Development departments.

COIC Acronym for Central Oregon Intergovernmental Council organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

Contingency An appropriation established in certain funds for the funding of unforeseen events. Contingency may be appropriated for a specific purpose by the City Council upon the approval of a resolution.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

Debt An obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit The maximum amount of outstanding gross or net debt legally permitted.

Debt Proceeds The difference between the face amount of debt and the issuance discount or the sum of the face amount and the issuance premium. Debt proceeds differ from cash receipts to extent issuance costs, such as underwriters' fees, are withheld by the underwriter.

Debt Service Fund A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Service Requirements The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Delinquent Taxes Taxes remaining unpaid on or after the date to which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or cancelled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid or converted into tax liens.

Deschutes County Rural Fire Protection District # 2 (DCRFPD #2) which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

DEI Diversity, Equity and Inclusion, may also be referenced as DEIA or Diversity, Equity, Inclusion and Accessibility

DOJ Department of Justice, a department of the United States Government created to enforce the law and defend the interests of the United States according to the law.

EID Economic Improvement District created for the maintenance and beautification of downtown Bend.

EIPD Abbreviation for the Engineering & Infrastructure Planning Department.

Employee Benefits Benefits include social security, retirement, group health, dental and life insurance, workers' compensation, and disability insurance.

Encumbrances Commitments related to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, airport, sewer).

ERP Acronym for Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources. Also referred to as the "LEAP" project.

Expenditures Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Fees General term used for any charge levied by local government in connection with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business and non-business licenses, fines, and user charges.

Fiduciary Fund Type The Trust and Agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

Financial Resources Cash or other assets that, in the normal course of operations, will become cash.

Fiscal Year A twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City's fiscal year begins on July 1 and ends the following June 30.

Fixed Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets, also referred to as capital assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over $5,000 with an estimated life of one year or more.

Franchise A special privilege granted by a government, permitting the continued use of public property, and usually involving the elements of monopoly and regulation.

FTE Abbreviation for Full Time Equivalent. Staffing levels are measured in FTE's to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

Fund A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance The difference between fund assets and fund liabilities of governmental and similar trust funds.

Fund Type Any one of seven categories into which all funds are classified in governmental accounting. The seven types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

General Fund The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GFOA Government Finance Officers Association, the professional association of state/provincial and local finance officers in the United States and Canada, that has served the public finance profession since 1906.

GO Bond General Obligation Bond, a municipal bond backed by the full faith and credit of the issuing municipality. This means the municipality commits its full resources to paying bondholders, including the raising of property taxes. The City of Bend issued GO Bonds during the 2011-2013 Biennium for

transportation system improvements that were approved by the voters in May 2011. In November 2020 voters approved a $190 million bond for transportation improvements.

Governmental Accounting The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

Governmental Fund Types Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds and fiduciary funds.

Grants Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

Infrastructure Assets Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

Interfund Transactions Transactions between funds of the same government reporting entity. They include 1) Quasi-external Transactions, 2) Reimbursements, 3) Residual Equity Transfers, 4) Operating Transfers and 5) Interfund Loans.

Interfund Transfers All interfund transactions except loans, quasi-external transactions and reimbursements.

Intergovernmental Revenues Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Interim Borrowing 1) Short-term loans to be repaid from general revenues during the course of a fiscal year. 2) Short-term loans in anticipation of tax collections, grants or bond issuance.

Internal Service Fund A fund used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

LEAP Acronym for Leading Effective Applications and Processes, a Citywide enterprise resource planning software replacement and business process review project.

Legal Level Of Budgetary Control The level at which spending in excess of budgeted amounts would be a violation of law.

Liabilities Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

LID Abbreviation for Local Improvement District. A LID is an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

Materials and Services Object classification to account for purchases of materials and services excluding capital outlay, personnel and debt service.

Measurable and Available An accounting convention employed in the modified accrual accounting basis to determine if a revenue is recognized in the current period.

Modified Accrual Basis of accounting in which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received. All governmental funds are accounted for using the modified accrual basis of accounting.

NLA Neighborhood Leadership Alliance, which is a Council advisory committee comprised of one representative from each neighborhood association

Nonexpendable Trust Fund A trust fund, the principle of which may not be expended.

O&M Acronym for Operations & Maintenance.

ODOT Abbreviation for Oregon Department of Transportation.

Object Class Expenditure classification according to the types of items purchased or services obtained (e.g., personal services, materials, supplies and equipment).

Operating Budget Planned, 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 a government are controlled.

Operating Transfers All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

Ordinance A formal legislative enactment by the governing body of a municipality. The difference between an ordinance and a resolution is that the later requires less legal formality and has a lower legal status.

OR-DEQ An acronym for the Oregon Department of Environmental Quality, a regulatory agency whose job is to project the quality of Oregon's environment by being a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

Permanent Fund A fund established to report resources that are legally restricted so that only earnings, and not principal, may be used for purposes that support the program.

PERS Abbreviation for the State of Oregon Public Employees Retirement System.

Personnel Services Object classification to account for compensation to City employees in the form of salaries, wages and employee benefits.

Program A group of related activities to accomplish a major service or function for which the local government is responsible.

Proposed Budget The budget proposed by the City Manager and submitted to the Budget Committee prior to their deliberations.

Proprietary Fund Types Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Quasi-External Transactions Interfund transactions that would be treated as revenues, expenditures or expenses if they involved organizations external to the government unit. (e.g., internal service fund billings to departments). These transactions should be accounted for as revenues, expenditures or expenses in the funds involved.

RAB Abbreviation for roundabout. This abbreviation is commonly used in the Capital Improvement Program.

Reimbursements (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but that properly apply to another fund. These transactions are recorded as expenditures or expenses in the reimbursing fund and as reductions of expenditures or expenses in the fund reimbursed.

Requirements Total expenditures, contingency and unappropriated fund balance.

Reserved Fund Balance Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Residual Equity Transfer Nonrecurring or nonroutine transfers of equity between funds (e.g., transfers of residual balances of discontinued funds to the general fund or debt service fund).

Resolution A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Restricted Assets Monies or other resources, the use of which is restricted by legal or contractual requirements.

Revenues (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

RFPD Abbreviation for the Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with DCRFPD #2.

RMV Real Market Value. The value of real property as determined by the Deschutes County Assessors Office in terms of what it would be worth on the open market.

Special Revenue Fund A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes.

Supplemental Budget Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. The supplemental budget cannot be used to increase a tax levy.

Systems Development Charges (SDCs) SDCs are fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development.

TAV Taxable Assessed Valuation, a valuation set upon real estate or other property by a government as a basis of levying taxes. Assessed value is determined by the Deschutes County Assessor's Office.

TIF An acronym for tax increment financing. The primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

TRT Transient Room Tax, also referred to as Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

Trust Funds Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

TSP Transportation System Plan, which is part of the City's Comprehensive Plan and is dedicated to planning for transportation needs over the next 20 years.

Unappropriated Ending Fund Balance Resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UEFB An acronym for Unappropriated Ending Fund Balance. These are resources not appropriated by budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

WRF An acronym for the Water Reclamation Facility, which converts wastewater into water that can be reused for other purposes.

Working Capital Unspent resources that can be carried over to the following fiscal year and which are available for appropriation.

Staffing Schedule by Service Area

		2021-22 Changes				2022-23 Changes			
	Adopted FY2020-21	New Positions	Transfers & Reclasses	Eliminated Positions	Adopted FY2021-22	New Positions	Transfers & Reclasses	Eliminated Positions	Adopted FY2022-23
PUBLIC SAFETY									
Police Department	137.00	8.00	-	-	145.00	-	-	-	145.00
Fire Department	131.62	-	-	-	131.62	-	-	-	131.62
Municipal Court	4.00	-	-	-	4.00	-	-	-	4.00
PUBLIC SAFETY TOTAL	***272.62***	***8.00***	***-***	***-***	***280.62***	***-***	***-***	***-***	***280.62***
INFRASTRUCTURE									
Water	31.00	1.00	-	-	32.00	-	-	-	32.00
Water Reclamation	30.50	2.00	-	-	32.50	-	-	-	32.50
Stormwater	8.00	-	-	-	8.00	-	-	-	8.00
Utility Laboratory	9.00	-	-	-	9.00	-	-	-	9.00
Utilities Support	25.00	-	-	-	25.00	-	-	-	25.00
Utilities Data Services	6.00	-	-	-	6.00	-	-	-	6.00
Instrument Control & Electrical	9.00	-	-	-	9.00	-	-	-	9.00
Engineering & Infrastructure Planning	31.00	2.00	-	-	33.00	-	-	-	33.00
Streets & Operations	49.00	3.00	-	-	52.00	-	-	-	52.00
Accessibility Program	1.50	-	(1.50)	-	-	-	-	-	-
Cemetery	1.00	-	-	-	1.00	-	-	-	1.00
Parking Services	1.00	-	-	-	1.00	-	-	-	1.00
INFRASTRUCTURE TOTAL	***202.00***	***8.00***	***(1.50)***	***-***	***208.50***	***-***	***-***	***-***	***208.50***
COMMUNITY & ECONOMIC DEVELOPMENT									
Development Services/CDD Administration	11.00	4.00	1.50	-	16.50	-	-	-	16.50
Building	39.00	-	-	-	39.00	-	-	-	39.00
Planning	18.00	2.00	-	-	20.00	-	-	-	20.00
Private Development Engineering	15.00	1.00	1.00	-	17.00	-	-	-	17.00
Code Enforcement	5.00	-	-	-	5.00	-	-	-	5.00
Growth Management	8.00	-	(2.50)	-	5.50	-	-	-	5.50
Economic Development	-	2.00	4.00	-	6.00	-	-	-	6.00
Affordable Housing/CDBG	2.00	1.50	-	-	3.50	-	-	-	3.50
Business Advocacy	1.00	-	-	-	1.00	-	-	-	1.00
Airport	2.25	-	-	-	2.25	-	-	-	2.25
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL	***101.25***	***10.50***	***4.00***	***-***	***115.75***	***-***	***-***	***-***	***115.75***
ADMINISTRATION & CENTRAL SERVICES									
Performance Management	8.00	1.00	-	-	9.00	-	-	-	9.00
Project Management Office	-	-	5.00	-	5.00	-	-	-	5.00
City Manager's Office	12.00	-	(1.00)	-	11.00	-	-	-	11.00
Economic Development	4.00	-	(4.00)	-	-	-	-	-	-
Communications	5.00	-	-	-	5.00	-	-	-	5.00
Human Resources/Volunteerism	10.00	-	-	-	10.00	-	-	-	10.00
Finance Department	18.00	-	(1.00)	-	17.00	-	-	-	17.00
Purchasing	5.00	1.00	-	-	6.00	1.00	-	-	7.00
Legal	5.00	-	-	-	5.00	-	-	-	5.00
Diversity, Equity, Inclusion and Accessibility (DEIA)	-	-	2.50	-	2.50	-	-	-	2.50
Sustainability	-	-	1.00	-	1.00	-	-	-	1.00
Information Technology	23.00	1.00	(5.00)	-	19.00	-	-	-	19.00
Insurance / Risk Management	-	-	-	-	-	1.00	-	-	1.00
Facilities Management	9.00	1.00	-	-	10.00	-	-	-	10.00
Fleet Management	11.75	-	-	-	11.75	-	-	-	11.75
ADMINISTRATION TOTAL	***110.75***	***4.00***	***(2.50)***	***-***	***112.25***	***2.00***	***-***	***-***	***114.25***
TOTAL POSITIONS *	***686.62***	***30.50***	***-***	***-***	***717.12***	***2.00***	***-***	***-***	***719.12***

* includes regular and limited term employees

Descriptions of New Full-Time Equivalents (FTE) and Limited-Term Employees (LTE)

The following pages include detailed descriptions of the 32.50 requested new positions. Explanations are presented by service area.

Public Safety – Additional 8.0 Positions

Police Records Supervisor (1) FTE

The Police Department requests one Police Records Supervisor. In addition to overseeing eleven direct reports, the current Records and Evidence Program Manager (REPM) has experienced a drastic increase in workload. Adoption of new technology that requires implementation and ongoing administration (officer report writing system, e-ticketing software, dispatch system) has created efficiency improvements but also additional work for the records team. As the City and police department has grown, high-level incidents and investigations have also increased and require involvement from an expert in records and evidence. With the implementation of body worn and vehicle cameras, the REPM will also be responsible for video records. The Records Supervisor will provide much needed support and allow for a sustainable distribution of management responsibilities and workload.

