



City of Bend, Oregon

2013-2015

Adopted

Biennial

Budget



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**For the biennial budget period
July 1, 2013 – June 30, 2015**

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CITY OF BEND, OREGON

2013-2015 Adopted Biennial Budget



City of Bend Mission Statement:

The right public services for the Bend way of life.

Budget Committee

Andrew (A.J.) Tyvand, Chair
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James Lewis, Citizen Member
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
**City of Bend
Oregon**

For the Biennium Beginning

July 1, 2011

President

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, 2011. 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.

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Reader's Guide

For the novice, the City's Biennial Budget Document can look formidable. Since Budget Document users come with a wide variety of backgrounds, and include City staff, City Councilors, Budget Committee members, citizens, and financial market experts, the information in the biennial budget is designed to provide a lot of different information about the City to a lot of different users. The information in the budget can be grouped into one of four main areas to facilitate an understanding of what the City plans to do 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. New policy issues that have a fiscal impact are highlighted in this message. All of these policy issues have the potential to impact fees, taxes, and/or the allocation of existing staff or financial resources. Throughout the budget there will be notes about the financial impact of these policies.

2. 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 Budget Message provides a concise discussion of the major priorities of the City; the financial and program information included in the Adopted Budget 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. Performance measures are included in the Adopted Budget section for each program to provide information on how efficient and effective the City is with resources in pursuit of meeting Council goals and management objectives.

3. A Financial Plan: The Budget Document is foremost a financial plan, providing a numerical road map that matches resources available with the spending priorities defined by the Budget Committee and City Council. Each service area of the budget is comprised of specific programs and is summarized by the budget organization charts starting on page JH. A Budget Summary by Service Area can be found at the beginning of the Financial Section. This summary provides brief information about the more detailed financial data found elsewhere in the budget document.

a. The Budget by Fund: Summaries of the City's adopted budget by fund can be found starting on page 1E. The City uses a fund structure as the primary method of accounting for financial operations. As described below, the City is continuing to move towards program based budgeting. Since this is in the early stages of the process, many funds are still considered programs such as Airport or Affordable Housing. A fund can be thought of as a "business", with all revenues in the fund specifically associated with the kinds of expenditures in the fund. In most cases, there is a legal restriction on the use of the revenue in a fund. This means that Water Utility Fund revenues cannot be used to pay for street repair or hire more police or fire personnel since the Water Utility Fund revenue is restricted in its use to services necessary to provide water to all properties in Bend. Funds are usually named for their primary activity (i.e., the Water Reclamation Utility Fund accounts for revenue and expenditures associated with operating the City's sewer infrastructure). The General Fund is used as a catch-all fund, and is specifically defined as the fund to use when there is no reason to use another fund.

b. The Budget by Program: This biennial budget shows the continuation of the City moving towards program-based budgeting. The program designation is used to group a set of like activities to enhance the opportunities for operational efficiencies, or to take advantage of professional qualifications of staff to work on multiple types of projects. Within the City's various funds, programs were identified and established for budgeting purposes. A fund can just have one program, like Public Works Laboratory. In this case, the fund has a fairly singular focus in its work, with specialized training that does not cross into other work areas. A fund can also have multiple programs, like Transportation Operations that has multiple programs operating within it. In this case each program is used to either manage specific work, allow the ability to cost specific services for which customers are charged a fee for service, or report to the City Council, citizens, or outside agencies. Tables showing financial information for these programs can be found within the program narratives. These tables show the prior two year's activity instead of the prior two biennial periods since tracking of expenditures and FTE by program did not start until the 2011-2013 biennium.

c. The Budget by Type: The City's budget also includes different types of revenues and expenditures which overlay the budget by fund and program. Comparing the budget by types can help a reader understand how major sources of revenue or major costs are treated across the organization. Operating revenues include types such as: Property Taxes, Transient Room Taxes, Licenses and Permits, Charges for Services, System Improvement Fees, Intergovernmental Revenues, Fines and Forfeitures, and Miscellaneous Revenues. Non-Operating Revenue types include Transfers, Issuance of Long Term Debt or Sale of Capital Assets. Operating expenditure types include: Personnel Services (includes salaries and wages, plus all associated benefits), Materials and Services, Interfund Transfers, Debt Service and Capital Outlay. Non-operating expenditure types include Contingencies, (which are appropriated) and Reserves (which are not appropriated), neither of which are used unless authorized by the City Council.

4. An Operations Guide: The City's operations are defined through the budget document in each program's 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 program 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 and summary also serve to drive operations by tying services and initiatives back to citizen needs and Council goals. The budget document as a whole is also 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.

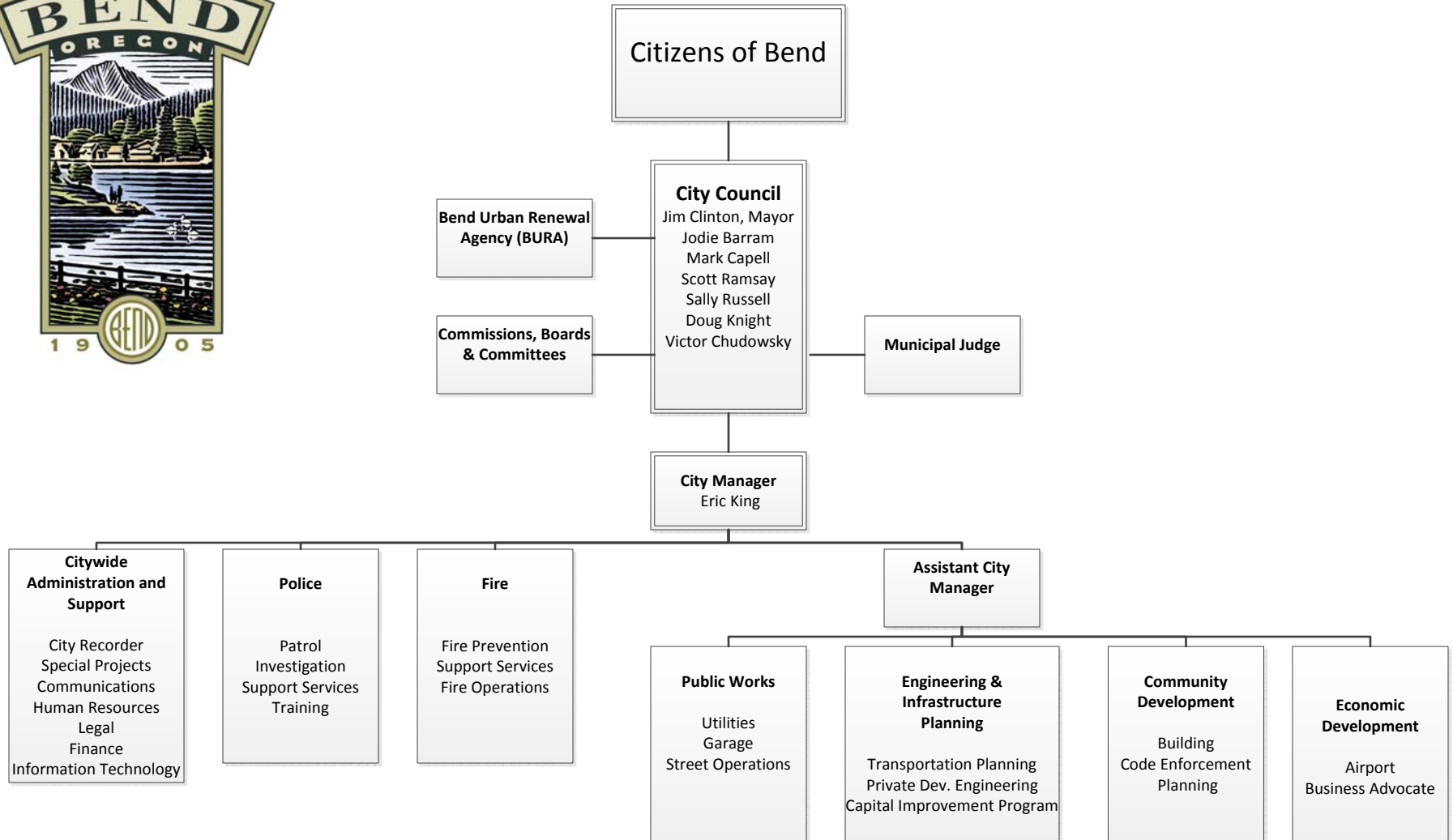
During the course of the biennium, each program manages and monitors its budget, reporting monthly to the City Manager and Finance Director on any unusual occurrences. The Finance Department has the overall responsibility to develop and monitor the budget. The Finance Department's staff prepares monthly budget to actual reports that are published on the City's web site at www.bendoregon.gov. The Finance Department also prepares the Comprehensive Annual Financial Report (CAFR) at the end of the year. More information on the City's Budget Process, including the time line and process followed, can be found on pages 7F-Ī H

Quick Reference Guide

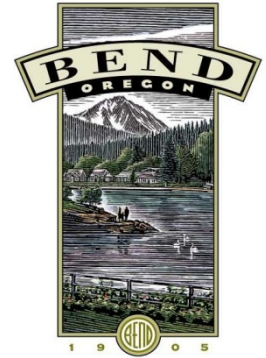
If You Have This Question	Reference Tab	Page(s)
How much is in the 2013-15 Budget?	Budget Message, Financial Section, Adopted Budgets	7, 97-119, 141-368
How much is in each program budget?	Adopted Budgets	141-368
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City of Bend Organizational Chart



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City Manager's Budget Message 2013-2015 Adopted Biennial Budget

May 1, 2013

To the City of Bend Budget Committee:

With this letter I present our balanced biennial budget proposal for 2013-2015. The last time I presented the City's budget to you, we were in the midst of one of the gravest recessions in recent history. Thanks to Council and the Budget Committee's support and leadership, we have made difficult decisions over the past several years to address the city's priorities with limited revenues and reduced personnel. I am cautiously optimistic that the economy is showing signs of improvement and we are on a course to recovery.

I am pleased to report that because of our strategic investments in economic development, our commitment to reforms and fiscal discipline, we have stabilized the city's financial situation. Challenges remain and each year the City Councilors work together to develop goals and a workplan to address these challenges. This year's Council workplan (attached) directs the allocation of resources through the budget process to address the following challenges:

- *Infrastructure and Land Use Planning for Economic Growth* - Continuing strategic infrastructure investments as a foundational element to the urban growth boundary (UGB) expansion, providing a clear path for land use plans that sustain and grow our local economy,
- *Public Safety Service Levels* – Preserving and enhancing service levels for public safety programs that meet community expectations,
- *Innovation in Delivery of Service* – Leveraging technology and data to achieve progressive change that produces results, and
- *Community Involvement* - Better engaging Bend's residents in identifying and resolving infrastructure, economic development, and public safety challenges facing the City.

Infrastructure and Land Use Planning for Economic Growth

The adopted two year budget includes \$128.6 million in infrastructure investments (\$68.8 million in water reclamation infrastructure, \$27.8 million in water infrastructure, \$21.7 million in transportation construction, \$4.0 million in street preservation, \$2.3 million in stormwater improvements, \$2.7 million in airport infrastructure and \$1.3 million in various other projects). These investments are necessary to provide capacity and modernization for economic growth. Over the last year, our community has seen an expansion of the craft-brewing industry, the development of OSU Cascades, potential K-12 school expansions, jail expansion and other proposed development. We must aggressively embark on our infrastructure investments to keep pace with the needs of our community. As we do so, we will strive to engage our citizens and businesses in comprehending our infrastructure challenges and developing optimal solutions that reflect community values and considers community affordability and a fair system of sharing these costs.

The adopted budget includes minimal new fees and charges to fund the infrastructure investments. Water and sewer rate increases of 3% to 6% per year respectively are proposed. Stormwater improvements will be funded by reserves accumulated in the Stormwater program and the transportation improvements will be funded by transportation system development charges, franchise fees and the voter approved General Obligation Bonds issued last year. The adopted budget also

includes an increase in General Fund allocation for Street Preservation. Federal Aviation Administration grants are included in the adopted budget for the airport infrastructure improvements.

To advance the work on the urban growth boundary (UGB) expansion begun in 2005, we must complete water, sewer, and transportation public facility plans as well as a comprehensive growth plan that reflects the community's vision, values and priorities. The work is extensive and we must continue to explore methods of paying for community planning that is fair and equitable. The adopted budget includes \$1.6 million for the Long Range Planning program to be funded by the General Fund as well as Water and Water Reclamation enterprise funds.

Public Safety Service Levels

Funding for Bend's Police and Fire service is highly dependent on property tax revenue, which has been relatively flat over the past few years. However, demand for Police and Fire services has been increasing. This scenario requires either an adjustment to service levels, revenue enhancements and/or reductions in costs. Through personnel cost reduction efforts (detailed below) and a reprioritization of services that include new staff deployment models and service level adjustments, both departments have operated without revenue enhancements. It is unlikely that continued service reductions will be accepted by the community and therefore continued pressure remains on identifying a long term balance of funding and service levels. The 2013-2015 biennial budget proposes increased staffing in Police and Fire; however, staffing levels in both departments remain below 2007 levels. The adopted budget also includes \$1.3 million in police vehicles and equipment and \$2.8 million in new fire engines to maintain the City's standard of delivering Police and Fire/EMS services.

Improving Delivery of Service

The challenge of improving delivery of service to our community takes time and investment from modernizing operations to exploring opportunities for shared services with other local government agencies to finding new ways to ensure our services are relevant to community needs and priorities. The need for innovation and technology enhancements is clear; we cannot keep doing business the same way. This budget includes significant resources devoted to technology investments likthat automate and modernize our processes including:

- The purchase of police field testing tablets to streamline workflow for patrol officers,
- Crime forensics and investigative software, and
- Various new systems and software such as:
 - An EMS electronic patient care system,
 - A Vendor management and purchasing system, and
 - An Automated phone response and call system.

We have also reserved \$1.5 million towards the purchase of a new Enterprise Resource Planning (ERP) system that will completely overhaul the City's financial, personnel and permitting software, which has been in place since 1994. The return we anticipate from these investments is an improvement to our business processes and delivery of service to our residents.

Community Involvement

Engaging residents and listening to their concerns are important to the City. The adopted budget includes the creation of a Community Affairs position. The position was funded using existing resources and does not result in an increase in administrative costs to the City. This position is designed to enhance our communications efforts by:

- Promoting stakeholder and community involvement on key City issues,
- Collaboration with staff to ensure citizen participation in all aspects of City government, and

- Effectively planning and implementation of a variety of strategies that support the Council Work Plan

These efforts are designed to build on current public involvement strategies such as:

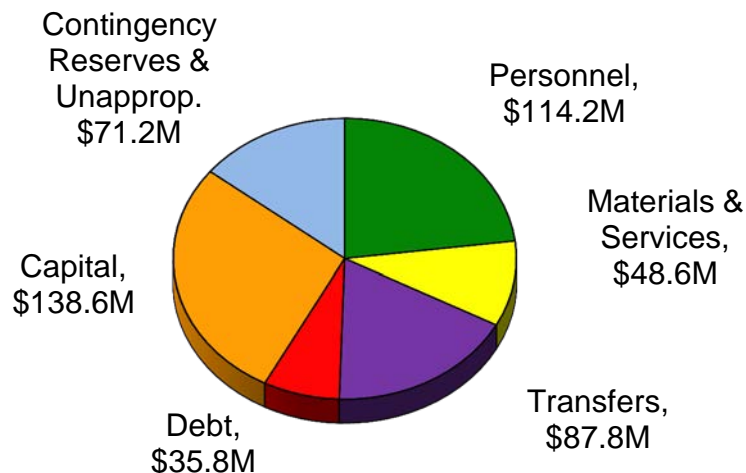
- The formation of ad hoc committees like the Sewer Infrastructure Advisory and Water Treatment Advisory Groups to help guide Council in making strategic infrastructure investments,
- Employing new methodologies like the “Systematic Development of Informed Consent” which focus on achieving community support in problem identification, and
- Leveraging technology tools “the BendVoice” crowdsourcing website and other web-based tools to affordably inform and interact with a broader cross section of our community.

Additional public involvement resources will also be built into project budgets as needed to ensure proactive and robust citizen participation efforts on a consistent basis. Finally, the City has also re-launched its interactive website BendBudget.com. This interactive tool gives the public a wide range of options to balance the City’s General Fund, including spending cuts, program needs and revenue enhancements.

Other Budget Highlights

The adopted two-year budget totals \$496.2 million with operating costs (personnel, materials and services and interfund transfers) comprising 51% of the total, debt and capital costs comprising 35% and contingencies, reserves & unappropriated balances making up the remaining 14% of the total requirements.

2013-15 Adopted Biennial Budget (Total \$496.2 M)



The adopted General Fund biennial budget totals \$82.5 million and includes \$61.8 million for Public Safety programs, \$7.0 million for Infrastructure programs, \$2.7 million for Community and Economic Development programs, \$2.1 million to Central Oregon Intergovernmental Council (COIC) for Transit, \$800,000 for debt service and \$283,000 to the General Fund Stabilization Fund. The General Fund is projected to end the biennium with \$7.5 million in contingencies and reserves.

Government revenues lag behind those of the private market. In the last year, we experienced an increase in building activity and property values. Property tax revenues in the adopted budget are

projected to grow 4.2% over the last biennium. The City's permanent property tax rate is \$2.8035 per \$1,000 of tax assessed value (TAV), which will be fully levied in both years of the biennium. Other significant government revenues such as franchise fees, transient room taxes, state shared revenues and fines are projected to grow between 1.0% and 4.3% per year.

Collection of building, planning and engineering fees increased dramatically in FY 2012-13 as a result of increased development activities. It is anticipated that large commercial projects, currently in the early planning stages, will bring in additional development revenues. As such, the adopted budget projects continued increases in development revenues. However, much of the increase in development revenues will be dedicated towards maintaining reserves to prepare for future fluctuations in revenue.

Personnel Costs

The City has made significant progress in containing personnel costs. In 2011, all employees were moved to a high deductible health plan, and in 2012 all post-employment benefits were eliminated for new hires. Over the past 5 years, the overall staffing levels have dropped by nearly 20% citywide. As we begin to experience a slow to modest recovery from the recession, the City remains cautious in adding back any eliminated positions.

The adopted budget includes an increase in the Public Employees Retirement System (PERS) rates of about 3.7% of payroll. The PERS rate was reduced through a house bill on PERS that passed and was signed by the governor after the budget was prepared. Although the budget does project a 5% increase in health care premiums, the City has recently received preliminary notice that premiums could be at or below 0%. However, this decrease in cost will be offset by increased wages as a result of recent contract negotiations with the City of Bend Employee Association (COBEA).

The adopted budget includes a net increase of 8.7 full time equivalent (FTE) employees from the adopted 2011-13 biennial budget, a 1.9% increase over current staffing. A summary of the additional positions include:

Core Service Area	# of Additional FTEs	Description	Revenue Source
Public Safety	5.5	Filling 3.5 of the 5.5 vacant FTEs in the Fire/EMS program, and 2 new police positions	Property tax and other revenue growth in the General Fund
Infrastructure	7.5	2 FTEs for the Engineering program to assist in planning and managing significant infrastructure projects and 5.5 FTEs for various utility programs for increase needs in operations and maintenance activities	Water and sewer revenue growth
Community & Economic Development	2.0	1 FTE in Planning and 1 Code Enforcement Officer to handle increased workload	Increased development activity
Administration	1.0	Limited term positions to assist with the implementation of a new ERP system	Internal fund transfers
Total	Elimination of 6.3 positions + 16 New Positions = Total Net increase of 8.7 FTE		

Beyond the 2013-2015 Biennium

Fiscal challenges remain beyond the 2013-2015 biennium and much work remains to identify solutions to these challenges. The City's property tax rate of \$2.8035 per \$1000 TAV is significantly lower than

other communities of similar size in Oregon and is fixed at this rate by measures passed by voters in 1990 and 1997. While the City has fewer resources compared to similar communities in Oregon, it has continued to match its service levels commensurate with citizen requests for service. As a result, an imbalance of revenue and expenditure levels, combined with the recession, has culminated in fiscal challenges for various programs in the City budget that include:

Limited General Fund Resources – With a population of 77,455, the City has to address a variety of needs in addition to core services such as public safety and street maintenance. Public Safety and Street Preservation programs comprise 89% of General Fund expenditures, leaving little for other programs needing General Fund support such as Community and Economic Development and other community needs. Despite almost 90% of the General Fund being dedicated to Public Safety and Street Preservation, these programs are currently underfunded and require increased funding to sustain current levels of service.

Long Term Funding for Public Safety – The City's Police and Fire/EMS operations are funded primarily from property taxes and other General Fund revenues. With the decline in property taxes and limited growth in other General Fund revenues, providing sustainable funding for public safety to maintain current service levels has become a significant challenge. In 2010, Council appointed a Public Safety Funding Committee to study and recommend options to sustain current public safety service levels. The committee recommended a variety of cost reduction efforts, a reprioritization of General Fund allocations, and raising new revenues. During 2011 and 2012, the City implemented efforts to reduce personnel costs such as moving employees to a high deductible plan, negotiating zero cost of living adjustments with labor groups and eliminating post-employment health benefits for new hires. The City also froze hiring of new police officer and firefighter positions. In 2012, a Fire District feasibility study was conducted and presented to Council for consideration of long term funding for the Fire/EMS department. Further work needs to be done to provide adequate funding for public safety services.

Funding for Street Preservation – Deferred street maintenance continues to grow each year and is currently over \$80 million (this figure includes local streets). In 2009, Council appointed a Street Maintenance Funding Focus group, which recommended the implementation of a Transportation Utility Fee. However residents' utility bills were already increasing significantly for water and sewer infrastructure needs, and as such City Council deferred the recommendation. In 2011, Council obtained voter approval for a \$30 million GO bond to construct specific intersections and road improvements. The projects undertaken do not address the city-wide growing deferred street maintenance and further work will need to be done to provide adequate funding for street maintenance.

Conclusion

In 2009, I started a city-wide Strategic Planning process to realign the City's focus on core services. The Strategic Plan is an on-going effort to connect Council goals to spending on the City's core services and will also be a foundation for increasing employee and organizational accountability. To support the Strategic Plan, the City has been working on developing performance management practices and transitioning its focus toward program-based budgeting and performance measurements. The adopted 2013-15 budget is organized and presented by the City's core service areas with performance measures for each City program.

The adopted budget was a culmination of many hours of preparation, combining the work of the management team and incorporating Council's 2013 goals and objectives. It reflects investments in our community, improvements to the way we do business and strategic planning for future economic growth. Although this adopted budget finds a balance for funding public safety, infrastructure, community and economic development for the 2013-15 biennium, unfinished work remains to find long term solutions to the structural deficits faced by the City and to ensure our long term fiscal stability. A

recent citizen survey conducted in January 2013 shows our residents value Bend as an excellent place to live and gives the highest priorities to jobs, public safety and drinking water. Despite the challenges that we must address, I remain optimistic that our City will continue to be an excellent place to live and that City Council and staff are committed to delivering the best services to our citizens and meeting our residents' priorities.

I want to thank the Finance Department, especially our Financial Director Sonia Andrews and Budget Manager, Sharon Wojda, and staff throughout the organization for the quality work they have done to develop this budget. I also want to thank the Council and Budget Committee for your guidance and input as we work on this budget together with a goal of maintaining a healthy city and protecting the quality of life in Bend.

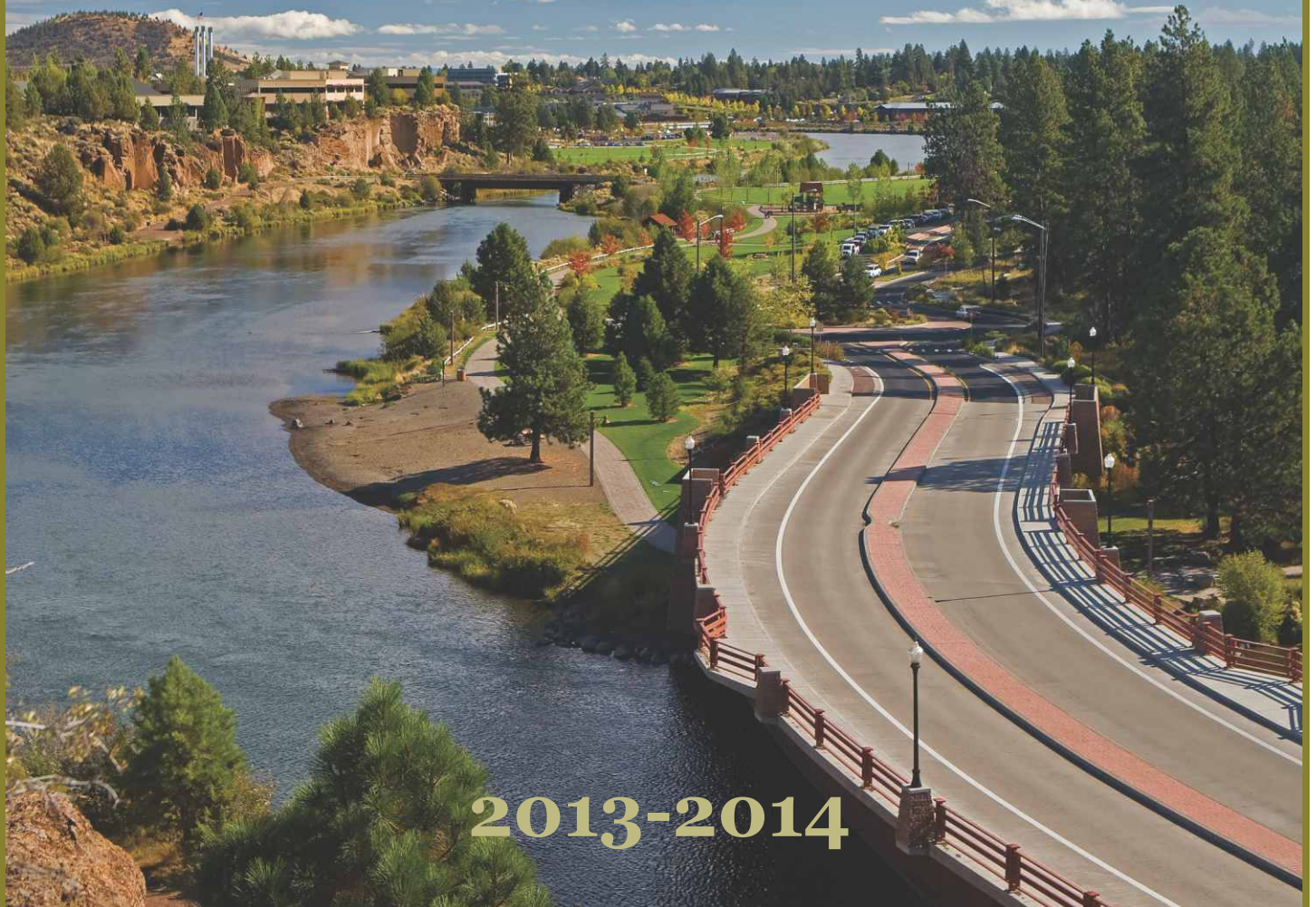
Respectfully submitted,

A handwritten signature in black ink that reads "Eric King". The signature is written in a cursive style with a large initial "E" and "K".

Eric King
Budget Officer / City Manager



CITY COUNCIL WORK PLAN



2013-2014

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THE PROCESS

The City Council participated in a day-long retreat in February 2013. The intent of the retreat was to prioritize objectives to serve as a guide to achieve high-priority goals.

City Council objectives fall into six focus areas (not in priority order):

- Economic Development
- Infrastructure
- Community Vision, Design and Planning
- Government Efficiency and Financial Stability
- Public Safety
- Community Projects



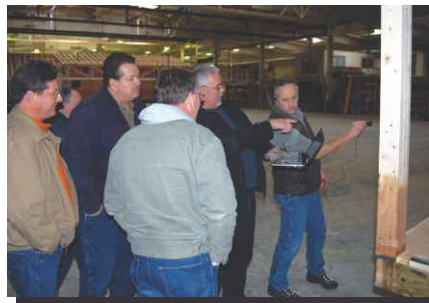
Projects (or objectives) associated with each of these focus areas were developed with input from each of the City's citizen committees and advisory groups, the City Council, and City staff. Some projects are required to comply with regulations or agreements with Federal, State, regional and local agencies.

The purpose of this work plan is to align the work of the organization with the vision and direction of the City. These goals create long-term focus and help to provide transparency and public participation in City government.

The work plan is a dynamic document that will be revised as new challenges or opportunities arise and the Council periodically reviews progress made toward achieving the goals.

In addition to the projects listed in this work plan, the City continues to provide day-to-day operational activities that keep the City running. These include:

- Police, fire and medical emergency response
- Construction permitting and inspection
- Water, wastewater and stormwater utility services
- Street maintenance and repair
- Other essential functions to ensure that the City can respond to the needs of a population of more than 76,000

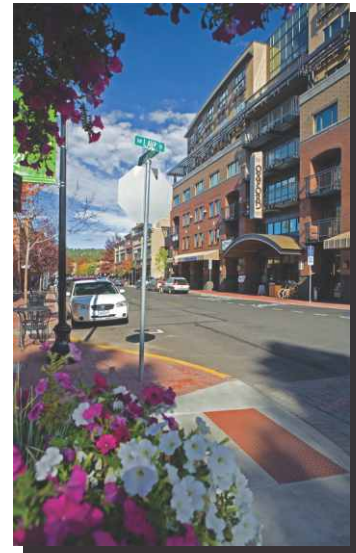


COUNCIL GOALS, VALUES AND OBJECTIVES



The City Council set the following goals for completing its work plan:

- Focus on infrastructure planning as a foundational element of a community growth plan,
- Consider economic, environmental, and social impacts of Council action,
- Ensure City decisions are relevant and responsive to market conditions as well community preferences,
- Promote a strong and diversified economy where businesses thrive,
- Maintain financial stability,
- Improve public safety staffing levels,
- Evaluate and assess new models and tools for engaging the community.



ECONOMIC DEVELOPMENT

VALUES

- A diverse economic base
- Leveraging lifestyle and a vibrant tourism industry
- Equity in fees, feedback and collaboration between businesses and the City, and ensuring infrastructure can accommodate business growth
- Supporting higher and technical education as economic drivers and key industries

OBJECTIVES

- Develop plan for OSU Cascades land entitlement upon state approval
- Complete evaluation of planning fees and implement recommendations
- Provide policy direction on Juniper Ridge land sale options
- Adopt the Airport Master Plan
- Complete implementation of the City's business license program

INFRASTRUCTURE

VALUES

- A fair system for collecting infrastructure costs through a comprehensive approach that considers community affordability
- Continuing to maintain and build financial reserves
- Promoting project optimization modeling to improve sequencing and moderate rate impacts

OBJECTIVES

- Adopt Public Facility Plans for Transportation, Water, Sewer and Stormwater utilities
- Expand Sewer Treatment Plant on time and under budget
- Construct short-term sewer solutions to provide immediate relief



COUNCIL GOALS, VALUES AND OBJECTIVES



- Approve a financial plan for the City's sewer and water systems
- Complete Transportation General Obligation Bond projects on time and under budget
- Conduct public process with recommendation on Bridge Creek water treatment options
- Develop a street preservation investment strategy to minimize long-term costs



COMMUNITY VISION, DESIGN AND PLANNING

VALUES

- Land use codes and incentives that are land and energy efficient
- Opportunities for redevelopment
- Coordination with partner agencies



OBJECTIVES

- Provide legal, policy, and funding direction for the Accessibility Program
- Complete plan for multimodal mixed-use area for the Bend Central District
- Continue Urban Growth Boundary Remand tasks and integrate into broadly accepted community growth plan

GOVERNMENT EFFICIENCY

VALUES

- Opportunities for shared services between regional and local government agencies
- Continued commitment to efficiency in delivering core services



OBJECTIVES

- Replace the City's enterprise software system
- Pursue additional opportunities for shared services with other government agencies
- Develop a plan to formalize a citywide financial strategy, including operational efficiencies, prioritization of resources, and revenue options

PUBLIC SAFETY

VALUES

- Ensuring stable and consistent funding
- Improving staffing levels to meet service demands



OBJECTIVES

- Involve the community and take action on the Fire Department Feasibility Study

COUNCIL GOALS, VALUES AND OBJECTIVES



- Receive recommendations on Countywide Radio Project and evaluate options

COMMUNITY PROJECTS

VALUES

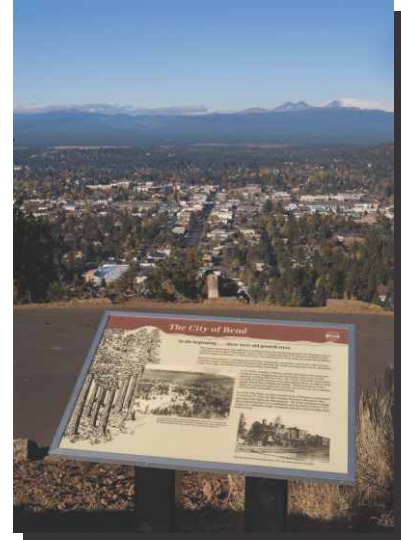
- Responding in earnest to the community's values
- Providing an environment of encouragement
- Supporting the Bend 2030 process

OBJECTIVES

- Participate with community partners on Mirror Pond and review preferred alternatives
- Update the Landmarks Preservation Code
- Support the Bend 2030 visioning process

APPENDIX

- 2013 Council Assignments - Pages 30-31
- Legislative Priorities - Page 32
- 2013 City Council Goals and Objectives - Page 33
- Advisory Committee Goals - Pages 34-43





AIRPORT MASTER PLAN IMPLEMENTATION

PROJECT OWNER: Gary Judd, Airport Manager

Project includes:

- City Staff worked with an airport advisory board and consultants to update the Bend Municipal Airport Master Plan. The Plan is currently under review by the FAA.
- The Deschutes County Comprehensive Plan must be amended to replace the existing master plan.
- The Deschutes County Zoning Ordinance must be amended to include new standards and requirements as discussed in the Master Plan.
- At the joint City Council / County Commission meeting this past fall the two bodies discussed the potential of the City providing regulatory oversight (permitting) within the airport through an Intergovernmental Agreement (IGA). The City owns the airport, manages the airport, has fire inspection authority yet land use and building permits are reviewed by the County.

COUNCIL ACTION REQUIRED

- Authorization of application to amend the Deschutes County Comprehensive Plan & Transportation Master Plan to replace the existing Bend Municipal Airport Master Plan
- Authorization of application for a Text Amendment to amend the language in the Airport Development Zone to reflect the values and goals of the Master Plan
- Authorization of funding necessary to cover costs of applications, staff time and potential consultants to work with County on review of the applications
- Authorization of IGA to transfer regulatory oversight at the airport from the County to the City

PUBLIC INVOLVEMENT / COMMUNICATION

The Airport Master Plan process had an extensive public outreach process that involved the Airport Master Plan Technical Advisory Committee consisting of airport users, neighbors and local business representatives.

PROJECT TIMELINE

The City's approval of the Master Plan will require a work session and hearing. The County Code amendment process would likely take 9 months to a year (requires Planning Commission and County Commission hearings).



COMPLETE IMPLEMENTATION OF BUSINESS LICENSE

PROJECT OWNER: Carolyn Eagan, Business Advocate

The City of Bend's Business License program has been in place since 2006. In 2010, and more formally in 2012, the Business License program became the responsibility of the City's Business Advocate. Over the last eight months there has been a renewed focus on the program and the uses for the data collected by the program.

Starting in July 2013, the business license program will be administered by the City's Community Development Department (but still the responsibility of the Business Advocate). The primary goal of administration by this department is to increase local businesses' compliance with the program. Complete implementation of the program will result in more businesses in the program. Increased compliance will allow the city to move away from its current voluntary program to enforcement of the program over time.

COUNCIL ACTION REQUIRED

- Receive regular updates on Business License compliance
- Agree on threshold for compliance prior to enforcement
- Allocated resources need to enforce business license code

PUBLIC INVOLVEMENT / COMMUNICATION

Since January 2013, regular communication is going out regarding the City's Business License program. The public-information approach appears to be working as measured by the number of new licenses through March 2013 (increase of 75%). Additional outreach includes but is not limited to: working with City departments; working with Bend Chamber and working with EDCO to make sure their constituents have Bend Business License where applicable.

PROJECT TIMELINE

Summer 2013 – Complete review and revision of Business License database including targeted outreach

Fall 2013 – Full implementation/integration of business license program in Community Development Department

Spring 2014 – Evaluation of business license compliance and plan for enforcement



JUNIPER RIDGE LAND SALE OPTIONS

PROJECT OWNER: Eric King, City Manager

The City owns 1,500 acres, known as Juniper Ridge (JR) on the north end of Bend, bordered by Cooley Rd. to the South, Hwy 97 to the West, and Deschutes Market Rd. to the East. Approximately 500 acres of JR is included within the current Urban Growth Boundary, and of that, 300 acres has been rezoned to light industrial. Currently, Compass Commercial is under contract with the City to sell the lots of JR that are “shovel ready”, meaning they are currently serviced by roads, water and sewer. As the real estate market is improving, it may be time to explore several options, including:

- Selling all or a portion of JR to a master developer to market the property and complete infrastructure commitments
- Employing a project manager to oversee the project, including, marketing, infrastructure planning and other related activities
- Public/private partnerships that define City and developer role
- Combination of some of these options

The City’s analysis will assess:

- The Juniper Ridge master plan that was developed in 2007-08
- Current and forecasted real estate market conditions
- Input from the Juniper Ridge Management Advisory Board (JRMAB)
- Infrastructure requirements and commitments
- Funding commitments, outstanding debt, and funding options and capacity including, but not limited to the urban renewal district

COUNCIL ACTION REQUIRED

- Council policy direction on the City’s role in Juniper Ridge
- Council policy direction on how to integrate real estate and land development activities given staffing challenges
- Council involvement in developing acceptable real estate terms in the event a master developer relationship is pursued
- Joint-discussions with the JRMAB on these items

PUBLIC INVOLVEMENT / COMMUNICATION

It is suggested that the Council and JRMAB meet jointly to discuss this project as well as a broader public process for exploring options.

PROJECT TIMELINE

Joint JRMAB/City Council Discussion- Spring 2013
Completed Feasibility Study on options to consider- Fall/Winter 2013



OREGON STATE UNIVERSITY CASCADES EXPANSION

PROJECT OWNER: Colin Stephens, Planning Manager

This project anticipates that Oregon State University (OSU) will move forward with their goal of locating a four-year campus in Bend. This would result in a facility with approximately 2,000 students in 2015 and 5,000 students by 2025. A crucial component of the effort will be to create a land use district that anticipates all of the elements necessary to make the university successful while also considering the needs of the surrounding neighbors.

The district will have a land use element, a public facilities element, and a transportation element. Its creation will be conducted in an atmosphere of strong public involvement. Forming a solid partnership with the University project team will also be a necessary component.

COUNCIL ACTION REQUIRED

- Assistance and leadership in forming solid relationships with OSU.
- Assistance in ensuring that the staff has adequate resources to conduct the project.
- Ultimately, the City Council will hold public hearings and adopt legislative changes to the General Plan and Development Code and other functional plans to recognize the University as a long-term component of the Bend community.

PUBLIC INVOLVEMENT / COMMUNICATION

This project will require significant public participation in order to be successful. The community as a whole should be engaged with particular attention provided to the area where the University locates. The Planning Commission has expressed great interest to act in their role as the City's Citizen Involvement Committee by providing guidance on how the public should be involved and what that process should look like. Public hearings before the Planning Commission and City Council will be needed to adopt an education district.

PROJECT TIMELINE

If the University moves forward with its plan to have 2,000 students by 2015, the planning should begin in the Fiscal Year 2013-14 and continue at least through the second year of the biennium.



PLANNING FEE EVALUATION

PROJECT OWNER: Mel Oberst

This project will establish policy for how to sustainably and equitably fund the Planning Program in the Community Development Department by aligning funding sources with Program services.

The City's analysis will assess:

- What program services are provided by the Planning Division
- What is the allocation of staff resources to each service
- What funding sources are available to fund the respective services
- What is an equitable allocation of funding for the program to sustain the services and enhance the ability of the program to grow with increased demand on services
- Analysis of Program Costs via a fee study and tracking of time
- Capital and operational funding options

COUNCIL ACTION REQUIRED

- Council policy direction on the allocation of funding sources to fund the Planning Program
- Council approval of budgets and fee resolutions to establish the equity defined by the policy

PUBLIC INVOLVEMENT / COMMUNICATION

Staff will engage the Advocacy subcommittee of the Bend Economic Development Advisory Board in evaluating the funding options. The goal is to align the services provided by the Planning Division with relevant funding sources in order to provide an equitable distribution that enhances economic development and provides the basic services needed by the community.

PROJECT TIMELINE

The project begins on May 1, 2013 and concludes on June 1, 2014.



BRIDGE CREEK WATER TREATMENT DISCUSSION

PROJECT OWNER: Jon Skidmore

The City Council desires to engage in a community discussion regarding the treatment options for Bridge Creek surface water to address the LT2 rule. An advisory group of community members will be appointed to analyze the options for water treatment and recommend a specific treatment type to the City Council. In addition to the appointing the community group, a treatment expert will need to be engaged to provide technical and operational information to the group as it considers the best fit for the community of Bend.

The conversation will focus on the following items relating to the water project and the treatment options:

- Why is treatment required?
- Previous treatment alternatives discussed to address the LT2 Rule with State and Federal regulators.
- Risk analysis that incorporates values of committee members.
- Integration of fire mitigation and pre-NEPA work taking place in the DRINK watershed.
- Financial overview of water treatment options (i.e. relationship between rates and capital needs).
- Operational issues with specific treatment alternatives.
- Review and comment on technical information presented by treatment expert.
- Discussion of how best to receive broader community input on decision.
- Presentation of preferred alternative to Council.

COUNCIL ACTION REQUIRED

- Appoint a panel consisting of approximately 12 residents to discuss the treatment issues.
- Receive a recommendation for water treatment and decide which treatment option to pursue.

PUBLIC INVOLVEMENT / COMMUNICATION

This is a public involvement project and will include opportunities for public input as part of the committee and at meetings as well as through online forums regarding the issue.

PROJECT TIMELINE

The group will make a recommendation to Council in early Fall 2013.



COMPREHENSIVE FINANCIAL PLAN FOR SEWER AND WATER

PROJECT OWNER: Sonia Andrews, Finance Director

This project will develop a strategic financial plan for the City's sewer and water systems including:

- Rate increases necessary to fund operations and infrastructure investment needs
- Update of the Water and Sewer System Development Charge (SDC) Studies
- Consideration of other appropriate funding sources for significant infrastructure needs

The City's analysis will assess:

- Revenue requirements for the water and sewer systems
- The affordability of rate increases
- Alternative funding options

The City has contracted with FCS Group as consultant for this project.

COUNCIL ACTION REQUIRED

- Council policy direction on rate increases and funding options
- Council approval of completed comprehensive financial plans which may include multi-year rate increases, updates to the water and sewer SDC rates and other funding options.

PUBLIC INVOLVEMENT / COMMUNICATION

Staff will engage many of the same community groups that participated in the evaluation of the City's water and sewer infrastructure proposals. In addition, the Infrastructure Advisory Committee and/or Budget Committee may also be consulted. All meetings will be announced via the City's website and social media channels, and in the City newsletter.

PROJECT TIMELINE

Timeline for this project will be in conjunction with determination of water and sewer infrastructure projects.



SEWER PUBLIC FACILITIES PLAN (PFP) ADOPTION

PROJECT OWNER: Brian Rankin, Principal Planner

Following the completion of the Collection System Master Plan (CSMP) and Sewer Infrastructure Advisory Group (SIAG) process, a sewer PFP will be written by staff and adopted as an element of the Bend Area General Plan. This adoption would reflect the recommendations of SIAG and decisions from Council. This must be completed prior to completing the analysis of alternative UGB boundary expansion locations (see Growth Plan project).

The sewer PFP will determine how current land uses inside the existing UGB will be served with sewer. It will illustrate the short and long-term improvements to the primary collection system, and estimate rough costs of these improvements.

COUNCIL ACTION REQUIRED

- Review materials from SIAG and the CSMP process to provide critical guidance on technical and policy related issues. The SIAG process and resulting CSMP are where critical decisions are being made on the sewer system; the sewer PFP merely adopts these into the General Plan. Therefore, input into the CSMP and SIAG process is also input on the eventual sewer PFP.
- City Council approval of a legislative amendment to the Bend Area General Plan adopting the sewer PFP.

PUBLIC INVOLVEMENT / COMMUNICATION

The SIAG is an intensive public involvement project where community stakeholders are providing direction to consultants and staff to create the Collection System Master Plan and eventual PFP. The SIAG process includes a steering committee, public meetings, and public presentations to Council. The PFP will involve public hearings before the Planning Commission and City Council. There will be numerous work sessions with the Planning Commission and City Council in anticipation of formal adoption of the sewer PFP. All meetings will be announced via the City's website and social media channels, and in the City newsletter.

PROJECT TIMELINE

Adoption would likely not occur before Spring 2015, after the SIAG process and completing the Collection System Master Plan. A final acknowledged sewer PFP is contingent on completing a legislative land use process.



SEWER TREATMENT PLANT EXPANSION

PROJECT OWNER: Paul Rheault, Public Works Director

This project will increase the treatment capacity of our Water Reclamation Facility (WRF) from the current six (6) million gallons per day to a capacity of eight and a half (8.5) million gallons per day. This expansion will ensure that current and near term future growth will have its wastewater treatment needs met and the city will be able to maintain the requirement to comply with its state wastewater permit. Total project cost estimates for this project range between \$42 - \$45 million dollars with construction costs alone estimated at \$31.5 million dollars. Close to \$40 million dollars in low interest loans from the State will help finance this project. This thirty-two (32) year old treatment facility will have state of the art technology installed to meet the needs of our commercial and residential customers.

COUNCIL ACTION REQUIRED

City Council has already approved the following contracts for this project:

- Expansion Design Contract
- Services During Construction (SDC) Contract
- Construction Management Contract
- Construction Contract

Staff received construction bids for this project on February 13, 2013 and Council approved the proposed construction bid in March 2013. Council will be updated on potential upgrades to the solids handling portion of the WRF at a later date as that work was originally part of this project but deferred pending review and study of additional design concepts.

PUBLIC INVOLVEMENT / COMMUNICATION

Staff will quarterly update the City Council and the public during a city council meeting on the status of the WRF construction. Additional meetings with council may take place in the event a major scope adjustment is warranted or there is a request for more information.

PROJECT TIMELINE

The expansion of the WRF is expected to commence in April of 2013 and is expected to take between 24 and 36 months to complete. Various alternatives proposed by the contractor may result in an earlier completion date.



SHORT-TERM SEWER SOLUTIONS

PROJECT OWNER: Jon Skidmore, Assistant City Manager

The City has existing challenges within the sewer collection system that introduce uncertainty into the City's ability to serve specific areas. The Sewer Infrastructure Advisory Group (SIAG) identified 3 areas where immediate solutions will be developed to resolve existing sewage transport challenges:

- North Bend near the Cascade Village Mall.
- West Side Pump Station on Portland Avenue.
- Southwest Bend near the Old Mill District.

In January 2013, SIAG recommended two specific projects that would relieve pressure in the three focus areas. In February the City Council approved the recommendation and authorized staff to proceed with design of the projects. The two solutions are:

- The "Combo" project, which will relieve pressure at the West Side Pump Station and in Southwest Bend in the Old Mill Area. The recommendation consists of design and construction of a new regional pump station and force main.
- Pressure can be relieved on the north end by constructing/improving two new pipe alignments which divert flows from the Cascade Village Mall area. Council directed staff to proceed with design but to defer construction to complete additional engineering analysis to assure that the chosen solution is optimal.

COUNCIL ACTION REQUIRED

- Amend the Sewer Capital Improvement Plan to include projects.
- Deliberate on related design and construction contracts.

PUBLIC INVOLVEMENT / COMMUNICATION

The SIAG was appointed to reflect the diverse nature of our community and consists of a wide array of interests. The meetings are public and will be advertised on the City's Website. There has been and will continue to be routine media communications and City Council updates to assure that Council understands SIAGs direction and progress.

PROJECT TIMELINE

It is anticipated that the CIP amendment will come before Council in the spring of 2013. The intent is to bid the "combo project" in the spring of 2014. The design for the "North Bend area" will be presented to Council in late fall of 2013.



STORMWATER MASTER PLAN & PUBLIC FACILITIES PLAN

PROJECT OWNER: Wendy Edde, Program Manager
Colin Stephens, Planning Manager

The Stormwater Master Plan (SMP) will serve as the oversight plan for addressing stormwater quantity and quality issues and will provide:

- An overall strategy for addressing stormwater concerns;
- A delineation of drainage areas and runoff quantities throughout Bend; and
- Programmatic goals for addressing quantity and quality concerns.

The SMP is currently undergoing significant revision and is on hold pending issuance of the City's permit for underground injection controls and completion of a finance rate projection, both expected in 2013.

The separate Public Facilities Plan (PFP) may draw upon the information within the SMP and will address State Planning Goal 11. The PFP includes:

- An inventory of major drainage ways;
- Needed drainage improvements to support growth; and
- Short and long-term capital improvement projects.

COUNCIL ACTION REQUIRED

- Upon completion of public review and revision, provide review and approval of 1) the Stormwater Master Plan and 2) the Public Facilities Plan.

PUBLIC INVOLVEMENT / COMMUNICATION

Staff will provide a revised public draft SMP and draft PFP for full review—including an open house and advisory group input—prior to adoption. Public review opportunities will be announced via the City's website, social media channels, in the City newsletter, and/or on the City's stormwater stakeholder email list. The Planning Commission and City Council will hold public hearings before final approval by the City Council.

PROJECT TIMELINE

2013-14—Complete Revised Public Draft SMP & Draft PFP; Public Review; Revise; Council Approval.



STREET PRESERVATION

PROJECT OWNER: Paul Rheault, Public Works Director

The intent of our street preservation projects is to maintain a transportation network so all users of our transportation system are able to travel in a safe and efficient manner. The most effective use of each dollar dedicated to street preservation happens when good roads are kept good. Crack sealing and chip seals are the least expensive maintenance options to keep roads at an adequate level without dropping into a costly re-build condition. The street maintenance program focuses on funding self-performed maintenance activities such as pothole patching, skin patches, inlays, crack sealing, etc. Program funding is also annually allocated to larger overlay projects to reconstruct roads that are beyond minimal maintenance. This project will maximize dollars in an effort to limit the increase in deferred street maintenance by contracting annually for overlays and supplementing full time employees with additional seasonal labor during the peak season to support self-performed maintenance activities. Economies of scale obtained by annual overlay contracts, as well as bulk materials purchases, combined with the use of less expensive seasonal labor provide the most strategic options for investing in street preservation until additional long term funding can be secured.

COUNCIL ACTION REQUIRED

The Council has already approved the 2013 Street Preservation contract for \$1.8M. Future actions may include:

- Developing a street preservation investment strategy to minimize long term costs and reviewing options for additional transportation funding
- Continued dedication of General Fund dollars to support Street Maintenance until additional funding can be secured
- Working with staff to keep GO Bond work on schedule and direct any remaining GO Bond funds to previously identified alternate projects

PUBLIC INVOLVEMENT / COMMUNICATION

Staff will annually update the Council and the public on pavement conditions and will contact residential and commercial properties when street maintenance work will have an impact on the transportation network. A public process will be developed as an investment strategy is explored.

PROJECT TIMELINE

This project is permanent with funding levels adjusted based on road conditions.



TRANSPORTATION GO BOND PROGRAM

PROJECT OWNER: David Abbas / Nick Arnis

Project

Brookwood Blvd./Powers Rd. roundabout
Simpson Ave/Mt. Washington Dr. roundabout
18th St./Empire Ave. roundabout

Status and Timeline

Completed 2012
Completed 2012
Completed 2012

Estimated \$1,169,987 cost savings from the three roundabout projects

Reed Market (Newberry Dr. to 27th) – \$6,158,757 Construct 2013 to 2014
Improve to three lane concrete roadway with sidewalks, bike lanes, drainage swales, landscaping, and street lights.

Reed Market (Newberry Dr. to 3rd) – \$14,147,410 Construct late 2013 to 2014
Improve to three lane concrete roadway that includes sidewalks, bike lanes, drainage swales, landscaping, street lights, multi lane roundabout at 15th Street, and realign American Lane and construct new bridge.

27th Street (Conners Dr. to Butler Market) – \$1,000,000
Road reconstruction coordination and timing with SE Interceptor project

14th St. (Simpson to Galveston)
Improve to urban standards such as sidewalks, curbs etc. if funding is available from above project cost savings.

COUNCIL ACTION REQUIRED

- Council approval for ROW acquisition and condemnation if required.
- Council approval for execution of construction and design contracts

PUBLIC INVOLVEMENT / COMMUNICATION

Staff has engaged in multiple public workshops and with Neighborhood Associations to date. These efforts will continue through final design, bidding, and construction contract award. The City website and social media channels will continue to be utilized to communicate project status with the public as well as the Monthly Progress Report.



TRANSPORTATION SYSTEM PLAN (TSP) REMAND

PROJECT OWNER: Colin Stephens, Planning Manager
Nick Arnis, Transportation Engineering Manager

On October 11, 2000, the City adopted its TSP in response to a February 2000 Oregon Department of Land Conservation and Development (DLCD) work program for Periodic Review. In 2001, DLCD issued an Action Letter directing the City to address deficiencies that they had identified in TSP.

The City has addressed most of the issues through previously adopted amendments to the TSP. On October 30, 2012, DLCD issued a letter confirming that all of these previous amendments have been approved and acknowledged by DLCD. This project addresses the remaining areas of the remand that concern the topic of transportation system financing.

Having a fully acknowledged TPS provides a foundation for the transportation component of all future planning activities in the City.

COUNCIL ACTION REQUIRED

- Hold a work session and public hearing and adopt an ordinance amending the TSP financing portion.

PUBLIC INVOLVEMENT / COMMUNICATION

As with the previous amendments adopted in response to the TSP remand, the Planning Commission held a public hearing in November 2012 and voted on an affirmative recommendation to the City Council. Notice of the Planning Commission's hearing was mailed to all neighborhood associations and citizens who previously participated in the process. The City Council public hearing will also be provided via mailed and printed notice.

PROJECT TIMELINE

The Council is asked to hold a work session in April 2013 and a public hearing following.



ACCESSIBILITY PROGRAM

PROJECT OWNER: Karin Morris, Accessibility Manager

This project includes submitting the annual reports for the 2004 Department of Justice (DOJ) Settlement Agreement, working through the remaining Settlement Agreement requirements, and continuing to develop and update the Americans with Disabilities Act (ADA) and Transition Plan for Curb Ramps in the Public Rights-of-way. The DOJ Agreement is part of Project Civic Access, which is an ongoing initiative whereby DOJ works with local governments to improve access to their facilities, programs, activities and services for citizens with disabilities. All requirements of the Settlement Agreement have been met except those related to noncompliant curb ramps in public rights-of-way.

The City has prioritized its curb ramp program, focusing on key areas and facilities that serve the disabled community such as transit corridors (now 100% compliant), government and public use facilities, downtown and curb ramps near hospital and centralized medical facilities. The goal is for these areas to be fully compliant or close to compliance by the term of the Settlement Agreement (September 2014). The City has also started a sidewalk program, described in a separate project report.

COUNCIL ACTION REQUIRED

- The City Council will be involved in setting legal and policy direction related to the Settlement Agreement, and further discussions with staff, the community and DOJ.
- Council policy direction on funding sources and solutions to meet obligations under the Settlement Agreement.
- Council approval of expenditures for curb ramp and sidewalk construction.
- Review and comment on the Transition Plan.

PUBLIC INVOLVEMENT / COMMUNICATION

- The City of Bend Accessibility Advisory Committee (COBAAC) provides valuable guidance and input to the City on a variety of areas.
- The Accessibility Manager and other staff, as well as councilors over the years, regularly attend COCA and/or COCA Steering Committee meetings.
- The Transition Plan will be adopted by the City Manager, following a public comment and review period. It will be a "living" document, updated regularly.

PROJECT TIMELINE

City Manager Adoption of Transition Plan - spring/summer 2013
DOJ Settlement Agreement--September, 2014



CENTRAL AREA PLAN – MULTI MODAL MIXED USE AREA

PROJECT OWNER: Mel Oberst, Community Development Director

The City has been awarded a Transportation and Growth Management Grant (TGM) from the state to develop a Multimodal Mixed-use Area (MMA) for the Bend Central District. This will build upon work previously completed for the Central Area Plan (CAP) and focus specifically within an area along the 3rd Street corridor referred to as the Bend Central District (BCD). The project intends to utilize the new transportation planning rule provisions for designating the Bend Central District as a Multimodal Mixed-use Area. The project will identify transportation goals and objectives to guide the future design and construction of an efficient transit system and safe pedestrian and bicycle friendly multi modal transportation that will serve future needs and provide for improved connectivity, safe access and mobility. The project will include the preparation of draft General Plan (comprehensive plan), TSP, and Development Code amendments that will entitle the Bend Central District for future land use implementation and redevelopment as an MMA.

The City's analysis will assess:

- Multi modal level of service within the Central Bend District;
- Impacts of the MMA to freight mobility on nearby State facilities;
- Appropriate road widths;
- On-street parking;
- Innovative surface water containment and treatment within roadways;
- Regulatory amendments necessary for implementing the MMA.

COUNCIL ACTION REQUIRED

- Receive periodic updates on TGM Grant progress.
- Hold a Public hearing to consider approval of recommended amendments.

PUBLIC INVOLVEMENT / COMMUNICATION

The public involvement program is intended to educate residents, business owners and local decision makers about an MMA and how it might affect the Bend Central District as well as provide opportunity for input into the planning process. The program will include project team meetings, public workshops, articles in local papers, web page announcements and graphic displays in public places.

PROJECT TIMELINE

TGM Grant completion – June 2014;
City adoption of recommended amendments – January 2015.



UGB REMAND AND GROWTH PLAN

PROJECT OWNER: Brian Rankin, Principal Planner

The “UGB expansion” has been underway in some form since 2005 and it is clear it will take years to complete. Staff is recommending the Council consider new ways complete the 2010 Remand Order (remand). Consistent with the remand, the immediate focus is on the getting approved water and sewer Public Facility Plans. These must be in place to advance the UGB expansion, and are critical to the city’s success without the UGB expansion project.

LCDC has granted the City an extension of four years to complete the UGB remand by 2017. The Council could adopt final UGB remand tasks in phases, or wait until the end of this time period to adopt all material together as one package. LCDC will not acknowledge (approve) phases of the UGB expansion. However, the Council may adopt elements of the UGB expansion remand so the list of issues before them at the time of the UGB boundary expansion is smaller and potentially more manageable.

The Growth Plan is an intensive community involvement, visioning, and infrastructure analysis project to determine how Bend could redevelop and expand in the future. This approach will require considerable resources and time, but would lead to a community-wide discussion about growth, infrastructure, and affordability that would be implemented through remaining UGB remand tasks, efficiency measures, new policies, and an expanded UGB. The Growth Plan has not been budgeted, and is not expected to be considered or undertaken until 2015.

COUNCIL ACTION REQUIRED

Council would approve a UGB work-plan, all PFPs, and all incremental work. The Growth Plan would require intensive Council input and appropriate budgeting and staff resources.

PUBLIC INVOLVEMENT / COMMUNICATION

Public involvement is part of individual projects such as water and sewer PFPs. The Remand Task Force (RTF) could be reformatted and become a more effective source of involvement. The Growth Plan would likely include a large public outreach effort previously unseen in Bend. All hearings are public.

PROJECT TIMELINE

The UGB is many projects in one: PFPs adopted by 2014, Growth Plan by 2015 to 2016, and final UGB by 2017. All these actions are subject to land use appeal.

GOVERNMENT EFFICIENCY



FINANCIAL STABILITY

PROJECT OWNER: Sonia Andrews, Finance Director

This project will develop strategic financial plans for city-wide financial stability including:

- Identification of financial challenges
- Expenditure prioritization
- Revenue enhancements
- Development of long term financial plans

The City maintains and updates 5 year financial projections of its major operations to identify current and future financial challenges. Based on these financial projections, the City faces financial challenges in its General Fund, Fire/EMS fund, Transportation Maintenance Fund and other minor funds.

In 2009, Council appointed a Street Maintenance Funding Focus group, which recommended implementation of a Transportation Utility Fee. However residents' utility bills were already increasing significantly for water and sewer infrastructure needs, as such City Council deferred the recommendation.

In 2010, Council appointed a Public Safety Funding Committee to study and recommend options to sustain current public safety service levels. The committee recommended a variety of cost reduction efforts, a reprioritization of General Fund allocations, and raising new revenues. During 2011 and 2012, the City implemented efforts to reduce personnel costs such as moving employees to a high deductible plan, negotiating zero cost of living adjustments with labor groups and eliminating post-employment health benefits for new hires. The City also froze hiring of new police officer and firefighter positions.

In 2011, Council obtained voter approval for a \$30 million GO bond to construct specific intersections and road improvements. The projects undertaken do not address the city-wide growing deferred street maintenance and further work will need to be done to provide adequate funding for street maintenance.

In 2012, a Fire District feasibility study was conducted and presented to Council for consideration of long term funding for the Fire/EMS department. Further work needs to be done to provide adequate funding public safety services.

COUNCIL ACTION REQUIRED

- Council policy direction on expenditure prioritizations
- Council policy direction on revenue enhancements
- Council approval of completed long term financial plans

PUBLIC INVOLVEMENT / COMMUNICATION

Staff will engage the budget committee and community groups as directed by City Council.

PROJECT TIMELINE

Timeline for this project will be over the 2013-15 biennium.



FINANCIAL SYSTEM REPLACEMENT

PROJECT OWNER: Randy James, Information Technology

This project will replace the current financial software system and related modules. The replacement will impact the following current applications areas:

- Financials (General Ledger, Receivables, Payables, Budget)
- Purchasing
- Customer Information (Utility Billing)
- Community Development (Land Management, Planning, Permitting, Code Enforcement)

The City's approach will be:

- City-wide needs & requirements analysis
- Determine the replacement approach
- Product & vendor selection
- Implementation (multi-year)

COUNCIL ACTION REQUIRED

- Engagement and awareness of the project and its impact to City operations
- Council approval of expenditure for product and consulting

PUBLIC INVOLVEMENT / COMMUNICATION

The community and City customers will be made aware of pending changes to the manner and format regarding their interaction with the City. This will cover utility, licensing and permitting customers as well as general City engagement.

PROJECT TIMELINE

Needs/Requirements Analysis: Spring '13 – Winter '14

Product/Vendor Selection: Spring '14 – Summer '14

Implementation: Fall '14 – Fall '15



SHARED SERVICES

PROJECT OWNER: Eric King

The City of Bend is constantly striving to provide the highest quality of service for the lowest cost. Given the large number of distinct government services and accompanied taxing districts, it is imperative that we continually explore opportunities for shared service that cut across our jurisdictional boundaries.

The City has had a tradition of working well with our local partners and informally adhering to a culture of cooperation as evident by existing mutual aid and intergovernmental agreements in our core service areas, including:

- Public Safety—Examples include mutual aid agreements with the Sherriff and other local law enforcement and fire and rescue agencies aimed at improving response times and leveraging our collective skills and expertise;
- Community & Economic Development—Examples include agreements with Bend Parks for planning, and development review & administration and agreements with Deschutes County for building inspection services;
- Infrastructure—Examples include a recently adopted agreement with Deschutes County to share equipment and services for road maintenance and agreements with the Forest Service on watershed management; and
- Administration—Examples include regional training and leadership development for managers & supervisors and coordinated procurement of contracts and services with State and local agencies.

The Central Oregon Intergovernmental Council (COIC), could play a significant role in facilitating additional agreements between the City and other local and regional government agencies given its role and function as a quasi—Council of Governments (COG). Recently, COIC has completed a “white paper” outlining their potential role in identifying opportunities for shared services. The City should help participate in refining this strategy.

COUNCIL ACTION REQUIRED

- Conduct an informational work session with COIC and key City staff to refine the role COIC could play; and
- Review and accept a work plan that provides details on implementation strategies.

PUBLIC INVOLVEMENT / COMMUNICATION

A public involvement strategy will be determined as part of the overall work plan.

PROJECT TIMELINE

Work plan to be presented by Spring 2014.



FIRE DEPARTMENT FUNDING FEASIBILITY STUDY

PROJECT OWNER: Larry Huhn, Fire Chief

The City of Bend in partnership with the Deschutes County Rural Fire Protection District (DCRFPD) #2, recently completed a study that considered funding options as well as other recommendations to improve long term financial stability. The results of the study were presented to Council and the DCRFPD #2 Board in March 2013, which recommended the annexation of the DCRFPD#2 district into the City of Bend as the preferred alternative for long-term financial stability.

COUNCIL ACTION REQUIRED

- Form Council/ DCRFPD#2 Board work group to develop a public involvement plan to further vet recommendations from the Feasibility Study
- Adopt recommendations as appropriate

PUBLIC INVOLVEMENT / COMMUNICATION

A comprehensive public involvement plan will be developed by members of Council and the DCRFPD #2 Board.

PROJECT TIMELINE

The public involvement plan will be presented to the Council and DCRFPD#2 Board in June 2013.



COUNTY WIDE RADIO PROJECT

PROJECT OWNER: Jeff Sale, Police Chief

There currently is no radio system within Deschutes County that is used by all public safety entities. Police and Fire operate off multiple radio systems making it difficult to communicate or impossible to communicate with each other. The current system used by the Bend Police Department is owned by Deschutes County Sheriff's Office and is so outdated that the technology is no longer supported.

Public safety, public works, Redmond airport and the hospitals have entered into an agreement to fund a study to fix the communications issues.

The analysis will assess:

- Multiple options for a radio system
- Governance
- Public/ Private Partnerships
- Capital and operational funding options

COUNCIL ACTION REQUIRED

- Council policy direction on the City's role.
- Council policy direction on funding solutions
- Council approval of governance and expenditure

PUBLIC INVOLVEMENT / COMMUNICATION

Once the study is completed, there will be an evaluation of options. We will communicate with all public and private radio systems and engage the public for funding solutions and operational need. All governing bodies within Deschutes County will have to be consulted.

PROJECT TIMELINE

The study will be completed by approximately Fall of 2013. After completion of the study, a new timeline will be developed.

COMMUNITY PROJECTS



HISTORIC PRESERVATION CODE REVISION

PROJECT OWNER: Colin Stephens, Planning Manager

The purpose of this project is to revise the Historic Preservation Code to recognize the new Bend Landmarks Commission and to bring the Preservation Code into consistency with other recently amended portions of the Bend Code and Bend Development Code. The existing Historic Preservation Code was adopted in 2005 when historic resources in Bend were regulated by the nine-member Deschutes County Landmarks Commission. Similar codes were adopted by the other Deschutes County jurisdictions that were also under the Deschutes County Landmarks Commission's oversight. In January of 2012, the City Council created a separate Bend Landmarks Commission, comprised of five members with jurisdiction over the historical resources within Bend's UGB.

The revised Code will provide better direction for which types of land use decisions may be made at the staff level and which types should be subject to a hearing before the Landmarks Commission. Completion of the project will also allow the Landmarks Commission to meet its obligations to the State Historic Preservation Office (SHPO) to be fully recognized as a Certified Local Government.

COUNCIL ACTION REQUIRED

- Support the staff and the Landmarks Commission in their efforts to craft a revised Landmarks Code.
- After the Landmarks Commission recommends approval, the City Council will be asked hold public hearings and adopt the Landmarks Code as Chapter 10.20 of the Bend Code.

PUBLIC INVOLVEMENT / COMMUNICATION

The Landmarks Commission will be the initial review authority on the proposed changes. Public hearings before the Landmarks Commission as well and the City Council will be held.

PROJECT TIMELINE

It is anticipated that the project will be completed by December of 2013.

COMMUNITY PROJECTS



MIRROR POND PROJECT

PROJECT OWNER: Mel Oberst, Community Development Director

This is a multi-partner project involving the Bend Park and Recreation District, Pacific Power, William Smith Properties, Bend 2030 and the City. The partners have collectively contributed approximately \$280,000 for the project. The partners act as the steering committee for administration of funds and contracts. A management board appointed by the Council advises the Council and District Board on community outreach and alternatives analysis. The Park District has employed a project manager to oversee the community outreach and evaluation and selection of the preferred alternative. The project will develop a preferred alternative for addressing the sedimentation in Mirror Pond and will be able to meet federal and state permitting requirements for construction.

COUNCIL ACTION REQUIRED

- Continue support for the project—City most recently committed \$100,000
- Receive reports from the Mirror Pond Management Board and provide feedback
- Review the final preferred alternative

PUBLIC INVOLVEMENT / COMMUNICATION

A consultant has been contracted to conduct a visioning project to create a series of science-based 3-D visual graphics depicting potential alternatives for addressing the Mirror Pond siltation. The graphics will showcase a range of water environments and riparian edges. The graphics will be used in several community outreach open houses to assess the public values and capture the community's vision for Mirror Pond. The preferred vision will be developed into a preferred alternative that meets the requirements of the federal and state permitting agencies.

PROJECT TIMELINE

A preferred alternative is anticipated to be presented to Council by July 1, 2013.

COMMUNITY PROJECTS



SUPPORT BEND 2030 VISIONING PROCESS

PROJECT OWNER: Brad Emerson

In 2012, Bend 2030 re-engaged the community in a robust conversation to renew its vision – focusing on planning, economy, environment, health and safety, community, education, arts and culture. Through “Accelerate Bend,” more than 1,500 participants developed strategies to move us forward on the path to a positive, prosperous, more sustainable future. Outcomes included an overall direction for the coming decades, and implementation of a short list of citizen-generated “accelerator” projects.

The 21 Accelerator Projects are distributed within all six of the Bend 2030 focus areas, which are:

- Well-Planned City
- Vibrant Economy
- Quality Environment
- Strong Community
- Safe Healthy People
- Creative, Learning Culture

COUNCIL ACTION REQUIRED

As these community-wide projects are initiated, the City will participate when appropriate.

PUBLIC INVOLVEMENT / COMMUNICATION

The Accelerator Projects vary considerably from each other and will require public involvement and communications outreach that are tailored to the unique aspects of each project.

PROJECT TIMELINE

The individual projects all have different timelines for implementation, however the overall goal is for the projects to be completed within five years.

APPENDIX



2013 COUNCIL ASSIGNMENTS	Position 1 - CHUDOWSKY	Position 2 - KNIGHT	Position 3 - RUSSELL	Position 4 - CLINTON	Position 5 - CAPELL	Position 6 - BARRAM	Position 7 - RAMSAY
Administrative Committees (scheduled as needed)							
Audit Committee	X		X		X		
Bend Urban Renewal Agency	X	X	X	X	X	X	X
Budget Committee	X	X	X	X	X	X	X
Contract Review Subcommittee			X		X		X
Regional Committees							
Central Oregon Intergovernmental Council (COIC) www.coic.org 3rd Thursday of each month at 5:30 p.m. COIC Admin Offices, 2363 SW Glacier Place, Redmond Bend Staff Contact: Eric King	X			A			
Central Oregon Cities Organization (COCO) www.redmond.or.us/coco 3rd Monday of each month at 11:30 a.m. Redmond City Hall, 716 SW Evergreen Ave., Redmond Bend Staff Contact: Eric King				A		X	
Economic Development							
Economic Development for Central Oregon (EDCO) 2nd Thursday of each month at 8:30 a.m. 109 NW Greenwood Ave., Suite 102 388-3236 Bend Staff Contact: Carolyn Eagan, 388-5529			A				X
Visit Bend 3rd Tuesday at 9 a.m. (meeting locations rotate) 917 NW Harriman, Bend, Oregon 97701 382-8048 Bend Staff Contact: Carolyn Eagan, 388-5529		A				X	
Juniper Ridge Management Board Meetings set as needed Staff Contact: Jon Skidmore				A	X		
Bend Economic Development Advisory Board First Tuesday monthly at 7:00 a.m. Board Room at City Hall Bend Staff Contact: Carolyn Eagan, 388-5529	X						X
Land Use							
UGB Remand Task Force Meetings as needed Staff Contact: Brian Rankin, 388-5584/Damian Syrnyk, 312-4919	A	X	X			X	
Planning Commission 2nd & 4th Mondays at 5:30 p.m. (serve as point of contact) Dinner @ 5 Staff Contact: Colin Stephens, 693-2119		AC	C				
Bend Historic Landmarks Commission 3rd Thursday at 5:30 p.m. Council Chambers Staff Contact: Heidi Kennedy, 617-4524		X					
Water							
Deschutes Water Alliance Scheduled as needed Usually at Deschutes Admin Offices Bend Staff Contact: Patrick Griffiths, 317-3008			X		X		
Upper Deschutes Watershed Council 2nd Monday monthly 1300 NW Wall St., DeArmond Room Bend Staff: Patrick Griffiths, 317-3008			A	X			
Deschutes River Conservancy 700 NW Hill Street, Bend Contact Debbie Conners at 541 382-4077 ext.10			X		X		
Infrastructure Advisory Committee 2nd & 4th Mondays, 3-5 p.m. (serve as point of contact) Eisenhower Training Rm. Boyd Acres Bend Staff Contact: Tom Hickmann, 317-3029					C	C	

APPENDIX



2013 COUNCIL ASSIGNMENTS	Position 1 - CHUDOWSKY	Position 2 - KNIGHT	Position 3 - RUSSELL	Position 4 - CLINTON	Position 5 - CAPELL	Position 6 - BARRAM	Position 7 - RAMSAY
Transportation							
Central Oregon Area Commission on Transportation (COACT) 2nd Thursday of each month at 3:00 p.m. COIC Admin Offices, 2363 SW Glacier Place, Redmond Bend Staff Contact: Nick Arnis, 388-5542					X		
Metropolitan Planning Organization (MPO) 3rd Thursday of each month at 4:00 p.m. Deschutes County, DeArmond Room, 1300 NW Wall Bend Staff Contact: Tyler Deke, 693-2113	X		X		X		
Transportation Safety Advisory Committee 3rd Tuesday, 8-9:30 a.m. (moving to quarterly) Council Chambers Bend Staff Contact: Nick Arnis, 388-5542		X					
Sewer							
Sewer Infrastructure Advisory Group (SIAG) 1st & 3rd Thursday, 4-6 p.m. (maybe monthly after April) Bend Park & Rec/Council Chambers Bend Staff Contact: Jon Skidmore, 693-2175		X	X				
Extra Strength User Advisory Group 2nd Monday, 2-4 p.m. Council Chambers Bend Staff Contact: Carolyn Eagan, 388-5529							X
Public Safety							
Local Public Safety Coordinating Committee (LPSCC) 1st Monday of each month at 3:30 p.m. Deschutes Co. Commission Board Room, 1300 NW Wall Bend Staff Contact:							X
Rural Fire Protection Board 2nd Tuesday of each month at 11:30 a.m. N. Fire Station Training Facility - 63377 Jamison Bend, OR Committee Contact: Tom Fay/ Bend Staff Contact: Larry Huhn 419-7311	X						
Other							
Bend 2030 Board 1st Friday at 7:30 a.m. every other month Bend Staff Contact: Brad Emerson, 317-3054		A				X	
Mirror Pond Management Board Quarterly meeting. Various locations Bend Staff Contact: Mel Oberst, 330-4017	X				X		
Affordable Housing Committee meets as needed Bend Staff Contact: Jim Long, 312-4915							X
Accessibility Advisory Committee (COBAAC) 4th Thursday, 1-2:30 p.m. Board Room Bend Staff Contact: Terri Shepherd, 330-4021							X

X = Council Liaison
A = Alternate
C = Point of Contact
AC = Alternate Point of Contact

Neighborhood Association	Council Liaison
Summit West	Jodie Barram
Boyd Acres	Scott Ramsay
Old Bend	Doug Knight
Century West	Sally Russell
Old Farm	Mark Capell
River West	Victor Chudowsky
Awbrey Butte	Victor Chudowsky
Larkspur	Mark Capell
South West	Jim Clinton
Orchard District	Scott Ramsay
Mountain View	Sally Russell
Southern Crossing	Jodie Barram
South East	Doug Knight



LEGISLATIVE PRIORITIES

- Advocate to the state to correct structural revenue and expense challenges
 - Property Tax Reform (LOC)
 - Re-set at time of sale
 - Local control of compression cap
- PERS Reform
- OSU Cascade Funding
- UGB/Land Use Streamlining and Certainty
- Funding for infrastructure
- Local Control
 - Labor rules/regulations at the state level
 - Economic development



2013 CITY COUNCIL GOALS & OBJECTIVES

The City Council set the following goals for completing its work plan:

- *Focus on infrastructure planning as a foundational element of a community growth plan,*
- *Consider economic, environmental, and social impacts of Council action,*
- *Ensure City decisions are relevant and responsive to market conditions as well community preferences,*
- *Promote a strong and diversified economy where businesses thrive,*
- *Maintain financial stability,*
- *Improve public safety staffing levels,*
- *Evaluate and assess new models and tools for engaging the community.*



The Council Goals will be accomplished through the following focus areas and objectives:

ECONOMIC DEVELOPMENT

- Develop plan for OSU Cascades land entitlement upon state approval
- Complete evaluation of planning fees and implement recommendations
- Provide policy direction on Juniper Ridge land sale options
- Adopt the Airport Master Plan
- Complete implementation of the City's business license program

INFRASTRUCTURE MANAGEMENT

- Adopt Public Facility Plans for Transportation, Water, Sewer and Stormwater utilities
- Expand Sewer Treatment Plant on time and under budget
- Construct short-term sewer solutions to provide immediate relief
- Approve a financial plan for the City's sewer and water systems
- Complete Transportation General Obligation Bond projects on time and under budget
- Conduct public process with recommendation on Bridge Creek water treatment options
- Develop a street preservation investment strategy to minimize long-term costs

COMMUNITY VISION, DESIGN AND PLANNING

- Provide legal, policy, and funding direction for the Accessibility Program
- Complete plan for multimodal mixed-use area for the Bend Central District
- Continue Urban Growth Boundary Remand tasks and integrate into broadly accepted community growth plan

GOVERNMENT EFFICIENCY

- Replace city's enterprise software system
- Pursue additional opportunities for shared services with other government agencies
- Develop a plan to formalize a citywide financial strategy, including operational efficiencies, prioritization of resources, and revenue options.

PUBLIC SAFETY

- Involve the community and take action on the Fire Department Feasibility Study
- Receive recommendations on Countywide Radio Project and evaluate options.

COMMUNITY PROJECTS

- Participate with community partners on Mirror Pond and review preferred alternatives
- Update the Landmarks Preservation Code
- Support the Bend 2030 visioning process

APPENDIX



ACCESSIBILITY ADVISORY COMMITTEE

City of Bend 2013 Citizen Committee Goals

Committee Name: City of Bend Accessibility Advisory Committee (COBAAC)

Committee Mission: The committee's purpose is to assist and advise the City on the most appropriate means by which to make its programs, services, activities and facilities accessible to Bend's citizens.

Committee Goals for 2013

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.

1. Continue work with City staff on sidewalk and curb ramp priorities.
2. Develop an outreach strategy to gather input to inform our priorities and utilize appropriate tools to communicate the work of COBAAC and the City to the public.
3. Update the COBAAC workplan.

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

Recommended Council Goals (or action in 2013)

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.

1. Continue the City's financial support and commitment to making the City accessible to all.

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



AFFORDABLE HOUSING COMMITTEE

City of Bend 2013 Citizen Committee Goals

Committee Name: Affordable Housing Advisory Committee

Committee Mission: Advise and make recommendations to Council and staff on housing and community development needs and on the allocation of Community Development Block Grant and the City's Affordable Housing Fee funds.

Committee Goals for 2013

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.

1. Issue RFP's for Affordable Housing Funding, review RFP's and make recommendations to Council for funding
2. Issue RFP for CDBG funding, review RFP's and make recommendations to council for funding
3. Initiate the process for the 2014–2019 City of Bend Consolidated Plan process

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

Recommended Council Goals (or action in 2013)

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.

1. Consider Citywide Density Bonus for Affordable Housing
2. Consider process for economically disposing of excess property for affordable housing purposes
3. Work to ensure UGB expansion includes Affordable Housing Elements
4. Ensure stable funding through Affordable Housing Fee Program

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



ARTS, BEAUTIFICATION AND CULTURE COMMISSION

City of Bend 2013 Citizen Committee Goals

Committee Name: Arts, Beautification and Culture Commission

Committee Mission: Provide advice and recommendations on the appropriate role for the City of Bend to take in supporting art, beauty and culture and annually identify appropriate City involvement in arts, beauty and culture with emphasis on community gatherings, events, cultural tourism and the arts.

Committee Goals for 2013 <i>Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.</i>
1. Recognize individuals, businesses and organizations that foster art, beautification and culture in the community through the ABC Awards
2. Continue City Walls at City Hall to highlight local artists and inspire the community with art
3. Seek sustainable fundraising for the Commission's activities
4. Update the ABC Strategic Plan
5. Complete inventory of public art collection and identify maintenance needs

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

Additional funding is requested for advertising events and hosting artist receptions. \$2500 would cover advertising and refreshments for one show per month. The Commission will continue to seek donations and pursue grant opportunities.

Recommended Council Goals (or action in 2013) <i>Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.</i>
1. Continue the City's commitment to the role of the arts, beautification and culture in building community and the vitality of our city
2. Support community-wide arts initiatives; specifically efforts to establish an arts center

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



BEND ECONOMIC DEVELOPMENT ADVISORY BOARD

City of Bend 2013 Citizen Committee Goals

Committee Name: Bend Economic Development Advisory Board

Committee Mission: Existing: The BEDAB will assure that the City promotes a supportive and innovative business environment

Proposed New: **To innovate and advocate for a prosperous economic environment.**

Committee Goals for 2013

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.

- | |
|---|
| 1. Create an environment where businesses thrive |
| 2. Coordinate resources to grow, recruit and retain businesses |
| 3. Facilitate communication between the City and the business community |
| 4. Achieve a balance between lifestyle and business opportunities |

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

Successful implementation of these goals requires City Council support for initiatives undertaken by the BEDAB. Specifically, the BEDAB would like support from City Council to fully implement the Business License program. At this time, we do not require additional financial resources but would encourage City Council to keep funding at its current level, roughly \$350,000 annually. The portion of this that is from Business License revenue will continue to increase as compliance with the program improves.

Recommended Council Goals (or action in 2013)

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.

- | |
|---|
| 1. Create an environment where businesses thrive |
| 2. Improve communication with the City's business community |
| 3. Increase compliance with City's Business License |

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



EXTRA STRENGTH CHARGE COMMITTEE

City of Bend 2013 Citizen Committee Goals

Committee Name: Extra Strength Charge Committee

Committee Mission: Revise City's Extra Strength Wastewater program

Committee Goals for 2013

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.

1. To re-evaluate City's ESC program– 1) to provide revenue to pay for the costs associated with treating extra strength wastewater & 2) to encourage users to provide some level of pre-treatment on-site so their discharge is lower strength
2. Present a new program to council by June 30, 2013
3. Implement new Extra Strength Charge program

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

Public Works and Finance and Business Advocacy program are coordinating resources to support the program creation and implementation.

Recommended Council Goals (or action in 2013)

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.

1. Fully implement a new City Extra Strength Charge program that fully recovers the costs associated with treating business extra strength wastewater. This includes cost of treatment and costs of administering the new program.

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

As needed to meet program timeline

APPENDIX



INFRASTRUCTURE ADVISORY COMMITTEE

City of Bend 2013 Citizen Committee Goals

Committee Name: Infrastructure Advisory Committee

Committee Mission: Members of the Infrastructure Advisory Committee were appointed by Council based on a review of the members' credentials including; education, experience and expertise. Provide technical review to Council to supplement information provided by City staff.

Committee Goals for 2013

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.

1. Support development of a strong infrastructure system that can support economic development and helps to protect the health, safety and welfare of Bend's citizens
2. Provide independent technical review of Capital Improvement Projects, as proposed by City staff, related to infrastructure, rates and rate structures, and regulatory requirements
3. Continue to develop recommendations to Council based on the member's collective knowledge and to make presentations to Council as requested

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

No.

Recommended Council Goals (or action in 2013)

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.

1. Appoint a City Councilor to the Infrastructure Advisory Committee as a liaison (not a voting committee member) with the entire Council.

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



LANDMARKS COMMISSION

City of Bend 2013 Citizen Committee Goals

Committee Name: Bend Landmarks Commission

Committee Mission: The Landmarks Commission shall serve as a land use decision making body on applications involving historic resources within the City limits of Bend and act as an advisory body to the City Council on decisions that could affect historic resources.

Committee Goals for 2013 <i>Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.</i>
1. Assist in drafting a revised Landmarks preservation code, hold public hearing and issue a recommendation to City Council. A revised preservation code is required in order to obtain State Certified Local Government (CLG) status and be able to apply for Preservation grants
2. Once a revised Landmarks preservation code is adopted, apply for all possible preservation grants
3. Set up a preservation acknowledgement awards program as part of yearly preservation month activities

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

Yes, additional staff time to review draft code and hold public hearings for the legislative amendment application related to the revised preservation code.

Recommended Council Goals (or action in 2013) <i>Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.</i>
1. Hold a public hearing and adopt a revised Preservation Code
2. Encourage collaboration between the different committees especially around the topic of tourism
3. Recommend the City Council sponsor more interpretive signs downtown in order to encourage tourism and historic preservation

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



PLANNING COMMISSION

City of Bend 2013 Citizen Committee Goals

Committee Name: Bend Planning Commission

Committee Mission: The Commission shall have the following duties: 1. Review those land use applications within its jurisdiction pursuant to applicable laws. 2. Review and act on appeals of land use and other decisions pursuant to the City's land use procedures. 3. Act as the Citizen Involvement Committee within the Bend Urban Growth Boundary and advise the City Council on citizen involvement programs. 4. Make recommendations to the City Council on legislative land use actions.

Committee Goals for 2013

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.

1. The three biggest upcoming planning issues identified by the Commission are the potential OSU Cascade campus, the Waste Water Public Facility Plan (PFP) and the Water PFP. Their goal is to assist in any way in these matters
2. The Commission would like to conduct a series of work sessions on OSU Campus planning
3. Continue to review Development Code updates throughout the year

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

The Commission recommends funding a full-time planner to be dedicated to the campus planning effort if the OSU four-year program is funded by the legislature.

Recommended Council Goals (or action in 2013)

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.

1. The Commission asks that the Council take a definitive public position on the future of Mirror Pond
2. The Commission also asks the Council to be proactive in leading the siting of the OSU campus

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



SEWER INFRASTRUCTURE ADVISORY GROUP

City of Bend 2013 Citizen Committee Goals

Committee Name: Sewer Infrastructure Advisory Group (SIAG)

Committee Mission: Advise Bend City Council and staff on the update of the Sewer Collection System Master Plan (CSMP):

- Identify community priorities.
- Review short- and long-term collection system needs.
- Consider financial, engineering, economic, environmental, growth management, and public policy implications of sewer system alternatives.
- Evaluate financing options and impacts on sewer rates and charges.
- Solicit public input on sewer system problems and solutions.
- Present recommendations on sewer system improvements and funding solutions, and prepare a Report to the Community.

Committee Goals for 2013

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to the Committee's charge statement or strategic plan.

1. Identify and initiate design and construction for immediate solution projects
2. Begin working through the long term policy discussions relating to types of treatment, storage options, pumping options, etc.
3. Keep the City Council updated on issues of debate and recommendations for specific aspects of the CSMP

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

The SIAG requests that the Council provide sufficient funding for this involved public involvement process. Additional funding may be required based on the intense nature of the public outreach process.

Recommended Council Goals (or action in 2013)

Please describe briefly here. Add lines or attach additional sheets if supplemental information is needed. Refer to your Committee's Strategic Plan when possible.

1. Focus on infrastructure planning for the growing community of Bend
2. Focus on the creation of a scalable 10-year Sewer Capital Improvement Plan that provides affordable financing options
3. Incorporate a sewer capital improvement reserve fund into sewer rates

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison

APPENDIX



TRANSPORTATION SAFETY ADVISORY COMMITTEE

City of Bend 2013 Citizen Committee Goals

Committee Name: Traffic Safety Advisory Committee (TSAC)

Committee Mission: Mission outlined in Resolution 2588 Purpose, Duties, and Responsibilities of Committee.

- A. Recommend traffic safety improvements and traffic safety programs that balance the use of traffic safety devices with the need for the expeditious movement of people, goods and services on the city's system of roadways.
- B. Develop and recommend coordinated traffic safety programs and projects.
- C. Provide a public forum for community members to present traffic safety concerns.
- D. Act in an advisory capacity to the City Council's Transportation and Land Use Subcommittee, the Metropolitan Planning Organization Policy Board, and the Bend City Manager in the coordination of traffic safety activities, programs, and projects
- E. Serve in a liaison capacity between the City and the Oregon Traffic Safety Commission in developing the State Highway Safety Program and in meeting the National Highway Safety Program Standards.
- F. Promote public awareness and understanding of traffic safety programs and projects.
- G. Cooperate and coordinate with the Bend LaPine School District, Bend Metro Park & Recreation District, Deschutes County, Oregon Department of Transportation and other public agencies in promoting traffic safety.
- H. Promote traffic safety through community education.

Committee Goals for 2013
1. Implement the Multi Modal Traffic Safety Program
2. Continue to provide forum for community to discuss traffic safety issues

Are additional resources required to complete these goals? Please describe and include cost estimates if applicable.

Resources exist in current traffic safety projects however it is estimated at this time that \$200,000 annually from the Transportation Construction Fund is likely needed to implement the Multi Modal Traffic Safety Program—this is about what was spent in the past on traffic safety related projects.

Recommended Council Goals (or action in 2013)
1. Implement the Multi Modal Traffic Safety Program Objectives and Strategies. The Program Study is on the TSAC webpage in addition to the TSAC Annual Report: http://www.bendoregon.gov/index.aspx?page=692
2. Provide Police Officers specifically to enforce speeding and DUII in City

When would the committee like to report to Council?

Annually Quarterly Prefer to work with Council Liaison



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[YouTube.com/CityofBendOregon](https://www.youtube.com/CityofBendOregon)



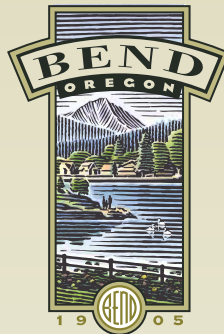
Join the Discussion
BendVoice.org



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CITY OF BEND

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Accommodation Information for People with Disabilities

To obtain this information in an alternate format such as Braille, large print, electronic format and audio cassette tape please contact Justin Finestone at (541) 388-5516 or email jfinestone@ci.bend.or.us.

INTRODUCTORY SECTION

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The City of Bend, Oregon



Wall Street, 1910

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 addition to being a service and retail center for the area, agriculture and horse and cattle ranching were also staples of the early Bend economy.

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, wood products, professional services, retail, medical and governmental service center.



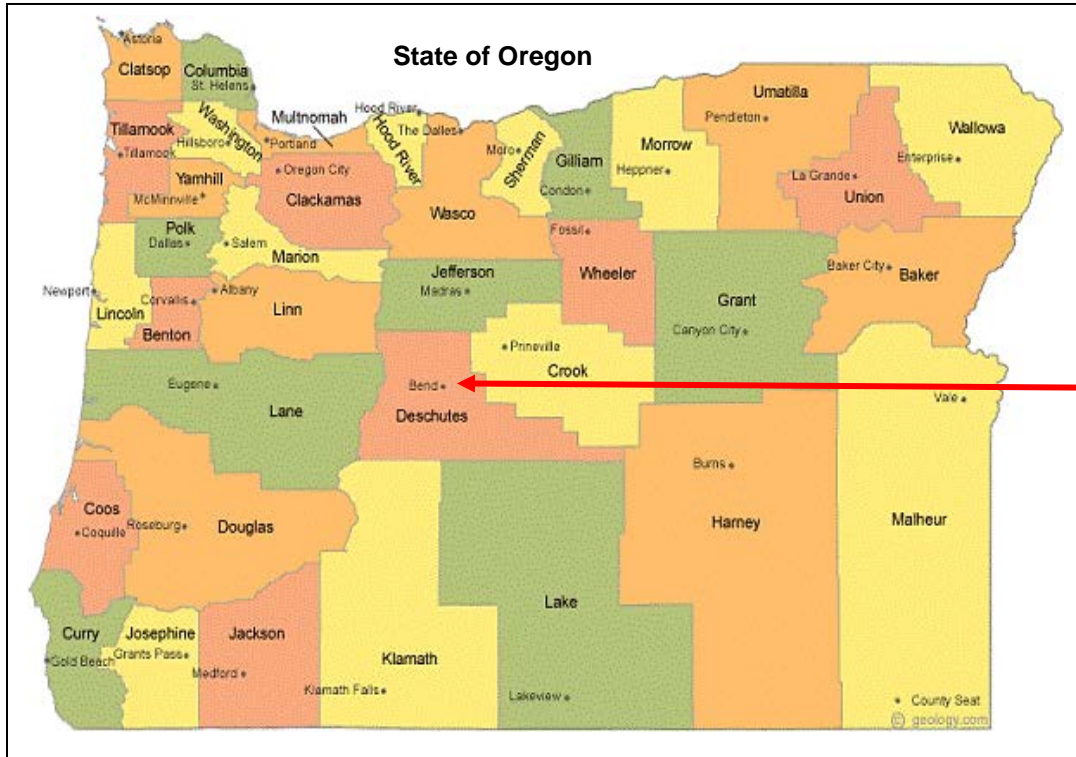
Les Schwab Headquarters at Juniper Ridge

2012 Central Oregon Principal Private Employers	Product or Services	# of Employees	Percent of Total City Employment
St Charles Health System (Region Wide)	Health Care	2,842	4.0%
Sunriver Resort	Recreation/Hospitality	900	1.3%
Les Schwab Tire Centers (Region Wide)	Tires/Auto Care	870	1.2%
Mt. Bachelor Ski Resort	Recreation	749	1.0%
Bend Memorial Clinic (Region Wide)	Health Care	575	0.8%
Safeway (Region Wide)	Grocery Store	575	0.8%
Northview Hotel Group	Hospitality	530	0.8%
Wal-Mart (Region Wide)	Merchandise Store	519	0.8%
Fred Meyer	Merchandise Store	497	0.7%
Bright Wood Corporation (Region Wide)	Windows/Doors	494	0.7%
TOTAL		8,551	12.1%

Source: Economic Development for Central Oregon, Central Oregon Profile

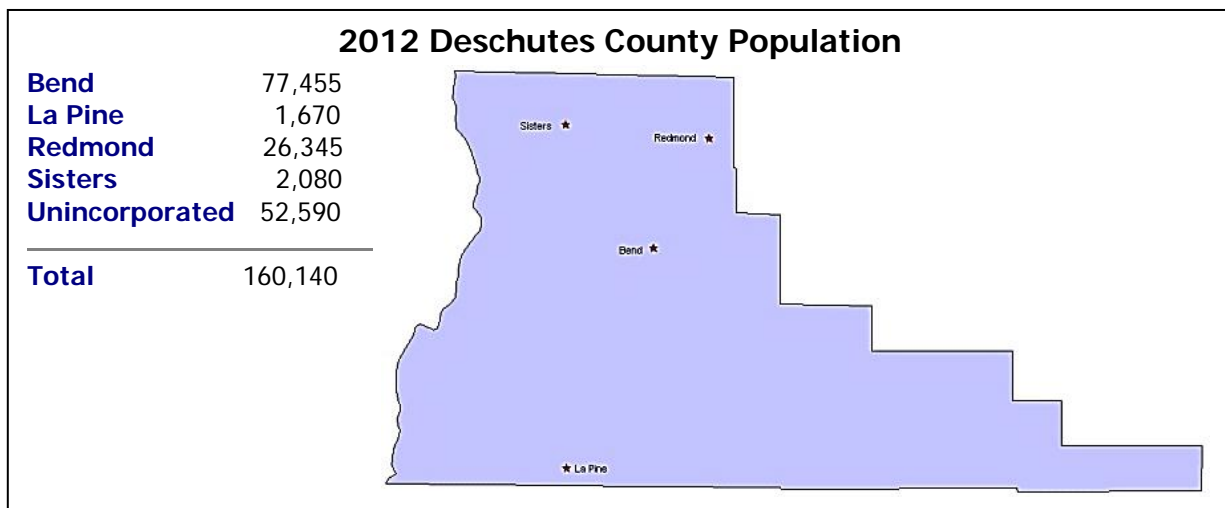
Bend Today

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 only 8-15 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



Deschutes County; Source: League of Oregon Cities webpage
Population Data: <http://www.pdx.edu/prc/population-estimates-0>

Bend has experienced exponential growth for most of the past decade. However, the area was hit hard by the impacts of the nation wide recession and the collapse in both the residential and commercial construction markets. Bend is slowly beginning to recover and like other areas, it is expected to take years to fully recover from this economic downturn. Despite this, Bend still 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.



Balloons Over Bend, Summer 2006
©2006 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 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

Pole-Peddle-Paddle, Cascade Cycling Classic, national mountain bike tournaments are just several of the local events that attract outdoor enthusiasts from amateurs to professionals.



Tower Theater, Downtown Bend
©2006 Dustin Mitsch / Alpen Exposure

Statistical Information – 2012 Demographic Highlights

General Facts

Date of incorporation:	1905
Form of government:	Council/Manager
Population:	77,455
Area in square miles:	32.5

Full Time Equivalents: 450.3

Public Safety

'Hostile Fire' calls answered:	394
EMS calls answered:	6,484
Number of physical arrests:	3,843
Number of traffic violations:	10,119
Number of calls for Police service:	53,973

Public Works

Center lane miles of streets:	403
Number of roundabouts:	29
City owned traffic signals:	65

Miles of water mains:	461
Number of fire hydrants:	5,073
Water service connections:	23,622
Daily average water use: (in millions of gallons)	11 mgd
Maximum daily capacity of water system (in millions of gallons):	31 mgd
Miles of sanitary sewer lines:	430
Sewer service connections:	27,913
Daily average treatment:	5.5 mgd
Maximum daily capacity of treatment plant (in millions of gallons):	12.0 mgd



A view of the Cascades in Bend, Oregon
©2006 Dustin Mitsch / Alpen Exposure

Community Development

New residential permits processed:	357
New commercial permits processed:	13
Land use applications processed:	250
Building inspections completed:	20,221

Statistical Information – 2012-13 Principal Taxpayers

Taxpayer	Type	Taxable Assessed Valuation (in 000's)	Percent of Total Valuation
Pacificorp (PP&L)	Electric utility	\$ 41,132	0.5%
Deschutes Brewery, Inc.	Microbrew manufacturer	36,391	0.4%
Touchmark at Mt. Bachelor	Retirement community	34,656	0.4%
CVSC LLC	Shopping center	32,140	0.4%
Suterra LLC	Biorational productions	33,737	0.4%
Bend Cable Communications	Cable utility	27,807	0.3%
Deschutes Properties LLC	Real estate developer	25,086	0.3%
Forum Holdings, LLC	Shopping center	23,641	0.3%
Cascade Natural Gas Corp	Gas utility	23,810	0.3%
Rivers Edge Investments, LLC	Real estate developer	20,461	0.2%
TOTAL		\$298,861	3.63%

Total 2012-13 Taxable Assessed Valuation for all taxpayers in the City of Bend was \$8.24 billion.

Source: Deschutes County Assessor's Office

Statistical Information - Property Tax Rates

Property Tax Rates - Direct and Overlapping Governments

Last ten fiscal years

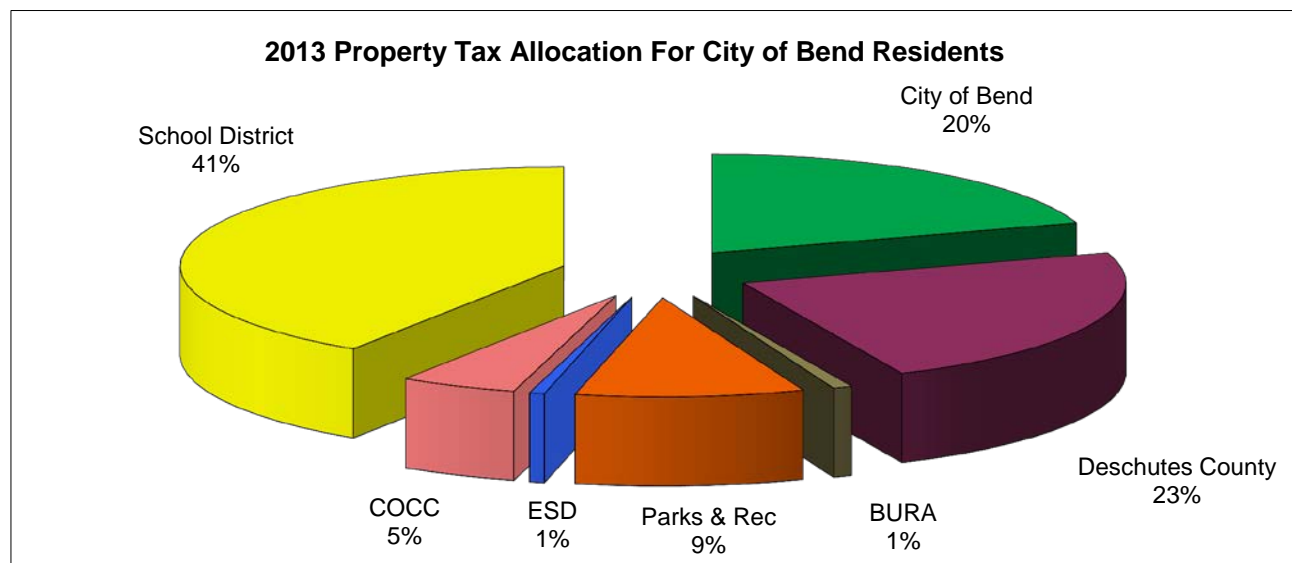
(amounts expressed per \$1,000 of assessed value)

Fiscal Year	City Direct Rates			Overlapping Rates						Total
	City of Bend	Bend Urban Renewal District	Total Direct	Bend Metro Parks and Recreation District	Deschutes County	Education Service District	Central Oregon Community College	Bend La-Pine Administrative School District #1		
2004	2.77	0.39	3.16	1.45	3.31	0.09	0.73	6.43	15.16	
2005	2.77	0.40	3.17	1.45	3.31	0.09	0.72	6.38	15.11	
2006	2.78	0.37	3.14	1.45	3.31	0.09	0.72	6.34	15.04	
2007	2.77	0.38	3.15	1.46	3.26	0.09	0.71	6.31	14.98	
2008	2.78	0.40	3.18	1.45	3.28	0.09	0.71	6.26	14.97	
2009	2.78	0.41	3.19	1.45	3.52	0.09	0.70	6.30	15.25	
2010	2.77	0.44	3.21	1.45	3.52	0.09	0.61	6.44	15.33	
2011	2.76	0.48	3.24	1.45	3.48	0.09	0.72	6.49	15.48	
2012*	3.00	0.23	3.23	1.45	3.46	0.10	0.74	6.26	15.23	
2013*	3.04	0.12	3.16	1.46	3.51	0.10	0.75	6.18	15.16	

* Includes G.O. Bond Tax Rate

Source: Deschutes County Assessor's Office

Note: Property tax rates are for a representative tax code area (1-001) within the City and include operating and debt service levies. The Bend Urban Renewal District rate includes the Bend Juniper Ridge Urban Renewal and Murphy Crossing Urban Renewal Districts. The Bend Urban Renewal District rate decreased in 2013 due to closure of the Bend Downtown Urban Renewal District during 2011-12.



