



CITY OF BEND
2015 - 2017
ADOPTED BIENNIAL BUDGET
FOR BUDGET PERIOD JULY 1, 2015 - JUNE 30, 2017



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CITY OF BEND, OREGON

2015-2017 Adopted Biennial Budget



CITY OF BEND

City of Bend Mission Statement:

The right public services for the Bend way of life.

Budget Committee

Peter Werner, Citizen Member (Chair)
David Light, Citizen Member (Vice-Chair)
Tim Casey, Citizen Member
Jane Dunham, Citizen Member
James Lewis, Citizen Member
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GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**City of Bend
Oregon**

For the Biennium Beginning

July 1, 2013

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

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, 2013. 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 including 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 50. 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 107. 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 still in progress, some funds are still considered programs such as Airport or Affordable Housing. The Streets and Operations Department is budgeted at a program based level. A fund can be thought of as a "business", with all revenues in the fund specifically associated with the expenditures in the fund. In most cases, there is a legal restriction on the use of the revenue in a fund. 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 the Airport. In this case, the fund has a fairly singular focus in its work 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 fiscal year's activity instead of the prior two biennial periods to increase the transparency of budget information on an annual basis.

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 Interfund Transfer Activity, Issuance of Long Term Debt, or Sale of Capital Assets. Expenditure types include: Personnel Services (includes salaries and wages plus all associated benefits), Materials and Services, Interfund Transfers, Debt Service and Capital Outlay. Other types of requirements 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.

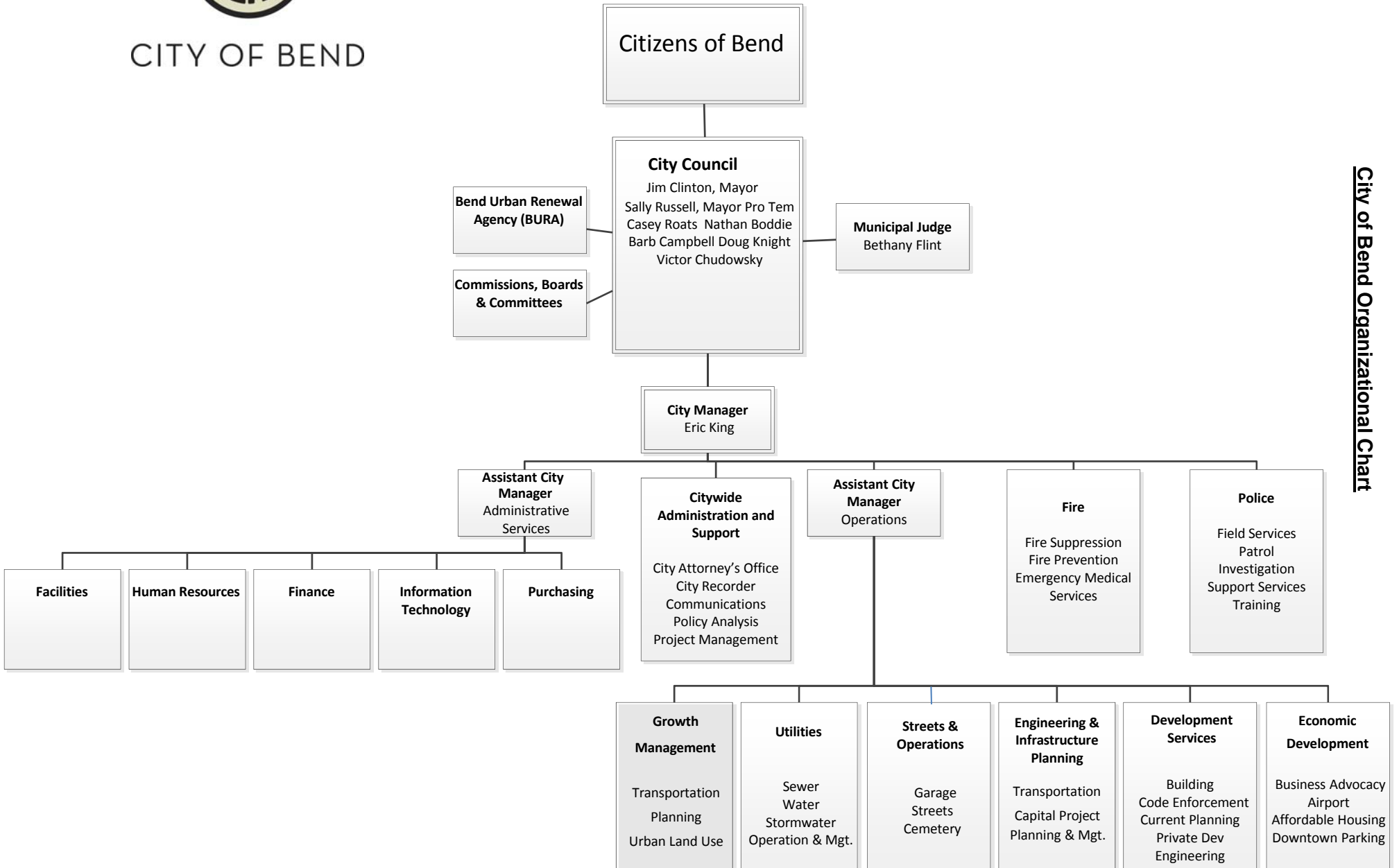
During the course of the biennium, each program manages and monitors its budget, reporting monthly to the City Manager and Finance Director on any unusual occurrences. The Finance Department has the overall responsibility to develop and monitor the budget. Finance Department staff prepares monthly budget to actual reports that are approved by City Council and 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 27-29.

Quick Reference Guide

If You Have This Question	Reference Tab	Page(s)
How much is in the 2015-17 Budget?	Budget Message, Financial Section, Adopted Budgets	5-10, 57-99, 105-375
How much is in each program budget?	Adopted Budgets	105-375
What are the primary sources of revenue for the City of Bend?	Financial Section	57-60, 80-91
What does the City spend money on?	Budget Message, Financial Section	5-10, 57-60
How is the budget prepared?	Introductory Section	27-29
What are the City's fiscal policies?	Introductory Section	30-40
What are the proposed rate and fee increases?	Budget Message, Financial Section	5, 80
What are some long term fiscal challenges for the City of Bend?	Budget Message	9-10
What areas are the City Council focused on?	Council Goals & Objectives	11
What infrastructure projects are being planned?	Adopted Budgets, Capital Improvement Program	149-264 381-557
What are the City's current debt obligations?	Financial Section	92-98
Does the City have a "rainy day" fund?	Introductory Section, Adopted Budgets	42, 115-116
What does the General Fund pay for?	Adopted Budgets	107-113
What are the current staffing levels?	Supplemental	577
How is Street Maintenance funded?	Adopted Budgets	219-220
Do you have a brief version of the Budget?	Supplemental	585-596



CITY OF BEND



City of Bend Organizational Chart



City Manager's Budget Message 2015-2017 Adopted Biennial Budget

May 6, 2015

CITY OF BEND

To the City of Bend Budget Committee:

With this letter I present a balanced budget for the 2015-2017 biennium. Because of the Council and the Budget Committee's leadership and willingness to make hard budget choices during the last two biennial budget periods, we now have the opportunity to allocate new human and financial resources toward meeting the service needs of Oregon's fastest-growing city.

Fiscal discipline, a few targeted strategic investments in economic development, and voter approval of a general obligation bond and a fire operating levy have combined to stabilize the City's financial situation. As a result, the adopted \$634 million budget contains proposals to address the challenges identified by Council in its goals for the biennium. This year's Council workplan informs my recommended allocation of budget resources to address the following top priorities:

- *Improve the Transportation System* – To move people in a safe, accessible and cost-effective manner;
- *Manage Growth* – Focusing on uses that create a more urban form while recognizing Bend's unique sense of place;
- *Be Responsive and Proactive in Addressing Neighborhood Livability Concerns;*
- *Incentivize Economic Health and Diversification; and*
- *Protect Natural Resources to Sustain Bend's High Quality of Life*

Improve the Transportation System

The adopted two-year budget includes an additional \$600,000—for a total of \$2.9 million—from the General Fund to support and expand the public transit system by enhancing bus routes operated by Cascades East Transit (CET) in and around the City. With this additional funding CET reports that it can begin to put the system improvements in place as early as summer 2015.

Deferred street maintenance continues to grow each year and the backlog is currently over \$80 million (this figure includes local streets). While the Council in 2011 obtained voter approval for a \$30 million general obligation bond to construct specific intersections and road improvements, the projects undertaken with that bond issue did not make a significant impact in Citywide deferred street maintenance. Therefore, Council this year has set an objective to create and recommend to the public a funding option package for street maintenance to improve the condition of the City's streets and transportation system.

The adopted capital improvement program (CIP) includes a substantial commitment (\$2.3 million) to the City Sidewalk Program for accessibility and pedestrian safety and convenience. For example, in the winter of 2015, design work commences for five priority sidewalk projects and three pedestrian crossings endorsed by the City of Bend Accessibility Advisory Committee. Construction is slated for the summer of 2016 and/or 2017. Similarly, in the summer of 2016, concept and preliminary design work begins for three east to west and four north to south priority sidewalk corridors. The preliminary designs and evaluation will determine which sidewalk corridors are advanced to construction in the summer of 2017. Finally, during the biennium the Streets and Operations Department will construct infill sidewalks totaling at least 5,280 linear feet (one mile) around the City.

The budget proposal for the Growth Management Department includes funding from the State, the City and partner agencies for consulting and outreach assistance to create a Central Westside Plan for land use and transportation.

Though not reflected in this budget because of the wide range of possible policy decisions, an update of transportation system development charges (SDCs)—and its impact on growth-induced transportation project needs—has also been directed by Council. This analysis and resulting recommendations will be done during the first year of the biennium.

Manage Growth

Completing the Urban Growth Boundary (UGB) Remand is the Council's top priority for managing growth within the City by emphasizing land uses that create a more urban form while recognizing Bend's unique sense of place. The budget recommends \$1.53 million from the General Fund for the biennium to support and supplement with outside assistance the Growth Management Department staff effort to drive the Remand to conclusion. (A further \$660,000 is projected to be needed in 2017-18.) These efforts will lead to specific, detailed boundary plans and supporting documents, followed by implementation of the Remand outcomes, such as Citywide studies and policies for affordable housing, parking, energy efficiency measures, and area-specific approaches like the Central Westside Plan described above.

As Bend focuses on a more urban form, efforts to expand downtown and create a higher intensity of development in the Central Core are additional key objectives included in the Council workplan. The budget includes resources dedicated toward the exploration of tools such as tax increment financing and potential development incentives that are aligned with infrastructure capacity.

The budget includes continued funding of a Senior Planner to address development code barriers. The Planning Commission will be assisting the City Council over the next year to identify and correct development code deficiencies that align with the UGB Remand efforts to use land more efficiently.

Neighborhood Livability

The recent debate about short-term rentals underscores Council's commitment to addressing neighborhood livability concerns both throughout the City, and in those neighborhoods where specific issues arise. The adopted budget funds a short-term rental operating license program, as well as an integration of the noise and special event code to streamline the application and review process for special-event promoters, and to provide clarity and more avenues for input from affected neighbors.

The budget also includes funding for several parking studies, including a downtown parking plan and neighborhoods surrounding the Galveston and Century corridors.

Another Council objective to support its goal of neighborhood livability is to improve problem-solving and communication for neighborhood associations, ensuring neighborhood issues and needs are identified proactively and in partnership with City operations and planning efforts. Thus, the budget recommends continued funding of a contract with Central Oregon Mediation, an increase in the Neighborhood Association Program budget, and resources for training and capacity building for neighborhood leaders.

Incentivize Economic Health and Diversification

Economic diversification can result from affordable housing, so the Council has adopted an objective of establishing permit fees and development impact fees that encourage both affordable housing and small business expansion. Therefore, in the very near future the City will closely consider an SDC exemption for qualified affordable housing projects. In parallel the City will continue to devise and promote other strategies to encourage the construction of new affordable housing. The budget includes \$4 million of

financial support through the Affordable Housing Program, and \$865,000 of financial support through the Community Development Block Grant Program.

The budget also includes the re-establishment of the Economic Development Department, which would immediately pursue another major objective of the Council: to create an economic development strategic plan by consulting with stakeholders such as the Bend Economic Development Advisory Board, the Affordable Housing Advisory Committee, Economic Development of Central Oregon, the Chamber of Commerce, the Small Business Development Center at Central Oregon Community College, and others.

The Council goal of implementing the previously adopted Airport Master Plan will be pursued both by working with the County to create the appropriate zoning, and by constructing the Airport's Eastside Helipad and Phase I of the Heliport. The Helipad and Heliport project cost of \$7.1 million will be primarily funded by Federal airport grant revenues.

Protect Natural Resources to Sustain Bend's High Quality of Life

As stewards of Bend's unique and priceless natural resources, the Council has set an objective of improving instream flows in Tumalo Creek. As a result, the adopted budget provides opportunities for the City to partner with Tumalo Irrigation District and the Deschutes River Conservancy to agree on a list of priority capital projects and to identify funding, and seek additional partners, to execute those projects.

Similarly, the budget includes funding for the City's participation in the Upper Deschutes Basin Study, which will analyze water supply and demand--accounting for climate change—as well as existing operations and infrastructure; and which will also compare relative cost, environmental impact, risk, and stakeholder response to various options for addressing water imbalances.

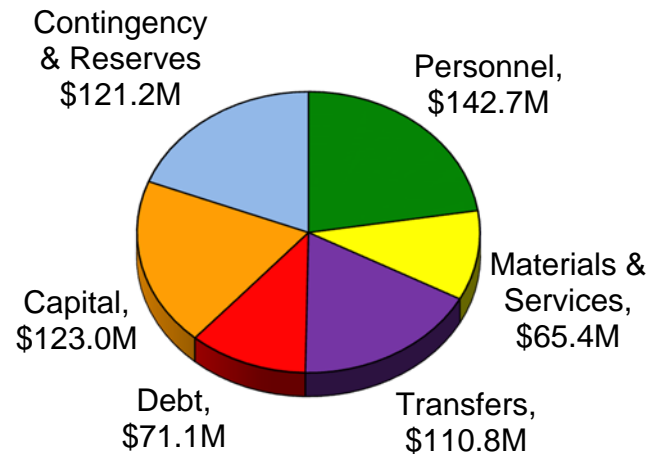
As part of protecting natural resources, the Council has also established an objective for the City to conserve water. The Council action to restructure water and sewer rates for all customers to encourage conservation. The budget also increases funding for the Bend WaterWise Program, which includes increased public-outreach efforts, and adds a Water Conservation Program Technician position. These program changes will have a positive effect on water conservation, and will ensure Council objectives and program goals are pursued. The revenue estimates in this budget for both the water and water reclamation funds incorporate an assumption of somewhat reduced use of water as a result of these initiatives.

On a parallel front, the Council has directed staff to reduce energy consumption in City-owned and –operated facilities. Specifically, Council has endorsed the City's participation in Georgetown University's Energy Prize (the City is one of 50 national semi-finalists) through the Bend Energy Challenge, and in the Energy Trust of Oregon's Strategic Energy Management Program.

Other Budget Highlights

The two-year budget totals \$634.2 million with operating costs (personnel, materials and services and interfund transfers) comprising 51% of the total, debt and capital costs comprising 30% and contingencies and reserves making up the remaining 19% of the total requirements.

2015-2017 Adopted Biennial Budget (Total \$634.2M)



The General Fund biennial budget totals \$94.9 million and includes \$68.9 million for Public Safety programs, \$8.8 million for Infrastructure programs, \$5.9 million for Community and Economic Development programs, \$2.9 million to Central Oregon Intergovernmental Council (COIC) for Transit and \$83,400 to the General Fund Stabilization Fund. The General Fund is projected to end the biennium with \$8.3 million in contingencies and reserves.

During an economic downturn, the change in government revenue lags behind that of the private market, and falls more slowly than for businesses and residents employed in the private sector. On the upswing government revenues rebound later, too. Thus, only in the last year, 2014-15, has the City experienced a rapid increase in building activity-related revenue and—to a lesser but still notable extent—in property values and thus property tax revenue. Therefore, the budget assumes that property tax revenue will continue to grow, at 5.5% annually over the 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 3% and 14% per year.

Collection of building, planning and engineering fees in 2014-15 increased even more dramatically than in the early years of the economic recovery, as a result of increased development activity. As in the last biennial budget, it is anticipated that large commercial projects, currently in the planning stages, will bring in additional development revenues. As such, the budget projects continued increases in development revenues. Furthermore, in the Private Development Engineering Department, a recent fee study shows the need for substantial increases in development fees in order to achieve the Council’s goal of full cost recovery for growth-related development. Revenue from these fee increases is included in the budget estimates.

Personnel Costs

During and after The Great Recession, the City made significant progress in permanently constraining personnel costs per employee. For example, in 2011 all employees were moved to a high-deductible health plan, which has already resulted in decreases in per-employee health spending by the City. In 2012 all post-employment benefits (primarily retiree health insurance) were eliminated for new hires. The City also negotiated zero cost-of-living adjustments with its employees in some years.

During the five years beginning with 2008 (the start of The Great Recession), overall City staffing levels dropped by nearly 20%. As noted above, with revenue collections recovering in virtually all funds; with voter approval of both a fire operating levy and a general obligation bond; and with service-level needs of the residents and businesses who pay those revenues also rising, the City has been able to improve service delivery by restoring its full-time equivalent (FTE) employee workforce to pre-recession levels—and beyond—starting with the 2013-2015 biennial budget, and continuing through five rounds of mid-biennium FTE employee authorization requests of Council.

The budget for this biennium continues this trend. It includes a requested net increase of 37.5 FTE employees (half in the Fire Department financed by the new operating levy) in 2015-16 over current staffing, and another 2.0 FTE employees in 2016-17. A summary of the additional positions include:

Summary of Additional Full Time Equivalent (FTE) Adopted

2015-16				
Service Area	Limited Term	Regular FTE	Total	Notes
Public Safety	14.00	5.00	19.00	14 Basic Life Support Limited Term Positions, 3 Firefighters/Paramedics, 1 Forensics Detective, 1 Patrol Administration Lieutenant
Infrastructure	1.00	10.51	11.51	0.5 Maintenance Technician, 1 Project Engineer, 1 Engineering Associate, 1 Engineer, 1 Engineer Inspector, 1 Field Sampling and Monitoring Program Supervisor, 1 Utility Worker, 1 Code Enforcement Technician, 0.51 Utility Worker, 1 Safe Drinking Water Program Technician, 1 Utility Mechanic, 0.5 Office Specialist, 1 WRF Apprentice Limited Term Position
Community & Economic Development	-	3.50	3.50	2 Building Inspectors, 1 Plans Examiner, 0.5 Program Technician
Administration	-	3.50	3.50	1 Attorney, 1 Facilities Maintenance Lead, 1 Fleet Manager, 0.5 Accounting Technician
	<u>15.00</u>	<u>22.51</u>	<u>37.51</u>	

2016-17				
Service Area	Limited Term	Regular FTE	Total	Notes
Public Safety	-	-	-	
Infrastructure	-	1.00	1.00	1 Program Technician
Community & Economic Development	-	1.00	1.00	1 Plans Examiner
Administration	-	-	-	
	<u>-</u>	<u>2.00</u>	<u>2.00</u>	

Beyond the 2015-2017 Biennium

Fiscal challenges remain beyond the 2015-2017 biennium, and much work must be done to identify solutions to these challenges. The City’s property tax rate of \$2.8035 per \$1000 of Taxable Assessed Valuation 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, even after the bounce back in revenues following The Great Recession, the City still faces an imbalance between the service-delivery expectations of its residents and businesses and the human and financial resources available to provide those services.

With a population of 79,985, 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 already comprise 87% of General Fund expenditures, leaving little for other programs needing support such as community and economic development and other community needs. Despite nine-tenths of the General Fund being dedicated to public safety and street preservation, these programs are still underfunded and require increased funding to sustain current levels of service.

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 is also a foundation for increasing employee and organizational accountability, including performance-based compensation. To support the strategic plan, the City has been consistently developing performance management practices and transitioning its focus toward program-based budgeting and performance measurement. The budget for the 2015-2017 biennium is organized and presented by the City's core service areas with performance measures for each City program to assess output, efficiency and effectiveness.

The budget represents many thousands of hours of preparation, combining the work of the management team and incorporating Council's 2015 goals and objectives as detailed above. It reflects investments in our community, improvements to the way we do business and strategic planning for future economic growth. Although this budget finds a balance for funding public safety, infrastructure, community and economic development for the 2015-2017 biennium, unfinished work remains to find long-term solutions to the "service-level deficit" faced by the City and to ensure our continued long-term fiscal stability. A citizen survey conducted earlier this year shows our residents value Bend as an excellent place to live, and that they assign the highest priorities to jobs, public safety, street maintenance and drinking water. Despite the challenges that we must and shall address, I remain optimistic that our City will continue to be an excellent place to live and I know with equal measures of certainty and pride that City Council and staff are committed to delivering the best possible services to our citizens and meeting our residents' priorities.

I want to thank our Finance Director Sharon Wojda, Interim Budget Manager James Wood, and Senior Budget Analysts Tara Lewellen and David Mays, 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,



Eric King
Budget Officer / City Manager



Council Goals & Objectives 2015-2017

Goal: *Improve Transportation System to move people in a safe, accessible and cost effective manner*

Major Objectives

- Create and recommend to the public a funding option package for street maintenance to improve pavement condition index
- Create and approve policy and budget for a City Sidewalk Program
- Create and adopt a plan for the central west side area
- Update the transportation Capital Improvement Program and seek alternative funding methods
- Expand the Transit System

Goal: *Manage growth, focusing on uses that create a more urban form while recognizing Bend's unique sense of place*

Major Objectives

- Complete the Urban Growth Boundary (UGB) Remand
- Encourage appropriate infill and redevelopment
- Refine Mirror Pond concept

Goal: *Protect natural resources to sustain Bend's high quality of life*

Major Objectives

- Increase Instream Flows in Tumalo Creek
- Participate in Deschutes Basin Study
- Reduce fire risk and promote healthy forests
- Conserve Water
- Reduce energy consumption and promote conservation

Goal: *Be responsive and proactive in addressing Neighborhood Livability concerns*

Major Objectives

- Create parking studies for specific areas of the city
- Coordinate and implement noise, special event and short-term rental permitting and enforcement
- Improve neighborhood associations' communications and capacity for self-governance
- Prepare for implementation of new laws regarding recreational and medical marijuana
- Better address livability issues in the most appropriate time and manner

Goal: *Incentivize Economic Health and Diversification*

Major Objectives

- Adopt City Economic Development Plan
- Continue to explore affordable and workforce housing strategies
- Adopt fees that encourage small business expansion
- Implement Airport Master Plan
- Focus efforts on urban renewal planning and funding

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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.



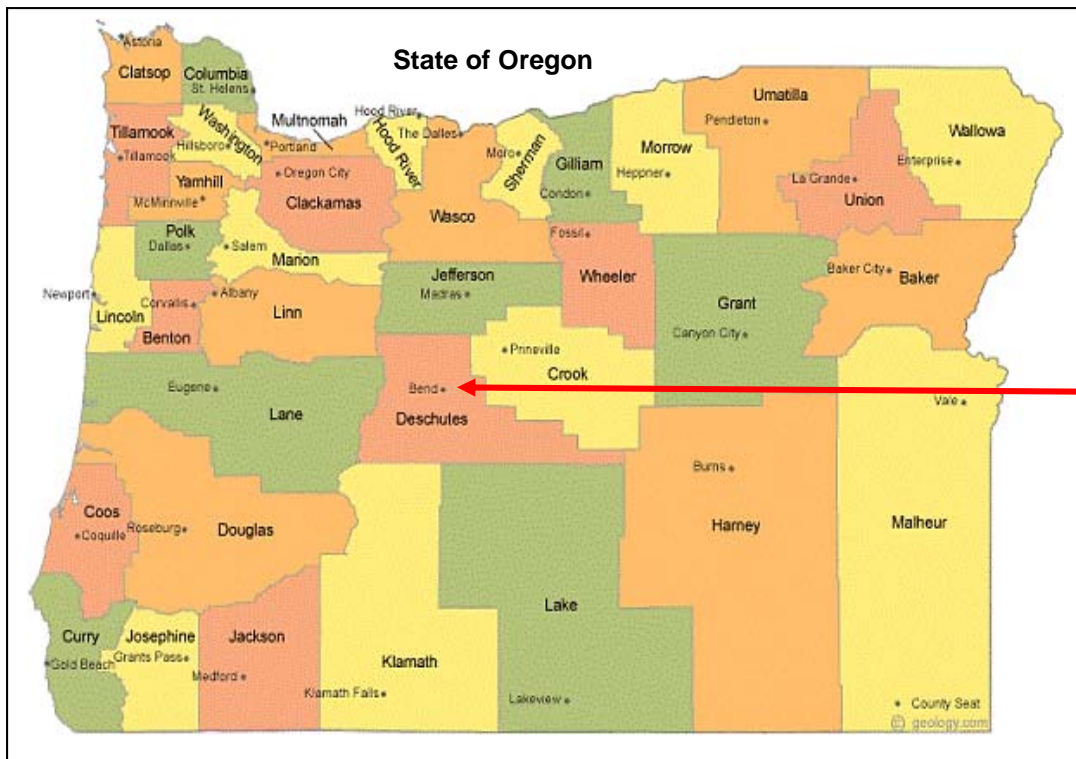
Les Schwab Headquarters at Juniper Ridge

<u>2015 Central Oregon Principal Private Employers</u>	<u>Product or Services</u>	<u># of Employees</u>	<u>Percent of Total City Employment</u>
St Charles Medical Center (SCHS)	Health Care	2,740	4.3%
Les Schwab	Tires/Auto Care	905	1.4%
Sunriver Resort	Recreation/Hospitality	900	1.4%
Mt. Bachelor Ski Resort	Recreation	756	1.2%
Bright Wood Corporation (Region Wide)	Windows/Doors	746	1.2%
IBEX Global	Call Center	700	1.1%
Walmart	Merchandise Store	686	1.1%
Bright Wood Corporation	Windows/Doors	646	1.0%
Bend Memorial Clinic (Region Wide)	Health Care	639	0.9%
McDonald's	Restaurant	518	0.8%
TOTAL		9,236	14.4%

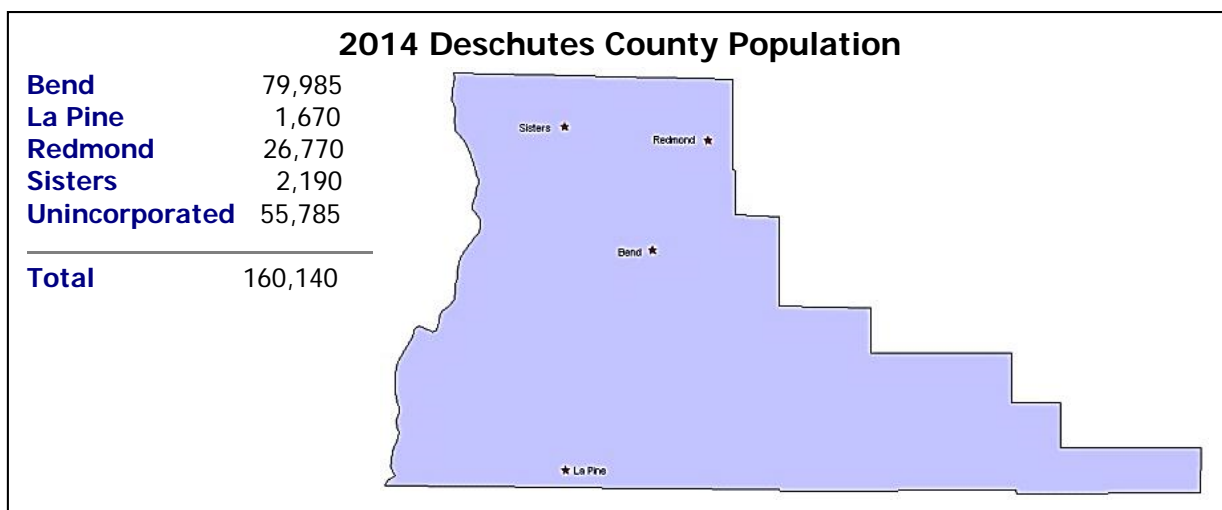
Source: Economic Development for Central Oregon, 2015 Central Oregon Profile

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.



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



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.



Statistical Information – 2014 Demographic Highlights

General Facts

Date of incorporation:	1905
Form of government:	Council/Manager
Population:	79,985
Area in square miles:	32.5
Full Time Equivalents:	550*

Public Safety

'Hostile Fire' calls answered:	318
EMS calls answered:	7,292
Number of physical arrests:	3280
Number of traffic violations:	8,456
Number of calls for Police service:	48,676

Public Works

Center line miles of streets:	407
Number of roundabouts:	30
City owned traffic signals:	36

Miles of water mains:	466
Number of fire hydrants:	5,168
Water service connections:	23,457
Daily average water use: (in millions of gallons)	11.9 mgd
Maximum daily capacity of water system (in millions of gallons):	30.35 mgd
Miles of sanitary sewer lines:	446
Sewer service connections:	27,420
Daily average treatment:	5.67 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:	826
New commercial permits processed:	13
Land use applications processed:	647
Building inspections completed:	37,479

* FTE approved for FY 2014-15

Note: These statistics are compiled from the City of Bend 2013-14 CAFR unless otherwise noted.

Statistical Information – 2014-15 Principal Taxpayers

Taxpayer	Type	Taxable Assessed Valuation (in 000's)	Percent of Total Valuation
Touchmark at Mount Bachelor Village	Retirement community	\$ 44,393	0.5%
Bend Cable Communications LLC	Cable utility	44,321	0.5%
Pacificorp (PP& L)	Electric utility	41,797	0.5%
CVSC LLC	Shopping center	37,108	0.4%
Deschutes Brewery Inc	Microbrew manufacturer	36,254	0.4%
Suterra LLC	Biorational Products	36,206	0.4%
Deschutes Properties LLC	Real estate developer	26,490	0.3%
Forum Holdings LLC	Shopping center	25,504	0.3%
Cascade Natural Gas Corporation	Gas utility	24,953	0.3%
Bend Research Inc.	Pharmaceutical	21,406	0.2%
TOTAL		\$338,433	3.81%

Total 2014-15 Taxable Assessed Valuation for all taxpayers in the City of Bend was \$9.2 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)

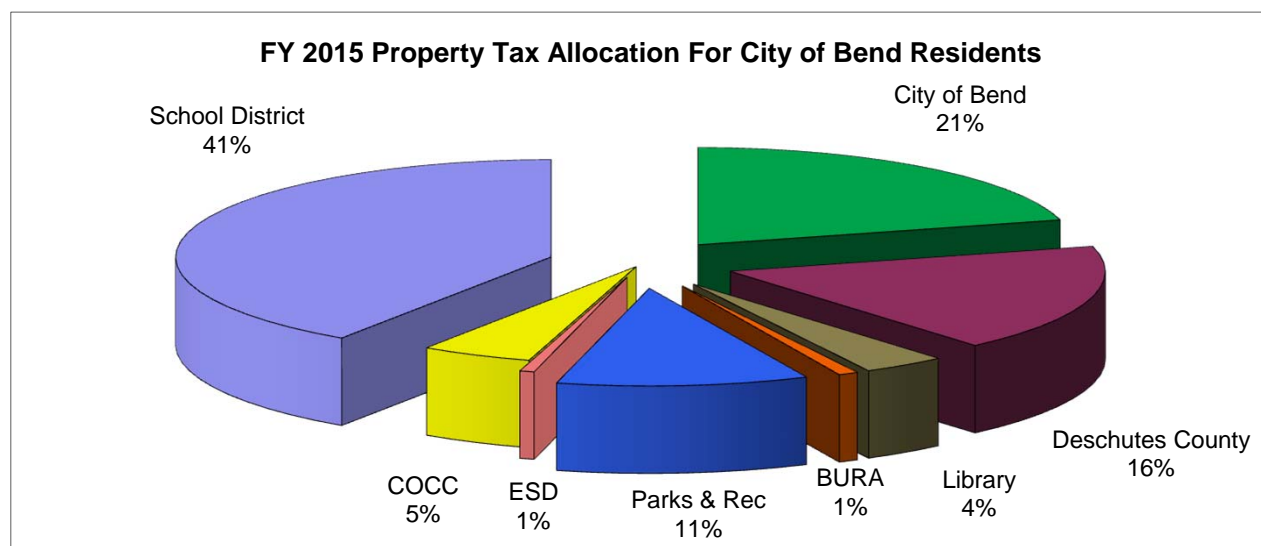
Fiscal Year	City Direct Rates			Overlapping Rates					Total
	City of Bend	Bend Urban Renewal District	Total Direct	Bend Metro Parks and Recreation District	Deschutes County	Education Service District	Central Oregon Community College	Bend La-Pine Administrative School District #1	
2006	\$2.78	\$0.37	\$3.15	\$1.45	\$3.31	\$0.09	\$0.72	\$6.34	\$15.05
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
2014	3.00	0.12	3.12	1.66	3.38	0.10	0.74	6.16	15.16
2015**	3.19	0.13	3.32	1.65	3.27	0.10	0.73	6.20	15.26

* 2012 was the first year that the G.O. Bond for transportation improvements was assessed

** 2015 reflects first year of a five year Local Option Levy for Fire/EMS Operations

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

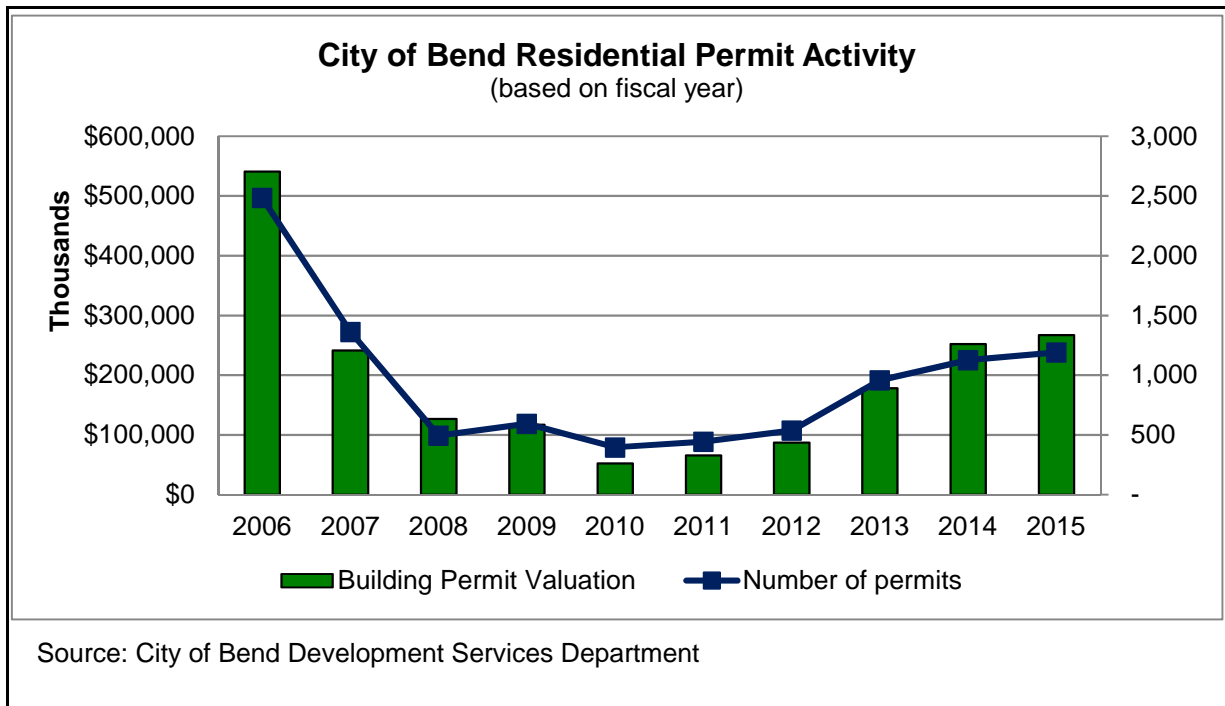
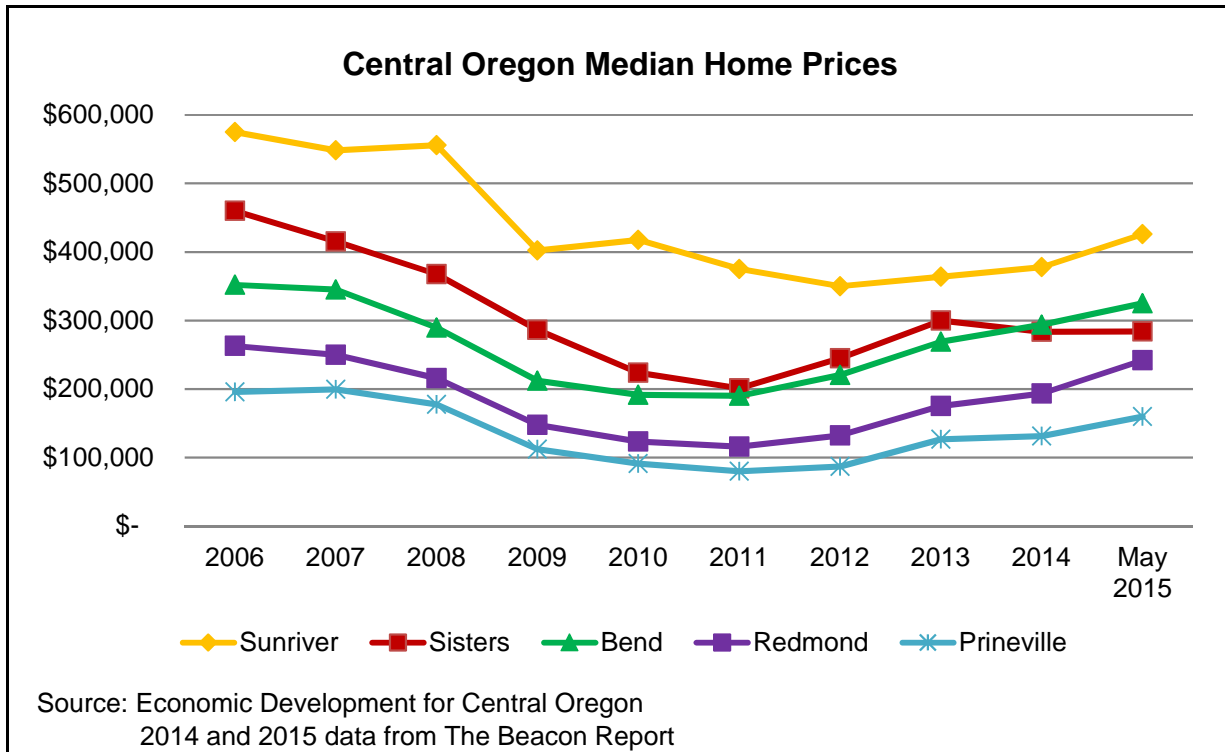
(amounts expressed in thousands)

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		
	2006	\$ 8,946,076	\$ 5,712,230	\$ 213,276	\$ 210,382	\$ 92,809	\$ 92,621	\$ 9,252,161		
2007	12,525,855	6,369,945	244,131	237,308	97,149	95,837	12,867,135	6,703,090	3.15	52.1%
2008	16,406,331	6,919,574	262,202	261,192	116,469	113,748	16,785,002	7,294,514	3.18	43.5%
2009	16,681,314	7,363,016	278,212	277,511	124,738	123,844	17,084,264	7,764,371	3.19	45.4%
2010	14,609,907	7,713,718	264,817	264,789	130,071	129,652	15,004,795	8,108,159	3.21	54.0%
2011	10,394,261	7,821,267	251,702	251,697	146,568	145,422	10,792,531	8,218,386	3.24	76.1%
2012	9,470,814	7,800,935	240,955	240,950	153,200	151,612	9,864,969	8,193,497	3.23	83.1%
2013	9,407,517	7,953,279	238,467	238,462	147,527	146,324	9,793,512	8,338,066	3.16	85.1%
2014	10,212,590	8,390,967	235,303	235,303	154,588	153,383	10,602,481	8,779,653	3.12	82.8%
2015	12,045,245	8,928,435	246,371	246,369	172,566	170,424	12,464,183	9,345,229	3.32	75.0%

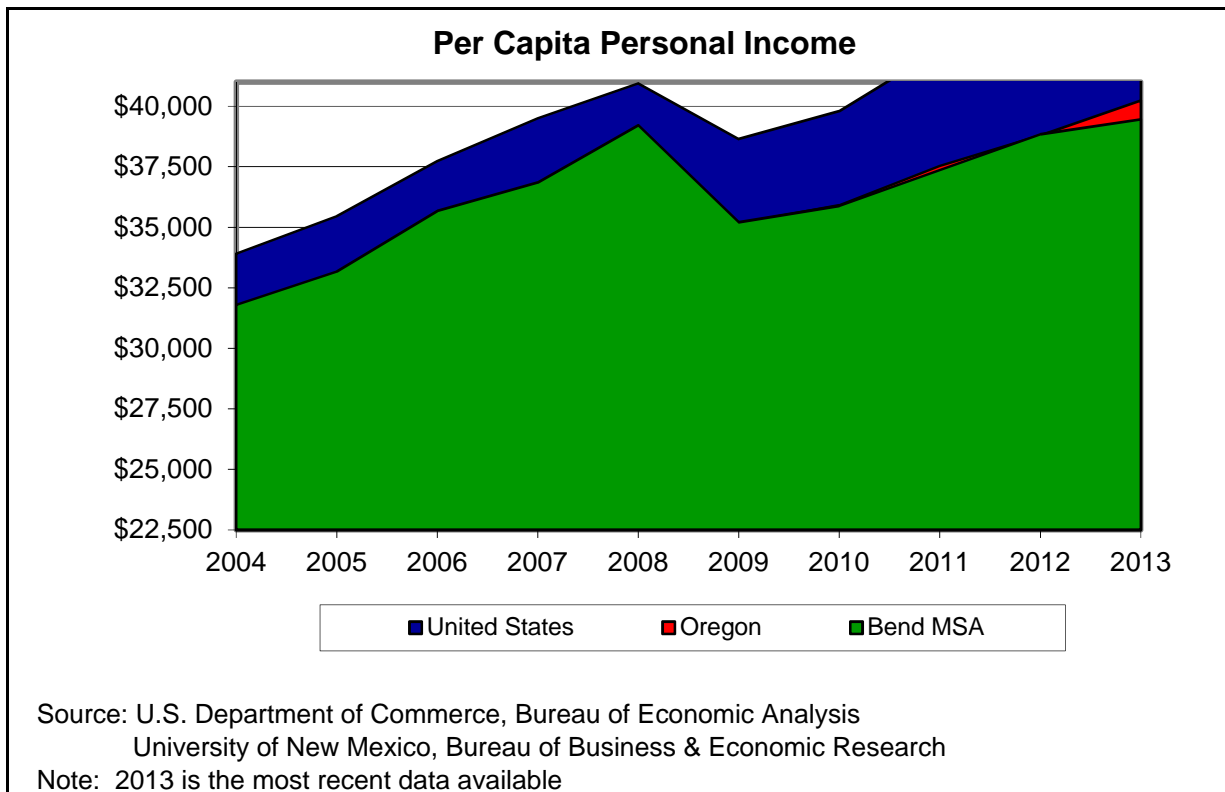
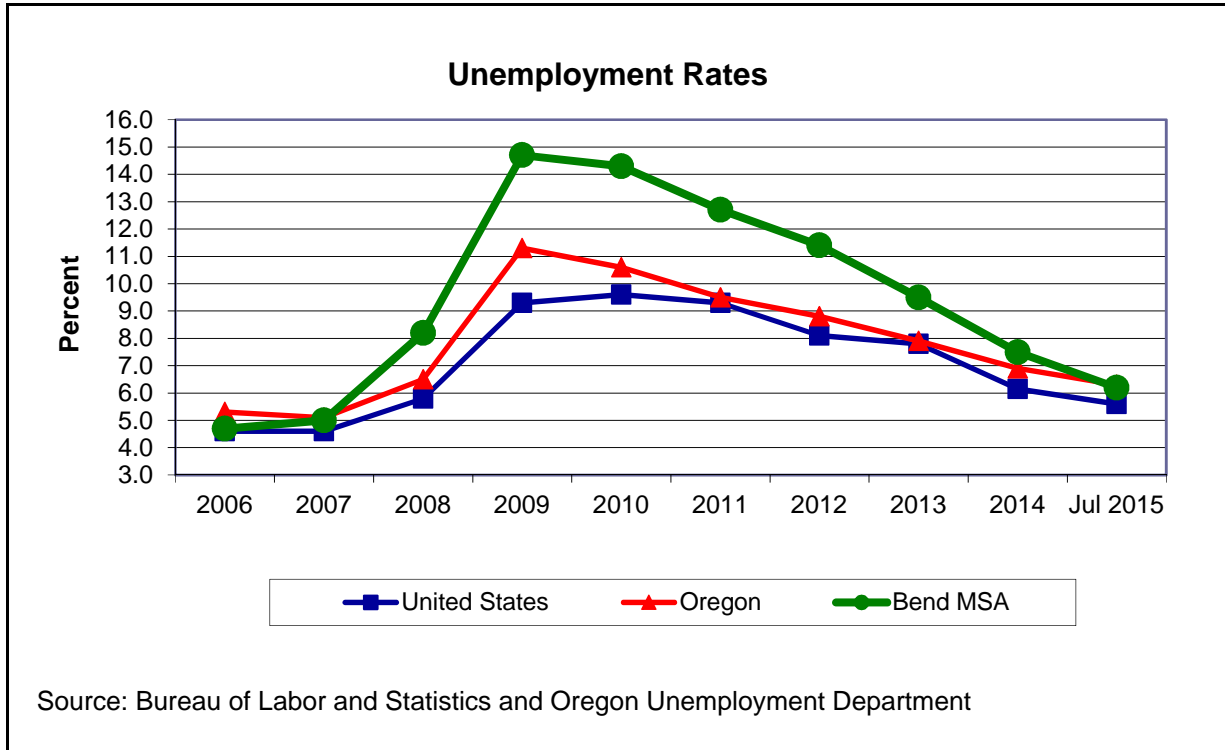
Source: Deschutes County Assessor's Office

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 increased in 2015 due to the Local Option Levy for Fire/EMS Operations.

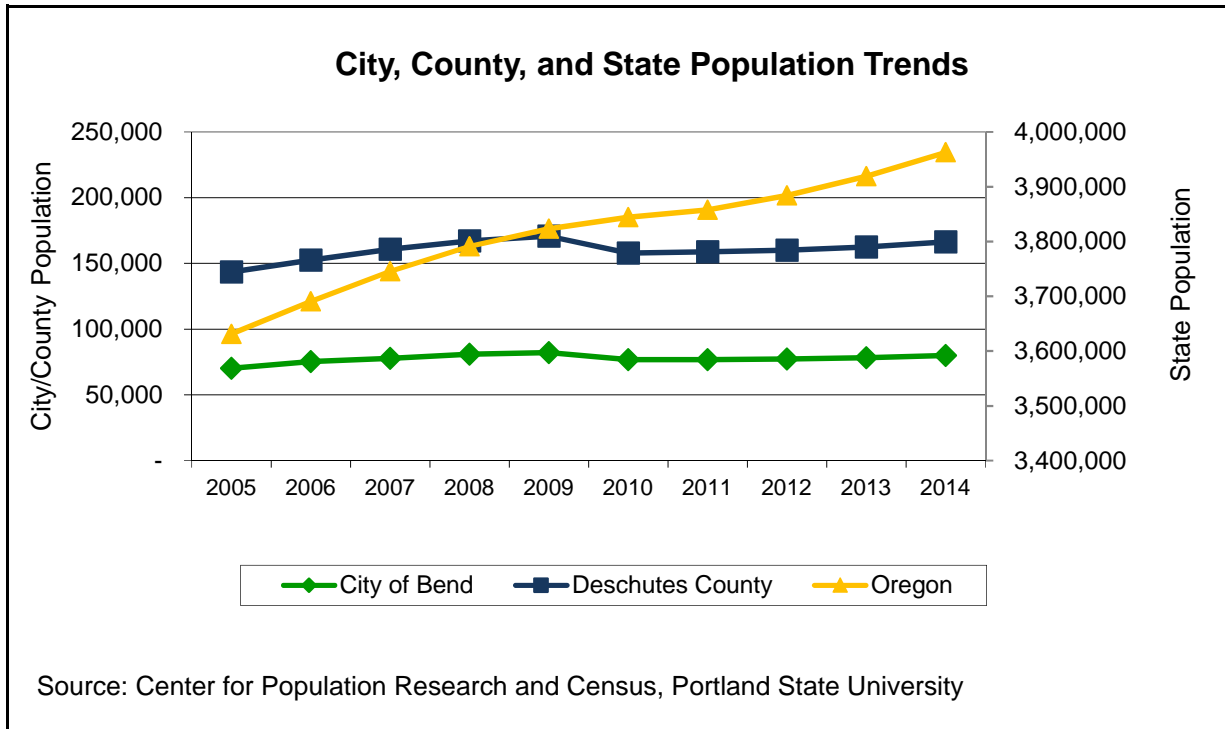
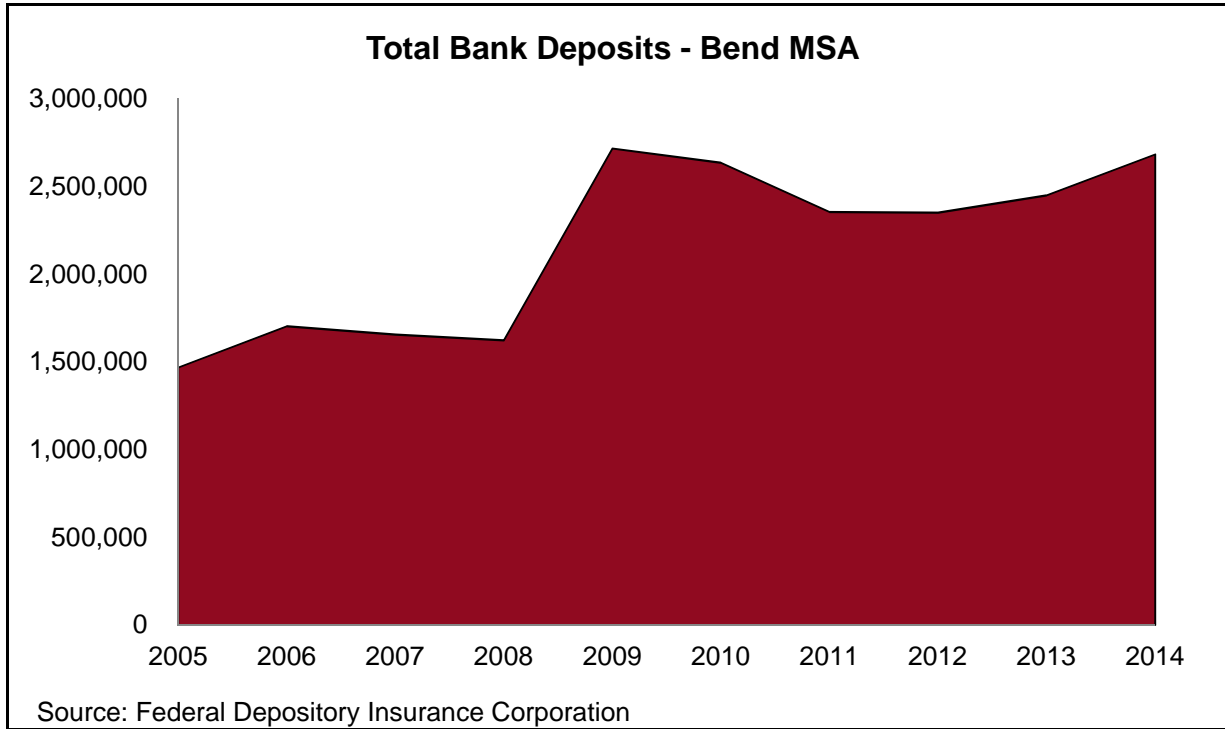
Statistical Information - Housing Comparisons



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

2015-2017 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 2015 – 2017 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 2015 – 2017 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"> ▪ 2015 – 2017 Personnel Services (salaries and benefits) budgets are completed ▪ 2015 – 2017 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed ▪ Inter-department service requests among departments submitted

MAY
<ul style="list-style-type: none"> ▪ 2015 – 2017 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"> ▪ 2014 – 2015 materials and services expenditure projections submitted by the departments ▪ 2015 – 2017 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 2015 – 2017 Biennial Budget ▪ The 2015 – 2017 Biennial Budget goes into effect July 1, 2015

Fiscal Policies

The following Fiscal Policies were adopted by the City Council November 18, 2009 and revised September 19, 2012. It is anticipated that revisions and updates to these policies will be presented to City Council in June 2015.

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 2015-2017 biennial budget. Funds that are no longer active are not included in this section.

Governmental Funds - Governmental Activities

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

General Fund

The City of Bend's General Fund primarily accounts for police and municipal court operations and the allocation of general discretionary revenues such as taxes and intergovernmental revenues to other funds that rely on those discretionary revenues. The General Fund also accounts for other general services not accounted for within another fund, including accessibility, growth management and code enforcement. The principal sources of revenue include property taxes, franchise fees, intergovernmental revenues, 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 in prior years 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, and the Fire District Levy approved by voters in 2014. 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 apportionment revenues, 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.

Helen Lorenz Estate Fund

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

Special Revenue Funds - continued

Building Fund

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

Planning Fund

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

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.

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.

Capital Projects Funds - continued

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.

BURA – Murphy Crossing Construction Fund

This fund accounts for construction projects related to Murphy Road Overcrossing. Funding includes an intergovernmental agreement with ODOT and property taxes within the urban renewal area.

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.

Bridge Creek Pipe Project Fund

This fund accounts for the project costs of Bridge Creek Pipeline Replacement Project. The principal source of revenue is water rates charged to users. Capital expenditures are funded by rates, revenue bonds and Water System Development Charges. This Fund roles up into the Water Fund on the City's financial statements.

Water Reclamation Fund

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

Secondary Expansion Project Fund

This fund accounts for the project costs of Water Reclamation Facility Secondary Expansion Project. The principal source of revenue is Water Reclamation rates charged to users. Capital expenditures are funded by rates, long term debt and Water Reclamation System Development Charges. This Fund roles up into the Water Reclamation Fund on the city's financial statements.

Southeast Interceptor Project Fund

This fund accounts for the project costs of Southeast Interceptor Project which provides enhancements to the city's sewer collection system. The principal source of revenue is Water Reclamation rates charged to users. Capital expenditures are funded by rates, long term debt and Water Reclamation System Development Charges. This Fund roles up into the Water Reclamation Fund on the city's financial statements.

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.

Enterprise Funds - continued

Airport Fund

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

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 (i.e. parking improvement 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 utilities and engineering operations. Revenue is generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service.

Engineering 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 program. Revenues are generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service.

Internal Service Funds - continued

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, Wall Street, Bond and Franklin Annexes, Public Works buildings at 15th Street and Boyd Acres, 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 previously accounted for public works management and administration support services provided to the City's public works operations. Revenue was generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service. Effective July 1, 2015 the Public Works Administration fund will be dissolved and these functions will be absorbed in the Right-of-Way Operations and Maintenance and Utility Departments previously served by Public Work Administration.

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

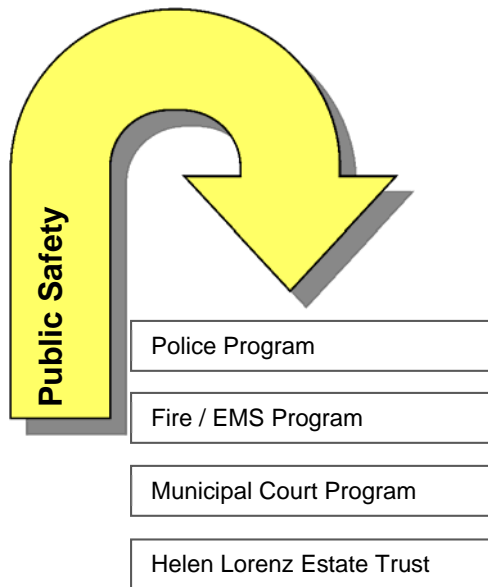
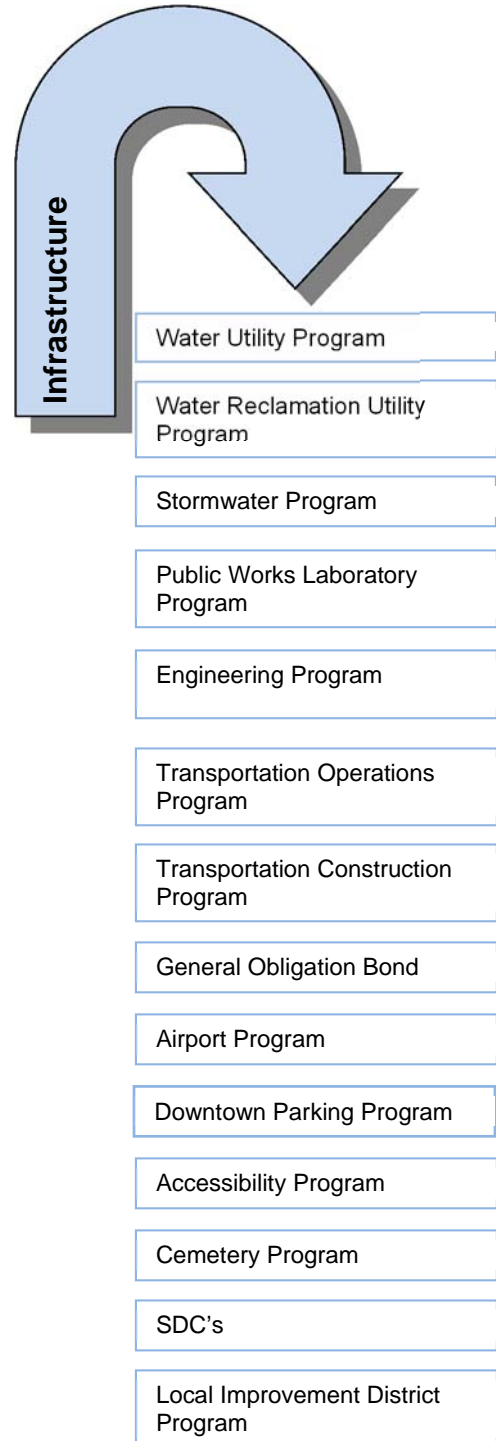
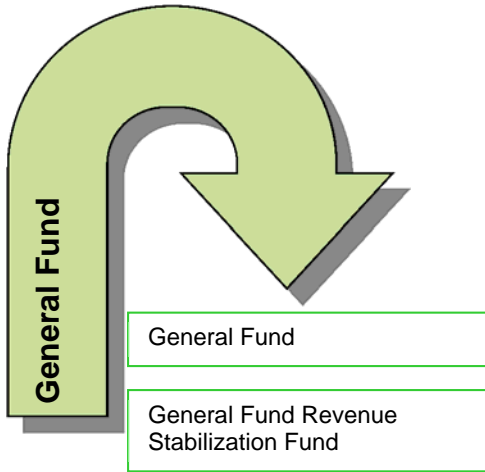
The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and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

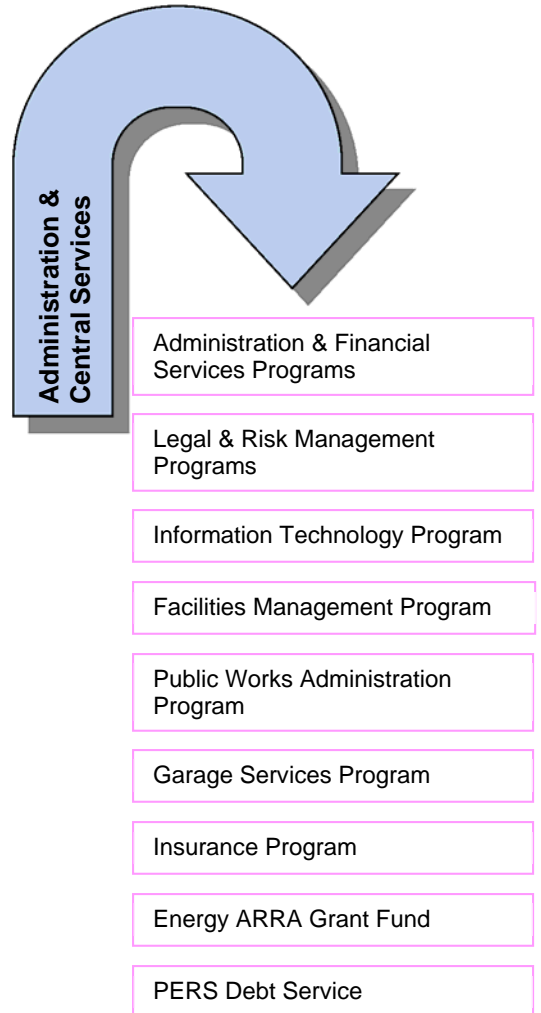
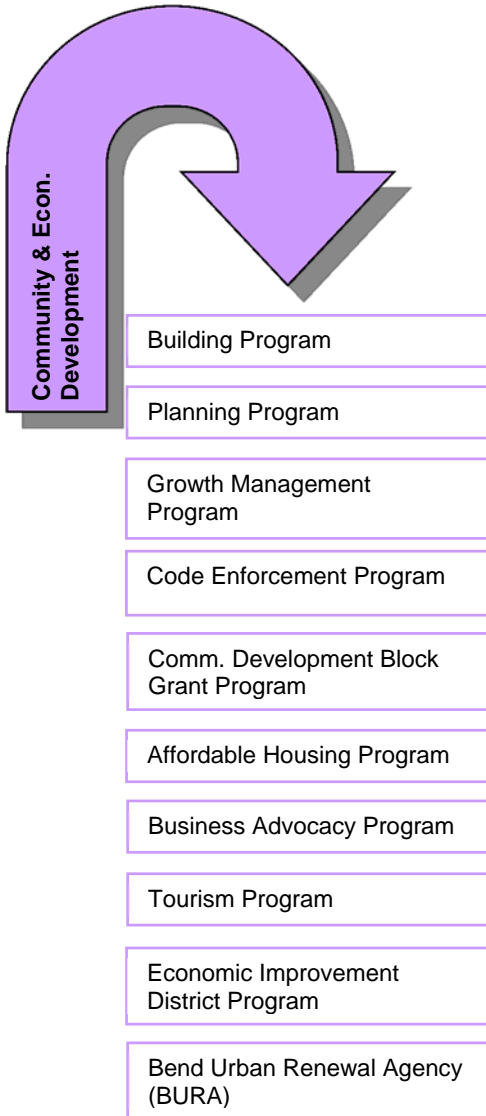
- Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP;
- Proceeds from debt issues are considered budgetary resources while under GAAP, debt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



Council Goal Setting and Citywide Strategic Planning

Council Goal Setting

The City Council meets 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 for the upcoming biennium. The resulting document is the Council Goals and Objectives 2015-17 that can be found on page 11.

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

- Improve Transportation System to move people in a safe, accessible and cost effective manner
- Manage growth, focusing on uses that create a more urban form while recognizing Bend's unique sense of place
- Protect Natural Resources to sustain Bend's high quality of life
- Be responsive and proactive in addressing Neighborhood Livability concerns
- Incentivize Economic Health and Diversification

The City Council Goals were developed with input from citizen committee and advisory groups, City Council and City staff. The City Council Goals will be established 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 goals during the biennium and make adjustments to timelines and citywide project priorities as necessary.

Citywide 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 Internal Services. In addition to a citywide strategic plan that helps align the City Council Goals with the work of the organization, each department was asked to create its 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 the following strategic objectives that are the core of the citywide plan:

Internal Services:

- Employee/Team Development – improve programs for professional growth and interdepartmental cooperation.
- Quality Performance – provide exemplary public service by implementing strategies to ensure a sustainable future.
- Technology – assess and implement technology to modernize and streamline our processes.
- Facility Planning – improve City facilities to increase effectiveness for operational and community service functions.

Operations:

- Community & Economic Development – use all the resources of the City to achieve a highly livable community and desired economic results.
- Infrastructure – with a focus on long term sustainability, ensure present and future residents and businesses are provided with state-of-the-art public facilities.
- Public Safety – Improve public safety service levels and community well-being.

Department heads will continue to meet quarterly to review goals and objectives of the Strategic Plan and monitor progress of the strategic priorities above.