Police Detective (1) FTE

The Police Department requests one Police Detective. This position will support child abuse investigations and Department of Human Services (DHS) cases. In 2019, the Bend Police Department experienced an increase of 17% in DHS cross reports (allegations of child abuse or neglect mandated by law to be referred to and investigated as appropriate by Law Enforcement and Child Services). The immediate placement of a Detective will alleviate patrols' need to handle the majority of the cross reports, which will free up time for proactive policing and responding to emergency calls for service.

Forensic Evidence Technician (1) FTE

The Police Department requests one Forensics Evidence Technician to support physical evidence collection, analysis and evaluation, and new and ongoing investigations. Physical Forensics have become an even more crucial aspect of law enforcement, especially to the successful prosecution of a criminal matter due to the advancement in forms of evidence collection. A physical forensic technician would be responsible for identifying, collecting and preserving evidence, in addition to administering and overseeing evidence collection equipment such as the Leica scanner and coordinating with the State Police Crime lab.

School Resource Officer (1) FTE

The Police Department requests one School Resource Officer to provide services to the new Caldera High School. The addition of this special assignment officer will allow for extended high school coverage throughout the district. Bend LaPine School District will contribute approximately half of the school year cost of the officer. The position will focus on being proactive with teens in an effort to reduce school violence and suicides, as well as foster trust among the community's youth.

Information Technology Technician (1) FTE

The Police Department requests one Information Technology Technician. This position will support the implementation and maintenance of the Body-Worn Camera (BWC) Program. This technology requirements of the BWC Program include, but are not limited to; hardware and software troubleshooting and repair, vendor liaising, new user training and implementation, ongoing maintenance and technology budget forecasting related to growth of the agency. Technology for body-worn cameras has come a long way in the last several years, but still adds a significant workload to the police department's IT team. This position will help ensure our BWC technology is functioning at a high level, adding to the transparency and credibility of the police department and the City of Bend.

Overhire Police Officer (2) FTEs

The Police Department requests two non-budgeted Overhire Police Officer positions for hiring flexibility. Authorization of these additional positions allows the department to maintain staffing levels when natural attrition occurs, resulting in decreased overall expenditures. These positions support the department strategy to invest in the delivery of City public safety services that align with broader community values, plans and vision, through the recruitment and retention of a diverse workforce that reflects the community.

Communication Coordinator (1) FTE

The Police Department requests one Communications Coordinator. This position is requested as a response to City Council's 2021-2023 goal of Accessible & Effective City Government, specifically the strategy to expand opportunities for community members to engage with the City. The position will create capacity for engaging the community specifically with the Bend Police Department and increasing overall transparency. The position will coordinate the Police department's community involvement and outreach efforts and act as a liaison between the Police department, centralized City Communications and the community by developing, implementing, coordinating, and managing communication programs including promoting awareness of the goals and activities of the Police department and City.

<u>Infrastructure – Additional 8.0 Positions</u>

Utility Program Compliance Technician (1) FTE

The Utilities Department, Laboratory Division, requests one Utility Program Compliance Technician to assist with water conservation. The technician will return staffing to a level necessary for the department to effectively manage future demands of the water utility. The position will allow the water resources team to continue developing the water conservation program, explore and pilot new conservation benchmarks, demonstrate environmental stewardship and build resiliency.

Water Reclamation Plant Mechanic (1) FTE

The Utilities Department, Water Reclamation Division, requests one Water Reclamation Facility (WRF) Mechanic to provide additional support to the city's wastewater facility at a critical time. The WRF has completed three capacity improvement projects in recent years

and is transitioning from reactive maintenance to a more proactive, data-driven approach that will enhance facility operations and reduce long-term costs. This position will ensure that the WRF is properly staffed to address both routine and proactive maintenance issues, as required by the Water Pollution Facility Control permit through the Oregon Department of Environmental Quality.

Utility Collections Apprentice (1) FTE

The Utilities Department requests one Utility Collections Apprentice to provide additional capacity to Collections team. This will improve the department's ability to respond to emergencies and conduct additional preventative maintenance of the system. Staffing levels for the Collections team are near the minimum levels necessary for maintaining a sewer collection system of the City's size and complexity. This position will provide the necessary support to accommodate the robust growth of the construction industry by conducting regular preventative maintenance that is crucial to the integrity of the system. This will result in both environmental and public health benefits.

Engineering Associate (1) FTE

The Engineering and Infrastructure Planning Department (EIPD) requests one Engineering Associate. Additional employee resources are needed to meet the demands of the proposed 2022-2026 Capital Improvement Program. This position is being requested with anticipated re-evaluation of additional needs at the mid-year to consider the impacts of the adoption of the Integrated Water Master Plan, Airport Master Plan and construction support, Water Reclamation Facilities Plan update, and GO Bond impacts.

Senior Project Engineer (1) FTE

The Engineering and Infrastructure Planning Department requests one Senior Project Engineer to work on the $190 Million General Obligation (GO) Bond approved by voters in November 2020. The Senior Engineer position will provide the appropriate level of support to execute the GO Bond program with the flexibility to manage a variety of projects, ranging from a major project to several projects with complex features of moderate scope. This position is part of a team that will include a Principal Engineer position and a Communication Coordinator position.

Streets Utility Yard Worker (1) FTE

The Transportation and Mobility Department requests one Streets Utility Yard Worker. This position will manage public works yard activities and support the material needs of all department programs. This position replaces a position that was removed from the staffing schedule during COVID-19 budget reductions in June 2020. Approval of this position allow the department to maintain levels of service, meet the demands of a growing system, and deliver on the Transportation System Plan (TSP) initiatives.

Engineering Inspector / Technician (1) FTE

The Transportation and Mobility Department requests one Engineering Inspector / Technician to support a growing transportation system, new initiatives identified in the TSP, and multi-modal efforts. This position will supplement the existing Engineering Inspector to adequately evaluate a robust street preservation program and department work that requires 24-hour construction during the peak season. Growth in efficient synergy planning and project efforts with both internal and external partners has increased Engineering Inspector duties. Approximately 30% of this position's time will support the Transportation Engineering Operations Division with programs such as speed management, speed radar, and traffic counts.

Streets Utility Worker (1) FTE

The Transportation and Mobility Department requests one Streets Utility Worker. This position replaces a position that was removed from the staffing schedule during COVID-19 budget reductions in June 2020. This position will support winter operations and the striping / legends crews to provide bandwidth to run crews simultaneously, which is not possible at current staffing levels.

Community & Economic Development – Additional 10.50 Positions

Administrative Support Specialist (2) FTEs

The Community Development Department (CDD) requests two Administrative Support Specialists. These positions will allow for full coverage of the permit center, with extended hours due to increased customer service traffic and provide additional support for City View assimilation. These positions will also support internal administrative restructuring to ensure workload balance and allow for internal centralization.

Program Technician (1) FTE

The Community Development Department (CDD) requests one Program Technician I to support the Permit Center operations and customer service. The position will provide customer service support and payment processing for the Permit Center and CDD divisions. Current staffing levels at the permit center result in consequences such as delays, customer disruptions, and pulling staff from other areas that are not trained and distract from their primary functional role.

Business Analyst (1) FTE

The Community Development Department (CDD) requests one Business Analyst. This position is requested to cover data analysis and continuous improvement efforts, following the implementation of CityView software.

Senior Planner (2) FTEs

The Planning Department requests two Senior Planners. One of these positions replaces a position that was removed from the staffing schedule during COVID-19 budget reductions in

June 2020. A second position was added to the 2021-2023 approved budget by the Budget Committee on May 12, 2021. Over the past year, the division implemented short-term resource measures, such as temporary staffing, to allow time to monitor business needs and application volumes. However, temporary staffing has not been an adequate alternative to the job function provided by this role. Approval of these positions will provide long-term viability in reviewing applications, including the most complex projects. In Fiscal Year (FY) 2019-20, complex planning applications (Tier 3 and 4) increased over the prior FY by an average of 48% and are projected to continue to be above average.

Engineering Technician II (1) FTE

The Private Development Engineering Department requests one Engineering Technician II. This role will repurpose the recently eliminated Business Manager position to better balance the growing workload in Engineering. This position currently exists as a Limited Time Employee (LTE), but will be converted to FTE to provide a long-term solution to department needs.

Senior Program Analyst (1) FTE

The Economic Development Department requests one Senior Program Analyst. This position will support the Urban Renewal Manager with existing and future operations related to the development and redevelopment of the Juniper Ridge Urban Renewal Area and the Core Area Tax Increment Finance area. This request is driven by the implementation of the City Council's Shared Prosperity goals related to development of the three Urban Renewal Areas.

Senior Planner (1) FTE

The Economic Development Department requests one Senior Planner position. This position was added to the 2021-2023 approved budget by the Budget Committee on May 12, 2021 to specifically address expedient implementation of City Council's Shared Prosperity Goal. This position will serve in a business advocate role to support the Urban Renewal Manager with future operations related to the Core Area Tax Increment Finance area.

Program Coordinator (1) FTE & Senior Administrative Support Specialist (0.5) FTE

The Affordable Housing department requests one Program Coordinator and one half time Senior Administrative Support Specialist to address the workload associated with the new Commercial and Industrial Construction Tax (CICT), passed by City Council in December 2020. The new revenue will drive expansion of the existing Housing program, including support for homelessness services. The program will manage additional RFP processes and long-term contracts that require ongoing tracking of milestones. The positions also support City Council's Housing and Shared Prosperity goals related to housing and homelessness issues. Funding for these positions will be shared amongst the Affordable Housing, Community Development Block Grant (CDBG) and the CICT programs.

Administration – Additional 6.0 Positions

Information Systems Analyst (1) FTE

The Office of Performance Management (OPM) requests one Sr. Information Systems Analyst to help support the developing OPM team and to efficiently use data analysis and strategic thinking to provide the City with performance metrics. The department requires additional support for Utility Billing, the Innovation Strategic Plan (ISP) projects, and building and maintaining department reports and dashboards. This position will help to alleviate some of the workload of current employees, allowing them to focus on assigned ISP projects and programs.

Senior Procurement Analyst (1) FTE

The Procurement Department requests one Senior Procurement Analyst to support the 2020 General Obligation (GO) Bond. This position is needed to facilitate solicitations and contract management work for GO Bond projects and will be funded by the GO Bond Fund.

Facilities Asset / Project Manager (1) FTE

The Facilities Department requests one Facilities Asset/Project Manager. As the department's scope of responsibilities continues to grow, so do the number of facility-related projects to manage. This position will provide project management for complex maintenance and remodeling projects in city-owned facilities. Additionally, this position will oversee the division's asset management program, ensuring adherence to industry standards and best practices when caring for and maintaining City buildings.

Security Administrator (1) FTE

The Information Technology Department requests one Security Administrator to help drive the City's focus on data systems and infrastructure security and integrity. This position will be instrumental in building trust across the City's departments to help develop security minded organizational policies and procedures centered around minimizing threats, vulnerabilities, and attacks.

Purchasing Analyst (1) FTE

The Procurement Department requests one Purchasing Analyst. This position will be funded through a special purpose transfer from the General Fund and aims to prioritize Council's 2021-2023 Shared Prosperity goal and support the Council initiated supplier diversity program. This position is proposed in FY 2022-23, the 2nd year of the biennium.

Emergency Manager (1) FTE

The Insurance & Risk Management Department requests one Emergency Manager. This position will support Council's Environment and Climate Goal by creating a more robust emergency management plan that is connected to regional efforts. It will be funded through a special purpose transfer from the General Fund. This position is proposed in FY 2022-23, the 2nd year of the biennium.

RESOLUTION NO. 3254

A RESOLUTION ADOPTING THE CITY OF BEND 2021-2023 BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2021

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To adopt the 2021-2023 Biennial Budget as approved by the Budget Committee on May 12, 2021, with changes within the limits allowed under ORS 294.456. The 2021-2023 Biennial Budget as approved and amended is attached as Exhibit A.

2. That the amount for the biennial period beginning July 1, 2021 is appropriated in the aggregate sum of $749,986,700, excluding reserves for future expenditures. As shown below and in Exhibit A, the total City of Bend biennial budget, including reserves is $912,611,700.