Statistical Information - Property Tax Values

Assessed and Estimated Actual Value of Taxable Property

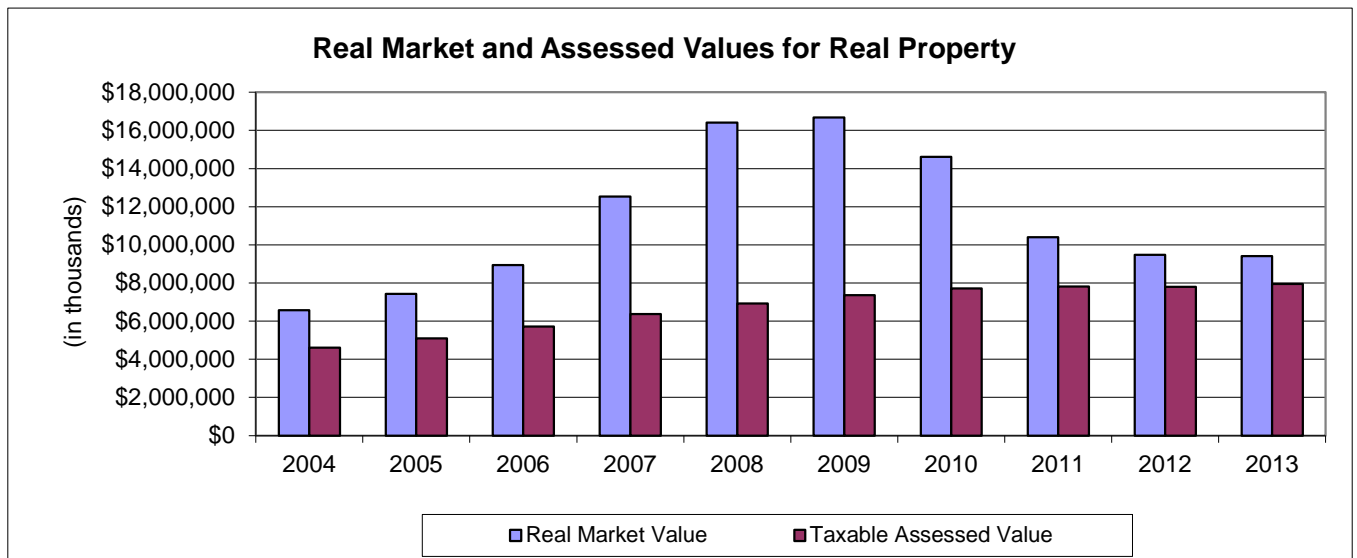
Last ten fiscal years

(amounts expressed in thousands)

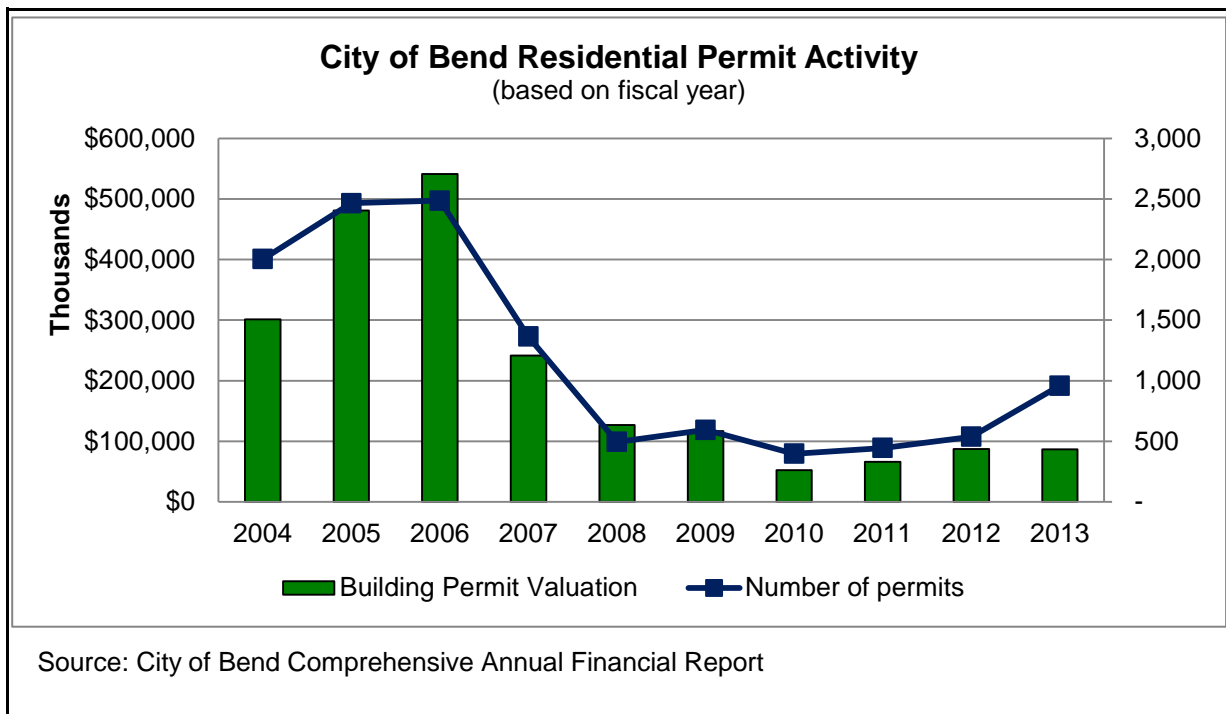
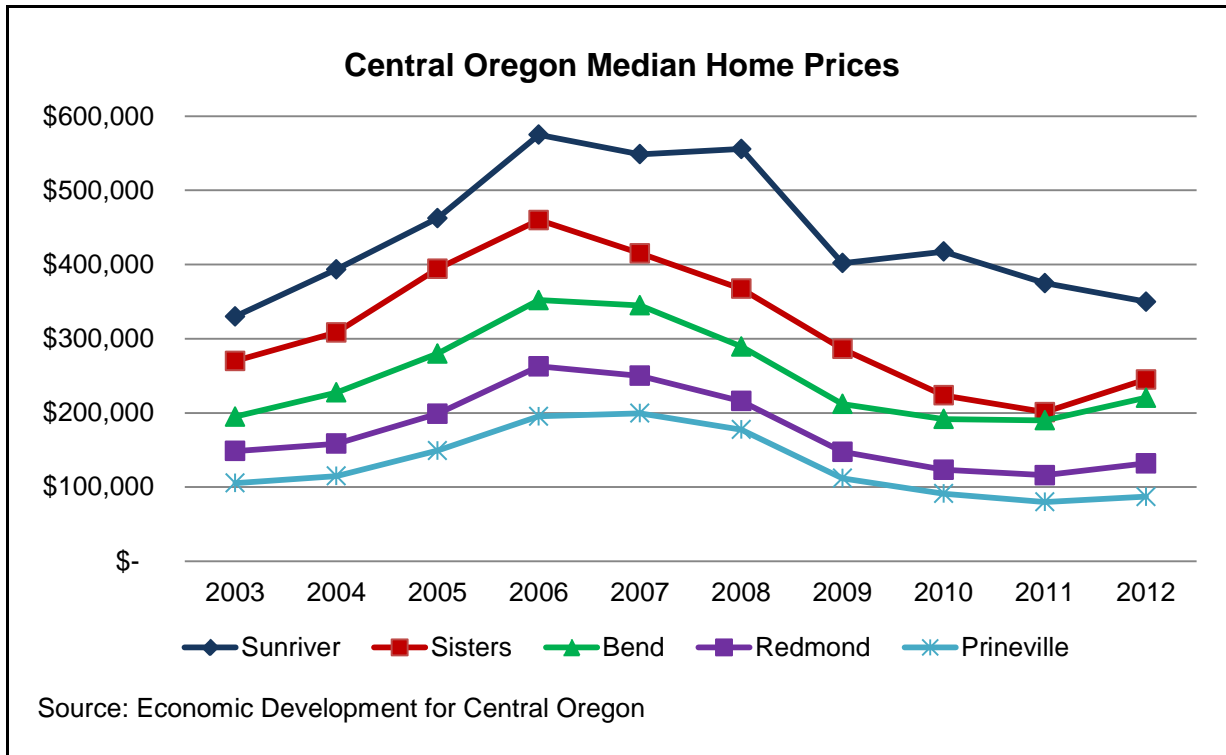
Fiscal Year	Real Property		Personal Property		Public Utilities		Total		Total Direct Tax Rate	Percent of TAV to RMV
	RMV	TAV	RMV	TAV	RMV	TAV	RMV	TAV		
	2004	6,572,581	4,602,246	177,321	177,310	95,810	95,722	6,845,712		
2005	7,426,197	5,103,393	185,854	185,850	104,835	104,619	7,716,886	5,393,862	3.0435	69.9%
2006	8,946,076	5,712,230	213,276	210,382	92,809	92,621	9,252,161	6,015,233	3.0235	65.0%
2007	12,525,855	6,369,945	244,131	237,308	97,149	95,837	12,867,135	6,703,090	3.0301	52.1%
2008	16,406,331	6,919,574	262,202	261,192	116,469	113,748	16,785,002	7,294,514	3.0630	43.5%
2009	16,681,314	7,363,016	278,212	277,511	124,738	123,844	17,084,264	7,764,371	3.1864	45.4%
2010	14,609,907	7,713,718	264,817	264,789	130,071	129,652	15,004,795	8,108,159	3.2115	54.0%
2011	10,394,261	7,821,267	251,702	251,697	146,568	145,422	10,792,531	8,218,386	3.2435	76.1%
2012	9,470,814	7,800,935	240,955	240,950	153,200	151,612	9,864,969	8,193,497	3.2311	83.1%
2013	9,407,517	7,953,279	238,467	238,462	147,527	146,324	9,793,512	8,338,066	3.1649	85.1%

Source: Deschutes County Assessor's Office

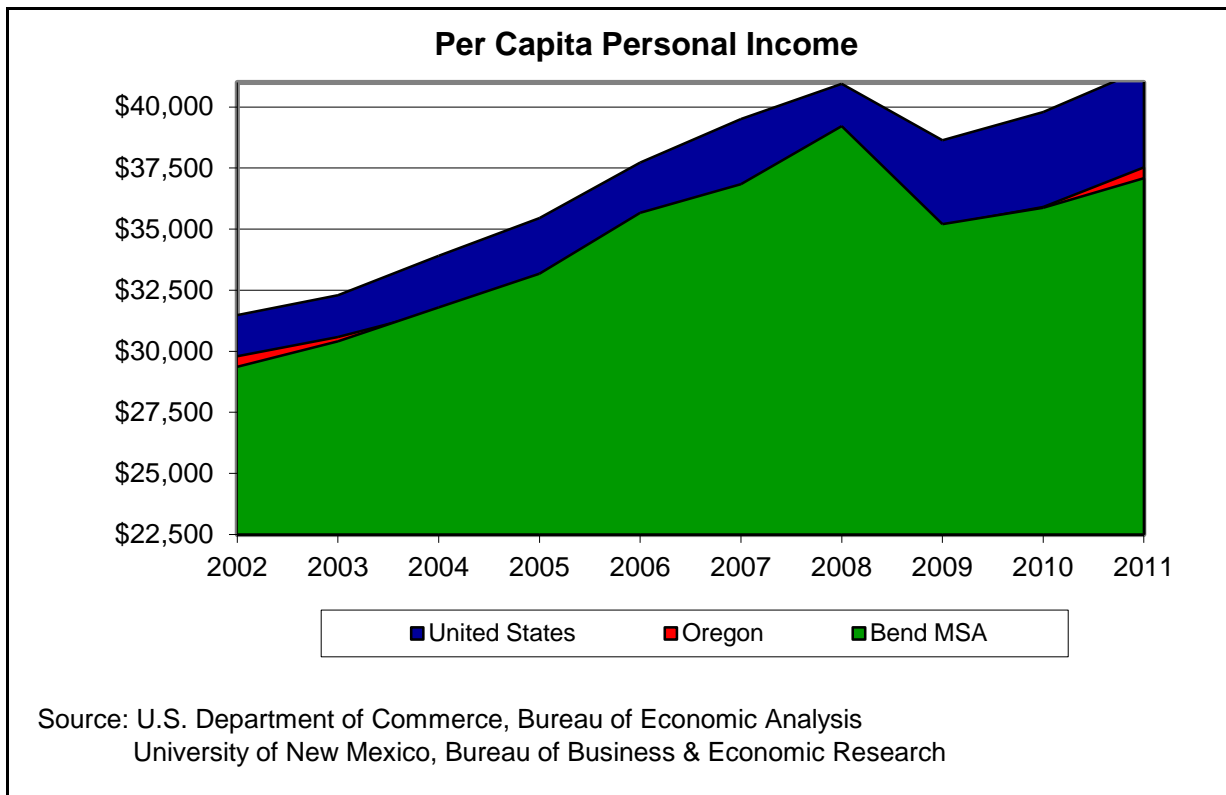
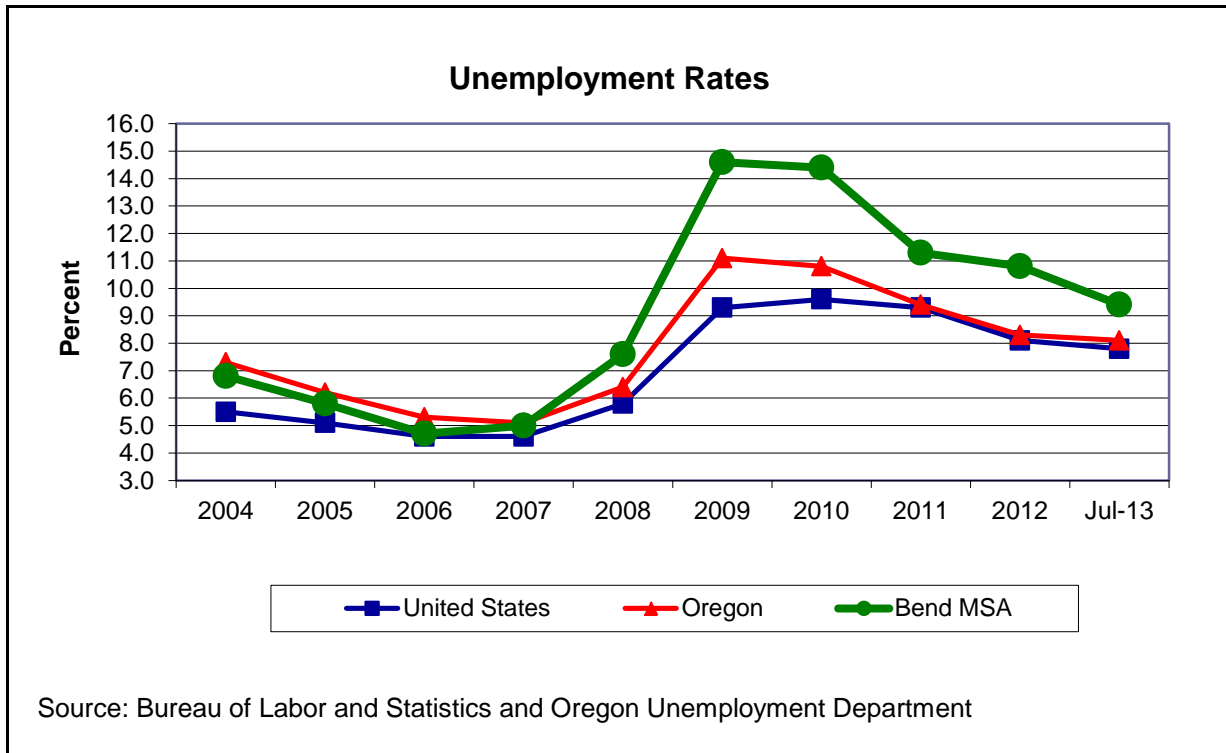
Note: Direct property tax rates are for a representative tax code area (1-001) within the City and include operating and debt service levies. The direct tax rate decreased in 2013 due to closure of the Bend Downtown Urban Renewal District during 2011-12.



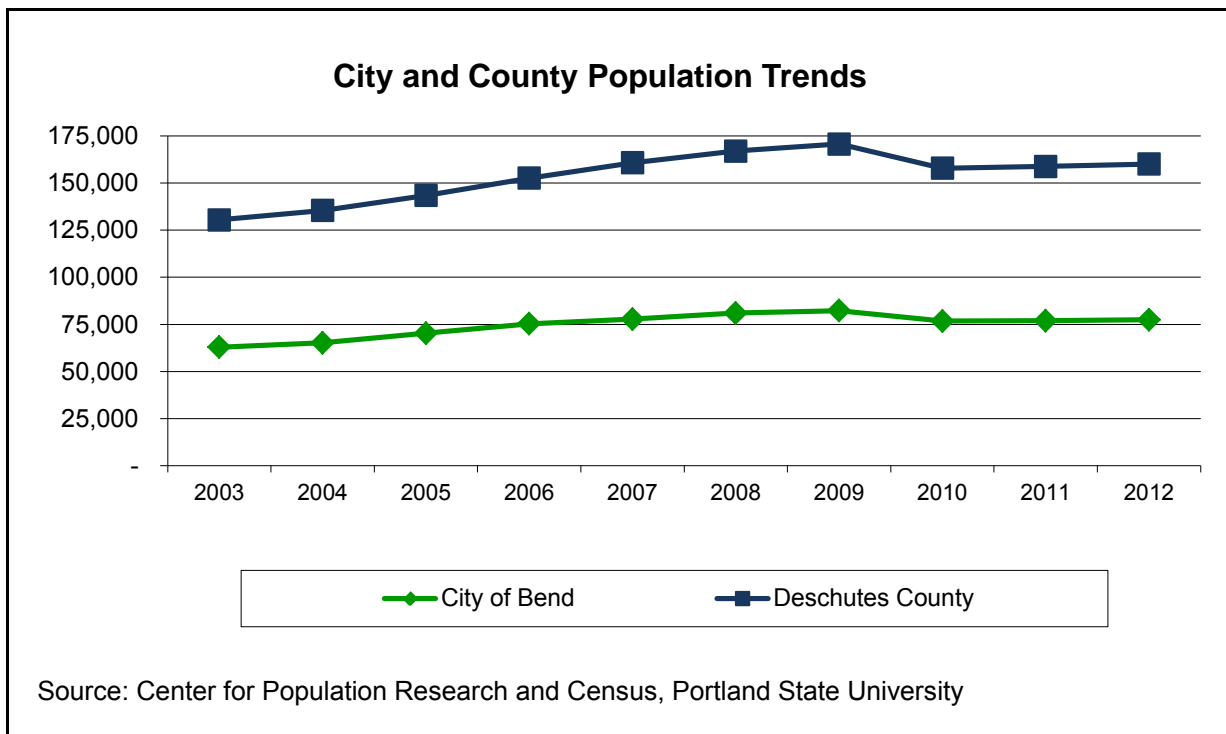
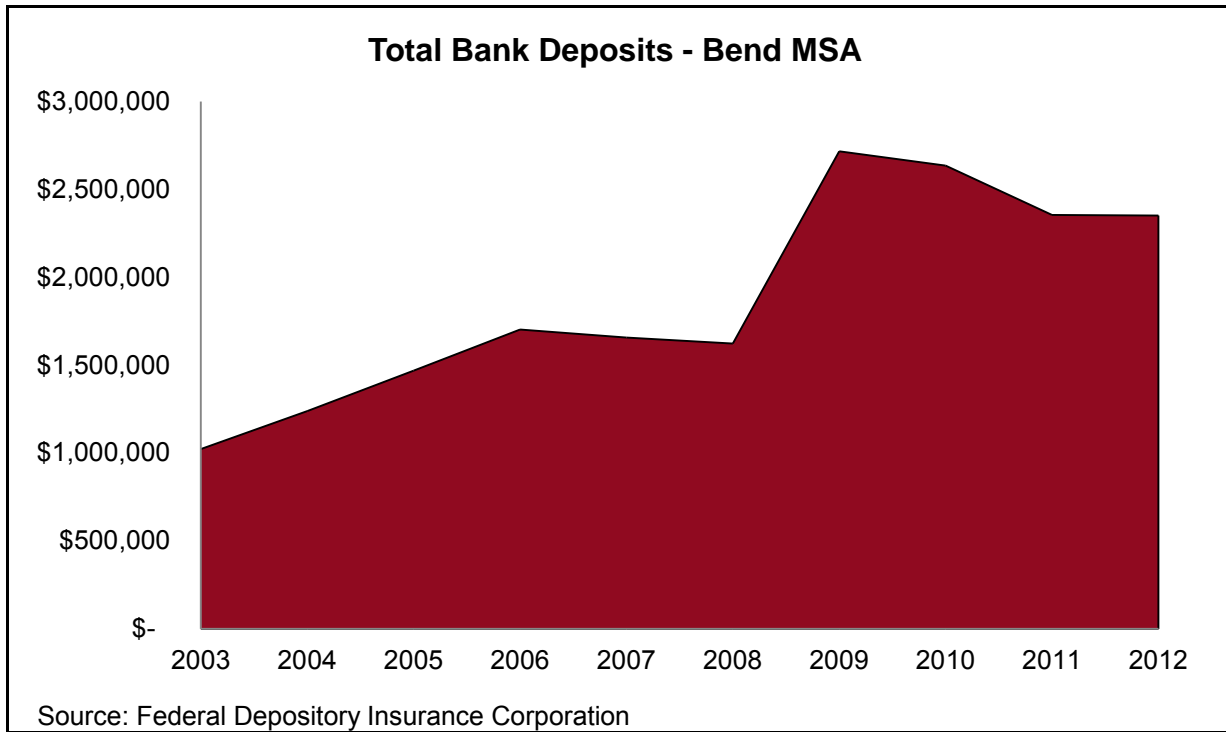
Statistical Information - Housing Comparisons



Statistical Information - Economic Comparisons



Statistical Information - Economic and Population Trends



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 a seven-member City Council, elected to terms of four years, who elect from among themselves a mayor for a term of two years. 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. Municipal leaders 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 held in the Council Chambers in City Hall. 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, televised, and archived on the City's website www.bendoregon.gov for greater citizen 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. They are televised starting at 6:00 pm.

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.

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. It is often written by the department that oversees the issue being addressed and is reviewed by the City Attorney and the other department managers. 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 goes to the Recorder's office where it becomes a part of the City's permanent records.

Resolutions, including those that provide appropriations and annual tax levies or create local improvement districts and levy assessments, as well as all emergency ordinances, take effect immediately upon passage or on any date within 30 days as specified in the ordinance. All other 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 citizens to become involved in the decisions made by the City Council. Oregon was one of the first states to allow citizens to bring issues to a vote of the people through the initiative process, and Bend citizens can offer their opinion on pending Council actions through testimony and communication with decision-makers and by voting on referendums. Citizens 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 citizen 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 citizens 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 prepares 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 citizens 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 citizens' 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. A resolution is 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 levy is certified. A notice of levy and certification of tax is submitted to the Deschutes County Assessors 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 fiscal year 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 money refunded from purchase returns
- ✧ Expenditure of proceeds from sale of certain bonds
- ✧ Expenditure to pay debt service on certain bonds

2013-2015 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
<ul style="list-style-type: none"> ▪ Budget Kick-off – the budget calendar, process, instructions, and manual for the 2013 – 2015 Biennial Budget are reviewed ▪ Estimates for special I.T. and facility projects and personnel requests are submitted.

MARCH
<ul style="list-style-type: none"> ▪ Five-year vehicle/equipment plans and capital improvement programs are submitted to budget office ▪ Budget office reviews budget, performs analyses and makes changes to balance budget ▪ Budget officer reviews budget

DECEMBER
<ul style="list-style-type: none"> ▪ Budget office reviews revenues, reserve requirements, and personnel expenditures with the departments ▪ Preliminary revenue projections are completed (with final projections updated in February)

APRIL
<ul style="list-style-type: none"> ▪ Budget office updates 2013 – 2015 changes made by the Budget Officer ▪ Publish Notice of Budget Committee Meeting in the Bend Bulletin and on the City's website

JANUARY
<ul style="list-style-type: none"> ▪ 2013 – 2015 Personal Services (salaries and benefits) budgets are completed ▪ 2013 – 2015 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed ▪ Inter-department service requests among departments submitted

MAY
<ul style="list-style-type: none"> ▪ 2013 – 2015 Proposed Budget distributed to Budget Committee and made available for public review ▪ Budget Committee deliberates; receives public comments, and approves the Biennial Budget

FEBRUARY
<ul style="list-style-type: none"> ▪ 2012 – 2013 materials and services expenditure projections submitted by the departments ▪ 2013 – 2015 expenditure requests submitted by the departments

JUNE
<ul style="list-style-type: none"> ▪ Notice of Budget Hearing and summary is published ▪ City Council holds a Public Hearing and adopts the 2013 – 2015 Biennial Budget ▪ The 2013 – 2015 Biennial Budget goes into effect July 1, 2013

Fiscal Policies

The following Fiscal Policies were adopted by the City Council November 18, 2009 and revised September 19, 2012.

The City of Bend is 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 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, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

- ✧ 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.
- ✧ Deliver cost effective and efficient services to citizens.
- ✧ Provide and maintain essential public facilities, utilities, and capital equipment.
- ✧ 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.
- ✧ 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.
- ✧ 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 professional standards.
- ✧ Fully comply with finance related legal mandates, laws and regulations

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

- ✧ 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.
- ✧ One-time 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.
- ✧ User fees and charges will be established for services provided that benefit specific individuals or organizations. User fees and charges 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 effects of additional service costs and inflation.

- ✧ 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.
- ✧ 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.
- ✧ Water, Water Reclamation (Sewer) and Stormwater funds will be self-supporting through user fees. Fee adjustments will be based on five year financial plans. The water and water reclamation utility rates should be set to yield a minimum 1.50 debt coverage ratio or a debt coverage ratio sufficient to protect the credit rating of the Water and Water Reclamation systems.
- ✧ All potential grants shall be evaluated for matching requirements and on-going resource requirements before acceptance. Grants may be rejected to avoid commitments beyond available funding.
- ✧ 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.
- ✧ Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

Operating Budget Policies

- ✧ The City will prepare a biennial budget with the participation of all Departments.
- ✧ 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.
- ✧ The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget.
- ✧ 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. The cost allocation plan will be submitted to the Department of Housing and Urban Development (or other designated agency) for review and approval.
- ✧ The operating budget will be constrained to the total amount approved by the Budget

Committee and as adjusted and adopted by the City Council.

- ✧ The City Council shall adopt the budget for each fund or program as required by budget law.
- ✧ The summary of full time equivalents (FTE) 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 FTEs must be approved by City Council by resolution. The City Manager may reassign positions among departments or restructure departments without Council approval, so long as the total number of FTEs is not increased.
- ✧ All supplemental appropriations for programs requested after the original budget is approved will be analyzed by the Finance Department and will only be presented to Council for approval after consideration of availability of revenues.
- ✧ 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 for Council approval to ensure compliance with budget laws.
- ✧ A mid-biennial review process will be conducted by the City Manager in order to make any necessary adjustments to the adopted biennial budget.
- ✧ The City will submit the Adopted Budget Document to obtain the Award for Distinguished Budget Presentation from the Government Finance Officer's Association (GFOA).
- ✧ 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.

Expenditure Control Policies

- ✧ 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.
- ✧ The City Council will approve 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.
- ✧ All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.
- ✧ 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.
- ✧ 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.

- ✧ The City will make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient.

Capital Improvement Policies

- ✧ 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.
- ✧ 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.
- ✧ 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.
- ✧ Changes to the CIP such as addition of new projects, changes in scope and costs of a project or reprioritization of projects will require City Council or City Manager approval.
- ✧ The City will maintain its physical assets at a level adequate to protect the City's capital investment and to 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 current revenues when possible.
- ✧ 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.
- ✧ The City will establish capital equipment reserves to provide for funding of vehicles and equipment. The City will also establish major repairs and replacement reserves to provide for funding of major repairs and replacements.
- ✧ 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 or when issuing debt would adversely affect the City's credit rating.
- ✧ The City will consider the use of debt financing for capital projects under the following circumstances:
 - When the project's useful life will exceed the terms of the financing
 - When resources are deemed sufficient and reliable to service the long-term debt
 - When market conditions present favorable interest rates for City financing
 - When the issuance of debt will not adversely affect the City's credit rating and coverage ratios

Financial Planning Policies

- ✧ 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.
- ✧ The City's financial plan should be strategic, reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations.
- ✧ Long term projections of revenues and expenditures will be realistic, conservative and based on best practices established by the Government Finance Officers Association.

Economic Development Funding Policies

- ✧ 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 benefit that materially enhances the financial position of the City by increasing its employment base or assessed valuation.
 - A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone
 - A benefit that increases access to other public services
- ✧ Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, 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 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.
- ✧ 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.
- ✧ Funding for economic development incentives must be identified before approval of all such incentives.
- ✧ 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

- ✧ All current pension liabilities shall be funded on an annual basis.
- ✧ 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

- ✧ The Finance Director or their designee shall invest all City funds according to four criteria, in order of their importance: (1) legality, (2) safety, (3) liquidity, and (4) yield.
- ✧ The City shall maintain and comply with a written Investment Policy that has been approved by City Council.
- ✧ The City will consolidate or pool cash balances from various funds for investment purposes and will allocate investment earnings to each participating fund.
- ✧ The City's investment securities will be held by a third party custodial safekeeping.
- ✧ Quarterly investment reports summarizing investment holdings and compliance with the City's Investment Policy will be provided to City Council.

Accounting and Financial Reporting Policies

- ✧ The City will comply with the following accounting and reporting standards:
 - Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board,
 - Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officer's Association (GFOA),
 - Government Accounting Standards, issued by the Comptroller General of the United States,
 - Oregon Revised Statutes relating to Municipal finance and
 - U.S. Office of Management and Budget (OMB) Circular A-133,
- ✧ Monthly financial reports summarizing financial activity by fund will be presented to the City Manager and City Council.
- ✧ 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.
- ✧ 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 principals used and evaluating the internal controls in place.
- ✧ 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.
- ✧ The City will prepare a Comprehensive Annual Financial Report (CAFR) and submit its CAFR to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.
- ✧ 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 all Nationally Recognized Municipal Securities Information Repositories of these significant events.

- ✧ The City's asset capitalization policy is to capitalize and depreciation assets greater than \$5,000 with a useful life beyond one year. Capital assets costing less than \$5,000 or having a useful life of one year or less will be treated as operating expenditures.

Debt Management Policies

- ✧ The Finance Director structures all debt issuances and oversees the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
- ✧ 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.
- ✧ The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources.
- ✧ 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 receipting grant proceeds or other revenues and delay in issuance of long term debt.
- ✧ When issuing long-term debt, the City will ensure that the debt is soundly financed by:
 - Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
 - Insuring that capital projects financed through long term debt shall be financed for a period not to exceed the useful life of the project,
 - Determining that the benefits of financing exceeds the cost of financing,
 - Analyzing source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long term debt.
- ✧ All bond issuances and promissory notes will be authorized by resolution of the City Council.
- ✧ The City will comply with all statutory debt limitations imposed by Oregon Revised Statutes.
- ✧ The City will strive to maintain its current credit ratings which are (as provided by Moody's Investor Services): Aa2 for General Obligation Bonds, Aa3 for Full Faith and Credit Obligations, Aa2 for Water Revenue Bonds and Aa2 for Sewer Revenue Bonds.
- ✧ The City will strive to maintain debt 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.

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

Reserve Policies

- ✧ The City will maintain sufficient contingency and reserves in each fund for the ability to:
 - Mitigate short-term volatility in revenues
 - Mitigate short-term economic downturns (2 years or less)
 - Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process
 - Sustain city services in the event of an emergency
 - Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues
 - Absorb unexpected claim or litigation settlements
 - Purchase vehicle and equipment without the need to finance such purchases
 - Meet major facility and equipment repair and replacement needs
 - Meet future capital project needs so as to minimize future debt obligations and burden on future citizens
 - Meet requirements for debt reserves
- ✧ General Fund Reserves – the City will maintain General Fund undesignated reserves of at least 20% of the operating budget of the General Fund.
- ✧ Development Funds – The City will maintain undesignated reserves of at least 50% (or 6 months) of the operating budget for development related funds.
- ✧ Risk Management Fund – The City will maintain reserves in its Risk Management 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.

- ✧ 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.
- ✧ 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.
- ✧ 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.

General Fund Stabilization Fund Policy

- ✧ The City will maintain and manage a General Fund Stabilization Fund in accordance with this policy.
- ✧ 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 citizens who rely on these critical operations.
- ✧ 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.
- ✧ The General Fund Stabilization Fund will be funded annually as follows:
 - 50% of investment earnings of the General Fund
 - 50% of investment earnings of all other funds except as prohibited by law
 - 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.
- ✧ 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.
- ✧ All request for use of the General Fund Stabilization Fund will include the following:
 - Projection of revenues indicating decline for more than 2 years or permanent decline as a result of economic downturn or unforeseen event
 - 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

- Determination that critical basic services and operations will be affected and citizens will be negatively impacted
 - Determination that request meets any other criteria determined by Council
 - Plan of action and long term financial solution to address the revenue shortfall
- ✧ 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 2013-2015 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 and code enforcement. The principal sources of revenue include property taxes, franchise fees, intergovernmental revenues, transient room taxes and fines.

Bend Urban Renewal Agency (BURA) General Fund

The BURA General Fund primarily accounts for general services, within BURA, not accounted for within another fund. The principal source of revenue is from rent received from BURA owned property.

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 Grant Fund

This fund was established for Justice Assistance Grant (JAG) funds allocated to the Bend Police Department.

Police Reserves 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. Revenues also include billings for ambulance and emergency medical services.

Transportation Operations Fund

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

System Development Charges (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.

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.

Special Revenue Funds - continued

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 was used to account for the expenditures of the City's Private Development Engineering Department which provides engineering review and inspection services. These expenditures are now accounted for as a division of the Engineering & Infrastructure Planning Fund, and the only activity in this fund in the 2013-2015 biennium is a residual equity transfer out.

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 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.

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 transient 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.

Energy ARRA Grant Fund

This fund was established to account for an Energy Efficiency and Conservation Block Grant received by the City.

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.

General Obligation Bond Debt Service Fund

This fund accounts for the debt service associated with the General Obligation Bonds issued for transportation construction projects. 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 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 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.

PERS Debt Service Fund

This fund accounts for the debt service on bonds issued to payoff 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.

Capital Projects Funds - continued

General Obligation Bond Construction Fund

This fund accounts for construction projects related to the Street Improvement Transportation Bond measure that was passed in May 2011.

Accessibility Construction Fund

This fund accounts for accessibility related improvements to mainly sidewalks and curbs as a result of the City's settlement with the Department of Justice. General Fund discretionary revenues, grants, and water and water reclamation franchise fees are used to fund these improvements.

Local Improvement District (LID) 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.

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. The emphasis on these services is on net income. 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 citizens 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, revenue bonds 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, revenue bonds 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

Downtown Parking Fund

This fund accounts for the downtown parking program and the operation of the Centennial Parking Plaza. The principal sources of revenue are parking permits, rental revenues and parking violation fines. Expenditures are for administration of parking violations and maintenance of the parking lots and parking structure. Capital improvements are funded by Parking-In-Lieu of fees.

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. Expenditures are for the operation of the cemetery.

Internal Service Fund

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 one Internal Service Fund with the following divisions:

Public Works Laboratory Division

This division accounts for laboratory services provided to the City's public works operations. 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. This division also provides engineering review and inspection services for private development. These services are provided through developer paid engineering fees.

Administrative and Financial Services Division

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

Legal & Risk Management Division

This division accounts for the operations of the City Attorney's office and the Risk Management & Training program. Revenues are generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service.

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 direct billings for special projects and 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, Bond and Franklin Annexes, Public Works buildings, and the Police facility. Revenues are generated from rent charges developed through the City's Cost Allocation Plan to the departments occupying the buildings.

Public Works Administration Division

This division accounts for public works management and administration support services provided to the City's public works operations. Revenue is generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service.

Internal Service Funds - continued

Garage Division

This division accounts for the maintenance and service of all City vehicles and heavy equipment, excluding the police department fleet. Revenue is generated by charges to the departments receiving service.

Insurance Division

This division accounts for the City's various commercial insurance programs and the accumulation of reserves for catastrophic losses. Revenues are generated from overhead allocation through the City's Cost Allocation Plan to all funds of the City.

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

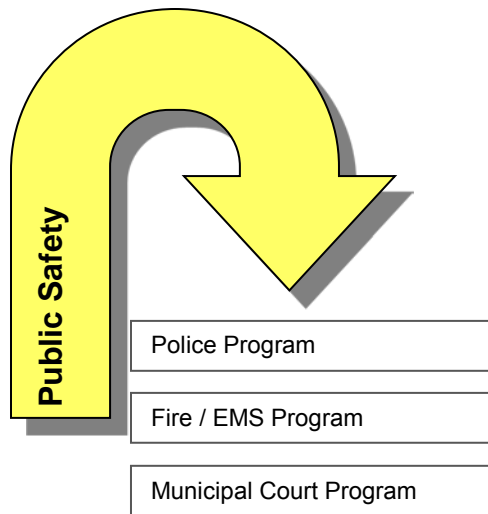
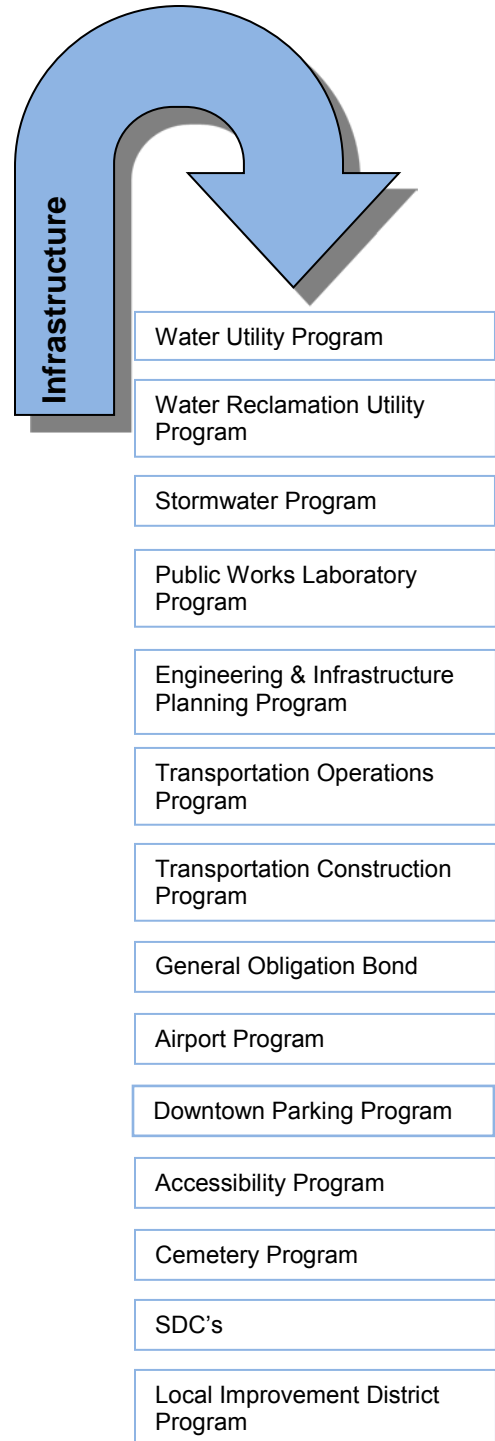
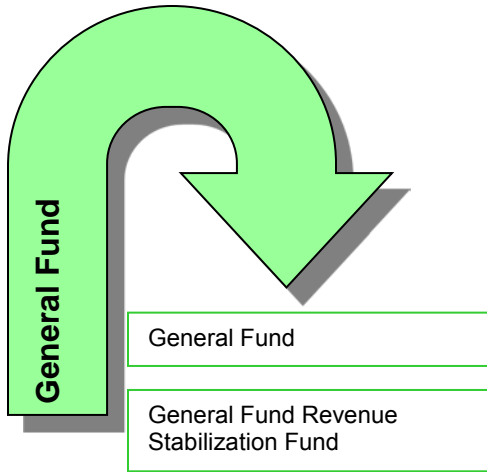
The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and 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 maintains its accounting records on the budget basis (modified accrual basis) throughout the year and makes adjustments at year-end for financial reporting to reflect GAAP basis as needed. Examples of GAAP basis adjustments include:

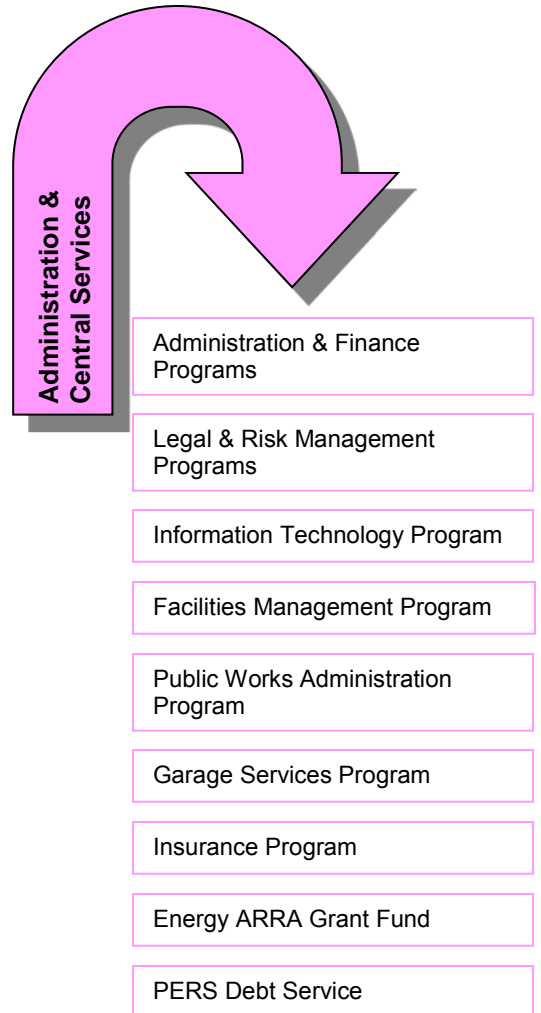
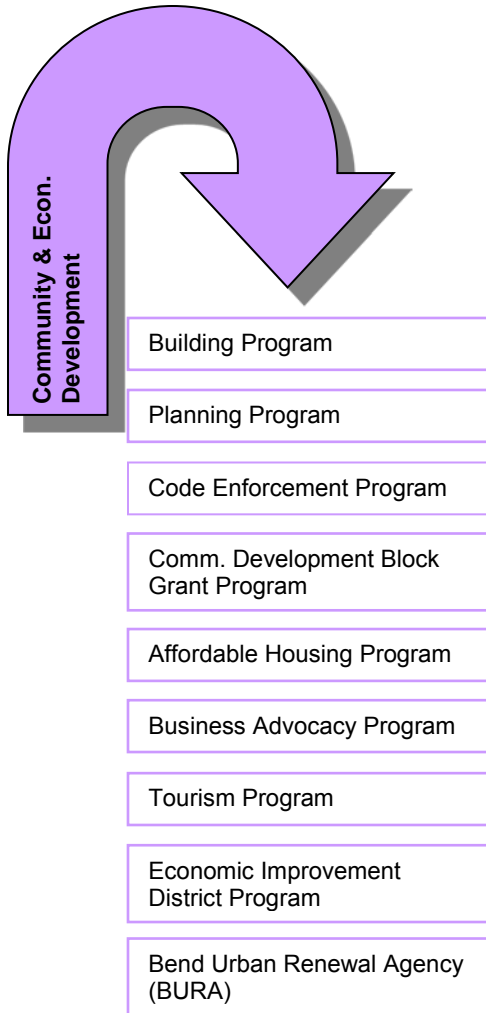
- Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP;
- Proceeds from debt issues are considered budgetary resources while under GAAP, debt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

Budget Organization



Budget Organization



Long – Term and Strategic Planning

Council Goal Setting

The City Council meets annually at the beginning of the calendar year to set goals and to prioritize objectives/projects to serve as a guide to achieve the higher priority goals. The resulting document is the 2013-14 City Council Work Plan that can be found after the City Manager's Budget Message on Pg.17.

In this document the objectives/projects are divided into the following focus areas:

- Economic Development
- Infrastructure
- Community Vision, Design and Planning
- Government Efficiency and Financial Stability
- Public Safety
- Community Projects

The objectives/projects were developed with input from citizen committee and advisory groups, City Council and City staff. Within the work plan is a one page summary of each objective/project showing which staff member has been assigned responsibility, what the objective/project entails, and the timeline for completion.

Some objectives/projects such as the Comprehensive Financial Plan for Sewer and Water, Short Term Sewer Solutions, Street Preservation, Financial System Replacement and Financial Stability directly affected how some of this biennial budget was developed. Other objectives/projects that will affect budget development in the near future years are the Airport Master Plan Implementation, Planning Fee Evaluation, and the County Wide Radio Project for Public Safety. Objectives/Projects that are in the early stages of development and implementation that will take at least three years for completion include the Sewer Treatment Plant Expansion and the UGB Remand Growth Plan and Support.

The City Council Work Plan will be revised at least annually during the City Council goal setting meeting but can be revised as new challenges or opportunities arise. The City Council will also review progress of these objectives during the year and make adjustments to timelines and objective/project details as necessary.

Strategic Planning

In 2009, the City started a Strategic Planning process to realign its focus on core services. These service areas were identified as Public Safety, Infrastructure, Community and Economic Development and Administration and Central Services. In addition to a city-wide strategic plan that helps align the City Council goals with the work of the organization, each department was asked to create their own strategic plan. By doing this, departments have begun developing performance management practices, identifying performance measures and to focus on program based budgeting.

The City's Executive Management Team has identified five categories that are the core of the city-wide plan:

- Employee/Team Development – This includes developing and implementing a consistent city-wide performance management system and expanding the training program to ensure high performance of employees.
- Achieve Financial Stability – Two of the objectives for this category include implementing program based budgeting with further development of performance measures and approving a financial plan for the City's water and sewer systems.
- Economic Development – The focus for the next few years include developing a plan for the Oregon State University Cascades Branch campus and continuing to work on the Urban Growth Boundary remand tasks and integrate them into a broadly accepted community growth plan.
- Quality Performance – By assessing technology to modernize and streamline City processes, practices can be developed to improve efficiency and effectiveness.
- Community Engagement – This includes improving customer access to City information and engaging the public at the right time on issues that are a concern to them.

Department heads will continue to meet quarterly to review goals and objective of the Strategic Plan and monitor progress of the categories above.

FINANCIAL SECTION

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2013-2015 Adopted Biennial Budget Summary by Service Area

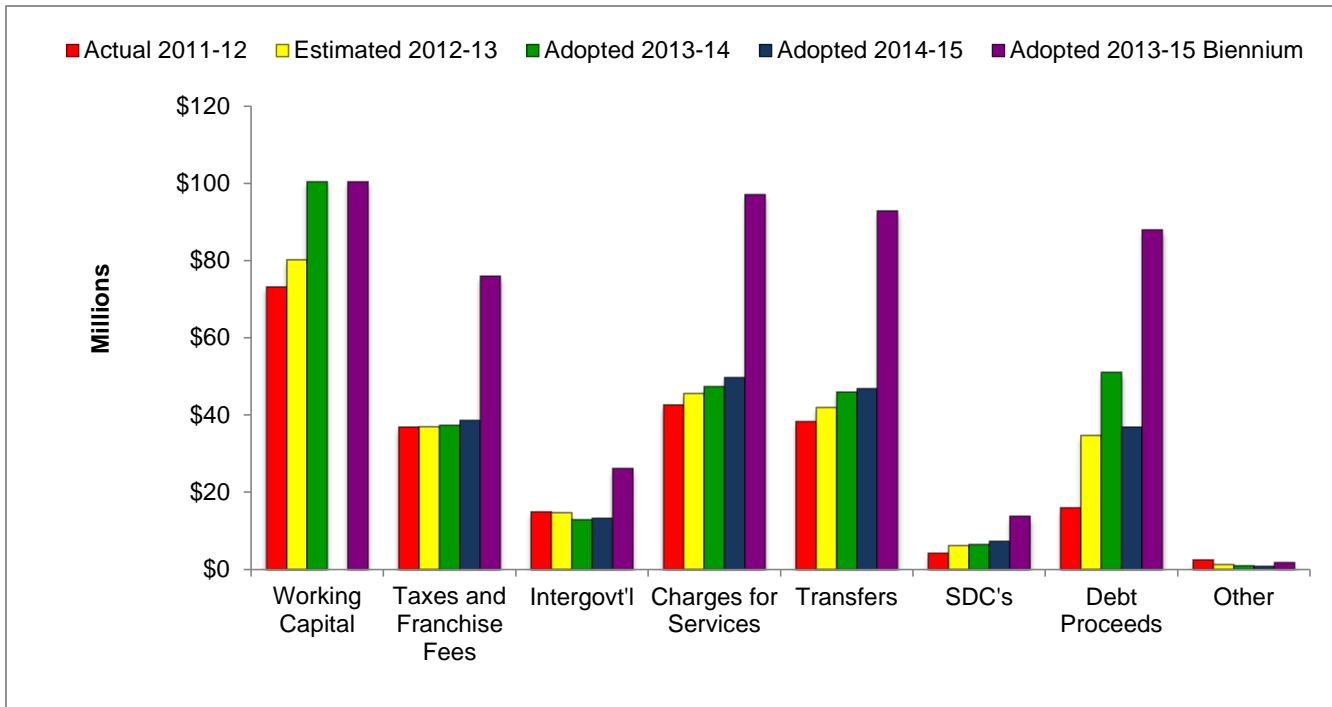
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety (Includes Police, Fire and Municipal Court)	Infrastructure	Community & Economic Development	Administration	2013-15 Total City
RESOURCES						
Beginning fund balance	\$ 11,124,000	\$ 3,216,200	\$ 70,619,200	\$ 5,395,300	\$ 10,096,600	\$ 100,451,300
Property taxes	47,309,500	-	3,780,200	2,243,000	-	53,332,700
Transient room taxes	5,199,100	-	-	2,228,200	-	7,427,300
Franchise fees	11,902,400	-	3,311,500	-	-	15,213,900
Intergovernmental revenues	4,716,100	5,703,400	14,536,000	1,214,966	-	26,170,466
Licenses and permits	196,700	-	247,300	7,778,000	-	8,222,000
Charges for services	176,200	4,294,000	77,443,300	3,449,200	768,930	86,131,630
System improvement fees (SDC's)	-	-	13,666,700	-	-	13,666,700
Fines and forfeitures	1,820,700	-	-	-	-	1,820,700
Assessments	-	-	-	320,000	-	320,000
Investment income	184,100	16,200	704,200	68,000	119,400	1,091,900
Loan repayments	-	-	112,250	2,096,200	30,000	2,238,450
Miscellaneous	64,400	54,300	1,754,600	3,600	19,200	1,896,100
Sale of capital assets	-	-	120,000	-	-	120,000
Debt Proceeds	-	2,846,000	78,037,500	3,760,000	1,100,000	85,743,500
Interfund activity:						
General fund subsidy	-	21,077,900	6,020,000	1,857,600	800,000	29,755,500
General fund revenues allocated to:						
Police	(39,483,446)	39,483,446	-	-	-	-
Business advocacy	-	-	-	-	-	-
Accessibility program	(498,311)	-	498,311	-	-	-
Code enforcement	(439,808)	-	-	439,808	-	-
Municipal court	(1,226,136)	1,226,136	-	-	-	-
Interfund charges & tfers	1,843,060	18,200	25,059,300	714,182	34,959,483	62,594,225
TOTAL RESOURCES	\$ 42,888,559	\$ 77,935,782	\$ 295,910,361	\$ 31,568,056	\$ 47,893,613	\$ 496,196,371

2013-2015 Adopted Biennial Budget Summary by Service Area

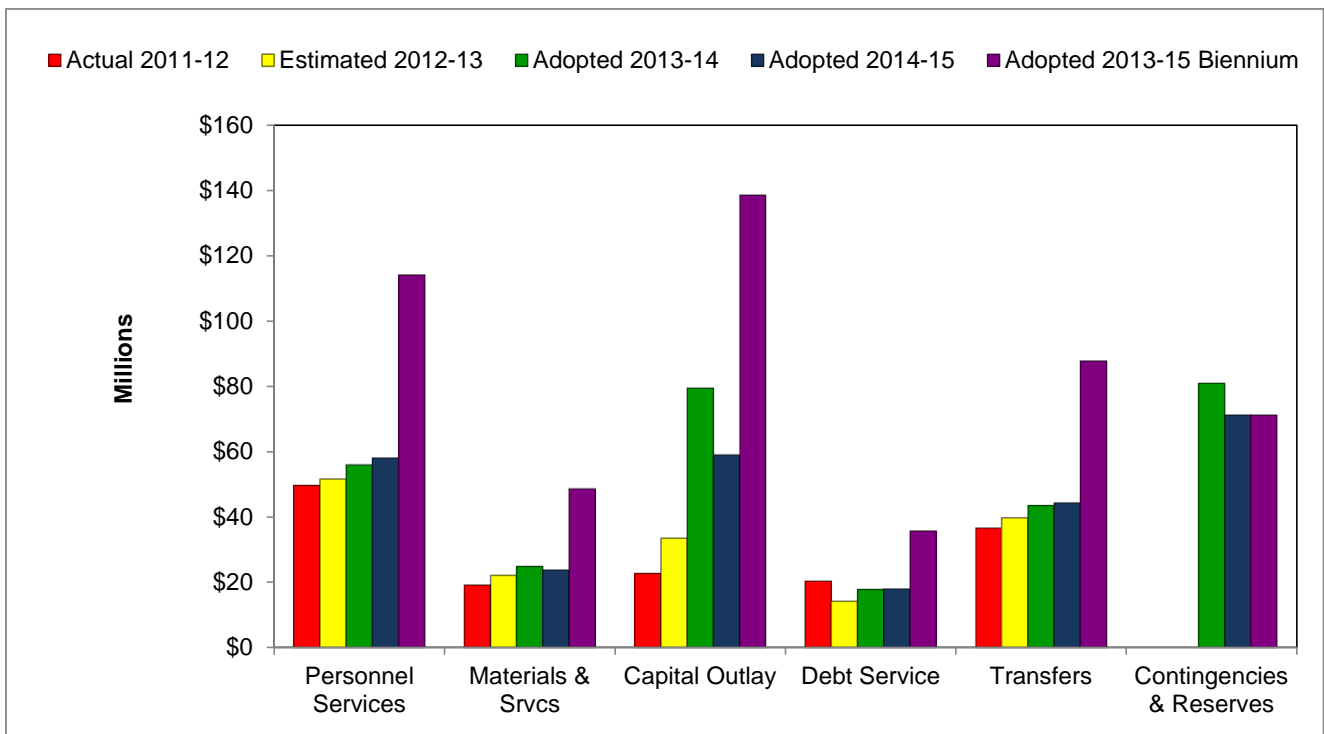
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety (Includes Police, Fire and Municipal Court)	Infrastructure	Community & Economic Development	Administration	2013-15 Total City
REQUIREMENTS						
Personnel services	\$ -	\$ 56,509,303	\$ 32,370,752	\$ 8,926,840	\$ 16,335,483	\$ 114,142,378
Materials & services	2,250,275	5,519,510	21,322,846	7,463,790	12,083,501	48,639,922
Capital outlay:						
Vehicle/equipment	-	4,247,100	4,432,300	80,000	1,218,900	9,978,300
Construction/infrastructure	-	15,000	127,817,200	-	812,500	128,644,700
Total capital outlay	-	4,262,100	132,249,500	80,000	2,031,400	138,623,000
Debt service	-	1,339,500	23,762,800	4,958,650	5,695,550	35,756,500
Interfund activity:						
General fund subsidies	29,505,500	-	-	-	-	29,505,500
Interfund transfers	1,235,400	8,937,700	41,806,560	3,087,400	3,218,900	58,285,960
Contingency	7,400,000	635,069	13,139,928	4,660,176	905,536	26,740,709
Reserves	2,114,700	732,600	31,257,975	2,391,200	7,623,243	44,119,718
TOTAL REQUIREMENTS	\$ 42,505,875	\$ 77,935,782	\$ 295,910,361	\$ 31,568,056	\$ 47,893,613	\$ 495,813,687
Unappropriated fund balance	382,684	-	-	-	-	382,684
TOTAL	\$ 42,888,559	\$ 77,935,782	\$ 295,910,361	\$ 31,568,056	\$ 47,893,613	\$ 496,196,371

Combined Summary of Financial Sources and Uses

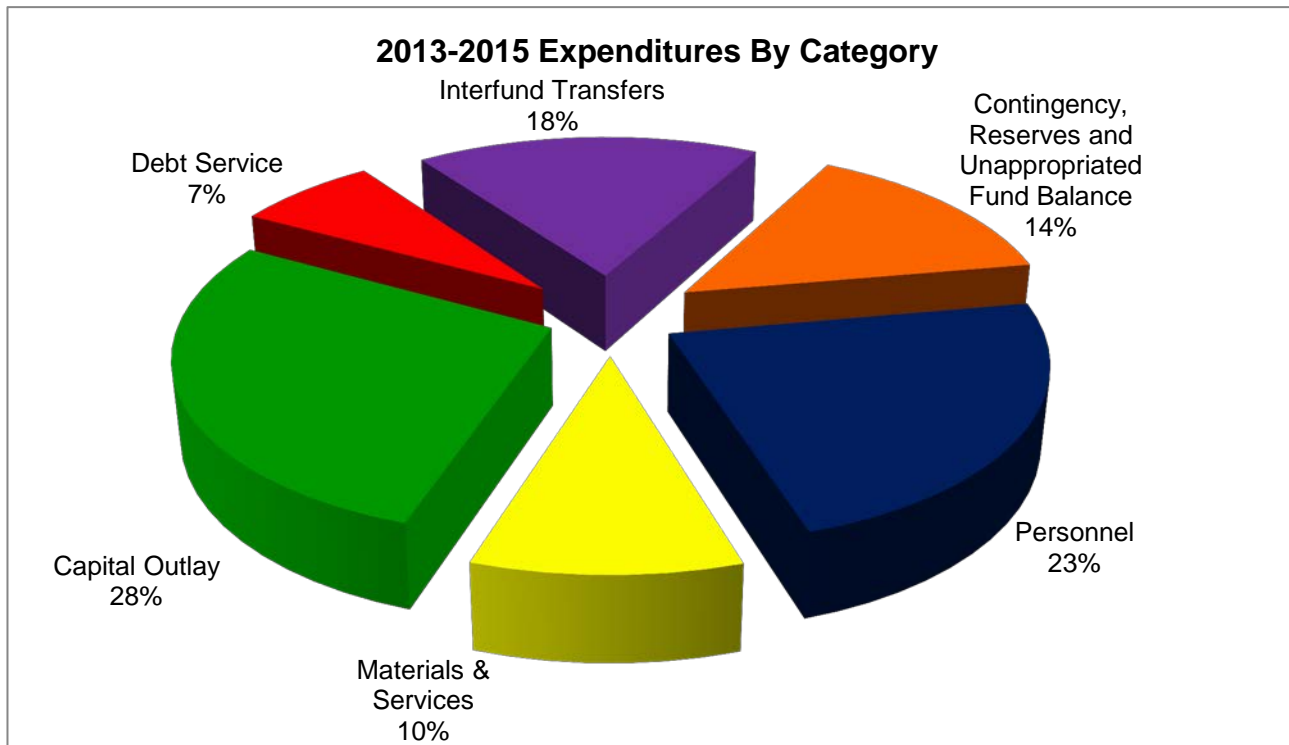
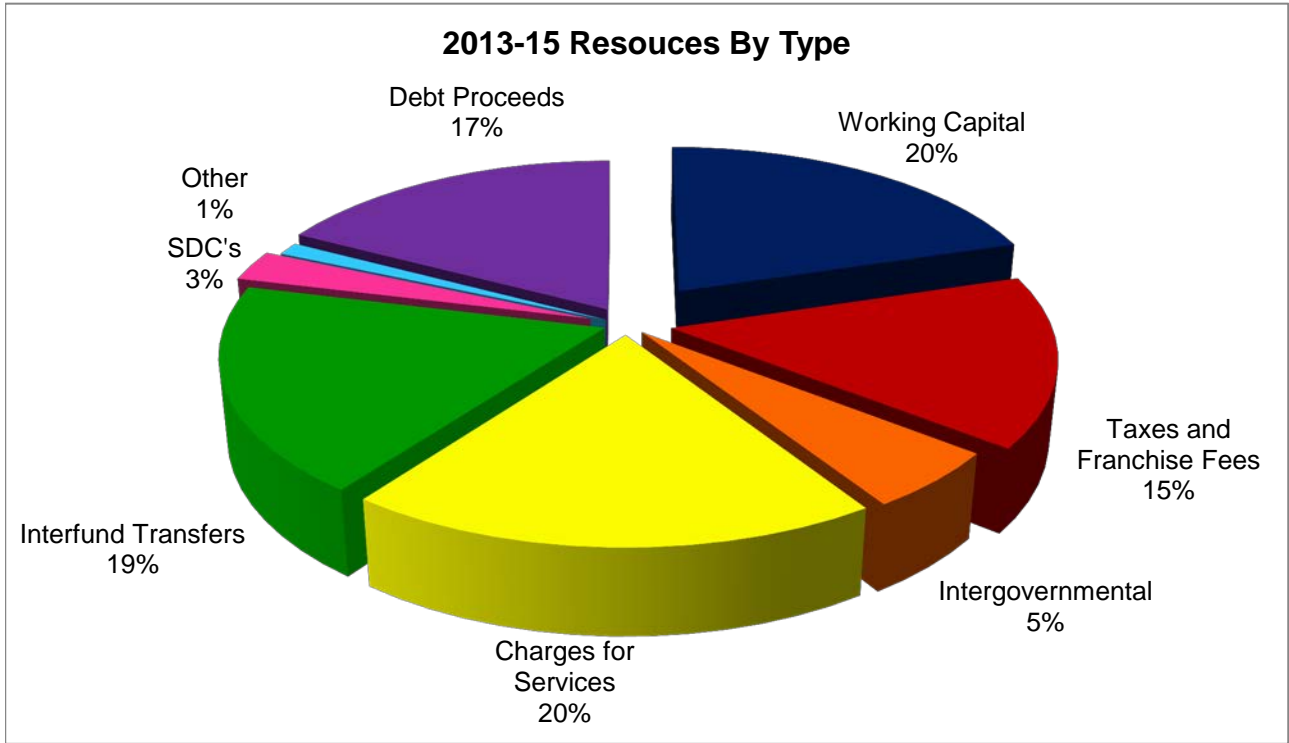
2013-2015 Budgeted Resources
All Funds - \$496.2 Million



2013-2015 Appropriations and Unappropriated Ending Fund Balances
All Funds - \$496.2 Million



Resource and Requirement Summaries



**Summary of Financial Sources and Uses
Three Period Comparison
City of Bend General Fund ***

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2009-11	2011-13	2013-14	2014-15	2013-15
Revenues					
Taxes and franchise fees	\$ 60,555,552	\$ 61,875,203	\$ 31,653,300	\$ 32,757,700	\$ 64,411,000
Intergovernmental revenues	4,009,997	4,297,076	2,374,000	2,342,100	4,716,100
Charges for services **	3,102,013	2,814,156	1,093,900	1,099,700	2,193,600
Transfers from other funds	719,186	45,500	21,400	21,400	42,800
Other	4,605,084	960,292	120,900	110,100	231,000
Total Revenues	72,991,832	69,992,227	35,263,500	36,331,000	71,594,500
Other Financing Sources					
Loan repayments - Interfund	730,650	310,300	952,650	497,610	1,450,260
Total Other Financing Sources	730,650	310,300	952,650	497,610	1,450,260
TOTAL AVAILABLE RESOURCES	\$ 73,722,482	\$ 70,302,527	\$ 36,216,150	\$ 36,828,610	\$ 73,044,760
Expenditures					
Personnel services	\$ 26,603,699	\$ 29,076,361	\$ 15,639,689	\$ 16,034,580	\$ 31,674,269
Materials & services	3,844,144	5,042,655	2,671,743	2,561,464	5,233,207
Capital outlay	662,266	612,025	937,700	339,800	1,277,500
Transfers to other funds	40,228,995	35,186,744	17,869,900	18,584,000	36,453,900
TOTAL USE OF RESOURCES	\$ 71,339,104	\$ 69,917,785	\$ 37,119,032	\$ 37,519,844	\$ 74,638,876
Net Increase/(Decrease) in Fund Balance	2,383,378	384,742	(902,882)	(691,234)	(1,594,116)
Beginning Fund Balance (1)	6,733,680	9,117,058	9,501,800	-	9,501,800
Ending Fund Balance	\$ 9,117,058	\$ 9,501,800	\$ 8,598,918	\$ (691,234)	\$ 7,907,684

* Includes Police, Municipal Court, Code Enforcement, Accessibility and Community Projects programs that are accounted for in the General Fund. Prior to the 2013-2015 biennium, the Business Advocacy program was also accounted for in the General Fund.

** Includes Charges for Services, Licenses and Permits, and Fines and Forfeitures.

(1) The adopted budget is the one biennial total amount showing in the 2013-2015 column. For clarity the 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 biennium. Beginning Fund Balance is a resource available at the start of a budget period that represents unspent resources of the prior period. In this 2013-2015 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2013. (To also provide the estimate at July 1, 2014 would be a duplication of resources within the biennial period.)

Notes:

Information in this schedule is presented for individual major funds and nonmajor funds in the aggregate. A major fund is defined as any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the total budget. The City's General Fund, Internal Service Fund, Water Fund, and Water Reclamation Fund are the only funds that meet this criteria.

Totals in this schedule may slightly differ when compared to detailed budgets due to rounding.

**Summary of Financial Sources and Uses
Three Period Comparison
Internal Service Fund**

	ACTUALS		ADOPTED BUDGET		
	2009-11	ESTIMATE 2011-13	2013-14	2014-15	2013-15
Revenues					
Intergovernmental revenues	\$ 16,364	\$ -	\$ -	\$ -	\$ -
Charges for services **	1,641,255	675,285	769,764	802,366	1,572,130
Transfers from other funds	50,173,566	34,649,280	21,731,353	21,579,830	43,311,183
Other	617,047	1,634,109	63,800	68,000	131,800
Total Revenues	52,448,232	36,958,674	22,564,917	22,450,196	45,015,113
Other Financing Sources					
Debt proceeds	3,600,000	5,133,053	-	1,100,000	1,100,000
Total Other Financing Sources	3,600,000	5,133,053	-	1,100,000	1,100,000
TOTAL AVAILABLE RESOURCES	\$ 56,048,232	\$ 42,091,727	\$ 22,564,917	\$ 23,550,196	\$ 46,115,113
Expenditures					
Personnel services	\$ 16,289,817	\$ 17,721,487	\$ 11,632,264	\$ 12,220,655	\$ 23,852,919
Materials and services	27,401,798	11,017,590	6,609,126	6,683,227	13,292,353
Capital outlay	749,628	1,716,170	1,260,700	846,500	2,107,200
Debt service	7,138,562	8,011,469	1,418,450	2,090,800	3,509,250
Transfers to other funds	4,708,209	3,597,152	2,278,800	2,285,300	4,564,100
TOTAL USE OF RESOURCES	\$ 56,288,014	\$ 42,063,868	\$ 23,199,340	\$ 24,126,482	\$ 47,325,822
Net Increase/(Decrease) in Fund Balance	(239,782)	27,859	(634,423)	(576,286)	(1,210,709)
Beginning Fund Balance (1)	8,853,223	8,613,441	8,641,300	-	8,641,300
Ending Fund Balance	\$ 8,613,441	\$ 8,641,300	\$ 8,006,877	\$ (576,286)	\$ 7,430,591

** Includes Charges for Services, Licenses and Permits, and Rent Revenues.

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Totals in this schedule may slightly differ when compared to detailed budgets due to rounding.

**Summary of Financial Sources and Uses
Three Period Comparison
Water Fund**

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2009-11	2011-13	2013-14	2014-15	2013-15
Revenues					
Intergovernmental revenues	\$ 32,882	\$ 107,273	\$ 58,700	\$ 38,000	\$ 96,700
Charges for services	26,138,435	29,694,134	15,642,700	16,115,700	31,758,400
Transfers from other funds	388,151	353,999	186,100	191,700	377,800
From SDC Fund	1,456,865	2,649,398	1,713,100	1,915,100	3,628,200
Other	504,310	395,149	168,700	178,200	346,900
Total Revenues	28,520,643	33,199,953	17,769,300	18,438,700	36,208,000
Other Financing Sources					
Debt proceeds	10,126,080	-	28,000,000	-	28,000,000
Total Other Financing Sources	10,126,080	-	28,000,000	-	28,000,000
TOTAL AVAILABLE RESOURCES	\$ 38,646,723	\$ 33,199,953	\$ 45,769,300	\$ 18,438,700	\$ 64,208,000
Expenditures					
Personnel services	\$ 6,591,059	\$ 6,667,367	\$ 3,496,392	\$ 3,610,107	\$ 7,106,499
Materials and services	8,139,847	5,905,288	3,921,901	3,443,801	7,365,702
Capital outlay	11,015,648	16,700,574	22,695,000	8,001,000	30,696,000
Debt Service	3,138,167	2,068,310	2,594,100	2,450,400	5,044,500
Transfers to other funds	5,378,634	6,547,213	4,373,650	4,426,100	8,799,750
TOTAL USE OF RESOURCES	\$ 34,263,355	\$ 37,888,752	\$ 37,081,043	\$ 21,931,408	\$ 59,012,451
Net Increase/(Decrease) in Fund Balance	4,383,368	(4,688,799)	8,688,257	(3,492,708)	5,195,549
Beginning Fund Balance (1)	7,192,631	11,575,999	6,887,200	-	6,887,200
Ending Fund Balance	\$ 11,575,999	\$ 6,887,200	\$ 15,575,457	\$ (3,492,708)	\$ 12,082,749

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**Summary of Financial Sources and Uses
Three Period Comparison
Water Reclamation Fund**

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2009-11	2011-13	2013-14	2014-15	2013-15
Revenues					
Intergovernmental revenues	\$ 104,601	\$ 467,719	\$ 180,700	\$ 177,500	\$ 358,200
Charges for services	26,899,124	32,952,085	18,268,850	19,581,450	37,850,300
Transfers from other funds	727,934	33,952	18,500	19,700	38,200
From SDC Fund	2,072,264	2,925,360	1,786,700	1,999,300	3,786,000
Other	346,285	304,362	117,200	128,700	245,900
Total Revenues	30,150,208	36,683,478	20,371,950	21,906,650	42,278,600
Other Financing Sources					
Debt proceeds	10,730,000	10,270,189	18,250,000	31,787,500	50,037,500
Loan repayment	266,191	25,879	4,000	3,150	7,150
Total Other Financing Sources	10,996,191	10,296,068	18,254,000	31,790,650	50,044,650
TOTAL AVAILABLE RESOURCES	\$ 41,146,399	\$ 46,979,546	\$ 38,625,950	\$ 53,697,300	\$ 92,323,250
Expenditures					
Personnel services	\$ 6,834,865	\$ 7,742,150	\$ 4,378,057	\$ 4,546,785	\$ 8,924,842
Materials and services	3,799,789	4,395,887	2,744,074	2,998,074	5,742,148
Capital outlay	13,607,521	11,772,767	34,671,200	35,143,600	69,814,800
Debt service	4,508,869	8,724,744	3,935,400	6,996,000	10,931,400
Transfers to other funds	5,836,351	6,468,733	3,966,750	3,986,500	7,953,250
TOTAL USE OF RESOURCES	\$ 34,587,395	\$ 39,104,281	\$ 49,695,481	\$ 53,670,959	\$ 103,366,440
Net Increase/(Decrease) in Fund Balance	6,559,004	7,875,265	(11,069,531)	26,341	(11,043,190)
Beginning Fund Balance (1)	9,249,431	15,808,435	23,683,700	-	23,683,700
Ending Fund Balance	\$ 15,808,435	\$ 23,683,700	\$ 12,614,169	\$ 26,341	\$ 12,640,510

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Totals in this schedule may slightly differ when compared to detailed budgets due to rounding.

**Summary of Financial Sources and Uses
Three Period Comparison
Nonmajor Funds**

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2009-11	2011-13	2013-14	2014-15	2013-15
Revenues					
Taxes and franchise fees	\$ 11,888,318	\$ 11,953,016	\$ 5,714,700	\$ 5,848,200	\$ 11,562,900
Intergovernmental revenues	25,481,506	24,801,073	10,248,696	10,750,770	20,999,466
Charges for services	20,311,027	22,064,171	11,960,650	12,480,451	24,441,101
Transfers from other funds	45,980,649	44,748,701	23,773,162	24,806,580	48,579,742
System development charges	2,228,599	4,818,013	2,941,000	3,311,500	6,252,500
Other	1,265,524	419,922	483,200	340,000	823,200
Total Revenues	107,155,623	108,804,896	55,121,408	57,537,501	112,658,909
Other Financing Sources					
Debt proceeds	11,944,250	32,883,187	3,760,000	2,846,000	6,606,000
Loan repayments	863,619	2,098,159	92,800	688,240	781,040
Parking improvement fees	120,700	-	-	-	-
Permanent maintenance fee	19,611	15,492	4,000	4,000	8,000
Total Other Financing Sources	12,948,180	34,996,838	3,856,800	3,538,240	7,395,040
TOTAL AVAILABLE RESOURCES	\$ 120,103,803	\$ 143,801,734	\$ 58,978,208	\$ 61,075,741	\$ 120,053,949
Expenditures					
Personnel services	\$ 37,095,095	\$ 40,074,690	\$ 20,902,017	\$ 21,681,832	\$ 42,583,849
Materials and services	16,885,896	14,885,567	8,937,209	8,069,303	17,006,512
Capital outlay	14,145,081	25,349,803	19,943,700	14,783,800	34,727,500
Debt service	27,103,721	15,672,076	9,820,150	6,451,200	16,271,350
Transfers to other funds	21,864,572	24,168,461	14,954,950	15,065,511	30,020,461
TOTAL USE OF RESOURCES	\$ 117,094,365	\$ 120,150,597	\$ 74,558,026	\$ 66,051,646	\$ 140,609,672
Net Increase/(Decrease) in Fund Balance	3,009,438	23,651,137	(15,579,818)	(4,975,905)	(20,555,723)
Beginning Fund Balance (1)	25,076,725	28,086,163	51,737,300	-	51,737,300
Ending Fund Balance	\$ 28,086,163	\$ 51,737,300	\$ 36,157,482	\$ (4,975,905)	\$ 31,181,577

(1) The adopted budget is the one biennial total amount showing in the 2013-2015 column. For clarity the 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 biennium. Beginning Fund Balance is a resource available at the start of a budget period that represents unspent resources of the prior period. In this 2013-2015 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2013. (To also provide the estimate at July 1, 2014 would be a duplication of resources within the biennial period.)

Notes:

Information in this schedule is presented for individual major funds and nonmajor funds in the aggregate. A major fund is defined as any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the total budget. The City's General Fund, Internal Service Fund, Water Fund, and Water Reclamation Fund are the only funds that meet this criteria.

Totals in this schedule may slightly differ when compared to detailed budgets due to rounding.

**Summary of Financial Sources and Uses
Three Period Comparison
All Funds**

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2009-11	2011-13	2013-14	2014-15	2013-15
Revenues					
Taxes and franchise fees	\$ 72,443,870	\$ 73,828,219	\$ 37,368,000	\$ 38,605,900	\$ 75,973,900
Intergovernmental revenues	29,645,350	29,673,141	12,862,096	13,308,370	26,170,466
Charges for services **	78,091,854	88,199,831	47,735,864	50,079,667	97,815,531
Transfers from other funds	97,989,486	79,831,432	45,730,515	46,619,210	92,349,725
System development charges	5,757,728	10,392,771	6,440,800	7,225,900	13,666,700
Other	7,338,250	3,713,834	953,800	825,000	1,778,800
Total Revenues	291,266,538	285,639,228	151,091,075	156,664,047	307,755,122
Other Financing Sources					
Debt proceeds	36,400,330	48,286,429	50,010,000	35,733,500	85,743,500
Loan repayments *	1,860,460	2,434,338	1,049,450	1,189,000	2,238,450
Parking improvement fees	120,700	-	-	-	-
Permanent maintenance fee	19,611	15,492	4,000	4,000	8,000
Total Other Financing Sources	38,401,101	50,736,259	51,063,450	36,926,500	87,989,950
TOTAL AVAILABLE RESOURCES	\$ 329,667,639	\$ 336,375,487	\$ 202,154,525	\$ 193,590,547	\$ 395,745,072
Expenditures					
Personnel services	\$ 93,414,535	\$ 101,282,055	\$ 56,048,419	\$ 58,093,959	\$ 114,142,378
Materials & services	60,071,474	41,246,987	24,884,053	23,755,869	48,639,922
Capital outlay	40,180,144	56,151,339	79,508,300	59,114,700	138,623,000
Debt service	41,889,319	34,476,599	17,768,100	17,988,400	35,756,500
Transfers to other funds	78,016,761	75,968,303	43,444,050	44,347,411	87,791,461
TOTAL USE OF RESOURCES	\$ 313,572,233	\$ 309,125,283	\$ 221,652,922	\$ 203,300,339	\$ 424,953,261
Net Increase/(Decrease) in Fund Balance	16,095,406	27,250,204	(19,498,397)	(9,709,792)	(29,208,189)
Beginning Fund Balance (1)	57,105,690	73,201,096	100,451,300	-	100,451,300
Ending Fund Balance	\$ 73,201,096	\$ 100,451,300	\$ 80,952,903	\$ (9,709,792)	\$ 71,243,111

* Includes Loan Repayments and Interfund General Fund Loan Repayments.

** Includes Charges for Services, Licenses and Permits, Court Fines and Forfeitures and Rent Revenues.

(1) The adopted budget is the one biennial total amount showing in the 2013-2015 column. For clarity the 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 biennium. Beginning Fund Balance is a resource available at the start of a budget period that represents unspent resources of the prior period. In this 2013-2015 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2013. (To also provide the estimate at July 1, 2014 would be a duplication of resources within the biennial period.)

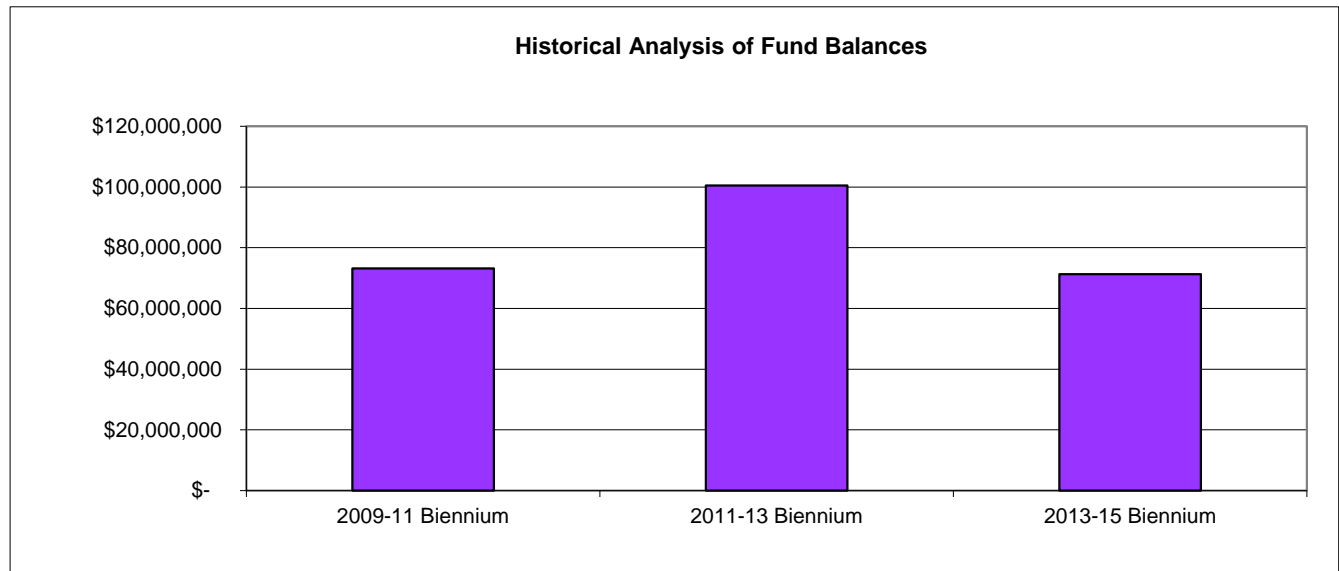
Notes:

Information in this schedule is presented for individual major funds and nonmajor funds in the aggregate. A major fund is defined as any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the total budget. The City's General Fund, Internal Service Fund, Water Fund, and Water Reclamation Fund are the only funds that meet this criteria.

Totals in this schedule may slightly differ when compared to detailed budgets due to rounding.

Fund Balance Summary Years 2009 - 2015 All Funds

	ACTUALS		ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	ESTIMATE 2011-13	2013-14	2014-15	2013-15	
Total Governmental Funds						
Beginning Fund Balance	\$ 27,693,654	\$ 31,715,605	\$ 55,506,000	\$ -	\$ 55,506,000	
Revenues	179,871,676	201,943,261	90,008,858	91,295,950	181,304,808	
Expenditures	175,849,725	178,152,838	104,517,653	97,417,284	201,934,937	
Net Change	4,021,951	23,790,423	(14,508,795)	(6,121,334)	(20,630,129)	
Ending Fund Balance	\$ 31,715,605	\$ 55,506,028	\$ 40,997,205	\$ (6,121,334)	\$ 34,875,871	-37%
Total Proprietary Funds						
Beginning Fund Balance	\$ 29,412,036	\$ 41,485,491	\$ 44,945,300	\$ -	\$ 44,945,300	
Revenues	149,795,963	134,432,227	112,145,667	102,294,596	214,440,263	
Expenditures	137,722,508	130,972,479	117,135,269	105,883,054	223,018,323	
Net Change	12,073,455	3,459,748	(4,989,602)	(3,588,458)	(8,578,060)	
Ending Fund Balance	\$ 41,485,491	\$ 44,945,239	\$ 39,955,698	\$ (3,588,458)	\$ 36,367,240	-19%
TOTAL CITY OF BEND AND BEND URBAN RENEWAL AGENCY						
Beginning Fund Balance *	\$ 57,105,690	\$ 73,201,096	\$ 100,451,300	\$ -	\$ 100,451,300	
Revenues	329,667,639	336,375,488	202,154,525	193,590,546	395,745,071	
Expenditures	313,572,233	309,125,317	221,652,922	203,300,338	424,953,260	
Net Change	16,095,406	27,250,171	(19,498,397)	(9,709,792)	(29,208,189)	
Ending Fund Balance	\$ 73,201,096	\$ 100,451,267	\$ 80,952,903	\$ (9,709,792)	\$ 71,243,111	-29%



* The adopted budget is the one biennial total amount showing in the 2013-2015 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 biennium. Beginning Fund Balance is a resource available at the start of a budget period that represents unspent resources of the prior period. In this 2013-2015 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2013. (To also provide the estimate at July 1, 2014 would be a duplication of resources within the biennial period.)

Fund Balance Summary Years 2009 - 2015
Summary of Governmental Funds

FUND	ACTUALS		ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	ESTIMATE 2011-13	2013-14	2014-15	2013-15	
City of Bend General Fund						
Beginning Fund Balance	\$ 6,733,680	\$ 9,117,058	\$ 9,501,800	\$ -	\$ 9,501,800	
Revenues	73,722,482	70,302,527	36,216,150	36,828,610	73,044,760	
Expenditures	71,339,109	69,917,723	37,119,032	37,519,844	74,638,876	
Net Change	2,383,373	384,804	(902,882)	(691,234)	(1,594,116)	
Ending Fund Balance	\$ 9,117,053	\$ 9,501,862	\$ 8,598,918	\$ (691,234)	\$ 7,907,684	-17%
BURA General Fund						
Beginning Fund Balance	\$ (2,090)	\$ 494	\$ 448,900	\$ -	\$ 448,900	
Revenues	153,985	481,413	2,500	2,800	5,300	
Expenditures	151,404	32,976	13,000	13,200	26,200	
Net Change	2,581	448,437	(10,500)	(10,400)	(20,900)	
Ending Fund Balance	\$ 491	\$ 448,931	\$ 438,400	\$ (10,400)	\$ 428,000	0%
Special Revenue Funds						
Beginning Fund Balance	\$ 7,382,186	\$ 9,176,074	\$ 11,564,100	\$ -	\$ 11,564,100	
Revenues	72,085,313	78,622,277	40,309,008	45,091,340	85,400,348	
Expenditures	70,291,419	76,234,134	41,794,571	45,096,090	86,890,661	
Net Change	1,793,894	2,388,143	(1,485,563)	(4,750)	(1,490,313)	
Ending Fund Balance	\$ 9,176,080	\$ 11,564,217	\$ 10,078,537	\$ (4,750)	\$ 10,073,787	-13%
Debt Service Funds						
Beginning Fund Balance	\$ 7,893,496	\$ 4,799,945	\$ 3,053,300	\$ -	\$ 3,053,300	
Revenues	12,928,900	9,449,039	4,288,500	4,376,300	8,664,800	
Expenditures	16,022,449	11,195,741	3,790,700	3,838,800	7,629,500	
Net Change	(3,093,549)	(1,746,702)	497,800	537,500	1,035,300	
Ending Fund Balance	\$ 4,799,947	\$ 3,053,243	\$ 3,551,100	\$ 537,500	\$ 4,088,600	34%
Capital Project Funds						
Beginning Fund Balance	\$ 5,686,382	\$ 8,035,809	\$ 30,346,800	\$ -	\$ 30,346,800	
Revenues	20,394,651	43,051,785	9,166,600	4,968,400	14,135,000	
Expenditures	18,045,224	20,740,909	21,773,750	10,920,350	32,694,100	
Net Change	2,349,427	22,310,876	(12,607,150)	(5,951,950)	(18,559,100)	
Ending Fund Balance	\$ 8,035,809	\$ 30,346,685	\$ 17,739,650	\$ (5,951,950)	\$ 11,787,700	-61%
Permanent Funds						
Beginning Fund Balance	\$ -	\$ 586,225	\$ 591,100	\$ -	\$ 591,100	
Revenues	586,345	36,220	26,100	28,500	54,600	
Expenditures	120	31,355	26,600	29,000	55,600	
Net Change	586,225	4,865	(500)	(500)	(1,000)	
Ending Fund Balance	\$ 586,225	\$ 591,090	\$ 590,600	\$ (500)	\$ 590,100	0%
TOTAL GOVERNMENTAL FUNDS						
Beginning Fund Balance	\$ 27,693,654	\$ 31,715,605	\$ 55,506,000	\$ -	\$ 55,506,000	
Revenues	179,871,676	201,943,261	90,008,858	91,295,950	181,304,808	
Expenditures	175,849,725	178,152,838	104,517,653	97,417,284	201,934,937	
Net Change	4,021,951	23,790,423	(14,508,795)	(6,121,334)	(20,630,129)	
Ending Fund Balance	\$ 31,715,605	\$ 55,506,028	\$ 40,997,205	\$ (6,121,334)	\$ 34,875,871	-37%

Please refer to subsequent pages for explanation of changes in fund balance >10% for Governmental Funds (General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent Funds)

Fund Balance Summary Years 2009 - 2015
Summary of Proprietary Funds

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13	2013-14	2014-15	2013-15	
Internal Service Fund						
Beginning Fund Balance	\$ 8,853,223	\$ 8,613,441	\$ 8,641,300	\$ -	\$ 8,641,300	
Revenues	56,048,256	42,091,727	22,564,917	23,550,196	46,115,113	
Expenditures	56,288,038	42,064,167	23,199,340	24,126,482	47,325,822	
Net Change	(239,782)	27,560	(634,423)	(576,286)	(1,210,709)	
Ending Fund Balance	\$ 8,613,441	\$ 8,641,001	\$ 8,006,877	\$ (576,286)	\$ 7,430,591	-14%
Enterprise Funds						
Beginning Fund Balance	\$ 20,558,813	\$ 32,872,050	\$ 36,304,000	\$ -	\$ 36,304,000	
Revenues	93,747,707	92,340,500	89,580,750	78,744,400	168,325,150	
Expenditures	81,434,470	88,908,312	93,935,929	81,756,572	175,692,501	
Net Change	12,313,237	3,432,188	(4,355,179)	(3,012,172)	(7,367,351)	
Ending Fund Balance	\$ 32,872,050	\$ 36,304,238	\$ 31,948,821	\$ (3,012,172)	\$ 28,936,649	-20%
TOTAL PROPRIETARY FUNDS						
Beginning Fund Balance	\$ 29,412,036	\$ 41,485,491	\$ 44,945,300	\$ -	\$ 44,945,300	
Revenues	149,795,963	134,432,227	112,145,667	102,294,596	214,440,263	
Expenditures	137,722,508	130,972,479	117,135,269	105,883,054	223,018,323	
Net Change	12,073,455	3,459,748	(4,989,602)	(3,588,458)	(8,578,060)	
Ending Fund Balance	\$ 41,485,491	\$ 44,945,239	\$ 39,955,698	\$ (3,588,458)	\$ 36,367,240	-19%

**Fund Balance Detail Years 2009 - 2015
By Governmental Fund Type**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13		2013-14	2014-15	2013-15	
SPECIAL REVENUE FUNDS							
Police Grant Fund							
Beginning Fund Balance	\$ -	\$ 173	\$ -	\$ -	\$ -		
Revenues	228,724	96,473	24,800	24,800	49,600		
Expenditures	228,550	96,646	24,800	24,800	49,600		
Net Change	174	(173)	-	-	-		
Ending Fund Balance	\$ 174	\$ -	\$ -	\$ -	\$ -		0%
Police Reserves Fund							
Beginning Fund Balance	\$ -	\$ 504,419	\$ 619,100	\$ -	\$ 619,100		
Revenues	504,419	114,654	2,800	3,100	5,900		
Expenditures	-	-	-	-	-		
Net Change	504,419	114,654	2,800	3,100	5,900		
Ending Fund Balance	\$ 504,419	\$ 619,073	\$ 621,900	\$ 3,100	\$ 625,000		1%
General Fund Revenue Stabilization Fund							
Beginning Fund Balance	\$ -	\$ 1,227,345	\$ 1,622,200	\$ -	\$ 1,622,200		
Revenues	1,227,346	394,869	179,400	188,100	367,500		
Expenditures	-	-	-	-	-		
Net Change	1,227,346	394,869	179,400	188,100	367,500		
Ending Fund Balance	\$ 1,227,346	\$ 1,622,214	\$ 1,801,600	\$ 188,100	\$ 1,989,700		23%
Fire/EMS Fund							
Beginning Fund Balance	\$ 1,458,902	\$ 2,409,047	\$ 2,590,400	\$ -	\$ 2,590,400		
Revenues	29,222,381	29,695,018	15,059,800	18,419,900	33,479,700		
Expenditures	28,272,236	29,513,657	15,987,043	19,347,988	35,335,031		
Net Change	950,145	181,361	(927,243)	(928,088)	(1,855,331)		
Ending Fund Balance	\$ 2,409,047	\$ 2,590,408	\$ 1,663,157	\$ (928,088)	\$ 735,069		-72%
Building Fund							
Beginning Fund Balance	\$ 954,670	\$ 940,705	\$ 1,557,000	\$ -	\$ 1,557,000		
Revenues	4,753,032	5,850,023	3,337,790	3,763,170	7,100,960		
Expenditures	4,767,000	5,233,720	2,889,726	2,945,553	5,835,279		
Net Change	(13,968)	616,303	448,064	817,617	1,265,681		
Ending Fund Balance	\$ 940,702	\$ 1,557,008	\$ 2,005,064	\$ 817,617	\$ 2,822,681		81%
Planning Fund							
Beginning Fund Balance	\$ 733,397	\$ 178,083	\$ 407,800	\$ -	\$ 407,800		
Revenues	3,640,917	3,909,326	2,353,572	2,462,950	4,816,522		
Expenditures	4,196,231	3,679,592	2,001,958	2,065,640	4,067,598		
Net Change	(555,314)	229,734	351,614	397,310	748,924		
Ending Fund Balance	\$ 178,083	\$ 407,817	\$ 759,414	\$ 397,310	\$ 1,156,724		184%
Private Development Engineering Fund							
Beginning Fund Balance	\$ 149,944	\$ 170,342	\$ 340,500	\$ -	\$ 340,500		
Revenues	679,571	809,611	-	-	-		
Expenditures	659,174	639,425	340,500	-	340,500		
Net Change	20,397	170,186	(340,500)	-	(340,500)		
Ending Fund Balance	\$ 170,341	\$ 340,528	\$ -	\$ -	\$ -		-100%

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds (Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent Funds)

**Fund Balance Detail Years 2009 - 2015
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13		2013-14	2014-15	2013-15	
Transportation Operations Fund							
Beginning Fund Balance	\$ 1,446,559	\$ 2,203,626	\$ 2,631,500	\$ -	\$ 2,631,500		
Revenues	12,739,244	18,412,237	8,895,700	9,043,200	17,938,900		
Expenditures	11,982,174	17,984,415	9,127,017	9,463,241	18,590,258		
Net Change	757,070	427,822	(231,317)	(420,041)	(651,358)		
Ending Fund Balance	\$ 2,203,629	\$ 2,631,448	\$ 2,400,183	\$ (420,041)	\$ 1,980,142	-25%	
Community Development Block Grant Fund							
Beginning Fund Balance	\$ 79,186	\$ 45,003	\$ 631,700	\$ -	\$ 631,700		
Revenues	3,456,296	3,097,633	946,946	698,420	1,645,366		
Expenditures	3,490,479	2,510,897	1,383,803	735,081	2,118,884		
Net Change	(34,183)	586,736	(436,857)	(36,661)	(473,518)		
Ending Fund Balance	\$ 45,003	\$ 631,739	\$ 194,843	\$ (36,661)	\$ 158,182	-75%	
Affordable Housing Fund							
Beginning Fund Balance	\$ 985,179	\$ 1,403,923	\$ 1,011,300	\$ -	\$ 1,011,300		
Revenues	1,674,421	2,585,224	1,301,900	1,504,600	2,806,500		
Expenditures	1,255,675	2,977,811	1,821,489	1,499,575	3,321,064		
Net Change	418,746	(392,587)	(519,589)	5,025	(514,564)		
Ending Fund Balance	\$ 1,403,925	\$ 1,011,336	\$ 491,711	\$ 5,025	\$ 496,736	-51%	
Tourism							
Beginning Fund Balance	\$ 91,837	\$ 91,850	\$ 99,500	\$ -	\$ 99,500		
Revenues	1,911,905	2,161,241	1,105,800	1,122,400	2,228,200		
Expenditures	1,911,890	2,153,542	1,105,300	1,122,400	2,227,700		
Net Change	15	7,699	500	-	500		
Ending Fund Balance	\$ 91,852	\$ 99,549	\$ 100,000	\$ -	\$ 100,000	0%	
Business Advocacy Fund							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -		
Revenues	-	-	398,800	384,200	783,000		
Expenditures	-	-	381,535	395,612	777,147		
Net Change	-	-	17,265	(11,412)	5,853		
Ending Fund Balance	\$ -	\$ -	\$ 17,265	\$ (11,412)	\$ 5,853	100%	
Economic Improvement District Fund							
Beginning Fund Balance	\$ 25,415	\$ -	\$ -	\$ -	\$ -		
Revenues	275,710	305,226	160,100	160,100	320,200		
Expenditures	301,125	305,226	160,100	160,100	320,200		
Net Change	(25,415)	-	-	-	-		
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0%	
Energy ARRA Grant Fund							
Beginning Fund Balance	\$ -	\$ 1,558	\$ 53,100	\$ -	\$ 53,100		
Revenues	184,033	688,346	15,300	15,300	30,600		
Expenditures	182,474	636,847	45,000	35,000	80,000		
Net Change	1,559	51,499	(29,700)	(19,700)	(49,400)		
Ending Fund Balance	\$ 1,559	\$ 53,057	\$ 23,400	\$ (19,700)	\$ 3,700	-93%	

Please refer to subsequent pages for explanation of changes in fund balance $\geq 10\%$ for Governmental Funds (Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent Funds)

**Fund Balance Detail Years 2009 - 2015
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13		2013-14	2014-15	2013-15	
System Development Charges Fund							
Beginning Fund Balance	\$ 1,266,324	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	6,213,770	10,502,396	6,526,300	7,301,100	13,827,400		
Expenditures	7,480,094	10,502,356	6,526,300	7,301,100	13,827,400		
Net Change	(1,266,324)	40	-	-	-		
Ending Fund Balance	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	0%
Public Transit Fund							
Beginning Fund Balance	\$ 190,773	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	4,130,494	-	-	-	-	-	
Expenditures	4,321,267	-	-	-	-	-	
Net Change	(190,773)	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Public Transit Grant Passthru Fund							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	1,243,050	-	-	-	-	-	
Expenditures	1,243,050	-	-	-	-	-	
Net Change	-	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL SPECIAL REVENUE FUNDS							
Beginning Fund Balance	\$ 7,382,186	\$ 9,176,074	\$ 11,564,100	\$ -	\$ 11,564,100		
Revenues	72,085,313	78,622,277	40,309,008	45,091,340	85,400,348		
Expenditures	70,291,419	76,234,134	41,794,571	45,096,090	86,890,661		
Net Change	1,793,894	2,388,143	(1,485,563)	(4,750)	(1,490,313)		
Ending Fund Balance	\$ 9,176,080	\$ 11,564,217	\$ 10,078,537	\$ (4,750)	\$ 10,073,787		-13%
DEBT SERVICE FUNDS							
Fire Station Debt Service Fund							
Beginning Fund Balance	\$ 7,067	\$ 6,781	\$ 6,700	\$ -	\$ 6,700		
Revenues	3,249,788	460,125	236,400	238,400	474,800		
Expenditures	3,250,074	460,175	235,800	238,100	473,900		
Net Change	(286)	(50)	600	300	900		
Ending Fund Balance	\$ 6,781	\$ 6,731	\$ 7,300	\$ 300	\$ 7,600		13%
PERS Debt Service Fund							
Beginning Fund Balance	\$ 1,054,506	\$ 1,330,341	\$ 1,461,900	\$ -	\$ 1,461,900		
Revenues	2,160,578	2,182,704	1,043,000	1,080,200	2,123,200		
Expenditures	1,884,741	2,051,194	1,091,400	1,135,500	2,226,900		
Net Change	275,837	131,510	(48,400)	(55,300)	(103,700)		
Ending Fund Balance	\$ 1,330,343	\$ 1,461,851	\$ 1,413,500	\$ (55,300)	\$ 1,358,200		-7%
General Obligation Bond Debt Service Fund							
Beginning Fund Balance	\$ -	\$ -	\$ 718,300	\$ -	\$ 718,300		
Revenues	-	3,989,766	1,899,600	1,900,600	3,800,200		
Expenditures	-	3,271,500	1,840,000	1,838,900	3,678,900		
Net Change	-	718,266	59,600	61,700	121,300		
Ending Fund Balance	\$ -	\$ 718,266	\$ 777,900	\$ 61,700	\$ 839,600		17%

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds (Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent Funds)

**Fund Balance Detail Years 2009 - 2015
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13		2013-14	2014-15	2013-15	
Local Improvement District Debt Service Fund							
Beginning Fund Balance	\$ 816,113	\$ 574,100	\$ -	\$ -	\$ -		
Revenues	95,795	8,051	-	-	-		
Expenditures	337,808	582,151	-	-	-		
Net Change	(242,013)	(574,100)	-	-	-		
Ending Fund Balance	\$ 574,100	\$ -	\$ -	\$ -	\$ -		0%
BURA Juniper Ridge Debt Service Fund							
Beginning Fund Balance	\$ 291,678	\$ 1,015,523	\$ 629,700	\$ -	\$ 629,700		
Revenues	1,143,300	1,863,755	968,100	1,009,600	1,977,700		
Expenditures	419,455	2,249,576	623,500	626,300	1,249,800		
Net Change	723,845	(385,821)	344,600	383,300	727,900		
Ending Fund Balance	\$ 1,015,523	\$ 629,702	\$ 974,300	\$ 383,300	\$ 1,357,600		116%
BURA Murphy Crossing Debt Service Fund							
Beginning Fund Balance	\$ -	\$ 115,125	\$ 236,700	\$ -	\$ 236,700		
Revenues	115,126	121,568	141,400	147,500	288,900		
Expenditures	-	-	-	-	-		
Net Change	115,126	121,568	141,400	147,500	288,900		
Ending Fund Balance	\$ 115,126	\$ 236,693	\$ 378,100	\$ 147,500	\$ 525,600		122%
BURA Downtown Debt Service Fund							
Beginning Fund Balance	\$ 5,724,132	\$ 1,758,075	\$ -	\$ -	\$ -		
Revenues	6,164,313	823,070	-	-	-		
Expenditures	10,130,371	2,581,145	-	-	-		
Net Change	(3,966,058)	(1,758,075)	-	-	-		
Ending Fund Balance	\$ 1,758,074	\$ -	\$ -	\$ -	\$ -		0%
TOTAL DEBT SERVICE FUNDS							
Beginning Fund Balance	\$ 7,893,496	\$ 4,799,945	\$ 3,053,300	\$ -	\$ 3,053,300		
Revenues	12,928,900	9,449,039	4,288,500	4,376,300	8,664,800		
Expenditures	16,022,449	11,195,741	3,790,700	3,838,800	7,629,500		
Net Change	(3,093,549)	(1,746,702)	497,800	537,500	1,035,300		
Ending Fund Balance	\$ 4,799,947	\$ 3,053,243	\$ 3,551,100	\$ 537,500	\$ 4,088,600		34%
CAPITAL PROJECTS FUNDS							
Transportation Construction Fund							
Beginning Fund Balance	\$ 5,895,902	\$ 6,436,478	\$ 9,023,700	\$ -	\$ 9,023,700		
Revenues	10,762,424	9,556,685	4,289,700	3,864,200	8,153,900		
Expenditures	10,221,848	6,969,434	5,247,300	3,850,700	9,098,000		
Net Change	540,576	2,587,251	(957,600)	13,500	(944,100)		
Ending Fund Balance	\$ 6,436,478	\$ 9,023,729	\$ 8,066,100	\$ 13,500	\$ 8,079,600		-10%
Accessibility Construction Fund							
Beginning Fund Balance	\$ 114,883	\$ 1,076,919	\$ 473,200	\$ -	\$ 473,200		
Revenues	4,393,672	1,449,462	1,052,500	1,078,700	2,131,200		
Expenditures	3,431,634	2,053,188	652,050	651,550	1,303,600		
Net Change	962,038	(603,726)	400,450	427,150	827,600		
Ending Fund Balance	\$ 1,076,921	\$ 473,193	\$ 873,650	\$ 427,150	\$ 1,300,800		175%

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds (Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent Funds)

**Fund Balance Detail Years 2009 - 2015
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13		2013-14	2014-15	2013-15	
General Obligation Bond Construction Fund							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 20,235,500	\$ -	\$ 20,235,500	
Revenues	-	31,454,959		64,100	25,500	89,600	
Expenditures	-	11,219,502		12,081,900	6,418,100	18,500,000	
Net Change	-	20,235,457		(12,017,800)	(6,392,600)	(18,410,400)	
Ending Fund Balance	\$ -	\$ 20,235,457	\$ -	\$ 8,217,700	\$ (6,392,600)	\$ 1,825,100	-91%
Local Improvement District Construction Fund							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 582,200	\$ -	\$ 582,200	
Revenues	532,527	582,200		-	-	-	
Expenditures	532,527	-		-	-	-	
Net Change	-	582,200		-	-	-	
Ending Fund Balance	\$ -	\$ 582,200	\$ -	\$ 582,200	\$ -	\$ 582,200	0%
BURA Juniper Ridge Construction Fund							
Beginning Fund Balance	\$ (900,141)	\$ 69,620	\$ -	\$ 32,200	\$ -	\$ 32,200	
Revenues	4,695,514	529		3,760,300	-	3,760,300	
Expenditures	3,725,754	38,043		3,792,500	-	3,792,500	
Net Change	969,760	(37,514)		(32,200)	-	(32,200)	
Ending Fund Balance	\$ 69,619	\$ 32,106	\$ -	\$ -	\$ -	\$ -	-100%
BURA Downtown Construction Fund							
Beginning Fund Balance	\$ 575,738	\$ 452,792	\$ -	\$ -	\$ -	\$ -	
Revenues	10,514	7,950		-	-	-	
Expenditures	133,461	460,742		-	-	-	
Net Change	(122,947)	(452,792)		-	-	-	
Ending Fund Balance	\$ 452,791	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL CAPITAL PROJECTS FUNDS							
Beginning Fund Balance	\$ 5,686,382	\$ 8,035,809	\$ -	\$ 30,346,800	\$ -	\$ 30,346,800	
Revenues	20,394,651	43,051,785		9,166,600	4,968,400	14,135,000	
Expenditures	18,045,224	20,740,909		21,773,750	10,920,350	32,694,100	
Net Change	2,349,427	22,310,876		(12,607,150)	(5,951,950)	(18,559,100)	
Ending Fund Balance	\$ 8,035,809	\$ 30,346,685	\$ -	\$ 17,739,650	\$ (5,951,950)	\$ 11,787,700	-61%
Permanent Funds							
Cemetery Permanent Maintenance Fund							
Beginning Fund Balance	\$ -	\$ 586,225	\$ -	\$ 591,100	\$ -	\$ 591,100	
Revenues	586,345	36,220		26,100	28,500	54,600	
Expenditures	120	31,355		26,600	29,000	55,600	
Net Change	586,225	4,865		(500)	(500)	(1,000)	
Ending Fund Balance	\$ 586,225	\$ 591,090	\$ -	\$ 590,600	\$ (500)	\$ 590,100	0%

Please refer to subsequent pages for explanation of changes in fund balance ≥ 10% for Governmental Funds (Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent Funds)

**Fund Balance Detail Years 2009 - 2015
By Proprietary Fund Type**

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13	2013-14	2014-15	2013-15	
Internal Service Funds						
Internal Service Fund						
Beginning Fund Balance	\$ 8,853,223	\$ 8,613,441	\$ 8,641,300	\$ -	\$ 8,641,300	
Revenues	56,048,256	42,091,727	22,564,917	23,550,196	46,115,113	
Expenditures	56,288,038	42,064,167	23,199,340	24,126,482	47,325,822	
Net Change	(239,782)	27,560	(634,423)	(576,286)	(1,210,709)	
Ending Fund Balance	\$ 8,613,441	\$ 8,641,001	\$ 8,006,877	\$ (576,286)	\$ 7,430,591	-14%
Enterprise Funds						
Airport Fund						
Beginning Fund Balance	\$ 353,740	\$ 300,199	\$ 580,800	\$ -	\$ 580,800	
Revenues	7,191,040	5,402,075	1,775,200	3,157,600	4,932,800	
Expenditures	7,244,577	5,121,449	1,855,458	3,032,113	4,887,571	
Net Change	(53,537)	280,626	(80,258)	125,487	45,229	
Ending Fund Balance	\$ 300,203	\$ 580,825	\$ 500,542	\$ 125,487	\$ 626,029	8%
Cemetery Fund						
Beginning Fund Balance	\$ 372,371	\$ -	\$ 38,400	\$ -	\$ 38,400	
Revenues	113,868	186,396	112,300	116,600	228,900	
Expenditures	486,239	147,955	111,581	114,411	225,992	
Net Change	(372,371)	38,441	719	2,189	2,908	
Ending Fund Balance	\$ -	\$ 38,441	\$ 39,119	\$ 2,189	\$ 41,308	7%
Water Fund						
Beginning Fund Balance	\$ 7,192,631	\$ 11,575,999	\$ 6,887,200	\$ -	\$ 6,887,200	
Revenues	38,646,727	33,199,953	45,769,300	18,438,700	64,208,000	
Expenditures	34,263,359	37,888,784	37,081,043	21,931,408	59,012,451	
Net Change	4,383,368	(4,688,831)	8,688,257	(3,492,708)	5,195,549	
Ending Fund Balance	\$ 11,575,999	\$ 6,887,168	\$ 15,575,457	\$ (3,492,708)	\$ 12,082,749	75%
Water Reclamation Fund						
Beginning Fund Balance	\$ 9,249,431	\$ 15,808,435	\$ 23,683,700	\$ -	\$ 23,683,700	
Revenues	41,146,404	46,979,546	38,625,950	53,697,300	92,323,250	
Expenditures	34,587,400	39,104,199	49,695,481	53,670,959	103,366,440	
Net Change	6,559,004	7,875,347	(11,069,531)	26,341	(11,043,190)	
Ending Fund Balance	\$ 15,808,435	\$ 23,683,782	\$ 12,614,169	\$ 26,341	\$ 12,640,510	-47%
Downtown Parking Fund						
Beginning Fund Balance	\$ 662,980	\$ 1,079,045	\$ 1,072,500	\$ -	\$ 1,072,500	
Revenues	1,582,279	1,451,993	701,100	699,900	1,401,000	
Expenditures	1,166,212	1,458,472	569,020	551,251	1,120,271	
Net Change	416,067	(6,479)	132,080	148,649	280,729	
Ending Fund Balance	\$ 1,079,047	\$ 1,072,566	\$ 1,204,580	\$ 148,649	\$ 1,353,229	26%
Stormwater Fund						
Beginning Fund Balance	\$ 2,727,660	\$ 4,108,372	\$ 4,041,400	\$ -	\$ 4,041,400	
Revenues	5,067,389	5,120,537	2,596,900	2,634,300	5,231,200	
Expenditures	3,686,683	5,187,453	4,623,346	2,456,430	7,079,776	
Net Change	1,380,706	(66,916)	(2,026,446)	177,870	(1,848,576)	
Ending Fund Balance	\$ 4,108,366	\$ 4,041,456	\$ 2,014,954	\$ 177,870	\$ 2,192,824	-46%

**Fund Balance Detail Years 2009 - 2015
By Proprietary Fund Type - Continued**

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2013-15 % Change From Prior Period
	2009-11	2011-13	2013-14	2014-15	2013-15	
TOTAL ENTERPRISE FUNDS						
Beginning Fund Balance	\$ 20,558,813	\$ 32,872,050	\$ 36,304,000	\$ -	\$ 36,304,000	
Revenues	93,747,707	92,340,500	89,580,750	78,744,400	168,325,150	
Expenditures	81,434,470	88,908,312	93,935,929	81,756,572	175,692,501	
Net Change	12,313,237	3,432,188	(4,355,179)	(3,012,172)	(7,367,351)	
Ending Fund Balance	\$ 32,872,050	\$ 36,304,238	\$ 31,948,821	\$ (3,012,172)	\$ 28,936,649	-20%

Fund Balance Detail Years 2009 - 2015
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

CITY OF BEND GENERAL FUND

Several factors have contributed to the declining ending fund balance in the General Fund:

- * The City Council made a commitment to maintain funding for public safety services within the City, programs which are financially supported by the General Fund.
- * An increase in General Fund support that is needed for street preservation/overlay activities.
- * Direct contributions and reserves are being made to support the OSU Cascades four year expansion program.