Citywide Priority Projects

Some examples of citywide priority projects that directly affected development of the 2015-2017 biennial budget include:

Internal Services

- Develop a Citywide professional development program
- Replace Enterprise Resource Planning (ERP) software
- Implement business process improvements through LEAP
- Implement phases 1 and 2 of the 20-year plan for both Pilot Butte Campus and Boyd Acres Campus
- Complete review of Downtown Campus, including employee parking

Operations

- Complete the Urban Growth Boundary (UGB) Remand
- Prepare for implementation of new laws regarding recreational and medical marijuana
- Create parking studies for specific areas of the City of Bend
- Implement Airport Master Plan
- Create a City Sidewalk Program
- Identify funding option packages for street maintenance and preservation
- Update the transportation Capital Improvement Program and seek alternative funding methods
- Coordinate and implement noise, special event and short-term rental permitting and enforcement
- Reduce energy consumption and promote conservation

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FINANCIAL SECTION

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**2015-2017 Adopted Biennial Budget
Summary by Service Area**

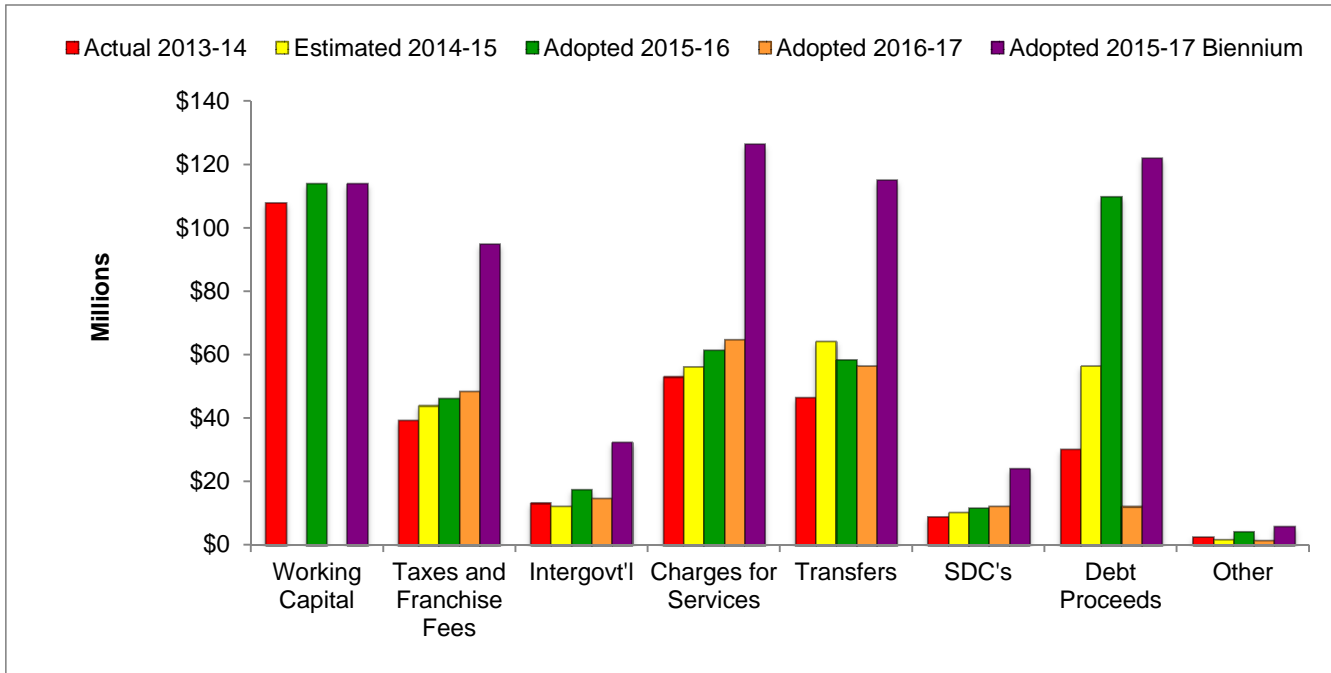
	General Fund <small>(Includes General Fund Revenue Stabilization Fund)</small>	Public Safety <small>(Includes Police, Fire and Municipal Court)</small>	Infrastructure	Community & Economic Development	Administration	2015-17 Total City and BURA
RESOURCES						
Beginning fund balance	\$ 11,343,800	\$ 3,394,250	\$ 73,188,160	\$ 14,102,850	\$ 11,789,456	\$ 113,818,516
Property taxes	54,112,400	3,902,200	3,780,200	2,471,100	-	64,265,900
Transient room taxes	8,807,600	284,200	-	4,978,900	-	14,070,700
Franchise fees	12,708,200	-	3,734,300	-	-	16,442,500
Intergovernmental revenues	5,431,700	7,370,800	18,508,839	1,100,000	-	32,411,339
Licenses and permits	250,800	-	2,501,142	15,536,800	-	18,288,742
Charges for services	539,400	5,646,171	95,342,360	3,847,800	691,430	106,067,161
System improvement fees (SDC's)	-	-	24,085,500	-	-	24,085,500
Fines and forfeitures	1,824,700	-	-	-	-	1,824,700
Assessments	-	-	-	306,000	-	306,000
Investment income	209,300	68,700	1,313,200	274,800	210,800	2,076,800
Loan repayments	-	-	156,000	2,426,000	72,000	2,654,000
Contributions	-	196,000	-	-	-	196,000
Miscellaneous	11,800	209,400	557,900	9,200	9,800	798,100
Sale of capital assets	-	-	389,600	-	2,278,500	2,668,100
Debt Proceeds	-	3,060,000	112,094,500	-	4,100,000	119,254,500
Interfund activity:						
General fund subsidy	-	23,990,700	7,350,600	1,200,900	-	32,542,200
General fund revenues allocated to:						
Police	(43,541,833)	43,541,833	-	-	-	-
Accessibility program	(540,629)	-	540,629	-	-	-
Code enforcement	(960,375)	-	-	960,375	-	-
Municipal court	(1,376,294)	1,376,294	-	-	-	-
Growth management	(3,791,293)	-	-	3,791,293	-	-
Interfund charges & transfers	2,055,000	78,800	35,759,236	2,062,000	42,455,920	82,410,956
TOTAL RESOURCES	\$ 47,084,276	\$ 93,119,348	\$ 379,302,166	\$ 53,068,018	\$ 61,607,906	\$ 634,181,714

**2015-2017 Adopted Biennial Budget
Summary by Service Area**

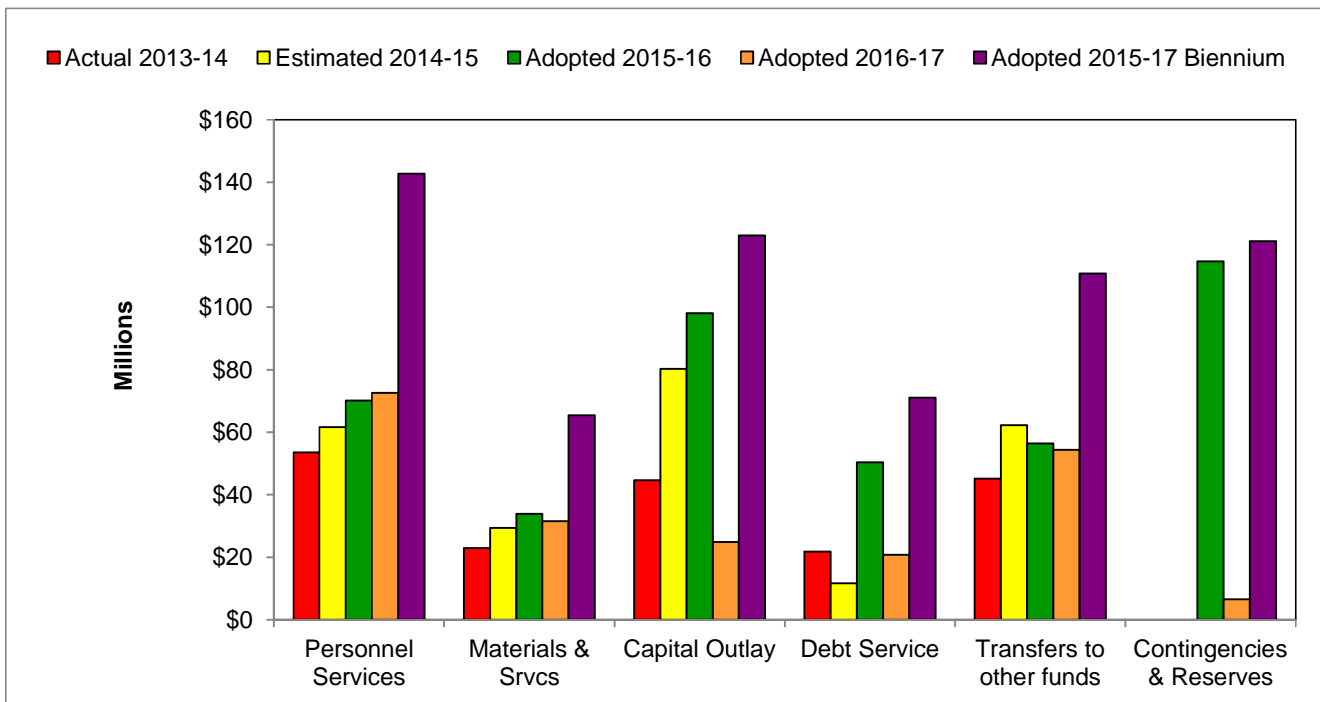
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety (Includes Police, Fire and Municipal Court)	Infrastructure	Community & Economic Development	Administration	2015-17 Total City and BURA
REQUIREMENTS						
Personnel services	\$ -	\$ 65,298,216	\$ 42,371,432	\$ 15,310,824	\$ 19,724,244	\$ 142,704,716
Materials & services	2,958,000	7,609,051	25,852,336	14,827,368	14,161,470	65,408,225
Capital outlay:						
Vehicle/equipment	-	4,600,000	2,184,500	360,000	2,900,000	10,044,500
Repairs and maintenance	-	-	7,545,000	-	-	7,545,000
Construction/infrastructure	-	-	100,884,199	1,300,000	3,220,000	105,404,199
Total capital outlay	-	4,600,000	110,613,699	1,660,000	6,120,000	122,993,699
Debt service	-	1,704,000	61,930,600	2,068,600	5,392,500	71,095,700
Interfund activity:						
General fund subsidies	32,542,200	-	-	-	-	32,542,200
Interfund transfers	964,650	10,387,150	56,497,670	4,096,620	6,326,956	78,273,046
Contingency	8,050,626	2,771,981	21,608,063	12,430,096	1,956,936	46,817,702
Reserves	2,568,800	748,950	60,428,366	2,674,510	7,925,800	74,346,426
TOTAL REQUIREMENTS	\$ 47,084,276	\$ 93,119,348	\$ 379,302,166	\$ 53,068,018	\$ 61,607,906	\$ 634,181,714

Combined Summary of Financial Sources and Uses

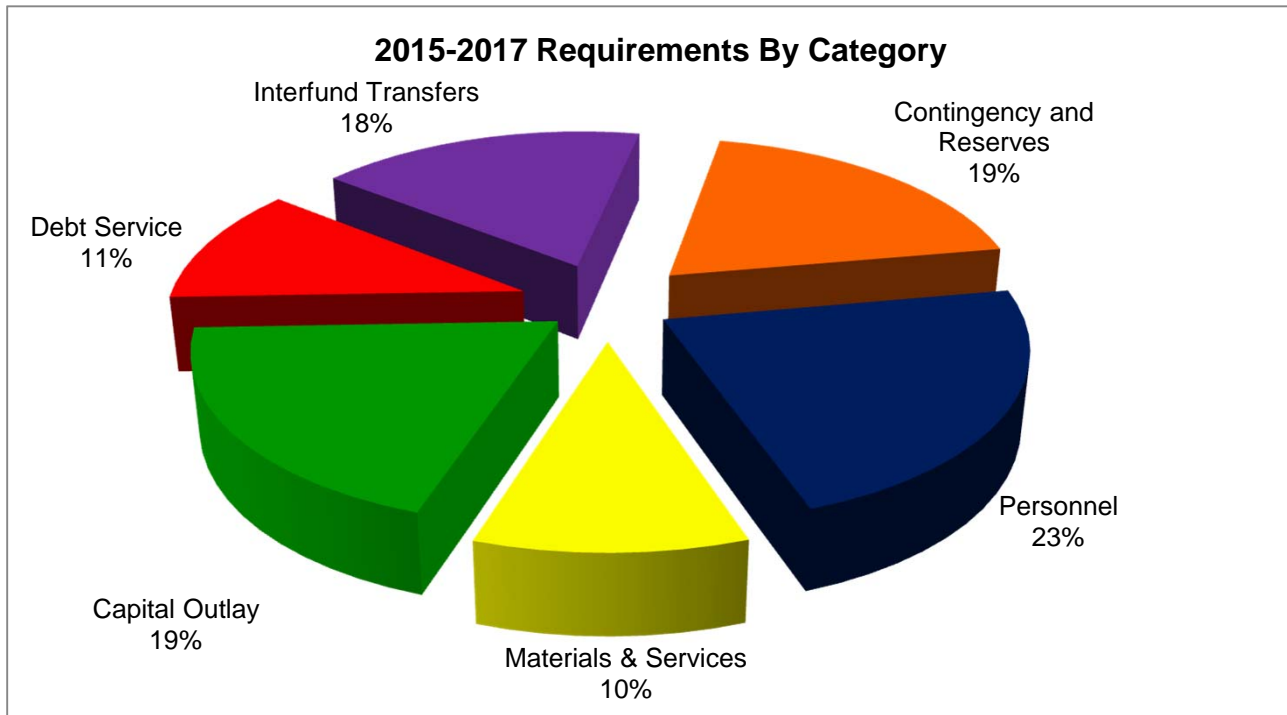
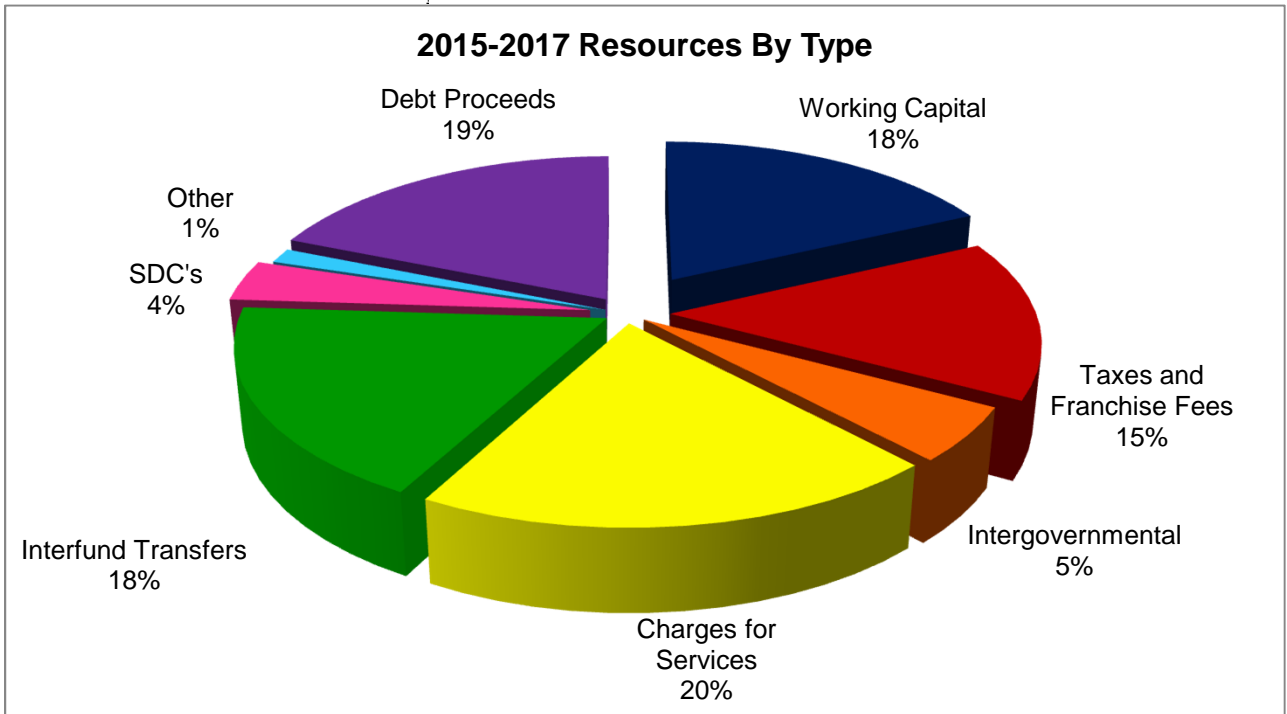
2015-2017 Resources
All Funds - \$634.2 Million



2015-2017 Requirements
All Funds - \$634.2 Million



Resource and Requirement Summaries



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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2011-13	2013-15	2015-16	2016-17	2015-17
Revenues					
Taxes and franchise fees	\$ 61,899,988	\$ 68,362,323	\$ 36,853,900	\$ 38,774,300	\$ 75,628,200
Intergovernmental revenues	4,252,714	4,849,571	2,672,100	2,759,600	5,431,700
Charges for services **	2,870,911	2,391,347	1,298,500	1,316,400	2,614,900
Transfers from other funds	45,494	31,700	860,100	86,600	946,700
Other	249,410	272,559	92,100	86,400	178,500
Total Revenues	69,318,517	75,907,500	41,776,700	43,023,300	84,800,000
Other Financing Sources					
Loan repayments - Interfund	310,300	609,160	360,000	520,000	880,000
Sale of capital assets	735,371	-	-	-	-
Total Other Financing Sources	1,045,671	609,160	360,000	520,000	880,000
TOTAL AVAILABLE RESOURCES	\$ 70,364,188	\$ 76,516,660	\$ 42,136,700	\$ 43,543,300	\$ 85,680,000
Expenditures					
Personnel services	\$ 28,982,413	\$ 31,585,528	\$ 18,020,925	\$ 18,583,442	\$ 36,604,367
Materials & services	5,171,419	7,114,449	4,867,723	3,694,054	8,561,777
Capital outlay	237,667	1,246,293	666,000	184,000	850,000
Transfers to other funds	35,176,533	37,187,754	19,942,850	20,716,280	40,659,130
TOTAL USE OF RESOURCES	\$ 69,568,032	\$ 77,134,024	\$ 43,497,498	\$ 43,177,776	\$ 86,675,274
Net Increase/(Decrease) in Fund Balance	796,156	(617,364)	(1,360,798)	365,524	(995,274)
Beginning Fund Balance (1)	9,117,058	9,913,214	9,295,900	-	9,295,900
Ending Fund Balance	\$ 9,913,214	\$ 9,295,850	\$ 7,935,102	\$ 365,524	\$ 8,300,626

* Includes Police, Municipal Court, Code Enforcement, Accessibility, Growth Management 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 2015-2017 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 2015-2017 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2015. (To also provide the estimate at July 1, 2016 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 for the 2015-2017 biennium, 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 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		ESTIMATE		ADOPTED BUDGET		
	2011-13		2013-15		2015-16	2016-17	2015-17
Revenues							
Intergovernmental revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services **	652,476	2,722,408	4,551,630	2,302,630	6,854,260		
Transfers from other funds	34,501,995	43,395,251	25,139,010	24,535,240	49,674,250		
Other	1,648,268	606,339	103,600	96,100	199,700		
Total Revenues	36,802,739	46,723,998	29,794,240	26,933,970	56,728,210		
Other Financing Sources							
Debt proceeds	5,133,053	1,000,000	3,220,000	880,000	4,100,000		
Total Other Financing Sources	5,133,053	1,000,000	3,220,000	880,000	4,100,000		
TOTAL AVAILABLE RESOURCES	\$ 41,935,792	\$ 47,723,998	\$ 33,014,240	\$ 27,813,970	\$ 60,828,210		
Expenditures							
Personnel services	\$ 17,754,431	\$ 23,679,531	\$ 14,401,476	\$ 14,753,318	\$ 29,154,794		
Materials and services	10,352,065	13,237,932	7,862,215	7,536,185	15,398,400		
Capital outlay	1,607,329	2,239,319	5,139,500	1,294,000	6,433,500		
Debt service	7,993,415	2,110,209	2,122,500	897,000	3,019,500		
Transfers to other funds	3,585,813	5,020,222	5,185,466	3,398,750	8,584,216		
TOTAL USE OF RESOURCES	\$ 41,293,053	\$ 46,287,213	\$ 34,711,157	\$ 27,879,253	\$ 62,590,410		
Net Increase/(Decrease) in Fund Balance	642,739	1,436,785	(1,696,917)	(65,283)	(1,762,200)		
Beginning Fund Balance (1)	8,613,441	9,256,271	10,692,956	-	10,692,956		
Ending Fund Balance	\$ 9,256,180	\$ 10,693,056	\$ 8,996,039	\$ (65,283)	\$ 8,930,756		

* Includes Public Works Laboratory, Engineering & Infrastructure Planning, Administration & Financial Services, Legal & Risk Management, Information Technology, Facilities Management, Public Works Administration, Garage, and Insurance Programs

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

(1) The adopted budget is the one biennial total amount showing in the 2015-2017 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 2015-2017 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2015. (To also provide the estimate at July 1, 2016 would be a duplication of resources within the biennial period.)

Notes:

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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		ADOPTED BUDGET		
	2011-13	ESTIMATE 2013-15	2015-16	2016-17	2015-17
Revenues					
Intergovernmental revenues	\$ 105,803	\$ 113,124	\$ 42,000	\$ 40,700	\$ 82,700
Charges for services	29,988,630	34,400,318	18,392,000	19,100,400	37,492,400
Transfers from other funds	354,398	370,940	385,070	211,900	596,970
From SDC Fund	3,024,698	5,369,253	3,144,300	3,425,900	6,570,200
Other	405,393	479,759	175,300	232,200	407,500
Total Revenues	33,878,922	40,733,394	22,138,670	23,011,100	45,149,770
Other Financing Sources					
Debt proceeds	-	-	-	-	-
Total Other Financing Sources	-	-	-	-	-
TOTAL AVAILABLE RESOURCES	\$ 33,878,922	\$ 40,733,394	\$ 22,138,670	\$ 23,011,100	\$ 45,149,770
Expenditures					
Personnel services	\$ 6,629,064	\$ 6,474,758	\$ 4,416,894	\$ 4,683,602	\$ 9,100,496
Materials and services	5,574,110	7,273,465	4,481,018	4,150,998	8,632,016
Capital outlay	15,913,398	3,104,092	2,585,000	400,000	2,985,000
Debt Service	2,023,163	1,604,403	5,285,000	2,860,500	8,145,500
Transfers to other funds	6,516,873	15,948,589	4,572,030	4,186,930	8,758,960
TOTAL USE OF RESOURCES	\$ 36,656,608	\$ 34,405,307	\$ 21,339,942	\$ 16,282,030	\$ 37,621,972
Net Increase/(Decrease) in Fund Balance	(2,777,686)	6,328,087	798,728	6,729,070	7,527,798
Beginning Fund Balance (1)	11,575,999	8,798,313	15,126,400	-	15,126,400
Ending Fund Balance	\$ 8,798,313	\$ 15,126,400	\$ 15,925,128	\$ 6,729,070	\$ 22,654,198

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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 Reclamation Fund**

	ACTUALS		ADOPTED BUDGET		
	2011-13	ESTIMATE 2013-15	2015-16	2016-17	2015-17
Revenues					
Intergovernmental revenues	\$ 478,945	\$ 408,561	\$ 196,100	\$ 190,100	\$ 386,200
Charges for services	33,001,235	38,776,763	22,171,500	23,353,600	45,525,100
Transfers from other funds	33,207	39,014	229,930	23,400	253,330
From SDC Fund	3,329,007	5,788,059	3,285,500	3,587,800	6,873,300
Other	330,476	703,681	356,500	424,000	780,500
Total Revenues	37,172,870	45,716,078	26,239,530	27,578,900	53,818,430
Other Financing Sources					
Debt proceeds	9,408,286	3,426,000	25,073,800	-	25,073,800
Loan repayment	34,932	(3,133)	300	200	500
Total Other Financing Sources	9,443,218	3,422,867	25,074,100	200	25,074,300
TOTAL AVAILABLE RESOURCES	\$ 46,616,088	\$ 49,138,945	\$ 51,313,630	\$ 27,579,100	\$ 78,892,730
Expenditures					
Personnel services	\$ 7,702,448	\$ 8,744,257	\$ 5,567,652	\$ 5,756,884	\$ 11,324,536
Materials and services	4,137,348	5,333,528	3,496,187	3,478,287	6,974,474
Capital outlay	11,011,952	7,010,501	27,065,700	2,430,500	29,496,200
Debt service	8,429,191	7,313,201	10,052,300	8,182,200	18,234,500
Transfers to other funds	6,421,956	13,678,052	5,437,630	4,983,180	10,420,810
TOTAL USE OF RESOURCES	\$ 37,702,895	\$ 42,079,539	\$ 51,619,469	\$ 24,831,051	\$ 76,450,520
Net Increase/(Decrease) in Fund Balance	8,913,193	7,059,406	(305,839)	2,748,049	2,442,210
Beginning Fund Balance (1)	15,808,435	24,721,794	31,781,200	-	31,781,200
Ending Fund Balance	\$ 24,721,628	\$ 31,781,200	\$ 31,475,361	\$ 2,748,049	\$ 34,223,410

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Notes:

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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		
	2011-13	2013-15	2015-16	2016-17	2015-17
Revenues					
Taxes and franchise fees	\$ 12,116,075	\$ 14,841,455	\$ 9,386,800	\$ 9,764,100	\$ 19,150,900
Intergovernmental revenues	24,363,145	20,269,358	14,772,939	11,737,800	26,510,739
Charges for services	22,567,107	31,013,269	15,053,020	18,640,923	33,693,943
Transfers from other funds	43,601,219	66,911,233	31,753,896	31,728,010	63,481,906
System development charges	4,892,344	8,195,196	5,353,300	5,288,700	10,642,000
Other	1,907,607	2,575,238	3,679,600	790,100	4,469,700
Total Revenues	109,447,496	143,805,749	79,999,555	77,949,633	157,949,188
Other Financing Sources					
Debt proceeds	32,883,188	78,867,630	80,060,700	10,020,000	90,080,700
Loan repayments	2,833,727	2,655,549	1,016,400	757,100	1,773,500
Parking improvement fees	-	-	-	-	-
Permanent maintenance fee	9,731	8,434	4,700	4,400	9,100
Total Other Financing Sources	35,726,646	81,531,613	81,081,800	10,781,500	91,863,300
TOTAL AVAILABLE RESOURCES	\$ 145,174,142	\$ 225,337,362	\$ 161,081,355	\$ 88,731,133	\$ 249,812,488
Expenditures					
Personnel services	\$ 39,890,043	\$ 44,725,922	\$ 27,698,668	\$ 28,821,855	\$ 56,520,523
Materials and services	14,048,867	19,378,371	13,152,826	12,688,732	25,841,558
Capital outlay	23,980,393	111,370,038	62,677,899	20,551,100	83,228,999
Debt service	15,651,078	22,498,094	32,892,300	8,803,900	41,696,200
Transfers to other funds	23,819,547	35,577,189	21,278,220	21,113,910	42,392,130
TOTAL USE OF RESOURCES	\$ 117,389,928	\$ 233,549,614	\$ 157,699,913	\$ 91,979,497	\$ 249,679,410
Net Increase/(Decrease) in Fund Balance	27,784,214	(8,212,252)	3,381,442	(3,248,364)	133,078
Beginning Fund Balance (1)	28,086,162	55,134,779	46,922,060	-	46,922,060
Ending Fund Balance	\$ 55,870,376	\$ 46,922,527	\$ 50,303,502	\$ (3,248,364)	\$ 47,055,138

(1) The adopted budget is the one biennial total amount showing in the 2015-2017 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 2015-2017 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2015. (To also provide the estimate at July 1, 2016 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 for the 2015-2017 biennium, 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 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		
	2011-13		2013-15		2015-16	2016-17	2015-17
Revenues							
Taxes and franchise fees	\$ 74,016,063	\$	83,203,778	\$	46,240,700	\$ 48,538,400	\$ 94,779,100
Intergovernmental revenues	29,200,607		25,640,614		17,683,139	14,728,200	32,411,339
Charges for services **	89,080,359		109,304,105		61,466,650	64,713,953	126,180,603
Transfers from other funds	78,536,313		110,748,138		58,368,006	56,585,150	114,953,156
System development charges	11,246,049		19,352,508		11,783,100	12,302,400	24,085,500
Other	3,805,783		4,637,576		4,407,100	1,628,800	6,035,900
Total Revenues	285,885,173		352,886,719		199,948,695	198,496,903	398,445,598
Other Financing Sources							
Debt proceeds	47,424,527		83,293,630		108,354,500	10,900,000	119,254,500
Loan repayments *	3,178,959		3,261,576		1,376,700	1,277,300	2,654,000
Parking improvement fees	-		-		-	-	-
Permanent maintenance fee	9,731		8,434		4,700	4,400	9,100
Sale of capital assets	735,371		-		-	-	-
Total Other Financing Sources	51,348,588		86,563,640		109,735,900	12,181,700	121,917,600
TOTAL AVAILABLE RESOURCES	\$ 337,233,761	\$	439,450,359	\$	309,684,595	\$ 210,678,603	\$ 520,363,198
Expenditures							
Personnel services	\$ 100,958,399	\$	115,209,996	\$	70,105,615	\$ 72,599,101	\$ 142,704,716
Materials & services	39,283,809		52,337,745		33,859,969	31,548,256	65,408,225
Capital outlay	52,750,739		124,970,243		98,134,099	24,859,600	122,993,699
Debt service	34,096,847		33,525,907		50,352,100	20,743,600	71,095,700
Transfers to other funds	75,520,722		107,411,806		56,416,196	54,399,050	110,815,246
TOTAL USE OF RESOURCES	\$ 302,610,516	\$	433,455,697	\$	308,867,979	\$ 204,149,607	\$ 513,017,586
Net Increase/(Decrease) in Fund Balance	34,623,245		5,994,662		816,616	6,528,996	7,345,612
Beginning Fund Balance (1)	73,201,095		107,824,371		113,818,516	-	113,818,516
Ending Fund Balance	\$ 107,824,340	\$	113,819,033	\$	114,635,132	\$ 6,528,996	\$ 121,164,128

* 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 2015-2017 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 2015-2017 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2015. (To also provide the estimate at July 1, 2016 would be a duplication of resources within the biennial period.)

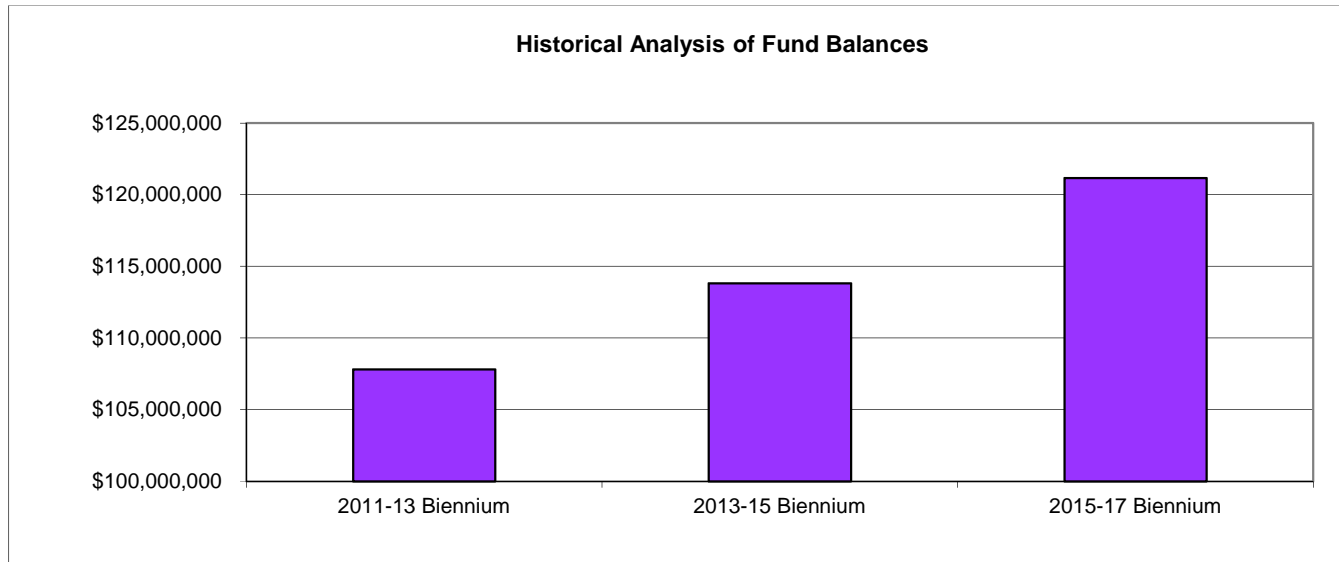
Notes:

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 for the 2015-2017 biennium, 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 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 2011 - 2017 All Funds

	ACTUALS		ADOPTED BUDGET			2015-17 % Change From Prior Period
	2011-13	ESTIMATE 2013-15	2015-16	2016-17	2015-17	
Total Governmental Funds						
Beginning Fund Balance	\$ 31,715,605	\$ 58,117,823	\$ 59,111,760	\$ -	\$ 59,111,760	
Revenues	202,592,956	209,787,427	113,056,829	113,669,612	226,726,441	
Expenditures	176,190,738	208,792,912	120,707,898	113,217,389	233,925,287	
Net Change	26,402,218	994,515	(7,651,069)	452,223	(7,198,846)	
Ending Fund Balance	\$ 58,117,823	\$ 59,112,338	\$ 51,460,691	\$ 452,223	\$ 51,912,914	-12%
Total Proprietary Funds						
Beginning Fund Balance	\$ 41,485,491	\$ 49,706,548	\$ 54,706,756	\$ -	\$ 54,706,756	
Revenues	134,640,766	229,662,933	196,627,766	97,008,991	293,636,757	
Expenditures	126,419,800	224,662,735	188,160,081	90,932,218	279,092,299	
Net Change	8,220,966	5,000,198	8,467,685	6,076,773	14,544,458	
Ending Fund Balance	\$ 49,706,457	\$ 54,706,746	\$ 63,174,441	\$ 6,076,773	\$ 69,251,214	27%
TOTAL CITY OF BEND AND BEND URBAN RENEWAL AGENCY						
Beginning Fund Balance *	\$ 73,201,096	\$ 107,824,371	\$ 113,818,516	\$ -	\$ 113,818,516	
Revenues	337,233,722	439,450,360	309,684,595	210,678,603	520,363,198	
Expenditures	302,610,538	433,455,647	308,867,979	204,149,607	513,017,586	
Net Change	34,623,184	5,994,713	816,616	6,528,996	7,345,612	
Ending Fund Balance	\$ 107,824,280	\$ 113,819,084	\$ 114,635,132	\$ 6,528,996	\$ 121,164,128	6%



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Fund Balance Summary Years 2011 - 2017
Summary of Governmental Funds

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2015-17 % Change From Prior Period
	2011-13	2013-15	2015-16	2016-17	2015-17	
City of Bend General Fund						
Beginning Fund Balance	\$ 9,117,058	\$ 9,913,214	\$ 9,295,900	\$ -	\$ 9,295,900	
Revenues	70,364,188	76,516,660	42,136,700	43,543,300	85,680,000	
Expenditures	69,568,032	77,134,024	43,497,498	43,177,776	86,675,274	
Net Change	796,156	(617,364)	(1,360,798)	365,524	(995,274)	
Ending Fund Balance	\$ 9,913,214	\$ 9,295,850	\$ 7,935,102	\$ 365,524	\$ 8,300,626	-11%
BURA General Fund						
Beginning Fund Balance	\$ 494	\$ 463,582	\$ 395,300	\$ -	\$ 395,300	
Revenues	495,986	21,828	3,500	2,600	6,100	
Expenditures	32,898	90,096	109,180	70,360	179,540	
Net Change	463,088	(68,268)	(105,680)	(67,760)	(173,440)	
Ending Fund Balance	\$ 463,582	\$ 395,314	\$ 289,620	\$ (67,760)	\$ 221,860	-44%
Special Revenue Funds						
Beginning Fund Balance	\$ 9,176,074	\$ 14,550,515	\$ 24,563,300	\$ -	\$ 24,563,300	
Revenues	80,230,482	100,803,590	60,264,529	59,478,912	119,743,441	
Expenditures	74,856,041	90,790,334	58,570,040	57,485,972	116,056,012	
Net Change	5,374,441	10,013,256	1,694,489	1,992,940	3,687,429	
Ending Fund Balance	\$ 14,550,515	\$ 24,563,771	\$ 26,257,789	\$ 1,992,940	\$ 28,250,729	15%
Debt Service Funds						
Beginning Fund Balance	\$ 4,799,945	\$ 3,132,392	\$ 5,594,000	\$ -	\$ 5,594,000	
Revenues	9,509,675	10,160,784	4,646,700	4,720,600	9,367,300	
Expenditures	11,177,228	7,699,104	4,202,900	4,260,500	8,463,400	
Net Change	(1,667,553)	2,461,680	443,800	460,100	903,900	
Ending Fund Balance	\$ 3,132,392	\$ 5,594,072	\$ 6,037,800	\$ 460,100	\$ 6,497,900	16%
Capital Project Funds						
Beginning Fund Balance	\$ 8,035,809	\$ 29,462,168	\$ 18,607,060	\$ -	\$ 18,607,060	
Revenues	41,962,123	22,165,609	5,980,700	5,899,800	11,880,500	
Expenditures	20,535,764	33,020,656	14,308,280	8,202,781	22,511,061	
Net Change	21,426,359	(10,855,047)	(8,327,580)	(2,302,981)	(10,630,561)	
Ending Fund Balance	\$ 29,462,168	\$ 18,607,121	\$ 10,279,480	\$ (2,302,981)	\$ 7,976,499	-57%
Permanent Funds						
Beginning Fund Balance	\$ 586,225	\$ 595,952	\$ 656,200	\$ -	\$ 656,200	
Revenues	30,502	118,956	24,700	24,400	49,100	
Expenditures	20,775	58,698	20,000	20,000	40,000	
Net Change	9,727	60,258	4,700	4,400	9,100	
Ending Fund Balance	\$ 595,952	\$ 656,210	\$ 660,900	\$ 4,400	\$ 665,300	1%
TOTAL GOVERNMENTAL FUNDS						
Beginning Fund Balance	\$ 31,715,605	\$ 58,117,823	\$ 59,111,760	\$ -	\$ 59,111,760	
Revenues	202,592,956	209,787,427	113,056,829	113,669,612	226,726,441	
Expenditures	176,190,738	208,792,912	120,707,898	113,217,389	233,925,287	
Net Change	26,402,218	994,515	(7,651,069)	452,223	(7,198,846)	
Ending Fund Balance	\$ 58,117,823	\$ 59,112,338	\$ 51,460,691	\$ 452,223	\$ 51,912,914	-12%

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 2011 - 2017
Summary of Proprietary Funds

FUND	ACTUALS 2011-13	ESTIMATE 2013-15	ADOPTED BUDGET			2015-17 % Change From Prior Period
			2015-16	2016-17	2015-17	
Internal Service Fund						
Beginning Fund Balance	\$ 8,613,441	\$ 9,256,271	\$ 10,692,956	\$ -	\$ 10,692,956	
Revenues	41,935,792	47,723,998	33,014,240	27,813,970	60,828,210	
Expenditures	41,293,053	46,287,213	34,711,157	27,879,253	62,590,410	
Net Change	642,739	1,436,785	(1,696,917)	(65,283)	(1,762,200)	
Ending Fund Balance	\$ 9,256,180	\$ 10,693,056	\$ 8,996,039	\$ (65,283)	\$ 8,930,756	-16%
Enterprise Funds						
Beginning Fund Balance	\$ 32,872,050	\$ 40,450,277	\$ 44,013,800	\$ -	\$ 44,013,800	
Revenues	92,704,974	181,938,935	163,613,526	69,195,021	232,808,547	
Expenditures	85,126,747	178,375,522	153,448,924	63,052,965	216,501,889	
Net Change	7,578,227	3,563,413	10,164,602	6,142,056	16,306,658	
Ending Fund Balance	\$ 40,450,277	\$ 44,013,690	\$ 54,178,402	\$ 6,142,056	\$ 60,320,458	37%
TOTAL PROPRIETARY FUNDS						
Beginning Fund Balance	\$ 41,485,491	\$ 49,706,548	\$ 54,706,756	\$ -	\$ 54,706,756	
Revenues	134,640,766	229,662,933	196,627,766	97,008,991	293,636,757	
Expenditures	126,419,800	224,662,735	188,160,081	90,932,218	279,092,299	
Net Change	8,220,966	5,000,198	8,467,685	6,076,773	14,544,458	
Ending Fund Balance	\$ 49,706,457	\$ 54,706,746	\$ 63,174,441	\$ 6,076,773	\$ 69,251,214	27%

**Fund Balance Detail Years 2011 - 2017
By Governmental Fund Type**

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2015-17 % Change From Prior Period		
	2011-13		2013-15		2015-16	2016-17	2015-17			
SPECIAL REVENUE FUNDS										
Police Grant Fund										
Beginning Fund Balance	\$	173	\$	-	\$	-	\$	-		
Revenues		98,149		55,340		30,000		30,000	60,000	
Expenditures		98,322		55,340		30,000		30,000	60,000	
Net Change		(173)		-		-		-	-	
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-	0%	
Police Reserves Fund										
Beginning Fund Balance	\$	504,419	\$	620,017	\$	629,200	\$	-	629,200	
Revenues		115,598		9,239		6,300		6,300	12,600	
Expenditures		-		-		-		-	-	
Net Change		115,598		9,239		6,300		6,300	12,600	
Ending Fund Balance	\$	620,017	\$	629,256	\$	635,500	\$	6,300	641,800	2%
General Fund Revenue Stabilization Fund										
Beginning Fund Balance	\$	1,227,345	\$	1,641,404	\$	2,047,900	\$	-	2,047,900	
Revenues		414,059		406,510		138,200		132,700	270,900	
Expenditures		-		-		-		-	-	
Net Change		414,059		406,510		138,200		132,700	270,900	
Ending Fund Balance	\$	1,641,404	\$	2,047,914	\$	2,186,100	\$	132,700	2,318,800	13%
Fire/EMS Fund										
Beginning Fund Balance	\$	2,409,047	\$	2,921,006	\$	2,756,600	\$	-	2,756,600	
Revenues		29,637,442		34,315,870		23,116,009		20,927,362	44,043,371	
Expenditures		29,125,483		34,480,293		23,236,617		20,692,673	43,929,290	
Net Change		511,959		(164,423)		(120,608)		234,689	114,081	
Ending Fund Balance	\$	2,921,006	\$	2,756,583	\$	2,635,992	\$	234,689	2,870,681	4%
Helen E. Lorenz Estate Fund										
Beginning Fund Balance	\$	-	\$	-	\$	1,300	\$	-	1,300	
Revenues		-		66,621		98,000		98,000	196,000	
Expenditures		-		65,358		98,000		98,000	196,000	
Net Change		-		1,263		-		-	-	
Ending Fund Balance	\$	-	\$	1,263	\$	1,300	\$	-	1,300	3%
Building Fund										
Beginning Fund Balance	\$	940,705	\$	2,407,582	\$	6,878,700	\$	-	6,878,700	
Revenues		6,580,990		11,634,991		7,094,300		7,849,800	14,944,100	
Expenditures		5,114,113		7,163,843		6,418,754		6,691,804	13,110,558	
Net Change		1,466,877		4,471,148		675,546		1,157,996	1,833,542	
Ending Fund Balance	\$	2,407,582	\$	6,878,730	\$	7,554,246	\$	1,157,996	8,712,242	27%
Planning Fund										
Beginning Fund Balance	\$	178,083	\$	1,013,683	\$	2,349,800	\$	-	2,349,800	
Revenues		4,460,424		5,516,272		2,459,850		2,619,250	5,079,100	
Expenditures		3,624,824		4,180,028		2,361,446		2,404,623	4,766,069	
Net Change		835,600		1,336,244		98,404		214,627	313,031	
Ending Fund Balance	\$	1,013,683	\$	2,349,927	\$	2,448,204	\$	214,627	2,662,831	13%

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 2011 - 2017
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2015-17 % Change From Prior Period			
	2011-13		2013-15		2015-16	2016-17	2015-17				
Private Development Engineering Fund*											
Beginning Fund Balance	\$	170,342	\$	376,288	\$	-	\$	-			
Revenues		853,313		-		-		-			
Expenditures		647,367		376,288		-		-			
Net Change		205,946		(376,288)		-		-			
Ending Fund Balance	\$	376,288	\$	-	\$	-	\$	-	0%		
Transportation Operations Fund											
Beginning Fund Balance	\$	2,203,626	\$	2,685,268	\$	2,523,400	\$	-	\$	2,523,400	
Revenues		18,361,613		19,045,159		9,632,070		9,437,400		19,069,470	
Expenditures		17,879,971		19,206,976		10,210,489		10,275,529		20,486,018	
Net Change		481,642		(161,817)		(578,419)		(838,129)		(1,416,548)	
Ending Fund Balance	\$	2,685,268	\$	2,523,451	\$	1,944,981	\$	(838,129)	\$	1,106,852	-56%
Community Development Block Grant Fund											
Beginning Fund Balance	\$	45,003	\$	88,100	\$	241,600	\$	-	\$	241,600	
Revenues		2,449,556		1,989,458		921,100		922,600		1,843,700	
Expenditures		2,406,459		1,835,908		837,464		712,472		1,549,936	
Net Change		43,097		153,550		83,636		210,128		293,764	
Ending Fund Balance	\$	88,100	\$	241,650	\$	325,236	\$	210,128	\$	535,364	122%
Affordable Housing Fund											
Beginning Fund Balance	\$	1,403,923	\$	1,468,319	\$	951,300	\$	-	\$	951,300	
Revenues		2,474,141		3,184,775		1,795,800		1,883,900		3,679,700	
Expenditures		2,409,745		3,701,745		2,153,290		2,156,017		4,309,307	
Net Change		64,396		(516,970)		(357,490)		(272,117)		(629,607)	
Ending Fund Balance	\$	1,468,319	\$	951,349	\$	593,810	\$	(272,117)	\$	321,693	-66%
Tourism											
Beginning Fund Balance	\$	91,850	\$	138,125	\$	133,700	\$	-	\$	133,700	
Revenues		2,255,579		3,454,868		2,406,600		2,574,900		4,981,500	
Expenditures		2,209,304		3,459,272		2,406,600		2,574,900		4,981,500	
Net Change		46,275		(4,404)		-		-		-	
Ending Fund Balance	\$	138,125	\$	133,721	\$	133,700	\$	-	\$	133,700	0%
Business Advocacy Fund											
Beginning Fund Balance	\$	-	\$	-	\$	42,300	\$	-	\$	42,300	
Revenues		-		856,933		385,300		391,900		777,200	
Expenditures		-		814,527		383,730		374,304		758,034	
Net Change		-		42,406		1,570		17,596		19,166	
Ending Fund Balance	\$	-	\$	42,406	\$	43,870	\$	17,596	\$	61,466	45%
Economic Improvement District Fund											
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	
Revenues		302,979		342,505		153,100		153,100		306,200	
Expenditures		302,979		342,505		153,100		153,100		306,200	
Net Change		-		-		-		-		-	
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	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 2011 - 2017
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2015-17 % Change From Prior Period			
	2011-13		2013-15		2015-16	2016-17	2015-17				
System Development Charges Fund											
Beginning Fund Balance	\$	-	\$	1,132,524	\$	5,934,000	\$	-	\$	5,934,000	
Revenues		11,535,958		19,854,558		11,991,200		12,415,100		24,406,300	
Expenditures		10,403,434		15,053,072		10,207,150		11,249,150		21,456,300	
Net Change		1,132,524		4,801,486		1,784,050		1,165,950		2,950,000	
Ending Fund Balance	\$	1,132,524	\$	5,934,010	\$	7,718,050	\$	1,165,950	\$	8,884,000	50%
Energy ARRA Grant Fund											
Beginning Fund Balance	\$	1,558	\$	58,199	\$	73,500	\$	-	\$	73,500	
Revenues		690,681		70,491		36,700		36,600		73,300	
Expenditures		634,040		55,179		73,400		73,400		146,800	
Net Change		56,641		15,312		(36,700)		(36,800)		(73,500)	
Ending Fund Balance	\$	58,199	\$	73,511	\$	36,800	\$	(36,800)	\$	-	-100%
TOTAL SPECIAL REVENUE FUNDS											
Beginning Fund Balance	\$	9,176,074	\$	14,550,515	\$	24,563,300	\$	-	\$	24,563,300	
Revenues		80,230,482		100,803,590		60,264,529		59,478,912		119,743,441	
Expenditures		74,856,041		90,790,334		58,570,040		57,485,972		116,056,012	
Net Change		5,374,441		10,013,256		1,694,489		1,992,940		3,687,429	
Ending Fund Balance	\$	14,550,515	\$	24,563,771	\$	26,257,789	\$	1,992,940	\$	28,250,729	15%
DEBT SERVICE FUNDS											
Fire Station Debt Service Fund											
Beginning Fund Balance	\$	6,781	\$	5,751	\$	7,150	\$	-	\$	7,150	
Revenues		459,108		475,645		244,800		250,200		495,000	
Expenditures		460,138		474,296		244,800		250,200		495,000	
Net Change		(1,030)		1,349		-		-		-	
Ending Fund Balance	\$	5,751	\$	7,100	\$	7,150	\$	-	\$	7,150	1%
PERS Debt Service Fund											
Beginning Fund Balance	\$	1,330,341	\$	1,465,470	\$	2,797,600	\$	-	\$	2,797,600	
Revenues		2,186,243		3,562,352		1,258,200		1,299,700		2,557,900	
Expenditures		2,051,114		2,230,271		1,184,800		1,237,000		2,421,800	
Net Change		135,129		1,332,081		73,400		62,700		136,100	
Ending Fund Balance	\$	1,465,470	\$	2,797,551	\$	2,871,000	\$	62,700	\$	2,933,700	5%
General Obligation Bond Debt Service Fund											
Beginning Fund Balance	\$	-	\$	775,837	\$	981,400	\$	-	\$	981,400	
Revenues		4,047,335		3,884,272		1,900,200		1,900,800		3,801,000	
Expenditures		3,271,498		3,678,650		1,839,000		1,839,000		3,678,000	
Net Change		775,837		205,622		61,200		61,800		123,000	
Ending Fund Balance	\$	775,837	\$	981,459	\$	1,042,600	\$	61,800	\$	1,104,400	13%

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 2011 - 2017
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2015-17 % Change From Prior Period				
	2011-13		2013-15	2015-16	2016-17	2015-17					
Local Improvement District Debt Service Fund											
Beginning Fund Balance	\$	574,100	\$	-	\$	-					
Revenues		7,584		-		-					
Expenditures		581,684		-		-					
Net Change		(574,100)		-		-					
Ending Fund Balance	\$	-	\$	-	\$	-	0%				
BURA Juniper Ridge Debt Service Fund											
Beginning Fund Balance	\$	1,015,523	\$	648,221	\$	1,309,900	\$	1,309,900			
Revenues		1,864,347		1,855,627		960,600		972,700		1,933,300	
Expenditures		2,231,649		1,193,887		688,300		688,300		1,376,600	
Net Change		(367,302)		661,740		272,300		284,400		556,700	
Ending Fund Balance	\$	648,221	\$	1,309,961	\$	1,582,200	\$	284,400	\$	1,866,600	42%
BURA Murphy Crossing Debt Service Fund											
Beginning Fund Balance	\$	115,125	\$	237,113	\$	497,950	\$	-	\$	497,950	
Revenues		121,988		382,888		282,900		297,200		580,100	
Expenditures		-		122,000		246,000		246,000		492,000	
Net Change		121,988		260,888		36,900		51,200		88,100	
Ending Fund Balance	\$	237,113	\$	498,001	\$	534,850	\$	51,200	\$	586,050	18%
BURA Downtown Debt Service Fund											
Beginning Fund Balance	\$	1,758,075	\$	-	\$	-	\$	-	\$	-	
Revenues		823,070		-		-		-		-	
Expenditures		2,581,145		-		-		-		-	
Net Change		(1,758,075)		-		-		-		-	
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	0%
TOTAL DEBT SERVICE FUNDS											
Beginning Fund Balance	\$	4,799,945	\$	3,132,392	\$	5,594,000	\$	-	\$	5,594,000	
Revenues		9,509,675		10,160,784		4,646,700		4,720,600		9,367,300	
Expenditures		11,177,228		7,699,104		4,202,900		4,260,500		8,463,400	
Net Change		(1,667,553)		2,461,680		443,800		460,100		903,900	
Ending Fund Balance	\$	3,132,392	\$	5,594,072	\$	6,037,800	\$	460,100	\$	6,497,900	16%
CAPITAL PROJECTS FUNDS											
Transportation Construction Fund											
Beginning Fund Balance	\$	6,436,478	\$	7,926,361	\$	6,722,800	\$	-	\$	6,722,800	
Revenues		8,421,469		12,518,766		4,716,200		4,793,800		9,510,000	
Expenditures		6,931,586		13,722,271		4,555,202		5,105,820		9,661,022	
Net Change		1,489,883		(1,203,505)		160,998		(312,020)		(151,022)	
Ending Fund Balance	\$	7,926,361	\$	6,722,856	\$	6,883,798	\$	(312,020)	\$	6,571,778	-2%
Accessibility Construction Fund											
Beginning Fund Balance	\$	1,076,919	\$	552,137	\$	802,200	\$	-	\$	802,200	
Revenues		1,453,158		2,155,313		1,177,000		1,053,500		2,230,500	
Expenditures		1,977,940		1,905,241		1,378,118		856,461		2,234,579	
Net Change		(524,782)		250,072		(201,118)		197,039		(4,079)	
Ending Fund Balance	\$	552,137	\$	802,209	\$	601,082	\$	197,039	\$	798,121	-1%

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 2011 - 2017
By Governmental Fund Type - Continued**

FUND	ACTUALS		ADOPTED BUDGET			2015-17 % Change From Prior Period
	2011-13	ESTIMATE 2013-15	2015-16	2016-17	2015-17	
General Obligation Bond Construction Fund						
Beginning Fund Balance	\$ -	\$ 20,375,500	\$ 9,187,860	\$ -	\$ 9,187,860	
Revenues	31,492,880	720,174	40,100	5,500	45,600	
Expenditures	11,117,380	11,907,844	7,033,960	2,199,500	9,233,460	
Net Change	20,375,500	(11,187,670)	(6,993,860)	(2,194,000)	(9,187,860)	
Ending Fund Balance	\$ 20,375,500	\$ 9,187,830	\$ 2,194,000	\$ (2,194,000)	\$ -	-100%
Local Improvement District Construction Fund						
Beginning Fund Balance	\$ -	\$ 582,983	\$ 591,900	\$ -	\$ 591,900	
Revenues	582,983	8,899	5,900	6,000	11,900	
Expenditures	-	-	-	-	-	
Net Change	582,983	8,899	5,900	6,000	11,900	
Ending Fund Balance	\$ 582,983	\$ 591,882	\$ 597,800	\$ 6,000	\$ 603,800	2%
BURA Juniper Ridge Construction Fund						
Beginning Fund Balance	\$ 69,620	\$ 25,187	\$ 2,800	\$ -	\$ 2,800	
Revenues	3,683	3,762,957	41,000	41,000	82,000	
Expenditures	48,116	3,785,300	41,000	41,000	82,000	
Net Change	(44,433)	(22,343)	-	-	-	
Ending Fund Balance	\$ 25,187	\$ 2,844	\$ 2,800	\$ -	\$ 2,800	-2%
BURA Murphy Crossing Construction Fund						
Beginning Fund Balance	\$ -	\$ -	\$ 1,299,500	\$ -	\$ 1,299,500	
Revenues	-	2,999,500	500	-	500	
Expenditures	-	1,700,000	1,300,000	-	1,300,000	
Net Change	-	1,299,500	(1,299,500)	-	(1,299,500)	
Ending Fund Balance	\$ -	\$ 1,299,500	\$ -	\$ -	\$ -	-100%
BURA Downtown Construction Fund						
Beginning Fund Balance	\$ 452,792	\$ -	\$ -	\$ -	\$ -	
Revenues	7,950	-	-	-	-	
Expenditures	460,742	-	-	-	-	
Net Change	(452,792)	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL CAPITAL PROJECTS FUNDS						
Beginning Fund Balance	\$ 8,035,809	\$ 29,462,168	\$ 18,607,060	\$ -	\$ 18,607,060	
Revenues	41,962,123	22,165,609	5,980,700	5,899,800	11,880,500	
Expenditures	20,535,764	33,020,656	14,308,280	8,202,781	22,511,061	
Net Change	21,426,359	(10,855,047)	(8,327,580)	(2,302,981)	(10,630,561)	
Ending Fund Balance	\$ 29,462,168	\$ 18,607,121	\$ 10,279,480	\$ (2,302,981)	\$ 7,976,499	-57%
Permanent Funds						
Cemetery Permanent Maintenance Fund						
Beginning Fund Balance	\$ 586,225	\$ 595,952	\$ 656,200	\$ -	\$ 656,200	
Revenues	30,502	118,956	24,700	24,400	49,100	
Expenditures	20,775	58,698	20,000	20,000	40,000	
Net Change	9,727	60,258	4,700	4,400	9,100	
Ending Fund Balance	\$ 595,952	\$ 656,210	\$ 660,900	\$ 4,400	\$ 665,300	1%

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 2011 - 2017
By Proprietary Fund Type**

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2015-17 % Change From Prior Period
	2011-13	2013-15	2015-16	2016-17	2015-17			
Internal Service Funds								
Internal Service Fund								
Beginning Fund Balance	\$ 8,613,441	\$ 9,256,271	\$ 10,692,956	\$ -	\$ 10,692,956			
Revenues	41,935,792	47,723,998	33,014,240	27,813,970	60,828,210			
Expenditures	41,293,053	46,287,213	34,711,157	27,879,253	62,590,410			
Net Change	642,739	1,436,785	(1,696,917)	(65,283)	(1,762,200)			
Ending Fund Balance	\$ 9,256,180	\$ 10,693,056	\$ 8,996,039	\$ (65,283)	\$ 8,930,756			-16%
Enterprise Funds								
Airport Fund								
Beginning Fund Balance	\$ 300,199	\$ 773,005	\$ 435,400	\$ -	\$ 435,400			
Revenues	5,448,724	2,173,827	6,490,339	3,242,700	9,733,039			
Expenditures	4,975,918	2,511,408	6,466,627	3,277,581	9,744,208			
Net Change	472,806	(337,581)	23,712	(34,881)	(11,169)			
Ending Fund Balance	\$ 773,005	\$ 435,424	\$ 459,112	\$ (34,881)	\$ 424,231			-3%
Cemetery Fund								
Beginning Fund Balance	\$ -	\$ 14,879	\$ 3,200	\$ -	\$ 3,200			
Revenues	156,162	244,925	148,726	150,200	298,926			
Expenditures	141,283	256,575	145,794	149,687	295,481			
Net Change	14,879	(11,650)	2,932	513	3,445			
Ending Fund Balance	\$ 14,879	\$ 3,229	\$ 6,132	\$ 513	\$ 6,645			106%
Water Fund								
Beginning Fund Balance	\$ 11,575,999	\$ 8,798,313	\$ 15,126,400	\$ -	\$ 15,126,400			
Revenues	33,878,926	40,733,394	22,138,670	23,011,100	45,149,770			
Expenditures	36,656,612	34,405,346	19,155,942	20,181,530	39,337,472			
Net Change	(2,777,686)	6,328,048	2,982,728	2,829,570	5,812,298			
Ending Fund Balance	\$ 8,798,313	\$ 15,126,361	\$ 18,109,128	\$ 2,829,570	\$ 20,938,698			38%
Bridge Creek Pipeline Construction Fund								
Beginning Fund Balance	\$ -	\$ -	\$ (7,868,500)	\$ -	\$ (7,868,500)			
Revenues	-	39,351,733	54,032,900	-	54,032,900			
Expenditures	-	47,220,254	46,164,400	-	46,164,400			
Net Change	-	(7,868,521)	7,868,500	-	7,868,500			
Ending Fund Balance	\$ -	\$ (7,868,521)	\$ -	\$ -	\$ -			-100%
Water Reclamation Fund								
Beginning Fund Balance	\$ 15,808,435	\$ 24,721,794	\$ 31,781,200	\$ -	\$ 31,781,200			
Revenues	46,616,088	49,138,945	51,313,630	27,579,100	78,892,730			
Expenditures	37,702,729	42,079,553	51,619,469	24,831,051	76,450,520			
Net Change	8,913,359	7,059,392	(305,839)	2,748,049	2,442,210			
Ending Fund Balance	\$ 24,721,794	\$ 31,781,186	\$ 31,475,361	\$ 2,748,049	\$ 34,223,410			8%
Secondary Expansion Construction Fund								
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -			
Revenues	-	37,000,495	8,233,200	2,418,700	10,651,900			
Expenditures	-	37,000,554	8,233,200	2,418,700	10,651,900			
Net Change	-	(59)	-	-	-			
Ending Fund Balance	\$ -	\$ (59)	\$ -	\$ -	\$ -			-100%

**Fund Balance Detail Years 2011 - 2017
By Proprietary Fund Type - Continued**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2015-17 % Change From Prior Period				
	2011-13		2013-15	2015-16	2016-17	2015-17					
Southeast Interceptor Construction Fund											
Beginning Fund Balance	\$	-	\$	-	\$	(480,700)					
Revenues		-		6,518,833		17,094,700	8,488,900	25,583,600			
Expenditures		-		6,999,509		16,614,000	8,488,900	25,102,900			
Net Change		-		(480,676)		480,700	-	480,700			
Ending Fund Balance	\$	-	\$	(480,676)	\$	-	\$	-	-100%		
Downtown Parking Fund											
Beginning Fund Balance	\$	1,079,045	\$	1,100,471	\$	1,559,600	\$	-	\$	1,559,600	
Revenues		1,479,431		1,579,741		858,821		876,421		1,735,242	
Expenditures		1,458,005		1,120,594		776,325		692,023		1,468,348	
Net Change		21,426		459,147		82,496		184,398		266,894	
Ending Fund Balance	\$	1,100,471	\$	1,559,618	\$	1,642,096	\$	184,398	\$	1,826,494	17%
Stormwater Fund											
Beginning Fund Balance	\$	4,108,372	\$	5,041,815	\$	3,457,200	\$	-	\$	3,457,200	
Revenues		5,125,643		5,197,042		3,302,540		3,427,900		6,730,440	
Expenditures		4,192,200		6,781,729		4,273,167		3,013,493		7,286,660	
Net Change		933,443		(1,584,687)		(970,627)		414,407		(556,220)	
Ending Fund Balance	\$	5,041,815	\$	3,457,128	\$	2,486,573	\$	414,407	\$	2,900,980	-16%
TOTAL ENTERPRISE FUNDS											
Beginning Fund Balance	\$	32,872,050	\$	40,450,277	\$	44,013,800	\$	-	\$	44,013,800	
Revenues		92,704,974		181,938,935		163,613,526		69,195,021		232,808,547	
Expenditures		85,126,747		178,375,522		153,448,924		63,052,965		216,501,889	
Net Change		7,578,227		3,563,413		10,164,602		6,142,056		16,306,658	
Ending Fund Balance	\$	40,450,277	\$	44,013,690	\$	54,178,402	\$	6,142,056	\$	60,320,458	37%

Fund Balance Detail Years 2011 - 2017
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 for street preservation and maintenance
- * An increase in General Fund support for Private Development Engineering
- * An increase in the City's support of Cascades East Transit, the regional transit system operated by Central Oregon Intergovernmental Council

BEND URBAN RENEWAL AGENCY GENERAL FUND

The declining ending fund balance in the Bend Urban Renewal Agency General Fund is related to the planned use of funds for future urban renewal planning and for partial funding of the Economic Development Director position.

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 2015-2017 biennium.

Building Fund

The Building Program is experiencing revenue growth due to the increase in development activity. Permit revenue is projected to increase approximately 17% during the biennium resulting in a projected increase in ending fund balance for the 2015-2017 biennium.

Planning Fund

The Planning Program is experiencing revenue growth due to the increase in development activity. Reserves that were nearly exhausted during the economic downturn are slowly being built to a modest level.

Transportation Operations Fund

Due to the increase in material costs and relatively stable revenue sources, the Transportation Operations Fund is experiencing a reduction in ending fund balance. During the 2015-16 fiscal year, the City will review options to increase the Transportation Operations Fund's resources.

Fund Balance Detail Years 2011 - 2017
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 created to advocate for businesses in all of the City's Departments. Additional ending fund balance will be used for future economic development and advocacy projects.

System Development Charges (SDC) Fund

The increase in System Development Charges ending fund balance is related to transportation SDC revenues that have increased due to an increase in development activity. The reserves will fund future transportation capital improvements.

Energy ARRA Grant Fund

This grant program was established in November 2009 to improve City facilities and partner with other community organizations for residential energy improvements. Reserves from prior year grants will be used during the 2015-2017 biennium.

DEBT SERVICE FUNDS

General Obligation (G.O.) Bond Debt Service Fund

Property tax revenues related to the voter approved G.O. bond exceed required debt service payments for the current biennium.

BURA Juniper Ridge Debt Service Fund

Property tax revenues generated in the Juniper Ridge Urban Renewal area exceed required debt service payments for the current biennium.

BURA Murphy Crossing Debt Service Fund

Property tax revenues generated in the Murphy Crossing Urban Renewal area exceed required debt service payments for the current biennium.

Fund Balance Detail Years 2011 - 2017
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

General Obligation Bond Construction Fund

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

BURA Murphy Crossing Construction Fund

The remaining debt proceeds will be used on the designated transportation construction projects during the biennium.

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 2015-17 biennial budget are based on current or historical revenue trends and analyses, projections from the State of Oregon Office of Economic Analysis, Oregon Department of Transportation, and other relevant forecasts for Central Oregon. The City also utilizes economic information obtained from various sources such as the Central Oregon Economic Forecast project and the Oregon Economic Forum when developing revenue assumptions.

New Revenues, Fee Increases and Notable Changes to Revenues

New revenues and fee increases included in the 2015-17 biennial budget are as follows:

- Water rate increases of 3.0% and water reclamation (sewer) rate increases of 4.0% are included in the budget for each year of the biennium. The budget also reflects an increase in Stormwater fees of \$1/month in the first year of the biennium and \$0.15/month for the second year.
- System development charges (SDCs) were projected to increase 2.5% 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 2.4% increase for 2015-16. The Sewer SDC methodology was recently updated and adopted by Council in August 2015. For budgeting purposes, sewer SDC revenue projections were based on the ENR increase, as the budget was prepared prior to completion of the methodology. The revised methodology increases sewer SDCs an additional 42% by March 2016.
- A comprehensive fee study was recently completed for Private Development Engineering, which resulted in proposed fee increases of 15-30% based on the individual fee, with additional fee increases added as a "reserve factor" that will allow the program, that is 100% fee supported, to build 12 months of operating reserves over the next 3 years.
- Planning fees are projected to decrease from approximately \$3.9 million in the 2013-2015 biennium to \$3.8 million in the 2015-2017 biennium. The decrease is a result of reducing fees on July 1, 2014 after a detailed cost of service fee study conducted by Capital Asset Partners. As a result of the fee study, General Fund support to the Planning Program was increased to cover the cost of services that are no longer charged to the development community, including pre-application meetings, City initiated General Plan/Development Code updates, and a portion of general planning services. Planning revenues are projected to increase in the 2015-2017 biennium over fiscal year 2014-15 revenues due to a cost of living inflationary increase of 2% per year and development activity increases of 8% and 5% in 2015-16 and 2016-17 respectively.

- Building permit revenues are projected to increase from the estimated \$11.2 million in the 2013-2015 biennium to \$13.1 million in 2015-2017. The projected increase is due to the continued rise in residential building activity, including several large non-residential projects that are developing. There are no increases to Building fees anticipated at this time, in anticipation of a comprehensive fee study that will be conducted in the first year of the biennium. Changes to Building fees will be presented to Council during 2015-16 based on the outcome of the fee study.

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 2014-15, 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.

City of Bend Permanent 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 2014-15 is \$9.3 billion. The City's TAV is projected to increase 5.5% in 2015-16 and 5.6% in 2016-17 due to the rise in property values and new construction. The collection rate for the 2015-2017 biennium is projected to be 94.5%.

	<u>2015-16</u>	<u>2016-17</u>	<u>2015-17</u> <u>Biennium</u>
Projected TAV	\$ 9,738,703,500	\$ 10,284,070,900	\$ 20,022,774,400
Change in TAV from prior yr.	5.5%	5.6%	
Tax Rate (per \$1,000 TAV)	2.8035	2.8035	
Tax levy	27,302,400	28,831,400	56,133,800
Collection rate	94.5%	94.5%	

	<u>2015-16</u>	<u>2016-17</u>	<u>2015-17 Biennium</u>
Current tax revenues	\$ 25,800,800	\$ 27,245,700	\$ 53,046,500
Delinquent taxes	516,000	544,900	1,060,900
Interest	2,400	2,600	5,000
Total tax revenues-City	<u>\$ 26,319,200</u>	<u>\$ 27,793,200</u>	<u>\$ 54,112,400</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>2015-16</u>	<u>2016-17</u>	<u>2015-17 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>

City of Bend Local Option Levy

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

	<u>2015-16</u>	<u>2016-17</u>	<u>2015-17 Biennium</u>
Current tax revenues	\$ 1,860,600	\$ 1,964,700	\$ 3,825,300
Delinquent taxes and interest	37,400	39,500	76,900
Total tax revenues-LOL	<u>\$ 1,898,000</u>	<u>\$ 2,004,200</u>	<u>\$ 3,902,200</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. The URA's TAV is projected to increase 1.5% in both 2015-16 and 2016-17 due to the rise in property values and new construction.

	<u>2015-16</u>	<u>2016-17</u>	<u>2015-17 Biennium</u>
Current tax revenues	\$ 927,500	\$ 936,800	\$ 1,864,300
Delinquent taxes and interest	18,700	18,800	37,600
Total tax revenues-Juniper Ridge	<u>\$ 946,200</u>	<u>\$ 955,600</u>	<u>\$ 1,901,800</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. The URA's TAV is projected to increase 3.0% in both 2015-16 and 2016-17 due to the rise in property values and new construction.

	<u>2015-16</u>	<u>2016-17</u>	<u>2015-17 Biennium</u>
Current tax revenues	\$ 272,300	\$ 285,900	\$ 558,200
Delinquent taxes and interest	5,400	5,700	11,100
Total tax revenues-Murphy Cross.	<u>\$ 277,700</u>	<u>\$ 291,600</u>	<u>\$ 569,300</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 Permanent Tax Levy		
	Year	Amount	% Change

(in 000's)

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

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

Bend voters approved a \$30 million General Obligation Bond for transportation improvements in May 2011, and approved a 5 year \$0.20 Local Option Levy to support Fire/EMS operations in May 2014.

2016-17 *	\$28,831	5.6%
2015-16 *	27,302	5.5%
2014-15	25,879	6.4%
2013-14	24,332	5.3%
2012-13	23,110	2.5%
2011-12	22,547	-0.5%
2010-11	22,669	1.1%
2009-10	21,412	4.1%
2008-09	21,530	6.3%
2007-08	20,246	8.9%

* projected amounts for 2015-17 biennium

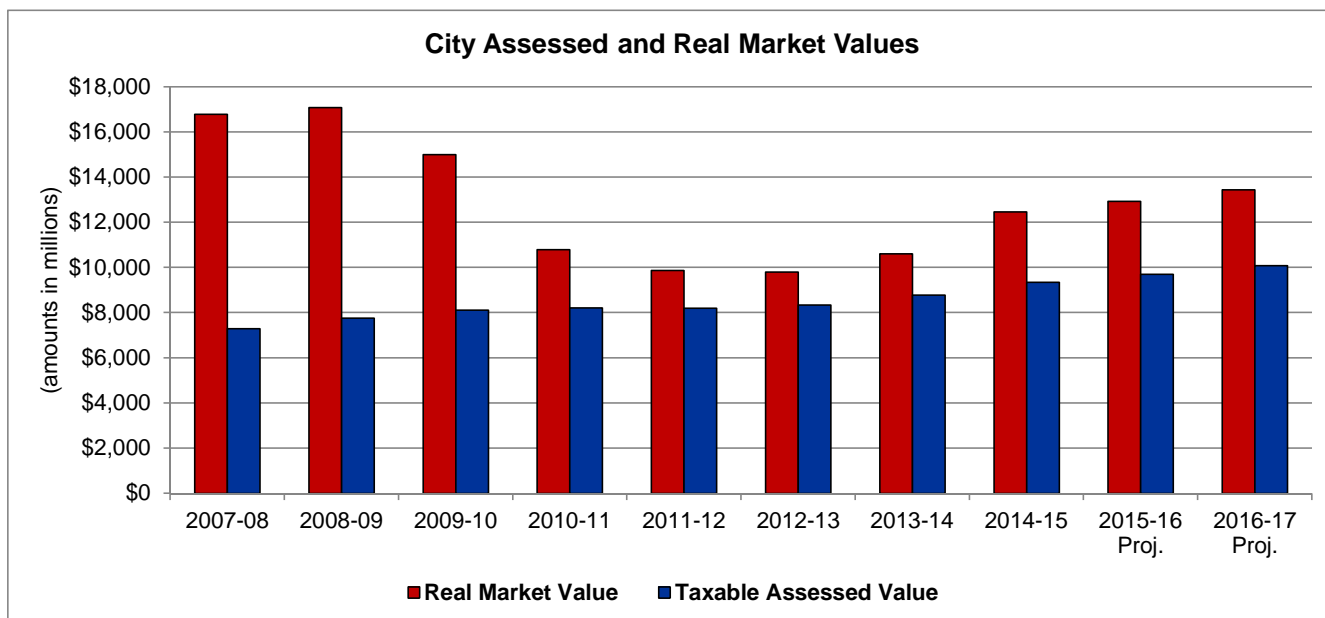
Assumptions

	Taxable Assessed Valuation (in 000's)	Gross Property Tax Levy (in 000's)	Collection Rate
2015-2017 Biennial Budget projection for 2016-17	\$ 10,284,070 *	\$28,831	94.5%
2015-2017 Biennial Budget projection for 2015-16	9,738,703 *	27,302	94.5%
2013-2015 Biennial Budget Actuals for 2014-15	9,230,999 **	25,879	95.0%
2013-2015 Biennial Budget Actuals for 2013-14	8,679,100 **	24,332	95.3%

**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 5.5% in 2015-16 and 5.6% in 2016-17. The collection rate is projected to be 94.5% in both years of the biennium.

Property Taxes



Transient Room Taxes

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

(in 000's)

The 2015-17 biennial budget reflects a 10.4% tax rate levied upon lodging properties within the City of Bend. Historically the transient room tax (TRT) rate was 9%. In November 2013, voters approved an increase in the TRT rate to 10.4%. The rate increased by 1% on June 1, 2014, and the final 0.4% was effective June 1, 2015.