TOTAL CITY OF BEND:	
Total Appropriations, including Contingency	$749,986,700
Total Reserved for Future Expenditures	162,625,000
Total City of Bend Budget	$912,611,700

Adopted by a vote of the Bend City Council on June 16, 2021.

YES: Mayor Sally Russell
Mayor Pro Tem Gena Goodman Campbell
Councilor Barb Campbell
Councilor Melanie Kebler
Councilor Anthony Broadman
Councilor Megan Perkins
Councilor Rita Schenkelberg

NO: none

Sally Russell, Mayor

ATTEST:

Robyn Christie, City Recorder

Approved as to form:

Mary Winters, City Attorney

Resolution to Adopt 2021-23 Biennial Budget
Exhibit A

General Fund - 1000		
Public Safety Program	$	60,410,200
Community & Economic Development Program		9,300,600
Interfund Transfers		64,378,900
Contingency		5,953,700
Total Fund Appropriations	**$**	**140,043,400**
Reserved for Future Expenditures		2,680,800
Budget Total	**$**	**142,724,200**
General Fund Stabilization Fund - 1001		
Reserved for Future Expenditures	$	4,934,900
Budget Total	**$**	**4,934,900**
Fire/EMS Fund - 1110		
Public Safety Program	$	55,794,600
Debt Service		1,575,000
Interfund Transfers		7,216,400
Contingency		4,330,300
Total Fund Appropriations	**$**	**68,916,300**
Reserved for Future Expenditures		200,000
Budget Total	**$**	**69,116,300**
Helen Lorenz Estate Fund - 1120		
Interfund Transfers	$	170,400
Total Fund Appropriations	**$**	**170,400**
Police Reserve Fund - 1130		
Interfund Transfers	$	250,000
Total Fund Appropriations	**$**	**250,000**
Reserved for Future Expenditures	$	348,500
Budget Total	**$**	**598,500**
Affordable Housing Fund - 1200		
Community & Economic Development Program	$	3,847,700
Interfund Transfers		739,000
Contingency		100,000
Total Fund Appropriations	**$**	**4,686,700**
Commercial & Industrial Construction Tax Fund - 1205		
Community & Economic Development Program	$	1,131,800
Interfund Transfers		43,000
Contingency		50,000
Total Fund Appropriations	**$**	**1,224,800**

Resolution to Adopt 2021-23 Biennial Budget
Exhibit A

Community Development Block Grant Fund - 1210		
Community & Economic Development Program	$	1,591,400
Debt Service		200,000
Interfund Transfers		130,000
Total Fund Appropriations	**$**	**1,921,400**
Reserved for Future Expenditures	$	100,000
Budget Total	**$**	**2,021,400**
Business Advocacy Fund - 1220		
Community & Economic Development Program	$	855,100
Interfund Transfers		107,800
Contingency		26,500
Total Fund Appropriations	**$**	**989,400**
Tourism Fund - 1230		
Community & Economic Development Program	$	8,520,500
Interfund Transfers		150,600
Total Fund Appropriations	**$**	**8,671,100**
Economic Improvement District - 1240		
Community & Economic Development Program	$	551,400
Interfund Transfers		29,400
Total Fund Appropriations	**$**	**580,800**
Building Fund - 1300		
Community & Economic Development Program	$	12,278,300
Interfund Transfers		6,289,800
Contingency		7,668,800
Total Fund Appropriations	**$**	**26,236,900**
Planning Fund - 1310		
Community & Economic Development Program	$	6,068,500
Interfund Transfers		2,743,800
Contingency		1,292,600
Total Fund Appropriations	**$**	**10,104,900**
Private Development Engineering - 1320		
Community & Economic Development Program	$	4,470,900
Interfund Transfers		1,689,700
Contingency		5,720,500
Total Fund Appropriations	**$**	**11,881,100**
System Development Charge Fund - 1400		
Interfund Transfers	$	43,026,700
Total Fund Appropriations	**$**	**43,026,700**
Reserved for Future Expenditures		6,919,300
Budget Total	**$**	**49,946,000**

Resolution to Adopt 2021-23 Biennial Budget
Exhibit A

Streets & Operations Fund - 1410		
Infrastructure Program	$	28,543,200
Debt Service		889,000
Interfund Transfers		6,818,400
Contingency		350,500
Total Fund Appropriations	**$**	**36,601,100**
Fire Station Debt Service - 2110		
Debt Service	$	485,600
Interfund Transfers		10,300
Total Fund Appropriations	**$**	**495,900**
Reserved for Future Expenditures		6,400
Budget Total	**$**	**502,300**
PERS Debt Service Fund - 2200		
Debt Service	$	3,052,000
Interfund Transfers		16,000
Total Fund Appropriations	**$**	**3,068,000**
Reserved for Future Expenditures		735,700
Budget Total	**$**	**3,803,700**
2011 General Obligation Bond Debt Service - 2410		
Infrastructure Program	$	1,000
Debt Service		3,676,000
Total Fund Appropriations	**$**	**3,677,000**
Reserved for Future Expenditures		1,805,600
Budget Total	**$**	**5,482,600**
2020 General Obligation Bond Debt Service - 2420		
Infrastructure Program	$	1,000
Debt Service		1,944,000
Total Fund Appropriations	**$**	**1,945,000**
Reserved for Future Expenditures		152,300
Budget Total	**$**	**2,097,300**
Transportation Construction Fund - 3400		
Infrastructure Program	$	37,255,000
Debt Service		7,157,000
Interfund Transfers		6,247,300
Contingency		909,300
Total Fund Appropriations	**$**	**51,568,600**
Reserved for Future Expenditures		16,975,700
Budget Total	**$**	**68,544,300**

Resolution to Adopt 2021-23 Biennial Budget
Exhibit A

2020 General Obligation Bond Construction Fund - 3420		
Infrastructure Program	$	14,732,500
Debt Service		1,064,500
Total Fund Appropriations	**$**	**15,797,000**
Reserved for Future Expenditures		8,577,100
Budget Total	**$**	**24,374,100**
Accessibility Construction Fund - 3500		
Infrastructure Program	$	1,468,700
Debt Service		670,000
Interfund Transfers		701,600
Contingency		33,400
Total Fund Appropriations	**$**	**2,873,700**
Reserved for Future Expenditures		751,000
Budget Total	**$**	**3,624,700**
Local Improvement District Construction Fund - 3600		
Interfund Transfers	$	7,600
Total Fund Appropriations	**$**	**7,600**
Reserved for Future Expenditures		640,400
Budget Total	**$**	**648,000**
Airport Fund - 4000		
Community & Economic Development Program	$	2,075,200
Debt Service		532,000
Interfund Transfers		761,600
Contingency		420,800
Total Fund Appropriations	**$**	**3,789,600**
Cemetery Fund - 4100		
Infrastructure Program	$	441,800
Debt Service		14,000
Interfund Transfers		212,200
Contingency		32,200
Total Fund Appropriations	**$**	**700,200**
Water Fund - 4200		
Infrastructure Program	$	49,126,700
Debt Service		8,361,000
Interfund Transfers		7,003,100
Contingency		4,865,800
Total Fund Appropriations	**$**	**69,356,600**
Reserved for Future Expenditures		48,214,500
Budget Total	**$**	**117,571,100**

Resolution to Adopt 2021-23 Biennial Budget
Exhibit A

Water Reclamation Fund - 4300		
Infrastructure Program	$	78,761,600
Debt Service		29,019,500
Interfund Transfers		15,819,700
Contingency		3,616,600
Total Fund Appropriations	**$**	**127,217,400**
Reserved for Future Expenditures		46,267,700
Budget Total	**$**	**173,485,100**
Stormwater Fund - 4400		
Infrastructure Program	$	15,661,100
Debt Service		693,000
Interfund Transfers		2,664,900
Contingency		792,200
Total Fund Appropriations	**$**	**19,811,200**
Reserved for Future Expenditures		6,842,000
Budget Total	**$**	**26,653,200**
Parking Services Fund - 4500		
Infrastructure Program	$	1,760,600
Debt Service		182,000
Interfund Transfers		704,100
Contingency		136,700
Total Fund Appropriations	**$**	**2,783,400**
Reserved for Future Expenditures		1,270,000
Budget Total	**$**	**4,053,400**
Internal Service Fund: City Wide Administration - 5000		
Administration & Central Services Program	$	54,951,200
Debt Service		4,332,000
Interfund Transfers		1,437,000
Contingency		818,100
Total Fund Appropriations	**$**	**61,538,300**
Reserved for Future Expenditures		5,947,200
Budget Total	**$**	**67,485,500**
Internal Service Fund: Departmental Administration - 5100		
Community & Economic Development Program	$	4,864,300
Infrastructure Program		13,374,400
Administration & Central Services Program		6,932,300
Debt Service		8,000
Interfund Transfers		4,500,800
Contingency		280,300
Total Fund Appropriations	**$**	**29,960,100**
Reserved for Future Expenditures		400,400
Budget Total	**$**	**30,360,500**

Resolution to Adopt 2021-23 Biennial Budget
Exhibit A

Internal Service Fund: Other Post-Employement Benefits (OPEB) - 5200		
Interfund Transfers	$	57,900
Total Fund Appropriations	**$**	**57,900**
Reserved for Future Expenditures		8,194,600
Budget Total	**$**	**8,252,500**
Cemetery Permanent Maintenance Fund - 6100		
Infrastructure Program	$	10,800
Interfund Transfers		23,400
Total Fund Appropriations	**$**	**34,200**
Reserved for Future Expenditures		660,900
Budget Total	**$**	**695,100**
TOTAL CITY OF BEND:		
Total Appropriations, including Contingency	**$**	**749,986,700**
Total Reserved for Future Expenditures		**162,625,000**
Total City of Bend Budget	**$**	**912,611,700**