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 2013-2015 biennium.

Fire/EMS Fund

In order to maintain current service levels, the Fire/EMS program will have its reserves decline nearly 72% in the 2013-2015 biennium. This is due to revenue sources not offsetting the increase in expenditures, with the biggest increase being in the Personnel Services category. The City is exploring revenue enhancements to ensure the long term financial stability of the Fire/EMS program.

Building Fund

The Building Program has experienced a strong recovery from the downturn in the construction industry. Permit revenue is projected to increase approximately 23% during the biennium. Reserves will continue to be built up to help offset any future slowdown in construction activity.

Planning Fund

The City experienced a near halt of development during the recession. The Planning Program is experiencing revenue growth due to the increase in development activity. Reserves that were nearly exhausted during the economic downturn will be replenished during the 2013-2015 biennium.

Private Development Engineering Fund

The Private Development Engineering Program will be folded into the Engineering Infrastructure & Planning Program at the beginning of the biennium, resulting in the closure of the Private Development Engineering Fund.

Transportation Operations Fund

In order to maintain street preservation and landscape maintenance for right of ways, reserves will decrease by 25% during the biennium but will remain at acceptable levels.

Fund Balance Detail Years 2009 - 2015
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

Community Development Block Grant Fund

The Community Development Block Grant (CDBG) Program receives most of its funding from the CDBG Direct Entitlement program. Those funds are then distributed to eligible housing and community development projects. Due to timing issues, funds may not be spent in the fiscal year that they are received, causing the fund balance to significantly fluctuate.

Affordable Housing Fund

Revenues for the Affordable Housing Program are generated from a fee that is assessed on all building permits, and program expenditures must be targeted for affordable housing opportunities. Developers are utilizing this program more with an increased emphasis as the "local match" for their projects. Reserves are being used to increase the number of projects funded.

Business Advocacy Fund

The Business Advocacy program was funded out of the General Fund during the last biennium. A new fund was created during the 2013-2015 biennium to monitor the Business License program and the implementation of the Bend Economic Development Advisory Board's Strategic Plan.

Energy ARRA Grant Fund

This program was established in November 2009 for grant monies received to improve City facilities and partner with other community organizations for residential energy improvements. The remaining reserves are being used for community & economic development loans.

DEBT SERVICE FUNDS

Fire Station Debt Service Fund

Lease revenues allocated to this fund exceed required debt service payments for existing debt.

General Obligation Bond Debt Service Fund

Property tax revenues allocated to this fund exceed required debt service payments for the current biennium.

BURA Juniper Ridge Debt Service Fund

After the paydown and refinancing of the line of credit into long term debt, required debt service payments will decrease allowing reserves to be built up.

BURA Murphy Crossing Debt Service Fund

The Murphy Crossing Debt Service Fund was created to account for the activities of the Murphy Crossing Urban Renewal District that was approved in August 2008. The increase in reserves is related to a projected increase in property tax revenues due to expansion at one of the properties located within the urban renewal area. To date, work within the district has been funded by ODOT grants and the City's Transportation Construction Fund. Reserves will be used to service debt that will be issued in the future.

Fund Balance Detail Years 2009 - 2015
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

CAPITAL PROJECTS FUNDS

Transportation Construction Fund

One half of the water/sewer franchise fees will be reallocated to the Accessibility Construction Program for the biennium. In addition, more programs focusing on sidewalks, traffic safety and transportation optimization will be implemented.

Accessibility Construction Fund

For this biennial budget, half of the water/sewer franchise fees will be allocated to the Accessibility Construction Program for the funding of future curb ramp improvements. Not all franchise fees will be spent during the current biennium, resulting in an increase in revenues.

General Obligation Bond Construction Fund

The majority of the remaining bond proceeds will be used on the designated transportation construction projects during the biennium.

BURA Juniper Ridge Construction Fund

For this biennial budget, the majority of expenditures are related to the paydown and refinancing of the line of credit into long term debt are being made. A search is being conducted for a master developer or a public/private partnership for future development of area.

Analysis of Revenue Sources

Revenue Highlights

Overview

The primary revenue sources of the City's governmental funds are property taxes, transient 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 source is charges for services.

Revenue assumptions for the 2013-2015 biennial budget are based on current or historical revenue trends and analyses, projections from the State of Oregon Office of Economic Analysis and Oregon Department of Transportation, and other relevant forecasts for Central Oregon. The City also utilizes economic information obtained from various sources such as the Central Oregon Economic Forecast project and the Oregon Economic Forum when developing revenue assumptions.

New Revenues and Fee Increases

New revenues and fee increases included in the 2013-2015 biennial budget are as follows:

- Water rate increases of 3.0% and water reclamation (sewer) rate increases of 6.0% for each year of the biennium are proposed. The City is in the process of updating its rate models and developing water and sewer financial plans. Additional rate increases may be proposed once the water and sewer rate models and financial plans are completed.
- System development charges were projected to increase 2% per year based on a projected increase in the Engineering News Record (ENR) representing inflation on construction costs. The actual increase in the ENR resulted in a 2.3% increase for 2013-2014.
- A cost inflation increase of 2.5% per year is proposed for Building and Private Development Engineering fees.
- A new animal impound fee of \$50 is proposed for officers transporting an animal to a holding facility such as the Humane Society. This fee will be assessed in lieu of a citation. In addition, owners of impounded animals will be responsible for any charges billed to the City by the Humane Society. These charges are currently \$30/day. The \$50 fee and reimbursement of Humane Society charges is expected to generate approximately \$35,000 of revenue per year.
- Other new fees proposed include a new mechanical permit fee, a new planning fee for releasing deed restrictions or easements and an increase in the police special event fees. Financial impacts of these new fees are not expected to be significant.

Other Notable Changes to Revenues

Notable changes to revenues included in the 2013-2015 biennial budget are as follows:

- Municipal court fines are projected to continuing decreasing in the 2013-2015 biennium because of legislative changes. Court fine revenues totaled \$2.3 million in the 2009-2011 biennium, and are estimated to decrease by \$300,000 to \$2.0 million in 2011-2013. For the 2013-2015 biennium, court fines are projected to further decrease to \$1.8 million. The legislative changes reduced the minimum presumptive fine amounts that the City is allowed to assess, changed the state assessment from a sliding scale fee to a fixed \$60 per citation and increased the amount a judge can reduce fines by.
- Building permit revenues are projected to increase from the estimated \$5.7 million in the 2011-2013 biennium to \$7.1 million in 2013-2015. The projected increase is due to the continued rise in residential building activity, several large non-residential projects that are developing and a proposed 2.5% fee increase for each year of the biennium.
- The budget reflects elimination of the 14% Long Range Planning surcharge that is currently assessed on planning, engineering, and sign code fees. Cost of the Long Range Planning program that was supported by the 14% surcharge will be recovered from water and sewer rates as the long range planning work relates to the development of the water and sewer public facility plans and other water and sewer infrastructure planning. When the 2013-2014 fee resolution was adopted in June 2013, the City Council decided to reduce the surcharge to 4% instead of eliminating it. Neither the budget nor the Planning Program revenues were adjusted to reflect this change. The City plans to conduct a fee study of current planning fees during 2013-2014. It is anticipated that the study will recommend a reduction in planning fees with a corresponding increase in subsidy from the City's General Fund. For estimating purposes, a 20% reduction in current planning fees is reflected in the budget for the second year of the biennium.

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 1991-92, 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 had its tax rate reduced proportionately until the tax limit was reached. This reduction in taxes to the limits is called "compression." In Fiscal Year 2012-2013, there was no 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.

Prior to the recession, from 2001 through 2008, the City's total property tax assessed value was increasing at an average rate of 10% per year. With the recession, the City experienced significant decline in real market values resulting in approximately 50% of properties with real market values falling below their taxable assessed values. Despite the fall in real market values, the City continued to experience increases in its total taxable assessed value, albeit at a lower rate averaging 2% per year from 2010 through 2012.

City of Bend Operating Tax Levy

Property taxes from the City's operating levy comprise approximately 65% of the City's General Fund revenues and are used to 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 fiscal year 2012-2013 is \$8.2 billion. The City's TAV is projected to increase 3.5% in 2013-14 and 4.0% in 2014-15 due to the rise in property values and new construction. The collection rate for the 2013-15 biennium is projected to be 93%.

	<u>2013-14</u>	<u>2014-15</u>	<u>2013-15 Biennium</u>
Projected TAV	\$ 8,531,690,800	\$ 8,872,958,500	\$ 17,404,649,300
Change in TAV from prior yr.	3.5%	4.0%	
Tax Rate (per \$1000 TAV)	2.8035	2.8035	
Tax levy	23,918,600	24,875,300	48,793,900
Collection rate	93%	93%	
Current tax revenues	\$ 22,244,300	\$ 23,134,100	\$ 45,378,400
Delinquent taxes	1,001,000	925,400	1,926,400
Interest	2,400	2,300	4,700
Total tax revenues-City	<u>\$ 23,247,700</u>	<u>\$ 24,061,800</u>	<u>\$ 47,309,500</u>

General Obligation Bond Levy

The 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 will fluctuate based on the amount of scheduled principal and interest payments.

	<u>2013-14</u>	<u>2014-15</u>	<u>2013-15 Biennium</u>
Current tax revenues	\$ 1,840,000	\$ 1,840,000	\$ 3,680,000
Delinquent taxes and interest	50,100	50,100	100,200
Total tax revenues-G.O. Bond	<u>\$ 1,890,100</u>	<u>\$ 1,890,100</u>	<u>\$ 3,780,200</u>

Urban Renewal Tax Levies

The Bend Urban Renewal Agency (BURA) has 2 urban renewal areas (URA): Juniper Ridge URA and Murphy Crossing URA. These URAs, or tax increment financing 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. No increase in assessed value is projected for the biennium.

	<u>2013-14</u>	<u>2014-15</u>	<u>2013-15 Biennium</u>
Current tax revenues	\$ 924,700	\$ 962,800	\$ 1,887,500
Delinquent taxes and interest	<u>33,300</u>	<u>35,600</u>	<u>68,900</u>
Total tax revenues-Juniper Ridge	<u>\$ 958,000</u>	<u>\$ 998,400</u>	<u>\$ 1,956,400</u>

Murphy Crossing Urban Renewal Area

The Murphy Crossing URA was adopted in August 2008. Property tax estimates include the incremental assessed values from two commercial properties that were developed after the URA was adopted. An increase in current tax revenues of approximately \$82,000 is projected in the first year of the biennium due to expansion at one of the properties located within the URA.

	<u>2013-14</u>	<u>2014-15</u>	<u>2013-15 Biennium</u>
Current tax revenues	\$ 137,900	\$ 143,900	\$ 281,800
Delinquent taxes and interest	<u>2,400</u>	<u>2,400</u>	<u>4,800</u>
Total tax revenues-Murphy Cross.	<u>\$ 140,300</u>	<u>\$ 146,300</u>	<u>\$ 286,600</u>

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

Property Taxes

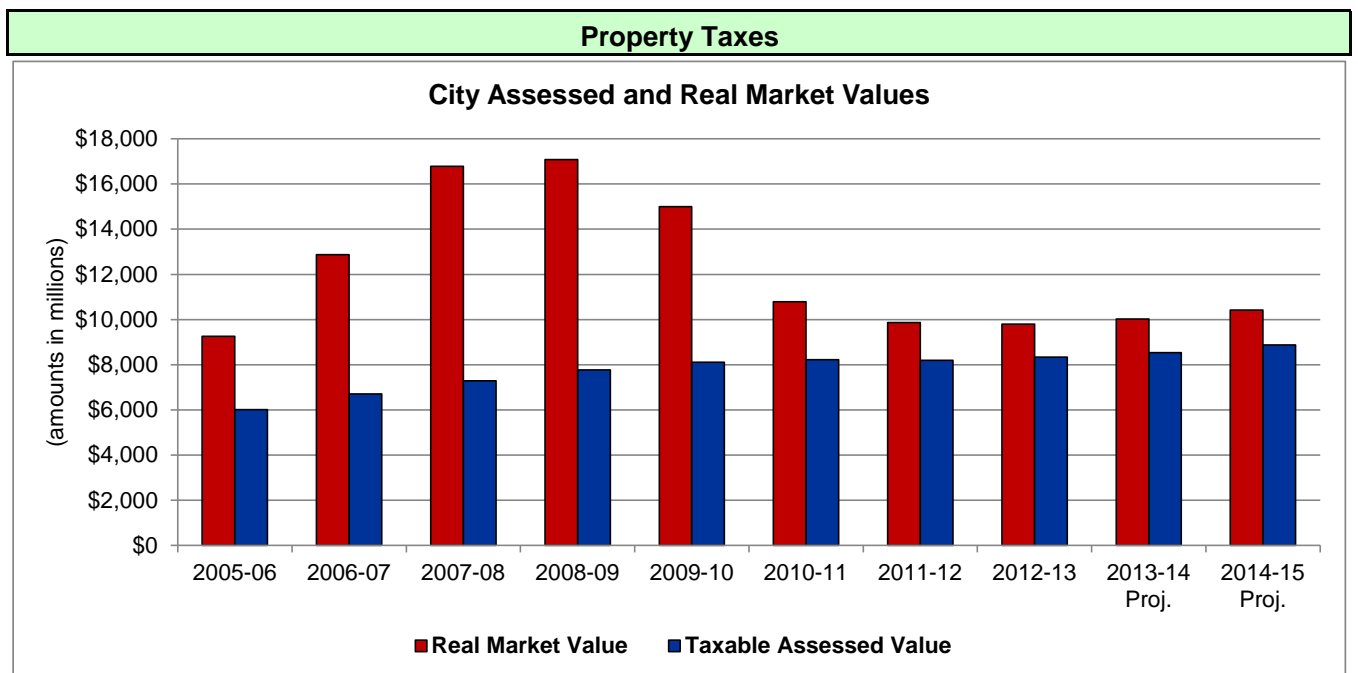
Allocation of Revenues	10 Year Trend of City Tax Levy		
	Year	Amount	% Change
		(in 000's)	
<p>The City's permanent operating tax rate is \$2.8035 per \$1,000 of Taxable Assessed Value (TAV). Property taxes collected are allocated to the General Fund as discretionary revenues to support public safety and other General Fund operations.</p> <p>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).</p>	2014-15 *	\$ 24,875	4.0%
	2013-14 *	23,919	3.5%
	2012-13	23,110	2.5%
	2011-12	22,547	-0.5%
	2010-11	22,669	1.1%
	2009-10	22,412	4.1%
	2008-09	21,530	6.3%
	2007-08	20,246	8.9%
	2006-07	18,596	11.4%
	2005-06	16,694	11.7%

* projected amounts for 2013-15 biennium

Assumptions			
	Taxable Assessed Valuation	Gross Property Tax Levy	Collection Rate
	(in 000's)	(in 000's)	
Biennial Budget 2014-15 projection	\$8,872,958 **	\$24,875	93.0%
Biennial Budget 2013-14 projection	8,531,691 **	23,919	93.0%
Fiscal Year 2012-13	8,243,180 **	23,110	94.0%
Fiscal Year 2011-12	8,042,405 **	22,547	94.3%

**table reflects the value used to compute the taxable assessed rate as stated in the Deschutes County tax rolls

The City's TAV is projected to increase by 3.5% in 2013-14 and 4.0% in 2014-15. The collection rate is projected to be 93.0% in both years of the biennium.



Transient Room Taxes

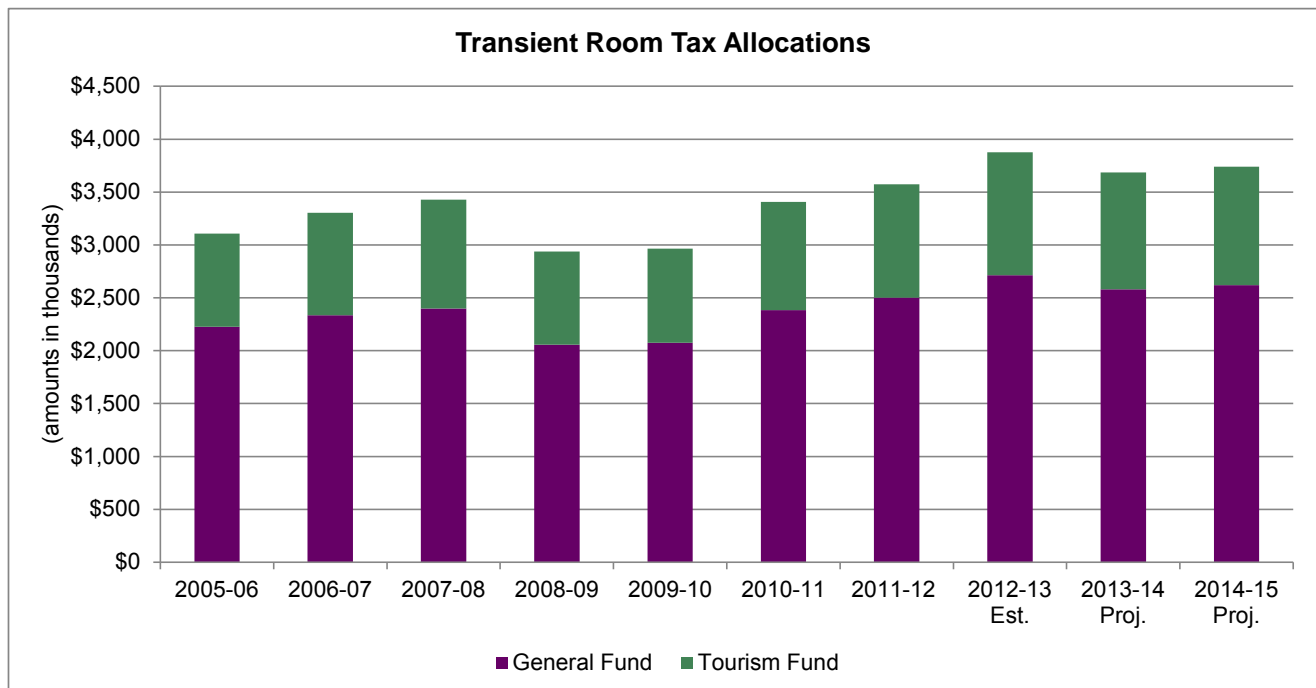
Allocation of Revenues	10 Year Trend of Collections		
	Year	Amount	% Change
		(in 000's)	
The 2013-15 biennial budget reflects a 9% tax rate levied upon hotels and motels within the City of Bend.	2014-15 *	\$ 3,741	1.5%
	2013-14 *	3,686	-4.9%
	2012-13	3,877	8.5%
Oregon Revised Statutes (ORS) require that cities allocate a portion of transient room taxes (TRT) for tourism promotion. In accordance with ORS and as adopted by the Bend Code, the City allocates 30% of TRT funds to the Tourism Fund for tourism promotion. The remaining 70% is allocated to the General Fund as discretionary revenues.	2011-12	3,574	4.9%
	2010-11	3,407	14.9%
	2009-10	2,966	1.0%
	2008-09	2,938	-14.3%
	2007-08	3,427	3.8%
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.	2006-07	3,303	6.3%
	2005-06	3,107	11.0%

* Projected amounts for 2013-15 biennium

Assumptions

Revenue projections included in the 2013-15 biennium are based on current trends and projections from Visit Bend, an organization tasked with marketing and promoting tourism in Bend. The City of Bend's 2013-15 biennial budget includes Transient Room Tax revenues of \$3,686,000 and \$3,741,300 respectively. Motel owners retain 0.5% of tax revenues for administration expenses, as allowed by Bend Code.

Transient Room Taxes



Franchise Fees

Allocation of Revenues	10 Year Trend of Collections		
	Year	Amount	% Change

(in 000's)

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 majority of franchise fees are allocated to the General Fund as discretionary revenues.

Per City Council ordinance, garbage franchise fees collected are allocated to the Transportation Operations Fund to support Street Operations while Water and Water Reclamation utility franchise fees have historically been designated by Council to the Transportation Construction Fund to fund transportation projects. The 2013-15 budget allocates 50% of the Water and Water Reclamation franchise fees to the Accessibility Construction Fund to fund curb ramp improvements. All other franchise fees are allocated to the General Fund as discretionary revenues.

2014-15 *	\$ 7,768	4.3%
2013-14 *	7,446	3.0%
2012-13	7,230	0.6%
2011-12	7,188	-0.3%
2010-11	7,211	-3.2%
2009-10	7,447	5.4%
2008-09	7,065	4.5%
2007-08	6,762	9.1%
2006-07	6,200	19.4%
2005-06	5,194	21.3%

Franchise rates and projected collections for the major franchisees are as follows:

		2013-14	2014-15
Pacific Power	5.00%	\$ 3,290,900	\$3,443,900
Central Electric Co-op	5.00%	226,300	236,800
Cascade Gas	4.50%	1,044,100	1,075,500
Qwest	7.00%	223,700	216,000
Bend Broadband	5.00%	1,001,100	1,068,000
Garbage Haulers	4.00%	500,700	515,800
Water/Water Reclamation	3.00%	1,119,800	1,175,200

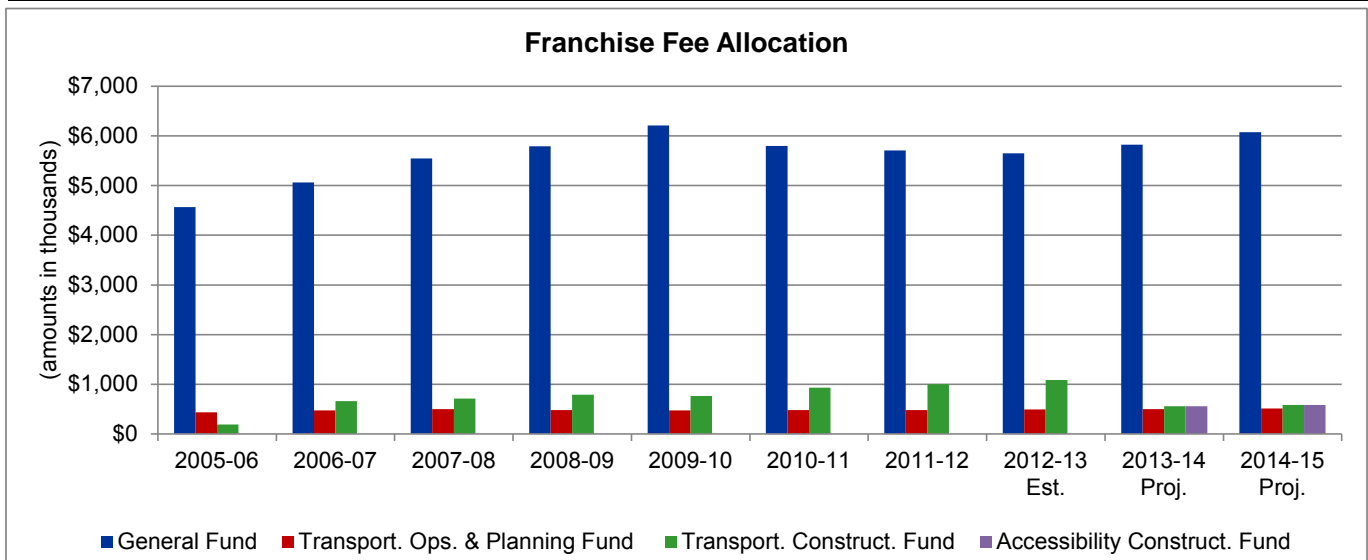
* Projected amounts for 2013-15 biennium

Assumptions

Various factors such as weather conditions, utility rate changes, economic downturns, population growth, and service changes, are considered when projecting future franchise fee collections.

Total franchise fee revenues are anticipated to grow approximately 2.0% in 2013-14 and 4.3% in 2014-15.

Franchise Fees



State Allocated Revenues

Allocation of Revenues	Year	10 Year Trend of Revenues				% Change Total
		Amount	Amount	Amount	Amount	
		Highway Tax	Liquor Tax	Cigarette Tax	State Shared	Total State Allocated
State Highway Gas Taxes are allocated 100% to the Transportation 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.	2014-15 *	\$ 4,517,900	\$ 1,171,200	\$ 103,100	\$ 779,400	3.1%
	2013-14 *	4,385,800	1,130,300	108,100	752,200	5.2%
	2012-13	4,215,589	1,036,027	109,635	702,260	1.7%
	2011-12	4,184,900	981,300	112,200	684,800	4.5%
	2010-11	3,963,900	955,700	121,500	664,600	11.8%
Liquor Tax, Cigarette 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.	2009-10	3,398,500	922,600	119,300	662,600	5.4%
	2008-09	3,062,600	960,300	159,600	657,100	-3.2%
	2007-08	3,327,800	876,500	126,100	667,700	2.9%
	2006-07	3,395,000	775,600	132,500	554,500	4.5%
	2005-06	3,294,500	729,400	125,700	497,400	9.3%

* Projected amounts for 2013-15 biennium

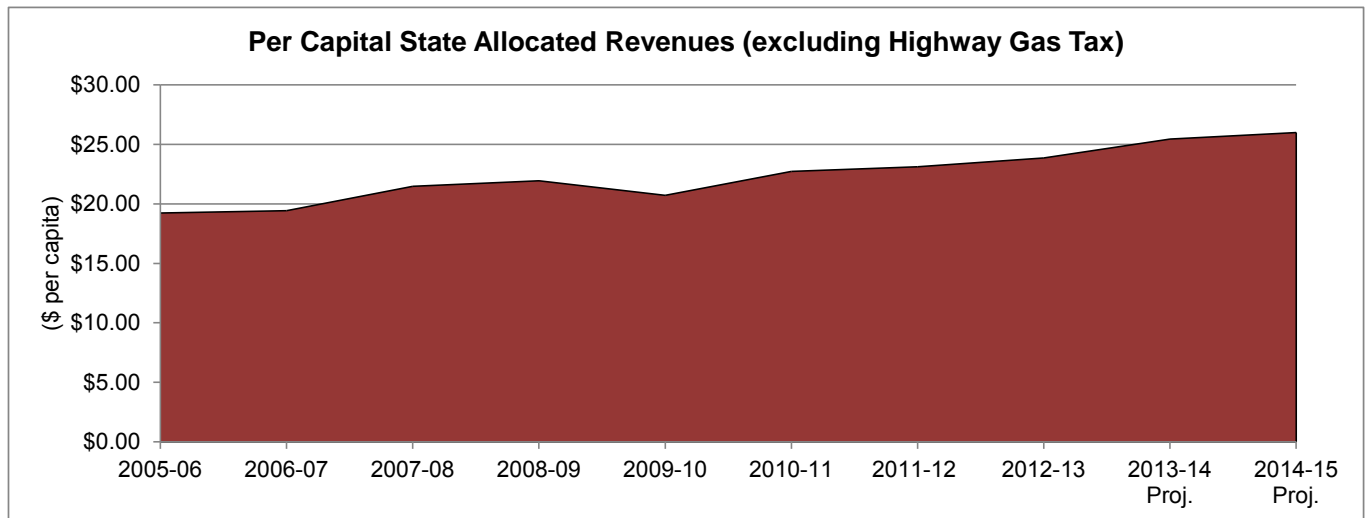
Assumptions

Cigarette, Liquor Taxes and State Shared revenues are distributed by the State on a per capita basis. The State uses the July 1st Portland State University (PSU) certified populations to effect distributions of state allocated revenues. The City used a weighted average population figure to project these revenues. 2013-15 revenue projections were based on PSU's 2012 population estimate of 77,455.

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.

These revenue estimates included in the biennial budget are developed using the March 2013 *Oregon Economic and Revenue Forecast* prepared by the State of Oregon Office of Economic Analysis, estimates provided by the League of Oregon Cities, and the Oregon Department of Transportation's *Summary of Transportation Economic and Revenue Forecasts* (released June 2012).

State Allocated Revenues



System Development Charges

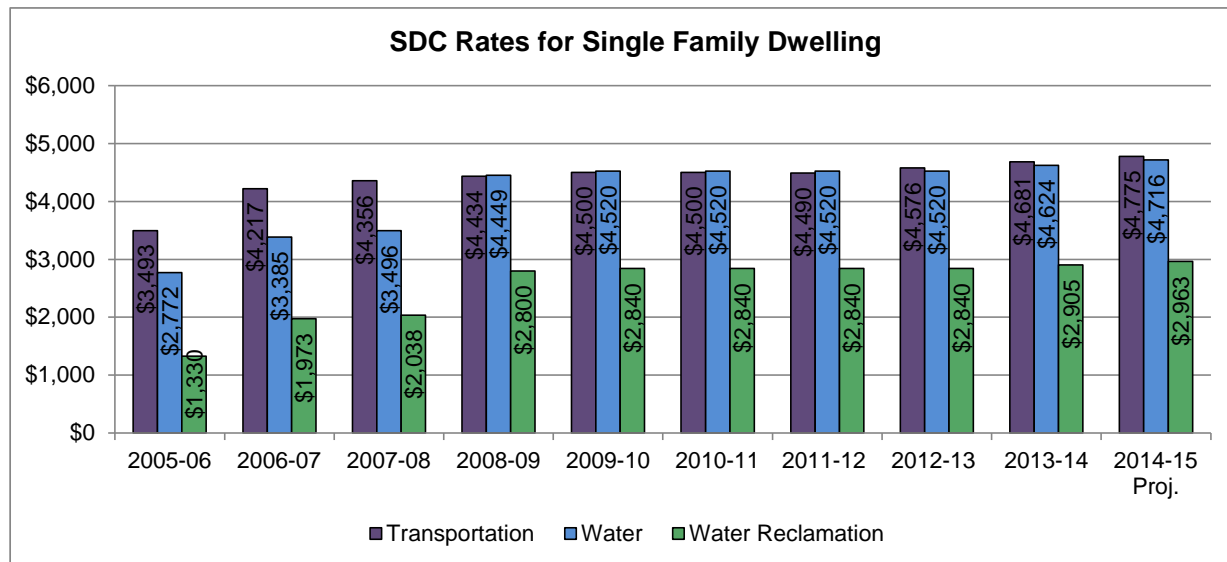
Allocation of Revenues	Year	10 Year Trend of Collections			% Change
		Amount	Amount	Amount	
		Transportation	Water	Water Reclamation	Total SDC's
System Development Charges (SDC) are restricted by ORS for capital improvement projects. A special revenue fund, the SDC fund, has been established to account 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.	2014-15 *	\$ 3,251,500	\$1,914,100	\$ 2,054,300	12.2%
	2013-14 *	2,897,900	1,706,000	1,830,900	-11.3%
	2012-13	3,078,900	2,026,900	2,152,600	75.8%
	2011-12	1,984,300	966,000	1,179,300	23.7%
	2010-11	1,386,700	865,100	1,087,900	47.7%
	2009-10	1,039,300	532,000	689,800	-17.0%
	2008-09	1,760,700	231,500	733,500	-66.5%
	2007-08	4,737,000	1,530,700	1,858,800	-22.2%
	2006-07	5,616,400	2,337,700	2,487,200	-26.3%
	2005-06	7,220,900	3,788,300	3,150,000	13.5%

* Projected amounts for 2013-15 biennium

Assumptions

System Development Charges (SDC's) are established by methodology studies and are adjusted annually with the Engineering News Record (ENR), a construction inflation index. The Water and Water Reclamation SDC methodologies which established the current SDC fees were adopted in July 2008, and the Transportation SDC methodology was adopted in September 2011. A 2% increase in ENR was projected for each year of the biennium. The actual increase for 2013-2014 was 2.3%

System Development Charges



Development Fees and Permits

Allocation of Revenues	Year	10 Year Trend of Collections					
		Amount		Amount		Amount	
		Building	%	Planning	%	Engineering	%
			change		change		change
Building and Planning fees and permits are allocated to their respective funds within the Community Development Department (CDD). Accounting for Engineering fees has changed over the years. They are either accounted for in the Private Development Engineering fund within CDD or allocated to the Engineering & Infrastructure Planning Division of the Internal Service Fund. Planning and Engineering fees do not have specific restrictions on their uses, but Building permit fees may only be used to support the operation of the Building Division.	2014-15 *	\$ 3,740,000	12.7%	\$ 1,322,400	-3.3%	\$ 397,200	6.2%
	2013-14 *	3,317,200	-13.4%	1,367,500	-16.9%	374,100	10.0%
	2012-13	3,829,700	45.6%	1,644,800	94.9%	340,000	37.1%
	2011-12	2,630,400	4.8%	843,800	-8.6%	248,000	3.6%
	2010-11	2,510,000	35.8%	923,300	9.0%	239,300	-2.0%
	2009-10	1,848,900	-8.6%	846,900	-37.2%	244,200	-35.9%
	2008-09	2,023,400	-51.8%	1,349,500	-42.1%	381,100	-78.0%
	2007-08	4,200,900	15.3%	2,329,300	-30.6%	1,734,300	-31.1%
	2006-07	3,642,600	-29.4%	3,355,300	24.3%	2,518,400	12.5%
	2005-06	5,161,300	2.8%	2,699,700	77.6%	2,238,400	20.6%

* Projected amounts for 2013-15 biennium

Assumptions

During 2012-13, the City of Bend experienced a significant increase in building activity. Based on the City's knowledge of ongoing development activity, this increase is expected to continue over the 2013-2015 biennium. The 2013-15 biennial budget projects development activity to increase by 4.0% in the first year and 10.0% in the second year based on current trends.

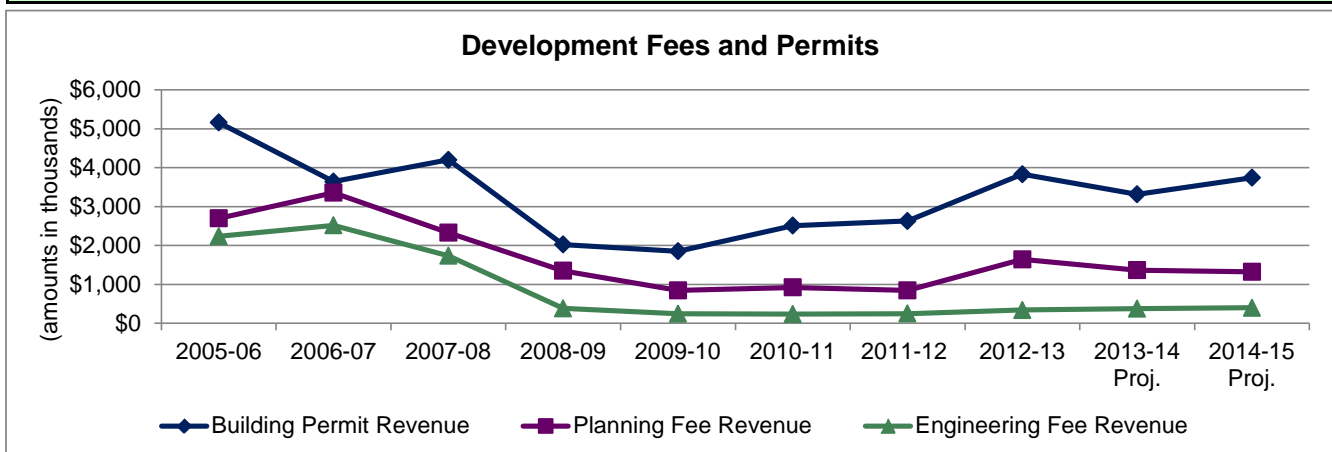
The 2013-15 biennial budget reflects elimination of the 14% Long Range Planning surcharge in both years of the biennium. A fee study of current planning fees will be conducted during the first year of the biennium. This study is expected to result in a reduction of planning fees. For estimating purposes, a 20% reduction in current planning fees has been reflected in the budget starting July 1, 2014.

When the 2013-2014 fee resolution was adopted in June 2013, the City Council voted to reduce the surcharge to 4% instead of eliminating it. Neither the budget nor the Planning Program revenues were adjusted to reflect this change.

Summary of proposed fee changes and changes in development activity levels are as follows:

	2013-14		2014-15	
	Fee Incr.	Activity Level	Fee Incr.	Activity Level
Building	2.5%	4.0%	2.5%	10.0%
Current Planning	0.0%	6.7%	-20.0%	8.2%
Private Development Engineering	2.5%	6.7%	2.5%	4.1%

Development Fees and Permits



Utility User Fees

Allocation of Revenues	10 Year Trend of Revenues						
	Year	Amount	% Change	Amount	% Change	Amount	% Change
	(amounts in 000's)						
		Water		Water		Stormwater	
		Water		Reclamation			
Utility user fees 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 user fees are allocated to the respective Water, Water Reclamation and Stormwater funds.	2014-15 *	\$15,330	3.0%	\$19,012	5.9%	\$2,590	1.4%
	2013-14 *	14,883	0.7%	17,950	5.7%	2,555	1.1%
	2012-13	14,778	6.6%	16,984	7.9%	2,527	0.9%
	2011-12	13,862	5.8%	15,738	10.5%	2,504	0.9%
	2010-11	13,100	12.3%	14,243	11.8%	2,482	2.5%
	2009-10	11,667	7.8%	12,737	12.2%	2,421	0.7%
	2008-09	10,826	6.4%	11,356	11.7%	2,404	-2.2%
The City utilizes 10 year rate models to project revenue requirements and utility rates needed.	2007-08	10,175	5.5%	10,168	12.6%	2,458	new fee
	2006-07	9,648	6.9%	9,028	7.2%		
	2005-06	9,022	13.0%	8,422	9.4%		

* Projected amounts for 2013-15 biennium

Assumptions

The City anticipates over \$130 million in water and sewer infrastructure improvement needs over the next 5 years. The Council's water and sewer goals and work plan include various projects related to addressing these needs. Intensive public involvement and comprehensive financial plans will be developed in the 2013-2015 biennium.

The City hired a consulting firm, FCS Group, to update both the water and water reclamation (sewer) rate models and assist the City in developing its comprehensive financial plans. Preliminary rate increases of 3% per year for water and 6% per year for sewer have been included in the 2013-2015 biennial budget. Additional rate adjustments may be necessary during the 2013-2015 biennium as the financial plans are developed.

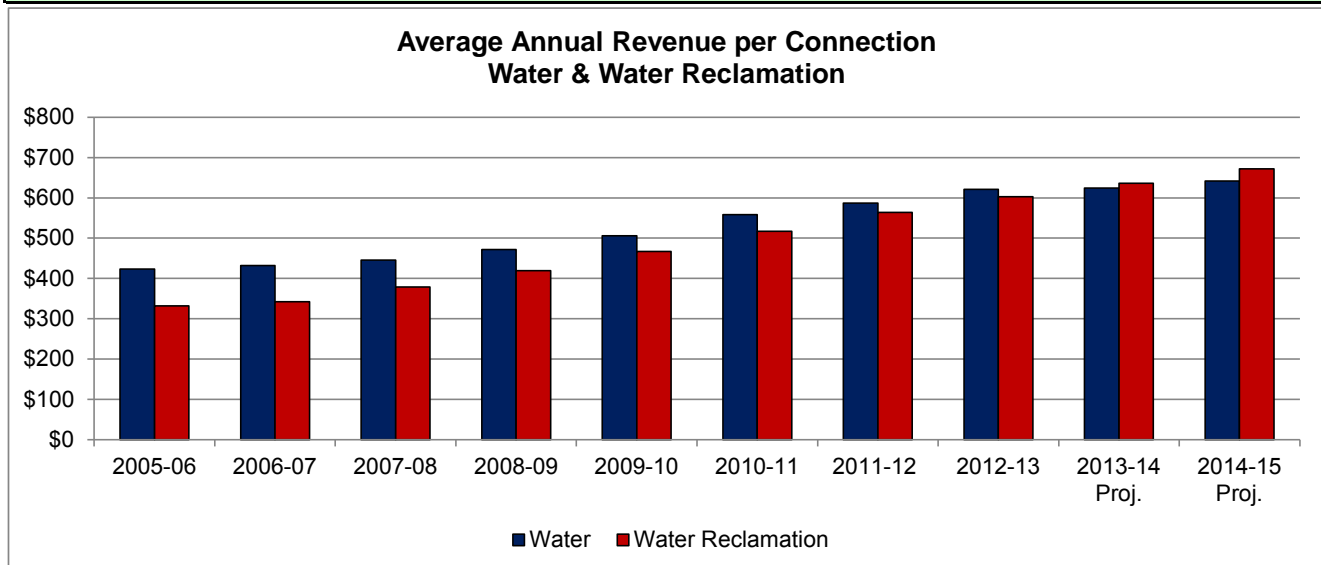
Stormwater utility revenues reflect no change in the current \$4/month fee, but account growth of approx. 1.4% per year is projected in the biennium.

Rate Adjustments

	Water	
	Water	Reclamation
2014-15 *	3.0%	6.0%
2013-14 *	3.0%	6.0%
2012-13	5.0%	6.0%
2011-12	7.0%	10.0%
2010-11	7.1%	8.8%
2009-10	8.3%	14.5%
2008-09	8.3%	14.5%
2007-08	5.5%	6.0%
2006-07	5.0%	6.0%
2005-06	4.8%	3.0%

* projected rate adjustment

Utility User Fees



Fines and Forfeits

Allocations of Revenues	10 Year Trend of Collections		
	Year	Amount	% Change

Fines and Forfeits are collected by the City's Municipal Court and all of the revenues are allocated to the General Fund for support of municipal court and other General Fund operations.

	2014-15 *	\$ 914,700	1.0%
	2013-14 *	906,000	-5.0%
	2012-13	954,000	-13.9%
	2011-12	1,108,100	-10.0%
	2010-11	1,231,200	16.2%
	2009-10	1,059,400	1.7%
	2008-09	1,041,200	-15.7%
	2007-08	1,235,500	10.4%
	2006-07	1,119,300	39.8%
	2005-06	800,700	16.8%

* Projected amounts for 2013-15 biennium

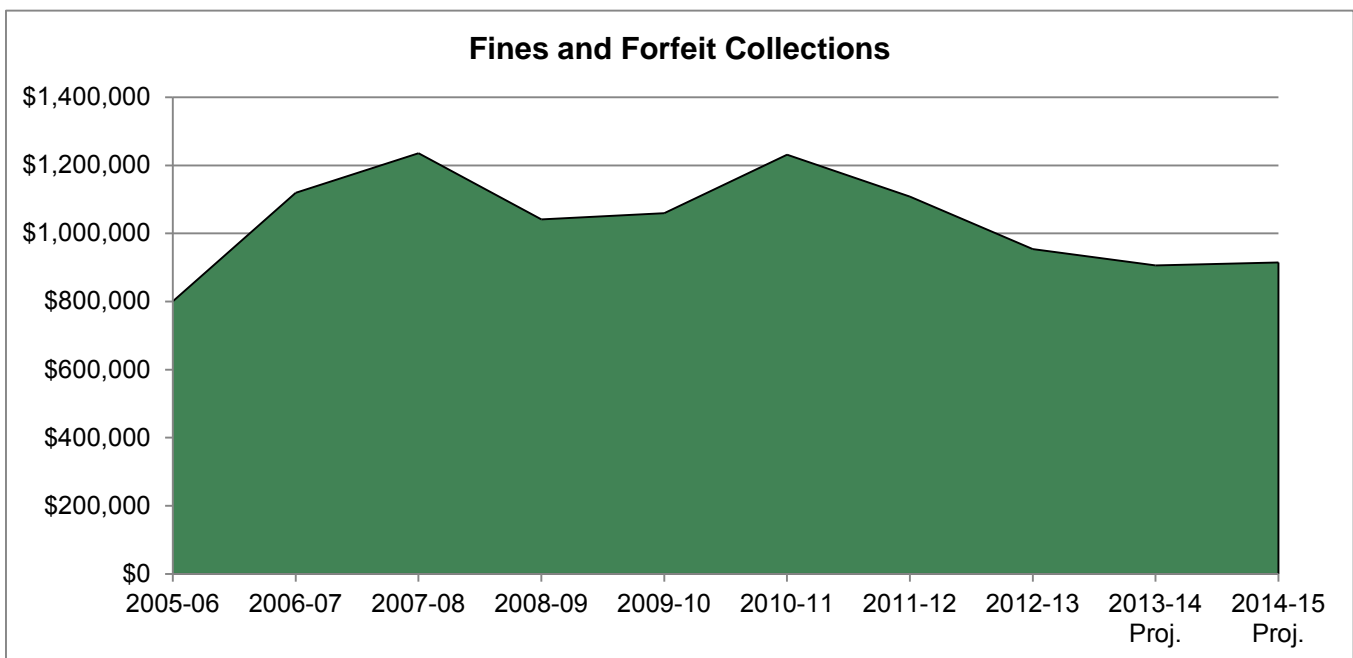
Assumptions

Legislation changes that took effect during the 2011-2013 biennium had a significant reduction on court fine revenues. These changes included:

- New minimum and presumptive fine amounts which are lower than previous fine schedules
- A \$60 State Assessment per citation that replaced the sliding fee schedule assessment model
- Individual courts are no longer allowed to increase the presumptive fines that appear on the face of citations
- Judges are allowed to reduce fines up to 50% of the presumptive fine amount. Previously, judges were only allowed to reduce 25% of the presumptive fine amount.

As a result of these changes, court fine revenues in the 2013-2015 biennium are projected to be approximately 9% lower than the 2011-2013 biennium and 20.5% lower than 2009-2011.

Fines and Forfeits



Debt Overview and Analysis

Overview

The City of Bend's long-term bonds are rated by Moody's Investors Service as follows:

General obligation bond rating	Aa3
Full faith and credit obligation bond rating	Aa3
Water revenue bond rating	Aa2
Sewer revenue bond rating	Aa2
Urban renewal bond rating	A2

Municipal ratings are based upon the analysis of four primary factors relating to municipal finance: economy, debt, finances, 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. Moody's recalibrated rating scale ranges from "Aaa" on the high end to "C" on the low end. Rating definitions that apply to the City of Bend obligations are as follows:

Aa – Obligations rated Aa are judged to be of high quality and are subject to very low credit risk

A – Obligations rated A are considered upper-medium grade and are subject to low credit risk

The City of Bend does not use variable-rate short-term debt. Management does not anticipate a change in the City's bond ratings.

Debt Policies

See the Introductory Section for the City's debt policies

Types of Debt

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 currently has sewer revenue bonds outstanding. These bonds impose a 1.25 debt ratio covenant on the City's Water Reclamation operations.

	Outstanding Balance at 6/30/13
Sewer improvements (2005 series)	\$ 5,100,000
Sewer refunding bonds (2008 series)	<u>8,585,000</u>
	<u>\$ 13,685,000</u>

- Full Faith and Credit Obligation Bonds – These bonds are issued 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 & credit of the City and the City pledges to levy any necessary taxes on all assessable property within its jurisdiction to provide timely repayment of the debt. Although the City pledges to levy taxes, other sources of revenues may be used to repay full faith and credit bonds. The City currently has the following full faith and credit obligations outstanding:

	Balance at 6/30/13	Repayment Source
Airport 1993 refinance (2003 series)	\$ 30,000	Airport revenues
Transportation improvements (2003 series)	6,785,000	Transportation SDCs
Pension obligation bonds (2004 series)	13,055,000	Department budgets
Police expansion/Ambulances (2006 series)	3,735,000	General fund
Fire engine (2008 series)	60,000	Fire/EMS revenues
Police expansion (2008 series)	405,000	General fund
Cooley road improvements (2008 series)	3,245,000	Urban renewal taxes
Bulletin land 2005 refinance (2010 series)	2,100,000	General fund
Airport improvements 1999 refinance (2010 series)	722,000	Airport revenues
Transportation improv. 2000 refinance (2010 series)	3,053,000	Transportation SDCs
Build America Bonds - Accessibility Improvements (2010 series)	2,610,000	General fund
Build America Bonds - Water/Sewer improvements (2010 series)	13,030,000	Water/Sewer revenues
Water refunding bonds (2010 series)	725,000	Water revenues
Fire stations 1999 refinance (2010 series)	2,515,000	Property taxes from DCRFPD #2
Sewer 2002 refinance (2012 series)	3,115,000	Sewer revenues
Street Equipment (2012 series)	1,270,000	Street operations rev.
Police facility refinance (2012 series)	4,370,000	General fund
	<u>\$ 60,825,000</u>	

- 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.

	Outstanding Balance at 6/30/13
Transportation Improvements (2012)	\$ 25,950,000

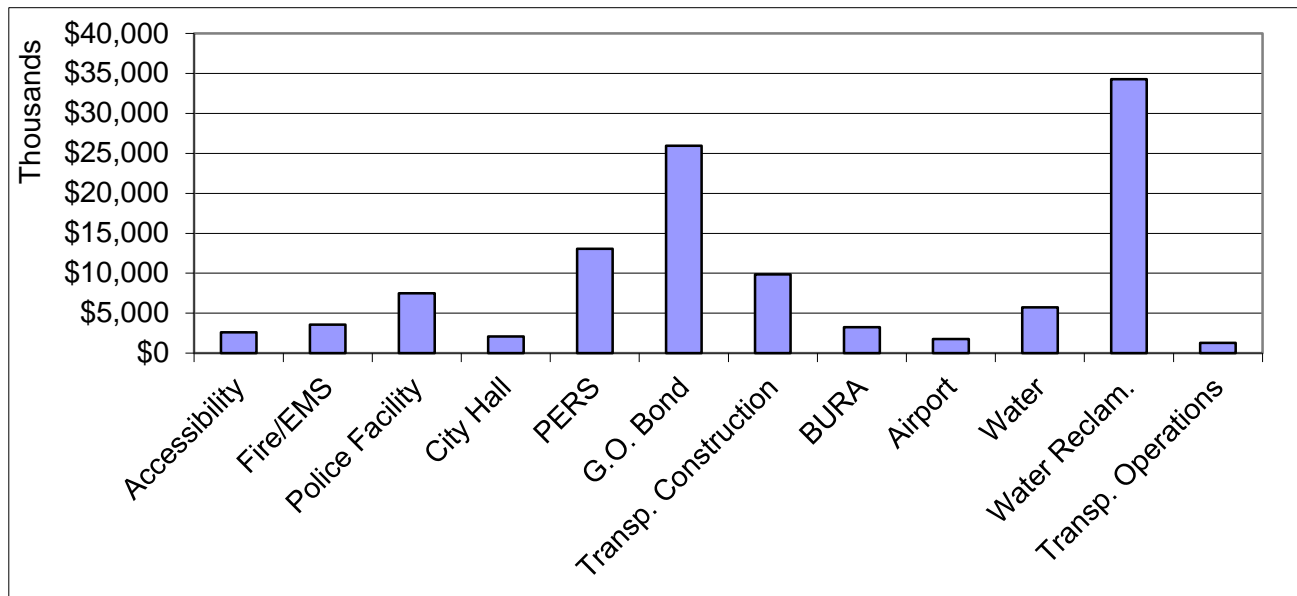
- Notes Payable – The City utilizes infrastructure loan programs offered by the Oregon Business Development Department (OBDD) and Department of Environmental Quality (DEQ) to finance its water and water reclamation capital improvements. The City currently has the following loan agreements with the OBDD and DEQ:

Outstanding Balance at 6/30/13	
OBDD-Safe Drinking Water Loan (2009)	\$ 2,703,300
OBDD-Airport improvements (1997)	296,584
OBDD-Eastside airport improvements (2006)	729,855
DEQ-Clean Water State Revolving Fund Loan (2011 est.)	<u>6,762,419</u>
	<u>\$ 10,492,158</u>

The City also has a \$6 million line of credit agreement obtained in 2008 through its Bend Urban Renewal Agency, to finance certain improvements in the Juniper Ridge Urban Renewal Area. The outstanding balance at 6/30/13 is \$3,708,850.

Current Debt by Fund

Outstanding debt by fund at 6/30/13 is as follows:



Proposed Debt Issues for the 2013-15 Biennial Budget

Proposed in the 2013-15 biennial budget are debt issues to refinance existing debt and finance the purchase of fire engines and water and water reclamation infrastructure identified in the City's Capital Improvement Program. Debt issues proposed are as follows:

	<u>2013-14</u>	<u>2014-15</u>	<u>2013-15 Biennium</u>
Notes Payable: DEQ			
Water reclamation facility expansion (1)	\$ 18,250,000	\$ 13,787,500	\$32,037,500
	18,250,000	13,787,500	32,037,500
Full Faith & Credit Obligations:			
Fire engine replacement	0	2,846,000	2,846,000
Juniper Ridge line of credit refinance	3,760,000	0	3,760,000
City Hall land refinance	0	1,100,000	1,100,000
	3,760,000	3,946,000	7,706,000

	<u>2013-14</u>	<u>2014-15</u>	<u>2013-15 Biennium</u>
Revenue Bonds:			
Bridge Creek Surface Water Project	28,000,000	0	28,000,000
SE Sewer Interceptor Project	0	18,000,000	18,000,000
	28,000,000	18,000,000	46,000,000
 Total Debt Proposed	\$50,010,000	\$35,733,500	\$85,743,500

(1) The DEQ has approved a total of \$38.8 million for the City's water reclamation facility expansion project. Debt issuance proposed in the 2013-2015 biennium represents anticipated draw downs on the loans approved.

Legal Debt Limitation

Oregon Revised Statutes (ORS) 287.004 provides that the City may not issue or have outstanding at any one time general obligation bonds in excess of three percent of the real market value (RMV) of all taxable property within its boundaries. This statute makes specific exception to bonds issued for water, sewage disposal plants and off-street parking facilities, as well as, special assessment bonds. The City's RMV for 2012-13 is \$9,793,511,863 providing for a legal debt margin of \$293,805,356. The City is in compliance with its legal debt limitation.

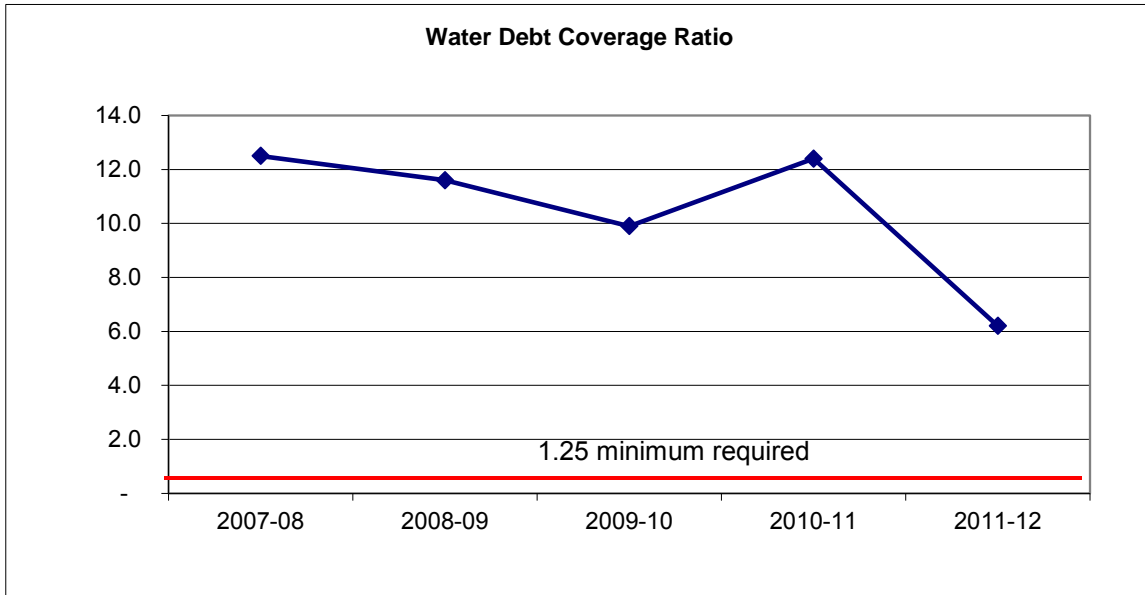
Debt Capacity and Coverage Ratios

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.

Water Debt Coverage Ratio

Water revenue bonds proposed for the biennium total \$28 million for the Bridge Creek Surface Water project. The City projects that the water debt coverage ratio will be maintained at or above 1.75 over the 2013-2015 biennium.

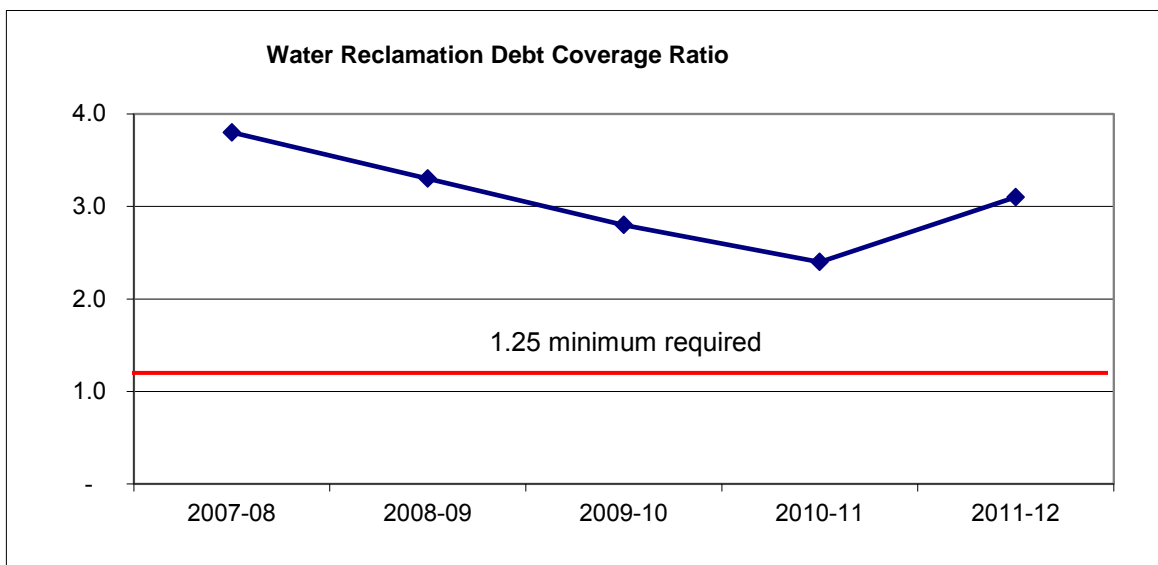
	2007-08	2008-09	2009-10	2010-11	2011-12
Water debt service coverage ratio	12.5	11.6	9.9	12.4	6.2



Water Reclamation Debt Coverage Ratio

Sewer revenue bonds proposed for the biennium total \$18 million for the water reclamation facility expansion project. With this additional debt, the City projects that the sewer debt coverage ratio will be maintained at or above 1.75 over the 2013-2015 biennium.

	2007-08	2008-09	2009-10	2010-11	2011-12
Water Reclamation debt service coverage ratio	3.8	3.3	2.8	2.4	3.1



Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2013	Proposed New Issues	Principal Amount Due 2013-14	Interest Amount Due 2013-14	Principal Balance June 30, 2014
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ 25,950,000	\$ -	\$ 1,030,000	\$ 810,000	\$ 24,920,000
<u>Other Indebtedness</u>					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	2,610,000	-	195,000	110,000	2,415,000
	2,610,000	-	195,000	110,000	2,415,000
Fire/EMS Fund					
Full Faith & Credit Bonds 2006	1,000,000	-	175,000	40,200	825,000
Full Faith & Credit Bonds 2008	60,000	-	30,000	1,400	30,000
Full Faith & Credit Bonds 2010	340,000	-	35,000	11,700	305,000
Full Faith & Credit Bonds 2014	-	-	-	-	-
	1,400,000	-	240,000	53,300	1,160,000
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	13,055,000	-	285,000	786,100	12,770,000
Full Faith & Credit Bonds 2010	2,175,000	-	155,000	74,700	2,020,000
	15,230,000	-	440,000	860,800	14,790,000
Transportation Construction Fund					
Full Faith & Credit Bonds 2003	6,785,000	-	565,000	272,000	6,220,000
Full Faith & Credit Bonds 2010	3,053,000	-	340,000	102,000	2,713,000
	9,838,000	-	905,000	374,000	8,933,000
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	296,584	-	54,400	15,000	242,184
Full Faith & Credit Bonds 2003	30,000	-	30,000	600	-
Ore. Econ. Dev. - Eastside Development	729,855	-	24,500	31,100	705,355
Full Faith & Credit Bonds 2010	722,000	-	90,000	23,400	632,000
	1,778,439	-	198,900	70,100	1,579,539
Water Fund					
Safe Drinking Water Loan	2,703,300	-	107,600	81,200	2,595,700
Full Faith & Credit Bonds 2010	725,000	-	725,000	7,300	-
Economic Development RZB 2010	2,300,000	-	106,000	107,000	2,194,000
Revenue Bonds 2013	-	28,000,000	960,000	500,000	27,040,000
	5,728,300	28,000,000	1,898,600	695,500	31,829,700
Water Reclamation Fund					
Revenue Bonds 2005	5,100,000	-	670,000	174,600	4,430,000
Revenue Bonds 2008	8,585,000	-	390,000	338,500	8,195,000
Economic Development RZB 2010	10,730,000	-	494,100	498,100	10,235,900
Full Faith & Credit Bonds 2012	3,115,000	-	270,000	99,800	2,845,000
OR DEQ SWRF Loan #1 2011	5,482,336	-	204,300	206,700	5,278,036
OR DEQ SWRF Loan #2 2011	418,480	13,204,047	-	564,300	13,622,527
OR DEQ SWRF Loan #3 2012	-	5,045,953	-	25,000	5,045,953
Revenue Bonds 2014	-	-	-	-	-
	33,430,816	18,250,000	2,028,400	1,907,000	49,652,416
Transportation Operations Fund					
Full Faith & Credit Bonds 2012	1,270,000	-	165,000	35,700	1,105,000
	1,270,000	-	165,000	35,700	1,105,000
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2006	2,735,000	-	100,000	110,000	2,635,000
Full Faith & Credit Bonds 2008	405,000	-	20,000	14,600	385,000
Full Faith & Credit Bonds 2010 *	2,100,000	-	700,000	76,650	1,400,000
Full Faith & Credit Bonds 2012	4,370,000	-	245,000	152,200	4,125,000
	9,610,000	-	1,065,000	353,450	8,545,000
<i>Bend Urban Renewal Agency (BURA)</i>					
Full Faith & Credit Bonds 2008	3,245,000	-	170,000	116,500	3,075,000
Full Faith & Credit Bonds 2013	-	3,760,000	200,000	100,000	3,560,000
	3,245,000	3,760,000	370,000	216,500	6,635,000
Total Other Indebtedness Outstanding	\$ 84,140,555	\$ 50,010,000	\$ 7,505,900	\$ 4,676,350	\$ 126,644,655
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 110,090,555	\$ 50,010,000	\$ 8,535,900	\$ 5,486,350	\$ 151,564,655

* Statement above only reflects scheduled debt payments. Budget assumes additional principal payments to be made.

Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2014	Proposed New Issues	Principal Amount Due 2014-15	Interest Amount Due 2014-15	Principal Balance June 30, 2015
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ 24,920,000	\$ -	\$ 1,060,000	\$ 778,900	\$ 23,860,000
<u>Other Indebtedness</u>					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	2,415,000	-	200,000	104,500	2,215,000
	2,415,000	-	200,000	104,500	2,215,000
Fire/EMS Fund					
Full Faith & Credit Bonds 2006	825,000	-	180,000	33,100	645,000
Full Faith & Credit Bonds 2008	30,000	-	30,000	500	-
Full Faith & Credit Bonds 2010	305,000	-	30,000	10,900	275,000
Full Faith & Credit Bonds 2014	-	2,846,000	200,000	100,000	2,646,000
	1,160,000	2,846,000	440,000	144,500	3,566,000
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	12,770,000	-	345,000	770,200	12,425,000
Full Faith & Credit Bonds 2010	2,020,000	-	160,000	72,000	1,860,000
	14,790,000	-	505,000	842,200	14,285,000
Transportation Construction Fund					
Full Faith & Credit Bonds 2003	6,220,000	-	580,000	250,700	5,640,000
Full Faith & Credit Bonds 2010	2,713,000	-	355,000	95,000	2,358,000
	8,933,000	-	935,000	345,700	7,998,000
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	242,184	-	54,800	12,300	187,384
Full Faith & Credit Bonds 2003	-	-	-	-	-
Ore. Econ. Dev. - Eastside Development	705,355	-	29,700	30,100	675,655
Full Faith & Credit Bonds 2010	632,000	-	120,000	21,600	512,000
	1,579,539	-	204,500	64,000	1,375,039
Water Fund					
Safe Drinking Water Loan	2,595,700	-	110,800	77,900	2,484,900
Full Faith & Credit Bonds 2010	-	-	-	-	-
Economic Development RZB 2010	2,194,000	-	106,800	104,900	2,087,200
Revenue Bonds 2013	27,040,000	-	1,000,000	1,050,000	26,040,000
	31,829,700	-	1,217,600	1,232,800	30,612,100
Water Reclamation Fund					
Revenue Bonds 2005	4,430,000	-	690,000	152,100	3,740,000
Revenue Bonds 2008	8,195,000	-	405,000	323,600	7,790,000
Economic Development RZB 2010	10,235,900	-	498,300	489,200	9,737,600
Full Faith & Credit Bonds 2012	2,845,000	-	280,000	91,600	2,565,000
OR DEQ SWRF Loan #1 2011	5,278,036	-	211,100	198,900	5,066,936
OR DEQ SWRF Loan #2 2011	13,622,527	-	572,500	461,100	13,050,027
OR DEQ SWRF Loan #3 2012	5,045,953	13,787,500	758,600	564,000	18,074,853
Revenue Bonds 2014	-	18,000,000	625,000	675,000	17,375,000
	49,652,416	31,787,500	4,040,500	2,955,500	77,399,416
Transportation Operations Fund					
Full Faith & Credit Bonds 2012	1,105,000	-	170,000	30,600	935,000
	1,105,000	-	170,000	30,600	935,000
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2006	2,635,000	-	100,000	106,000	2,535,000
Full Faith & Credit Bonds 2008	385,000	-	20,000	14,000	365,000
Full Faith & Credit Bonds 2010 *	1,400,000	-	300,000	51,100	1,100,000
Full Faith & Credit Bonds 2012	4,125,000	-	255,000	144,700	3,870,000
Full Faith & Credit Bonds 2014	-	1,100,000	-	-	1,100,000
	8,545,000	1,100,000	675,000	315,800	8,970,000
Bend Urban Renewal Agency (BURA)					
Full Faith & Credit Bonds 2008	3,075,000	-	175,000	111,300	2,900,000
Full Faith & Credit Bonds 2013	3,560,000	-	200,000	140,000	3,360,000
	6,635,000	-	375,000	251,300	6,260,000
Total Other Indebtedness Outstanding	\$ 126,644,655	\$ 35,733,500	\$ 8,762,600	\$ 6,286,900	\$ 153,615,555
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 151,564,655	\$ 35,733,500	\$ 9,822,600	\$ 7,065,800	\$ 177,475,555

* Statement above only reflects scheduled debt payments. Budget assumes additional principal payments to be made.

Schedule of Future Debt Service as of June 30, 2013 *

Fiscal Year	Revenue Supported Bonds (1)		General Bonded Debt (2)		All Other Debt (3)		Total Annual Payments		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal Maturities	Annual Interest	Total Debt Service
2013/14	1,060,000	513,100	5,925,100	3,449,950	186,500	127,300	7,171,600	4,090,350	11,261,950
2014/15	1,095,000	475,700	4,965,100	3,280,800	195,300	120,300	6,255,400	3,876,800	10,132,200
2015/16	1,140,000	435,959	4,825,000	3,086,055	204,195	112,909	6,169,195	3,634,922	9,804,117
2016/17	1,180,000	392,826	5,015,000	2,927,614	208,326	105,279	6,403,326	3,425,720	9,829,046
2017/18	1,225,000	347,738	5,085,000	2,748,895	217,604	97,452	6,527,604	3,194,084	9,721,688
2018/19	960,000	305,872	5,325,000	2,554,984	155,086	89,227	6,440,086	2,950,083	9,390,169
2019/20	1,000,000	265,738	5,450,000	2,346,127	159,043	84,270	6,609,043	2,696,135	9,305,178
2020/21	1,045,000	223,600	5,500,000	2,126,644	168,128	79,155	6,713,128	2,429,398	9,142,526
2021/22	540,000	191,900	5,375,000	1,882,571	172,342	73,680	6,087,342	2,148,151	8,235,493
2022/23	560,000	169,900	5,610,000	1,636,547	176,689	68,059	6,346,689	1,874,506	8,221,195
2023/24	585,000	147,000	4,680,000	1,401,759	181,169	62,303	5,446,169	1,611,063	7,057,232
2024/25	605,000	123,200	4,360,000	1,176,378	190,790	56,392	5,155,790	1,355,969	6,511,760
2025/26	630,000	98,500	4,615,000	975,471	195,559	50,092	5,440,559	1,124,062	6,564,621
2026/27	660,000	72,700	4,895,000	759,438	200,476	43,644	5,755,476	875,782	6,631,258
2027/28	685,000	44,944	3,795,000	535,407	210,544	37,045	4,690,544	617,395	5,307,939
2028/29	715,000	15,194	2,670,000	369,259	215,769	30,070	3,600,769	414,523	4,015,291
2029/30	-	-	2,750,000	260,038	221,155	22,934	2,971,155	282,972	3,254,127
2030/31	-	-	2,845,000	146,443	231,707	15,631	3,076,707	162,074	3,238,782
2031/32	-	-	1,990,000	57,778	239,696	7,938	2,229,696	65,716	2,295,412
TOTAL	\$ 13,685,000	\$ 3,823,869	\$ 85,675,200	\$ 31,722,155	\$ 3,730,078	\$ 1,283,681	\$103,090,278	\$ 36,829,705	\$ 139,919,984

* Amounts in this schedule do not include principal and interest payments on proposed debt that has not been issued. It also does not include principal and interest payments for OR DEQ SWRF Loan #1 since the payment schedule has not been finalized.

(1) Includes Sewer Revenue Bonds

(2) Includes Full Faith and Credit Bonds

(3) Includes loans from the Oregon Business Development Department formerly known as the Oregon Economic Community Development Department

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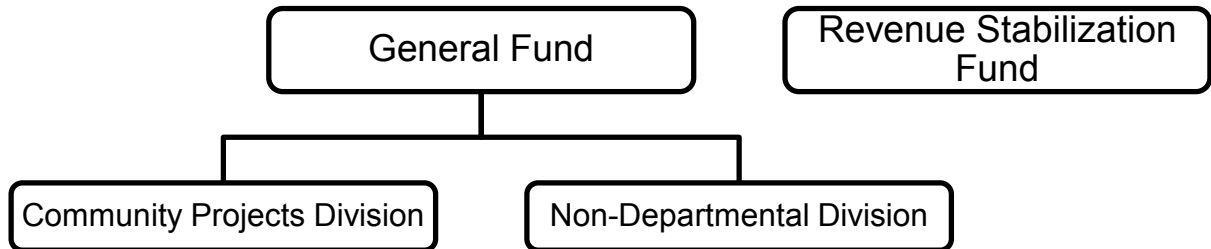
ADOPTED BUDGETS

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GENERAL FUND

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GENERAL FUND STRUCTURE



General Fund Divisions

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

- * Municipal Court Division - Program details can be found under the Public Safety Service Area
- * Police Division - Program details can be found under the Public Safety Service Area
- * Code Enforcement Division - Program details can be found under the Community and Economic Development Service Area
- * Accessibility Division - Program details can be found under the Infrastructure Service Area
- * Business Advocacy Division - Program details can be found under the Community & Economic Development Service Area. This program will be moved out of the General Fund into its own fund in 2013-14.

General Fund - Non-departmental Division

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

Community Projects Division

This division accounts for the expenditures of designated community activities such as support to COIC for transit.

General Fund Revenue Stabilization Fund

This "rainy day" 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 in accordance with the City's fiscal policies relating to the Revenue Stabilization Fund.

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General Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 6,733,680	\$ 9,117,130	\$ 9,117,058	\$ 9,247,800	\$ 9,247,800	\$ 9,501,800
Property taxes	44,083,767	43,526,900	45,380,740	47,309,500	47,309,500	47,309,500
Transient room taxes	4,461,511	4,894,400	5,042,926	5,199,100	5,199,100	5,199,100
Franchise fees	12,010,274	12,182,500	11,451,537	11,902,400	11,902,400	11,902,400
Intergovernmental revenues	4,009,997	4,626,500	4,297,076	4,716,100	4,716,100	4,716,100
Licenses and permits	619,318	616,700	636,497	196,700	196,700	196,700
Charges for services	192,059	181,700	173,527	176,200	176,200	176,200
Interfund charges	75,600	40,300	40,300	32,800	32,800	32,800
Fines and forfeitures	2,290,636	2,182,600	2,004,132	1,820,700	1,820,700	1,820,700
Investment income	207,901	145,400	181,400	166,600	166,600	166,600
Sale of capital assets	4,365,845	-	735,371	-	-	-
Interfund loan repayments	730,650	2,015,300	310,300	1,450,260	1,450,260	1,450,260
Interfund transfers	643,586	-	5,200	10,000	10,000	10,000
Miscellaneous	31,338	5,000	43,521	64,400	64,400	64,400
TOTAL RESOURCES	\$ 80,456,162	\$ 79,534,430	\$ 79,419,585	\$ 82,292,560	\$ 82,292,560	\$ 82,546,560

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Municipal court	\$ 1,034,236	\$ 1,161,624	\$ 1,128,144	\$ 1,226,136	\$ 1,226,136	\$ 1,226,136
Police	32,850,206	36,437,878	35,564,326	39,229,446	39,229,446	39,483,446
Code enforcement	205,802	280,449	278,186	439,808	439,808	439,808
Accessibility	535,584	424,647	369,329	498,311	498,311	498,311
Business Advocacy	22,836	703,416	659,669	22,000	22,000	22,000
Non-departmental	36,690,445	31,645,139	29,832,573	30,518,900	30,718,900	30,718,900
Community Projects	-	2,205,419	2,085,496	2,250,275	2,250,275	2,250,275
Contingency	-	4,920,094	-	7,400,000	7,400,000	7,400,000
Reserves	-	-	-	125,000	125,000	125,000
Unapprop. Ending Balance	-	1,755,764	-	582,684	382,684	382,684
TOTAL REQUIREMENTS	\$ 71,339,109	\$ 79,534,430	\$ 69,917,723	\$ 82,292,560	\$ 82,292,560	\$ 82,546,560

<i>By Type:</i>						
Personnel services	\$ 26,603,699	\$ 29,625,932	\$ 29,076,270	\$ 31,674,269	\$ 31,674,269	\$ 31,674,269
Materials and services	3,844,149	5,281,401	5,042,684	5,226,707	5,226,707	5,233,207
Special payment	-	774,300	-	-	-	-
Interfund transfers	40,228,995	36,233,339	35,186,744	36,253,900	36,453,900	36,453,900
Capital outlay:	-	-	-	-	-	-
Vehicle/equipment	662,266	943,600	612,025	1,030,000	1,030,000	1,277,500
Contingency	-	4,920,094	-	7,400,000	7,400,000	7,400,000
Reserves	-	-	-	125,000	125,000	125,000
Unapprop. Ending Balance	-	1,755,764	-	582,684	382,684	382,684
TOTAL REQUIREMENTS	\$ 71,339,109	\$ 79,534,430	\$ 69,917,723	\$ 82,292,560	\$ 82,292,560	\$ 82,546,560

**General Fund
Non-Departmental Division**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
General Fund Subsidies:						
Fire/EMS	\$ 19,292,336	\$ 19,774,400	\$ 19,821,600	\$ 20,877,900	\$ 21,077,900	\$ 21,077,900
Street Overlay	2,210,000	2,913,889	2,913,889	4,600,000	4,600,000	4,600,000
Street Operations	-	-	-	300,000	300,000	300,000
Transportation Planning	1,000,000	600,000	480,000	140,000	140,000	140,000
Current/Long Range Planning	1,538,000	1,774,000	1,392,100	1,467,600	1,467,600	1,467,600
Private Development Engineering	140,000	235,000	235,000	-	-	-
CDBG/Affordable Housing	95,000	-	-	-	-	-
Public Transit	1,266,700	-	-	-	-	-
Airport	350,000	-	-	-	-	-
Accessibility Construction	900,000	1,000,000	1,000,000	900,000	900,000	900,000
Downtown Parking	165,000	-	-	-	-	-
Business Advocacy	-	-	-	140,000	140,000	140,000
Administration & Finance	15,000	250,000	-	-	-	-
Public Works Administration	20,000	-	-	-	-	-
Facilities Management	1,002,600	1,430,000	1,430,000	800,000	800,000	800,000
Cemetery Fund	11,534	55,500	52,000	80,000	80,000	80,000
Garage	-	221,000	221,000	-	-	-
Information Technology	-	1,000,000	1,000,000	-	-	-
	\$ 28,006,170	\$ 29,253,789	\$ 28,545,589	\$ 29,305,500	\$ 29,505,500	\$ 29,505,500
General Fund Loans:						
Public Transit	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
CDBG	70,000	\$ 300,000	\$ 625,000	\$ 250,000	250,000	250,000
Metropolitan Planning Organization	185,000	180,000	135,000	180,000	180,000	180,000
Juniper Ridge Constr. Fund	-	104,250	-	-	-	-
Downtown Parking	35,000	-	-	-	-	-
Airport Fund	550,000	750,000	235,000	500,000	500,000	500,000
	\$ 860,000	\$ 1,334,250	\$ 995,000	\$ 930,000	\$ 930,000	\$ 930,000
General Fund Transfers:						
Juniper Ridge land sales proceeds	\$ 4,700,046	\$ -	\$ -	\$ -	\$ -	\$ -
Police Reserves Fund	500,000	-	-	-	-	-
GF Revenue Stabilization Fund	1,124,360	\$ 272,700	\$ 291,584	\$ 283,400	283,400	283,400
Cemetery Permanent Maint. Fund	240,692	-	-	-	-	-
	\$ 6,565,098	\$ 272,700	\$ 291,584	\$ 283,400	\$ 283,400	\$ 283,400
Other Expenditures:						
Payment to COIC for Transit Ops.	\$ 833,333	\$ -	\$ -	\$ -	\$ -	\$ -
Deschutes County 911 tax	-	\$ 774,300	\$ -	\$ -	-	-
Other	425,844	10,100	400	-	-	-
	\$ 1,259,177	\$ 784,400	\$ 400	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ 36,690,445	\$ 31,645,139	\$ 29,832,573	\$ 30,518,900	\$ 30,718,900	\$ 30,718,900

**General Fund
Community Projects Division**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ -	\$ 37,015	\$ 21,196	\$ -	\$ -	\$ -
Materials and services	-	121,304	17,966	-	-	-
Payment for OSU Campus	-	-	-	125,000	125,000	125,000
Payment to COIC for Transit Ops	-	2,047,100	2,046,334	2,125,275	2,125,275	2,125,275
Total Program Expenditures		2,205,419	2,085,496	2,250,275	2,250,275	2,250,275
Reserves				125,000	125,000	125,000
TOTAL REQUIREMENTS	\$ -	\$ 2,205,419	\$ 2,085,496	\$ 2,375,275	\$ 2,375,275	\$ 2,375,275

GENERAL FUND

Overview

The City's General Fund is the primary operating fund of the City, accounting for operations of the Police department, municipal court, code enforcement and other activities not accounted for in any other fund. The General Fund also allocates monies to Fire/EMS, Transportation Operations and Community and Economic Development. General Fund expenditures are allocated 84% to public safety, 6% to transportation operations and the remaining 10% 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.

General Fund Divisions

The following programs are charged directly to the General Fund because they rely almost solely on general discretionary revenues in the General Fund. Budget and program details for each of these programs are presented under one 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: Public Safety, Infrastructure, Community & Economic Development, and Administration & Support).

✧ Police Program

- In this 2013-2015 Biennial Budget, General Fund support of the Police Department is \$39.5 million. The allocation of discretionary revenues to the Police Department continues to be City Council's priority. The Police Department budget and program details are presented under the City's "Public Safety Service Area".

✧ Municipal Court Program

- The Bend Municipal Court provides resolution and collection services for minor traffic infractions, parking citations, and city ordinance violations. The Municipal Court with a 2013-2015 budget of \$1.2 million, is accounted for as a program of the General Fund as it is funded solely by General Fund revenues. The budget and program details are presented under the City's "Public Safety Service Area".

✧ Code Enforcement Program

- The City's Code Enforcement Program ensures compliance with Bend's land use, environmental and building codes. The Code Enforcement division of the General Fund has a budget of \$439,800 this biennium and is presented under the City's "Community and Economic Development Service Area".

✧ Accessibility Program

- 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. The Accessibility Program budget totals \$498,300 in the 2013-2015 biennium and is funded by general discretionary revenues. Program details are presented under the City's "Infrastructure Service Area".

- ✧ Business Advocacy Program
 - The mission of the Business Advocacy Program is to focus on building a community-wide structure that facilitates doing business in Bend, to promote growth of existing companies and attract new companies in a variety of sectors. This program started in late 2010-2011 as a new division of the General Fund and is funded by business license revenues. For the 2013-2015 budget, the Business Advocacy Program is moved into a separate fund along with the business license revenues. This program is presented under the City's "Community & Economic Development Service Area".

Non-departmental Division

The Non-departmental Division of the General Fund accounts for the allocation of general discretionary revenues to the various city operations that require support of such revenues to provide services. General Fund discretionary revenues consist primarily of property taxes, franchise fees, transient room taxes, municipal court fines and state shared revenues. These discretionary revenues are allocated to other funds in the form of a General Fund subsidy based on the priorities and values of the governing body and the current needs of city operations. The Non-departmental Division also accounts for General Fund loans to other funds, transfers, and general expenditures not accounted for in any other fund.

General Fund subsidies and loans are described below:

- ✧ Fire/EMS
 - The General Fund supports approximately 68% 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 (DRFPD#2). Through a contract between the City and DRFPD#2, each entity contributes to the partnership at a funding rate of \$1.185 per \$1,000 of taxable assessed valuation (TAV). The City also contributes approximately \$127,000 per year to the Fire/EMS fund to cover fire station rent expense. Total allocation to Fire/EMS over the 2013-2015 biennium is \$21.1 million. Budget and program details of the City's Fire/EMS program are presented under the City's "Public Safety Service Area".
- ✧ Transportation Operations
 - Street Operations – Street operations are primarily funded by State Highway apportionment, an allocation of General Fund revenues, garbage franchise fees and grants. In order to perform the overlay and street preservation work needed, General Fund subsidy of \$4.9 million over the 2013-2015 Biennium is proposed which includes \$4.6 million for street overlay and \$300,000 for street operations (primarily responding to customer service requests and performing transportation engineering work related to street operations). Street operations are accounted for in the Transportation Operations program which is presented under the City's "Infrastructure Service Area".
- ✧ Transportation Planning
 - Included in this 2013-2015 Biennial Budget is \$140,000 of General Fund support for transportation planning services. Transportation Planning is a division of the Engineering & Infrastructure Planning Program and is presented under the "Infrastructure Service Area".

- ✧ Current/Long Range Planning
 - The City's Planning program is primarily supported by planning fees and General Fund discretionary revenues for activities related to the City's urban growth boundary expansion efforts and other general services provided by the Planning program. The General Fund subsidy proposed for the 2013-2015 biennium is \$1.5 million. The City plans to conduct a fee study of planning fees during 2013-14, and it is anticipated that the study will result in a decrease in planning fees and a recommended increase in General Fund support to cover the cost of general planning services provided to the community. For budgeting purposes, an additional \$157,100 of General Fund support is proposed for the second year of the biennium. Actual amounts will depend on the results of the planning fee study. The \$1.5 million subsidy to the Planning Fund also includes \$100,000 for sign code enforcement. The Planning program details are presented under the City's "Community & Economic Development Service Area".

- ✧ Accessibility Construction
 - To comply with requirements of the American with Disabilities Act and the City's settlement agreement with the Department of Justice, a total of \$900,000 will be transferred from the General Fund to the Accessibility Construction Fund to fund debt service and infrastructure improvements. The Accessibility Construction program is presented under the City's "Infrastructure Service Area".

- ✧ Business Advocacy
 - The 2013-2015 Biennial Budget includes a \$140,000 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".

- ✧ Facilities Management
 - General Fund support provided to the Facility Management fund for the 2013-2015 Biennial Budget is \$800,000 to fund principal and interest payments on the Bulletin Land. The City's Facility Management program details are presented under the "Administration & Support Service Area".

- ✧ Cemetery
 - Included in the 2013-2015 Biennial Budget is General Fund support of \$80,000 for operation of the City owned Cemetery. The Cemetery program is presented under the City's "Infrastructure Service Area".

- ✧ General Fund Loans
 - The 2013-2015 Biennial Budget includes the following short term, year-end operating loans necessary before grant funds are received:
 - \$250,000 to the Community Development Block Grant (CDBG) Fund
 - \$180,000 to the Bend Metropolitan Planning Organization (MPO)
 - \$500,000 to the Airport

- ✧ Transfer to the General Fund Revenue Stabilization Fund
 - The City created a General Fund Revenue Stabilization Fund in 2009-2010 to ensure the financial stability of the City and to provide reserves for future unanticipated recessions. The stabilization fund is funded by General Fund monies and unexpended interest earnings from other funds. For the 2013-2015 biennium, \$283,400 is expected to be transferred to the Revenue Stabilization Fund.

Community Projects Division

The 2013-2015 General Fund budget includes the following expenditures not accounted for in any other fund:

- ✧ \$2.1 million paid to Central Oregon Intergovernmental Council (COIC) for operation of the Bend Area Transit system
- ✧ \$125,000 direct contribution to the OSU Cascades four year expansion program and another \$125,000 reserved for additional contributions related to the OSU Cascades four year program

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General Fund Revenue Stabilization Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ 1,224,400	\$ 1,227,345	\$ 1,622,200	\$ 1,622,200	\$ 1,622,200
Interfund transfers	1,213,455	288,700	375,657	350,000	350,000	350,000
Investment income	13,891	15,000	19,212	17,500	17,500	17,500
TOTAL RESOURCES	\$ 1,227,346	\$ 1,528,100	\$ 1,622,214	\$ 1,989,700	\$ 1,989,700	\$ 1,989,700

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Reserves	\$ -	\$ 1,528,100	\$ -	\$ 1,989,700	\$ 1,989,700	\$ 1,989,700
TOTAL REQUIREMENTS	\$ -	\$ 1,528,100	\$ -	\$ 1,989,700	\$ 1,989,700	\$ 1,989,700

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 build and 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 will not be permitted without Council approval. Further criteria on when reserves can be used can be found in the City's fiscal policies.

Goals for the 2013 – 2015 Biennial Budget

- ✧ Continue funding the Revenue Stabilization Fund to increase the City's rainy day funds

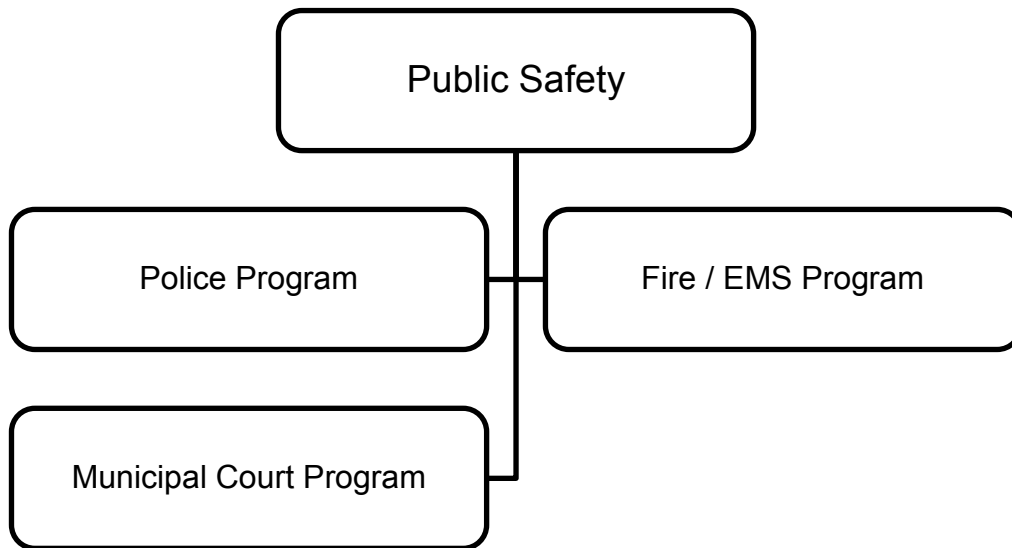
Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Increased the General Fund Stabilization Fund balance to \$1.6 million

PUBLIC SAFETY

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***PUBLIC SAFETY
SERVICE AREA STRUCTURE***



Police Program

The expenditures of the City's police department are accounted for in the General Fund. Divisions of the police department include patrol, criminal investigation, support services and training. Also included in this program are the Police Grant Fund and the Police Reserves Fund.

Fire/EMS Program

This program accounts for the expenditures of the City's fire department which include fire suppression and prevention and emergency medical services. Also included in this program is the Fire Station Debt Service Fund.

Municipal Court Program

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

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Police Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Patrol	\$ 17,072,887	\$ 18,697,167	\$ 18,296,240	\$ 21,945,088	\$ 21,945,088	\$ 22,199,088
Support services	11,244,676	12,867,401	12,375,898	10,892,777	10,892,777	10,892,777
Criminal investigation	3,561,913	4,098,714	4,126,798	5,592,657	5,592,657	5,592,657
Training	970,730	774,596	765,390	798,924	798,924	798,924
TOTAL REQUIREMENTS	\$ 32,850,206	\$ 36,437,878	\$ 35,564,326	\$ 39,229,446	\$ 39,229,446	\$ 39,483,446
<i>By Type:</i>						
Personnel services	\$ 25,439,897	\$ 28,026,553	\$ 27,588,183	\$ 30,126,966	\$ 30,126,966	\$ 30,126,966
Materials and services	2,504,556	2,637,925	2,549,021	2,856,080	2,856,080	2,862,580
Interfund transfers	4,243,487	4,829,800	4,815,097	5,216,400	5,216,400	5,216,400
Capital outlay:						
Vehicle/equipment	662,266	943,600	612,025	1,030,000	1,030,000	1,277,500
TOTAL REQUIREMENTS	\$ 32,850,206	\$ 36,437,878	\$ 35,564,326	\$ 39,229,446	\$ 39,229,446	\$ 39,483,446

Note:

The Police Program is accounted for as a division of the General Fund.

PUBLIC SAFETY
Police Program

Overview

The Police Program is funded through the General Fund. Police service is part of the governmental process that provides public safety through the protection of life, property, and the preservation of peace. The police have a responsibility to govern both criminal and non-criminal conduct, which is accomplished through the enforcement of a wide-variety of State and local laws, ordinances, and regulations. Our goal is to elevate community livability by reducing crime, fear, and disorder. Feeling safe or the perception of safety is why people continue to live, work, and play here. Emphasis is placed on prevention and problem-solving through community and neighborhood involvement.

The City's projection of Police program revenues and expenditures over the next five years reveals significant shortfalls in maintaining current service levels. Expenditure reductions and/or revenue enhancements will be necessary to maintain service levels over the next five years. The City's goal is to ensure the long term financial stability of the Police program.

The Bend Police Department will create a safe and comfortable community in which people can live, work and visit. We recognize employees are the Department's most valuable resource and will strive to create a positive working atmosphere where dedication and participation are encouraged. We will serve the people of this community by striving for excellence in all we do. This statement guides the operations within this dynamic Department.

Patrol Program

The Patrol Program provides 24/7 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 to both emergency and non-emergency calls-for-service. Officers are charged with enforcing federal, state, and local laws and city ordinances. Officers assigned to the Patrol Program respond to more than 50,000 calls-for-service per year. Special Units such as the Traffic Team, K-9 Program, and the Tri-County Central Oregon Emergency Response Team (CERT) are also included in the Patrol Division.

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 8,488,694	\$ 9,013,245	\$ 10,240,740	\$ 10,534,548	\$ 20,775,288
Materials and services	287,626	271,750	303,400	296,900	600,300
Capital outlay:					
Vehicle/equipment	25,825	209,100	592,500	231,000	823,500
Patrol	\$ 8,802,145	\$ 9,494,095	\$ 11,136,640	\$ 11,062,448	\$ 22,199,088
Full Time Equivalents	66.00	64.00	75.00	75.00	75.00

Goals for the 2013 – 2015 Biennial Budget

- ✘ Provide quality police services to the citizens of Bend
- ✘ To be more proactive in the approach to policing (i.e. online reporting, decrease of officer discretionary time by utilizing technology as a force multiplier)
- ✘ Cost recovery for services provided during Special Events
- ✘ Address needs identified in the Sequential Intercept Mapping workshop as it relates to increasing and improving services provided to the mentally ill.
- ✘ Implementation of the Crime Free Housing Program

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Maintain or increase current Patrol division staffing
- ✧ Rotation of fleet to insure maximum life expectancy of police vehicles without undue maintenance costs.
- ✧ Utilization of Information Led Policing to focus patrol efforts, by identifying crime patterns and or similarities this proactive policing will help the department better use limited resources.
- ✧ Allocate traffic enforcement resources to address the three main factors (DUII, speed and distracted driving) identified in the Multimodal Traffic Safety Program Study
- ✧ Implement E-ticketing and eliminate the need for paper tickets. E-ticketing has the capability to decrease Officer time (writing the ticket), Records Staff time (data entry of the ticket) and Court time (duplication of data entry).

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Implementation of Corporal positions, eliminating field training officer pay and acting in capacity pay for officers.
- ✧ Continued development of Deschutes County Crisis Intervention Team for those suffering from mental or behavioral health problems
- ✧ Created a temporary Special Crimes Detail unit to focus on street crime
- ✧ K9 operation expansion. The Police Department (Bend PD) in 2012, added Ranger a tracking bloodhound and Zoey a narcotics detection dog. With this addition Bend PD now has a total of four K9's.
- ✧ The Police Department went through a reorganization and streamlined the support needs of the department, which will allow the Police Department to better serve the needs of the community. The department reorganization resulted in certain expenditures being reallocated to their appropriate program.

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Addition of 2.0 FTE – Police Officers (filling vacant positions)
- ✧ Rotation of fleet to insure maximum life expectancy of police vehicles without undue maintenance costs.

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Service vehicle replacement (10) - \$397,500
 - Traffic: Motorcycle replacement (1) - \$35,000
 - Command Staff Vehicle (1) - \$25,000
 - Community Service Officer: Truck (1) - \$45,000
 - Replacement sport utility (2) - \$90,000
- ✧ 2014 - 2015
 - Service vehicle replacement (4) - \$231,000

Support Services Program

The Support Services program, identified as one of four divisions within the police department, provides essential support services for the other divisions. These services include: Administrative Personnel, Evidence, Reserve/ Cadet Program, Records Division, Public Information Officer, Budget overview, Payroll/HR liaison, Department Accreditation, Policy, Fleet, facilities and volunteers.

	ACTUALS		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 2,853,610	\$ 2,672,123	\$ 1,669,587	\$ 1,712,622	\$ 3,382,209
Materials and services	815,100	863,910	934,718	937,950	1,872,668
Interfund transfers	2,360,440	2,454,657	2,618,900	2,597,500	5,216,400
Capital outlay:					
Vehicle/equipment	5,858	350,200	323,200	98,300	421,500
Support Services	\$ 6,035,008	\$ 6,340,890	\$ 5,546,405	\$ 5,346,372	\$ 10,892,777
Full Time Equivalents	27.00	28.00	15.00	15.00	15.00

Goals for the 2013 – 2015 Biennial Budget

- ✧ Implement Lexipol, an electronic policy manual
- ✧ Succession planning for future management/leadership positions
- ✧ Provide quality police services to the citizens of Bend
- ✧ Implement a standard of Performance Measures which are comparable to benchmark cities within the Northwest, which will allow all agencies that contribute data to see trends, strengths and weaknesses within their own organizations.

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Purchase and equip Mobile Command Post for city-wide emergency response
- ✧ As required by Accreditation standards, all evidence is under a controlled chain of command. In 2012 a new Records Management System was implemented because of this implementation, a goal of the department will be to conduct an audit of all evidence.
- ✧ Stream line purchasing of all capital items, creating templates that can be utilized for different purchases thus making this process more efficient..
- ✧ Expand evidence storage capacity to comply with changes in DNA evidence retention

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Implemented New World Records Management System (RMS)
- ✧ Implemented online crime reporting program
- ✧ Volunteers provided over 3,700 hours of service, the equivalent of \$92,500

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Increase in technology expenditures to keep police department current
- ✧ Field testing tablets, streamlining work flow for patrol officers in the field. This will enable information to be uploaded and completed without the need to drive back to the department.

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Mobile Command Post - \$200,000
 - Unmarked vehicle (1) - \$27,000
 - Annual warranty for IES Range 3000, a use-of-force training subsidiary - \$11,000
 - RMS Annual Service License Agreement: 9-1-1 - \$75,200
 - PC3000 Express Data Extractor - \$10,000
- ✧ 2014 - 2015
 - Annual warranty for IES Range 3000, a use-of-force training subsidiary - \$11,000
 - RMS Annual Service License Agreement: 9-1-1 - \$79,300
 - New Office Furniture - \$8,000

Criminal Investigation Program

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

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 2,087,617	\$ 1,984,296	\$ 2,707,902	\$ 2,735,143	\$ 5,443,045
Materials and services	16,643	17,200	58,556	58,556	117,112
Capital outlay:					
Vehicle/equipment	21,042	-	22,000	10,500	32,500
Criminal Investigation	\$ 2,125,302	\$ 2,001,496	\$ 2,788,458	\$ 2,804,199	\$ 5,592,657
Full Time Equivalents	13.00	14.00	18.00	18.00	18.00

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide quality police services to the citizens of Bend
- ✧ Continue participation in the Central Oregon Drug Enforcement Team
- ✧ Continue investigations of mid to upper level Drug Trafficking Organizations operating in the Central Oregon region

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Analyze the option of extending certain detective positions and establishing experts in certain fields.
- ✧ Use of current technology to assist in criminal investigations
- ✧ In coordination with the 9-1-1 District, utilize a Global Positioning System for fleet
- ✧ Develop asset forfeiture protocol
- ✧ Radio system upgrade
- ✧ Update patrol mobile data network

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Continued costs for Computer Crimes Forensics Program and other investigative technology

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Unmarked Vehicle (1) - \$22,000
- ✧ 2014 - 2015
 - Replace Forensic Recovery of Evidence Device – Investigations (1) - \$5,000
 - Replacement forensics camera (1) - \$5,500

Training Program

The Training program provides mandated and skills based training to sworn and non-sworn personnel. This program ensures that mandatory training requirements are accomplished, which are necessary for police officers and non-sworn staff to maintain professional certifications. On-going training is essential to maintain professional standards and reduce potential liability.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 236,098	\$ 252,500		\$ 260,052	\$ 266,372	\$ 526,424
Materials and services	119,892	156,900		136,250	136,250	272,500
Training	\$ 355,990	\$ 409,400		\$ 396,302	\$ 402,622	\$ 798,924
Full Time Equivalents	2.00	2.00		2.00	2.00	2.00

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide training and professional development to sworn and non-sworn personnel so that mandatory training requirements are accomplished 100% of the time
- ✧ Complete Accreditation Recertification in 2015
- ✧ Expand in-service training program to a level greater than the minimum requirements for all sworn personnel to enhance their knowledge and abilities

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Continue to train personnel on Records Management System
- ✧ Provide supervision and leadership training to recently promoted managers
- ✧ Continue to ensure mandatory training requirements are met

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Received Accreditation Recertification in 2012
- ✧ Developed an orientation program for all new hires now adopted and used by the City of Bend Human Resource Department
- ✧ Completed all mandatory training requirements

PUBLIC SAFETY
Police Program

PERFORMANCE MEASURES

	ACTUALS 2010	ACTUALS 2011	ACTUALS 2012	ESTIMATE 2013	ESTIMATE 2014
<i>Efficiency Measures</i>					
Calls for Service Per Patrol Officer	1,148	1,174	1,081	1,135	1,157
Part I Offenses*	3,229	3,007	2,520	2,919	2,977
Part II Offenses*	3,123	3,501	1,164	2,596	2,648
Collisions	2,359	2,226	2,064	2,217	2,172
No Injury	2,158	2,006	1,950	2,038	1,997
Injury	199	213	112	175	171
Fatal	2	7	2	4	4
Total dispatched actions	89,155	95,581	88,365	91,034	92,854
Total dispatched actions per 1,000 population	1,163	1,243	1,141	1,165	1,188

Note: Police data is collected on a calendar year basis.

* Part I crimes include homicide, rape, robbery, assault, burglary, and thefts.

* Part II crimes include vandalism, embezzlement, fraud and weapons offenses.

Both Part I & Part II totals for 2012 are estimates.

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
<u>Patrol</u>					
Service vehicle replacement	\$ 397,500	\$ 231,000	\$ 242,550	\$ 254,678	\$ 267,411
Traffic: Motorcycle replacement (1 every other year)	35,000	-	36,750	-	38,588
Command Staff Vehicle	25,000	-	-	-	-
Community Service Officer: Truck (1 every other year)	45,000	-	47,250	-	49,613
Replacement sport utility (every other year)	90,000	-	47,250	-	49,613
	\$ 592,500	\$ 231,000	\$ 373,800	\$ 254,678	\$ 405,224
<u>Support Services</u>					
Mobile Command Post	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Unmarked vehicle	27,000	-	28,350	-	-
Annual IES Range 3000 warranty	11,000	11,000	11,000	11,000	11,000
RMS Annual Service License Agreement: 9-1-1	75,200	79,300	88,000	88,000	88,000
New office furniture	-	8,000	-	-	8,000
PC3000 Express with Data Extractor	10,000	-	-	-	10,000
	\$ 323,200	\$ 98,300	\$ 127,350	\$ 99,000	\$ 117,000
<u>Criminal Investigation</u>					
Unmarked vehicle	\$ 22,000	\$ -	\$ -	\$ -	\$ -
Replace Forensic Recovery of Evidence Device	-	5,000	-	-	5,000
Replacement Forensics Camera	-	5,500	-	5,500	-
	\$ 22,000	\$ 10,500	\$ -	\$ 5,500	\$ 5,000
Total	\$ 937,700	\$ 339,800	\$ 501,150	\$ 359,178	\$ 527,224

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Police Grant Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ 173	\$ -	\$ -	\$ -
Intergovernmental revenues	227,601	98,700	96,301	49,600	49,600	49,600
Investment income	1,123	-	172	-	-	-
TOTAL RESOURCES	\$ 228,724	\$ 98,700	\$ 96,646	\$ 49,600	\$ 49,600	\$ 49,600

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Type:						
Materials and services	\$ 164,102	\$ 58,461	\$ 32,653	\$ -	\$ -	\$ -
Capital outlay:						
Vehicle/equipment	64,448	40,239	63,993	49,600	49,600	49,600
TOTAL REQUIREMENTS	\$ 228,550	\$ 98,700	\$ 96,646	\$ 49,600	\$ 49,600	\$ 49,600

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Police Reserves Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ 502,800	\$ 504,419	\$ 619,100	\$ 619,100	\$ 619,100
Interfund transfers	500,000	107,800	107,800	-	-	-
Investment income	4,419	3,100	6,854	5,900	5,900	5,900
TOTAL RESOURCES	\$ 504,419	\$ 613,700	\$ 619,073	\$ 625,000	\$ 625,000	\$ 625,000

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Contingency	\$ -	\$ 613,700	\$ -	\$ -	\$ -	\$ -
Reserves	-	-	-	625,000	625,000	625,000
TOTAL REQUIREMENTS	\$ -	\$ 613,700	\$ -	\$ 625,000	\$ 625,000	\$ 625,000

PUBLIC SAFETY
Police Grant Fund

Overview

The Police Grant Fund is a special revenue fund that was established in October 2009 for Justice Assistance Grant (JAG) funds allocated to the Bend Police Department. The JAG funds are to be utilized for one-time equipment and technology expenditures. Night vision scopes, remote lighting systems, and a generator trailer are some examples of the expenditures these funds have been used for.

PUBLIC SAFETY
Police Reserves Fund

Overview

The Police Reserves Fund is a special revenue fund 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 Council.