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

2016-17 *	\$ 7,273	7.0%
2015-16 *	6,797	14.5%
2014-15 *	5,934	26.0%
2013-14	4,710	19.4%
2012-13	3,944	10.4%
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%

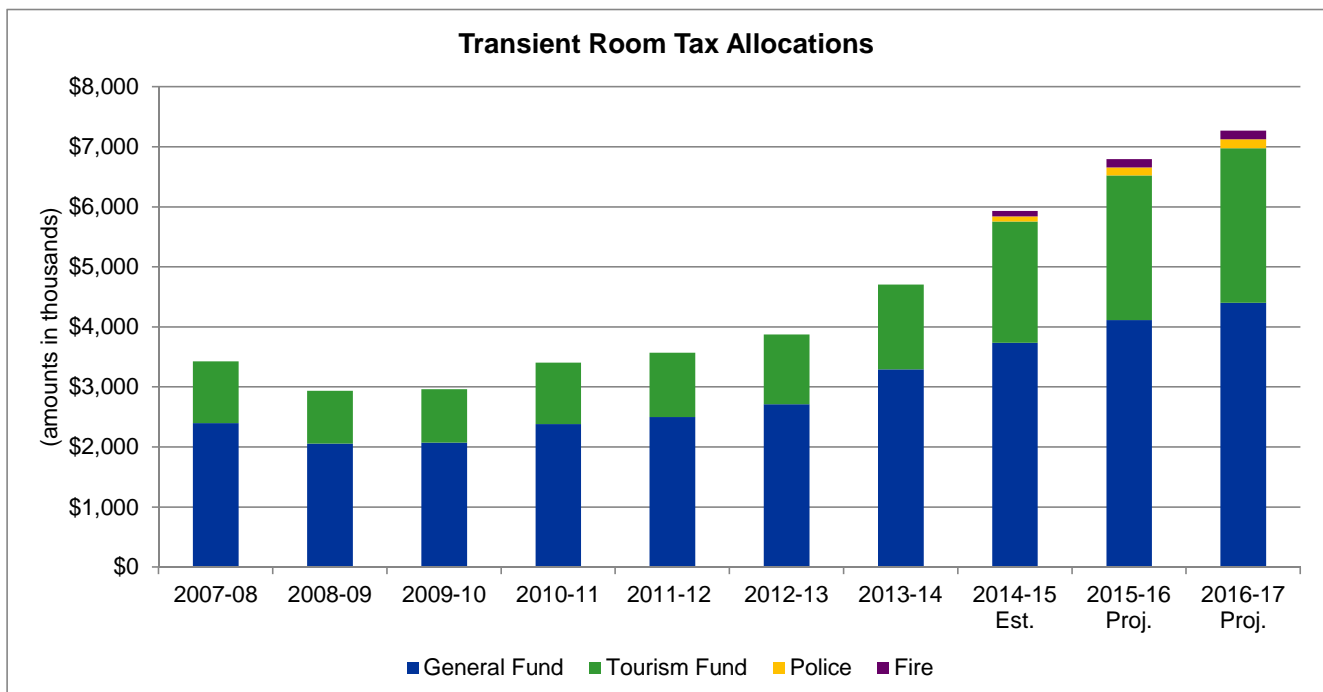
The Tourism Fund is used to account for the promotion of tourism, with much of the funds allocated to Visit Bend on a contracted basis.

* 2014-15 year end estimate and projected amounts for 2015-17 biennium

Assumptions

Revenue projections included in the 2015-17 biennium are based on current trends and discussions with Visit Bend, an organization tasked with marketing and promoting tourism in Bend. The City of Bend's 2015-17 biennial budget includes Transient Room Tax revenues of \$6,797,000 and \$7,273,000 respectively. Lodging property owners retain 0.5% of tax revenues collected 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.

2016-17 *	\$ 8,331	2.7%
2015-16 *	8,112	2.9%
2014-15 *	7,886	3.2%
2013-14	7,641	6.8%
2012-13	7,154	-0.5%
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%

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 were historically designated by Council to the Transportation Construction Fund to fund transportation projects. Effective July 1, 2013, 50% of the Water and Water Reclamation franchise fees are allocated to the Accessibility Construction Fund to fund accessibility improvements. All other franchise fees are allocated to the General Fund as discretionary revenues.

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

		<u>2015-16</u>	<u>2016-17</u>
Pacific Power	5.00%	\$ 3,560,000	\$ 3,624,100
Central Electric Co-op	5.00%	168,800	171,900
Cascade Gas	5.00%	1,273,400	1,322,200
CenturyLink (formerly Qwest)	7.00%	177,300	171,700
Bend Broadband	5.00%	1,017,400	1,055,600
Garbage Haulers	5.00%	550,600	560,500
Water/Water Reclamation	3.00%	1,281,600	1,341,600

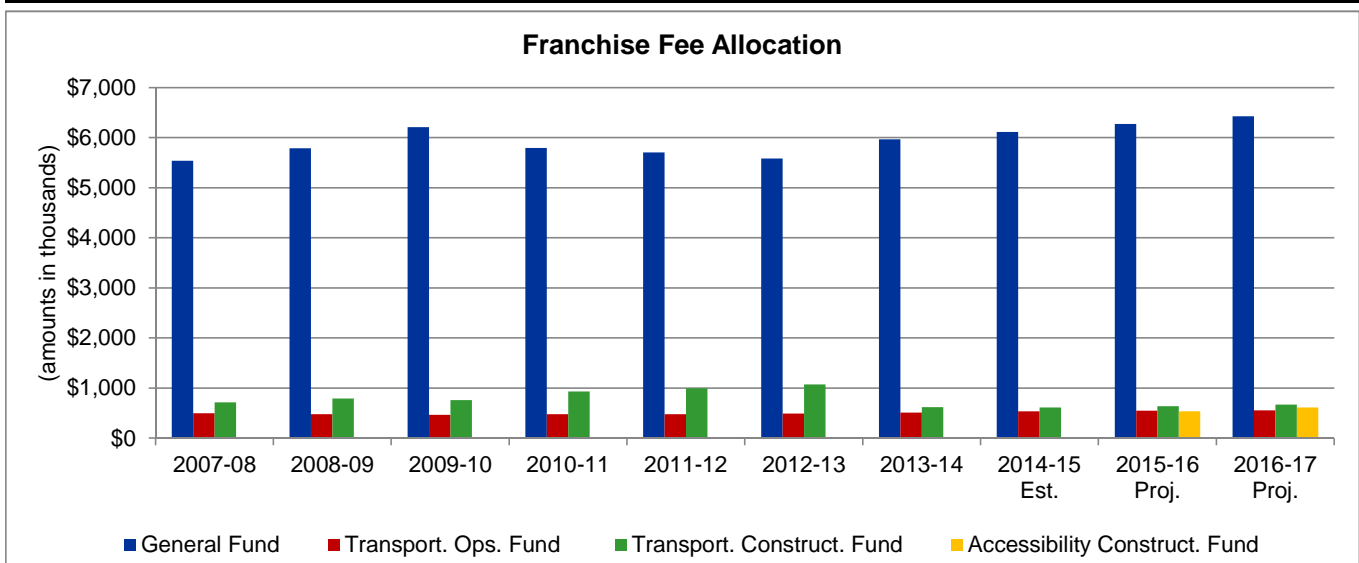
* 2014-15 year end estimate and projected amounts for 2015-17 biennium

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 2.9% in 2015-16 and 2.7% in 2016-17.

Franchise Fees



State Allocated Revenues

Allocation of Revenues	Year	10 Year Trend of Revenues				% Change
		Amount	Amount	Amount	Amount	Total
		Highway Tax	Liquor Tax	Cigarette Tax	State Shared	Total State Allocated
State Highway Apportionment Revenues 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.	2016-17 *	\$ 4,636,900	\$ 1,381,700	\$ 90,800	\$ 959,000	2.7%
	2015-16 *	4,559,100	1,319,300	95,700	907,900	5.4%
	2014-15 *	4,445,900	1,163,800	102,900	814,700	2.2%
	2013-14	4,452,500	1,091,600	104,800	738,200	5.4%
	2012-13	4,223,500	1,029,200	109,600	697,700	1.6%
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.	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%
	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%

* 2014-15 year end estimate and projected amounts for 2015-17 biennium

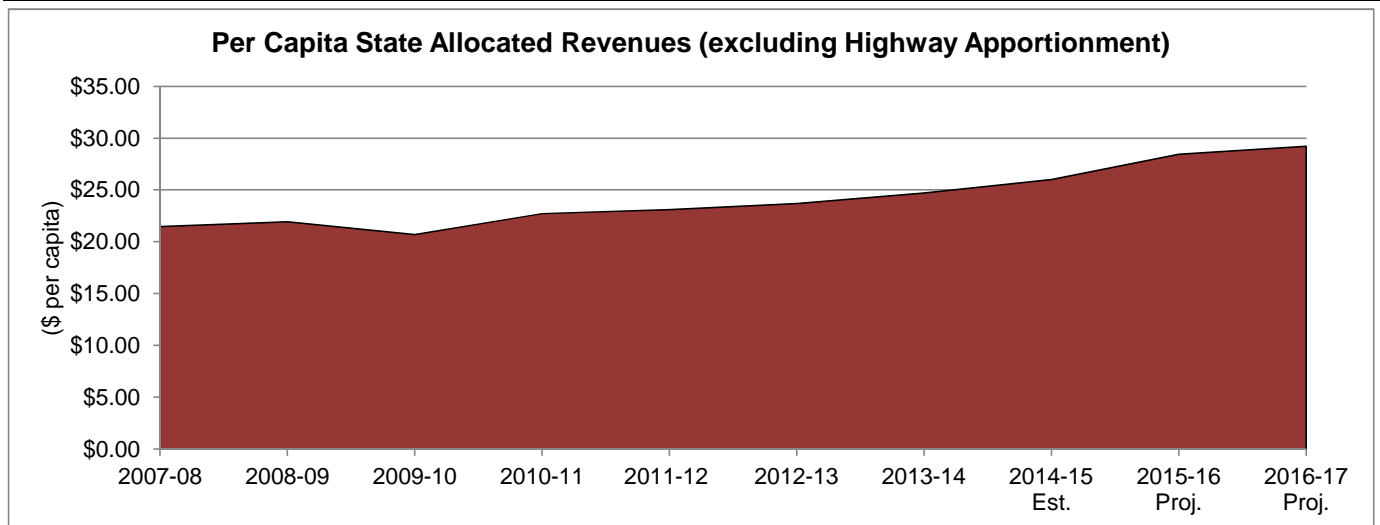
Assumptions

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. 2015-17 revenue projections were based on PSU's 2014 population estimate of 79,985.

The Highway Apportionment 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 2015 *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 February 2015).

State Allocated Revenues



System Development Charges

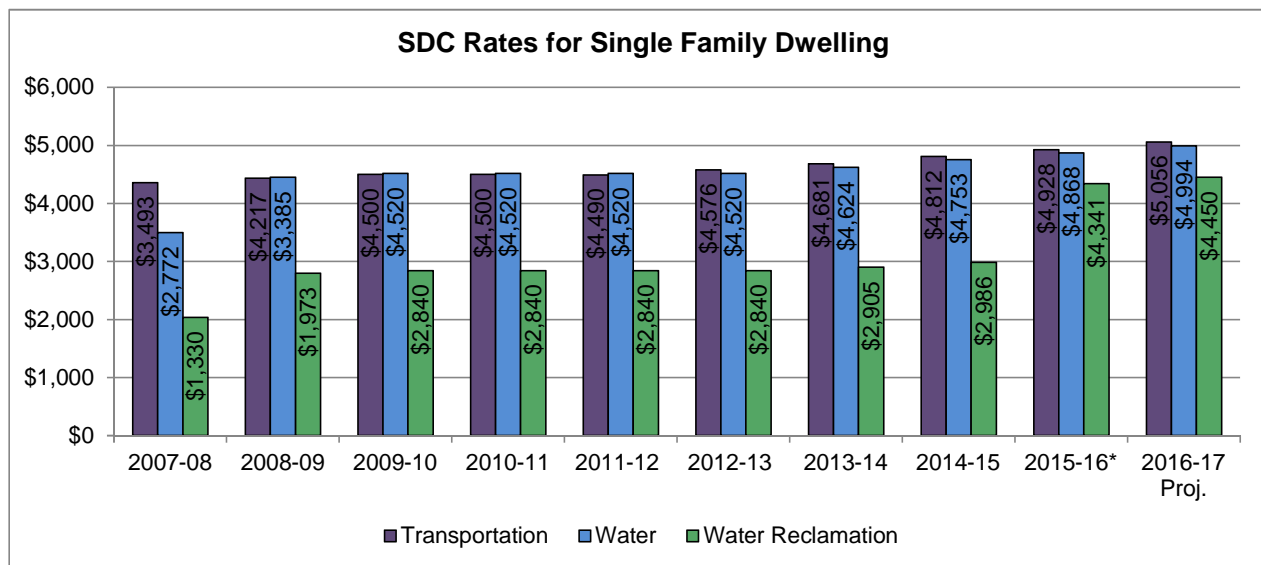
Allocation of Revenues	Year	10 Year Trend of Collections			%
		Amount	Amount	Amount	Change
		Transportation	Water	Water Reclamation	Total SDC's
System Development Charges (SDC) are restricted by ORS for capital improvement projects. A special revenue fund, the SDC fund, has been established to account 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.	2016-17 *	\$ 5,152,000	\$ 3,448,400	\$ 3,702,000	4.4%
	2015-16 *	5,295,000	3,145,100	3,343,000	14.8%
	2014-15 *	4,276,000	2,913,800	3,072,000	12.9%
	2013-14	3,757,300	2,470,000	2,863,400	27.8%
	2012-13	2,948,000	2,015,700	2,149,800	72.1%
	2011-12	1,984,300	968,900	1,179,300	23.7%
	2010-11	1,386,700	866,500	1,087,900	47.7%
	2009-10	1,039,300	532,600	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%

* 2014-15 year end estimate and projected amounts for 2015-17 biennium

Assumptions

System Development Charges (SDC's) are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on the Engineering News Record (ENR), a construction cost inflation index. A 2.5% increase in ENR was projected for each year of the biennium. The actual increase for 2015-2016 was 2.4%. The City last updated its Transportation SDC methodology in 2011-2012 and Water methodology in 2008-2009. The Sewer SDC methodology was recently updated and adopted by City Council in August 2015. For budgeting purposes, sewer SDC revenue projections were based on the ENR increase, as the budget was prepared prior to completion of the methodology. The revised methodology increases sewer SDCs an additional 42% by March 2016.

System Development Charges



* 2015-16 Water Reclamation amount reflects sewer SDC rates effective March 1, 2016

Development Fees and Permits

Allocation of Revenues	Year	Amount	10 Year Trend of Collections					
			Amount		Amount		Amount	
				%		%		%
		Building	change	Planning	change	Engineering	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.	2016-17	\$ 6,901,300	11.5%	\$ 1,986,500	7.1%	\$ 1,985,900	1.1%	
	2015-16	6,189,500	5.2%	1,854,900	10.2%	1,964,300	69.3%	
	2014-15	5,885,100	10.7%	1,683,900	-26.1%	1,160,500	23.5%	
	2013-14	5,315,900	38.8%	2,279,200	38.6%	939,438	176.3%	
	2012-13	3,829,800	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%	

* 2014-15 year end estimate and projected amounts for 2015-17 biennium

Assumptions

The City of Bend experienced a significant increase in development activity during the 2013-2015 biennium. Based on the City's knowledge of ongoing development activity, this increase is expected to continue through the 2015-2017 biennium.

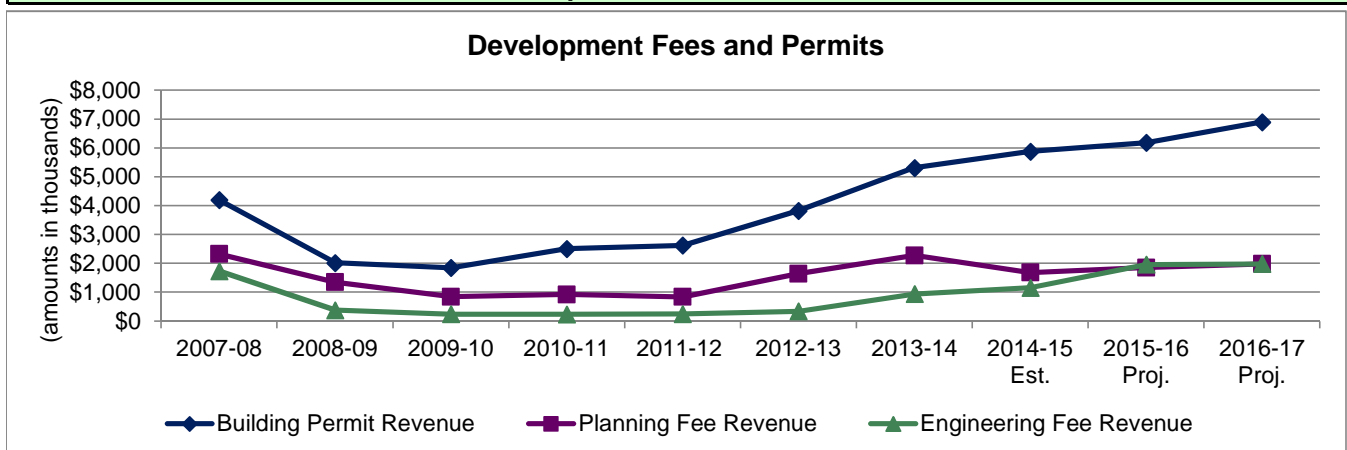
A comprehensive fee study was recently completed for Private Development Engineering, which resulted in proposed fee increases of 15-30% based on the individual fee, with additional fee increases added as a "reserve factor" that will allow the program that is 100% fee supported, to build 12 months of operating reserves over the next 3 years.

It is anticipated that fee studies will be completed during the biennium for the Building and Planning functions to ensure rates and fees are set at appropriate levels. The last comprehensive analysis of Building fees was completed in 2008-09 and Planning fees were last analyzed in 2013-14. Going forward, fee studies for development fees will be updated on a regular basis, approximately every 3 years.

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

	2015-16		2016-17	
	Fee Incr.	Activity Level	Fee Incr.	Activity Level
Building	0.0%	5.3%	0.0%	11.5%
Current Planning	2.0%	8.0%	2.0%	5.0%
Private Development Engineering	Based on 2015 fee study			

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 Reclamation		Stormwater	
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.	2016-17 *	\$ 18,294	3.8%	\$ 23,274	5.3%	\$ 3,380	5.2%
	2015-16 *	17,618	5.3%	22,094	9.0%	3,213	24.2%
	2014-15 *	16,730	3.9%	20,262	10.4%	2,587	2.5%
	2013-14	16,105	9.5%	18,352	8.1%	2,524	0.2%
	2012-13	14,711	6.1%	16,984	7.9%	2,519	0.6%
	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%
The City utilizes 20 year rate models to project revenue requirements and utility rates needed.	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%
	2007-08	10,175	5.5%	10,168	12.6%	2,458	new fee

* 2014-15 year end estimate and projected amounts for 2015-17 biennium

Assumptions

During the 2013-2015 biennium, the City hired a consulting firm, FCS Group, to assist the City in developing 20 year financial plans for the water, water reclamation (sewer) and stormwater utilities. Rate models are updating annually to ensure projected rate increases are adequate to cover operations & maintenance and capital expenditures, including annual debt service payments associated with the financing of capital improvements.

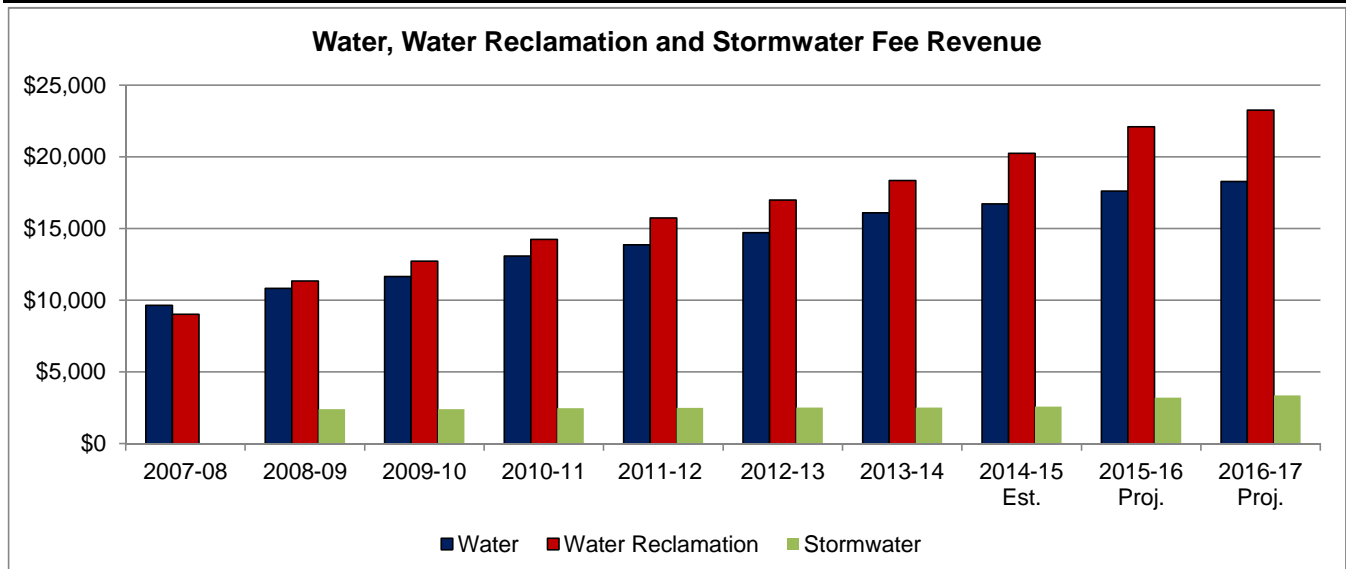
The 2015-2017 biennial budget reflects rate increases of 3% per year for water and 4% per year for sewer. Stormwater utility revenues reflect a rate increase of \$1/month in 2015-16 and an increase of \$0.15 per month for the second year of the biennium. This will be the first stormwater rate increase since the fee was established in 2007-08.

Rate Adjustments

	Water	
	Water	Reclamation
2016-17 *	3.0%	4.0%
2015-16 *	3.0%	4.0%
2014-15	5.0%	9.0%
2013-14	5.0%	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%

* 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.

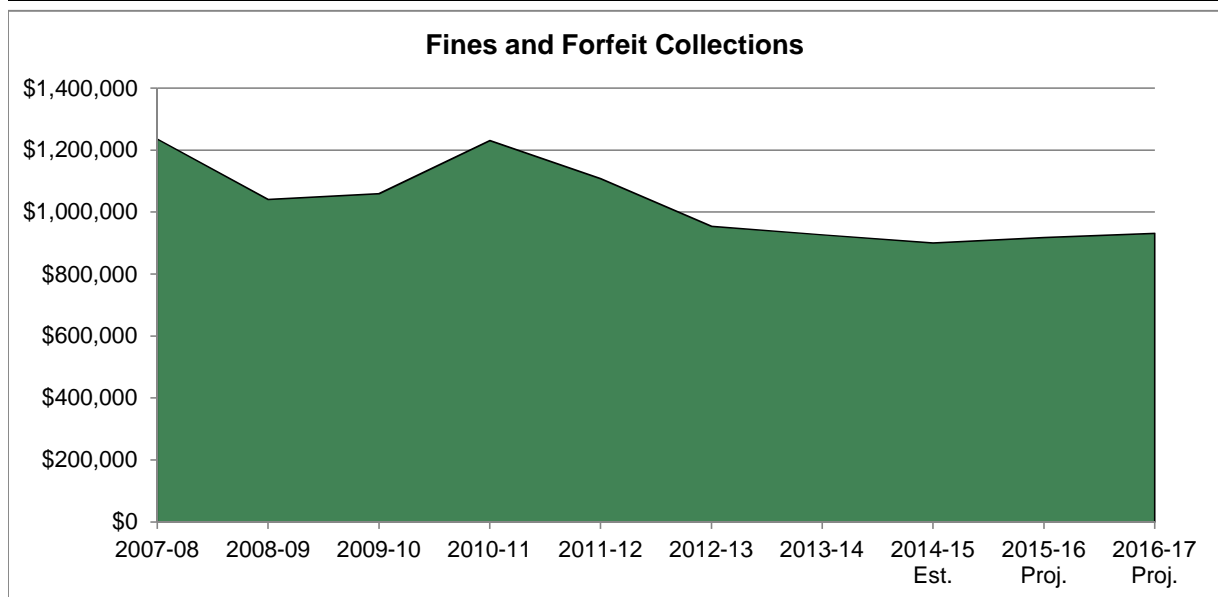
2016-17 *	\$ 931,500	1.5%
2015-16 *	917,800	1.9%
2014-15 *	900,800	-2.8%
2013-14	926,900	-2.9%
2012-13	954,600	-13.9%
2011-12	1,108,100	-10.0%
2010-11	1,231,200	16.2%
2009-10	1,059,400	1.7%
2008-09	1,041,200	-15.7%
2007-08	1,235,500	10.4%

* 2014-15 year end estimate and projected amounts for 2015-17 biennium

Assumptions

Legislation changes that took effect during the 2011-2013 biennium had a significant reduction on court fine revenues. The 2.9% reduction in revenues during the 2013-2015 biennium is due to a decrease in the number of violations and citations issued. Fine revenues are anticipated to increase slightly during the 2015-2017 biennium as the police department fills vacant positions and is fully staffed.

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	Aa2
Full faith and credit obligation bond rating	Aa3
Water revenue bond rating	Aa2
Sewer revenue bond rating	Aa2

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

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 Currently Outstanding

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

- ✧ Revenue Bonds – Bonds issued to finance facilities that have a definable user or revenue base such as water and sewer facilities. These debt instruments are secured by a specific source of funds, either from the operations of the project being financed or from a dedicated revenue stream, rather than the general taxing powers of the City. The City 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 6/30/15
Sewer improvements (2005 series)	\$ 3,740,000
Sewer refunding bonds (2008 series)	<u>7,790,000</u>
	<u>\$ 11,530,000</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:

	Outstanding Balance at 6/30/15	Repayment Source
Pension obligation bonds (2004 series)	\$ 12,425,000	Department budgets
Police expansion/ambulances (2006 series)	3,180,000	General fund / Fire/EMS revenues
Police expansion (2008 series)	365,000	General fund
Cooley road improvements (2008 series)	2,900,000	Urban renewal taxes
Bulletin land 2005 refinance (2010 series)	1,400,000	General fund
Airport improvements 1999 refinance (2010 series)	512,000	Airport revenues
Transportation improv. 2000 refinance (2010 series)	2,358,000	Transportation SDCs
Build America Bonds - Accessibility improvements (2010 series)	2,215,000	General fund
Build America Bonds - Water/Sewer improvements (2010 series)	11,825,000	Water/Sewer revenues
Fire stations 1999 refinance (2010 series)	2,135,000	Property taxes from DCRFPD #2
Sewer 2002 refinance (2012 series)	2,565,000	Sewer revenues
Street equipment (2012 series)	935,000	Street operations rev.
Police facility refinance (2012 series)	3,870,000	General fund
Transportation 2003 refinance (2013 series)	5,293,485	Transportation SDCs
Juniper Ridge line of credit refinance (2013 series)	3,180,682	Urban renewal taxes
Murphy Crossing urban renewal bonds (2015 series)	2,905,023	Urban renewal taxes
Fire engine replacement (series 2015)	55,000	Fire/EMS revenues
	\$ 58,119,190	

- 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 6/30/15
Transportation improvements (2012)	\$ 23,860,000

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

	Outstanding Balance at 6/30/15
OBDD-Safe Drinking Water Loan (2009)	\$ 2,485,039
OBDD-Airport improvements (1997)	187,451
OBDD-Eastside airport improvements (2006)	675,789
DEQ-CWSRF Secondary Expansion	34,787,061
DEQ-CWSRF Collection System Master Plan	<u>3,362,690</u>
	<u>\$ 41,498,030</u>

- Lines of Credit – These short-term credit facilities are issued with the intent to be refinanced by long-term issuances.

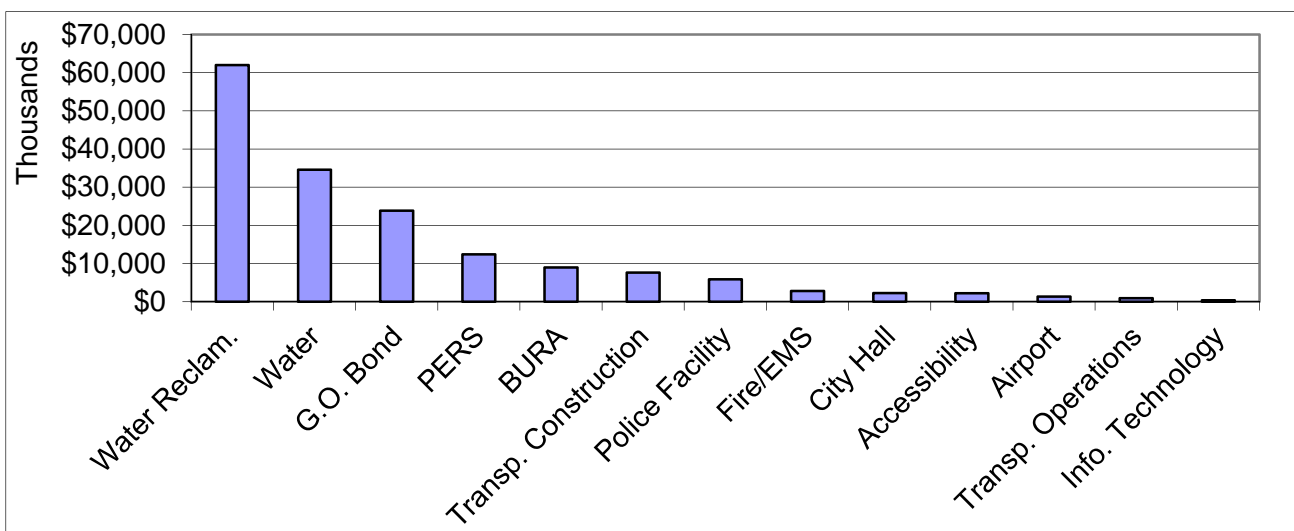
	Outstanding Balance at 6/30/15
Water system interim financing	\$ 30,000,000
ERP software replacement	<u>403,200</u>
	<u>\$ 30,403,200</u>

During 2014-15 the City entered into a \$30 million short-term credit facility with JPMorgan Chase for water system improvements related to the Bridge Creek Pipeline project. This short-term credit facility is budgeted to be paid-off upon the issuance of long-term water revenue bonds in 2015-16.

During 2014-15 the City entered into a 3 year, \$5 million draw down facility with Bank of the Cascades to finance the cost of replacing the City’s enterprise resource planning (ERP) system. The interim financing draw down facility provides the City with the ability to manage cash flow with the progress payments planned over the next 3 years until the project is completed. When the project is complete and final costs, including taxable vs. tax-exempt status, are known, the interim financing will be converted to long term debt. This loan is secured by the City’s full faith & credit.

Current Debt by Fund

Outstanding debt by fund at 6/30/15 is as follows:



Budgeted Debt Issues for the 2015-17 Biennial Budget

Anticipated in the 2015-17 Biennial Budget are debt issues to finance the purchase of fire engines, a new fuel island for the City garage, draw downs on the short term credit facility for the replacement of the City’s Enterprise Resource Planning (ERP) system, as well as water and water reclamation infrastructure identified in the City’s Capital Improvement Program. Budgeted debt issues are as follows:

	<u>2015-16</u>	<u>2016-17</u>	<u>2015-17 Biennium</u>
Notes Payable: DEQ			
Water reclamation CIP projects (1)	\$ 49,074,500	\$ 10,020,000	\$59,094,500
	<u>49,074,500</u>	<u>10,020,000</u>	<u>59,094,500</u>
Full Faith & Credit Obligations:			
Fire engine replacement (2)	3,060,000	0	3,060,000
ERP software	1,180,000	880,000	2,060,000
Garage fuel island	2,040,000	0	2,040,000
	<u>6,280,000</u>	<u>880,000</u>	<u>7,160,000</u>
Revenue Bonds:			
Bridge Creek Pipeline Project	53,000,000	0	53,000,000
	<u>53,000,000</u>	<u>0</u>	<u>53,000,000</u>
 Total Debt Proposed	 <u>\$108,354,500</u>	 <u>\$10,900,000</u>	 <u>\$119,254,500</u>

- (1) Debt issuance proposed in the 2015-17 biennium represents anticipated draw downs on DEQ loans for the following water reclamation/sewer projects: Secondary Expansion, Southeast Interceptor, Colorado Pump Station and Force Main, Plant Interceptor Rehabilitation, and North Area Sewer Capacity Improvements.
- (2) On May 20th 2015, Council approved a \$3 million, 10 year loan with Bank of the Cascades related to the purchase and financing of 6 new fire engines. The Fire engine replacement (series 2015) loan closed on June 19th 2015 and included an initial draw of \$55,000. The City budgeted to draw down the full loan balance, including fees, during 2015-16. Although \$3.060M is budgeted as debt proceeds, the debt proceeds received in 2015-16 will be limited to the amount available under the agreement, \$2.945M.

Legal Debt Limitation

Oregon Revised Statutes (ORS) 287A.050 provides that a city may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds 3% of the real market value (RMV) of the taxable property within its boundaries. This statute also excludes certain types of general obligation bonded indebtedness from being included in the limitation, including general obligation bonds issued for water supply, treatment or distribution. The City’s RMV for 2014-15 is \$12,464,183,102 providing for a legal debt margin of \$373,925,493. The City is in compliance with its legal debt limitation.

Debt Capacity and Coverage Ratios

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

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

Projected Statement of Indebtedness Long-Term Debt Outstanding

	Principal Balance June 30, 2015	Budgeted New Issues	Principal Amount Due 2015-16	Interest Amount Due 2015-16	Principal Balance June 30, 2016
City of Bend					
General Obligation Bonds (Transportation)	\$ 23,860,000	\$ -	\$ 1,080,000	\$ 759,000	\$ 22,780,000
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	2,215,000	-	210,000	100,000	2,005,000
	2,215,000	-	210,000	100,000	2,005,000
Fire/EMS Fund					
Full Faith & Credit Bonds 2006	645,000	-	190,000	26,000	455,000
Full Faith & Credit Bonds 2010	275,000	-	30,000	10,000	245,000
Full Faith & Credit Bonds 2015 *	55,000	3,005,000	275,000	82,000	2,785,000
	975,000	3,005,000	495,000	118,000	3,485,000
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	12,425,000	-	410,000	751,000	12,015,000
Full Faith & Credit Bonds 2010	1,860,000	-	170,000	67,000	1,690,000
	14,285,000	-	580,000	818,000	13,705,000
Transportation Construction Fund					
Transportation 2003 Refinance - 2013	5,293,485	-	782,000	77,000	4,511,485
Transportation 2000 Refinance - 2010	2,358,000	-	365,000	85,000	1,993,000
	7,651,485	-	1,147,000	162,000	6,504,485
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	187,451	-	60,500	10,000	126,951
Ore. Econ. Dev. - Eastside Development	675,789	-	30,000	29,000	645,789
Full Faith & Credit Bonds 2010	512,000	-	125,000	18,000	387,000
	1,375,240	-	215,500	57,000	1,159,740
Water Fund					
Safe Drinking Water Loan	2,485,039	-	114,500	75,000	2,370,539
Water Short-Term LOC	30,000,000	-	30,000,000	600,000	-
Economic Development RZB 2010	2,087,299	-	109,000	102,500	1,978,299
Revenue Bonds 2016	-	53,000,000	-	-	53,000,000
	34,572,338	53,000,000	30,223,500	777,500	57,348,838
Water Reclamation Fund					
Revenue Bonds 2005 **	3,740,000	-	715,000	129,000	3,025,000
Revenue Bonds 2008	7,790,000	-	425,000	308,000	7,365,000
Economic Development RZB 2010	9,737,701	-	506,500	478,000	9,231,201
Full Faith & Credit Bonds 2012	2,565,000	-	285,000	83,500	2,280,000
Oregon DEQ Loan R14510 - Secondary Expansion	5,278,520	-	211,000	200,000	5,067,520
Oregon DEQ Loan R14511 - Secondary Expansion ***	10,675,007	-	590,000	395,000	10,085,007
Oregon DEQ Loan R14512 - Secondary Expansion ***	18,833,534	-	765,000	505,000	18,068,534
Oregon DEQ Loan R14513 - Collec. Sys. Master Plan ***	3,362,690	355,000	-	40,100	3,717,690
Oregon DEQ Loan R145xx - Secondary Expansion ***	-	7,659,000	-	280,500	7,659,000
Oregon DEQ Loan R145xx - Southeast Interceptor ***	-	16,341,700	-	444,000	16,341,700
Oregon DEQ Loan R145xx - Plant Interceptor ***	-	5,821,700	-	157,900	5,821,700
Oregon DEQ Loan R145xx - North Area Mains ***	-	6,544,300	-	176,800	6,544,300
Oregon DEQ Loan R145xx - Colorado Lift Station ***	-	12,352,800	-	332,000	12,352,800
	61,982,452	49,074,500	3,497,500	3,529,800	107,559,452
Transportation Operations Fund					
Full Faith & Credit Bonds 2012	935,000	-	175,000	25,500	760,000
	935,000	-	175,000	25,500	760,000
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2006	2,535,000	-	105,000	102,000	2,430,000
Full Faith & Credit Bonds 2008	365,000	-	20,000	13,500	345,000
Full Faith & Credit Bonds 2010	1,400,000	-	1,400,000	25,000	-
Full Faith & Credit Bonds 2012	3,870,000	-	260,000	137,000	3,610,000
Enterprise Resource Planning (ERP) Software	403,200	1,180,000	-	60,000	1,583,200
Garage Fuel Island Replacement	-	2,040,000	-	-	2,040,000
	8,573,200	3,220,000	1,785,000	337,500	10,008,200
Bend Urban Renewal Agency (BURA)					
Full Faith & Credit Bonds 2008	2,900,000	-	180,000	106,300	2,720,000
Full Faith & Credit Bonds 2013	3,180,682	-	354,000	48,000	2,826,682
Murphy Crossing - 2015	2,905,023	-	169,000	77,000	2,736,023
	8,985,705	-	703,000	231,300	8,282,705
Total Other Indebtedness Outstanding	\$ 141,550,420	\$ 108,299,500	\$ 39,031,500	\$ 6,156,600	\$ 210,818,420
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 165,410,420	\$ 108,299,500	\$ 40,111,500	\$ 6,915,600	\$ 233,598,420

* Statement above reflects the drawdown of \$55k in debt during 2014-15. See note on previous pages for further explanation of budgeted loan proceeds for fire engine replacement.

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

*** Oregon DEQ loans are drawn on a reimbursement-basis. Final payment schedules are not finalized until the loan is drawn-in-full.

Projected Statement of Indebtedness Long-Term Debt Outstanding

	Principal Balance June 30, 2016	Budgeted New Issues	Principal Amount Due 2016-17	Interest Amount Due 2016-17	Principal Balance June 30, 2017
City of Bend					
General Obligation Bonds (Transportation)	\$ 22,780,000	\$ -	\$ 1,100,000	\$ 739,000	\$ 21,680,000
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	2,005,000	-	215,000	92,000	1,790,000
	2,005,000	-	215,000	92,000	1,790,000
Fire/EMS Fund					
Full Faith & Credit Bonds 2006	455,000	-	200,000	16,000	255,000
Full Faith & Credit Bonds 2010	245,000	-	30,000	9,000	215,000
Full Faith & Credit Bonds 2015 *	2,785,000	-	280,000	77,000	2,505,000
	3,485,000	-	510,000	102,000	2,975,000
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	12,015,000	-	485,000	727,000	11,530,000
Full Faith & Credit Bonds 2010	1,690,000	-	180,000	62,000	1,510,000
	13,705,000	-	665,000	789,000	13,040,000
Transportation Construction Fund					
Transportation 2003 Refinance - 2013	4,511,485	-	794,000	65,000	3,717,485
Transportation 2000 Refinance - 2010	1,993,000	-	370,000	74,000	1,623,000
	6,504,485	-	1,164,000	139,000	5,340,485
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	126,951	-	61,000	6,500	65,951
Ore. Econ. Dev. - Eastside Development	645,789	-	30,100	28,000	615,689
Full Faith & Credit Bonds 2010	387,000	-	125,000	14,500	262,000
	1,159,740	-	216,100	49,000	943,640
Water Fund					
Safe Drinking Water Loan	2,370,539	-	118,000	71,500	2,252,539
Water Short-Term LOC	-	-	-	-	-
Economic Development RZB 2010	1,978,299	-	110,500	99,500	1,867,799
Revenue Bonds 2016	53,000,000	-	1,780,000	2,120,000	51,220,000
	57,348,838	-	2,008,500	2,291,000	55,340,338
Water Reclamation Fund					
Revenue Bonds 2005 **	3,025,000	-	740,000	103,000	2,285,000
Revenue Bonds 2008	7,365,000	-	440,000	291,000	6,925,000
Economic Development RZB 2010	9,231,201	-	515,000	463,000	8,716,201
Full Faith & Credit Bonds 2012	2,280,000	-	295,000	74,500	1,985,000
Oregon DEQ Loan R14510 - Secondary Expansion	5,067,520	-	218,000	192,000	4,849,520
Oregon DEQ Loan R14511 - Secondary Expansion ***	10,085,007	-	605,000	415,000	9,480,007
Oregon DEQ Loan R14512 - Secondary Expansion ***	18,068,534	-	785,000	530,000	17,283,534
Oregon DEQ Loan R14513 - Collec. Sys. Master Plan ***	3,717,690	-	571,600	31,000	3,146,090
Oregon DEQ Loan R145xx - Secondary Expansion ***	7,659,000	1,566,000	-	321,900	9,225,000
Oregon DEQ Loan R145xx - Southeast Interceptor ***	16,341,700	8,454,000	-	680,700	24,795,700
Oregon DEQ Loan R145xx - Plant Interceptor ***	5,821,700	-	233,000	157,800	5,588,700
Oregon DEQ Loan R145xx - North Area Mains ***	6,544,300	-	261,000	176,800	6,283,300
Oregon DEQ Loan R145xx - Colorado Lift Station ***	12,352,800	-	490,000	331,900	11,862,800
	107,559,452	10,020,000	5,153,600	3,768,600	112,425,852
Transportation Operations Fund					
Full Faith & Credit Bonds 2012	760,000	-	180,000	20,500	580,000
	760,000	-	180,000	20,500	580,000
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2006	2,430,000	-	110,000	97,000	2,320,000
Full Faith & Credit Bonds 2008	345,000	-	25,000	13,000	320,000
Full Faith & Credit Bonds 2010	-	-	-	-	-
Full Faith & Credit Bonds 2012	3,610,000	-	270,000	129,500	3,340,000
Enterprise Resource Planning (ERP) Software	1,583,200	880,000	-	84,500	2,463,200
Garage Fuel Island Replacement	2,040,000	-	72,000	96,000	1,968,000
	10,008,200	880,000	477,000	420,000	10,411,200
Bend Urban Renewal Agency (BURA)					
Full Faith & Credit Bonds 2008	2,720,000	-	185,000	101,300	2,535,000
Full Faith & Credit Bonds 2013	2,826,682	-	359,000	43,000	2,467,682
Murphy Crossing - 2015	2,736,023	-	173,000	73,000	2,563,023
	8,282,705	-	717,000	217,300	7,565,705
Total Other Indebtedness Outstanding	\$ 210,818,420	\$ 10,900,000	\$ 11,306,200	\$ 7,888,400	\$ 210,412,220
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 233,598,420	\$ 10,900,000	\$ 12,406,200	\$ 8,627,400	\$ 232,092,220

* Statement above reflects the drawdown of \$55k in debt during 2014-15. See note on previous pages for further explanation of budgeted loan proceeds for fire engine replacement.

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

*** Oregon DEQ loans are drawn on a reimbursement-basis. Final payment schedules are not finalized until the loan is drawn-in-full.

Schedule of Future Debt Service as of June 30, 2015 *

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
2015/16	\$ 1,558,396	\$ 1,704,598	\$ 36,977,593	\$ 3,804,172	\$ 204,195	\$ 112,909	\$ 38,740,184	\$ 5,621,679	\$ 44,361,863
2016/17	3,319,078	1,377,297	5,719,278	2,911,610	208,326	105,279	9,246,682	4,394,186	13,640,868
2017/18	3,408,493	1,329,967	6,184,419	2,736,675	217,604	97,452	9,810,516	4,164,094	13,974,610
2018/19	3,188,959	1,237,592	6,013,543	2,537,361	155,086	89,227	9,357,588	3,864,180	13,221,768
2019/20	3,275,505	1,145,738	6,121,195	2,335,432	159,043	84,270	9,555,743	3,565,440	13,121,183
2020/21	2,984,556	1,050,635	6,164,371	2,124,573	168,128	79,155	9,317,055	3,254,363	12,571,418
2021/22	2,138,624	970,807	5,593,810	1,891,255	172,342	73,680	7,904,776	2,935,742	10,840,518
2022/23	2,200,353	901,479	5,379,343	1,667,311	176,689	68,059	7,756,385	2,636,849	10,393,234
2023/24	2,268,189	829,995	5,085,625	1,439,793	181,169	62,303	7,534,983	2,332,091	9,867,074
2024/25	2,332,160	756,322	4,568,517	1,212,981	190,790	56,392	7,091,467	2,025,695	9,117,162
2025/26	2,402,297	680,428	4,826,435	1,010,595	195,559	50,092	7,424,291	1,741,115	9,165,406
2026/27	2,478,632	602,073	5,114,223	786,775	200,476	43,644	7,793,331	1,432,492	9,225,823
2027/28	2,551,198	520,366	4,022,297	554,672	210,544	37,045	6,784,039	1,112,083	7,896,122
2028/29	2,630,028	435,231	2,905,670	380,149	215,769	30,070	5,751,467	845,450	6,596,917
2029/30	1,965,154	363,180	2,871,070	262,248	221,155	22,934	5,057,379	648,362	5,705,741
2030/31	2,016,614	304,810	2,845,000	146,443	231,707	15,631	5,093,321	466,884	5,560,205
2031/32	2,069,442	244,888	1,990,000	57,778	239,696	7,938	4,299,138	310,604	4,609,742
2032/33	2,123,678	183,367	-	-	-	-	2,123,678	183,367	2,307,045
2033/34	1,987,284	120,209	-	-	-	-	1,987,284	120,209	2,107,493
2034/35	1,842,749	65,947	-	-	-	-	1,842,749	65,947	1,908,696
2035/36	938,364	14,526	-	-	-	-	938,364	14,526	952,890
TOTAL	\$ 49,679,753	\$ 14,839,455	\$112,382,389	\$ 25,859,823	\$ 3,348,278	\$ 1,036,080	\$ 165,410,420	\$ 41,735,358	\$ 207,145,778

* 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 on the unused credit facilities that have yet to be drawn-in-full.

(1) Includes Sewer Revenue Bonds and loans from the Oregon Department of Environmental Quality

(2) Includes Full Faith and Credit Bonds

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

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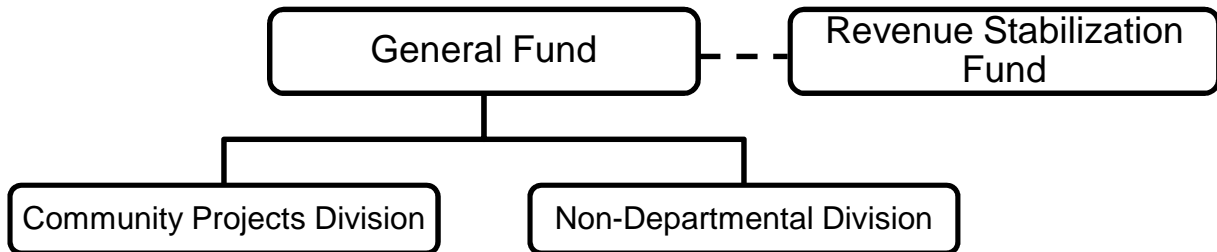
ADOPTED BUDGETS

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GENERAL FUND

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GENERAL FUND SERVICE AREA 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.

- * Police Division - Program details can be found under the Public Safety Service Area
- * Municipal Court 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
- * Growth Management Division - Program details can be found under the Community and Economic Development Service Area

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 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 9,117,058	\$ 9,864,101	\$ 9,913,214	\$ 8,999,900	\$ 8,999,900	\$ 9,295,900
Property taxes	45,340,999	48,405,400	49,179,174	54,112,400	54,112,400	54,112,400
Transient room taxes	5,263,135	6,137,300	7,091,511	8,807,600	8,807,600	8,807,600
Franchise fees	11,295,854	11,902,400	12,091,638	12,708,200	12,708,200	12,708,200
Intergovernmental revenues	4,252,714	4,972,100	4,849,571	5,431,700	5,431,700	5,431,700
Licenses and permits	626,793	185,100	239,593	250,800	250,800	250,800
Charges for services	181,356	356,200	324,047	539,400	539,400	539,400
Interfund charges	40,300	32,800	25,200	17,600	17,600	17,600
Fines and forfeitures	2,062,762	1,820,700	1,827,707	1,824,700	1,824,700	1,824,700
Investment income	190,412	166,600	187,278	166,700	166,700	166,700
Sale of capital assets	735,371	-	-	-	-	-
Interfund loan repayments	310,300	1,450,260	609,160	880,000	880,000	880,000
Interfund transfers	5,194	5,000	6,500	929,100	929,100	929,100
Miscellaneous	58,998	64,400	85,281	11,800	11,800	11,800
TOTAL RESOURCES	\$ 79,481,246	\$ 85,362,361	\$ 86,429,874	\$ 94,679,900	\$ 94,679,900	\$ 94,975,900

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Program:						
Municipal court	\$ 1,127,272	\$ 1,222,554	\$ 1,149,776	\$ 1,376,294	\$ 1,376,294	\$ 1,376,294
Police	35,301,666	41,027,694	39,738,792	43,445,833	43,445,833	43,541,833
Code enforcement	267,902	620,723	555,575	960,375	960,375	960,375
Accessibility	353,906	516,036	474,469	540,629	540,629	540,629
Business advocacy	599,340	22,000	-	-	-	-
Growth management	-	2,285,730	2,072,955	3,591,293	3,591,293	3,791,293
Community projects	2,085,148	2,439,543	2,305,172	2,758,000	2,758,000	2,958,000
Non-departmental	29,832,796	31,397,501	30,837,285	33,406,850	33,406,850	33,506,850
Contingency	-	5,527,076	-	8,350,626	8,350,626	8,050,626
Reserves	-	125,000	-	250,000	250,000	250,000
Unapprop. Ending Balance	-	178,504	-	-	-	-
TOTAL REQUIREMENTS	\$ 69,568,030	\$ 85,362,361	\$ 77,134,024	\$ 94,679,900	\$ 94,679,900	\$ 94,975,900
By Type:						
Personnel services	\$ 28,982,413	\$ 32,935,060	\$ 31,585,528	\$ 36,604,367	36,604,367	36,604,367
Materials and services	5,171,419	6,917,408	7,114,449	8,161,777	8,161,777	8,561,777
Interfund transfers	35,176,531	37,818,713	37,187,754	40,559,130	40,559,130	40,659,130
Capital outlay:						
Vehicle/equipment	237,667	1,810,600	1,196,293	754,000	754,000	850,000
Land	-	50,000	50,000	-	-	-
Contingency	-	5,527,076	-	8,350,626	8,350,626	8,050,626
Reserves	-	125,000	-	250,000	250,000	250,000
Unapprop. Ending Balance	-	178,504	-	-	-	-
TOTAL REQUIREMENTS	\$ 69,568,030	\$ 85,362,361	\$ 77,134,024	\$ 94,679,900	\$ 94,679,900	\$ 94,975,900

**General Fund
Non-Departmental Division**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
General Fund Subsidies:						
Fire/EMS	\$ 19,821,566	\$ 21,313,800	\$ 21,576,800	\$ 23,990,700	\$ 23,990,700	\$ 23,990,700
Transportation Operations	2,913,889	5,450,000	5,450,000	6,181,300	6,181,300	6,181,300
Transportation Planning	480,000	60,000	60,000	-	-	-
Current Planning	1,807,764	1,099,500	1,132,400	1,050,900	1,050,900	1,050,900
Private Development Engineering	235,000	-	58,100	138,300	138,300	238,300
Accessibility Construction	1,000,000	900,000	900,000	821,000	821,000	821,000
Business Advocacy	-	140,000	140,000	150,000	150,000	150,000
Administration & Finance	-	140,000	140,000	-	-	-
Facilities Management	1,430,000	830,000	480,000	-	-	-
Cemetery Fund	14,000	80,000	72,000	110,000	110,000	110,000
Garage	221,000	-	-	-	-	-
Information Technology	1,000,000	-	-	-	-	-
	\$ 28,923,219	\$ 30,013,300	\$ 30,009,300	\$ 32,442,200	\$ 32,442,200	\$ 32,542,200
General Fund Year End Loans:						
CDBG	\$ 100,000	\$ 250,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000
Metropolitan Planning Organization	95,000	180,000	120,000	140,000	140,000	140,000
Airport Fund	410,000	500,000	153,891	500,000	500,000	500,000
	\$ 605,000	\$ 930,000	\$ 373,891	\$ 840,000	\$ 840,000	\$ 840,000
General Fund Transfers:						
Business Advocacy Fund	\$ -	\$ 106,901	\$ 106,901	\$ -	\$ -	\$ -
Administration & Finance Fund	-	-	-	41,250	41,250	41,250
GF Revenue Stabilization Fund	304,177	283,400	283,385	83,400	83,400	83,400
	\$ 304,177	\$ 390,301	\$ 390,286	\$ 124,650	\$ 124,650	\$ 124,650
Other Expenditures:						
Other	\$ 400	\$ 63,900	\$ 63,808	\$ -	\$ -	\$ -
	\$ 400	\$ 63,900	\$ 63,808	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ 29,832,796	\$ 31,397,501	\$ 30,837,285	\$ 33,406,850	\$ 33,406,850	\$ 33,506,850

**General Fund
Community Projects Division**

	ACTUALS 2011-13	ADJUSTED	ESTIMATE 2013-15	BIENNIAL BUDGET		
		BUDGET 2013-15		PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 20,849	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	17,965	136,000	149,588	100,000	100,000	100,000
Payment for OSU Campus	-	125,000	-	-	-	-
Payment to COIC for Transit Ops.	2,046,334	2,178,543	2,155,584	2,658,000	2,658,000	2,858,000
Total Program Expenditures	2,085,148	2,439,543	2,305,172	2,758,000	2,758,000	2,958,000
Reserves		125,000	-	250,000	250,000	250,000
TOTAL REQUIREMENTS	\$ 2,085,148	\$ 2,564,543	\$ 2,305,172	\$ 3,008,000	\$ 3,008,000	\$ 3,208,000

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, accessibility, growth management, 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 80% to public safety, 7% to transportation operations and the remaining 13% 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 2015-2017 Biennial Budget, General Fund support of the Police Department is \$43.5 million. The allocation of discretionary revenues to the Police Department continues to be a City Council 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 2015-2017 budget of \$1.4 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, building, and city code. The Code Enforcement division of the General Fund has a budget of \$960,400 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 \$540,600 in the 2015-2017 biennium and is funded by general discretionary revenues. Program details are presented under the City's "Infrastructure Service Area".

✧ Business Advocacy Program

- Last budget cycle, the Business Advocacy Program was moved into a separate fund along with the business license revenues. This program is presented under the City's "Community & Economic Development Service Area".

✧ Growth Management Program

- The Growth Management Program was created to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning. The Growth Management division of the General Fund has a budget of \$3.8 million this biennium and is presented under the City's "Community and 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 55% 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 \$133,000 per year to the Fire/EMS fund to cover fire station rent expense. Total allocation to Fire/EMS over the 2015-2017 biennium is \$24.0 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 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, the 2015-2017 biennial budget includes a General Fund subsidy of \$6.2 million. Street operations are accounted for in the Transportation Operations program which is presented under the City's "Infrastructure Service Area".

✧ Current Planning

- The City's Planning program is primarily supported by planning fees and General Fund discretionary revenues for general services provided by the Planning program as prescribed in Bend Code Section 12. Services supported by the General Fund, and the related 2015-2017 biennial subsidies, are:
 - 100% of City initiated General Plan/Development Code amendments - \$247,200
 - 100% of cost of pre-application meetings - \$256,900
 - 50% of Sign Permits program - \$130,700
 - 50% of Planning general services - \$416,100
- The Planning program details are presented under the City's "Community & Economic Development Service Area".

- ✧ Private Development Engineering
 - The City's Private Development Engineering program, a division of the Engineering & Infrastructure Planning Program, is primarily supported by engineering fees. As set forth in the Bend Code, General Fund discretionary revenues are provided to cover the cost of services related to the pre-application meetings. The General Fund subsidy for the 2015-2017 biennium is \$238,300. The Private Development Engineering program details are presented within the Engineering & Infrastructure Planning Program, under the City's "Infrastructure Service Area".
- ✧ Accessibility Construction
 - A total of \$821,000 will be transferred from the General Fund to the Accessibility Construction Fund to fund debt service and administrative costs. The Accessibility Construction Fund receives additional funding from Water and Sewer Franchise Fees that are used to fund accessibility improvements. The Accessibility Construction program is presented under the City's "Infrastructure Service Area".
- ✧ Business Advocacy
 - The 2015-2017 Biennial Budget includes a \$150,000 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 Subsidies in prior years were related to principal and interest payments on the Bulletin Land. No subsidies are reflected in the 2015-17 biennial budget as the City sold the property and will close in fall 2015. The City's Facility Management program details are presented under the "Administration & Support Service Area".
- ✧ Cemetery
 - Included in the 2015-2017 Biennial Budget is General Fund support of \$110,000 for operation of the City owned Cemetery. The Cemetery program is presented under the City's "Infrastructure Service Area".
- ✧ General Fund Loans
 - The 2015-2017 Biennial Budget includes the following short term, year-end operating loans necessary before grant funds are received:
 - \$200,000 to the Community Development Block Grant (CDBG) Fund
 - \$140,000 to the Bend Metropolitan Planning Organization (MPO)
 - \$500,000 to the Airport
- ✧ Transfer to the Administration and Finance Program
 - For the 2015-2017 biennium, \$41,250 is expected to be transferred to the Administration and Finance Program to pay for revenue & discovery audits of franchise fee and transient room tax revenues.
- ✧ 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 unexpended interest earnings in the General Fund and other funds. For the 2015-2017 biennium, \$83,400 (half the interest earnings in the General Fund) is expected to be transferred to the Revenue Stabilization Fund.

Community Projects Division

The 2015-2017 General Fund budget includes the following expenditures not accounted for in any other fund:

- ✧ \$2.86 million paid to Central Oregon Intergovernmental Council (COIC) for operation of the Bend Area Transit system
- ✧ \$100,000 for miscellaneous studies and analysis

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General Fund Revenue Stabilization Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,227,345	\$ 1,622,200	\$ 1,641,404	\$ 2,047,900	\$ 2,047,900	\$ 2,047,900
Interfund transfers	392,414	350,000	378,610	228,300	228,300	228,300
Investment income	21,645	17,500	27,900	42,600	42,600	42,600
TOTAL RESOURCES	\$ 1,641,404	\$ 1,989,700	\$ 2,047,914	\$ 2,318,800	\$ 2,318,800	\$ 2,318,800

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Reserves	\$ -	\$ 1,989,700	\$ -	\$ 2,318,800	\$ 2,318,800	\$ 2,318,800
TOTAL REQUIREMENTS	\$ -	\$ 1,989,700	\$ -	\$ 2,318,800	\$ 2,318,800	\$ 2,318,800

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 are not be permitted without Council approval. Further criteria on when reserves can be used can be found in the City's fiscal policies in the introductory section of the budget document.

Goals for the 2015 – 2017 Biennial Budget

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

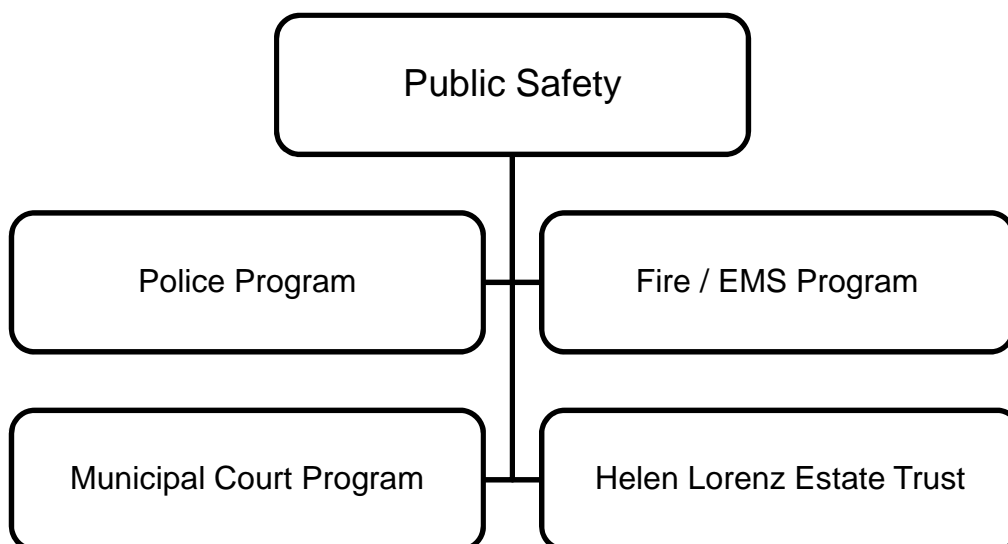
Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Increased the General Fund Stabilization Fund balance to approximately \$2.0 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.

Helen Lorenz Estate Trust

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

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Police Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Patrol	\$ 18,203,529	\$ 22,395,098	\$ 22,577,537	\$ 24,628,668	\$ 24,628,668	\$ 24,724,668
Support services	12,214,112	11,842,021	10,867,284	11,949,700	11,949,700	11,949,700
Criminal investigation	4,144,335	5,993,505	5,433,620	5,573,493	5,573,493	5,573,493
Training	739,690	797,070	860,351	1,293,972	1,293,972	1,293,972
TOTAL REQUIREMENTS	\$ 35,301,666	\$ 41,027,694	\$ 39,738,792	\$ 43,445,833	\$ 43,445,833	\$ 43,541,833
<i>By Type:</i>						
Personnel services	\$ 27,513,695	\$ 30,553,910	\$ 29,438,871	\$ 33,105,182	\$ 33,105,182	\$ 33,105,182
Materials and services	2,744,290	2,995,748	3,435,901	3,639,451	3,639,451	3,639,451
Interfund transfers	4,806,014	5,697,436	5,667,727	5,977,200	5,977,200	5,977,200
Capital outlay:						
Vehicle/equipment	237,667	1,780,600	1,196,293	724,000	724,000	820,000
TOTAL REQUIREMENTS	\$ 35,301,666	\$ 41,027,694	\$ 39,738,792	\$ 43,445,833	\$ 43,445,833	\$ 43,541,833

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 Department has 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. The Department’s 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.

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. Community and professional partners are utilized to identify, address and overcome issues related to daily patrol functions. Officers assigned to the Patrol Program respond to, on average, approximately 50,000 calls-for-service per year. Special Units such as the Traffic Team, K-9 Program, Parks Officer, and the Tri-County Central Oregon Emergency Response Team (CERT) are also included in the Patrol Division.

A new addition to the Patrol Division is the Department’s Community Response Team which is just beyond the planning phase and in the very early stages of implementation. This team consists of a behavioral health element and an information led policing element. Both of these teams will work in a proactive manner to focus resources on issues that directly impact the community on a daily basis. Once the Community Response Team is fully implemented, the primary goal will be to decrease calls for service for the Patrol Program. The Behavioral Health Team will work closely with the Crisis Intervention Team Coordinator and Deschutes County mental health professionals.

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 9,655,521	\$ 10,803,449	\$ 11,382,782	\$ 11,773,386	\$ 23,156,168
Materials and services	372,477	543,800	454,600	428,900	883,500
Interfund transfers	180,600	-	-	-	-
Capital outlay:					
Vehicle/equipment	637,090	384,600	531,000	154,000	685,000
Patrol	\$ 10,845,688	\$ 11,731,849	\$ 12,368,382	\$ 12,356,286	\$ 24,724,668
Full Time Equivalents	76.00	81.00	85.00	85.00	85.00

Goals for the 2015 – 2017 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)
- ✘ To continue professional and personal service and partnership within the community through positive interaction

- ✧ Address needs identified in the Sequential Intercept Mapping workshop as it relates to increasing and improving services provided to the mentally ill

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Maintain or increase current Patrol division staffing
- ✧ Rotation and growth of fleet to insure maximum life expectancy of police vehicles without undue maintenance costs
- ✧ To successfully implement the Community Response Team to work within the community in a proactive manner and effectively reduce calls for service
- ✧ 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 2013 – 2015 Biennium

- ✧ Implementation of a Crime Analyst position to focus and streamline our use of Information Led Policing concepts as it applies to patrol
- ✧ Renewed the department's commitment to community policing, focusing on "why we do what we do", and the importance of understanding that as it relates to the department's mission, values and vision
- ✧ Renewed commitment to internal understanding of how all of police divisions operate toward the same goal
- ✧ Appointment of a new Chief of Police with direction to involve the department and the community working together
- ✧ Additional School Resource Officer to focus the appropriate resources to school safety, directly at the middle school and high school levels
- ✧ Continued development and addition of crisis intervention officers in order to better respond to those with mental or behavioral health problems
- ✧ Implementation of a patrol shift change in order to more efficiently deploy officers and resources
- ✧ Purchase new armored vehicle

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ One (1) new Lieutenant FTE in fiscal year 2015-16

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015 – 2016
 - Traffic Motorcycles (1) replacement \$30,000
 - Patrol SUVs (2) Community Service Program replacements \$100,000
 - Sergeant SUV (1) Community Service Program replacement \$50,000
 - Patrol Administration Lieutenant SUV (1) new \$60,000
 - Truck (1) Community Service Officer (CSO) replacement \$45,000
 - Traffic marked SUV (1) new \$50,000
 - Sergeant SUV (1) Intelligence Led Policing (ILP) new \$50,000
 - Traffic unmarked SUV (1) replacement \$50,000

- Command Vehicle (1) new \$96,000
- ✧ 2016 – 2017
 - Patrol SUVs (2) replacements \$100,000
 - K9 SUV (1) replacement \$54,000

Support Services Program

The Support Services program 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/Human Resource liaison, department accreditation, policy, fleet, facilities, hiring and promotions and volunteers.

	ACTUALS		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 1,617,996	\$ 1,626,108	\$ 1,886,283	\$ 1,932,467	\$ 3,818,750
Materials and services	908,241	1,151,360	1,042,150	1,066,600	2,108,750
Interfund transfers	2,583,902	2,848,525	2,900,020	3,077,180	5,977,200
Capital outlay:					
Vehicle/equipment	34,158	96,994	45,000	-	45,000
Support Services	\$ 5,144,297	\$ 5,722,987	\$ 5,873,453	\$ 6,076,247	\$ 11,949,700
Full Time Equivalents	16.00	16.00	16.00	16.00	16.00

Goals for the 2015 – 2017 Biennial Budget

- ✧ Implement Lexipol, an electronic policy manual
- ✧ Succession planning for future management/leadership positions
- ✧ Provide quality police services to the citizens of Bend
- ✧ To identify and implement a system to better recognize employee’s accomplishments
- ✧ 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
- ✧ Implementation of on-officer cameras

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Stream line purchasing of all capital items, creating templates that can be utilized for different purchases thus making the process more efficient
- ✧ Expand evidence storage capacity to comply with changes in DNA evidence retention

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Purchased and currently equipping Mobile Command Post for city-wide emergency response
- ✧ Will complete feasibility and assessment of department utilizing Center for Public Safety Management by June 30, 2015
- ✧ Completed internal department survey: Obtained 79% response and the results were favorable indicating the police department was moving in a positive direction, and trust exists amongst the entire department
- ✧ Revamped strategic plan along with mission, vision and values

- ✧ Developed a process to obtain funding provided through the Helen Lorenz Foundation for police use and community benefit
- ✧ Updated Digital Information Management System (DIMS) server for optimal performance of managing electronic and digital evidence
- ✧ Acquired digital fingerprint computer giving us the technology and ability to more readily share obtained data, focused on improved efficiency of business practices. Volunteers provided over 3,700 hours of service, the equivalent of \$92,500 or approximately 1 FTE
- ✧ Conducted three police officer hiring processes, two lieutenant promotional process, two sergeant promotional processes, three corporal promotional processes, records division hiring process, two IT hiring processes along with numerous special assignment processes

Significant Changes from the 2013 – 2015 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 2015 – 2017 Biennial Budget

- ✧ 2015 – 2016
 - Shoot House \$45,000

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 local, state and federal law enforcement agencies within the Tri-County area. Their mission is to suppress major criminal drug activity in the Central Oregon Region.