City of Bend
Reconciliation of 2021-2023 Proposed, Approved, Adopted Budget

	Proposed Budget	Budget Committee Adjustments	Budget Committee Approved Budget	City Council Adjustments	City Council Adopted Budget
General Fund - 1000					
Public Safety Program	$ 60,410,200	$ -	$ 60,410,200	$ -	$ 60,410,200
Community & Economic Development Program	7,300,600	2,000,000	9,300,600	-	9,300,600
Interfund Transfers	64,073,900	-	64,073,900	305,000	64,378,900
Contingency	6,258,700	-	6,258,700	(305,000)	5,953,700
Total Fund Appropriations	**$ 138,043,400**	**$ 2,000,000**	**$ 140,043,400**	**$ -**	**$ 140,043,400**
Reserved for Future Expenditures	2,680,800	-	2,680,800	-	2,680,800
Budget Total	**$ 140,724,200**	**$ 2,000,000**	**$ 142,724,200**	**$ -**	**$ 142,724,200**
General Fund Stabilization Fund - 1001					
Reserved for Future Expenditures	$ 4,934,900	$ -	$ 4,934,900	$ -	$ 4,934,900
Budget Total	**$ 4,934,900**	**$ -**	**$ 4,934,900**	**$ -**	**$ 4,934,900**
Fire/EMS Fund - 1110					
Public Safety Program	$ 55,794,600	$ -	$ 55,794,600	$ -	$ 55,794,600
Debt Service	1,575,000	-	1,575,000	-	1,575,000
Interfund Transfers	7,216,400	-	7,216,400	-	7,216,400
Contingency	4,330,300	-	4,330,300	-	4,330,300
Total Fund Appropriations	**$ 68,916,300**	**$ -**	**$ 68,916,300**	**$ -**	**$ 68,916,300**
Reserved for Future Expenditures	200,000	-	200,000	-	200,000
Budget Total	**$ 69,116,300**	**$ -**	**$ 69,116,300**	**$ -**	**$ 69,116,300**
Helen Lorenz Estate Fund - 1120					
Interfund Transfers	$ 170,400	$ -	$ 170,400	$ -	$ 170,400
Total Fund Appropriations	**$ 170,400**	**$ -**	**$ 170,400**	**$ -**	**$ 170,400**
Police Reserve Fund - 1130					
Interfund Transfers	$ 250,000	$ -	$ 250,000	$ -	$ 250,000
Total Fund Appropriations	**$ 250,000**	**$ -**	**$ 250,000**	**$ -**	**$ 250,000**
Reserved for Future Expenditures	$ 348,500	$ -	$ 348,500	$ -	$ 348,500
Budget Total	**$ 598,500**	**$ -**	**$ 598,500**	**$ -**	**$ 598,500**
Affordable Housing Fund - 1200					
Community & Economic Development Program	$ 3,847,700	$ -	$ 3,847,700	$ -	$ 3,847,700
Interfund Transfers	739,000	-	739,000	-	739,000
Contingency	100,000	-	100,000	-	100,000
Total Fund Appropriations	**$ 4,686,700**	**$ -**	**$ 4,686,700**	**$ -**	**$ 4,686,700**
Commercial & Industrial Construction Tax Fund - 1205					
Community & Economic Development Program	$ 1,131,800	$ -	$ 1,131,800	$ -	$ 1,131,800
Interfund Transfers	43,000	-	43,000	-	43,000
Contingency	50,000	-	50,000	-	50,000
Total Fund Appropriations	**$ 1,224,800**	**$ -**	**$ 1,224,800**	**$ -**	**$ 1,224,800**
Community Development Block Grant Fund - 1210					
Community & Economic Development Program	$ 1,591,400	$ -	$ 1,591,400	$ -	$ 1,591,400
Debt Service	200,000	-	200,000	-	200,000
Interfund Transfers	130,000	-	130,000	-	130,000
Total Fund Appropriations	**$ 1,921,400**	**$ -**	**$ 1,921,400**	**$ -**	**$ 1,921,400**
Reserved for Future Expenditures	$ 100,000	$ -	$ 100,000	$ -	$ 100,000
Budget Total	**$ 2,021,400**	**$ -**	**$ 2,021,400**	**$ -**	**$ 2,021,400**
Business Advocacy Fund - 1220					
Community & Economic Development Program	$ 855,100	$ -	$ 855,100	$ -	$ 855,100
Interfund Transfers	107,800	-	107,800	-	107,800
Contingency	26,500	-	26,500	-	26,500
Total Fund Appropriations	**$ 989,400**	**$ -**	**$ 989,400**	**$ -**	**$ 989,400**
Tourism Fund - 1230					
Community & Economic Development Program	$ 8,520,500	$ -	$ 8,520,500	$ -	$ 8,520,500
Interfund Transfers	150,600	-	150,600	-	150,600
Total Fund Appropriations	**$ 8,671,100**	**$ -**	**$ 8,671,100**	**$ -**	**$ 8,671,100**
Economic Improvement District - 1240					
Community & Economic Development Program	$ 551,400	$ -	$ 551,400	$ -	$ 551,400
Interfund Transfers	29,400	-	29,400	-	29,400
Total Fund Appropriations	**$ 580,800**	**$ -**	**$ 580,800**	**$ -**	**$ 580,800**

City of Bend
Reconciliation of 2021-2023 Proposed, Approved, Adopted Budget

	Proposed Budget	Budget Committee Adjustments	Budget Committee Approved Budget	City Council Adjustments	City Council Adopted Budget
Building Fund - 1300					
Community & Economic Development Program	$ 12,278,300	$ -	$ 12,278,300	$ -	$ 12,278,300
Interfund Transfers	6,289,800	-	6,289,800	-	6,289,800
Contingency	7,668,800	-	7,668,800	-	7,668,800
Total Fund Appropriations	**$ 26,236,900**	**$ -**	**$ 26,236,900**	**$ -**	**$ 26,236,900**
Planning Fund - 1310					
Community & Economic Development Program	$ 5,763,500	$ 305,000	$ 6,068,500	$ -	$ 6,068,500
Interfund Transfers	2,743,800	-	2,743,800	-	2,743,800
Contingency	1,292,600	-	1,292,600	-	1,292,600
Total Fund Appropriations	**$ 9,799,900**	**$ 305,000**	**$ 10,104,900**	**$ -**	**$ 10,104,900**
Private Development Engineering - 1320					
Community & Economic Development Program	$ 4,470,900	$ -	$ 4,470,900	$ -	$ 4,470,900
Interfund Transfers	1,689,700	-	1,689,700	-	1,689,700
Contingency	5,720,500	-	5,720,500	-	5,720,500
Total Fund Appropriations	**$ 11,881,100**	**$ -**	**$ 11,881,100**	**$ -**	**$ 11,881,100**
System Development Charge Fund - 1400					
Interfund Transfers	$ 43,026,700	$ -	$ 43,026,700	$ -	$ 43,026,700
Total Fund Appropriations	**$ 43,026,700**	**$ -**	**$ 43,026,700**	**$ -**	**$ 43,026,700**
Reserved for Future Expenditures	6,919,300	-	6,919,300	-	6,919,300
Budget Total	**$ 49,946,000**	**$ -**	**$ 49,946,000**	**$ -**	**$ 49,946,000**
Streets & Operations Fund - 1410					
Infrastructure Program	$ 26,141,300	$ -	$ 26,141,300	$ 2,401,900	$ 28,543,200
Debt Service	889,000	-	889,000	-	889,000
Interfund Transfers	6,818,400	-	6,818,400	-	6,818,400
Contingency	350,500	-	350,500	-	350,500
Total Fund Appropriations	**$ 34,199,200**	**$ -**	**$ 34,199,200**	**$ 2,401,900**	**$ 36,601,100**
Fire Station Debt Service - 2110					
Debt Service	$ 485,600	$ -	$ 485,600	$ -	$ 485,600
Interfund Transfers	10,300	-	10,300	-	10,300
Total Fund Appropriations	**$ 495,900**	**$ -**	**$ 495,900**	**$ -**	**$ 495,900**
Reserved for Future Expenditures	6,400	-	6,400	-	6,400
Budget Total	**$ 502,300**	**$ -**	**$ 502,300**	**$ -**	**$ 502,300**
PERS Debt Service Fund - 2200					
Debt Service	$ 3,052,000	$ -	$ 3,052,000	$ -	$ 3,052,000
Interfund Transfers	16,000	-	16,000	-	16,000
Total Fund Appropriations	**$ 3,068,000**	**$ -**	**$ 3,068,000**	**$ -**	**$ 3,068,000**
Reserved for Future Expenditures	735,700	-	735,700	-	735,700
Budget Total	**$ 3,803,700**	**$ -**	**$ 3,803,700**	**$ -**	**$ 3,803,700**
2011 General Obligation Bond Debt Service - 2410					
Infrastructure Program	$ 1,000	$ -	$ 1,000	$ -	$ 1,000
Debt Service	3,676,000	-	3,676,000	-	3,676,000
Total Fund Appropriations	**$ 3,677,000**	**$ -**	**$ 3,677,000**	**$ -**	**$ 3,677,000**
Reserved for Future Expenditures	1,805,600	-	1,805,600	-	1,805,600
Budget Total	**$ 5,482,600**	**$ -**	**$ 5,482,600**	**$ -**	**$ 5,482,600**
2020 General Obligation Bond Debt Service - 2420					
Infrastructure Program	$ 1,000	$ -	$ 1,000	$ -	$ 1,000
Debt Service	1,944,000	-	1,944,000	-	1,944,000
Total Fund Appropriations	**$ 1,945,000**	**$ -**	**$ 1,945,000**	**$ -**	**$ 1,945,000**
Reserved for Future Expenditures	152,300	-	152,300	-	152,300
Budget Total	**$ 2,097,300**	**$ -**	**$ 2,097,300**	**$ -**	**$ 2,097,300**
Transportation Construction Fund - 3400					
Infrastructure Program	$ 34,930,000	$ 2,000,000	$ 36,930,000	$ 325,000	$ 37,255,000
Debt Service	7,157,000	-	7,157,000	-	7,157,000
Interfund Transfers	6,247,300	-	6,247,300	-	6,247,300
Contingency	909,300	-	909,300	-	909,300
Total Fund Appropriations	**$ 49,243,600**	**$ 2,000,000**	**$ 51,243,600**	**$ 325,000**	**$ 51,568,600**
Reserved for Future Expenditures	17,300,700	-	17,300,700	(325,000)	16,975,700
Budget Total	**$ 66,544,300**	**$ 2,000,000**	**$ 68,544,300**	**$ -**	**$ 68,544,300**

City of Bend
Reconciliation of 2021-2023 Proposed, Approved, Adopted Budget

	Proposed Budget	Budget Committee Adjustments	Budget Committee Approved Budget	City Council Adjustments	City Council Adopted Budget
2020 General Obligation Bond Construction Fund - 3420					
Infrastructure Program	$ 14,732,500	$ -	$ 14,732,500	$ -	$ 14,732,500
Debt Service	1,064,500	-	1,064,500	-	1,064,500
Total Fund Appropriations	**$ 15,797,000**	**$ -**	**$ 15,797,000**	**$ -**	**$ 15,797,000**
Reserved for Future Expenditures	8,577,100	-	8,577,100	-	8,577,100
Budget Total	**$ 24,374,100**	**$ -**	**$ 24,374,100**	**$ -**	**$ 24,374,100**
Accessibility Construction Fund - 3500					
Infrastructure Program	$ 1,468,700	$ -	$ 1,468,700	$ -	$ 1,468,700
Debt Service	670,000	-	670,000	-	670,000
Interfund Transfers	701,600	-	701,600	-	701,600
Contingency	33,400	-	33,400	-	33,400
Total Fund Appropriations	**$ 2,873,700**	**$ -**	**$ 2,873,700**	**$ -**	**$ 2,873,700**
Reserved for Future Expenditures	751,000	-	751,000	-	751,000
Budget Total	**$ 3,624,700**	**$ -**	**$ 3,624,700**	**$ -**	**$ 3,624,700**
Local Improvement District Construction Fund - 3600					
Interfund Transfers	$ 7,600	$ -	$ 7,600	$ -	$ 7,600
Total Fund Appropriations	**$ 7,600**	**$ -**	**$ 7,600**	**$ -**	**$ 7,600**
Reserved for Future Expenditures	640,400	-	640,400	-	640,400
Budget Total	**$ 648,000**	**$ -**	**$ 648,000**	**$ -**	**$ 648,000**
Airport Fund - 4000					
Community & Economic Development Program	$ 2,075,200	$ -	$ 2,075,200	$ -	$ 2,075,200
Debt Service	532,000	-	532,000	-	532,000
Interfund Transfers	761,600	-	761,600	-	761,600
Contingency	420,800	-	420,800	-	420,800
Total Fund Appropriations	**$ 3,789,600**	**$ -**	**$ 3,789,600**	**$ -**	**$ 3,789,600**
Cemetery Fund - 4100					
Infrastructure Program	$ 441,800	$ -	$ 441,800	$ -	$ 441,800
Debt Service	14,000	-	14,000	-	14,000
Interfund Transfers	212,200	-	212,200	-	212,200
Contingency	32,200	-	32,200	-	32,200
Total Fund Appropriations	**$ 700,200**	**$ -**	**$ 700,200**	**$ -**	**$ 700,200**
Water Fund - 4200					
Infrastructure Program	$ 48,267,800	$ -	$ 48,267,800	$ 858,900	$ 49,126,700
Debt Service	8,361,000	-	8,361,000	-	8,361,000
Interfund Transfers	7,003,100	-	7,003,100	-	7,003,100
Contingency	4,865,800	-	4,865,800	-	4,865,800
Total Fund Appropriations	**$ 68,497,700**	**$ -**	**$ 68,497,700**	**$ 858,900**	**$ 69,356,600**
Reserved for Future Expenditures	48,214,500	-	48,214,500	-	48,214,500
Budget Total	**$ 116,712,200**	**$ -**	**$ 116,712,200**	**$ 858,900**	**$ 117,571,100**
Water Reclamation Fund - 4300					
Infrastructure Program	$ 78,761,600	$ -	$ 78,761,600	$ -	$ 78,761,600
Debt Service	29,019,500	-	29,019,500	-	29,019,500
Interfund Transfers	15,819,700	-	15,819,700	-	15,819,700
Contingency	3,616,600	-	3,616,600	-	3,616,600
Total Fund Appropriations	**$ 127,217,400**	**$ -**	**$ 127,217,400**	**$ -**	**$ 127,217,400**
Reserved for Future Expenditures	46,267,700	-	46,267,700	-	46,267,700
Budget Total	**$ 173,485,100**	**$ -**	**$ 173,485,100**	**$ -**	**$ 173,485,100**
Stormwater Fund - 4400					
Infrastructure Program	$ 15,546,100	$ -	$ 15,546,100	$ 115,000	$ 15,661,100
Debt Service	693,000	-	693,000	-	693,000
Interfund Transfers	2,664,900	-	2,664,900	-	2,664,900
Contingency	792,200	-	792,200	-	792,200
Total Fund Appropriations	**$ 19,696,200**	**$ -**	**$ 19,696,200**	**$ 115,000**	**$ 19,811,200**
Reserved for Future Expenditures	6,842,000	-	6,842,000	-	6,842,000
Budget Total	**$ 26,538,200**	**$ -**	**$ 26,538,200**	**$ 115,000**	**$ 26,653,200**