Fire/EMS Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 1,458,902	\$ 2,409,000	\$ 2,409,047	\$ 2,590,400	\$ 2,590,400	\$ 2,590,400
Intergovernmental revenues	4,853,711	5,370,900	5,467,399	5,191,800	5,191,800	5,191,800
General fund subsidy	19,292,336	19,774,400	19,821,600	20,877,900	21,077,900	21,077,900
Charges for services	4,482,660	4,331,600	4,331,925	4,294,000	4,294,000	4,294,000
Interfund charges	7,441	5,700	6,157	6,000	6,000	6,000
Investment income	15,651	2,900	15,327	9,700	9,700	9,700
Miscellaneous	62,792	12,100	52,610	54,300	54,300	54,300
Issuance of long term debt	507,781	-	-	2,846,000	2,846,000	2,846,000
TOTAL RESOURCES	\$ 30,681,274	\$ 31,906,600	\$ 32,104,065	\$ 35,870,100	\$ 36,070,100	\$ 36,070,100

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Program:						
Support services	\$ 3,822,509	\$ 4,330,771	\$ 4,222,518	\$ 4,782,349	\$ 4,782,349	\$ 4,782,349
Fire prevention	1,861,977	1,874,187	1,676,296	1,563,511	1,563,511	1,563,511
Fire operations	22,587,750	24,001,218	23,614,843	28,789,171	28,989,171	28,989,171
Contingency	-	49,085	-	635,069	635,069	635,069
Reserves for:						
Future capital	-	1,601,339	-	-	-	-
Maintenance	-	50,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 28,272,236	\$ 31,906,600	\$ 29,513,657	\$ 35,870,100	\$ 36,070,100	\$ 36,070,100
By Type:						
Personnel services	\$ 22,212,492	\$ 23,822,616	\$ 23,283,913	\$ 25,326,311	\$ 25,526,311	\$ 25,526,311
Materials and services	2,222,712	2,242,460	2,114,942	2,606,220	2,606,220	2,606,220
Interfund transfers	2,483,709	2,977,000	2,958,970	3,389,700	3,389,700	3,389,700
Capital outlay:						
Vehicle/equipment	71,421	392,500	384,430	2,920,000	2,920,000	2,920,000
Construction/infrastructure	-	-	-	15,000	15,000	15,000
Total capital outlay	71,421	392,500	384,430	2,935,000	2,935,000	2,935,000
Debt service	1,281,902	771,600	771,402	877,800	877,800	877,800
Contingency	-	49,085	-	635,069	635,069	635,069
Reserves for:						
Future capital	-	1,601,339	-	-	-	-
Maintenance	-	50,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 28,272,236	\$ 31,906,600	\$ 29,513,657	\$ 35,870,100	\$ 36,070,100	\$ 36,070,100

PUBLIC SAFETY
Fire / EMS Program

Overview

The City of Bend Fire Department is responsible for providing fire suppression, emergency medical services, and fire prevention services for the City of Bend and the Deschutes Rural Fire Protection District No. 2 (DRFPD#2), which contracts for services. Through private fire contracts, the department 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, the department is responsible for an Ambulance Service Area of more than 1,700 square miles.

The City's projection of Fire/EMS program revenues and expenditures over the next five years reveals significant shortfalls in maintaining current service levels. Expenditure reductions and/or revenue enhancements will be necessary to maintain minimum fire fund balances over the next five years. The City's goal is to ensure the long term financial stability of the Fire/EMS program.

Support Services Program

The Support Services Program provides the internal administrative services that are necessary to support daily fire department operations. Examples of such administrative services include: budget development and fiscal oversight; human resource management; fleet acquisition and maintenance; facilities maintenance; wireless communications acquisition and maintenance (radios/phones/mobile data computers); grant submittal and oversight; data analysis; research and development; policy and procedures development; entry-level firefighter testing; promotional testing; labor relations; and, contract negotiations.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15			
Personnel services	\$ 594,730	\$ 636,500	\$ 633,075	\$ 658,074	\$ 1,291,149			
Materials and services	285,617	331,260	337,200	311,500	648,700			
Interfund transfers	1,234,380	1,140,031	1,451,800	1,390,700	2,842,500			
Support Services	\$ 2,114,727	\$ 2,107,791	\$ 2,422,075	\$ 2,360,274	\$ 4,782,349			
Full Time Equivalents	5.75	6.00	5.50	5.50	5.50			

Goals for the 2013 – 2015 Biennial Budget

- ✘ Maintain the department's physical plant and equipment within budget constraints
- ✘ Maintain and enhance efficiencies and relationships with cooperating agencies and jurisdictions
- ✘ Enhance program collaboration and partnerships with the City of Bend Building, Planning, Engineering and Public Works departments

Key Objectives for 2013 – 2015 Biennial Budget

- ✘ Maintain the highest possible level of customer satisfaction
- ✘ Maintain adequate Fire Fund reserves and contingencies
- ✘ Replace aging engine fleet

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Updated the 2011-2013 Deployment Plan
- ✘ Achieved a Fire Fund Balance of over \$2.5 million

- ✧ Conducted recruitment testing for firefighter positions
- ✧ Maintained staffing grant to fund three firefighter positions
- ✧ Entered final phase of a four year project to update the two-way radio communication system to meet new Federal standards and enhance “interoperability” and safety.

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Reduction of 0.5 FTE – Administrative Support

Fire Prevention Program

The Fire Prevention Program provides the community with several services to enhance public safety. These services include:

- ✧ Community fire and home safety awareness and educational programs geared toward 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
- ✧ Conducting periodic fire safety inspections to meet the minimum requirements of the Oregon Fire Code
- ✧ Investigate all uncontrolled fires to establish where the fire originated and to determine the cause
- ✧ Assist the Fire Operations Program to meeting the demands for emergency response

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 880,436	\$ 765,600	\$ 756,017	\$ 772,874	\$ 1,528,891
Materials and services	15,960	14,300	17,260	17,360	34,620
Fire Prevention	\$ 896,396	\$ 779,900	\$ 773,277	\$ 790,234	\$ 1,563,511
Full Time Equivalents	7.00	6.00	5.00	5.00	5.00

Goals for the 2013 – 2015 Biennial Budget

- ✧ Promote and protect the safety, security and health of the Bend Community within the capabilities of the available resources
- ✧ Prioritize the services provided by the Fire Prevention Program to accommodate the reduction in staffing and the need to assist the Fire Operations Program
- ✧ Maintain the highest possible level of customer satisfaction

Key Objectives for 2013 – 2015 Biennial Budget

- ✧ Maintain the current Insurance Services Office (ISO) insurance rating in the City and the DRFPD#2 to prevent an increase in property owners’ insurance rates
- ✧ Inspect new and existing low hazard businesses as needed and continue to support businesses through training for self-inspections
- ✧ Inspect all hotels, motels, large apartment buildings and all fire sprinkled buildings for fire code compliance
- ✧ Inspect night clubs on a routine basis to ensure fire safety for patrons
- ✧ Maintain the Bend Fire Department Smoke Alarm Program to offer free specialized smoke alarms to those who are hard of hearing

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Initiated a new volunteer program called Safety Outreach for Seniors (SOS). SOS Volunteers are trained by Bend Fire Prevention staff to evaluate the home environment of seniors living independently. Volunteers contribute approximately 90 hours per month, the equivalent of approximately \$14,000 per year.
- ✧ Provided assistance to Fire Operations Program in response to emergencies

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Reduction of 2.0 FTE – Fire Inspector positions were eliminated over the 2011-2013 biennium

Fire Operations Program

Fire Department emergency operational services include; structural fire suppression, emergency medical service, special rescue operations and, wildland fire suppression. These services are provided to a service district of approximately 100,000 residents. The fire department works through a series of cooperative agreements with adjoining jurisdictions and cooperating agencies to maximize efficiency and service delivery.

The Fire Department operational plan is designed to provide fire suppression and emergency medical aid to the DRFPD#2 as well as other entities that contract for services with the City. Continual operational review is conducted to ensure efficiency in the use of resources to provide emergency services. Creative and innovative staffing plans have been utilized to maximize available staffing in an attempt to meet the growing demands of the community.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15	2013-14	2014-15	2013-15
Personnel services	\$ 10,024,707	\$ 10,381,940	\$ 11,198,391	\$ 11,507,880	\$ 22,706,271			
Materials and services	659,552	807,753	933,800	989,100	1,922,900			
Interfund transfers	317,759	266,800	271,200	276,000	547,200			
Capital outlay:								
Vehicle/equipment	27,622	356,808	80,000	2,840,000	2,920,000			
Construction/infrastructure	-	-	15,000	-	15,000			
Debt service	387,402	384,000	293,300	584,500	877,800			
Fire Operations	\$ 11,417,042	\$ 12,197,301	\$ 12,791,691	\$ 16,197,480	\$ 28,989,171			
Full Time Equivalents	75.00	75.50	75.00	75.00	75.00			

Goals for the 2013 – 2015 Biennial Budget

- ✧ Maintain the City’s standards for the delivery of emergency services as stated in the 2011-13 Deployment Plan
- ✧ Maintain the highest possible level of customer satisfaction

Key Objectives for 2013 – 2015 Biennial Budget

- ✧ Meet mandatory requirements for fire training
- ✧ Maintain performance standards in accordance with the 2011-13 Deployment Plan

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Conducted a Recruit Academy for three firefighters
- ✧ Conducted and graduated an Engineer Academy to increase the number of Acting in Capacity (AIC) Engineers
- ✧ Conducted a Captain promotional exam
- ✧ Conducted an overtime audit to better manage overtime costs

Major Capital Projects/Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Replace one (1) command vehicle - \$50,000
 - Purchase one (1) spare main radio for backup - \$30,000
- ✧ 2014-2015
 - Replace six (6) fire engines - \$2,790,000
 - Replace one (1) command vehicle - \$50,000

PUBLIC SAFETY
Fire/EMS Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
911 Initiated calls for service	8,148	8,017	8,316	8,487	8,985
Public Education programs delivered	237	229	201	225	225
Plan reviews conducted	97	80	47	50	50
Fire safety inspections conducted	2,319	1,985	1,549	1,700	1,700
<i>Effectiveness Measures:</i>					
City emergency response under 6.5 minutes	48%	40%	39%	40%	40%
Rural Fire District emergency responses under 8 minutes	34%	26%	28%	28%	28%
% of survey respondents who are "very satisfied" or "somewhat satisfied" with City Fire and EMS Services	70%	95%	87%	88%	89%
Percentage of fires where there were pending, uncorrected violations present at the time of the fire					
			new measures to be tracked starting this biennial budget		
Percentage of inspections for which time since last inspection is greater than the one year.					
Number of violations found per inspection					
<i>Efficiency Measures:</i>					
Safety Inspections per Fire Inspector	464	361	344	360	360

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
<u>Fire Operations</u>					
6 Replacement Fire Engines	\$ -	\$ 2,790,000	\$ -	\$ -	\$ -
2 Replacement Prevention Vehicles	-	-	25,000	-	25,000
2 Replacement Command Vehicle	50,000	50,000	-	-	-
6 Rechassis Medic Units	-	-	700,000	-	-
1 Rebuild Breathing Air Compressor	-	-	-	30,000	-
1 Replacement Extrication Tool	-	-	30,000	-	-
1 Replacement Breathing Apparatus	-	-	-	-	450,000
1 Spare Main Radio	30,000	-	-	-	-
Total	\$ 80,000	\$ 2,840,000	\$ 755,000	\$ 30,000	\$ 475,000

Fire Station Debt Service Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 7,067	\$ 6,400	\$ 6,781	\$ 6,700	\$ 6,700	\$ 6,700
Intergovernmental revenues	436,311	447,600	447,580	462,000	462,000	462,000
Interfund charges	12,000	12,200	12,200	12,200	12,200	12,200
Investment income	986	1,200	345	600	600	600
Issuance of long-term debt	2,800,491	-	-	-	-	-
TOTAL RESOURCES	\$ 3,256,855	\$ 467,400	\$ 466,906	\$ 481,500	\$ 481,500	\$ 481,500

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 32,805	\$ 1,200	\$ 395	\$ -	\$ -	\$ -
Interfund transfers	11,300	12,200	12,200	12,200	12,200	12,200
Debt service	3,205,969	447,600	447,580	461,700	461,700	461,700
Reserves for debt service	-	6,400	-	7,600	7,600	7,600
TOTAL REQUIREMENTS	\$ 3,250,074	\$ 467,400	\$ 460,175	\$ 481,500	\$ 481,500	\$ 481,500

PUBLIC SAFETY
Fire Station Debt Service

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 to obtain savings on interest.

Under the City's agreement with the District, the fire stations are owned by the District and leased to the City for approximately \$230,000 annually adjusted for inflation each year. 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 through the Oregon Bond Bank and the debt service payments for that issue are made directly by the District.



(C) 2006 Dustin Mitsch / Alpen Exposure

City of Bend Fire Station Number 301

Municipal Court Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Type:						
Personnel services	\$ 726,678	\$ 824,654	\$ 800,466	\$ 856,026	\$ 856,026	\$ 856,026
Materials and services	45,598	56,670	48,992	50,710	50,710	50,710
Interfund transfers	261,960	280,300	278,686	319,400	319,400	319,400
TOTAL REQUIREMENTS	\$ 1,034,236	\$ 1,161,624	\$ 1,128,144	\$ 1,226,136	\$ 1,226,136	\$ 1,226,136

Note:

Municipal Court is accounted for as a division of the General Fund.

PUBLIC SAFETY
Municipal Court Program

Overview

Bend Municipal Court provides a local forum for the resolution of minor traffic infractions, parking citations and city ordinance violations 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, adjudicates cases referred to the Court by various City of Bend agencies. The majority of cases heard in Municipal Court are traffic infractions. The Court does not handle civil or small claims cases.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12		2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 388,160	\$	412,306	\$ 422,697	\$ 433,329	\$ 856,026
Materials and services	21,772		27,220	25,355	25,355	50,710
Interfund transfers	140,441		138,245	154,300	165,100	319,400
Municipal Court	\$ 550,373	\$	577,771	\$ 602,352	\$ 623,784	\$ 1,226,136
Full Time Equivalents	4.00		4.00	4.00	4.00	4.00

Goals for the 2013 – 2015 Biennial Budget

- ✘ Automation Planning – The Court will begin exploring criteria and specific needs for new court software to improve and modernize processes, practices and capabilities. The new software will take into account integration and the ability to coordinate with other criminal justice agencies and City of Bend Finance Department, to enhance efficiencies and provide better reporting of information for decision making.
- ✘ Collections of Court Fines and Fees – In partnership with our I.T. Department, the Court plans to develop an on-line forum to allow customers to enter their plea and pay on line which would reduce the number of individuals appearing in Court.
- ✘ Electronic Ticketing - The Court in partnership with the Bend Police Department is preparing to transition to electronically issued citations written by the Traffic Team. This will reduce data entry for records staff, provide for fewer citation errors and allow the Court to receive the citations in a timelier manner.

Key Operational Objectives for the 2013-2015 Biennial Budget

- ✘ A new court software system would create efficiencies in file management (paper on demand system), case resolution and a more effective reporting system allowing staff more time to work on other work including collection of revenues.
- ✘ The Court's objective is to handle cases in a well-organized and professional manner and to expedite closure of those cases through the judicial process. The target is to have a first appearance for 100% of cases filed with the Court within 10 days of an individual's court appearance date. A first appearance is defined as either the defendant has entered a plea, or the Court has entered a default judgment for those who failed to enter a plea in person or in writing by their court appearance date. Once the entry of plea is received or defaulted judgment is entered, the case may be continued for various reasons such as trials, probation, payment of fines and fees, etc.
- ✘ The Court's objective for non-payment of fines and fees is to forward all cases to a collections agency within 7 days of non-payment.

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ The Court has transitioned to a new receipting system, “Centralized Cash Receipting” which is currently used by other departments within the City of Bend. This updated process provides better reporting and more effective fiscal accountability between the Court and Finance. In addition, new credit card readers were integrated with the court computers to increase productivity when credit card payments are received. This has resulted in more time for staff to work on other priorities.
- ✧ The Court has created a self-service center with forms and instructions for individuals to use during periods where court staff may not be available to the public.
- ✧ During the past biennium, the Court has implemented a document retention and destruction schedule in compliance with State Archives requirements.

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Court software to improve and modernize processes, practices and capabilities as discussed above.

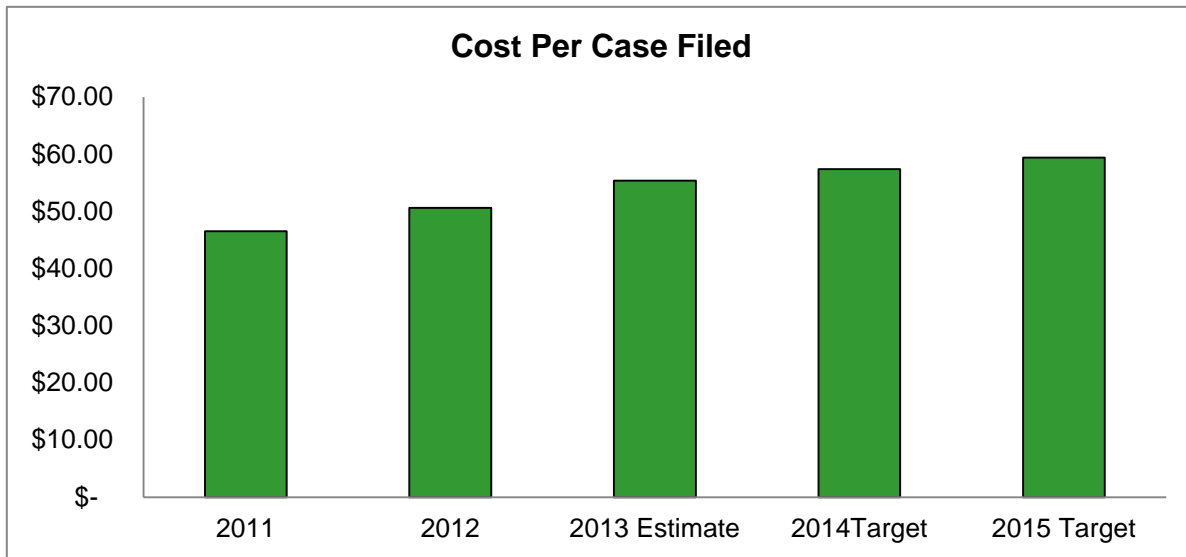
PUBLIC SAFETY
Municipal Court Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
Output Measures:					
Cases/Violations Filed per 1,000 population	143	141	135	134	133
Cases Closed	10,910	11,466	10,500	10,500	10,500
Effectiveness Measures:					
Cases Filed per Court Clerk	3,664	3,625	3,480	3,500	3,500
Efficiency Measures:					
Cost per case filed (Court Costs/Cases Filed)	\$ 46.54	\$ 50.61	\$ 55.34	\$ 57.37	\$ 59.41
Change in cost per case	-14.4%	8.8%	9.3%	3.7%	3.6%
Increase in total court costs	-2.1%	7.6%	5.0%	4.3%	3.6%

*Estimating 15% reduction in Bend PD citations, however an increase in Diamond Parking citations

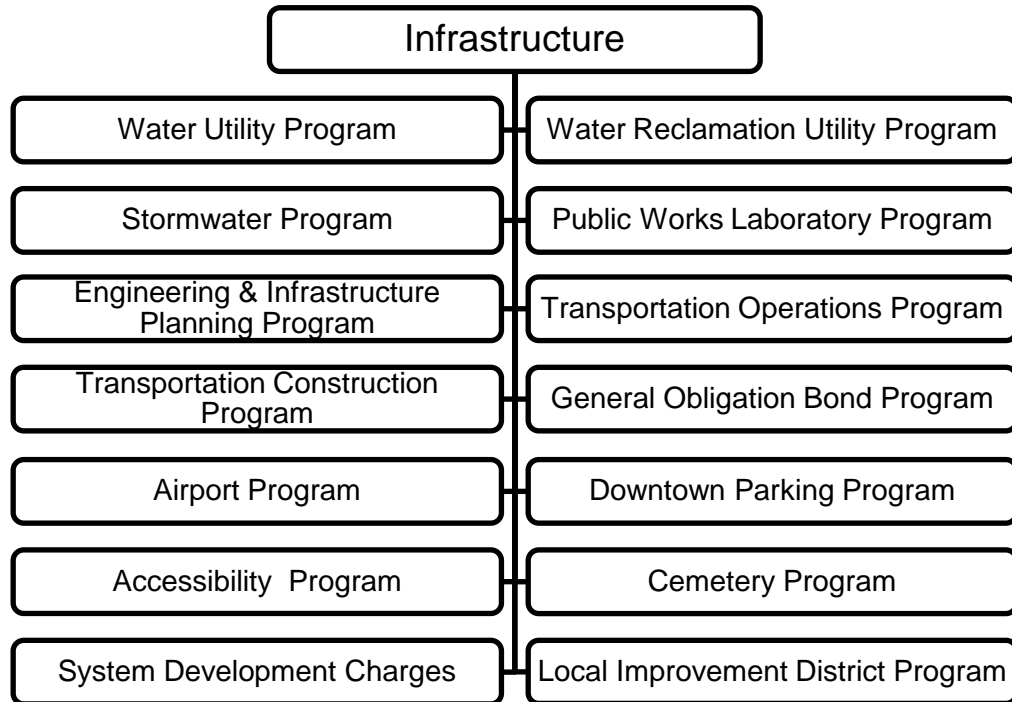
*Diamond Parking cites are closed at 97% closure rate within 30 days.



INFRASTRUCTURE

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INFRASTRUCTURE SERVICE AREA STRUCTURE



Water, Water Reclamation and Stormwater Programs

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

Public Works Laboratory and Engineering & Infrastructure Planning Programs

The Public Works Laboratory and Engineering & Infrastructure Planning programs provide service to other City departments or functions and are accounted for as Internal Service Fund divisions. Most of 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. Engineering does receive some revenues from private development fees.

Transportation Operations and Transportation Construction Programs

These programs account for maintenance and operation of the City's streets and transportation construction respectively.

General Obligation Bond Program

The General Obligation (G.O.) Bond Construction and Debt Service Funds account for the activities of the transportation construction projects and debt payments associated with the issuance of G.O. Bonds.

Airport Program

This program accounts for the activities and operations of the Bend Municipal Airport.

Downtown Parking Program

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

Accessibility Program

The goal of the accessibility program funded by the General Fund is to provide equal access to all City-sponsored services, programs, and activities for citizens and employees with disabilities. The Accessibility Construction program accounts for construction activity.

Cemetery Program

This program accounts for the operations and maintenance of the cemetery.

Continued on the next page

System Development Charges (SDC)

This program accounts for the collection of Transportation, Water and Water Reclamation SDCs. Use of the SDCs 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) Program

This program consists of the LID Construction and LID Debt Service funds. These funds account for construction costs and debt issued for LIDs formed to construct infrastructure improvements that benefit property owners in the LID. Property owners pay assessments for the improvements which are used to repay the debt, typically over 10 years.

Water Utility Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 7,192,631	\$ 12,451,900	\$ 11,575,999	\$ 6,460,200	\$ 6,460,200	\$ 6,887,200
Charges for services	26,138,435	28,860,300	29,694,134	31,758,400	31,758,400	31,758,400
Intergovernmental revenues	32,882	156,800	107,273	96,700	96,700	96,700
Transfer from SDC fund	1,456,865	1,809,700	2,649,398	3,628,200	3,628,200	3,628,200
Interfund charges	370,205	391,250	353,999	377,800	377,800	377,800
Interfund transfers	17,946	-	-	-	-	-
Investment income	255,026	110,300	117,157	83,600	83,600	83,600
Miscellaneous	249,284	257,600	277,992	263,300	263,300	263,300
Issuance of long-term debt	10,126,080	28,160,000	-	28,000,000	28,000,000	28,000,000
TOTAL RESOURCES	\$ 45,839,354	\$ 72,197,850	\$ 44,775,952	\$ 70,668,200	\$ 70,668,200	\$ 71,095,200

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Support services		12,395,349	10,376,964	\$ 16,740,460	\$ 16,740,460	\$ 16,740,460
Water operations		1,737,590	1,656,630	2,063,368	2,063,368	2,063,368
Water maintenance		12,719,923	11,540,625	14,212,859	14,212,859	14,232,859
Capital infrastructure		30,606,147	13,367,676	24,221,000	24,221,000	24,628,000
Water resources	History for programs not available	1,433,251	946,889	1,347,764	1,347,764	1,347,764
Contingency		4,531,273	-	4,000,000	4,000,000	4,000,000
Reserves for:						
Future construction		5,774,317	-	5,062,749	5,062,749	5,062,749
Rate stabilization		1,000,000	-	1,000,000	1,000,000	1,000,000
Debt service		2,000,000	-	2,020,000	2,020,000	2,020,000
TOTAL REQUIREMENTS		\$ 72,197,850	\$ 37,888,784	\$ 70,668,200	\$ 70,668,200	\$ 71,095,200

<i>By Type:</i>						
Personnel services	\$ 6,591,064	\$ 7,236,641	\$ 6,667,389	\$ 7,106,499	\$ 7,106,499	\$ 7,106,499
Materials and services	8,139,848	6,883,119	5,905,298	7,365,702	7,365,702	7,365,702
Interfund transfers	5,378,634	6,620,500	6,547,213	8,799,750	8,799,750	8,799,750
Capital outlay:						
Vehicle/equipment	166,572	3,426,800	2,840,515	2,898,000	2,898,000	2,898,000
Construction/infrastructure	10,849,076	31,540,800	13,860,059	27,371,000	27,371,000	27,798,000
Total capital outlay	11,015,648	34,967,600	16,700,574	30,269,000	30,269,000	30,696,000
Debt service	3,138,167	3,184,400	2,068,310	5,044,500	5,044,500	5,044,500
Contingency	-	4,531,273	-	4,000,000	4,000,000	4,000,000
Reserves for:						
Future construction	-	5,774,317	-	5,062,749	5,062,749	5,062,749
Rate stabilization	-	1,000,000	-	1,000,000	1,000,000	1,000,000
Debt service	-	2,000,000	-	2,020,000	2,020,000	2,020,000
TOTAL REQUIREMENTS	\$ 34,263,361	\$ 72,197,850	\$ 37,888,784	\$ 70,668,200	\$ 70,668,200	\$ 71,095,200

INFRASTRUCTURE **Water Utility Program**

Overview

The City's water system derives its primary source from the pristine spring fed waters of Bridge Creek, and secondary source from ground water from the Deschutes Regional Aquifer. The City currently operates 25 wells and 15 reservoirs and three pump stations, and delivers water to over 23,000 customers through approximately 461 miles of water mains.

The Bend Water Utility Division's mission is to provide safe and reliable drinking water and fire protection for the citizens of Bend through the wise and efficient use of rate payer funds.

The Utilities Division has several major required regulatory programs which include:

- ✧ Bend Safe Drinking Water Program for cross connection control and backflow prevention
- ✧ Water Quality Program for source water protection and water quality compliance programs
- ✧ Water Supply Program comprised of the Water Rights and WaterWise programs that provide water right planning, acquisition, compliance, and management, along with oversight of the Deschutes Groundwater Mitigation program requirements.

All these programs have numerous benefits to the rate payers by ensuring that Bend's award-winning water continues to protect public health, provide fire protection, support the economy and remains a key part of our Bend quality of life today and into the future.

The most significant challenge facing the Water Division within this budget cycle will be resolving the three major issues facing our surface water from Bridge Creek. Those issues are: fire in the watershed; replacement of 80 year old infrastructure that is showing signs of stress and excessive wear; and compliance with the Environmental Protection Agency (EPA) Long Term 2 Enhanced Surface Water Treatment Rules (LT2) which require treatment of our surface water supply. While this project is a financial challenge it ensures we maintain a dual source water system, and it also provides many benefits including potential partnering with other agencies to reduce the project cost and larger community benefit, as well as the potential development of hydroelectric generation that could supply a long term revenue source.

The City maintains a 10-year rate model to project the financial needs of the Water Utility Fund. The City's goal is to ensure the financial stability of the Water Utility Fund while continuing to work on the affordability of rates for its ratepayers.

Support Services Program

The Support Services Program is comprised of three groups: Administration, Data Services and Customer Service.

- ✧ The Administration Service group performs all administrative duties related to all three Public Works Utilities, including the Water Division. These duties include the management, purchasing, staff support, human resources, financial, payroll and other daily needs of the Utility staff.
- ✧ The Data Services group manages the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS) and computer-aided design (CAD) software programs, as well as as-built file archives. The utility data is provided to internal and external customers in both database and mapping functions for use in field operations, design and construction services.

- Customer Service operates with the understanding of all the external and internal customers and affords prompt and thorough service to all. This group provides timely response to all customers and closes all communication loops inside, and outside, the organization. By having a single point of contact to respond to an issue the customer benefits by effectively receiving a definitive answer and prompt service.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 516,245	\$ 616,300	\$ 807,332	\$ 838,044	\$ 1,645,376		
Materials and services	111,379	149,120	621,767	205,567	827,334		
Interfund transfers	3,098,782	3,448,431	4,373,650	4,426,100	8,799,750		
Capital outlay:							
Vehicle/equipment	5,273	-	3,500	-	3,500		
Construction/infrastructure	207,024	156,100	220,000	200,000	420,000		
Debt service	931,510	1,136,800	2,594,100	2,450,400	5,044,500		
Support Services	\$ 4,870,213	\$ 5,506,751	\$ 8,620,349	\$ 8,120,111	\$ 16,740,460		
Full Time Equivalents	5.85	6.93	7.59	7.59	7.59		

Goals for the 2013 – 2015 Biennial Budget

- Utilize advances in technology to increase efficiency within the water system
- Assist the Engineering and Infrastructure Planning Department with its operational and maintenance data needs in support of capital improvement projects
- Continue to provide accurate identification and labeling of underground public utility mains and high-quality customer service in a timely manner

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- Continue updating and utilizing the INFOR-EAM computerized asset management system to track and schedule the repair and maintenance of the water infrastructure (valves, wells, water pipelines, fire hydrants, etc.)
- Upgrade the telemetry (communication equipment) and Supervisory Control and Data Acquisition (SCADA) systems to more efficiently utilize the water system (wells, pump stations, etc.) and control electricity costs
- Upgrade the ACLARA Automated Metering Infrastructure (AMI) software system to include a meter data management component to better track water usage, increase leak detection, and improve billing and customer usage data
- Complete the addition of the meter locations within GIS and integration with INFOR-EAM to create a more comprehensive data set for the water meter infrastructure and increase staff efficiency city-wide
- Complete the water GIS data and spatial adjustment using GPS locates to improve the data set for location and mapping of water infrastructure
- Support TOKAY software replacement implementation to better manage the testing records for backflow devices and protect the City’s water supply (Cross Connection Control program)
- Continue to provide quality support services to divisional work groups with regards to customer service, data management, payroll, HR issues and management

Major Accomplishments during the 2011 – 2013 Biennium

- Implementation of INFOR Call Center to better track citizen calls regarding water infrastructure repair and maintenance, and increase staff efficiency

- ✧ Continue realignment and cross training of Water and Sewer Utility program staff to maximize efficiencies in staff and equipment
- ✧ Implementation of INFOR-EPAK training program to provide easier access to data and utilization of the INFOR computerized asset management program for department staff
- ✧ Implementation of inventory control processes for backflow/metering equipment as required by the 2011 Annual Financial Audit

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Waterline leak detection equipment - \$3,500

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Addition of 1.0 new FTE in 2013-14 – Data Analyst that will be cost shared by Water and Water Reclamation

Water Operations Program

The Water Operations group carries out the daily tasks required to provide water to all the customers. They are responsible for operating the groundwater wells system, surface water system, disinfection, reservoirs, pump stations and pressure regulating vaults in providing reliable service to all customers.

	ACTUALS		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 426,562	\$ 433,800	\$ 462,844	\$ 478,564	\$ 941,408
Materials and services	325,788	470,480	613,380	469,080	1,082,460
Capital outlay:					
Vehicle/equipment	-	-	39,500	-	39,500
Water Operations	\$ 752,350	\$ 904,280	\$ 1,115,724	\$ 947,644	\$ 2,063,368
Full Time Equivalents	8.96	4.50	4.50	4.50	4.50

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide the best-tasting and safest water possible to the citizens of Bend

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Continue to improve system operability and reliability throughout the city
- ✧ Work with consultants and contractors for the successful design, construction and commissioning of a new intake facility, surface water transmission line and a water treatment facility
- ✧ Continue to implement the operational components of the Optimatics Report (2010) that detailed operational changes and recommended capital infrastructure improvement projects to optimize the City’s water supply and distribution system
- ✧ Continue implementation of a reservoir inspection and cleaning program

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Investigated and initiated corrective actions for several water quality issues
- ✧ 2012 Best Drinking Water Award- 1st Place in Pacific Northwest Section AWWA
- ✧ 2013 Best Drinking Water Award- 1st Place Cascade to Coast Sub-section AWWA

- ✧ Additional utilization of HACH WIMS water quality data management software, to better utilize and manage water quality data
- ✧ Initial implementation of recommendations from the Optimatics 2010 Report

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Increased the operations and maintenance budget by \$71,200 over the biennium to contract for WaterWise landscape maintenance of existing water facilities in an effort to reduce long term landscape maintenance costs at water facilities

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - One (1) Solarbee tank mixer for Outback Reservoir 3 - \$9,500
 - One (1) vehicle replacement - \$30,000

Water Maintenance Program

This program is comprised of the Construction Services (Water Line Maintenance Group); Safe Drinking Water Program (Water Meter/Backflow services); and Pumping Systems Group.

- ✧ Construction Services provides field services in repairing and replacing water piping. They are also responsible for all appurtenances (valves, vaults, etc.) associated with the water distribution system. This service group responds to leaks and other related emergency events.
- ✧ The Safe Drinking Water Program’s Metering and Backflow Service Group provides services to all the customers at the point of contact. Their responsibility ensures that no point source contamination of the City water system occurs. They are also responsible for maintaining the associated water meter system and optimizing the wireless networked meter reading system.
- ✧ The Pumping Systems Group provides mechanical maintenance and repair services to the entire mechanical water utility infrastructure. This service group maintains the Outback site equipment, and all well and pumping sites. The Pumping Systems Group services and also repairs and maintains any new mechanical water treatment, pumping and conveyance systems. This group is also responsible for emergency callouts associated with the respective assets.

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 2,018,409	\$ 1,872,800	\$ 1,989,643	\$ 2,047,508	\$ 4,037,151
Materials and services	2,043,961	2,321,200	2,432,854	2,447,854	4,880,708
Capital outlay:					
Vehicle/equipment	1,657,742	1,177,500	1,550,000	1,275,000	2,825,000
Construction/infrastructure	12,013	437,000	1,240,000	1,250,000	2,490,000
Water Maintenance	\$ 5,732,125	\$ 5,808,500	\$ 7,212,497	\$ 7,020,362	\$ 14,232,859
Full Time Equivalents	19.50	19.71	19.44	19.44	19.44

Goals for the 2013 – 2015 Biennial Budget

- ✧ Meet American Water Works Association benchmarks for an efficient system: 70% preventative maintenance to 30% non-preventative maintenance

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Continue to populate and update the INFOR-EAM asset management system with accurate asset information (size, material, age, location, etc.) for efficient asset management, as well as facility and asset replacement planning
- ✘ Replace and upgrade water mains in the southern portion of the city
- ✘ Repair hundreds of valves and replace 300 fire hydrants in the water system
- ✘ Complete the build-out of the wireless AMI system
- ✘ Leverage the AMI system into the meter replacement program and leak detection program
- ✘ Continue to protect the City's water supply from backflow contamination from individual residential or commercial water users
 - Continue premise isolation in high risk areas
 - Upgrade 7,000 premise isolation devices, including the installation of meter boxes as needed
- ✘ Continue to maintain the overall health of the water system
 - Systematic flushing at each pressure level
 - Upgrade 1.5" and 2" undersized galvanized water mains
 - Identify and complete reservoir piping and valving upgrades
- ✘ Explore installation of a secondary water supply line for St. Charles hospital

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Completed inspection of all valves and hydrants in the water system
- ✘ Received significantly fewer maintenance calls related to operations in the former Juniper Utility due to CIP and maintenance projects that have reduced water leaks and decreased service interruptions
- ✘ Completed flushing of the entire water system
- ✘ Completed the installation of approximately 23,000 AMI system units throughout the City's water system

Significant Changes from the 2011 – 2013 Biennial Budget

- ✘ Increased funding for repair and maintenance to cover costs of an aging infrastructure

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✘ 2013-2014
 - Meter box upgrades for AMI - \$1,400,000
 - One (1) vehicle replacement - \$25,000
 - SCADA communication equipment upgrade - \$100,000
 - Replacement of pumps and motors - \$25,000
- ✘ 2014-2015
 - Meter box upgrades for AMI - \$1,150,000
 - SCADA communication equipment upgrade - \$100,000
 - Replacement of pumps and motors - \$25,000

Capital Infrastructure Program

The Capital Improvement Program (CIP) is developed based on the Water Master Plan and water modeling efforts. The water capital program is primarily focused on the Bridge Creek Pipeline

Maintenance project, upgrades to the former Juniper Utility water system and the upgrading of our SCADA system.

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 210,766	\$ 221,000	\$ -	\$ -	\$ -
Materials and services	19,524	62,000	-	-	-
Capital outlay:					
Construction/infrastructure	7,988,486	4,865,900	19,482,000	5,146,000	24,628,000
Capital Infrastructure	\$ 8,218,776	\$ 5,148,900	\$ 19,482,000	\$ 5,146,000	\$ 24,628,000
Full Time Equivalents	1.66	1.66	-	-	-

Goals for the 2013 – 2015 Biennial Budget

- ✧ Effectively and efficiently complete water infrastructure projects as planned
- ✧ Reduce pump station operational and maintenance costs

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Continue to assist operations staff with the implementation of the Optimatics Report (2010) recommendations

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Completed design and construction on significant portions of the former Juniper Utility water system to meet the terms of the Juniper Utility Agreement and subsequent 2011 Amendment Agreement
- ✧ Completed design of Bridge Creek pipeline maintenance project to prepare for the 2013 construction season
- ✧ Completed automatic meter infrastructure (AMI) projects for both residential and commercial customers to provide better water usage data for the City and more accurate billing to the water customers
- ✧ Completed SCADA design standards to prepare for the upgrade to the SCADA/telemetry system
- ✧ Completed 30" water line in Simpson/Mt. Washington Roundabout as recommended in the 2010 Optimatics report in conjunction with the GO Bond project to gain cost savings and avoid unnecessary damage to the newly constructed road surface
- ✧ Completed Outback Well #7 to maintain the overall health and functionality of the water system

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - See Water CIP for detailed projects
- ✧ 2014-2015
 - See Water CIP for detailed projects

Water Resources Program

Water Resources is comprised of the Water Rights and the WaterWise subprograms.

- ✧ The Water Rights subprogram key functions include the planning, coordination, acquisition, management and reporting of water rights and related regulatory requirements for both surface and groundwater rights, including the Deschutes Groundwater Mitigation Program. This includes engaging in the related policy, planning and legislation efforts required and working with local irrigation districts, cities and related stakeholders responsible for water rights management.
- ✧ The WaterWise subprogram complies with the requirements related to our approved Water Management and Conservation Plan (WMCP) and its related water supply planning and management requirements which are legal conditions of several of our existing water rights.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12		2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 218,807	\$	132,700	\$ 236,573	\$ 245,991	\$ 482,564
Materials and services	139,446		262,400	253,900	321,300	575,200
Capital outlay:						
Vehicle/equipment	-		-	30,000	-	30,000
Construction/infrastructure	78,536		115,000	130,000	130,000	260,000
Water Resources	\$ 436,789	\$	510,100	\$ 650,473	\$ 697,291	\$ 1,347,764
Full Time Equivalents	2.00		2.00	2.00	2.00	2.00

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide policy and related water rights support to complete the Bridge Creek Pipeline Maintenance project
- ✧ Provide staff management support to the Bend City Council Tumalo Creek Restoration Subgroup (Authorized by Section 8 of Resolution 2867 – Feb 2013) to maintain regional coordination on streamflow restoration improvement and related water management issues in partnership with Tumalo Irrigation district for the Tumalo Creek Watershed
- ✧ Secure State match and related funding for the Deschutes Basin Study addressing long-term water supplies and groundwater mitigation by working with regional partners

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Continue updating the Bend WaterWise program to implement the regulatory benchmarks within the updated Water Management and Conservation Plan (WMCP)
- ✧ Continue to offer public information and outreach for Bend WaterWise and Water Resources with additional tours, web links and video
- ✧ Update the water meter customer classifications and related business processes within the Automated Meter Infrastructure (AMI) program
- ✧ Continue to secure existing water rights through certification to protect the future water supply for the citizens of Bend because certification is the final and most secure stage in the water right development process
- ✧ Acquire and secure increment two of groundwater mitigation credits to protect the future long term water supply for the citizens of Bend

- ✧ Continue to staff and participate in related Deschutes Basin water supply planning and projects with the Central Oregon Cities Organization (COCO), Deschutes Water Alliance (DWA), Deschutes Basin Board of Control (DBBC) and the Deschutes River Conservancy (DRC) in order to meet future water supply objectives for the City of Bend and the Deschutes Basin

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Continued the award-winning WaterWise water conservation awareness program through a comprehensive public education campaign
- ✧ Received State approval on our updated Water Management and Conservation Plan to the State
- ✧ Certification of 8 additional water rights which increases the amount of secure protected water rights to protect the future water supply for the citizens of Bend
- ✧ Secured increment one of groundwater mitigation within our incremental mitigation plan to protect the future water supply for the citizens of Bend and secured Water Right Permit amendments, extensions and transfers for multiple water rights
- ✧ Continued partnering with the DWA in basin-wide water issues
- ✧ Continued to staff COCO water committee and submitted Deschutes Ground Water Mitigation Program: House Bill 2687 (HB 2867) to introduce the bill for 2011 Legislative Session, which ultimately passed and extended the mitigation program through 2029, bringing much needed stability to the program
- ✧ Continued the implementation of the Memorandum of Understanding with various Irrigation Districts, which will lead to signing of an intergovernmental agreement for better coordination on water rights issues and to help secure future water rights

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Upgrade the AMI water meter program software and hardware to implement the distribution leak detection project, a regulatory benchmark within the Water Management and Conservation Plan (WMCP), in 2014-2015

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - One (1) vehicle replacement - \$30,000

INFRASTRUCTURE
Water Utility Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Surface/groundwater produced (million gallons/annually)	3,944	4,043	4,057	4,060	4,065
Peak day usage (million gallons per day)	25.60	21.90	23.60	25.00	27.00
% of annual water produced from Surface Water	56.67%	49.99%	48.45%	40.00%	45.00%
<i>Effectiveness Measures:</i>					
Number of main breaks (annually)	432	217	219	227	102
Cast	6	4	3	4	4
Steel	1	3	3	2	2
Galvanized	9	2	5	6	6
Plastic - Domestic	208	82	82	85	90
Irrigation	208	126	126	130	0
<i>Efficiency Measures:</i>					
Average number of service/work orders per employee per month	N/A	18	33	45	50
Gallons produced per \$ of O&M cost	380.83	445.15	402.50	371.35	374.25
Customers/FTE	583	626	630	667	668
% Preventative vs. Non-Preventative Maintenance	N/A	94%	85%	85%	85%
Average monthly residential bill	\$ 39.29	\$ 42.04	\$ 44.14	\$ 45.46	\$ 46.83

INFRASTRUCTURE
Water Utility Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
<u>Support Services</u>					
(1) Replacement vehicle	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Leak Detection and Locate Equipment	3,500	-	5,000	5,000	5,000
	<u>\$ 3,500</u>	<u>\$ -</u>	<u>\$ 20,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<u>Water Operations</u>					
(1) Replacement vehicle	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Solar Bee Tank Mixer	9,500	-	-	30,000	-
	<u>\$ 39,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ -</u>
<u>Water Maintenance</u>					
(1) Excavator	\$ -	\$ -	\$ 125,000	\$ -	\$ -
(1) Replacement vehicle	-	-	30,000	-	-
Shoring, trailers	-	-	50,000	-	-
Meter box upgrades for AMI	1,400,000	1,150,000	1,500,000	1,500,000	1,500,000
(1) Replacement vehicle	-	-	30,000	-	-
Replacement pumps, motors	25,000	25,000	25,000	25,000	25,000
(1) Replacement vehicle	25,000	-	30,000	45,000	40,000
SCADA communication equipment	100,000	100,000	100,000	100,000	100,000
	<u>\$ 1,550,000</u>	<u>\$ 1,275,000</u>	<u>\$ 1,890,000</u>	<u>\$ 1,670,000</u>	<u>\$ 1,665,000</u>
<u>Water Resources</u>					
(1) Replacement vehicle	\$ 30,000	\$ -	\$ -	\$ -	\$ -
	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total	\$ 1,623,000	\$ 1,275,000	\$ 1,910,000	\$ 1,705,000	\$ 1,670,000

Water
Five Year Capital Improvement Program (CIP) Schedule

		Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Repair and Maintenance:							
Water Line Rehabilitation	N/A	\$ 1,140,000	\$ 1,170,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Pump Station Replacement	N/A	80,000	80,000	80,000	80,000	80,000	80,000
WA0904 SCADA/Telemetry Upgrades	N/A	220,000	200,000	200,000	200,000	200,000	200,000
		\$ 1,440,000	\$ 1,450,000	\$ 780,000	\$ 780,000	\$ 780,000	\$ 780,000
Continuing Projects:							
WA0422 Water Rights Acquisition	N/A	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000
WA13DA Drinking Water Source Protection (Grant)	1	20,000	-	-	-	-	-
WA0902 Bridge Creek Pipeline Maintenance	1	17,916,000	4,160,000	1,500,000	-	-	-
WA10FA Water Modeling	N/A	50,000	50,000	50,000	50,000	50,000	50,000
WA12AA 18th St. Waterline Extension (JR)	2	65,000	-	-	-	-	-
WA13AA Mtn. High Waterline Extension	1	1,451,000	936,000	-	-	-	-
		\$ 19,632,000	\$ 5,276,000	\$ 1,680,000	\$ 180,000	\$ 180,000	\$ 180,000
Total Water CIP		\$ 21,072,000	\$ 6,726,000	\$ 2,460,000	\$ 960,000	\$ 960,000	\$ 960,000

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. Repair and maintenance represents a variety of small capital rehabilitative projects, therefore does not conform to conventional Cost Engineering estimates. Water Rights Acquisition as available and Water Modeling as needed.		

Water Reclamation Utility Program

	ACTUALS 2009-11	ADJUSTED	ESTIMATE 2011-13	BIENNIAL BUDGET		
		BUDGET 2011-13		PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 9,249,431	\$ 14,266,000	\$ 15,808,435	\$ 22,983,700	\$ 22,983,700	\$ 23,683,700
Charges for services	26,899,124	32,034,100	32,952,085	37,850,300	37,850,300	37,850,300
Intergovernmental revenues	104,601	660,300	467,719	358,200	358,200	358,200
Transfer from SDC fund	2,072,264	2,016,350	2,925,360	3,786,000	3,786,000	3,786,000
Investment income	281,917	175,300	230,321	219,300	219,300	219,300
Loan repayments	266,191	22,850	25,879	7,150	7,150	7,150
Interfund transfers	651,153	-	-	-	-	-
Interfund charges	76,781	33,650	33,952	38,200	38,200	38,200
Miscellaneous	64,368	28,800	74,041	26,600	26,600	26,600
Issuance of long-term debt	10,730,000	10,670,800	10,270,189	50,037,500	50,037,500	50,037,500
TOTAL RESOURCES	\$ 50,395,830	\$ 59,908,150	\$ 62,787,981	\$ 115,306,950	\$ 115,306,950	\$ 116,006,950

	ACTUALS 2009-11	ADJUSTED	ESTIMATE 2011-13	BIENNIAL BUDGET		
		BUDGET 2011-13		PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Support services		\$ 19,771,822	\$ 18,769,064	\$ 24,018,053	\$ 24,018,053	\$ 24,018,053
Water Recl. plant operations		3,236,130	3,200,127	4,087,725	4,087,725	4,087,725
Water Recl. maintenance		7,756,078	6,912,341	7,912,362	7,912,362	7,912,362
Capital infrastructure	History for programs not available	11,897,794	10,222,667	66,648,300	66,648,300	67,348,300
Contingency		350,206	-	3,900,000	3,900,000	3,900,000
Reserves for:						
Future construction		16,219,120	-	7,240,510	7,240,510	7,240,510
Debt service		677,000	-	1,500,000	1,500,000	1,500,000
TOTAL REQUIREMENTS	\$ -	\$ 59,908,150	\$ 39,104,199	\$ 115,306,950	\$ 115,306,950	\$ 116,006,950
<i>By Type:</i>						
Personnel services	\$ 6,834,869	\$ 8,215,991	\$ 7,742,012	\$ 8,924,842	\$ 8,924,842	\$ 8,924,842
Materials and services	3,799,790	4,517,433	4,395,943	5,742,148	5,742,148	5,742,148
Interfund transfers	5,836,351	6,523,300	6,468,733	7,953,250	7,953,250	7,953,250
Capital outlay:						
Vehicle/equipment	365,174	1,526,950	816,656	978,500	978,500	978,500
Construction/infrastructure	13,242,347	12,832,650	10,956,111	68,136,300	68,136,300	68,836,300
Total capital outlay	13,607,521	14,359,600	11,772,767	69,114,800	69,114,800	69,814,800
Debt service	4,508,869	9,045,500	8,724,744	10,931,400	10,931,400	10,931,400
Contingency	-	350,206	-	3,900,000	3,900,000	3,900,000
Reserves for:						
Future construction	-	16,219,120	-	7,240,510	7,240,510	7,240,510
Debt service	-	677,000	-	1,500,000	1,500,000	1,500,000
TOTAL REQUIREMENTS	\$ 34,587,400	\$ 59,908,150	\$ 39,104,199	\$ 115,306,950	\$ 115,306,950	\$ 116,006,950

INFRASTRUCTURE

Water Reclamation Utility Program

Overview

The City's Water Reclamation Treatment Plant is a conventional activated sludge plant built in 1980, with an average daily capacity of 6.0 million gallons. Presently, the City experiences an average flow of 5.5 million gallons per day. The water reclamation system is comprised of approximately 430 miles of sanitary sewer lines, 336 pump stations and serves over 27,000 customers.

The Water Reclamation portion of the Utilities Division is organized into several interactive functional Service Groups: Technical Services, Treatment Plant Operations, Construction Services, Maintenance Services and Industrial Pretreatment. Several of these service groups also support the water and stormwater programs.

The above mentioned service groups are responsible for collecting and conveying wastewater from customers to the treatment plant in a well maintained collection system, free of stoppages and spills. The wastewater collection system includes hundreds of miles of wastewater pipes and numerous wastewater pumping stations. The pumping 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 responsible for many aspects of wastewater disposal, including meeting Department of Environmental Quality (DEQ) requirements concerning the treatment and disposal of all wastewater from the collection system, and operation and maintenance of all equipment needed to meet these requirements. The City is currently implementing portions of the Facilities Master Plan, which will incorporate the growth of the city along with the environmental climate and financial capabilities to form a comprehensive plan for wastewater treatment until the year 2030. The implementation of the Facilities Plan will ensure a clean and safe environment for future generations.

Another critical service that this division performs is maintenance of the water reclamation system, including the treatment plant, pump stations and pipes. The Utilities Division responds to customer requests, performs regularly scheduled line inspections, cleans wastewater mains to prevent blockages or pipe collapses, and makes repairs as required.

The most significant challenge facing the water reclamation division in this budget is financing the significant infrastructure needs. The City maintains a 10-year rate model to project the financial needs of the Water Reclamation Utility Program. Rate projections for the next five years will be subject to decisions made with regards to short and long term collection system options chosen as part of the update to the Collection System Master Plan (CSMP). The City continues to work on reducing these rate impacts while ensuring the financial stability of the Water Reclamation Utility Program.

Support Services Program

This program consists of Utility Administration, Data Services, Customer Service, the Industrial Pretreatment Program and Technical Services.

- ✧ The Utility Administration service group performs all administrative duties related to the Public Works Utilities. These duties include the management, purchasing, staff support, human resources, financial, payroll and other daily needs of the Utility staff.
- ✧ The Data Services group manages the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS) and computer-aided design (CAD) software programs, as well as as-built file archives. The utility data is provided

to internal and external customers in both database and mapping functions for use in field operations, design and construction services.

- ✘ Customer Service operates with the understanding of all the external and internal customers and affords prompt and thorough service to all. This group provides timely response to all customers and closes all communication loops inside, and outside, the organization. By being the first group to respond to an issue, the customer benefits by effectively receiving a definitive answer and receiving prompt service.
- ✘ The Industrial Pretreatment Program (IPP) insures compliance with all federal, state and local pretreatment laws. The program is developed to insure the health and safety of the collection system workers, to protect the City's expensive infrastructure, and to guard the biological process at the City's water reclamation facility.
- ✘ Technical Services provides critical investigative and information services to the internal customers thus enabling better response to the external customers. This group's efforts encompass sewer collection system televising, sewer flow monitoring, smoke testing and collection system odor control.

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 1,018,825	\$ 1,276,400	\$ 1,598,107	\$ 1,666,822	\$ 3,264,929
Materials and services	401,245	450,220	556,587	838,387	1,394,974
Interfund transfers	3,002,198	3,466,535	3,966,750	3,986,500	7,953,250
Capital outlay:					
Vehicle/equipment	5,273	58,000	38,500	35,000	73,500
Construction/infrastructure	219,524	146,100	200,000	200,000	400,000
Debt service	5,860,944	2,863,800	3,935,400	6,996,000	10,931,400
Support Services	\$ 10,508,009	\$ 8,261,055	\$ 10,295,344	\$ 13,722,709	\$ 24,018,053
Full Time Equivalents	12.85	14.18	15.59	15.59	15.59

Goals for the 2013 – 2015 Biennial Budget

- ✘ Utilize management tools and advances in technology to increase system efficiency
- ✘ Continue to provide accurate utility locates and quality customer service in a timely manner
- ✘ Implement an Extra Strength Charge (ESC) program to accurately assess fees based on the impact that commercial businesses and industry have on the wastewater collection and treatment system
- ✘ Utilize ESC survey results for ESC program and IPP

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Expand the use and training of the INFOR-EAM computerized asset management system to track and schedule repair and maintenance of the water reclamation infrastructure (pipelines, manholes, lift stations, etc.).
- ✘ Continue a substantial upgrade to the telemetry (communication equipment) and Supervisory Control and Data Acquisition (SCADA) systems to more efficiently utilize the water reclamation system (lift stations, etc.) and control electricity costs.
- ✘ Support the ESC committee in their development of a recommendation for an extra strength charge.
- ✘ Assist Engineering and Infrastructure Planning, consultants and the Sewer Infrastructure Advisory Group (SIAG) with the CSMP update.
- ✘ Continue to provide quality support services to divisional work groups

- ✧ Complete local limits study to determine industry discharge levels for metals and other pollutants. This study will ensure influent at the WRF is able to be treated to levels that comply with DEQ permit requirements and regulations for biosolid land application.
- ✧ Implement Granite XP scoring data module to more efficiently utilize the recorded data from the TV van to rate the deterioration of the sewerlines and manholes, and plan cost effective, timely sewerline repairs and upgrades
- ✧ Convert record drawings into Auto-CAD to improve the usability of the sewer system plans and drawings when making operational decisions on the repair and upgrade of sewer infrastructure
- ✧ Continue with lateral data integration into GIS to improve the data set for location and mapping of water reclamation infrastructure

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Conducted several collection system tours for the SIAG in an effort to increase public outreach and awareness of the significant issues around the development of the water reclamation infrastructure
- ✧ Completion of annual pretreatment regulatory report to DEQ to meet permit requirements
- ✧ Completed ESC and IPP survey of commercial and industrial dischargers moving forward the process of accurately assessing the proper fees to users of the water reclamation system based on their impact
- ✧ Implementation of INFOR call center to better track citizen calls regarding sewer infrastructure repair and maintenance, and increase staff efficiency
- ✧ Continue realignment and cross training of Water and Water Reclamation program staff to maximize efficiencies in staff and equipment
- ✧ Implementation of INFOR-EPAK training program to provide easier access to data utilization of the INFOR computerized asset management program for department staff
- ✧ Completed clean-up of collection system data for CSMP to provide accurate information as the platform for City staff and SIAG decision-making with regards to the water reclamation system development
- ✧ Began update of lateral data into GIS to improve the data set for location and mapping of water reclamation infrastructure

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Separation of the Data Services group from the Utility Administration group
- ✧ Addition of 1.0 new FTE in 2013-14 – Data Analyst that will be cost shared by Water and Water Reclamation

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Leak detection equipment - \$3,500
 - Flow monitoring equipment - \$35,000
- ✧ 2014-2015
 - Flow monitoring equipment - \$35,000

Water Reclamation Plant Operations Program

This group will provide operations service to the WRF in all areas of the dedicated plant site. They work alongside the Water Reclamation Maintenance Services group to provide consistent and reliable wastewater treatment.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 684,694	\$ 710,300	\$ 830,448	\$ 866,557	\$ 1,697,005		
Materials and services	802,333	1,002,800	1,039,260	1,011,460	2,050,720		
Capital outlay:							
Vehicle/equipment	-	-	225,000	115,000	340,000		
Water Reclamation Plant Operations	\$ 1,487,027	\$ 1,713,100	\$ 2,094,708	\$ 1,993,017	\$ 4,087,725		
Full Time Equivalents	8.00	8.00	9.00	9.00	9.00		

Goals for the 2013 – 2015 Biennial Budget

- ✘ Serve the citizens of Bend with the most effective and efficient form of wastewater treatment
- ✘ Assist consultants and contractors with the expansion of the WRF
- ✘ Successfully operate the WRF within treatment parameters during the facility expansion

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Continue implementing the Water Reclamation Facility Plan, which addresses the need for increased capacity at the plant
- ✘ Hire experienced operators to supplement existing staff and operate an advanced treatment facility
- ✘ Train operators on the new Integrated Fixed Activated Sludge (IFAS) treatment system, UV disinfection and sodium hypochlorite systems so that they can effectively operate the new treatment systems being installed as part of the Water Reclamation Plant upgrade (Secondary Expansion) CIP project
- ✘ Negotiate new Water Pollution Control Facility (WPCF) permit with the Department of Environmental Quality (DEQ)

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Operated the Water Reclamation Facility within DEQ permitted limits
- ✘ Operations and maintenance staff participated in the entire design process for the WRF expansion
- ✘ Completed a lighting project with energy provider incentives

Significant Changes from the 2011 – 2013 Biennial Budget

- ✘ Addition of 1.0 new FTE in 2013-14 – Water Reclamation Plant Operator

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✘ 2013-2014
 - One (1) front end loader - \$195,000
 - One (1) sanderbox - \$30,000
- ✘ 2014-2015
 - PLC upgrades - \$85,000
 - One (1) dump truck replacement - \$30,000

Water Reclamation Maintenance Program

This program provides field services in repairing and replacing sewer piping. They are also responsible for all appurtenances (valves, manholes, vault, etc.) associated with the sewage collection system. This service group responds to leaks, clogs, spills and other related events.

- ✧ The Construction group provides preventive maintenance to all of the underground piping systems and sewage system cleaning utilizing the two Vactor trucks.
- ✧ The Maintenance Services group provides mechanical maintenance and repair services to the entire Utility water reclamation infrastructure. This service group maintains the WRF and all sewage pumping stations. Maintenance Services also repairs and maintains any new mechanical wastewater treatment, pumping and conveyance systems. This group is also responsible for emergency callouts associated with the respective assets.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 1,756,490	\$ 1,857,000	\$ 1,949,502	\$ 2,013,406	\$ 3,962,908		
Materials and services	705,883	948,300	1,142,227	1,142,227	2,284,454		
Capital outlay:							
Vehicle/equipment	129,883	623,500	295,000	270,000	565,000		
Construction/infrastructure	88,685	802,600	550,000	550,000	1,100,000		
Water Reclamation Maintenance	\$ 2,680,941	\$ 4,231,400	\$ 3,936,729	\$ 3,975,633	\$ 7,912,362		
Full Time Equivalents	16.04	18.54	17.81	17.81	17.81		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Reduce the number of sewage pumping stations and the related operational costs
- ✧ Assist consultants and contractors in the design, construction and commissioning of any short or long term collection system options

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Monitor and control sewer pipe blockages and sewage spills as part of the Fats, Oils and Grease (FOG) program as required by DEQ to prevent sanitary sewer overflows to homes, businesses and in the public right of way
- ✧ Continue to inspect the collection system and remove invasive tree roots
- ✧ Complete smoke testing in the collection system to identify areas of stormwater intrusion
- ✧ Continue upgrading lift station pumps and controls as budget allows
- ✧ Maintain lift stations at operation levels without sanitary sewer overflows
- ✧ Maintain existing SCADA equipment and upgrade as able
- ✧ Implementation of in-house root control program
- ✧ Support CSMP and SCADA projects

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Analyzed standard operating procedures to maximize maintenance dollars and perform the same amount of work without increasing budget requests
- ✧ Completed a major sewer line repair on Olney Ave
- ✧ Completed cleaning of the entire collection system
- ✧ Implementation of innovative trenchless technologies to complete collection line repairs in the Watson Drive neighborhood
- ✧ Implementation of a manhole rehabilitation program, repairing and lining damaged sewer manholes to extend their expected lifetime, minimizing cost
- ✧ Took part in the City-wide process for revision of the City's standards and specifications to protect the future development of the water reclamation infrastructure system
- ✧ Completed pump station upgrades within the Pines, Crown Villa and Nottingham neighborhoods, significantly decreasing staff maintenance time

- ✧ Researched and implemented new and efficient pumping technologies for lift stations saving electricity costs and on-call staff time
- ✧ Completed necessary information to obtain energy incentives for lift station removal with Energy Trust
- ✧ Support for SCADA and secondary expansion projects

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - One (1) replacement vehicle - \$25,000
 - Replacement pumps, motors, and valves - \$45,000
 - SCADA communication equipment - \$225,000
- ✧ 2014-2015
 - Replacement pumps, motors, and valves - \$45,000
 - SCADA communication equipment - \$225,000

Capital Infrastructure Program

The Capital Improvement Program implements projects that are identified in the CSMP and WRF Plan, as well as other studies and operational information. Implementation of certain projects identified in the current CSMP has been placed on hold pending recommendations from the Sewer Infrastructure Advisory Group (SIAG) to City Council. The other large investment is in the upgrade of the WRF (treatment plant). The construction of the upgrade to the WRF is planned to begin in spring 2013.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15			
Personnel services	\$ 210,203	\$ 228,100	\$ -	\$ -	\$ -			
Materials and services	34,862	50,300	6,000	6,000	12,000			
Capital outlay:								
Construction/infrastructure	2,986,802	6,712,400	33,362,700	33,973,600	67,336,300			
Capital Infrastructure	\$ 3,231,867	\$ 6,990,800	\$ 33,368,700	\$ 33,979,600	\$ 67,348,300			
Full Time Equivalents	1.67	1.67	-	-	-			

Goals for the 2013 – 2015 Biennial Budget

- ✧ Construction of the WRF Secondary Expansion project (water reclamation treatment plant upgrade) according to the anticipated contractor schedule
- ✧ Complete design and/or construction of short-term collection system solutions identified by SIAG
- ✧ Complete analysis of neighborhood odor control issues
- ✧ Complete CSMP update
- ✧ Initiate construction of the SE Interceptor project to alleviate sewer capacity issues in the downtown core and southeast section of town by directing flow through a main interceptor southeast and out to the Water Reclamation Facility

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Completed design and initiated construction for the WRF Secondary Expansion
- ✧ Completed design, permitting, and right of way/easement acquisition on the SE Interceptor project
- ✧ Initiated an update of the CSMP and identified three (3) short-term solutions
- ✧ Completed the Watson Drive sewer rehabilitation project utilizing trenchless technology
- ✧ Completed an evaluation and condition assessment of the existing plant interceptor

- ✧ Completed SCADA design standards for use in current and future SCADA programming, as part of the SCADA/Telemetry system upgrade project
- ✧ Completed digester modifications at WRF

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Re-establishment of the SE Interceptor project in the Sewer CIP (see CIP project narrative for further project details)
- ✧ Addition of short-term collection system improvements at the recommendation of SIAG and direction from City Council

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - See Water Reclamation CIP for complete list of projects
- ✧ 2014-2015
 - See Water Reclamation CIP for complete list of projects

INFRASTRUCTURE
Water Reclamation Utility Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Average daily flow (Mg/D)	5.40	5.47	5.58	5.69	5.80
Annual dry tons of biosolids applied to agricultural land	2,549	2,649	2,753	2,861	2,973
<i>Effectiveness Measures:</i>					
Number of odor complaints	N/A	12	15	18	22
Number of sanitary sewer overflows (SSOs) per year	7	3	6	4	4
<i>Efficiency Measures:</i>					
Gallons of wastewater treated per dollar	1,409	1,347	1,312	989	1,055
% Preventative maintenance vs. Non-Preventative maintenance	N/A	96%	85%	85%	85%
ESC participants (new in 13/14)	New measure to be tracked starting 2013-14				
Customers/FTE	684	693	700	701	703
% of Permitted Industries sampled and inspected	100%	100%	100%	100%	100%
Average monthly residential bill	\$ 36.98	\$ 40.67	\$ 43.12	\$ 45.71	\$ 48.45

INFRASTRUCTURE
Water Reclamation Utility Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
<u>Support Services</u>					
One (1) new vehicle	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
One (1) replacement vehicle	-	-	15,000	-	-
Leak detection and locate equipment	3,500	-	5,000	5,000	5,000
Flow Monitoring Equipment	35,000	35,000	-	-	-
	<u>\$ 38,500</u>	<u>\$ 35,000</u>	<u>\$ 50,000</u>	<u>\$ 5,000</u>	<u>\$ 35,000</u>
<u>Water Reclamation Plant Operations</u>					
(1) Replacement front end loader	\$ 195,000	\$ -	\$ -	\$ -	\$ -
(1) Replacement mower	-	-	20,000	-	-
(1) Replacement brown bear	-	-	-	195,000	-
(1) Sander Box	30,000	-	-	-	-
PLC Upgrades	-	85,000	-	-	-
(1) Dump Truck Replacement	-	30,000	-	-	-
(1) Vehicle replacement	-	-	-	-	30,000
	<u>\$ 225,000</u>	<u>\$ 115,000</u>	<u>\$ 20,000</u>	<u>\$ 195,000</u>	<u>\$ 30,000</u>
<u>Water Reclamation Maintenance</u>					
Replacement pumps, motors, valves	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
One (1) replacement vactor	-	-	350,000	-	-
One (1) replacement vehicle	25,000	-	-	-	-
One (1) new excavator	-	-	125,000	-	-
SCADA communication equipment	225,000	225,000	225,000	225,000	225,000
One (1) replacement vehicle	-	-	40,000	40,000	-
	<u>\$ 295,000</u>	<u>\$ 270,000</u>	<u>\$ 785,000</u>	<u>\$ 310,000</u>	<u>\$ 270,000</u>
Total	\$ 558,500	\$ 420,000	\$ 855,000	\$ 510,000	\$ 335,000

**Water Reclamation (Sewer)
Five Year Capital Improvement Program (CIP) Schedule**

		Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Repair and Maintenance:							
Collection Line Rehabilitation		N/A	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
SW0806 SCADA/Telemetry Upgrades		N/A	200,000	200,000	200,000	200,000	200,000
			<u>\$ 750,000</u>	<u>\$ 750,000</u>	<u>\$ 750,000</u>	<u>\$ 750,000</u>	<u>\$ 750,000</u>
Continuing Projects:							
SW0707 SE Interceptor		1	\$ 9,050,000	\$ 9,050,000	\$ 9,050,000	\$ 9,050,000	\$ 9,050,000
SW0802 Secondary Expansion		1	18,950,000	17,000,000	2,400,000	-	-
SW10AA Existing Plant Interceptor Condition Assessment		1	183,700	-	-	-	-
SW11BA Valhalla Sewer Relocation		5	1,615,800	-	-	-	-
SW12AA Collection System Master Plan Update		1	923,700	731,600	-	-	-
			<u>\$ 30,723,200</u>	<u>\$ 26,781,600</u>	<u>\$ 11,450,000</u>	<u>\$ 9,050,000</u>	<u>\$ 9,050,000</u>
New Projects:							
SW13CA Short Term Solution #2 - North Area Gravity Mains		5	\$ 1,387,300	\$ 3,421,900	\$ 190,400	\$ -	\$ -
SW13DA Short Term Solution #1 - North Area Force Mains		5	295,500	669,800	54,900	-	-
SW13EA Short Term Solution #3 - Colorado Lift Station		5	956,700	3,100,300	399,500	-	-
SW14AX Collection System Modeling		N/A	-	-	100,000	100,000	100,000
			<u>\$ 2,639,500</u>	<u>\$ 7,192,000</u>	<u>\$ 744,800</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
Total Water Reclamation CIP			\$ 34,112,700	\$ 34,723,600	\$ 12,944,800	\$ 9,900,000	\$ 9,900,000

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. Repair and maintenance represents a variety of small capital rehabilitative projects, therefore does not conform to conventional Cost Engineering estimates. Collection System Modeling as needed.		

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Stormwater Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 2,727,660	\$ 3,814,200	\$ 4,108,372	\$ 3,941,400	\$ 3,941,400	\$ 4,041,400
Charges for services	4,902,774	4,981,100	5,024,954	5,145,100	5,145,100	5,145,100
Intergovernmental revenues	37,603	37,600	5,296	-	-	-
Interfund charges	61,946	32,750	30,459	30,800	30,800	30,800
Investment income	64,836	28,800	59,501	55,100	55,100	55,100
Miscellaneous	230	-	327	200	200	200
TOTAL RESOURCES	\$ 7,795,049	\$ 8,894,450	\$ 9,228,909	\$ 9,172,600	\$ 9,172,600	\$ 9,272,600

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 1,746,661	\$ 1,731,558	\$ 1,676,306	\$ 1,888,380	\$ 1,888,380	\$ 1,888,380
Materials and services	472,588	661,432	498,242	840,396	840,396	840,396
Interfund transfers	1,120,162	1,011,000	999,205	1,804,000	1,804,000	1,804,000
Capital outlay:						
Vehicle/equipment	-	30,000	30,000	240,000	240,000	240,000
Construction/infrastructure	227,345	2,914,000	1,865,312	2,207,000	2,207,000	2,307,000
Total capital outlay	227,345	2,944,000	1,895,312	2,447,000	2,447,000	2,547,000
Debt service	119,926	118,600	118,388	-	-	-
Contingency	-	74,738	-	620,000	620,000	620,000
Reserves for future construction	-	2,353,122	-	1,572,824	1,572,824	1,572,824
TOTAL REQUIREMENTS	\$ 3,686,682	\$ 8,894,450	\$ 5,187,453	\$ 9,172,600	\$ 9,172,600	\$ 9,272,600

INFRASTRUCTURE **Stormwater Program**

Overview

The Stormwater program has the primary responsibility of maintaining, repairing and expanding the Stormwater system while complying with mandates from the federal and state government, including the:

- ✧ National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Phase II stormwater permit; and
- ✧ Underground Injection Control (UIC) Water Pollution Control Facilities (WPCF) permit (applied for, pending)

Activities within the division include catch basin, pipeline, drill hole and dry well operation and maintenance; stormwater treatment control operation and maintenance; property and public safety with respect to stormwater/flood control; stormwater quality protection; public education and outreach; and a capital improvement program.

Effective implementation of stormwater activities and controls requires a cross-departmental effort. Currently a number of stormwater activities are coordinated with the Street, Water, Water Reclamation and Laboratory divisions of the Public Works Department, the Planning and Building divisions of the Community Development Department and with Engineering staff in the Engineering and Infrastructure Planning Department. Illicit discharges and spill response are coordinated with the Police and Fire Departments.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 791,606	\$ 884,700	\$ 884,700	\$ 927,748	\$ 960,632	\$ 1,888,380
Materials and services	223,142	275,100	275,100	427,548	412,848	840,396
Interfund transfers	461,289	537,916	537,916	871,050	932,950	1,804,000
Capital outlay:						
Vehicle/equipment	30,000	-	-	240,000	-	240,000
Construction/infrastructure	376,812	1,488,500	1,488,500	2,157,000	150,000	2,307,000
Debt service	57,488	60,900	60,900	-	-	-
Stormwater	\$ 1,940,337	\$ 3,247,116	\$ 3,247,116	\$ 4,623,346	\$ 2,456,430	\$ 7,079,776
Full Time Equivalents	10.02	9.96	9.96	9.71	9.71	9.71

Goals for the 2013 – 2015 Biennial Budget

- ✧ Complete key Capital Improvement Program (CIP) projects involving the Third Street Underpass
- ✧ Educate City staff, as well as citizens of Bend, about the Stormwater system's purpose, pollution prevention efforts and requirements
- ✧ Effectively negotiate and implement permit requirements
- ✧ Continue to address regulatory, capital and maintenance needs to ensure that public safety, federal and state water quality requirements are met and groundwater and surface water quality is protected from stormwater pollutants to the degree practicable
- ✧ Ensure interdepartmental coordination and focused planning in an effort to increase program efficiency
- ✧ Implement 10-year financial model to determine the long term financial needs of the program
- ✧ Install and test various stormwater treatment units for effective operations and consider for more widespread use

- ✧ Align the Stormwater Utility with the Water and Water Reclamation Utilities to obtain operational efficiencies and organizational congruence among enterprise funded utilities by sharing staff and equipment among all the Utility programs with similar operational responsibilities

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Complete the Third Street Underpass CIP project
- ✧ Conduct public review, adopt and begin implementation of the Stormwater Master Plan
- ✧ Obtain state approval of and begin to implement the Integrated Stormwater Management Plan 2022 (water quality focus)
- ✧ Obtain UIC permit and surface water permit reissuance from the Oregon Department of Environmental Quality (DEQ)
- ✧ Comply with federal and state stormwater regulatory requirements
- ✧ Complete pump and electrical work on the Drake and Dohema project to reduce risk of flooding in the area (see CIP project narrative for complete project details)
- ✧ Begin pipeline repair/replacement program

Major Accomplishments during the 2011 – 2013 Biennial Budget

- ✧ Facilitated adoption of Bend Code Title 16, comprehensively addressing stormwater management, and provided related compliance education including but not limited to development of an Illicit Discharge Manual
- ✧ Facilitated adoption of the Central Oregon Stormwater Manual (2010) as a design guidance manual in Standards and Specifications and Bend Code Title 16
- ✧ Completed design on the Third Street Underpass project and obtained approval of the construction schedule by City Council
- ✧ Completed 60% design and currently under contract with an engineering firm to develop final design for Westside Meadows remediation project
- ✧ Worked towards finalization of the City's first formal Stormwater Master Plan to be completed upon adoption of City's UIC Permit
- ✧ Continued to convene both a Stormwater Quality Public Advisory Group that provides key input on the development of the City's stormwater quality program elements
- ✧ Convened and an internal multi-divisional Stormwater action team to coordinate stormwater activities
- ✧ Maintained compliance with the Phase II NPDES Stormwater Permit, as well as submitted reissuance application package and began negotiations for permit reissuance
- ✧ Coordinated with statewide municipalities and actively negotiating with DEQ a UIC permit based on local and statewide stormwater monitoring data, the City's UIC system-wide assessment, UIC infiltration study results, and local UIC Risk Evaluation project to model the fate of stormwater pollutants entering underground injection controls that was approved by the state
- ✧ Monitored and maintained Stormwater treatment controls at Newport Bridge, Pilot Butte Middle School and NE 27th Street between the Forum Shopping Center and Neff Road
- ✧ Developed, revised based on public comment, and provided to the state for final approval an updated Integrated Stormwater Management Plan 2022 that outlines water quality tasks to meet permit requirements and protect both surface and ground water
- ✧ Established maintenance routes for efficient use of resources
- ✧ Cleaned and/or inspected all storm water facilities, meeting permit compliance needs
- ✧ Enhanced our cleaning techniques which allowed us to bring previously failed stormwater facilities back on line

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Minimized capital improvement projects due to lack of funding and staff availability
- ✧ Increased maintenance upgrades and repairs to ninety (90) facilities to alleviate flooding in problem areas
- ✧ Increased educational/training needs to provide better awareness to the public and City staff to meet the regulatory requirements of maintaining and protecting the stormwater system
- ✧ Increased pipeline repair needs to alleviate flooding in problem areas

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - One (1) work truck replacement - \$120,000
 - One (1) trailer replacement- \$30,000
 - One (1) mini excavator - \$90,000



Catch Basin

INFRASTRUCTURE
Stormwater Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
# of outreach materials distributed	N/A	N/A	N/A	500	500
Yards of debris removed	N/A	246	250	250	250
Storm drains cleaned/inspected	N/A	9,702	9,700	9,700	9,700
UICs cleaned/inspected	N/A	5,440	5,400	5,400	5,400
<i>Effectiveness Measures:</i>					
Average number of service/work orders per employee per month	N/A	280	408	400	400
<i>Efficiency Measures:</i>					
% Preventative vs. Non-Preventative	N/A	99%	99%	99%	99%
Customer per FTE	4,991	5,022	5,068	5,271	5,798
Stormwater Fee per Customer	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00	\$ 4.00

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
One (1) vehicle replacement	\$ -	\$ -	\$ 50,000	\$ -	\$ -
One (1) pickup truck replacement	-	-	75,000	-	75,000
One (1) work truck replacement	120,000	-	120,000	120,000	-
One (1) trailer replacement	30,000	-	-	30,000	-
One (1) Vactor replacement	-	-	-	-	340,000
One (1) mini excavator	90,000	-	-	90,000	-
One (1) new sweeper	-	-	-	120,000	-
Total	\$ 240,000	\$ -	\$ 245,000	\$ 360,000	\$ 415,000

**Stormwater
Five Year Capital Improvement Program (CIP) Schedule**

		Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Repair and Maintenance:							
Line Replacement Repair & Maintenance	N/A		\$ 348,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Continuing Projects:							
SR0701 Stormwater Master Plan	1		\$ 3,500	\$ -	\$ -	\$ -	\$ -
SR0802 Drake and Dohema Pump Station	1		165,000	-	-	-	-
SR09AA Third Street Underpass	1		1,640,500	-	-	-	-
			<u>\$ 1,809,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Stormwater CIP			\$ 2,157,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. Line replacement and maintenance represents a variety of small capital rehabilitative projects, therefore does not conform to conventional Cost Engineering estimates.		

Public Works Laboratory Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ 448,600	\$ 421,986	\$ 14,200	\$ 14,200	\$ 14,200
Charges for services	9,819	600	-	-	-	-
Interfund transfer	1,776,500	1,153,100	1,149,400	2,016,000	2,016,000	2,016,000
Investment income	8,243	3,200	5,132	2,900	2,900	2,900
TOTAL RESOURCES	\$ 1,794,562	\$ 1,605,500	\$ 1,576,518	\$ 2,033,100	\$ 2,033,100	\$ 2,033,100

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 847,615	\$ 1,060,175	\$ 1,048,197	\$ 1,301,227	\$ 1,301,227	\$ 1,301,227
Materials and services	237,537	299,300	291,495	418,300	418,300	418,300
Interfund transfers	223,496	202,100	198,671	249,600	249,600	249,600
Capital outlay:						
Vehicle/equipment	63,930	34,800	24,000	20,800	20,800	20,800
Contingency	-	9,125	-	43,173	43,173	43,173
TOTAL REQUIREMENTS	\$ 1,372,578	\$ 1,605,500	\$ 1,562,363	\$ 2,033,100	\$ 2,033,100	\$ 2,033,100

Note:

The Public Works Laboratory Program is accounted for as a division of the Internal Services

INFRASTRUCTURE
Public Works Laboratory Program

Overview

The Public Works Laboratory Division provides laboratory analysis, sampling and technical/regulatory support for pertinent divisions within the Public Works and the Engineering and Infrastructure Planning Departments. The main functions of the laboratory are to perform the following duties:

- ✧ Drinking water analysis
- ✧ Wastewater / reclaimed Water / biosolids analysis
- ✧ Industrial user waste discharge analysis
- ✧ Water Quality Monitoring Program (Deschutes River and Bridge Creek)
- ✧ Stormwater sampling / analysis & telemetry
- ✧ Hazardous waste management for the Public Works Department
- ✧ Specially requested analysis in conjunction with capital improvement projects
- ✧ Technical support including data analysis, database management and reporting
- ✧ Preparation and distribution of annual water quality report to all Bend water consumers

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

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 511,397	\$ 536,800	\$ 639,057	\$ 662,170	\$ 1,301,227		
Materials and services	134,095	157,400	239,100	179,200	418,300		
Interfund transfers	106,035	92,636	123,500	126,100	249,600		
Capital outlay:							
Vehicle/equipment	-	24,000	8,800	12,000	20,800		
Public Works Laboratory	\$ 751,527	\$ 810,836	\$ 1,010,457	\$ 979,470	\$ 1,989,927		
Full Time Equivalents	5.00	5.00	6.00	6.00	6.00		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Perform, manage and report all required testing for all Public Works divisions
- ✧ Maintain NELAP Accreditation
- ✧ Utilize the Laboratory Information Management System (LIMS) with existing database systems to gain process efficiencies and improve document control
- ✧ Continue to explore new technologies and automated instrumentation to meet anticipated regulatory mandates and further enhance quality, quantity and efficiency as well as lower operational expenditures

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Maintain NELAP certification for additional bacteriological enumeration techniques and nutrient analysis

- ✧ Continue implementation and NELAP certification of the Inductively Coupled Plasma Spectrometer/Mass Selective Detector (ICP-MS) used for the analysis of metals in drinking and surface water, domestic and industrial wastewater, stormwater, soil and biosolids
- ✧ Continue to promote and increase the use of the Hach Water Information Management Solution (HACH-WIMS) database management system for Water Operations, Water Reclamation, Stormwater, Industrial Pretreatment and the Water Resources divisions, as well as data integration with LIMS

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Maintained National Environmental Laboratory Accreditation resulting from recertification procedures and on-site audits
- ✧ Maintained all State of Oregon Drinking Water Program and United States Environmental Protection Agency (US EPA) regulated drinking water sampling, management, analysis, reporting and data management
- ✧ Maintained Oregon Department of Environmental Quality (OR-DEQ) Conditionally Exempt Hazardous Waste Generator Status for all registered locations
- ✧ Responded to water quality concerns regarding Chromium (IV)
- ✧ Played a critical role in explaining cryptosporidium regulation to customers and evaluating the potential for a variance from Long Term 2 Enhanced Surface Water Treatment (LT2) Rules
- ✧ Integrated LIMS with applicable City of Bend database systems for process efficiencies and document control

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ One (1) new FTE – Laboratory Technician to support the increased testing requirements in 2013-2014

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - One (1) Hach DR 6000 Visible Spectrophotometer with RFID Technology for nitrate and nitrite process control testing - \$8,800
- ✧ 2014-2015
 - One (1) Foss Tecator Kjelttec 8200 Distillation Unit - \$12,000

INFRASTRUCTURE
Public Works Laboratory Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
# of Drinking Water Tests/Activities	4,314	4,441	4,686	4,725	4,725
# of Wastewater Tests/Activities	32,342	34,171	36,202	36,292	37,752
# of Stormwater Tests/Activities	290	300	340	340	340
# of Water Quality Monitoring Tests/Activities	3,134	2,781	2,860	3,310	3,535
<i>Efficiency Measures:</i>					
Activities/hour/person	5.67	5.90	6.23	6.32	6.55

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
One (1) Hach 6000 Spec w/ reactor	\$ 8,800	\$ -	\$ -	\$ -	\$ -
One (1) Foss Tecator Kjelttec 8200 Distillation Unit	-	12,000	-	-	-
Total	\$ 8,800	\$ 12,000	\$ -	\$ -	\$ -

Engineering & Infrastructure Planning Program

(previously referred to as Engineering Program)

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 279,075	\$ 240,900	\$ 212,033	\$ 45,500	\$ 45,500	\$ 45,500
License and permits	-	-	-	31,900	31,900	31,900
Charges for services	48,564	-	-	771,300	771,300	771,300
General fund subsidy	1,000,000	-	-	140,000	140,000	140,000
Interfund charges	642,897	464,400	421,513	1,080,800	1,080,800	1,080,800
Interfund transfers	435,312	2,531,900	2,516,900	6,419,300	6,419,300	6,419,300
Investment income	4,799	1,200	2,300	9,700	9,700	9,700
Miscellaneous	2,145	-	938	-	-	-
TOTAL RESOURCES	\$ 2,412,792	\$ 3,238,400	\$ 3,153,684	\$ 8,498,500	\$ 8,498,500	\$ 8,498,500

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Program:						
CIP engineering	\$ -	\$ 2,943,623	\$ 2,896,192	\$ 5,723,753	\$ 5,723,753	5,723,753
Private development engineering	-	-	-	1,353,718	1,353,718	\$ 1,353,718
Transportation planning	2,200,761	240,936	212,033	1,200,490	1,200,490	1,200,490
Contingency	-	53,841	-	220,539	220,539	220,539
TOTAL REQUIREMENTS	\$ 2,200,761	\$ 3,238,400	\$ 3,108,225	\$ 8,498,500	\$ 8,498,500	\$ 8,498,500
By Type:						
Personnel services	\$ 1,687,897	\$ 2,433,978	\$ 2,383,291	\$ 6,216,209	\$ 6,216,209	\$ 6,216,209
Materials and services	50,755	206,145	197,765	790,552	790,552	790,552
Interfund transfers	462,109	544,436	527,169	1,216,200	1,216,200	1,216,200
Capital outlay:						
Vehicle/equipment	-	-	-	55,000	55,000	55,000
Contingency	-	53,841	-	220,539	220,539	220,539
Reserves for future capital	-	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 2,200,761	\$ 3,238,400	\$ 3,108,225	\$ 8,498,500	\$ 8,498,500	\$ 8,498,500

Note:

The Engineering Program is accounted for as a division of the Internal Services Fund.

Starting in FY 2013-14 Transportation Planning and Private Development Engineering will be accounted for in the Engineering & Infrastructure Planning program.

Private Development Engineering Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 149,944	\$ 124,500	\$ 170,342	\$ 340,500	\$ 340,500	\$ 340,500
General fund subsidy	140,000	235,000	235,000	-	-	-
Licenses and permits	46,011	11,200	21,266	-	-	-
Charges for services	483,518	403,200	546,738	-	-	-
Investment income	10,042	2,500	6,607	-	-	-
TOTAL RESOURCES	\$ 829,515	\$ 776,400	\$ 979,953	\$ 340,500	\$ 340,500	\$ 340,500

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 468,254	\$ 499,362	\$ 458,839	\$ -	\$ -	\$ -
Materials and services	47,730	42,678	31,171	-	-	-
Interfund transfers	143,190	155,600	149,415	340,500	340,500	340,500
Contingency	-	78,760	-	-	-	-
TOTAL REQUIREMENTS	\$ 659,174	\$ 776,400	\$ 639,425	\$ 340,500	\$ 340,500	\$ 340,500

Note:

Starting in 2013-14, Private Development Engineering will be accounted for in the Engineering & Infrastructure Planning Program that is accounted for as a division of the Internal Services Fund.

INFRASTRUCTURE
Engineering and Infrastructure Planning Program

Overview

The Engineering and Infrastructure Planning (EIP) Program is part of the Internal Service Fund. This program was created to increase fiscal and operational efficiencies related to capital infrastructure project development and delivery, as well as meet the current and future demands of Private Development. The EIP Program consists of the following sub-programs: Capital Improvement Program (CIP) Engineering, Private Development Engineering, and Transportation Planning.

CIP Engineering

The CIP Engineering Program's primary responsibility is to deliver safe and efficient capital infrastructure improvement projects for the benefit of the community that are coordinated and supported with master planning documents and public outreach. This program also coordinates with the Community Development, Public Works, and Legal Departments to assure infrastructure development is consistent with current and long-term system needs.

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 926,691	\$ 1,456,600	\$ 2,221,716	\$ 2,309,019	\$ 4,530,735
Materials and services	48,120	149,645	269,609	271,909	541,518
Interfund transfers	136,279	178,857	317,600	303,900	621,500
Capital outlay:					
Vehicle/equipment	-	-	30,000	-	30,000
CIP Engineering	\$ 1,111,090	\$ 1,785,102	\$ 2,838,925	\$ 2,884,828	\$ 5,723,753
Full Time Equivalents	7.55	14.75	18.36	18.36	18.36

Goals for the 2013-2015 Biennial Budget

- ✧ Provide support for continued expansion and upgrading of City infrastructure systems through development and implementation of public and private projects
- ✧ Provide engineering/planning assistance and expertise to internal and external clients
- ✧ Coordinate with various stakeholders to develop a comprehensive, stable and long-term infrastructure financial plan
- ✧ Provide focused efforts for community outreach

Key Operational Objectives for the 2013-2015 Biennial Budget

- ✧ Facilitate the development and implementation of infrastructure master plans, capital improvement programs and budgets, and private development projects
- ✧ Collaborate to develop and maintain City codes, standards and specifications and other standard operating procedures.
- ✧ Provide Project Management Professional (PMP) certification for qualified engineering staff
- ✧ Develop and maintain up-to-date water and sewer computer models

Major Accomplishments during the 2011-2013 Biennium

- ✧ Creation of a new EIP Department
- ✧ Reorganization of transportation engineering staff and inspection staff

- ✧ Achieved significant project related milestones on the water reclamation facility upgrade, surface water improvement project, general obligation bond transportation improvement projects, Murphy Road extension, 3rd Street underpass storm water improvements, sewer collection system master plan update and others

Significant Changes from the 2011-2013 Biennial Budget

- ✧ Consolidated personnel and material and services costs for engineering staff into the CIP division of the EIP Program. Utility project engineers were previously funded out of the operating funds (i.e. water, water reclamation, stormwater) that they supported.
- ✧ Addition on 1.0 Limited Term Employee (LTE) – Engineering Inspector in 2013-14

Major Capital Projects/Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - One (1) vehicle replacement - \$30,000

Private Development Engineering Program

The Private Development Engineering Program integrates its work with Current Planning, Building, CIP Engineering, and Public Works to ensure the timely completion of development projects within the City. This program is responsible for ensuring that all public improvements made in conjunction with community development are constructed to these standards so they can be accepted into the inventory of public assets for perpetuity. The program also coordinates with the Long Range Planning and Legal departments to assure infrastructure planning is coordinated with the projected long term demand of future development. The City Engineer promotes economic development by analyzing and resolving infrastructure issues to allow development to proceed with certainty.

This program ensures compliance with the Federal Public Right of Way Accessibility Guidelines (PROWAG), City Standards and Specifications, Bend Development Code, and City Public Facilities Plans. City staff provides the following customer services: 100% electronic plan review, on-line applications, permit issuance, code interpretation, inspections, enforcement actions, and over the counter information. City staff obtains and maintains proper certifications including required continuing education credits.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 177,589	\$ 281,250	\$ 469,214	\$ 595,010	\$ 1,064,224		
Materials and services	13,005	18,166	20,627	21,967	42,594		
Interfund transfers	75,815	73,600	124,200	97,700	221,900		
Capital outlay:							
Vehicle/equipment	-	-	-	25,000	25,000		
Private Development Engineering	\$ 266,409	\$ 373,016	\$ 614,041	\$ 739,677	\$ 1,353,718		
Full Time Equivalents	2.30	2.66	4.71	5.71	5.71		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide responsive and consistent customer service to the development community and interested or affected citizens
- ✧ Improve customer service levels and increase efficiencies through use of e-plans and standardized review processes

- ✧ Continue to develop and implement a plan for stable funding and restore reserve levels

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Continue to integrate processes to improve review and approval timelines to ensure superior and consistent customer service to the public
- ✧ Continue to train engineering inspectors on electronic plans processing and improve operational procedures
- ✧ Continue to train and cross train staff, which will allow for better communication, consistent application of codes, and increased efficiency

Major Accomplishments during the 2011– 2013 Biennium

- ✧ Became an integral part of the Bend Permit Center
- ✧ Built strong inter-departmental relationships with the Community Development Department, Public Works, Fire, and City Administration, which will enhance customer service and efficiencies
- ✧ Inspection services for public improvements being constructed with private developments are now being supervised by the City Engineer instead of being performed by CIP Engineering staff. This will allow a full service program to the development community that can be involved with a project from initial planning to final construction acceptance.

Significant Changes from the 2011-2013 Biennial Budget

- ✧ The Private Development Engineering budget was previously accounted for as a special revenue fund reported in the Community & Economic Development Service Area. Beginning with the 2013-2015 biennial budget, it has been consolidated as a division of the EIP Program in the Internal Service Fund.
- ✧ The Private Development Engineer position was eliminated and combined into a new City Engineer role.
- ✧ The City Engineer will report to the City Manager's office instead of the Community Development Director.
- ✧ Addition of 1.0 FTE – Civil Engineer in 2014-15

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- 2014-2015
 - One (1) vehicle replacement - \$25,000

Transportation Planning Program

The Transportation Planning Program includes management and implementation of transportation planning, state and federal rules, the City's Transportation Construction Fund, and Council transportation and land use goals and policies. The program manages:

- ✧ long range transportation planning projects and the Transportation System Plan (TSP)
- ✧ transportation options program (bike-pedestrian-Transportation Demand Management (TDM) and transit)
- ✧ participation on Central Oregon Area Commission on Transportation (COACT)
- ✧ contracts with Oregon Department of Transportation for major transportation projects

The program also implements the projects and programs in the transportation CIP and the CIP Program Strategy. The program also manages the short range planning functions such as development review concerning transportation studies and implementation and coordinates with the Bend Metropolitan Planning Organization (MPO) to develop regional transportation strategies.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 600,871	\$ 543,500	\$ 543,500	\$ 307,348	\$ 313,902	\$ 621,250
Materials and services	49,205	63,600	63,600	103,220	103,220	206,440
Interfund transfers	214,139	161,103	161,103	184,800	188,000	372,800
Transportation Planning	\$ 864,215	\$ 768,203	\$ 768,203	\$ 595,368	\$ 605,122	\$ 1,200,490
Full Time Equivalents	5.00	4.00	4.00	2.00	2.00	2.00

Goals for the 2013 – 2015 Biennial Budget

- ✧ Seek alternative funding sources, grants and programs for projects and planning
- ✧ Work with the Finance Department to manage and balance the Transportation Construction Fund to existing and projected revenues

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Create and implement long and short range transportation plans
- ✧ Create ongoing strategic transportation directions and approaches
- ✧ Revise and update standard operating procedures for transportation practices

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ One hundred percent of the Murphy Road/Highway 97 overcrossing Transportation Construction project design was completed. Total cost of the Murphy Road project is \$25 million.
- ✧ Provided oversight for the construction of the following Transportation Construction projects: Colorado bike lanes and intersection improvements, Tempest bike and pedestrian safety improvements, Galveston overlay and striping and the Nashville/Harmon sidewalk school safety projects

Significant Changes from the 2011-2013 Biennial Budget

- ✧ Reduction of 3.0 FTE – 2 Transportation Engineers, 1 Engineering Technician due to transfers to the Transportation Operations and CIP Engineering programs

INFRASTRUCTURE
Engineering Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
# of private development projects reviewed					
Total value of work performed					
					new measures to be tracked starting this biennial budget
<i>Effectiveness Measures:</i>					
Ratio of total monetary value of work performed to total number of project managers					
"Soft costs" including consulting, administration, public outreach and legal as % of total project costs					
					new measures to be tracked starting this biennial budget
Total value of monetary work performed as a percentage of the total division personnel and materials and services budget					
<i>Efficiency Measures:</i>					
% of projects on schedule					
% of projects within Class Estimates					
					new measures to be tracked starting this biennial budget

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
One (1) vehicle replacement - CIP Engineering	\$ 30,000	\$ -	\$ -	\$ -	\$ -
One (1) vehicle replacement - Private Development	-	25,000	-	-	-
Total	\$ 30,000	\$ 25,000	\$ -	\$ -	\$ -

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Transportation Operations Program
(previously referred to as the Transportation Operations & Planning Fund)

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 1,446,559	\$ 2,203,600	\$ 2,203,626	\$ 2,631,500	\$ 2,631,500	\$ 2,631,500
Franchise fees	952,026	987,900	970,979	1,016,500	1,016,500	1,016,500
Intergovernmental revenues	8,265,194	9,819,300	10,034,945	10,614,500	10,614,500	10,614,500
Charges for services	-	51,800	85,842	-	-	-
General fund subsidy-overlay	2,235,000	3,513,889	3,393,889	4,600,000	4,600,000	4,600,000
General fund subsidy-operations	-	-	-	300,000	300,000	300,000
License and permits	53,052	68,200	159,083	215,400	215,400	215,400
Interfund charges	1,051,289	2,071,100	1,953,919	1,114,600	1,114,600	1,114,600
Interfund transfers	-	240,936	212,033	-	-	-
Investment income	21,959	23,900	29,203	30,800	30,800	30,800
Miscellaneous	160,724	60,800	44,461	47,100	47,100	47,100
Issuance of long-term debt	-	-	1,527,883	-	-	-
TOTAL RESOURCES	\$ 14,185,803	\$ 19,041,425	\$ 20,615,863	\$ 20,570,400	\$ 20,570,400	\$ 20,570,400

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Support services	\$ 2,194,239	\$ 2,322,113	\$ 2,245,235	\$ 2,946,434	\$ 2,946,434	\$ 2,946,434
Transportation planning	-	1,664,351	1,632,418	-	-	-
Street maintenance	8,884,955	13,849,768	13,204,409	14,322,758	14,322,758	14,322,758
Landscaping	902,980	833,318	902,353	1,321,066	1,321,066	1,321,066
Contingency	-	346,875	-	1,980,142	1,980,142	1,980,142
Reserves for future capital	-	25,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 11,982,174	\$ 19,041,425	\$ 17,984,415	\$ 20,570,400	\$ 20,570,400	\$ 20,570,400

<i>By Type:</i>						
Personnel services	\$ 4,706,833	\$ 6,543,319	\$ 6,260,321	\$ 5,927,536	\$ 5,927,536	\$ 5,927,536
Materials and services	2,800,708	3,134,942	2,998,719	3,750,322	3,750,322	3,750,322
Interfund transfers	2,990,855	3,486,500	3,464,874	3,821,100	3,821,100	3,821,100
Capital outlay:						
Vehicle/equipment	58,799	2,020,000	2,019,303	240,000	240,000	240,000
Construction/infrastructure	1,424,979	3,279,889	3,040,698	4,450,000	4,450,000	4,450,000
Total capital outlay	1,483,778	5,299,889	5,060,001	4,690,000	4,690,000	4,690,000
Debt service	-	204,900	200,500	401,300	401,300	401,300
Contingency	-	346,875	-	1,980,142	1,980,142	1,980,142
Reserves for future capital	-	25,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 11,982,174	\$ 19,041,425	\$ 17,984,415	\$ 20,570,400	\$ 20,570,400	\$ 20,570,400

Note:

Starting in 2013-14, the Transportation Planning program will be accounted for in the Engineering & Infrastructure Planning Program that is accounted for as a division of the Internal Services Fund.

INFRASTRUCTURE **Transportation Operations Program**

Overview

The Transportation Operations Program is responsible for conducting winter sanding and plowing operations, seasonal landscape maintenance and vegetation control, sweeping services, street surface and sidewalk management, legends and markings, accessibility construction improvements and traffic control, as well as ongoing street and right-of-way maintenance.

Support Services Program

The Support Services program supports the overall functionality of the Transportation Operations program by providing the management, supervisory and administrative support for the division. This includes budget development and implementation, purchasing, staffing and work plans, and community outreach. In addition, the program includes a licensed transportation engineer that performs the studying, planning and implementation of traffic control devices for roundabouts and roadway alignments. Examples of the projects the program continues to implement are to upgrade and create signal timing plans along major signal corridors, the bridge improvement program, street maintenance oversight and on-going signal timing and traffic control upgrade projects. In addition, the program oversees the on-going management and maintenance of lane closure, right of way permits and revocable permits dealing with private development and citizen requests.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 478,500	\$ 559,600		\$ 707,350	\$ 727,948	\$ 1,435,298
Materials and services	6	518		1,018	1,018	2,036
Interfund transfers	655,638	550,973		747,600	761,500	1,509,100
Suupport Services	\$ 1,134,144	\$ 1,111,091		\$ 1,455,968	\$ 1,490,466	\$ 2,946,434
Full Time Equivalents	7.58	4.60		5.70	5.70	5.70

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide an efficient and safe multimodal transportation system for all users, ages and abilities with reliable and clear messages
- ✧ Seek cost effective strategies to improve safety and operations
- ✧ Maintain adequate service levels, such as responding to initial inquiries within 24-48 hours
- ✧ Continue to implement the staffing reorganization plan as it affects Street Maintenance personnel
- ✧ Continue to consider alternatives for street preservation, including full depth reclamation or other options suitable for the climate and functionality of the City's roads
- ✧ Work within financial limits to address deferred maintenance needs

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Optimize signal timing on major corridors
- ✧ Implement projects as a result of the identification of our bridge inventory and bridge condition status
- ✧ Continue with the update and revision of standard operating procedures for traffic practices
- ✧ Respond in a timely and professional manner to citizen service requests

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Began implementation of the Streets Reorganization plan
- ✘ Implementation of the INFOR asset management system
- ✘ Completed the traffic signal efficiency project that was funded in part by the Energy American Recovery and Reinvestment Act (ARRA) grant

Street Maintenance Program

This program provides field services in repairing and maintaining the overall condition of the City's streets. This includes several areas: concrete, sweeping, legends and markings, and street preservation.

- ✘ Concrete maintains and makes improvements to infrastructure including ADA ramps, curbs and sidewalks
- ✘ Sweeping consists of cleaning the City's streets for debris removal such as traction aids distributed during winter street operations
- ✘ Legends and markings includes but is not limited to installing and maintaining signs, applying paint and other markings
- ✘ Street preservation maintains the condition of the streets by providing crackseal, chipseal, overlay, pothole patching services and other street preservation methods. It also oversees the division's response to snow and ice conditions, flooding and other acts of nature, as well as provides support to Police and Fire.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15			
Personnel services	\$ 1,674,825	\$ 1,810,140	\$ 1,900,574	\$ 1,974,868	\$ 3,875,442			
Materials and services	1,408,022	1,309,300	1,665,608	1,723,608	3,389,216			
Interfund transfers	927,771	813,850	941,950	1,024,850	1,966,800			
Capital outlay:								
Vehicle/equipment	445,303	1,574,000	120,000	120,000	240,000			
Construction/infrastructure	1,168,798	1,871,900	2,225,000	2,225,000	4,450,000			
Debt service	-	200,500	200,700	200,600	401,300			
Street Maintenance	\$ 5,624,719	\$ 7,579,690	\$ 7,053,832	\$ 7,268,926	\$ 14,322,758			
Full Time Equivalents	21.67	21.41	22.08	22.08	22.08			

Goals for the 2013 – 2015 Biennial Budget

- ✘ Work with the accessibility division and advocates to improve accessibility in the city
- ✘ Maintain street preservation and safety
- ✘ Maintain adequate service levels, such as responding to initial inquiries within 24-48 hours
- ✘ Upgrade 1,500 signs annually to meet The Manual on Uniform Traffic Control Devices (MUTCD) standards
- ✘ Complete implementation of sign and legend asset management into the INFOR asset management system

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Maintain a city-wide Pavement Condition Index (PCI) within the parameters of our funding
- ✘ Construct 200 curb ramps each construction season
- ✘ Construct one half (0.5) linear miles of sidewalk each year
- ✘ Chip seal over 34 lane miles of roadway
- ✘ Overlay 37 lane miles of roadway
- ✘ Sweep the equivalent of over 34,000 lane miles of roadway annually
- ✘ Prep and/or seal approximately 28 lane miles of street in partnership with Deschutes County, also explore new processes and service providers to produce more effective results
- ✘ Respond in a timely and professional manner to citizen service requests

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Completed acquisition of \$2M of new equipment as part of an equipment replacement plan
- ✘ Accomplished total full depth reclamation with new concrete wear surface on two failed roundabouts: one at Century/Reed Market and one at North West Crossing/Mt. Washington
- ✘ 425 curb ramps constructed and a half a mile of sidewalk constructed
- ✘ Maintained adequate emergency response resources

Significant Changes from the 2011 – 2013 Biennial Budget

- ✘ One and a half (1.5) additional FTE in 2013-2014 across all Transportation Operations Programs
 - One (1) Street Utility Worker I
 - Part time (.5) Equipment Operator
- ✘ An increase in the General Fund subsidy of \$1,400,000 over the biennium for additional street preservation work

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✘ 2013-2014
 - One (1) replacement work truck - \$120,000
- ✘ 2014-2015
 - One (1) replacement work truck - \$120,000

Landscaping Program

This program is responsible for maintenance of rights of way and City-owned properties.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 327,085	\$ 265,800		\$ 267,692	\$ 349,104	\$ 616,796
Materials and services	43,668	124,400		179,425	179,645	359,070
Interfund transfers	-	141,400		170,100	175,100	345,200
Landscaping	\$ 370,753	\$ 531,600		\$ 617,217	\$ 703,849	\$ 1,321,066
Full Time Equivalents		2.30	2.90	2.75	3.75	3.75

Goals for the 2013 – 2015 Biennial Budget

- ✧ Implement staffing reorganization plan as it effects Landscaping personnel
- ✧ Continue to work cooperatively with and support Bend Beautification Program
- ✧ Retrofit median islands to a more sustainable landscape
- ✧ Increase resources to address right of way safety concerns, i.e. sight distance, signs obscured, etc.

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Discontinue work for Utilities Departments to free up resources for City of Bend right of way maintenance and safety
- ✧ Maintain minimum staffing for safety-related responses for landscape city wide

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Transportation resources paid for the retrofit of six (6) median islands to a more sustainable landscape
- ✧ Utilized Deschutes County inmate crews for landscape maintenance

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ One (1) additional FTE in 2014-2015 – Street Utility Worker



Street Overlay

INFRASTRUCTURE
Transportation Operations Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Lane miles of chip seal	17	-	9	18	17
Lane miles of road overlays	14	4	9	26	10
Curb miles of street cleaned	25,000	27,000	34,400	34,000	34,000
# of self-performed curb ramps constructed	330	219	205	200	200
<i>Effectiveness Measures:</i>					
Overall street system ration (PCI)	70	69	68	68	67
<i>Efficiency Measures:</i>					
Average cost per lane mile of road repaired (chip seal)	\$ 12,774	\$ -	\$ 18,500	\$ 20,000	\$ 22,000
Average cost per lane mile of road repaired (overlay)	\$ 79,749	\$ 75,210	\$ 52,822	\$ 56,063	\$ 64,380

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
<u>Street Maintenance</u>					
One (1) new sweeper	\$ -	\$ -	\$ -	\$ -	\$ 250,000
One (1) work truck replacement	120,000	120,000	-	120,000	-
Total	\$ 120,000	\$ 120,000	\$ -	\$ 120,000	\$ 250,000

Transportation Construction Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 5,895,902	\$ 5,798,000	\$ 6,436,478	\$ 8,923,700	\$ 8,923,700	\$ 9,023,700
Franchise fees	1,695,970	1,997,700	2,065,518	1,147,500	1,147,500	1,147,500
Intergovernmental revenues	630,902	1,660,250	2,179,120	767,500	767,500	767,500
Interfund transfers from:						
SDC Fund	3,568,428	3,041,050	4,618,343	6,008,600	6,008,600	6,008,600
Interfund transfers	71,586	50,600	134,044	12,400	12,400	12,400
Contributions	132,053	-	269,167	-	-	-
Investment income	103,747	54,500	76,923	66,300	66,300	66,300
Miscellaneous	58,085	44,400	48,083	24,800	24,800	24,800
Sale of capital assets	211,134	-	147,946	120,000	120,000	120,000
Issuance of long-term debt	4,263,303	-	-	-	-	-
Loan repayments	27,214	17,500	17,541	6,800	6,800	6,800
TOTAL RESOURCES	\$ 16,658,324	\$ 12,664,000	\$ 15,993,163	\$ 17,077,600	\$ 17,077,600	\$ 17,177,600

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 116,975	\$ 40,100	\$ 40,542	\$ 1,333,200	\$ 1,333,200	\$ 1,333,200
Interfund transfers	575,458	1,255,800	1,212,604	2,016,800	2,016,800	2,016,800
Capital outlay:						
Traffic & safety projects	-	133,107	76,778	-	-	-
Construction/infrastructure	2,731,364	4,120,693	3,094,022	3,088,300	3,088,300	3,188,300
Total capital outlay	2,731,364	4,253,800	3,170,800	3,088,300	3,088,300	3,188,300
Debt service	6,798,051	2,545,800	2,545,488	2,559,700	2,559,700	2,559,700
Contingency	-	2,668,500	-	500,000	500,000	500,000
Reserves for:						
Debt service	-	1,280,000	-	1,280,000	1,280,000	1,280,000
Future construction	-	-	-	5,771,456	5,771,456	5,771,456
Developer exactions	-	620,000	-	528,144	528,144	528,144
TOTAL REQUIREMENTS	\$ 10,221,848	\$ 12,664,000	\$ 6,969,434	\$ 17,077,600	\$ 17,077,600	\$ 17,177,600

INFRASTRUCTURE

Transportation Construction Program

Overview

The Transportation Construction Fund is a capital projects fund that accounts for the construction of transportation capital projects, which also includes the studies and plans to formulate the projects. This fund also accounts for the repayment of debt issued for transportation construction projects.