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 2,547,905	\$ 2,658,071	\$ 2,631,901	\$ 2,689,952	\$ 5,321,853
Materials and services	41,533	92,660	98,720	62,920	161,640
Interfund transfers	50,000	-	-	-	-
Capital outlay:					
Vehicle/equipment	20,721	22,730	60,000	30,000	90,000
Criminal Investigation	\$ 2,660,159	\$ 2,773,461	\$ 2,790,621	\$ 2,782,872	\$ 5,573,493
Full Time Equivalent	21.00	21.00	18.00	18.00	18.00

Goals for the 2015 – 2017 Biennial Budget

- ✧ Provide quality police services to the citizens of Bend
- ✧ Provide quality criminal investigations of time and personnel intensive cases with intent of leading to a high clearance rate
- ✧ 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
- ✧ Establish a uniform procedure for utilization of Bend Police Polygrapher as a shared asset for other agencies

Key Operational Objectives for the 2015– 2017 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
- ✧ Obtain and implement a new software to better document and organize employee accomplishments, evaluations, citizen complaints and internal affairs investigations
- ✧ Establish a department wide training program as it relates to missing and abducted children investigations
- ✧ Establish a department wide training program as it relates to officer involved shootings
- ✧ In coordination with the 9-1-1 District, utilize a Global Positioning System for fleet
- ✧ Develop asset forfeiture protocol
- ✧ Partner in a countywide project to improve our local, county, state and national radio system. The application will improve communications related to daily use and preparedness for local and state disasters and emergencies.
- ✧ Update patrol mobile data network, to include but not limited to, obtaining increased functionality of the department's systems used by officers in patrol vehicles and integrating the use of handheld devices, such as mobile phones, where applicable
- ✧ Structure our internal I.T. systems to support officers and department members to be more efficient and have the appropriate and functioning tools needed to perform job duties
- ✧ Restructure and modernize interview rooms and crime center for major investigations

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Solved a homicide involving an abandoned body (not currently prosecuted due to suspect fleeing country)
- ✧ Solved significant sexual abuse cases
- ✧ Successfully investigated, solved and arrested suspects on two separate bank robberies
- ✧ Completed research into software to better document employee accomplishments, evaluations, citizen complaints and internal affairs investigations. The product is selected and currently in the purchasing process
- ✧ Coordinated a meeting/training session of the regional major crime team and area Detective supervisors for continued collaboration to assist with familiarity, knowledge and transition as it relates to the performance of joint investigations

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Continued costs for Computer Crimes Forensics Program and other investigative technology
- ✧ New one (1) Forensic Detective FTE in fiscal year 2015-16

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015 – 2016
 - Unmarked Vehicle (2) replacement \$60,000
- ✧ 2016 – 2017
 - Detective Vehicle (1) replacement \$30,000

Training Program

The Training program provides mandated and skill-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		
	2013-14	2014-15	2015-16	2016-17	2015-17			
Personnel services	\$ 270,148	\$ 259,673	\$ 399,376	\$ 409,035	\$ 808,411			
Materials and services	119,069	206,761	239,660	245,901	485,561			
Interfund transfers	4,700	-	-	-	-			
Training	\$ 393,917	\$ 466,434	\$ 639,036	\$ 654,936	\$ 1,293,972			
Full Time Equivalents	2.00	2.00	3.00	3.00	3.00			

Goals for the 2015 – 2017 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 2015 – 2017 Biennial Budget

- ✘ Implement electronic organization of all training records, plans, and after actions
- ✘ To provide additional, preferred training opportunities for our department
- ✘ To provide 40 hour Crisis Intervention Training (CIT) to 100% of all sworn personnel
- ✘ Wellness program for sworn and non-sworn staff
- ✘ Select, train and certify key staff in yoga, mindfulness and nutrition based instruction to provide sustainability to wellness program
- ✘ 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 2013 – 2015 Biennium

- ✘ Developed an orientation program for all new hires that was adopted by Human Resource Department
- ✘ Completed all mandatory training requirements
- ✘ Have trained 40% of all sworn personnel with the 40 hour Crisis Intervention Training (CIT)
- ✘ Enhanced wellness and resiliency training
- ✘ Trained 12 new officers

PUBLIC SAFETY
Police Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ACTUALS 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Efficiency Measures:</i>					
Calls for Service Per Patrol Officer	1,081	1,207	997	1,132	1,143
Part I Offenses*	2,610	2,582	2,257	2,507	2,532
Part II Offenses**	4,329	3,514	2,819	3,518	3,553
Collisions					
No Injury	1,950	1,763	2,053	2,005	2,025
Injury	112	121	166	164	166
Fatal	2	-	2	3	3
Total	2,064	1,884	2,221	2,172	2,194
Total dispatched actions	88,365	92,425	85,927	91,193	92,105
Total dispatched actions per 1,000 population	1,141	1,193	1,097	1,153	1,162

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.

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
<u>Patrol</u>					
One (1) Traffic Motorcycle replacement	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -
Three (3) Sport Utility Vehicles (SUV) replacements	150,000	-	-	-	-
One (1) Patrol Admin Lieutenant SUV new	60,000	-	-	-	-
One (1) Community Service Officer Truck replacement	45,000	-	45,000	-	-
Two (2) SUVs new	100,000	-	-	-	-
One (1) SUV replacement	50,000	-	-	-	-
Two (2) SUV replacements	-	100,000	-	-	-
One (1) K9 SUV replacement	-	54,000	-	-	-
Four (4) SUV vehicles replacements	-	-	200,000	-	-
Six (6) SUV vehicles replacements	-	-	-	300,000	300,000
One (1) Police Command Vehicle new	96,000	-	-	-	-
<u>Support</u>					
Shoot house	45,000	-	-	-	-
Power to range	-	-	-	60,000	-
<u>Criminal</u>					
Two (2) Unmarked vehicle replacements	60,000	-	65,000	-	-
One (1) Unmarked vehicle replacement	-	30,000	-	-	-
Total	\$ 636,000	\$ 184,000	\$ 340,000	\$ 360,000	\$ 300,000

Police Grant Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 173	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	97,926	55,251	55,181	60,000	60,000	60,000
Investment income	223	200	159	-	-	-
TOTAL RESOURCES	\$ 98,322	\$ 55,451	\$ 55,340	\$ 60,000	\$ 60,000	\$ 60,000

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Type:						
Materials and services	\$ 59,129	\$ 55,451	\$ 55,340	\$ 60,000	\$ 60,000	\$ 60,000
Capital outlay:						
Vehicle/equipment	39,193	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 98,322	\$ 55,451	\$ 55,340	\$ 60,000	\$ 60,000	\$ 60,000

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Police Reserve Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 504,419	\$ 619,100	\$ 620,017	\$ 629,200	\$ 629,200	\$ 629,200
Interfund charges	107,800	-	-	-	-	-
Investment income	7,799	5,900	9,239	12,600	12,600	12,600
TOTAL RESOURCES	\$ 620,018	\$ 625,000	\$ 629,256	\$ 641,800	\$ 641,800	\$ 641,800

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Reserves	\$ -	\$ 625,000	\$ -	\$ 641,800	\$ 641,800	\$ 641,800
TOTAL REQUIREMENTS	\$ -	\$ 625,000	\$ -	\$ 641,800	\$ 641,800	\$ 641,800

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 Reserve Fund

Overview

The Police Reserve 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 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 2,409,047	\$ 2,782,400	\$ 2,921,006	\$ 2,756,600	\$ 2,756,600	\$ 2,756,600
Intergovernmental revenues	5,502,843	5,591,500	5,864,233	6,831,800	6,831,800	6,831,800
General fund subsidy	19,821,566	21,485,200	21,576,800	23,990,700	23,990,700	23,990,700
Charges for services	4,185,641	4,495,500	4,886,539	5,646,171	5,646,171	5,646,171
Property taxes	-	1,800,000	1,773,050	3,902,200	3,902,200	3,902,200
Transient room taxes	-	72,000	97,990	284,200	284,200	284,200
Interfund charges	5,774	6,000	66,747	62,800	62,800	62,800
Investment income	22,358	9,700	20,309	56,100	56,100	56,100
Miscellaneous	99,260	34,800	30,202	209,400	209,400	209,400
Issuance of long term debt	-	3,000,000	-	3,060,000	3,060,000	3,060,000
TOTAL RESOURCES	\$ 32,046,489	\$ 39,277,100	\$ 37,236,876	\$ 46,799,971	\$ 46,799,971	\$ 46,799,971

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Program:						
Support services	\$ 4,118,541	\$ 5,396,076	\$ 5,333,105	\$ 5,790,795	\$ 5,790,795	\$ 5,790,795
Fire prevention	1,684,401	1,547,578	1,673,766	2,358,530	2,358,530	2,358,530
Fire operations	23,322,546	30,914,104	27,473,422	35,779,965	35,779,965	35,779,965
Contingency	-	1,319,342	-	2,770,681	2,770,681	2,770,681
Reserves for:						
Maintenance	-	100,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 29,125,488	\$ 39,277,100	\$ 34,480,293	\$ 46,799,971	\$ 46,799,971	\$ 46,799,971

By Type:						
Personnel services	\$ 23,252,605	\$ 26,546,473	\$ 26,472,172	\$ 31,254,100	\$ 31,254,100	\$ 31,254,100
Materials and services	2,007,278	3,016,020	3,007,913	3,851,340	3,851,340	3,851,340
Interfund transfers	2,887,915	3,792,465	3,774,439	3,818,850	3,818,850	3,818,850
Capital outlay:						
Vehicle/equipment	206,417	3,610,000	648,129	3,780,000	3,780,000	3,780,000
Construction/infrastructure	-	15,000	-	-	-	-
Total capital outlay	206,417	3,625,000	648,129	3,780,000	3,780,000	3,780,000
Debt service	771,273	877,800	577,640	1,225,000	1,225,000	1,225,000
Contingency	-	1,319,342	-	2,770,681	2,770,681	2,770,681
Reserves for:						
Maintenance	-	100,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 29,125,488	\$ 39,277,100	\$ 34,480,293	\$ 46,799,971	\$ 46,799,971	\$ 46,799,971

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 Fire Department is embarking on a new and innovative way of delivering service using a tiered EMS response and Service Response Vehicles (SRV) to keep engine companies available for critical calls.

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		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 624,845	\$ 812,791	\$ 922,715	\$ 942,810	\$ 1,865,525		
Materials and services	319,613	343,060	370,860	379,060	749,920		
Interfund transfers	1,607,326	1,618,970	1,550,300	1,625,050	3,175,350		
Capital outlay:							
Vehicle/equipment	6,500	-	-	-	-		
Support Services	\$ 2,558,284	\$ 2,774,821	\$ 2,843,875	\$ 2,946,920	\$ 5,790,795		
Full Time Equivalents	7.70	7.70	7.70	7.70	7.70		

Goals for the 2015 – 2017 Biennial Budget

- ✘ Remodel the aging Fire Station in Tumalo
- ✘ Work with the City's Information Technology (IT) department and Deschutes 911's IT department to make sure we have the latest technology
- ✘ Provide Fire Prevention the tools/support to make the Special Response Vehicle program successful

Key Objectives for 2015– 2017 Biennial Budget

- ✘ Support Prevention and Operation programs to maintain customer satisfaction
- ✘ Maintain adequate reserves and contingencies
- ✘ Support Operations in reducing response times to calls for service

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Voters overwhelmingly passed a five (5) year operational levy of \$.20 per thousand in 2014
- ✘ Conducted recruitment testing for firefighter positions
- ✘ Completed the design phase of our engine fleet that will be replaced in 2015-16

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ The addition of the operational levy increased resources and the ability to improve services to the community

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 EMS/Operations Program to meet the demands for emergency response

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 755,542	\$ 869,600	\$ 1,131,944	\$ 1,153,266	\$ 2,285,210
Materials and services	19,106	29,518	36,360	36,960	73,320
Fire Prevention	\$ 774,648	\$ 899,118	\$ 1,168,304	\$ 1,190,226	\$ 2,358,530
Full Time Equivalents	5.00	7.00	8.00	8.00	8.00

Goals for the 2015 – 2017 Biennial Budget

- ✘ Promote and protect the safety, security and health of the Bend Community within the capabilities of the available resources
- ✘ Introduce the Service Response Vehicle (SRV) to support the Fire/EMS Operations Program
- ✘ Maintain the highest possible level of customer satisfaction

Key Objectives for 2015 – 2017 Biennial Budget

- ✘ Concentrate the efforts of the Fire Prevention Program to achieve the maximum rating for the community's Public Protection Classification for the Insurance Service Office (ISO)
- ✘ Dedicate resources to the highest risk occupancies through a hazard analysis process
- ✘ Inspect all hotels, motels, large apartment buildings and all fire sprinkler 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 2013– 2015 Biennium

- ✧ Initiated a new Hotel/Motel Safety Program, Educational Occupancy Program and Fire Line Verification Program
- ✧ Provided support to the Fire Operations Program in response to emergencies and non-emergency calls through a Prevention Duty Officer assignment

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Increase of 2.0 FTE – Fire Inspector positions were approved in January 2015.

Fire/EMS Operations Program

Fire Department emergency services include: structural fire suppression, emergency medical service and transport, special rescue operations, and wild land fire suppression. The fire department works through a series of cooperative agreements with adjoining jurisdictions and cooperating agencies to maximize efficiency and service delivery. In fiscal year 2014-15, Bend Fire responded to a total of over 9,000 calls for service.

The Fire Department operational plan is designed to provide fire suppression and emergency medical services and transportation for the City and Deschutes Rural Fire Protection District #2, as well as other entities that contract for fire protection services with the City. Continual operational review is conducted to ensure an efficient use of resources in providing emergency 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		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 11,133,065	\$ 12,276,329	\$ 13,264,738	\$ 13,838,627	\$ 27,103,365
Materials and services	919,947	1,376,669	1,555,700	1,472,400	3,028,100
Interfund transfers	253,995	294,148	311,000	332,500	643,500
Vehicle/equipment	253,629	388,000	3,480,000	300,000	3,780,000
Construction/infrastructure	-	-	-	-	-
Debt service	293,140	284,500	613,000	612,000	1,225,000
Fire Operations	\$ 12,853,776	\$ 14,619,646	\$ 19,224,438	\$ 16,555,527	\$ 35,779,965
Full Time Equivalents	75.00	98.00	114.00	114.00	114.00

Goals for the 2015 – 2017 Biennial Budget

- ✧ Improve station response reliability
- ✧ Reduce emergency response times
- ✧ Maintain the highest possible level of customer satisfaction

Key Objectives for 2015 – 2017 Biennial Budget

- ✧ Implementation of new Basic Life Support (BLS) Ambulance Operator program, which transports low priority patients to the hospital to help lower response times on high priority patients, and provide increased availability of the fire units
- ✧ Adopt “Blue Card Command” system, which is a training center where employees receive real life experiences managing incidents through simulation

- ✧ Improve quality of Fire and EMS training and accountability utilizing increased training staff and technology
- ✧ Place new engine fleet in service

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Developed BLS deployment model
- ✧ Hired and trained five firefighter-paramedics
- ✧ Conducted a Captain, Engineer and Battalion Chiefs promotional exam
- ✧ Six (6) type-1 fire engines that will be received in summer 2015, replaced three (3) staff/command vehicles, and one (1) service vehicle
- ✧ Replaced Very High Frequency (VHF) radio system repeater sites to improve vocal quality

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ New three (3) Firefighter/paramedics FTE, and 14 BLS limited term positions in fiscal year 2015-16
- ✧ Increase in annual debt service due to financing of engine fleet

Major Capital Projects/Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ 2015 – 2016
 - Replace six (6) fire engines \$3,100,000
 - Replace two (2) special response vehicles \$80,000
 - Replace three (3) command vehicles \$120,000
 - Replace 14 Zoll monitor/defibrillators \$180,000
- ✧ 2016 – 2017
 - Replace three (3) command vehicles \$120,000
 - Replace two (2) prevention vehicles \$60,000
 - Replace one (1) service vehicle \$60,000
 - Replacement of one (1) extrication tool \$60,000

**PUBLIC SAFETY
Fire/EMS Program**

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
Output Measures:					
911 Initiated calls for service	8,316	8,962	9,016	9,400	9,900
Public Education programs delivered	201	141	225	230	230
Plan reviews conducted	247	323	366	396	415
Fire safety inspections conducted	1,549	1,385	1,700	1,800	1,900
Effectiveness Measures:					
City emergency response under 6.5 minutes	39%	60%	70%	80%	80%
Rural Fire District emergency responses under 8 minutes	28%	37%	50%	60%	60%
% of survey respondents who are "very satisfied" or "somewhat satisfied" with City Fire and EMS Services	87%	88%	89%	90%	93%
Station Reliability for Emergency Calls in the City	84%	87%	88%	92%	93%
Station Reliability for Emergency Calls in the Rural Fire District	85%	88%	87%	92%	92%
ISO rating in the City of Bend *	4	4	3	3	3
ISO rating in the Rural Fire District *	8B	8B	5	5	5
Efficiency Measures:					
Safety Inspections per Fire Inspector	344	308	360	400	400

* ISO ratings are based on a scale of 1 - 10, with 1 being the best

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
Fire Operations					
Six (6) Fire Engine replacements	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Additional equipment for Fire Engine replacements	100,000	-	-	-	-
Two (2) Special Response Vehicle replacements	80,000	-	-	-	-
Three (3) Command Vehicle replacements	120,000	120,000	-	-	-
Two (2) Command Vehicle replacements	-	-	80,000	80,000	80,000
Six (6) Prevention Vehicle replacements	-	60,000	60,000	60,000	-
One (1) Service Vehicle replacement	-	60,000	-	-	-
Two (2) Service Vehicle replacements	-	-	120,000	-	-
Six (6) Medic Unit replacements	-	-	1,200,000	-	-
Replacement Defibrillators	180,000	-	-	-	-
Extrication Tool replacement	-	60,000	-	-	-
Six (6) Thermal Imaging Camera replacements	-	-	40,000	-	-
Two (2) Interface Fire Engines new	-	-	-	300,000	-
SCBA System & Compressor replacement	-	-	-	-	500,000
Total	\$ 3,480,000	\$ 300,000	\$ 1,500,000	\$ 440,000	\$ 580,000

Fire Station Debt Service Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 6,781	\$ 6,700	\$ 5,751	\$ 7,150	\$ 7,150	\$ 7,150
Intergovernmental revenues	446,598	462,000	462,549	479,000	479,000	479,000
Interfund charges	12,200	12,800	12,800	16,000	16,000	16,000
Investment income	310	600	296	-	-	-
TOTAL RESOURCES	\$ 465,889	\$ 482,100	\$ 481,396	\$ 502,150	\$ 502,150	\$ 502,150

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 390	\$ 600	\$ 495	\$ 1,400	\$ 1,400	\$ 1,400
Interfund transfers	12,200	12,200	12,200	14,600	14,600	14,600
Debt service	447,548	461,700	461,601	479,000	479,000	479,000
Reserves for debt service	-	7,600	-	7,150	7,150	7,150
TOTAL REQUIREMENTS	\$ 460,138	\$ 482,100	\$ 474,296	\$ 502,150	\$ 502,150	\$ 502,150

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 \$240,000 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 2011-13	ADJUSTED	ESTIMATE 2013-15	BIENNIAL BUDGET		
		BUDGET 2013-15		PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 807,296	\$ 834,593	\$ 752,431	\$ 938,934	\$ 938,934	\$ 938,934
Materials and services	41,378	50,710	68,943	56,860	56,860	56,860
Interfund transfers	278,598	337,251	328,402	380,500	380,500	380,500
TOTAL REQUIREMENTS	\$ 1,127,272	\$ 1,222,554	\$ 1,149,776	\$ 1,376,294	\$ 1,376,294	\$ 1,376,294

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 departments. The majority of cases heard in Municipal Court are traffic infractions. The Court does not handle criminal, civil or small claims cases.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 363,862	\$ 388,569	\$ 388,569	\$ 463,173	\$ 475,761	\$ 938,934
Materials and services	34,512	34,431	34,431	28,155	28,705	56,860
Interfund transfers	161,429	166,973	166,973	187,150	193,350	380,500
Municipal Court	\$ 559,803	\$ 589,973	\$ 589,973	\$ 678,478	\$ 697,816	\$ 1,376,294
Full Time Equivalents	4.00	4.00	4.00	4.00	4.00	4.00

Goals for the 2015 – 2017 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 enterprise software, to enhance efficiencies and provide better reporting of information for decision making.
- ✧ Collections of Court Fines and Fees – In conjunction with new court software, 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.
- ✧ Payment Plan – The Court will implement an internal payment plan to increase collection of fines and fees prior to sending to an outside collection agency.

Key Operational Objectives for the 2015-2017 Biennial Budget

- ✧ A new court software system will 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 past due accounts.
- ✧ 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 cases arraigned or defaulted for 100% of cases filed with the Court within 10 business days of an individual’s court appearance date.
- ✧ The Court’s objective for non-payment of fines and fees is to forward all cases to a collections agency within 10 days of non-payment.

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ The Court has improved efficiencies by automating the Courtroom sessions and various court processes.
- ✧ The Court has implemented an “insurance probation” model program of deferred adjudication for certain defendants who have been cited for Driving Uninsured. The Judge determines a defendant’s eligibility for the program based on individual circumstances. This program encourages defendants to obtain and retain automobile insurance in the interest of community safety.
- ✧ In partnership with the Bend Police Department, the Court has implemented a Vehicle Compliance Program, which allows defendants with correctable offenses to move through the judicial process in an expedited manner reducing court time

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ Court software to improve and modernize processes, practices and capabilities as discussed above. (Court software purchase included in Information Technology budget as part of the City-wide Enterprise Resource Planning (ERP) software replacement project.)

PUBLIC SAFETY
Municipal Court Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Cases/Violations Filed per 1,000 population	135	124	139	141	138
Cases Closed	10,500	8,108	11,136	11,500	11,500
<i>Effectiveness Measures:</i>					
Cases Filed per Court Clerk	3,480	3,240	3,712	3,833	3,833
<i>Efficiency Measures:</i>					
Cost per case filed (Court Costs/Cases Filed)	\$ 55.26	\$ 57.60	\$ 52.98	\$ 59.00	\$ 60.68
Cases sent to collections agency within 10 days of non-payment	new measure to be tracked starting this biennial budget				

Helen E. Lorenz Estate Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 1,300	\$ 1,300	\$ 1,300
Lorenz trust grant	-	163,000	29,800	196,000	196,000	196,000
Interfund transfers	-	41,700	35,558	-	-	-
Investment income	-	-	1,263	-	-	-
TOTAL RESOURCES	\$ -	\$ 204,700	\$ 66,621	\$ 197,300	\$ 197,300	\$ 197,300

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ -	\$ 45,300	\$ 1,240	\$ -	\$ -	\$ -
Interfund transfers to:						
Police	-	40,000	3,500	140,000	140,000	140,000
Fire	-	81,700	60,618	56,000	56,000	56,000
Contingency	-	37,700	-	1,300	1,300	1,300
TOTAL REQUIREMENTS	\$ -	\$ 204,700	\$ 65,358	\$ 197,300	\$ 197,300	\$ 197,300

PUBLIC SAFETY
Helen E. Lorenz Estate Fund

Overview

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

Police & Fire Department approved uses

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

Police Department specific approved uses

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

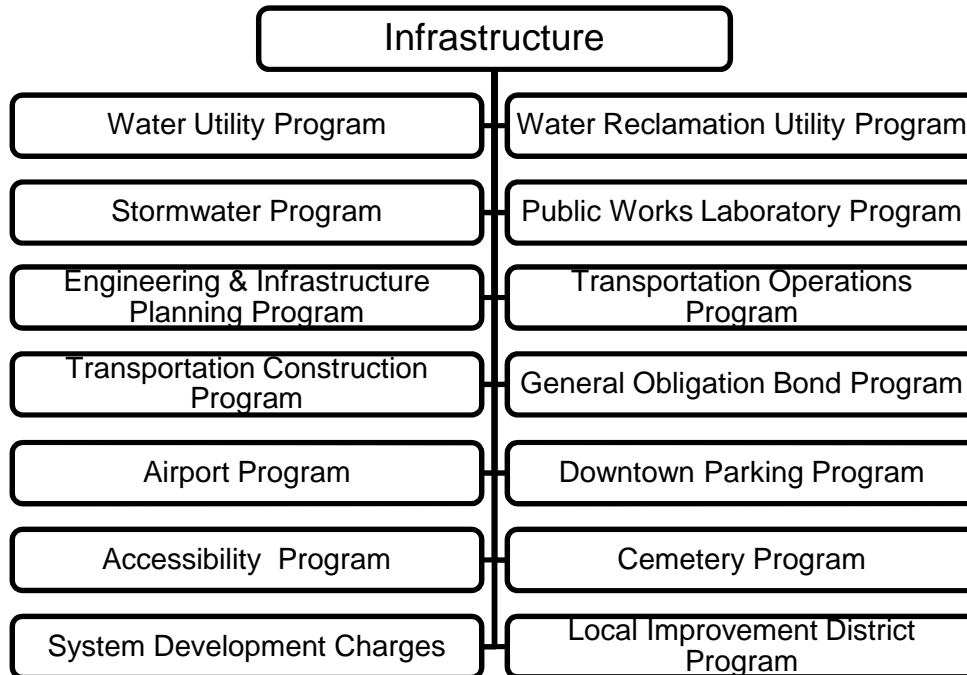
Fire Department specific approved uses

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

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 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 11,575,999	\$ 8,788,200	\$ 8,798,313	\$ 14,626,400	\$ 14,626,400	\$ 15,126,400
Charges for services	29,988,630	33,459,950	34,400,318	37,492,400	37,492,400	37,492,400
Intergovernmental revenues	105,803	96,700	113,124	82,700	82,700	82,700
Transfer from SDC fund	3,024,698	3,958,200	5,369,253	6,570,200	6,570,200	6,570,200
Interfund charges	354,398	377,800	370,940	416,300	416,300	416,300
Interfund transfers	-	-	-	180,670	180,670	180,670
Investment income	124,389	126,950	125,093	156,000	156,000	156,000
Miscellaneous	281,004	263,300	354,666	251,500	251,500	251,500
TOTAL RESOURCES	\$ 45,454,921	\$ 47,071,100	\$ 49,531,707	\$ 59,776,170	\$ 59,776,170	\$ 60,276,170

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Support services	\$ 10,405,904	\$ 11,554,072	\$ 10,763,449	\$ 16,029,669	\$ 16,029,669	\$ 16,029,669
Water treatment plant	752,350	339,700	187,500	1,214,824	1,214,824	1,214,824
Water operations/maint.	11,982,688	14,854,680	11,663,842	15,442,116	15,442,116	15,942,116
Capital infrastructure	12,741,642	11,211,990	10,743,331	4,447,900	4,447,900	4,522,900
Water resources	774,030	1,348,041	1,047,224	1,627,963	1,627,963	1,627,963
Contingency	-	4,000,000	-	3,300,000	3,300,000	3,300,000
Reserves for:	-	-	-	-	-	-
Future construction	-	2,762,617	-	12,313,698	12,313,698	12,238,698
Rate stabilization	-	1,000,000	-	1,500,000	1,500,000	1,500,000
Debt service	-	-	-	3,900,000	3,900,000	3,900,000
TOTAL REQUIREMENTS	\$ 36,656,614	\$ 47,071,100	\$ 34,405,346	\$ 59,776,170	\$ 59,776,170	\$ 60,276,170

<i>By Type:</i>						
Personnel services	\$ 6,629,069	\$ 7,093,021	\$ 6,474,780	\$ 9,100,496	\$ 9,100,496	\$ 9,100,496
Materials and services	5,574,111	7,687,490	7,273,475	8,632,016	8,632,016	8,632,016
Interfund transfers	6,516,873	16,130,972	15,948,596	8,683,960	8,683,960	8,758,960
Capital outlay:						
Vehicle/equipment	2,620,159	2,857,000	1,047,631	563,000	563,000	563,000
Repairs and maintenance	734,630	1,840,000	872,623	4,097,500	4,097,500	4,597,500
Construction/infrastructure	12,558,609	1,615,500	1,183,838	2,985,000	2,985,000	2,985,000
Total capital outlay	15,913,398	6,312,500	3,104,092	7,645,500	7,645,500	8,145,500
Debt service	2,023,163	2,084,500	1,604,403	4,700,500	4,700,500	4,700,500
Contingency	-	4,000,000	-	3,300,000	3,300,000	3,300,000
Reserves for:						
Future construction	-	2,762,617	-	12,313,698	12,313,698	12,238,698
Rate stabilization	-	1,000,000	-	1,500,000	1,500,000	1,500,000
Debt service	-	-	-	3,900,000	3,900,000	3,900,000
TOTAL REQUIREMENTS	\$ 36,656,614	\$ 47,071,100	\$ 34,405,346	\$ 59,776,170	\$ 59,776,170	\$ 60,276,170

INFRASTRUCTURE **Water Utility Program**

Overview

The City's potable water system derives its primary source from the pristine spring fed waters of Bridge Creek, and a secondary source from groundwater contained in the Deschutes Regional Aquifer. The City currently operates 25 wells, 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 ratepayer 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 of 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 City maintains a 20-year water 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 while meeting its stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Utility Program within this budget cycle will be completion of its two key capital projects started in previous budget years which includes final implementation phases of our long term sustainable dual water supply plan. The Water Treatment Plant is expected to be under initial operation and testing phase by December 2015. The Bridge Creek pipeline project has installed over 7 miles of steel pipeline to date (as of March 2015), with 2.5 miles of high-density polyethylene (HDPE) pipe to be installed and operational by the end of 2015. Finally, the intake structure is also anticipated to be completed with its fish friendly in-water work windows occurring later summer/fall 2015 and it too is expected to be completed by the end of 2015. Completing the Bridge Creek Pipeline, Intake and Water Treatment plant will also include significant new and updated regulatory compliance processes and related stakeholder coordination – ushering in new partnerships and formally documenting the stewardship role that the City of Bend has and will continue to play on Tumalo Creek. This will ensure the continued coordination and compliance with all the related United States Forest Service (USFS) Special Use Permit terms; ongoing coordination with key stakeholders; and continued compliance with terms of the Bilateral Compliance Agreement for the EPA LT-2 Cryptosporidium Drinking Water Rules.

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 the Utility Department, as well as support for the Engineering and Infrastructure Planning (EIPD) and the Streets and Operations Departments. These duties include:
 - Overall management, including strategic and long term planning

- Purchasing
 - General administrative support
 - Human resources and payroll
 - Financial analysis and management
 - Internal and external communications
 - Safety program management
 - Operational program analysis and operator certification training
- ✧ 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. The Data Services group also manages the flow of water use data within the Automated Meter Infrastructure (AMI) data collection software system. This group installs and maintains the data interface with each water meter in the system and provides timely water use data to utility billing, engineering, operations and others as requested.
- ✧ 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		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 686,511	\$ 868,713	\$ 1,292,756	\$ 1,332,775	\$ 2,625,531
Materials and services	152,885	262,577	287,289	247,289	534,578
Interfund transfers	3,031,304	3,505,472	3,436,630	4,084,430	7,521,060
Capital outlay:					
Vehicle/equipment	2,985	-	40,000	38,000	78,000
Repairs and maintenance	378,599	270,000	285,000	285,000	570,000
Debt service	1,129,003	475,400	401,000	4,299,500	4,700,500
Support Services	\$ 5,381,287	\$ 5,382,162	\$ 5,742,675	\$ 10,286,994	\$ 16,029,669
Full Time Equivalents	8.16	9.04	11.16	11.16	11.16

Goals for the 2015 – 2017 Biennial Budget

- ✧ Maintain sustainable infrastructure
- ✧ Improve organizational culture
- ✧ Implement public outreach strategies

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Seek and implement new technologies and maximize functionality of existing technologies
- ✧ Use sound capital maintenance planning and asset management principles to support existing and future O&M requirements
- ✧ Improve work efficiencies
- ✧ Meet regulatory requirements
- ✧ Establish individual professional development plans for all staff
- ✧ Foster constructive working relationships
- ✧ Improve communication within the organization

- ✧ Encourage recognition of employees
- ✧ Develop and support proper staffing levels to meet service levels
- ✧ Improve effectiveness of external communications
- ✧ Improve and measure customer service

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Acceptance and internal adoption of the Utility Department 2015 – 2017 Strategic Plan
- ✧ Successful formation of the Utility Department, upon dissolution of the Public Works Administration functions
- ✧ Strong financial management kept operations and maintenance expenses in alignment with 2013 – 2015 budget estimates
- ✧ Launch of the Aclara-*Prestige* water meter Automated Meter Infrastructure (AMI) software upgrade implementation project
- ✧ Completion of the College Reservoir Hazardous Waste Removal project
- ✧ Recognition of department best practices resulting in successful re-accreditation by the American Public Works Association
- ✧ A new water rate structure was adopted in December 2014, with implementation planned for 2015-16. The new rate structure will eliminate the 400 cubic foot allowance that was included in the base charge and charge customers for all water used.

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Additional personnel costs due to dissolution of Public Works Administration fund
- ✧ Annual debt service begins in 2016-17 on long-term debt related to financing the Bridge Creek Pipeline Project
- ✧ Funding for existing 0.5 FTE Office Specialist will be increased to 1.0 Full time Office Specialist in 2015-16.

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - One (1) Vehicle Replacement \$40,000
 - Supervisory Control and Data Acquisition (SCADA) \$285,000
- ✧ 2016-2017
 - One (1) Replacement Vehicle \$30,000
 - One (1) Replacement GPS Unit \$8,000
 - Supervisory Control and Data Acquisition (SCADA) \$285,000

Water Treatment Plant Operations and Maintenance Program

The Water Treatment Plant Operations and Maintenance Program will account for operations of the new Water Treatment Plant. The plant is being constructed in 2015 and should be operational by early 2016. This program accounts for the projected maintenance and operations expenses for this treatment facility and will ensure safe treatment of drinking water from our Bridge Creek water source. All expenditures to operate and maintain this facility are estimates at this point since we have no operational history to base our costs on. The costs are based on engineering estimates of similar operating facilities at other locations.

Goals for the 2015 – 2017 Biennial Budget

- ✘ Deliver best-tasting, safest water to Bend customers
- ✘ Complete successful construction and start-up of the Water Treatment Plant to meet Bilateral Compliance Agreement (BCA) deadline
- ✘ Efficiently operate the Water Treatment Plant within compliance of Oregon Health Authority regulation and without disruption

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ -		\$ -	\$ 391,992	\$ 409,162	\$ 801,154
Materials and services	-		42,500	194,335	219,335	413,670
Capital outlay:						
Vehicle/equipment	-		145,000	-	-	-
Water Treatment Plant	\$ -		\$ 187,500	\$ 586,327	\$ 628,497	\$ 1,214,824
Full Time Equivalents	-		-	3.84	3.84	3.84

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Ensure operations and maintenance staff are fully trained and certified for the membrane treatment facility start-up and commissioning
- ✘ Fully integrate all new assets with the Water Treatment Plant (WTP) into the Infor Asset Management program
- ✘ Develop a maintenance program for new assets including appropriate critical spares
- ✘ Move staff into new Operations building at Outback site
- ✘ Fully integrate the Water Treatment Plant SCADA with the existing Water Operations SCADA and telemetry system
- ✘ Successfully operate the Water Treatment Plant with ongoing construction of the Bridge Creek pipeline and intake project

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Negotiation of a Bilateral Compliance Agreement with the Oregon Health Authority due to non-compliance with the LT2 rule (missed deadline)
- ✘ Design review and feedback, and operational support of the Bridge Creek Water Treatment Plant construction project
- ✘ Advanced hiring and training of new staff for Water Treatment Plant operation and maintenance
- ✘ Protection of Outback water site during the Two Bulls Fire
- ✘ Winner of “Best Tasting Water”, Cascade to Coast subsection

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ Anticipated completion of new Water Treatment Plant and development of new program budget
- ✘ Anticipated use of new waterline under Skyliners Road

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✘ 2015-2016
 - None

- ✧ 2016-2017
 - None

Water Operations and Maintenance Program

This program is comprised of Water System Operations, Repair and Replacement Services; Safe Drinking Water Program (Water Meter/Backflow services); Instrumentation, Control and Electrical (ICE); and Pumping Systems.

- ✧ The Water Operations group carries out the daily tasks required to provide water to all customers. They are responsible for operating the Bridge Creek Intake, water distribution system, groundwater wells, surface water system, disinfection, reservoirs, pump stations and pressure regulating vaults to deliver safe water, on demand, at appropriate pressures throughout the City.
- ✧ The Repair and Replacement (RR) program provides field services and oversight in repairing and replacing water piping. They are also responsible for the operation and maintenance of all valves, hydrants, Pressure Reducing Valve (PRV) vaults and other appurtenances 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 Instrumentation, Control and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.
- ✧ The 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		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 2,174,988	\$ 2,294,427	\$ 2,448,286	\$ 2,548,842	\$ 4,997,128
Materials and services	2,946,702	3,276,128	3,505,594	3,236,894	6,742,488
Interfund transfers	43,030	-	-	-	-
Capital outlay:					
Vehicle/equipment	865,646	34,000	240,000	185,000	425,000
Operations & Maintenance	\$ 6,059,287	\$ 5,604,555	\$ 8,148,880	\$ 7,793,236	\$ 15,942,116
Full Time Equivalents	24.29	24.79	23.08	23.08	23.08

Goals for the 2015 – 2017 Biennial Budget

- ✧ Deliver best-tasting, safest water to Bend customers
- ✧ Complete successful construction and meet customer demands during the Bridge Creek pipeline construction project
- ✧ Efficiently operate the Water Distribution System within compliance of Oregon Health Authority regulations and with zero customer complaints

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Continue development and implementation of the City's reservoir inspection, cleaning and maintenance program
- ✧ Refine and improve the City's hydrant maintenance program
- ✧ Successfully switch surface water disinfection from chlorine gas to sodium hypochlorite
- ✧ Refine and improve the City's systematic flushing program
- ✧ Automate four Pressure Reducing Valve (PRV) sites with SCADA
- ✧ Refine and improve the valve turning program
- ✧ Continue SCADA project improvements at water sites to improve reliability, communication and efficiency of operation
- ✧ Coordinate all planned waterline upgrades with paving schedules and other utility planned work.
- ✧ Improve reliability of meter system with: implementation of the Prestige data analytics software, improvements to the meter testing program, and the MTU replacement project
- ✧ Fully integrate Asset Management into the Water Maintenance program
- ✧ Upgraded controls and pressure reducing valves at Tetherow Pump Station

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Met the annual goals of the hydrant maintenance, flushing, and valve turning program
- ✧ Hiring and training of staff to fill positions vacated by retirements
- ✧ Support of the Bridge Creek pipeline project (design review, operational feedback, operational facilitation of construction project, etc.)
- ✧ Development and implementation of the reservoir maintenance program
- ✧ Operation of the former Juniper Utility system with minimal complaints or disruptions
- ✧ Automated two Pressure Reducing Valves (PRV) in the water distribution system
- ✧ Completed repairs to three wells
- ✧ Completed SCADA projects at several wells and reservoirs, including flow metering, radio propagation study, altitude valves, automation of starts and intrusion alarms
- ✧ Upgraded aging waterline and relocated water services at three locations within the City
- ✧ Implemented back feeding with HDPE pipe
- ✧ Replaced several large meters and about thirty smaller meters to improve billing accuracy
- ✧ Developed operational plan to back feed the hospital during catastrophic failure

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Energy costs increase significantly to account for anticipated reduced surface water use during summer months, due to the Bridge Creek Pipeline construction project
- ✧ Funding for increased preventative and predictive maintenance equipment replacement costs
- ✧ Increased funding for aging, undersized waterline replacement, coordinated with paving and planned Cascade Natural Gas work
- ✧ Funds reduced for the meter box replacement project, extending phasing of installation of premise isolation out additional years

- ✧ New one (1) Safe Drinking Water Program Technician FTE in fiscal year in 2015-16
- ✧ Transfer three (3) FTE to the Instrument Control and Electronic division which supports both the Water and Water Reclamation Programs

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - One (1) Replacement Work Truck \$40,000
 - New Outback Valves \$20,000
 - One (1) New Air Compressor \$25,000
 - One (1) Replacement Work Truck \$50,000
 - One (1) New Work Truck \$35,000
 - One (1) New Work Truck \$45,000
 - Replacement Pumps and Motors \$25,000
 - Card Reader Door Installation \$75,000
 - Waterline Replacement \$380,000
 - Meter Box Replacement \$1,500,000

- ✧ 2016-2017
 - One (1) Replacement Work Truck \$35,000
 - Two (2) New Reader Boards \$45,000
 - One (1) Replacement Work Truck \$50,000
 - One (1) Replacement Work Truck \$30,000
 - Replacement Pumps and Motors \$25,000
 - Video Surveillance \$62,500
 - Card Reader Door Installation \$80,000
 - Reservoir Maintenance Program \$100,000
 - Pilot Butte Well Turbine and Pump Replacement \$150,000
 - Waterline Replacement \$430,000
 - Meter Box Replacement \$1,000,000

Capital Infrastructure Program

The Water Capital Improvement Program (CIP) implements projects that are identified in the Water Master Plan and other operation needs. Currently, the water capital program is primarily focused on the Bridge Creek Pipeline Maintenance project which will significantly enhance the City's dual source (surface water and ground water) system for both existing and future generations to come.

Although the Bridge Creek Pipeline Project is accounted/budgeted for in a separate legal fund, project costs are paid with a combination of long-term debt, and interfund transfers from the Water Utility's Capital Infrastructure Program. Please reference the Bridge Creek Pipeline CIP for more project details.

	ACTUALS		ESTIMATE		
	2013-14	2014-15	2015-16	2016-17	2015-17
Materials and services	\$ 20,303	\$ 175,000	\$ 200,000	\$ 100,000	\$ 300,000
Interfund transfers	-	9,364,190	1,135,400	102,500	1,237,900
Capital outlay:					
Construction/infrastructure	883,238	300,600	2,585,000	400,000	2,985,000
Capital Infrastructure	\$ 903,541	\$ 9,839,790	\$ 3,920,400	\$ 602,500	\$ 4,522,900

Goals for the 2015 – 2017 Biennial Budget

- ✘ Complete construction of the Bridge Creek pipeline
- ✘ Complete construction of the water treatment facility
- ✘ Complete construction of the Bridge Creek intake facility
- ✘ Update water System Development Charge methodology
- ✘ Conduct system modeling and upgrade Tetherow pump station
- ✘ Conduct condition assessment and re-coat Westwood reservoir

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Completed 90% of the Bridge Creek pipeline
- ✘ Completed design and began construction of the water treatment facility
- ✘ Completed design of the Bridge Creek intake modifications
- ✘ Installed new water lines in Reed Market Road in conjunction with the GO Bond street improvement projects

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ Removed Juniper Utility water system improvement projects
- ✘ Added Westwood Reservoir project

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✘ 2015-2016
 - See Water CIP for detailed projects.
- ✘ 2016-2017
 - See Water CIP for detailed projects.

Water Resources Program

The Water Resources Program coordinates and manages all water supply related permits and processes, including long term water supply planning and related water policy considerations and continued ongoing development of existing and new water rights, along with all related coordination of permitting and environmental compliance programs for Bend and its water supply sources: surface water, groundwater, conservation and recycled water. The Water Resources Program is comprised of the Water Rights, Watershed Management and WaterWise subprograms.

- ✘ The Water Rights subprogram key functions include the planning, coordination, acquisition, management and reporting of water rights and their 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 to ensure future water supply for Bend.

- ✧ The Watershed Compliance Program is new this budget cycle and is comprised of those new regulatory and related ongoing coordination requirements associated with the USFS Special Use Permit conditions associated with the Operational Special Use permit expected to be issued in late 2015. This program will include coordination with related existing processes and USFS special use permits as well as coordination with other stakeholder and stewardship initiatives related to Tumalo Creek for ongoing operational, restoration and environmental compliance.
- ✧ The WaterWise subprogram complies with the requirements related to conditions of our various water rights, which require an approved Water Management and Conservation Plan (WMCP) and all of its related water supply planning and management requirements which are actual legal conditions of several of our existing water rights.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 183,430	\$ 266,711	\$ 283,860	\$ 392,823	\$ 676,683		
Materials and services	168,480	228,900	293,800	347,480	641,280		
Interfund transfers	4,600	-	-	-	-		
Capital outlay:							
Vehicle/equipment	23,185	-	30,000	30,000	60,000		
Construction/infrastructure	-	-	-	-	-		
Water Resources	\$ 451,613	\$ 595,611	\$ 757,660	\$ 870,303	\$ 1,627,963		
Full Time Equivalents	2.00	2.00	2.00	3.00	3.00		

Goals for the 2015 – 2017 Biennial Budget

- ✧ Comply and coordinate the new USFS Operational Special Use Permit and related permit conditions for the new Bridge Creek Water Supply Pipeline project
- ✧ Complete additional groundwater mitigation transfers and water permit development
- ✧ Submit a timely 5 year update as required by Oregon Water Resources Department (Due 2016) for our currently approved 2011 Water Management and Conservation Plan
- ✧ Continue to participate in the Tumalo Restoration Subgroup efforts and provide City Management and City Council initiative support and subject matter expertise with related agency, stakeholders and water users on the creek and provide support for related restoration planning efforts for providing additional flows in Tumalo Creek
- ✧ Continue to provide support and subject matter expertise to related Deschutes Basin Planning efforts as directed by Council and City Management
- ✧ Develop and implement a training and coordination program for water operations staff related to existing regulatory policies and programs, including the Watershed SUP, the groundwater mitigation program, water master plan implementation and continued implementation of the Water Management conservation

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Support Water operations in implementation of USFS Operational special use permit conditions related to the completion of the Bridge Creek Pipeline project
- ✧ Provide project management for creation of Utility Department Strategic Communications Plan
- ✧ Launch three water conservation pilot programs focusing on single-family residential irrigation, high irrigation users and indoor water conservation
- ✧ Provide support and operational coordination for Council Goals related to restoration of Tumalo Creek while implementing dual source master plan projects

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Hired new Water Conservation Program Manager
- ✧ Successfully supported the continued implementation of the Bridge Creek water supply project.
- ✧ Continued the Tumalo Creek Restoration Subgroup efforts
- ✧ Conducted City's first American Water Works Association (AWWA) utility water audit using prescribed audit methodology and software
- ✧ Revised and updated the WaterWise Program Website and printed materials

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Compliance with new USFS Operational Special Use Permit and related agency coordination
- ✧ New one (1) Water Conservation Program Technician FTE in fiscal year 2016-17
- ✧ Launch three new water conservation pilot programs:
 - The Sprinkler Inspection Program will focus on single-family residential irrigation water use;
 - The Water Efficiency Report Program will focus on irrigation efficiency analysis for high irrigation users like schools and parks;
 - The Indoor Conservation Program focuses on single and multifamily residential water efficiency during the City's winter quarter average months of December – February

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - One (1) Replacement SUV \$30,000
 - Water Rights Acquisition \$150,000
- ✧ 2016-2017
 - One (1) New Vehicle \$30,000
 - Water Rights Acquisition \$100,000

INFRASTRUCTURE
Water Utility Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Surface/groundwater produced (million gallons/annually)	4,284	4,343	4,475	4,600	4,750
Peak day usage (million gallons per day)	23.69	24.76	25.50	26.70	28.00
% of annual water produced from Surface Water*	53%	51%	25%	25%	50%
<i>Effectiveness Measures:</i>					
Number of main breaks (annually)	6	14	23	20	20
<i>Efficiency Measures:</i>					
Average number of service/work orders per employee per month	43	72	109	109	109
O&M Cost of Potable Water Services (\$/MG)	\$ 2,958	\$ 2,860	\$ 3,145	\$ 3,250	\$ 3,450
Service Connections/FTE	606	658	566	558	566
Planned Maintenance (%) **	14%	14%	30%	45%	45%

* Due to completion of Bridge Creek Pipeline Construction project at the end of 2015-16

** Measurement tracking of Planned Maintenance has changed to be in alignment with AWWA standards.

INFRASTRUCTURE
Water Utility Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
<u>Support Services</u>					
One (1) Work Truck replacement	\$ 40,000	\$ -	\$ -	\$ -	\$ -
One (1) SUV replacement	-	30,000	-	-	-
One (1) GPS Unit replacement	-	8,000	-	-	-
One (1) Work Truck replacement	-	-	40,000	-	-
One (1) Work Truck new	-	-	-	40,000	-
One (1) GPR Unit replacement	-	-	-	7,500	-
One (1) Leak Detection Unit replacement	-	-	-	-	3,000
	<u>\$ 40,000</u>	<u>\$ 38,000</u>	<u>\$ 40,000</u>	<u>\$ 47,500</u>	<u>\$ 3,000</u>
<u>Water Treatment Plant</u>					
Equipment replacements	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>
<u>Operations and Maintenance</u>					
One (1) Work Truck replacement	\$ 40,000	\$ 35,000	\$ -	\$ -	\$ -
Outback Valves	20,000	-	-	-	-
One (1) Excavator new	-	-	135,000	-	-
One (1) Air Compressor new	25,000	-	-	-	-
Two (2) Reader Boards new	-	45,000	-	-	-
One (1) Work Truck replacement	50,000	-	-	-	-
One (1) Dump Truck replacement	-	-	120,000	-	-
One (1) Work Truck replacement	-	-	35,000	-	-
One (1) Large Service Truck new	-	-	-	138,000	-
One (1) Work Truck replacement	-	50,000	-	-	-
One (1) Work Truck new	35,000	-	-	-	-
One (1) Work Truck replacement	-	30,000	-	-	-
One (1) Work Truck replacement	-	-	53,000	-	-
One (1) Work Truck new	45,000	-	-	-	-
Pumps and Motors replacement	25,000	25,000	25,000	25,000	25,000
One (1) Work Truck replacement	-	-	-	65,000	-
	<u>\$ 240,000</u>	<u>\$ 185,000</u>	<u>\$ 368,000</u>	<u>\$ 228,000</u>	<u>\$ 25,000</u>
<u>Water Resources</u>					
One (1) SUV replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -
One (1) Vehicle new	-	30,000	-	-	-
	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total	\$ 310,000	\$ 253,000	\$ 458,000	\$ 325,500	\$ 78,000

INFRASTRUCTURE
Water Utility Program

FIVE YEAR R&M CAPITAL PROJECT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
<u>Support Services</u>					
SCADA	\$ 285,000	\$ 285,000	\$ 425,000	\$ 425,000	\$ 200,000
<u>Operations and Maintenance</u>					
Video Surveillance	\$ -	\$ 62,500	\$ 62,500	\$ 62,500	\$ -
Card Reader Door Installation	75,000	80,000	-	-	-
Reservoir Maintenance Program	-	100,000	100,000	100,000	100,000
Pilot Butte Well Turbine and Pump replacement	-	150,000	-	-	-
Waterline replacement	380,000	430,000	600,000	600,000	600,000
Meter Box replacement	1,500,000	1,000,000	1,500,000	1,500,000	1,500,000
	<u>\$ 1,955,000</u>	<u>\$ 1,822,500</u>	<u>\$ 2,262,500</u>	<u>\$ 2,262,500</u>	<u>\$ 2,200,000</u>
<u>Water Resources</u>					
Water Rights Acquisition	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Total	\$ 2,390,000	\$ 2,207,500	\$ 2,787,500	\$ 2,787,500	\$ 2,500,000

Water
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
WA12AA 18th Street Waterline Extension (JR)	2	\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ 460,000
WA15BA SDC Methodology Study	N/A	60,000	-	-	-	-	60,000
WA15FA Firerock Bridge & Waterline	5	50,000	400,000	-	-	-	450,000
WA15GA South 3rd Street Pedestrian - Water portion	5	70,000	-	-	-	-	70,000
WA15HA Water Master Plan Update	N/A	500,000	-	-	-	-	500,000
WA15JA Phase 2 South 3rd St. - Water portion	5	1,100,000	-	-	-	-	1,100,000
WA16AA Westwood Reservoir Maintenance	5	345,000	-	-	-	-	345,000
WA20AX Awbrey Well Supply Expansion	5	-	-	-	-	1,944,000	1,944,000
WA20BX Lafayette Pipe Enlargement	5	-	-	-	-	241,000	241,000
WA20CX College Parallel Pipe Study	N/A	-	-	-	-	1,169,000	1,169,000
WA20DX Valves Operational System Study	N/A	-	-	-	-	75,000	75,000
Total Water CIP		\$ 2,585,000	\$ 400,000	\$ -	\$ -	\$ 3,429,000	\$ 6,414,000

* 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 (For Studies Only)		

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Bridge Creek Pipeline Construction Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ (7,868,500)	\$ (7,868,500)	\$ (7,868,500)
Interfund transfers	-	2,396,490	9,364,190	1,032,900	1,032,900	1,032,900
Investment income	-	-	(22,380)	-	-	-
Miscellaneous	-	-	9,923	-	-	-
Issuance of short-term debt	-	-	30,000,000	-	-	-
Issuance of long-term debt	-	55,621,812	-	53,000,000	53,000,000	53,000,000
TOTAL RESOURCES	\$ -	\$ 58,018,302	\$ 39,351,733	\$ 46,164,400	\$ 46,164,400	\$ 46,164,400

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ -	\$ 825,000	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000
Interfund transfers	-	2,396,490	2,395,266	1,032,900	1,032,900	1,032,900
Capital outlay:						
Vehicle/equipment	-	30,000	25,000	-	-	-
Construction/infrastructure	-	46,900,000	44,699,988	14,331,500	14,331,500	14,331,500
Total capital outlay	-	46,930,000	44,724,988	14,331,500	14,331,500	14,331,500
Debt service - short term debt	-	-	-	30,600,000	30,600,000	30,600,000
Reserves for:						
Future construction	-	7,866,812	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ 58,018,302	\$ 47,220,254	\$ 46,164,400	\$ 46,164,400	\$ 46,164,400

INFRASTRUCTURE

Bridge Creek Pipeline Construction Fund

Overview

The Bridge Creek Pipeline Construction Fund is a separate fund that was established on July 17th, 2013 by City Council Resolution No. 2924. The Bridge Creek Pipeline Construction Fund was created in response to Council's desire to track the project costs related to the Bridge Creek Pipeline Project, in a legally separate fund, apart from the Water Utility Program. Intentions of the resolution were to have increased accountability and transparency of project spending.

Fund resources consist of both debt-financing and water rate revenues via direct transfers from the Water Utility's Capital Infrastructure Program. The City anticipates \$30 million of short-term interim financing that will be drawn down before the end of 2014-15, with repayment scheduled in 2015-16, when long-term revenue bonds of \$53 million are issued. Ongoing related debt-service payments will be paid directly out of the Water Utility Program.

The Bridge Creek project consists of the following components:

- Pipeline – The City will replace the current aging transmission lines with a single new line located under Skyliner Road, and Forest Service Roads 4603 and 4606. The work is being coordinated with Deschutes County and the Federal Highway Administration (FHWA) due to the upcoming federal road reconstruction project on Skyliners Road. The new pipeline will provide for flow control of water taken at Bridge Creek to match City of Bend water demand not to exceed 18.2 cubic feet per second (CFS). Current transmission mains from the surface water intake to the Outback site are aging and in poor condition.
- Intake Facility - 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, will update the structure to meet current building code, and will provide for remotely operated flow control valve at the Intake. The existing intake was built in 1926 and lacks automation and fish screens, and does not meet current building code.
- Water Treatment Plant - The new facilities will provide membrane filtration to meet the federal LT2 surface water filtration requirement as well as provide filtration to treat contaminated water if there was a fire in the City watershed area above the Intake Facility.

Please see the Capital Improvement Plan section for more information on the Bridge Creek Pipeline project.

**Bridge Creek Intake and Pipeline Replacement, Outback Membrane Water Treatment Plant
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
WA0902 Bridge Creek Intake and Pipeline	1	\$ 14,331,500	\$ -	\$ -	\$ -	\$ -	\$ 14,331,500
Total Bridge Creek CIP		\$ 14,331,500	\$ -	\$ -	\$ -	\$ -	\$ 14,331,500

* 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 (For Studies Only)		

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Water Reclamation Utility Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 15,808,435	\$ 24,301,700	\$ 24,721,794	\$ 26,256,200	\$ 26,256,200	\$ 31,781,200
Franchise fees	-	-	-	-	-	-
Charges for services	33,001,235	37,922,200	38,776,763	45,525,100	45,525,100	45,525,100
Intergovernmental revenues	478,945	358,200	408,561	386,200	386,200	386,200
Transfer from SDC fund	3,329,007	4,274,500	5,788,059	6,873,300	6,873,300	6,873,300
Investment income	261,334	219,300	354,974	545,000	545,000	545,000
Loan repayments	34,932	7,150	(3,133)	500	500	500
Interfund transfers	-	-	-	207,630	207,630	207,630
Interfund charges	33,207	38,200	39,014	45,700	45,700	45,700
Miscellaneous	69,142	26,600	348,707	235,500	235,500	235,500
Issuance of long-term debt	9,408,286	22,210,000	3,426,000	25,073,800	25,073,800	25,073,800
TOTAL RESOURCES	\$ 62,424,523	\$ 89,357,850	\$ 73,860,739	\$ 105,148,930	\$ 105,148,930	\$ 110,673,930

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Support services	\$ 17,582,748	\$ 19,483,456	\$ 16,067,660	\$ 30,056,029	\$ 30,056,029	\$ 30,056,029
Environmental compliance	215,214	692,904	614,894	1,093,022	1,093,022	1,093,022
Water reclamation facility O&M	6,591,707	6,024,700	5,849,502	6,078,297	6,078,297	6,078,297
Collection system O&M	3,786,721	7,721,037	6,626,969	9,349,672	9,349,672	9,349,672
Capital infrastructure	9,526,353	27,906,700	12,920,528	24,273,500	24,273,500	29,873,500
Contingency	-	3,877,400	-	3,450,000	3,450,000	3,450,000
Reserves for:						
Future construction	-	22,151,653	-	25,948,410	25,948,410	25,873,410
Rate stabilization	-	-	-	1,000,000	1,000,000	1,000,000
Debt service	-	1,500,000	-	3,900,000	3,900,000	3,900,000
TOTAL REQUIREMENTS	\$ 37,702,743	\$ 89,357,850	\$ 42,079,553	\$ 105,148,930	\$ 105,148,930	\$ 110,673,930
<i>By Type:</i>						
Personnel services	\$ 7,702,448	\$ 9,208,712	\$ 8,744,257	\$ 11,324,536	\$ 11,324,536	\$ 11,324,536
Materials and services	4,137,348	5,769,720	5,333,528	6,974,474	6,974,474	6,974,474
Interfund transfers	6,421,804	13,595,965	13,678,066	10,345,810	10,345,810	10,420,810
Capital outlay:						
Vehicle/equipment	567,921	958,500	341,757	828,000	828,000	828,000
Repairs and maintenance	1,077,959	1,473,500	1,405,568	2,697,500	2,697,500	2,697,500
Construction/infrastructure	9,366,072	20,193,200	5,263,176	20,445,700	20,445,700	25,970,700
Total capital outlay	11,011,952	22,625,200	7,010,501	23,971,200	23,971,200	29,496,200
Debt service	8,429,191	10,629,200	7,313,201	18,234,500	18,234,500	18,234,500
Contingency	-	3,877,400	-	3,450,000	3,450,000	3,450,000
Reserves for:						
Future construction	-	22,151,653	-	25,948,410	25,948,410	25,873,410
Rate stabilization	-	-	-	1,000,000	1,000,000	1,000,000
Debt service	-	1,500,000	-	3,900,000	3,900,000	3,900,000
TOTAL REQUIREMENTS	\$ 37,702,743	\$ 89,357,850	\$ 42,079,553	\$ 105,148,930	\$ 105,148,930	\$ 110,673,930

INFRASTRUCTURE

Water Reclamation Utility Program

Overview

The Water Reclamation Program within the Utility Department is organized into several interactive functional Service Groups: Support Services, Environmental Compliance, and Operations and Maintenance. Several of these service groups, for efficiency purposes, 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 blockages and overflows. The wastewater collection system includes hundreds of miles of wastewater pipes and numerous wastewater pumping stations or “lift stations”. The lift stations provide a means of moving wastewater from areas lacking gravity sewer lines to an adjacent area where gravity lines exist.

The Water Reclamation Facility (WRF) is located approximately eight miles northeast of Bend. This facility is an advanced conventional activated sludge plant built in 1980, with an average daily capacity of 6.0 million gallons/day. The WRF is the only facility with the capability of treating Bend’s wastewater. The WRF operates under a Water Pollution Control Facility (WPCF) permit issued by the Department of Environmental Quality (DEQ). The permit contains requirements concerning the treatment and disposal of all wastewater from the collection system, and the operation and maintenance of all equipment needed to meet these requirements. The City is currently in the process of completing a major upgrade to the WRF in accordance with needs identified in the Facilities Master Plan and to keep up with the amount, and type, of growth the City of Bend is experiencing. The upgraded WRF will operate with a state of the art treatment process that will be better equipped for Bend’s anticipated growth and will provide the City with a comprehensive plan for wastewater treatment until the year 2030. This existing upgrade work at the WRF is the first of three projects needed at the facility to properly prepare Bend for the future and meet regulatory requirements.

Another critical service performed by the Water Reclamation Program is maintenance of the wastewater collection system, including the treatment plant, pump stations and pipes. The wastewater collection system is comprised of approximately 430 miles of sanitary sewer lines, 336 pump stations and serves over 27,000 customers. The Utility Department 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 group in this budget is financing the significant infrastructure needs. The City maintains a 20-year sewer model to project the financial needs of the Water Reclamation Utility Program. Rate projections for the next five years will be subject to much discussion as a result of the 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 and Customer Service.

- ✧ The Administration Service group performs all administrative duties related to the Utility Department, as well provides support to the Engineering and Infrastructure Planning Department (EIPD) and the Streets and Operations Department. These duties include:
 - Overall management, including strategic and long term planning
 - Purchasing

- General administrative support
 - Human resources and payroll
 - Financial analysis and management
 - Internal and external communications
 - Safety program management
 - Operational program analysis and operator certification training
- ✧ 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 serving all 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		
	2013-14		2014-15		2015-16	2016-17	2015-17
Personnel services	\$ 685,289	\$	843,513	\$	1,299,602	\$ 1,339,489	\$ 2,639,091
Materials and services	244,723		246,277		285,914	242,514	528,428
Interfund transfers	2,916,059		3,147,907		4,007,930	3,993,080	8,001,010
Capital outlay:							
Vehicle/equipment	2,985		-		-	38,000	38,000
Repairs and maintenance	442,706		225,000		245,000	370,000	615,000
Debt service	3,193,401		4,119,800		10,052,300	8,182,200	18,234,500
Support Services	\$ 7,485,163	\$	8,582,497	\$	15,890,746	\$ 14,165,283	\$ 30,056,029
Full Time Equivalents	8.16		9.79		11.41	11.41	11.41

Goals for the 2015 – 2017 Biennial Budget

- ✧ Maintain sustainable infrastructure
- ✧ Improve organizational culture
- ✧ Implement public outreach strategies

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Seek and implement new technologies and maximize functionality of existing technologies
- ✧ Use sound capital maintenance planning and asset management principles to support existing and future O&M requirements
- ✧ Improve work efficiencies
- ✧ Meet regulatory requirements
- ✧ Establish individual professional development plans for all staff
- ✧ Foster constructive working relationships
- ✧ Improve communication within the organization
- ✧ Encourage recognition of employees
- ✧ Develop and support proper staffing levels to meet service levels
- ✧ Improve effectiveness of external communications
- ✧ Improve and measure customer service

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Acceptance and internal adoption of the Utility Department 2015 – 2017 Strategic Plan
- ✧ Successful formation of the Utility Department, upon dissolution of the Public Works Administration functions
- ✧ Strong financial management kept O&M expenses in alignment with 2013 – 2015 budget estimates
- ✧ Recognition of best practices through successful re-accreditation by the American Public Works Association
- ✧ A new sewer rate structure was adopted in December 2014, with implementation planned for 2015-2016. The new rate structure includes a monthly base rate and a consumption charge for all customers, calculated using their average winter water consumption. This structure replaces the previous flat rate charge for residential customers and allows for all customers to have some control over monthly charges based on their actual usage. In addition, the new rate structure includes the implementation of an Extra Strength Program for non-residential customers who discharge extra-strength wastewater into the sewer system.

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Restructured Utility Department and moved Industrial Pretreatment Program (IPP) and Tech Services out of Support Services and into different programs
- ✧ Additional personnel costs due to dissolution of Public Works Administration fund
- ✧ Applications Analyst vacancy in 2013 – 2015 will be filled in 2016
- ✧ Increase in debt service costs associated with DEQ financing for 5 projects
- ✧ Existing 0.5 Office Specialist will increase by 0.5 to make one (1) Office Specialist FTE in fiscal year 2015-16

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ FY2015-16
 - Supervisory Control and Data Acquisition (SCADA) \$245,000
- ✧ FY2016-17
 - One (1) Vehicle Replacement \$30,000
 - One (1) GPS Equipment Replacement \$8,000
 - Supervisory Control and Data Acquisition (SCADA) \$370,000

Environmental Compliance Program

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. This program supports the recently adopted and updated Extra Strength Charge (ESC) program.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 208,080	\$	269,775	\$ 480,658	\$ 496,724	\$ 977,382
Materials and services	22,519		45,420	55,920	59,720	115,640
Interfund transfers	4,000		100	-	-	-
Capital outlay:						
Vehicle/equipment	-		65,000	-	-	-
Environmental Compliance	\$ 234,599	\$	380,295	\$ 536,578	\$ 556,444	\$ 1,093,022
Full Time Equivalents	4.00		4.00	5.00	5.00	5.00

Goals for the 2015 – 2017 Biennial Budget

- ✘ Implement Flow Monitoring Program supporting IPP and Engineering Infrastructure and Planning Program (EIPD)
- ✘ Participate in the implementation of the new ESC program
- ✘ Sampling for Permitted Industries, Extra Strength Charge (ESC) and Fats, Oils and Grease (FOG)
- ✘ Be part of National Environmental Field Activities (NEFAP) Certification
- ✘ Inspections of all Permitted Industries, FOG related business, auto related businesses, breweries and ESC businesses as needed
- ✘ Increase sampling of permitted industries and ESC breweries to quarterly instead of annually

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Working to create INFOR programs for tracking all sampling, inspections and permits
- ✘ Continue sampling/inspections of all needed industries
- ✘ Coordinate with EIPD on flow monitoring
- ✘ Continue monitoring and inspections of FOG, auto and breweries

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Completed all requirements for DEQ required IPP program
- ✘ Maintained FOG Program Inspections
- ✘ Added ESC Program and worked with Finance on rates
- ✘ Added Auto Inspection Program
- ✘ Added Flow Monitoring Program
- ✘ College Reservoir # 1 Hazardous Waste Removal project completed successfully

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ Increased sampling and inspections of all industries and in all programs

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✘ None

Water Reclamation Facility (WRF) Operations and Maintenance Program

This group is responsible for operating and maintaining the WRF. This team of certified operators is responsible for providing consistent and reliable wastewater treatment and meeting all permit parameters established by the Oregon DEQ. The team at the WRF also ensures that wastewater reuse water is

available for sustainable use at the neighboring Pronghorn Golf Resort during seasonal requirement periods. This minimizes the resort's dependence on groundwater and other alternative water supplies.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17			
Personnel services	\$ 1,303,596	\$ 1,419,578	\$ 1,499,050	\$ 1,543,147	\$ 3,042,197			
Materials and services	1,209,093	1,323,200	1,328,100	1,378,000	2,706,100			
Interfund transfers	24,908	-	-	-	-			
Capital outlay:								
Vehicle/equipment	53,765	71,500	300,000	30,000	330,000			
Repairs and maintenance	137,862	306,000	-	-	-			
Water Reclamation Facility O&M	\$ 2,729,224	\$ 3,120,278	\$ 3,127,150	\$ 2,951,147	\$ 6,078,297			
Full Time Equivalents	13.51	13.51	14.00	14.00	14.00			

Goals for the 2015 – 2017 Biennial Budget

- ✘ Operate the WRF efficiently and within permit limits during the Secondary Expansion project
- ✘ Support the Secondary Expansion project and ensure a positive performance certification
- ✘ Further integrate Asset Management into the WRF maintenance program
- ✘ Begin researching technologies for solids handling operations

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Train operations and maintenance staff on the new Integrated Fixed Activated Sludge (IFAS) treatment process and equipment, UV Disinfection and Sodium Hypochlorite systems and all new equipment from the Secondary Expansion project
- ✘ Operate the WRF within permitted limits
- ✘ Update the Biosolids Management Plan, Recycled Water Plan, and Groundwater Monitoring Plan and renew Wastewater Pollutant Control Facility (WPCF) permit
- ✘ Deliver a maximum amount of Class A recycled water to the Pronghorn golf course
- ✘ Begin the Solids Handling Study to advise solids handling practices at the facility for the next 20 years
- ✘ Develop and implement the WRF Apprenticeship program

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Supported the Secondary Expansion Construction Project
- ✘ Improved the biosolids application program with approved Class A product and a strengthened regulatory compliance program
- ✘ Completed an HVAC upgrade project for the Administration building
- ✘ Investigated process efficiency improvement with the Magnesium Hydroxide pilot test
- ✘ Hired and trained two new operators

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ New one (1) WRF Apprentice FTE in fiscal year 2015-16
- ✘ A project is included to expand the solids drying beds. The solids handling study project was removed from the Secondary Expansion project and significantly delayed, which required this extension of the existing drying beds
- ✘ Increased electrical costs are estimated during the biennium. This accounts for energy savings from new turbo blowers, increased energy required for UV disinfection, and anticipated energy from running the IFAS process and increased capacity of the WRF

- ✧ Increased budget for equipment <\$5,000 is included in the budget to reflect proactive replacement of equipment and to reduce system downtime
- ✧ Transfer three (3) FTE to the Instrument Control and Electronic division which supports both the Water and Water Reclamation Programs

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ FY2015-16
 - One (1) New Front End Loader \$250,000
 - One (1) Replacement Gas Master Heat & A/C unit in Digester 3 \$50,000
- ✧ FY2016-17
 - WRF Radio System Upgrade \$30,000

Wastewater Collection System Operations and Maintenance Program

This program is comprised of Repair & Replacement Services; Instrumentation, Control and Electrical (ICE); and Technical Services. This program oversees and performs the operation and maintenance of the Wastewater Collection system. The Collection system includes lift stations, piping, manholes, valves and odor control equipment.