City of Bend
Reconciliation of 2021-2023 Proposed, Approved, Adopted Budget

	Proposed Budget	Budget Committee Adjustments	Budget Committee Approved Budget	City Council Adjustments	City Council Adopted Budget
Parking Services Fund - 4500					
Infrastructure Program	$ 1,740,600	$ -	$ 1,740,600	$ 20,000	$ 1,760,600
Debt Service	182,000	-	182,000	-	182,000
Interfund Transfers	704,100	-	704,100	-	704,100
Contingency	136,700	-	136,700	-	136,700
Total Fund Appropriations	**$ 2,763,400**	**$ -**	**$ 2,763,400**	**$ 20,000**	**$ 2,783,400**
Reserved for Future Expenditures	1,270,000	-	1,270,000	-	1,270,000
Budget Total	**$ 4,033,400**	**$ -**	**$ 4,033,400**	**$ 20,000**	**$ 4,053,400**
Internal Service Fund: City Wide Administration - 5000					
Administration & Central Services Program	$ 54,656,900	$ -	$ 54,656,900	$ 294,300	$ 54,951,200
Debt Service	4,332,000	-	4,332,000	-	4,332,000
Interfund Transfers	1,437,000	-	1,437,000	-	1,437,000
Contingency	818,100	-	818,100	-	818,100
Total Fund Appropriations	**$ 61,244,000**	**$ -**	**$ 61,244,000**	**$ 294,300**	**$ 61,538,300**
Reserved for Future Expenditures	5,947,200	-	5,947,200	-	5,947,200
Budget Total	**$ 67,191,200**	**$ -**	**$ 67,191,200**	**$ 294,300**	**$ 67,485,500**
Internal Service Fund: Departmental Administration - 5100					
Community & Economic Development Program	$ 4,864,300	$ -	$ 4,864,300	$ -	$ 4,864,300
Infrastructure Program	13,374,400	-	13,374,400	-	13,374,400
Administration & Central Services Program	6,932,300	-	6,932,300	-	6,932,300
Debt Service	8,000	-	8,000	-	8,000
Interfund Transfers	4,500,800	-	4,500,800	-	4,500,800
Contingency	280,300	-	280,300	-	280,300
Total Fund Appropriations	**$ 29,960,100**	**$ -**	**$ 29,960,100**	**$ -**	**$ 29,960,100**
Reserved for Future Expenditures	400,400	-	400,400	-	400,400
Budget Total	**$ 30,360,500**	**$ -**	**$ 30,360,500**	**$ -**	**$ 30,360,500**
Internal Service Fund: Other Post-Employement Benefits (OPEB) - 5200					
Interfund Transfers	$ 57,900	$ -	$ 57,900	$ -	$ 57,900
Total Fund Appropriations	**$ 57,900**	**$ -**	**$ 57,900**	**$ -**	**$ 57,900**
Reserved for Future Expenditures	8,194,600	-	8,194,600	-	8,194,600
Budget Total	**$ 8,252,500**	**$ -**	**$ 8,252,500**	**$ -**	**$ 8,252,500**
Cemetery Permanent Maintenance Fund - 6100					
Infrastructure Program	$ 10,800	$ -	$ 10,800	$ -	$ 10,800
Interfund Transfers	23,400	-	23,400	-	23,400
Total Fund Appropriations	**$ 34,200**	**$ -**	**$ 34,200**	**$ -**	**$ 34,200**
Reserved for Future Expenditures	660,900	-	660,900	-	660,900
Budget Total	**$ 695,100**	**$ -**	**$ 695,100**	**$ -**	**$ 695,100**
TOTAL CITY OF BEND:					
Total Appropriations, including Contingency	**$ 741,666,600**	**$ 4,305,000**	**$ 745,971,600**	**$ 4,015,100**	**$ 749,986,700**
Total Reserved for Future Expenditures	**162,950,000**	**-**	**162,950,000**	**(325,000)**	**162,625,000**
Total City of Bend Budget	**$ 904,616,600**	**$ 4,305,000**	**$ 908,921,600**	**$ 3,690,100**	**$ 912,611,700**

RESOLUTION NO. 3257

A RESOLUTION LEVYING AD VALOREM TAXES AND GENERAL OBLIGATION BOND TAXES

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To levy the taxes provided for in the adopted budget for fiscal year 2021-22 at the rate of $2.8035 per $1,000 of taxable assessed value, to levy local option operating taxes for fire and emergency services at the rate of $0.2000 per $1,000 of taxable assessed value as approved by voters on May 15, 2018.

2. To levy the 2011 General Obligation Bond taxes provided for in the adopted budget for fiscal year 2021-22 in the amount of $1,978,500 for bonded indebtedness related to transportation bonds approved by voters on May 17, 2011.

These taxes are levied upon all taxable properties within the City of Bend.

The following allocation and categorization subject to the limits of Article XI, Section 11b of the Oregon Constitution make up the above aggregate levy:

	Subject to General Government Limitation	Excluded from the Limitation
City of Bend Permanent Tax Levy	$ 2.8035 / $1,000	
City of Bend Local Option Levy	$ 0.2000 / $1,000	
2011 General Obligation Bond Levy		$ 1,978,500

Adopted by a vote of the Bend City Council on June 16, 2021.

YES: Mayor Sally Russell
Mayor Pro Tem Gena Goodman Campbell
Councilor Barb Campbell
Councilor Melanie Kebler
Councilor Anthony Broadman
Councilor Megan Perkins
Councilor Rita Schenkelberg

NO: none

Sally Russell, Mayor

ATTEST:

Robyn Christie, City Recorder

Approved as to form:

Mary Winters, City Attorney

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

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

The Bulletin
PO Box 6020, Bend, Oregon 97708

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

Acct Name: CITY OF BEND - LEGALS
PO Number: Melissa Hodnett
Legal Description:

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

06/11/2021

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

Leanna W.
Signature

Dated at Bend, Oregon, this 11th day of June, 2021

AdName: **141766**

State of Oregon, County of Deschutes
Subscribed and Sworn to before me this 11 day of June, 2021 by

OFFICIAL STAMP
LINDA LEA PRESTON
NOTARY PUBLIC-OREGON
COMMISSION NO. 998634
MY COMMISSION EXPIRES APRIL 6, 2024

Linda Preston
Notary Public for Oregon

No. _____
In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

Filed _____
_____
By _____
From the office of
_____
Attorney for _____

FORM LB-1 **NOTICE OF BUDGET HEARING**

A public meeting of the Bend City Council will be held on June 16th, 2021 at 7:00pm virtually on the Zoom platform. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2021 as approved by the City of Bend Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 710 NW Wall Street, Bend, Oregon, between the hours of 8:00a.m. and 5:00p.m. or online at **www.bendoregon.gov**. This budget is for a 2021-2023 biennial budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

This meeting will be convened on-line due to COVID-19 concerns. The public is invited to watch on-line at: www.bendoregon.gov/councilagenda. To support Governor Brown's order for social distancing, the Bend Urban Renewal Agency will conduct this meeting virtually through Zoom. Please refer to the agenda (available by 5 p.m. on June 11th at www.bendoregon.gov/councilagenda) for instructions to call in to provide comment for the public hearing or send written comments to mhodnett@bendoregon.gov by 5 p.m. on June 16.

Contact: Melissa Hodnett, Budget & Financial Planning Manager Telephone: (541) 693-2152 Email: mhodnett@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount 2017-2019	Adopted Budget This Biennium 2019-2021	Approved Budget Next Biennium 2021-23
Beginning Fund Balance/Net Working Capital	203,668,868	218,893,000	254,872,200
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	202,940,598	224,237,000	236,721,800
Federal, State & all Other Grants, Gifts, Allocations & Donations	37,409,578	47,703,950	41,251,000
Revenue from Bonds and Other Debt	50,803,079	127,473,700	77,663,700
Interfund Transfers / Internal Service Reimbursements	143,595,633	157,108,500	178,042,800
All Other Resources Except Current Year Property Taxes	36,548,856	29,471,700	34,333,300
Current Year Property Taxes Estimated to be Received	68,714,221	74,214,200	86,036,800
Total Resources	**743,680,833**	**879,102,050**	**908,921,600**

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	162,878,066	193,002,535	223,123,600
Materials and Services	63,398,289	95,158,715	95,385,900
Capital Outlay	95,066,761	199,605,000	152,257,800
Debt Service	49,425,037	55,282,700	63,854,600
Interfund Transfers	146,576,902	159,925,300	173,646,400
Contingencies	0	37,486,500	37,703,300
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	138,641,300	162,950,000
Total Requirements	**517,345,055**	**879,102,050**	**908,921,600**

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	52,601,730	57,281,900	64,675,800
FTE	0.00	0.00	0.00
Public Safety	100,813,748	125,112,200	142,199,900
FTE	263.60	272.62	280.62
Infrastructure	248,062,836	513,242,400	526,959,400
FTE	198.63	202.00	208.50
Community & Economic Development	58,975,875	84,154,450	87,273,000
FTE	104.35	99.55	111.85
Administration & Central Services	56,890,865	99,311,100	87,813,500
FTE	95.48	110.75	114.25
Total Requirements	**517,345,055**	**879,102,050**	**908,921,600**
Total FTE	**662.06**	**684.92**	**715.22**

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The City of Bend and the Bend Urban Renewal Agency (BURA) biennial budgets were approved by the same budget committee on May 12th. The statement of statement of changes below includes both organizations and will vary slightly from the City of Bend amounts presented above.

This balanced budget reflects the City's response to the ongoing challenges of the COVID-19 pandemic while maintaining, if not expanding, services offered to the community. It also identifies funding to address City Council's goals for the upcoming biennium. Overall, the proposed biennial budget of $919.4 million reflects a 3% increase compared to the revised budget for the 2019-2021 biennium.

Response to the COVID-19 Pandemic

Balancing the budget was particularly challenging during the 2019-2021 biennium due to impacts of the COVID-19 pandemic. When the pandemic began in Spring 2020, its financial impacts were unknown. The City estimated a revenue shortfall of approximately $8 million. City-wide, department budgets were reduced by approximately 10%, including 37 vacant positions that were eliminated in an effort to maintain a balanced budget. We anticipated substantial shortfalls from these sources of revenue: highway gas tax allocations, lodging/room taxes, property taxes (due to an anticipated decrease in collection rates), and fine and citation revenues. Overall these revenues are coming in stronger than predicted. The 2021-2023 proposed budget assumes the majority of the COVID-19 impacted revenues return to pre-pandemic levels or higher, beginning in fiscal year 2021-2022, the first year of the biennium. An overview of projected revenues and related spending are discussed below.

Financial Overview

Revenues

The $919.4 million biennial budget includes all our operating revenues for the biennium ($395 million), as well as debt proceeds, interfund transfers, one-time grant funding, and ending reserves from the prior fiscal year. The $395 million of City-wide operating revenues for the biennium is a 5% increase in projected revenues for the first year of the biennium and a 6% increase for the second year. Of the $395 million of City-wide operating revenues, $124 million are in the City's General Fund.

Key drivers for the additional revenues include anticipated increases in tax assessed property value of 5.5% for fiscal year 2021-22 and 5% for fiscal year 2022-23. Property taxes primarily fund police, fire, and street maintenance services. The proposed budget also includes a $2,249,500 property tax levy for fiscal year 2022-23 specifically related to the voter approved Transportation General Obligation (GO) Bond Measure 9-135. Consistent with the voter approved ballot language, property taxes related to the 2020 GO Bond will not be assessed until the second year of the biennium. Additional revenue drivers include projected room tax increases of 16% in fiscal year 2021-22 and 5% in fiscal year 2022-23, as we anticipate tourism activity to return to pre-pandemic levels.