Transportation construction is primarily funded by System Development Charges (SDC)'s. Other funding sources include water and water reclamation utility franchise fees charged to utility companies for using the City's rights of way, grants and developer contributions.

Goals for the 2013 - 2015 Biennial Budget

- ✧ Continue to seek new funding sources such as grants
- ✧ Create short term projects with high benefits and low costs on the existing system
- ✧ Utilize efficient and cost effective project management principles in order to manage transportation projects

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Implement capital projects planned for in the Capital Improvement Program, primarily the large Murphy Road Overcrossing project
- ✧ Create and implement safety, operations and sidewalk projects
- ✧ Continue partnership with Street Maintenance to implement sidewalk, safety and operations projects
- ✧ Continue to seek grant funding for safety and bike and pedestrian projects
- ✧ Advance major corridor and intersection projects to project development and design stages in order to be viable for grant funding opportunities

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ The Multi Modal Crash Safety and the Signal Efficiency studies have defined projects
- ✧ The Sidewalk program has defined a set of sidewalk and pedestrian crossing projects
- ✧ The Murphy Road Overcrossing project design is completed and will be under construction in the next biennium

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ During the 2013-2015 biennium, half of the water and water reclamation utility franchise fees will be allocated to the Accessibility Construction Fund to provide funding for curb ramp improvements.

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

		Cost Estimate					
		Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Continuing Projects:							
ST11FA Riverside/Franklin (Grant)	1		\$ 1,113,300	\$ -	\$ -	\$ -	\$ -
ST11GA Galveston Corridor Improvements**	5		270,000	120,000	-	-	-
ST11JA Murphy Overcrossing (ODOT)	2		400,000	-	-	-	-
			<u>\$ 1,783,300</u>	<u>\$ 120,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
New Projects:							
ST14AX Portland Ave. Bridge Rehabilitation	5		167,500	592,500	-	-	-
ST14BX Empire Ave. Bridge Rehabilitation	5		117,500	67,500	460,000	-	-
ST14CX Sidewalk Design and Projects*****	5		45,000	45,000	25,000	25,000	-
ST14DX Neff and Purcell	5		50,000	200,000	-	-	-
ST17AX Division Street Bridge Replacements***	5		-	-	-	260,000	685,000
ST18AX 3rd St. Multi Modal (Grant)****	5		-	-	-	-	400,000
			<u>\$ 380,000</u>	<u>\$ 905,000</u>	<u>\$ 485,000</u>	<u>\$ 285,000</u>	<u>\$ 1,085,000</u>
Total Transportation CIP			\$ 2,163,300	\$ 1,025,000	\$ 485,000	\$ 285,000	\$ 1,085,000

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%

**Preliminary Design Only.

***Subject to federal funding. \$915k for design and City match for construction.

****Subject to state funding (STIP).

*****In addition to the amounts listed above, \$100,000 per year will be transferred to the Transportation Operations Program for sidewalk construction to be performed by City staff.

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General Obligation Bond Construction Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 20,235,500	\$ 20,235,500	\$ 20,235,500
Investment income	-	115,000	99,525	89,600	89,600	89,600
Miscellaneous	-	-	129	-	-	-
Issuance of long-term debt	-	31,500,000	31,355,305	-	-	-
TOTAL RESOURCES	\$ -	\$ 31,615,000	\$ 31,454,959	\$ 20,325,100	\$ 20,325,100	\$ 20,325,100

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ -	\$ 254,000	\$ 184,880	\$ 1,600	\$ 1,600	\$ 1,600
Capital outlay:						
Construction/infrastructure	-	12,809,607	9,866,422	18,498,400	18,498,400	18,498,400
Debt service	-	1,169,000	1,168,200	-	-	-
Reserves for future capital	-	17,382,393	-	1,825,100	1,825,100	1,825,100
TOTAL REQUIREMENTS	\$ -	\$ 31,615,000	\$ 11,219,502	\$ 20,325,100	\$ 20,325,100	\$ 20,325,100

General Obligation Bond Debt Service Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 718,300	\$ 718,300	\$ 718,300
Property taxes	-	3,992,500	3,970,639	3,780,200	3,780,200	3,780,200
Investment income	-	6,400	19,127	20,000	20,000	20,000
TOTAL RESOURCES	\$ -	\$ 3,998,900	\$ 3,989,766	\$ 4,518,500	\$ 4,518,500	\$ 4,518,500

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Debt service	\$ -	\$ 3,973,000	\$ 3,271,500	\$ 3,678,900	\$ 3,678,900	\$ 3,678,900
Reserves for debt service	-	25,900	-	839,600	839,600	839,600
TOTAL REQUIREMENTS	\$ -	\$ 3,998,900	\$ 3,271,500	\$ 4,518,500	\$ 4,518,500	\$ 4,518,500

INFRASTRUCTURE

General Obligation Bond Program

Overview

In May 2011, the city of Bend voters passed a \$30 million bond measure to improve safety, mobility and access on major street corridors and intersections. The City's significant growth of the last 10 years has impacted the transportation system and the measure was proposed so that street infrastructure improvements can be made before there are further impacts from growth. The City has limited funds to make the street improvements. The measure included funding for the following projects:

- ✧ 18th Street/Empire Avenue roundabout
- ✧ Simpson Avenue/Mt. Washington Drive roundabout
- ✧ Brookwood Boulevard/Powers Road roundabout
- ✧ Reed Market Road from 3rd Street to 27th Street
- ✧ 27th Street reconstruction from Connors Drive to Butler Market Road with SE Interceptor Project
- ✧ 14th Street/Century Drive reconstruction

Goals for the 2013 - 2015 Biennial Budget

- ✧ Complete Reed Market project within scope, budget and timeline
- ✧ Dependent on project cost savings, scope, design and construct improvement on 14th Street
- ✧ Complete the expenditure of bond proceeds for the General Obligation (GO) Bond Program

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Begin construction of the Reed Market Project (Newberry to 27th Street) June 2013 and finish Spring 2014
- ✧ Finish design, right of way and utilities for Reed Market (Newberry to 3rd) Summer 2013
- ✧ Begin construction of Reed Market (Newberry to 3rd) October 2013 and finish Fall 2014
- ✧ Continue GO Bond Finance Committee Meetings to coordinate expenditures, contracts and program resources
- ✧ Continue public outreach through design and construction
- ✧ Continue Monthly Progress Reports

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Completed all three (3) roundabout projects under budget and the engineer's estimate, saving over \$1 million that can be reallocated to 14th Street or projects as approved by City Council

**General Obligation (GO) Bond Construction
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Continuing Projects:						
ST12CB Empire/18th Intersection	1	\$ 39,000	\$ 10,600	\$ 13,733	\$ -	\$ -
ST12CC Simpson/Mt. Washington RAB	1	89,800	46,500	23,279	-	-
ST12CD Powers/Brookwood RAB	1	59,500	5,600	4,779	-	-
ST12CE Reed Mkt: Newberry to 27th	1	4,356,000	377,200	-	-	-
ST12CJ Reed Mkt: 3rd to Newberry	4	7,536,800	4,977,400	-	-	-
ST12CH 27th St. Reconstruction**	5	-	1,000,000	-	-	-
		<u>\$ 12,081,100</u>	<u>\$ 6,417,300</u>	<u>\$ 41,791</u>	<u>\$ -</u>	<u>\$ -</u>
Total GO Bond CIP		\$ 12,081,100	\$ 6,417,300	\$ 41,791	\$ -	\$ -

Note: Reserves in the GO Bond Construction Fund include approximately \$1.4M in savings from the 3 roundabout projects and bond issue costs to be reallocated as needed.

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%

**Subject to construction of segments 1 and 2 of the Southeast Interceptor project.

Airport Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 353,740	\$ 676,900	\$ 300,199	\$ 580,800	\$ 580,800	\$ 580,800
Intergovernmental revenues	3,644,958	3,566,811	3,534,716	2,621,700	2,621,700	2,621,700
Charges for services	1,538,533	1,575,700	1,629,170	1,807,900	1,807,900	1,807,900
General fund subsidy	350,000	-	-	-	-	-
General fund loan	550,000	-	235,000	500,000	500,000	500,000
Investment income	(2,833)	(13,600)	606	(600)	(600)	(600)
Miscellaneous	10,069	2,900	2,583	3,800	3,800	3,800
Debt proceeds	1,100,313	-	-	-	-	-
Short-term note payable	-	-	-	-	-	-
TOTAL RESOURCES	\$ 7,544,780	\$ 5,808,711	\$ 5,702,274	\$ 5,513,600	\$ 5,513,600	\$ 5,513,600

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 286,300	\$ 361,003	\$ 355,142	\$ 409,571	\$ 409,571	\$ 409,571
Materials and services	157,261	167,750	148,273	196,700	196,700	196,700
Interfund transfers	430,585	530,100	508,526	527,100	527,100	527,100
Interfund loan repayment	550,000	55,000	55,000	505,000	505,000	505,000
Capital outlay:						
Construction/infrastructure	3,702,294	3,793,611	3,528,073	2,711,700	2,711,700	2,711,700
Total capital outlay	3,702,294	3,793,611	3,528,073	2,711,700	2,711,700	2,711,700
Debt service	2,118,139	528,800	526,435	537,500	537,500	537,500
Contingency	-	372,447	-	626,029	626,029	626,029
TOTAL REQUIREMENTS	\$ 7,244,579	\$ 5,808,711	\$ 5,121,449	\$ 5,513,600	\$ 5,513,600	\$ 5,513,600

INFRASTRUCTURE Airport Program

Overview

The Airport Operations program provides oversight and management of the planning, operations, maintenance, development and expansion of the Bend Municipal Airport.

The Bend Municipal Airport is located on 415 acres situated five miles east of the city limits of Bend. Owned by the City of Bend, the airport is located in Deschutes County and is currently outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length, a full parallel taxiway on the west side and a second taxiway constructed on the east side, more than 60 hangars and industrial buildings, and parking facilities for aircraft and vehicles. Twelve aviation related businesses are located at the airport. The Bend Municipal Airport is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport, with approximately 215 based aircraft and an estimated 98,000 operations per year. An operation is defined by the FAA as either a takeoff or a landing and is the basis for capacity projections and future CIP projects. Based on information contained in the draft Airport Master Plan now underway we can expect a 2.5% annual increase in the number of operations into the foreseeable future.

Demand at the Bend Airport has increased significantly, due in large part to helicopter training activities. Continued business expansion by the existing tenants, and continued growth and demand slowed somewhat due to the recession, but is showing signs of renewed growth.

Principal sources of operating revenue for the Airport include tenant ground leases, City-owned hangar and tiedown leases, and fuel flowage fees. Expenses include operation, maintenance and capital improvement of the Airport infrastructure. Federal Aviation Administration (FAA) grants provide significant funding for capital improvements.

An Airport Urban Renewal Plan was submitted to Deschutes County, but was not approved pending the completion of the Airport Master Plan. The Master Plan process is nearing completion and the original Urban Renewal Plan will be updated and re-submitted to the County during the 2013-2015 biennium. The Urban Renewal Plan will provide a funding source to assist in constructing planned improvements in an effort to attract Aerospace jobs and businesses to the Bend Area.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 160,442	\$ 194,700	\$ 202,408	\$ 207,163	\$ 409,571		
Materials and services	67,823	80,450	95,850	100,850	196,700		
Interfund transfers	290,721	217,805	263,200	263,900	527,100		
Interfund loan repayment	-	55,000	255,000	250,000	505,000		
Capital outlay:							
Construction/infrastructure	2,184,773	1,343,300	770,000	1,941,700	2,711,700		
Debt service	259,235	267,200	269,000	268,500	537,500		
Airport	\$ 2,962,994	\$ 2,158,455	\$ 1,855,458	\$ 3,032,113	\$ 4,887,571		
Full Time Equivalents	1.60	1.75	1.75	1.75	1.75		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Continue efforts to reduce reliance on the City of Bend General Fund discretionary revenue support and make the airport a fully self-sufficient entity

- ✧ Meet existing and near term demand for aircraft hangar space, tie-down space and business needs at the Airport
- ✧ Complete the Airport Master Plan
- ✧ Submit the Airport Urban Renewal Plan for approval upon completion of the Airport Master Plan

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Continue to enhance Airport revenues by updating the Airport Urban Renew Plan, which will identify additional funding mechanisms to drive economic development at the Airport
- ✧ Increase job creation by development of the eastside Airport property for aviation-related industrial and general aviation uses, including hangars and aviation business properties
- ✧ Complete appraisal to adjust airport lease rates to market. Appraisals are conducted every five years, with the next one due in 2015.

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Completed the Taxiway A construction project, enhancing the safety of aircraft accessing the runway and creating access to east side lands for future development of hangars and aviation businesses
- ✧ Increased the maintenance levels regarding mowing, hangar repairs, runways and airport appearance
- ✧ Finalized the Airport Master Plan for the FAA review process

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ Refer to 5-year Capital Improvement Program

INFRASTRUCTURE
Airport Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Total # of operations (take offs and landings)	97,928	97,928	100,288	102,705	105,180
Total # jobs at Airport	259	263	267	271	275
Total # of based aircraft at Airport	220	220	225	230	235
Total annual fuel sales by type and gallons:	380,371	382,016	391,222	400,650	410,306
Jet A	202,673	201,047	205,892	210,854	215,936
100LL	177,698	180,969	185,330	189,796	194,370
<i>Effectiveness Measures:</i>					
Square footage of new hangars or commercial buildings constructed annually	-	-	14,000	10,800	10,800
<i>Efficiency Measures:</i>					
Gross Revenues Businesses at Airport	\$35M	\$35M	\$35M	35M	\$40M
Percent of the airport operations funds supported by the general fund	0%	0%	0%	0%	0%

Airport
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
New Projects:						
AP13AA Eastside Helipad/Heliport Phase I	5	\$ 745,000	\$ 1,886,700	\$ -	\$ -	\$ -
AP14AA Airport Master Plan Implementation	N/A	25,000	25,000	-	-	-
AP15AA Airport Urban Renewal Plan Update	N/A	-	30,000	-	-	-
AP16AA FBO Ramp	5	-	-	165,000	1,278,800	-
AP18AA Eastside Helipad/Heliport Phase II	5	-	-	-	-	110,000
		<u>\$ 770,000</u>	<u>\$ 1,941,700</u>	<u>\$ 165,000</u>	<u>\$ 1,278,800</u>	<u>\$ 110,000</u>
Total Airport CIP		\$ 770,000	\$ 1,941,700	\$ 165,000	\$ 1,278,800	\$ 110,000

Note: Airport capital improvement projects are pending approval of 90% FAA funding.

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. The Master Plan Implementation and Airport Urban Renewal Plan projects reflect permit-related expenses required to implement the recently adopted Master Plan and long term planning for the Bend Airport, therefore do not fall into the conventional Cost Engineering classification.		

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Downtown Parking Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 662,980	\$ 1,035,700	\$ 1,079,045	\$ 1,072,500	\$ 1,072,500	\$ 1,072,500
Fines and permit revenues	1,007,211	1,030,261	912,205	993,200	993,200	993,200
Rent revenues	180,494	243,300	261,291	385,900	385,900	385,900
Parking improvement fees	120,700	-	-	-	-	-
Investment income	21,853	11,100	13,188	12,200	12,200	12,200
General fund subsidy	165,000	-	-	-	-	-
General fund loan	35,000	-	-	-	-	-
Interfund transfer	45,155	-	-	-	-	-
Miscellaneous	6,866	343,943	265,309	9,700	9,700	9,700
TOTAL RESOURCES	\$ 2,245,259	\$ 2,664,304	\$ 2,531,038	\$ 2,473,500	\$ 2,473,500	\$ 2,473,500

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 270,521	\$ 197,555	\$ 196,143	\$ 143,237	\$ 143,237	\$ 143,237
Materials and services	598,456	660,824	644,671	698,374	698,374	698,374
Interfund transfers	253,092	242,400	232,404	235,900	235,900	235,900
Interfund loan repayment	7,650	15,300	15,300	15,260	15,260	15,260
Capital outlay:						
Construction/infrastructure	36,495	429,133	369,954	27,500	27,500	27,500
Total capital outlay	36,495	429,133	369,954	27,500	27,500	27,500
Contingency	-	104,100	-	207,937	207,937	207,937
Reserves for:						
Maintenance	-	-	-	30,000	30,000	30,000
Parking improvement fees	-	1,014,992	-	1,115,292	1,115,292	1,115,292
TOTAL REQUIREMENTS	\$ 1,166,214	\$ 2,664,304	\$ 1,458,472	\$ 2,473,500	\$ 2,473,500	\$ 2,473,500

INFRASTRUCTURE **Downtown Parking Program**

Overview

The Downtown Parking Program supports on-street downtown parking and the Bend Centennial Parking Plaza. This program provides parking management/enforcement services, operations and maintenance of the downtown parking structure and off-street surface parking lots, as well as parking signage within the downtown area. Additional services include administration of the parking permit system, coordination with special events for parking issues, security services for the downtown parking structure as well as property management for the commercial spaces in the parking structure.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 112,359	\$ 83,784		\$ 70,783	\$ 72,454	\$ 143,237
Materials and services	305,288	339,383		345,387	352,987	698,374
Interfund transfers	139,154	93,250		117,700	118,200	235,900
Interfund loan repayment	7,650	7,650		7,650	7,610	15,260
Capital outlay:						
Construction/infrastructure	254,954	115,000		27,500	-	27,500
Downtown Parking	\$ 819,405	\$ 639,067		\$ 569,020	\$ 551,251	\$ 1,120,271
Full Time Equivalents	0.75	0.63		0.53	0.53	0.53

Goals for the 2013 – 2015 Biennial Budget

- ✘ Address the growing demand for available customer parking while working with the downtown community toward solutions for employee parking
- ✘ Promote additional downtown parking as a component of new development and redevelopment projects in the downtown parking district
- ✘ Implement parking management practices that sustain the viability of downtown
- ✘ Continue to provide clear communication and coordination with the Bend Downtown Business Association, business/property owners, and the media about parking related issues
- ✘ Maximize the utilization of existing downtown parking facilities
- ✘ Promote parking and accessibility in the downtown area that is compliant with the Americans with Disabilities Act (ADA)
- ✘ Implement parking education program for customers and employees (Customer First Program)
- ✘ Installation of downtown way-finding signage and parking directional signage for parking structure and other parking facilities as well as permanent signage on the parking structure.
- ✘ Work with Downtown Bend Business Association and downtown businesses on researching and reviewing the possibility of going to meter based parking in the downtown.

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Support and management of parking structure building systems maintenance
- ✘ Collect parking in-lieu-of fees (also referred to as parking improvement fees)
- ✘ Maintenance and Management of leasehold spaces in the parking structure
- ✘ Continue implementation of the downtown Smart Meter “pay-n-display” program for paid long term parking
- ✘ Promote permit parking in the downtown parking structure, simultaneously securing a revenue source for sufficient operation of the structure
- ✘ Improve parking citation collection rate

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Completed capital improvement projects for the Bend Centennial Parking Plaza including:
 - Pacific Power Bluesky grant funded 35kW Solar array
 - Traffic coating system installation
 - ARRA funded lighting retrofit
- ✧ Pay-n-Display installation at Bend Centennial Parking Plaza
- ✧ Seal coat and re-striping of Troy Field and Franklin parking lots
- ✧ Battery replacement for inverter system at Bend Centennial Parking Plaza
- ✧ Revised the low wage employee permit program for the Newport Lot and roof of the parking structure by increasing the base wage to provide low cost parking for more employees.
- ✧ Renewed lease of 104 space surface parking lot to increase parking supply in the NW quadrant of the downtown core
- ✧ Implemented a discount program on parking permits for businesses purchasing 75 or more parking permits.

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ No parking fee or permit increases are proposed for the 2013-15 biennium.
- ✧ Responsibility for capital improvements and maintenance of Bend Centennial Parking Plaza and downtown parking lots has been transferred to the Facilities Program under Administration and Support.

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2013 - 2014
 - Directional exterior signage at Bend Centennial Parking Plaza
 - Improved floor level system signage at Bend Centennial Parking Plaza
 - Installation of skateboard deterrents at Bend Centennial Parking Plaza

INFRASTRUCTURE
Downtown Parking Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Parking Permit Issued - On-Street, Parking Lots	3,789	3,827	3,186	3,600	3,539
Parking Permit Issued - Parking Structure	3,509	3,266	3,185	3,417	3,377
Violations Issued - On-Street, Parking Lots	13,811	9,553	11,886	11,750	11,750
Violations Issued - Parking Structure	1,021	507	857	795	795
<i>Effectiveness Measures:</i>					
% of Available Permitted Parking Spaces; on-street parking and parking lots	52%	52%	68%	52%	52%
% of Available Permitted Parking Spaces; Centennial Parking Garage	42%	43%	54%	43%	43%
Parking Permit Sales Avg sale/unit - On-Street, Parking Lots	\$ 28	\$ 28	\$ 28	\$ 28	\$ 28
Parking Permit Sales Avg sale/unit - Parking Structure	\$ 48	\$ 48	\$ 46	\$ 46	\$ 46
Violations collected - On-Street, Parking Lots	5,605	4,725	5,012	5,114	5,114
Violations collected - Parking Structure	268	239	240	249	249
Rental Revenue per square foot-Average	\$ 1.25	\$ 1.36	\$ 1.55	\$ 1.55	\$ 1.55
<i>Efficiency Measures:</i>					
Cost of Parking Enforcement Program as a % of Total Citation and Permit Revenue	54%	51%	51%	51%	51%
Parking Permit Sales - On-Street, Parking Lots (1)	61%	48%	37%	37%	41%
Parking Permit Sales - Parking Structure (1)	66%	57%	51%	51%	53%
Violation Revenue collected - On-Street, Parking Lots) (2)	41%	49%	42%	44%	44%
Violation Revenue collected - Parking Structure (2)	26%	47%	28%	31%	31%
Note: These numbers do not reflect daily parking revenue					
(1) Efficiency on permit sales based on number sold vs. total spaces					
(2) Efficiency on Violations based on % collected vs. issued					

Accessibility Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 243,203	\$ 183,213	\$ 143,374	\$ 333,249	\$ 333,249	\$ 333,249
Materials and services	31,917	82,634	67,326	62,862	62,862	62,862
Interfund transfers	260,464	158,800	158,629	102,200	102,200	102,200
TOTAL REQUIREMENTS	\$ 535,584	\$ 424,647	\$ 369,329	\$ 498,311	\$ 498,311	\$ 498,311

Note:

The Accessibility Program is accounted for as a division of the General Fund.

INFRASTRUCTURE Accessibility Program

Overview

The Accessibility Program strives to improve access to City services, activities, programs, facilities, and events throughout Bend. Assisting 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. Management of all components of the two legal Settlement Agreements for ADA noncompliance is an ongoing responsibility of the Accessibility Program.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 80,774	\$ 62,600	\$ 161,847	\$ 171,402	\$ 333,249		
Materials and services	27,428	39,898	31,431	31,431	62,862		
Interfund transfers	99,000	59,629	50,400	51,800	102,200		
Accessibility Program	\$ 207,202	\$ 162,127	\$ 243,678	\$ 254,633	\$ 498,311		
Full Time Equivalents	1.30	1.30	1.30	1.30	1.30		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Continue annual reporting requirements to meet the Department of Justice (DOJ) Settlement Agreement through the development of applicable progress reports
- ✧ Identify noncompliant curb ramps to be reconstructed and work with the Transportation Operations staff to ensure self-performed work meets compliance
- ✧ Maintain and grow effective working relationship with Transportation Operations and engineering staff on all public rights-of-way needs relating to connectivity and access
- ✧ Develop an *ADA Transition Plan for Curb Ramps in Public Rights-of-Way* document to submit to DOJ which demonstrates to-date curb ramp compliance and identifies steps to continue to comply moving forward
- ✧ Continue to research and submit applications for various funding sources to continue curb ramp work
- ✧ Maintain and grow identified workplans developed through the efforts of the City of Bend Accessibility Advisory Committee (COBAAC), which was established in April 2010
- ✧ Continue to improve access for people with disabilities through the City's facilities, programs, services, and activities, as well as throughout the community

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Monitor and communicate progress on the DOJ Settlement Agreements and other accessibility issues
- ✧ Increase opportunities for participation and partnerships with people with disabilities in the community
- ✧ Provide education and training internally and externally to increase understanding and awareness about the importance of an accessible Bend
- ✧ Collaborate with Human Resources (HR) to implement the Equal Employment Opportunity Policy to ensure appropriate accommodations are made for employees with disabilities. Provide prompt confidential support and follow through to all requests from HR for an employee who may need a workplace accommodation
- ✧ Implement accessibility policies, procedures, and processes throughout the City's operations to ensure access for all citizens

- ✧ Continue to provide input on plans submitted for permit through the Community Development department and other departments as needed to ensure projects incorporate all applicable accessibility codes and guidelines. Support external stakeholder accessibility design needs as well

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Continued management of the COBAAC to assist and advise the City on the most appropriate means by which to make its programs, services, activities and facilities accessible to Bend's citizens
- ✧ Resolved a number of citizen requests for barrier removal including curb ramps and sidewalks to enhance access
- ✧ Applied for and was awarded a grant exceeding \$300,000 to fund the South 3rd Street Pedestrian Access project planning and design. Costs for this project are accounted for in the Accessibility Construction Fund.
- ✧ Increased education and learning opportunities through hands-on trainings for interdepartmental needs such as with the new hire orientation academies in the fire and police departments
- ✧ Increased the number of compliant curb ramps from 1,300 to over 1,800 citywide through findings from the citywide curb ramp assessment and managing new construction projects both internal and outsourced

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ During the 2011-2013 Biennium, the Accessibility Program was managed by a part-time employee that was cost shared through an intergovernmental agreement with the City of Redmond. The agreement with Redmond expired in December 2012. The 2013-2015 biennial budget reflects the hiring of a full-time City of Bend employee to manage this program.

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Accessibility Construction Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 114,883	\$ 1,170,600	\$ 1,076,919	\$ 473,200	\$ 473,200	\$ 473,200
Franchise fees	-	-	-	1,147,500	1,147,500	1,147,500
Intergovernmental revenues	104,925	489,900	267,795	77,400	77,400	77,400
General fund subsidy	900,000	1,000,000	1,000,000	900,000	900,000	900,000
Interfund transfers	95,183	212,100	172,556	-	-	-
Investment income	19,900	5,400	8,723	6,300	6,300	6,300
Miscellaneous	10,152	3,000	388	-	-	-
Issuance of long-term debt	3,263,512	-	-	-	-	-
TOTAL RESOURCES	\$ 4,508,555	\$ 2,881,000	\$ 2,526,381	\$ 2,604,400	\$ 2,604,400	\$ 2,604,400

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 7,095	\$ 43,349	\$ 39,439	\$ -	\$ -	\$ -
Materials and services	64,188	111,470	15,068	61,900	61,900	61,900
Interfund transfers	588,666	609,500	590,544	632,200	632,200	632,200
Capital outlay:						
Construction/infrastructure	1,908,567	1,166,600	792,362	-	-	-
Debt service	863,118	615,800	615,775	609,500	609,500	609,500
Contingency	-	34,281	-	1,000,800	1,000,800	1,000,800
Reserves for future construction	-	300,000	-	300,000	300,000	300,000
TOTAL REQUIREMENTS	\$ 3,431,634	\$ 2,881,000	\$ 2,053,188	\$ 2,604,400	\$ 2,604,400	\$ 2,604,400

INFRASTRUCTURE
Accessibility Construction Program

Overview

The Accessibility Construction Program is responsible for completion of the phases of development, including design through construction in the City's rights-of-way. During the 2009-2011 biennium, project management responsibility was transferred from Public Works Engineering to the Accessibility Program Manager, who is funded out of the General Fund. The Accessibility Program Manager also reports on progress made on improving infrastructure commensurate with the Department of Justice (DOJ) Settlement Agreement and the Disability Rights Oregon (DRO) Settlement Agreement. Both Settlement Agreements are to be satisfied by 2014.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 39,239	\$ 200	\$ -	\$ -	\$ -		
Materials and services	3,918	11,150	30,950	30,950	61,900		
Interfund transfers	291,444	299,100	316,100	316,100	632,200		
Capital outlay:							
Construction/infrastructure	790,762	1,600	-	-	-		
Debt service	306,975	308,800	305,000	304,500	609,500		
Accessibility Construction	\$ 1,432,338	\$ 620,850	\$ 652,050	\$ 651,550	\$ 1,303,600		
Full Time Equivalents	0.25	0.25	-	-	-		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Continue to work toward meeting the DOJ infrastructure requirements related to 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

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Manage the Customer Service Request for Barrier Removal process to resolve citizen requests as they are submitted to the City of Bend
- ✧ Continued coordination of curb ramp improvements self-performed by Transportation Operations staff and support design of city capital improvement projects, which include curb ramps and related accessible rights-of-way issues

Major Accomplishments during the 2011 - 2013 Biennium

- ✧ Completed the Phase 3 of the Americans with Disabilities Act (ADA) Improvement Project through collaboration with internal and external stakeholders. An estimated 130 curb ramps located on arterials and corridors, are projected to be improved which serve primarily government facilities
- ✧ Received Community Development Block Grant funding to address high-use pedestrian corridors.
- ✧ Received Flex Fund Grant for design and engineering to improve pedestrian access along 2.6 miles of South 3rd Street between Franklin Avenue and Murphy Road
- ✧ Completed the N. 3rd Street Sidewalk and Curb Ramp Improvement project funded by Oregon Department of Transportation.
- ✧ The milestone of 1,800 compliant curb ramps was reached

- ✧ Completed several citizen requests for barrier removal

Significant changes from the 2011 – 2013 Biennial Budget

- ✧ The activity in this fund has been significantly reduced with the expenditure of the \$3.2 million debt that was issued during the 2009-2011 biennium.
- ✧ \$100,000 per year has been allocated for the Sidewalk Program in the Transportation Construction Fund.
- ✧ During the 2013-2015 biennium, half of the water and sewer franchise fees will be allocated to the Accessibility Construction Fund to provide funding for curb ramp improvements. This results in approximately \$1.1 million of additional revenue over the biennium.



New Sidewalk Construction

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Cemetery Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 372,371	\$ 4,600	\$ -	\$ 38,400	\$ 38,400	\$ 38,400
Burial and lot fees	85,755	120,200	106,084	102,300	102,300	102,300
Permanent maintenance fees	8,262	-	-	-	-	-
General fund subsidy	11,534	54,000	52,000	80,000	80,000	80,000
Interfund transfers	120	6,000	27,605	46,600	46,600	46,600
Investment income	6,524	-	666	-	-	-
Miscellaneous	1,670	-	41	-	-	-
TOTAL RESOURCES	\$ 486,236	\$ 184,800	\$ 186,396	\$ 267,300	\$ 267,300	\$ 267,300

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 63,156	\$ 63,646	\$ 62,062	\$ 120,002	\$ 120,002	\$ 120,002
Materials and services	20,577	42,975	42,898	51,790	51,790	51,790
Interfund transfers	402,505	43,900	42,995	54,200	54,200	54,200
Contingency	-	34,279	-	41,308	41,308	41,308
TOTAL REQUIREMENTS	\$ 486,238	\$ 184,800	\$ 147,955	\$ 267,300	\$ 267,300	\$ 267,300

INFRASTRUCTURE **Cemetery Program**

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 is maintained by the City of Bend Transportation Operations Division.

Cemetery revenues have been trending downwards over the last several years as many of the prime lots have been sold and consumers have opted for cremation over full burials. As a result, General Fund subsidy is necessary to fund operations of the cemetery.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12		2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 31,462	\$	30,600	\$ 59,236	\$ 60,766	\$ 120,002
Materials and services	16,998		25,900	25,445	26,345	51,790
Interfund transfers	21,395		21,600	26,900	27,300	54,200
Cemetery	\$ 69,855	\$	78,100	\$ 111,581	\$ 114,411	\$ 225,992
Full Time Equivalents	0.34		0.34	0.66	0.66	0.66

Goals for the 2013 – 2015 Biennial Budget

- ✘ Provide necessary maintenance as efficiently as possible given the lack of resources
- ✘ Completion of all requested opening and closing of cemetery lots
- ✘ Obtain placement of the Cemetery on the State of Oregon registration for historical cemeteries
- ✘ Coordinate volunteer efforts to assist with Cemetery maintenance
- ✘ Develop strategy for long term financial sustainability

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Maintain Cemetery landscaping at a minimal level
- ✘ Maintain minimum staffing levels
- ✘ Recommend no expansion in the future

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ 61 full burials and 51 ash burials
- ✘ Established Sexton position in cemetery
- ✘ Completed all cemetery records updates for accuracy
- ✘ Provided continuing maintenance to cemetery grounds

Significant Changes from the 2011 – 2013 Biennial Budget

- ✘ Increased temporary help to support Cemetery landscape maintenance
- ✘ Reallocated 1/3 FTE from Street Maintenance to Cemetery – Sexton position

INFRASTRUCTURE
Cemetery Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
# of acres remaining for burials	3.00	3.00	2.50	2.50	2.50
<i>Efficiency Measures:</i>					
Cost of maintenance per acre of Cemetery maintained	\$ 4,644	\$ 5,373	\$ 6,008	\$ 8,583	\$ 8,801
Operating revenue per acre of Cemetery maintained	\$ 3,757	\$ 4,784	\$ 5,554	\$ 5,562	\$ 5,892

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Cemetery Permanent Maintenance Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ 586,376	\$ 586,225	\$ 591,100	\$ 591,100	\$ 591,100
Permanent maintenance fees	11,349	8,300	8,143	8,000	8,000	8,000
Interfund transfers	574,876	-	-	-	-	-
Transfer from General Fund	-	-	-	-	-	-
Investment income	120	29,000	28,077	46,600	46,600	46,600
TOTAL RESOURCES	\$ 586,345	\$ 623,676	\$ 622,445	\$ 645,700	\$ 645,700	\$ 645,700

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ -	\$ 4,000	\$ 3,750	\$ 9,000	\$ 9,000	\$ 9,000
Interfund transfers	120	25,000	27,605	46,600	46,600	46,600
Reserves for perm. maint.	-	594,676	-	590,100	590,100	590,100
TOTAL REQUIREMENTS	\$ 120	\$ 623,676	\$ 31,355	\$ 645,700	\$ 645,700	\$ 645,700

INFRASTRUCTURE
Cemetery Permanent Maintenance Fund

Overview

The City operates a municipal cemetery registered as an endowment cemetery under Oregon Revised Statutes (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 by this fund will be transferred to the Cemetery program to be used for the general care and maintenance of the cemetery property.

System Development Charges Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 1,266,324	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation SDCs	2,426,009	5,093,962	4,735,710	6,149,400	6,149,400	6,149,400
Water SDCs	1,399,158	3,092,011	2,588,239	3,632,100	3,632,100	3,632,100
Water Reclamation SDCs	1,777,667	3,639,627	2,912,239	3,885,200	3,885,200	3,885,200
Loan repayments	541,184	129,600	182,062	98,300	98,300	98,300
Investment income	69,752	55,900	58,346	62,400	62,400	62,400
Interfund transfer	-	-	25,800	-	-	-
TOTAL RESOURCES	\$ 7,480,094	\$ 12,011,100	\$ 10,502,396	\$ 13,827,400	\$ 13,827,400	\$ 13,827,400

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 119,534	\$ 70,400	\$ 23,595	\$ -	\$ -	\$ -
Transfers to:						
Transport. Planning	263,000	194,000	194,000	199,000	199,000	199,000
Transport. Const. Fund	3,568,428	4,831,105	4,626,643	6,027,100	6,027,100	6,027,100
Water Fund	1,456,865	3,271,757	2,669,698	3,673,800	3,673,800	3,673,800
Water Reclamation Fund	2,072,264	3,643,838	2,988,460	3,927,500	3,927,500	3,927,500
TOTAL REQUIREMENTS	\$ 7,480,091	\$ 12,011,100	\$ 10,502,396	\$ 13,827,400	\$ 13,827,400	\$ 13,827,400

INFRASTRUCTURE
System Development Charges

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 2013-2015 Proposed Biennial Budget assumed Engineering News Record (ENR), a construction cost inflation index, increases of 2% per fiscal year. The actual increase in the ENR resulted in a 2.3% increase in 2013-2014.

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 SDC rates for a single family dwelling are estimated as follows:

	2012-13 Actuals	2013-14 Actuals	2014-15 Est.
Transportation SDC	\$4,576	\$4,681	\$4,761
Water SDC	\$4,520	\$4,624	\$4,703
Water Reclamation SDC	\$2,840	\$2,905	\$2,955

Goals for the 2013 - 2015 Biennial Budget

- ✧ The City updated its Transportation SDC methodology in 2011-2012 and plans to update the water and sewer methodologies during the 2013-2015 biennium.

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Adopted an updated methodology for calculating Transportation SDC fees.

**Local Improvement District
Construction Program**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 582,200	\$ 582,200	\$ 582,200
Investment income	(6,819)	-	-	-	-	-
Contribution from Water						
Reclamation fund	315,346	-	-	-	-	-
Loan from Water						
Reclamation fund	224,000	-	-	-	-	-
Interfund transfer	-	-	582,200	-	-	-
TOTAL RESOURCES	\$ 532,527	\$ -	\$ 582,200	\$ 582,200	\$ 582,200	\$ 582,200

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Type:						
Interfund transfers	\$ 5,400	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund loan repayment	527,127	-	-	-	-	-
Reserves for future LID's	-	-	-	\$ 582,200	582,200	582,200
TOTAL REQUIREMENTS	\$ 532,527	\$ -	\$ -	\$ 582,200	\$ 582,200	\$ 582,200

**Local Improvement District
Debt Service**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 816,113	\$ 572,800	\$ 574,100	\$ -	\$ -	\$ -
Assessment loan repayments	79,690	-	-	-	-	-
Investment income	16,105	11,000	8,051	-	-	-
TOTAL RESOURCES	\$ 911,908	\$ 583,800	\$ 582,151	\$ -	\$ -	\$ -

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Type:						
Interfund transfers	\$ 166,872	\$ 583,800	\$ 582,200	\$ -	\$ -	\$ -
Debt service	170,936	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 337,808	\$ 583,800	\$ 582,200	\$ -	\$ -	\$ -

INFRASTRUCTURE
Local Improvement District (LID) Program

Overview

Local Improvement Districts (LIDs) are formed for the construction of street, water or wastewater infrastructure to provide direct benefit to property owners in the LID. The construction and financing of LIDs are governed by Oregon Revised Statutes 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, Bancroft bonds are issued to reimburse the LID Construction fund and the costs are assessed to the property owners benefited through an assessment process.

Property owners assessed may apply for financing through the Bancroft Bonding Act and repay the assessment over 10 years with interest currently ranging from 6% to 7.5%. The LID Debt Service fund accounts for the collection of assessments and repayment of the related Bancroft bonds.

Currently there are no active LIDs. The reserve balance remaining in this fund will be used for future LIDs.

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Public Transit Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 190,773	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	2,472,950	-	-	-	-	-
General fund subsidy	1,286,700	-	-	-	-	-
Charges for services	342,276	-	-	-	-	-
Interfund charges	282	-	-	-	-	-
Investment income	(759)	-	-	-	-	-
Miscellaneous	29,045	-	-	-	-	-
TOTAL RESOURCES	\$ 4,321,267	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 131,708	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	1,900,290	-	-	-	-	-
Interfund transfers	1,137,995	-	-	-	-	-
Interfund loan repayment	20,000	-	-	-	-	-
Capital outlay:						
Vehicle/equipment	674,495	-	-	-	-	-
Construction/infrastructure	456,779	-	-	-	-	-
Total capital outlay	1,131,274	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 4,321,267	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

Transit operations were transferred to the Central Oregon Intergovernmental Council (COIC) in September 2010.

Public Transit Grant Passthru

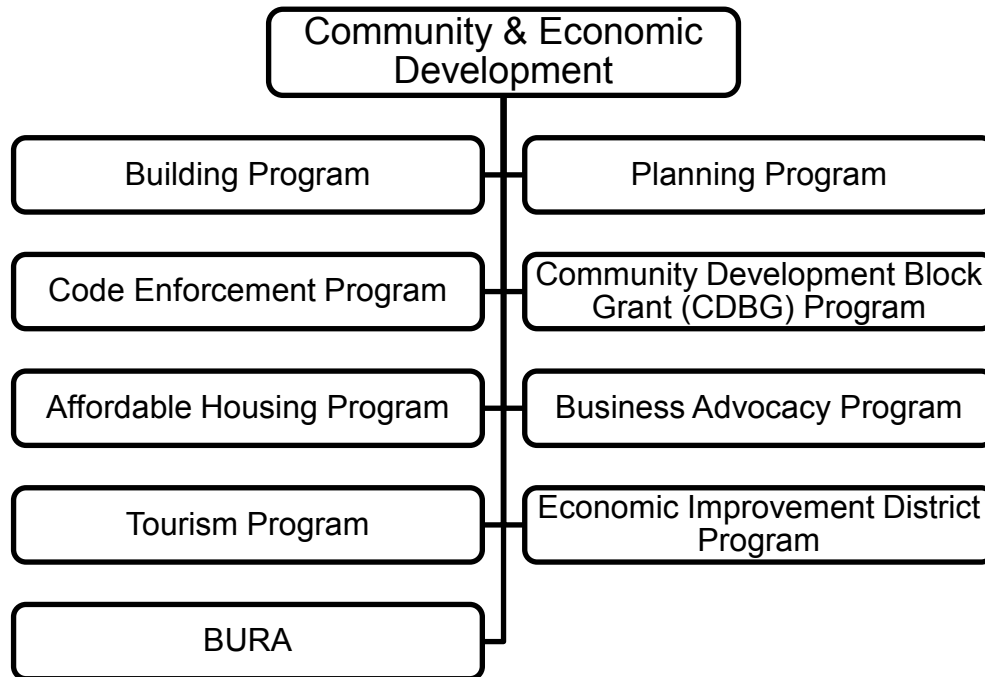
	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Intergovernmental revenues	\$ 1,240,770	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	2,280	-	-	-	-	-
TOTAL RESOURCES	\$ 1,243,050	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Payment to COIC	\$ 1,243,050	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ 1,243,050	\$ -	\$ -	\$ -	\$ -	\$ -

COMMUNITY & ECONOMIC DEVELOPMENT

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COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA STRUCTURE



Building and Planning Programs

Activities for these programs include managing building inspections and permitting, accounting for current planning and long-range planning activities, and reviewing new development plans, plats and partitions for compliance.

Code Enforcement Program

Expenditures related to the Code Enforcement program 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 assuring compliance with the City's land use and building codes.

Community Development Block Grant (CDBG) Program

This program 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 Program

This program accounts for the City's Affordable Housing program which is funded by an affordable housing fee assessed on building permits.

Business Advocacy Program

This program is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan.

Tourism Program

This program accounts for the expenditure of transient room taxes dedicated to tourism.

Economic Improvement District (EID) Program

This program accounts for collection and payment of assessments for the Economic Improvement District created for the maintenance and beautification of downtown Bend.

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 Debt Service Fund accounts for the activities of the City's Murphy Crossing urban renewal district.

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Building Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 954,670	\$ 671,700	\$ 940,705	\$ 1,557,000	\$ 1,557,000	\$ 1,557,000
License and permits	4,358,944	5,014,400	5,742,173	7,057,200	7,057,200	7,057,200
Charges for services	15,604	3,000	17,797	4,000	4,000	4,000
Interfund transfers	313,421	180,700	51,391	20,560	20,560	20,560
Investment income	18,104	12,000	15,549	16,200	16,200	16,200
Miscellaneous	46,959	700	23,113	3,000	3,000	3,000
TOTAL RESOURCES	\$ 5,707,702	\$ 5,882,500	\$ 6,790,728	\$ 8,657,960	\$ 8,657,960	\$ 8,657,960

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 3,526,577	\$ 4,415,567	\$ 4,405,299	\$ 4,714,747	\$ 4,714,747	\$ 4,714,747
Materials and services	291,272	174,830	144,270	253,632	253,632	253,632
Interfund transfers:	949,151	719,800	684,151	786,900	786,900	786,900
Capital outlay:						
Vehicle/equipment	-	-	-	80,000	80,000	80,000
Contingency	-	502,303	-	2,742,681	2,742,681	2,742,681
Reserves for future						
Vehicle purchases	-	70,000	-	80,000	80,000	80,000
TOTAL REQUIREMENTS	\$ 4,767,000	\$ 5,882,500	\$ 5,233,720	\$ 8,657,960	\$ 8,657,960	\$ 8,657,960

COMMUNITY & ECONOMIC DEVELOPMENT Building Program

Overview

The Building Program is comprised of the building inspection and electrical programs. It serves as the clearinghouse for all construction permitting through shared permitting software platforms with Planning, Engineering, Public Works, Fire, State of Oregon Department of Environmental Quality, Deschutes County Environmental Health and Sanitation, 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.

This program ensures compliance with the State of Oregon Specialty Codes related to commercial buildings, multi-family units, one and two family dwellings, structural, energy, accessibility, plumbing, mechanical and electrical systems along with all related administrative rules. City staff provides the following customer services: 100% electronic plan review, on-line applications, permit issuance, code interpretation, inspections, enforcement actions, and over the counter information. City staff obtains and maintains proper certifications including required continuing education credits.

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 2,026,849	\$ 2,378,450	\$ 2,320,310	\$ 2,394,437	\$ 4,714,747
Materials and services	43,398	100,872	123,516	130,116	253,632
Interfund transfers	371,035	313,116	405,900	381,000	786,900
Capital outlay:					
Vehicle/equipment	-	-	40,000	40,000	80,000
Building	\$ 2,441,282	\$ 2,792,438	\$ 2,889,726	\$ 2,945,553	\$ 5,835,279
Full Time Equivalents	17.39	20.59	19.65	19.65	19.65

Goals for the 2013 – 2015 Biennial Budget

- ✧ Ensure that all buildings in Bend are built safely and constructed to meet the State building code standards
- ✧ Ensure that all construction outside of the public rights-of-way provide full accessibility consistent with the State building code and council mandate
- ✧ Continue to increase public relations and customer service levels
- ✧ Continue front counter services with Planning and Engineering at a single “one stop” permitting counter, thereby enhancing service and increasing efficiency
- ✧ Ensure that building permitting is coordinated with planning, public works, fire, engineering and outside regulatory agencies to provide a seamless development permitting process for our customers, by using electronic plan review and a shared permit tracking platform and to ensure compliance with all ordinances and laws

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Continue to implement the building permitting program in a manner that is efficient and cost-effective
- ✧ Provide superior customer service by matching internal competencies with customer and citizen needs
- ✧ Continue to train and cross train staff, which will allow for better communication, consistent

application of codes, and increased efficiency

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Improved and enhanced reviews and inspections for accessibility compliance
- ✧ Maintained standard service levels due to the implementation of efficiency measures, while workloads increased approximately 50%. Efficiencies measures included:
 - Cross training of inspection and review staff; also accomplished higher level of customer service
 - Utilization of electronic systems for review and communication (ePlans and email)
 - Expedited review option
 - Implementation of the Commercial Express Permit program, allowing for expedited reviews for simple commercial remodels
 - Increased interdepartmental and interagency communication

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Realigned the department by cross-training and allocating all Building Permit, Planning and Engineering Technician staff to the Permit Center

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Replacement vehicles (2) - \$40,000
- ✧ 2014-2015
 - Replacement vehicles (2) - \$40,000

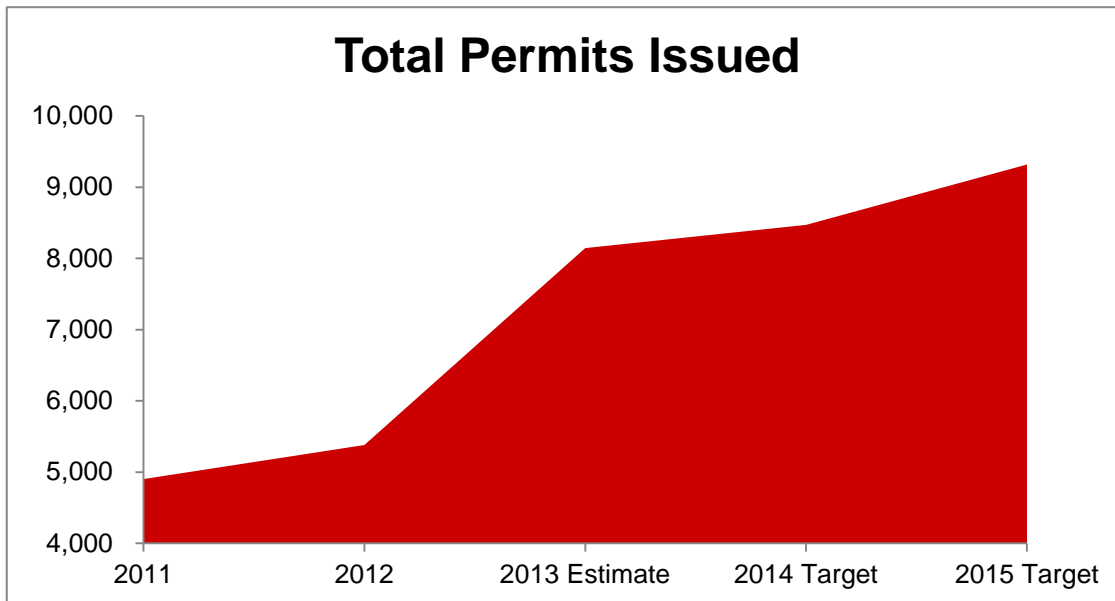
COMMUNITY & ECONOMIC DEVELOPMENT
Building Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
Output Measures:					
Total Permits Issued	4,903	5,381	8,145	8,471	9,318
Effectiveness Measures:					
Permits per FTE	492	512	863	816	898
Efficiency Measures:					
Cost to Building Division per Permit Issued	\$ 436	\$ 407	\$ 343	\$ 341	\$ 316

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
(2) Replacement SUV's	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
Total	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -



Planning Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 733,397	\$ 205,100	\$ 178,083	\$ 407,800	\$ 407,800	\$ 407,800
Intergovernmental revenues	44,571	75,000	1,583	-	-	-
License and permits	170,793	109,000	103,582	108,800	108,800	108,800
Charges for services	1,770,202	1,827,800	2,355,400	2,689,800	2,689,800	2,689,800
General fund subsidy	1,538,000	1,710,000	1,392,100	1,467,600	1,467,600	1,467,600
Interfund transfers	103,050	47,000	51,517	544,422	544,422	544,422
Investment income	13,255	8,200	4,541	5,300	5,300	5,300
Miscellaneous	1,043	4,200	603	600	600	600
TOTAL RESOURCES	\$ 4,374,311	\$ 3,986,300	\$ 4,087,409	\$ 5,224,322	\$ 5,224,322	\$ 5,224,322

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Program:						
Current planning	\$ 2,420,222	\$ 2,138,415	\$ 2,124,115	\$ 2,287,452	\$ 2,287,452	\$ 2,287,452
Long-range planning	1,776,009	1,751,015	1,555,477	1,573,489	1,573,489	1,573,489
Sign code program	-	-	-	206,657	206,657	206,657
Contingency	-	96,870	-	1,156,724	1,156,724	1,156,724
TOTAL REQUIREMENTS	\$ 4,196,231	\$ 3,986,300	\$ 3,679,592	\$ 5,224,322	\$ 5,224,322	\$ 5,224,322
By Type:						
Personnel services	\$ 3,078,019	\$ 2,958,862	\$ 2,881,296	\$ 3,058,968	\$ 3,058,968	\$ 3,058,968
Materials and services	294,680	269,068	160,036	289,530	289,530	289,530
Interfund transfers	823,532	661,500	638,260	719,100	719,100	719,100
Contingency	-	96,870	-	1,156,724	1,156,724	1,156,724
TOTAL REQUIREMENTS	\$ 4,196,231	\$ 3,986,300	\$ 3,679,592	\$ 5,224,322	\$ 5,224,322	\$ 5,224,322

COMMUNITY & ECONOMIC DEVELOPMENT Planning Program

Overview

The Planning Program establishes and maintains the land use framework within which businesses and residents conduct their daily activities. It is also responsible for implementing state-mandated requirements for comprehensive planning and zoning, public facilities planning and development review. The program comprises three sub-programs designated to accomplish this work: Current Planning, Long-Range Planning, and Sign Code.

This program ensures compliance with the Oregon Revised Statutes, Oregon Administrative Rules, Oregon case law, Bend General Plan, Transportation System Plan, and the Bend Development Code. City staff provides the following customer services: 100% electronic plan review, on-line applications, permit issuance, code interpretation, inspections, enforcement actions, and over the counter information. City staff obtains and maintains proper certifications including required continuing education credits.

Current Planning Program

The Current Planning Program 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. The program administers the Bend Development Code which contains the land use regulations that make Bend a unique and tremendously livable city. This program is continually working to streamline processes and minimize unnecessary regulations to reduce delay and eliminate uncertainty from the permitting process. The program:

- ✧ Reviews all development in the City
- ✧ Creates and responds to economic development opportunities
- ✧ Is the venue for public participation and due process in land development
- ✧ Provides property and land use information at the Permit Center
- ✧ Maintains and updates the Bend Development Code
- ✧ Oversees the historic preservation program
- ✧ Provides initial investigations and seeks compliance for Development Code enforcement

In performing these duties, planning staff work with citizens, business owners, developers and other city departments and partner agencies such as Oregon Department of Transportation, Deschutes County, irrigation districts and private utility providers. This coordination ensures that new development is compatible with existing neighborhoods, is efficiently provided with the full range of urban services and that future economic development opportunities are preserved.

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 837,389	\$ 803,920	\$ 760,150	\$ 894,206	\$ 1,654,356
Materials and services	17,840	101,752	165,268	65,028	230,296
Interfund transfers	180,629	182,585	201,500	201,300	402,800
Current Planning	\$ 1,035,858	\$ 1,088,257	\$ 1,126,918	\$ 1,160,534	\$ 2,287,452
Full Time Equivalents		7.17	6.18	7.18	7.18

Goals for the 2013-15 Biennial Budget

- ✧ Continue to streamline the development review process
- ✧ Provide excellent customer service

- ✧ Optimize economic development opportunities
- ✧ Adopt a revised Historic Landmarks Code
- ✧ Maintain a reliable and stable funding source for the City's current planning function
- ✧ Achieve a 6-month budget reserve level

Key Operational Objectives for the 2013-15 Biennial Budget

- ✧ Issue Type I decisions on planning applications within 30 days; these decisions are non-discretionary administrative decisions (staff issued) and have limited public participation
- ✧ Issue Type II decisions on planning applications within 60 days; these decisions are administrative (staff issued) discretionary decisions and provide for public participation
- ✧ Analyze operational efficiencies to maximize staff's ability to meet customer service objectives with an increasing work load
- ✧ Provide responsive and consistent customer service to the development community and interested or affected citizens
- ✧ Continue to work with the Planning Commission on the Development Code Tune Up project to eliminate inconsistencies in the code and improve customer service

Major Accomplishments during the 2011-13 Biennium

- ✧ Processed two major Development Code Tune Up (streamlining) packages
- ✧ Partnered with the Public Works Department to draft and obtain approval for Title XVI of the Bend Code, Grading, Excavation and Stormwater Management
- ✧ Processed 283 land use applications

Significant changes from the 2011-13 Biennial Budget

- ✧ Addition of one (1) FTE in 2014-15 if permit levels continue to increase - Associate Planner
- ✧ Conduct a fee study of planning fees during 2013-14. It is anticipated that the study will result in a decrease in planning fees and a recommended increase in General Fund support to cover the cost of general planning services provided to the community.

Long-Range Planning Program

The Long-Range Planning Program promotes community and economic development by maintaining and updating the City's long-range planning elements, including the Bend Area General Plan, the Transportation System Plan, and the Water and Wastewater Public Facilities Plans (PFPs). Amendments to the General Plan and its functional plans are often major efforts with far-reaching impacts, such as the recent Water PFP adoption and subsequent Remand Order from the State of Oregon Land Use Board of Appeals regarding the Urban Growth Boundary (UGB). These projects provide and maintain a larger, on-going supply of buildable land for employment and needed housing. The program ensures that these buildable lands are zoned properly, are in the best locations, and are adequately served with public facilities.

Long-Range Planning staff also conducts special purpose projects as directed by the City Council, such as refinement plans and sub-area plans. The Central Area Plan and the potential education overlay zone for Oregon State University's (OSU) Cascades Campus are examples of these types of efforts. All of these activities are carried out in compliance with State statutes and Administrative Rules and City policy.

Long-Range Planning provides the framework of General Plan policies associated plans which entitles land to be developed for employment, housing, public facilities, and the full range of

activities that keep Bend livable. Long range planning staff also ensures that the city's long-range planning documents are updated to stay current with changing conditions and changes in state planning law.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 656,177	\$ 583,810	\$ 606,560	\$ 620,203	\$ 1,226,763		
Materials and services	13,191	27,253	29,763	25,763	55,526		
Interfund transfers	159,649	115,397	137,700	153,500	291,200		
Long Range Planning	\$ 829,017	\$ 726,460	\$ 774,023	\$ 799,466	\$ 1,573,489		
Full Time Equivalents	5.15	4.74	4.55	4.55	4.55		

Goals for the 2013-15 Biennial Budget

- ✧ Achieve significant progress in completing projects laid out in the Transportation System Plan and Water and Wastewater Public Facility Plans
- ✧ Complete the UGB remand tasks that can be addressed prior to adoption of the Sewer PFP
- ✧ Conduct and conclude the planning for the Central Area Mixed-Use Multi-Modal Area of the Central Area Plan
- ✧ Maintain a reliable and stable funding source for the City's long-range planning function

Key Operational Objectives for the 2013-15 Biennial Budget

- ✧ Achieve final adoption of the Water PFP
- ✧ Coordinate with Oregon Department of Land Conservation and Development (DLCD) to work out a reasonable and realistic schedule to complete the tasks required in the UGB Remand Order
- ✧ Coordinate with OSU Cascades on a potential site selection and appropriate land use changes
- ✧ Assist the Sewer Infrastructure Advisory Group (SIAG) in efforts to create a Sewer Master Plan, and ultimately a Sewer PFP
- ✧ Seek public input and guidance from citizens in the process of carrying out all of the city's long-range planning projects
- ✧ Provide technical assistance and recommendations to the Planning Commission and City Council related to long-range planning projects

Major Accomplishments during the 2011-13 Biennium

- ✧ City Council adoption of the Water PFP, and participation on appeal and remand of the plan
- ✧ Obtained a Transportation and Growth Management grant for implementation of the Central District of the Central Area Plan
- ✧ Completed the draft housing needs analysis for the UGB remand which was reviewed by the Remand Task Force
- ✧ Participated in the Regional Employment Opportunities Analysis (REAO) and subsequent Rulemaking

Significant changes from the 2011-13 Biennial Budget

- ✧ Reduction of one (1) FTE - Planning Manager during the 2011-13 biennium
- ✧ Supervision of the Long-Range Planning Program has been combined with Current Planning under one manager
- ✧ Promotion of the existing Senior Planner to Principal Planner

Sign Code Program

The Sign Code Program is a new program that implements the City Council's policies related to beautification and appearance in regards to the size, type and placement of signs. The program administers the Sign Code by providing sign permitting services and sign code enforcement. In performing these duties, Planning staff work with citizens, business owners and developers to ensure that new signs comply with the sign code so that they lead to the Council's objective for sign appearances in Bend. There is one full-time planner assigned to this program.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ -	\$ -	\$ -	\$ 87,863	\$ 89,986	\$ 177,849
Materials and services	-	-	-	1,854	1,854	3,708
Interfund transfers	-	-	-	11,300	13,800	25,100
Sign Code Program	\$ -	\$ -	\$ -	\$ 101,017	\$ 105,640	\$ 206,657
Full Time Equivalents	-	-	-	0.90	0.90	0.90

Goals for the 2013-15 Biennial Budget

- ✘ Continue to streamline the sign permit review process to eliminate unnecessary staff time commitments
- ✘ Provide excellent customer service
- ✘ Maintain a reliable and stable funding source for the sign code program

Key Operational Objectives for the 2013-15 Biennial Budget

- ✘ Issue Type I sign code decisions on planning applications within 15 days; these decisions are non-discretionary administrative decisions (staff issued) and have limited public participation
- ✘ Issue Type II sign code decisions within 60 days; these decisions are administrative (staff issued) discretionary decisions and provide for public participation
- ✘ Process periodic Sign Code updates to keep up with evolving sign technology
- ✘ Continue to meet with sign companies, neighborhood associations and business owners to understand the concerns of the community and to explain the objectives of the Sign Code Program

Major Accomplishments during the 2011-13 Biennium

- ✘ Worked with local sign companies and interested parties on an overhaul of the Sign Code to create efficiencies, eliminate conflicting provisions and remove unconstitutional regulations
- ✘ Processed 290 sign permits
- ✘ Migrated the program into ePlans to match the operational characteristics of Building, Planning and Engineering

Significant Changes from the 2011-13 Biennial Budget

- ✘ Historically, Sign Code costs were included in the Current Planning Program. For 2013-2015, Sign Code costs are segregated into its own program within Planning.

**COMMUNITY & ECONOMIC DEVELOPMENT
Planning Program**

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<u>Current Planning</u>					
<i>Output Measures:</i>					
Number of land use applications processed	190	250	425	425	425
<i>Effectiveness Measures:</i>					
# of applications per planner	48	63	106	106	85
Type I Turn-Around Times	18 Days	14 Days	22 Days	22 Days	20 Days
Type II Turn-Around Times	32 Days	40 Days	45 Days	45 Days	40 Days

Long Range Planning

<i>Output Measures:</i>					
Number of Plans Adopted	-	-	2	3	3

Sign Code

<i>Output Measures:</i>					
Total Permits applied for	503	425	375	400	400
<i>Effectiveness Measures:</i>					
Percent of time spent on code enforcement	new measure to be tracked starting this biennial budget				

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
(1) Replacement SUV	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Code Enforcement Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 171,388	\$ 230,499	\$ 229,725	\$ 358,028	\$ 358,028	\$ 358,028
Materials and services	2,598	4,450	4,091	6,780	6,780	6,780
Interfund transfers	31,816	45,500	44,370	75,000	75,000	75,000
TOTAL REQUIREMENTS	\$ 205,802	\$ 280,449	\$ 278,186	\$ 439,808	\$ 439,808	\$ 439,808

Note:

Code Enforcement is accounted for as a division of the General Fund.

COMMUNITY & ECONOMIC DEVELOPMENT **Code Enforcement Program**

Overview

The duty of Code Enforcement in the City of Bend is to protect the health and safety of the City's residents and visitors and the livability of the community, by assuring compliance with Bend's land use, environmental and building codes. The City will assure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

This program ensures compliance with the Bend Municipal Code, Bend Development Code and State of Oregon Specialty Codes. City staff provides the following customer services: inspections, enforcement actions, and over the counter information. City staff obtains and maintains proper certifications including required continuing education credits.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 96,725	\$ 133,000		\$ 176,864	\$ 181,164	\$ 358,028
Materials and services	1,183	2,908		3,490	3,290	6,780
Interfund transfers	25,535	18,835		36,800	38,200	75,000
Code Enforcement	\$ 123,443	\$ 154,743		\$ 217,154	\$ 222,654	\$ 439,808
Full Time Equivalents	1.00	1.00		2.00	2.00	2.00

Goals for the 2013 – 2015 Biennial Budget

- ✘ Effectively manage an increasing code enforcement case load, while continuing to provide fast and courteous service
- ✘ Continue to reduce the threat of wildfire through an aggressive flammable vegetation reduction program
- ✘ Develop and implement a noxious weed reduction program
- ✘ Research and pursue grant possibilities through other government agencies (i.e. U.S. Forest Service)
- ✘ Provide proactive enforcement when possible
- ✘ Increase community awareness of municipal code through community education
- ✘ Continue to pursue educational and training opportunities for staff

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Provide customer service to the public, external agencies, staff, and/or other interested parties regarding applicable policies and procedures related to code enforcement activities; research and respond to complaints, inquiries, and/or requests for information
- ✘ Prepare and maintain a variety of documentation related to operational activities and code enforcement cases
- ✘ Provide other technical assistance to the public that might not be otherwise provided by the City

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Continued to provide the community with an above-average level of customer service
- ✘ Response time for calls for service has continued to be within 48 hours
- ✘ All prosecuted cases were ruled in favor of the City of Bend

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Additional 1.0 FTE to assist with the increased call load during the fire season

OTHER COMMUNITY SERVICES
Code Enforcement Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
# of complaints filed per code enforcement offic	442	361	511	530	572
# of cases resolved voluntarily	440	353	480	490	525
<i>Efficiency Measures:</i>					
Cost of program per case	\$ 241	\$ 342	\$ 303	\$ 410	\$ 389
Cost of program per call for service	\$ 40	\$ 67	\$ 51	\$ 69	\$ 67

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
(1) Replacement SUV's	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 35,000

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**Community Development
Block Grant Program**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 79,186	\$ 306,200	\$ 45,003	\$ 631,700	\$ 631,700	\$ 631,700
Intergovernmental revenues	3,320,389	2,440,061	2,074,912	1,214,966	1,214,966	1,214,966
General fund loan	70,000	300,000	625,000	250,000	250,000	250,000
Loan repayments	68,811	46,400	273,596	54,500	54,500	54,500
Investment income	(2,904)	400	(1,175)	(1,300)	(1,300)	(1,300)
Interfund transfer	-	70,000	125,300	127,200	127,200	127,200
TOTAL RESOURCES	\$ 3,535,482	\$ 3,163,061	\$ 3,142,636	\$ 2,277,066	\$ 2,277,066	\$ 2,277,066

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 332,846	\$ 362,545	\$ 342,148	\$ 251,524	\$ 251,524	\$ 251,524
Materials and services	2,979,650	2,235,320	1,687,703	1,061,460	1,061,460	1,061,460
Interfund transfers	142,983	461,900	421,046	55,900	55,900	55,900
Interfund loan repayment	35,000	100,000	60,000	750,000	750,000	750,000
Contingency	-	3,296	-	158,182	158,182	158,182
TOTAL REQUIREMENTS	\$ 3,490,479	\$ 3,163,061	\$ 2,510,897	\$ 2,277,066	\$ 2,277,066	\$ 2,277,066

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant (CDBG) Program

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) program has been continually reauthorized by Congress.

CDBG is funded by the U.S. Department of Housing and Urban Development (HUD). The CDBG Program provides, on an annual basis, an allocation of funds to local governments for a wide-range of eligible housing and community development activities. These funds are allocated each year to cities and urban counties with populations in excess of 50,000.

The City of Bend, along with over 1,100 other cities in the country, 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.”*

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 194,128	\$ 148,020	\$ 136,191	\$ 115,333	\$ 251,524		
Materials and services	481,384	1,206,319	620,612	440,848	1,061,460		
Interfund transfers	280,729	140,317	27,000	28,900	55,900		
Interfund loan repayment	35,000	25,000	600,000	150,000	750,000		
CDBG	\$ 991,241	\$ 1,519,656	\$ 1,383,803	\$ 735,081	\$ 2,118,884		
Full Time Equivalents	2.02	1.15	1.67	0.87	0.87		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Effectively implement the CDBG Entitlement Program in Bend through efficient allocation of funds in the annual Action Plan, with public involvement and project evaluation led by the Affordable Housing Advisory Committee
- ✧ Meet federal requirements in the management of CDBG-funded programs, including project monitoring and fiscal reporting

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report
- ✧ Implementation of Council-adopted 2013 annual action plan for Bend
- ✧ Coordinate the ongoing monitoring of program grants and loans
- ✧ Effective management of the U.S. Department of Housing and Urban Development (HUD) financial tracking system
- ✧ Effective management of the Neighborhood Stabilization Programs (NSP)
- ✧ Creation of the new 2014 – 2019 Consolidated Plan

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Completed the 2011 and 2012 Action Plans
- ✧ Completed an Analysis of Impediments to Fair Housing in Bend
- ✧ Successfully wrote a grant for Oregon's NSP-3 program, from which the City received \$536,500 of funding for down payment, closing cost and minor rehabilitation financial assistance to low- or moderate-income buyers of foreclosed or abandoned homes.

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Eliminate a Program Coordinator position in 2014-15 due to end of NSP-3 grant funding.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Affordable Housing Units created	15	29	50	50	50
Affordable Housing Units preserved	15	22	40	40	40
Affordable Housing Units rehabilitated	27	15	10	10	10
Persons assisted with homeownership	131	215	50	50	50
Homeless assisted with a variety of services	178	284	250	250	250
<i>Effectiveness Measures:</i>					
% of affordable housing units created (Annual Goal is 50)	30%	58%	100%	100%	100%
% of affordable housing units preserved (Annual goal is 40)	38%	55%	100%	100%	100%
% of affordable housing units rehabilitated (Annual Goal is 10)	270%	150%	100%	100%	100%
% of homebuyers assisted (Annual Goal is 50)	262%	430%	100%	100%	100%
<i>Efficiency Measures:</i>					
Average cost of CDBG assistance provided per unit created	\$ 19,552	\$ 25,746	\$ 15,000	\$ 15,000	\$ 15,000
Average cost of CDBG assistance provided per unit preserved	\$ 13,423	\$ 10,900	\$ 5,000	\$ 5,000	\$ 5,000
Average cost of CDBG assistance provided per unit rehabilitated	\$ 4,333	\$ 8,455	\$ 17,000	\$ 17,000	\$ 17,000
Average cost to CDBG per homeless person assisted	\$ 217	\$ 250	\$ 250	\$ 250	\$ 250

*Annual goals do not count units utilizing NSP: 33 units created in 2011, 22 units in 2012.

Affordable Housing Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 985,179	\$ 1,314,500	\$ 1,403,923	\$ 1,011,300	\$ 1,011,300	\$ 1,011,300
Affordable housing fee	683,638	645,900	611,623	755,400	755,400	755,400
Intergovernmental revenues	-	-	100,000	-	-	-
General fund subsidy	95,000	-	-	-	-	-
Loan repayments	867,697	2,673,350	1,828,303	2,032,700	2,032,700	2,032,700
Investment income	28,086	19,700	45,298	18,400	18,400	18,400
TOTAL RESOURCES	\$ 2,659,600	\$ 4,653,450	\$ 3,989,147	\$ 3,817,800	\$ 3,817,800	\$ 3,817,800

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 78,678	\$ 128,009	\$ 114,954	\$ 148,206	\$ 148,206	\$ 148,206
Materials and services	1,098,097	2,710,674	2,706,657	3,027,658	3,027,658	3,027,658
Interfund transfers	78,900	156,900	156,200	145,200	145,200	145,200
Contingency	-	1,657,867	-	496,736	496,736	496,736
TOTAL REQUIREMENTS	\$ 1,255,675	\$ 4,653,450	\$ 2,977,811	\$ 3,817,800	\$ 3,817,800	\$ 3,817,800

COMMUNITY & ECONOMIC DEVELOPMENT
Affordable Housing Program

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 1/5 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.”*

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 47,454	\$ 67,500	\$ 76,224	\$ 71,982	\$ 148,206		
Materials and services	1,197,703	1,508,954	1,669,365	1,358,293	3,027,658		
Interfund transfers	84,900	71,300	75,900	69,300	145,200		
Affordable Housing	\$ 1,330,057	\$ 1,647,754	\$ 1,821,489	\$ 1,499,575	\$ 3,321,064		
Full Time Equivalents	0.38	0.96	0.73	0.53	0.53		

Goals for the 2013 – 2015 Biennial Budget

- ✧ Effectively implement the Affordable Housing Fee Program in Bend through efficient allocation of funds
- ✧ Investigate and implement funding and policy strategies to provide affordable housing in Bend and to effectively manage the City’s existing affordable housing programs

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Continuance of the Request For Proposals (RFP) process, with public involvement and project evaluation, will be led by the Affordable Housing Advisory Committee in an effort to allocate funding
- ✧ Coordinate the ongoing monitoring of program loans

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Four (4) projects were approved for funding during the 2011 funding cycle in the amount of \$1,254,000
- ✧ Seven (7) projects were approved for funding during the 2012 funding cycle in the amount of \$1,895,000

COMMUNITY & ECONOMIC DEVELOPMENT
Affordable Housing Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Affordable Housing Units created	24	51	40	40	40
Affordable Housing Units preserved	10	67	10	10	10
Affordable Housing Units rehabilitated	8	20	20	20	20
<i>Effectiveness Measures:</i>					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	\$ 4,174,690	\$ 8,887,062	\$ 5,000,000	\$ 3,000,000	\$ 3,000,000
Number of construction jobs created	225	210	200	200	200
<i>Efficiency Measures:</i>					
Average cost of Affordable Housing assistance provided per unit created	\$ 25,750	\$ 18,705	\$ 4,000	\$ 4,000	\$ 4,000
Average cost of Affordable Housing assistance provided per unit preserved	\$ 21,000	\$ 28,875	\$ 25,000	\$ 25,000	\$ 25,000
Average cost of Affordable Housing assistance provided per unit rehabilitated	\$ 282	\$ 11,242	\$ 10,000	\$ 10,000	\$ 10,000

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Business Advocacy Program

FOR COMPARATIVE PURPOSES ONLY

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Business Licenses	-	-	539,610	612,000	612,000	612,000
Loan repayments	-	-	19,975	9,000	9,000	9,000
General fund subsidy	22,836	703,416	122,084	140,000	140,000	140,000
Interfund transfers	-	-	-	22,000	22,000	22,000
TOTAL RESOURCES	\$ 22,836	\$ 703,416	\$ 681,669	\$ 783,000	\$ 783,000	\$ 783,000

FOR COMPARATIVE PURPOSES ONLY

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 22,533	\$ 323,998	\$ 293,326	\$ 395,367	\$ 395,367	\$ 395,367
Materials and services	303	321,618	308,954	257,180	257,180	257,180
Interfund transfers	-	57,800	57,389	124,600	124,600	124,600
Contingency	-	-	-	5,853	5,853	5,853
TOTAL REQUIREMENTS	\$ 22,836	\$ 703,416	\$ 659,669	\$ 783,000	\$ 783,000	\$ 783,000

Note:

The Business Advocacy Program was previously accounted for as a division of the General Fund. Starting in 2013-14, this program will be accounted for as a separate fund. Historical revenue and expenditure amounts are shown for comparison purposes only.

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Program

Overview

The mission of the Business Advocacy Program is to implement the Bend Economic Development Advisory Board's Strategic Plan, which focuses on building a community-wide structure that facilitates doing business in Bend to promote growth of existing companies and attract new companies in a variety of sectors. This program started in late 2010-2011.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 139,526	\$ 153,800	\$ 153,800	\$ 191,445	\$ 203,922	\$ 395,367
Materials and services	106,537	202,417	202,417	128,490	128,690	257,180
Interfund transfers	13,004	44,385	44,385	61,600	63,000	124,600
Business Advocacy Program	\$ 259,067	\$ 400,602	\$ 400,602	\$ 381,535	\$ 395,612	\$ 777,147
Full Time Equivalents	1.50	1.54	1.54	1.75	1.75	1.75

Goals for the 2013 - 2015 Biennial Budget

- ✘ Create an environment where businesses thrive, balancing lifestyle and business demands
- ✘ Coordinate resources to grow, recruit and retain businesses
- ✘ Increase city-wide awareness of the City's Business Advocate
- ✘ Improve communication between the City and the business community through the Business Advocate and Bend Economic Development Advisory Board (BEDAB)
- ✘ Serve as the liaison between existing and small business and City Administration, providing advocacy and facilitation services
- ✘ Advocate for process improvement in City services related to small business
- ✘ Identify and connect organizations that impact small business development in Bend
- ✘ Maintain a strategic and coordinated relationship with Economic Development of Central Oregon (EDCO), the Bend Chamber of Commerce, and Visit Bend, an economic development organization created by the City of Bend
- ✘ Increase compliance with City's Business License program

Key Operational Objectives for 2013 - 2015 Biennial Budget

- ✘ Adopt an updated 2013-2018 Strategic Plan for the BEDAB
- ✘ Continue to review City services that are critical to the small business community
- ✘ Develop a feedback mechanism for businesses to discuss their interactions with the City
- ✘ Work with stakeholders to determine an equitable solution such that permit fees and system development charges are paid by new users and existing users
- ✘ Work with Oregon State University and Central Oregon Community College to ensure an educated workforce for Bend's employers
- ✘ Coordinate with the BEDAB for input on all City infrastructure projects – land, sewer, water and streets – to ensure that the infrastructure will accommodate growth

Major Accomplishments during the 2011 - 2013 Biennium

- ✘ City Council officially appointed the BEDAB as a standing committee of the City Council
- ✘ The first BEDAB Strategic Plan was adopted and implemented – 80% of the goals were completed or are in process
- ✘ Began the process of reviewing City services critical to the small business community

- ✧ Established a board seat with EDCO
- ✧ Created and implemented the Tenant Relocation Assistance Program (TRAP)
- ✧ Developed and implemented a zero-percent financing option for system development charges (SDC's)
- ✧ Assigned the Business Advocate as the program/department manager of the Bend Business License program
- ✧ Improved compliance with Business License program – the number of new licenses increased by 50%

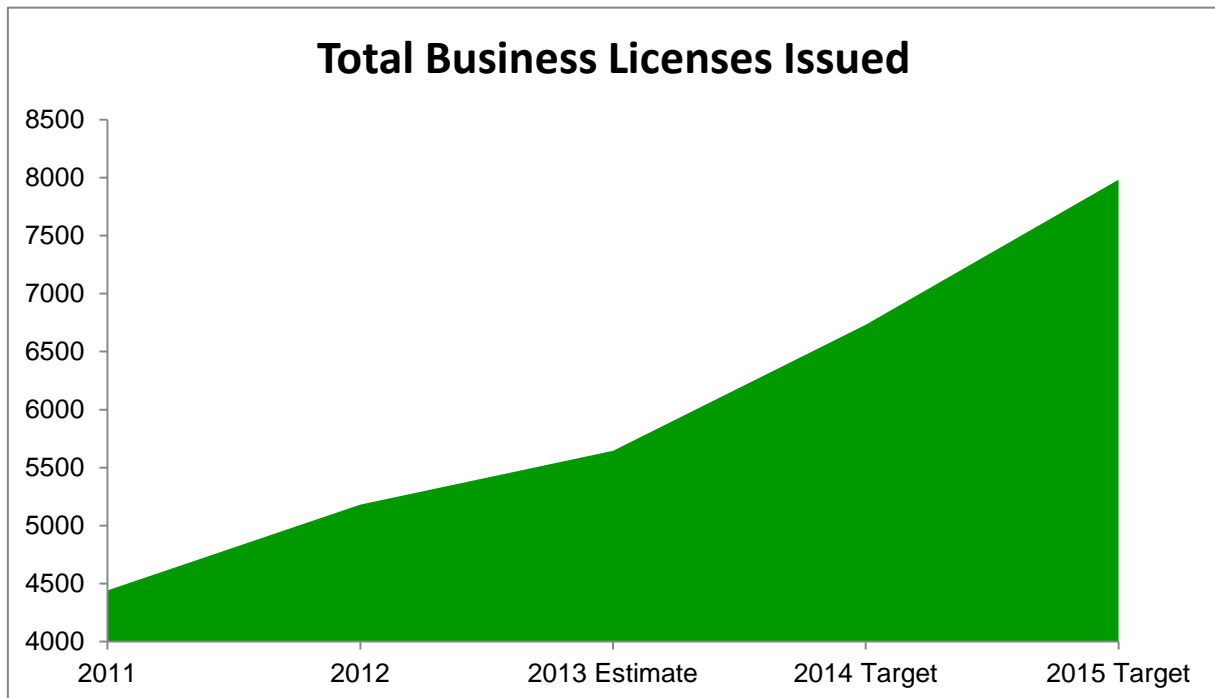
Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Created a new special revenue fund for the Business Advocacy Program. Prior to the 2013-2015 Biennium, Business Advocacy was accounted for as a division of the General Fund

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
Output Measures:					
# of new business licenses issued	636	640	945	1,087	1,250
# of renewed business licenses	3,806	4,541	4,700	5,645	6,732
# of inactive business licenses	26	-	-	-	-
Total Licenses	<u>4,442</u>	<u>5,181</u>	<u>5,645</u>	<u>6,732</u>	<u>7,982</u>
Annual increase in business license revenue	n/a	n/a	10%	6%	6%
Number of businesses assisted by BBA	n/a	n/a	n/a	300	575
Direct - assistance begins and ends with BBA	n/a	n/a	n/a	105	250
Indirect - assistance begins with BBA and ends with partner agency	n/a	n/a	n/a	195	325
Effectiveness Measures:					
% of projects completed in the BEDAB Strategic Plan	n/a	65%	50%	65%	80%
Efficiency Measures:					
Cost of the program per business license	new measure to be tracked starting this biennial budget				



Tourism Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 91,837	\$ 120,000	\$ 91,850	\$ 99,500	\$ 99,500	\$ 99,500
Transient room taxes	1,912,075	2,297,600	2,161,268	2,228,200	2,228,200	2,228,200
Investment income	(170)	200	(27)	-	-	-
TOTAL RESOURCES	\$ 2,003,742	\$ 2,417,800	\$ 2,253,091	\$ 2,327,700	\$ 2,327,700	\$ 2,327,700

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services:	\$ 1,836,590	\$ 2,247,200	\$ 2,103,142	\$ 2,162,700	\$ 2,162,700	\$ 2,162,700
Interfund transfers	39,300	50,600	50,400	65,000	65,000	65,000
Interfund loan repayment	36,000	-	-	-	-	-
Contingency	-	120,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 1,911,890	\$ 2,417,800	\$ 2,153,542	\$ 2,327,700	\$ 2,327,700	\$ 2,327,700

COMMUNITY & ECONOMIC DEVELOPMENT
Tourism Program

Overview

The Tourism Program accounts for the collection and use of the portion of transient room taxes (TRT) that are dedicated to the promotion of tourism, as required by Oregon Revised Statutes. As of January, 2007 the city dedicates 30% of total transient room taxes to the tourism promotion function in accordance with the Bend Code. Hotels and motels are required to levy 9% on room revenues as a transient room tax and remit the proceeds to the city on a monthly 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 within the city. Additionally, City sponsored tourism promotion events or projects may be specifically approved by the City Council through a grant process or by direct appropriation.

Goals for the 2013 – 2015 Biennial Budget

- ✧ Promote tourism within the City of Bend

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Proper administration of the Visit Bend contract

Major Accomplishments during the 2011-2013 Biennium

- ✧ Reviewed and approved annual contract with Visit Bend

Economic Improvement District Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 25,415	\$ -	\$ -	\$ -	\$ -	\$ -
Assessments	275,205	321,500	305,022	320,000	320,000	320,000
Investment income	505	100	204	200	200	200
TOTAL RESOURCES	\$ 301,125	\$ 321,600	\$ 305,226	\$ 320,200	\$ 320,200	\$ 320,200

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 280,028	\$ 305,800	\$ 289,975	\$ 304,200	\$ 304,200	\$ 304,200
Interfund transfers	21,096	15,800	15,251	16,000	16,000	16,000
TOTAL REQUIREMENTS	\$ 301,124	\$ 321,600	\$ 305,226	\$ 320,200	\$ 320,200	\$ 320,200

COMMUNITY & ECONOMIC DEVELOPMENT
Economic Improvement District (EID) Program

Overview

The Economic Development District (EID) was created by the City Council at the request of Downtown property owners. The result of the initial formation of the District was that property owners were assessed at eleven cents per square foot of commercial space for two consecutive years. The EID was renewed in May 2009 with an assessment of fifteen cents per square foot. The current EID was approved in May 2012 with an assessment of eighteen cents per square foot and a three year term. The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the Downtown Bend Business Association (DBBA) for the implementation of the EID's work plan. A 5% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide a funding program for the maintenance of downtown Bend improvements and beautification efforts by the DBBA
- ✧ Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- ✧ Provide oversight for the collection and distribution of assessments
- ✧ Work with the DBBA to renew the Downtown Bend Economic District Ordinance that will expire in 2014 - 2015

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ The EID work plan provides for the following programs for Downtown Bend:
 - Flower baskets
 - Beautified planters
 - Sidewalk snow removal
 - Sidewalk sweeping and debris removal
 - Graffiti removal
 - Tree lights
 - Holiday Wreaths
 - Banners
 - Benches
 - Trash receptacles-recondition
 - Marketing downtown to promote business
 - Events drawing customers to the District - Gallery Walk, Art Hop, Sidewalk Sale, Holiday Tree Lighting, Ladies Night
 - Advertising, in order to draw customers to the district, to include radio, television, print, internet and other outlets

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Operated successfully for the 2011 – 2013 term, accomplishing the objectives for the programs identified in the ordinance
- ✧ Renewed the Downtown Bend Economic District Ordinance that extended the EID for another three years and increased assessments from fifteen to eighteen cents per square foot of commercial space

**Bend Urban Renewal Agency
General Fund**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ (2,090)	\$ -	\$ 494	\$ 448,900	\$ 448,900	\$ 448,900
Licenses and permits	5,155	-	-	-	-	-
Rent revenues	86,253	30,700	17,933	-	-	-
Interfund charges	62,231	474,900	460,742	-	-	-
Investment income	346	2,200	2,738	5,300	5,300	5,300
TOTAL RESOURCES	\$ 151,895	\$ 507,800	\$ 481,907	\$ 454,200	\$ 454,200	\$ 454,200

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 57,199	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	45,173	16,200	15,614	17,000	17,000	17,000
Interfund transfers	49,031	4,500	3,601	9,200	9,200	9,200
Capital outlay:						
Vehicle/equipment	-	13,900	13,761	-	-	-
Contingency	-	12,200	-	-	-	-
Reserves for future capital	-	461,000	-	428,000	428,000	428,000
TOTAL REQUIREMENTS	\$ 151,403	\$ 507,800	\$ 32,976	\$ 454,200	\$ 454,200	\$ 454,200

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
BURA General Fund**

Overview

The purpose of urban renewal is to improve specific areas of a city that are poorly or under developed (such as areas that have deteriorated buildings) or lack adequate public infrastructure. These conditions are defined as blight according to 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 utilizes tax increment financing to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund is used to account for the general services within BURA not accounted for in the BURA debt service or construction funds. Reserves held in the BURA General Fund will be set aside for future development projects such as the Central Area Plan.

Major Accomplishments during the 2011-2013 Biennium

- ✧ Paid off all outstanding debt of the Downtown Plan Area and transferred ownership of real property owned by BURA in the Downtown Plan area to the City upon closing of the Downtown Urban Renewal Area
- ✧ Established reserves from remaining Downtown urban renewal construction funds for future development projects such as the Central Area Plan

**Bend Urban Renewal Agency
Juniper Ridge Construction Fund**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ (900,141)	\$ 18,374	\$ 69,620	\$ 32,200	\$ 32,200	\$ 32,200
General fund loan	-	127,250	-	-	-	-
Investment income	(13,399)	-	529	300	300	300
Interfund transfers	4,700,046	-	-	-	-	-
Issuance of long-term debt	-	4,000,000	-	3,760,000	3,760,000	3,760,000
Line of credit	8,850	791,150	-	-	-	-
Miscellaneous	13	-	-	-	-	-
TOTAL RESOURCES	\$ 3,795,369	\$ 4,936,774	\$ 70,149	\$ 3,792,500	\$ 3,792,500	\$ 3,792,500

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 128,723	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	167,709	263,550	34,953	83,650	83,650	83,650
Interfund transfers	543,787	15,000	-	-	-	-
Capital outlay:						
Construction/infrastructure	2,737,322	450,875	3,090	-	-	-
Debt service	148,213	3,828,850	-	3,708,850	3,708,850	3,708,850
Contingency	-	378,499	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,725,754	\$ 4,936,774	\$ 38,043	\$ 3,792,500	\$ 3,792,500	\$ 3,792,500

**Bend Urban Renewal Agency
Juniper Ridge Debt Service Fund**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 291,678	\$ 1,003,100	\$ 1,015,523	\$ 629,700	\$ 629,700	\$ 629,700
Property taxes	1,129,255	1,631,800	1,842,279	1,956,400	1,956,400	1,956,400
Investment income	14,045	15,900	21,476	21,300	21,300	21,300
TOTAL RESOURCES	\$ 1,434,978	\$ 2,650,800	\$ 2,879,278	\$ 2,607,400	\$ 2,607,400	\$ 2,607,400

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Debt service	\$ 419,455	\$ 2,267,900	\$ 2,249,576	\$ 1,249,800	\$ 1,249,800	\$ 1,249,800
Reserves for debt service	-	382,900	-	1,357,600	1,357,600	1,357,600
TOTAL REQUIREMENTS	\$ 419,455	\$ 2,650,800	\$ 2,249,576	\$ 2,607,400	\$ 2,607,400	\$ 2,607,400

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Juniper Ridge Urban Renewal Area**

Overview

The Juniper Ridge Urban Renewal Plan was adopted in 2005 for development of an area northeast of Bend known as the Juniper Ridge Urban Renewal Area. Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of Bend, east of Highway 97 and north of Cooley road. Of the 1,500 acres, approximately 700 acres is within the Juniper Ridge Urban Renewal District.

The BURA Juniper Ridge Construction Fund accounts for capital improvements to the Juniper Ridge Urban Renewal Area and is also the operating fund for all activities of BURA as it relates to the Juniper Ridge Urban Renewal Area. 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 Urban Renewal Area are collected and used to pay debt service on the urban renewal debt.

The 1,500-acre Juniper Ridge property is intended to be developed into a mixed-use master-planned community, anchored by an institution of higher education, and supported by housing and commercial uses. To date, the City has constructed an extension of Cooley Road and a roundabout at Cooley Road and 18th Street and sewer forcemain to serve development in the first phase of Juniper Ridge. The City has sold approximately 33 acres to three private businesses, and plans to continue marketing and selling additional lots..

The first phase of Juniper Ridge includes approximately 250 acres of employment land for light industrial and limited commercial use. The City has completed entitling this first phase for sale and development. The process of entitling this land includes development of a Special Plan Area zoning code amendment, a zone change, and partitioning of a portion of the land. The City has also developed Codes, Covenants & Restrictions, design standards, traffic studies and other requirements to complete the master plan.

Goals for the 2013 – 2015 Biennial Budget

- ✧ Continue marketing and selling additional lots
- ✧ Search for master developer or public/private partnership for future development of land

Key Operational Objectives for 2013 - 2015 Biennial Budget

- ✧ Conduct Owners Association member meetings, collect dues and perform tasks of the Owners Association
- ✧ Update project pro-forma and cash flow analysis, and implement a funding and financing strategy for the project

Major Accomplishments during the 2011 - 2013 Biennium

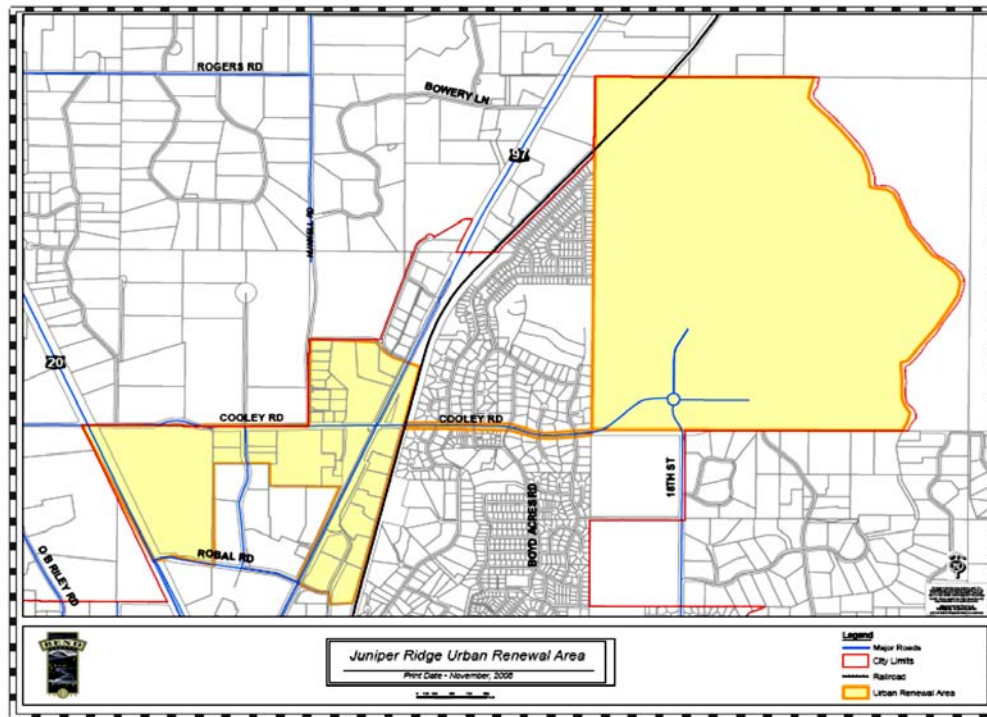
- ✧ Completed the land entitlement process for Juniper Ridge
- ✧ With the economic downturn and recession, Juniper Ridge had no development or sale activities in the 2011-2013 biennium

Significant Changes from the 2011 - 2013 Biennial Budget

- ✧ The 2013-15 biennial budget for Juniper Ridge provides for paydown and refinancing of the \$6 million line of credit obtained for infrastructure development in Juniper Ridge. The balance on the line of credit is expected to be \$3.7 million at the end of FY2012-2013. The City plans to refinance this remaining balance in FY2013-14 into a long term debt to be repaid from taxes levied for the Juniper Ridge Urban Renewal Area.

Future major improvements needed for the development of Juniper Ridge include:

- ✧ US 97 / Cooley Road improvements
- ✧ North Interceptor sewer trunk line
- ✧ Additional water system storage and transmission facilities
- ✧ Extension of Cooley Road to Deschutes Market Road



Boundary of Juniper Ridge Urban Renewal Area

**Bend Urban Renewal Agency
Murphy Crossing Debt Service Fund**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ 114,100	\$ 115,125	\$ 236,700	\$ 236,700	\$ 236,700
Property taxes	113,966	124,000	119,263	286,600	286,600	286,600
Investment income	1,160	2,100	2,305	2,300	2,300	2,300
TOTAL RESOURCES	\$ 115,126	\$ 240,200	\$ 236,693	\$ 525,600	\$ 525,600	\$ 525,600

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Reserves for debt service	\$ -	\$ 240,200	\$ -	\$ 525,600	\$ 525,600	\$ 525,600
TOTAL REQUIREMENTS	\$ -	\$ 240,200	\$ -	\$ 525,600	\$ 525,600	\$ 525,600

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Murphy Crossing Urban Renewal Area**

Overview

The Murphy Crossing Urban Renewal Plan (the “Plan”) is the culmination of years of study of the Murphy Crossing area, where access and circulation have been negatively affected by the location and configuration of the Bend Parkway. In the summer of 2001, the South Bend Parkway Refinement Study was started to look specifically at the safety and function of the Bend Parkway and to develop a detailed improvement and management plan for the southern section of the Bend Parkway from Powers Road to Bend’s southern urban growth boundary. In 2003, the Oregon Transportation Commission (OTC) and the City of Bend selected Alternative H-Modified with Option 1 for the South Parkway Refinement.

This alternative came with several conditions to select various road alignments and identify improvements prior to implementing the H-Modified Design. To meet those conditions, in March 2005, the City of Bend accepted a Transportation and Growth Management (TGM) Quick Response Grant for Murphy Crossing. Over a three month period, significant public input was sought through stakeholder and property owner interviews and public meetings. A preferred design alternative emerged from this public process. The preferred plan proposed a local street plan consistent with the OTC conditions and a land use plan that required new zoning designations within the study area. Based on the preferred alternative plan that came out of the study, the City Council authorized staff to proceed with the initiation and adoption of a refinement plan for the Murphy Crossing area in August of 2005. The Murphy Crossing Refinement Plan was adopted by the City Council in November of 2006.

The Murphy Crossing Urban Renewal Plan implements the decisions made through these years of study of the area. The Plan contains goals, objectives and projects for the development of the Murphy Crossing Urban Renewal Area (“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 overall purpose of the Plan is to use tax increment financing to overcome obstacles to proper development of the Area by assisting with the funding of access and utility improvements, including the overcrossing of the Bend Parkway at Murphy Road and a system of local streets. The maximum amount of indebtedness (amount of tax increment financing for projects and programs) that may be issued for the Plan is \$52,600,000.

To date, work on the Murphy Crossing Refinement Plan has been funded by Oregon Department of Transportation (ODOT) grants and the City’s Transportation Construction fund. No debt has been issued under the Murphy Crossing Urban Renewal Area. Tax revenues collected are reserved for future debt to be issued. An increase in current tax revenues of approximately \$82,000 is projected during the 2013-2015 Biennium due to expansion at one of the properties located within the URA.

**Bend Urban Renewal Agency
Downtown Construction Fund**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 575,738	\$ 452,800	\$ 452,792	\$ -	\$ -	\$ -
Loan Repayments	-	4,500	4,461	-	-	-
Investment income	10,514	3,700	3,489	-	-	-
TOTAL RESOURCES	\$ 586,252	\$ 461,000	\$ 460,742	\$ -	\$ -	\$ -

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Type:						
Interfund transfers	102,231	\$ 461,000	\$ 460,742	\$ -	\$ -	\$ -
Capital outlay:						
Construction/infrastructure	31,230	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 133,461	\$ 461,000	\$ 460,742	\$ -	\$ -	\$ -

Note:

The Central Bend Development Program Area (the Downtown Urban Renewal Area) reached its maximum indebtedness and the Urban Renewal Area was closed during 2011-12. Ending reserves in the Downtown Construction Fund were transferred to the BURA General Fund to be reserved for future development projects such as the Central Area Plan.

**Bend Urban Renewal Agency
Downtown Debt Service Fund**

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 5,724,132	\$ 1,758,075	\$ 1,758,075	\$ -	\$ -	\$ -
Property taxes	6,085,026	866,013	823,070	-	-	-
Investment income	79,287	-	-	-	-	-
TOTAL RESOURCES	\$ 11,888,445	\$ 2,624,088	\$ 2,581,145	\$ -	\$ -	\$ -

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ -	\$ 877,750	\$ 834,807	\$ -	\$ -	\$ -
Debt service	10,130,371	1,746,338	1,746,338	-	-	-
TOTAL REQUIREMENTS	\$ 10,130,371	\$ 2,624,088	\$ 2,581,145	\$ -	\$ -	\$ -

The Central Bend Development Program Area (the Downtown Urban Renewal Area) was closed out in 2011-12. All outstanding debts were paid off and excess property tax collections were returned to the Deschutes County Tax Collector.

Community Development Administration Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 221,412	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL RESOURCES	\$ 221,412	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Interfund transfers	221,412	\$ -	\$ -	\$ -	-	-
TOTAL REQUIREMENTS	\$ 221,412	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

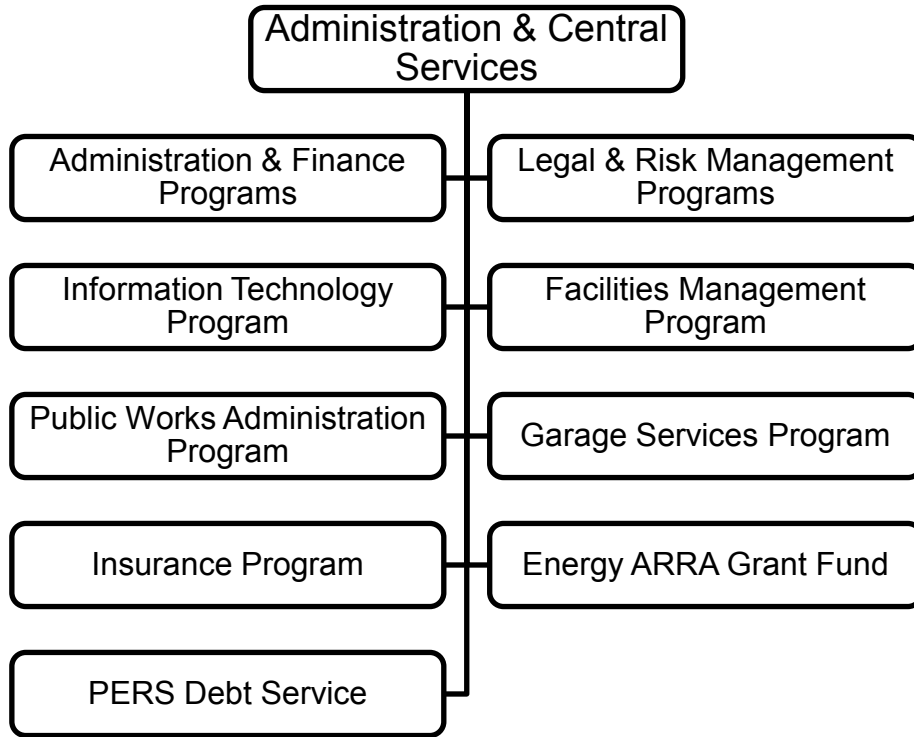
The Community Development Administration Division of the Internal Service Fund was historically used to account for the management and administration support services provided to the Building and Planning departments. This fund was eliminated in FY 2009-10, with the administrative costs absorbed within the Building, Planning, and Private Development Engineering budgets.

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ADMINISTRATION & CENTRAL SERVICES

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ADMINISTRATION & CENTRAL SERVICES SERVICE AREA STRUCTURE



Administration & Finance and Legal & Risk Management Programs

These Internal Service Fund divisions account for the activities of the City Council, City Manager's office, Human Resources, Communications, Finance, Purchasing, Risk Management & Training and the City Attorney's office.

Information Technology Program

This Internal Service Fund division accounts for the activities of the Information Technology department which maintains and manages the City's computer software and equipment and phone systems.

Facilities Management Program

This Internal Service Fund division accounts for the maintenance and construction activities of the Downtown Campus, Public Works buildings, and the Police building.

Public Works Administration and Garage Services Programs

These Internal Service Fund divisions are used to account for the Administration Support and Garage of Public Works that service other City departments or functions. Costs incurred by these internal divisions are allocated to other City departments or functions either through direct billings or as department overhead through the City's cost allocation plan. Services provided by these divisions include administration support and garage repairs & maintenance and fueling.

Insurance Program

This program accounts for the City's commercial liability insurance and workers compensation insurance.

Energy ARRA Grant Fund

This fund accounts for the monies received from an Energy Efficiency and Conservation Block Grant.

PERS Debt Service

This program 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.

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Administration & Finance Programs

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 993,054	\$ 434,800	\$ 434,762	\$ 756,000	\$ 756,000	\$ 756,000
Charges for services	75,334	70,500	85,832	100,000	100,000	100,000
Interfund charges	9,056,942	9,417,400	9,550,473	10,305,240	10,305,240	10,305,240
General fund subsidy	15,000	250,000	-	-	-	-
Investment income	17,627	2,700	10,818	10,300	10,300	10,300
Miscellaneous	37,824	1,100	40,316	2,700	2,700	2,700
TOTAL RESOURCES	\$ 10,195,781	\$ 10,176,500	\$ 10,122,201	\$ 11,174,240	\$ 11,174,240	\$ 11,174,240

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
City council	\$ 394,507	\$ 510,700	\$ 346,322	\$ 396,080	\$ 302,080	\$ 302,080
City manager	1,922,909	1,728,107	1,742,781	1,960,133	1,960,133	1,960,133
Volunteerism program	-	-	-	157,846	157,846	157,846
Communications	646,700	810,883	685,765	825,305	825,305	825,305
Human resources	1,183,545	1,210,710	1,130,092	1,314,899	1,314,899	1,314,899
Finance	4,904,832	5,322,579	4,995,244	5,767,867	5,767,867	5,767,867
Purchasing	411,628	462,184	466,019	632,080	632,080	632,080
Legal services	296,904	-	-	-	-	-
Contingency	-	6,337	-	120,030	214,030	214,030
Reserves	-	125,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 9,761,025	\$ 10,176,500	\$ 9,366,223	\$ 11,174,240	\$ 11,174,240	\$ 11,174,240
<i>By Type:</i>						
Personnel services	\$ 6,640,084	\$ 6,838,695	\$ 6,626,675	\$ 7,651,478	\$ 7,651,478	\$ 7,651,478
Materials and services	1,572,109	1,933,868	1,577,960	1,849,932	1,755,932	1,755,932
Interfund transfers	1,548,832	1,272,600	1,161,588	1,545,300	1,545,300	1,545,300
Capital outlay:						
Vehicle/equipment	-	-	-	7,500	7,500	7,500
Contingency	-	6,337	-	120,030	214,030	214,030
Reserves	-	125,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 9,761,025	\$ 10,176,500	\$ 9,366,223	\$ 11,174,240	\$ 11,174,240	\$ 11,174,240

Note:

The Administration & Finance Programs are accounted for as a division of the Internal Services Fund.

ADMINISTRATION & CENTRAL SERVICES City Council

Overview

The City Council is the policy making board elected by the citizens 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 seven Councilors who are elected to staggered, four-year terms. The Councilors appoint a Mayor from among the elected body for a term of two years.



Left to Right: Mark Capell, Doug Knight, Mayor Pro- Tem Jodie Barram, Mayor Jim Clinton, Sally Russell, Scott Ramsay and Victor Chudowsky

Jim Clinton was elected to City Council in November 2012. He has served on the Council since January 2005. Jim was selected by the Council to serve as Mayor on January 16, 2013.