- ✧ The Repair and Replacement group performs or oversees repairs of all underground wastewater piping systems (gravity and forcemain) and the rehabilitation of all manholes.
- ✧ The Instrumentation, Control and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Reclamation Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.
- ✧ The Technical Services work group performs the operation and general maintenance functions of the Wastewater Collections system. This work group is responsible for the cleaning of the collection system utilizing specialized equipment capable of vacuuming debris out of the collections system, and vans equipped with closed circuit television (CCTV) capable of video inspecting wastewater piping. The work group also oversees all lift station operations, smoke testing and collection system odor control activities. Technical Services staff also provide mechanical maintenance and repair services to all of the wastewater lift stations.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17			
Personnel services	\$ 1,908,683	\$ 2,105,743	\$ 2,288,342	\$ 2,377,524	\$ 4,665,866			
Materials and services	963,736	1,171,900	1,709,753	1,681,553	3,391,306			
Interfund transfers	34,400	-	-	-	-			
Capital outlay:								
Vehicle/equipment	87,507	61,000	220,000	240,000	460,000			
Repairs and maintenance	19,000	275,000	380,000	452,500	832,500			
Collection System O&M	\$ 3,013,326	\$ 3,613,643	\$ 4,598,095	\$ 4,751,577	\$ 9,349,672			
Full Time Equivalents	21.2	21.70	21.18	21.18	21.18			

Goals for the 2015 – 2017 Biennial Budget

- ✧ Support the South East Interceptor, Colorado Lift Station, Valhalla, Plant Interceptor and North Force Mains Construction Projects
- ✧ Safely convey wastewater from households to the treatment plant
- ✧ Reduce sanitary sewer overflows to less than five per year
- ✧ Further integrate Infor Asset Management into the Collection System maintenance program

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Work collectively with the Fats, Oils and Grease (FOG) Program to reduce sanitary sewer overflows, and FOG required sewerline maintenance by City staff
- ✧ Continue to develop and implement the root control and smoke testing program
- ✧ Work to improve sewer infrastructure in the former Juniper Utility service area
- ✧ Upgrade and standardize wastewater lift stations to improve reliability and safety, reduce equipment down time, and decrease potential of sanitary sewer overflows. Complete upgrades identified in the CSMP
- ✧ Improve lift station telemetry and SCADA integration
- ✧ Coordinate collection system repair work with paving schedules and right of way work planned by other utilities
- ✧ Continue to develop and implement the manhole rehabilitation program
- ✧ Coordinate the inspection of large sewer pipe systems, as recommended in the CSMP
- ✧ Develop a formal odor control program and implement, as recommended in the CSMP
- ✧ Continue to develop and implement training programs for increased utilization of Technical Services staff
- ✧ Utilize trenchless technology programs for collection system rehabilitation in the downtown area

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Provided operational data and analysis, review and feedback to help draft the Collection System Master Plan, including participation in the Sewer Infrastructure Advisory Group (SIAG) process and review of multiple drafts of the CSMP
- ✧ Integrated the Stormwater Operations staff into the work group at the Boyd Acres campus
- ✧ Provided significant technical review and operational assistance in support of the design phases of the South East Interceptor, Colorado Lift Station, Valhalla, Plant Interceptor and North Force Mains projects
- ✧ Implemented upgrades to several lift stations
- ✧ Completed telemetry improvements to six lift stations
- ✧ Completed identification and prioritization of Collection System repairs and completed collection system repair work
- ✧ Completed cleaning and CCTV inspection of one fourth of the City sewer pipeline

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ New one (1) Utility Mechanic FTE in fiscal year 2015-16
- ✧ Transfer one (1) FTE to the Instrument Control and Electronic division which supports both the Water and Water Reclamation Programs

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

✧ FY2015-16

- One (1) Replacement Work Truck \$45,000
- One (1) New Storage Trailer \$5,000
- One (1) Replacement Work Truck \$50,000
- One (1) New Godwin Trashpump with Level Control \$40,000
- Two (2) New Reader Boards \$45,000
- Lift Station Large Pump Replacement \$35,000
- Card Reader Door Installation \$75,000
- Sliplining Projects \$225,000
- Collection Line Rehabilitation Projects \$80,000

✧ FY2016-17

- One (1) Replacement SUV \$30,000
- CCTV Inspection Compact Pipe Ranger Trans. \$50,000
- One (1) New Work Truck w/ Crane \$85,000
- One (1) New Work Truck \$40,000
- Lift Station Large Pump Replacement \$35,000
- Video Surveillance \$62,500
- Card Reader Door Installation \$85,000
- Sliplining Projects \$225,000
- Collection Line Rehabilitation Projects \$80,000

Capital Infrastructure Program

The Water Reclamation Capital Improvement Program (CIP) implements projects that are identified in the Collection System Master Plan (CSMP) and Water Reclamation Facility (WRF) Facilities Plan, as well as other operational needs. The CSMP was updated and adopted by Council in December 2014 as recommended by the Sewer Infrastructure Advisory Group (SIAG).

	ACTUALS		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Materials and services	\$ 160	\$ 106,500	\$ 116,500	\$ 116,500	\$ 233,000
Interfund transfers	1,667,582	5,883,110	1,429,700	990,100	2,419,800
Capital outlay:					
Repairs and maintenance	-	-	250,000	1,000,000	1,250,000
Construction/infrastructure	3,307,276	1,955,900	25,670,700	300,000	25,970,700
Capital Infrastructure	\$ 4,975,018	\$ 7,945,510	\$ 27,466,900	\$ 2,406,600	\$ 29,873,500

Although the Secondary Expansion Construction Project and the Southeast Interceptor Construction Project are accounted/budgeted for in separate legal funds, project costs are paid with a combination of long-term debt and interfund transfers from the Water Reclamation Utility's Capital Infrastructure Program. Please reference the Secondary Expansion & Southeast Interceptor CIPs for more project details.

Goals for the 2015 – 2017 Biennial Budget

- ✧ Complete construction of the WRF Secondary Expansion
- ✧ Complete design and construction of the WRF Headworks Expansion
- ✧ Complete construction of the North Area Capacity Improvements
- ✧ Complete construction of significant portions of the South East Interceptor

- ✧ Complete construction of Colorado Pump Station and Force Main
- ✧ Complete design and begin construction of the Existing Plant Interceptor Rehabilitation
- ✧ Complete design and construction of the Valhalla Odor Control project
- ✧ Develop program to deliver smaller projects as identified in the CSMP

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Adopted the Collection System Master Plan
- ✧ Completed 75% of construction on WRF Secondary Expansion (Milestones 1 and 2 are complete)
- ✧ Completed design and began construction of Schedules F & G of the South East Interceptor
- ✧ Completed a condition assessment and air analysis of the Existing Plant Interceptor
- ✧ Completed design and began construction of Colorado Pump Station and Force Mains
- ✧ Completed 90% design for North Area Capacity Improvement and began construction on the north end gravity solution

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Added the Collection System Enhancement program which significantly improves sewer collection system efficiencies by upgrading and/or removing multiple existing pump stations
- ✧ Additional collection system modeling expenses for UGB Expansion

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - Collection Line Rehabilitation Projects \$250,000
 - See Capital Improvement Plan for detail projects
- ✧ 2016-2017
 - Collection Line Rehabilitation Projects \$1,000,000
 - See Capital Improvement Plan for detail projects

INFRASTRUCTURE
Water Reclamation Utility Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Average daily flow (Mg/D)	5.39	5.67	5.78	5.90	6.02
Annual dry tons of biosolids applied to agricultural land	1,008	1,166	1,200	1,300	1,300
<i>Effectiveness Measures:</i>					
Number of odor complaints	57	71	45	45	20
Number of sanitary sewer overflows (SSOs) per year	9	11	8	8	5
<i>Efficiency Measures:</i>					
O&M Cost of Wastewater Services (\$/MG)	\$ 1,228	\$ 1,238	\$ 1,325	\$ 1,377	\$ 1,422
Planned Maintenance (%)*	9%	8%	30%	60%	60%
Service Connections/FTE	668	698	625	604	612
% of Permitted Industries sampled and inspected	100%	100%	100%	100%	100%

* Measurement tracking of Planned Maintenance has changed to be in alignment with AWWA standards.

INFRASTRUCTURE
Water Reclamation Utility Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
<u>Support Services</u>					
One (1) SUV replacement	\$ -	\$ 30,000	\$ -	\$ -	\$ -
One (1) GPS Unit replacement	-	8,000	-	-	-
One (1) Work Truck replacement	-	-	-	-	40,000
One (1) Leak Detection Unit replacement	-	-	-	-	3,000
One (1) GPR Unit replacement	-	-	-	7,500	-
	<u>\$ -</u>	<u>\$ 38,000</u>	<u>\$ -</u>	<u>\$ 7,500</u>	<u>\$ 43,000</u>
<u>Environmental Compliance</u>					
One (1) Work Truck replacement	\$ -	\$ -	\$ -	\$ 30,000	\$ -
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ -</u>
<u>Water Reclamation Facility</u>					
One (1) New Front End Loader	\$ 250,000	\$ -	\$ -	\$ -	\$ -
WRF Radio System	-	30,000	-	-	-
One (1) New Biosolids App. Truck and Spreader	-	-	230,000	-	-
Three (3) Utility Carts replacement	-	-	-	25,000	-
One (1) New Brown Bear	-	-	-	-	250,000
One (1) Gas Master HVAC in Digester 3	50,000	-	-	-	-
	<u>\$ 300,000</u>	<u>\$ 30,000</u>	<u>\$ 230,000</u>	<u>\$ 25,000</u>	<u>\$ 250,000</u>
<u>Operations and Maintenance</u>					
One (1) Work Truck replacement	\$ 45,000	\$ -	\$ -	\$ -	\$ -
One (1) Storage Trailer new	5,000	-	-	-	-
One (1) Work Truck replacement	50,000	-	40,000	-	-
One (1) SUV replacement	-	30,000	-	-	-
One (1) TV Van replacement	-	-	-	-	200,000
One (1) Vactor replacement	-	-	-	-	400,000
CCTV Inspection Compact Pipe Ranger Trans.	-	50,000	-	-	-
One (1) Godwin Trashpump new	40,000	-	-	-	-
Two (2) Reader Boards new	45,000	-	-	-	-
One (1) Work Truck w/ Crane new	-	85,000	-	-	-
One (1) Work Truck new	-	40,000	-	-	-
Lift Station Large Pump replacement	35,000	35,000	35,000	35,000	35,000
	<u>\$ 220,000</u>	<u>\$ 240,000</u>	<u>\$ 75,000</u>	<u>\$ 35,000</u>	<u>\$ 635,000</u>
Total	\$ 520,000	\$ 308,000	\$ 305,000	\$ 97,500	\$ 928,000

INFRASTRUCTURE
Water Reclamation Utility Program

FIVE YEAR R&M CAPITAL PROJECT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
<u>Support Services</u>					
SCADA	\$ 245,000	\$ 370,000	\$ 300,000	\$ 300,000	\$ 300,000
<u>Operations and Maintenance</u>					
Video Surveillance	\$ -	\$ 62,500	\$ 62,500	\$ 62,500	\$ -
Card Reader Door Installation	75,000	85,000	-	-	-
PA System at WRF	-	-	-	100,000	-
Drying Beds	-	-	250,000	-	-
Sliplining Projects	225,000	225,000	250,000	250,000	250,000
Collection Line Rehabilitation Projects	80,000	80,000	100,000	100,000	100,000
	<u>\$ 380,000</u>	<u>\$ 452,500</u>	<u>\$ 662,500</u>	<u>\$ 512,500</u>	<u>\$ 350,000</u>
<u>Capital Infrastructure Program</u>					
Collection System Enhancement Projects	\$ 250,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total	\$ 875,000	\$ 1,822,500	\$ 1,962,500	\$ 1,812,500	\$ 1,650,000

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SW11BA Valhalla Sewer Relocation	5	\$ 1,746,000	\$ -	\$ -	\$ -	\$ -	\$ 1,746,000
SW12AA Collection System Master Plan Update	5	506,000	-	-	-	-	506,000
SW13DA North Area Sewer Capacity Improvements	5	5,909,300	-	-	-	-	5,909,300
SW13EA Colorado Pump Station and Force Main SW14BA	1	11,321,400	-	-	-	-	11,321,400
Deschutes Brewery Sewer	1	170,000	-	-	-	-	170,000
SW15AA Plant Interceptor Rehabilitation	5	5,718,000	-	-	-	-	5,718,000
SW15DA N.E. 2nd & Penn Sewer Line Realignment	5	100,000	200,000	-	-	-	300,000
SW15GA Wood River Village Lift Station/Vacuum Evaluation	5	50,000	-	-	-	-	50,000
SW15IA Bend South Sewer Evaluation	5	50,000	-	-	-	-	50,000
SW15JA WRF Treatment Plant Upgrades	5	100,000	100,000	100,000	200,000	200,000	700,000
SW17AA WRF Facilities Plan Update	5	-	-	500,000	-	-	500,000
SW18BX Parallel Sewer on Olney Avenue	5	-	-	581,000	-	-	581,000
SW15KA WRF Evaporation Percolation Ponds	5	-	-	-	1,567,000	-	1,567,000
SW19AX Amethyst/Mahogany Street Sewer	5	-	-	-	679,000	-	679,000
SW19BX Mahogany Street/Hwy 97 Sewer	5	-	-	-	999,000	-	999,000
SW18AA WRF Support Facilities Upgrade	5	-	-	-	-	2,400,000	2,400,000
SW20AX Odor Control Master Plan	5	-	-	-	-	1,000,000	1,000,000
SW20BX Sewer Storage - Land Acquisition	5	-	-	-	-	700,000	700,000
SW20EX Plant Interceptor Condition Assessment SW20FX	5	-	-	-	-	600,000	600,000
Collection System Master Plan (Years 6-10) SW20GX	5	-	-	-	-	1,000,000	1,000,000
Gravity Pipe Condition Assessment	5	-	-	-	-	200,000	200,000
Total Water Reclamation CIP		\$ 25,670,700	\$ 300,000	\$ 1,181,000	\$ 3,445,000	\$ 6,100,000	\$ 36,696,700

* 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 (For Studies Only)		

Secondary Expansion Construction Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	-	6,300,900	1,144,116	1,426,900	1,426,900	1,426,900
Investment income	-	-	(34,868)	-	-	-
Miscellaneous	-	-	4,508	-	-	-
Issuance of long-term debt	-	35,737,830	35,886,739	9,225,000	9,225,000	9,225,000
TOTAL RESOURCES	\$ -	\$ 42,038,730	\$ 37,000,495	\$ 10,651,900	\$ 10,651,900	\$ 10,651,900

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -
Interfund transfers	-	1,498,730	1,435,379	2,151,900	2,151,900	2,151,900
Capital outlay:						
Vehicle/equipment	-	30,000	171,000	-	-	-
Construction/infrastructure	-	40,505,000	35,394,175	8,500,000	8,500,000	8,500,000
Total capital outlay	-	40,535,000	35,565,175	8,500,000	8,500,000	8,500,000
TOTAL REQUIREMENTS	\$ -	\$ 42,038,730	\$ 37,000,554	\$ 10,651,900	\$ 10,651,900	\$ 10,651,900

INFRASTRUCTURE

Secondary Expansion Construction Fund

Overview

The Secondary Expansion Construction Fund is a separate fund that was established on July 17th, 2013 by City Council Resolution No. 2924. The Secondary Expansion Construction Fund was created in response to Council's desire to track the project costs related to the Secondary Expansion Project, in a legally separate fund, apart from the Water Reclamation Utility Program. Intentions of the resolution were to have increased accountability and transparency of project spending.

The City has budgeted for \$9.2 million of Oregon Department of Environmental Quality (Oregon DEQ) long-term debt to finance eligible project costs during the 2015-2017 biennium, with the remainder of project costs being paid with rate-revenues via direct transfers from the Water Reclamation Utility Program. Ongoing debt-service payments of the Oregon DEQ debt will be paid directly out of the Water Reclamation Utility Program.

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 meets 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.

The WRF Facilities Plan concluded that the capacity of the secondary processes must be expanded in order to maintain the effluent quality necessary to comply with existing and future discharge permit requirements. Without this additional treatment, future development will be negatively impacted.

Please see the Capital Improvement Plan section for more information on the Secondary Expansion project.

**Water Reclamation Facility Secondary Expansion Project
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SW0802 Secondary Expansion	1	\$ 6,148,000	\$ 1,102,000	\$ -	\$ -	\$ -	\$ 7,250,000
SW14CA Headworks Upgrade	1	1,000,000	-	-	-	-	1,000,000
SW16AA Solids Handling (Secondary Expansion)	1	-	250,000	1,750,000	1,000,000	1,000,000	4,000,000
Total Secondary Expansion CIP		\$ 7,148,000	\$ 1,352,000	\$ 1,750,000	\$ 1,000,000	\$ 1,000,000	\$ 12,250,000

* 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 (For Studies Only)		

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Southeast Interceptor Construction Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ (1,104,700)	\$ (1,104,700)	\$ (480,700)
Interfund transfers	-	1,100,600	6,406,576	787,900	787,900	787,900
Intergovernmental revenues	-	-	113,255	-	-	-
Investment income	-	-	(998)	-	-	-
Issuance of long-term debt	-	18,000,000	-	24,795,700	24,795,700	24,795,700
TOTAL RESOURCES	\$ -	\$ 19,100,600	\$ 6,518,833	\$ 24,478,900	\$ 24,478,900	\$ 25,102,900

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ -	\$ 270,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000
Interfund transfers	-	680,600	680,600	994,900	994,900	994,900
Capital outlay:						
Vehicle/equipment	-	30,000	30,000	-	-	-
Construction/infrastructure	-	18,120,000	6,278,909	23,464,000	23,464,000	24,088,000
Total capital outlay	-	18,150,000	6,308,909	23,464,000	23,464,000	24,088,000
TOTAL REQUIREMENTS	\$ -	\$ 19,100,600	\$ 6,999,509	\$ 24,478,900	\$ 24,478,900	\$ 25,102,900

INFRASTRUCTURE

Southeast Interceptor Construction Fund

Overview

The Southeast Interceptor Construction Fund is a separate fund that was established on July 17th, 2013 by City Council Resolution No. 2924. The Southeast Interceptor Construction Fund was created in response to Council's desire to track the project costs related to the Southeast Interceptor Project, in a legally separate fund, apart from the Water Reclamation Utility Program. Intentions of the resolution were to have increased accountability and transparency of project spending.

The City has budgeted for \$24.8 million of Oregon Department of Environmental Quality (Oregon DEQ) long-term debt to finance eligible project costs during 2015-17, with the remainder of project costs being paid with rate-revenues via direct transfers from the Water Reclamation Utility's Capital Infrastructure Program. Ongoing debt-service payments of the Oregon DEQ debt will be paid directly out of the Water Reclamation Utility Program.

This project is a large diameter gravity sewer pipeline extending from the southwest quadrant to the northeast quadrant of the City. This pipeline 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.

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. It provides additional conveyance capacity that will enable the City to continue to provide service as the community increases in population. The project extends the ability to provide gravity sewer service to 1,000 un-serviced homes as well as ability to decommission 24 pump stations.

Please see the Capital Improvement Plan section for more information on the Southeast Interceptor project.

**Southeast Interceptor Project
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SW0707 Southeast Interceptor Project	4	\$ 16,163,000	\$ 7,925,000	\$ 7,185,000	\$ -	\$ -	\$ 31,273,000
SW0707 Southeast Interceptor Project Phase II	5	-	-	-	-	5,737,000	5,737,000
Total SE Interceptor CIP		\$ 16,163,000	\$ 7,925,000	\$ 7,185,000	\$ -	\$ 5,737,000	\$ 37,010,000

* 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 (For Studies Only)		

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Stormwater Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 4,108,372	\$ 4,936,400	\$ 5,041,815	\$ 3,205,200	\$ 3,205,200	\$ 3,457,200
Intergovernmental revenues	-	-	-	-	-	-
Charges for services	5,022,254	5,145,100	5,111,415	6,592,900	6,592,900	6,592,900
Intergovernmental revenues	5,296	-	-	-	-	-
Interfund charges	30,477	30,800	31,860	34,400	34,400	34,400
Interfund transfers	-	-	-	39,840	39,840	39,840
Investment income	67,318	55,100	49,871	61,500	61,500	61,500
Miscellaneous	298	200	3,896	1,800	1,800	1,800
Issuance of long-term debt	-	-	-	-	-	-
TOTAL RESOURCES	\$ 9,234,015	\$ 10,167,600	\$ 10,238,857	\$ 9,935,640	\$ 9,935,640	\$ 10,187,640

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Operations and maintenance	\$ 4,192,201	\$ 8,045,615	\$ 6,781,729	\$ 6,012,077	\$ 6,012,077	\$ 6,339,077
Regulatory	-	-	-	947,583	947,583	947,583
Contingency	-	591,000	-	800,000	800,000	800,000
Reserves for:						
Future construction	-	1,530,985	-	2,175,980	2,175,980	2,100,980
TOTAL REQUIREMENTS	\$ 4,192,201	\$ 10,167,600	\$ 6,781,729	\$ 9,935,640	\$ 9,935,640	\$ 10,187,640

<i>By Type:</i>						
Personnel services	\$ 1,674,201	\$ 1,816,864	\$ 1,790,923	\$ 2,562,220	\$ 2,562,220	\$ 2,562,220
Materials and services	417,440	942,285	882,685	1,147,620	1,147,620	1,147,620
Interfund transfers	989,265	1,924,466	1,717,251	1,804,820	1,804,820	1,879,820
Capital outlay:						
Vehicle/equipment	47,820	240,000	261,121	420,000	420,000	420,000
Repairs and maintenance	-	50,000	50,000	250,000	250,000	250,000
Construction/infrastructure	945,237	3,072,000	2,079,749	775,000	775,000	1,027,000
Total capital outlay	993,057	3,362,000	2,390,870	1,445,000	1,445,000	1,697,000
Debt service	118,238	-	-	-	-	-
Contingency	-	591,000	-	800,000	800,000	800,000
Reserves for future construction	-	1,530,985	-	2,175,980	2,175,980	2,100,980
TOTAL REQUIREMENTS	\$ 4,192,201	\$ 10,167,600	\$ 6,781,729	\$ 9,935,640	\$ 9,935,640	\$ 10,187,640

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

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 involvement; 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 Right of Way Operation and Maintenance Department; the Growth Management Department; the Planning, Engineering and Building divisions of the Community Development Department; and with staff in the Engineering and Infrastructure Planning Department. Illicit discharges and spill response are coordinated with the Police and Fire Departments.

Stormwater Operations and Maintenance Program

The Stormwater Operations and Maintenance program provides for the maintenance and repair of stormwater infrastructure, including pipe and catchbasin repair, drillhole reconditioning, water quality controls, and system cleaning. This program pays for system operation, including emergency response during flooding events. This program also funds a portion of the City street sweeping program, which removes sediment from streets and stormwater runoff thereby protecting catchbasin and drillhole operations from prematurely failing.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 888,671	\$ 902,252	\$ 959,730	\$ 991,471	\$ 1,951,201		
Materials and services	305,048	577,637	434,353	426,703	861,056		
Interfund transfers	831,555	885,696	1,033,870	845,950	1,879,820		
Capital outlay:							
Vehicle/equipment	210,921	50,200	320,000	50,000	370,000		
Repairs and maintenance	-	50,000	100,000	150,000	250,000		
Construction/infrastructure	2,066,249	13,500	927,000	100,000	1,027,000		
Operations & Maintenance	\$ 4,302,444	\$ 2,479,285	\$ 3,774,953	\$ 2,564,124	\$ 6,339,077		
Full Time Equivalent	9.21	9.21	9.56	9.56	9.56		

Goals for the 2015– 2017 Biennial Budget

- ✧ Efficiently operate and maintain the Stormwater System
- ✧ Complete all maintenance as required by the WPCF and NPDES permits
- ✧ Implement the Stormwater Master Plan and Capital Maintenance Plan

- ✘ Fully integrate Asset Management into the Stormwater Maintenance Plan
- ✘ Complete the Drake and Dohema stormwater pumping station

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Complete drillhole reconditioning at ten localized flooding sites
- ✘ Fully integrate Stormwater Utility staff into the revised job descriptions and training
- ✘ Implement the Stormwater master plan. Complete Capital Improvement Program and Capital Maintenance projects including modelling and design of the West Hills Drainage basin and complete pipe maintenance repair projects
- ✘ Begin Open-top Dry Well replacement project
- ✘ Complete system repair according to integrated capital maintenance plan
- ✘ Begin maintenance of stormwater systems at City owned facilities (Police, Fire, Downtown Campus, and Boyd Acres Campus)

Major Accomplishments during the 2013 – 2015 Biennial Budget

- ✘ Cleaned and/or inspected all stormwater facilities, meeting permit compliance needs
- ✘ Reconditioned sixteen drillholes to reduce flooding in localized areas
- ✘ Completed stormwater conveyance improvements in the West Hills
- ✘ Integrated Operations staff into the Utility Department and moved to the Boyd Acres Campus
- ✘ Updated, ranked and prioritized flooding response to better help coordinate City flood response
- ✘ Responded during several flood events, preventing damage to properties and improving street safety
- ✘ Innovated new internal cleaning methods for drillholes and devices to keep sediment out of the storm system
- ✘ Developed 20 year financial plan

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ New one (1) Utility Worker FTE in fiscal year 2015-16
- ✘ Capital and repair and maintenance includes funding for projects as allocated in the new Stormwater Master Plan
- ✘ Electricity increases are budgeted to account for a new lift station
- ✘ Dissolution of Public Works Administration Fund resulted in reallocation of administrative personnel expenses directly to the Stormwater, Water and Water Reclamation operating programs
- ✘ Reduction of 50% in temporary employee help due to addition of new FTE

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✘ 2015-2016
 - Two (2) Replacement Work Trucks \$80,000
 - One (1) New Sweeper \$240,000
- ✘ 2016-2017
 - One (1) Replacement Work Truck \$50,000

Stormwater Regulatory Program

The Stormwater Regulatory program focuses on ensuring water quality of the Deschutes River and underground drinking water aquifers by means of the minimization of stormwater pollution. This program includes coordinating compliance efforts with the City's permits for stormwater that is directed to surface water and stormwater that is injected underground, along with other regulatory requirements such as Total Maximum Daily Loads (currently under development).

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ -		\$ -	\$ 305,082	\$ 305,937	\$ 611,019
Materials and services	-		-	143,132	143,432	286,564
Capital outlay:						
Vehicle/equipment	-		-	50,000	-	50,000
Regulatory	\$ -		\$ -	\$ 498,214	\$ 449,369	\$ 947,583
Full Time Equivalents	-		-	2.70	2.70	2.70

Goals for the 2015 – 2017 Biennial Budget

- ✘ Negotiate the reissuance of the City's NPDES Municipal Separate Storm Sewer System (MS4) permit.
- ✘ Comply with the City's permits and regulations related to stormwater pollution prevention.

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Implement Integrated Stormwater Management Plan 2022.
- ✘ Implement Stormwater Master Plan.
- ✘ Implement results of rate model to ensure adequate funding to meet planning goals/regulatory needs
- ✘ Improve regulatory compliance with addition of inspection/enforcement staff person
- ✘ Be innovative in conducting outreach and public participation program to address multiple regulatory requirements in an incentive-based manner to increase effectiveness

Major Accomplishments during the 2013 – 2015 Biennial Budget

- ✘ City's first formal Stormwater Master Plan was adopted by Council (August 2014)
- ✘ City's first Stormwater Public Facilities Plan was adopted by Council (December 2014)
- ✘ Construction of the Third Street Underpass project
- ✘ City has completed regulatory requirements and provided all regulatory submittals on time

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ A new subprogram in the Stormwater Program has been created for Regulatory Compliance
- ✘ New one (1) Code Enforcement Technician FTE in fiscal year 2015-16

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - One (1) Replacement SUV \$25,000
 - One (1) New SUV \$25,000

- ✧ 2016-2017
 - None

**INFRASTRUCTURE
Stormwater Program**

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
Output Measures:					
# of outreach materials distributed	1	1	1	1	1
Yards of debris removed	13,284	18,325	18,400	19,000	19,000
Storm drains cleaned/inspected	10,132	10,996	11,000	11,000	11,000
UICs cleaned/inspected	5,976	6,547	6,500	7,000	7,500
# of UICs upgraded for spill control	N/A	94	100	100	100
# of maintenance repairs (e.g. catch basin replacements/upgrades, redrill drill holes, etc.)	599	506	600	700	700
Effectiveness Measures:					
Average number of service/work orders per employee per month	243	586	500	500	500
Efficiency Measures:					
Planned Maintenance (%) ¹	27%	35%	35%	45%	45%
Customer per FTE	3,414	3,499	3,538	2,935	2,975
Stormwater Fee per Equivalent Dwelling Unit	\$ 4.00	\$ 4.00	\$ 4.00	\$ 5.00	\$ 5.15

Note ¹ Measurement tracking of Planned Maintenance has changed to be in alignment with AWWA standards.

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
One (1) Vector replacement	\$ -	\$ -	\$ 400,000	\$ -	\$ -
Two (2) Work Truck replacements	80,000	-	-	-	-
One (1) Work Truck replacement	-	50,000	-	-	-
One (1) Sweeper new	240,000	-	-	-	240,000
One (1) SUV replacement	25,000	-	-	-	-
One (1) SUV new	25,000	-	-	-	-
Total	\$ 370,000	\$ 50,000	\$ 400,000	\$ -	\$ 240,000

FIVE YEAR R&M CAPITAL PROJECTS PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
System Repair - Flooding Projects	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Total	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000

Stormwater
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SR0802 Drake and Dohema Pump Station	1	\$ 172,000	\$ -	\$ -	\$ -	\$ -	\$ 172,000
SR09AA Third Street Underpass	1	55,000	-	-	-	-	55,000
SR14AA Phase 2 3rd Street - Stormwater portion	5	400,000	-	-	-	-	400,000
SR15AA Butte and Hillside Drainage Specific Plans	5	150,000	100,000	-	-	-	250,000
SR15BA South 3rd Street - Stormwater portion	4	150,000	-	-	-	-	150,000
SR15CA Newport Pipe Replacement Design	5	-	-	-	425,000	-	425,000
Total Stormwater CIP		\$ 927,000	\$ 100,000	\$ -	\$ 425,000	\$ -	\$ 1,452,000

* 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 (For Studies Only)		

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Public Works Laboratory Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 421,986	\$ 14,200	\$ 34,971	\$ 272,300	\$ 272,300	\$ 272,300
Charges for services	-	-	430	860	860	860
Interfund transfer	1,149,920	2,076,162	2,076,162	2,319,500	2,319,500	2,319,500
Investment income	5,145	2,900	3,675	3,800	3,800	3,800
TOTAL RESOURCES	\$ 1,577,051	\$ 2,093,262	\$ 2,115,238	\$ 2,596,460	\$ 2,596,460	\$ 2,596,460

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 1,053,636	\$ 1,285,717	\$ 1,244,810	\$ 1,678,277	\$ 1,678,277	\$ 1,678,277
Materials and services	266,544	418,300	305,098	446,000	446,000	446,000
Interfund transfers	198,149	274,924	272,202	253,410	253,410	253,410
Capital outlay:						
Vehicle/equipment	23,749	20,800	20,845	113,500	113,500	113,500
Contingency	-	93,521	-	105,273	105,273	105,273
TOTAL REQUIREMENTS	\$ 1,542,078	\$ 2,093,262	\$ 1,842,955	\$ 2,596,460	\$ 2,596,460	\$ 2,596,460

Note:

The Public Works Laboratory Program is accounted for as a division of the Internal Service Fund.

INFRASTRUCTURE
Public Works Laboratory Program

Overview

The Public Works/Utility Laboratory program provides laboratory analysis, sampling and technical / regulatory support for pertinent divisions within the Utility Department and the Engineering Infrastructure and Planning Department. The main functions of the laboratory are to perform the following duties:

- ✧ Drinking water analysis
- ✧ Wastewater / Reuse Water / Biosolids Analysis
- ✧ Industrial user waste discharge analysis
- ✧ Water Quality Monitoring Program (Deschutes River, Bridge Creek and Tumalo Creek)
- ✧ Stormwater sampling / analysis and telemetry
- ✧ Hazardous waste management for the Utilities and Streets & Operations Departments
- ✧ 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, water/sewer/stormwater rates, process control, identification of unknown substances and drinking water (surface/groundwater) quality analysis. The laboratory is accredited by the National Environmental Laboratory Accreditation Program (NELAP) as a certified water testing facility.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 598,970	\$ 645,840	\$ 827,256	\$ 851,021	\$ 1,678,277		
Materials and services	137,548	167,550	226,800	219,200	446,000		
Interfund transfers	130,660	141,542	123,510	129,900	253,410		
Capital outlay:							
Vehicle/equipment	8,845	12,000	91,500	22,000	113,500		
Public Works Laboratory	\$ 876,023	\$ 966,932	\$ 1,269,066	\$ 1,222,121	\$ 2,491,187		
Full Time Equivalent	6.00	6.00	7.00	7.00	7.00		

Goals for the 2015 – 2017 Biennial Budget

- ✧ Perform, manage and report all required testing for all utility divisions.
- ✧ Maintain The NELAC Institute (TNI) and Oregon Laboratory Accreditation Program (ORELAP) accreditation
- ✧ Utilize the LIMS (Laboratory Information Management System) with existing database systems to leverage process efficiencies and improve data availability and quality
- ✧ 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 2015 – 2017 Biennial Budget

- ✧ Establish Field Sampling and Monitoring program to improve and regulate sample gathering, sample receiving and field instrument data for all field activities
- ✧ Expand list of TNI / ORELAP accredited analysis methods to further ensure regulatory compliance
- ✧ Develop method and gain TNI / ORELAP accreditation for 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
- ✧ Utilize the City's SharePoint technology to gain document management and collaborative work flow efficiencies
- ✧ Continue to promote and increase the use of the HACH-WIMS (Hach Water Information Management Solution) 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 2013 – 2015 Biennium

- ✧ Maintained TNI / ORELAP 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 location
- ✧ Continued and expanded Water Quality Monitoring Program and data reporting and analysis.
- ✧ Expanded laboratory coverage to 7 days per week and improved sample handling, receiving and analyses capabilities to better serve our customers
- ✧ Played a critical role in negotiating a Bilateral Compliance Agreement (BCA) with the Oregon Health Authority to utilize surface water for drinking water during construction of Water Treatment Plant in advance of LT2 rule compliance
- ✧ Integrate the Laboratory Information Management System (LIMS) with applicable City of Bend database systems for process efficiencies and document control
- ✧ Continued to maintain and integrate the HACH WIMS database to improve required reporting and data analyses functions in cooperation with the Water Reclamation Facility (WRF) and Water divisions
- ✧ Performed field sampling and data management for the College Reservoir #1 Hazardous Waste Cleanup Project and the Greenwood Avenue Underpass Diesel Spill Cleanup Event
- ✧ Conducted Quanti Tray 2000 enumeration study in cooperation with manufacturer in order to gain approval for use of Quanti Tray analyses for Total Coliforms and E. Coli detection and compliance in reuse water

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ New one (1) Field Sampling and Monitoring Program Supervisor FTE in fiscal year 2015-16

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

✧ 2015-2016

- Two (2) ExO Multi-parameter Sonde Instruments \$32,000
- One (1) Hach DR6000 Spectrometer \$9,500
- One (1) Laboratory Supervisor Vehicle \$25,000
- One (1) New Program Manager Vehicle \$25,000

✧ 2016-2017

- One (1) ExO Multi-parameter Sonde Instrument \$17,000
- One (1) Glass Door Large Capacity Refrigerator \$5,000

INFRASTRUCTURE
Public Works Laboratory Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
Output Measures:					
# of Drinking Water Tests/Activities	9,436	10,262	9,943	10,042	10,143
# of Wastewater Tests/Activities	36,505	36,774	39,674	40,071	40,471
# of Stormwater Tests/Activities	315	714	751	774	797
# of Water Quality Monitoring Tests/Activities	5,635	5,806	6,158	6,281	6,407
Efficiency Measures:					
Activities/hour/person	6.91	6.65	6.60	6.48	6.57

Note: Activities = Sampling, analysis, data interpretation / qualification, estimated 3.5 activities per analysis

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
Two (2) New SUVs	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Two (2) Replacement YSI ExO Multi-parameter Sonde:	32,000	-	-	-	-
One (1) New Hach Spectrometer DR 6000	9,500	-	-	-	-
One (1) Replacement YSI ExO Multi-parameter Sonde	-	17,000	-	18,000	18,000
One (1) New Large Capacity Refrigerator	-	5,000	-	-	-
One (1) Replacement FS3000	-	-	75,000	-	-
One (1) Replacement ICP-MS	-	-	-	200,000	-
One (1) Replacement Chromatograph	-	-	-	95,000	-
One (1) Replacement SUV	-	-	-	25,000	-
One (1) Replacement Van	-	-	-	-	20,000
Total	\$ 91,500	\$ 22,000	\$ 75,000	\$ 338,000	\$ 38,000

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Engineering Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 212,033	\$ 45,500	\$ 79,740	\$ 1,502,300	\$ 1,502,300	\$ 1,502,300
License and permits	-	38,850	47,311	1,008,000	1,008,000	915,400
Charges for services	-	1,528,950	2,076,912	3,371,600	3,371,600	3,064,200
General fund subsidy	-	60,000	118,100	138,300	138,300	238,300
Interfund charges	406,574	853,500	632,856	173,800	173,800	173,800
Interfund transfers	2,516,900	6,364,449	6,362,335	6,591,500	6,591,500	6,891,500
Investment income	2,621	9,700	21,942	33,600	33,600	33,600
Miscellaneous	948	-	473	-	-	-
TOTAL RESOURCES	\$ 3,139,076	\$ 8,900,949	\$ 9,339,669	\$ 12,819,100	\$ 12,819,100	\$ 12,819,100

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Program:						
CIP engineering	\$ 2,847,306	\$ 6,004,023	\$ 5,204,289	\$ 7,297,244	\$ 7,297,244	7,297,244
Private development engineering	-	2,088,736	2,088,783	3,645,409	3,645,409	\$ 3,645,409
Transportation planning	212,033	560,368	544,324	-	-	-
Contingency:						
CIP engineering	-	247,822	-	632,347	632,347	632,347
Private development engineering	-	-	-	1,244,100	1,244,100	1,244,100
TOTAL REQUIREMENTS	\$ 3,059,339	\$ 8,900,949	\$ 7,837,396	\$ 12,819,100	\$ 12,819,100	\$ 12,819,100
By Type:						
Personnel services	\$ 2,420,864	\$ 6,517,451	\$ 5,986,831	\$ 7,752,273	\$ 7,752,273	\$ 7,752,273
Materials and services	110,251	767,439	549,065	830,930	830,930	830,930
Interfund transfers	528,224	1,213,237	1,175,079	2,159,450	2,159,450	2,159,450
Capital outlay:						
Vehicle/equipment	-	155,000	126,421	200,000	200,000	200,000
Contingency:						
CIP engineering	-	247,822	-	632,347	632,347	632,347
Private development engineering	-	-	-	1,244,100	1,244,100	1,244,100
TOTAL REQUIREMENTS	\$ 3,059,339	\$ 8,900,949	\$ 7,837,396	\$ 12,819,100	\$ 12,819,100	\$ 12,819,100

Note:

The Engineering Program is accounted for as a division of the Internal Services Fund.

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Private Development Engineering Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 170,342	\$ 376,500	\$ 376,288	\$ -	\$ -	\$ -
General fund subsidy	235,000	-	-	-	-	-
Licenses and permits	22,528	-	-	-	-	-
Charges for services	588,041	-	-	-	-	-
Investment income	7,744	-	-	-	-	-
TOTAL RESOURCES	\$ 1,023,655	\$ 376,500	\$ 376,288	\$ -	\$ -	\$ -

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 464,550	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	33,009	-	-	-	-	-
Interfund transfers	149,808	\$ 376,500	\$ 376,288	\$ -	-	-
TOTAL REQUIREMENTS	\$ 647,367	\$ 376,500	\$ 376,288	\$ -	\$ -	\$ -

Note:

Starting in 2013-14, Private Development Engineering was accounted for in the Engineering & Infrastructure Planning Program that is accounted for as a division of the Internal Service Fund. Interfund transfer expenditures in 2013-2014 reflect the final fund balance transfer made out of the Private Development Special Revenue Fund, and into the Engineering & Infrastructure Planning Program.

INFRASTRUCTURE Engineering Program

Overview

The Engineering Program is part of the Internal Service Fund. The Capital Improvement Program (CIP) Engineering Program provides fiscal and project management efficiencies related to capital infrastructure project development and delivery in order to meet current and future needs of the community. The Private Development Engineering Program integrates its work with Current Planning, Building, CIP Engineering, Utilities and Streets and Operations to ensure the timely completion of development projects within the City.

CIP Engineering

The CIP Engineering Program's (also referred to as the Engineering and Infrastructure Planning Department) 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. The Engineering and Infrastructure Planning Department (EIPD) also coordinates with the Community Development, Utilities, Streets and Operations, and Legal Departments to ensure infrastructure development is consistent with current and long-term system needs.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 1,914,735	\$ 2,153,190	\$ 2,738,421	\$ 2,801,125	\$ 5,539,546		
Materials and services	126,764	209,000	284,674	281,674	566,348		
Interfund transfers	352,346	425,069	564,200	577,150	1,141,350		
Capital outlay:							
Vehicle/equipment	23,185	-	25,000	25,000	50,000		
CIP Engineering	\$ 2,417,030	\$ 2,787,259	\$ 3,612,295	\$ 3,684,949	\$ 7,297,244		
Full Time Equivalents	19.36	21.11	21.11	21.11	21.11		

Goals for the 2015 - 2017 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 and citizen committees to develop comprehensive, stable and long-term infrastructure financial plans
- ✧ Provide focused efforts for community outreach

Key Operational Objectives for the 2015 - 2017 Biennial Budget

- ✧ Facilitate the development and implementation of infrastructure master plans, capital improvement programs and budgets. Collaborate to develop and maintain City codes, standards and specifications and other standard operating procedures.
- ✧ Develop and maintain up-to-date water and sewer computer models
- ✧ Collaborate in the analysis of the expansion of the Urban Growth Boundary
- ✧ Coordinate with Accessibility Department on ADA Project List

Major Accomplishments during the 2013 - 2015 Biennium

- ✧ Obtained Project Management Professional (PMP) certification for all qualified engineering staff
- ✧ Implemented new Project Portfolio Management software to track current projects and future projects identified in master planning documents
- ✧ Achieved significant project related milestones on the water reclamation facility upgrade, surface water improvement project, water treatment facility, general obligation bond transportation improvement projects, and Murphy Road extension.
- ✧ Completed collection system master plan update with project prioritization and financial plan
- ✧ Completed 3rd Street underpass stormwater improvements.

Significant Changes from the 2013 - 2015 Biennial Budget

- ✧ Transportation Planning department realigned under new Growth Management Department
- ✧ In coordination with Public Works Utilities, created the Collection System Enhancement Program which significantly improves sewer collection system efficiencies by upgrading and/or removing existing pump stations.
- ✧ Based on anticipated available funding, established budget availability for General Obligation Bond 14th Street Reconstruction project.
- ✧ New one (1) Project Engineer FTE in fiscal year 2015-16 that will focus on management of accessibility projects and will be cost shared between the Accessibility Construction and Transportation Construction Funds.

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - One (1) Replacement Vehicle \$25,000
- ✧ 2016-2017
 - One (1) Replacement Vehicle \$25,000

Private Development Engineering Program

The Private Development Engineering Program integrates its work with Current Planning, Building, CIP Engineering/EIPD, Utilities, and Streets and Operations 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 Growth Management 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: 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		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 551,957	\$ 1,056,699	\$ 1,112,567	\$ 1,100,160	\$ 2,212,727		
Materials and services	30,187	93,700	128,596	135,986	264,582		
Interfund transfers	114,327	138,677	498,800	519,300	1,018,100		
Capital outlay:							
Vehicle/equipment	23,268	79,968	100,000	50,000	150,000		
Private Development Engineering	\$ 719,739	\$ 1,369,044	\$ 1,839,963	\$ 1,805,446	\$ 3,645,409		
Full Time Equivalents	6.66	9.16	8.79*	8.79	8.79		

* The Community Development Permit Center became a sub-program of the Building Fund in fiscal year 2015-2016 and as a result, FTE were transferred out of the Private Development Engineering Program to the Building Program.

Goals for the 2015 – 2017 Biennial Budget

- ✘ Revise and update the standards and specifications
- ✘ Revise and update pertinent sections of the development code including Chapter 3.4 and 4.7 to accurately reflect updated standards and project requirements
- ✘ Update and modernize the department's workflow process for land use and permit submittals from design submittals through construction periods
- ✘ Create and implement an updated construction management and inspection program for privately initiated public improvements including the requirement for the Design Engineer to provide inspection services
- ✘ Provide staff training in order to provide more internal department review services including traffic impact studies and major roadway designs

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Improve work flow process and provide adequate staffing to decrease infrastructure plan review cycle times to under 3 weeks for each submittal Objective will be monitored and measured through quarterly online customer surveys
- ✘ Obtain accurate funding/staffing levels and build 12 months operating reserves, within 3 years, by the end of fiscal year 2017-18
- ✘ Create an electronic workflow platform for inspection and construction services by the end of fiscal year 2015-16

Major Accomplishments during the 2013– 2015 Biennium

- ✘ Determined appropriate funding requirements based on the department's program, staffing needs and fee studies including establishing adequate funding to build operating reserves for Private Development Engineering.
- ✘ Identification of the department workflows, establishment of tracking tools and updated processes
- ✘ Recruitment of critical new staffing including engineers based on permit levels, a Construction Manager, and new inspectors based on replacement of retiring staff
- ✘ Created cross-departmental relations to implement an updated ROW management program within our department to assess all right-of-way activity and review/approve/coordination traffic control and lane closure plans

- ✧ Completed a Fee Study in March, 2015 to include a restructuring of fee rate categories and including an overall increase of fees. Measurable results will be determined in annual revenue and allocated expenses. It is anticipated that this fee study could provide data to support contributions from General Fund sources and other City departments benefitting from the Private Development Engineering work to protect the infrastructure assets of the City.

Significant Changes from the 2013-2015 Biennial Budget

- ✧ New staffing includes one (1) Engineering Associate , one (1) Engineer , and one (1) Engineering Inspector in fiscal year 2015-16
- ✧ Effective with the 2015-2017 biennium, the Private Development Engineering Program will transfer funds to the Building Program to share in the cost of Permit Center staff that support all community development functions, including Private Development Engineering. Budgetary impacts include a reduction in direct personnel services costs and an increase in interfund transfers.
- ✧ Effective with the 2015-17 biennium, the general fund will subsidize the Private Development Engineering Program for \$50,000 annually to lower fees for service. Budgetary impacts include a reduction in the adopted license and permit revenues as well as the adopted charges for service revenues and an increase in the adopted general fund subsidy.
- ✧ Effective with the 2015-17 biennium, the water, sewer, transportation construction, and storm water funds will each make a special purpose transfer to the Private Development Engineering Program for \$37,500 annually to lower fees for service. Budgetary impacts include a reduction in the adopted license and permit revenues as well as the adopted charges for service revenues and an increase in the adopted Interfund transfers.

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - Two (2) New Vehicles \$100,000
- ✧ 2016-2017
 - One (1) New Vehicle \$50,000

Transportation Planning Program

The Transportation Planning Program included 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.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14		2014-15		2015-16	2016-17	2015-17
Personnel services	\$ 310,250	\$	-	\$	-	\$ -	\$ -
Materials and services	89,414		-		-	-	-
Interfund transfers	144,660		-		-	-	-
Transportation Planning	\$ 544,324	\$	-	\$	-	\$ -	\$ -

Significant Changes from the 2013-2015 Biennial Budget

- ✧ The program was dissolved during the 2013 – 2015 biennium and its budget, duties, and personnel were reallocated to the Transportation Construction Program (Infrastructure section) and the Growth Management Program (General Fund section). Further details on continuation of program objectives can be found within the respective sections.

**INFRASTRUCTURE
Engineering Program**

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
CIP Engineering					
Output Measures:					
# of CIP/EIPD projects budgeted	29	31	27	39	15
Cost of work scheduled *	\$43,658,200	\$62,392,500	\$78,812,700	\$71,212,700	\$14,495,600
Efficiency Measures:					
Planned project value per project manager	\$8,731,640	\$12,478,500	\$15,762,540	\$10,173,243	\$2,070,800
Projects per project manager	5.8	6.2	5.4	5.6	2.1
Projects per inspector	14.5	15.5	9.0	13.0	5.0
Private Development Program:					
Output Measures:					
Engineering ePlans	478	532	1,011	1,122	1,223
Engineering Reviews	817	988	1,135	1,227	1,291
Efficiency Measures:					
Plans reviewed per Private Development Staff	1,295	760	537	336	359

* Cost of Work Scheduled does not include approximately 11 additional Repair & Maintenance Projects valued at \$1.5 million as identified in the Collection System Master Plan.

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
<u>CIP Engineering</u>					
One (1) Vehicle replacement	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -
<u>Private Development Program</u>					
Two (2) Vehicles new	100,000	-	-	-	-
One (1) Vehicle new	-	50,000	-	-	-
Total	\$ 125,000	\$ 75,000	\$ -	\$ -	\$ -

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Transportation Operations Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 2,203,626	\$ 2,685,500	\$ 2,685,268	\$ 2,523,400	\$ 2,523,400	\$ 2,523,400
Franchise fees	974,067	1,016,500	1,053,142	1,111,100	1,111,100	1,111,100
Intergovernmental revenues	10,002,108	10,887,100	10,799,188	10,691,900	10,691,900	10,691,900
Charges for services	88,849	-	-	-	-	-
General fund subsidy	3,393,889	5,450,000	5,450,000	6,181,300	6,181,300	6,181,300
License and permits	178,121	215,400	282,612	297,100	297,100	297,100
Property sale	948,119	-	283,300	-	-	-
Interfund charges	1,153,971	1,115,700	1,074,782	518,000	518,000	518,000
Interfund transfers	13,003	-	-	197,770	197,770	197,770
Investment income	44,581	30,800	30,146	37,100	37,100	37,100
Miscellaneous	1,564,905	47,100	71,989	35,200	35,200	35,200
TOTAL RESOURCES	\$ 20,565,239	\$ 21,448,100	\$ 21,730,427	\$ 21,592,870	\$ 21,592,870	\$ 21,592,870

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Support services	\$ 2,248,678	\$ 3,982,195	\$ 3,479,359	\$ 5,137,895	\$ 5,137,895	\$ 5,137,895
Transportation planning	1,593,598	-	-	-	-	-
Street maintenance	13,263,915	14,387,228	14,441,027	13,840,953	13,840,953	13,840,953
Landscaping	773,780	1,270,494	1,286,590	1,507,170	1,507,170	1,507,170
Contingency	-	1,808,183	-	1,106,852	1,106,852	1,106,852
TOTAL REQUIREMENTS	\$ 17,879,971	\$ 21,448,100	\$ 19,206,976	\$ 21,592,870	\$ 21,592,870	\$ 21,592,870

<i>By Type:</i>						
Personnel services	\$ 6,232,217	\$ 6,248,967	\$ 6,244,182	\$ 7,817,248	\$ 7,817,248	\$ 7,817,248
Materials and services	2,976,988	3,801,349	3,659,653	3,962,710	3,962,710	3,962,710
Interfund transfers	3,425,365	4,010,201	3,759,220	4,325,060	4,325,060	4,325,060
Capital outlay:						
Vehicle/equipment	1,772,755	324,000	389,948	-	-	-
Construction/infrastructure	3,272,233	4,854,100	4,752,748	3,980,000	3,980,000	3,980,000
Total capital outlay	5,044,988	5,178,100	5,142,696	3,980,000	3,980,000	3,980,000
Debt service	200,413	401,300	401,225	401,000	401,000	401,000
Contingency	-	1,808,183	-	1,106,852	1,106,852	1,106,852
TOTAL REQUIREMENTS	\$ 17,879,971	\$ 21,448,100	\$ 19,206,976	\$ 21,592,870	\$ 21,592,870	\$ 21,592,870

INFRASTRUCTURE

Transportation Operations Program

Overview

The Transportation Operations Program is a program managed by the Streets and Operations Department and 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, and 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 works in conjunction with private development dealing with the on-going management and maintenance of lane closure, right of way permits and revocable permits and citizen service requests.

	ACTUALS		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 684,830	\$ 601,616	\$ 952,036	\$ 977,425	\$ 1,929,461
Materials and services	1,368	561,500	805,167	682,067	1,487,234
Interfund transfers	760,800	869,245	869,200	852,000	1,721,200
Support Services	\$ 1,446,998	\$ 2,032,361	\$ 2,626,403	\$ 2,511,492	\$ 5,137,895
Full Time Equivalents	7.38	5.38	8.40	8.40	8.40

Goals for the 2015 – 2017 Biennial Budget

- ✘ With the creation of the Streets and Operations Department, assess and refine the duties and needs of the support service program for the new department.
- ✘ Provide an efficient and safe multimodal transportation system for all users, ages and abilities.
- ✘ Seek cost effective strategies to improve safety and operations
- ✘ Maintain adequate service levels, such as responding to initial inquiries within 24-48 hours
- ✘ Improve the Customer service request program.
- ✘ Address department funding needs by pursuing additional sustainable funding sources

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ As a new department, assess operations and procedures for potential cost effective, efficient process improvements.
- ✘ 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 2013 – 2015 Biennium

- ✧ Reached a successful solution to the long standing barricade issue on Iowa Street, working in cooperation with the public and neighbors directly involved which eliminated many citizen complaints to the City.
- ✧ Finished implementation of program based budgeting to optimize budget management
- ✧ Creation of the Streets and Operations Department to focus and prioritize on the needs of our aging transportation system.
- ✧ 95% completion of documenting all assets in the right of way with Infor asset management program.

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Absorbing the cost of 2.0 FTE (Office Specialist & Streets and Operations Director), administrative and operating costs from the dissolution of Public Works Admin Program.
- ✧ Existing 0.49 Utility Worker will increase by 0.51 to make one (1) Utility Worker FTE in fiscal year 2015-16

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, winter operations and street preservation.

- ✧ The concrete program maintains and makes improvements to infrastructure including ADA ramps, curbs and sidewalks.
- ✧ The sweeping program consists of cleaning the City's streets for debris removal contributing to water and air quality improvements and improved surface conditions for all modes of transportation in the City.
- ✧ The legends and markings program includes, but is not limited to, installing and maintaining signs, striping and other markings providing a safe transportation network.
- ✧ The street preservation program maintains the condition of the streets by providing crackseal, chipseal, overlay, pothole patching services and other street preservation methods.
- ✧ The Winter operations program oversees the division's response to snow and ice conditions, flooding, wind and other acts of nature.

	ACTUALS		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 1,885,113	\$ 2,418,935	\$ 2,549,772	\$ 2,624,707	\$ 5,174,479
Materials and services	1,552,508	1,261,800	1,100,657	1,116,857	2,217,514
Interfund transfers	906,678	872,072	1,002,550	1,065,410	2,067,960
Capital outlay:					
Vehicle/equipment	217,748	172,200	-	-	-
Construction/infrastructure	2,525,048	2,227,700	1,990,000	1,990,000	3,980,000
Debt service	200,625	200,600	200,500	200,500	401,000
Street Maintenance	\$ 7,287,720	\$ 7,153,307	\$ 6,843,479	\$ 6,997,474	\$ 13,840,953
Full Time Equivalents	26.39	27.46	27.44	27.44	27.44

Goals for the 2015 – 2017 Biennial Budget

- ✧ Work with the accessibility division and accessibility 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 750 signs annually to meet The Manual on Uniform Traffic Control Devices (MUTCD) standards
- ✧ Implementation of sign and legend asset management into the INFOR asset management system
- ✧ Address department funding needs by pursuing additional sustainable funding sources

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Maintain a city-wide Pavement Condition Index (PCI) within the parameters of our funding
- ✧ Maintain approximately 50 lane miles of chip seal
- ✧ Paving on 25 lane miles
- ✧ Construct 200 curb ramps each construction season
- ✧ Construct 2,640 linear feet of sidewalk each year
- ✧ Sweep the equivalent of over 30,000 lane miles of roadway annually
- ✧ Respond in a timely and professional manner to citizen service requests
- ✧ Continue Deschutes County partnership through the IGA for Best Management Practices as well the sharing of equipment, resources and purchasing agreements.

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Chip sealed over 64 lane miles of roadway
- ✧ Overlaid 24 lane miles of roadway
- ✧ Constructed 430 curb ramps across the biennium
- ✧ Constructed 4,731 linear feet of sidewalk over the biennium
- ✧ Swept approximately 30,000 lane miles of roadway annually (2013-14 was just under 30,000)

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Begin work on developing our own in house sidewalk program
- ✧ Aging fleet and equipment is causing excessive repairs and maintenance costs
- ✧ Address department funding needs by pursuing additional sustainable funding sources such as a local gas tax or Transportation Utility Enhancement Fee
- ✧ Street preservation projects require additional government standards to maintain compliance such as Manual on Uniform Traffic Control Devices (MUTCD), Public Rights of Way Access Board (PROWAG), and American Association of State Highway and Transportation Officials (AASHTO).

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - Street Maintenance/Preservation Contract Work \$1,800,000
 - Sidewalks \$40,000
- ✧ 2016-2017
 - Street Maintenance/Preservation Contract Work \$1,800,000
 - Sidewalks \$40,000

Landscaping Program

This program is responsible for maintenance of rights of way and City-owned properties.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 310,647	\$ 343,041	\$ 343,041	\$ 348,926	\$ 364,382	\$ 713,308
Materials and services	91,877	190,600	190,600	128,581	129,381	257,962
Interfund transfers	139,725	210,700	210,700	263,100	272,800	535,900
Landscaping	\$ 542,249	\$ 744,341	\$ 744,341	\$ 740,607	\$ 766,563	\$ 1,507,170
Full Time Equivalents	3.49	3.49	3.49	3.73	3.73	3.73

Goals for the 2015 – 2017 Biennial Budget

- ✧ Identify funding for the reimplementation of water conservation efforts to comply with City Water Wise standards
- ✧ Identify funding to finish cleaning all landscape ROW areas to previous condition before recession

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Continue Deschutes County Sheriff’s Department partnership through the IGA for Best Management Practices
- ✧ Respond in a timely and professional manner to citizen service requests on site clearance and code enforcement compliance

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Developed a Lead position in the Street Division to provide a successful liaison for the Bend Downtowners
- ✧ Reinstated right of way Integrated pest management practices for vegetation control
- ✧ Direct partnership with Code Enforcement which provides better communication with residents regarding landscape and vegetation trimming for fire safety, pedestrian safety, and clear site vision needs

INFRASTRUCTURE
Transportation Operations Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
Output Measures:					
Lane miles of chip seal	11.9	35.5	29.4	28.1	18.3
Lane miles of road overlays	9.9	11.5	12.2	11.9	13.8
Miles of street cleaned / sweeping	34,400	29,930	30,000	30,000	30,000
# of self-performed curb ramps constructed	205	215	215	200	200
Lineal Footage of self-performed Sidewalk Constructed	4,227	2,091	2,640	2,640	2,640
Total number of pot holes repaired	N/A	1,875	1,482	1,445	1,409
Total number of pot hole Customer Service Requests	N/A	152	201	196	191
Total number of Department Citizen Service Requests	N/A	2,120.0	2,273.0	2,216	2,161
Effectiveness Measures:					
Overall street system rating (PCI)	68	69	68	67	66
Efficiency Measures:					
Average cost per lane mile of road repaired (chip seal)	\$ 18,500	\$ 19,302	\$ 16,772	\$ 21,000	\$ 23,000
Average cost per lane mile of road repaired (overlay)	\$ 52,822	\$ 103,832	\$ 84,225	\$ 92,868	\$ 95,134

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
One (1) Sweeper new	\$ -	\$ -	\$ 250,000	\$ -	\$ 270,000
One (1) Sander \ Dump Truck replacement	-	-	150,000	-	-
Three (3) Work Truck replacements	-	-	-	150,000	-
Total	\$ -	\$ -	\$ 400,000	\$ 150,000	\$ 270,000

Transportation Construction Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 6,436,478	\$ 9,023,700	\$ 7,926,361	\$ 6,722,800	\$ 6,722,800	\$ 6,722,800
Franchise fees	2,072,056	1,147,500	1,233,093	1,311,600	1,311,600	1,311,600
Charges for services	-	80,000	74,900	155,500	155,500	155,500
Intergovernmental revenues	1,980,383	767,500	967,649	-	-	-
Interfund transfers from:						
SDC Fund	3,654,891	6,346,900	3,145,351	7,279,800	7,279,800	7,279,800
Interfund transfers	134,132	125,900	128,767	231,100	231,100	231,100
Contributions	278,521	-	311,676	-	-	-
Investment income	86,118	66,300	107,254	132,000	132,000	132,000
Miscellaneous	49,930	24,800	29,731	10,400	10,400	10,400
Sale of capital assets	147,894	120,000	230,069	389,600	389,600	389,600
Issuance of long-term debt	-	6,400,000	6,283,391	-	-	-
Loan repayments	17,544	6,800	6,885	-	-	-
TOTAL RESOURCES	\$ 14,857,947	\$ 24,109,400	\$ 20,445,127	\$ 16,232,800	\$ 16,232,800	\$ 16,232,800

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ -	\$ 285,220	\$ 272,749	\$ 912,210	\$ 912,210	\$ 912,210
Materials and services	23,708	1,243,276	596,329	2,009,312	2,009,312	2,009,312
Interfund transfers	1,210,576	2,045,019	1,969,376	1,567,500	1,567,500	1,642,500
Capital outlay:						
Traffic & safety projects	44,778	-	-	-	-	-
Vehicle/equipment	-	-	-	35,000	35,000	35,000
Construction/infrastructure	3,107,156	2,970,800	1,921,157	2,450,000	2,450,000	2,450,000
Total capital outlay	3,151,934	2,970,800	1,921,157	2,485,000	2,485,000	2,485,000
Debt service	2,545,369	8,989,000	8,962,660	2,612,000	2,612,000	2,612,000
Contingency	-	1,108,585	-	600,000	600,000	600,000
Reserves for:						
Debt service	-	1,280,000	-	1,309,000	1,309,000	1,309,000
Future construction	-	5,771,456	-	3,423,978	3,423,978	3,348,978
Developer exactions	-	416,044	-	1,313,800	1,313,800	1,313,800
TOTAL REQUIREMENTS	\$ 6,931,587	\$ 24,109,400	\$ 13,722,271	\$ 16,232,800	\$ 16,232,800	\$ 16,232,800

INFRASTRUCTURE

Transportation Construction Program

Overview

The Transportation Construction program is a capital projects program that accounts for the construction of transportation capital projects, which also includes the studies and plans to formulate the projects. This program 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, grants and developer contributions.

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ -	\$ 272,749	\$ 447,791	\$ 464,419	\$ 912,210
Materials and services	138,253	458,076	942,611	1,066,701	2,009,312
Interfund transfers	992,237	977,139	925,800	716,700	1,642,500
Capital outlay:					
Vehicle/equipment	-	-	-	35,000	35,000
Construction/Infrastructure	1,470,457	450,700	930,000	1,520,000	2,450,000
Debt Service	7,652,660	1,310,000	1,309,000	1,303,000	2,612,000
Transportation Construction	\$ 10,253,607	\$ 3,468,664	\$ 4,555,202	\$ 5,105,820	\$ 9,661,022
Full Time Equivalents	1.60	2.35	3.35	3.35	3.35

Goals for the 2015 - 2017 Biennial Budget

- ✘ Continue to seek new funding sources and pursue 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
- ✘ Provide planning for projects including that include bike and pedestrian safety and other transportation topics

Key Operational Objectives for 2015 – 2017 Biennial Budget

- ✘ Implement capital projects as planned by the Capital Improvement Program
- ✘ Continue partnership with Right of Way Operations & 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 eligible for grant funding opportunities

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ The Multi Modal Crash Safety and the Signal Efficiency studies have defined a set of 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, from the Bend Urban Renewal Area Murphy Crossing Construction Fund.
- ✧ The Growth Management Department was created to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ One (1) New Project Manager FTE to be cost shared between the Transportation Construction Fund and the Accessibility Construction Fund
- ✧ Added 0.5 FTE Program Technician costs from the Bend Metropolitan Planning Organization (MPO)

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ FY2015-16
 - None
- ✧ FY2016-17
 - One (1) SUV Replacement \$35,000

INFRASTRUCTURE
Transportation Construction Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16		2016-17		2017-18		2018-19		2019-20	
One (1) SUV replacement	\$	-	\$	35,000	\$	-	\$	-	\$	-
Total	\$	-	\$	35,000	\$	-	\$	-	\$	-

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
ST11GA Galveston Corridor Improvements	1	\$ 250,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 300,000
ST14CA Sidewalk Design and Projects**	5	350,000	970,000	20,000	-	-	1,340,000
ST14DA Neff and Purcell Sidewalks	5	300,000	500,000	-	-	-	800,000
ST15NA Phase 2 South 3rd Street Striping	5	30,000	-	-	-	-	30,000
Total Transportation CIP		\$ 930,000	\$ 1,520,000	\$ 20,000	\$ -	\$ -	\$ 2,470,000

* 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 (For Studies Only)		

** In addition to the amounts listed above, \$100,000 will be transferred in 2015-16 & 2016-17 to the Transportation Operations Program for sidewalk construction to be performed by City staff.

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General Obligation Bond Construction Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ 20,375,500	\$ 20,375,500	\$ 8,925,860	\$ 8,925,860	\$ 9,187,860
Investment income	137,486	89,600	245,430	45,600	45,600	45,600
Miscellaneous	129	-	474,744	-	-	-
Issuance of long-term debt	31,355,305	-	-	-	-	-
TOTAL RESOURCES	\$ 31,492,920	\$ 20,465,100	\$ 21,095,674	\$ 8,971,460	\$ 8,971,460	\$ 9,233,460

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 185,286	\$ 1,600	\$ 1,300	\$ 1,800	\$ 1,800	\$ 1,800
Capital outlay:						
Construction/infrastructure	9,763,883	17,931,400	11,906,544	8,969,660	8,969,660	9,231,660
Debt service	1,168,160	-	-	-	-	-
Reserves for future capital	-	2,532,100	-	-	-	-
TOTAL REQUIREMENTS	\$ 11,117,329	\$ 20,465,100	\$ 11,907,844	\$ 8,971,460	\$ 8,971,460	\$ 9,233,460

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General Obligation Bond Debt Service Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ 718,300	\$ 775,837	\$ 981,400	\$ 981,400	\$ 981,400
Property taxes	4,027,995	3,780,200	3,864,500	3,780,200	3,780,200	3,780,200
Investment income	19,340	20,000	19,772	20,800	20,800	20,800
TOTAL RESOURCES	\$ 4,047,335	\$ 4,518,500	\$ 4,660,109	\$ 4,782,400	\$ 4,782,400	\$ 4,782,400

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Debt service	\$ 3,271,498	\$ 3,678,900	\$ 3,678,650	\$ 3,678,000	\$ 3,678,000	\$ 3,678,000
Reserves for debt service	-	839,600	-	1,104,400	1,104,400	1,104,400
TOTAL REQUIREMENTS	\$ 3,271,498	\$ 4,518,500	\$ 3,678,650	\$ 4,782,400	\$ 4,782,400	\$ 4,782,400

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 in the last 15 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 Hwy 20 (Greenwood Avenue) to Neff Road with SE Interceptor Project
- ✧ 14th Street/Century Drive reconstruction

Goals for the 2015 - 2017 Biennial Budget

- ✧ Complete Reed Market project within scope, budget and timeline
- ✧ Scope, design and construct improvements on 14th Street
- ✧ Complete the scope, design and construct roadway improvements on 27th Street in coordination with Southeast Interceptor Project
- ✧ Spend all \$30 million of GO Bond funds by June 2017

Key Operational Objectives for 2015 – 2017 Biennial Budget

- ✧ Complete construction of Reed Market (Newberry to 3rd) by December 2015
- ✧ Complete design for 14th Street in calendar year 2015
- ✧ Construction of 14th Street (Galveston to Newport) in calendar year 2016
- ✧ Continue GO Bond meetings between City staff and the consultant to coordinate expenditures, contracts and program resources
- ✧ Continue public outreach through design and construction
- ✧ Continue Monthly Progress Reports that are provided to City staff, City Councilors, and are published on the City's webpage for public review

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Completed construction of the Reed Market Project (Newberry to 27th Street) under budget and the engineer's estimate.
- ✧ Finished design, right of way and utilities for Reed Market (Newberry to 3rd).