Rate increases are proposed for water utilities (3% for sewer, 2.5% for water, 7% for stormwater), to keep pace with existing infrastructure deficiencies as well as future needs. Fee increases are also proposed for Building, Planning and Private Development Engineering permits in the Community Development Department, which are needed to support the additional staffing needed to maintain permit turnaround times. Proposed increases to Building and Private Development Engineering fees reflect Consumer Price Index (CPI) level increases of 3% per year. Annual fee increases of 6% per year are projected for Planning services.

Expenditures

Personnel services expenses, which includes salary and benefit costs for City employees, represent the largest category of spending in the proposed budget. The 2021-2023 budget proposes the addition of 30.5 new staff, which will replace some of the vacant positions that were eliminated due to the anticipated revenue impact of the COVID-19 pandemic, as well as support new projects and initiatives. During fiscal year 2020-21, the City Council authorized 14 additional positions, which coupled with the 30.5 new staff proposed in the upcoming budget, will result in staffing levels that slightly exceed pre-pandemic levels.

Proposed investments in infrastructure make up another significant portion of proposed budget expenditures. Many of the projects outlined in the Capital Improvement Program (CIP) are complex, multi-year projects involving improvements to water, water reclamation (sewer), stormwater and transportation infrastructure. Examples of these improvements include the Newport and Murphy Corridor Improvements, among many others. In order to use revenues responsibly, the City of Bend looks for opportunities to align multiple projects to achieve economies of scale and lessen the impacts to the community. As an example, the Newport project includes replacing stormwater, water, sewer and street facilities versus just focusing on one piece of infrastructure. In addition to these large "synergy" projects, the proposed budget also includes the issuance of $24 million in long term debt for the first series of General Obligation Bond projects, which will be reviewed and prioritized by the Transportation Bond Oversight Committee. The 5-year CIP includes total infrastructure investments of $306 million with $126 million programmed in the 2021-2023 biennium.

In order to achieve this level of infrastructure spending, the City will leverage fee and rate increases to issue long-term debt for most of these projects to ensure today's and future generations equally share in paying for investment and replacement of aging infrastructure, facilities and equipment.

Contingency and Reserves

City-wide, contingency and reserve levels are $26 million higher than the prior biennial budget. At the end of the 2017-2019 biennium, the City Council approved a

Property taxes primarily fund police, fire, and street maintenance services. The proposed budget also includes a $2,249,500 property tax levy for fiscal year 2022-23 specifically related to the voter approved Transportation General Obligation (GO) Bond Measure 9-135. Consistent with the voter approved ballot language, property taxes related to the 2020 GO Bond will not be assessed until the second year of the biennium. Additional revenue drivers include projected room tax increases of 16% in fiscal year 2021-22 and 5% in fiscal year 2022-23, as we anticipate tourism activity to return to pre-pandemic levels.
Rate increases are proposed for water utilities (3% for sewer, 2.5% for water, 7% for stormwater), to keep pace with existing infrastructure deficiencies as well as future needs. Fee increases are also proposed for Building, Planning and Private Development Engineering permits in the Community Development Department, which are needed to support the additional staffing needed to maintain permit turnaround times. Proposed increases to Building and Private Development Engineering fees reflect Consumer Price Index (CPI) level increases of 3% per year. Annual fee increases of 6% per year are projected for Planning services.

Expenditures
Personnel services expenses, which includes salary and benefit costs for City employees, represent the largest category of spending in the proposed budget. The 2021-2023 budget proposes the addition of 30.5 new staff, which will replace some of the vacant positions that were eliminated due to the anticipated revenue impact of the COVID-19 pandemic, as well as support new projects and initiatives. During fiscal year 2020-21, the City Council authorized 14 additional positions, which coupled with the 30.5 new staff proposed in the upcoming budget, will result in staffing levels that slightly exceed pre-pandemic levels.

Proposed investments in infrastructure make up another significant portion of proposed budget expenditures. Many of the projects outlined in the Capital Improvement Program (CIP) are complex, multi-year projects involving improvements to water, water reclamation (sewer), stormwater and transportation infrastructure. Examples of these improvements include the Newport and Murphy Corridor Improvements, among many others. In order to use revenues responsibly, the City of Bend looks for opportunities to align multiple projects to achieve economies of scale and lessen the impacts to the community. As an example, the Newport project includes replacing stormwater, water, sewer and street facilities versus just focusing on one piece of infrastructure. In addition to these large "synergy" projects, the proposed budget also includes the issuance of $24 million in long term debt for the first series of General Obligation Bond projects, which will be reviewed and prioritized by the Transportation Bond Oversight Committee. The 5-year CIP includes total infrastructure investments of $306 million with $126 million programmed in the 2021-2023 biennium.

In order to achieve this level of infrastructure spending, the City will leverage fee and rate increases to issue long-term debt for most of these projects to ensure today's and future generations equally share in paying for investment and replacement of aging infrastructure, facilities and equipment.

Contingency and Reserves
City-wide, contingency and reserve levels are $26 million higher than the prior biennial budget. At the end of the 2017-2019 biennium, the City Council approved a reduction in the General Fund reserve target from 17% of operating expenditures to 16% in order to provide additional funding for implementing Council's goals during the current 2019-2021 biennium, specifically related to transportation improvements. In the upcoming biennium, General Fund reserve levels are projected to be in line with the City Council adopted fiscal policies of 16% of operating expenditures, which includes the General Fund Revenue Stabilization Fund balance. Reserve balances in the Community & Economic Development service area, specifically in the Building and Planning Funds, are proposed to decline to help lessen the impact of necessary fee increases on the community. An external fee study is planned for the second year of the biennium to ensure development fees are set to cover the costs of permit processing. Infrastructure service area reserves are increasing slightly as the City issues debt for transportation projects that will span multiple years and beyond the 2021-2023 biennium. Administration and Central Services reserves are projected to be fairly consistent with prior years.

Implementation of the City Council Goal Framework
The foundation of this proposed budget began early this year with a rigorous Council Goal setting process that included input from community member committees, advisory groups, community organizations, individual Councilors, the City's Leadership Team and supporting data such as a statistically-valid community survey to assess priorities. Using this input to drive the agenda, Council held a retreat and follow-up work sessions to refine the themes and create their goals for the 2021-2023 biennium.

A copy of the Council Goal Framework, that includes detailed strategies and actions that support each goal area, can be found on pages 49-55 in the 'Introductory Section' of the budget document.

In early March 2021, the City Council was presented with a budget scenario to allocate approximately $3 million of General Fund discretionary revenue to support its goals. The City Council approved that option and the budget includes $3.08 million of General Fund revenues to support implementation of Council Goals. Programs and facilities to address homelessness have been prioritized, with approximately 40% of the General Fund revenues dedicated to Council's Housing Goal. A summary of the proposed General Fund allocations can be found in the General Fund budget narrative on page 86.

Budget Summary and Looking Forward
The proposed 2021-2023 biennial budget reflects an anticipated rebound in revenues which not only allows the City to continue delivering a high quality of services for our core operations, but also provides funding for support and implementation of Council's Goals.

Moving forward, it is important to note that the $3.08 million included in the budget for support of Council Goals will serve as "seed money" to kick-start Council's priority programs and projects until long term, sustainable funding is identified. For example, there is limited General Fund support proposed for Council's Transportation and Infrastructure goals. The funding chapter of the Transportation System Plan (TSP) identified new revenues and/or fee increases that are necessary to implement the "near term" projects identified in the TSP which have yet to be created.

Property taxes represent the majority of General Fund revenues. The City's permanent tax rate of $2.80 per $1,000 of taxable assessed value is significantly less than that of our peer cities, and Measures 5 and 50 approved by Oregon voters in the 1990's restrict the City's ability to increase the permanent rate. These restrictions, along with limitations on the City's ability to quickly increase other General Fund revenues such as room taxes and franchise fees, have created a structural funding challenge in the General Fund. This structural challenge impacts the Public Safety departments' ability to keep pace with the changing needs of the community as those department rely almost exclusively on funding from the General Fund. Roughly 80% of the General Fund is used to fund the public safety departments. As a result, a renewal and increase to the Fire Department's operating levy will be necessary in future years beyond the upcoming biennium to ensure the City continues to deliver core Fire and Emergency Medical Services.

The City is actively pursuing grant opportunities, partnerships with state and local community partners, and federal funding including the $12.65 million allocated to Bend through the American Rescue Plan as well as funding opportunities included in the American Jobs Plan, which will provide critical funding for economic recovery and infrastructure investments. These funds will be recognized through a supplemental budget later this summer or early fall.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2019-20	Rate or Amount Imposed This Year 2020-21	Rate or Amount Approved Next Year 2021-22
Permanent Rate Levy (rate limit $2.8035 per $1,000)	$2.8035	$2.8035	$2.8035
Local Option Levy of $0.20 per $1,000 TAV	$0.2000	$0.2000	$0.2000
Levy For General Obligation Bonds	$1,978,500	$1,978,500	$4,228,000

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1, 2021.	Estimated Debt Authorized, But Not Incurred on July 1, 2021
General Obligation Bonds	$16,930,000	$24,206,000
Other Bonds	$360,602,407	$21,746,600
Other Borrowings	$0	$0
Total	$377,532,407	$45,952,600

150-504-073-2 (Rev. 11-18)

FORM LB-1 **NOTICE OF BUDGET HEARING**

A public meeting of the Bend City Council will be held on June 16th, 2021 at 7:00pm virtually on the Zoom platform. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2021 as approved by the City of Bend Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 710 NW Wall Street, Bend, Oregon, between the hours of 8:00a.m. and 5:00p.m. or online at **www.bendoregon.gov**. This budget is for a 2021-2023 biennial budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

This meeting will be convened on-line due to COVID-19 concerns. The public is invited to watch on-line at: www.bendoregon.gov/councilagenda. To support Governor Brown's order for social distancing, the Bend Urban Renewal Agency will conduct this meeting virtually through Zoom. Please refer to the agenda (available by 5 p.m. on June 11th at www.bendoregon.gov/councilagenda) for instructions to call in to provide comment for the public hearing or send written comments to mhodnett@bendoregon.gov by 5 p.m. on June 16.

Contact: Melissa Hodnett, Budget & Financial Planning Manager Telephone: (541) 693-2152 Email: mhodnett@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2017-2019	Adopted Budget This Biennium 2019-2021	Approved Budget Next Biennium 2021-23
Beginning Fund Balance/Net Working Capital	203,668,868	218,893,000	254,872,200
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	202,940,598	224,237,000	236,721,800
Federal, State & all Other Grants, Gifts, Allocations & Donations	37,409,578	47,703,950	41,251,000
Revenue from Bonds and Other Debt	50,803,079	127,473,700	77,663,700
Interfund Transfers / Internal Service Reimbursements	143,595,633	157,108,500	178,042,800
All Other Resources Except Current Year Property Taxes	36,548,856	29,471,700	34,333,300
Current Year Property Taxes Estimated to be Received	68,714,221	74,214,200	86,036,800
Total Resources	**743,680,833**	**879,102,050**	**908,921,600**

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	162,878,066	193,002,535	223,123,600
Materials and Services	63,398,289	95,158,715	95,385,900
Capital Outlay	95,066,761	199,605,000	152,257,800
Debt Service	49,425,037	55,282,700	63,854,600
Interfund Transfers	146,576,902	159,925,300	173,646,400
Contingencies	0	37,486,500	37,703,300
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	138,641,300	162,950,000
Total Requirements	**517,345,055**	**879,102,050**	**908,921,600**

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	52,601,730	57,281,900	64,675,800
FTE	0.00	0.00	0.00
Public Safety	100,813,748	125,112,200	142,199,900
FTE	263.60	272.62	280.62
Infrastructure	248,062,836	513,242,400	526,959,400
FTE	198.63	202.00	208.50
Community & Economic Development	58,975,875	84,154,450	87,273,000
FTE	104.35	99.55	111.85
Administration & Central Services	56,890,865	99,311,100	87,813,500
FTE	95.48	110.75	114.25
Total Requirements	**517,345,055**	**879,102,050**	**908,921,600**
Total FTE	**662.06**	**684.92**	**715.22**

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The City of Bend and the Bend Urban Renewal Agency (BURA) biennial budgets were approved by the same budget committee on May 12th. The statement of statement of changes below includes both organizations and will vary slightly from the City of Bend amounts presented above.