Jim is a native of Oregon and has lived in Bend with his wife, Judy, since 1995. He grew up in Lakeview, Oregon, graduated from the University of Oregon, and received a Ph.D. in Physics from the University of California, San Diego. Jim is a scientist and owner of a small research and development company, working on novel medical and aerospace sensors and materials.

Jodie Barram was elected to City Council in November 2010 and was appointed as Mayor Pro Tem on January 5, 2011 and again on January 16, 2013. She has served on the Council since December 2008.

Jodie earned a Bachelor of Arts Degree in Foods and Nutrition in Business at George Fox University. She is currently employed as a Substitute Educational Assistant with High Desert ESD. Jodie has served on the Bend Planning Commission, the Bend Metropolitan Planning Organization Budget

Committee, the Bend Residential Lands Study Steering Committee, and the Bend 2030 Vision Project Management Team.

Mark Capell was elected to City Council in November 2010. He has served on the Council since January 2007.

Mark is a fourth generation Bend resident; his Great Grandfather came to Bend in 1915. He is the owner of CMIT Solutions, with his wife Jeanni, which offers computer training and troubleshooting to business and home computer users. Prior to moving home to Bend in 2002, Mark was in marketing with Sprint, in Dallas, Texas, for four years. He was in planning and sales management at American Airlines for ten years, living in Tulsa, Nashville, Ft. Worth, Chicago, and Austin. Prior to that, he worked in his family's travel agencies in central and southern Oregon.

Scott Ramsay was elected to City Council in November 2010.

Scott is an Oregon native, raised in Springfield, Oregon. Scott's family members have been residents and business owners in Bend since 1986. After attending two years of college studying business and art, Scott spent twelve years in New York City and 5 Years in the San Francisco area. In 2004, Scott, along with his wife Gitta and daughter Allison, moved permanently to Bend to become partners in his family's business, Sun Mountain Fun Center. Shortly after moving to Bend, Scott and his wife also opened a vintage furnishings and antiques business called Casarama, which they still own and operate on Division Street. In addition to these businesses, Scott has been involved with the BendFilm Festival since year-one, as Director of Selections for six seasons and Vice President of the Board for three years, and continues to tackle design projects in his design business and consult in product design and business development for private clients as time allows.

Victor Chudowsky was elected to City Council in November 2012.

Victor was born in Hartford, Connecticut. After graduate school he lived and worked in Washington, DC. In 2003, after the birth of his daughter, Sophia, Victor and his wife Naomi decided to leave the nation's capital and relocate to Bend. Victor and Naomi are co-founders of Caldera Research, LLC, an education research and consulting firm. They work on a variety of research projects to see if federal education programs are working.

Doug Knight was elected to City Council in November 2012.

Doug moved to Bend from the San Francisco Bay Area in 1995 in pursuit of living the mountain-west lifestyle that he and Wendy grew up with in Colorado and Montana. Doug has served on the Bend Planning Commission (chair), the Deschutes County Landmarks Commission (vice chair), as well as various Neighborhood Association Boards. He attended Southern Methodist University earning a degree in Civil Engineering with a minor in Business Administration. Doug is dedicated to promoting Bend and to helping our community realize its fullest potential as one of the greatest (small) cities of the American West by encouraging Bend's economic vitality, preserving its community character, and ensuring the city's future fiscal health.

Sally Russell was elected to City Council in November 2012.

Sally Russell was elected to City Council in November 2012. A resident of Bend since 1984, Sally was Director of Marketing for Broken Top Limited Partnership and Executive Director of the Cascade Festival of Music. Her extensive volunteer experience includes service on the Tower Theatre Board

and the Bend Planning Commission. Current volunteer work includes the Deschutes County Committee on Recreation Assets and the Galveston Revitalization Committee. Her passions include Nordic skiing, mountain biking, running a community garden and enjoying life with her two daughters. Sally attended Smith College for undergraduate studies and earned a MBA in marketing from Portland State University.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15			
Personnel services	\$ 17,522	\$ 18,040	\$ 18,220	\$ 18,220	\$ 36,440			
Materials and services	126,850	111,910	47,380	141,760	189,140			
Interfund transfers	35,400	36,600	37,700	38,800	76,500			
City Council	\$ 179,772	\$ 166,550	\$ 103,300	\$ 198,780	\$ 302,080			

Goals for the 2013 – 2015 Biennial Budget

The following focus areas were identified, by the City Council, at a goal setting retreat in February 2013:

- ✧ Infrastructure
 - Sewer- Projects/Public Facility Plans or 'PFP'/master planning
 - Stormwater- Projects/PFP/master planning
 - Water- Projects/PFP/master planning
 - Transportation- Projects/PFP/master planning

- ✧ Economic Development
 - Airport master plan implementation
 - Juniper Ridge land sale feasibility
 - OSU Cascades land entitlement

- ✧ Public Safety
 - Countywide Radio Project
 - Fire Department Feasibility Study

- ✧ Government Efficiency, Innovation and Modernization
 - Sewer/Water financial plan
 - Financial System Replacement
 - Financial stability with general/property tax rate
 - PERS Reform

- ✧ Community Vision, Design and Planning
 - Accessibility- sidewalk program
 - Central Area Plan
 - UGB/ Growth Plan

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office Program

Overview

The City Manager's Office is a part of the Administration Division in the Internal Services Fund.

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, preparation of the annual budget, community relations, interagency coordination and fostering community pride in City government through excellent customer service.

Within the City Manager's Office, the City Recorder's Office ensures access to public records, coordinates public meetings, and oversees the election process for the City of Bend.

In addition, the Special Projects Group includes those projects that may not necessarily fit in a specific operational department and have an element of citywide significance that require development, implementation and monitoring by the City Manager's Office.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 651,894	\$ 755,403	\$ 755,403	\$ 789,956	\$ 831,835	\$ 1,621,791
Materials and services	55,294	54,570	54,570	48,971	48,471	97,442
Interfund transfers	102,162	123,458	123,458	118,400	122,500	240,900
City Manager	\$ 809,350	\$ 933,431	\$ 933,431	\$ 957,327	\$ 1,002,806	\$ 1,960,133
Full Time Equivalents	6.15	4.90	4.90	5.06	5.06	5.06

Goals for the 2013 – 2015 Biennial Budget

- ✧ Serve at the direction of the Bend City Council and implement Council's policy direction
- ✧ Provide City leadership and direct departments and programs
- ✧ Maintain records and vital statistics for the City
- ✧ Coordinate elections in the City of Bend
- ✧ Respond to public records requests in a timely manner
- ✧ Continue to pursue efficiencies in operations within all areas of the City
- ✧ Provide information to, and pursue special projects, as directed by, the City Manager

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Oversee the achievement of City Council Goals and Objectives (see the City Council Budget Narrative for the list of 2013-2014 Goals)
- ✧ Project oversight and management of the City's Strategic Planning efforts
- ✧ Work in partnership with the City Council to increase Bend's involvement in State and Federal legislative processes
- ✧ Work in partnership with the City Council and the community to develop a community growth plan that includes infrastructure, financial and land use planning components
- ✧ Facilitate the City's strategic planning efforts to encourage full-scale development that coordinate strategic plans with programs and performance measures

- ✧ Encourage cross-departmental team work and communications through further implementation of our training program and Innovation Team
- ✧ Continue development and refinement of program based budgeting and performance based management strategies for the City
- ✧ Participate in implementation of Bend 2030 Accelerate Bend Projects
- ✧ Improve access to city ordinances and resolutions; maintain the City Code
- ✧ Prepare and distribute of all City Council agendas; attend and assist in conducting City Council meetings
- ✧ Provide support to the City Council and advisory boards as appropriate

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Proactively and effectively managed City finances and operations through the recession
- ✧ Implemented a Strategic Planning process for the City of Bend that provides a Vision, Mission, Values, Goals, and Objectives for the operations of the City
- ✧ Hired an Assistant City Manager to provide oversight and coordination amongst the departments which implement the City's growth management direction (Community Development, Economic Development, the Engineering & Infrastructure Planning Department and Public Works)
- ✧ Cleaned up various governing documents of the City for consistency, efficiency, and updating including Council and Administrative Policies, the Bend Code, and the Development Code
- ✧ Worked with citizen committees to increase the public's involvement in strategic items facing the city such as economic development/job growth and infrastructure planning

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Effectiveness Measures:</i>					
% of Council objectives that have made significant progress and/or been completed	n/a	n/a	n/a	100%	100%
% of projects in the Strategic Plan that met major milestones	n/a	n/a	n/a	100%	100%
<i>Efficiency Measures:</i>					
City Administration budget as a percent of overall City budget	1.0%	0.9%	0.9%	0.7%	0.8%

ADMINISTRATION & CENTRAL SERVICES
Volunteerism Program

Overview

The Volunteerism Program is a part of the Administration Division in the Internal Services Fund. 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.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ -	\$ -	\$ -	\$ 73,075	\$ 74,881	\$ 147,956
Materials and services	-	-	-	4,970	4,920	9,890
Volunteerism Program	\$ -	\$ -	\$ -	\$ 78,045	\$ 79,801	\$ 157,846
Full Time Equivalents	-	-	-	0.75	0.75	0.75

Goals for the 2013 – 2015 Biennial Budget

- ✘ Provide information to the citizens of Bend, and continue to work cooperatively with other agencies and organizations in Central Oregon and throughout the State
- ✘ Continue to provide community relations, ombudsmanship, and general information to City Council, staff, and citizens
- ✘ Foster an environment for interagency coordination and cooperation

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✘ Expand opportunities for departments in the City to utilize volunteers
- ✘ Continue to provide customer service training for City employees

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Expanded the Bend Beautification Program to supplement reductions in the landscaping maintenance program
- ✘ Hired a three quarter-time Volunteer Coordinator to market and coordinate volunteerism in all departments of the City
- ✘ Continued development and expansion of volunteer program throughout multiple departments at the City of Bend.

Significant Changes from the 2011 – 2013 Biennial Budget

- ✘ Budgeting for the Volunteer Program has been moved to dedicated line items to make it easier to account for program expenses.

ADMINISTRATION & CENTRAL SERVICES
Volunteerism Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Number of departments utilizing program	N/A	N/A	10	10	10
<i>Effectiveness Measures:</i>					
Total number of regular volunteers	N/A	N/A	200	220	240
Total number of volunteer hours per year	N/A	N/A	20,800	22,880	24,960
Dollar value of volunteer work	N/A	N/A	\$ 460,512	\$ 515,486	\$ 572,083
<i>Efficiency Measures:</i>					
Cost of program as a percent of City budget	N/A	N/A	N/A	0.04%	0.05%

ADMINISTRATION & CENTRAL SERVICES
Communications Program

Overview

Communications is a part of the Administration Division in the Internal Services Fund.

Communication Services Program

The Communications Services Program provides information and education about the City of Bend's programs, services and activities to the public and the media.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 119,051	\$ 119,360	\$ 119,360	\$ 158,852	\$ 163,792	\$ 322,644
Materials and services	98,194	133,576	133,576	97,760	114,320	212,080
Interfund transfers	16,295	17,047	17,047	51,200	12,240	63,440
Communication Services	\$ 233,540	\$ 269,983	\$ 269,983	\$ 307,812	\$ 290,352	\$ 598,164
Full Time Equivalents	0.80	0.80	0.80	1.20	1.20	1.20

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide the framework (internally and externally) to guide citizen outreach programs, activities and educational programs of the City
- ✧ Provide the community with public information about the City's programs, services and activities
- ✧ Explore opportunities to engage the public in city government
- ✧ Develop and provide the citizens of Bend with opportunities to become involved in, and become knowledgeable about, their role in city government and in the community
- ✧ Increase awareness, interest and participation in the City of Bend's government programs, services and activities. Employ a multi-medium and multi-level communications approach to ensure communication programs are diverse in order to reach and involve all segments of the community

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Upgrade the Council Chamber's video production environment to save the City production costs in future years
- ✧ Upgrade the Council Chamber's presentation environment to provide better viewing access to PowerPoint presentations and information shared during the Council Work Session and Regular meetings
- ✧ Lead an enhanced public involvement process for surface water treatment options and other high-profile City projects and decisions.

Major Accomplishments during the 2011 - 2013 Biennium

- ✧ Completed the website redesign project that updates the City's website and provide a more user-friendly web interface with the residents and visitors in Bend
- ✧ Launched an employee intranet site to facility internal communications
- ✧ Provided on-demand and live video web access to Council Work Session and Regular meetings on the new website
- ✧ Launched the iLegislate tool for City Council, enabling more efficient distribution of meeting agendas and materials

- ✧ Conducted a citizen survey to gather input from Bend residents on City programs and services, as well as expectations about the City’s long-term future. The data will be used to set benchmarks and measure the City’s success as a part of the program-based budgeting initiative.
- ✧ Continued social marketing initiatives on Facebook (over 5,300 “Likes”), iTunes via video podcast, Twitter and YouTube (more than 181,000 video views)
- ✧ Launched BendVoice, a citizen-sourcing tool.

Significant Changes from the 2011 - 2013 Biennial Budget

- ✧ A portion of the consultant budget has been reallocated to support the Senior Administrative Specialist position in the City Manager’s Office. This position will be providing additional support for Communications.

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Enhanced presentation and video production equipment for Council Chambers - \$50,000

Neighborhood Association Program

The City of Bend has thirteen (13) recognized Neighborhood Associations 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 based on the number of tax lots within the Association, and may be used for communication related expenditures. These include printing of meeting agendas, special meeting notices, fliers for Neighborhood Association sponsored events, annual meeting reminder postcards and expenses, and newsletters. Bulk mailing expenses for annual meeting notices and approved purchases of communications equipment are also authorized expenses.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12		2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 29,763	\$	29,840	\$ 39,713	\$ 40,948	\$ 80,661
Materials and services	55,909		58,394	63,240	67,380	130,620
Interfund transfers	4,074		4,262	12,800	3,060	15,860
Neighborhood Association	\$ 89,746	\$	92,496	\$ 115,753	\$ 111,388	\$ 227,141
Full Time Equivalents	0.20		0.20	0.30	0.30	0.30

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Assist Neighborhood Associations with outreach efforts where practical.
- ✧ Administer Neighborhood Association funds.

Significant Changes from the 2011 - 2013 Biennial Budget

- ✧ Drafted a resolution that was passed by Council defining the roles of Neighborhood Associations and the City’s responsibilities to those organizations.

ADMINISTRATION & CENTRAL SERVICES
Communications Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Annual City Edition YouTube Video Views	53,333	47,186	44,000	50,000	55,000
<i>Efficiency Measures:</i>					
Cost per segment for City Edition videos	\$ 819.49	\$ 854.55	\$ 975.00	\$ 975.00	\$ 975.00
Cost per Utility Bill Newsletter mailed	\$ 0.078	\$ 0.078	\$ 0.070	\$ 0.070	\$ 0.070

ADMINISTRATION & CENTRAL SERVICES
Human Resources Program

Overview

The Human Resources Program is a part of the Administration Division in the Internal Services Fund. Human Resources guides the establishment and implementation of effective, citywide employment policies and practices. Human resource management includes recruitment and selection of new employees, personnel policy development and implementation, wage and benefit administration, employee/labor relations, employee safety, and training.

The policies and procedures that determine pay, benefits, and working conditions of City employees varies depending on whether or not the employee belongs to a labor union. Non-represented employee's 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 the employee belongs. The bargaining units representing City employees are: the City of Bend Employees Association (COBEA), which represents approximately one hundred and sixty (160) employees in Public Works, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #939, representing approximately seventy-two (72) fire personnel; and the Police Association, which represents approximately ninety-six (96) police employees.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 452,684	\$ 475,300	\$ 475,300	\$ 502,404	\$ 513,575	\$ 1,015,979
Materials and services	22,202	38,898	38,898	64,860	45,060	109,920
Interfund transfers	91,548	49,460	49,460	99,400	82,100	181,500
Capital outlay:						
Vehicle/equipment	-	-	-	7,500	-	7,500
Human Resources	\$ 566,434	\$ 563,658	\$ 563,658	\$ 674,164	\$ 640,735	\$ 1,314,899
Full Time Equivalents	5.00	4.00	4.00	4.00	4.00	4.00

Goals for the 2013 – 2015 Biennial Budget

- ✘ Explore and refine existing benefit plans and adjust to the new regulations and programs brought on by the Affordable Health Care Act. Research opportunities to enhance quality and reduce cost of existing insurance programs.
- ✘ Improve the City's organizational performance by implementing an organizational Performance Management system.
- ✘ Refine the classification and compensation plans to increase the quality of these tools, which will reinforce our ability to manage the City's workforce.
- ✘ Improve the City's ability to attract and retain the highest quality talent in order to enhance the City's services to our community.
- ✘ Ensure City workplaces, personnel policies and practices promote safety, productivity and innovation, and comply with applicable state and federal regulations.
- ✘ Promote positive employee and labor relations through open communication and regular feedback at all levels of the organization.
- ✘ Provide quality professional development for all levels and professions throughout the organization.
- ✘ Improve Human Resources access and analysis of employee data through development of a Human Resource Information System (HRIS) in conjunction with the City's Enterprise Resource Planning system.

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Investigate opportunities to partner with regional resources towards reduction in cost and enhancement of fringe benefit plans.
- ✧ Develop an organizational Performance Management program to leverage the discretionary efforts of employees towards organizational goals and objectives that incorporates multiple incentive strategies and tools.
- ✧ Participate in the establishment of a new Enterprise Resource Planning system to enhance the quality and usefulness of our employee data in supporting business decisions.
- ✧ Implement refinements to the physical records maintained by the Human Resources Department.

Major Accomplishments during the 2011– 2013 Biennium

- ✧ Implemented 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.
- ✧ Implemented an online tool for employees to complete open enrollment and make modifications under a self-service model.
- ✧ Discontinued post-employment City-paid health care benefits for new employees in the City of Bend Employee Association (COBEA) and Fire Associations.
- ✧ Reorganized the Human Resources Department toward a business partner philosophy and resulting organizational structure.
- ✧ Negotiated successor agreements with COBEA, Police and Fire Associations, providing labor stability and cost containment.
- ✧ Adopted a comprehensive rewrite of all of the City's personnel policies entitled the *City of Bend Employee Handbook*.
- ✧ Executed "at-will" employment agreements for managerial executive positions within the organization.
- ✧ Implemented an improved New Employee Orientation program.
- ✧ Implemented an online applicant recruitment and selection system called Neogov, resulting in an enhanced candidate and customer experience.

Major Capital Projects/Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Acquisition of an organizational Performance Management application - \$50,000
 - Fire rated personnel file cabinets - \$7,500

ADMINISTRATION & CENTRAL SERVICES
Human Resources Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATED 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
One-year turnover rate *					
# of voluntary resignations	16	31	16	16	16
# of involuntary resignations	1	7	7	7	7
Cost per hire:					
Hard costs (total expenditures per recruitment not related to staff work hrs.)	n/a	n/a	\$ 2,500	\$ 2,500	\$ 2,500
<i>Effectiveness Measures:</i>					
Voluntary resignation rate by yrs. of service (total # resignations by yrs. of service bands)					
0-5	4	10	8	8	8
6-10	1	9	4	4	4
11-15	5	3	1	2	2
16-20	2	5	5	5	5
21-25	1	4	4	4	4
25+	4	7	1	1	1
Voluntary resignation rate by age (total # resignations by age bands)					
18-30	1	2	1	1	1
31-40	2	5	4	4	4
41-50	2	7	1	2	2
51-58	6	13	9	9	9
59+	4	11	8	8	8
Retirement rate (# of retirements)	8	19	10	10	10
<i>Efficiency Measures:</i>					
Ratio of HR staff to total employees (standard is 1.0/100)	1.10/100	.90/100	.88/100	.87/100	.87/100
Cost of HR services per City-Wide FTE	\$ 1,518.21	\$ 1,610.56	\$ 1,600.09	\$ 1,632.00	\$ 1,664.00

* Turnover rate is a measurement of ability to retain employees. A moderate rate indicates that compensation, benefits and working conditions are sufficient to avoid undue disruption of service caused by extended vacancies and the impact of new inexperienced staff. Any significant variation in turnover rate should be analyzed.

ADMINISTRATION & CENTRAL SERVICES
Finance Program

Overview

The Finance Department is a part of the Administration Division in the Internal Services Fund. The Finance Department promotes sound financial management and provides an umbrella of accountable, effective and efficient financial services for our citizens and City departments.

Financial Services Program

This program 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, risk management, grant billing and reporting services. The City produces a monthly financial report that compares budget to actual as well as the Comprehensive Annual Financial Report (CAFR) which has earned the distinguished reporting and presentation award from the Government Finance Officer's Association since 1993. This program also prepares the City's Biennial Budget and Long Term Financial Plan. It also performs financial analyses and financial planning for the City. The City's budget has earned the distinguished budget presentation award from the Government Finance Officer's Association since 2003.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 955,492	\$ 1,009,100	\$ 1,185,106	\$ 1,224,766	\$ 2,409,872		
Materials and services	160,937	209,185	222,840	238,090	460,930		
Interfund transfers	153,093	139,732	173,400	185,000	358,400		
Financial Services	\$ 1,269,522	\$ 1,358,017	\$ 1,581,346	\$ 1,647,856	\$ 3,229,202		
Full Time Equivalents	10.00	10.00	10.50	10.50	10.50		

Goals for the 2013 - 2015 Biennial Budget

- ✧ Protect City's bond rating and ensure City's financial stability
- ✧ Modernize procedures through the use of technology such as implementing electronic payroll pay-stubs
- ✧ Develop long term financial plan and funding strategies for various City operations
- ✧ Develop water and sewer financial plans in coordination with the Community Development and Public Work's development of the water and sewer public facility plans
- ✧ Participate in the implementation of a new Enterprise Resource Planning system to enhance the City's financial systems

Key Operational Objectives for 2013 - 2015 Biennial Budget

- ✧ Oversee finances of the City and ensure compliance with financial policies and goals
- ✧ Initiate audits in areas including: downtown parking, franchisees, transient room tax, internal inventory and other internal controls
- ✧ Provide accurate and timely information regarding City financial, budgetary and operational performance to the City Council, City Manager, department managers and citizens of Bend
- ✧ Provide accurate and timely processing of payroll and vendor invoices
- ✧ Ensure proper management of the city's cash, including collateralization and investment of surplus funds
- ✧ Manage the City's debt and ensure timely payment of debt service

- ✧ Provide financial analysis and other relevant assistance to departments
- ✧ Prepare the Biennial Budget for adoption, ensuring that it addresses the operational needs of the City while also complying with State statutes

Major Accomplishments during the 2011-2013 Biennium

- ✧ Completed department restructure and realignment to enhance operational efficiencies
- ✧ Completed annual financial retreat with City Council and department managers to consider city-wide financial strategies. Implemented major revision to city-wide fiscal policies
- ✧ Proactively and effectively managed City finances through the recession and slow economic recovery, maintaining City’s bond ratings (General Obligation Bonds and Full Faith & Credit are rated Aa3, Water and Sewer Revenue Bonds are rated Aa2).
- ✧ Received the Government Finance Officers Association (GFOA) awards for the 2011–2013 Biennial Budget and the 2010-2011 Comprehensive Annual Financial Reports (CAFR). The 2011-12 CAFR has been submitted to the GFOA for award consideration.
- ✧ Issued \$1.4 million in full faith and credit obligations to finance the purchase of street maintenance equipment.
- ✧ Refunded \$4.7 million of Series 2002 police facilities full faith and credit bonds in April 2012 to benefit from lower interest rates, resulting in a reduction in total future debt service payments of approximately \$1.0 million.
- ✧ Refunded \$3.2 million of Series 2002 sewer revenue bonds in April 2012 to benefit from lower interest rates, resulting in a reduction in total future debt service payments of approximately \$0.5 million.

Significant Changes from the 2011 - 2013 Biennial Budget

- ✧ The 2013-15 budget includes a full time systems analyst to work on the City’s migration to a new financial system.

Support Services Program

This program performs billing, collection, account maintenance and customer service support for the City’s water, wastewater and stormwater utility customers, ambulance customers, airport tenants and other miscellaneous receivable accounts.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 861,440	\$ 755,600	\$ 755,600	\$ 829,677	\$ 861,028	\$ 1,690,705
Materials and services	210,512	230,908	230,908	228,680	233,380	462,060
Interfund transfers	160,647	148,598	148,598	218,400	167,500	385,900
Support Services	\$ 1,232,599	\$ 1,135,106	\$ 1,135,106	\$ 1,276,757	\$ 1,261,908	\$ 2,538,665
Full Time Equivalents	10.00	10.00	10.00	9.50	9.50	9.50

Goals for the 2013 - 2015 Biennial Budget

- ✧ Enhance customer service through the use of technology
- ✧ Redesign the utility bill for easier readability by the customer
- ✧ Ensure the accurate and timely collection of all amounts owed to the City for water, sewer, stormwater, ambulance, leases and other billable services

Key Operational Objectives for 2013 - 2015 Biennial Budget

- ✧ Continue to update policies and procedures regarding billing and collection issues
- ✧ Provide timely responses to all customer service requests by effectively managing lobby and phone traffic
- ✧ In cooperation with staff at the Bend Municipal Airport, implement PropWorks, a centralized billing and collection and lease management software specific to airport customers

Major Accomplishments during the 2011-2013 Biennium

- ✧ Completed department restructure and realignment to enhance operational efficiencies
- ✧ Updated policies and procedures regarding billing issues, including leak credits, out of town customers, returned checks and other adjustments
- ✧ Set up utility recurring payment system

Major Capital Projects/Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Call center software upgrade - \$12,000
 - Selectron phone system upgrade - \$65,000
- ✧ 2014-2015
 - Selectron phone system enhancements - \$10,000

ADMINISTRATION & CENTRAL SERVICES
Finance Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Effectiveness Measures:</i>					
Secured GFOA Budget Award	Yes	Yes	Yes	Yes	Yes
Secured GFOA CAFR Award	Yes	Yes	Yes	Yes	Yes
Average call abandonment rate for customer service	new measure to be tracked starting this biennial budget				
<i>Efficiency Measures:</i>					
Cost of the Utility Billing Program per utility customer	N/A	\$ 40.22	\$ 36.63	\$ 41.11	\$ 40.55
Percent of utility payments made electronically	new measure to be tracked starting this biennial budget				
Number of utility customers per customer service representative	7,575	7,662	7,748	7,763	7,779
Cost of Finance services as a percent of overall City budget	2.1%	2.2%	2.0%	1.6%	1.9%

ADMINISTRATION & CENTRAL SERVICES
Purchasing Program

Overview

The Purchasing Program is a part of the Administration Division in the Internal Services Fund.

The Purchasing Program contracts for supplies, services, materials and equipment required and/or used by all departments. Services include purchasing goods and services for City departments, advertising and managing invitation for bids and requests for proposals, providing guidance and assistance to other City staff in helping to define needs, evaluating and understanding supplier contracting terms and conditions, conducting price negotiations, ensuring compliance with applicable bid laws, and providing for fair and equitable treatment of City suppliers. Centralization of purchasing authorization provides for adequate internal control of City expenditures while still affording City staff the ability to specify the products and services needed.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 182,286	\$ 188,600	\$ 188,600	\$ 159,639	\$ 165,791	\$ 325,430
Materials and services	4,311	6,310	6,310	42,300	41,550	83,850
Interfund transfers	42,512	42,000	42,000	55,100	167,700	222,800
Purchasing	\$ 229,109	\$ 236,910	\$ 236,910	\$ 257,039	\$ 375,041	\$ 632,080
Full Time Equivalents	2.50	1.75	1.75	1.75	1.75	1.75

Goals for the 2013 - 2015 Biennial Budget

- ✧ Ensure city-wide compliance with purchasing policies and State and local laws
- ✧ Provide the best value for citizens by guiding fair and efficient procurement processes
- ✧ Facilitate the efficient and economical disposal of surplus property

Key Operational Objectives for 2013 - 2015 Biennial Budget

- ✧ Implement an e-procurement system to increase efficiencies and competition
- ✧ Continue to increase the percent of city purchases under formal contract
- ✧ Increase Central Oregon interagency cooperation in procurement to gain efficiencies and leverage increased size of purchases
- ✧ Implement vendor performance documentation system

Major Accomplishments during the 2011-2013 Biennium

- ✧ Updated vendor database to increase integrity of data and increase internal controls
- ✧ Created internal reporting system to assist project managers in managing consulting contracts and ensure that contracts are reviewed on a regular basis
- ✧ Significantly increased percent of city purchases under formal contract
- ✧ Developed an updated Buyer Manual for internal training and reference
- ✧ Reviewed and revised surplus property system to increase flexibility and provide opportunity for greater returns.

Significant Changes from the 2011 - 2013 Biennial Budget

- ✧ Eliminated a part time Purchasing Assistant position

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - Implement Vendor Solicitation Software - \$100,000

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Legal & Risk Management Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ 150,700	\$ 150,992	\$ 46,700	\$ 46,700	\$ 46,700
Interfund charges	594,625	1,069,000	1,069,000	1,291,000	1,291,000	1,291,000
Interfund transfers	296,904	-	-	-	-	-
Investment income	3,685	1,300	2,091	1,500	1,500	1,500
TOTAL RESOURCES	\$ 895,214	\$ 1,221,000	\$ 1,222,083	\$ 1,339,200	\$ 1,339,200	\$ 1,339,200

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Legal services	\$ 744,224	\$ 855,771	\$ 846,964	\$ 913,265	\$ 913,265	\$ 913,265
Risk management & training	\$ -	\$ 327,392	\$ 328,440	\$ 389,911	\$ 389,911	\$ 389,911
Contingency	-	37,837	-	36,024	36,024	36,024
TOTAL REQUIREMENTS	\$ 744,224	\$ 1,221,000	\$ 1,175,404	\$ 1,339,200	\$ 1,339,200	\$ 1,339,200
<i>By Type:</i>						
Personnel services	\$ 678,287	\$ 1,029,771	\$ 1,050,101	\$ 1,114,462	\$ 1,114,462	\$ 1,114,462
Materials and services	37,234	121,192	90,986	147,714	147,714	147,714
Interfund transfers	28,703	32,200	34,317	41,000	41,000	41,000
Contingency	-	37,837	-	36,024	36,024	36,024
TOTAL REQUIREMENTS	\$ 744,224	\$ 1,221,000	\$ 1,175,404	\$ 1,339,200	\$ 1,339,200	\$ 1,339,200

Note:

The Legal & Risk Management Program is accounted for as a division in the Internal Services Fund.

ADMINISTRATION & CENTRAL SERVICES
Legal & Risk Management Program

Overview

The Legal & Risk Management Program is a part of the Internal Services Fund.

Legal Services

The City's Legal Services Program is charged with the following duties:

- ✧ Serve as General Counsel for the City; provide legal services to City Council, Bend Urban Renewal Agency, City Manager and Staff
- ✧ Provide legal support and interpretation of the law, city charter, state and federal statutes and local ordinances, resolutions, policies and codes for the City Council, staff, boards and commissions
- ✧ Interpret and apply relevant law with the primary goal of protecting the interests of the City
- ✧ Manage risk to the City related to legal liability
- ✧ Represent the City in legal matters involving civil litigation and land use appeals at the local, State, and Federal level
- ✧ Manage contracts and direct the work of outside contract legal services as needed
- ✧ Provide legal review, oversight and litigation services for major public works infrastructure projects
- ✧ Assist departments in understanding of legal requirements so that they may take appropriate action, while consulting with the City Attorney's office when needed
- ✧ Provide legal advice and support to department and work with HR department on employment law, personnel and labor issues
- ✧ Work with the City's insurance authority and provide oversight on tort claims
- ✧ Provide advice and advocacy on behalf of elected officials and City Manager to support municipal operations, projects, programs and policies with other local, state and federal agencies
- ✧ Work with and manage Accessibility Program and continue to foster and build positive relationship with people with disabilities, and advocates
- ✧ Work with and supervise Purchasing Division
- ✧ Provide assistance to Municipal Court, and act as prosecutor of City violations if and when needed
- ✧ Act as key member of City Manager's Management Team, helping create and implement City's Strategic Plan

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15			
Personnel services	\$ 381,858	\$ 384,200	\$ 395,747	\$ 407,182	\$ 802,929			
Materials and services	13,531	35,958	38,668	38,668	77,336			
Interfund transfers	17,508	13,909	15,200	17,800	33,000			
Legal Services	\$ 412,897	\$ 434,067	\$ 449,615	\$ 463,650	\$ 913,265			
Full Time Equivalents	2.75	2.60	2.60	2.60	2.60			

Goals for the 2013-2015 Biennial Budget

- ✧ Continue pursuing earlier legal involvement across all departments in decisions/policies/practices raising legal questions or legal risk, including land use matters, public contracting, code updates, major public works projects, employment matters (policies, grievances, union and collective bargaining)

- ✧ Continue to act as lead supervising attorneys for in-house and outside legal services for State and Federal planning processes and/or litigation related to all aspects of the surface water project (public facilities planning, NEPA, water rights, bidding, contracts, permitting, Federal Safe Drinking Water Act requirements, etc.)
- ✧ Continue to reduce the need for outside legal services and resolving legal matters internally
- ✧ Continue to revise codes/procedures/policies/practices that are inefficient or outdated
- ✧ Continue to work to help ensure the success of the Accessibility Program for the City of Bend
- ✧ Work to provide long term legal solutions relating to leasing and other issues at Bend Municipal Airport
- ✧ Finish irrigation district agreement process, and work with water manager to gain best benefit from water rights/water management department of the City
- ✧ Finalize Bend Code update (utility use of right-of-way and solid waste collection)

Key Operational Objectives for 2013-2015 Biennial Budget

- ✧ Ongoing work with City Recorder to develop and organize administrative policies
- ✧ Continue to work with the Accessibility Manager, Council, staff, and the community on the DOJ Settlement to resolve the City's obligations under the DOJ Settlement Agreement, and to adopt the Right-of-way Transition Plan
- ✧ Continue to build and support legal internship program, providing training to law students
- ✧ Aid City Manager in providing an open and productive relationship with new Council and Mayor to achieve city goals
- ✧ Manage workload on airport-related tasks
- ✧ Continue to effectively guide and manage legal processes related to surface water project and sewer infrastructure issues
- ✧ Provide guidance to risk manager with goals and strategic planning
- ✧ Continue to provide departmental support and leadership to purchasing department
- ✧ Continue to work with Engineering, Public Works and Planning relating to planning and construction of infrastructure facilities
- ✧ Develop new chapters for utilities use of right-of-ways and solid waste collection

Major Accomplishments during the 2011-2013 Biennium

- ✧ Lead counsel advising City in remand tasks for the Urban Growth Boundary (UGB) expansion process
- ✧ Worked closely with City's management team on major infrastructure projects, helped in formation of infrastructure strategy planning and community involvement
- ✧ Have represented the City's positions persuasively and helped build consensus among agencies, coworkers, and stakeholders
- ✧ Continued to effectively settle prior litigation or disputes, including oversight of Dahlen litigation (jury trial won by City, now on appeal)
- ✧ Successfully resolved River's Edge litigation
- ✧ Fewer Land Use Board of Appeals (LUBA) appeals, and handling those that occur in-house
- ✧ Historical legal expenditures by the City have decreased, as has the use of outside legal services
- ✧ City Attorney office now oversees all outside legal services for departments, reviewing and approving purchase orders before payment, and helping negotiate personal service agreements
- ✧ Worked on new policies, most significantly new city-wide personnel policies, as well as social media and Facebook policies
- ✧ Continuous work and oversight on implementing the public contracting code, including involvement in ongoing training, including development of a complete set of contract and public contracting forms

- ✧ Built a successful legal internship program with 3 law schools, greatly benefitting the law students and the City
- ✧ Working with IT and the City Recorder, initiated move to Code Publishing to provide searchable, indexed and cross-referenced online Codes (Bend Code and Development Code)
- ✧ Legal advice and involvement on major revisions to sign code and stormwater code
- ✧ Infrastructure issues related to Pacific Power negotiated
- ✧ Bend Code revision completed except for franchise (utilities and solid waste) chapters

Risk Management & Training

The City Risk & Training Program is responsible for the following:

- ✧ Provide oversight and manage risk to the City departments in operational safety, liability, workers compensation, fleet operations and property
- ✧ Identify and mitigate, through operational change or insurance coverage, hazards and risks to the City
- ✧ Develop and implement programs, policies and procedures that increase awareness and lower potential loss to City employees, property, infrastructure and citizens
- ✧ Develop meaningful, sustainable benefits programs for City employees, retirees and family members that provide effective and efficient health, dental and income security
- ✧ Serve as city representative in proceedings with regulatory agencies dealing with safety, environmental and insurance matters
- ✧ Work with City insurance carriers to review and provide oversight on claims (workers' compensation, tort, property, etc)
- ✧ Work with Engineering and Public Works on major projects planning insuring proper insurance and lease language in place
- ✧ Provide planning and guidance for City Emergency Operations Response
- ✧ Work with City Fire, Police and Public Works Departments and collaborate with Deschutes County on emergency response planning activities
- ✧ Work closely with the Human Resources department on employee loss issues and coordinate regulatory compliance
- ✧ Develop, plan and implement training programs for City in areas of supervisory and managerial leadership, professional development and regulatory compliance

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 142,543	\$ 141,500		\$ 153,849	\$ 157,684	\$ 311,533
Materials and services	15,877	25,620		35,164	35,214	70,378
Interfund transfers	-	2,900		3,700	4,300	8,000
Risk Management & Training	\$ 158,420	\$ 170,020		\$ 192,713	\$ 197,198	\$ 389,911
Full Time Equivalent	1.00	1.11		1.11	1.11	1.11

Goals for the 2013-2015 Biennial Budget

- ✧ Continue work with all departments identifying issues regarding risk, potential loss and programs to mitigate, control and lower exposures
- ✧ Work closely with Finance Department to identify and develop meaningful budgets for workers' compensation risk allotment and savings
- ✧ Identify and develop effective self-funding options for property, casualty and liability coverage

- ✧ Continue working with all departments and represented employee associations to identify and develop meaningful benefits programs that promote and insure employee/family health while saving money
- ✧ Work closely with the Human Resources department and state/local officials regarding continued compliance with ongoing federal healthcare reform requirements and activities
- ✧ Continue work with City departments and partner Public Agencies providing impactful and meaningful supervisory, managerial, professional development and compliance training programs
- ✧ Continue work with Deschutes County Emergency Management developing an effective collaborative emergency response program

Key Operational Objectives for 2013-2015 Biennial Budget

- ✧ Ongoing work with Departments, guiding a process to close and settle outstanding workers compensation, property and liability claims
- ✧ Develop and publish an annual City Risk Management Report compiling and reporting all loss activities measured against comparative entities
- ✧ Aid the City airport in ongoing issues regarding old lease language, interpretation and effective loss control activities
- ✧ Lead City efforts to develop more partnership opportunities with Deschutes County regarding an On-site Medical Clinic
- ✧ Aid City Manager in providing an open and interactive relationship with new Council and Mayor regarding emergency planning
- ✧ Lead and implement a City wide Health Awareness and Wellness program
- ✧ Develop and deliver a Managerial Leadership Program for City Department Heads and Key Managers
- ✧ Develop a planning guide for self-insurance decision making model

Major Accomplishments during the 2011-2013 Biennium

- ✧ This department was initiated and developed mid-way through the 2011-2013 biennium
- ✧ Worked closely with Fire, Police and Public Works Departments on developing risk activities plans and procedures
- ✧ Worked closely with City Manager and Management Team developing framework for Supervisory and Managerial Leadership Program
- ✧ Implemented Supervisory Leadership Program, including four partnership agencies (Deschutes County, Bend Parks and Recreation District, Central Oregon Community College, and Crook County District Attorney)
- ✧ Developed and obtained an agreement from all employee represented groups to move to a High Deductible Health Insurance Program saving the City, employees and retirees significant amounts in premiums, loss payments and future premium costs
- ✧ Developed and implemented a Voluntary Employee Beneficiary Association (VEBA) to deposit employee savings from health related expenses
- ✧ Developed renewal strategies for property, casualty, liability and workers compensation that recognized in-house savings for premiums and loss
- ✧ Represented City at key workers compensation claims settlement discussions, closing claims and mitigating City Department future loss amounts

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Information Technology Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 906,190	\$ 1,144,600	\$ 1,144,529	\$ 2,181,600	\$ 2,181,600	\$ 2,181,600
Interfund charges	4,005,844	5,415,200	5,146,352	7,053,943	7,053,943	7,053,943
General fund subsidy	-	1,000,000	1,000,000	-	-	-
Investment income	21,304	11,100	19,051	18,800	18,800	18,800
Miscellaneous	5,594	-	1,821	900	900	900
TOTAL RESOURCES	\$ 4,938,932	\$ 7,570,900	\$ 7,311,753	\$ 9,255,243	\$ 9,255,243	\$ 9,255,243

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Enterprise IT		\$ 4,061,619	\$ 3,887,656	\$ 5,413,536	\$ 5,413,536	\$ 5,413,536
Department Specific IT	History for	1,217,700	974,523	1,868,000	1,868,000	1,868,000
GIS	programs not	305,788	267,927	271,341	271,341	271,341
Contingency	available	94,793	-	150,000	150,000	150,000
Reserves for future capital		1,891,000	-	1,552,366	1,552,366	1,552,366
TOTAL REQUIREMENTS		\$ 7,570,900	\$ 5,130,106	\$ 9,255,243	\$ 9,255,243	\$ 9,255,243
<i>By Type:</i>						
Personnel services	\$ 1,332,613	\$ 2,476,947	\$ 2,461,433	\$ 3,259,111	\$ 3,259,111	\$ 3,259,111
Materials and services	1,670,918	2,146,460	1,884,227	2,978,866	2,978,866	2,978,866
Interfund transfers	265,167	143,200	147,741	164,500	164,500	164,500
Capital outlay:						
Vehicle/equipment	525,708	818,500	636,705	1,150,400	1,150,400	1,150,400
Contingency	-	94,793	-	150,000	150,000	150,000
Reserves for future capital	-	1,891,000	-	1,552,366	1,552,366	1,552,366
TOTAL REQUIREMENTS	\$ 3,794,406	\$ 7,570,900	\$ 5,130,106	\$ 9,255,243	\$ 9,255,243	\$ 9,255,243

Note:

The Information Technology Program is accounted for as a division of the Internal Services

ADMINISTRATION & CENTRAL SERVICES
Information Technology Program

Overview

The Information Technology Division (IT) Department is part of the Internal Services Fund. Our Mission: “Partner with the City’s business units to deliver quality and innovative technology solutions”. We manage the City’s enterprise information systems, including Geographic Information Systems (GIS), software implementation and management, local and wide area networks and supporting infrastructure.

IT supports the City, its citizens and employees through a variety of services. We seek to improve operational efficiency through effective use of technology.

Enterprise IT Program

The Enterprise IT program consists of 3 teams:

- ✧ The Service Desk team focuses on the prompt restoration of service to end user’s technology solutions;
- ✧ The Infrastructure Operations team is focused on supporting the City’s technology infrastructure of servers, storage and networks;
- ✧ The Application Services team supports the City’s needs for technology solution design and implementation, as well as enterprise software maintenance and support.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Personnel services	\$ 1,036,896	\$ 1,284,400	\$ 1,484,955	\$ 1,618,455	\$ 3,103,410		
Materials and services	326,312	602,830	863,616	858,610	1,722,226		
Interfund transfers	76,441	55,800	72,800	78,100	150,900		
Capital outlay:							
Vehicle/equipment	222,977	282,000	273,000	164,000	437,000		
Enterprise IT	\$ 1,662,626	\$ 2,225,030	\$ 2,694,371	\$ 2,719,165	\$ 5,413,536		
Full Time Equivalents	11.00	12.00	12.00	13.00	13.00		

Goals for the 2013 - 2015 Biennial Budget

- ✧ Implement a Project Portfolio Management program to effectively manage and prioritize city-wide technology projects
- ✧ Provide room based and person-to-person video conference capability to increase efficiency in internal and external meetings
- ✧ Improve the integration of communication tools through the adoption of a Unified Communications strategy
- ✧ Accomplish the product selection and implementation plan milestones of the Financial Systems Replacement project
- ✧ Begin to migrate to an Enterprise Content Management architecture for City document and content storage

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✘ Continue the implementation of a tablet technology to City employees to increase efficiency through mobility
- ✘ Modernization of the City’s workstation fleet through a centralized replacement schedule and an upgrade to Windows 7
- ✘ Implement a complete Project Management Institute (PMI)-based, project-driven approach for all technology projects managed by the IT Program

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Migration of the City’s email and calendar application to Microsoft Office 365
- ✘ Migration of the City’s primary data center to the BendBroadband Vault
- ✘ Implementation of a redesigned external Internet web site, as well as an Intranet site for employees
- ✘ Increased citizen engagement through streaming and archiving of City Council meetings on the Internet web site.
- ✘ Implemented a citizen-sourcing platform to solicit communication from citizens.
- ✘ Hired a limited term Business Analyst to work on the City’s migration to a new financial system.

Significant Changes from the 2011 – 2013 Biennial Budget

- ✘ Workstation replacements moved from the Department Specific IT Program to the Enterprise IT Program
- ✘ Addition of 1.0 FTE – Office Specialist II in 2013-14 to assist with city-wide technology purchases and support of department requests
- ✘ Addition of 1.0 FTE – Applications Analyst in 2014-15 to assist with increased workload associated with financial system replacement

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✘ 2013 – 2014
 - Primary data storage upgrade - \$75,000
 - Room based video conference systems - \$34,000
- ✘ 2014 – 2015
 - Improved high availability for the City’s wide area network - \$85,000
 - Virtual Desktop infrastructure - \$26,000

Department Specific IT Program

The Department Specific IT program supports the unique needs of City departments for technology solution design and implementation as well as software maintenance and support.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15			
Materials and services	\$ 429,566	\$ 460,229	\$ 637,900	\$ 551,700	\$ 1,189,600			
Capital outlay:								
Vehicle/equipment	71,707	13,021	437,900	240,500	678,400			
Department Specific IT	\$ 501,273	\$ 473,250	\$ 1,075,800	\$ 792,200	\$ 1,868,000			

Goals for the 2013 - 2015 Biennial Budget

- ✘ Drive gains in efficiency through improved forms of customer self-service, particularly with a city-wide voice response phone system and an auto attendant phone system.
- ✘ Improve access to information and data collection for the City's field crews through advances in the use of mobile technology.

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Implemented a video conferencing system for Fire/EMS training in four locations
- ✘ Coordinated expansion of the City's phone contact center service to provide Bend Police with better phone call management
- ✘ Implemented an online crime reporting tool for Bend Police
- ✘ Provided for additional services available online via the Internet web site, such as: City code, utility lien checks and business resources

Major Capital Projects / Equipment Purchases for 2013 – 2015 Biennial Budget

- ✘ 2013 – 2014
 - Automated phone response and call system - \$95,000
 - Emergency Medical Services (EMS) electronic patient care system - \$75,000
 - Employee Performance Management (EPM) system - \$50,000
- ✘ 2014 – 2015
 - Vendor management & purchasing system - \$100,000
 - Water utility leak detection system - \$50,000

Geographic Information Services Program

The GIS program focuses on the delivery of data, analysis and correlation via spatial presentation on maps. This team manages the collection and assembly of geographic data as well as assists City employees in representing this data via the appropriate map.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 69,407	\$ 70,730	\$ 70,730	\$ 76,992	\$ 78,709	\$ 155,701
Materials and services	29,745	35,545	35,545	35,495	31,545	67,040
Interfund transfers	9,400	6,100	6,100	6,500	7,100	13,600
Capital outlay:						
Vehicle/equipment	-	47,000	47,000	35,000	-	35,000
GIS	\$ 108,552	\$ 159,375	\$ 159,375	\$ 153,987	\$ 117,354	\$ 271,341
Full Time Equivalents	0.68	0.68	0.68	0.68	0.68	0.68

Goals for the 2013 - 2015 Biennial Budget

- ✘ Update the GIS mapping interface to provide an improved end user experience

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✘ Continued improvement in the access and management of the City's geographic data to decision makers

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Acquisition of new aerial photographic imagery of the City of Bend

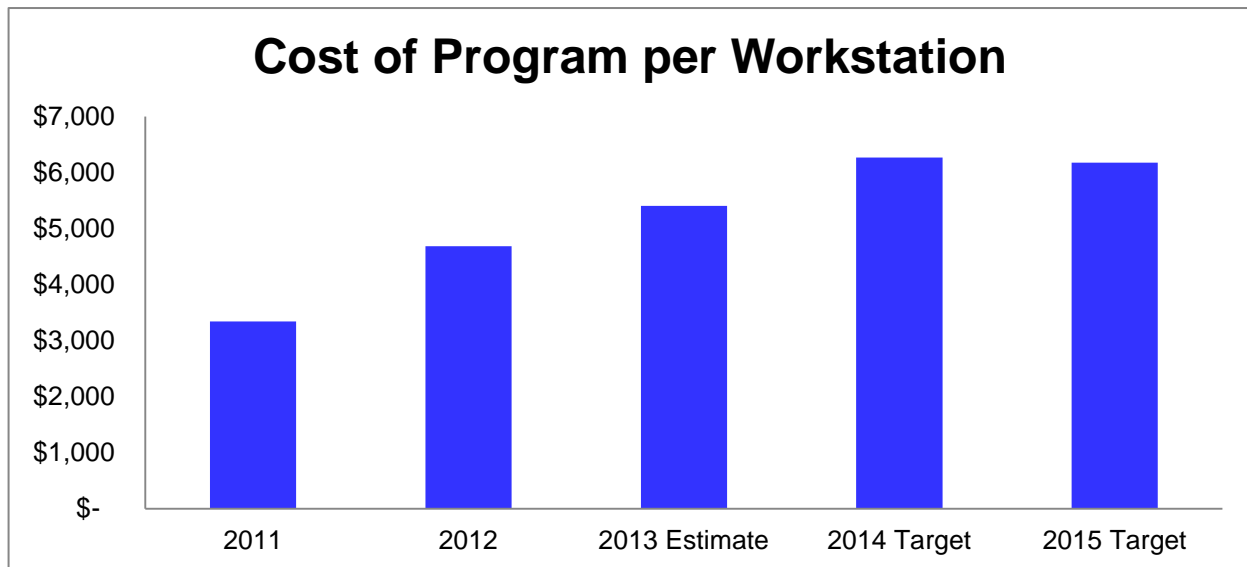
Major Capital Projects/Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013 – 2014
 - Remodel user mapping interface for improved functionality and ease of use - \$20,000

ADMINISTRATION & CENTRAL SERVICES
Information Technology Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
Effectiveness Measures:					
Support requests per user	n/a	7.86	11.44	11.25	11.00
% of survey responses rated 'resolved' and 'timely'	n/a	95%	96%	97%	98%
Workstations per FTE	1.18	1.01	1.10	1.05	1.00
Efficiency Measures:					
Cost of program per workstation	\$ 3,344	\$ 4,689	\$ 5,406	\$ 6,267	\$ 6,179
Outsourcing as % of cost	1%	2%	5%	7%	7%
% of support requests resolved on first call (15 mins)	n/a	12%	16%	20%	30%



Facilities Management Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 3,192,826	\$ 2,348,772	\$ 2,404,842	\$ 1,773,300	\$ 1,773,300	\$ 1,773,300
Interfund charges	4,985,095	5,493,200	4,431,009	4,043,100	4,043,100	4,043,100
Intergovernmental revenues	16,364	-	-	-	-	-
Rent revenues	48,743	30,700	56,348	158,230	158,230	158,230
General fund subsidy	1,002,600	1,430,000	1,430,000	800,000	800,000	800,000
Investment income	52,123	14,600	30,496	26,700	26,700	26,700
Miscellaneous	41,353	5,000	15,591	400	400	400
Issuance of long-term debt	3,600,000	6,833,100	5,133,053	1,100,000	1,100,000	1,100,000
TOTAL RESOURCES	\$ 12,939,104	\$ 16,155,372	\$ 13,501,339	\$ 7,901,730	\$ 7,901,730	\$ 7,901,730

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Downtown Campus	\$ 6,277,816	\$ 5,867,975	\$ 3,668,086	\$ 2,853,050	\$ 2,853,050	\$ 2,853,050
Public Works Boyd Acres	291,009	1,374,900	1,183,891	470,500	470,500	470,500
Public Works Complex	341,390	425,900	357,603	869,400	869,400	869,400
Police Station	1,647,091	5,731,600	5,577,381	1,697,800	1,697,800	1,697,800
Transit Operations Center	858,703	38,572	41,454	-	-	-
Central Services	1,118,250	947,846	899,752	936,257	936,257	936,257
Contingency	-	593,579	-	347,431	347,431	347,431
Reserves for:						
Debt service	-	-	-	66,500	66,500	66,500
Maintenance	-	1,175,000	-	660,792	660,792	660,792
TOTAL REQUIREMENTS	\$ 10,534,259	\$ 16,155,372	\$ 11,728,167	\$ 7,901,730	\$ 7,901,730	\$ 7,901,730

<i>By Type:</i>						
Personnel services	\$ 904,968	\$ 838,164	\$ 785,266	\$ 789,779	\$ 789,779	\$ 789,779
Materials and services	1,927,179	1,768,807	1,654,328	1,483,778	1,483,778	1,483,778
Interfund transfers	419,525	209,722	229,413	200,700	200,700	200,700
Capital outlay:						
Vehicle/equipment	-	-	-	31,000	31,000	31,000
Facility improvements	144,025	1,263,200	1,047,691	812,500	812,500	812,500
Total capital outlay	144,025	1,263,200	1,047,691	843,500	843,500	843,500
Debt service	7,138,562	10,306,900	8,011,469	3,509,250	3,509,250	3,509,250
Contingency	-	593,579	-	347,431	347,431	347,431
Reserves for:						
Debt service	-	-	-	66,500	66,500	66,500
Maintenance	-	1,175,000	-	660,792	660,792	660,792
TOTAL REQUIREMENTS	\$ 10,534,259	\$ 16,155,372	\$ 11,728,167	\$ 7,901,730	\$ 7,901,730	\$ 7,901,730

Note:

Facilities Management is accounted for as a division of the Internal Services Fund. This program accounts for the Downtown Campus, Public Works buildings, the Police Facility, the Transit Facility and facilities personnel.

ADMINISTRATION & CENTRAL SERVICES
Facilities Management Program

Overview

The Facilities Management Program is a part of the Internal Services Fund. The Facilities Management program is responsible for cleaning, maintenance, repair, small construction and Capital Improvement Projects related to City-owned facilities. In addition, Central Service Staff assist in the planning and design of future space needs in existing buildings or new City facilities. These facilities include City Hall, Bond Annex, Franklin Annex, miscellaneous downtown city-owned buildings, Public Works Complex, Public Works Boyd Acres Utilities Annex and Police Station. Revenue is generated through the City's Cost Allocation Plan from rent charges to the building tenants. Revenue has also been provided through debt proceeds. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Downtown Campus

The Downtown Campus includes City Hall, Bond Annex, Franklin Annex and miscellaneous city-owned buildings.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2011-12	2012-13	2013-14	2014-15	2013-15		
Materials and services	\$ 379,678	\$ 190,814	\$ 191,150	\$ 197,850	\$ 389,000		
Interfund transfers	10,950	13,650	13,700	14,300	28,000		
Capital outlay:							
Facility improvements	46,771	30,000	15,000	10,000	25,000		
Debt Service	1,666,123	1,330,100	868,000	1,543,050	2,411,050		
Downtown Campus	\$ 2,103,522	\$ 1,564,564	\$ 1,087,850	\$ 1,765,200	\$ 2,853,050		

Goals for the 2013 - 2015 Biennial Budget

- ✧ Provide additional office space to accommodate departmental staff requests for biennial term
- ✧ Continue implementation of energy efficiency improvements to City facilities

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Completed tenant Improvements (TI's) and successful relocation of the Finance and IT Departments from the former Wall Street Annex into City Hall and Franklin Annex
- ✧ Elimination of operational expenses associated with Wall Street Annex
- ✧ Installed a lighting retrofit at City Hall funded by American Recovery and Reinvestment Act (ARRA) dollars
- ✧ Completed City Hall and Bond Annex facade repairs
- ✧ Completed the environmental remediation of a bunker fuel tank underneath Franklin Annex

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Conclusion of lease terms for Wall Street Annex

Major Capital Projects/Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-14
 - HVAC and Tenant Improvements - \$15,000
- ✧ 2014-15
 - HVAC and Tenant Improvements - \$10,000

Public Works Boyd Acres Utilities Annex

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13		2013-14	2014-15	2013-15
Materials and services	\$ 101,132	\$ 122,700	\$ 135,700	\$ 139,700	\$ 275,400	
Interfund transfers	12,388	12,300	12,300	12,800	25,100	
Capital outlay:						
Facility improvements	15,271	920,100	140,000	30,000	170,000	
Public Works - Boyd Acres Facility	\$ 128,791	\$ 1,055,100	\$ 288,000	\$ 182,500	\$ 470,500	

Goals for the 2013 - 2015 Biennial Budget

- ✧ Reduce energy consumption while improving comfort level for building occupants
- ✧ Completion of Boyd Acres staff support facility

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Anticipated increase in operational expenses at Public Works Boyd Acres Utilities Annex as a result of the addition of the Shower/Locker Room and Support Facility

Major Capital Projects/Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-14
 - HVAC Improvements for the Administration Building - \$75,000
 - Re-roof the Administration Building - \$65,000
- ✧ 2014-15
 - Lighting retrofit - \$30,000

Public Works Complex

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13		2013-14	2014-15	2013-15
Materials and services	\$ 132,521	\$ 154,300	\$ 150,500	\$ 150,500	\$ 301,000	
Interfund transfers	17,933	17,300	17,600	18,300	35,900	
Capital outlay:						
Facility improvements	35,549	-	227,500	305,000	532,500	
Public Works Complex	\$ 186,003	\$ 171,600	\$ 395,600	\$ 473,800	\$ 869,400	

Goals for the 2013 - 2015 Biennial Budget

- ✧ Improve functionality by design of support facilities for the Streets Division
- ✧ Commencement of Public Works 15th Street site master planning

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ TI's and successful relocation of Garage Division staff from Transit Operations Center
- ✧ Façade improvements

Major Capital Projects/Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-14
 - Planning and design to improve traffic flow and vehicle/equipment storage facilities of entire compound. Construction of one building to better suit vehicle/equipment storage. - \$102,500
 - Lighting retrofit - \$30,000
 - Planning, design and construction of a Decant Facility - \$95,000
- ✧ 2014-15
 - Upgrade to outside storage facilities - \$80,000
 - Planning, design and construction of a Decant Facility - \$225,000

Police Station

	ACTUALS		ADOPTED BUDGET		
	2011-12	ESTIMATE 2012-13	2013-14	2014-15	2013-15
Materials and services	\$ 303,920	\$ 247,400	\$ 250,900	\$ 251,900	\$ 502,800
Interfund transfers	5,165	5,650	5,800	6,000	11,800
Capital outlay:					
Facility improvements	-	-	50,000	35,000	85,000
Debt Service	4,391,846	623,400	550,450	547,750	1,098,200
Police Station	\$ 4,700,931	\$ 876,450	\$ 857,150	\$ 840,650	\$ 1,697,800

Goals for the 2013 - 2015 Biennial Budget

- ✧ Reduce maintenance and operational costs

Major Capital Projects/Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-14
 - Network Operations Center HVAC replacement - \$7,500
 - Replacement of automatic gates - \$35,000
 - Main entrance and accessible path of travel concrete replacement necessitated by spalling - \$7,500
- ✧ 2014-15
 - Replacement of automatic gates - \$35,000

Central Services

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 420,466	\$ 364,800	\$ 364,800	\$ 390,196	\$ 399,583	\$ 789,779
Materials and services	7,452	7,438	7,438	7,889	7,689	15,578
Interfund transfers	57,681	41,915	41,915	50,700	49,200	99,900
Capital outlay:						
Vehicle/equipment	-	-	-	6,000	25,000	31,000
Central Services	\$ 485,599	\$ 414,153	\$ 414,153	\$ 454,785	\$ 481,472	\$ 936,257
Full Time Equivalents	4.15	3.27	3.27	3.32	3.32	3.32

Goals for the 2013 - 2015 Biennial Budget

- ✧ Complete three (3) energy efficiency improvement projects per year

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✧ Pursue opportunities for cost savings at every facility in an effort to provide excellent work environments that are less expensive to operate over time
- ✧ Reduce deferred maintenance items for all City-owned facilities

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Implemented a City-wide energy reduction plan

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Reduction of 2.0 FTE's, one in 2011 and one in 2012
- ✧ Additional responsibilities of Facilities Manager to include facilities management of Bend Centennial Parking Plaza, downtown parking lots and downtown city-owned buildings.
- ✧ Management responsibilities of downtown city-owned properties transferred to the division as a result of closing the Downtown Urban Renewal Area

Major Capital Projects/Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-14
 - Trailer - \$6,000
- ✧ 2014-15
 - Scissor lift - \$25,000

ADMINISTRATION & CENTRAL SERVICES
Facilities Management Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Facilities M & S costs per sq.ft. for Bond Annex	\$ 1.27	\$ 1.30	\$ 1.10	\$ 1.76	\$ 1.79
Facilities M & S costs per sq.ft. for City Hall	5.13	6.15	4.89	6.08	6.34
Facilities M & S costs per sq.ft. for Franklin Annex	3.20	2.31	3.30	4.88	4.88
Facilities M & S costs per sq.ft. for PW-15th	2.56	2.55	2.30	2.91	2.91
Facilities M & S costs per sq.ft. for PW-Boyd	2.78	2.64	2.47	3.52	3.63
Facilities M & S costs per sq.ft. for Police Dept.	4.65	6.39	4.88	5.28	5.30
Facilities M & S costs per sq.ft. for other Facilities	-	0.59	1.32	1.43	1.43
<i>Effectiveness Measures:</i>					
Facility FTE's per 100,000 sq/ft	2.5	1.0	0.8	0.8	0.8
<i>Efficiency Measures:</i>					
Cost of facility operations as a % of city budget	1.31%	1.33%	0.93%	0.68%	0.79%
Facilities power consumption (KWH)	2,605,208	2,537,234	2,511,047	2,455,000	2,431,000

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
(1) Trailer	\$ 6,000	\$ -	\$ -	\$ -	\$ -
(1) Scissor lift	-	25,000	-	-	-
Total	\$ 6,000	\$ 25,000	\$ -	\$ -	\$ -

Public Works Administration Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 873,031	\$ 656,100	\$ 676,714	\$ 177,000	\$ 177,000	\$ 177,000
General fund subsidy	20,000	-	-	-	-	-
Interfund charges	3,493,762	2,410,200	2,236,734	2,682,800	2,682,800	2,682,800
Investment income	20,405	4,300	7,256	4,900	4,900	4,900
Miscellaneous	4,779	-	1,841	-	-	-
TOTAL RESOURCES	\$ 4,411,977	\$ 3,070,600	\$ 2,922,545	\$ 2,864,700	\$ 2,864,700	\$ 2,864,700

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Program:</i>						
Administration & support	\$ 3,620,268	\$ 2,977,938	\$ 2,745,578	\$ 2,854,332	\$ 2,854,332	\$ 2,854,332
Laboratory	115,000	-	-	-	-	-
Contingency	-	92,662	-	10,368	10,368	10,368
TOTAL REQUIREMENTS	\$ 3,735,268	\$ 3,070,600	\$ 2,745,578	\$ 2,864,700	\$ 2,864,700	\$ 2,864,700
<i>By Type:</i>						
Personnel services	\$ 2,774,055	\$ 2,143,722	\$ 2,000,720	\$ 2,056,696	\$ 2,056,696	\$ 2,056,696
Materials and services	219,361	264,916	188,870	237,136	237,136	237,136
Interfund transfers	741,852	569,300	555,988	530,500	530,500	530,500
Capital outlay:						
Vehicle/equipment	-	-	-	30,000	30,000	30,000
Contingency	-	92,662	-	10,368	10,368	10,368
TOTAL REQUIREMENTS	\$ 3,735,268	\$ 3,070,600	\$ 2,745,578	\$ 2,864,700	\$ 2,864,700	\$ 2,864,700

Note:

The Public Works Administration Program is accounted for as a division of the Internal Services Fund.

ADMINISTRATION & CENTRAL SERVICES
Public Works Administration Program

Overview

The Public Works Administration Program provides oversight, management and administrative support to the Public Works Department and the Engineering and Infrastructure Planning Department (EIPD). This program also interfaces with the public and provides information and general assistance to the citizens of Bend.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 1,115,220	\$ 885,500	\$ 885,500	\$ 1,012,604	\$ 1,044,092	\$ 2,056,696
Materials and services	83,470	105,400	105,400	120,318	116,818	237,136
Interfund transfers	300,368	255,620	255,620	266,100	264,400	530,500
Capital outlay:						
Vehicle/equipment	-	-	-	30,000	-	30,000
Public Works Administration	\$ 1,499,058	\$ 1,246,520	\$ 1,246,520	\$ 1,429,022	\$ 1,425,310	\$ 2,854,332
Full Time Equivalents	11.35	8.91	8.91	8.69	8.69	8.69

Goals for the 2013 – 2015 Biennial Budget

- ✧ Provide project support, guidance and leadership for the Public Works Department
- ✧ Provide quality customer service to the public and the divisions within the Public Works Department and EIPD
- ✧ Seek to improve operational and administrative capabilities through increased efficiencies and investments in technology

Key Operational Objectives for 2013 – 2015 Biennial Budget

- ✧ Continue support for the Compli/Safety Program for Public Works and work with employees to implement best practices and procedures
- ✧ Participate in the development and implementation of the City's Emergency Operations Plan required by Homeland Security in an effort to be National Incident Management System (NIMS) compliant
- ✧ Maintain high quality data processing and tracking efforts for work orders placed internally, through the Facilities Management and Information Technology programs, as well as for city-wide services in operations and maintenance divisions
- ✧ Complete implementation and increase the use of the INFOR Call Center software to assist the department in more efficiently monitoring customer service calls and complaints
- ✧ Provide internal assistance for the implementation of training programs
- ✧ Plan and organize monthly Public Works staff safety meetings

Major Accomplishments during the 2011 – 2013 Biennium

- ✧ Maintained national accreditation through the American Public Works Association (APWA) re-accreditation process
- ✧ Updated the Public Works Department Strategic Plan
- ✧ Implemented a new Standards and Specifications document
- ✧ Completed realignment of Utilities Divisions
- ✧ Completed realignment of Transportation Divisions
- ✧ Completed a Public Works Safety Manual and program development plan

Significant Changes from the 2011 – 2013 Biennial Budget

- ✧ Upgraded the Administrative Manager position to the Assistant Public Works Director position, representing an increase in personnel services expenditures with no change to total FTEs

Major Capital Projects / Equipment Purchases for the 2013 – 2015 Biennial Budget

- ✧ 2013-2014
 - One (1) vehicle replacement - \$30,000

ADMINISTRATION & CENTRAL SERVICES
Public Works Administration Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Effectiveness Measures:</i>					
Number of Admin FTE per Public Works FTEs	1:12	1:17	1:22	1:19	1:19
<i>Efficiency Measures:</i>					
PW Admin Budget as % of Public Works Budgets	3.11%	2.41%	1.68%	3.00%	2.94%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
One (1) vehicle replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 30,000	\$ -	\$ -	\$ -	\$ -

Garage Services Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 293,746	\$ 110,900	\$ 169,804	\$ 399,300	\$ 399,300	\$ 399,300
Charges for services	375,189	474,900	529,410	510,700	510,700	510,700
Interfund charges	4,176,761	4,103,100	4,318,681	4,170,400	4,170,400	4,170,400
Interfund transfer	-	26,872	32,945	-	-	-
Investment income	5,651	1,600	4,144	5,100	5,100	5,100
Miscellaneous	18,631	234,000	13,672	15,200	15,200	15,200
TOTAL RESOURCES	\$ 4,869,978	\$ 4,951,372	\$ 5,068,656	\$ 5,100,700	\$ 5,100,700	\$ 5,100,700

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 1,424,322	\$ 1,429,412	\$ 1,366,103	\$ 1,463,957	\$ 1,463,957	\$ 1,463,957
Materials and services	2,482,481	2,886,080	2,735,868	2,892,860	2,892,860	2,892,860
Interfund transfers	777,413	603,200	559,627	599,900	599,900	599,900
Capital outlay:						
Vehicle/equipment	15,965	24,000	7,774	-	-	-
Contingency	-	8,680	-	143,983	143,983	143,983
TOTAL REQUIREMENTS	\$ 4,700,181	\$ 4,951,372	\$ 4,669,372	\$ 5,100,700	\$ 5,100,700	\$ 5,100,700

Note:

The Garage Services Program is accounted for as a division of the Internal Services Fund.

ADMINISTRATION & CENTRAL SERVICES
Garage Services Program

Overview

The Garage Services Program accounts for 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.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Personnel services	\$ 685,003	\$ 681,100	\$ 681,100	\$ 723,944	\$ 740,013	\$ 1,463,957
Materials and services	1,353,188	1,382,680	1,382,680	1,442,180	1,450,680	2,892,860
Interfund transfers	323,937	235,690	235,690	290,100	309,800	599,900
Capital outlay:						
Vehicle/equipment	7,774	-	-	-	-	-
Garage Services	\$ 2,369,902	\$ 2,299,470	\$ 2,299,470	\$ 2,456,224	\$ 2,500,493	\$ 4,956,717
Full Time Equivalents	7.50	6.60	6.60	6.60	6.60	6.60

Goals for the 2013 – 2015 Biennial Budget

- ✘ Provide an ongoing Preventative Maintenance Program that meets the changing needs of the City' fleet to ensure safe, reliable transportation and equipment
- ✘ Continue to maintain a fuel system and fuel pumps that provide the City fleet with fuel pump access at Public Works that is expected to reduce to 17,200 transactions and 250,000 gallons annually as a result of a reduction in waste and idle time
- ✘ Maintain a vehicle fleet that will travel approximately 1.4 million miles per year
- ✘ Explore options for replacing the City's fuel distribution system

Key Operational Objectives for the 2013 – 2015 Biennial Budget

- ✘ Continue pursuing the Preventative Maintenance Program to ensure that maximum efficiency in performance and operations are met, and that maximum equipment life and conditions are maintained within budgetary and operational limits
- ✘ Continue to schedule maintenance and repairs for the City's fleet and provide billing to all City Departments by using SunGard H.T.E. Fleet, Purchasing and Government Management and Budgetary Accounting (GMBA) applications
- ✘ Maintain Underground Storage Tank (UST) compliance with State and Federal Requirements on two 10,000 gallon fuel tanks and one 1,000 gallon fuel tank
- ✘ Continue maintaining high customer service levels
- ✘ Contract with a consultant to perform an initial analysis of fuel distribution options

Major Accomplishments during the 2011 – 2013 Biennium

- ✘ Maintained over 560 pieces of equipment, built by over 70 different manufacturers
- ✘ Performed over 7,700 repairs over the biennium (of which over 4,184 were preventative maintenance jobs)
- ✘ Maintained a fuel system and fuel pump site (at Public Works Pilot Butte Campus) that processed over 35,000 fuel transactions and 500,000 gallons of fuel (including transit operations) over the biennium
- ✘ Maintained a City fleet that traveled over 1.5 million miles per year
- ✘ Moved operations currently at Transit Operations Facility to Public Works Pilot Butte Campus

ADMINISTRATION & CENTRAL SERVICES
Garage Services Program

PERFORMANCE MEASURES

	ACTUALS 2010-11	ACTUALS 2011-12	ESTIMATE 2012-13	TARGET 2013-14	TARGET 2014-15
<i>Output Measures:</i>					
Fleet miles driven	1,614,678	1,553,114	1,400,000	1,400,000	1,400,000
Gallons of fuel pumped	267,444	252,623	251,405	250,000	250,000
<i>Effectiveness Measures:</i>					
% of total jobs that are scheduled preventive maintenance	54%	54%	56%	58%	60%
% of Fleet Maintenance expenditures contracted out	10%	9%	7%	7%	7%
<i>Efficiency Measures:</i>					
Average billable hours as % of total hours	65%	84%	83%	85%	85%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2013-14	2014-15	2015-16	2016-17	2017-18
Vehicle hoist	\$ -	\$ -	\$ -	\$ -	\$ 8,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 8,000

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Insurance Program

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 2,093,889	\$ 3,055,300	\$ 2,997,779	\$ 3,247,700	\$ 3,247,700	\$ 3,247,700
Charges for services	1,083,606	-	3,695	-	-	-
Interfund charges	18,671,324	2,421,500	2,346,273	3,308,600	3,308,600	3,308,600
Insurance settlements/refunds	321,885	176,000	439,750	-	-	-
Investment income	50,999	35,000	38,892	32,700	32,700	32,700
TOTAL RESOURCES	\$ 22,221,703	\$ 5,687,800	\$ 5,826,389	\$ 6,589,000	\$ 6,589,000	\$ 6,589,000

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 19,204,224	\$ 2,407,420	\$ 2,396,091	\$ 2,587,215	\$ 2,587,215	\$ 2,587,215
Interfund transfers	19,700	617,500	182,638	16,400	16,400	16,400
Reserves for insurance	-	2,662,880	-	3,985,385	3,985,385	3,985,385
TOTAL RESOURCES	\$ 19,223,924	\$ 5,687,800	\$ 2,578,729	\$ 6,589,000	\$ 6,589,000	\$ 6,589,000

Note:

The Insurance program is accounted for as a division of the Internal Services Fund.

ADMINISTRATION & CENTRAL SERVICES
Insurance Program

The Insurance Program in the City's Internal Service Fund 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 \$10,000,000 per occurrence or \$30,000,000 in the aggregate; automobile liability with coverage up to \$10,000,000 (combined single limit); commercial property blanket including real, personal and inland marine property coverage for replacement costs with a limit of \$100,000,000; an employee dishonesty and computer fraud policy in the amount of \$500,000; and a public official fidelity bond at \$100,000 covering the Finance Director and Accounting Manager. The City also carries a no limit policy per employee per occurrence and a \$500,000 employer's liability limit for workers' compensation and a \$10,000,000 limit policy for airport liability.

Departments are responsible for paying all deductibles and the cost of accident related repairs not covered by insurance. Reserves in the Insurance Fund 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 or fund's operating budget.

Energy ARRA Grant Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ 1,558	\$ 53,100	\$ 53,100	\$ 53,100
Intergovernmental revenues	173,465	612,750	562,588	-	-	-
Loan repayments	9,538	43,200	81,050	30,000	30,000	30,000
Investment income	1,030	300	1,041	600	600	600
Donations/Contributions	-	-	43,667	-	-	-
TOTAL RESOURCES	\$ 184,033	\$ 656,250	\$ 689,904	\$ 83,700	\$ 83,700	\$ 83,700

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
By Type:						
Materials and services	\$ 61,226	\$ 130,000	\$ 128,976	\$ -	-	-
Interfund transfers	112,217	322,500	306,266	80,000	80,000	80,000
Capital outlay:						
Construction/infrastructure	9,031	201,700	201,605	-	-	-
Contingency	-	-	-	3,700	3,700	3,700
Reserves	-	2,050	-	-	-	-
TOTAL REQUIREMENTS	\$ 182,474	\$ 656,250	\$ 636,847	\$ 83,700	\$ 83,700	\$ 83,700

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 will be used to improve City facilities and partner with other community organizations for residential energy improvements. Projects completed with grant funds are as follows:

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2011-12	2012-13	2012-13	2013-14	2014-15	2013-15
Infrastructure:						
Traffic signal efficiency	\$ 69,688	\$ 51,200	\$ -	\$ -	\$ -	\$ -
Community & Economic Development:						
Building loans	103,740	30,000	45,000	35,000	80,000	
Residential renewable energy loans	46,323	48,000	-	-	-	-
Administration:						
Program administration	41,040	15,523	-	-	-	-
Energy education program	29,728	-	-	-	-	-
City Hall facility retrofits	11,605	190,000	-	-	-	-
Energy Grant Fund	\$ 302,124	\$ 334,723	\$ 45,000	\$ 35,000	\$ 80,000	

PERS Debt Service Fund

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
RESOURCES						
Beginning working capital	\$ 1,054,506	\$ 1,347,500	\$ 1,330,341	\$ 1,461,900	\$ 1,461,900	\$ 1,461,900
Interfund charges	2,132,444	2,266,249	2,161,331	2,104,400	2,104,400	2,104,400
Investment income	28,134	17,400	21,373	18,800	18,800	18,800
TOTAL RESOURCES	\$ 3,215,084	\$ 3,631,149	\$ 3,513,045	\$ 3,585,100	\$ 3,585,100	\$ 3,585,100

	ACTUALS 2009-11	ADJUSTED BUDGET 2011-13	ESTIMATE 2011-13	BIENNIAL BUDGET		
				PROPOSED 2013-15	APPROVED 2013-15	ADOPTED 2013-15
REQUIREMENTS						
<i>By Type:</i>						
Interfund transfers	\$ 37,100	\$ 40,400	\$ 40,300	\$ 40,600	\$ 40,600	\$ 40,600
Debt service	1,847,641	2,011,000	2,010,894	2,186,300	2,186,300	2,186,300
Reserves for debt service	-	1,579,749	-	1,358,200	1,358,200	1,358,200
TOTAL REQUIREMENTS	\$ 1,884,741	\$ 3,631,149	\$ 2,051,194	\$ 3,585,100	\$ 3,585,100	\$ 3,585,100

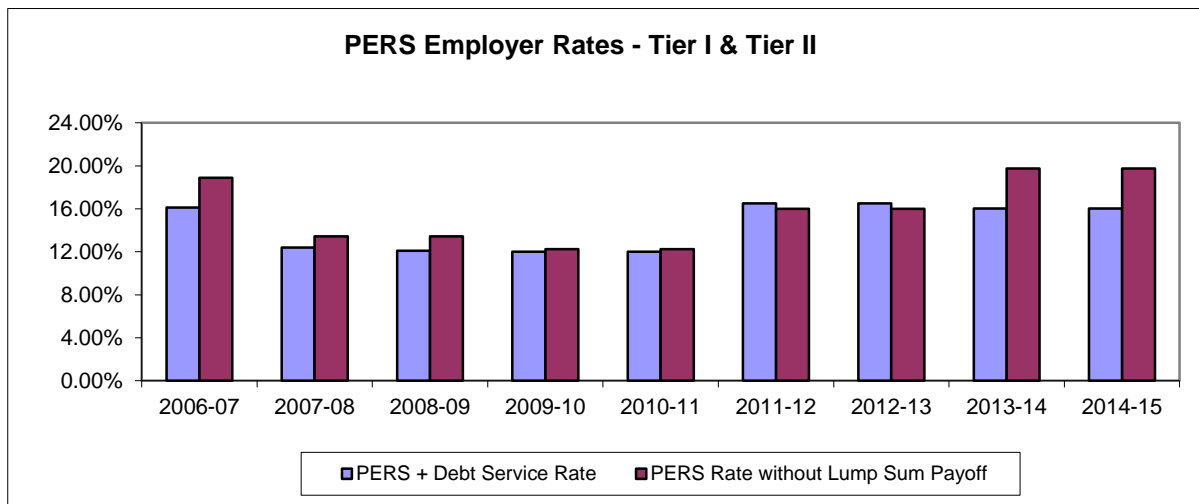
ADMINISTRATION & CENTRAL SERVICES
PERS Debt Service

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 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.

<u>Fiscal Year</u>	<u>PERS Employer Rate</u>	<u>Debt Service Rate (1)</u>	<u>Total Rate</u>	<u>PERS Rate without Lump Sum Payoff (2)</u>
2006-07	12.63%	3.50%	16.13%	18.90%
2007-08	9.40%	3.00%	12.40%	13.45%
2008-09	9.40%	2.70%	12.10%	13.45%
2009-10	8.52%	3.50%	12.02%	12.24%
2010-11	8.52%	3.50%	12.02%	12.24%
2011-12	13.01%	3.50%	16.51%	16.00%
2012-13	13.01%	3.50%	16.51%	16.00%
2013-14	13.04%	3.00%	16.04%	19.75%
2014-15	13.04%	3.00%	16.04%	19.75%

- (1) Debt service rate represents rate charged to departments to pay principal and interest on the PERS debt
(2) Represents rate that City would be charged if PERS debt was not issued to pay down unfunded liability



SUPPLEMENTAL INFORMATION

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CAPITAL IMPROVEMENT PROGRAM

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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, fix existing deficiencies, and provide for future growth. The 5-year CIP is updated annually along with the biennial budget and is coordinated with other departments within the City, various committees, and stakeholders. These include City Finance, Community Development, Engineering & Infrastructure Planning and Public Works Departments, Infrastructure Advisory Committee (IAC), Bend Metropolitan Planning Organization (MPO), Sewer Infrastructure Advisory Group (SIAG), Transportation Safety Advisory Committee (TSAC), Water Treatment Advisory Committee, and Budget Committee. City Council is the ultimate approval authority for the CIP.

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 \$5,000 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. A sample of the project submittal form can be found on page 400.

A number of CIP projects are identified for funding during the 2013-2015 biennium. 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 Bridge Creek Pipeline Maintenance project, several projects related to increasing capacity of the sewer system and the water reclamation facility, reducing flooding of the 3rd Street underpass and modernizing the Murphy Road corridor. Also, the majority of the transportation projects funded with General Obligation (G.O.) Bonds will be completed.

This CIP includes Water, Water Reclamation, Stormwater, Transportation, G.O. Bond and Airport projects. The 2013-2018 Capital Improvement Program was presented to the City of Bend Budget Committee and the Bend City Council as part of the 2013-2015 Biennial Budget process.

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 2013-2015 portion of the 2013-2018 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 and shows total estimated cost of the project, 2013-2015 budgeted costs and funding sources is included on pages 398. Capital program schedules begin on page 401 and are included for the following programs:

Water Capital Budget

Repair and Maintenance: includes expenditures for equipment replacement as well as improvements needed to maintain existing service levels and protect the existing system. These projects extend the useful life of the assets, are in excess of \$5,000 and thus are included in the capital budget.

Continuing Projects: provides for improvements needed to continue service within the current service area and to provide service to growth areas within the proposed urban growth boundary.

The direction of the water system CIP is to provide for the City's current needs and to handle its growth towards build out.

The Water CIP schedule calls for an investment of \$26.9 million over the next five years for system improvements and \$5.2 million for repair and maintenance. User fees, system development charges, and long-term debt all provide potential sources of revenues to address these projects. Proposed debt issues in the biennium total \$28 million. Debt service payments of these bonds will be paid with user rates, system development charges or other revenues of the water system.

Water Reclamation Capital Budget

Repair and Maintenance: provides for the maintenance of existing facilities and the replacement of equipment. These projects extend the useful life of the assets, are in excess of \$5,000 and thus are included in the capital budget.

Continuing and New Projects: includes projects that address the needs of expanding current capacity and to extend service within the proposed urban growth boundary.

The existing Collection System Master Plan (CSMP) provides for a program to eventually have sewer trunk lines in all areas of the City. This will not be accomplished within the next five years, but the City will continue to work toward that type of system. In the meantime, SIAG has made project recommendations to alleviate capacity issues in the short term. SIAG will also make recommendations to Council regarding updates to the existing CSMP including potential revisions to long-term solutions. The City will also continue to look for ways to provide sewer to those areas currently served by septic systems and the financing to help residents afford these infrastructure improvements.

The capital improvement schedule for water reclamation for the next five years calls for improvement expenditures of \$38.3 million at the Water Reclamation Facility and approximately \$48.7 million of sewer collection system improvements. This includes an interceptor project, sewer relocation in a neighborhood, and a master plan update. Additionally, \$3.8 million will be required for repair and maintenance. User fees, system development charges, and long-term debt all provide potential sources of revenues to address these projects. Proposed debt issues in the biennium total \$18 million in revenue bonds and \$32 million of approved DEQ loans. 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 current Stormwater schedule emphasizes completing projects to help with flooding issues at the Third Street Underpass and the neighborhood near the intersection of Drake and Dohema. Until adequate funding has been secured, other areas susceptible to flooding will receive increased maintenance upgrades and repairs to help alleviate problems.

Transportation Capital Budgets

Transportation Construction Program: provides for multi-modal construction projects funded through a variety of means.

General Obligation Bond Construction Fund: includes projects that improve major street corridors and intersections.

The current Transportation Construction schedule emphasizes arterial and corridor improvement projects designated as a high priority by the TSAC. The City will also be working in conjunction with the Oregon Department of Transportation in modernizing the Murphy Road Overcrossing at the southern end of town. The five-year Transportation Construction CIP includes \$5 million of projects.

The General Obligation Bond Construction schedule calls for the completion of most of the initial designated projects during the 2013-2015 biennium. \$17.2 million of improvements will be made to Reed Market to upgrade it to a major arterial road. Savings from these projects could be reallocated to additional transportation projects as approved by City Council.

Airport Capital Budget

The main emphasis of the Airport schedule calls for the development of a Helipad/Heliport on the eastside of the airport during the 2013-2015 biennium. Due to the increase of helicopter activity, there is greater potential of having fixed wing and rotor craft conflict.

The individual project submittal forms 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.
- **Negligible** - The project will increase annual operating expenditures by less than \$10,000 annually.
- **Slight** - 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.

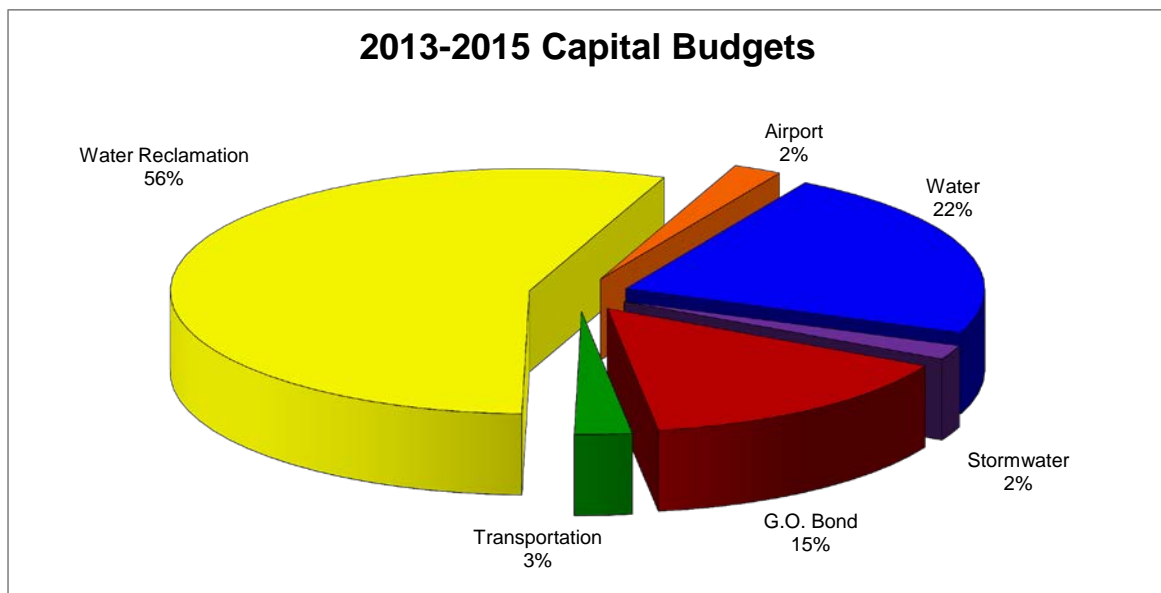
Summary of Infrastructure Capital Projects

FUND / Description	Funding Source							Impact on Annual Operating Budget	Total Project Estimate Jun-13	Multi Year Project Yes/No	Capital Outlay 2013-2015 Biennium	Project Detail on Page #'s
	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes					
WATER FUND												
WA0422 Water Rights Acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	\$1,930,656+	Yes	\$ 260,000	H I
WA13DA Drinking Water Source Protection	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	30,000	Yes	20,000	H J
WA0902 Bridge Creek Pipeline Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	38,849,373	Yes	22,076,000	H K F
WA10FA Water Modeling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	368,228+	Yes	100,000	H H
WA12AA 18th St. Waterline Extension	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	173,204	Yes	65,000	H I I
WA13AA Mtn. High Waterline Extension	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	3,302,306	Yes	2,387,000	H I I
Total for Water Fund											\$24,908,000	
WATER RECLAMATION FUND												
SW0707 SE Interceptor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Negligible	61,636,057	Yes	18,100,000	H K F
SW0802 Secondary Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Moderate	46,170,787	Yes	35,950,000	H K H
ST10AA Existing Plant Interceptor Condition Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	548,393	Yes	183,700	H I I
SW11BA Valhalla Sewer Relocation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	1,779,956	Yes	1,615,800	H I I
SW12AA Collection System Master Plan Update	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	2,939,951	Yes	1,655,300	H J
SW13CA Short Term Solution #2- N. Area Gravity Mains	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	5,090,000	Yes	4,809,200	I K F
SW13DA Short Term Solution #1- N. Area Force Mains	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	1,058,400	Yes	965,300	I K H
SW13EA Short Term Solution #3- Colorado Lift Station	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	4,618,000	Yes	4,057,000	I K I
SW14AX Collection System Modeling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	300,000+	Yes	-	I I
Total for Water Reclamation Fund											\$67,336,300	
STORMWATER FUND												
SR0701 Stormwater Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	294,222	Yes	3,500	4 F F
SR0802 Drake and Dohema	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Negligible	362,310	Yes	165,000	4 F H
SR09AA Third Street Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Negligible	3,421,858	Yes	1,640,500	4 F I
Total for Stormwater Fund											\$ 1,809,000	
TRANSPORTATION CONSTRUCTION FUND												
ST11FA Riverside/Franklin	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Negligible	1,298,914	Yes	1,113,300	4 F I J
ST11GA Galveston Corridor Improvements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Negligible	415,644	Yes	390,000	4 G F
ST11JA Murphy Overcrossing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	2,970,635	Yes	400,000	4 G H
ST14AX Portland Ave. Bridge Rehabilitation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	760,000	Yes	760,000	4 G I
ST14BX Empire Ave. Bridge Rehabilitation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	645,000	Yes	185,000	4 G I
ST14CX Sidewalk Design and Projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	145,000	Yes	90,000	4 G J
ST14DX Neff and Purcell	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	250,000	Yes	250,000	4 H F
ST17AX Division St. Bridge Replacements	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	4,000,000	Yes	-	4 H H
ST18AX 3rd St. Multi Modal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	400,000	No	-	4 H I
Total for Transportation Construction Fund											\$ 3,188,300	

Summary of Infrastructure Capital Projects

FUND / Description	Funding Source							Impact on Annual Operating Budget	Total Project Estimate Jun-13	Multi Year Project Yes/No	Capital Outlay 2013-2015 Biennium	Project Detail on Page #'s	
	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes						
GENERAL OBLIGATION BOND CONSTRUCTION FUND													
ST12CB Empire/18th Intersection	☐	☐	☐	☐	☐	☐	■	2	None	\$ 2,670,705	Yes	\$ 49,600	464-65
ST12CC Simpson/Mt. Washington RAB	☐	☐	☐	☐	☐	☐	■	2	None	\$ 2,221,900	Yes	\$ 136,300	466-67
ST12CD Powers/Brookwood RAB	☐	☐	☐	☐	☐	☐	■	2	None	\$ 2,207,971	Yes	\$ 65,100	468-69
ST12CE Reed Mkt: Newberry to 27th	☐	☐	☐	☐	☐	☐	■	2	None	\$ 6,158,731	Yes	\$ 4,733,200	470-71
ST12CF Reed Mkt: 3rd to Newberry	☐	☐	☐	☐	☐	☐	■	2	None	\$14,147,353	Yes	\$12,514,200	472-73
ST12CH 27th St. Reconstruction	☐	☐	☐	☐	☐	☐	■	2	None	\$ 1,000,000	No	\$ 1,000,000	474-75
Total for General Obligation Bond Construction Fund											\$18,498,400		
AIRPORT FUND													
AP13AA Eastside Helipad/Heliport Phase I	■	☐	☐	☐	☐	☐	■	3	None	\$ 2,781,700	Yes	\$ 2,631,700	478-79
AP14AA Airport Master Plan Implementation	☐	☐	☐	☐	☐	☐	■	4	None	50,000	Yes	\$ 50,000	481
AP15AA Airport Urban Renewal Plan Update	☐	☐	☐	☐	☐	☐	■	4	None	30,000	No	\$ 30,000	483
AP16AA FBO Ramp	■	☐	☐	☐	☐	☐	■	3	None	1,443,800	Yes	-	484-85
AP18AA Eastside Helipad/Heliport Phase II	■	☐	☐	☐	☐	☐	■	3	None	2,589,127	Yes	-	486-87
Total for Airport Fund											\$ 2,711,700		
Notes:													
1. City Match to be funded with Transportation revenues and City staff time.													
2. Projects to be funded with General Obligation bond proceeds.													
3. City Match to be funded with Airport revenues and General Fund subsidy if State of Oregon grant not available.													
4. Projects to be funded with Airport revenues.													

* This schedule excludes Repair and Maintenance projects that are included on the 5 year CIP schedules.



Sample CIP Project Submittal Form

City of Bend

**Capital Improvement Projects
2013/14 - 2017/18**

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

Comments:

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	-
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ -

Impact on Annual Operating Budget:	
Budget:	\$ -
<input type="text"/>	

Method of Financing	
Type	Amount
	\$ -
Total	\$ -

Water
Five Year Capital Improvement Program (CIP) Schedule

		Cost Estimate					
		Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Repair and Maintenance:							
Water Line Rehabilitation	N/A	\$ 1,140,000	\$ 1,170,000	\$ 500,000	\$ 500,000	\$ 500,000	
Pump Station Replacement	N/A	80,000	80,000	80,000	80,000	80,000	
WA0904 SCADA/Telemetry Upgrades	N/A	220,000	200,000	200,000	200,000	200,000	
		\$ 1,440,000	\$ 1,450,000	\$ 780,000	\$ 780,000	\$ 780,000	
Continuing Projects:							
WA0422 Water Rights Acquisition	N/A	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	
WA13DA Drinking Water Source Protection (Grant)	1	20,000	-	-	-	-	
WA0902 Bridge Creek Pipeline Maintenance	1	17,916,000	4,160,000	1,500,000	-	-	
WA10FA Water Modeling	N/A	50,000	50,000	50,000	50,000	50,000	
WA12AA 18th St. Waterline Extension (JR)	2	65,000	-	-	-	-	
WA13AA Mtn. High Waterline Extension	1	1,451,000	936,000	-	-	-	
		\$ 19,632,000	\$ 5,276,000	\$ 1,680,000	\$ 180,000	\$ 180,000	
Total Water CIP		\$ 21,072,000	\$ 6,726,000	\$ 2,460,000	\$ 960,000	\$ 960,000	

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. Repair and maintenance represents a variety of small capital rehabilitative projects, therefore does not conform to conventional Cost Engineering estimates. Water Rights Acquisition as available and Water Modeling as needed.		

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Water Rights Acquisition (WA0422)

Project Description:

This project consists of securing existing water rights (permit through certification process) and the opportunistic purchasing/transferring of third-party water rights.

Need/Justification:

Surface water and ground water have been closed to further appropriation by the State without mitigation credits. Mitigation is created by transfer of an existing surface water right. The City will be unable to fully develop its existing groundwater permits, or new permits which will all require corresponding mitigation credit development.

Benefits:

Continued progress in securing ample permanent water supplies to meet projected demands. Projects will work collaboratively through the agreed upon Irrigation District policies and programs, and the larger Deschutes Basin planning efforts within the Deschutes Water Alliance.

Consequences of Delaying/Eliminating this Project:

Missed opportunities to secure required water rights and possible restriction or curtailment of growth due to insufficient water supply. Also risk of increasing cost and changing regulations in the future.

Project Related To:

Surface Water Improvement Project WA0902.

Comments:

Project is currently financed by rates. May be financed by SDCs after SDC update in 2013-14.

Cost Schedule	
Prior to 2013/14	\$ 1,280,656
2013/14	130,000
2014/15	130,000
2015/16	130,000
2016/17	130,000
2017/18	130,000
After 2017/18	130,000/year
Total Cost	\$ 1,930,656 (+)

Impact on Annual Operating Budget:	
Budget:	\$ -
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Rates	\$ 1,930,656
Total	\$ 1,930,656 (+)

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Drinking Water Source Protection Grant (WA13DA)

Project Description:

The project will update the existing Potential Contaminant Source inventory to reflect the current Drinking Water Protection Areas and land use. The project will also evaluate the susceptibility of contamination for the City's water system.

Need/Justification:

The City recently refined the capture zone delineations for its drinking water source areas. The results of the delineation involved significant changes in both the direction and length of the Drinking Water Source Areas (DWSAs). As a result, the current Potential Containment Source inventory is outdated and needs refinement.

Benefits:

The results of this project will be used as part of the City's source water protection efforts, fulfilling the requirements of the Source Water Assessment requirements.

Consequences of Delaying/Eliminating this Project:

This project is 100% grant funded and delaying the project could affect the grant funding. The project is needed to maintain regulatory requirements related to the Source Water Assessment.

Project Related To:

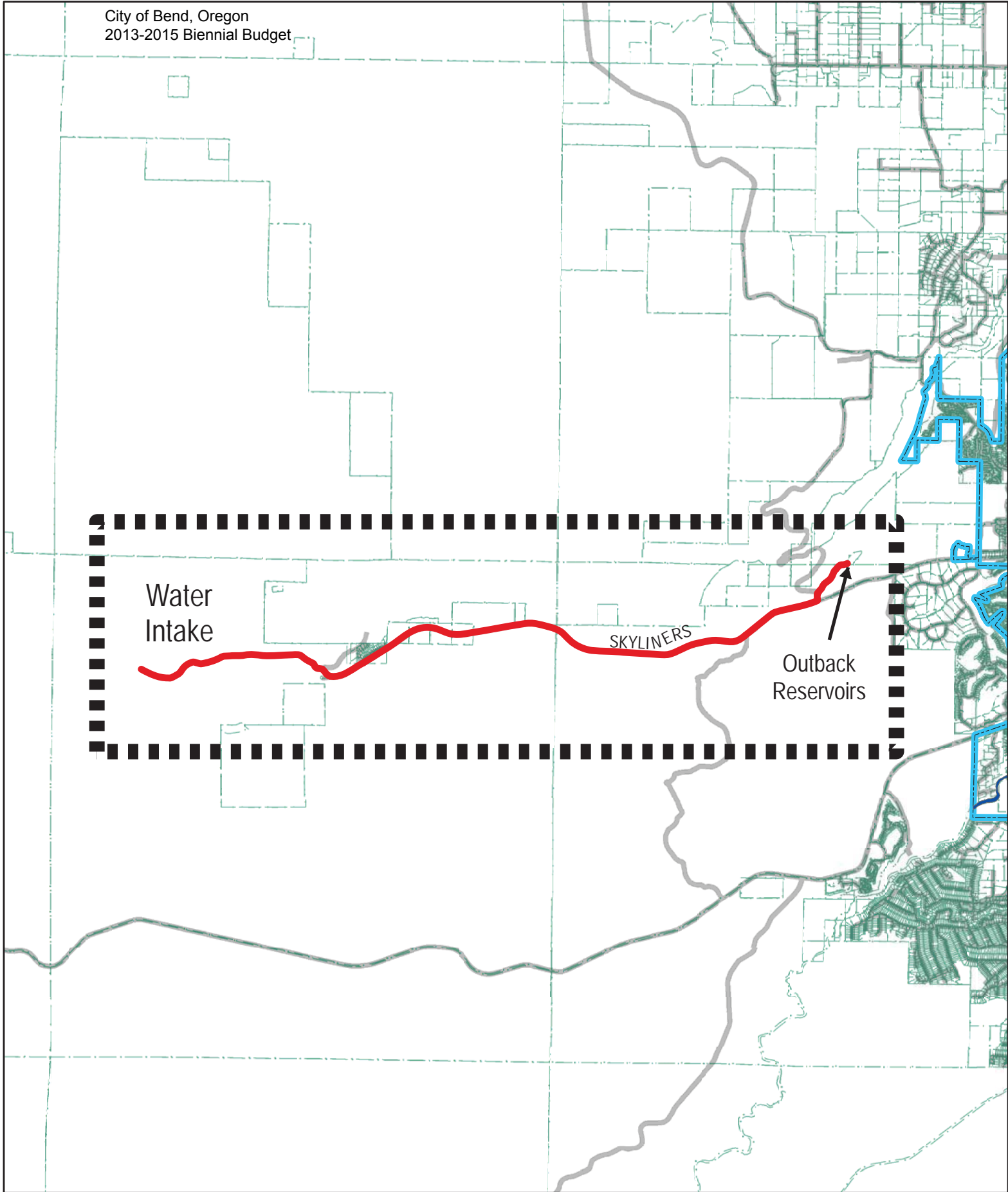
Drinking Water Source Areas, Source Water Protection Plan.

Comments:

Cost Schedule	
Prior to 2013/14	\$ 10,000
2013/14	20,000
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 30,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Grant	\$ 30,000
Total	\$ 30,000



WA0902 Bridge Creek Pipeline Maintenance (including line replacement/relocation)

Capital Improvement Projects
2013/14 - 2017/18
380



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Bridge Creek Pipeline Maintenance (including line replacement / relocation) (WA0902)

Project Description:

This project will replace the current aging transmission lines with a single new line located under Skyliner Road. The work is being coordinated with the County on the road reconstruction. In addition to the line replacement, this project will reconstruct the current intake structure on Bridge Creek. The new structure will be equipped with new fish screens that are automated for cleaning and freeze protection.

Need/Justification:

Current transmission mains from surface water intake to Outback site are aging and in poor condition. The existing intake was built in 1926 and lacks automation or any screens.

Benefits:

Gravity fed water system provides water source without power costs to pump. Potential for hydro facility to capture elevation energy resulting in revenue. Reduced risk of transmission main failure. Dual water source (surface and wells) provides water supply security.

Consequences of Delaying/Eliminating this Project:

Loss of surface water source due to risk of transmission main failure. Cost savings from coordination with County may be lost with project delays.

Project Related To:

WA0422 Water Rights Acquisition

Comments:

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 15,273,373
2013/14	17,916,000
2014/15	4,160,000
2015/16	1,500,000
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 38,849,373

Impact on Annual Operating	
Budget:	\$ -
Operating budget will be seriously reduced by hydro facility revenues. Without gravity surface water source annual operating budget will be significantly increased due to power costs for pumping.	

Method of Financing	
Type	Amount
Rates/SDCs	\$38,849,373
Total	\$38,849,373

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Water Modeling (WA10FA)

Project Description:

Annual consulting for water modeling to perform fire flow and capacity upgrade analyses, modeling of detailed discreet areas in the south Juniper Utility area, specialized water modeling efforts and update of existing water Geographic Information Systems (GIS) model background data.

Need/Justification:

Assessment of system capacity upgrades by professional modeling engineer to evaluate system upgrades and identify areas where improvements are required as a result of private development.

Benefits:

Protection of rate payers. Provides for private development to pay for system upgrades necessary from private development. Resulting model provides assistance with capital project needs, assessment and prioritization.

Consequences of Delaying/Eliminating this Project:

System deficiency upgrade costs resulting from private development will be incurred by the City and existing rate payers.

Project Related To:

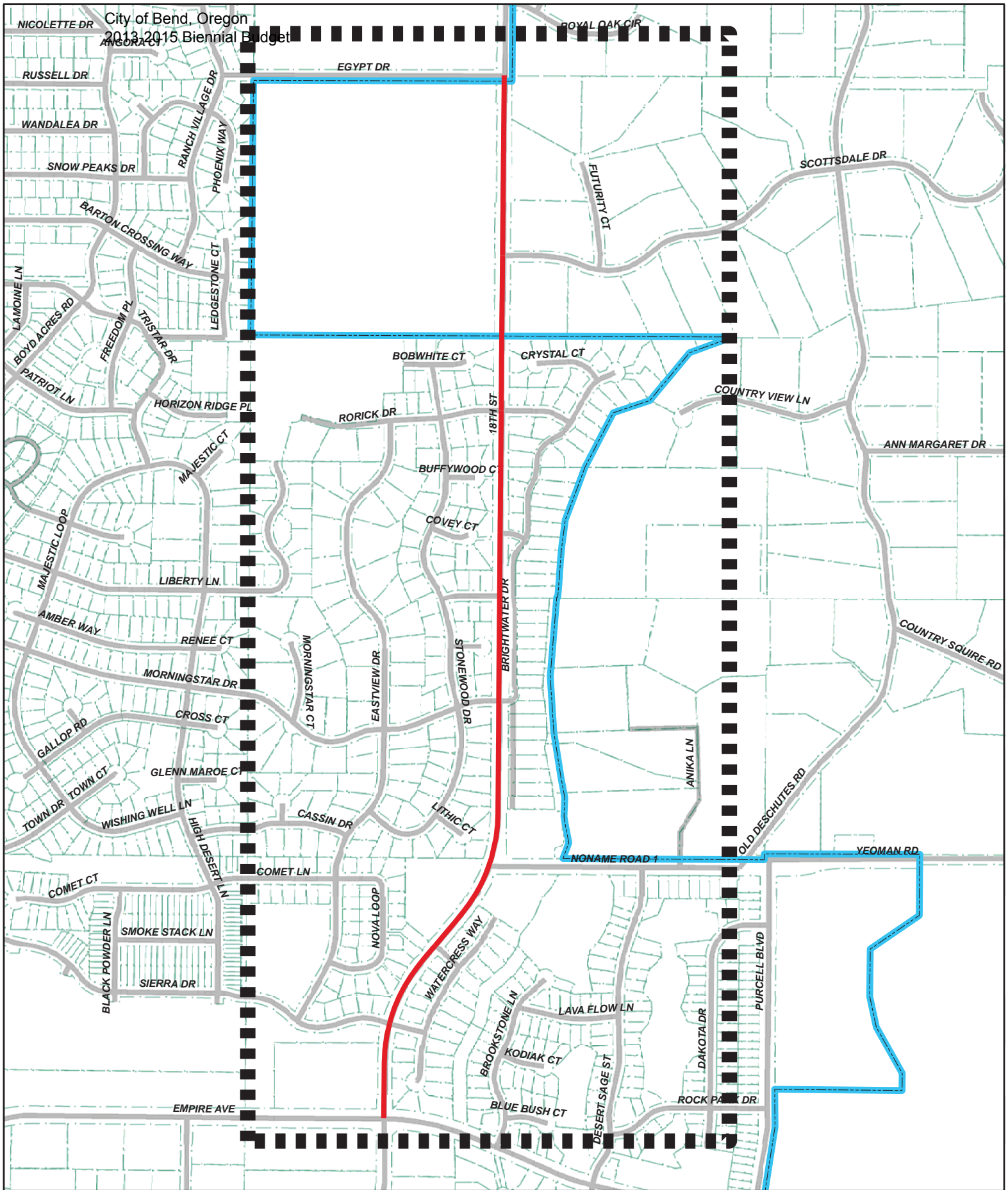
Capital Improvement Program support and Private Development assessments.