**General Obligation (GO) Bond Construction
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
ST12CB Empire/18th Roundabout	1	\$ 10,200	\$ -	\$ -	\$ -	\$ -	\$ 10,200
ST12CC Simpson/Mt. Washington Roundabout	1	20,000	-	-	-	-	20,000
ST12CD Powers/Brookwood Roundabout	1	1,000	-	-	-	-	1,000
ST12CE Reed Mkt: Newberry to 27th	1	20,000	-	-	-	-	20,000
ST12CJ Reed Mkt: 3rd to Newberry	1	4,242,210	-	-	-	-	4,242,210
ST12CH 27th Street Reconstruction	5	-	1,049,300	-	-	-	1,049,300
ST12CK 14th St. Reconstruction	5	2,739,650	1,149,300	-	-	-	3,888,950
Total GO Bond CIP		\$ 7,033,060	\$ 2,198,600	\$ -	\$ -	\$ -	\$ 9,231,660

* 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 (For Studies Only)		

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Airport Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 300,199	\$ 705,800	\$ 773,005	\$ 435,400	\$ 435,400	\$ 435,400
Intergovernmental revenues	3,411,453	2,771,700	202,628	7,269,839	7,269,839	7,269,839
Charges for services	1,623,282	1,807,900	1,806,833	1,950,100	1,950,100	1,950,100
General fund loan	410,000	500,000	153,891	500,000	500,000	500,000
Investment income	916	(600)	5,991	8,800	8,800	8,800
Miscellaneous	3,073	3,800	4,484	4,300	4,300	4,300
TOTAL RESOURCES	\$ 5,748,923	\$ 5,788,600	\$ 2,946,832	\$ 10,168,439	\$ 10,168,439	\$ 10,168,439

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 352,596	\$ 413,545	\$ 405,929	\$ 541,289	\$ 541,289	\$ 541,289
Materials and services	146,807	354,650	346,262	295,280	295,280	295,280
Interfund transfers	496,775	576,280	558,087	525,200	525,200	525,200
Interfund loan repayment	55,000	605,000	408,900	550,000	550,000	550,000
Capital outlay:						
Vehicle/equipment	-	-	-	25,000	25,000	25,000
Construction/infrastructure	3,400,680	2,816,700	257,429	7,269,839	7,269,839	7,269,839
Total capital outlay	3,400,680	2,816,700	257,429	7,294,839	7,294,839	7,294,839
Debt service	524,056	537,500	534,801	537,600	537,600	537,600
Contingency	-	484,925	-	424,231	424,231	424,231
TOTAL REQUIREMENTS	\$ 4,975,914	\$ 5,788,600	\$ 2,511,408	\$ 10,168,439	\$ 10,168,439	\$ 10,168,439

INFRASTRUCTURE Airport Program

Overview

The Airport 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 Bend’s city limits. Owned by the City of Bend, the airport is located within Deschutes County and is outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length; a 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 24 based aircraft and an estimated 137,513 operations in 2014. 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.

Demand at the Bend Airport has increased significantly, due in large part to helicopter training activities. Updated traffic counts, derived from the recent environmental assessment for only helicopter operations area shows a 123% increase over 2014 traffic counts, and a 125% increase is anticipated for 2016 traffic counts.

Principal sources of operating revenue for the Airport include tenant ground leases, City-owned hangar and tie down leases, and fuel flowage fees. Expenses include operation, maintenance and capital improvement of the Airport infrastructure. Federal Aviation Administration (FAA) grants provide significant funding for capital improvements.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 198,805	\$ 207,124	\$ 266,858	\$ 274,431	\$ 541,289		
Materials and services	148,642	197,620	177,630	117,650	295,280		
Interfund transfers	257,243	300,844	254,800	270,400	525,200		
Interfund loan repayment	355,000	53,900	200,000	350,000	550,000		
Capital outlay:							
Vehicles/equipment	-	-	25,000	-	25,000		
Construction/infrastructure	72,429	185,000	5,269,839	2,000,000	7,269,839		
Debt service	266,301	268,500	272,500	265,100	537,600		
Airport	\$ 1,298,420	\$ 1,212,988	\$ 6,466,627	\$ 3,277,581	\$ 9,744,208		
Full Time Equivalents	1.75	1.75	2.33	2.33	2.33		

Goals for the 2015 – 2017 Biennial Budget

- ✘ Continue efforts to maintain the airport as a fully self-sufficient entity
- ✘ Meet existing and near term demand for aircraft hangar space, tie-down space and business needs
- ✘ Fund the planned Helicopter Operations Area to both increase safety and enhance the efficiency of rotor and fixed wing operations at the airport

Key Operational Objectives for 2015 – 2017 Biennial Budget

- ✧ Continue to enhance revenues by identifying additional funding mechanisms and/or drive economic development
- ✧ Increase job creation by development of the eastside property for aviation-related industrial and general aviation uses, including hangars and aviation business properties
- ✧ Continue to seek ways to enhance safety and provide services that will meet the needs of pilots

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Adopted the Airport Master Plan
- ✧ Secured a \$515,864 ConnectOregon grant to help fund the FAA-match required to design and construct the Helicopter Operations Area
- ✧ Secured a \$200,000 FAA grant to perform the Environmental Assessment for the planned Helicopter Operations Area.
- ✧ Secured an FAA grant to design and construct the Helicopter Operations Area
- ✧ Completed an appraisal of market rates at the airport that is required every five years.

Significant Changes from the 2013 – 2015 Biennium

- ✧ New 0.5 Maintenance Technician FTE in 2015-16

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - Automated Weather Observing Station \$25,000
- ✧ 2016-2017
 - None

**INFRASTRUCTURE
Airport Program**

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
Output Measures:					
Total # of operations (take offs and landings)	100,288	102,705	137,513	140,000	150,000
Total # jobs at Airport*	233	268	303	344	390
Total # of aircraft based at Airport	225	249	254	259	265
Total payroll generated from airport businesses *	\$9,607,618	\$12,208,182	\$13,795,246	\$15,588,628	\$17,615,149
Annual fuel sales by type and gallons per calendar year:					
	2013	2014	2015	2016	2017
Jet A	233,566	245,534	252,900	260,487	268,302
100LL	215,294	251,121	258,655	266,414	274,407
Total	448,860	496,655	511,555	526,901	542,709
Effectiveness Measures:					
Square footage of new hangars or commercial buildings constructed annually	14,000	10,800	24,285	18,000	18,000
Number of operations (take offs and landings) per Airport FTE	57,307	58,689	78,579	60,086	64,378
Efficiency Measures:					
Percent of the airport operations funds supported by the general fund	0%	0%	0%	0%	0%

* From the Oregon Department of Employment

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
Automated Weather Observing Station	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 25,000	\$ -	\$ -	\$ -	\$ -

Airport
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2015-16	2016-17	2017-18	2018-19	2019-20	5 Year Total
AP13AA Eastside Helipad/Heliport Phase I	3	\$ 5,158,639	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 7,158,639
AP15DA Wildlife Hazard Assessment	N/A	111,200	-	-	-	-	111,200
AP16AA FBO Ramp	5	-	-	1,755,000	-	-	1,755,000
AP18XX Runway Ext. EA Phase I	5	-	-	280,000	-	-	280,000
AP19XX Runway Ext. EA Phase II Environmental	5	-	-	-	300,000	-	300,000
AP20XX Runway Ext. Design/Property Acquisition	5	-	-	-	-	500,000	500,000
Total Airport CIP		\$ 5,269,839	\$ 2,000,000	\$ 2,035,000	\$ 300,000	\$ 500,000	\$ 10,104,839

Note: Airport capital improvement projects are pending approval of 90% FAA funding and other funding sources for City match.

* 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 (For Studies Only)		

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Downtown Parking Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,079,045	\$ 1,072,500	\$ 1,100,471	\$ 1,559,600	\$ 1,559,600	\$ 1,559,600
Fines and permit revenues	952,462	993,200	1,167,719	1,288,642	1,288,642	1,288,642
Rent revenues	245,142	385,900	383,347	404,400	404,400	404,400
Investment income	14,680	12,200	19,114	32,100	32,100	32,100
Interfund transfer	-	25,000	-	-	-	-
Miscellaneous	267,147	9,700	9,561	10,100	10,100	10,100
TOTAL RESOURCES	\$ 2,558,476	\$ 2,498,500	\$ 2,680,212	\$ 3,294,842	\$ 3,294,842	\$ 3,294,842

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 196,152	\$ 152,568	\$ 162,055	\$ 69,330	\$ 69,330	\$ 69,330
Materials and services	647,698	790,274	697,740	928,818	928,818	928,818
Interfund transfers	232,364	253,546	245,539	442,700	442,700	442,700
Interfund loan repayment	15,300	15,260	15,260	-	-	-
Capital outlay:						
Construction/infrastructure	366,492	52,500	-	27,500	27,500	27,500
Total capital outlay	366,492	52,500	-	27,500	27,500	27,500
Contingency	-	159,060	-	256,494	256,494	256,494
Reserves for:						
Maintenance	-	30,000	-	200,000	200,000	200,000
Parking improvement fees	-	1,045,292	-	1,370,000	1,370,000	1,370,000
TOTAL REQUIREMENTS	\$ 1,458,006	\$ 2,498,500	\$ 1,120,594	\$ 3,294,842	\$ 3,294,842	\$ 3,294,842

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		
	2013-14		2014-15		2015-16	2016-17	2015-17
Personnel services	\$ 69,400	\$	92,655	\$	34,366	\$ 34,964	\$ 69,330
Materials and services	331,163		366,577		496,409	432,409	928,818
Interfund transfers	118,502		127,037		218,050	224,650	442,700
Interfund loan repayment	7,650		7,610		-	-	-
Capital outlay:							
Construction/infrastructure	-		-		27,500	-	27,500
Downtown Parking	\$ 526,715	\$	593,879	\$	776,325	\$ 692,023	\$ 1,468,348
Full Time Equivalents	0.53		0.53		0.28	0.28	0.28

Goals for the 2015 – 2017 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)
- ✘ Work with Downtown Bend Business Association and downtown businesses on researching and reviewing the possibility of going to meter based parking in the downtown.
- ✘ Completion of new Downtown Parking Study
- ✘ Completion of process for contracting with a Parking Services company

Key Operational Objectives for the 2015 – 2017 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
- ✘ Continued education of downtown businesses/employees on parking options
- ✘ Improve parking citation collection rate

- ✧ Improve parking permit sales
- ✧ Implementation of parking consultants recommendations from parking study

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Installation of downtown way-finding signage and parking directional signage for parking structure and other parking facilities
- ✧ Renewed lease of 104 space surface parking lot for 5 years to increase parking supply in the NW quadrant of the downtown core
- ✧ Created an annual contractor's permit

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ No parking fee or permit increases are included in the 2015-17 biennium.

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - Skateboard deterrent \$27,500
- ✧ 2016-2017
 - None

INFRASTRUCTURE
Downtown Parking Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Parking Permits Issued - On-Street, Parking Lots	3,186	3,600	3,539	3,600	3,650
Parking Permits Issued - Parking Structure	3,185	3,417	3,377	3,660	3,750
Average Rental Revenue per square foot	\$ 1.55	\$ 1.55	\$ 1.55	\$ 1.60	\$ 1.65
<i>Effectiveness Measures:</i>					
% of Available Permitted Parking Spaces; on-street parking and parking lots	68%	52%	43%	37%	34%
% of Available Permitted Parking Spaces; Centennial Parking Garage	54%	43%	25%	23%	20%

Accessibility Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 133,154	\$ 370,953	\$ 303,412	\$ 343,843	\$ 343,843	\$ 343,843
Materials and services	62,214	25,262	51,236	40,826	40,826	40,826
Interfund transfers	158,538	119,821	119,821	155,960	155,960	155,960
TOTAL REQUIREMENTS	\$ 353,906	\$ 516,036	\$ 474,469	\$ 540,629	\$ 540,629	\$ 540,629

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. It is designed to assist City staff in understanding the intent and application of the Americans with Disabilities Act (ADA) of 1990 and all related codes, standards and guidelines is an important aspect of this citywide program resource.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 142,846	\$	160,566	\$ 170,845	\$ 172,998	\$ 343,843
Materials and services	6,767		44,469	20,413	20,413	40,826
Interfund transfers	53,357		66,464	75,610	80,350	155,960
Accessibility Program	\$ 202,970	\$	271,499	\$ 266,868	\$ 273,761	\$ 540,629
Full Time Equivalents	1.30		1.30	1.30	1.30	1.30

Goals for the 2015 – 2017 Biennial Budget

- ✘ Maintain and continue working to improve relationships with various community accessibility groups
- ✘ Identify noncompliant curb ramps to be reconstructed and work with the Right of Way Operations & Maintenance Department to ensure self-performed work is compliant
- ✘ Maintain and grow effective working relationship with Right of Way Operations & Maintenance and engineering staff on all public right-of-way needs relating to connectivity and access
- ✘ Maintain and update the City's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way* document on a bi-annual basis to demonstrate the to-date curb ramp compliance and identify steps to continue to increase compliance across the city
- ✘ Continue to research and submit applications for various funding sources to continue curb ramp work
- ✘ Maintain and grow identified work plans 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 throughout the City's facilities, programs, services, and activities, as well as throughout the community
- ✘ Work with other city staff in developing an overall city sidewalk program contingent on council approval and funding

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ 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 city
- ✘ 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 and support external stakeholder accessibility design needs
- ✘ Periodically report to council on implemented programs

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ The U.S. Department of Justice closed its Project Civic Access Settlement Agreement with the City of Bend due to the city's successful progress
- ✧ 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
- ✧ Collaborated with Human Resources (HR) to implement the Equal Employment Opportunity Policy to ensure appropriate accommodations are made for employees with disabilities. Provided prompt confidential support and follow through to all requests from HR for an employee who may need a workplace accommodation
- ✧ Collaborated with city project manager on the South 3rd St. Pedestrian Improvement Project on the design of accessible sidewalks and curb ramps
- ✧ 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
- ✧ Continued increasing the number of compliant curb ramps city-wide via street overlay and other street reconstruction projects, as well as, areas needing curb ramp improvements recommended by COBAAC and the accessibility manager
- ✧ A full time accessibility manager was hired to manage the Accessibility Program

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Accessibility Construction Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,076,919	\$ 473,200	\$ 552,137	\$ 802,200	\$ 802,200	\$ 802,200
Franchise fees	-	1,147,500	1,148,996	1,311,600	1,311,600	1,311,600
Intergovernmental revenues	270,654	77,400	88,799	78,200	78,200	78,200
General fund subsidy	1,000,000	900,000	900,000	821,000	821,000	821,000
Interfund charges	-	-	-	-	-	-
Interfund transfers	172,556	-	-	-	-	-
Investment income	9,560	6,300	15,918	19,700	19,700	19,700
Miscellaneous	388	-	1,600	-	-	-
Issuance of long-term debt	-	-	-	-	-	-
Short-term note payable	-	-	-	-	-	-
TOTAL RESOURCES	\$ 2,530,077	\$ 2,604,400	\$ 2,707,450	\$ 3,032,700	\$ 3,032,700	\$ 3,032,700

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 39,370	\$ -	\$ -	\$ 136,819	\$ 136,819	\$ 136,819
Materials and services	7,958	77,900	27,663	150,960	250,960	250,960
Interfund transfers	518,627	643,448	642,940	206,800	206,800	206,800
Capital outlay:						
Construction/infrastructure	796,263	1,065,000	625,585	1,023,000	1,023,000	1,023,000
Debt service	615,720	609,500	609,053	617,000	617,000	617,000
Contingency	-	208,552	-	898,121	798,121	798,121
TOTAL REQUIREMENTS	\$ 1,977,938	\$ 2,604,400	\$ 1,905,241	\$ 3,032,700	\$ 3,032,700	\$ 3,032,700

INFRASTRUCTURE

Accessibility Construction Program

Overview

The Accessibility Construction Program is responsible for overseeing the phases of development from design through construction for the City's rights-of-way. During the 2013-2015 biennium, project management responsibility was continued by 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 Americans with Disabilities Act (ADA) through the city's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way*. The Disability Rights Oregon (DRO) Settlement Agreement was satisfied in 2011, whereas the Department of Justice (DOJ) Settlement Agreement was satisfied in 2014.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ -	\$ -	\$ 68,138	\$ 68,681	\$ 136,819		
Materials and services	15,163	12,500	149,480	101,480	250,960		
Interfund transfers	229,592	413,348	177,500	29,300	206,800		
Capital outlay:							
Construction/infrastructure	13,585	612,000	673,000	350,000	1,023,000		
Debt service	304,553	304,500	310,000	307,000	617,000		
Accessibility Construction	\$ 562,893	\$ 1,342,348	\$ 1,378,118	\$ 856,461	\$ 2,234,579		
Full Time Equivalent	-	-	0.50	0.50	0.50		

Goals for the 2015 – 2017 Biennial Budget

- ✘ Continue to work toward meeting the ADA 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
- ✘ Develop Sidewalk Improvement program as funding becomes available

Key Operational Objectives for the 2015 – 2017 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 Streets and Operations staff and support design of city capital improvement projects, which include curb ramps and related accessible rights-of-way issues
- ✘ Continue with design and construction of Summit Dr. Curb Ramp Improvement Project

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Collaborated with city project manager on the South 3rd St. Pedestrian Improvement Project on the design of approximately 16,200 linear feet of accessible sidewalks and approximately 108 curb ramps
- ✘ Constructed approximately 288 linear feet of sidewalk on the west side of 5th St. between Greenwood Ave. (Hwy 20) and Kearney St., directly across from the Bend Community Center
- ✘ Completed several citizen requests for barrier removal

- ✧ Creation of Sidewalk Closure brochure explaining the correct temporary traffic control procedure for contractors and city staff
- ✧ Continued increasing the number of compliant curb ramps citywide via street alteration projects, as well as areas needing curb ramps improvements recommended by COBAAC and the accessibility manager
- ✧ During the 2013-2015 biennium, Council directed 50% of the water and sewer franchise fees be allocated to the Accessibility Construction Fund to provide funding for curb ramps improvements. The 2015-2017 biennial budget reflects the continuation of this funding.

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ One (1) New Project Manager FTE to be cost shared between the Accessibility Construction Fund and Transportation Construction Fund
- ✧ There will be approximately \$800,000 in reserves at the end of the 2015-2017 biennium that will be available for future accessibility improvements. Use of these funds will be prioritized by the Accessibility Manager and the new Project Manager that will be dedicated to overseeing accessibility projects.
- ✧ \$100,000 in additional funding was added to the 2015-2017 biennial budget by the Budget Committee for barrier removals requests.

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
AA11FA South 3rd Street Pedestrian Improvements	5	\$ 355,000	\$ -	\$ -	\$ -	\$ -	\$ 355,000
AA14DA Summit Drive Curb Ramps	2	318,000	-	-	-	-	318,000
AA17XX Future ADA Projects **	5	-	350,000	-	-	-	350,000
Total Accessibility CIP ***		\$ 673,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 1,023,000

* 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 (For Studies Only)		

** There will be approximately \$800,000 in reserves at the end of the 2015-2017 biennium that will be available for future accessibility improvements. Use of these funds will be prioritized by the Accessibility Manager and the new Project Manager that will be dedicated to overseeing accessibility projects.

*** In addition to the amounts listed above, \$150,000 will be transferred in 2015-16 to the Transportation Operations Program for ADA ramp construction to be performed by City staff.

Cemetery Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ 38,400	\$ 14,879	\$ 3,200	\$ 3,200	\$ 3,200
Burial and lot fees	124,218	102,300	113,428	122,500	122,500	122,500
Headstones & liners	-	-	-	34,400	34,400	34,400
Permanent maintenance fees	-	-	-	-	-	-
General fund subsidy	14,000	80,000	72,000	110,000	110,000	110,000
Cemetery trust earnings	13,938	46,600	49,254	30,000	30,000	30,000
Insurance proceeds	-	7,000	-	-	-	-
Interfund transfers	3,105	-	-	-	-	-
Investment income	666	-	-	-	-	-
Miscellaneous	235	-	10,243	2,026	2,026	2,026
TOTAL RESOURCES	\$ 156,162	\$ 274,300	\$ 259,804	\$ 302,126	\$ 302,126	\$ 302,126

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 61,452	\$ 138,236	\$ 134,985	\$ 132,891	\$ 132,891	\$ 132,891
Materials and services	38,121	69,790	64,105	101,590	101,590	101,590
Interfund transfers	41,707	58,667	57,485	61,000	61,000	61,000
Contingency	-	7,607	-	6,645	6,645	6,645
TOTAL REQUIREMENTS	\$ 141,280	\$ 274,300	\$ 256,575	\$ 302,126	\$ 302,126	\$ 302,126

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 are maintained by the City of Bend Streets and Operations Department.

Cemetery revenues have been suffering over the last several years as many of the prime lots have been sold, and consumers have opted for cremation over full burials. Limited operating revenues coupled with the steady increase in operating & maintenance costs has necessitated a General Fund subsidy to maintain the current service levels at the Cemetery.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 70,377	\$	64,608	\$ 65,849	\$ 67,042	\$ 132,891
Materials and services	21,860		42,245	50,145	51,445	101,590
Interfund transfers	27,501		29,984	29,800	31,200	61,000
Cemetery	\$ 119,738	\$	136,837	\$ 145,794	\$ 149,687	\$ 295,481
Full Time Equivalents	0.66		0.66	0.66	0.66	0.66

Goals for the 2015-2017 Biennial Budget

- ✘ Provide necessary maintenance as efficiently as possible given the lack of resources
- ✘ Completion of all requested opening and closing of cemetery lots
- ✘ Coordinate volunteer efforts to assist with Cemetery maintenance
- ✘ Develop strategy for long term financial sustainability

Key Operational Objectives for the 2015-2017 Biennial Budget

- ✘ Maintain Cemetery landscaping at a minimal level
- ✘ Maintain minimum staffing levels
- ✘ Recommend no expansion in the future
- ✘ Conduct fee study to ensure fees are covering the cost of operations

Major Accomplishments during the 2013-2015 Biennium

- ✘ 136 full burials and 51 ash burials
- ✘ Completed all cemetery records updates for accuracy
- ✘ Provided continuing maintenance to cemetery grounds
- ✘ Obtained placement of the Cemetery on the State of Oregon registration for historical cemeteries

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ The purchase and reselling of liners and headstones as an added service to customers

INFRASTRUCTURE
Cemetery Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
# of acres remaining for burials	2.50	2.50	2.50	2.50	2.50
<i>Efficiency Measures:</i>					
Cost of maintenance per acre of Cemetery	\$ 5,494	\$ 9,211	\$ 10,526	\$ 11,215	\$ 11,514
Operating revenue per acre of Cemetery maintained	\$ 5,064	\$ 3,341	\$ 5,385	\$ 5,892	\$ 6,177

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Cemetery Permanent Maintenance Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 586,225	\$ 591,100	\$ 595,952	\$ 656,200	\$ 656,200	\$ 656,200
Permanent maintenance fees	9,728	9,500	8,434	9,100	9,100	9,100
Investment income	20,774	56,600	110,522	40,000	40,000	40,000
TOTAL RESOURCES	\$ 616,727	\$ 657,200	\$ 714,908	\$ 705,300	\$ 705,300	\$ 705,300

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 3,732	\$ 11,000	\$ 9,444	\$ 10,000	\$ 10,000	\$ 10,000
Interfund transfers	17,043	56,100	49,254	30,000	30,000	30,000
Reserves for perm. maint.	-	590,100	-	665,300	665,300	665,300
TOTAL REQUIREMENTS	\$ 20,775	\$ 657,200	\$ 58,698	\$ 705,300	\$ 705,300	\$ 705,300

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, and realized, by this fund will be transferred to the Cemetery program to be used for the general care and maintenance of the cemetery property. Transfer of investment earnings from the cemetery permanent maintenance trust are limited to actual cash earnings (interest and dividends) received by the trust. Additional investment earnings from fluctuations in market-value are held in trust until the investment is sold or matures.

System Development Charges (SDC) Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ 1,132,524	\$ 5,934,000	\$ 5,934,000	\$ 5,934,000
Transportation SDCs	4,932,261	6,557,900	8,033,347	10,447,000	10,447,000	10,447,000
Water SDCs	2,984,646	4,970,000	5,383,785	6,593,500	6,593,500	6,593,500
Water Reclamation SDCs	3,329,143	5,398,900	5,935,376	7,045,000	7,045,000	7,045,000
Loan repayments	217,989	98,300	374,147	155,500	155,500	155,500
Investment income	71,919	62,400	127,903	165,300	165,300	165,300
TOTAL RESOURCES	\$ 11,535,958	\$ 17,087,500	\$ 20,987,082	\$ 30,340,300	\$ 30,340,300	\$ 30,340,300

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 27,106	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers to:						
Building Fund	17,373	\$ 30,890	\$ 338,158	\$ 267,000	\$ 267,000	\$ 267,000
Admin/Financial Services	156,359	278,010	213,251	267,000	267,000	267,000
Transport. Planning / Growth Mgmt	194,000	199,000	199,000	199,000	199,000	199,000
Transport. Const. Fund	3,654,891	6,346,900	3,145,351	7,279,800	7,279,800	7,279,800
Water Fund	3,024,698	4,958,200	5,369,253	6,570,200	6,570,200	6,570,200
Water Reclamation Fund	3,329,007	5,274,500	5,788,059	6,873,300	6,873,300	6,873,300
Contingency	-	-	-	8,884,000	8,884,000	8,884,000
TOTAL REQUIREMENTS	\$ 10,403,434	\$ 17,087,500	\$ 15,053,072	\$ 30,340,300	\$ 30,340,300	\$ 30,340,300

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 2015-2017 Proposed Biennial Budget assumed Engineering News Record (ENR), a construction cost inflation index, increases of 2.5% per fiscal year. The actual increase in the ENR resulted in a 2.4% increase in 2015-2016. Increases to SDCs are based on the 20-city national average.

SDC Methodologies

SDCs are critical resources used to fund transportation, water and water reclamation capital improvements. They represent fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development. The SDC fees are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on ENR. The City last updated its Transportation SDC methodology in 2011-2012 and Water methodology in 2008-2009. The Water Reclamation methodology was adopted by City Council in August 2015. The SDC rates for a single family dwelling are estimated as follows:

	2014-15 Actuals	2015-16 Actuals	2016-17 Estimate
Transportation SDC	\$4,812	\$4,928	\$5,056
Water SDC	\$4,753	\$4,868	\$4,994
Water Reclamation SDC	\$2,986	\$4,341	\$4,450

Goals for the 2015 - 2017 Biennial Budget

- ✧ Finalize the Water Reclamation SDC methodology that was started during 2014-2015 and has an expected completion date of spring 2016

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Contracted with consultant for Water & Water Reclamation SDC methodologies.

**Local Improvement District (LID)
Construction Program**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ 582,200	\$ 582,983	\$ 591,900	\$ 591,900	\$ 591,900
Assessments	-	-	-	-	-	-
Investment income	1,298	-	8,899	11,900	11,900	11,900
Contribution from Water						
Reclamation fund	-	-	-	-	-	-
Loan from Water						
Reclamation fund	-	-	-	-	-	-
Interfund transfer	581,685	-	-	-	-	-
Issuance of long-term debt	-	-	-	-	-	-
TOTAL RESOURCES	\$ 582,983	\$ 582,200	\$ 591,882	\$ 603,800	\$ 603,800	\$ 603,800

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Reserves for future LID's	\$ -	\$ 582,200	\$ -	\$ 603,800	\$ 603,800	\$ 603,800
TOTAL REQUIREMENTS	\$ -	\$ 582,200	\$ -	\$ 603,800	\$ 603,800	\$ 603,800

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**Local Improvement District (LID)
Debt Service Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 574,100	\$ -	\$ -	\$ -	\$ -	\$ -
Investment income	7,584	-	-	-	-	-
TOTAL RESOURCES	\$ 581,684	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Interfund transfers	\$ 581,685	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ 581,685	\$ -	\$ -	\$ -	\$ -	\$ -

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.

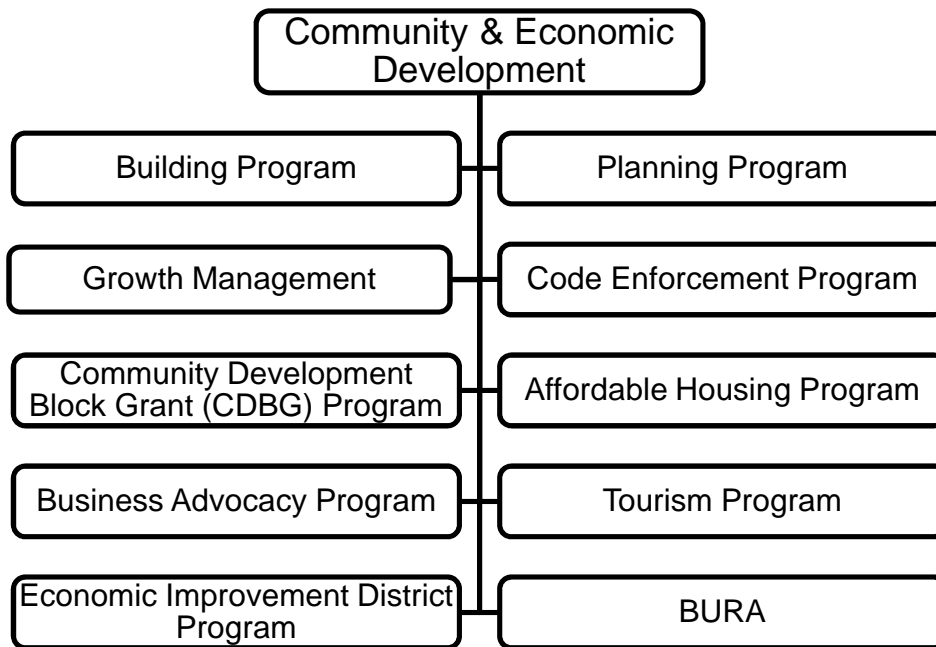
Property owners assessed may apply for financing through the Bancroft Bonding Act and repay the assessment over 10 years with interest currently ranging from 6% to 7.5%. The LID Debt Service fund accounts for the collection of assessments and repayment of the related Bancroft bonds.

Currently there are no active LIDs. The reserve balance remaining in this fund will be used for future LIDs.

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 activities, and reviewing new development plans, plats and partitions for compliance.

Growth Management

Growth Management identifies and manages projects of a long-term nature including land use, public facility and transportation planning. The two functions within the Growth Management Program are funded separately. The Land Use Planning is located in the General Fund while Transportation Planning costs are accounted for in the Transportation Construction Fund. Program Details for the Transportation Construction Fund can be found in Infrastructure Service Area.

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 ensuring 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 Construction and Debt Service Funds account for the activities of the City's Murphy Crossing urban renewal district.

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Building Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 940,705	\$ 1,557,000	\$ 2,407,582	\$ 6,878,700	\$ 6,878,700	\$ 6,878,700
License and permits	6,460,158	9,067,660	11,200,975	13,090,800	13,090,800	13,090,800
Charges for services	17,084	4,000	5,393	6,500	6,500	6,500
Interfund transfers	60,468	30,890	338,158	1,680,000	1,680,000	1,680,000
Investment income	20,149	16,200	72,535	158,300	158,300	158,300
Miscellaneous	23,131	3,000	17,930	8,500	8,500	8,500
TOTAL RESOURCES	\$ 7,521,695	\$ 10,678,750	\$ 14,042,573	\$ 21,822,800	\$ 21,822,800	\$ 21,822,800

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
By Program:						
Building	\$ 5,114,116	\$ 7,494,327	\$ 7,163,843	10,289,533	\$ 10,289,533	\$ 10,289,533
Permit Center				2,821,025	2,821,025	2,821,025
Contingency	-	3,184,423	-	8,712,242	8,712,242	8,712,242
TOTAL REQUIREMENTS	\$ 5,114,116	\$ 10,678,750	\$ 7,163,843	\$ 21,822,800	\$ 21,822,800	\$ 21,822,800
By Type:						
Personnel services	\$ 4,282,883	\$ 5,577,276	\$ 5,351,741	\$ 9,227,019	\$ 9,227,019	\$ 9,227,019
Materials and services	145,510	599,651	581,195	1,958,439	1,958,439	1,958,439
Interfund transfers	685,723	1,068,400	1,029,351	1,595,100	1,595,100	1,595,100
Capital outlay:						
Vehicle/equipment	-	249,000	201,556	330,000	330,000	330,000
Contingency	-	3,104,423	-	8,712,242	8,712,242	8,712,242
Reserves for future vehicle purchases	-	80,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 5,114,116	\$ 10,678,750	\$ 7,163,843	\$ 21,822,800	\$ 21,822,800	\$ 21,822,800

COMMUNITY & ECONOMIC DEVELOPMENT
Building Program

Overview

The Building Program is comprised of the electrical program, building inspection program, and the permit center which is a sub-program of building inspection. 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, and State of Oregon Department of Agriculture. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

Building Program

This Building 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		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 2,344,349	\$ 3,007,392	\$ 3,342,714	\$ 3,577,340	\$ 6,920,054
Materials and services	220,990	360,205	930,167	985,412	1,915,579
Interfund transfers	415,493	613,858	548,500	575,400	1,123,900
Capital outlay:					
Vehicle/equipment	48,841	152,715	210,000	120,000	330,000
Building	\$ 3,029,673	\$ 4,134,170	\$ 5,031,381	\$ 5,258,152	\$ 10,289,533
Full Time Equivalents	25.43	29.43	25.60*	26.60	26.60

* The Community Development Permit Center became a sub-program of the Building Fund in fiscal year 2015-2016 and as a result, FTE were transferred out of the Building Program to the Permit Center sub-program.

Goals for the 2015 – 2017 Biennial Budget

- ✧ To protect the health, safety and quality of life of the citizens of Bend by ensuring all structures are built to comply with the International Building Safety codes and standards as adopted by the State of Oregon
- ✧ Continue to increase public relations and customer service levels through increased use of our website, technology and implementation of quarterly online customer surveys
- ✧ 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 2015 – 2017 Biennial Budget

- ✧ Continue to implement the building permitting program in a manner that is efficient and cost-

effective. Measurement of objective will be demonstrated in overall workflow efficiency and related staff expenditures

- ✧ Provide superior customer service by matching internal competencies with customer and citizen needs. Measurement of objective will be reached with quarterly online customer surveys
- ✧ Continue to train and cross-train staff and create better workflows which will allow for better communication, consistent application of codes, and increased efficiency
- ✧ Procure replacement mobile inspection solutions to replace outdated Toughbooks software and inefficient technology
- ✧ Procure and implement new software for building permitting to provide greater customer satisfaction. This objective will be accomplished through the LEAP software implementation
- ✧ Transfer archived paper permit records into electronic data files that are retrievable for staff and public through a meta-tag system

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Maintained standard service levels while workloads increased approximately 31%. Efficiency measures included:
 - Implementation of PreScreen review step; new process to verify completeness of plans before being submitted to review divisions. This new process will be a model for other CDD divisions which will implement similar processes at a later date.
 - 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)
 - Implementation of fast track permit program, allowing for expedited reviews for simple
- ✧ The division has received many large projects for review which was a significant increase from the recession years. Reviews were completed in a timely manner to meet the industry demands, those projects included the following which had a combined valuation of \$113,000,000:
 - St. Charles tower expansion (\$22M)
 - Bend-LaPine School District, two new schools and two major renovations (\$43M)
 - COCC residence hall (\$15M)
 - Colorado Safe Passage, pedestrian bridge replacement, crane supports, river diversion lifts and park upgrades (\$4.3M)
 - Walgreens, two new stores (\$2.6M)
 - Hampton Inn and Suites (\$9M)
 - Simpson Pavillion (\$8.8M)
 - Data Center (\$3M)
 - Unitarian Church (\$5.6M)commercial remodels
- ✧ Utilization of on call staff to allow division to meet customer demands when workloads are greater than projected or expected
- ✧ Built reserves from \$2.4 million at the beginning of the biennium to an estimate of \$6.9 million at the end of the 2013-2015 biennium
- ✧ Performance Analyst position added to facilitate business process mapping to assist Building Safety and the Permit Center better refine, describe and assign processes. This position also provides better forecasting specific to the industry for budgeting and personnel needs

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Division will take over review and inspection process from Private Development Engineering Department for infrastructure built on private property

- ✧ Continue to build a healthy reserve with estimated reserves at the end of the 2015-2017 biennium of \$8.6 million, which is approximately 15 months operating reserves
- ✧ Conduct a comprehensive Fee Study in fiscal year 2015-16 (last fee study of building fees completed in 2008-2009)
- ✧ In fiscal year 2015-16 the Permit Center will become a sub program of Building and will be partially supported by the Planning and Private Development Programs.
- ✧ Prior to all plans being submitted electronically, paper plans were submitted and are housed in storage rooms at City Hall. In order to provide a more efficient system of document retrieval for both the community and staff, \$500,000 has been budgeted for each year in the 2015-2017 biennium to convert the older files into electronic format.
- ✧ New two (2) Building Inspector FTE and 1 (one) new Plans Examiner III FTE in fiscal year 2015-16
- ✧ New one (1) Plans Examiner III FTE in fiscal year 2016-17

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - Five (5) replacement vehicles \$150,000
 - Two (2) new vehicles for new staff \$60,000
- ✧ 2016-2017
 - ✧ Three (3) replacement vehicles \$90,000
 - ✧ One (1) new vehicle for new staff \$30,000

Permit Center

The Permit Center provides permit technical support to Planning, Private Development Engineering and Building Safety and at the public counter where they issue over-the-counter permits and assist the general public. This is the first biennial cycle for the Permit Center to operate as a separate budgeted program, therefore historical data is not available. The 2015-2017 biennial budget cycle will be used to gather data to provide key performance indicators and projections for the 2017-2019 biennium.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ -		\$ -	\$ 1,133,393	\$ 1,173,572	\$ 2,306,965
Materials and services	-		-	23,280	19,580	42,860
Interfund transfers	-		-	230,700	240,500	471,200
Permit Center	\$ -		\$ -	\$ 1,387,373	\$ 1,433,652	\$ 2,821,025
Full Time Equivalents	-		-	13.00*	13.00	13.00

* The Community Development Permit Center became a sub-program of the Building Fund in fiscal year 2015-2016 and as a result, FTE were transferred from Private Development Engineering, Planning, and Building Programs into the new sub-program.

Goals for the 2015 – 2017 Biennial Budget

- ✧ Improve permit review times
- ✧ Maintain consistent customer service
- ✧ Analyze data and workflows established in this biennium to create specific key performance indicators for the 2017-2019 biennial budget

- ✧ Quarterly surveys to customer base will provide feedback to make adjustments to current workflows and for design of future processes to integrate with new city software implementation

Key Operational Objectives for 2015 – 2017 Biennial Budget

- ✧ Implement new workflow processes to provide greater efficiencies in conjunction with the implementation of LEAP processes
- ✧ Adjust current workflows to increase customer service response times

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Staffing: Hired two (2) full time FTE permit technicians in 2013-2014 and four (4) full time FTE permit technicians in 2014-2015. Created new Permit Center Manager position and promoted internal candidate to the position in January 2014.
- ✧ Upgrade of ePlans software system in January 2015 and created new workflow processes for internal and external stakeholders

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ In fiscal year 2015-16 the Permit Center will become a sub program of building and will be supported through interfund transfers from the Planning and Private Development Programs.

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - None
- ✧ 2016-2017
 - None

COMMUNITY & ECONOMIC DEVELOPMENT
Building Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Commercial/Industrial Inspections	5,795	4,614	4,839	5,172	5,803
Residential Inspections	26,139	22,589	25,413	27,751	30,359
Other Inspections	4,523	4,579	5,037	5,238	5,710
Commercial/Industrial Plans Examined	219	224	235	251	282
Residential Plans Examined	977	1,046	1,151	1,197	1,304
<i>Effectiveness Measures:</i>					
Inspections per Staff	7,291	3,973	3,921	3,469	3,807
Plans Examined per Staff	184	195	154	145	144
Online Customer Surveys	new measure to be tracked starting this biennial budget				
<i>Efficiency Measures:</i>					
Cost of Building Program per Inspection	\$ 73	\$ 95	\$ 117	\$ 168	\$ 160
Cost of Building Program per Plan Examined	2,235	2,386	2,983	4,433	4,219

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
Two (2) SUVs new	\$ 60,000	-	\$ 60,000	\$ 60,000	\$ -
One (1) SUV new	-	30,000	-	-	-
Five (5) SUVs replacements	150,000	-	-	-	-
Three (3) SUVs replacements	-	90,000	-	-	-
Total	\$ 210,000	\$ 120,000	\$ 60,000	\$ 60,000	\$ -

Planning Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 178,083	\$ 407,800	\$ 1,013,683	\$ 2,349,800	\$ 2,349,800	\$ 2,349,800
Intergovernmental revenues	1,583	-	-	-	-	-
License and permits	108,146	116,940	122,746	142,900	142,900	142,900
Charges for services	2,488,553	3,508,700	3,963,182	3,841,300	3,841,300	3,841,300
General fund subsidy	1,807,764	1,099,500	1,132,400	1,050,900	1,050,900	1,050,900
Interfund transfers	46,898	288,257	264,044	-	-	-
Investment income	7,271	5,300	32,758	43,300	43,300	43,300
Miscellaneous	209	600	1,142	700	700	700
TOTAL RESOURCES	\$ 4,638,507	\$ 5,427,097	\$ 6,529,955	\$ 7,428,900	\$ 7,428,900	\$ 7,428,900

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Current planning	\$ 2,078,265	\$ 3,419,827	\$ 3,198,234	\$ 4,504,582	\$ 4,504,582	\$ 4,504,582
Long-range planning*	1,546,562	774,023	765,099	-	-	-
Sign code program	-	214,026	216,695	261,487	261,487	261,487
Contingency	-	1,019,221	-	2,662,831	2,662,831	2,662,831
TOTAL REQUIREMENTS	\$ 3,624,827	\$ 5,427,097	\$ 4,180,028	\$ 7,428,900	\$ 7,428,900	\$ 7,428,900
<i>By Type:</i>						
Personnel services	\$ 2,895,177	\$ 3,237,875	\$ 3,115,296	\$ 3,033,793	\$ 3,033,793	\$ 3,033,793
Materials and services	85,259	415,631	328,471	354,926	354,926	354,926
Interfund transfers	644,391	754,370	736,261	1,377,350	1,377,350	1,377,350
Contingency	-	1,019,221	-	2,662,831	2,662,831	2,662,831
TOTAL REQUIREMENTS	\$ 3,624,827	\$ 5,427,097	\$ 4,180,028	\$ 7,428,900	\$ 7,428,900	\$ 7,428,900

* As of July 1, 2014, long range planning was transitioned into the General Fund under the new Growth Management Department

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 two sub-programs designated to accomplish this work: Current Planning and Sign Code.

This program ensures the City's 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 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 entities 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		
	2013-14	ESTIMATE 2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 877,421	\$ 1,455,554	\$ 1,389,748	\$ 1,433,298	\$ 2,823,046
Materials and services	163,589	154,250	191,268	160,618	351,886
Interfund transfers	216,413	331,007	651,750	677,900	1,329,650
Current Planning	\$ 1,257,423	\$ 1,940,811	\$ 2,232,766	\$ 2,271,816	\$ 4,504,582
Full Time Equivalents	11.86	14.36	10.88*	10.88	10.88

* The Community Development Permit Center became a sub-program of the Building Fund in fiscal year 2015-2016 and as a result, FTE were transferred out of the Planning Program to the Building Program.

Goals for the 2015-17 Biennial Budget

- ✧ Perform code amendments necessary to meet City Council livability goals
- ✧ Continue to meet City Council goals for providing outstanding customer service
- ✧ Continue to streamline the development review process with the implementation of new ePlans workflow process implemented in March 2015 and continuing into the first half of FY 2015-2016
- ✧ Provide excellent customer service measured through online customer surveys, and implementing changes due to survey results
- ✧ 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 12-month budget reserve level

Key Operational Objectives for the 2015-17 Biennial Budget

- ✧ Analyze data and workflows established in this biennium to create specific key performance indicators for the 2017-2019 biennial budget
- ✧ Quarterly surveys to customer base will provide feedback to make adjustments to current workflows and for design of future processes
- ✧ Analyze operational efficiencies to maximize staff's ability to meet customer service objectives with an increasing work load. This objective will be measured through quarterly online customer surveys
- ✧ 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. Objective will be accomplished by the Senior Planner hired in April 2014 to work specifically on code review and issues

Major Accomplishments during the 2013-15 Biennium

- ✧ Built reserves from \$1.0 million at the beginning of the biennium to an estimate of \$2.3 million at the end of the 2013-2015 biennium
- ✧ Managed the OSU Site Plan Review application including an appeal hearing before the City Council – Council Goal
- ✧ Performed a major amendment to the Landmarks Code – Council Goal
- ✧ Revised the Planning Fee Schedule to address equity concerns from the development community – Council Goal
- ✧ Approval of two (2) FTE in February 2014: Senior Planner and Assistant Planner
- ✧ Approval of two (2) FTE in October 2014: Senior Planner and Assistant Planner
- ✧ Processed 1,426 land use applications over the biennium - a 116% increase over the 2011-13 Biennium.

Significant changes from the 2013-15 Biennial Budget

- ✧ Three (3) Current Planning Program authorized FTE, who service the Permit Center, will be transferred into the new Permit Center sub-program in the Building Program starting in 2015-16.
- ✧ Effective with the 2015-2017 biennium, the Planning Program will transfer funds to the Building Program to share in the cost of Permit Center staff that support all community development functions, including Planning. Budgetary impacts include a reduction in direct personnel services costs and an increase in interfund transfers.

Long-Range Planning Program

The Long-Range Planning Program is now part of the Growth Management Program within the General Fund.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 603,589	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	8,359	-	-	-	-	-
Interfund transfers	153,151	-	-	-	-	-
Long Range Planning	\$ 765,099	\$ -	\$ -	\$ -	\$ -	\$ -
Full Time Equivalents	2.80					

Sign Code Program

The Sign Code Program is a 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		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 88,015	\$ 90,717	\$ 90,717	\$ 104,260	\$ 106,487	\$ 210,747
Materials and services	819	1,454	1,454	1,520	1,520	3,040
Interfund transfers	10,990	24,700	24,700	22,900	24,800	47,700
Sign Code Program	\$ 99,824	\$ 116,871	\$ 116,871	\$ 128,680	\$ 132,807	\$ 261,487
Full Time Equivalents	0.90		0.90	1.00	1.00	1.00

Goals for the 2015-17 Biennial Budget

- ✘ Perform code amendments necessary to meet City Council livability goals
- ✘ Continue to meet City Council goals for providing outstanding customer service
- ✘ 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 2015-17 Biennial Budget

- ✘ Analyze data and workflows established in this biennium to create specific key performance indicators for the 2017-2019 biennial budget
- ✘ Quarterly surveys to customer base will provide feedback to make adjustments to current workflows and for design of future processes
- ✘ 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 2013-15 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 523 sign permits in the biennium
- ✧ Migrated the program into ePlans to match the operational characteristics of Building, Planning and Engineering

Significant Changes from the 2013-15 Biennial Budget

- ✧ None

**COMMUNITY & ECONOMIC DEVELOPMENT
Planning Program**

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Applications	459	648	778	840	882
Sign Permits Issued	224	249	274	288	302
<i>Effectiveness Measures:</i>					
Applications per Planner	131	130	97	105	110
Online Customer Surveys	new measure to be tracked starting this biennial budget				
<i>Efficiency Measures:</i>					
Cost of Current Planning Division per Application	\$ 2,271	\$ 1,940	\$ 2,495	\$ 2,658	\$ 2,576
Cost of Sign Division per Sign Permit Issued*	n/a	\$ 401	\$ 427	\$ 447	\$ 440

*Sign Division was established in 2013-14

Growth Management Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ -	\$ 699,197	\$ 636,429	\$ 1,467,215	\$ 1,467,215	\$ 1,467,215
Materials and services	-	1,367,127	1,221,700	1,640,008	1,640,008	1,840,008
Interfund transfers	-	219,406	214,826	484,070	484,070	484,070
TOTAL REQUIREMENTS	\$ -	\$ 2,285,730	\$ 2,072,955	\$ 3,591,293	\$ 3,591,293	\$ 3,791,293

Note:

Growth Management is accounted for as a division of the General Fund.

COMMUNITY & ECONOMIC DEVELOPMENT

Growth Management Program

Overview

The Growth Management Program was created in 2014 to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning.

The Program:

- Addresses concerns such as focusing limited public financing on public improvements, conservation, infill development, transit, sustainability, livability and resiliency to economic and housing booms and busts;
- Incorporates the community's increasing desires for forward looking plans, community involvement, and new ideas and trends into the city's planning and development policies, and;
- Follows the State's policy directives as well as good planning practice.

The Statewide Planning Program requires cities like Bend to provide close coordination between planning for urbanization and planning for transportation. One of the purposes for doing this is that cities in Metropolitan Planning Organizations (MPO) like Bend need to reduce vehicular use, not only by increasing the use of alternative modes of travel, but also by encouraging a mix of land uses whereby creating walkable developments.

The two functions within the Growth Management Program are funded separately. The Land Use Planning is accounted for in the General Fund while Transportation Planning costs are accounted for in the Transportation Construction Fund.

Land Use Planning

As part of the General Fund program, the Growth Management land use planning 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.

Growth Management staff also conduct special purpose projects as directed by the City Council, such as refinement plans and data forecasting. The Central Westside Plan and Population forecasting in collaboration with Portland State University 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.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17			
Personnel services	\$ -	\$ 636,429	\$ 719,030	\$ 748,185	\$ 1,467,215			
Materials and services	97,073	1,124,627	1,504,959	335,049	1,840,008			
Interfund transfers	-	214,826	240,820	243,250	484,070			
Growth Management	\$ 97,073	\$ 1,975,882	\$ 2,464,809	\$ 1,326,484	\$ 3,791,293			
Full Time Equivalents	-	5.48	5.15	5.15	5.15			

Transportation Planning

The Transportation Planning Program includes management and implementation of transportation planning, state and federal rules, and Council transportation and land use goals and policies. Funding for this sub-program is accounted for in the City's Transportation Construction Fund.

Duties include:

- Long range transportation planning projects and the Transportation System Plan (TSP)
- Transportation options program (bike-pedestrian-Transportation Demand Management (TDM) and transit)
- Safety implementation programs and plans

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. Refer to the Transportation Construction Fund in the Infrastructure service area for more details.

Goals for the 2015-2017 Biennial Budget

- ✘ Complete the Central Westside Integrated Land Use and Transportation
- ✘ Adopt the Bend Central District Multimodal Mixed-Use Area (MMA) Plan
- ✘ In coordination with Airport Manager, complete Airport Master Plan
- ✘ Continue Bike and Walking Safety Project Implementation
- ✘ Conduct a Parkway Study that will analyze and propose multiple walking-biking-transit overcrossings for the adoption of the Oregon Department of Transportation (ODOT) Environmental Impact Statement (EIS) for the long range plan for Highway 97 (Parkway)

Key Operational Objectives for the 2015-2017 Biennial Budget

- ✘ Increase public input and guidance from citizens to implement long-range planning projects
- ✘ Provide technical assistance and recommendations to the Planning Commission and City Council related to long-range planning
- ✘ Create land use and transportation data and information base for City

Major Accomplishments during the 2013-2015 Biennium

- ✘ Creation of a new Growth Management Department and reorganized transportation engineering staff and long range planning staff
- ✘ Adoption of the Airport zone change
- ✘ Completed the Bend Central District MMA plan
- ✘ Phase 1 completed for Urban Growth Boundary Remand project
- ✘ Began Central Westside Plan project and Safety Implementation Project
- ✘ Walk and Bike Priorities completed

COMMUNITY & ECONOMIC DEVELOPMENT
Growth Management Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Complete Phase 1 of the UGB Remand by March 2015	na	na	100%	na	na
Complete Phase 2 of the Urban Growth Boundary (UGB) by April 2016	na	na	na	100%	na
Complete Phase 3 UGB implementation by June 2017	na	na	na	na	100%
Begin an Infill-Redevelopment plan from UGB outcomes by July 2016	na	na	na	na	100%
Central Westside Plan (CWP) Scenario completed by August 2015	na	na	na	100%	na
Complete CWP by June 2016	na	na	na	100%	na
Complete CWP Code Implementation by June 2017	na	na	na	na	100%
Complete safety program design concepts by June 2016	na	na	na	100%	na
Complete phase 1 Downtown Parking Study by November 2016	na	na	na	na	100%
Complete design for Galveston Corridor by June 2016	na	na	na	100%	na

Code Enforcement Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 220,563	\$ 476,407	\$ 454,385	\$ 749,193	\$ 749,193	\$ 749,193
Materials and services	3,743	25,118	17,689	26,632	26,632	26,632
Capital outlay:						
Vehicle/equipment	-	30,000	-	30,000	30,000	30,000
Interfund transfers	43,596	89,198	83,501	154,550	154,550	154,550
TOTAL REQUIREMENTS	\$ 267,902	\$ 620,723	\$ 555,575	\$ 960,375	\$ 960,375	\$ 960,375

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 ensuring compliance with Bend's land-use, environmental and building codes. The City will ensure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

This 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		ADOPTED BUDGET		
	2013-14	ESTIMATE 2014-15	2015-16	2016-17	2015-17
Personnel services	186,290	268,095	367,535	381,658	749,193
Materials and services	4,409	13,280	14,066	12,566	26,632
Capital outlay:					
Vehicle/equipment	-	-	30,000	-	30,000
Interfund transfers	34,479	49,022	75,250	79,300	154,550
Code Enforcement	\$ 225,178	\$ 330,397	\$ 486,851	\$ 473,524	\$ 960,375
Full Time Equivalent	2.80	3.80	4.00	4.00	4.00

Goals for the 2015 – 2017 Biennial Budget

- ✘ Continue to enforce code amendments necessary to meet City Council livability goals
- ✘ Continue to meet City Council goals for providing outstanding customer service
- ✘ 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
- ✘ Increase proactive enforcement
- ✘ Increase community awareness of municipal code through community education
- ✘ Continue to pursue educational and training opportunities for staff
- ✘ Implement new technologies to improve workflow efficiencies

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Analyze data and workflows established in this biennium to create specific key performance indicators for the 2017-2019 biennial budget
- ✘ Quarterly surveys to customer base will provide feedback to make adjustments to current workflows and for design of future processes
- ✘ 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 2013 – 2015 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
- ✧ Implemented proactive code enforcement
- ✧ Developed new noxious weeds program and regulations
- ✧ Active members of the OSU-Cascade and Vacation Rental Task Forces
- ✧ Additional 1.0 FTE to assist with the increased call load due to Vacation Rental Issues and expanding demands to enforce building and sign codes

Significant Changes from the 2013 – 2015 Biennial Budget

Allocate 0.20 additional FTE to support the City's new vacation rental polices. Prior to fiscal year 2015-2016 the 0.20 FTE supported the Building Program

Major Capital Projects/Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ 2015-2016
 - One (1) new vehicle \$30,000

**COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement Program**

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Cases	534	996	1081	1151	1232
<i>Efficiency Measures:</i>					
Cases per FTE	356	498	284	288	308

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
One (1) SUV new	\$ 30,000	-	-	-	-
Total	\$ 30,000	-	-	-	-

**Community Development
Block Grant Program**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 45,003	\$ 631,700	\$ 88,100	\$ 241,600	\$ 241,600	\$ 241,600
Intergovernmental revenues	1,953,092	1,498,896	1,384,960	1,100,000	1,100,000	1,100,000
General fund loan	100,000	250,000	100,000	200,000	200,000	200,000
Loan repayments	307,232	154,500	438,590	436,000	436,000	436,000
Investment income	(1,068)	(1,300)	908	7,700	7,700	7,700
Interfund transfers	90,300	127,200	65,000	100,000	100,000	100,000
TOTAL RESOURCES	\$ 2,494,559	\$ 2,660,996	\$ 2,077,558	\$ 2,085,300	\$ 2,085,300	\$ 2,085,300

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Type:						
Personnel services	\$ 322,967	\$ 253,748	\$ 240,233	\$ 268,326	\$ 268,326	\$ 268,326
Materials and services	1,606,180	1,459,590	1,441,392	1,047,710	1,047,710	1,047,710
Interfund transfers	417,306	79,787	79,283	33,900	33,900	33,900
Interfund loan repayment	60,000	700,000	75,000	200,000	200,000	200,000
Contingency	-	167,871	-	535,364	535,364	535,364
TOTAL REQUIREMENTS	\$ 2,406,453	\$ 2,660,996	\$ 1,835,908	\$ 2,085,300	\$ 2,085,300	\$ 2,085,300

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		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 118,649	\$ 121,584	\$ 121,584	\$ 133,009	\$ 135,317	\$ 268,326
Materials and services	711,504	729,888	729,888	587,855	459,855	1,047,710
Interfund transfers	35,362	43,921	43,921	16,600	17,300	33,900
Interfund loan repayment	75,000	-	-	100,000	100,000	200,000
CDBG	\$ 940,515	\$ 895,393	\$ 895,393	\$ 837,464	\$ 712,472	\$ 1,549,936
Full Time Equivalents	0.87	0.87	0.87	0.90	0.90	0.90

Goals for the 2015 – 2017 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 2015 – 2017 Biennial Budget

- ✘ Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report
- ✘ Implementation of Council-adopted 2015 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)

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Completed the 2014 and 2015 Action Plans
- ✧ Completed the 2014-2019 Consolidated Plan

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Affordable Housing Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,403,923	\$ 1,011,300	\$ 1,468,319	\$ 951,300	\$ 951,300	\$ 951,300
Affordable housing fee	668,536	909,700	1,354,953	1,677,000	1,677,000	1,677,000
Intergovernmental revenues	100,000	-	-	-	-	-
Loan repayments	1,658,005	2,032,700	1,805,664	1,990,000	1,990,000	1,990,000
Investment income	47,600	18,400	24,158	12,700	12,700	12,700
TOTAL RESOURCES	\$ 3,878,064	\$ 3,972,100	\$ 4,653,094	\$ 4,631,000	\$ 4,631,000	\$ 4,631,000

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 115,868	\$ 155,062	\$ 150,287	\$ 172,961	\$ 172,961	\$ 172,961
Materials and services	2,172,675	3,472,658	3,463,178	4,003,546	4,003,546	4,003,546
Interfund transfers	121,200	150,480	88,280	132,800	132,800	132,800
Contingency	-	193,900	-	321,693	321,693	321,693
TOTAL REQUIREMENTS	\$ 2,409,743	\$ 3,972,100	\$ 3,701,745	\$ 4,631,000	\$ 4,631,000	\$ 4,631,000

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		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 72,269	\$	78,018	\$ 85,617	\$ 87,344	\$ 172,961
Materials and services	1,461,690		2,001,488	2,001,773	2,001,773	4,003,546
Interfund transfers	15,140		73,140	65,900	66,900	132,800
Affordable Housing	\$ 1,549,099	\$	2,152,646	\$ 2,153,290	\$ 2,156,017	\$ 4,309,307
Full Time Equivalents	0.53		0.53	0.56	0.56	0.56

Goals for the 2015 – 2017 Biennial Budget

- ✘ Effectively implement the Affordable Housing Fee Program in Bend through efficient allocation of funds
- ✘ Implement funding and policy strategies to provide affordable housing in Bend and to effectively manage the City’s existing affordable housing programs
- ✘ Work with Affordable Housing providers to utilize new code and policy changes
- ✘ Work on legislative fixes to Oregon Housing and Community Services (OHCS) funding
- ✘ Work on System Development Charges (SDC) exemptions

Key Operational Objectives for 2015 – 2017 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 2013 – 2015 Biennium

- ✘ Seven (7) projects were approved for funding during the 2013 funding cycle in the amount of \$1,995,000
- ✘ Ten (10) projects were approved for funding during the 2014 funding cycle in the amount of \$1,992,135

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant & Affordable Housing Programs

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Affordable Housing Units created	170	85	90	140	150
Affordable Housing Units preserved	154	74	50	80	80
Affordable Housing Units rehabilitated	86	99	30	160	160
Persons assisted with homeownership	199	669	50	30	30
Homeless assisted with a variety of services	3,373	2,111	250	250	250
<i>Effectiveness Measures:</i>					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	\$ 3,753,800	\$ 11,280,944	\$ 8,169,133	\$ 5,000,000	\$ 5,000,000
% of affordable housing units created (Annual Goal is 50)	340%	170%	180%	280%	300%
% of affordable housing units preserved (Annual goal is 40)	385%	185%	125%	200%	200%
% of affordable housing units rehabilitated (Annual Goal is 10)	860%	990%	300%	1600%	1600%
% of homebuyers assisted (Annual Goal is 60)	332%	1115%	83%	50%	50%

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Business Advocacy Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 42,300	\$ 42,300	\$ 42,300
Business licenses	-	612,000	585,040	626,100	626,100	626,100
Loan repayments	-	9,000	9,000	-	-	-
General fund subsidy	-	140,000	140,000	150,000	150,000	150,000
Interfund transfers	-	128,901	118,009	-	-	-
Miscellaneous	-	1,000	4,021	-	-	-
Investment income	-	-	863	1,100	1,100	1,100
TOTAL RESOURCES	\$ -	\$ 890,901	\$ 856,933	\$ 819,500	\$ 819,500	\$ 819,500

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ -	\$ 397,327	\$ 385,348	\$ 366,537	\$ 366,537	\$ 366,537
Materials and services	-	336,931	287,700	298,597	298,597	298,597
Interfund transfers	-	145,168	141,479	92,900	92,900	92,900
Contingency	-	11,475	-	61,466	61,466	61,466
TOTAL REQUIREMENTS	\$ -	\$ 890,901	\$ 814,527	\$ 819,500	\$ 819,500	\$ 819,500

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Program

Overview

The mission of the Business Advocacy Program is to advocate for businesses in all of the City's departments. The primary function is to staff the City's Business and Economic Development Advisory Board (BEDAB) which provides policy input and direction to the Bend City Council. The City's Business Advocate, with support from members of the BEDAB, is charged with implementing the City's economic development strategic plan.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 185,502	\$	199,846	\$ 179,382	\$ 187,155	\$ 366,537
Materials and services	132,060		155,640	158,848	139,749	298,597
Interfund transfers	63,309		78,170	45,500	47,400	92,900
Business Advocacy Program	\$ 380,871	\$	433,656	\$ 383,730	\$ 374,304	\$ 758,034
Full Time Equivalents			1.75	1.83	1.63	1.63

Goals for the 2015 - 2017 Biennial Budget

- ✘ Coordinate resources to grow, recruit and retain businesses
 - Maintain improve, and monitor feedback mechanism for businesses
 - Ensure that City Departments streamline processes for businesses and are problem-solvers
 - Recommend equitable solutions for fees
 - Support higher education and workforce training by communicating business needs to educational institutions
 - Promote the Business Advocate as a resource for businesses
- ✘ Create an environment where businesses thrive
 - Ensure City of Bend infrastructure can accommodate growth—sewer, water, and roads
 - Market Bend as business friendly
 - Support the continued evolution of entrepreneurial infrastructure
 - Recommend policies that ensure availability and affordability of workforce housing
 - Promote the Business Advocate as resource to identify and recommend change to improve the city's business climate
- ✘ Provide the City with business perspective recommendations
 - Promote adequate inventory of land for current and future growth
 - Encourage improvement and expansion of regional transportation infrastructure—air service, highways, and rail that expand access to markets

Key Operational Objectives for 2015 - 2017 Biennial Budget

- ✘ Maintain improve, and monitor feedback mechanism for businesses
- ✘ Market Bend as business friendly
- ✘ Promote adequate inventory of land for current and future growth

Major Accomplishments during the 2013 - 2015 Biennium

- ✘ Implemented on-line business license and renewal with credit card payment option
- ✘ Hosted three Business Support Organization summits
- ✘ Created the Business Professional Development Master calendar with the Bend Chamber

- ✧ Created the Business Support Organization directory
- ✧ Sponsored the Bend Venture Conference two years in a row
- ✧ Created seven testimonial videos from businesses in Bend
- ✧ Improved alignment between the City of Bend and the Economic Development for Central Oregon (EDCO)
- ✧ City management and City Council recognize positive assistance of/input from BEDAB on issues
- ✧ Provided policy direction on CDD fee study
- ✧ Support of recruitment and retention of businesses-marketing efforts
- ✧ Creation of Bendforbusiness.com
- ✧ Creation of monthly business newsletter
- ✧ Rack card program and Bend Profile folder
- ✧ Increase in business license compliance and validation of computer system
- ✧ Increased community awareness of BEDAB program and Business Advocate position
- ✧ Attendance at Outdoor Retailers show and hosting of “Bend Party” at show
- ✧ BEDAB is more focused on issues that apply to business

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Funding to the Community Development Department for administration of the Business License program was reduced from .75 FTE of Senior Administration Assistant to .55 FTE of Senior Administration Assistant

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
# of new business licenses issued	822	917	960	834	751
# of renewed business licenses	4,319	4,811	4,987	5,362	5,577
# of non profit and additional locations	-	-	500	600	700
Total Licenses	<u>5,141</u>	<u>5,728</u>	<u>6,447</u>	<u>6,796</u>	<u>7,028</u>
Annual increase in business license revenue	6%	10%	5%	4%	2%
Number of businesses assisted	n/a	300	525	450	550
Direct - assistance	n/a	105	250	200	225
Indirect - assistance referred partner agency	n/a	195	300	250	325
<i>Effectiveness Measures:</i>					
% of projects completed in the BEDAB Strategic Plan	50%	65%	80%	90%	90%
<i>Efficiency Measures:</i>					
Cost of the program administration per business license	n/a	\$15	\$15	\$13	\$12

Tourism Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 91,850	\$ 136,300	\$ 138,125	\$ 133,700	\$ 133,700	\$ 133,700
Transient room taxes	2,255,621	3,473,700	3,454,576	4,978,900	4,978,900	4,978,900
Investment income	(42)	-	292	2,600	2,600	2,600
TOTAL RESOURCES	\$ 2,347,429	\$ 3,610,000	\$ 3,592,993	\$ 5,115,200	\$ 5,115,200	\$ 5,115,200

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services:						
Visit Bend	\$ 2,158,884	\$ 3,191,700	\$ 3,141,262	\$ 4,678,150	\$ 4,678,150	\$ 4,678,150
Other		248,824	248,534	187,100	187,100	187,100
Interfund transfers	50,400	69,476	69,476	116,250	116,250	116,250
Contingency	-	100,000	-	133,700	133,700	133,700
TOTAL REQUIREMENTS	\$ 2,209,284	\$ 3,610,000	\$ 3,459,272	\$ 5,115,200	\$ 5,115,200	\$ 5,115,200

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. Hotels and motels are required to levy the applicable tax rate 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. On November 5th, 2013, the voters of the City of Bend approved a ballot measure that increased the transient room tax rate levied from 9% to 10% as of June 1, 2014, with a subsequent increase from 10% to 10.4% on June 1, 2015.

The first 9% of the tax rate is allocated with 70% of TRT Revenues recorded in the City's General Fund and 30% recorded in the Tourism Fund. Revenues generated from the increase in taxes approved in November 2013 are allocated as follows: 70% Tourism Fund and 30% Public Safety, with the Public Safety portion shared equally between Police and Fire. With implementation of the final rate increase in June 2015, a total of 35.38% of TRT Revenues will be dedicated to Tourism promotion.

Goals for the 2015 – 2017 Biennial Budget

- ✧ Promote tourism within the City of Bend

Key Operational Objectives for 2015 – 2017 Biennial Budget

- ✧ Proper administration of the Visit Bend contract

Major Accomplishments during the 2013-2015 Biennium

- ✧ Reviewed and approved annual contract with Visit Bend
- ✧ Ballot measure approving increase of transient room tax passed

Economic Improvement District Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assessments	302,762	342,400	342,291	306,000	306,000	306,000
Investment income	217	200	214	200	200	200
TOTAL RESOURCES	\$ 302,979	\$ 342,600	\$ 342,505	\$ 306,200	\$ 306,200	\$ 306,200

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 287,841	\$ 325,400	\$ 325,390	\$ 290,900	\$ 290,900	\$ 290,900
Interfund transfers	15,138	17,200	17,115	15,300	15,300	15,300
TOTAL REQUIREMENTS	\$ 302,979	\$ 342,600	\$ 342,505	\$ 306,200	\$ 306,200	\$ 306,200

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 EID was renewed again in May 2012 with an assessment of eighteen cents per square foot and a three year term. The 2012 EID expired on April 30th, 2015, and the downtown property owners took action to extend the EID for another 3 years at eighteen cents per square foot, with final City Council approval on May 6, 2015.

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 2015 – 2017 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

Key Operational Objectives for 2015 – 2017 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-maintain
 - Marketing downtown to promote business
 - Management of the Downtown Dollars Gift Certificate Program
 - Events drawing customers to the District - Art Walk, Art Hop, Sidewalk Sale, Christmas Tree Lighting, Oktoberfest.
 - Advertising, in order to draw customers to the district, to include radio, television, print, internet and other outlets

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Operated successfully for the 2013 – 2015 term, accomplishing the objectives for the programs identified in the ordinance
- ✧ Initiated the renewal process for the Downtown Bend Economic District Ordinance that proposes to extend the EID for another three years at eighteen cents per square foot of commercial space

**Bend Urban Renewal Agency
General Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 494	\$ 448,900	\$ 463,582	\$ 395,300	\$ 395,300	\$ 395,300
Rent revenues	17,933	-	-	-	-	-
Loan repayments	-	-	14,600	-	-	-
Interfund charges	475,742	-	706	-	-	-
Investment income	2,311	5,300	6,522	6,100	6,100	6,100
TOTAL RESOURCES	\$ 496,480	\$ 454,200	\$ 485,410	\$ 401,400	\$ 401,400	\$ 401,400

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ -	\$ -	\$ -	\$ 25,780	\$ 25,780	\$ 25,780
Materials and services	15,535	18,000	17,620	59,360	59,360	59,360
Interfund transfers	3,601	134,476	72,476	94,400	94,400	94,400
Capital outlay:						
Vehicle/equipment	13,761	-	-	-	-	-
Reserves for future capital	-	301,724	-	221,860	221,860	221,860
TOTAL REQUIREMENTS	\$ 32,897	\$ 454,200	\$ 90,096	\$ 401,400	\$ 401,400	\$ 401,400

**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.

Goals for the 2015 – 2017 Biennial Budget

- ✧ Focus resources on future urban renewal planning

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ 8.34% of the Economic Development Director FTE approved by Council in January 2015, will be funded out of the BURA General Fund

**Bend Urban Renewal Agency
Juniper Ridge Construction Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 69,620	\$ 32,200	\$ 25,187	\$ 2,800	\$ 2,800	\$ 2,800
Investment income	459	300	(43)	-	-	-
BURA General Fund subsidy	-	-	63,000	82,000	82,000	82,000
Interfund transfers	-	50,000	-	-	-	-
Issuance of long-term debt	-	3,760,000	3,700,000	-	-	-
Miscellaneous	3,224	-	-	-	-	-
TOTAL RESOURCES	\$ 73,303	\$ 3,842,500	\$ 3,788,144	\$ 84,800	\$ 84,800	\$ 84,800

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Type:						
Materials and services	\$ 45,026	\$ 133,650	\$ 60,450	\$ 82,000	\$ 82,000	\$ 82,000
Interfund transfers	-	-	16,000	-	-	-
Capital outlay:						
Construction/infrastructure	3,090	-	-	-	-	-
Debt service	-	3,708,850	3,708,850	-	-	-
Contingency	-	-	-	2,800	2,800	2,800
TOTAL REQUIREMENTS	\$ 48,116	\$ 3,842,500	\$ 3,785,300	\$ 84,800	\$ 84,800	\$ 84,800

**Bend Urban Renewal Agency
Juniper Ridge Debt Service Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,015,523	\$ 629,700	\$ 648,221	\$ 1,309,900	\$ 1,309,900	\$ 1,309,900
Property taxes	1,843,468	1,883,600	1,838,946	1,901,800	1,901,800	1,901,800
Investment income	20,879	21,300	16,681	31,500	31,500	31,500
TOTAL RESOURCES	\$ 2,879,870	\$ 2,534,600	\$ 2,503,848	\$ 3,243,200	\$ 3,243,200	\$ 3,243,200

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Debt service	\$ 2,231,649	\$ 1,311,800	\$ 1,193,887	\$ 1,376,600	\$ 1,376,600	\$ 1,376,600
Reserves for debt service	-	1,222,800	-	1,866,600	1,866,600	1,866,600
TOTAL REQUIREMENTS	\$ 2,231,649	\$ 2,534,600	\$ 1,193,887	\$ 3,243,200	\$ 3,243,200	\$ 3,243,200

**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. Approximately 500 acres of Juniper Ridge is within the Urban Growth Boundary. Roughly 300 acres are within the Juniper Ridge Overlay zoning district which is geared towards accommodating light industrial and employment based businesses. Roughly 200 acres are within the Urban Area Reserve zoning district which is primarily an urban holding zone.