This balanced budget reflects the City's response to the ongoing challenges of the COVID-19 pandemic while maintaining, if not expanding, services offered to the community. It also identifies funding to address City Council's goals for the upcoming biennium. Overall, the proposed biennial budget of $919.4 million reflects a 3% increase compared to the revised budget for the 2019-2021 biennium.

Response to the COVID-19 Pandemic

Balancing the budget was particularly challenging during the 2019-2021 biennium due to impacts of the COVID-19 pandemic. When the pandemic began in Spring 2020, its financial impacts were unknown. The City estimated a revenue shortfall of approximately $8 million. City-wide, department budgets were reduced by approximately 10%, including 37 vacant positions that were eliminated in an effort to maintain a balanced budget. We anticipated substantial shortfalls from these sources of revenue: highway gas tax allocations, lodging/room taxes, property taxes (due to an anticipated decrease in collection rates), and fine and citation revenues. Overall these revenues are coming in stronger than predicted. The 2021-2023 proposed budget assumes the majority of the COVID-19 impacted revenues return to pre-pandemic levels or higher, beginning in fiscal year 2021-2022, the first year of the biennium. An overview of projected revenues and related spending are discussed below.

Financial Overview

Revenues

The $919.4 million biennial budget includes all our operating revenues for the biennium ($395 million), as well as debt proceeds, interfund transfers, one-time grant funding, and ending reserves from the prior fiscal year. The $395 million of City-wide operating revenues for the biennium is a 5% increase in projected revenues for the first year of the biennium and a 6% increase for the second year. Of the $395 million of City-wide operating revenues, $124 million are in the City's General Fund.

Key drivers for the additional revenues include anticipated increases in tax assessed property value of 5.5% for fiscal year 2021-22 and 5% for fiscal year 2022-23. Property taxes primarily fund police, fire, and street maintenance services. The proposed budget also includes a $2,249,500 property tax levy for fiscal year 2022-23 specifically related to the voter approved Transportation General Obligation (GO) Bond Measure 9-135. Consistent with the voter approved ballot language, property taxes related to the 2020 GO Bond will not be assessed until the second year of the biennium. Additional revenue drivers include projected room tax increases of 16% in fiscal year 2021-22 and 5% in fiscal year 2022-23, as we anticipate tourism activity to return to pre-pandemic levels.

Rate increases are proposed for water utilities (3% for sewer, 2.5% for water, 7% for stormwater), to keep pace with existing infrastructure deficiencies as well as future needs. Fee increases are also proposed for Building, Planning and Private Development Engineering permits in the Community Development Department, which are needed to support the additional staffing needed to maintain permit turnaround times. Proposed increases to Building and Private Development Engineering fees reflect Consumer Price Index (CPI) level increases of 3% per year. Annual fee increases of 6% per year are projected for Planning services.

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Personnel services expenses, which includes salary and benefit costs for City employees, represent the largest category of spending in the proposed budget. The 2021-2023 budget proposes the addition of 30.5 new staff, which will replace some of the vacant positions that were eliminated due to the anticipated revenue impact of the COVID-19 pandemic, as well as support new projects and initiatives. During fiscal year 2020-21, the City Council authorized 14 additional positions, which coupled with the 30.5 new staff proposed in the upcoming budget, will result in staffing levels that slightly exceed pre-pandemic levels.

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A copy of the Council Goal Framework, that includes detailed strategies and actions that support each goal area, can be found on pages 49-55 in the 'Introductory Section' of the budget document.

In early March 2021, the City Council was presented with a budget scenario to allocate approximately $3 million of General Fund discretionary revenue to support its goals. The City Council approved that option and the budget includes $3.08 million of General Fund revenues to support implementation of Council Goals. Programs and facilities to address homelessness have been prioritized, with approximately 40% of the General Fund revenues dedicated to Council's Housing Goal. A summary of the proposed General Fund allocations can be found in the General Fund budget narrative on page 86.

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PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2019-20	Rate or Amount Imposed This Year 2020-21	Rate or Amount Approved Next Year 2021-22
Permanent Rate Levy (rate limit $2.8035 per $1,000)	$2.8035	$2.8035	$2.8035
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Levy For General Obligation Bonds	$1,978,500	$1,978,500	$4,228,000

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding on July 1, 2021.	Estimated Debt Authorized, But Not Incurred on July 1, 2021
General Obligation Bonds	$16,930,000	$24,206,000
Other Bonds	$360,602,407	$21,746,600
Other Borrowings	$0	$0
Total	$377,532,407	$45,952,600

150-504-073-2 (Rev. 11-18)

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

FORM LB-50
2021-2022

To assessor of **Deschutes** County

☐ Check here if this is an amended form.

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

The **City of Bend** (District Name) has the responsibility and authority to place the following property tax, fee, charge or assessment on the tax roll of **Deschutes** (County Name) County. The property tax, fee, charge or assessment is categorized as stated by this form.

Mailing Address of District	City	State	ZIP code	Date
PO Box 102	Bend	OR	97701	7/2/2021

Contact Person	Title	Daytime Telephone	Contact Person E-Mail
Sharon Wojda	Chief Financial Officer	541-693-2158	swojda@bendoregon.gov

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	2.8035	
2. Local option operating tax	2	0.20	
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 **prior** to October 6, 2001	5a.		
5b. Levy for bonded indebtedness from bonds approved by voters **on or after** October 6, 2001	5b.		1,978,500
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.		**1,978,500**

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per $1,000	6	**2.8035**
7. Election date when your **new district** received voter approval for your permanent rate limit	7	
8. **Estimated** permanent rate limit for newly **merged/consolidated district**	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
Operating	5/15/18	2019-20	2023-24	$0.20/$1000 TAV

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.**

150-504-073-7 (Rev. 10-20)

(see the back for worksheet for lines 5a, 5b, and 5c)

File with your assessor no later than JULY 15, unless granted an extension in writing.

RESOLUTION NO. 140

A RESOLUTION ADOPTING THE BEND URBAN RENEWAL AGENCY 2021-2023 BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2021.

THE BOARD OF THE BEND URBAN RENEWAL AGENCY (BURA) RESOLVES AS FOLLOWS:

1 To adopt the 2021-2023 Biennial Budget as approved by the Budget Committee on May 12, 2021. The 2021-2023 Biennial Budget is attached as Exhibit A.

2 That the amount for the biennial period beginning July 1, 2021 is appropriated in the aggregate sum of $8,492,800, excluding reserves for future expenditures. As shown below and in Exhibit A, the total Bend Urban Renewal Agency biennial budget including reserves is $15,061,200.

BEND URBAN RENEWAL AGENCY REQUIREMENTS FOR THE 2021-2023 BIENNIUM:

Total Appropriations, including Contingency	**$ 8,492,800**
Total Reserved for Future Expenditures	**6,568,400**
Total Bend Urban Renewal Agency Budget	**$ 15,061,200**

Adopted by a vote of the Bend Urban Renewal Agency Board on June 16, 2021.

YES: NO:

Barb Campbell, Chair

ATTEST:

Robyn Christie, City Recorder

Approved as to form:

Mary Winters, City Attorney

Resolution to Adopt BURA 2021-2023 Biennial Budget
Exhibit A

BURA Murphy Crossing Debt Service Fund - 2310		
Debt Service	$	986,300
Total Fund Appropriations	**$**	**986,300**
Reserved for future expenditures		1,521,200
Budget Total	**$**	**2,507,500**
BURA Juniper Ridge Debt Service Fund - 2320		
Debt Service	$	2,187,800
Total Fund Appropriations	**$**	**2,187,800**
Reserved for future expenditures		4,445,500
Budget Total	**$**	**6,633,300**
BURA Core Area Debt Service Fund - 2330		
Debt Service	$	672,800
Total Fund Appropriations	**$**	**672,800**
Reserved for future expenditures		601,700
Budget Total	**$**	**1,274,500**
BURA Murphy Crossing Construction Fund - 3310		
Community & Economic Development Program	$	262,700
Interfund Transfers		126,600
Total Fund Appropriations	**$**	**389,300**
Budget Total	**$**	**389,300**
BURA Juniper Ridge Construction Fund - 3320		
Community & Economic Development Program	$	3,082,800
Interfund Transfers		196,000
Total Fund Appropriations	**$**	**3,278,800**
Budget Total	**$**	**3,278,800**
BURA Core Area Construction Fund - 3330		
Community & Economic Development Program	$	769,800
Interfund Transfers		208,000
Total Fund Appropriations	**$**	**977,800**
Budget Total	**$**	**977,800**
TOTAL BEND URBAN RENEWAL AGENCY (BURA):		
Total Appropriations, including Contingency	**$**	**8,492,800**
Total Reserved for Future Expenditures		**6,568,400**
Total BURA Budget	**$**	**15,061,200**

Bend Urban Renewal Agency (BURA)
Reconciliation of 2021-2023 Proposed, Approved, Adopted Budget

	Proposed Budget	Budget Committee Adjustments	Budget Committee Approved Budget	City Council Adjustments	City Council Adopted Budget
BURA Murphy Cross Debt Service Fund - 2310					
Debt Service	$ 986,300	$ -	$ 986,300	$ -	$ 986,300
Total Fund Appropriations	**$ 986,300**	**$ -**	**$ 986,300**	**$ -**	**$ 986,300**
Reserved for Future Expenditures	1,521,200	-	1,521,200	-	1,521,200
Budget Total	**$ 2,507,500**	**$ -**	**$ 2,507,500**	**$ -**	**$ 2,507,500**
BURA Juniper Ridge Debt Service Fund - 2320					
Debt Service	$ 2,187,800	$ -	$ 2,187,800	$ -	$ 2,187,800
Total Fund Appropriations	**$ 2,187,800**	**$ -**	**$ 2,187,800**	**$ -**	**$ 2,187,800**
Reserved for Future Expenditures	4,445,500	-	4,445,500	-	4,445,500
Budget Total	**$ 6,633,300**	**$ -**	**$ 6,633,300**	**$ -**	**$ 6,633,300**
BURA Core Area Debt Service Fund - 2330					
Debt Service	$ 672,800	$ -	$ 672,800	$ -	$ 672,800
Total Fund Appropriations	**$ 672,800**	**$ -**	**$ 672,800**	**$ -**	**$ 672,800**
Reserved for Future Expenditures	601,700	-	601,700	-	601,700
Budget Total	**$ 1,274,500**	**$ -**	**$ 1,274,500**	**$ -**	**$ 1,274,500**
BURA Murphy Crossing Construction Fund - 3310					
Community & Economic Development Program	$ 262,700	$ -	$ 262,700	$ -	$ 262,700
Interfund Transfers	126,600	-	126,600	-	126,600
Total Fund Appropriations	**$ 389,300**	**$ -**	**$ 389,300**	**$ -**	**$ 389,300**
BURA Juniper Ridge Construction Fund - 3320					
Community & Economic Development Program	$ 3,082,800	$ -	$ 3,082,800	$ -	$ 3,082,800
Interfund Transfers	196,000	-	196,000	-	196,000
Total Fund Appropriations	**$ 3,278,800**	**$ -**	**$ 3,278,800**	**$ -**	**$ 3,278,800**
BURA Core Area Construction Fund - 3330					
Community & Economic Development Program	$ 464,800	$ 305,000	$ 769,800	$ -	$ 769,800
Interfund Transfers	208,000	-	208,000	-	208,000
Total Fund Appropriations	**$ 672,800**	**$ 305,000**	**$ 977,800**	**$ -**	**$ 977,800**
TOTAL BEND URBAN RENEWAL AGENCY:					
Total Appropriations, including Contingency	**$ 8,187,800**	**$ 305,000**	**$ 8,492,800**	**$ -**	**$ 8,492,800**
Total Reserved for Future Expenditures	**6,568,400**	**-**	**6,568,400**	**-**	**6,568,400**
Total Bend Urban Renewal Agency Budget	**$ 14,756,200**	**$ 305,000**	**$ 15,061,200**	**$ -**	**$ 15,061,200**

RESOLUTION NO. 141

A RESOLUTION LEVYING AD VALOREM TAX INCREMENT AMOUNTS

THE BOARD OF THE BEND URBAN RENEWAL AGENCY (BURA) RESOLVES AS FOLLOWS:

1. The BURA Board certifies to the Deschutes County Assessor of the Board's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under Article IX section 1c of the Oregon Constitution, and ORS Chapter 457 for the Juniper Ridge Urban Renewal Plan Area.