Comments:

Cost Schedule	
Prior to 2013/14	\$ 118,228
2013/14	50,000
2014/15	50,000
2015/16	50,000
2016/17	50,000
2017/18	50,000
After 2017/18	50,000/year
Total Cost	\$ 368,228 (+)

Impact on Annual Operating Budget:	
Budget:	\$ -
The results of the modeling may lead to additional infrastructure projects that affect the operations budget, but the modeling project will not directly affect the annual operating budget.	

Method of Financing	
Type	Amount
Rates	\$ 368,228 (+)
Total	\$ 368,228 (+)



WA12AA 18th St. Waterline Extension

Capital Improvement Projects
2013/14 - 2017/18
384



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Category ▼

Department ▼

Budget Period:

Project Name:

18th St. Waterline Extension (WA12AA)

Project Description:

The scope of this project is to create a water connection to the existing Avion water system to supplement fire flows to the Juniper Ridge development area.

Need/Justification:

Currently, the Juniper Ridge area is served by a single twelve (12) inch waterline. Under the current conditions/geometry of the system, fire flow standards for the current zoning cannot be met. Avion Water Company has an existing robust water system in the near vicinity. Minimal contribution from Avion will allow the City to meet the minimum required flows in the instances of extreme demand.

Benefits:

This project will enable the City to meet the minimum required flows in the occasions of extreme demand. Alternate solutions to this deficiency are significantly more expensive.

Consequences of Delaying/Eliminating this Project:

The required fire flow for the zoning designation cannot be achieved. This may hinder development in this area.

Project Related To:

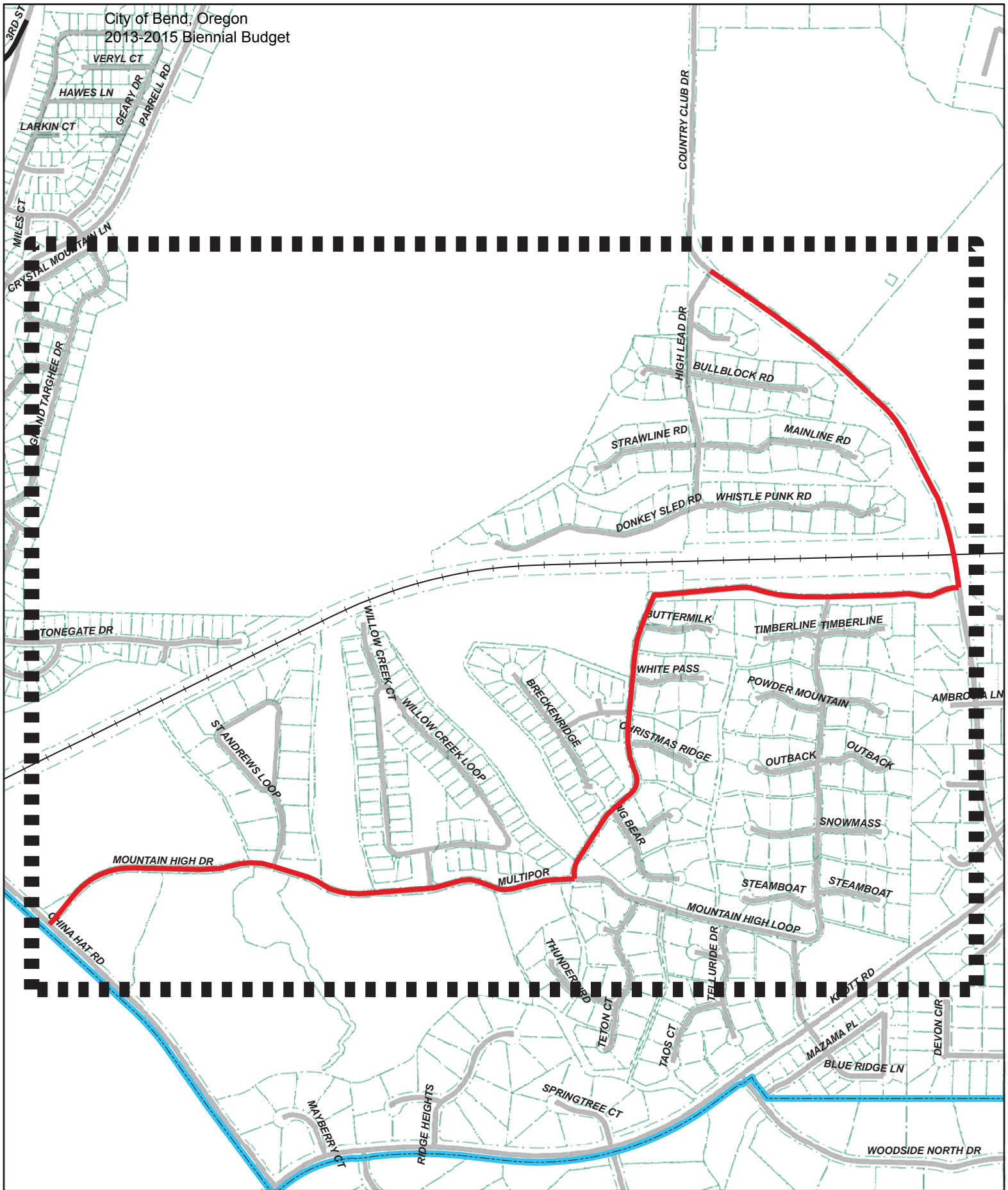
Comments:

Cost Estimate Classification 2 = +20%/-15%

Cost Schedule	
Prior to 2013/14	\$ 108,204
2013/14	65,000
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 173,204

Impact on Annual Operating	
Budget:	\$ -
Minimal maintenance effort.	

Method of Financing	
Type	Amount
Water Rates/SDCs	\$ 173,204
Total	\$ 173,204



WA13AA Mtn. High Waterline Extension

Capital Improvement Projects
2013/14 - 2017/18
386



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Mtn. High Waterline Extension (WA13AA)

Project Description:

The scope of this project is to replace existing six (6) inch plastic waterline with twelve (12) and sixteen (16) inch ductile iron mains. The line would begin at the entrance to Timber Ridge subdivision and run through Timber Ridge and Mtn. High, past the Hole 10 Well through to an existing twelve (12) inch water main in China Hat Road. Additionally, select cul-de-sacs have been identified to receive new eight (8) inch water mains.

Cost Schedule	
Prior to 2013/14	\$915,306
2013/14	1,451,000
2014/15	936,000
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$3,302,306

Need/Justification:

Per agreement, the separate irrigation water will no longer be supplied to Juniper customers after Jan 1, 2015. Irrigation will be provided by the domestic water system after said date. The waterlines to be replaced in this project are significantly undersized and in poor condition. The new mains will provide the necessary hydraulic capacity.

Impact on Annual Operating Budget:	
Budget:	\$ -
Maintenance effort will be reduced.	

Benefits:

Provide acceptable flows and pressures during peak demand while increasing system efficiency. Installation of fire hydrants per national fire code spacing standards will improve fire flow coverage.

Consequences of Delaying/Eliminating this Project:

During peak demand periods, the City will not be able to maintain adequate flows and pressures. Additionally, lack of fire flow availability to Mtn. High will remain deficient, as it is today.

Project Related To:

Juniper Utility condemnation
Shilo Well improvements
Murphy water pump station

Comments:

Cost Estimate Classification 1 = +15%/-10%

Method of Financing	
Type	Amount
Rates/SDCs	\$3,302,306
Total	\$3,302,306

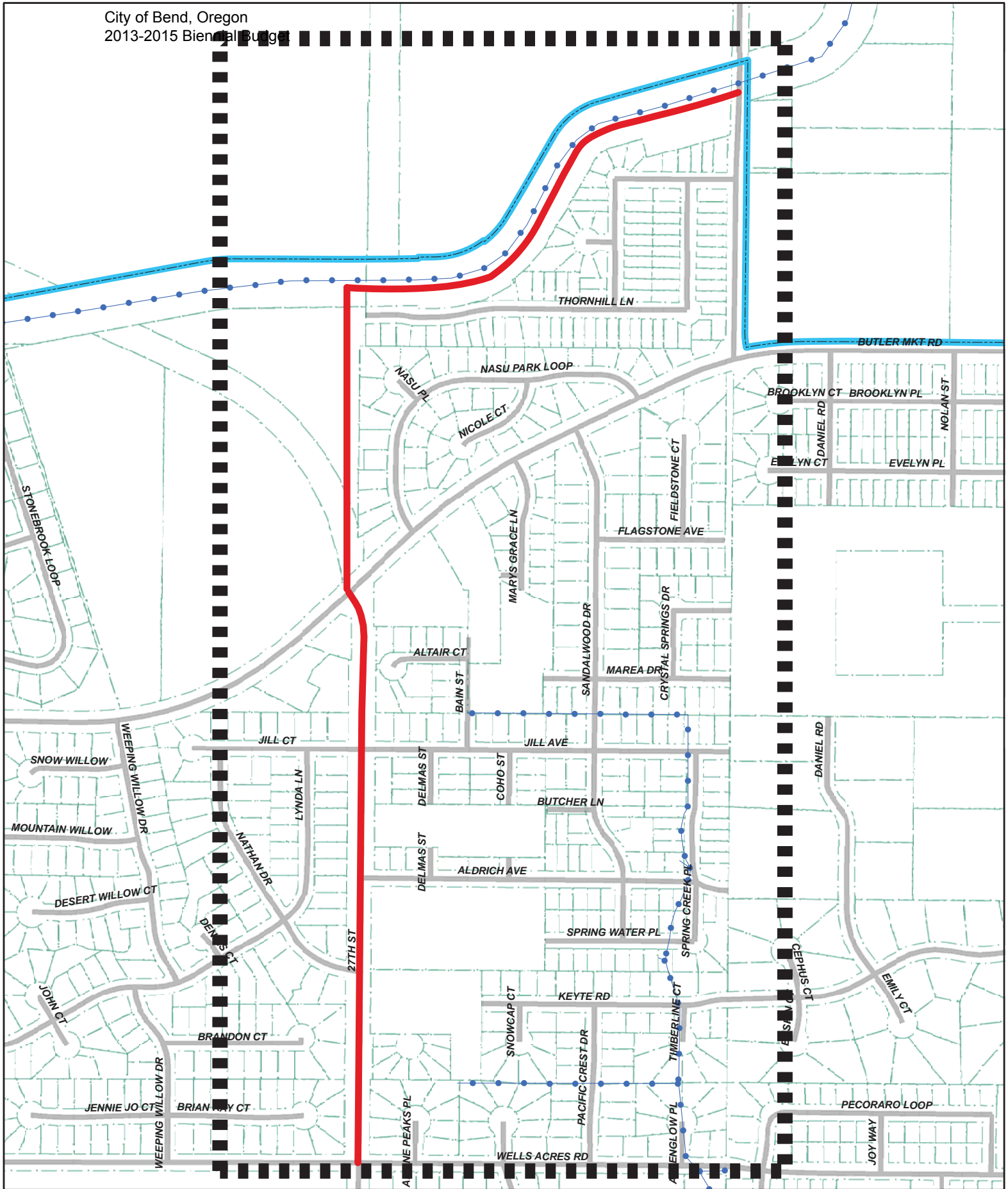
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**Water Reclamation (Sewer)
Five Year Capital Improvement Program (CIP) Schedule**

		Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Repair and Maintenance:							
Collection Line Rehabilitation		N/A	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
SW0806 SCADA/Telemetry Upgrades		N/A	200,000	200,000	200,000	200,000	200,000
			<u>\$ 750,000</u>	<u>\$ 750,000</u>	<u>\$ 750,000</u>	<u>\$ 750,000</u>	<u>\$ 750,000</u>
Continuing Projects:							
SW0707 SE Interceptor		1	\$ 9,050,000	\$ 9,050,000	\$ 9,050,000	\$ 9,050,000	\$ 9,050,000
SW0802 Secondary Expansion		1	18,950,000	17,000,000	2,400,000	-	-
SW10AA Existing Plant Interceptor Condition Assessment		1	183,700	-	-	-	-
SW11BA Valhalla Sewer Relocation		5	1,615,800	-	-	-	-
SW12AA Collection System Master Plan Update		1	923,700	731,600	-	-	-
			<u>\$ 30,723,200</u>	<u>\$ 26,781,600</u>	<u>\$ 11,450,000</u>	<u>\$ 9,050,000</u>	<u>\$ 9,050,000</u>
New Projects:							
SW13CA Short Term Solution #2 - North Area Gravity Mains		5	\$ 1,387,300	\$ 3,421,900	\$ 190,400	\$ -	\$ -
SW13DA Short Term Solution #1 - North Area Force Mains		5	295,500	669,800	54,900	-	-
SW13EA Short Term Solution #3 - Colorado Lift Station		5	956,700	3,100,300	399,500	-	-
SW14AX Collection System Modeling		N/A	-	-	100,000	100,000	100,000
			<u>\$ 2,639,500</u>	<u>\$ 7,192,000</u>	<u>\$ 744,800</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
Total Water Reclamation CIP			\$ 34,112,700	\$ 34,723,600	\$ 12,944,800	\$ 9,900,000	\$ 9,900,000

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. Repair and maintenance represents a variety of small capital rehabilitative projects, therefore does not conform to conventional Cost Engineering estimates. Collection System Modeling as needed.		



SW0707 SE Interceptor

Capital Improvement Projects

2013/14 - 2017/18



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

SE Interceptor (SW0707)

Project Description:

Large diameter gravity sewer pipeline extending from the southwest quadrant to the northeast quadrant of the City.
This project reroutes or intercepts a significant volume of sewage away from the downtown and central sewer systems to the east side of the City in accordance with the Collection System Master Plan.

Need/Justification:

This project is necessary to accommodate existing and future collection system demands and restore capacity to the older downtown and central core areas while providing service to a large area of un-serviced properties in the southeast quadrant. The collection system computer model clearly shows that the existing system is inadequate to meet future needs.

Benefits:

Provides additional conveyance capacity that will enable the City to continue to provide service as the community increases in population. Extends sewer service to 1,000 un-serviced homes.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve existing and future development. Possible building moratorium and increased likelihood of raw sewage spills resulting in public health risks and regulatory fines.

Project Related To:

Collection System Master Plan

Comments:

The collection system master plan included an alternative analysis to determine the most appropriate method of providing additional conveyance capacity. The proposed project and budget estimates reflect this analysis.

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 12,551,452
2013/14	9,050,000
2014/15	9,050,000
2015/16	9,050,000
2016/17	9,050,000
2017/18	9,050,000
After 2017/18	3,834,605
Total Cost	\$ 61,636,057

Impact on Annual Operating Budget:	
Budget:	\$ 5,000
The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections. This should be more than mitigated by 12+ existing pump stations that will be taken off-line with subsequent projects related to this project.	

Method of Financing	
Type	Amount
Rates	\$ 61,636,057
Total	\$ 61,636,057



SW0802 Secondary Expansion

Capital Improvement Projects

2013/14 - 2017/18



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Secondary Expansion (SW0802)

Project Description:

This project provides additional capacity to the primary and secondary treatment processes at the Water Reclamation Facility (WRF). These processes are currently nearing capacity and must be expanded to ensure the City meet the DEQ permitted treatment requirements. The project will add an aeration basin, primary clarifier, blower building, UV and sodium hypochlorite disinfection improvements, and piping modifications.

Need/Justification:

The WRF Facilities Plan concluded that the capacity of the secondary processes must be expanded within this budget period in order to maintain the effluent quality necessary to comply with existing and future discharge permit requirements.

Benefits:

Ability to meet existing permit requirements and capacity to serve future growth. Without this additional treatment, future development will be negatively impacted.

Consequences of Delaying/Eliminating this Project:

Potential state fines and building moratoriums due to the inability to comply with waste discharge requirements as additional development is connected to the system.

Project Related To:

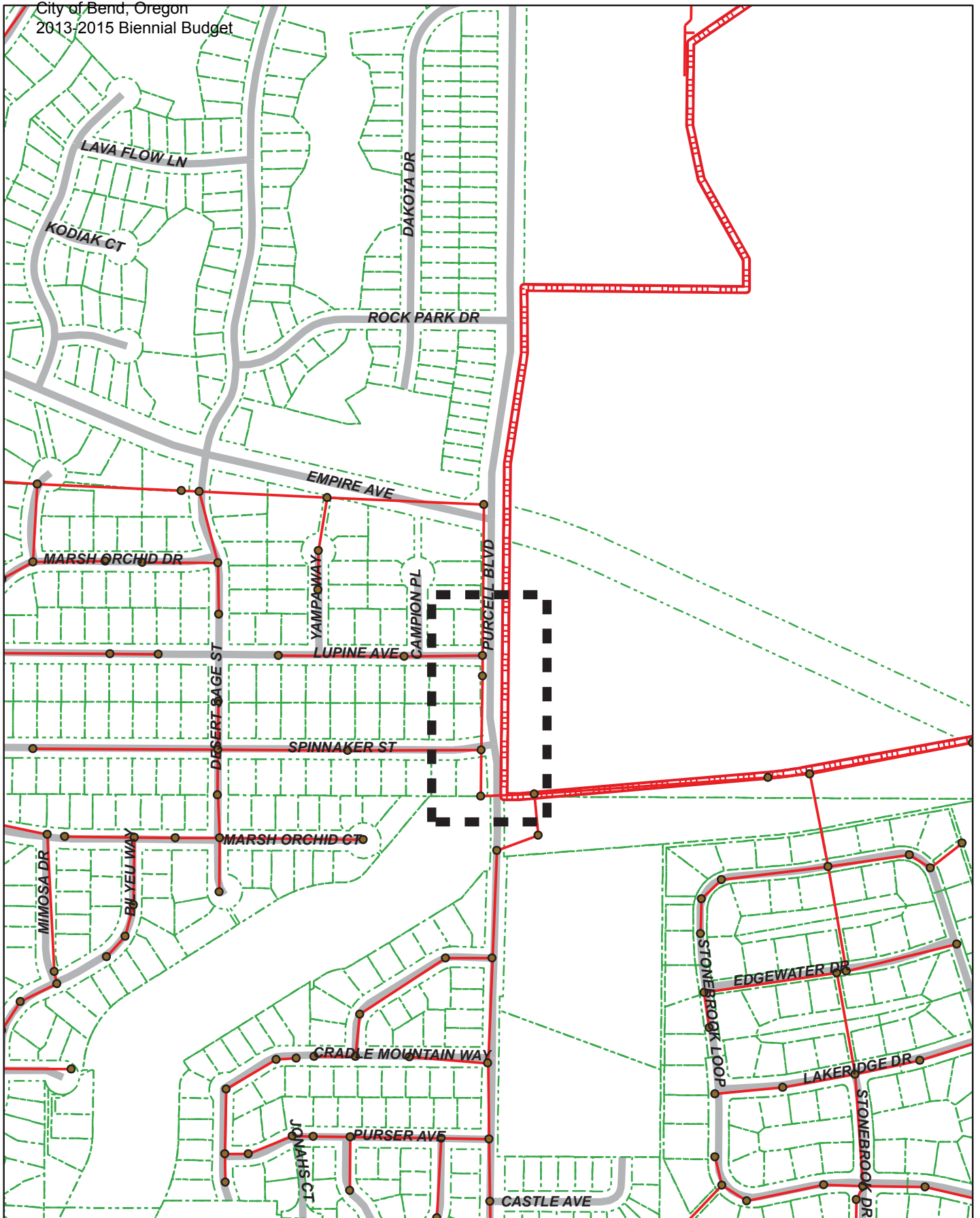
Comments:

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 7,820,787
2013/14	18,950,000
2014/15	17,000,000
2015/16	2,400,000
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 46,170,787

Impact on Annual Operating	
Budget:	\$ 50,000
Due to substantial increase in capacity it is anticipated that operational and maintenance costs will increase at the facility. Energy and equipment sustainability are a key parameter in the design of the expansion in order to reduce additional operating and maintenance costs.	

Method of Financing	
Type	Amount
Rates	\$ 46,170,787
Total	\$ 46,170,787



SW10AA Existing Plant Interceptor Condition Assessment

Capital Improvement Projects

2013/14 - 2017/18



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Existing Plant Interceptor Condition Assessment (SW10AA)

Project Description:

This is a condition assessment of the plant interceptor, previously known as the Yeoman Interceptor. The work will include a field condition assessment of the pipe and subsequent condition assessment report summarizing the pipe and manhole condition. The plant interceptor is one of the main interceptor lines of the City's sewage collection system and has no redundancy. A 2005 camera study showed significant problems with the pipeline that need to be addressed.

Need/Justification:

This is one of the most important collection system pipelines in the City. The pipeline is deteriorating due to its age as well as the extreme amount of usage. The City cannot afford to have this pipeline fail as it conveys all of the wastewater from the City to the Water Reclamation Facility.

Benefits:

This project will assess the condition of this pipe and its remaining useful life.

Consequences of Delaying/Eliminating this Project:

Potential for emergency repairs, sewage spills and significant costs to the City.

Project Related To:

Sewer Master Plan (SW0513) and Collection System Master Plan (SW12AA)

Comments:

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule

Prior to 2013/14	\$	364,693
2013/14		183,700
2014/15		-
2015/16		-
2016/17		-
2017/18		-
After 2017/18		-
Total Cost	\$	548,393

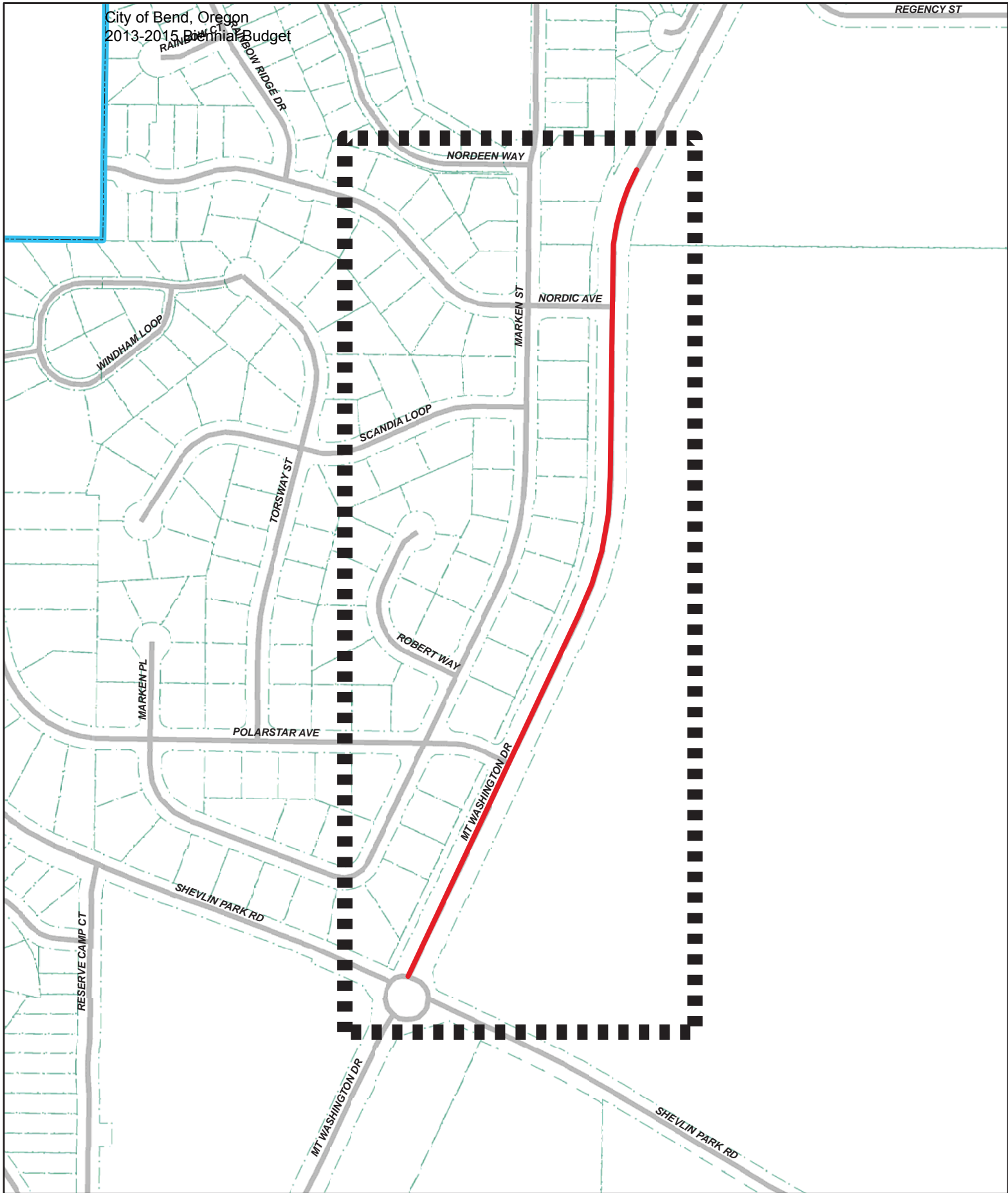
Impact on Annual Operating

Budget: \$ -

This is rehabilitation of existing infrastructure. When complete, the operations and maintenance costs will be equal to or less than current costs.

Method of Financing

Type	Amount
Rates	\$ 548,393
Total	\$ 548,393



SW11BA Valhalla Sewer Relocation

Capital Improvement Projects
2013/14 - 2017/18
396



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Valhalla Sewer Relocation (SW11BA)

Project Description:

This project will include the design and construction of a master plan sewer main to direct sewage around the Valhalla neighborhood to address odor issues and increase collection system capacity in the area. The project will also install new odor control systems on the Awbrey Glen lift station and force main. The project may install an odor system (fans and vapor-phase treatment) to remove odors from the headspace of the pipe

Need/Justification:

The Awbrey Glen lift station currently pumps into the sewage collections system located within the Valhalla neighborhood. The piping system is undersized and the resulting strong odors have been a nuisance to the neighborhood for an extended period of time.

Benefits:

The project will mitigate odor and capacity issues in the neighborhood. This will eliminate neighborhood complaints and allow for the sewage pump station to run more efficiently reducing staff time and operating costs.

Consequences of Delaying/Eliminating this Project:

The odor problem will persist in the neighborhood with increasing customer complaints. The pump station and sewer will also continue to deteriorate at an accelerated rate eventually leading to a major replacement project.

Project Related To:

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ 164,156
2013/14	1,615,800
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 1,779,956

Impact on Annual Operating Budget:	
Budget:	\$ -
<p>It is anticipated that this project will substantially reduce the quantity of odor control chemicals into the system. Also it should substantially reduce the overall degradation of the associated sewer system. A new odor system would require regular O&M.</p>	

Method of Financing	
Type	Amount
Rates	\$ 1,779,956
Total	\$ 1,779,956

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Collection System Master Plan Update (SW12AA)

Project Description:

This project will 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.

Benefits:

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.

Consequences of Delaying/Eliminating this Project:

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.

Project Related To:

Comments:

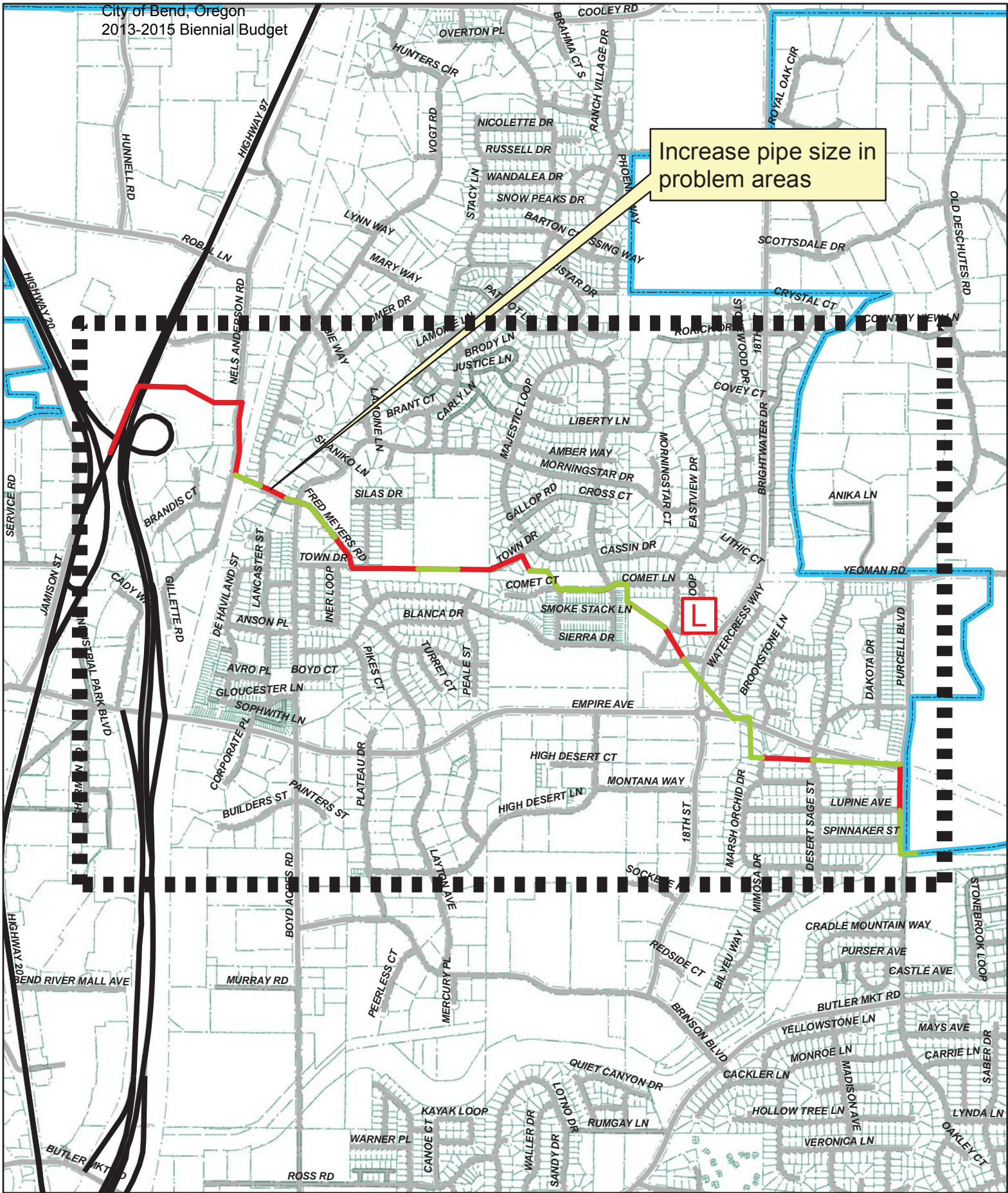
By optimizing possible collection system alignments, pipe sizing, trench depth, etc., the overall capital project cost saving potential is significant.

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 1,284,651
2013/14	923,700
2014/15	731,600
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 2,939,951

Impact on Annual Operating	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
Rates	\$ 2,939,951
Total	\$ 2,939,951



SW13CA North Area Gravity Mains

Capital Improvement Projects
2013/14 - 2017/18
400



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

North Area Gravity Mains (SW13CA)

Project Description:

This is one of the collection system master plan (CSMP) short-term solutions as recommended by the Sewer Infrastructure Advisory Group (SIAG). This project will focus on the gravity main portion of the North Area solution, increasing capacity of inadequate gravity sewer segments downstream of manhole CMH003157.

Need/Justification:

As one of the short term solutions recommended by SIAG through the CSMP project, this solution was developed to facilitate development by addressing capacity challenged areas of the City. This project is the gravity main portion of the "North Area" solutions (identified as Area 2 in the CSMP process). The North Area solutions are being separated into two projects: (1) force, and (2) gravity.

Benefits:

This project provides a plan to facilitate development in the North Area of Bend and addresses capacity issues evidenced by existing surcharging in the system.

Consequences of Delaying/Eliminating this Project:

Lack of capacity already results in surcharging of the collection system and could eventually result in overflows. Capacity issues also present challenges when addressing development pressures.

Project Related To:

Collection System Master Plan project (SW12AA)

Comments:

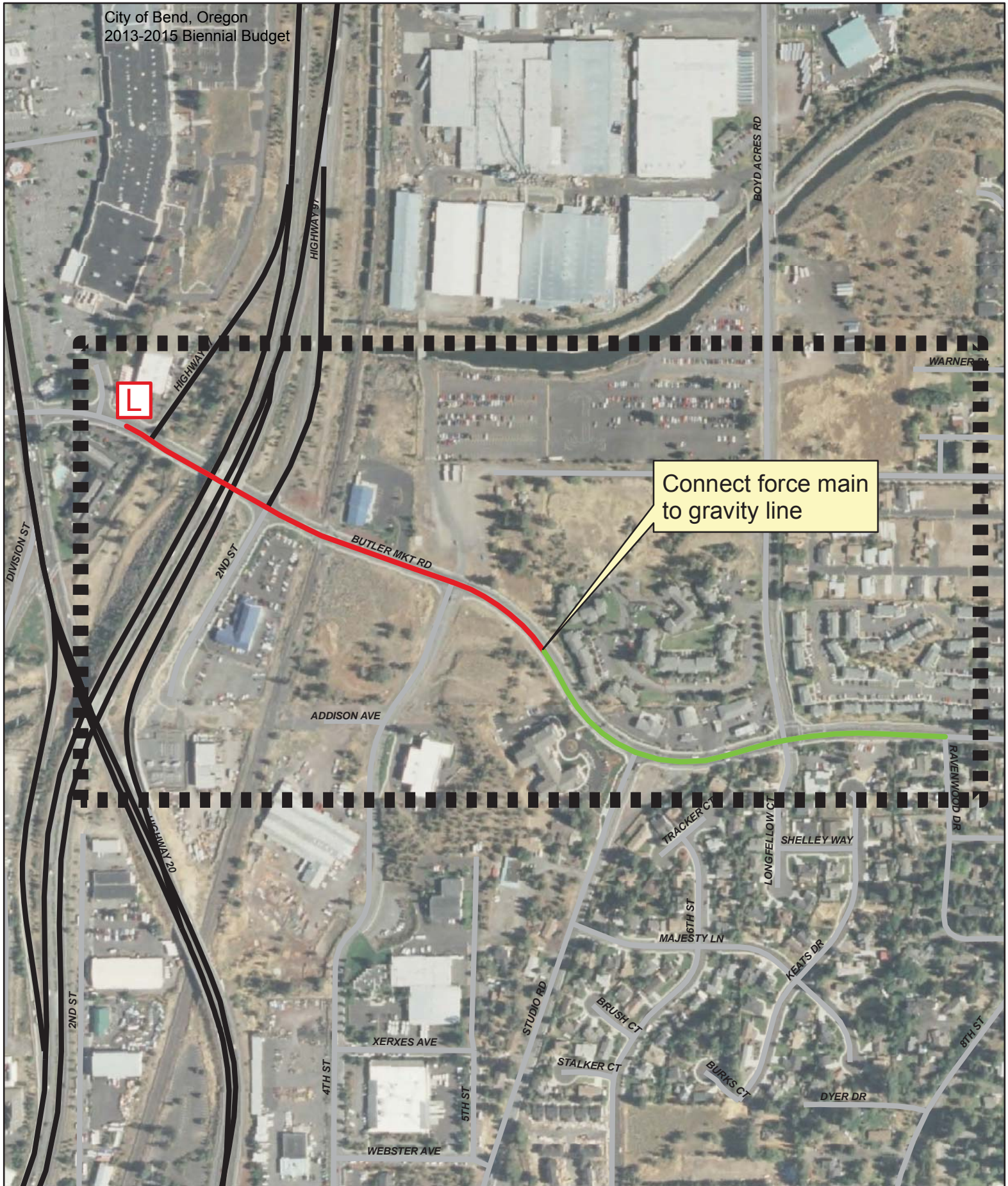
The North Area solutions recommended by SIAG present a plan of action that can facilitate development. If time allows, the projects may be designed, but then vetted against full system optimization prior to entering the construction phase for maximum coordination with long term solutions.

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ 90,400
2013/14	1,387,300
2014/15	3,421,900
2015/16	190,400
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 5,090,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
Rates	\$ 5,090,000
Total	\$ 5,090,000



SW13DA North Area Force Mains

Capital Improvement Projects
2013/14 - 2017/18
402



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

North Area Force Mains (SW13DA)

Project Description:

This is one of the collection system master plan (CSMP) short-term solutions as recommended by the Sewer Infrastructure Advisory Group (SIAG). This project will focus on the force main portion of the North Area solution, rerouting force main discharge from several lift stations and pressure sewer by constructing a force main extension east on Butler Market Road near 4th Street. It will also reconfigure the structure at Mervin Sampels Bypass.

Need/Justification:

As one of the short term solutions recommended by SIAG through the CSMP project, this solution was developed to facilitate development by addressing capacity challenged areas of the City. This project is the force main portion of the North Area solutions (identified as Area 2 in the CSMP process). The North Area solutions are being separated into two projects: (1) force, and (2) gravity.

Benefits:

This project provides a plan to facilitate development in the North Area of Bend and addresses capacity issues evidenced by existing surcharging in the system.

Consequences of Delaying/Eliminating this Project:

Lack of capacity already results in surcharging of the collection system and could eventually result in overflows. Capacity issues also present challenges when addressing development pressures.

Project Related To:

Collection System Master Plan project (SW12AA)

Comments:

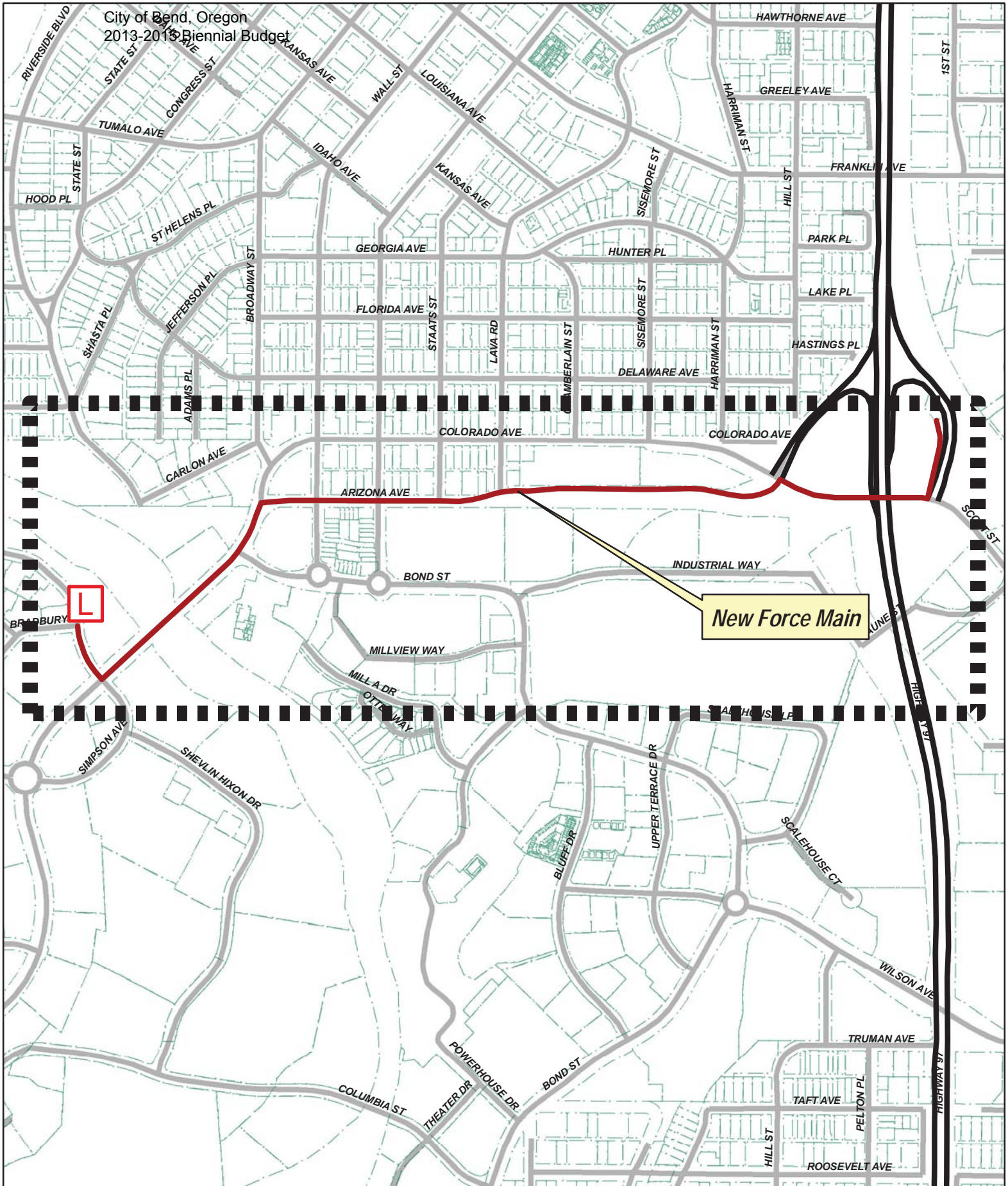
The North Area solutions recommended by SIAG present a plan of action that can facilitate development. If time allows, the projects may be designed, but then vetted against full system optimization prior to entering the construction phase for maximum coordination with long term solutions.

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ 38,200
2013/14	295,500
2014/15	669,800
2015/16	54,900
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 1,058,400

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
Rates	\$ 1,058,400
Total	\$ 1,058,400



SW13EA Colorado Lift Station

Capital Improvement Projects
2013/14 - 2017/18
404



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Budget Period:

Category ▼

Department ▼

Project Name:

Colorado Lift Station (SW13EA)

Project Description:

This project is one of the three short-term capacity solutions recommended by the Sewer Infrastructure Advisory Group (SIAG) as a part of the collection system master plan (CSMP) project. This project scope will provide design and construction support for the development of a new "Colorado" lift station, new force main and gravity sewer improvements.

Need/Justification:

A new lift station and new force main will be constructed to divert flows from the Columbia Street sewer line to an existing trunk line east of the Deschutes River. It will also increase the capacity within the inadequate gravity sewer segments downstream of the force main discharge point. This project addresses immediate capacity issues in the system as well as diverting some load away from the Westside Pump Station which has delayed significant improvements at Westside.

Benefits:

This project benefits the City of Bend by addressing immediate central/west area capacity constraints. It also provides an additional way out of the basin, reducing load at the Westside pump station which effectively reduces potential future maintenance cost. This capacity will facilitate development in this area of the City.

Consequences of Delaying/Eliminating this Project:

Potential capacity restraints may impact development in this area and has the potential for overflows in the existing system.

Project Related To:

Collection System Master Plan project (SW12AA)

Comments:

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ 161,500
2013/14	956,700
2014/15	3,100,300
2015/16	399,500
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 4,618,000

Impact on Annual Operating	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
Rates	\$ 4,618,000
Total	\$ 4,618,000

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Collection System Modeling (SW14AX)

Project Description:

Annual consulting for collection system modeling to perform capacity upgrade analyses, specialized wastewater modeling efforts, and update of existing collection system Geographic Information Systems (GIS) model background data.

Need/Justification:

Assessment of system capacity upgrades by professional modeling engineer to evaluate system upgrades and identify areas where improvements are required as a result of private development.

Benefits:

Protection of rate payers. Provides for private development to pay for system upgrades necessary from private development. Will assist with capital project needs, assessment, and prioritization.

Consequences of Delaying/Eliminating this Project:

System deficiency upgrade costs resulting from private development will be incurred by the City and existing rate payers.

Project Related To:

Capital Improvement Program support and Private Development assessments.

Comments:

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	-
2014/15	-
2015/16	100,000
2016/17	100,000
2017/18	100,000
After 2017/18	100,000/year
Total Cost	\$ 300,000 (+)

Impact on Annual Operating Budget:	
Budget:	\$ -
The results of the modeling may lead to additional infrastructure projects that affect the operations budget, but the modeling project will not directly affect the annual operating budget.	

Method of Financing	
Type	Amount
Rates	\$ 300,000
Total	\$ 300,000 (+)

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**Stormwater
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Repair and Maintenance:						
Line Replacement Repair & Maintenance	N/A	\$ 348,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Continuing Projects:						
SR0701 Stormwater Master Plan	1	\$ 3,500	\$ -	\$ -	\$ -	\$ -
SR0802 Drake and Dohema Pump Station	1	165,000	-	-	-	-
SR09AA Third Street Underpass	1	1,640,500	-	-	-	-
		<u>\$ 1,809,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Stormwater CIP		\$ 2,157,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. Line replacement and maintenance represents a variety of small capital rehabilitative projects, therefore does not conform to conventional Cost Engineering estimates.		

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

This master plan evaluates the existing stormwater regulations, standards, and ordinances while providing an evaluation of the City policies and practices for a sustainable stormwater program. The 2013-2014 costs are to complete the plan started in 2006-2007. Since a master plan should be updated every five years, the costs after 2017-2018 reflect the beginning of a new update.

Need/Justification:

The City has been developing a Stormwater Program and needs the guidance of a master plan. Master Plan development is required as part of the Integrated Stormwater Management Plan which is part of the City's NPDES municipal permit and forms the basis for a large part of the public facilities plan required under State Goal 11.

Benefits:

Reduction in stormwater overflow to City streets and reduction in peak flows to the Water Reclamation Facility. The master plan will set goals for utility, quantity, and quality; the plan will also provide overarching strategies.

Consequences of Delaying/Eliminating this Project:

This increases the operating and maintenance costs for the City. This will also increase costs of the separate, but related, stormwater public facilities plan which is required by State Goal 11.

Project Related To:

Comments:

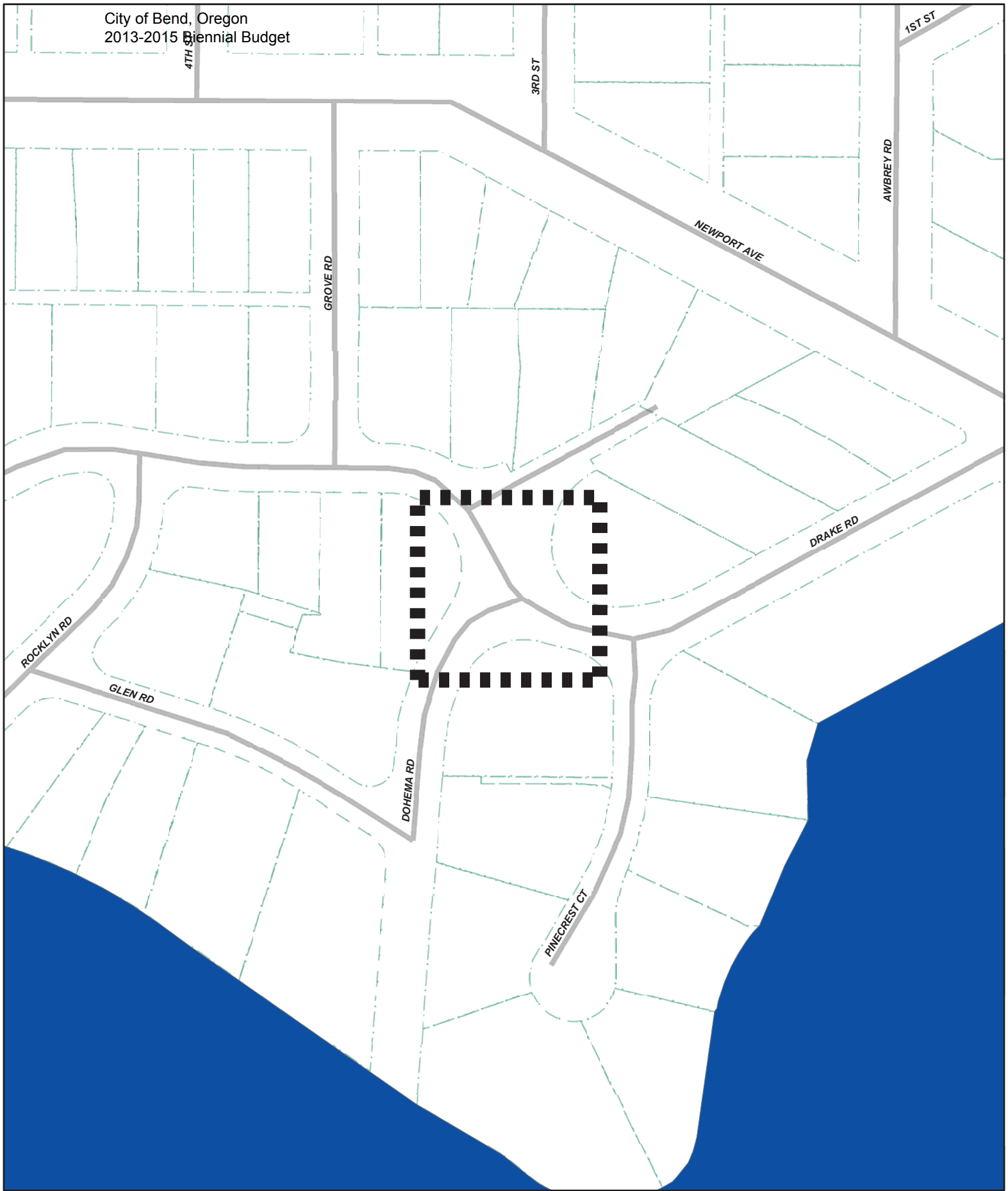
Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 240,722
2013/14	3,500
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	50,000
Total Cost	\$ 294,222

Impact on Annual Operating Budget:

The master plan will have no direct impact on the operations budget, but there may be new projects or priorities identified once the plan is completed.

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 294,222
Total	\$ 294,222



SR0802 Drake and Dohema Pump Station

Capital Improvement Projects
2013/14 - 2017/18



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Category ▼

Department ▼

Budget Period:

Project Name:

Drake and Dohema Pump Station (SR0802)

Project Description:

This project is substantially complete. The collection system, force mains and treatment swale have been constructed. The remaining work includes installation of a control panel, minor conduit work, and a pump system.

Need/Justification:

A nine acre basin drains to the intersection of Drake and Dohema. The existing stormwater system consists of catch basins and drill holes. The existing drill holes fail to take in water, causing flooding. During larger storm events the water floods neighboring basements and has caused significant property damage in the past.

Benefits:

The project will help prevent flooding and protect groundwater.

Consequences of Delaying/Eliminating this Project:

Additional property damage could occur during large storm events.

Project Related To:

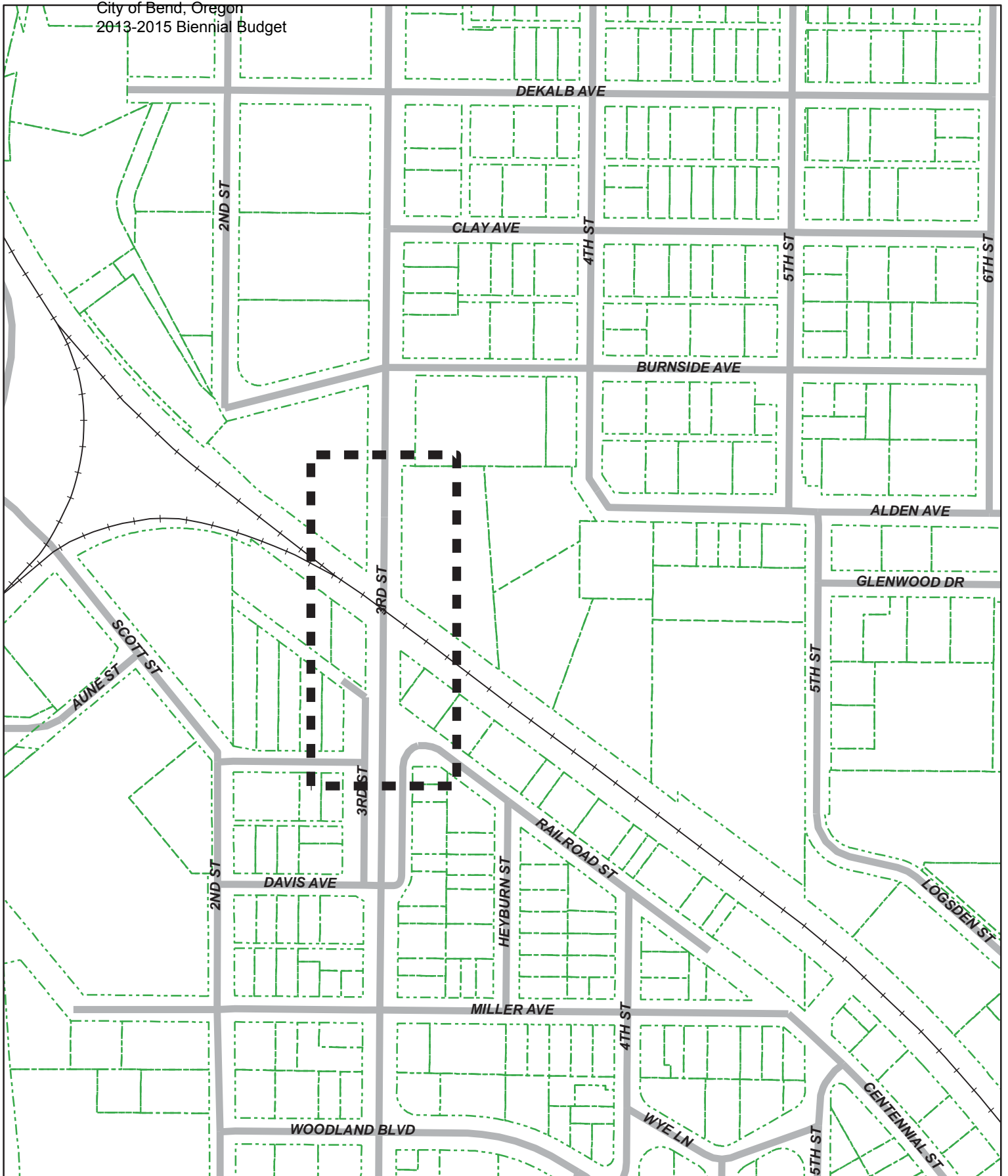
Comments:

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 197,310
2013/14	165,000
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 362,310

Impact on Annual Operating	
Budget:	\$ 2,000
Additional electricity charges and an additional sump pump that will require cleaning.	

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 362,310
Total	\$ 362,310



SR09AA Third Street Underpass

Capital Improvement Projects

2013/14 - 2017/18



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Category ▼

Department ▼

Budget Period:

Project Name:

Third Street Underpass (SR09AA)

Project Description:

The project will include constructing surface swales to reduce the volume of water entering the underpass, abandoning failing drill holes to meet State water quality standards, constructing large capacity storm drains and a lift station to move water out of the underpass, and constructing an off-site storm sewer and detention pond to store and infiltrate stormwater. The swale will be located on ODOT property near the Parkway/Colorado Street interchange.

Need/Justification:

Third Street is a vital north-south corridor in the City of Bend. The Third Street Underpass floods during moderate rainfall blocking all traffic for significant lengths of time. The closures block emergency vehicles, regional commercial traffic and local vehicle traffic. The flood waters can be deep creating a public safety hazard.

Benefits:

This project will allow the Third Street Underpass to remain open even during intense rain fall events. This will provide for greater safety for all users, including first responders. Additionally, overtime emergency staff time will be significantly reduced. Lastly, proposed improvements will also reduce the risk of groundwater contamination in the case of a hazardous material spill in the area.

Consequences of Delaying/Eliminating this Project:

The underpass will continue to flood and block all traffic flow creating larger public inconveniences and reduced response time for first responders. The site will continue to require a number of City staff and ongoing emergency pumping.

Project Related To:

Comments:

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 1,781,358
2013/14	1,640,500
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 3,421,858

Impact on Annual Operating	
Budget:	\$ 1,000
Adding an enhanced pump station will require periodic maintenance.	

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 3,421,858
Total	\$ 3,421,858

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

		Cost Estimate					
		Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Continuing Projects:							
ST11FA Riverside/Franklin (Grant)	1		\$ 1,113,300	\$ -	\$ -	\$ -	\$ -
ST11GA Galveston Corridor Improvements**	5		270,000	120,000	-	-	-
ST11JA Murphy Overcrossing (ODOT)	2		400,000	-	-	-	-
			<u>\$ 1,783,300</u>	<u>\$ 120,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
New Projects:							
ST14AX Portland Ave. Bridge Rehabilitation	5		167,500	592,500	-	-	-
ST14BX Empire Ave. Bridge Rehabilitation	5		117,500	67,500	460,000	-	-
ST14CX Sidewalk Design and Projects*****	5		45,000	45,000	25,000	25,000	-
ST14DX Neff and Purcell	5		50,000	200,000	-	-	-
ST17AX Division Street Bridge Replacements***	5		-	-	-	260,000	685,000
ST18AX 3rd St. Multi Modal (Grant)****	5		-	-	-	-	400,000
			<u>\$ 380,000</u>	<u>\$ 905,000</u>	<u>\$ 485,000</u>	<u>\$ 285,000</u>	<u>\$ 1,085,000</u>
Total Transportation CIP			\$ 2,163,300	\$ 1,025,000	\$ 485,000	\$ 285,000	\$ 1,085,000

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

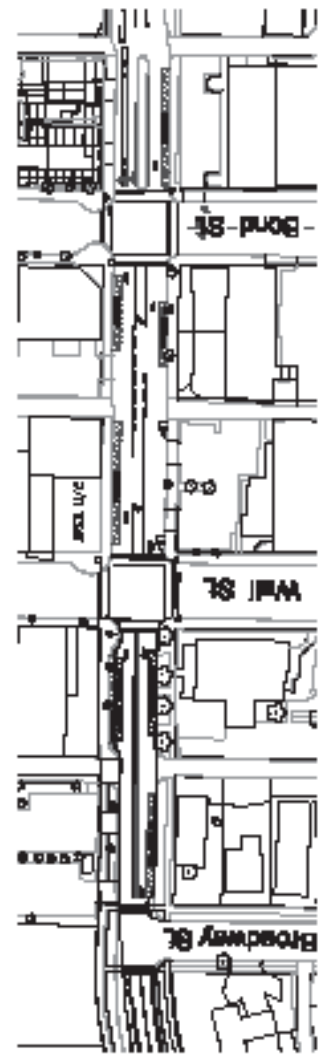
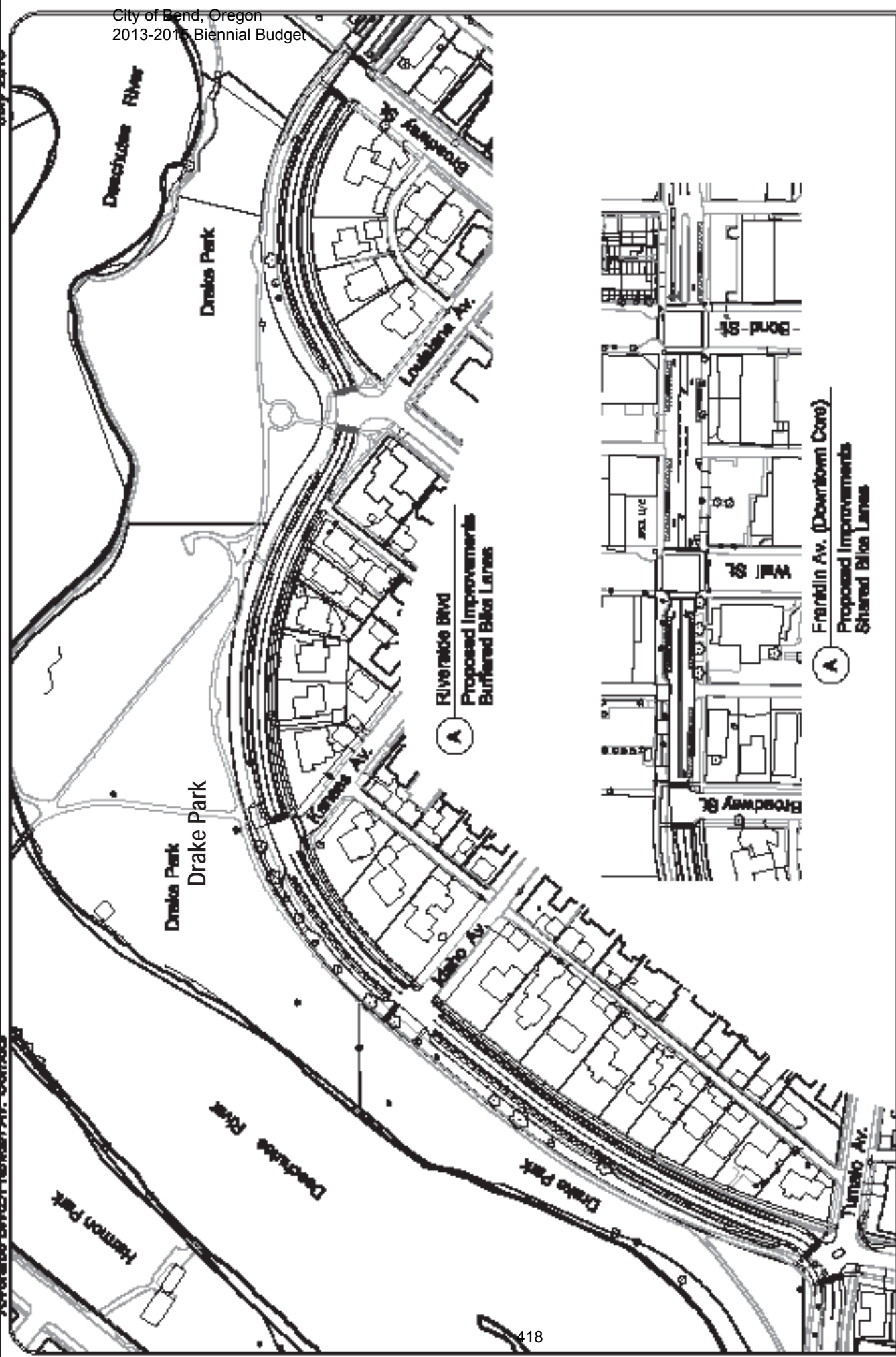
Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100%/-50%
Class 4	Preliminary Engineering	1% to 15%	+50%/-30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30%/-20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%

**Preliminary Design Only.

***Subject to federal funding. \$915k for design and City match for construction.

****Subject to state funding (STIP).

*****In addition to the amounts listed above, \$100,000 per year will be transferred to the Transportation Operations Program for sidewalk construction to be performed by City staff.



A Franklin Av. (Downtown Core)
Proposed Improvements
Shared Bike Lanes

**NEW FACILITIES; OVERALL CORRIDOR
BEND, OR**

ST11FA Riverside/Franklin
Capital Improvement Projects
2013/14 - 2017/18



For Display Purposes Only

City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Budget Period:

Category ▼

Department ▼

Project Name:

Riverside/Franklin (ST11FA)

Project Description:

The project will install bike lanes, bike stalls, pedestrian crossings, replace curbs, improve the Riverside and Tumalo intersection and install curb ramps and transit stops. The project is an ODOT bike and pedestrian grant funded project for \$649,993 with the City providing a \$648,921 match.

Need/Justification:

The project is needed in order to install bike lanes on Riverside which by law, as a collector street, must have bike lanes. The project will greatly improve bike and pedestrian safety, access, and connectivity.

Benefits:

Project will improve pedestrian and bicycle safety, access, and connectivity.

Consequences of Delaying/Eliminating this Project:

The City will lose the ODOT grant funding.

Project Related To:

The Traffic Safety Advisory Committee (TSAC) high priority arterial and collector safety improvements.

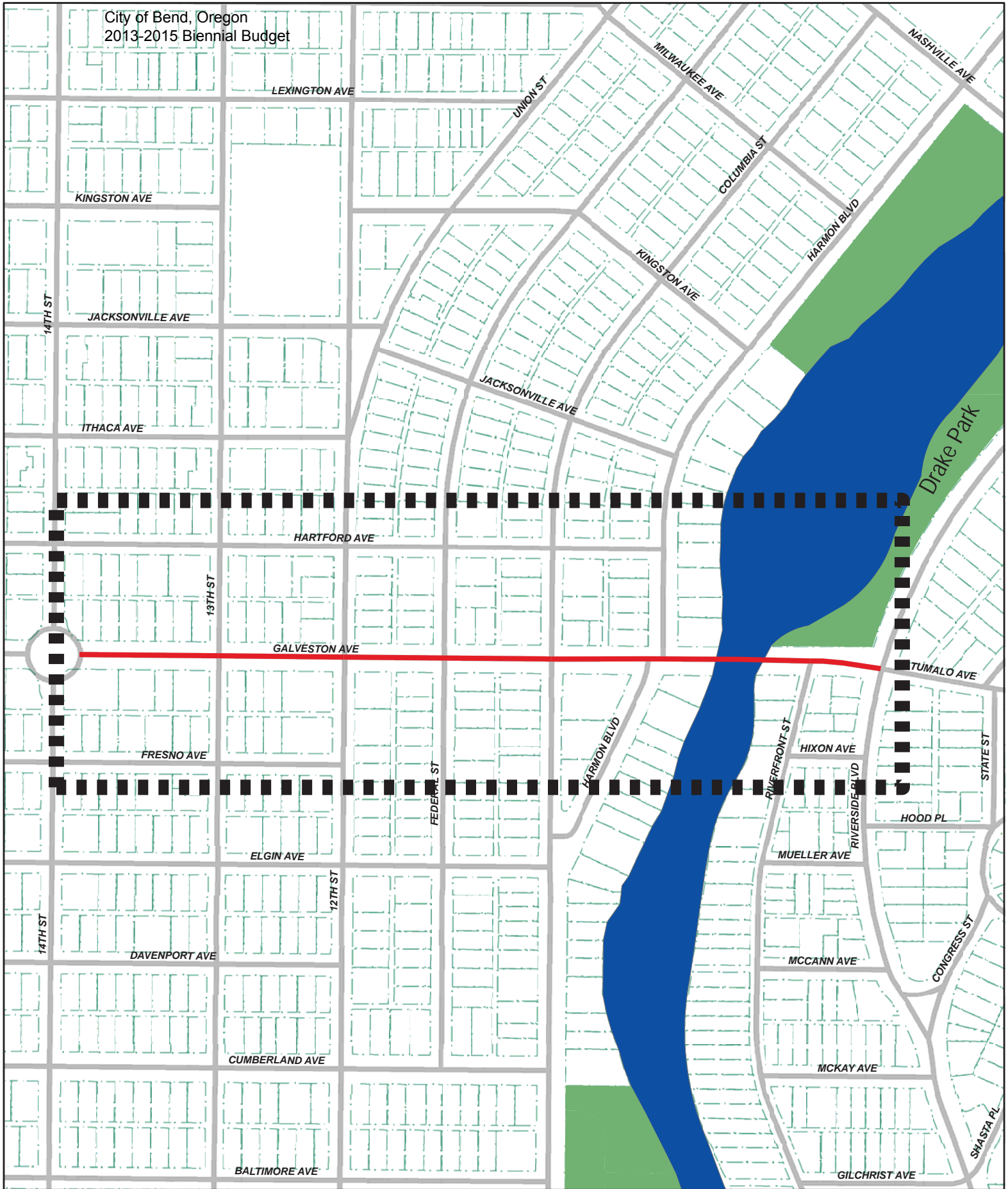
Comments:

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 185,614
2013/14	1,113,300
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 1,298,914

Impact on Annual Operating	
Budget:	\$ 5,000
Additional maintenance to striping and pavement preservation.	

Method of Financing	
Type	Amount
ODOT Grant	649,993
SDCs/Franchise Fees	648,921
Total	\$ 1,298,914



ST11GA Galveston Corridor Improvements

Capital Improvement Projects
2013/14 - 2017/18
420



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Galveston Corridor Improvements (ST11GA)

Project Description:

Study to improve safety, access, and connectivity for vehicles, bicycles, and pedestrians. Also to improve the streetscape along a newly emerging mixed use corridor. A collaborative process has formed between City staff and property/business owners with a taskforce to devise project concepts and designs.

Need/Justification:

The project is the highest ranked Traffic Safety Advisory Committee (TSAC) arterial and collector street safety project to improve vehicle, bicycle, and pedestrian safety, access, and connectivity. It also continues the bike and pedestrian improvements on Galveston from 14th to Lindsey Ct.

Benefits:

The project will improve bicycle and pedestrian safety, access, stormwater system, and parking.

Consequences of Delaying/Eliminating this Project:

The project is currently being coordinated with a business and citizen taskforce that is motivated to initiate a project. Delaying the design funding for the project may cause the taskforce to cease their efforts.

Project Related To:

Project related to TSAC and the Galveston Improvement Taskforce.

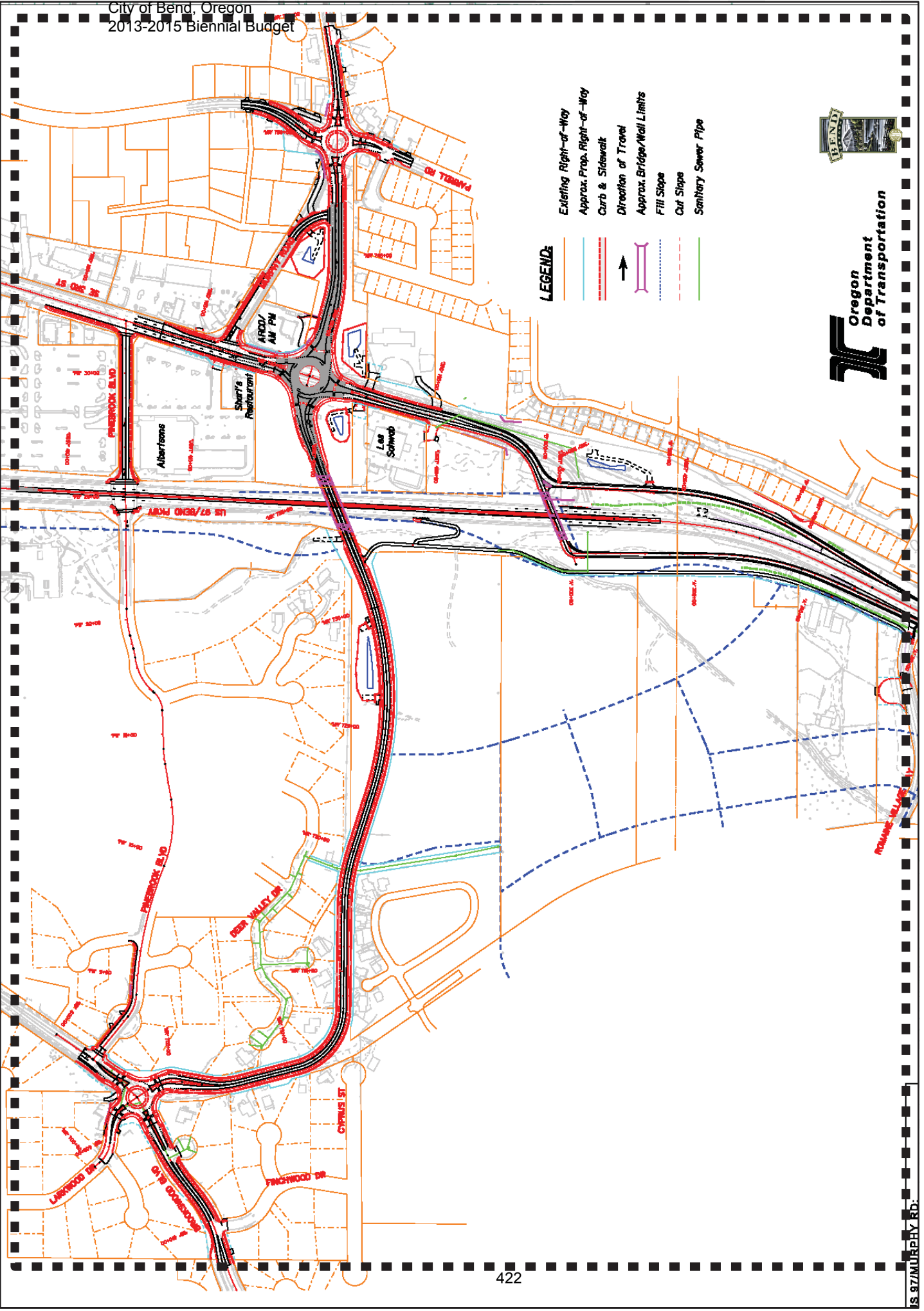
Comments:

Currently lacks sufficient funding to implement beyond concept level.
Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ 25,644
2013/14	270,000
2014/15	120,000
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 415,644

Impact on Annual Operating	
Budget:	\$ 2,000
Additional maintenance for striping and pavement preservation.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 415,644
Total	\$ 415,644



LEGEND:

- Existing Right-of-Way
- Approx. Prop. Right-of-Way
- Curb & Sidewalk
- Direction of Travel
- Approx. Bridge/Wall Limits
- Fill Slope
- Cut Slope
- Sanitary Sewer Pipe



ST11JA Murphy Overcrossing

Capital Improvement Projects
2013/14 - 2017/18



For Display Purposes Only



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Murphy Overcrossing (ST11JA)

Project Description:

Improve and modernize the Murphy Road Corridor from Brookwood to Parrell and the southern connection to the Bend Parkway. The project received \$25 million from the State Jobs and Transportation Act Bill for design and construction with construction beginning summer 2013. ODOT has contributed another \$2.5 million for the project. The City has contributed \$191,856 for the project. The City hired CH2M Hill to perform the design work. The City is reimbursed by ODOT for the design costs. There is an anticipated \$400,000 needed for future design cost reflected in the 2013/14 budget.

Need/Justification:

There is a critical need to improve east-west transportation, connectivity, and improve US 97 Parkway access and capacity. This will also improve access for economic development, and emergency services in SE Bend which includes the Murphy Road interchange at Highway 97.

Benefits:

Improved safety and capacity for the Murphy corridor and US 97/Parkway, improved emergency response times, and implements the roadways for the Murphy Mixed Use Plan. New roadways will be to City standards.

Consequences of Delaying/Eliminating this Project:

The City has an IGA with ODOT to complete design/construction of the project, if the City delays the project then the City must reimburse ODOT for the project.

Project Related To:

Murphy Crossing Refinement Plan, ODOT South Parkway Refinement Plan, ODOT IGA.

Comments:

Phase 1 of the project will be bid May 2013. Phase 2 will be bid February 2015. City contributed \$100,000 against project ST0602 for project development and start up before the IGA was signed and agreed to by ODOT and City.

Cost Estimate Classification 2 = +20%/-15%

Cost Schedule	
Prior to 2013/14	\$ 2,570,635
2013/14	400,000
2014/15	-
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 2,970,635

Impact on Annual Operating	
Budget:	\$ -
Comments:	
The City roads will be constructed in concrete which reduces the need for street overlays and the landscaping will be drought tolerant and native to Central Oregon.	

Method of Financing	
Type	Amount
ODOT JTA	\$ 2,742,522
City Match	\$192,000
City Staff Time	\$36,113
Total	\$ 2,970,635



ST14AX Portland Ave. Bridge Rehabilitation

Capital Improvement Projects
2013/14 - 2017/18
424



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Portland Ave. Bridge Rehabilitation (ST14AX)

Project Description:

Rehabilitation of concrete deck of bridge #17B003; mitigate scour issues; rebuild sidewalk approaches; and address other issues identified during preliminary engineering.

Need/Justification:

Observations made during biannual inspections in 2011 and 2013 include wear of existing concrete deck, increasing exposure of steel rebar.

Benefits:

Eliminate direct exposure of bridge deck steel to moisture; minimize potential for accelerated deck deterioration; and prolong life of bridge deck.

Consequences of Delaying/Eliminating this Project:

Once rebar is exposed, deck deterioration can accelerate. Costs of full deck replacement are significantly higher than deck resurfacing. Based on current available information, deferral of deck repair to 2018-20, when next federal bridge program money is anticipated, is not recommended. Lesser, interim surface treatments, at additional cost, will be necessary if resurfacing is delayed.

Project Related To:

Project included in City Bridge Program

Comments:

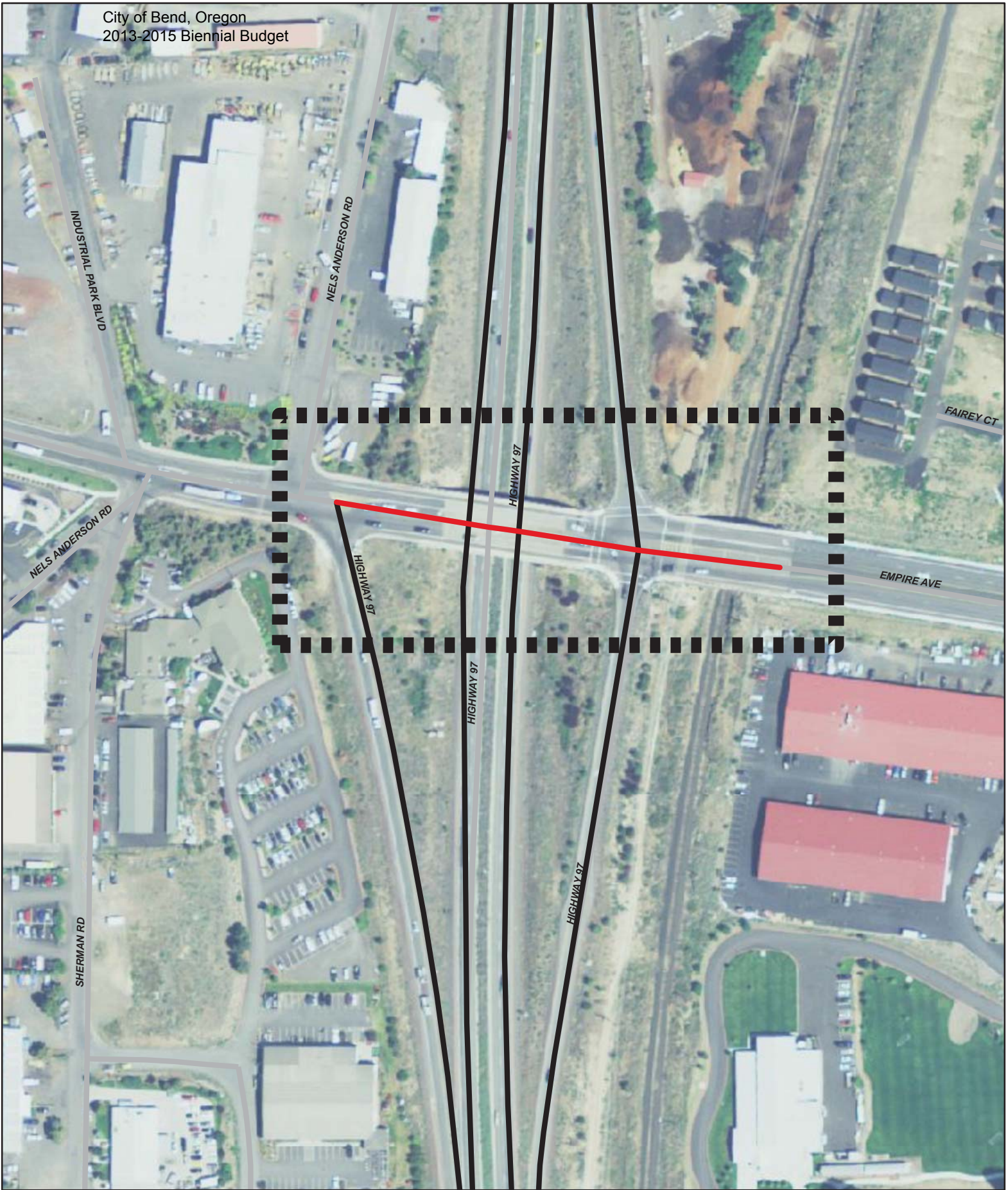
Project proposal is based on the recommendations in bridge inspection reports and input from ODOT bridge engineers. Deck sampling and engineering evaluation would be performed to serve as the basis for final determination of recommended repairs. Increased rebar exposure between 2011 and 2013 is noticeable. City will seek federal bridge rehabilitation funding through ODOT and determine if Street Maintenance funding is also possible.

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	167,500
2014/15	592,500
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 760,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 760,000
Total	\$ 760,000



ST14BX Empire Ave. Bridge Rehabilitation

Capital Improvement Projects
2013/14 - 2017/18
426



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Empire Ave. Bridge Rehabilitation (ST14BX)

Project Description:

National Bridge Inventory #17C59 - Rehabilitation or replacement of bridge deck, pavement resurfacing, joint repair, guardrail upgrades, and other upgrades as determined during preliminary engineering.

Need/Justification:

Inspection report recommendations include consideration of asphalt concrete surfacing replacement and installation of waterproof membrane. Report appraises structural condition as 'Intolerable', leaking is noted at deck joints, slab joints, and interior bents.

Benefits:

Extend life of bridge by restoring integrity of bridge surface and minimizing deleterious effects of moisture on bridge structure. Identify unknown structural concerns and program any additional rehabilitation work.

Consequences of Delaying/Eliminating this Project:

Possible shortening of bridge life due to accelerated deterioration from moisture and unknown structural concerns.

Project Related To:

Project included in City Bridge Program

Comments:

Traffic volumes reflected in the current database appear to be low. Updated volumes, to be provided by the City in 2013, may lower the sufficiency rating below the 61.9 (of 100) level provided in ODOT's 2012 list of City bridges eligible for federal bridge rehabilitation funding. City will seek federal bridge rehabilitation funding through ODOT and determine if Street Maintenance funding is also possible.

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	117,500
2014/15	67,500
2015/16	460,000
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 645,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 645,000
Total	\$ 645,000

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Street Construction ▼

Category Repair and Maintenance ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Sidewalk Design and Projects (ST14CX)

Project Description:

Improve existing, if needed, and install key missing sidewalk links on primary collectors and arterials as recommended by City of Bend Accessibility Advisory Committee (COBAAC). Scope the following corridors: 8th Street, 27th Street, Newport Avenue and Wilson Avenue. There are also three pedestrian crossing locations from COBAAC: Neff/Williamson; 27th/Conners; 8th/Hawthorne.

Need/Justification:

Sidewalks are an integral part of the transportation system. The sidewalks recommended by COBAAC are missing sections that when built will complete the sidewalk corridor. The sidewalk projects are consistent with the Transportation Options Sidewalk Program reviewed and approved by COBAAC (2012).

Benefits:

These sidewalk projects will increase pedestrian access, mobility, and safety.

Consequences of Delaying/Eliminating this Project:

City must create and implement a sidewalk program that improves accessibility; without the program/projects the City's risk and liability increases.

Project Related To:

COBAAC reviewed and recommended the current sidewalk and pedestrian crossing improvements based on the Transportation Options program and sidewalk focus completed in 2012.

Comments:

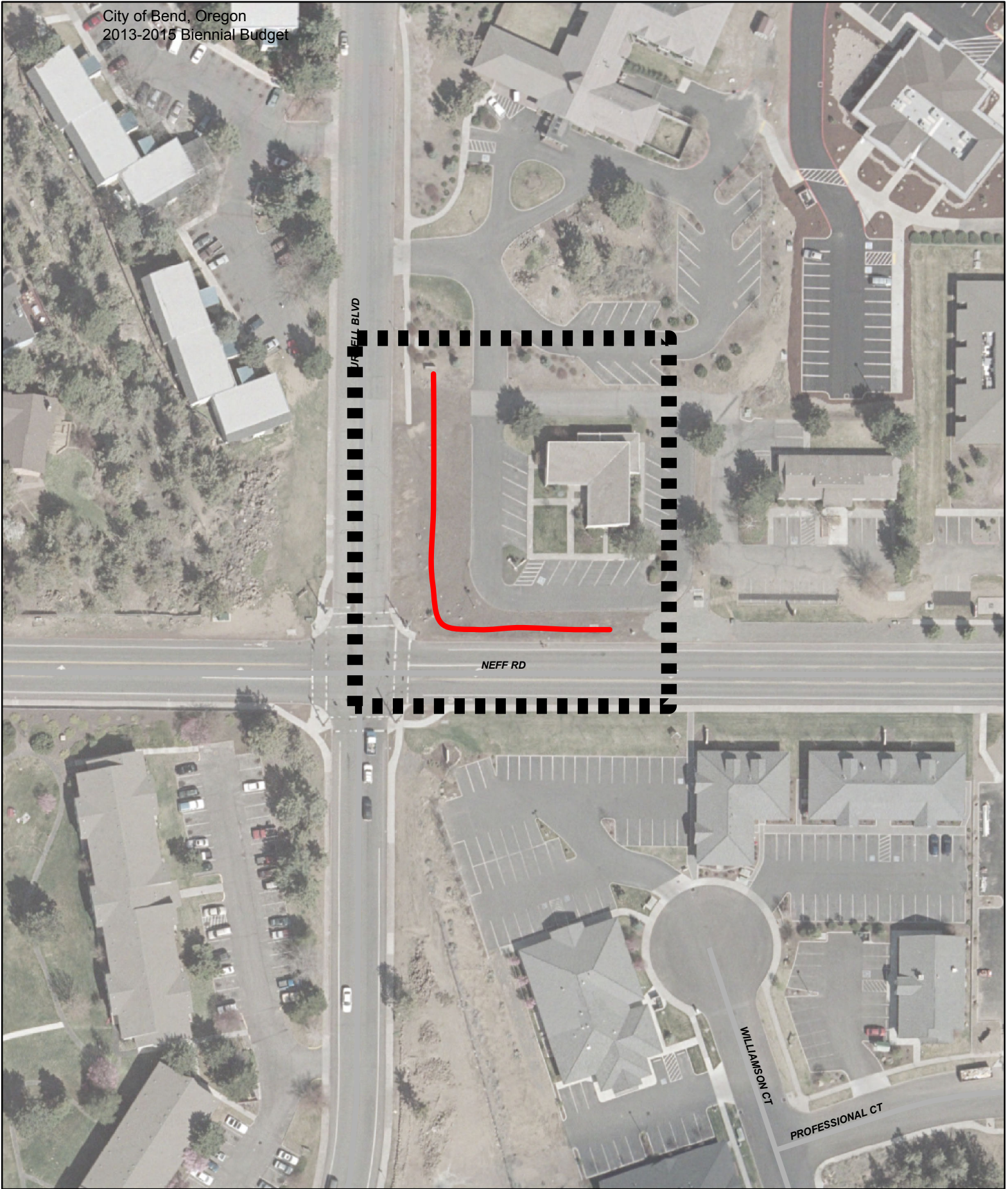
Projects begin first year of sidewalk program improvements. In addition to the amounts above, Street Maintenance will be reimbursed for \$100,000 of self-performed sidewalk construction per year.

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	45,000
2014/15	45,000
2015/16	25,000
2016/17	25,000
2017/18	-
After 2017/18	-
Total Cost	\$ 140,000

Impact on Annual Operating Budget:	
Budget:	\$ -
Concrete sidewalks will last about 30 years.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 140,000
Total	\$ 140,000



Neff Road and Purcell Boulevard Intersection

Capital Improvement Projects
2013/14 - 2017/18
430



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Street Construction ▼

Category Repair and Maintenance ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Neff and Purcell (ST14DX)

Project Description:

Improve safety of intersection for all modes of transportation, but primarily for pedestrians. Create preliminary design for possible sidewalk improvements to NE corner of the intersection consistent with previous 30% design for the intersection. The project has been recommended by the City of Bend Accessibility Advisory Committee (COBAAC).

Need/Justification:

The Neff and Purcell intersection is consistently one of the highest crash intersections in the city. The sidewalk corridor on Neff and Purcell is not continuous which creates a lack of access, mobility and safety for pedestrians, Pilot Butte Middle School students and those in the accessible community.

Benefits:

The project improves pedestrian safety, access, and mobility.

Consequences of Delaying/Eliminating this Project:

Delaying the project further delays the benefits of better pedestrian and multi modal safety, access, and mobility.

Project Related To:

The project is consistent with the COBAAC intersection recommendation for accessibility and the 2012 Sidewalk program.

Comments:

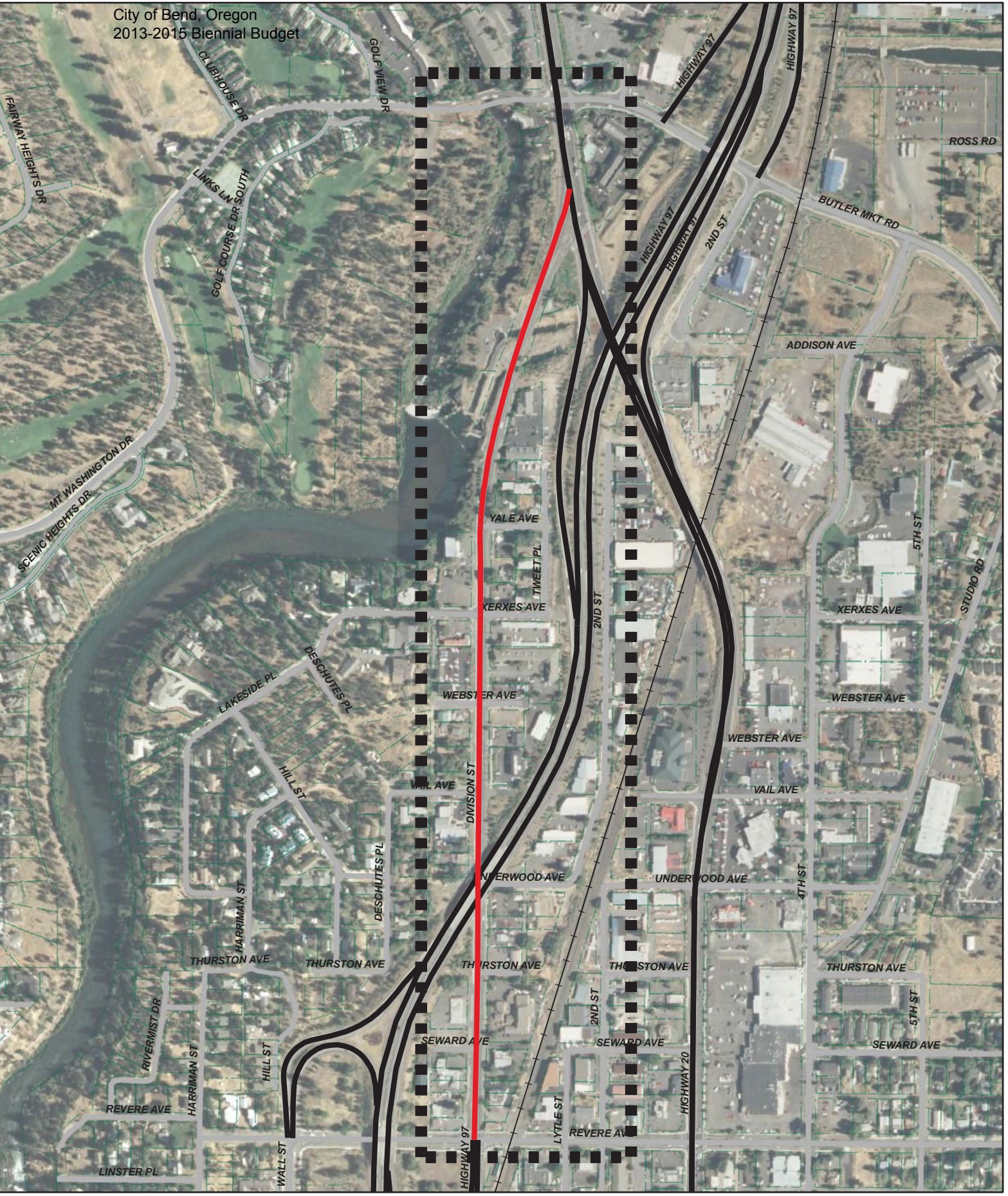
There is an existing 30% design for a traffic signal at Neff and Purcell created in 2008. The focus of the preliminary design in this project is to assess the existing 30% design to determine if sidewalks can be installed on the NE corner and then construct the project.

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	50,000
2014/15	200,000
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 250,000

Impact on Annual Operating Budget:	
Budget:	\$ -
Concrete sidewalks are expected to last about 30 years without major maintenance work.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 250,000
Total	\$ 250,000



ST17AX Division Street Bridge Replacements

Capital Improvement Projects
2013/14 - 2017/18
432



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Division Street Bridge Replacements (ST17AX)

Project Description:

Project provides for replacement of two (2) canal bridges (National Bridge Inventory #17B001 and #17B002) on Division Street between Revere Avenue and 3rd St (US BUS97/US20).

Need/Justification:

Bridges were constructed in 1940 and 1935, respectively, and are currently rated eligible for federal replacement and rehabilitation funding.

Benefits:

This project allows for leveraging of City funds with the anticipated receipt of federal funds, and maintains or restores use by heavier vehicles, including heaviest Fire Department equipment. Replacement of both bridges as a single project minimizes project costs and disruption to traffic; as well as retains the most direct route from US20/US Bus 97 (north 3rd Street) to downtown, west Bend.

Consequences of Delaying/Eliminating this Project:

Based on existing data, it may become necessary to post Division St. between 3rd St. and Revere to restrict heavier loads unless 2 bridges are replaced and/or rehabilitated. Without availability of funds to provide the required match (estimated at 10.5%), the opportunity to secure federal funding may be lost.

Project Related To:

Project included in City Bridge Program.

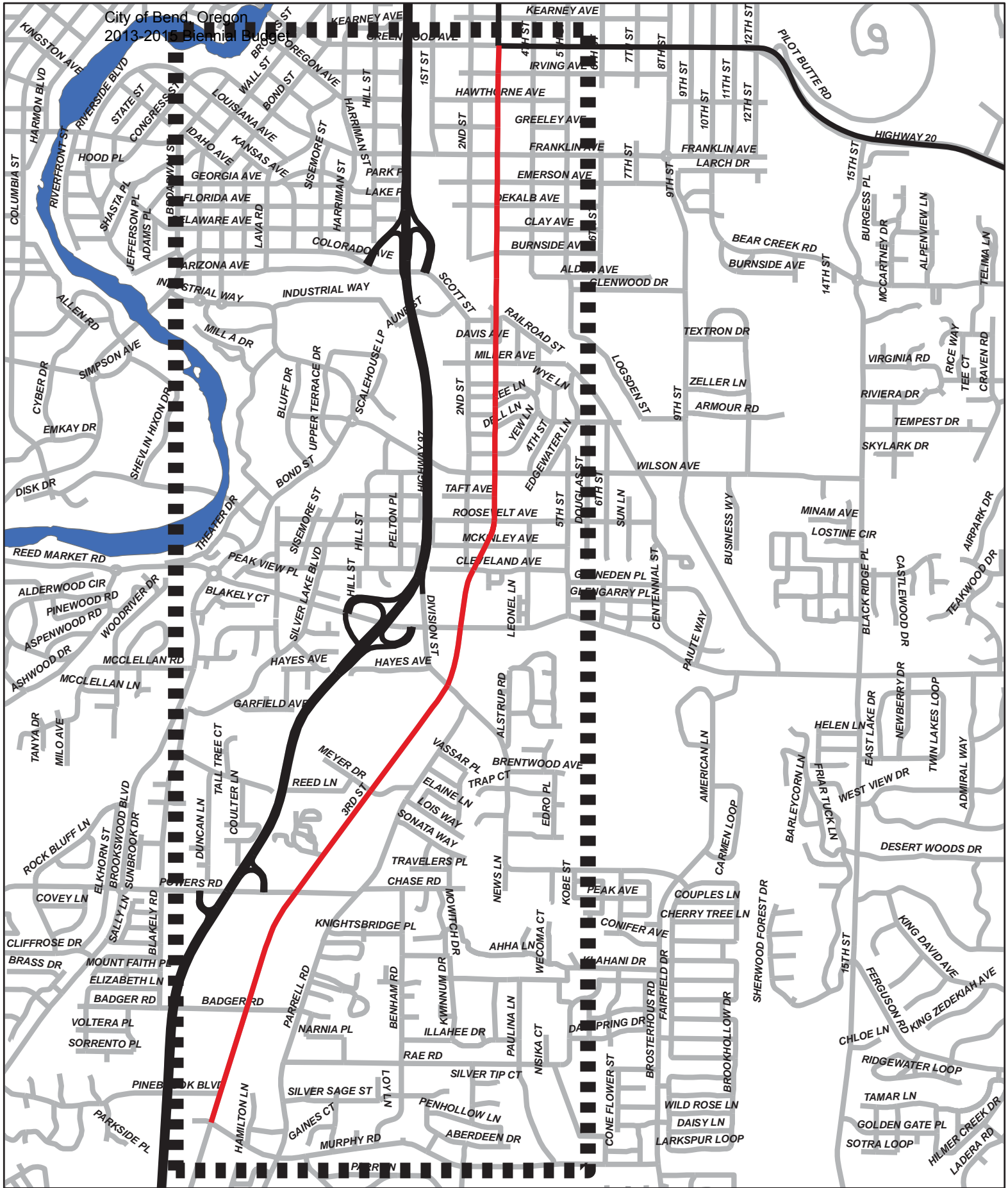
Comments:

Traffic volumes listed in current ODOT National Bridge Inventory database appear to reflect pre-parkway conditions. Future update of traffic volumes may improve current bridge ratings and reduce/eliminate need for replacement and/or potential for federal bridge replacement/rehabilitation funding, based on current criteria. Schedule and budget is likely to change as the timing and amount of federal funding availability becomes certain.

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	-
2014/15	-
2015/16	-
2016/17	260,000
2017/18	685,000
After 2017/18	3,055,000
Total Cost	\$ 4,000,000

Impact on Annual Operating	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 420,000
Federal Funding	3,580,000
Total	\$ 4,000,000



ST18AX 3rd St. Multi Modal

Capital Improvement Projects
2013/14 - 2017/18
434



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

3rd St. Multi Modal (ST18AX)

Project Description:

Improve sidewalks, bike lanes, curb ramps and possibly pedestrian crossings on 3rd Street from Greenwood Ave. to Murphy Rd. Project will remove and replace deficient sidewalks and curb ramps and install these elements where they currently do not exist. Bike lanes will be added as part of the street overlay. The project is seeking ODOT grant funding and the \$400,000 is the anticipated City match.

Need/Justification:

Sidewalks, curb ramps and bike lanes do not exist continually on the 3rd Street arterial. Curb ramps are required per DOJ settlement and bike lanes are required on arterials per state transportation rules. Sidewalks link curb ramps and transit stops. 3rd Street has several "high crash" locations for pedestrians and bicyclists according to Crash Study (2012).

Benefits:

Significant multi modal access, mobility, and safety improvements.

Consequences of Delaying/Eliminating this Project:

The City currently has a grant from ODOT for design of the project; and ODOT expects the City will continue the project to construction. Pedestrians on 3rd Street will not receive the access, mobility, and safety benefits of the project.

Project Related To:

Existing ODOT design grant, coordination with Street overlay for bike lanes, consistent with DOJ settlement for curb ramps, sidewalks connect ADA compliant bus stops, and project related Crash Study.

Comments:

ODOT must complete the project selection process over the next six (6) months, consequently the project will be reviewed and scoped and project limits may change.

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	-
2014/15	-
2015/16	-
2016/17	-
2017/18	400,000
After 2017/18	-
Total Cost	\$ 400,000

Impact on Annual Operating	
Budget:	\$ 2,000
Sidewalks built in concrete that will last 30 years. Bike lanes will have to be striped every other year or if done in more permanent material perhaps restriped in five years.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 400,000
Total	\$ 400,000

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**General Obligation (GO) Bond Construction
Five Year Capital Improvement Program (CIP) Schedule**

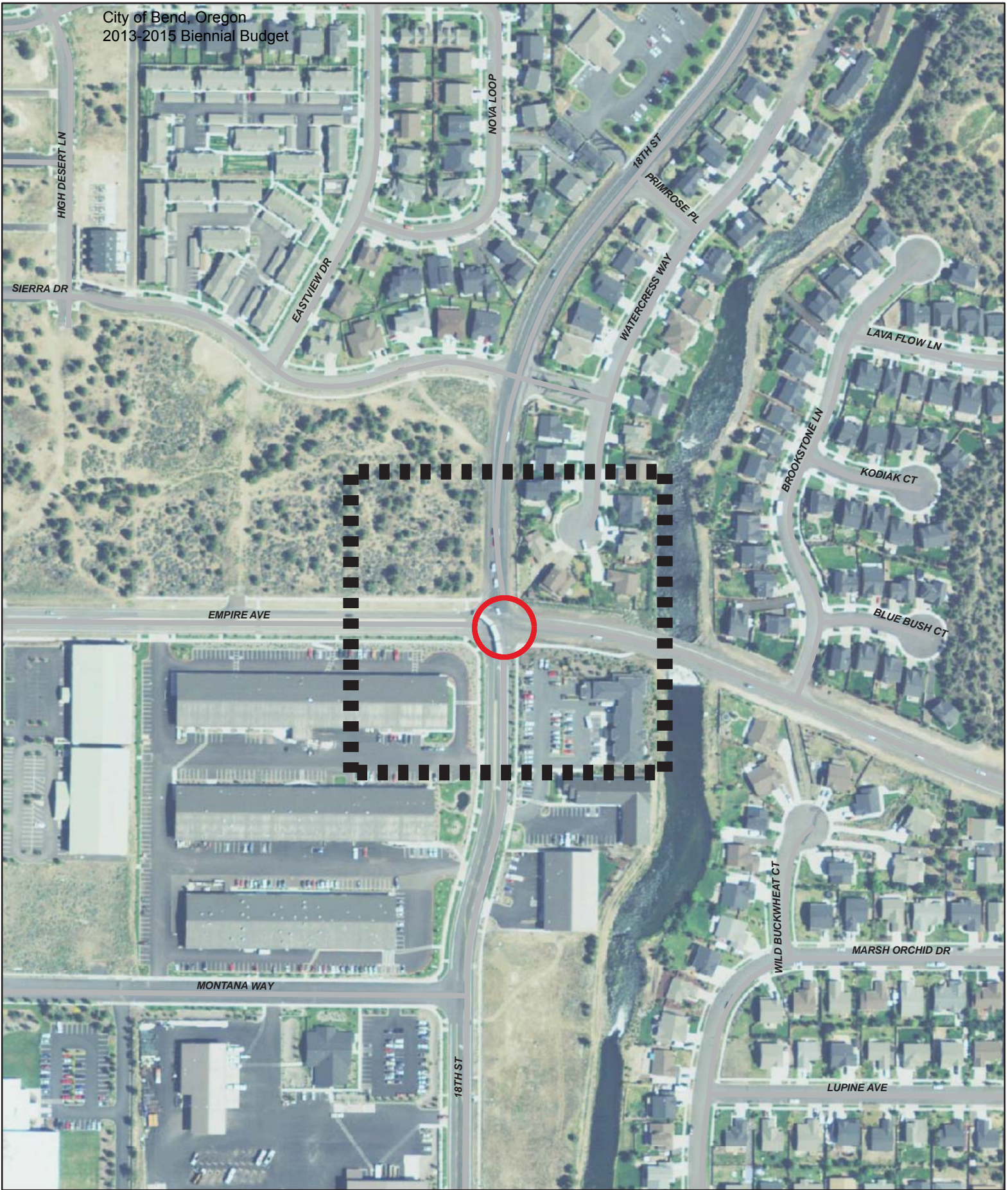
	Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
Continuing Projects:						
ST12CB Empire/18th Intersection	1	\$ 39,000	\$ 10,600	\$ 13,733	\$ -	\$ -
ST12CC Simpson/Mt. Washington RAB	1	89,800	46,500	23,279	-	-
ST12CD Powers/Brookwood RAB	1	59,500	5,600	4,779	-	-
ST12CE Reed Mkt: Newberry to 27th	1	4,356,000	377,200	-	-	-
ST12CJ Reed Mkt: 3rd to Newberry	4	7,536,800	4,977,400	-	-	-
ST12CH 27th St. Reconstruction**	5	-	1,000,000	-	-	-
		<u>\$ 12,081,100</u>	<u>\$ 6,417,300</u>	<u>\$ 41,791</u>	<u>\$ -</u>	<u>\$ -</u>
Total GO Bond CIP		\$ 12,081,100	\$ 6,417,300	\$ 41,791	\$ -	\$ -

Note: Reserves in the GO Bond Construction Fund include approximately \$1.4M in savings from the 3 roundabout projects and bond issue costs to be reallocated as needed.

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%

**Subject to construction of segments 1 and 2 of the Southeast Interceptor project.



ST12CB Empire/18th Intersection

Capital Improvement Projects
2013/14 - 2017/18
438



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Empire/18th Intersection (ST12CB)

Project Description:

Construct a roundabout, sidewalks, landscaping strips, storm water facilities, illumination, signs and striping to current City standards.

Need/Justification:

Upgrades to existing stop controlled intersection to improve safety and reduce congestion.

Benefits:

Safety and reduced congestion

Consequences of Delaying/Eliminating this Project:

Not applicable, project is substantially complete.

Project Related To:

General Obligation Bond

Comments:

The project is substantially complete and the roundabout is in use. Final striping will occur this spring 2013. Landscaping establishment period and warranty runs through November 2015.

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule

Prior to 2013/14	\$ 2,607,372
2013/14	39,000
2014/15	10,600
2015/16	13,733
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 2,670,705

Impact on Annual Operating

Budget:	\$ -
No impact on operating budget.	

Method of Financing

Type	Amount
GO Bond	\$ 2,670,705
Total	\$ 2,670,705



ST12CC Simpson/Mt. Washington RAB

Capital Improvement Projects
2013/14 - 2017/18
440



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Simpson/Mt. Washington Roundabout (RAB) (ST12CC)

Project Description:

Construct a roundabout, sidewalks, landscaping strips, storm water facilities, illumination, signs, and striping to current City standards.

Need/Justification:

Upgrade the existing stop controlled intersection to improve safety and reduce congestion for vehicles, pedestrians, and bicyclists.

Benefits:

Improve safety and reduce congestion for vehicles, pedestrians, and bicyclists.

Consequences of Delaying/Eliminating this Project:

Not applicable, project is substantially complete.