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, with a variety of employment uses supported by housing and commercial uses and potentially an institution of higher learning. To date, the City has constructed an extension of Cooley Road, 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. In addition, the City developed seven lots within Juniper Ridge ranging in size from 1.5 to 6.3 acres. The City has been working on a strategy to encourage development of larger portions of the property.

The first phase of Juniper Ridge includes approximately 300 acres of employment land for light industrial and limited commercial use. The process of entitling this land included 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 guide the development of the property. As mentioned above, the City has completed developed 7 lots that are ready for sale and development.

Goals for the 2015– 2017 Biennial Budget

- ✧ Continue marketing and sell additional lots
- ✧ Search for master developer, public/private partnership or other appropriate approach for future development of land

Key Operational Objectives for 2015 - 2017 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 2013 – 2015 Biennium

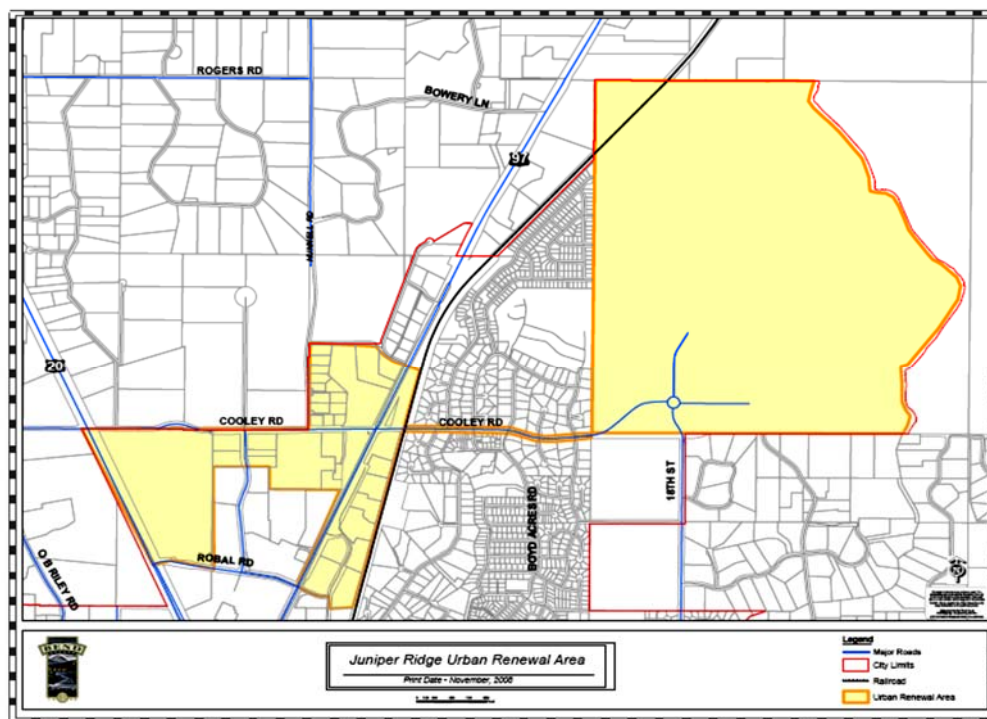
- ✧ Completed a study with the assistance of a consultant team (The PFM Group and ECONorthwest) outlining several disposition alternatives as well as the political, financial and management challenges with each.
- ✧ Finalized a long term permanent financing agreement with Bank of the Cascades to refinance the \$6 million line of credit held by Bank of America. The refunded debt was variable-rate debt set to mature during fiscal year 2013-14; the long term permanent financing is a 10 year, 1.5% fixed-rate loan with a maturity date of December 1, 2023.

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ None

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 Construction Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 1,299,500	\$ 1,299,500	\$ 1,299,500
Issuance of long-term debt	-	2,993,500	2,997,500	-	-	-
Investment income	-	-	2,000	500	500	500
TOTAL RESOURCES	\$ -	\$ 2,993,500	\$ 2,999,500	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Type:						
Materials and services	\$ -	\$ 61,500	\$ 23,000	\$ -	\$ -	\$ -
Capital outlay:						
Construction/infrastructure	-	2,900,000	1,677,000	1,300,000	1,300,000	1,300,000
Debt service	-	32,000	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ 2,993,500	\$ 1,700,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000

**Bend Urban Renewal Agency
Murphy Crossing Debt Service Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 115,125	\$ 236,700	\$ 237,113	\$ 497,950	\$ 497,950	\$ 497,950
Property taxes	119,800	386,600	377,162	569,300	569,300	569,300
Investment income	2,190	2,300	5,726	10,800	10,800	10,800
TOTAL RESOURCES	\$ 237,115	\$ 625,600	\$ 620,001	\$ 1,078,050	\$ 1,078,050	\$ 1,078,050

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Debt service	\$ -	\$ 270,000	\$ 122,000	\$ 492,000	\$ 492,000	\$ 492,000
Reserves for debt service	-	355,600	-	586,050	586,050	586,050
TOTAL REQUIREMENTS	\$ -	\$ 625,600	\$ 122,000	\$ 1,078,050	\$ 1,078,050	\$ 1,078,050

**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.

Prior to FY 2014-15, work on the Murphy Crossing Refinement Plan was funded by Oregon Legislature House Bill 2001 (also known as the Jobs and Transportation Act), Department of Transportation (ODOT) grants and the City’s Transportation Construction fund.

On January 29, 2015, the Bend Urban Renewal Agency issued \$3 million of 15 year, long term debt that will be repaid with Murphy Crossing Urban Renewal Area tax-increment property tax revenues. The debt repayment term is 15 years, with a fixed interest rate of 2.65% for the first 10 years, and a variable-rate (not to exceed 3.65%) for the last five years of the term. Debt proceeds will be used to finance a project to construct a roundabout, stormwater facilities, illumination, and striping at the intersection of Murphy & Parrell.

Goals for the 2015– 2017 Biennial Budget

- ✧ Finish construction on the roundabout at Murphy & Parrell Roads
- ✧ Continued urban renewal efforts in the Murphy Urban Renewal Area

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Issued long term debt to construct transportation improvements in the Murphy Crossing Urban Renewal Area
- ✧ Began construction on the roundabout at Murphy & Parrell Roads

BURA Murphy Crossing Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
ST15MA Murphy & Parrell Roundabout	2	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
Total BURA Construction CIP		\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000

* 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 (For Studies Only)		

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**Bend Urban Renewal Agency
Downtown Construction Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 452,792	\$ -	\$ -	\$ -	\$ -	\$ -
Loan repayments	4,461	-	-	-	-	-
Investment income	3,489	-	-	-	-	-
TOTAL RESOURCES	\$ 460,742	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Interfund transfers	\$ 460,742	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ 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.

**Bend Urban Renewal Agency
Downtown Debt Service Fund**

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,758,075	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	823,070	-	-	-	-	-
TOTAL RESOURCES	\$ 2,581,145	\$ -	\$ -	\$ -	\$ -	\$ -

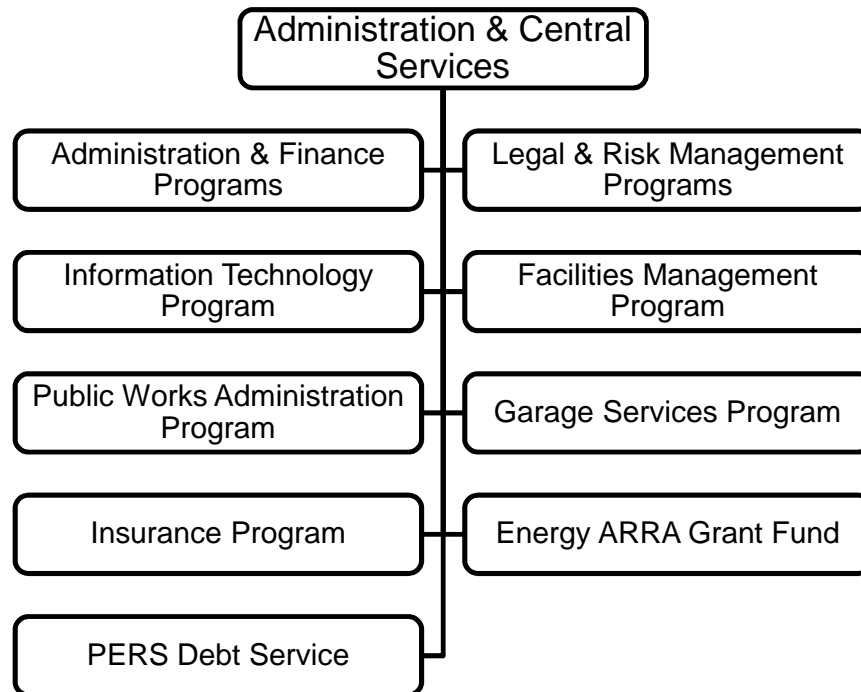
	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 834,807	\$ -	\$ -	\$ -	\$ -	\$ -
Debt service	1,746,338	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 2,581,145	\$ -	\$ -	\$ -	\$ -	\$ -

The Central Bend Development Program Area (the Downtown Urban Renewal Area) was closed out in 2011-12. All outstanding debt was paid off and excess property tax collections were returned to the Deschutes County Tax Collector.

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, Volunteerism, Human Resources, Communications, Finance, Purchasing, Risk Management, 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 Program

This Internal Service Fund division, historically, was used to account for the Administration Support of Public Works that serviced other City departments or functions. As of July 1st, 2015, the Public Works Administration function will be fully dissolved into the departments/functions that were originally supported by this division.

Garage Services Program

This Internal Service Fund division accounts for the Garage Services program, which provides garage repairs, preventative maintenance, and fueling for the city-wide fleet of equipment. Costs incurred by this internal division are allocated to other City departments or functions either through direct billings or as department overhead through the City's cost allocation plan.

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 & Financial Services Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 434,762	\$ 870,000	\$ 870,346	\$ 295,600	\$ 295,600	\$ 295,600
Charges for services	144,399	366,700	379,617	595,300	595,300	595,300
Interfund charges	9,516,442	11,336,580	10,933,378	15,455,500	15,455,500	15,455,500
General fund subsidy	-	140,000	140,000	-	-	-
Investment income	12,918	10,300	20,005	5,000	5,000	5,000
Miscellaneous	39,959	2,700	1,855	1,900	1,900	1,900
TOTAL RESOURCES	\$ 10,148,480	\$ 12,726,280	\$ 12,345,201	\$ 16,353,300	\$ 16,353,300	\$ 16,353,300

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
City council	\$ 341,693	\$ 427,014	\$ 383,164	\$ 472,880	\$ 472,880	\$ 472,880
City manager	1,747,445	2,459,801	2,431,305	3,189,592	3,189,592	3,189,592
Volunteerism program	-	183,905	195,149	230,326	230,326	230,326
Communications	650,067	964,497	858,207	1,113,459	1,113,459	1,113,459
Human resources	1,123,003	1,514,926	1,423,739	2,227,158	2,227,158	2,227,158
Finance	4,929,519	6,373,080	6,187,704	7,757,750	7,757,750	7,757,750
Purchasing	486,410	705,178	570,353	945,511	945,511	945,511
Contingency	-	97,879	-	416,624	416,624	416,624
TOTAL REQUIREMENTS	\$ 9,278,137	\$ 12,726,280	\$ 12,049,621	\$ 16,353,300	\$ 16,353,300	\$ 16,353,300
<i>By Type:</i>						
Personnel services	\$ 6,643,126	\$ 8,631,945	\$ 8,103,930	\$ 11,356,657	\$ 11,356,657	\$ 11,356,657
Materials and services	1,482,988	2,037,341	2,147,111	2,711,469	2,711,469	2,711,469
Interfund transfers	1,152,023	1,959,015	1,798,580	1,868,550	1,868,550	1,868,550
Capital outlay:						
Vehicle/equipment	-	100	-	-	-	-
Contingency	-	97,879	-	416,624	416,624	416,624
TOTAL REQUIREMENTS	\$ 9,278,137	\$ 12,726,280	\$ 12,049,621	\$ 16,353,300	\$ 16,353,300	\$ 16,353,300

Note:

The Administration & Financial Program is accounted for as a division of the Internal Service 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: Nathan Boddie, Casey Roats, Mayor Jim Clinton, Mayor Pro Tem Sally Russell, Barb Campbell, Doug Knight and Victor Chudowsky

Jim Clinton was re-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, and re-selected on January 7, 2015.

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.

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 his wife, 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. She was selected as Mayor ProTem on January 7, 2015.

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.

Nathan Boddie was elected to City Council in November 2014.

Like many citizens, Nathan chose Bend for its unbeatable quality of life. As both a physician at St. Charles and member of Bend City Council, he works on improving the health of our community. “I have the privilege and responsibility of helping my patients recover as quickly as possible and get back to their lives. In my work on Council, I try to ensure the health of local business too and help citizens have an affordable, healthy, sustainable place to call home. Join me in working to ensure a livable, and prosperous community in Bend,” says Dr. Boddie.

Casey Roats was elected to City Council in November 2014.

Casey is a fourth generation resident of Bend. Casey is married and has two daughters. He and his family love Bend because of all of the longstanding ties to the community as well as the lifestyle that Bend offers. He and his family enjoy the outdoors and horseback riding with their free time. He and his family own Roats Water System, which is a privately held water utility company that services homes and businesses in the south end of Bend.

Barb Campbell was elected to City Council in November 2014.

Barb has lived in Bend for over 20 years. She is the owner/founder of Wabi Sabi located downtown. She co-founded Slower Safe Bend dedicated to building a safer, more livable community.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 18,152	\$ 18,154	\$ 18,220	\$ 18,220	\$ 36,440		
Materials and services	116,114	149,670	163,020	162,520	325,540		
Interfund transfers	37,700	43,374	53,400	57,500	110,900		
City Council	\$ 171,966	\$ 211,198	\$ 234,640	\$ 238,240	\$ 472,880		

Goals for the 2015 – 2017 Biennial Budget

The following focus areas were identified, by the City Council, as goals and objectives for the 2015-2017 biennium:

- ✧ Improve Transportation System to move people in a safe, accessible and cost effective manner
 - Create and recommend to the public a funding option package for street maintenance to improve pavement condition index
 - Create and approve policy and budget for a City Sidewalk Program
 - Create and adopt a plan for the central west side area
 - Update the transportation Capital Improvement Program and seek alternative funding methods
 - Expand the Transit System

- ✧ Manage growth, focusing on uses that create a more urban form while recognizing Bend's unique sense of place
 - Complete the Urban Growth Boundary (UGB) Remand
 - Encourage appropriate infill and redevelopment
 - Refine Mirror Pond concept

- ✧ Protect natural resources to sustain Bend's high quality of life
 - Increase Instream Flows in Tumalo Creek
 - Participate in Deschutes Basin Study
 - Reduce fire risk and promote healthy forests
 - Conserve Water
 - Reduce energy consumption and promote conservation

- ✧ Be responsive and proactive in addressing Neighborhood Livability concerns
 - Create parking studies for specific areas of the city
 - Coordinate and implement noise, special event and short-term rental permitting and enforcement
 - Improve neighborhood associations' communications and capacity for self-governance
 - Prepare for implementation of new laws regarding recreational and medical marijuana
 - Better address livability issues in the most appropriate time and manner

- ✧ Incentivize Economic Health and Diversification
 - Adopt City Economic Development Plan
 - Continue to explore affordable and workforce housing strategies
 - Adopt fees that encourage small business expansion
 - Implement Airport Master Plan
 - Focus efforts on urban renewal planning and funding

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office Program

Overview

The City Manager's Office is a part of the Administration Division in the Internal Service 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 biennial budget, community relations, interagency coordination and fostering community pride in City government through excellent customer service. Assistant City Managers oversee operations and administrative services.

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. A Senior Policy Analyst reviews and makes recommendations on City wide policy issues such as water, wastewater and stormwater utility rate structures. Work is currently underway to revise water and sewer System Development Charges (SDCs). A Program Coordinator works to address livability issues such as noise, land use compatibility concerns (i.e. residential and commercial zoning), special event programming, vacation rentals, and other related issues. In addition, a Project Manager supports a variety of complex projects and programs on behalf of the City Manager's Office.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 764,681	\$ 1,175,953	\$ 1,175,953	\$ 1,310,028	\$ 1,359,246	\$ 2,669,274
Materials and services	55,301	124,550	124,550	100,054	68,914	168,968
Interfund transfers	132,324	178,496	178,496	171,400	179,950	351,350
City Manager	\$ 952,306	\$ 1,478,999	\$ 1,478,999	\$ 1,581,482	\$ 1,608,110	\$ 3,189,592
Full Time Equivalents	6.57	8.07	8.07	8.72	8.72	8.72

Goals for the 2015 – 2017 Biennial Budget

- ✘ Carry out the policy directives of the Bend City Council
- ✘ 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 2015 – 2017 Biennial Budget

- ✘ Oversee the achievement of City Council Goals and Objectives (see the City Council Budget Narrative for the list of 2015-2017 Goals)
- ✘ 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
- ✧ Continue development and refinement of program based budgeting and performance based management strategies for the City
- ✧ Improve access to city ordinances and resolutions; maintain the City Code
- ✧ Prepare and distribute City Council agendas; attend and assist in conducting City Council meetings
- ✧ Provide support to the City Council and advisory boards as appropriate
- ✧ Sponsor and guide the Leading Effective Applications and Processes (LEAP) project to modernize the City's enterprise resource planning (ERP) software capability

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Proactively and effectively managed City finances and operations
- ✧ Hired an Assistant City Manager to provide oversight of internal services and coordination amongst the departments (Human Resources, Finance, Information Technology, Facilities and Purchasing)
- ✧ Worked with citizen committees to increase the public's involvement in strategic items facing the city such as infrastructure planning and livability issues
- ✧ Conducted an extensive review of utility rates and developed new rate structure that removes water quantity allowance, shifts to a volume based sewer charge, incorporates the Extra Strength Charge program, and standardizes water meter charges
- ✧ Led cross-departmental involvement in developing bid specifications, identification of business process improvement opportunities, review and selection of a vendor to replace 25-year-old Enterprise Resource Planning (ERP) software

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Transferred oversight of Volunteer Program from City Manager's Office to Human Resources

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Effectiveness Measures:</i>					
% of Council objectives that have made significant progress and/or been completed	n/a	100%	100%	100%	100%
% of projects in the Strategic Plan that met major milestones	n/a	100%	100%	100%	100%
<i>Efficiency Measures:</i>					
City Administration budget as a percent of overall City budget	1.0%	0.8%	0.9%	0.8%	1.3%

ADMINISTRATION & CENTRAL SERVICES
Volunteerism Program

Overview

The Volunteerism Program is a part of the Administration Division in the Internal Service 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		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 81,609	\$	102,598	\$ 103,909	\$ 105,777	\$ 209,686
Materials and services	4,046		6,508	10,520	10,120	20,640
Interfund transfers	388		-	-	-	-
Volunteerism Program	\$ 86,043	\$	109,106	\$ 114,429	\$ 115,897	\$ 230,326
Full Time Equivalents	1.00		1.00	1.00	1.00	1.00

Goals for the 2015 – 2017 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 2015 – 2017 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 2013 – 2015 Biennium

- ✘ Expanded the Bend Beautification Program to supplement against reductions in the landscaping maintenance program
- ✘ Fostered greater stewardship, ownership and ambassadors for the City in many of these volunteer efforts (roundabouts, community garden, stormwater/environmental stewardship, public safety, etc.)
- ✘ Increased Volunteer Coordinator position to full time 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
- ✘ Although not the intent of the volunteer program, given the high caliber and experience of volunteers who have been boarded with the City through the volunteer program, several volunteers have subsequently been hired by the City of Bend throughout multiple departments

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ Transferred oversight of Volunteer Program from City Manager’s Office to Human Resources

ADMINISTRATION & CENTRAL SERVICES
Volunteerism Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Number of programs/departments utilizing program	10	10	10	15	20
<i>Effectiveness Measures:</i>					
Total number of regular volunteers	200	220	240	260	280
Total number of volunteer hours per year	20,800	22,880	24,960	26,500	27,000
Estimated dollar value of volunteer work	\$ 444,080	\$ 498,258	\$ 554,247	\$ 600,336	\$ 624,056
<i>Efficiency Measures:</i>					
Cost of program as a percent of City budget	N/A	0.06%	0.06%	0.05%	0.08%

ADMINISTRATION & CENTRAL SERVICES
Communications Program

Overview

Communications is a part of the Administration Division in the Internal Service 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		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 182,499	\$	212,037	\$ 233,198	\$ 242,658	\$ 475,855
Materials and services	93,758		122,576	120,136	129,736	249,872
Interfund transfers	14,720		19,934	66,040	27,000	93,040
Communication Services	\$ 290,978	\$	354,547	\$ 419,374	\$ 399,394	\$ 818,767
Full Time Equivalents	1.60		1.60	1.60	1.60	1.60

Goals for the 2015 – 2017 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 2015 – 2017 Biennial Budget

- ✘ Upgrade the Council Chamber's video production environment to save the City production costs in future years, enhance broadcast quality of meetings and enable the entire Council Work Session to be televised
- ✘ 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
- ✘ Update the city website content management system to make web editing easier and more functional for departments. In addition, update the look and feel of the city website
- ✘ Provide membership and support to an interagency joint information system for regional emergency communications needs

Major Accomplishments during the 2013 - 2015 Biennium

- ✘ Created a Community Relations Manager position to enhance public involvement activities and provide communications support specifically for the City Council

- ✧ 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 was used to measure the City’s success as a part of the program-based budgeting initiative
- ✧ Continued social marketing initiatives on Facebook (over 6,300 “Likes”), iTunes via video podcast, Twitter (over 3,400 followers) and YouTube (more than 261,500 video views)
- ✧ Launched Nextdoor, a neighborhood-specific social network
- ✧ Significantly increased online citizen engagement and participation through the Bend Voice.

Significant Changes from the 2013 - 2015 Biennial Budget

- ✧ Reallocated funding to create the Community Relations Manager position enhancing public involvement and support to communications.

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		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 45,625	\$ 53,009	\$ 53,009	\$ 58,299	\$ 60,664	\$ 118,964
Materials and services	49,741	55,644	55,644	75,034	77,434	152,468
Interfund transfers	3,680	4,984	4,984	16,510	6,750	23,260
Neighborhood Association	\$ 99,045	\$ 113,637	\$ 113,637	\$ 149,843	\$ 144,848	\$ 294,692
Full Time Equivalents	0.40	0.40	0.40	0.40	0.40	0.40

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Assist Neighborhood Associations with outreach efforts and materials where practical
- ✧ Encourage and assist “dormant” Neighborhood Association to become active again
- ✧ Administer Neighborhood Association funds

Significant Changes from the 2013 - 2015 Biennial Budget

- ✧ Increase in Neighborhood Association grant funds, grants were cut multiple times during the economic downturn

ADMINISTRATION & CENTRAL SERVICES
Communications Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Annual City Edition YouTube Video Views	44,000	50,000	55,000		
New - Annual City Edition Social Media Views				60,000	65,000
<i>Efficiency Measures:</i>					
Cost per segment for City Edition videos (now including closed captioning costs)	\$ 975.00	\$ 975.00	\$ 975.00	\$ 987.50	\$ 987.50
Cost per Utility Bill Newsletter mailed	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.06	\$ 0.06

ADMINISTRATION & CENTRAL SERVICES
Human Resources Program

Overview

The Human Resources Program is a part of the Administration Division in the Internal Service Fund. Human Resources guides the establishment and implementation of effective, city-wide 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 employees' pay, benefits, and other conditions of employment are established by personnel policies, whereas the terms of employment for represented employees are determined by labor contracts negotiated between the City and the bargaining unit to which an employee belongs. The bargaining units representing City employees are: the City of Bend Employees Association (COBEA), which represents approximately one hundred and ninety-three (193) employees in Public Works, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #939, representing approximately seventy-five (75) fire personnel; and the Police Association, which represents approximately ninety-eight (98) police employees.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 493,979	\$ 568,950	\$ 568,950	\$ 829,245	\$ 845,692	\$ 1,674,937
Materials and services	55,207	94,730	94,730	167,778	159,393	327,171
Interfund transfers	47,475	163,398	163,398	109,850	115,200	225,050
Human Resources	\$ 596,661	\$ 827,078	\$ 827,078	\$ 1,106,873	\$ 1,120,285	\$ 2,227,158
Full Time Equivalents	4.00	5.00	5.00	6.00	6.00	6.00

Goals for the 2015 – 2017 Biennial Budget

- ✧ Create an organizational culture that calls for high standards of performance and aligns employee efforts with the City's mission, vision, and business strategy through full implementation of the performance management program: B³ – Believe, Build, Become a Better Bend
- ✧ Develop labor/management relationships and processes that are built on mutual trust and respect and result in collaborative partnerships committed to achieving the City's mission, vision, and program goals
- ✧ Support leaders at all levels in effectively managing their teams by assisting departments with navigating organizational changes related to staffing and workforce planning
- ✧ Advocate for strategic staff development, including effective onboarding, career development, planning, and timely and appropriate recognition
- ✧ Improve the City's ability to attract and retain the highest quality talent in order to enhance the City's services to our community
- ✧ Ensure City workplaces, personnel policies and practices promote safety, productivity and innovation, and comply with applicable state and federal regulations
- ✧ 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 new ERP software project
- ✧ 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 control cost of existing insurance programs

- ✧ 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
- ✧ Continue working with all departments and represented employee associations to identify and develop meaningful benefit programs that promote and ensure employee/family health that help control medical-benefit costs
- ✧ Continue work with City departments and partner with public agencies providing impactful and meaningful supervisory, managerial, professional development and compliance training programs

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✧ Implement the redesign of the Human Resources Department to a Business Partner approach focused on improving the operational departments' performance in delivering services
- ✧ Deploy the Performance Management program (B³) to leverage the discretionary efforts of employees towards organizational goals and objectives that incorporate multiple incentive strategies and tools. Incorporate technology tools to support program goals
- ✧ Implement the HRIS, Time and Attendance, and Payroll functions of the LEAP project
- ✧ Expand partnership with regional agencies toward reduction in cost, quality improvements, and diversity of services available
- ✧ Continue to implement improvements to the physical recordkeeping systems
- ✧ Conduct a gap analysis of city-wide training and organizational learning in order to maximize resources toward organizational development
- ✧ Implement a city-wide Wellness Program

Major Accomplishments during the 2013– 2015 Biennium

- ✧ Restructured the rewards system for non-represented employees, eliminating automatic salary increases. Instituted a pay-for-performance program for non-represented employees
- ✧ Continued to decrease the City's insurance premium expense via a high deductible medical insurance plan with a health reimbursement account (HRA) and a voluntary employee benefit association (VEBA) account program for all employees of the City
- ✧ Implemented a new Employee Survey methodology that focuses on improving overall organizational performance
- ✧ Reorganized the Human Resources Department toward a Business Partner philosophy and resulting organizational structure business strategy with people solutions
- ✧ Revised the City's personnel policies in the *City of Bend Employee Handbook*
- ✧ Continued to expand "at-will" employment agreements for managerial executive positions within the organization
- ✧ Updated the records administration procedures to provide higher quality recordkeeping and ensure continuity of services in the event of a structural failure due to fire
- ✧ Implemented Leadership Program, including six partnership agencies (Deschutes County, Bend Parks and Recreation District, Central Oregon Community College, Deschutes Public Library, and City of Redmond. and Crook County District Attorney)
- ✧ Represented City at key workers' compensation claims settlement discussions, closing claims and mitigating City department future loss amounts

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Transferred oversight of Volunteer Program from City Manager's Office to Human Resources

ADMINISTRATION & CENTRAL SERVICES
Human Resources Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
One-year turnover count *					
# of voluntary resignations	8	9	13	16	16
# of involuntary resignations	1	2	3	0	0
# of retirements	14	9	14	15	18
# combined total resignations	23	20	30	31	34
Total # of new hires	45	77	79	85	90
Total # of promotions/transfers	73	79	80	80	85
<i>Effectiveness Measures:</i>					
Separations	23	20	30	31	34
# of separations w/in 1st 12 months	2	3	2	0	0
Percentage of total separations	9%	15%	7%	0%	0%
Loss of recruitment (declined offers)	0	0	2	0	0
<i>Efficiency Measures:</i>					
Ratio of HR staff to total employees (standard is 1.0/100)	.85/100	.81/100	1.09/100	1.02/100	1.02/100
Cost of HR services per City-Wide FTE	\$ 1,179	\$ 1,210	\$ 1,505	\$ 1,887	\$ 1,903
Workers' Compensation claims filed	46	58	23	20	20
# of Disabling Claims	13	11	5	0	0
# of Claims with Permanent Partial Disability	2	3	0	0	0
Total Paid Claims Cost	\$ 180,355	\$ 222,371	\$ 43,901	\$ 35,000	\$ 35,000

* 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 Service 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, 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 Plans. It also performs financial analyses and financial planning for the City. The City's budget has earned the distinguished budget presentation award from the Government Finance Officer's Association since 1999.

	ACTUALS		ADOPTED BUDGET		
	2013-14	ESTIMATE 2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 959,432	\$ 1,430,910	\$ 1,866,154	\$ 1,942,477	\$ 3,808,631
Materials and services	253,939	375,075	381,265	395,465	776,730
Interfund transfers	197,769	288,021	246,950	255,350	502,300
Financial Services	\$ 1,411,140	\$ 2,094,006	\$ 2,494,369	\$ 2,593,292	\$ 5,087,661
Full Time Equivalents	12.50	17.00	16.50	16.50	16.50

Goals for the 2015 - 2017 Biennial Budget

- ✘ Protect City's bond rating and ensure City's financial stability
- ✘ Modernize procedures through the use of technology
- ✘ Develop long term financial plan and funding strategies for various City operations
- ✘ Implement the water and sewer financial plans
- ✘ Participate in the implementation of a new Enterprise Resource Planning (ERP) system to enhance the City's financial systems
- ✘ Implement revisions to city wide fiscal policies

Key Operational Objectives for 2015 - 2017 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 2013 - 2015 Biennium

- ✧ Completed annual financial retreat with City Council and department managers to consider city-wide financial strategies.
- ✧ Received the Government Finance Officers Association (GFOA) awards for the 2013–2015 Biennial Budget and the 2012-2013 Comprehensive Annual Financial Reports (CAFR). The 2013-14 CAFR has been submitted to the GFOA for award consideration
- ✧ Issued an urban renewal tax increment revenue note, series 2015 in an amount not to exceed \$3 million to fund transportation improvements in the Murphy Crossing Urban Renewal Area
- ✧ Secured a line of credit with the Bank of the Cascades for the City's ERP project. This financing will be converted to long term debt at the end of three years
- ✧ Received authorization to issue water revenue bonds in an amount sufficient to provide up to \$63,000,000 for the Bridge Creek pipeline project as well as bond issuance costs and required reserves
- ✧ Refunded the balance of the 2003 full faith & credit obligations issued for finance transportation projects to benefit from lower interest rates, resulting in a net present value savings of over \$800,000
- ✧ Refinanced the Juniper Ridge line of credit outstanding balance of \$3.7 million to allow repayment debt through property taxes from the Juniper Ridge URA
- ✧ Contracted with PFM Asset Management to manage our investments and revise our Investment Policy. The new Investment Policy was approved by Council in December 2014
- ✧ New water and sewer rate structure was approved by Council in December 2014

Significant Changes from the 2013 - 2015 Biennial Budget

- ✧ The 2015-17 budget includes financial resources for four limited duration (LTE) positions approved by Council in 2014 to work on the City's migration to a new financial system:
 - Accounting and Financial Reporting Manager LTE
 - Financial Accountant LTE
 - Staff Accountant LTE
 - Accounting Technician II LTE

Billing and Customer Service 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		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 716,694	\$ 859,043	\$ 799,699	\$ 827,060	\$ 1,626,759
Materials and services	279,160	296,490	312,590	312,890	625,480
Interfund transfers	165,474	365,697	206,550	211,300	417,850
Support Services	\$ 1,161,328	\$ 1,521,230	\$ 1,318,839	\$ 1,351,250	\$ 2,670,089
Full Time Equivalent	8.50	8.50	9.00	9.00	9.00

Goals for the 2015 - 2017 Biennial Budget

- ✧ Enhance customer service through the use of technology
- ✧ Redesign the utility bill for easier readability by the customer and offer electronic statements
- ✧ Ensure the accurate and timely collection of all amounts owed to the City for water, sewer, stormwater, ambulance, leases and other billable services
- ✧ Implement the new rate structure including the sewer extra strength programs approved by City Council in December 2014

Key Operational Objectives for 2015 - 2017 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
- ✧ Participate in the implementation of a new Enterprise Resource Planning (ERP) system to enhance the City's financial, billing and customer service systems

Major Accomplishments during the 2013 - 2015 Biennium

- ✧ Hired a new Billing and Customer Service Supervisor
- ✧ 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
- ✧ Completed the Selectron phone system upgrade that will customers to obtain account information and pay by phone. In addition, the system has the capability to provide outbound courtesy calls to customers improving customer service and utility billing efficiency.

Significant Changes from the 2013 - 2015 Biennial Budget

- ✧ New 0.5 Accounting Technician FTE in fiscal year 2015-16

ADMINISTRATION & CENTRAL SERVICES
Finance Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Total Utility Billing Calls Handled	39,052	38,437	41,926	38,572	37,733
<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	15.5%	13.6%	11.1%	unknown	
<i>Efficiency Measures:</i>					
Cost of the Utility Billing Program per utility customer	\$ 37.06	\$ 37.95	\$ 48.80	\$ 41.48	\$ 41.67
Percent of utility payments made electronically	10.8%	13.4%	14.9%	16.1%	16.4%
Number of utility customers per customer service representative	7,507	7,651	7,793	7,949	8,108
Cost of Finance services as a percent of overall City budget	2.1%	1.8%	1.9%	1.6%	2.7%

ADMINISTRATION & CENTRAL SERVICES
Purchasing Program

Overview

The Purchasing Program is a part of the Administration Division in the Internal Service Fund.

The Purchasing Program provides the central purchasing function for the City of Bend. Items such as office supplies, fuel, construction work, engineering services, heavy equipment and many other services and products for all departments are procured through competitive public contracting processes. Services include procurement of goods and services for City departments, developing 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 and terms negotiations, ensuring compliance with applicable procurement laws, and providing for fair and equitable treatment of City suppliers. Centralization of purchasing authorization provides for internal control of City expenditures and reduces contracting risk while still affording City staff the ability to specify the products and services needed.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 162,975	\$ 257,630	\$ 361,424	\$ 374,687	\$ 736,111		
Materials and services	6,692	7,910	56,180	8,420	64,600		
Interfund transfers	58,207	76,939	70,400	74,400	144,800		
Purchasing	\$ 227,874	\$ 342,479	\$ 488,004	\$ 457,507	\$ 945,511		
Full Time Equivalent	2.25	2.25	3.00	3.00	3.00		

Goals for the 2015 - 2017 Biennial Budget

- ✘ Ensure city-wide compliance with purchasing policies and state and local laws
- ✘ Provide the best value for citizens by guiding efficient procurement processes that are, and are seen to be, fair and equitable
- ✘ Facilitate the efficient and economical disposal of surplus property

Key Operational Objectives for 2015 - 2017 Biennial Budget

- ✘ Fully review and improve business processes as part of the LEAP project
- ✘ Lead replacement of Purchasing modules as part of the LEAP project
- ✘ Implement an e-procurement system to increase efficiencies and competition
- ✘ Continue to increase the percent of city purchases under formal contract

Major Accomplishments during the 2013 - 2015 Biennium

- ✘ Developed training series for new department purchasing liaisons
- ✘ Updated Model Rules to allow for Best Value request for proposal method of procurement in construction contracting
- ✘ Completed several successful large formal procurement processes including purchase of new fire apparatus and GO Bond construction contracts

ADMINISTRATION & CENTRAL SERVICES
Purchasing Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Number of purchase orders	4,819	4,955	5,000	5,100	5,200
<i>Effectiveness Measures:</i>					
Number of formal procurements completed	26	16	20	24	24
Number of formal protests/protests determined valid	new measure to be tracked starting this biennial budget				
<i>Efficiency Measures:</i>					
Time from receipt of request to contract (formal)	new measure to be tracked starting this biennial budget				

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Legal & Risk Management Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 150,992	\$ 46,700	\$ 50,841	\$ 64,300	\$ 64,300	\$ 64,300
Interfund charges	1,069,000	1,323,983	1,323,983	1,461,050	1,461,050	1,461,050
Investment income	2,255	1,500	2,048	1,600	1,600	1,600
Miscellaneous	175	-	500	400	400	400
TOTAL RESOURCES	\$ 1,222,422	\$ 1,372,183	\$ 1,377,372	\$ 1,527,350	\$ 1,527,350	\$ 1,527,350

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Legal services	\$ 833,850	\$ 961,777	\$ 976,804	\$ 1,318,938	\$ 1,318,938	\$ 1,318,938
Risk management	337,733	389,358	336,292	103,996	103,996	103,996
Contingency	-	21,048	-	104,416	104,416	104,416
TOTAL REQUIREMENTS	\$ 1,171,583	\$ 1,372,183	\$ 1,313,096	\$ 1,527,350	\$ 1,527,350	\$ 1,527,350
<i>By Type:</i>						
Personnel services	\$ 1,067,524	\$ 1,122,286	\$ 1,124,053	\$ 1,271,904	\$ 1,271,904	\$ 1,271,904
Materials and services	69,356	148,074	108,612	98,980	98,980	98,980
Interfund transfers	34,703	80,775	80,431	52,050	52,050	52,050
Contingency	-	21,048	-	104,416	104,416	104,416
TOTAL REQUIREMENTS	\$ 1,171,583	\$ 1,372,183	\$ 1,313,096	\$ 1,527,350	\$ 1,527,350	\$ 1,527,350

Note:

The Legal & Risk Management Program is accounted for as a division in the Internal Services Fund.

ADMINISTRATION & CENTRAL SERVICES
Legal & Risk Department

Overview

The Legal & Risk Department 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 the City Council, Bend Urban Renewal Agency, City Manager and all City Departments
- ✧ Draft or review ordinances, resolutions, contracts, issue summaries and other legal documents
- ✧ 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 of Bend and its citizens
- ✧ Manage risk to the City related to legal liability and exposure
- ✧ Support innovative decision-making and practices by giving proactive in-house advice and being a key part of the City's leadership team
- ✧ Work with City Council, Planning Commission and their established citizen boards on long range and community planning and growth related issues and concerns, providing legal support and advice throughout the processes and defending the City's decisions as needed
- ✧ Represent the City in legal matters involving civil litigation and land use appeals at the local, State, and Federal levels
- ✧ 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, provide advice to the public works, community development and other departments on accessibility issues and help the Accessibility Manager take a proactive approach to accessibility in the City's role as a Title III entity
- ✧ Work with the Purchasing Division on legal issues relating to contract solicitation and amendment.
- ✧ Provide assistance to Municipal Court, and act as prosecutor of City violations if and when needed.
- ✧ Member of City Manager's Leadership and Management Team, helping create and implement City's Strategic Plan

	ACTUALS		ESTIMATE	ADOPTED BUDGET						
	2013-14		2014-15	2015-16	2016-17	2015-17				
Personnel services	\$	413,808	\$	445,157	\$	599,780	\$	593,988	\$	1,193,768
Materials and services		16,402		36,158		42,360		41,460		83,820
Interfund transfers		23,676		41,603		20,650		20,700		41,350
Legal Services	\$	453,886	\$	522,918	\$	662,790	\$	656,148	\$	1,318,938
Full Time Equivalents		2.60		2.60		3.38		3.38		3.38

Goals for the 2015-2017 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), accessibility, growth management, police and fire issues and municipal court
- ✘ Continue to act as lead supervising attorneys for in-house and outside legal services for State and Federal planning processes and/or appeal litigation related to all aspects of the surface water project (public facilities planning, National Environmental Policy Act (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
- ✘ Work with current and long range planning departments on urban growth planning and implementation of efficiency measures and public/citizen process with consistent involvement and legal advice
- ✘ Lead legal role in process for siting of OSU/Cascade University as it relates to City's regulatory processes
- ✘ Implement council goals through drafting of codes/ordinances, provide research and legal advice on council's direction and response to community concerns and vision

Key Operational Objectives for 2015-2017 Biennial Budget

- ✘ Monitor the Accessibility Transition Plan
- ✘ Continue to build and support legal internship program, providing training to law students and recent graduates
- ✘ Aid City Manager in providing an open and productive relationship with new Council to achieve city goals
- ✘ Manage workload on airport-related tasks, including litigation and FAA Part 16 administrative procedure
- ✘ Continue to effectively guide and manage legal processes related to surface water project and sewer infrastructure issues
- ✘ Provide risk management services
- ✘ Transition to legal review relationship with Purchasing, rather than direct supervision
- ✘ Continue to work with Private Development Engineering, Engineering and Infrastructure Planning, Public Works and Planning relating to planning and construction of infrastructure facilities
- ✘ Develop new Bend Code chapters for utilities use of right-of-ways and solid waste collection
- ✘ Provide legal guidance relating to potential transfer of water infrastructure in former Juniper Utility area
- ✘ Manage and prioritize resources to meet council goals in a timely manner, while providing ongoing and proactive advice to departments

Major Accomplishments during the 2013-2015 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
- ✧ Closure of the Project Civic Access Settlement Agreement in July of 2014, and adoption of the Curb Ramp and Right of Way Program Transition Plan in February 2014.
- ✧ Successful appeal of the United States Forest Service special use permit and NEPA environmental assessment for surfacewater pipeline project before the federal district court. Beyond simply "winning" at this level, the City Attorney helped with many strategy and policy decisions, such as advocating for limiting our withdrawal to 18.2 cubic feet per second (cfs), being the main attorney in the settlement negotiations, soliciting facilitating the amicus involvement, managing our outside council effectively and being a critical point of contact with the U.S. Attorney
- ✧ Intensive involvement in water treatment legal discussion and strategy related to meeting the federal requirements related to the federal Safe Drinking Water Act and LT2 rule
- ✧ Helped council successfully navigate legal and political process related to charter provision and incoming councilor, through council and court review
- ✧ Have represented the City's positions persuasively and helped build consensus among agencies, coworkers, and stakeholders on numerous development, capital and other projects as requested, as well as for city services
- ✧ More successful Land Use Board of Appeals (LUBA) appeals, and handling those that occur in-house
- ✧ Worked with human resources and city manager's office, as well as affected departments, on significant employment/personnel issues without litigation or undue disruption of city services.
- ✧ City Attorney office continues to oversee all outside legal services for departments, reviewing and approving purchase orders before payment, and helping negotiate personal service agreements.
- ✧ Assisted HR with adoption of city-wide personnel policies; reviewed overhaul of Police Department 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
- ✧ Continuing a successful legal internship program with 3 law schools, greatly benefitting the law students and the City

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ One (1) new Attorney FTE in fiscal year 2015-16

Risk Management

The City Risk Program is responsible for the following:

- ✘ Provide oversight and manage risk to the City departments in liability, 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
- ✘ 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 (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
- ✘ Plans and manages City-wide property and general liability loss control programs, identifying, evaluating and preventing potential exposure to risk and financial loss
- ✘ Work with the City’s insurance provider, identifies, evaluates and analyzes risk and makes recommendations to City Manager and City Attorney related to risk management, and to the Human Resources Department on training opportunities
- ✘ Process all incident and property liability claims (such as sewer back up, water pressure incidents, potholes, sidewalk claims, etc.) including working with departments to compile the necessary information, tracking, follow-up and notifying various entities
- ✘ Manages investigation and administration of tort claims filed against the City
- ✘ Processes all insurance for special events, reviews airport lease insurance for new tenants, reviews auto liability insurance for submission to agent
- ✘ Processes all restitution notices

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 148,559	\$	116,529	\$ 38,194	\$ 39,942	\$ 78,136
Materials and services	24,397		31,655	7,530	7,630	15,160
Interfund transfers	5,491		9,661	5,300	5,400	10,700
Risk Management & Training	\$ 178,447	\$	157,845	\$ 51,024	\$ 52,972	\$ 103,996
Full Time Equivalent	1.11		1.11	0.38	0.38	0.38

Goals for the 2015-2017 Biennial Budget

- ✘ Continue work with all departments identifying issues regarding risk, potential loss and programs to mitigate, control and lower exposures
- ✘ Identify and develop effective self-funding options for property, casualty and liability coverage
- ✘ Continue to work with the City’s insurance provider to identify, evaluate and analyze risk
- ✘ Continue to process all incident claims
- ✘ Continue to manage and administer all tort claims
- ✘ Continue to develop and implement programs, policies and procedures that decrease potential losses to the City

Key Operational Objectives for 2015-2017 Biennial Budget

- ✧ Develop and publish an annual City Risk Management Report compiling and reporting all loss activities measured against comparative entities

Major Accomplishments during the 2013-2015 Biennium

- ✧ Worked closely with Fire, Police and Public Works Departments on developing risk activities plans and procedures
- ✧ Developed renewal strategies for property, casualty, liability and workers compensation that recognized in-house savings for premiums and loss

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Prior to the 2015-2017 biennium, the city-wide training activities were budgeted / accounted for in the Legal and Risk Management program as part of the Risk Management and Training function. Effective with the 2015-2017 biennial budget, city-wide training administration and coordination responsibilities were transferred to Human Resources.

Information Technology Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,144,529	\$ 2,242,300	\$ 2,335,991	\$ 2,043,500	\$ 2,043,500	\$ 2,043,500
Interfund charges	5,159,342	7,710,140	7,125,236	8,497,850	8,497,850	8,497,850
General fund subsidy	1,000,000	-	-	-	-	-
Investment income	23,968	18,800	32,731	30,300	30,300	30,300
Miscellaneous	1,755	900	2,318	2,000	2,000	2,000
Issuance of short-term debt	-	-	1,000,000	2,060,000	2,060,000	2,060,000
TOTAL RESOURCES	\$ 7,329,594	\$ 9,972,140	\$ 10,496,276	\$ 12,633,650	\$ 12,633,650	\$ 12,633,650

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Enterprise IT	3,919,507	\$ 6,766,026	\$ 6,830,015	\$ 10,019,421	\$ 10,019,421	\$ 10,019,421
Department specific IT	965,547	1,842,100	1,622,699	1,622,350	1,622,350	1,622,350
GIS	108,552	-	-	-	-	-
Contingency	-	908,848	-	991,879	991,879	991,879
Reserves for future capital	-	455,166	-	-	-	-
TOTAL REQUIREMENTS	\$ 4,993,606	\$ 9,972,140	\$ 8,452,714	\$ 12,633,650	\$ 12,633,650	\$ 12,633,650

<i>By Type:</i>						
Personnel services	\$ 2,497,233	\$ 3,238,726	\$ 3,216,839	\$ 4,054,546	\$ 4,054,546	\$ 4,054,546
Materials and services	1,744,550	3,096,658	3,240,706	3,133,525	3,133,525	3,133,525
Interfund transfers	149,416	244,342	249,243	1,630,200	1,630,200	1,630,200
Capital outlay:						
Vehicle/equipment	602,407	2,028,400	1,738,926	2,679,000	2,679,000	2,679,000
Debt service	-	-	7,000	144,500	144,500	144,500
Contingency	-	908,848	-	991,879	991,879	991,879
Reserves for future capital	-	455,166	-	-	-	-
TOTAL REQUIREMENTS	\$ 4,993,606	\$ 9,972,140	\$ 8,452,714	\$ 12,633,650	\$ 12,633,650	\$ 12,633,650

Note:

The Information Technology Program is accounted for as a division of the Internal Service Fund.

ADMINISTRATION & CENTRAL SERVICES **Information Technology Program**

Overview

The Information Technology Program (IT) is part of Administrative Services in the Internal Service Fund. Our Mission: "Partner with the City's business units to deliver quality and innovative technology solutions". IT manages 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:

- ✧ Service Desk team focused on the prompt restoration of service to end-users technology solutions
- ✧ Infrastructure Operations team focused on supporting the City's employees and technology infrastructure (servers, storage and networks)
- ✧ Application Services team supports the City's needs for technology solution design and implementation, data architecture and management, and enterprise software maintenance and support

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 1,466,964		\$ 1,749,875	\$ 1,992,349	\$ 2,062,197	\$ 4,054,546
Materials and services	883,768		1,042,305	882,380	853,795	1,736,175
Interfund transfers	110,576		138,667	823,800	806,400	1,630,200
Capital outlay:						
Vehicle/equipment	100,610		1,330,250	1,467,000	987,000	2,454,000
Debt service	-		7,000	60,000	84,500	144,500
Enterprise IT	\$ 2,561,918		\$ 4,268,097	\$ 5,225,529	\$ 4,793,892	\$ 10,019,421
Full Time Equivalents	14.68		15.68	17.00	17.00	17.00

Goals for the 2015 - 2017 Biennial Budget

- ✧ Coordinate the implementation of the City's Financial Systems replacement and implementation of Human Resources Systems via the Leading Effective Applications and Processes (LEAP) project
- ✧ Expand room-based and person-to-person video conference capability to increase efficiency in internal and external meetings
- ✧ Complete the implementation of the SharePoint system to address the City's content management and collaboration needs
- ✧ Increase City employee efficiency by delivering increased mobile access to key systems in content, telephony and collaboration

Key Operational Objectives for 2015 – 2017 Biennial Budget

- ✧ Continue the implementation of tablets to City employees to increase efficiency through mobility
- ✧ Reduce time and effort required to manage the City's workstation fleet with the modernization of tools to allow for remote and unsupervised management
- ✧ Increase the governance structure for key technology solutions to allow for greater end-user/organizational feedback in the management and future of these solutions

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Modernization of the City's workstation fleet to Microsoft Windows 7. Over 475 workstations were replaced or upgraded in approximately 7 months with 2,000+ project hours of effort
- ✧ Completion of the SharePoint architecture, design and infrastructure to lay the foundation for a City-wide rollout
- ✧ Negotiation of a Public/Private partnership to provide Dark Fiber services to the City's Outback and Surface Water Intake facilities. This will significantly increase the City's ability to manage those resources in the future
- ✧ Implementation of a Project Portfolio Management solution with significant positive results in the management of capital projects at the City
- ✧ Design and implementation of a Bring Your Own Device (BYOD) solution to allow for improved employee and guest-owned device access and management

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ Geographic Information Systems (GIS) was removed as a separate program. Personnel and functions have been moved to the Enterprise IT program to increase efficiency and integration.

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ 2015 – 2016
 - Primary Storage upgrades \$15,500
 - Room-based video conference systems \$80,000
 - Data Center Upgrades \$30,000
 - Network switching and routing upgrades \$50,000
 - Server Environment upgrades \$24,000
 - Backup Capacity License \$13,000
 - Financial System Replacement \$1,180,000
 - See Vehicle & Equipment Listing for additional details

- ✧ 2016 – 2017
 - Network switching upgrades \$60,000
 - Server Upgrades \$24,000
 - Firewall Upgrades \$25,000
 - Financial System Replacement \$878,000

Department Specific IT Program

The Department Specific IT program supports the unique needs of City’s departments for technology solution design and implementation as well as software maintenance and support. This program is staffed by the Enterprise IT teams.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2014-15	2015-16	2016-17	2015-17
Materials and services	\$ 582,183	\$ 732,450		\$ 671,700	\$ 725,650	\$ 1,397,350
Capital outlay:						
Vehicle/equipment	83,291	224,775		170,000	55,000	225,000
Department Specific IT	\$ 665,474	\$ 957,225		\$ 841,700	\$ 780,650	\$ 1,622,350

Goals for the 2015 - 2017 Biennial Budget

- ✧ Improved information access and analysis through the establishment of City-wide data governance systems, modernized reporting and analysis systems and coordination with departmental analysts
- ✧ Drive gains in efficiency and accuracy of data through transactional process improvement, particularly in field operations, by close coordination with departmental analysts

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Implementation of Interactive Voice Response (IVR) systems to improve the level of service provided to customers seeking to make payments or schedule services
- ✧ Collection of street level imagery for all City streets to aid in the identification of street assets and street conditions
- ✧ Completion of a new data center and technology infrastructure to support the expansion of the waste water treatment facility

Major Capital Projects / Equipment Purchases for 2015 – 2017 Biennial Budget

- ✧ 2015 – 2016
 - 3-D modeling visualization \$20,000
 - Traffic and pedestrian counting systems \$70,000
 - Business intelligence \$30,000
 - Council chambers video conferencing \$50,000
- ✧ 2016 – 2017
 - Asset energy management system \$55,000

ADMINISTRATION & CENTRAL SERVICES
Information Technology Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
Effectiveness Measures:					
Support requests per user	11.44	11.10	9.02	10.00	10.00
% of survey responses rated 'resolved' and 'timely'	96%	95%	94%	95%	95%
Efficiency Measures:					
Cost of program per workstation *	\$ 5,406	\$ 5,142	\$ 5,878	\$ 6,528	\$ 6,031
Outsourcing as % of cost	5%	5%	8%	7%	7%
% of support requests resolved on first call (15 mins)	16%	17%	15%	20%	20%

* LEAP costs are excluded in FY 2015-16 and 2016-17

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
Enterprise IT Program:					
Primary storage (SAN) upgrades	\$ 15,500	\$ -	\$ 135,000	\$ -	\$ 35,000
Room based video conferencing	80,000	-	-	-	20,000
Network Switching upgrades	30,000	60,000	15,000	15,000	15,000
Data Center upgrades	50,000	-	-	75,000	-
Server Environment upgrades	24,000	24,000	15,000	24,000	60,000
Virtual Desktop Infrastructure	-	-	15,000	12,000	-
Backup Capacity License	13,000	-	15,000	-	16,000
Network Backhaul	-	-	-	100,000	-
Firewall upgrades	-	25,000	-	-	-
Financial System Replacement	1,180,000	878,000	650,000	350,000	250,000
One (1) Vehicle replacement	30,000	-	35,000	-	-
Network Management Software	19,500	-	-	-	-
City Website Update	25,000	-	-	40,000	-
Enterprise IT Total	\$ 1,467,000	\$ 987,000	\$ 880,000	\$ 616,000	\$ 396,000
Department Specific IT Program:					
3D Modeling Visualization	\$ 20,000	\$ -	\$ -	\$ -	\$ -
Transportation Counters	70,000	-	-	-	-
Business Intelligence	30,000	-	-	-	-
Asset Energy Management	-	55,000	-	-	-
Council Chambers Video	50,000	-	-	-	-
Department Specific IT Total	\$ 170,000	\$ 55,000	\$ -	\$ -	\$ -
Total	\$ 1,637,000	\$ 1,042,000	\$ 880,000	\$ 616,000	\$ 396,000

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Facilities Management Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 2,404,842	\$ 1,833,300	\$ 1,879,585	\$ 1,358,100	\$ 1,358,100	\$ 1,408,100
Interfund charges	4,360,386	4,826,888	4,420,814	6,554,900	6,554,900	6,554,900
Real property sales	-	-	-	2,278,500	2,278,500	2,278,500
Rent revenues	56,500	158,231	158,773	96,130	96,130	96,130
General fund subsidy	1,430,000	830,000	480,000	-	-	-
Investment income	34,641	26,700	22,953	20,100	20,100	20,100
Miscellaneous	16,103	400	6,263	-	-	-
Issuance of long-term debt	5,133,053	1,100,000	-	-	-	-
TOTAL RESOURCES	\$ 13,435,525	\$ 8,775,519	\$ 6,968,388	\$ 10,307,730	\$ 10,307,730	\$ 10,357,730

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Program:</i>						
Downtown Campus	\$ 3,618,310	\$ 3,604,250	\$ 2,057,352	\$ 3,822,800	\$ 3,822,800	\$ 3,872,800
Public Works Boyd Acres	1,106,050	558,700	411,594	1,653,700	1,653,700	1,653,700
Public Works 15th Street	336,041	915,000	408,425	1,170,300	1,170,300	1,170,300
Police Station	5,547,704	1,705,800	1,684,458	1,738,600	1,738,600	1,738,600
Transit Operations Center	41,454	-	-	-	-	-
Central Services	906,380	1,015,706	998,461	1,300,617	1,300,617	1,300,617
Contingency	-	248,771	-	321,713	321,713	321,713
Reserves for:						
Debt service	-	66,500	-	-	-	-
Maintenance	-	660,792	-	300,000	300,000	300,000
TOTAL REQUIREMENTS	\$ 11,555,939	\$ 8,775,519	\$ 5,560,290	\$ 10,307,730	\$ 10,307,730	\$ 10,357,730

<i>By Type:</i>						
Personnel services	\$ 793,772	\$ 782,857	\$ 853,128	\$ 1,147,501	\$ 1,147,501	\$ 1,147,501
Materials and services	1,564,438	1,873,778	2,074,721	2,895,916	2,895,916	2,895,916
Interfund transfers	230,915	287,071	206,305	1,590,600	1,590,600	1,590,600
Capital outlay:						
Vehicle/equipment	-	31,000	23,044	175,000	175,000	175,000
Facility improvements	973,399	1,315,500	299,883	1,170,000	1,170,000	1,220,000
Total capital outlay	973,399	1,346,500	322,927	1,345,000	1,345,000	1,395,000
Debt service	7,993,415	3,509,250	2,103,209	2,707,000	2,707,000	2,707,000
Contingency	-	248,771	-	321,713	321,713	321,713
Reserves for:						
Debt service	-	66,500	-	-	-	-
Maintenance	-	660,792	-	300,000	300,000	300,000
TOTAL REQUIREMENTS	\$ 11,555,939	\$ 8,775,519	\$ 5,560,290	\$ 10,307,730	\$ 10,307,730	\$ 10,357,730

Note:

Facilities Management is accounted for as a division of the Internal Service Fund. This program accounts for the Downtown Campus, Public Works buildings, the Police Facility and facilities personnel.

ADMINISTRATION & CENTRAL SERVICES
Facilities Management Program

Overview

The Facilities Management Program is a division of the Internal Service 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, Wall Annex, miscellaneous downtown city-owned buildings, Public Works Complex at 15th Street, Boyd Acres Utilities Annex, and Police Station. Revenue is generated through the City's cost allocation plan from rent charges to the building tenants. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Downtown Campus

The downtown campus includes City Hall, Bond Annex, Franklin Annex, Wall Annex and miscellaneous city-owned buildings.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Materials and services	\$ 383,905	\$ 491,400	\$ 839,640	\$ 523,760	\$ 1,363,400		
Interfund transfers	12,406	13,600	787,000	14,000	801,000		
Capital outlay:							
Facility improvements	-	150,000	50,000	50,000	100,000		
Debt Service	862,991	143,050	1,516,300	92,100	1,608,400		
<u>Downtown Campus</u>	\$ 1,259,302	\$ 798,050	\$ 3,192,940	\$ 679,860	\$ 3,872,800		

Goals for the 2015 – 2017 Biennial Budget

- ✘ Provide appropriate work environments to accommodate departmental staff requests
- ✘ Continue to pursue opportunities for energy savings
- ✘ Finalize the sale of Bulletin Land and payoff the existing debt

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Leased Wall Street Annex and made required tenant improvements to accommodate Information Technology and Growth Management Departments.
- ✘ City Hall tenant improvements for Community Development, Human Resources, and Finance
- ✘ City Hall Heating Ventilation & Cooling (HVAC) replacement, Phase 1
- ✘ Accepted offer related to the sale of the Bulletin Land, with estimated closing date in 2015-16

Significant Changes from the 2013 – 2015 Biennial Budget

- ✘ Wall Street Annex inclusion to the downtown campus
- ✘ Upon the sale of the Bulletin Land and payoff of existing debt, excess sale proceeds of approximately \$773,500 will be returned to the General Fund

Major Capital Projects/Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-16
 - City Hall HVAC replacement, Phase 1 \$50,000
- ✧ 2016-17
 - City Hall HVAC replacement, Phase 2 \$50,000

Public Works Boyd Acres Utilities Annex

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Materials and services	\$ 141,184	\$	173,200	\$ 265,600	\$ 254,600	\$ 520,200
Interfund transfers	11,843		16,300	16,900	16,600	33,500
Capital outlay:						
Facility improvements	69,067		-	1,100,000	-	1,100,000
Public Works - Boyd Acres Facility	\$ 222,094	\$	189,500	\$ 1,382,500	\$ 271,200	\$ 1,653,700

Goals for the 2015 – 2017 Biennial Budget

- ✧ Provide appropriate work environments to accommodate departmental staff requests
- ✧ Continue to pursue opportunities for energy savings
- ✧ Property acquisition supported by 20 year programming report

Major Accomplishments during the 2013 – 2015 Biennial Budget

- ✧ Completion of shower/locker room & support facility
- ✧ 20 year programming report finalized

Major Capital Projects/Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-16
 - Property purchase \$1,100,000
- ✧ 2016-17
 - None

Public Works 15th Street Complex

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Materials and services	\$ 147,159	\$	223,100	\$ 209,700	\$ 158,400	\$ 368,100
Interfund transfers	17,866		20,300	621,100	21,100	642,200
Capital outlay:						
Vehicle/equipment	-		-	55,000	85,000	140,000
Facility improvements	-		-	-	20,000	20,000
Public Works Complex	\$ 165,025	\$	243,400	\$ 885,800	\$ 284,500	\$ 1,170,300

Goals for the 2015 – 2017 Biennial Budget

- ✘ Provide appropriate work environments to accommodate departmental staff requests
- ✘ Continue to pursue opportunities for energy savings
- ✘ Fuel station relocation & decommissioning of existing fuel station (expenditures for this project reflected in Garage Program budget).

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Energy efficiency improvements (lighting, HVAC & insulation barrier)
- ✘ 20 year programming report finalized

Major Capital Projects/Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✘ 2015-16
 - Decant & wash rack improvements \$25,000
 - Quonset hut \$30,000
- ✘ 2016-17
 - Overhead Crane \$75,000
 - High pressure washer \$10,000
 - Phase 2 zoning permits \$20,000

Police Station

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Materials and services	\$ 243,603	\$	251,200	\$ 315,300	\$ 311,000	\$ 626,300
Interfund transfers	5,271		6,400	6,700	7,000	13,700
Capital outlay:						
Facility improvements	80,816		-	-	-	-
Debt Service	549,418		547,750	546,200	552,400	1,098,600
Police Station	\$ 879,108	\$	805,350	\$ 868,200	\$ 870,400	\$ 1,738,600

Goals for the 2015 – 2017 Biennial Budget

- ✘ Provide appropriate work environments to accommodate departmental staff requests
- ✘ Continue to pursue opportunities for energy savings

Major Accomplishments during the 2013 – 2015 Biennial Budget

- ✘ Replacement of south automatic gate
- ✘ Network operations center HVAC replacement

Central Services

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2013-14		2014-15	2015-16	2016-17	2015-17
Personnel services	\$ 386,738	\$	466,390	\$ 561,922	\$ 585,579	\$ 1,147,501
Materials and services	11,161		8,809	8,958	8,958	17,916
Interfund transfers	54,219		48,100	48,850	51,350	100,200
Capital outlay:						
Vehicle/equipment	23,044		-	35,000	-	35,000
Central Services	\$ 475,162	\$	523,299	\$ 654,730	\$ 645,887	\$ 1,300,617
Full Time Equivalent	4.32		4.32	5.05	5.05	5.05

Goals for the 2015 – 2017 Biennial Budget

- ✧ Improve conference/training room environments in city-owned or leased facilities
- ✧ Continue to pursue energy consumption reductions at all campuses
- ✧ Implement the five (5) year downtown campus space needs plan

Key Operational Objectives for the 2015 – 2017 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
- ✧ Successfully plan, design & manage facilities for the people that use them

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Adoption of City of Bend Energy Policy
- ✧ 20 year programming report for Pilot Butte campus & Boyd Acres Utilities Annex
- ✧ Completion of the Boyd Acres Utilities Annex shower/locker room & support facility
- ✧ Tenant improvements and staff relocation into Wall Street Annex

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ One (1) New Facilities Maintenance Lead FTE in fiscal year 2015-16
- ✧ Lease and subsequent staff occupancy of Wall Street Annex

Major Capital Projects/Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ 2015-16
 - Service vehicle \$35,000
- ✧ 2016-17
 - None

ADMINISTRATION & CENTRAL SERVICES
Facilities Management Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
Output Measures:					
Operating costs per sq.ft. for Bond Annex	\$ 1.06	\$ 1.70	\$ 1.72	\$ 1.72	\$ 1.72
Operating costs per sq.ft. for City Hall	5.31	6.77	7.49	7.45	8.12
Operating costs per sq.ft. for Franklin Annex	4.69	6.29	7.89	7.00	7.00
Operating costs per sq. ft. for Wall Annex	N/A	N/A	15.85	16.81	17.81
Operating costs per sq.ft. for PW-15th	4.04	4.51	4.66	4.80	4.86
Operating costs per sq.ft. for PW-Boyd	2.66	3.67	4.24	4.16	4.20
Operating costs per sq.ft. for Police Dept.	5.43	5.72	5.90	6.98	6.13
Operating costs per sq.ft. for other Facilities	1.17	1.66	3.14	1.43	1.43
Effectiveness Measures:					
Facility FTE's per 100,000 sq/ft	1.93	1.76	2.34	2.93	2.93
Efficiency Measures:					
Cost of facility operations as a % of city budget	3.74%	2.43%	1.67%	3.11%	2.27%
Facilities power consumption (KWH)	2,468,895	2,496,154	2,356,843	2,286,138	2,240,416

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
One (1) Service Truck replacement	\$ 35,000	\$ -	\$ -	\$ -	\$ -
One (1) HVAC Rooftop replacement	-	50,000	-	-	-
One (1) Decant & Wash oil/water separator	25,000	-	-	-	-
One (1) High Pressure Washer replacement	-	10,000	-	-	-
One (1) Quonset Hut	30,000	-	-	-	-
One (1) Overhead Crane	-	75,000	-	-	-
Total	\$ 90,000	\$ 135,000	\$ -	\$ -	\$ -

**Facilities Management
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
FA16AX Property Purchase - Boyd Acres	N/A	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
FA16BX Fuel Island - Pilot Butte **	5	2,000,000	-	-	-	-	2,000,000
FA17AX Site Paving/Grading - Pilot Butte	5	-	20,000	5,857,000	-	-	5,877,000
FA18AX Site Development/Fuel Island - Boyd Acres	5	-	-	3,359,000	-	-	3,359,000
FA19AX Vehicle Storage/Parking - Pilot Butte	5	-	-	-	5,709,000	-	5,709,000
FA20AX Fleet Building/Truck Wash - Pilot Butte	5	-	-	-	-	12,878,000	12,878,000
FA20BX Operations Building B Remodel - Boyd Acres	5	-	-	-	-	1,043,000	1,043,000
Total Facilities CIP		\$ 3,100,000	\$ 20,000	\$ 9,216,000	\$ 5,709,000	\$ 13,921,000	\$ 31,966,000

* 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 (For Studies Only)		

** The fuel island project will be managed by Facilities Staff but funded out of the Garage Program.

(1) These projects are generated as a result of the 20 year facilities plan created in February 2015.

(2) The City Hall downtown campus 5 year plan has not been completed. The Facilities CIP will be updated accordingly upon its completion.

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Public Works Administration Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 676,714	\$ 177,000	\$ 279,943	\$ 412,856	\$ 412,856	\$ 412,856
Interfund charges	2,234,592	2,763,314	2,754,222	94,000	94,000	94,000
Investment income	7,358	4,900	6,565	-	-	-
Miscellaneous	2,081	-	178	-	-	-
TOTAL RESOURCES	\$ 2,920,745	\$ 2,945,214	\$ 3,040,908	\$ 506,856	\$ 506,856	\$ 506,856

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
By Type:						
Personnel services	\$ 1,912,180	\$ 2,026,287	\$ 1,785,269	\$ -	\$ -	\$ -
Materials and services	176,779	259,736	236,544	-	-	-
Interfund transfers	551,845	586,917	576,065	506,856	506,856	506,856
Capital outlay:						
Vehicle/equipment	-	30,000	30,200	-	-	-
Contingency	-	42,274	-	-	-	-
TOTAL REQUIREMENTS	\$ 2,640,804	\$ 2,945,214	\$ 2,628,078	\$ 506,856	\$ 506,856	\$ 506,856

Notes:

The Public Works Administration Program is accounted for as a division of the Internal Services Fund.