2. The BURA Board certifies to the Deschutes County Assessor of the Board's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under Article IX section 1c of the Oregon Constitution, and ORS Chapter 457 for the Murphy Crossing Urban Renewal Plan Area.

3. The BURA Board certifies to the Deschutes County Assessor of the Board's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under Article IX section 1c of the Oregon Constitution, and ORS Chapter 457 for the Bend Core Area Urban Renewal Plan Area / Tax Increment Financing District.

Adopted by a vote of the Bend Urban Renewal Agency Board on June 16, 2021.

YES: NO:

Barb Campbell, Chair

ATTEST:

Robyn Christie, City Recorder

Approved as to form

Mary Winters, City Attorney

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

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

The Bulletin
PO Box 6020, Bend, Oregon 97708

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

Acct Name: CITY OF BEND - LEGALS
PO Number: Melissa Hodnett
Legal Description:

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

06/11/2021

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

Leanna W.
Signature

Dated at Bend, Oregon, this 11th day of June, 2021

AdName: **141759**

State of Oregon, County of Deschutes
Subscribed and Sworn to before me this 11 day of June, 2021 by

OFFICIAL STAMP
LINDA LEA PRESTON
NOTARY PUBLIC-OREGON
COMMISSION NO. 998634
MY COMMISSION EXPIRES APRIL 6, 2024

Linda Preston
Notary Public for Oregon

No. _____
In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

Filed _____

By _____
From the office of

Attorney for _____

TO PLACE AN AD CALL CLASSIFIED • 541-385-5809

1001 Legal Notices & Public Notices

and process
- Providing technical assistance for further screening candidate sites
- Facilitating outreach to elected officials, land use authorities, advisory committee and other interested parties
- Providing public outreach and coordination
- Documentation of the site selection process
- Evaluating the State and local entitlements for land use authorization and permitting

1001 Legal Notices & Public Notices

The Request for Qualifications may be obtained or examined at the Deschutes County Department of Solid Waste offices at the address listed below or viewed at https://www.deschutes.org/rfps.
Statements of Qualifications (one printed copy and one digital pdf copy) must be received by 4:00 p.m. Wednesday, July 7, 2021 at the Deschutes County Department of Solid Waste, 61050 S.E. 27th Street, Bend,

1001 Legal Notices & Public Notices

Oregon 97702. Proposals are to be addressed to Chad Centola, Interim Director of Solid Waste. Statement of Qualifications must be submitted directly; Deschutes County will not accept electronic or facsimile transmittals. Statements of Qualifications shall be limited to 30 pages (excluding the transmittal letter).
This is not a contract offer and with this solicitation, the proposer assumes any liability for the costs incurred in

1001 Legal Notices & Public Notices

the preparation and transmittal of proposals in response to the solicitation.
IMPORTANT: Prospective proposers MUST complete and submit the Contact Information Form provided on the website, to receive follow-up documents (addenda, clarifications, etc). Failure to provide contact information will result in proposer disqualification.
Questions regarding this solicitation can be directed to:
Chad Centola, Interim

1001 Legal Notices & Public Notices

Director, Deschutes County Solid Waste
Deschutes County Solid Waste Department
61050 SE 27th Street
Bend, Oregon 97701
Phone: (541) 322-7172
Fax: (541) 317-3959
Email: chadc@deschutes.org
THE BEND BULLETIN: Wednesday, June 9 and Friday, June 11, 2021
DAILY JOURNAL OF COMMERCE: Wednesday, June 9 and Friday, June 11, 2021

FORM UR-1 **NOTICE OF BUDGET HEARING**

A public meeting of the Bend Urban Renewal Agency will be held on June 16th, 2021 immediately following the City Council meeting. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2021 as approved by the Bend Urban Renewal Agency Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 710 NW Wall Street, Bend, Oregon, between the hours of 8 a. m. and 5 p. m. or online at www.bendoregon.gov. This budget is for an __ annual _X_ biennial budget period. This budget was prepared on a basis of accounting that is _X_ the same as __ different than used the preceding year. If different, the major changes and their effect on the budget are: N/A

This meeting will be convened on-line due to COVID-19 concerns. The public is invited to watch on-line at: www.bendoregon.gov/councilagenda. To support Governor Brown's order for social distancing, the Bend Urban Renewal Agency will conduct this meeting virtually through Zoom. Please refer to the agenda (available by 5 p.m. on June 11th at www.bendoregon.gov/councilagenda) for instructions to call in to provide comment for the public hearing or send written comments to mhodnett@bendoregon.gov by 5 p.m. on June 16.

Contact: Melissa Hodnett, Budget & Financial Planning Manager Telephone: (541) 693-2152 Email: mhodnett@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount 2017-2019	Adopted Budget This Biennium 2019-2021	Approved Budget Next Biennium 2021-2023
Beginning Fund Balance/Net Working Capital	3,056,690	5,445,600	4,816,400
Revenue from Bonds and Other Debt	0	1,957,100	4,645,900
Interfund Transfers	1,974,431	225,700	0
All Other Resources Except Division of Tax & Special Levy	305,470	423,900	237,500
Revenue from Division of Tax	2,896,644	3,382,500	5,361,400
Total Resources	**8,233,235**	**11,434,800**	**15,061,200**

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	179,113	512,000	1,108,200
Materials and Services	74,590	2,610,800	257,100
Capital Outlay	126,571	750,000	2,750,000
Debt Service	2,005,217	2,464,600	3,846,900
Interfund Transfers	248,800	0	530,600
Contingencies	0	157,400	0
Reserves	0	4,940,000	6,568,400
Total Requirements	**2,634,291**	**11,434,800**	**15,061,200**

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			
Bend Urban Renewal Agency General Fund	244,396	659,100	0
FTE	0.4	0.5	0
Bend Urban Renewal Agency Juniper Ridge Construction Fund	169,686	2,234,900	3,278,800
FTE	0	1.1	0.9
Bend Urban Renewal Agency Juniper Ridge Debt Service Fund	1,340,855	5,481,600	6,633,300
FTE	0	0	0
Bend Urban Renewal Agency Murphy Crossing Construction Fund	214,991	1,136,200	389,300
FTE	0	0.10	0.35
Bend Urban Renewal Agency Murphy Crossing Debt Service Fund	664,363	1,923,000	2,507,500
FTE	0	0	0
Bend Urban Renewal Agency Core Area Construction Fund	0	0	977,800
FTE	0	0	2.65
Bend Urban Renewal Agency Core Area Debt Service Fund	0	0	1,274,500
FTE	0	0	0
Total Requirements	**2,634,291**	**11,434,800**	**15,061,200**
Total FTE	**0.4**	**1.7**	**3.9**

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Bend Urban Renewal Agency (BURA) General Fund:
The BURA General Fund is being dissolved at the end of the 2019-2021 biennium. Urban renewal agencies are required to have a "general fund" for financial reporting purposes. Since the largest BURA fund is the Juniper Ridge Construction Fund, that fund will serve as the "general fund" for annual audit and financial reporting purposes.

Juniper Ridge Urban Renewal Area:
The proposed budget assumes a 4% Taxable Assessed Value (TAV) increase for the Juniper Ridge area. The proposed budget cycle includes one (1) position for a new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Core Area urban renewal funds. The Juniper Ridge Construction Fund contains short-term debt proceeds from the General Fund which allow the tax increment funding to pay for staffing and materials and services through repayment of the General Fund debt. As noted above, the BURA General Fund is being dissolved at the end of the 2019-2021 biennium. Urban renewal agencies are required to have a "general fund" for financial reporting purposes. Since the largest BURA fund is the Juniper Ridge Construction Fund, this fund will serve as the "general fund" for annual audit and financial reporting purposes.

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Core Area Urban Renewal Area:
The proposed budget assumes a 4% TAV increase for the Core Area beginning Fall 2021 for the 2021-22 tax assessment year. The proposed budget cycle includes one (1) position for a new Urban Renewal Sr. Program Analyst shared with the Murphy Crossing and Juniper Ridge urban renewal funds and one (1) position for a Business Advocate. The Core Area Construction Fund contains short-term debt proceeds from the General Fund which allow the tax increment revenue to pay for staffing through repayment of the General Fund debt.

In addition, funding allocations for Economic Development staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next.

STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding July 1, 2021	Estimated Debt Authorized, But Not Incurred on July 1, 2021
General Obligation Bonds	$0	$0
Other Bonds	$0	$2,652,000
Other Borrowings	$5,158,866	$0
Total	$5,158,866	$2,652,000

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The Bulletin
EMPOWERING OUR COMMUNITY

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Murphy Crossing Urban Renewal Area:
The proposed budget assumes a 4% TAV increase for the Murphy Crossing area. The proposed budget cycle includes one (1) position for a new Urban Renewal Sr. Program Analyst shared with the Juniper Ridge and Core Area urban renewal funds. The Murphy Crossing Construction Fund contains short-term debt proceeds from the General Fund which allow the tax increment revenue to pay for staffing through repayment of the General Fund debt.

Core Area Urban Renewal Area:
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Total	$5,158,866	$2,652,000

FORM UR-50 **NOTICE TO ASSESSOR** **2021-2022**

• Submit two (2) copies to county assessor by July 15. ☐ **Check here if this is an amended form.**

Notification

Bend Urban Renewal Agency (Agency Name) authorizes its 2021-2022 ad valorem tax increment amounts by plan area for the tax roll of Deschutes County (County Name)

Sharon Wojda (Contact Person)	541-693-2158 (Telephone Number)	7/2/2021 (Date Sumitted)
PO Box 1024 Bend OR 97701 (Agency's Mailing Address)	swojda@bendoregon.gov (Contact Person's E-mail Address)	

☐ ency has filed an impairment certificate by May 1 with the assessor (ORS 457.445).

Part 1: Option One Plans (Reduced Rate). [ORS 457.435(2)(a)]

Plan Area Name	*Increment Value to Use**		*100% from Division of Tax*	*Special Levy Amount***
	$	OR	☐ Yes	$
	$	OR	☐ Yes	$

Part 2: Option Three Plans (Standard Rate). [ORS 457.435(2)(c)]

Plan Area Name	*Increment Value to Use****		*100% from Division of Tax*	*Special Levy Amount*****
	$	OR		$
	$	OR		$

Part 3: Other Standard Rate Plans. [ORS 457.445(2)]

Plan Area Name	*Increment Value to Use**		*100% from Division of Tax*	
	$	OR	☐ Yes	
	$	OR	☐ Yes	

Part 4: Other Reduced Rate Plans. [ORS 457.445(1)]

Plan Area Name	*Increment Value to Use**		*100% from Division of Tax*	
Juniper Ridge Urban Renewal Plan	$	OR	☒ Yes	
Murphy Crossing Urban Renewal Plan	$	OR	☒ Yes	
Bend Core Area Urban Renewal Plan Area / Tax Increment Financing District	$	OR	☒ Yes	

Part 5: Permanent Rate Plans. [ORS 457.087]

Plan Area Name	*Increment Value to Use**		*100% from Division of Tax*	
	$	OR	☐ Yes	
	$	OR	☐ Yes	

Notice to Assessor of Permanent Increase in Frozen Value. Beginning tax year 2021-22, permanently increase frozen value to:

Plan Area Name	*New frozen value $*

* **All Plans except Option Three**: Enter amount of Increment Value to Use that is less than 100% Or check "Yes" to receive 100% of division of tax. Do NOT enter an amount of Increment Value to Use AND check "Yes".

** If an **Option One plan** enters a Special Levy Amount, you MUST check "Yes" and NOT enter an amount of Increment to Use.

*** **Option Three plans** enter EITHER an amount of Increment Value to Use to raise less than the amount of division of tax stated in the 1998 ordinance under ORS 457.435(2)(c) OR the Amount from Division of Tax stated in the ordinance, NOT both.

**** If an **Option Three plan** requests both an amount of Increment Value to Use that will raise less than the amount of division of tax stated in the 1998 ordinance and a Special Levy Amount, the Special Levy Amount cannot exceed the amount available when the amount from division of tax stated in the ordinance is subtracted from the plan's Maximum Authority.

150-504-076-5 (Rev. 10-5-20)