Project Related To:

General Obligation Bond

Comments:

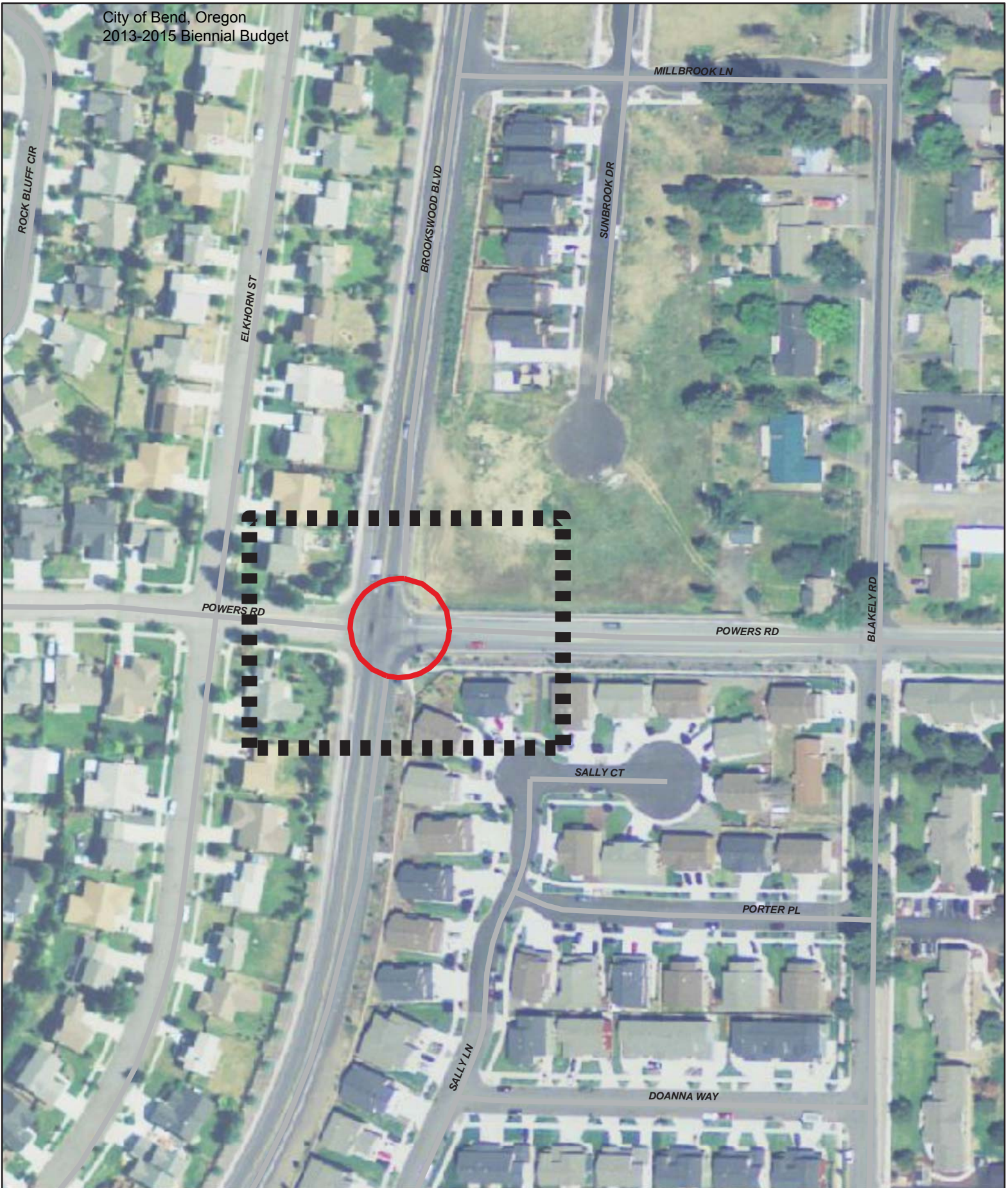
Project is substantially complete and roundabout is in use. Final striping will occur this spring 2013. Landscaping establishment period and warranty period runs through November 2015.

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 2,062,321
2013/14	89,800
2014/15	46,500
2015/16	23,279
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 2,221,900

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
GO Bond	\$ 2,221,900
Total	\$ 2,221,900



ST12CD Powers/Brookswood RAB

Capital Improvement Projects
2013/14 - 2017/18
442



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Budget Period:

Category

Department

Project Name:

Powers/Brookwood Roundabout (RAB) (ST12CD)

Project Description:

Construct a roundabout, sidewalks, landscaping strips, stormwater facilities, illumination, signs and striping to current City standards.

Need/Justification:

Upgrade the existing stop controlled intersection to improve safety and reduce congestion for vehicles, pedestrians, and bicyclists.

Benefits:

Improve safety and reduce congestion for vehicles, pedestrians, and bicyclists.

Consequences of Delaying/Eliminating this Project:

Not applicable, project is substantially complete.

Project Related To:

General Obligation Bond

Comments:

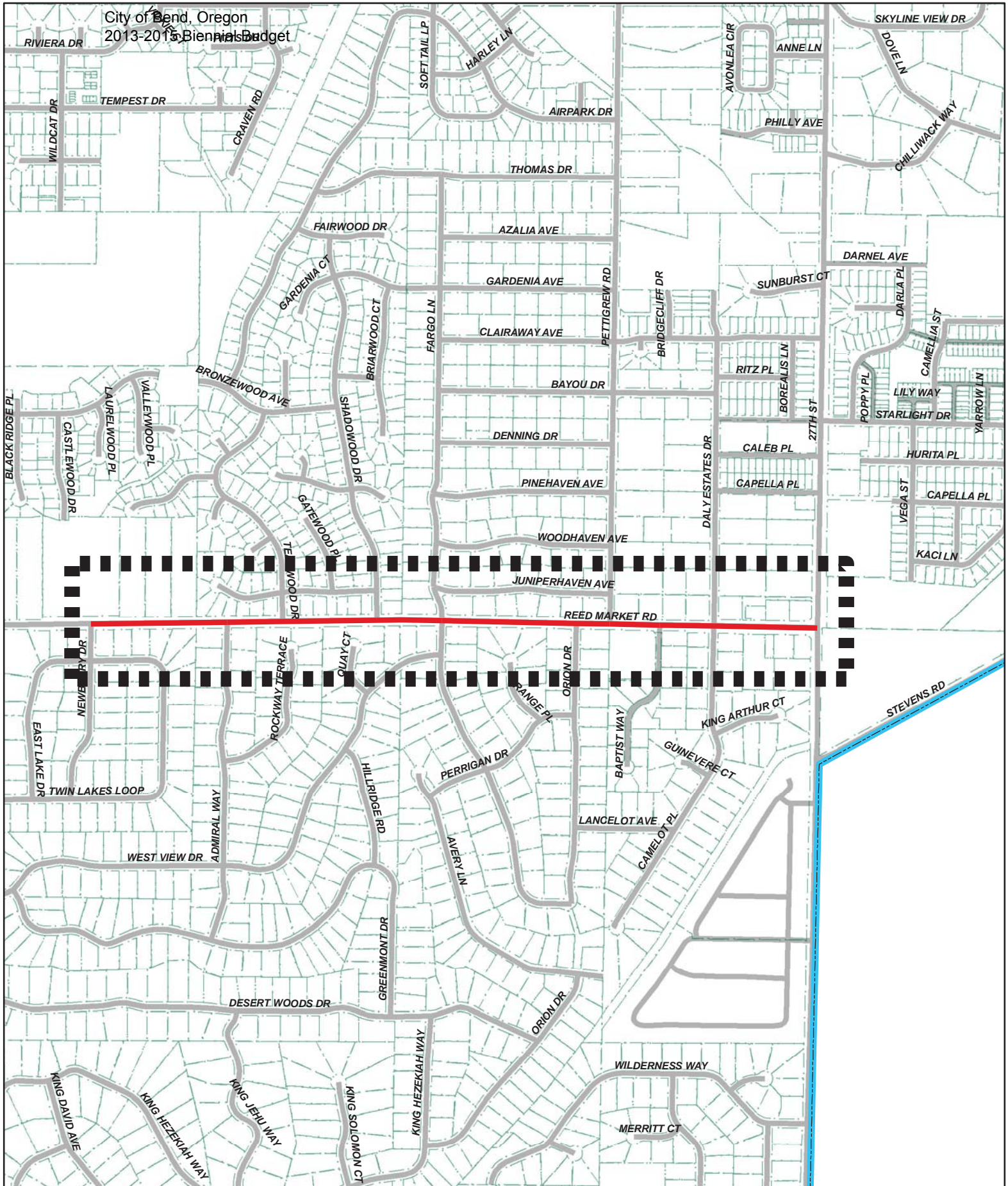
The project is substantially complete and the roundabout is in use. Final striping will occur this spring 2013. Landscaping establishment period and warranty period runs through November 2015.

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 2,138,092
2013/14	59,500
2014/15	5,600
2015/16	4,779
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 2,207,971

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
GO Bond	\$ 2,207,971
Total	\$ 2,207,971



ST12CE Reed Mkt: Newberry to 27th

Capital Improvement Projects
2013/14 - 2017/18
444



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Budget Period:

Category

Department

Project Name:

Reed Market: Newberry to 27th (ST12CE)

Project Description:

Upgrade the existing roadway to current City of Bend standards for a major arterial. This includes two (2) travel lanes and a continuous center turn lane, six (6) foot shoulders/bike lanes, separated sidewalks and a landscape strip. The project also includes new stormwater facilities, signing, illumination, retaining walls and striping.

Need/Justification:

Improved safety of the corridor for vehicular traffic, pedestrian traffic and bicycle traffic. Reduced congestion in the corridor.

Benefits:

Improved safety of the corridor for vehicular traffic, pedestrian traffic and bicycle traffic. Reduced congestion in the corridor.

Consequences of Delaying/Eliminating this Project:

The project is part of the voter approved General Obligation Bond and is on schedule to bid this spring 2013 with construction starting in May 2013.

Project Related To:

General Obligation Bond

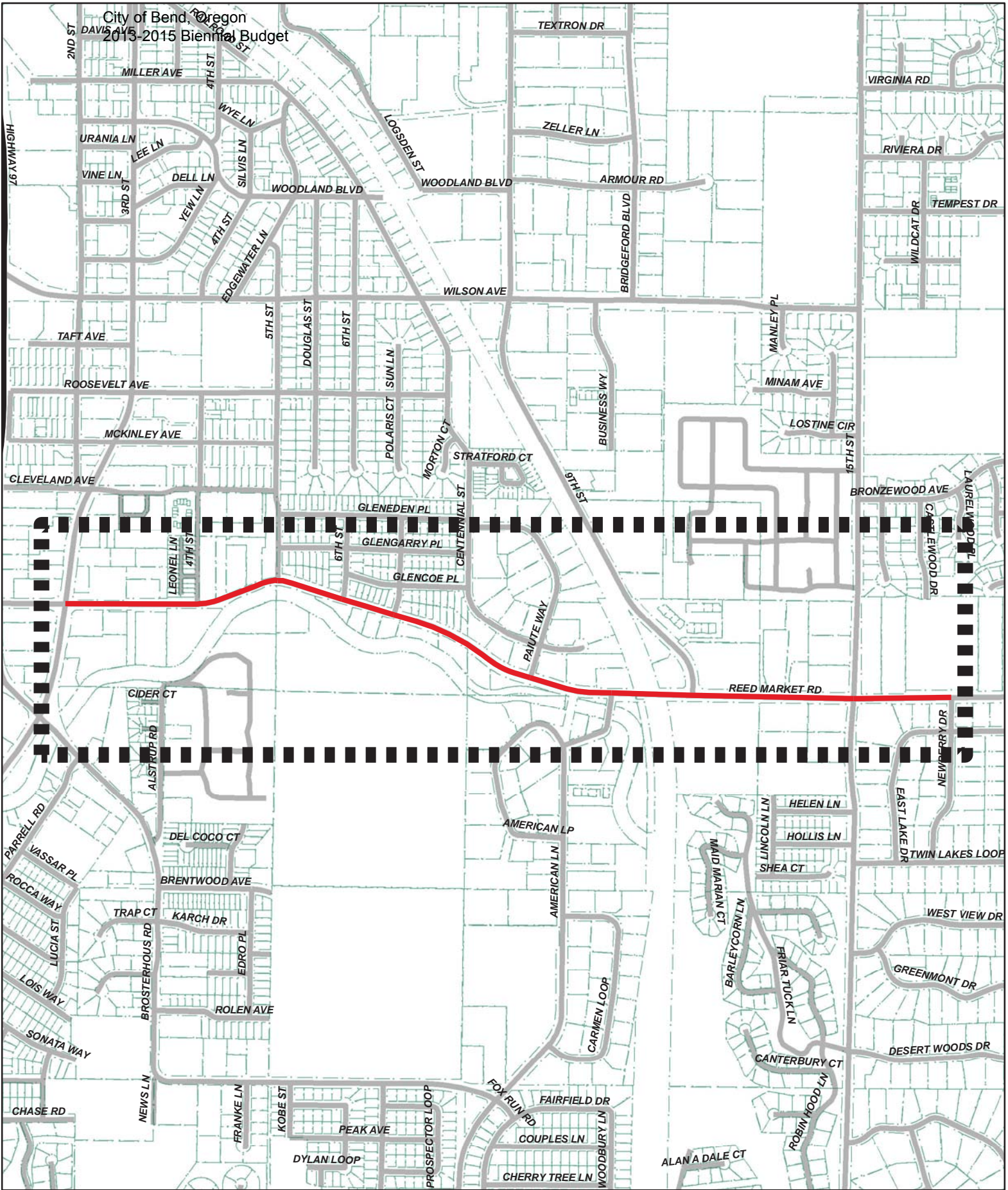
Comments:

Cost Estimate Classification 1 = +15%/-10%

Cost Schedule	
Prior to 2013/14	\$ 1,425,531
2013/14	4,356,000
2014/15	377,200
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 6,158,731

Impact on Annual Operating	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
GO Bond	\$ 6,158,731
Total	\$ 6,158,731



ST12CJ Reed Mkt: 3rd to Newberry

Capital Improvement Projects
2013/14 - 2017/18
446



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Reed Market: 3rd to Newberry (ST12CJ)

Project Description:

Upgrade the existing roadway to current City of Bend standards to a major arterial. This includes two (2) travel lanes and a continuous center turn lane, six (6) foot shoulders and bike lanes, separated sidewalks and a landscape strip. This project also provides new stormwater facilities, signing, lighting, retaining walls and striping; upgrades the existing railroad crossing; and realigns American Lane to the west of the current location and reconstructs a bridge at the new location. At the intersection of Reed Market and 15th Street the existing signalized intersection will be upgraded to a roundabout.

Need/Justification:

Improved safety of the corridor for vehicular, pedestrian, and bicycle traffic. Reduced congestion in the corridor.

Benefits:

Improved safety of the corridor for vehicular traffic, pedestrian traffic, and bicycle traffic. Reduced congestion in the corridor.

Consequences of Delaying/Eliminating this Project:

The project is part of the voter approved General Obligation Bond and is on schedule to bid and have construction start this Fall 2013.

Project Related To:

General Obligation Bond

Comments:

Cost Estimate Classification 4 = +50%/-30%

Cost Schedule	
Prior to 2013/14	\$ 1,633,153
2013/14	7,536,800
2014/15	4,977,400
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 14,147,353

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
GO Bond	\$ 14,147,353
Total	\$ 14,147,353

City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

27th St. Reconstruction (ST12CH)

Project Description:

The project consists of upgrading the existing roadway in conjunction with the sewer Southeast Interceptor project from NE Connors Avenue to Butler Market Road. The project scope and timeline is to be determined in conjunction with the Southeast Interceptor project.

Need/Justification:

Improved safety of the corridor for vehicular, pedestrian and bicycle traffic. Reduced congestion in the corridor.

Benefits:

Improved safety of the corridor for vehicular traffic, pedestrian traffic and bicycle traffic. Reduced congestion in the corridor.

Consequences of Delaying/Eliminating this Project:

Project is part of the voter approved General Obligation Bond.

Project Related To:

General Obligation Bond

Comments:

Class Level 5 Estimate = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	-
2014/15	1,000,000
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 1,000,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
GO Bond	\$ 1,000,000
Total	\$ 1,000,000

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Airport
Five Year Capital Improvement Program (CIP) Schedule

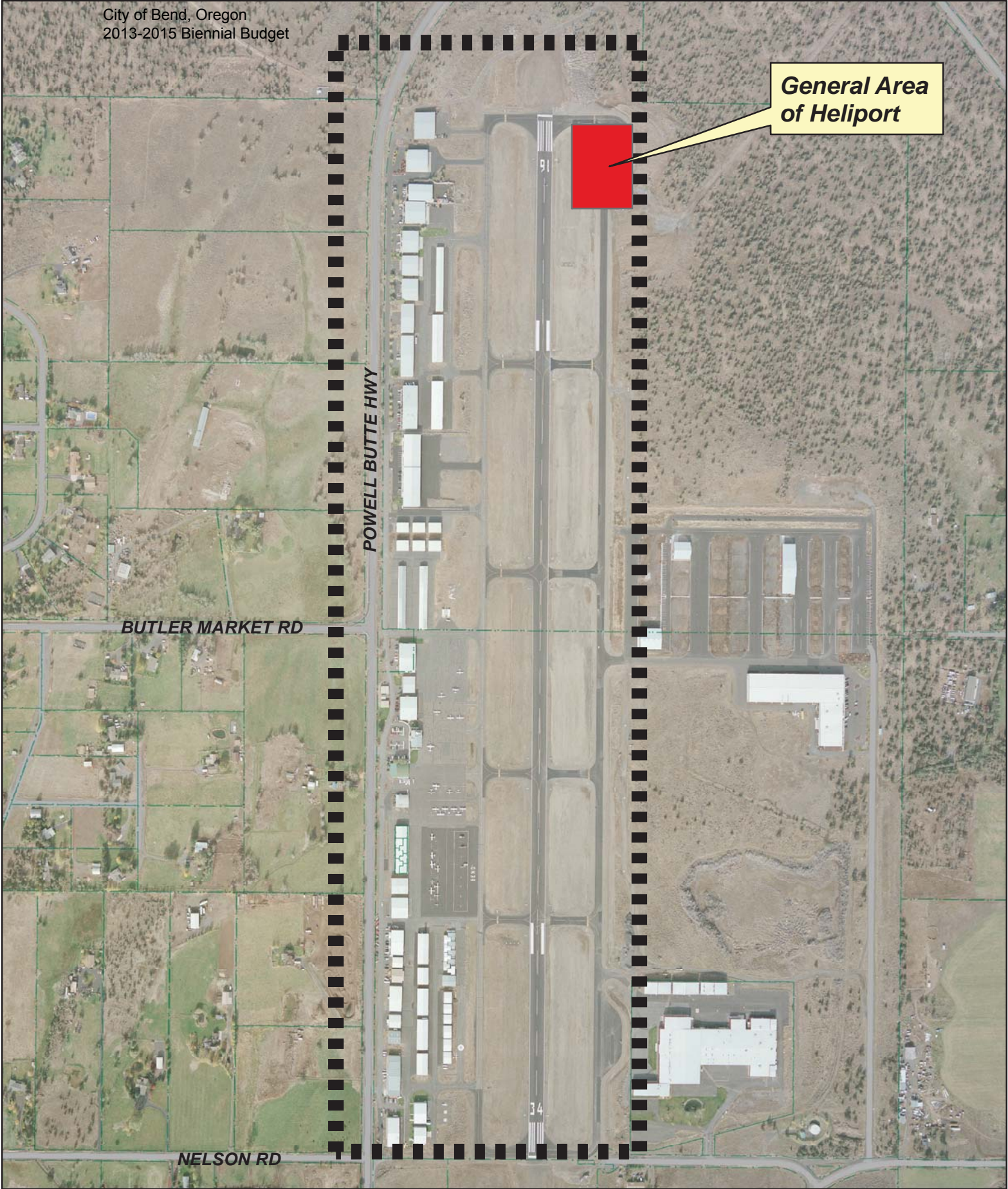
	Cost Estimate Classification*	2013-14	2014-15	2015-16	2016-17	2017-18
New Projects:						
AP13AA Eastside Helipad/Heliport Phase I	5	\$ 745,000	\$ 1,886,700	\$ -	\$ -	\$ -
AP14AA Airport Master Plan Implementation	N/A	25,000	25,000	-	-	-
AP15AA Airport Urban Renewal Plan Update	N/A	-	30,000	-	-	-
AP16AA FBO Ramp	5	-	-	165,000	1,278,800	-
AP18AA Eastside Helipad/Heliport Phase II	5	-	-	-	-	110,000
		\$ 770,000	\$ 1,941,700	\$ 165,000	\$ 1,278,800	\$ 110,000
Total Airport CIP		\$ 770,000	\$ 1,941,700	\$ 165,000	\$ 1,278,800	\$ 110,000

Note: Airport capital improvement projects are pending approval of 90% FAA funding.

*Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

Estimate Class	Purpose	Project Definition Level	Cost Est. 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 (60-90% Design)	30% to 70%	+20%/-15%
Class 1	Final (100% Design)	50% to 100%	+15%/-10%
N/A	Not applicable. The Master Plan Implementation and Airport Urban Renewal Plan projects reflect permit-related expenses required to implement the recently adopted Master Plan and long term planning for the Bend Airport, therefore do not fall into the conventional Cost Engineering classification.		

**General Area
of Heliport**



AP13AA Eastside Helipad/Heliport Phase 1

Capital Improvement Projects
2013/14 - 2017/18
452



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Eastside Helipad/Heliport Phase I (AP13AA)

Project Description:

Construct a taxiway, helipad landing site and helicopter ramp on the east side of the Bend Airport.

Need/Justification:

The new Airport Master Plan update has identified a significant growth pattern for helicopter operations. The Airport does not currently have a dedicated facility that provides full separation for fixed wing and rotor craft operations.

Benefits:

This project will provide a separation from fixed wing aircraft; allow for safe accommodation for the expected increase in numbers of helicopters and operations (FAA approved aviation activity forecast); and economic development. Once helicopters are moved from the West side, additional fixed wing parking capacity will be available for West side jet parking.

Consequences of Delaying/Eliminating this Project:

Currently, there is potential of a fixed wing/rotor craft conflict while airborne or during ground operations resulting in damage or injury to aircraft and personnel. Delaying the project limits the growth of Airport revenue and job creation.

Project Related To:

Bend Airport safety; Airport Master Plan; FBO Ramp (AP16AA); Eastside Helipad Phase II (AP18AA)

Comments:

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ 150,000
2013/14	745,000
2014/15	1,886,700
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 2,781,700

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
FAA Grant	\$ 2,503,530
City Match	278,170
Total	\$ 2,781,700

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Budget Period:

Category ▼

Department ▼

Project Name:

Airport Master Plan Implementation (AP14AA)

Project Description:

This will encompass all processes to fully implement the adopted Airport Master Plan. These processes include code amendments, transportation studies request to change zones, hearing processes, changes in code language, and the creation of intergovernmental agreements. A consulting firm may be employed to execute the process and the costs are estimates at this time.

Need/Justification:

Without these steps the Master Plan would not be implemented.

Benefits:

Full implementation of the plan through these changes will allow the City of Bend to more fully control both the day to day operations and guide the future of the airport. It also allows orderly and efficient growth to take place.

Consequences of Delaying/Eliminating this Project:

Future airport development may be delayed. The Master Plan effort would be a wasted effort if not implemented. Much of the developable ground would remain idle and would not generate revenues for the airport, nor jobs for the community.

Project Related To:

All Airport projects

Comments:

There is no FAA funding for this process. Grants may be available for some aspects. Funds likely will come from airport revenues.

Cost Schedule

Prior to 2013/14	\$ -
2013/14	25,000
2014/15	25,000
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 50,000

Impact on Annual Operating

Budget:

The master plan will have no direct impact on operations budgets, but may result in new capital improvement projects.

Method of Financing

Type	Amount
Airport Revenues	\$ 50,000
Total	\$ 50,000

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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Airport Urban Renewal Plan Update (AP15AA)

Project Description:

The Airport Urban Renewal Plan was not approved by Deschutes County pending the completion of the Airport Master Plan. The Master Plan process is almost complete and the original Urban Renewal Plan will be updated and re-submitted to the County.

Need/Justification:

The Airport operates on a break even basis with very little margin for improvements or enhancements to attract businesses and maintaining the basic infrastructure. The Urban Renewal Plan will provide a funding source to assist in constructing planned improvements to fulfill its potential to attract aerospace jobs and businesses to the Bend area.

Benefits:

Opportunity to further the Airport's role as an economic engine for the Bend area. Funding plan for infrastructure needs at the Airport to allow for expansion of existing businesses and recruiting of new businesses. Funding plan for infrastructure needs to support increased tourism/recreation.

Consequences of Delaying/Eliminating this Project:

The Airport could become dependent on General Fund subsidies in the future, and a lack of investment in attracting and keeping businesses/jobs will affect the overall economy of Bend. The Airport has a proven potential to employ over 1,000 individuals at above average pay.

Project Related To:

Airport operation and maintenance, job creation and retention, and implementation of long range CIP projects.

Comments:

The successful adoption and implementation of the Bend Airport Urban Renewal plan is considered a major component of Airport funding if the airport is to realize its full potential.

Cost Schedule

Prior to 2013/14	\$ -
2013/14	-
2014/15	30,000
2015/16	-
2016/17	-
2017/18	-
After 2017/18	-
Total Cost	\$ 30,000

Impact on Annual Operating

Budget:

No impact on operating budget.

Method of Financing

Type	Amount
Airport Revenues	\$ 30,000
Total	\$ 30,000

BUTLER MARKET RD

POWELL BUTTE HWY

FBO Ramp Replacement

NELSON RD



AP16AA FBO Ramp

Capital Improvement Projects
2013/14 - 2017/18
458



City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund Airport ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2013-15

Project Name:

Fixed Based Operator (FBO) Ramp (AP16AA)

Project Description:

Remove the existing asphalt, excavate existing base and reconstruct the ramp back to FAA standards. Re-pave and reconfigure parking area to FAA standards.

Need/Justification:

The asphalt in this area has been classified as failed by the documented state pavement maintenance program (PMP). Existing parking does not meet FAA standards or current needs.

Benefits:

Ensures the pavement can support the weight of parked aircraft. Establishes a parking configuration that meets FAA standards for larger aircraft. Allows adjustments to parking to better meet the current needs.

Consequences of Delaying/Eliminating this Project:

Aircraft could break through the pavement causing damage to aircraft and/or personnel. Debris from deteriorating pavement can be picked up by propellers or jet intake. Parking is not optimal and it limits the efficient use of the area.

Project Related To:

Bend Airport safety; Eastside Helipad Phase I (AP13AA); Eastside Helipad Phase II (AP18AA)

Comments:

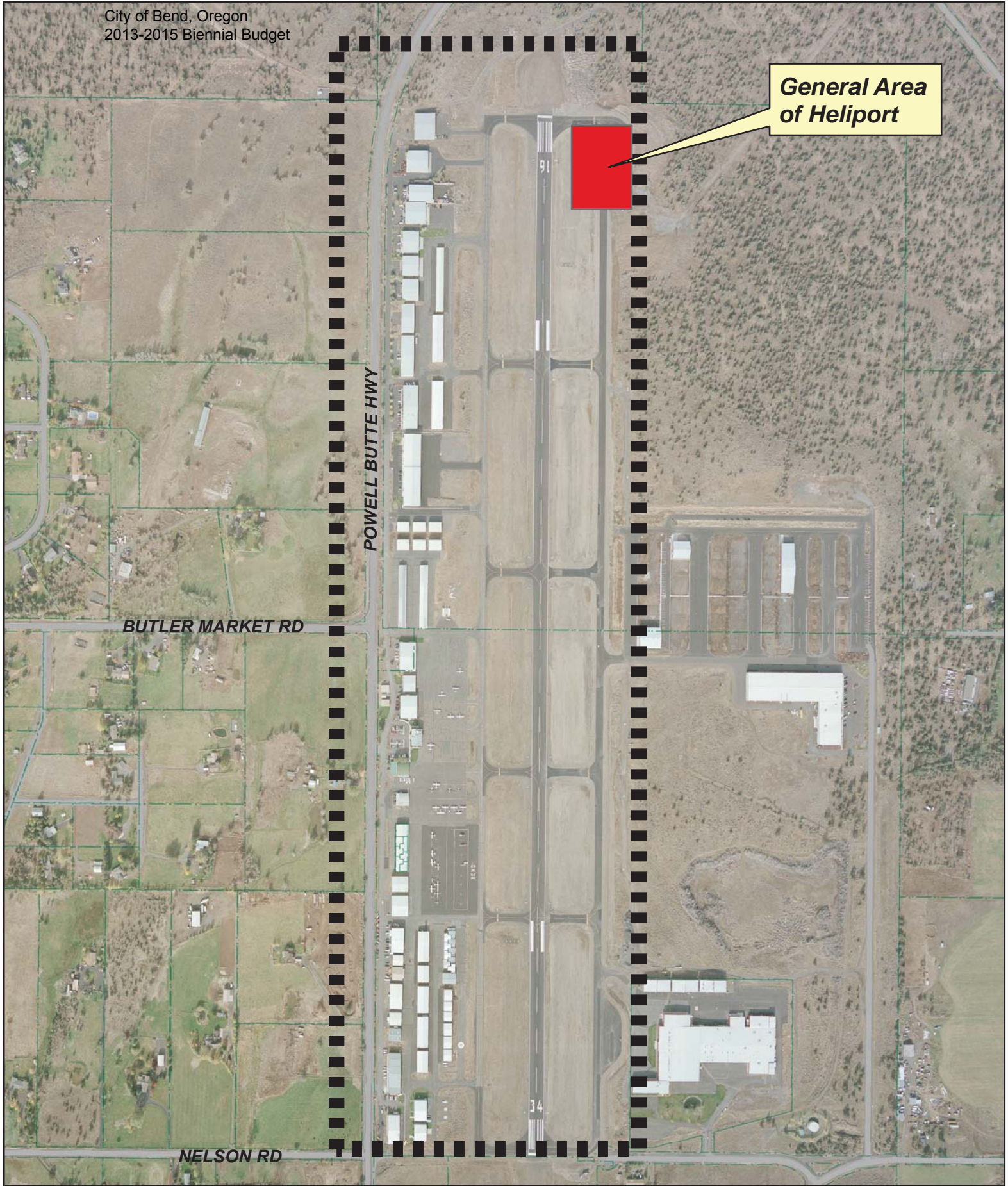
Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	-
2014/15	-
2015/16	165,000
2016/17	1,278,800
2017/18	-
After 2017/18	-
Total Cost	\$ 1,443,800

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
FAA Grant	\$ 1,299,420
City Match	144,380
Total	\$ 1,443,800

**General Area
of Heliport**



AP18AA Eastside Helipad/Heliport Phase II

Capital Improvement Projects
2013/14 - 2017/18
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City of Bend

Capital Improvement Projects 2013/14 - 2017/18

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Eastside Helipad/Heliport Phase II (AP18AA)

Project Description:

Phase II of the Helipad/Heliport project will construct a second landing site on the East side and expand the taxiway system to the helipad. This project will include environmental assessment, land acquisition (if needed), design, and construction elements.

Need/Justification:

One helipad will not be able to handle the projected volume of helicopter traffic by this time.

Benefits:

This project maintains capacity, efficiency, and safe separation of aircraft. Addresses airport rotor-craft growth and encourages economic development.

Consequences of Delaying/Eliminating this Project:

If the expected growth within the rotor-craft niche does not occur, then there will not be any adverse consequences; however, if the growth does occur, then safety and capacity concerns will arise.

Project Related To:

Bend Airport safety, Eastside Helipad Phase I (AP13AA); Airport Master Plan

Comments:

Cost Estimate Classification 5 = +100%/-50%

Cost Schedule	
Prior to 2013/14	\$ -
2013/14	-
2014/15	-
2015/16	-
2016/17	-
2017/18	110,000
After 2017/18	2,479,127
Total Cost	\$ 2,589,127

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact on operating budget.	

Method of Financing	
Type	Amount
FAA Grant	\$ 2,330,214
City Match	258,913
Total	\$ 2,589,127

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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.

BAT Bend Area Transit, the fixed route transportation system previously operated by the City and currently operated by Central Oregon Intergovernmental Council under the name Cascades East Transit.

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.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

BURA Bend Urban Renewal Agency

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.

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 and Private Development Engineering funds. Update this to be consistent with glossary

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Public Works, Finance, Information Technology and Community Development departments.

COIC Central Oregon Intergovernmental Council

DLCD Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

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.

DRO Disability Rights Oregon, an independent, private, nonprofit agency established in 1978 pursuant to the Developmental Disabilities Assistance and Bill of Right Act.

DCRFPD #2 Deschutes County Rural Fire Protection District No. 2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

EIPD Abbreviation for Engineering & Infrastructure Planning Department, which consists of the following programs: Capital Improvement Program (CIP) Engineering, Private Development Engineering, and Transportation Planning.

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.

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.

LCDC Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

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.

LTFP Long Term Financial Plan, a forecasting tool used to assess the long term financial implications of current and proposed policies, programs and assumptions.

ODOT Oregon Department of Transportation

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.

PERS Public Employees Retirement System for the State of Oregon

PW or PUW Public Works Department for the City of Bend which includes the following services: Public Works Administration, Laboratory, Garage, Engineering Infrastructure and Planning,

Transportation Operations and Planning, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service. This s/b updated to reflect changes in programs that are no longer part of PW

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.

RZEDB Recovery Zone Economic Development Bonds which are taxable bonds that finance public infrastructure projects for which the federal government provides a subsidy of 45% of the interest expense.

SDC's Systems Development Charges, which are fees charged to join or to extend an existing utility system.

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 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, a 9% lodging tax levied upon hotels and motels within the Bend city limits.

US EPA United States Environmental Protection Agency

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.

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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 function).

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.

Amortization (1) The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period. (2) The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

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.

BAT Acronym for Bend Area Transit, the fixed route transportation system previously operated by the City and currently operated by Central Oregon Intergovernmental Council under the name Cascades East Transit.

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.

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 a like number of appointed citizens 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 \$5,000 with an estimated life of one year or more.

Capital Budget A plan of proposed capital outlays and the means of financing them.

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.

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 and Code Enforcement programs. Private Development Engineering was previously a division of the Community Development Department, but beginning with the 2013-2015 Biennium, they are a division of the Engineering & Infrastructure Planning Department.

City-Wide Administration and Support Refers to the following departments and functions that serve other City departments: Administration and Finance, Legal Services, Information Technology, Facilities Management, Risk Management, and the PERS Debt Service Fund.

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Public Works, Finance, Information Technology and Community Development departments.

COIC Acronym for Central Oregon Intergovernmental Council

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.

Debt An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

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.

Deferred Revenue Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met

Deficit The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

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.

Depreciation An accounting convention used to charge the expiration in the service life of a fixed asset to the period it benefits.

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.

DLCD Acronym for the Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

EIPD Abbreviation for Engineering & Infrastructure Planning Department, which consists of the following programs: Capital Improvement Program (CIP) Engineering, Private Development Engineering, and Transportation Planning.

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).

Estimated Life The expected estimated useful life of an asset from the date placed in service to the projected retirement date.

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.

Expenses Outflows or other using up of assets or incurrences of liabilities (or combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing, major or central operations.

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.

Function A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

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.

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.

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.

LCDC Acronym for Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

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.

Local Government Any city, county, port, school district, public or quasi-public corporation.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

LTFP Long Term Financial Plan, a forecasting tool used to assess the long term financial implications of current and proposed policies, programs and assumptions.

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.

Municipal Corporation A political and corporate body established pursuant to state statutes to provide government services and regulations for its inhabitants.

Net Bonded Debt Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

Nonexpendable Trust Fund A trust fund, the principle of which may not be expended.

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.

Organizational Unit A responsibility center within a government.

Overlapping Debt The proportionate share, property within each government must bear of the debts of all local governments located wholly or in part within the geographic boundaries of the reporting government.

Per Capita Debt The amount of a government's debt divided by its population. Per capita debt is used to indicate the governments' credit position by reference to the proportionate debt borne per resident.

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.

Personal 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).

Purchase Order A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

PW or PUW Abbreviations for the Public Works Department for the City of Bend which includes the following services: Public Works Administration, Laboratory, Garage, Engineering Infrastructure and Planning, Transportation Operations and Planning, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service.

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 and unappropriated fund balance.

Requisition A written demand or request, usually from one department or the purchasing agent.

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.

Retained Earnings An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

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.

RZEDB Acronym for Recovery Zone Economic Development Bonds which are taxable bonds that finance public infrastructure projects for which the federal government provides a subsidy of 45% of the interest expense.

Shared Revenues Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

Special Assessment A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special District An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt or levy taxes.

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 (SDC's) Fees charged to join or to extend an existing utility system.

Tax Base Oregon law allows cities within the State, with voter approval, to establish a dollar amount of property tax that may be levied on property within the city. Once established, a tax base may be

increased by 6% each year without further voter approval. Any increase beyond the statutory 6% limit must be approved by voters.

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.

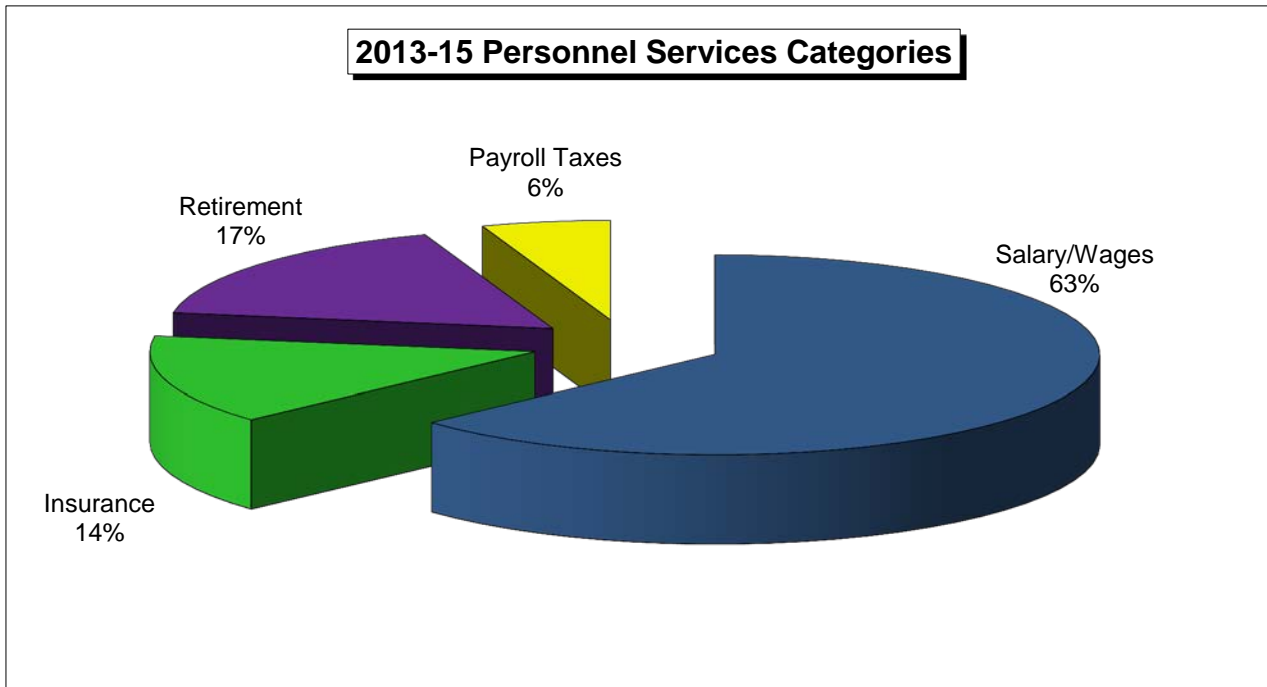
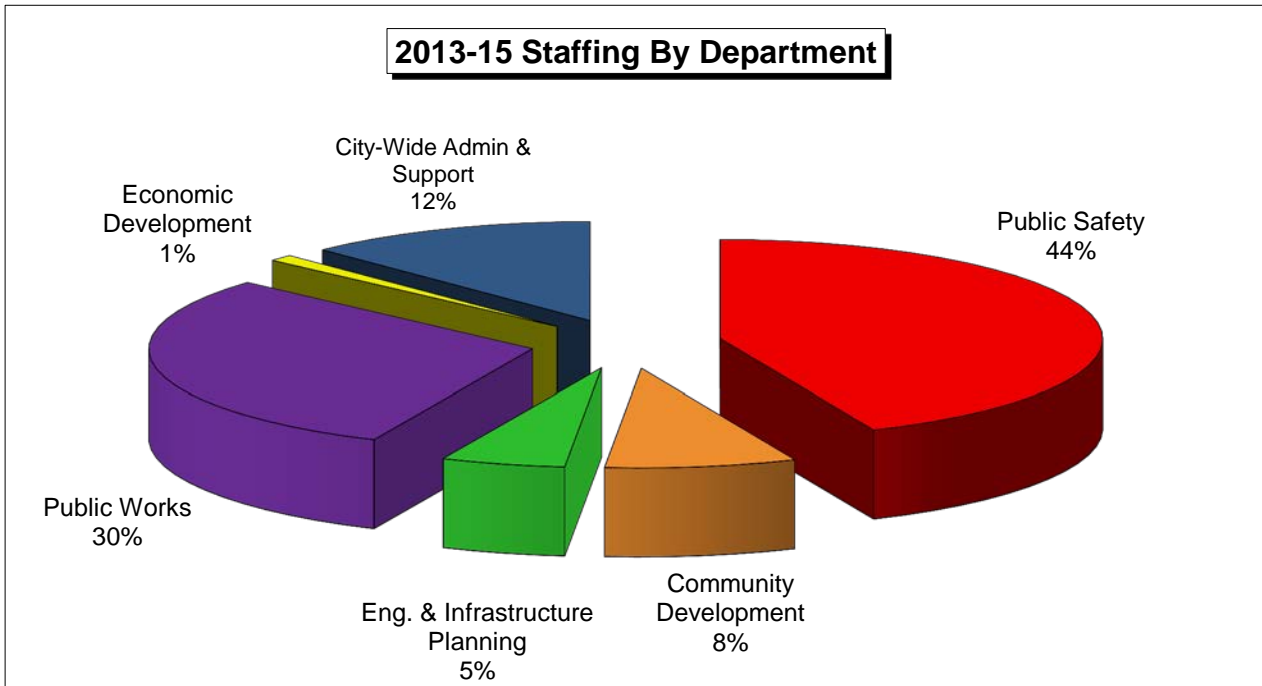
Trust Funds Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

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.

Working Capital Unspent resources that can be carried over to the following fiscal year and which are available for appropriation.

Personnel Services Graphical Analysis



Full Time Equivalents (FTE) by Department

	Adopted		2013-14 Changes			Proposed 2013-14	2014-15 Changes		Proposed 2014-15	Change From 2011-13
	2009-11	2011-13	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Layoff & Vacancies		
PUBLIC SAFETY										
Police Department	110.00	108.00	2.00	-	-	110.00	-	-	110.00	2.00
Fire Department	89.75	87.50	3.50	-	(5.50)	85.50	-	-	85.50	(2.00)
Municipal Court	4.00	4.00	-	-	-	4.00	-	-	4.00	-
PUBLIC SAFETY TOTAL	203.75	199.50	5.50	-	(5.50)	199.50	-	-	199.50	-
COMMUNITY DEVELOPMENT										
Code Enforcement	1.00	1.00	1.00	-	-	2.00	-	-	2.00	1.00
Building	18.00	22.00	-	-	-	22.00	-	-	22.00	-
Planning	13.00	12.00	-	-	-	12.00	1.00	-	13.00	1.00
COMMUNITY DEVELOPMENT TOTAL	32.00	35.00	1.00	-	-	36.00	1.00	-	37.00	2.00
ENGINEERING & INFRASTRUCTURE PLANNING (EIP)										
Capital Impr. Program (CIP) Engineering	-	14.00	1.00	3.00	-	18.00	-	-	18.00	4.00
Transportation Planning	8.00	4.00	-	(2.00)	-	2.00	-	-	2.00	(2.00)
Private Development Engineering	2.00	1.00	-	2.00	-	3.00	1.00	-	4.00	3.00
ENG. & INFRASTR. PLANNING TOTAL	10.00	19.00	1.00	3.00	-	23.00	1.00	-	24.00	5.00
PUBLIC WORKS										
Public Works Administration	13.00	7.00	-	-	-	7.00	-	-	7.00	-
Public Works Laboratory	5.00	5.00	1.00	-	-	6.00	-	-	6.00	1.00
Garage Services	8.00	7.00	-	-	(0.28)	6.73	-	-	6.73	(0.28)
Transportation Operations	31.00	31.00	1.49	1.00	-	33.49	1.00	-	34.49	3.49
Cemetery	1.00	1.00	-	-	-	1.00	-	-	1.00	-
Public Transit	1.00	-	-	-	-	-	-	-	-	-
Utility Support	19.50	14.50	-	(7.00)	-	7.50	-	-	7.50	(7.00)
Data Services	-	-	1.00	4.00	-	5.00	-	-	5.00	5.00
Water	30.50	30.50	-	(1.00)	-	29.50	-	-	29.50	(1.00)
Water Reclamation	30.50	33.00	1.00	-	-	34.00	-	-	34.00	1.00
Stormwater	6.00	6.00	-	-	-	6.00	-	-	6.00	-
PUBLIC WORKS TOTAL	145.50	135.00	4.49	(3.00)	(0.28)	136.22	1.00	-	137.22	2.22
ECONOMIC DEVELOPMENT										
CDBG/Affordable Housing/Parking	3.75	3.00	-	-	-	3.00	-	(1.00)	2.00	(1.00)
Airport	1.60	1.75	-	-	-	1.75	-	-	1.75	-
Business Advocacy	-	1.00	-	-	-	1.00	-	-	1.00	-
ECONOMIC DEVELOPMENT TOTAL	5.35	5.75	-	-	-	5.75	-	(1.00)	4.75	(1.00)
CITY-WIDE ADMINISTRATION & CENTRAL SERVICES										
City Manager's Office	7.00	6.75	-	-	-	6.75	-	-	6.75	-
Legal, Purchasing, Risk Mgmt & Training	2.75	6.25	-	-	(0.50)	5.75	-	-	5.75	(0.50)
Human Resources	5.00	4.00	-	-	-	4.00	-	-	4.00	-
Communications	1.00	1.00	-	-	-	1.00	-	-	1.00	-
Finance Department	21.50	20.00	-	-	-	20.00	-	-	20.00	-
Information Technology	13.00	14.00	-	-	-	14.00	1.00	-	15.00	1.00
Facilities Management	5.00	3.00	-	-	-	3.00	-	-	3.00	-
Accessibility Program	1.00	1.00	-	-	-	1.00	-	-	1.00	-
CITY-WIDE ADMIN & CNTRL SVCS TOTAL	56.25	56.00	-	-	(0.50)	55.50	1.00	-	56.50	0.50
TOTAL POSITIONS *	452.85	450.25	11.99	-	(6.28)	455.97	4.00	(1.00)	458.97	8.72

* includes permanent and limited term employees

Salary Ranges by Position for FY 2013-2014

	2013-14	
	Adopted FTE	Range of Hourly Rates
<i>PUBLIC SAFETY</i>		
<i>Police Department:</i>		
Chief	1.00	43.70 60.26
Captain	3.00	37.88 52.21
Administrative Specialist	4.00	19.27 23.44
Executive Assistant	1.00	23.08 31.78
Records Supervisor	1.00	24.09 33.17
Records Specialist	6.00	19.27 23.44
Communication System Specialist	1.00	26.13 31.77
Community Service Officer	6.00	21.55 26.20
Police Aide	3.00	21.55 26.20
Police Lieutenant	5.00	32.92 45.38
Sergeant	7.00	30.62 37.25
Sergeant - Admin	4.00	34.15 41.55
Corporal	8.00	27.61 33.59
Police Officer - Patrol	41.00	26.29 31.99
Police Officer - Traffic	4.00	25.95 31.58
Police Officer - School Resource	3.00	29.31 35.65
Police Officer Sp. Assign. Parks & Rec.	1.00	29.31 35.65
Detective	9.00	29.31 35.65
Community Liaison	1.00	21.55 26.20
Crimes Analyst	1.00	27.70 33.68
<i>Fire Department:</i>		
Fire Chief	1.00	43.70 60.26
Deputy Fire Chief	4.00	37.88 52.21
Battalion Chief	3.00	25.15 33.17
Fire Captain 56 hour	15.00	29.13 29.13
Fire Engineer	17.00	20.65 26.35
Firefighter, 56 hour	36.00	17.98 22.96
Deputy Fire Marshall	4.00	39.16 39.16
Administrative Support Supervisor	1.00	26.28 36.20
Administrative Specialist	2.50	17.36 23.89
Logistics/Emerg. Svc. Support Tech.	1.00	24.09 33.17
Accounting Tech. III	1.00	20.60 26.30
<i>Municipal Court Division:</i>		
Court Clerk	3.00	16.90 21.58
Court Supervisor	1.00	24.09 33.17
<i>PUBLIC SAFETY TOTAL</i>	<i>199.50</i>	

Note: Pay ranges included in the budgeted personnel projections are different than actual pay ranges reflected in this schedule due to compensation studies and union contract negotiations that were completed after the budget was prepared. For that reason, only the current FY 2013-2014 pay ranges are reflected in this document.

Salary Ranges by Position for FY 2013-2014

	2013-14	
	Adopted FTE	Range of Hourly Rates
COMMUNITY DEVELOPMENT		
Code Enforcement Division:		
Code Enforcement Officer	1.00	24.92 31.81
Code Enforcement Technician	1.00	20.60 26.30
Community Development Director **	1.00	43.70 60.26
Building Manager	1.00	37.88 52.21
Asst. Building Official	1.00	31.45 43.34
Support Services Supervisor	1.00	27.46 37.84
Building Inspector III	11.00	27.42 34.99
Administrative Specialist **	1.00	17.36 23.89
Senior Admin Specialist	1.00	20.37 28.03
Building Permit Tech II	5.00	20.60 26.30
Planning Division:		
Planning Manager	1.00	37.88 52.21
Development Services Coordinator	1.00	30.05 41.41
Senior Planner	5.00	30.05 41.41
Associate Planner	1.00	25.15 33.17
Assistant Planner	1.00	22.66 28.92
Lead Planning Technician	1.00	22.66 28.92
Planning Technician	2.00	20.60 26.30
COMMUNITY DEVELOPMENT TOTAL	36.00	
** These positions are administrative and support the entire Community Development Department		
ENGINEERING & INFRASTRUCTURE PLANNING (EIP)		
Engineering - Infrastructure & Planning:		
Asst. Public Works Director	1.00	37.88 52.21
Assistant City Engineer	1.00	34.49 47.53
Administrative Support Supervisor	1.00	26.28 36.20
Administrative Specialist	1.00	17.36 23.89
Associate Engineer	1.00	24.09 33.17
Engineering Inspector	2.00	22.66 28.92
Engineering Technician II	3.00	22.66 28.92
Project Engineer	3.00	30.05 41.41
Principal Engineer	2.00	32.92 45.38
Limited Term Principal Engineer	2.00	32.92 45.38
Limited Term Engineering Inspector	1.00	22.66 28.92
Transportation - Engineering:		
Engineering Manager	1.00	32.92 45.38
Principal / Transportation Eng. / Planner	1.00	30.05 41.41

Salary Ranges by Position for FY 2013-2014

	2013-14		
	Adopted FTE	Range of Hourly Rates	
Private Development Engineering:			
City Engineer	1.00	37.88	52.21
Engineering Inspector	2.00	22.66	28.92
ENG. & INFRASTR. PLANNING TOTAL			
	23.00		
PUBLIC WORKS			
Public Works Administration Division:			
Director of Public Works	1.00	43.70	60.26
Asst. Public Works Director	1.00	37.88	52.21
Program Manager	1.00	27.46	37.84
Program Manager - Safety and Training	1.00	27.46	37.84
PW Admin Lead	1.00	22.66	28.92
Office Specialist II	2.00	16.90	21.58
Lab Division:			
Water Quality Manager	1.00	32.92	45.38
Chemist	1.00	24.09	33.17
Laboratory Supervisor	1.00	26.28	36.20
Laboratory Technician	3.00	20.60	26.30
Garage Division:			
Equipment Maintenance Supervisor	1.00	27.46	37.84
Equipment Mechanic, Senior	4.00	22.66	28.92
Office Specialist III	1.00	20.60	26.30
Program Technician	0.73	22.66	28.92
Transportation - Street Operations:			
Street Division Manager	1.00	32.92	45.38
Street Supervisor	3.00	26.28	36.20
Executive Assistant	1.00	23.08	31.78
Program Technician	1.00	22.66	28.92
Lead Utility Worker	3.00	24.92	31.81
Utility Worker III	23.49	22.66	28.92
Principal / Transportation Eng. / Planner	1.00	30.05	41.41
Cemetery Division:			
Street Utility Worker III	1.00	20.60	26.30
Utility Support Division:			
Utility Services Manager	1.00	36.14	49.81
Utility Operations Manager	1.00	36.14	49.81
Administrative Services Supervisor	1.00	26.28	36.20
Program Analyst, Utility	1.00	24.92	31.81
Utility Analyst	1.00	24.92	31.81
Office Specialist II	1.50	16.90	21.58
Purchasing Assistant	1.00	20.60	26.30

Salary Ranges by Position for FY 2013-2014

	2013-14	
	Adopted FTE	Range of Hourly Rates
Data Services Division:		
Program Manager CAD/GIS	1.00	\$ 27.46 \$ 37.84
Engineering Technician CAD/GIS	1.00	20.60 26.30
Utility Program Technician II	2.00	24.92 31.81
Data and Applications Analyst	1.00	26.28 36.20
Water Division:		
Water Supervisor	1.00	32.92 45.38
Water Resource Manager	1.00	30.05 41.41
Program Manager - Conservation	1.00	28.72 39.58
Utility Construction Supervisor	1.00	28.72 39.58
Lead Utility Construction	1.00	24.92 31.81
Utility Customer Service Tech	2.00	18.73 23.91
Lead Journeyman Electrician	1.00	30.16 38.49
Journeyman Electrician	1.00	24.92 31.81
Utility Worker Lead	4.00	24.92 31.81
Utility Worker III	15.00	22.66 28.92
Program Technician II	1.00	24.92 31.81
Water Intake Technician	0.50	20.60 26.30
Water Reclamation Division:		
Water Recl. Plant Operations Supervisor	1.00	32.92 45.38
Technical Services Supervisor	1.00	26.28 36.20
Utility Maintenance Supervisor	1.00	28.72 39.58
Utility Customer Service Supervisor	1.00	26.28 36.20
Ind. Pretreatment Program Coordinator	1.00	23.08 31.78
Ind. Pretreatment Program Technician	1.00	22.66 28.92
Instrumentation & Control Specialist	2.00	24.92 31.81
Telemetry Specialist	1.00	22.66 28.92
Program Analyst	1.00	24.92 31.81
Lead Utility Worker	2.00	24.92 31.81
Sr. Systems Maintenance	2.00	24.92 31.81
Journeyman Electrician	1.00	24.92 31.81
Water Recl. Operator II	6.00	22.66 28.92
Water Recl. Plant Mechanic	2.00	22.66 28.92
Utility Worker III	5.00	22.66 28.92
Maintenance Worker II	1.00	16.90 21.58
Technician Specialist	3.00	20.60 26.30
System Maintenance I / II	2.00	20.60 26.30
Stormwater Division:		
Program Manager	1.00	27.46 37.84
Program Analyst, Stormwater	1.00	24.92 31.81
Lead Utility Worker	1.00	24.92 31.81
Stormwater Utility Worker II	3.00	18.73 23.91
PUBLIC WORKS TOTAL	136.22	

Salary Ranges by Position for FY 2013-2014

	2013-14	
	Adopted FTE	Range of Hourly Rates
<i>ECONOMIC DEVELOPMENT</i>		
Program Technician	1.00	\$ 22.66 \$ 28.92
Administrative Specialist IV	1.00	23.08 31.78
CDBG/Affordable Housing Manager	1.00	30.05 41.41
<i>Airport Division:</i>		
Airport Manager	1.00	31.45 43.34
Office Specialist II	0.75	16.90 21.58
<i>Business Advocacy</i>		
Limited Term Bend Business Advocate	1.00	34.49 47.53
<i>ECONOMIC DEVELOPMENT TOTAL</i>	5.75	
<i>CITY-WIDE ADMINISTRATION & CENTRAL SERVICES</i>		
<i>City Manager's Office:</i>		
City Manager	1.00	54.38 81.58
Assistant City Manager	1.00	45.86 63.25
Special Projects Manager	1.00	34.49 47.53
City Recorder/Assistant to CM	1.00	30.05 41.41
Limited Term Volunteer Coordinator	0.75	20.37 28.03
<i>Legal Department:</i>		
City Attorney	1.00	43.70 60.26
Assistant City Attorney	1.00	37.88 52.21
Legal Administrative Assistant	0.75	22.12 30.46
Risk & Training Manager	1.00	32.92 45.38
Purchasing Manager	1.00	28.72 39.58
Purchasing Analyst	1.00	25.15 33.17
<i>Human Resources Department:</i>		
Human Resources Manager	1.00	39.71 54.75
Human Resources Analyst	1.00	27.46 37.84
Program Specialist, HR	2.00	19.54 26.90
<i>Communications Division:</i>		
Communications Manager	1.00	36.14 49.81
<i>Finance Department:</i>		
Finance Director	1.00	43.70 60.26
Budget & Support Services Manager	1.00	32.92 45.38
Accounting & Financial Reporting Manager	1.00	30.05 41.41
Financial Accountant	3.00	25.15 33.17
Payroll Specialist	1.00	19.54 26.90
Support Services Lead	2.00	22.66 28.92
Accounting Tech	10.00	20.60 26.30
Financial Systems Analyst	1.00	27.46 37.84

Salary Ranges by Position for FY 2013-2014

	2013-14	
	Adopted FTE	Range of Hourly Rates
<i>Information Technology Department:</i>		
GIS Coordinator	1.00	\$ 26.28 \$ 36.20
GIS - IT Technician III	1.00	
IT Manager	1.00	34.49 47.53
IT Project Analyst	1.00	31.45 43.34
IT Operations Manager	1.00	31.45 43.34
Sr. Network Administrator	1.00	33.17 42.33
Network Administrator	1.00	30.16 38.49
Business Analyst	2.00	30.16 38.49
Application Analyst	2.00	24.92 31.81
Service Desk Lead	1.00	24.92 31.81
Support Specialist II	1.00	22.66 28.92
Limited Term Business Analyst	1.00	30.16 38.49
<i>Facilities Management:</i>		
Facilities Manager	1.00	28.72 39.58
Lead Facility Maintenance Worker	1.00	22.66 28.92
Facility Maintenance Worker I	1.00	20.60 26.30
<i>Accessibility Program:</i>		
Accessibility Manager	1.00	32.92 45.38
<i>CITY-WIDE ADMIN & CNTRL SVCS TOTAL</i>	<i>55.50</i>	
<i>TOTAL POSITIONS *</i>	<i>455.97</i>	

* includes permanent and limited term employees

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>General Fund</u>			
Accessibility Program	\$ 396,111		\$ 396,111
Municipal Court Program	906,736		906,736
Code Enforcement Program	364,808		364,808
Community Projects Program	2,250,275		2,250,275
Police Program	34,013,046	254,000	34,267,046
Non-Departmental	-		-
Interfund Transfers	36,453,900		36,453,900
Contingency	7,400,000		7,400,000
Total Fund Appropriations	\$ 81,784,876	\$ 254,000	\$ 82,038,876
Unappropriated Ending Fund Balance	382,684		382,684
Reserved for Future Expenditures	125,000		125,000
Budget Total	\$ 82,292,560	\$ 254,000	\$ 82,546,560
<u>Transportation Operations Fund</u>			
Personnel Services	\$ 5,927,536		\$ 5,927,536
Materials and Services	3,750,322		3,750,322
Capital Outlay	4,690,000		4,690,000
Debt Service	401,300		401,300
Interfund Transfers	3,821,100		3,821,100
Contingency	1,980,142		1,980,142
Total Fund Appropriations	\$ 20,570,400	\$ -	\$ 20,570,400
<u>Police Grant Fund</u>			
Capital Outlay	\$ 49,600		\$ 49,600
Total Fund Appropriations	\$ 49,600	\$ -	\$ 49,600
<u>Energy ARRA Grant Fund</u>			
Interfund Transfers	\$ 80,000		\$ 80,000
Contingency	3,700		\$ 3,700
Total Fund Appropriations	\$ 83,700	\$ -	\$ 83,700
<u>Fire/EMS Fund</u>			
Personnel Services	\$ 25,526,311		\$ 25,526,311
Materials and Services	2,606,220		2,606,220
Capital Outlay	2,935,000		2,935,000
Debt Service	877,800		877,800
Interfund Transfers	3,389,700		3,389,700
Contingency	635,069		635,069
Total Fund Appropriations	\$ 35,970,100	\$ -	\$ 35,970,100
Reserved for Future Expenditures	100,000		100,000
Budget Total	\$ 36,070,100	\$ -	\$ 36,070,100
<u>System Development Charge Fund</u>			
Interfund Transfers	\$ 13,827,400		\$ 13,827,400
Total Fund Appropriations	\$ 13,827,400	\$ -	\$ 13,827,400

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Building Fund</u>			
Personnel Services	\$ 4,714,747		\$ 4,714,747
Materials and Services	253,632		253,632
Capital Outlay	80,000		80,000
Interfund Transfers	786,900		786,900
Contingency	2,742,681		2,742,681
Total Fund Appropriations	\$ 8,577,960	\$ -	\$ 8,577,960
Reserved for Future Expenditures	80,000		80,000
Budget Total	\$ 8,657,960	\$ -	\$ 8,657,960
<u>Planning Fund</u>			
Personnel Services	\$ 3,058,968		\$ 3,058,968
Materials and Services	289,530		289,530
Interfund Transfers	719,100		719,100
Contingency	1,156,724		1,156,724
Total Fund Appropriations	\$ 5,224,322	\$ -	\$ 5,224,322
<u>Private Dev Engineering Fund</u>			
Interfund Transfers	\$ 340,500		\$ 340,500
Total Fund Appropriations	\$ 340,500	\$ -	\$ 340,500
<u>Community Development Block Grant Fund</u>			
Personnel Services	\$ 251,524		\$ 251,524
Materials and Services	1,061,460		1,061,460
Interfund Transfers	805,900		805,900
Contingency	158,182		158,182
Total Fund Appropriations	\$ 2,277,066	\$ -	\$ 2,277,066
<u>Affordable Housing Fund</u>			
Personnel Services	\$ 148,206		\$ 148,206
Materials and Services	3,027,658		3,027,658
Interfund Transfers	145,200		145,200
Contingency	496,736		496,736
Total Fund Appropriations	\$ 3,817,800	\$ -	\$ 3,817,800
<u>Business Advocacy Fund</u>			
Personnel Services	\$ 395,367		\$ 395,367
Materials and Services	257,180		257,180
Interfund Transfers	124,600		124,600
Contingency	5,853		5,853
Total Fund Appropriations	\$ 783,000	\$ -	\$ 783,000
<u>Tourism Fund</u>			
Materials and Services	\$ 2,162,700		\$ 2,162,700
Interfund Transfers	65,000		65,000
Contingency	100,000		100,000
Total Fund Appropriations	\$ 2,327,700	\$ -	\$ 2,327,700

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Economic Improvement District</u>			
Materials and Services	\$ 304,200		\$ 304,200
Interfund Transfers	16,000		16,000
Total Fund Appropriations	\$ 320,200	\$ -	\$ 320,200
<u>Police Reserve Fund</u>			
Reserved for Future Expenditures	\$ 625,000		\$ 625,000
Budget Total	\$ 625,000	\$ -	\$ 625,000
<u>General Fund Stabilization Fund</u>			
Reserved for Future Expenditures	\$ 1,989,700		\$ 1,989,700
Budget Total	\$ 1,989,700	\$ -	\$ 1,989,700
<u>Fire Station Debt Service</u>			
Debt Service	\$ 461,700		\$ 461,700
Interfund Transfers	12,200		12,200
Total Fund Appropriations	\$ 473,900	\$ -	\$ 473,900
Reserved for Future Expenditures	7,600		7,600
Budget Total	\$ 481,500	\$ -	\$ 481,500
<u>PERS Debt Service Fund</u>			
Debt Service	\$ 2,186,300		\$ 2,186,300
Interfund Transfers	40,600		40,600
Total Fund Appropriations	\$ 2,226,900	\$ -	\$ 2,226,900
Reserved for Future Expenditures	1,358,200		1,358,200
Budget Total	\$ 3,585,100	\$ -	\$ 3,585,100
<u>General Obligation Bond Debt Service</u>			
Debt Service	\$ 3,678,900		\$ 3,678,900
Total Fund Appropriations	\$ 3,678,900	\$ -	\$ 3,678,900
Reserved for Future Expenditures	839,600		839,600
Budget Total	\$ 4,518,500	\$ -	\$ 4,518,500
<u>Local Improvement District Construction Fund</u>			
Reserved for Future Expenditures	\$ 582,200		582,200
Budget Total	\$ 582,200	\$ -	\$ 582,200
<u>Accessibility Construction Fund</u>			
Materials and Services	\$ 61,900		\$ 61,900
Debt Service	609,500		609,500
Interfund Transfers	632,200		632,200
Contingency	1,000,800		1,000,800
Total Fund Appropriations	\$ 2,304,400	\$ -	\$ 2,304,400
Reserved for Future Expenditures	300,000		300,000
Budget Total	\$ 2,604,400	\$ -	\$ 2,604,400

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Transportation Construction Fund</u>			
Materials and Services	\$ 1,333,200		\$ 1,333,200
Capital Outlay	3,088,300	\$ 100,000	3,188,300
Debt Service	2,559,700		2,559,700
Interfund Transfers	2,016,800		2,016,800
Contingency	500,000		500,000
Total Fund Appropriations	\$ 9,498,000	\$ 100,000	\$ 9,598,000
Reserved for Future Expenditures	7,579,600		7,579,600
Budget Total	\$ 17,077,600	\$ 100,000	\$ 17,177,600
<u>General Obligation Bond Transportation Construction Fund</u>			
Materials and Services	\$ 1,600		\$ 1,600
Capital Outlay	18,498,400		18,498,400
Total Fund Appropriations	\$ 18,500,000	\$ -	\$ 18,500,000
Reserved for Future Expenditures	1,825,100		1,825,100
Budget Total	\$ 20,325,100	\$ -	\$ 20,325,100
<u>Airport Fund</u>			
Personnel Services	\$ 409,571		\$ 409,571
Materials and Services	196,700		196,700
Capital Outlay	2,711,700		2,711,700
Debt Service	537,500		537,500
Interfund Transfers	1,032,100		1,032,100
Contingency	626,029		626,029
Total Fund Appropriations	\$ 5,513,600	\$ -	\$ 5,513,600
<u>Cemetery Fund</u>			
Personnel Services	\$ 120,002		\$ 120,002
Materials and Services	51,790		51,790
Interfund Transfers	54,200		54,200
Contingency	41,308		41,308
Total Fund Appropriations	\$ 267,300	\$ -	\$ 267,300
<u>Water Fund</u>			
Personnel Services	\$ 7,106,499		\$ 7,106,499
Materials and Services	7,365,702		7,365,702
Capital Outlay	30,269,000	\$ 427,000	30,696,000
Debt Service	5,044,500		5,044,500
Interfund Transfers	8,799,750		8,799,750
Contingency	4,000,000		4,000,000
Total Fund Appropriations	\$ 62,585,451	\$ 427,000	\$ 63,012,451
Reserved for Future Expenditures	8,082,749		8,082,749
Budget Total	\$ 70,668,200	\$ 427,000	\$ 71,095,200

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Water Reclamation Fund</u>			
Personnel Services	\$ 8,924,842		\$ 8,924,842
Materials and Services	5,742,148		5,742,148
Capital Outlay	69,114,800	\$ 700,000	69,814,800
Debt Service	10,931,400		10,931,400
Interfund Transfers	7,953,250		7,953,250
Contingency	3,900,000		3,900,000
Total Fund Appropriations	\$ 106,566,440	\$ 700,000	\$ 107,266,440
Reserved for Future Expenditures	8,740,510		8,740,510
Budget Total	\$ 115,306,950	\$ 700,000	\$ 116,006,950
<u>Downtown Parking Fund</u>			
Personnel Services	\$ 143,237		\$ 143,237
Materials and Services	698,374		698,374
Capital Outlay	27,500		27,500
Interfund Transfers	251,160		251,160
Contingency	207,937		207,937
Total Fund Appropriations	\$ 1,328,208	\$ -	\$ 1,328,208
Reserved for Future Expenditures	1,145,292		1,145,292
Budget Total	\$ 2,473,500	\$ -	\$ 2,473,500
<u>Stormwater Fund</u>			
Personnel Services	\$ 1,888,380		\$ 1,888,380
Materials and Services	840,396		840,396
Capital Outlay	2,447,000	\$ 100,000	2,547,000
Interfund Transfers	1,804,000		1,804,000
Contingency	620,000		620,000
Total Fund Appropriations	\$ 7,599,776	\$ 100,000	\$ 7,699,776
Reserved for Future Expenditures	1,572,824		1,572,824
Budget Total	\$ 9,172,600	\$ 100,000	\$ 9,272,600
<u>Internal Service Fund</u>			
Garage Program	\$ 4,356,817		\$ 4,356,817
Information Technology Program	7,388,377		7,388,377
Facility Management Program	3,117,057		3,117,057
Engineering Infrastructure & Planning Program	7,061,761		7,061,761
Public Works Administration Program	2,323,832		2,323,832
Public Works Laboratory Program	1,740,327		1,740,327
Insurance Program	2,587,215		2,587,215
Administration & Financial Services Program	9,414,910		9,414,910
Legal Services Program	1,262,176		1,262,176
Debt Service	3,509,250		3,509,250
Interfund Transfers	4,564,100		4,564,100
Contingency	1,165,548		1,165,548
Total Fund Appropriations	\$ 48,491,370	\$ -	\$ 48,491,370
Reserved for Future Expenditures	6,265,043		6,265,043
Budget Total	\$ 54,756,413	\$ -	\$ 54,756,413

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Cemetery Permanent Maintenance Fund</u>			
Materials and Services	\$ 9,000		\$ 9,000
Interfund Transfers	46,600		46,600
Total Fund Appropriations	\$ 55,600	\$ -	\$ 55,600
Reserved for Future Expenditures	590,100		590,100
Budget Total	\$ 645,700	\$ -	\$ 645,700
Total City of Bend (excluding BURA):			
Total Appropriations	\$ 445,044,469	\$ 1,581,000	\$ 446,625,469
Total Unappropriated Ending Fund Balance	382,684	-	382,684
Total Reserved for Future Expenditures	41,808,518	-	41,808,518
Total City of Bend Budget	\$ 487,235,671	\$ 1,581,000	\$ 488,816,671
<u>BURA General Fund</u>			
Materials and Services	\$ 17,000		\$ 17,000
Transfers	9,200		9,200
Total Fund Appropriations	\$ 26,200	\$ -	\$ 26,200
Reserved for future expenditures	428,000		428,000
Budget Total	\$ 454,200	\$ -	\$ 454,200
<u>Murphy Crossing Debt Service Fund</u>			
Reserved for future expenditures	\$ 525,600		\$ 525,600
Budget Total	\$ 525,600	\$ -	\$ 525,600
<u>Juniper Ridge Debt Service Fund</u>			
Debt Service	\$ 1,249,800		\$ 1,249,800
Total Fund Appropriations	\$ 1,249,800	\$ -	\$ 1,249,800
Reserved for future expenditures	1,357,600		1,357,600
Budget Total	\$ 2,607,400	\$ -	\$ 2,607,400
<u>Juniper Ridge Construction Fund</u>			
Materials and Services	\$ 83,650		\$ 83,650
Debt Service	3,708,850		3,708,850
Total Fund Appropriations	\$ 3,792,500	\$ -	\$ 3,792,500
Total Bend Urban Renewal Agency (BURA):			
Total Appropriations	\$ 5,068,500	\$ -	\$ 5,068,500
Total Reserved for future expenditures	2,311,200	-	2,311,200
Total BURA Budget	\$ 7,379,700	\$ -	\$ 7,379,700
Total City of Bend and BURA:			
Total Appropriations	\$ 450,112,969	\$ 1,581,000	\$ 451,693,969
Total Unappropriated Ending Fund Balance	382,684	-	382,684
Total Reserved for Future Expenditures	44,119,718	-	44,119,718
Total City of Bend and BURA Budget	\$ 494,615,371	\$ 1,581,000	\$ 496,196,371

RESOLUTION NO. 2910

A RESOLUTION ADOPTING THE CITY OF BEND 2013-2015 BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2013 AND CREATING A NEW SPECIAL REVENUE FUND, THE BUSINESS ADVOCACY FUND.

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To adopt the 2013-2015 Biennial Budget as approved by the Budget Committee on May 9, 2013, with minor changes within the limits allowed under ORS 294.456. The 2013-2015 Biennial Budget as approved and amended is attached as Exhibit A.
2. That the amount for the biennial period beginning July 1, 2013 is hereby appropriated in the aggregate sum of \$446,625,469, excluding unappropriated ending fund balance and reserves for future expenditures. As shown below and in Exhibit A, the total City of Bend biennial budget, including unappropriated amounts and reserves is \$488,816,671.

TOTAL CITY OF BEND:

Total Appropriations	\$ 446,625,469
Total Unappropriated Ending Fund Balance	382,684
Total Reserved for Future Expenditures	41,808,518
Total City of Bend Budget	\$ 488,816,671

3. To create a new Special Revenue Fund, the Business Advocacy Fund.
 - a. The Business Advocacy program was previously accounted for as a division of the General Fund and was funded by an allocation of General Fund discretionary dollars. Starting July 1, 2013, this program will be accounted for in a new special revenue fund, the Business Advocacy Fund.
 - b. The Business Advocacy Fund will exist for the specific purpose of providing a liaison function between businesses and the City, providing advocacy and facilitation services. Business License Revenues will be committed to the specific purpose for which the fund is being created.
 - c. Creation of the new special revenue fund was discussed and approved by the City of Bend Budget Committee on May 9, 2013.
 - d. Total budget requirements for the 2013-2015 biennium are \$783,000 as reflected in Exhibit A.
 - e. Oregon Budget Law does not require adoption of a separate resolution to create a new special revenue fund.

Adopted by roll call vote of the Bend City Council on June 19, 2013.


YES: Mayor Clinton
Councilor Jodie Barram
Councilor Mark Capell
Councilor Victor Chudowsky
Councilor Doug Knight
Councilor Sally Russell

NO: none

Attest:




Robyn Christie, City Recorder



Jim Clinton, Mayor

Approved as to form:



Mary Winters, Legal Counsel

**Resolution to Adopt 2013-2015 Biennial Budget
Exhibit A**

General Fund - 001

Accessibility Program	\$ 396,111
Municipal Court Program	906,736
Code Enforcement Program	364,808
Community Projects Program	2,250,275
Police Program	34,267,046
Non-Departmental	-
Interfund Transfers	36,453,900
Contingency	7,400,000
Total Fund Appropriations	\$ 82,038,876
Unappropriated Ending Fund Balance	382,684
Reserved for Future Expenditures	125,000
Budget Total	\$ 82,546,560

Transportation Operations Fund - 100

Personnel Services	\$ 5,927,536
Materials and Services	3,750,322
Capital Outlay	4,690,000
Debt Service	401,300
Interfund Transfers	3,821,100
Contingency	1,980,142
Total Fund Appropriations	\$ 20,570,400

Police Grant Fund - 101

Capital Outlay	49,600
Total Fund Appropriations	\$ 49,600

Energy ARRA Grant Fund - 102

Interfund Transfers	\$ 80,000
Contingency	3,700
Total Fund Appropriations	\$ 83,700

**Resolution to Adopt 2013-2015 Biennial Budget
Exhibit A**

Fire/EMS Fund - 110

Personnel Services	\$ 25,526,311
Materials and Services	2,606,220
Capital Outlay	2,935,000
Debt Service	877,800
Interfund Transfers	3,389,700
Contingency	635,069
Total Fund Appropriations	\$ 35,970,100
Reserved for Future Expenditures	100,000
Budget Total	\$ 36,070,100

System Development Charge Fund - 121

Interfund Transfers	\$ 13,827,400
Total Fund Appropriations	\$ 13,827,400

Building Fund - 130

Personnel Services	\$ 4,714,747
Materials and Services	253,632
Capital Outlay	80,000
Interfund Transfers	786,900
Contingency	2,742,681
Total Fund Appropriations	\$ 8,577,960
Reserved for Future Expenditures	80,000
Budget Total	\$ 8,657,960

Planning Fund - 133

Personnel Services	\$ 3,058,968
Materials and Services	289,530
Interfund Transfers	719,100
Contingency	1,156,724
Total Fund Appropriations	\$ 5,224,322

Private Dev Engineering Fund - 134

Interfund Transfers	\$ 340,500
Total Fund Appropriations	\$ 340,500

Community Development Block Grant Fund - 140

Personnel Services	\$ 251,524
Materials and Services	1,061,460
Interfund Transfers	805,900
Contingency	158,182
Total Fund Appropriations	\$ 2,277,066

**Resolution to Adopt 2013-2015 Biennial Budget
Exhibit A**

Affordable Housing Fund - 145

Personnel Services	\$ 148,206
Materials and Services	3,027,658
Interfund Transfers	145,200
Contingency	496,736
Total Fund Appropriations	\$ 3,817,800

Business Advocacy Fund - 175

Personnel Services	\$ 395,367
Materials and Services	257,180
Interfund Transfers	124,600
Contingency	5,853
Total Fund Appropriations	\$ 783,000

Tourism Fund - 188

Materials and Services	\$ 2,162,700
Interfund Transfers	65,000
Contingency	100,000
Total Fund Appropriations	\$ 2,327,700

Economic Improvement District - 191

Materials and Services	\$ 304,200
Interfund Transfers	16,000
Total Fund Appropriations	\$ 320,200

Police Reserve Fund - 198

Reserved for Future Expenditures	\$ 625,000
Budget Total	\$ 625,000

General Fund Stabilization Fund - 199

Reserved for Future Expenditures	\$ 1,989,700
Budget Total	\$ 1,989,700

Fire Station Debt Service - 240

Debt Service	\$ 461,700
Interfund Transfers	12,200
Total Fund Appropriations	\$ 473,900
Reserved for Future Expenditures	7,600
Budget Total	\$ 481,500

**Resolution to Adopt 2013-2015 Biennial Budget
Exhibit A**

PERS Debt Service Fund - 250

Debt Service	\$ 2,186,300
Interfund Transfers	40,600
Total Fund Appropriations	\$ 2,226,900
Reserved for Future Expenditures	1,358,200
Budget Total	\$ 3,585,100

General Obligation Bond Debt Service - 285

Debt Service	\$ 3,678,900
Total Fund Appropriations	\$ 3,678,900
Reserved for Future Expenditures	839,600
Budget Total	\$ 4,518,500

Local Improvement District Construction Fund - 300

Reserved for Future Expenditures	\$ 582,200
Budget Total	\$ 582,200

Accessibility Construction Fund - 370

Materials and Services	\$ 61,900
Debt Service	609,500
Interfund Transfers	632,200
Contingency	1,000,800
Total Fund Appropriations	\$ 2,304,400
Reserved for Future Expenditures	300,000
Budget Total	\$ 2,604,400

Transportation Construction Fund - 380

Materials and Services	\$ 1,333,200
Capital Outlay	3,188,300
Debt Service	2,559,700
Interfund Transfers	2,016,800
Contingency	500,000
Total Fund Appropriations	\$ 9,598,000
Reserved for Future Expenditures	7,579,600
Budget Total	\$ 17,177,600

General Obligation Bond Transportation Construction Fund - 385

Materials and Services	\$ 1,600
Capital Outlay	18,498,400
Total Fund Appropriations	\$ 18,500,000
Reserved for Future Expenditures	1,825,100
Budget Total	\$ 20,325,100

**Resolution to Adopt 2013-2015 Biennial Budget
Exhibit A**

Airport Fund - 400

Personnel Services	\$	409,571
Materials and Services		196,700
Capital Outlay		2,711,700
Debt Service		537,500
Interfund Transfers		1,032,100
Contingency		626,029
Total Fund Appropriations	\$	5,513,600

Cemetery Fund - 410

Personnel Services	\$	120,002
Materials and Services		51,790
Interfund Transfers		54,200
Contingency		41,308
Total Fund Appropriations	\$	267,300

Water Fund - 420

Personnel Services	\$	7,106,499
Materials and Services		7,365,702
Capital Outlay		30,696,000
Debt Service		5,044,500
Interfund Transfers		8,799,750
Contingency		4,000,000
Total Fund Appropriations	\$	63,012,451
Reserved for Future Expenditures		8,082,749
Budget Total	\$	71,095,200

Water Reclamation Fund - 430

Personnel Services	\$	8,924,842
Materials and Services		5,742,148
Capital Outlay		69,814,800
Debt Service		10,931,400
Interfund Transfers		7,953,250
Contingency		3,900,000
Total Fund Appropriations	\$	107,266,440
Reserved for Future Expenditures		8,740,510
Budget Total	\$	116,006,950

**Resolution to Adopt 2013-2015 Biennial Budget
Exhibit A**

Downtown Parking Fund - 440

Personnel Services	\$ 143,237
Materials and Services	698,374
Capital Outlay	27,500
Interfund Transfers	251,160
Contingency	207,937
Total Fund Appropriations	\$ 1,328,208
Reserved for Future Expenditures	1,145,292
Budget Total	\$ 2,473,500

Stormwater Fund - 450

Personnel Services	\$ 1,888,380
Materials and Services	840,396
Capital Outlay	2,547,000
Interfund Transfers	1,804,000
Contingency	620,000
Total Fund Appropriations	\$ 7,699,776
Reserved for Future Expenditures	1,572,824
Budget Total	\$ 9,272,600

Internal Service Fund - 500

Garage Program	\$ 4,356,817
Information Technology Program	7,388,377
Facility Management Program	3,117,057
Engineering Infrastructure & Planning Program	7,061,761
Public Works Administration Program	2,323,832
Public Works Laboratory Program	1,740,327
Insurance Program	2,587,215
Administration & Financial Services Program	9,414,910
Legal Services Program	1,262,176
Debt Service	3,509,250
Interfund Transfers	4,564,100
Contingency	1,165,548
Total Fund Appropriations	\$ 48,491,370
Reserved for Future Expenditures	6,265,043
Budget Total	\$ 54,756,413

**Resolution to Adopt 2013-2015 Biennial Budget
Exhibit A**

Cemetery Permanent Maintenance Fund - 610

Materials and Services	\$	9,000
Interfund Transfers		46,600
Total Fund Appropriations	\$	55,600
Reserved for Future Expenditures		590,100
Budget Total	\$	645,700

TOTAL CITY OF BEND:

Total Appropriations	\$	446,625,469
Total Unappropriated Ending Fund Balance		382,684
Total Reserved for Future Expenditures		41,808,518
Total City of Bend Budget	\$	488,816,671

RESOLUTION NO. 2913

A RESOLUTION LEVYING AD VALOREM TAXES, GENERAL OBLIGATION BOND TAXES, AND TAX INCREMENT AMOUNTS

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

SECTION ONE: To levy the taxes provided for in the adopted budget for fiscal year 2013-14 at the rate of \$2.8035 per \$1,000 of taxable assessed value and to levy the General Obligation Bond taxes provided for in the adopted budget for fiscal year 2013-14 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 Section 11b, Article XI of the Oregon Constitution make up the above aggregate levy:

	Subject to the General Government Limitation	Excluded from the Limitation
General Fund	\$ 2.8035 / \$1,000	
General Obligation Bond		\$ 1,978,500
Debt Service Fund		

SECTION TWO: The Council certifies to the Deschutes County Assessor the City's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under section 1c, Article IX of the Oregon Constitution, and ORS Chapter 457 for the Juniper Ridge Urban Renewal Plan Area.

SECTION THREE: The Council certifies to the Deschutes County Assessor the City's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under section 1c, Article IX of the Oregon Constitution, and ORS Chapter 457 for the Murphy Crossing Urban Renewal Plan Area.

Adopted by roll call vote of the Bend City Council on June 19, 2013.


YES: Mayor Clinton
Councilor Jodie Barram
Councilor Mark Capell
Councilor Victor Chudowsky
Councilor Doug Knight
Councilor Sally Russell

NO: none

Attest:

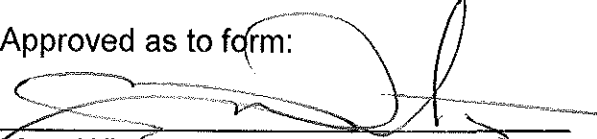


Robyn Christie, City Recorder



Jim Clinton, Mayor

Approved as to form:



Mary Winters, Legal Counsel

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Tanya Andrews**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

1777 SW Chandler Ave, Bend OR 97702

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Legal Description: LEGAL NOTICE, NOTICE OF BUDGET , COMMITTEE , MEETING , ,

A public meeting of the Budget Committee of the City of Bend and the Bend Urban Renewal Agency, De...

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:

4/16/13

Page E5

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 16 day of April, 2013.

Tanya M. Andrews
Signature

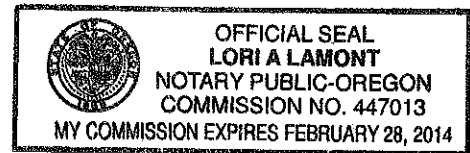
AdName: **20314647A**

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 16th day of April, 2013 by Tanya M. Andrews

Notary Public for Oregon

[Handwritten Signature]



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 _____

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Debby Winikka**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

1777 SW Chandler Ave, Bend OR 97702

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Legal Description: Notice of Budget Hearing
Notice of Budget Hearing
100915

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:

6/11/13 Page E6

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 11 day of June, 2013.

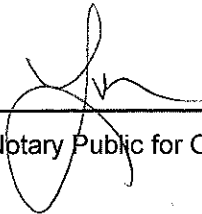


Signature

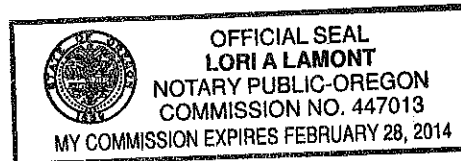
AdName: **20345907D**

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 11th day of June, 2013 by Debby Winikka



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 19, 2013 at 7:00 pm at City Hall in the Council Chambers, 710 NW Wall Street, Bend, Oregon. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2013 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 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 biennium. If different, the major changes and their effect on the budget are: N/A

Contact: Jim Clinton, Mayor

Telephone: 541-312-4902

Email: jclinton@ci.bend.or.us

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2009-2011	Adopted Budget This Biennium 2011-2013	Budget Comm. Approved Budget Next Biennium 2013-2015
Beginning Fund Balance/Net Working Capital	51,708,876	68,520,578	97,522,800
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	97,394,416	106,831,810	125,175,400
Federal, State and All Other Grants, Gifts, Allocations and Donations	29,834,928	30,397,505	26,234,266
Revenue from Bonds and Other Debt	36,391,480	77,163,900	81,983,500
Interfund Transfers / Internal Service Reimbursements	93,227,205	78,712,596	92,349,724
All Other Resources Except Current Year Property Taxes	18,966,147	14,841,561	14,911,581
Current Year Property Taxes Estimated to be Received	41,570,659	45,742,100	49,058,400
Total Resources	369,093,711	422,210,050	487,235,671

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	93,228,613	104,449,819	114,142,378
Materials and Services	59,858,592	44,432,725	48,532,772
Capital Outlay	37,411,592	83,522,979	137,048,500
Debt Service	31,191,280	34,922,900	30,797,850
Interfund Transfers	77,321,711	74,354,197	87,782,260
Contingencies	0	17,455,528	26,740,709
Special Payments	0	774,300	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	62,297,602	42,191,202
Total Requirements	299,011,788	422,210,050	487,235,671

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			
Accessibility Construction Fund	3,431,634	2,881,000	2,604,400
FTE	0.00	0.00	0.00
Affordable Housing Fund	1,255,675	4,653,450	3,817,800
FTE	0.34	0.96	0.53
Airport Fund	7,244,579	5,808,711	5,513,600
FTE	1.60	1.75	1.75
Building Fund	4,767,000	5,842,500	8,657,960
FTE	17.09	20.59	19.65
Business Advocacy Fund	0	0	783,000
FTE	0.00	0.00	1.75
Cemetery Fund	486,238	179,800	267,300
FTE	0.34	0.34	0.66
Cemetery Permanent Maintenance Fund	120	600,676	645,700
FTE	0.00	0.00	0.00
Community Development Block Grant Fund	3,490,479	3,163,061	2,277,066
FTE	2.06	1.15	0.87
Downtown Parking Fund	1,166,214	2,664,304	2,473,500
FTE	1.11	0.63	0.53
Economic Improvement District Fund	301,124	321,600	320,200
FTE	0.00	0.00	0.00
Energy ARRA Grant Fund	182,474	646,250	83,700
FTE	0.00	0.00	0.00
Fire Station Debt Service Fund	3,250,074	467,400	481,500
FTE	0.00	0.00	0.00
Fire/EMS Operations Fund	28,272,236	31,906,600	36,070,100
FTE	89.75	87.50	85.50
General Fund Stabilization Fund	0	1,528,100	1,989,700
FTE	0.00	0.00	0.00
General Obligation Bond Debt Service Fund	0	3,998,900	4,518,500
FTE	0.00	0.00	0.00
General Obligation Bond Construction Fund	0	31,615,000	20,325,100
FTE	0.00	0.00	0.00
LID Construction Fund	532,527	0	582,200
FTE	0.00	0.00	0.00
LID Debt Service Fund	337,808	583,800	0
FTE	0.00	0.00	0.00
PERS Debt Service Fund	1,884,741	3,631,149	3,585,100
FTE	0.00	0.00	0.00
Planning Fund	4,196,231	3,986,300	5,224,322
FTE	12.71	11.91	12.63

City of Bend, Oregon
2013-2015 Biennial Budget

Police Grant Fund	228,550	94,700	49,600
FTE	0.00	0.00	0.00
Police Reserves Fund	0	613,700	625,000
FTE	0.00	0.00	0.00
Private Development Engineering Fund	659,174	776,400	340,500
FTE	3.20	2.66	0.00
Public Transit Grant Fund	1,243,050	0	0
FTE	0.00	0.00	0.00
Public Transit Operations Fund	4,321,267	0	0
FTE	1.00	0.00	0.00
SDC Fund	7,480,091	8,011,100	13,827,400
FTE	0.00	0.00	0.00
Stormwater Fund	3,686,682	8,894,450	9,172,600
FTE	9.33	9.96	9.71
Tourism Fund	1,911,890	2,317,800	2,327,700
FTE	0.00	0.00	0.00
Transportation Construction Fund	10,221,848	12,664,000	17,077,600
FTE	0.00	0.00	0.00
Transportation Operations Fund	11,982,174	19,041,425	20,570,400
FTE	28.33	32.91	31.53
Water Fund	34,263,361	72,197,850	70,668,200
FTE	40.25	34.80	33.53
Water Reclamation Fund	34,587,400	59,908,150	115,306,950
FTE	40.25	42.40	42.40
Internal Service Fund - Admin & Finance Program	9,761,025	10,176,500	11,174,240
FTE	34.50	31.65	32.56
Internal Service Fund - Community Dev Admin Program	221,412	0	0
FTE	0.00	0.00	0.00
Internal Service Fund - Engineering Program	2,200,761	3,238,400	8,498,500
FTE	8.00	14.75	26.07
Internal Service Fund - Facilities Program	10,534,259	16,155,372	7,901,730
FTE	5.00	3.27	3.32
Internal Service Fund - Garage Program	4,700,181	4,951,372	5,100,700
FTE	7.50	6.60	6.60
Internal Service Fund - Information Technology Program	3,794,406	7,570,900	9,255,243
FTE	13.00	12.68	13.68
Internal Service Fund - Insurance Program	19,223,924	5,687,800	6,589,000
FTE	0.00	0.00	0.00
Internal Service Fund - Legal & Risk Management Program	744,224	1,221,000	1,339,200
FTE	2.75	3.71	3.71
Internal Service Fund - Public Works Laboratory Program	1,372,578	1,605,500	2,033,100
FTE	5.00	5.00	6.00
Internal Service Fund - Public Works Admin Svs Program	3,735,268	3,070,600	2,864,700
FTE	13.50	8.91	8.69
General Fund - Accessibility Program	535,584	424,647	498,311
FTE	1.00	1.30	1.30
General Fund - Municipal Court Program	1,034,236	1,145,624	1,226,136
FTE	4.00	4.00	4.00
General Fund - Code Enforcement Program	205,802	273,449	439,808
FTE	1.00	1.00	2.00
General Fund - Community Projects Program	0	2,205,419	2,250,275
FTE	0.00	0.28	0.00
General Fund - Business Advocacy Program	22,836	703,416	22,000
FTE	0.00	1.54	0.00
General Fund - Police Program	32,850,206	36,437,878	39,229,446
FTE	110.00	108.00	110.00
Non-Departmental / Non-Program	36,690,445	38,343,997	38,626,584
FTE	0.00	0.00	0.00
Total Requirements	299,011,788	422,210,050	487,235,671
Total FTE	452.61	450.25	458.97

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The approved 2013-2015 year budget includes \$127.3 million in infrastructure investments (\$68.1 million in water reclamation infrastructure, \$27.4 million in water infrastructure, \$21.6 million in transportation construction, \$4.0 million in street preservation, \$2.2 million in stormwater improvements, \$2.7 in airport infrastructure and \$1.3 million in various other projects).

The approved budget also includes \$1.0 million in police vehicles and equipment and \$2.8 million in new fire engines to maintain the City's standard of delivering Police and Fire/EMS services.

Water and sewer rate increases of 3% to 6% per year respectively are included in the approved budget to fund infrastructure improvements. Stormwater improvements will be funded by reserves accumulated in the Stormwater program and the transportation improvements will be funded by transportation system development charges, franchise fees and the voter approved General Obligation Bonds issued last year. The approved budget includes an increase in General Fund allocation for Street Preservation. Federal Aviation Administration grants are included in the approved budget for the airport infrastructure improvements.

To advance the work on our Urban Growth Boundary (UGB) expansion the City began in 2005, we must complete water, sewer, and transportation public facility plans as well as a comprehensive Growth Plan that reflects the community's vision, values and priorities. The approved budget includes \$1.6 million for the Long Range Planning program to be funded by the General Fund, Water and Water Reclamation programs.

This budget includes significant resources devoted to technology investments like the purchase of police field testing tablets to streamline workflow for patrol officers, crime forensics and investigative software, and various new systems such as: EMS electronic patient care system, vendor management & purchasing system and automated phone response and call system.

We have also reserved \$1.5 million for the purchase of a new Enterprise Resource Planning (ERP) system. The return we anticipate from these investments is an improvement to our business processes and our delivery of service to our citizens

The proposed budget includes a net increase of 8.7 FTEs from the adopted 2011-13 biennial budget . A summary of the additional positions include:

Core Service Area	# of Additional FTEs	Description	Revenue Source
Public Safety	5.5	Filling 3.5 of the 5.5 vacant FTEs in the Fire/EMS program, and 2 new police positions	Property tax and other revenue growth in the General Fund
Infrastructure	7.5	2 FTEs for the Engineering program to assist in planning and managing significant infrastructure projects and 5.5 FTEs for various utility programs for increase needs in operations and maintenance activities	Water and sewer revenue growth
Community & Economic Development	2	1 FTE in Planning and 1 Code Enforcement Officer to handle increased workload	Increased development activity
Administration	1	Limited term positions to assist with the implementation of a new ERP system	Internal fund transfers
Total	16		

The FTE increases are offset by elimination of 6.3 vacant positions and termination of 1 grant funded positions resulting in a net increase in FTEs of 8.7.

PROPERTY TAX LEVIES

	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy (rate limit 2.8035 per \$1,000)	2.8035	2.8035	2.8035
Local Option Levy	0	0	0
Levy For General Obligation Bonds 2011-2012	0	2,000,000	0
Levy For General Obligation Bonds 2012-2013	0	2,215,000	0
Levy For General Obligation Bonds 2013-2014	0	0	1,978,500
Levy For General Obligation Bonds 2014-2015	0	0	1,978,500

STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$25,950,000	\$0
Other Bonds	\$71,265,000	\$49,946,000
Other Borrowings	\$10,492,158	\$32,037,500
Total	\$107,707,158	\$81,983,500

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet or add sheets. You may delete unused lines.

City of Bend, Oregon
**Notice of Property Tax and Certification of Intent to Impose a
 Tax, Fee, Assessment or Charge on Property**

**FORM LB-50
 2013-2014**

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

PO Box 1024 Bend Or 97701 07/08/13
 Mailing Address of District City State ZIP code Date
Sonia Andrews Finance Director 541-312-4902 sandrews@bendoregon.gov
 Contact Person Title Daytime Telephone Contact Person E-Mail

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

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

PART I: TOTAL PROPERTY TAX LEVY

		<u>Subject to General Government Limits</u>			
		Rate -or- Dollar Amount			
1.	Rate per \$1,000 or Total dollar amount levied (within permanent rate limit)	1	2.8035		
2.	Local option operating tax	2			
3.	Local option capital project tax	3			
4.	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	

**Excluded from
Measure 5 Limits**
Dollar Amount of Bond Levy

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

Part IV. SPECIAL ASSESSMENTS, FEES AND CHARGES

Description	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 authority for putting these assessments on the roll is ORS _____ (Must be completed if you have an entry in Part IV)

BURA RESOLUTION NO. 96

A RESOLUTION ADOPTING THE BEND URBAN RENEWAL AGENCY 2013-2015 BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2013.

THE BEND URBAN RENEWAL AGENCY RESOLVES AS FOLLOWS:

1. To adopt the 2013-2015 Biennial Budget as approved by the Budget Committee on May 9, 2013. The 2013-2015 Biennial Budget is attached as Exhibit A.
2. That the amount for the biennial period beginning July 1, 2013 is hereby appropriated in the aggregate sum of \$5,068,500, excluding reserves for future expenditures. As shown below and in Exhibit A, the total Bend Urban Renewal Agency biennial budget, including reserves, is \$7,379,700.

**BEND URBAN RENEWAL AGENCY REQUIREMENTS FOR THE
2013-2015 BIENNIUM:**

Total Appropriations	\$	5,068,500
Total Reserved for Future Expenditures		2,311,200
Total Bend Urban Renewal Agency Budget	\$	7,379,700

Adopted by roll call vote of the Bend Urban Renewal Agency on June 19, 2013.

YES: Chair Mark Capell
Jim Clinton
Jodie Barram
Victor Chudowsky
Doug Knight
Sally Russell

NO: None

BEND URBAN RENEWAL AGENCY BOARD




Mark Capell, Chair

ATTEST:



Robyn Christie, Recording Secretary

Approved as to form:



Mary Winters, BURA Counsel

**Resolution to Adopt BURA 2013-2015 Biennial Budget
Exhibit A**

BURA General Fund - 003

Materials and Services	\$ 17,000
Transfers	9,200
Total Fund Appropriations	\$ 26,200
Reserved for future expenditures	428,000
Budget Total	\$ 480,400

Murphy Crossing Debt Service Fund - 231

Reserved for future expenditures	\$ 525,600
Budget Total	\$ 525,600

Juniper Ridge Debt Service Fund - 260

Debt Service	\$ 1,249,800
Total Fund Appropriations	\$ 1,249,800
Reserved for future expenditures	1,357,600
Budget Total	\$ 2,607,400

Juniper Ridge Construction Fund - 360

Materials and Services	\$ 83,650
Debt Service	3,708,850
Total Fund Appropriations	\$ 3,792,500

TOTAL BEND URBAN RENEWAL AGENCY (BURA):

Total Appropriations	\$ 5,068,500
Total Reserved for future expenditures	2,311,200
Total BURA Budget	\$ 7,379,700

BURA RESOLUTION NO. 97

A RESOLUTION APPROVING AD VALOREM TAX INCREMENT AMOUNTS

THE BEND URBAN RENEWAL AGENCY RESOLVES AS FOLLOWS:

SECTION ONE: The BURA Board concurs in the City Council's certification to the Deschutes County Assessor of the City's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under section 1c, Article IX of the Oregon Constitution, and ORS Chapter 457 for the Juniper Ridge Urban Renewal Plan Area.

SECTION TWO: The BURA Board concurs in the City Council's certification to the Deschutes County Assessor of the City's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under section 1c, Article IX of the Oregon Constitution, and ORS Chapter 457 for the Murphy Crossing Urban Renewal Plan Area.

Adopted by roll call vote of the Bend Urban Renewal Agency on June 19, 2013.

YES: Chair Mark Capell
Jim Clinton
Jodie Barram
Victor Chudowsky
Doug Knight
Sally Russell

NO: None

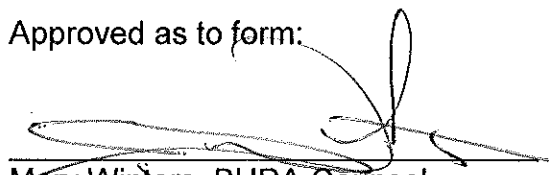
BEND URBAN RENEWAL AGENCY BOARD


Mark Capell, Chair

ATTEST:


Robyn Christie, Recording Secretary

Approved as to form:


Mary Winters, BURA Counsel

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Tanya Andrews**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

1777 SW Chandler Ave, Bend OR 97702

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Legal Description: LEGAL NOTICE, NOTICE OF BUDGET , COMMITTEE , MEETING , ,

A public meeting of the Budget Committee of the City of Bend and the Bend Urban Renewal Agency, De...

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:

4/16/13

Page E5

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 16 day of April, 2013.

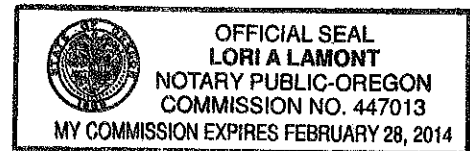

Signature

AdName: **20314647A**

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 16th day of April, 2013 by Tanya M. Andrews


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 _____

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Debby Winikka**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

1777 SW Chandler Ave, Bend OR 97702

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Legal Description: Notice of Budget Hea
Notice of Budget Hearing
100915

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:

6/11/13 Page E5

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 11 day of June, 2013.

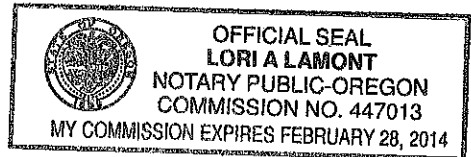
Debby Winikka
Signature

AdName: **20345892D**

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 11th day of June, 2013 by Debby Winikka

[Signature]
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 UR-1

NOTICE OF BUDGET HEARING

A public meeting of the Bend Urban Renewal Agency will be held on June 19, 2013 at 7:00 pm at City Hall in the Council Chambers, 710 NW Wall Street, Bend, Oregon. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2013 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 biennium. If different, the major changes and their effect on the budget are: N/A

Contact: Mark Capell, Chair

Telephone: 541-312-4902

Email: mcapell@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2009-2011	Adopted Budget This Biennium 2011-2013	Budget Comm. Approved Budget Next Biennium 2013-2015
Beginning Fund Balance/Net Working Capital	5,689,317	3,346,449	1,347,500
Federal, State and All Other Grants	0	0	0
Revenue from Bonds and Other Debt	8,850	4,791,150	3,760,000
Interfund Transfers	4,762,277	602,150	0
All Other Resources Except Division of Tax & Special Levy	183,374	59,100	29,200
Revenue from Division of Tax	3,387,162	2,621,813	2,243,000
Revenue from Special Levy	3,941,085	0	0
Total Resources	17,972,065	11,420,662	7,379,700

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	185,922	0	0
Materials and Services	212,882	1,157,500	100,650
Capital Outlay	2,768,552	464,775	0
Debt Service	10,698,039	7,843,088	4,958,650
Interfund Transfers	695,049	480,500	9,200
Contingencies	0	390,699	0
All Other Expenditures and Requirements	0	0	0
Unappropriated Ending Fund Balance and Reserved for Future Expenditure	0	1,084,100	2,311,200
Total Requirements	14,560,444	11,420,662	7,379,700

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 Downtown Construction Fund	133,461	461,000	0
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Downtown Debt Service Fund	10,130,371	2,624,088	0
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Juniper Ridge Construction Fund	3,725,754	4,936,774	3,792,500
FTE	1.00	0.00	0.00
Bend Urban Renewal Agency Juniper Ridge Debt Service Fund	419,455	2,650,800	2,607,400
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Murphy Crossing Debt Service Fund	0	240,200	525,600
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency General Fund	151,403	507,800	454,200
FTE	0.24	0.00	0.00
Non-Departmental / Non-Program	0	0	0
FTE	0.00	0.00	0.00
Total Requirements	14,560,444	11,420,662	7,379,700
Total FTE	1.24	0.00	0.00

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The Downtown Urban Renewal area was closed out in 2011-12. All outstanding debts were paid off and excess property tax collections were returned to the Deschutes County Tax Collector.

The debt refinancing for the Juniper Ridge Urban Renewal originally budgeted for the second year of the 2011-13 biennium has been deferred until Fall 2013.

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$0	\$0
Other Bonds	\$3,245,000	\$3,760,000
Other Borrowings	\$3,760,000	\$0
Total	\$7,005,000	\$3,760,000

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet or add sheets. You may delete unused lines.

FORM UR-50

NOTICE TO ASSESSOR

2013-2014

* Submit two (2) copies to county assessor by July 15.

Check here if this is an amended form.

Notification

Bend Urban Renewal Agency authorizes its 2013-2014 ad valorem tax increment amounts
(Agency Name)

by plan area for the tax roll of Deschutes County
(County Name)

Sonia Andrews
(Contact Person)

541-312-4902
(Telephone Number)

7/8/13
(Date Submitted)

PO Box 1024
(Agency's Mailing Address)

sandrews@bendoregon.gov
(Contact Person's E-mail Address)

Part 1: Option One Plans (Reduced Rate). For definition of Option One plans, see ORS 457.435(2)(a)

Plan Area Name	Increment Value to Use*	100% from Division of Tax*	Special Levy Amount**
	\$ Or	Yes ___	\$
	\$ Or	Yes ___	\$
	\$ Or	Yes ___	\$
	\$ Or	Yes ___	\$

Part 2: Option Three Plans (Standard Rate). For definition of Option Three plans, see ORS 457.435(2)(c)

Plan Area Name	Increment Value to Use***	100% from Division of Tax***	Special Levy Amount****
	\$ Or		
	\$ Or		
	\$ Or		

Part 3: Other Standard Rate Plans. For definition of standard rate plans, see ORS 457.010(4)(b)

Plan Area Name	Increment Value to Use*	100% from Division of Tax*	
	\$ Or	Yes ___	
	\$ Or	Yes ___	
	\$ Or	Yes ___	
	\$ Or	Yes ___	
	\$ Or	Yes ___	

Part 4: Other Reduced Rate Plans. For definition of reduced rate plans, see ORS 457.010(4)(a)

Plan Area Name	Increment Value to Use*	100% from Division of Tax*	
Juniper Ridge Urban Renewal Plan	\$ Or	Yes <u>X</u>	
Murphy Crossing Urban Renewal Plan	\$ Or	Yes <u>X</u>	
	\$ Or	Yes ___	
	\$ Or	Yes ___	
	\$ Or	Yes ___	

Notice to Assessor of Permanent Increase in Frozen Value. Effective 2013-2014, permanently increase frozen value to:

Plan Area Name	New frozen value \$
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.