The Public Works Administration Program will be dissolved during the 2015-17 biennium. See budget narrative for additional information.

ADMINISTRATION & CENTRAL SERVICES
Public Works Administration Program

Overview

As of July 1st, 2015, the Public Works Administration Program will be dissolved into the following funds: Water Fund, Water Reclamation Fund, Stormwater Fund, and Transportation Operations Fund. Each fund will be assigned an equitable share of costs that had been originally paid out of this program. Historically, the Public Works Administration Program provided oversight, management and administrative support to the Public Works Department. The program also interfaced with the public and provided information and general assistance to the citizens of Bend. These functions will still be maintained, but funding for the program will come directly out of the supported funds (i.e. Water, Water Reclamation, Stormwater Fund and Transportation Operations Fund).

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17		
Personnel services	\$ 807,430	\$ 977,839	\$ -	\$ -	\$ -		
Materials and services	95,344	141,200	-	-	-		
Interfund transfers	267,946	308,119	506,856	-	506,856		
Capital outlay:							
Vehicle/equipment	-	30,200	-	-	-		
Public Works Administration	\$ 1,170,720	\$ 1,457,358	\$ 506,856	\$ -	\$ 506,856		
Full Time Equivalents	8.49	8.49	-	-	-		

Major Accomplishments during the 2013 – 2015 Biennium

- ✧ Maintained national accreditation through the American Public Works Association (APWA) re-accreditation process
- ✧ Developed and implemented a new Strategic Plan
- ✧ Successfully separated the Public Works Department into two separate departments: Utility Department and Right-of-Way Operations and Maintenance Department

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ The program has been dissolved and remaining working capital will be returned to its supporting funds.
- ✧ FTE will be transferred into Transportation Operations, Utility Support, and Data Services in fiscal year 2015-16

Garage Services Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 169,804	\$ 399,300	\$ 356,307	\$ 103,400	\$ 103,400	\$ 103,400
Charges for services	504,382	473,200	218,138	-	-	-
Interfund charges	4,214,184	4,277,470	4,066,246	5,045,000	5,045,000	5,045,000
Interfund transfers	32,945	-	-	255,220	255,220	255,220
Investment income	4,678	5,100	4,382	2,900	2,900	2,900
Miscellaneous	10,710	15,200	6,070	5,500	5,500	5,500
Issuance of long-term debt		-	-	2,040,000	2,040,000	2,040,000
TOTAL RESOURCES	\$ 4,936,703	\$ 5,170,270	\$ 4,651,143	\$ 7,452,020	\$ 7,452,020	\$ 7,452,020

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Personnel services	\$ 1,366,096	\$ 1,431,467	\$ 1,364,671	\$ 1,893,636	\$ 1,893,636	\$ 1,893,636
Materials and services	2,651,506	2,892,960	2,543,015	2,745,380	2,745,380	2,745,380
Interfund transfers	555,024	654,664	640,030	476,700	476,700	476,700
Capital outlay:						
Vehicle/equipment	7,774	-	-	46,000	46,000	46,000
Construction/infrastructure				2,000,000	2,000,000	2,000,000
Total capital outlay				2,046,000	2,046,000	2,046,000
Debt service		-	-	168,000	168,000	168,000
Contingency	-	191,179	-	122,304	122,304	122,304
TOTAL REQUIREMENTS	\$ 4,580,400	\$ 5,170,270	\$ 4,547,716	\$ 7,452,020	\$ 7,452,020	\$ 7,452,020

Note:

The Garage Services Program is accounted for as a division of the Internal Service Fund.

ADMINISTRATION & CENTRAL SERVICES

Garage Services Program

Overview

The Garage Services Program is a part of the Streets and Operations Department and is responsible for maintaining and servicing all City-owned vehicles and heavy equipment. Revenue is generated by billing the programs and/or funds served at the time maintenance is performed. Major expenditures include personnel, fuel, parts, and replacement of the City's fueling system.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17			
Personnel services	\$ 678,690	\$ 685,981	\$ 950,811	\$ 942,825	\$ 1,893,636			
Materials and services	1,374,935	1,168,080	1,354,800	1,390,580	2,745,380			
Interfund transfers	288,126	351,904	197,600	279,100	476,700			
Capital outlay:								
Vehicle/equipment	-	-	46,000	-	46,000			
Construction/infrastructure	-	-	2,000,000	-	2,000,000			
Garage Services	\$ 2,341,751	\$ 2,205,965	\$ 4,549,211	\$ 2,612,505	\$ 7,161,716			
Full Time Equivalents	6.60	6.60	7.80	7.80	7.80			

Goals for the 2015 – 2017 Biennial Budget

- ✘ Provide an ongoing preventative maintenance program that meets the changing needs of the City's fleet to ensure safe, reliable transportation and equipment
- ✘ Continue to manage and maintain the City of Bend's fuel system located at Pilot Butte campus until the new fuel system is in service.
- ✘ Finalize options and replace the City's fuel system

Key Operational Objectives for the 2015 – 2017 Biennial Budget

- ✘ Continue pursuing the preventative maintenance program to ensure maximum efficiency in performance and operations are met, and maximum equipment life and condition are maintained within budgetary and operational limits
- ✘ Continue to schedule maintenance and repairs for the City's fleet and provide billing to all departments
- ✘ Maintain Underground Storage Tank (UST) compliance with state and federal requirements on two 10,000 gallon tanks, and one 1,000 gallon tank.
- ✘ Continue maintaining high customer service
- ✘ Provide staff support for the transition to a new city-wide software program

Major Accomplishments during the 2013 – 2015 Biennium

- ✘ Maintained 560 pieces of equipment, built by over 70 different manufacturers.
- ✘ Performed over 6,100 repairs over the biennium (of which 3,600 were preventive maintenance jobs)
- ✘ Maintained a fuel system and fuel pump site (at Pilot Butte campus) that processed over 29,000 fuel transactions and pumped 450,000 gallons over the biennium
- ✘ Maintained a City fleet that traveled 3.5 million miles over the biennium

Significant Changes from the 2013 – 2015 Biennial Budget

- ✧ One (1) New Fleet Manager FTE in 2015-16
- ✧ Separation of ROWOM Department (now the Streets and Operations Department) from Utility Department due to dissolution of Public Works Department
- ✧ Decrease in fuel sales to Central Oregon Intergovernmental Council which is reflected in a decrease in fuel purchases and related charges for services revenue.

Major Capital Projects / Equipment Purchases for the 2015 – 2017 Biennial Budget

- ✧ FY2015-16
 - One (1) New Vehicle \$30,000
 - One (1) Replacement Pressure Washer \$9,000
 - One (1) New H-Frame Press \$7,000
 - Fuel System Replacement \$2,000,000
- ✧ FY2016-17
 - None

ADMINISTRATION & CENTRAL SERVICES
Garage Services Program

PERFORMANCE MEASURES

	ACTUALS 2012-13	ACTUALS 2013-14	ESTIMATE 2014-15	TARGET 2015-16	TARGET 2016-17
<i>Output Measures:</i>					
Fleet miles driven	1,841,426	1,948,562	1,587,085	1,600,000	1,600,000
Gallons of fuel pumped	249,979	259,969	197,415	198,000	198,000
<i>Effectiveness Measures:</i>					
% of total jobs that are scheduled preventive maintenance	59%	62%	59%	59%	59%
% of Fleet Maintenance expenditures contracted out	17%	24%	20%	17%	17%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2015-16	2016-17	2017-18	2018-19	2019-20
One (1) Vehicle new	\$ 30,000	\$ -	\$ -	\$ -	\$ -
One (1) Pressure Washer replacement	9,000	-	-	-	-
One (1) H-Frame Press new	7,000	-	-	-	-
Fuel System replacement	2,000,000	-	-	-	-
Total	\$ 2,046,000	\$ -	\$ -	\$ -	\$ -

Insurance Program

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 2,997,779	\$ 3,247,700	\$ 3,368,456	\$ 4,590,600	\$ 4,590,600	\$ 4,590,600
Charges for services	3,695	-	-	-	-	-
Interfund charges	2,355,210	3,350,100	2,803,146	2,591,500	2,591,500	2,591,500
Insurance settlements/refunds	439,978	-	422,162	-	-	-
Investment income	42,975	32,700	52,219	92,600	92,600	92,600
TOTAL RESOURCES	\$ 5,839,637	\$ 6,630,500	\$ 6,645,983	\$ 7,274,700	\$ 7,274,700	\$ 7,274,700

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 2,285,653	\$ 2,635,287	\$ 2,033,060	\$ 2,536,200	\$ 2,536,200	\$ 2,536,200
Interfund transfers	185,528	16,400	22,337	46,400	46,400	46,400
Reserves for insurance	-	3,978,813	-	4,692,100	4,692,100	4,692,100
TOTAL REQUIREMENTS	\$ 2,471,181	\$ 6,630,500	\$ 2,055,397	\$ 7,274,700	\$ 7,274,700	\$ 7,274,700

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 policy with a limit of \$500,000; a cyber liability policy in the amount of \$1,000,000; 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 or reserves.

Energy ARRA Grant Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,558	\$ 53,100	\$ 58,199	\$ 73,500	\$ 73,500	\$ 73,500
Intergovernmental revenues	562,372	-	9,663	-	-	-
Loan repayments	83,494	30,000	59,961	72,000	72,000	72,000
Investment income	1,149	600	867	1,300	1,300	1,300
Donations/Contributions	43,666	-	-	-	-	-
TOTAL RESOURCES	\$ 692,239	\$ 83,700	\$ 128,690	\$ 146,800	\$ 146,800	\$ 146,800

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Materials and services	\$ 122,879	\$ -	\$ -	\$ 40,000	40,000	40,000
Interfund transfers	310,528	80,000	55,179	106,800	106,800	106,800
Capital outlay:						
Construction/infrastructure	200,635	-	-	-	-	-
Contingency	-	3,700	-	-	-	-
TOTAL REQUIREMENTS	\$ 634,042	\$ 83,700	\$ 55,179	\$ 146,800	\$ 146,800	\$ 146,800

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 and anticipated to be funded with grant funds are as follows:

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-14	2014-15	2015-16	2016-17	2015-17
Community & Economic Development:					
Building loans	\$ 36,979	\$ 18,200	\$ 53,400	\$ 53,400	\$ 106,800
Residential renewable energy loans	-	-	20,000	20,000	40,000
Energy Grant Fund	\$ 36,979	\$ 18,200	\$ 73,400	\$ 73,400	\$ 146,800

PERS Debt Service Fund

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
RESOURCES						
Beginning working capital	\$ 1,330,341	\$ 1,461,900	\$ 1,465,470	\$ 2,797,600	\$ 2,797,600	\$ 2,797,600
Interfund charges	2,162,846	2,203,100	3,529,826	2,500,900	2,500,900	2,500,900
Investment income	23,397	18,800	32,526	57,000	57,000	57,000
TOTAL RESOURCES	\$ 3,516,584	\$ 3,683,800	\$ 5,027,822	\$ 5,355,500	\$ 5,355,500	\$ 5,355,500

	ACTUALS 2011-13	ADJUSTED BUDGET 2013-15	ESTIMATE 2013-15	BIENNIAL BUDGET		
				PROPOSED 2015-17	APPROVED 2015-17	ADOPTED 2015-17
REQUIREMENTS						
<i>By Type:</i>						
Interfund transfers	\$ 40,300	\$ 44,054	\$ 44,054	\$ 48,800	\$ 48,800	\$ 48,800
Debt service	2,010,816	2,186,300	2,186,217	2,373,000	2,373,000	2,373,000
Reserves for debt service	-	1,453,446	-	2,933,700	2,933,700	2,933,700
TOTAL REQUIREMENTS	\$ 2,051,116	\$ 3,683,800	\$ 2,230,271	\$ 5,355,500	\$ 5,355,500	\$ 5,355,500

ADMINISTRATION & CENTRAL SERVICES PERS Debt Service

Overview

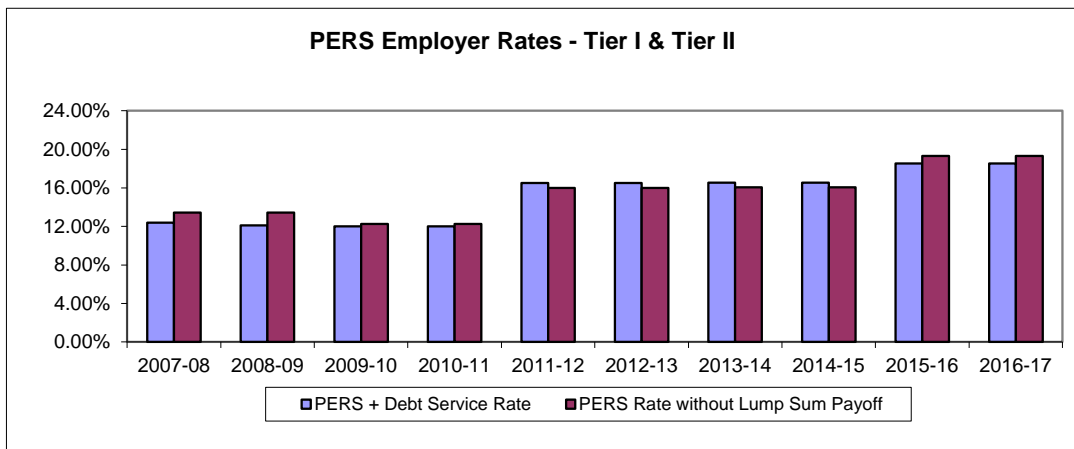
The PERS Debt Service fund accounts for the payment of debt issued to fund a portion of the City's unfunded pension liability under the Oregon Public Employees' Retirement System (PERS) and the Oregon Public Service Retirement Plan. The City issued \$13,725,000 of pension obligation bonds during fiscal year 2003-04 and made a \$13,122,795 lump sum contribution towards its unfunded actuarial liability which was determined to be at a fair value of \$17,497,060 on June 1, 2004. The lump sum contribution is being amortized through June 1, 2028 to provide employer contribution rate relief.

In 2013 the Oregon Legislature approved Senate Bill (SB) 822, which reduced cost-of-living increases for members of the system and benefits for members who retire and live out of state. As a result, employer contribution rates for the 2013-2015 biennium were lower than originally budgeted. In 2013-14, a one-time transfer of approximately \$1 million was made from operating department personnel budget savings to the PERS debt service fund to provide future budget relief should PERS rates increase significantly in coming years.

On April 30th, 2015 the Oregon Supreme Court overturned a key portion of the Oregon Legislature approved Senate Bill (SB) 822. In its unanimous opinion, the Oregon Supreme Court determined that it was unconstitutional to cut the cost-of-living adjustment retroactively. Employer contribution rates, as provided by PERS, for the 2015-2017 biennium do not reflect the Supreme Court's ruling. Anticipated increases from the Supreme Court's decision are not anticipated to be reflected in contribution rates until the 2017-2019 biennium.

<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>
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%	3.50%	16.54%	16.07%
2014-15	13.04%	3.50%	16.54%	16.07%
2015-16	15.78%	2.75%	18.53%	19.32%
2016-17	15.78%	2.75%	18.53%	19.32%

- (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



*PERS Tier 1 and Tier II employer rate

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/Utilities Departments, as well as the 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 number of CIP projects are identified for funding during the 2015-2017 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 Intake and Pipeline Maintenance and Outback Treatment Plan 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, all of the transportation projects funded with General Obligation (G.O.) Bonds will be completed this biennium.

This CIP includes projects in the Water, Bridge Creek Pipeline, Water Reclamation, Secondary Expansion, Southeast Interceptor, Stormwater, Transportation, BURA Murphy Crossing, G.O. Bond, Accessibility, Facilities Management, and Airport funds. The 2016-2020 Capital Improvement Program was presented to the City of Bend Budget Committee and the Bend City Council as part of the 2015-2017 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 2015-2017 portion of the 2016-2020 CIP is an integral part of the overall City financial program and is included in the capital outlay category of the City's budget. A schedule that summarizes infrastructure projects by program, shows total estimated cost of the project, the 2015-2017 budgeted costs and funding sources is included in this budget document.

Water Capital Budget

The Water Capital Program implements projects that are identified in the 2011 Water Master Plan and other operational needs. Currently, the water capital program is primarily focused on the Bridge Creek Pipeline Maintenance project which will significantly enhance the City's dual source (surface water and ground water) system for both existing and future generations to come.

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 \$6.4 million over the next five years for system improvements and \$14.3 million to complete the new pipeline and treatment plant. 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 \$53 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

The Water Reclamation Program includes projects that address the needs of expanding current capacity and to extend service within the proposed urban growth boundary.

The most significant challenge facing the Water Reclamation program in this budget is financing the significant infrastructure needs. The City maintains a 20-year sewer model to project the financial needs of the Water Reclamation Utility Program. Rate projections for the next five years will be subject to much discussion as a result of the 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.

The capital improvement schedule for water reclamation for the next five years calls for improvement expenditures of \$12.2 million at the Water Reclamation Facility (WRF) and approximately \$73.6 million of sewer collection system improvements. This includes an interceptor rehabilitation project, capacity improvements, and a pump station and force main. 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 \$59.1 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 Stormwater CIP schedule calls for an investment of \$1.4 million over the next five years for system improvements. The Stormwater program provides for the maintenance and repair of stormwater infrastructure, including pipe and catch basin repair, drill hole reconditioning, water quality controls, and system cleaning. This program pays for system operation, including emergency response during flooding events. The current Stormwater schedule emphasizes completing projects to help with flooding issues at the Third Street Underpass and the neighborhood near the intersection of Drake and Dohema. The Butte and Hillside Drainage Plan will produce additional projects in future CIP submittals.

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.

Accessibility Construction Fund: includes projects for the development of the City's right of way infrastructure from design through construction.

BURA Murphy Crossing Construction Fund: provides projects for the area of the southern convergence of the Bend Parkway and Southeast 3rd Street.

The current Transportation Construction schedule emphasizes arterial and corridor improvement projects designated as a high priority by the TSAC. The five-year Transportation Construction CIP includes \$2.5 million of projects.

The General Obligation (G.O.) Bond Construction Fund includes projects to improve safety, mobility, and access on major street corridors and intersections. The CIP program calls for the completion of all the G.O. Bond projects during the 2015-2017 biennium.

The Accessibility Construction Fund includes projects for the development of the City's right of way infrastructure from design through construction. Progress continues on improving infrastructure commensurate with the Americans with Disabilities Act (ADA) through the city's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way*. The Disability Rights Oregon (DRO) Settlement Agreement was satisfied in 2011, whereas the Department of Justice (DOJ) Settlement Agreement was satisfied in 2014. The five-year Accessibility Construction CIP includes \$1 million of projects.

The BURA Murphy Crossing Construction Fund includes projects that were identified after years of study of the Murphy Crossing Urban Renewal Area where access and circulation have been negatively affected by the location and configuration of the Bend Parkway. The Plan contains goals, objectives and projects for the development of the ("Area"). The Area consists of approximately 230 acres of land in the vicinity of the southern convergence of the Bend Parkway and Southeast 3rd Street. The five-year BURA Murphy Crossing Construction CIP includes \$1.3 million of projects.

Airport Capital Budget

The Airport Capital Budget reflects the continued efforts to meet existing and near term demand, increase safety and enhance the efficiency of operations. The development of a Helipad/Heliport on the eastside of the airport during the 2015-2017 biennium is the major project in the CIP. This is due to the increase of helicopter activity and greater potential of having fixed wing and rotor craft conflict. The five-year Airport CIP includes \$10.1 million of projects.

Facilities Management Budget

The Facilities Management Capital budget accounts for maintenance, repair, small construction and Capital Improvement Projects related to City-owned facilities. In addition, Central Service Staff assist in the planning and design of future space needs in existing buildings or new City facilities. The five-year Facilities Management Construction CIP includes \$31.9 million of projects that were identified during the 20 year facility planning that was completed in 2014.

Impacts on Annual Operating Budgets

The individual project summaries on the following pages indicate the impact the completed project will have on the operating budget (i.e. additional staffing, maintenance, debt service and operating costs). Financial impacts are determined using the following definitions and criteria:

- **Positive** - The project will result in annual operating cost savings or generate additional revenue.
- **None** - The project will not result in additional annual operating expenditures.
- **Negligible** - The project will increase annual operating expenditures by less than \$10,000 annually.
- **Minimal** - The project will increase annual operating expenditures by more than \$10,000, but less than \$50,000.
- **Moderate** - The project will increase annual operating expenditures by more than \$50,000, but less than \$100,000.
- **High** - The project will increase operating expenditures by more than \$100,000 annually.

Summary of Infrastructure Capital Projects

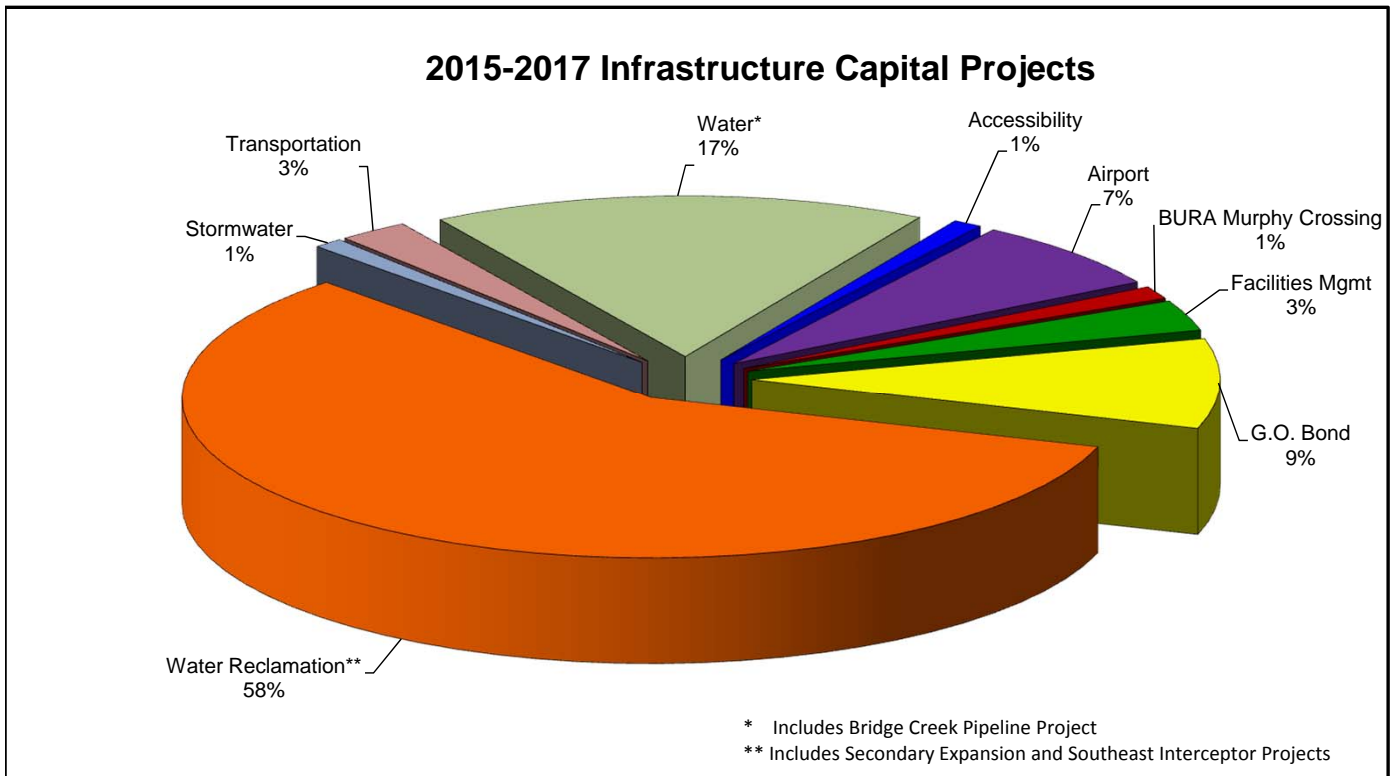
FUND / Description	Funding Source							Impact on Annual Operating Budget	Total Project Estimate Jun-15	Multi Year Project Yes/No	Capital Outlay 2015-2017 Biennium	Project Detail on Page #'s
	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes					
WATER FUND												
WA12AA 18th Street Waterline Extension (JR)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	\$ 485,063	Yes	\$ 460,000	394-395
WA15BA SDC Methodology Study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	60,000	No	60,000	397
WA15FA Firerock Bridge & Waterline	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	450,000	Yes	450,000	398-399
WA15GA South 3rd Street Pedestrian - Water portion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	70,000	No	70,000	400-401
WA15HA Water Master Plan Update	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	500,000	No	500,000	403
WA15JA Phase 2 South 3rd St. - Water portion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	1,100,000	No	1,100,000	404-405
WA16AA Westwood Reservoir Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	345,000	No	345,000	406-407
WA20AX Awbrey Well Supply Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	1,944,000	No	-	408-409
WA20BX Lafayette Pipe Enlargement	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	241,000	No	-	411
WA20CX College Parallel Pipe Study	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Negligible	1,169,000	No	-	413
WA20DX Valve Operational System Improvement Study	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	75,000	No	-	415
Total for Water Fund											\$ 2,985,000	
BRIDGE CREEK INTAKE AND PIPELINE REPLACEMENT FUND												
WA0902 Bridge Creek Intake and Pipeline	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		High	\$ 73,954,706	Yes	\$ 14,331,500	416-417
Total for Bridge Creek Fund											\$ 14,331,500	
WATER RECLAMATION FUND												
SW11BA Valhalla Sewer Relocation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	\$ 1,860,370	Yes	\$ 1,746,000	424-425
SW12AA Collection System Master Plan Update	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	3,791,557	Yes	506,000	427
SW13DA North Area Sewer Capacity Improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	6,547,522	Yes	5,909,300	428-429
SW13EA Colorado Pump Station and Force Main	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	13,620,132	Yes	11,321,400	430-431
SW14BA Deschutes Brewery Sewer	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	300,000	No	170,000	433
SW15AA Plant Interceptor Rehabilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	5,738,000	Yes	5,718,000	434-435
SW15DA NE 2nd & Penn Sewer Line Realignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	300,000	Yes	300,000	436-437
SW15GA Wood River Village Lift Station/Vacuum Eval	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	50,000	No	50,000	438-439
SW15IA Bend South Sewer Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	50,000	Yes	50,000	441
SW15JA Water Recl Facility Treatment Plant Upgrades	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	700,000	Yes	200,000	442-443
SW17AA Water Recl Facility Facilities Plan Update	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	500,000	No	-	444-445
SW18BX Parallel Sewer on Olney Avenue	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Positive	581,000	No	-	446-447
SW15KA WRF Evaporation Percolation Ponds	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	1,567,000	No	-	448-449
SW19AX Amethyst/Mahogany Street Sewer	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	679,000	No	-	450-451
SW19BX Mahogany Street/Hwy 97 Sewer	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	999,000	No	-	452-453
SW18AA WRF Support Facilities Upgrade	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	2,400,000	No	-	454-455
SW20AX Odor Control Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	1,000,000	No	-	457
SW20BX Sewer Storage - Land Acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	700,000	No	-	459
SW20EX Plant Interceptor Condition Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	600,000	No	-	460-461
SW20FX Collection System Master Plan (Years 6-10)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	1,000,000	Yes	-	463
SW20GX Gravity Pipe Condition Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Positive	200,000	No	-	465
Total for Water Reclamation Fund											\$ 25,970,700	
SECONDARY EXPANSION PROJECT FUND												
SW0802 Secondary Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		High	\$ 49,835,881	Yes	\$ 7,250,000	466-467
SW14CA Headworks Upgrade	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	1,720,492	Yes	1,000,000	468-469
SW16AA Solids Handling (Secondary Expansion)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Positive	4,000,000	Yes	250,000	470-471
Total for Water Reclamation Secondary Expansion Project Fund											\$ 8,500,000	
SOUTHEAST INTERCEPTOR PROJECT FUND												
SW0707 Southeast Interceptor Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	\$ 50,311,528	Yes	\$ 24,088,000	472-473
SW0707 Southeast Interceptor Project Phase II	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	16,500,000	Yes	-	474-475
Total for Southeast Interceptor Project Fund											\$ 24,088,000	

Summary of Infrastructure Capital Projects

FUND / Description	Funding Source							Impact on Annual Operating Budget	Total Project Estimate Jun-15	Multi Year Project Yes/No	Capital Outlay 2015-2017 Biennium	Project Detail on Page #s
	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes					
STORMWATER FUND												
SR0802 Drake and Dohema Pump Station	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	\$ 404,686	No	\$ 172,000	479
SR09AA Third Street Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Negligible	2,999,008	Yes	55,000	480-481
SR14AA Phase 2 3rd Street - Stormwater portion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	400,000	No	400,000	482-483
SR15AA Butte and Hillside Drainage Specific Plans	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	250,000	Yes	250,000	484-485
SR15BA South 3rd Street - Stormwater portion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		None	150,000	Yes	150,000	486-487
SR15CA Newport Pipe Replacement Design	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Positive	425,000	No	-	488-489
Total for Stormwater Fund											\$ 1,027,000	
TRANSPORTATION CONSTRUCTION FUND												
ST11GA Galveston Corridor Improvements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Positive	\$ 626,099	Yes	\$ 300,000	492-493
ST14CA Sidewalk Design and Projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	1,396,097	Yes	1,320,000	495
ST14DA Neff and Purcell Sidewalks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	800,000	Yes	800,000	496-497
ST15NA Phase 2 South 3rd Street Striping	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		Minimal	30,000	No	30,000	498-499
Total for Transportation Construction Fund											\$ 2,450,000	
GENERAL OBLIGATION BOND CONSTRUCTION FUND												
ST12CB Empire/18th Roundabout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	\$ 2,647,809	Yes	\$ 10,200	502-503
ST12CC Simpson/Mt. Washington Roundabout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	2,181,647	Yes	20,000	504-505
ST12CD Powers/Brookwood Roundabout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	2,147,600	Yes	1,000	506-507
ST12CE Reed Mkt: Newberry to 27th	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	4,841,330	Yes	20,000	508-509
ST12CJ Reed Mkt: 3rd to Newberry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	14,145,450	Yes	4,242,210	510-511
ST12CH 27th Street Reconstruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	1,049,300	No	1,049,300	512-513
ST12CK 14 St. Reconstruction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1	None	3,888,950	Yes	3,888,950	514-515
Total for General Obligation Bond Construction Fund											\$ 9,231,660	
AIRPORT FUND												
AP13AA Eastside Helipad/Heliport Phase I	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2	None	\$ 7,158,639	Yes	\$ 7,158,639	518-519
AP15DA Wildlife Hazard Assessment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2	None	111,200	No	111,200	521
AP16AA Fixed Base Operator Ramp	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2	None	1,755,000	No	-	522-523
AP18XX Runway Ext. Environmental Assessment Phase I	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2	None	280,000	No	-	525
AP19XX Runway Ext. Environmental Assessment Phase II	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2	None	300,000	No	-	527
AP20XX Runway Ext. Design/Property Acquisition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2	None	500,000	No	-	529
Total for Airport Fund											\$ 7,269,839	
BURA MURPHY CROSSING CONSTRUCTION												
ST15MA Murphy & Parrell Roundabout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Minimal	\$ 1,777,000	Yes	\$ 1,300,000	532-533
Total for BURA Fund											\$ 1,300,000	
FACILITIES MANAGEMENT												
FA16AX Property Purchase - Boyd Acres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3	High	\$ 1,100,000	No	\$ 1,100,000	536-537
FA16BX Fuel Island - Pilot Butte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3	High	2,000,000	No	2,000,000	538-539
FA17AX Site Paving/Grading - Pilot Butte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3	High	5,877,000	Yes	20,000	540-541
FA18AX Site Development/Fuel Island - Boyd Acres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3	High	3,359,000	No	-	542-543
FA19AX Vehicle Storage/Parking - Pilot Butte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3	High	5,709,000	No	-	544-545
FA20AX Fleet Building/Truck Wash - Pilot Butte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3	High	12,878,000	Yes	-	546-547
FA20BX Operations Building B Remodel - Boyd Acres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3	High	1,043,000	Yes	-	548-549
Total for Facilities Management											\$ 3,120,000	

Summary of Infrastructure Capital Projects

FUND / Description	Funding Source						Impact on Annual Operating Budget	Total Project Estimate Jun-15	Multi Year Project Yes/No	Capital Outlay 2015-2017 Biennium	Project Detail on Page #s
	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other					
ACCESSIBILITY CONSTRUCTION FUND											
AA11FA South 3rd Street Pedestrian Improvements	■	□	□	□	□	□	None	\$ 435,309	Yes	\$ 355,000	552-553
AA14DA Summit Drive Curb Ramps	□	■	□	□	□	□	None	835,000	Yes	318,000	554-555
AA17XX Future ADA Projects	□	■	□	□	□	□	None	350,000	No	350,000	557
Total for Accessibility Construction Fund										\$ 1,023,000	
CIP Total for 2015-17 Biennial Budget										\$ 101,296,699	
Notes:											
1. Projects to be funded with voter approved General Obligation bond proceeds.											
2. Funded by FAA and State of Oregon Grants and City Match to be funded with Airport revenues and General Fund subsidy if State of Oregon grants not available.											
3. Projects will be funded by issuance of long term debt. Annual debt service payments will be made by operating departments at each site.											



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**Capital Improvement Program
Sample of Capital Improvement Program Project Summary**



**Engineering & Infrastructure Planning Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2015/16 – 2019/20**

SUMMARY		KEY DATES				
Project Title:		Budget Period:	2015 – 2017			
Project #:		Total Project Est:				
Project Type:		Target Start Date:				
Project Fund:		Target Completion:				
Project Manager:		METHOD OF FINANCING				
Cost Estimate Classification:		TYPE		PERCENTAGE		
Status: (Proposed, Open, Pending, Completed, Canceled, Denied, Budget Only)						
Stage: (Discovery, Initiate, Planning, Execute, Design, Bid, Construction, Warranty)						
DESCRIPTION						
NEED/JUSTIFICATION						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget:						
Consequences of Delaying or Eliminating this Project:						
Project Related To:						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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Water
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
WA12AA 18th Street Waterline Extension (JR)	2	\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ 460,000
WA15BA SDC Methodology Study	N/A	60,000	-	-	-	-	60,000
WA15FA Firerock Bridge & Waterline	5	50,000	400,000	-	-	-	450,000
WA15GA South 3rd Street Pedestrian - Water portion	5	70,000	-	-	-	-	70,000
WA15HA Water Master Plan Update	N/A	500,000	-	-	-	-	500,000
WA15JA Phase 2 South 3rd St. - Water portion	5	1,100,000	-	-	-	-	1,100,000
WA16AA Westwood Reservoir Maintenance	5	345,000	-	-	-	-	345,000
WA20AX Awbrey Well Supply Expansion	5	-	-	-	-	1,944,000	1,944,000
WA20BX Lafayette Pipe Enlargement	5	-	-	-	-	241,000	241,000
WA20CX College Parallel Pipe Study	N/A	-	-	-	-	1,169,000	1,169,000
WA20DX Valves Operational System Study	N/A	-	-	-	-	75,000	75,000
Total Water CIP		\$ 2,585,000	\$ 400,000	\$ -	\$ -	\$ 3,429,000	\$ 6,414,000

* 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 (For Studies Only)		

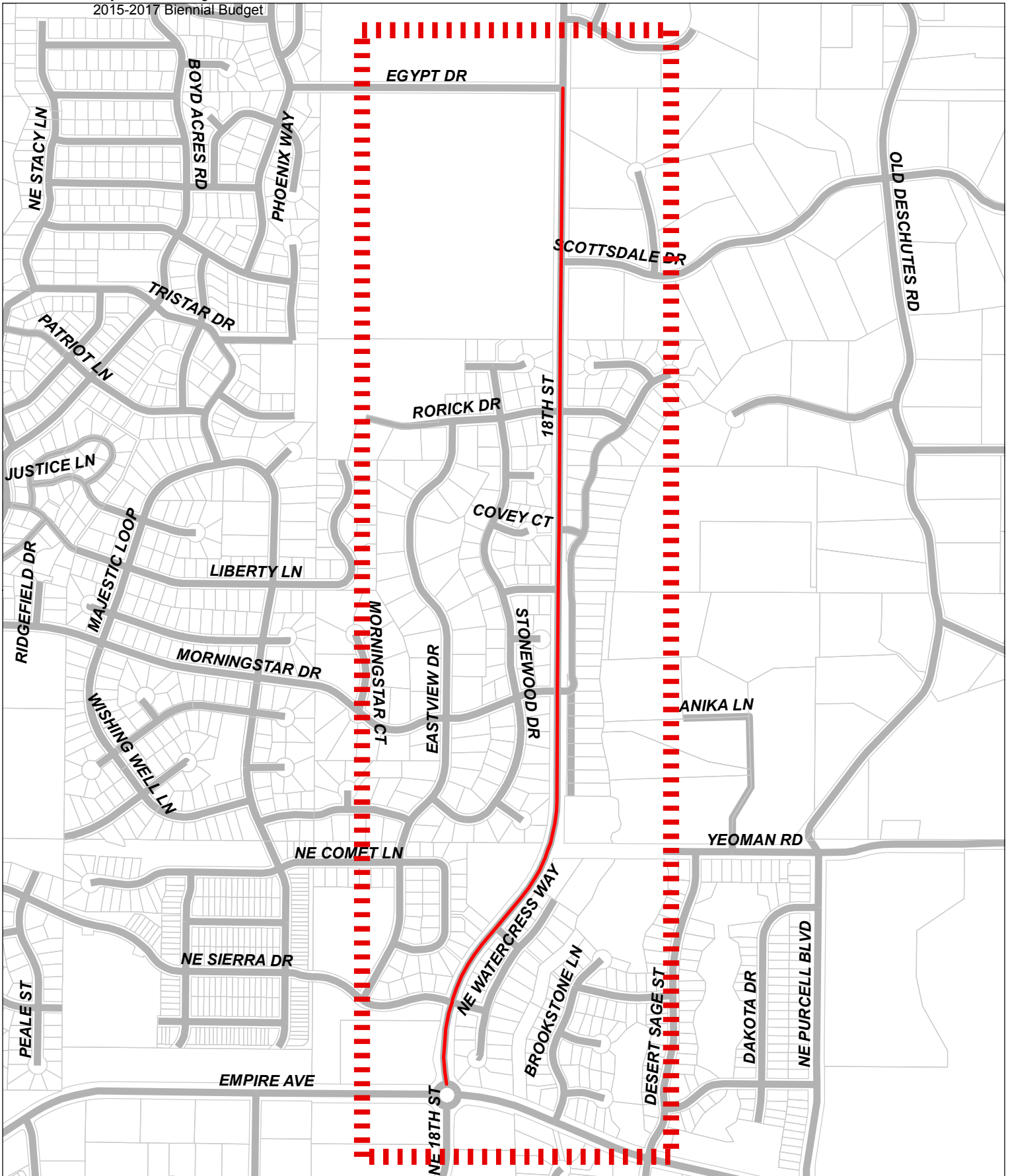
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**Bridge Creek Intake and Pipeline Replacement, Outback Membrane Water Treatment Plant
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
WA0902 Bridge Creek Intake and Pipeline	1	\$ 14,331,500	\$ -	\$ -	\$ -	\$ -	\$ 14,331,500
Total Bridge Creek CIP		\$ 14,331,500	\$ -	\$ -	\$ -	\$ -	\$ 14,331,500

* 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 (For Studies Only)		



WA12AA 18th St Waterline Extension

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	18th St. Waterline Extension (Juniper Ridge)	Budget Period:	2015 – 2017			
Project #:	WA12AA	Total Project Est:	\$485,063			
Project Type:	Water	Target Start Date:	7/1/2011			
Project Fund:	Water Fund	Target Completion:	6/30/2016			
Project Manager: Forster, Eric		METHOD OF FINANCING				
Cost Estimate Classification: 2 (60 – 90% Design)		TYPE				PERCENTAGE
Status:	Proposed	Rates/System Development		100%		
Stage:	Planning	Charges				
DESCRIPTION						
<p>The scope of this project is to create a secondary water connection to the Juniper Ridge area. Currently, the City has a single pipeline that serves Juniper Ridge. A secondary connection is in the master plan, but the prescribed connection requires a pipe installation within 18th Street from Empire to Cooley Road, a significant distance. There is also an option to tie the City's Juniper Ridge system to the City's greater system in the Boyd Acres area. This would require changing the pressure zone that currently serves Juniper Ridge.</p>						
NEED/JUSTIFICATION						
<p>The objective to this project is to provide a secondary connection to the Juniper Ridge's water system. The secondary connection would allow repairs and maintenance to the single supply without disruption to the Juniper Ridge area. The City can provide a secondary connection by linking the Juniper Ridge system to the City's system within the Boyd Acres area. This would have the advantage being active at all times, thus bolstering fire flows to Juniper Ridge and avoiding any auxiliary chlorination equipment.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Minimal</p> <p>Consequences of Delaying or Eliminating this Project: Currently there is no secondary or redundant water connection to Juniper Ridge. City would continue to rely on having one water source going to Juniper Ridge.</p> <p>Project Related To: NA</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$25,063	\$460,000	\$ -	\$ -	\$ -	\$ -	\$485,063

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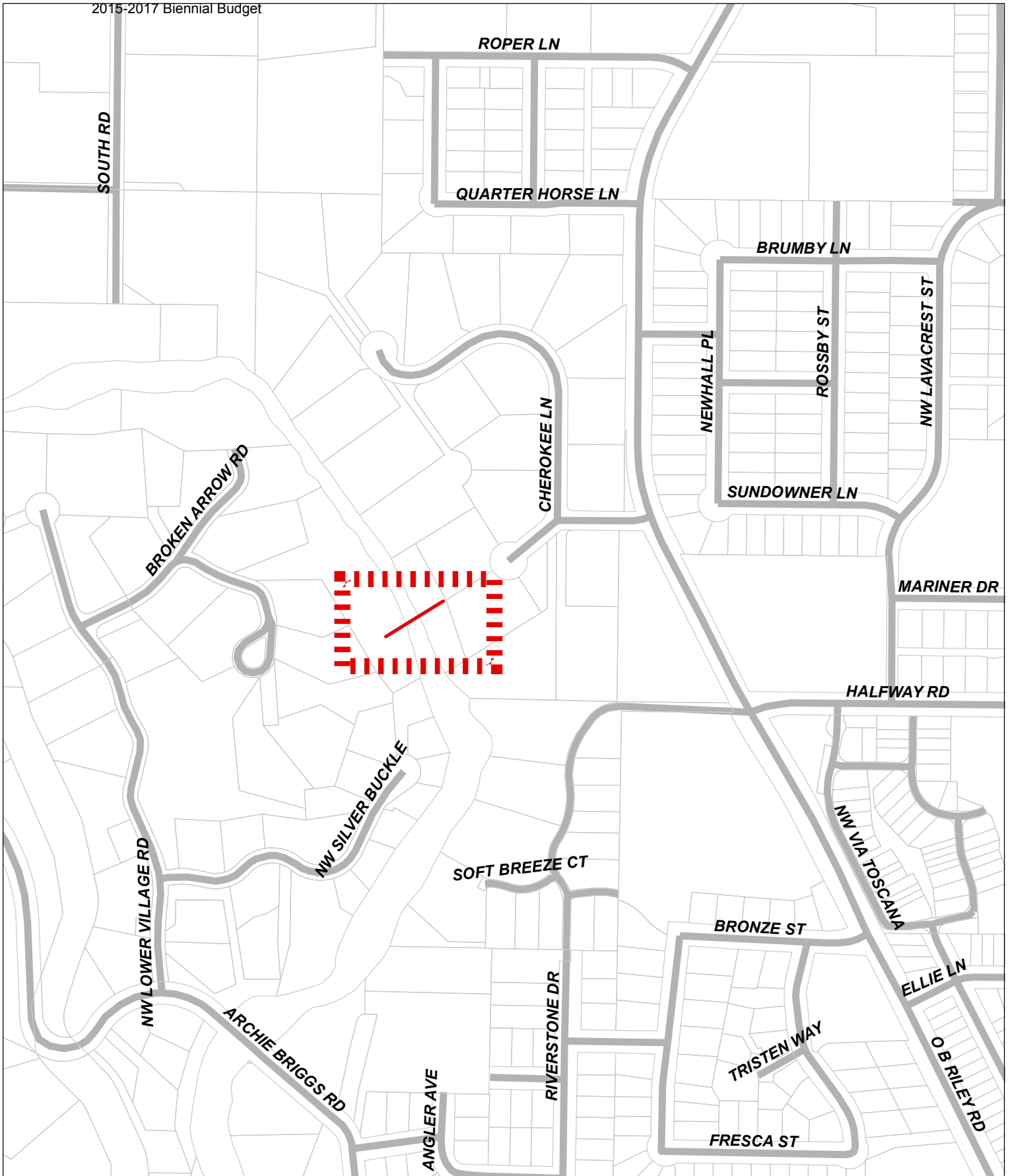


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Water System Development Charges (SDC) Methodology	Budget Period:	2015 – 2017			
Project #:	WA15BA	Total Project Est:	\$60,000			
Project Type:	Water	Target Start Date:	7/1/2015			
Project Fund:	Water Fund	Target Completion:	6/30/2016			
Project Manager:	Wilson, Dana	METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Pending	System Development Charges	100%			
Stage:	Planning					
DESCRIPTION						
<p>Complete a Water System Development Charge comprehensive methodology as a follow up to our water rate structure changes and update to the Water Master Plan. Alignment of master planning, rate analysis and SDC development allows for unity between future water system operational needs and the required water system funding.</p>						
NEED/JUSTIFICATION						
<p>Revisions have been made to water rate structures. A new water master plan has been adopted. Therefore, the City must update its SDC methodology to reflect the current water system in order to provide equitable treatment to existing and new users.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Changes SDC assessments</p> <p>Consequence of Delaying or Eliminating this Project: Delays the possibility of improving cost recovery for growth related buy in to existing system and for the growth related portion of system expansions.</p> <p>Project Related To: Sewer SDC Methodology (SW15BA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
-	\$60,000	\$ -	\$ -	\$ -	\$ -	\$60,000



WA15FA Firerock Bridge & Waterline

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

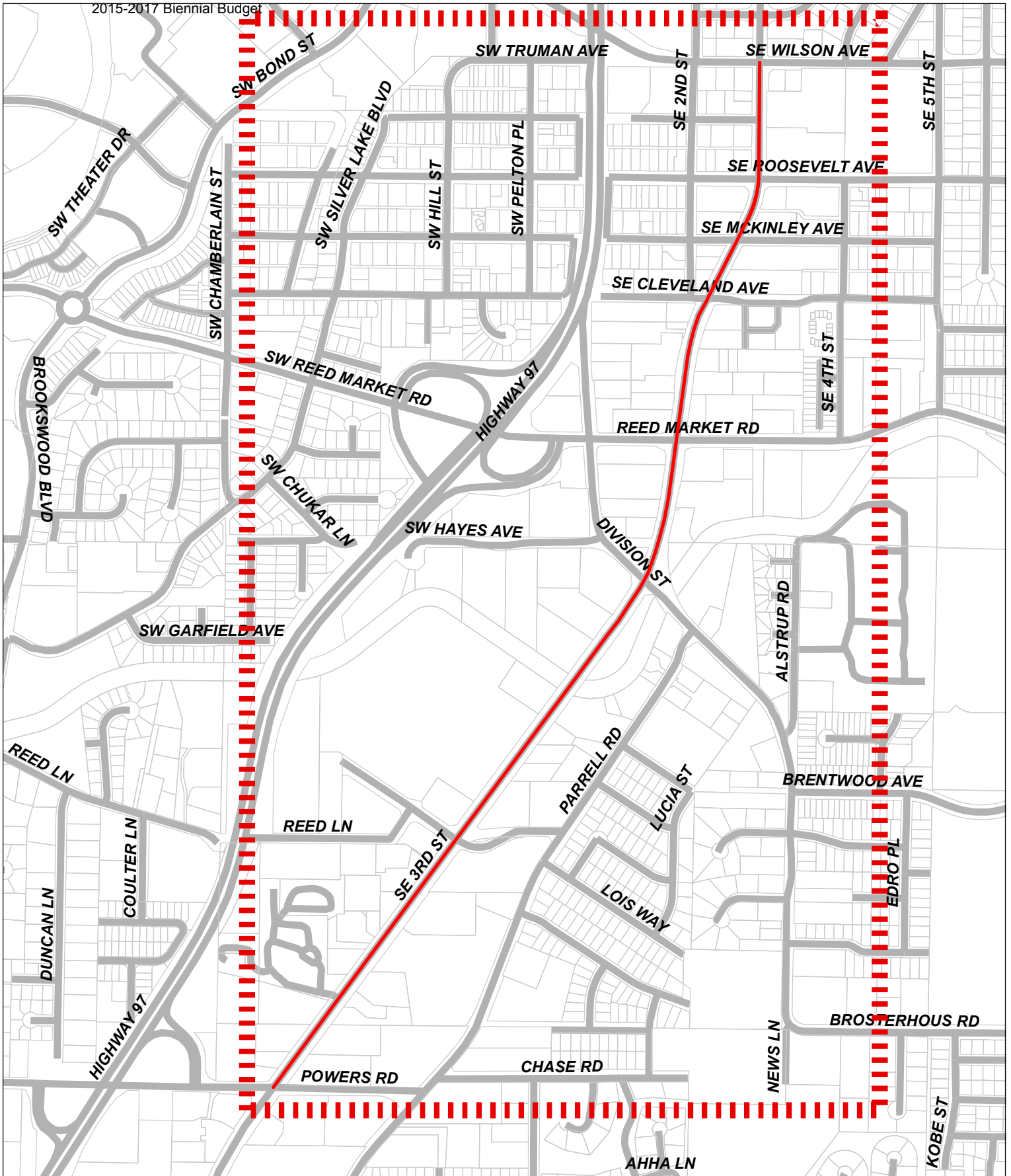


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Firerock Bridge & Waterline	Budget Period:	2015 – 2017			
Project #:	WA15FA	Total Project Est:	\$450,000			
Project Type:	Water	Target Start Date:	1/1/2016			
Project Fund:	Water Fund	Target Completion:	9/30/2016			
Project Manager:	Suhr, Jason	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development		100%		
Stage:	Planning	Charges				
DESCRIPTION						
<p>An aging waterline from an inherited water system needs to be replaced or removed depending on fire flow requirements, maintenance needs, or elimination of supporting bridge. The bridge supports the pipe where it crosses the Deschutes River and is also in need of some repairs or removal.</p>						
NEED/JUSTIFICATION						
<p>Prevent a waterline main break in an area that is very difficult to access. The waterline crosses over the Deschutes River.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impact on operations budget.</p> <p>Consequence of Delaying or Eliminating this Project: The aging water pipeline may break causing an emergency scenario.</p> <p>Project Related To: N/A</p>						
PROJECT COS BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$50,000	\$400,000	\$ -	\$ -	\$ -	\$450,000



WA15GA South 3rd St Pedestrian - Water portion

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	South 3rd Street Pedestrian - Water Portion	Budget Period:	2015 – 2017			
Project #:	WA15GA	Total Project Est:	\$70,000			
Project Type:	Water	Target Start Date:	1/30/2016			
Project Fund:	Water Fund	Target Completion:	6/30/2016			
Project Manager: Suhr, Jason		METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Open	Rates/System Development	100%			
Stage:	Design	Charges				
DESCRIPTION						
<p>In coordination with the South Third Street Pedestrian Improvement project (AA11FA), water meter boxes will be upgraded by replacing non-standard boxes to current standards. This work is necessary to meet current standards and would be necessary in the future.</p>						
NEED/JUSTIFICATION						
<p>Coordinate with the South Third Street Pedestrian Improvement project to optimize the construction activities while the sidewalk is being removed and replaced.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Will reduce operating needs by replacing non-standard water meter boxes that currently need to be upgraded.</p> <p>Consequence of Delaying or Eliminating this Project: Delaying the project would create the need for rework by having to remove newly constructed sidewalk panels in order to access and replace existing meter boxes. This would also have additional impacts to the flow of traffic on Third Street.</p> <p>Project Related To: South 3rd Street Pedestrian Improvement (AA11FA); Phase 2 S. 3rd Street - Stormwater Portion (SR14AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$70,000	\$ -	\$ -	\$ -	\$ -	\$70,000

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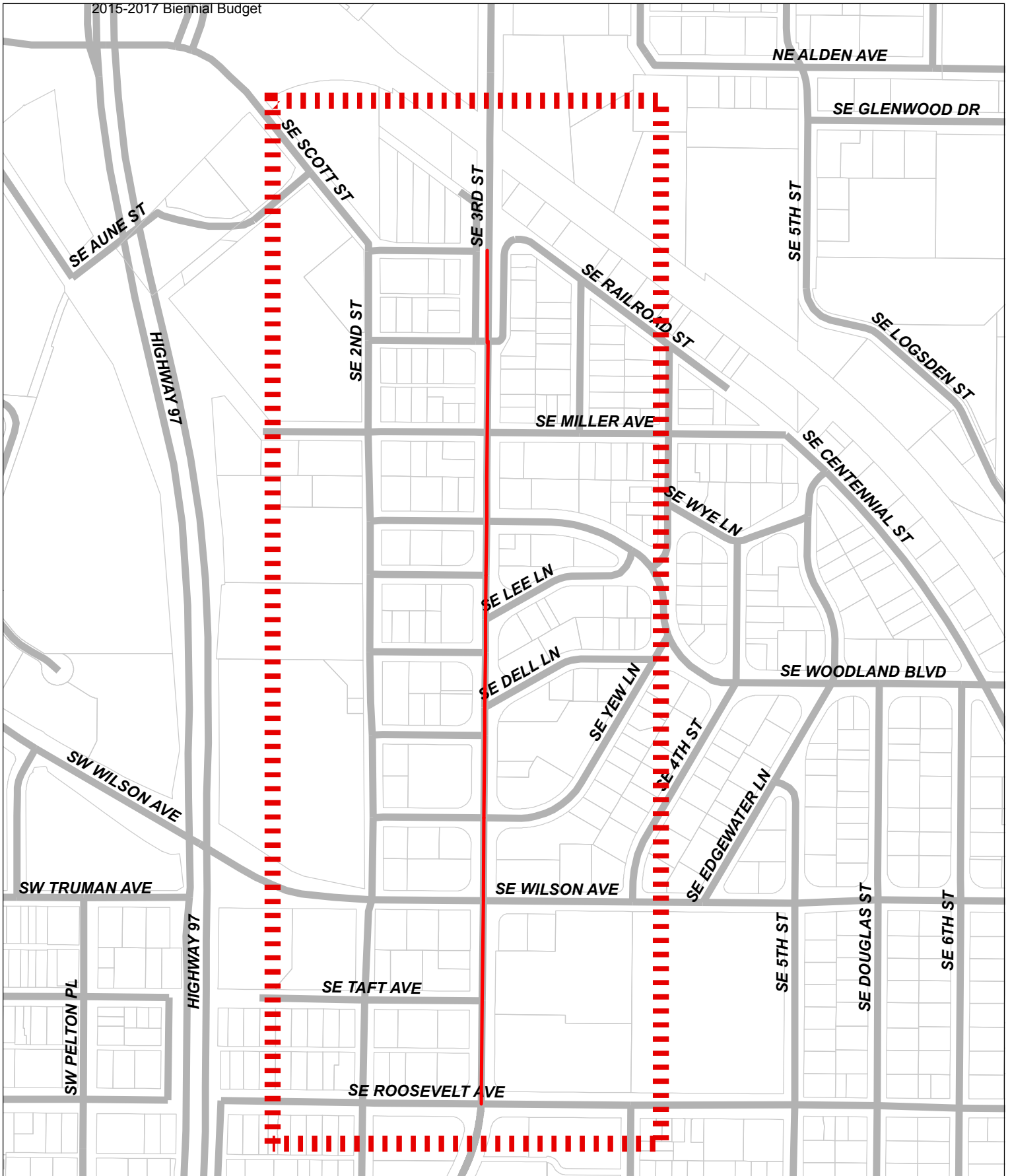


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Water Master Plan Update	Budget Period:	2015 – 2017			
Project #:	WA15HA	Total Project Est:	\$500,000			
Project Type:	Water	Target Start Date:	7/1/2015			
Project Fund:	Water Fund	Target Completion:	6/30/2016			
Project Manager: Lansdowne, Heidi/ Hickman, Tom		METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development		100%		
Stage:	Planning	Charges				
DESCRIPTION						
<p>The 2011 Water System Master Plan Optimization Study was a data-driven analysis of system needs that resulted in a set of improvements that meet future demands at the least cost, how to best operate the existing system and identified where the system is most vulnerable to pipe break events. It is industry best practice to update master plans every 5 years. The City will use the same optimization approach in the 2016 Water Master Plan Update as was used in 2011.</p>						
NEED/JUSTIFICATION						
<p>The existing Water Master Plan was completed in 2011 and is due to be updated in order to more accurately reflect current system conditions.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: N/A</p> <p>Consequence of Delaying or 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.</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$500,000	\$ -	\$ -	\$ -	\$ -	\$500,000



WA15JA Phase 2 South 3rd St - Water portion

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

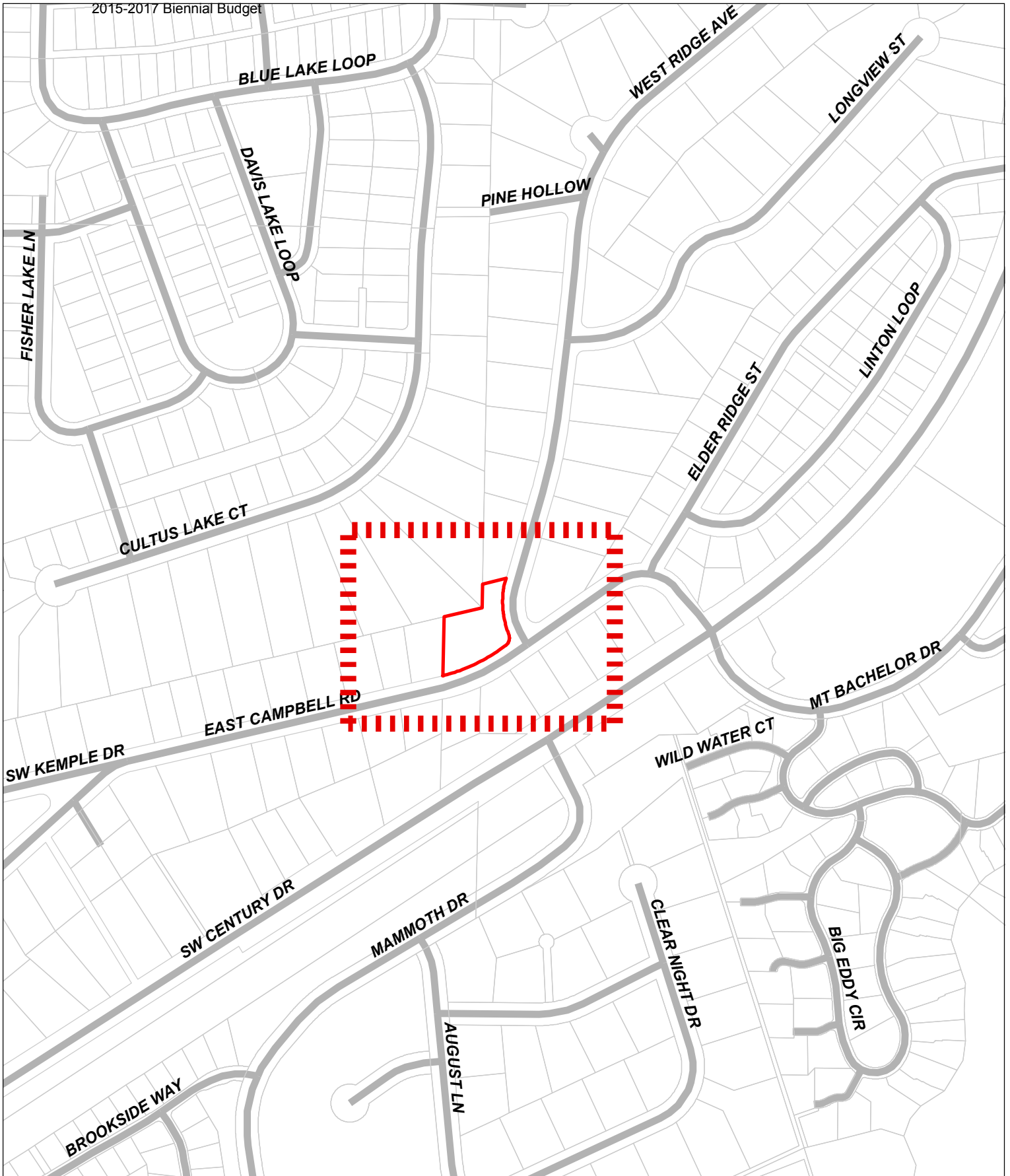


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Phase 2 South 3rd Street - Water Portion			Budget Period:	2015 – 2017	
Project #:	WA15JA			Total Project Est:	\$1,100,000	
Project Type:	Water			Target Start Date:	7/1/2015	
Project Fund:	Water Fund			Target Completion:	6/30/2016	
Project Manager:	Suhr, Jason			METHOD OF FINANCING		
Cost Estimate Classification:	5 (Conceptual)			TYPE	PERCENTAGE	
Status:	Pending			Rates/System Development	100%	
Stage:	Planning			Charges		
DESCRIPTION						
<p>Construction of new 8-inch waterline in various locations in the South Third Street area to replace existing 2-inch waterlines that are in need of replacement. Project also includes reconnecting service lines to multiple residences. In many cases the service is currently fed from the back of the lot and proposed work will supply water from the street in front of the property.</p>						
NEED/JUSTIFICATION						
<p>Replace aging, deficient waterlines before they break. This work is also occurring in advance of the planned street preservation work scheduled for 2017, since a portion of the waterlines are within Third Street.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impact on operations budget.</p> <p>Consequence of Delaying or Eliminating this Project: If the timing is delayed there is potential to have to dig into Third Street after the paving project occurs if a watermain break occurs.</p> <p>Project Related To: Street preservation work</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$1,100,000	\$ -	\$ -	\$ -	\$ -	\$1,100,000



WA16AA Westwood Reservoir Maintenance

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

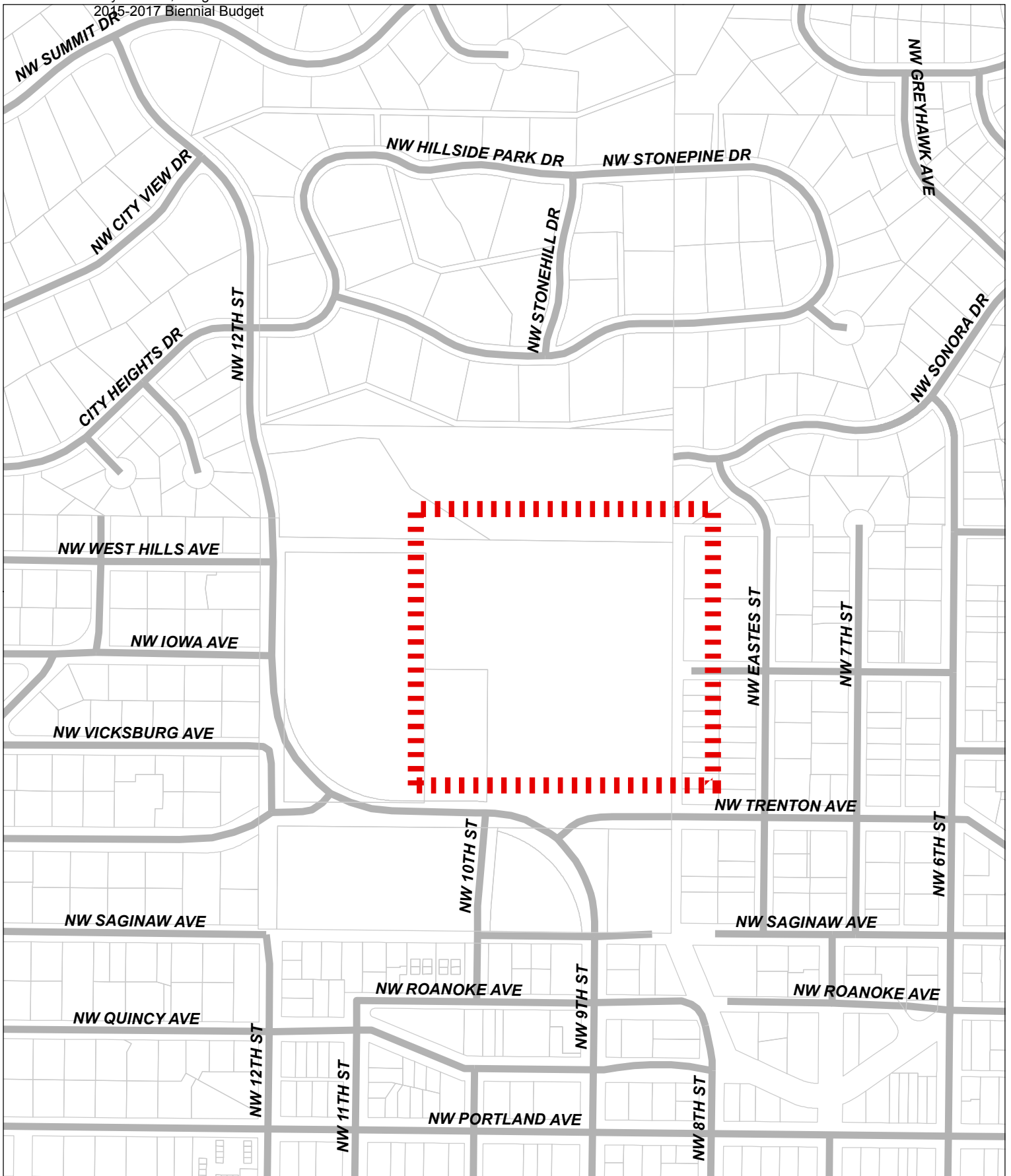


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Westwood Reservoir Maintenance	Budget Period:	2015 – 2017			
Project #:	WA16AA	Total Project Est:	\$345,000			
Project Type:	Water	Target Start Date:	7/1/2015			
Project Fund:	Water Fund	Target Completion:	6/30/2016			
Project Manager: England, Jeff		METHOD OF FINANCING				
Cost Estimate Classification: 5 (Conceptual)		TYPE	PERCENTAGE			
Status: Pending		Rates/System Development Charges	100%			
Stage: Planning						
DESCRIPTION						
Westwood Reservoir is an above ground steel tank that provides water to the upper pressure levels within the southwest part of the City. This project includes the necessary maintenance work to reduce deterioration of the tank.						
NEED/JUSTIFICATION						
Recent inspections have identified a need to re-coat the interior of the tank.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: N/A						
Consequence of Delaying or Eliminating this Project: Further deterioration of the tank leading to significantly higher repair costs						
Project Related To: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$345,000	\$ -	\$ -	\$ -	\$ -	\$345,000



WA20AX Awbrey Well Supply Expansion

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Awbrey Well Supply Expansion	Budget Period:	2015 – 2017			
Project #:	WA20AX	Total Project Est:	\$1,944,000			
Project Type:	Water	Target Start Date:	7/1/2019			
Project Fund:	Water Fund	Target Completion:	6/30/2020			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development	100%			
Stage:	Planning	Charges				
DESCRIPTION						
<p>The Awbrey Well is a new well to be constructed on Awbrey Butte and will be used to meet future demands related to growth. This project was determined to be needed by the City’s 2011 Water Master Plan through its optimization study when the maximum day demand reaches, or approaches, 35 Million Gallons per Day (MGD).</p>						
NEED/JUSTIFICATION						
<p>To meet the needs of future growth and expand groundwater use capability to supplement surface water when needed.</p>						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget: Increased operations and maintenance costs.</p> <p>Consequences of Delaying or Eliminating this Project: If the City’s demands rise to the point of triggering this investment, currently estimated at 2019, the City may not have sufficient supply to meet peak demands. This could trigger curtailment or water rationing should this occur.</p> <p>Project Related to: 2011 City Water Master Plan</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,944,000	\$1,944,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Lafayette Pipe Enlargement	Budget Period:	2015 – 2017			
Project #:	WA20BX	Total Project Est:	\$241,000			
Project Type:	Water	Target Start Date:	7/1/2019			
Project Fund:	Water Fund	Target Completion:	6/30/2020			
Project Manager: Unassigned		METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development	100%			
Stage:	Planning	Charges				
DESCRIPTION						
Replace an existing water pipe line with a larger diameter pipe line adjacent to existing Pilot Butte wells and reservoirs.						
NEED/JUSTIFICATION						
To meet growing water system demands by increasing water distribution system capacity.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget: Minimal. Annual maintenance on a couple additional valves. Consequences of Delaying or Eliminating this Project: Could result in water shortages and/or low water pressure in certain areas of the water distribution. Project Related to: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$241,000	\$241,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	College Pump Station Parallel Pipe Study	Budget Period:	2019 – 2020			
Project #:	WA20CX	Total Project Est:	\$1,169,000			
Project Type:	Water	Target Start Date:	7/1/2019			
Project Fund:	Water Fund	Target Completion:	6/30/2020			
Project Manager: Unassigned		METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development	100%			
Stage:	Planning	Charges				
DESCRIPTION						
Install parallel pipes in order to increase distribution system capacity. A study to determine if additional pipe capacity will be needed to meet future demands related from growth.						
NEED/JUSTIFICATION						
To meet future increased water demands resulting from growth.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget: Negligible						
Consequences of Delaying or Eliminating this Project: Could result in water shortages and loss of pressure in the area.						
Project Related to: 2011 City Water Master Plan						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,169,000	\$1,169,000

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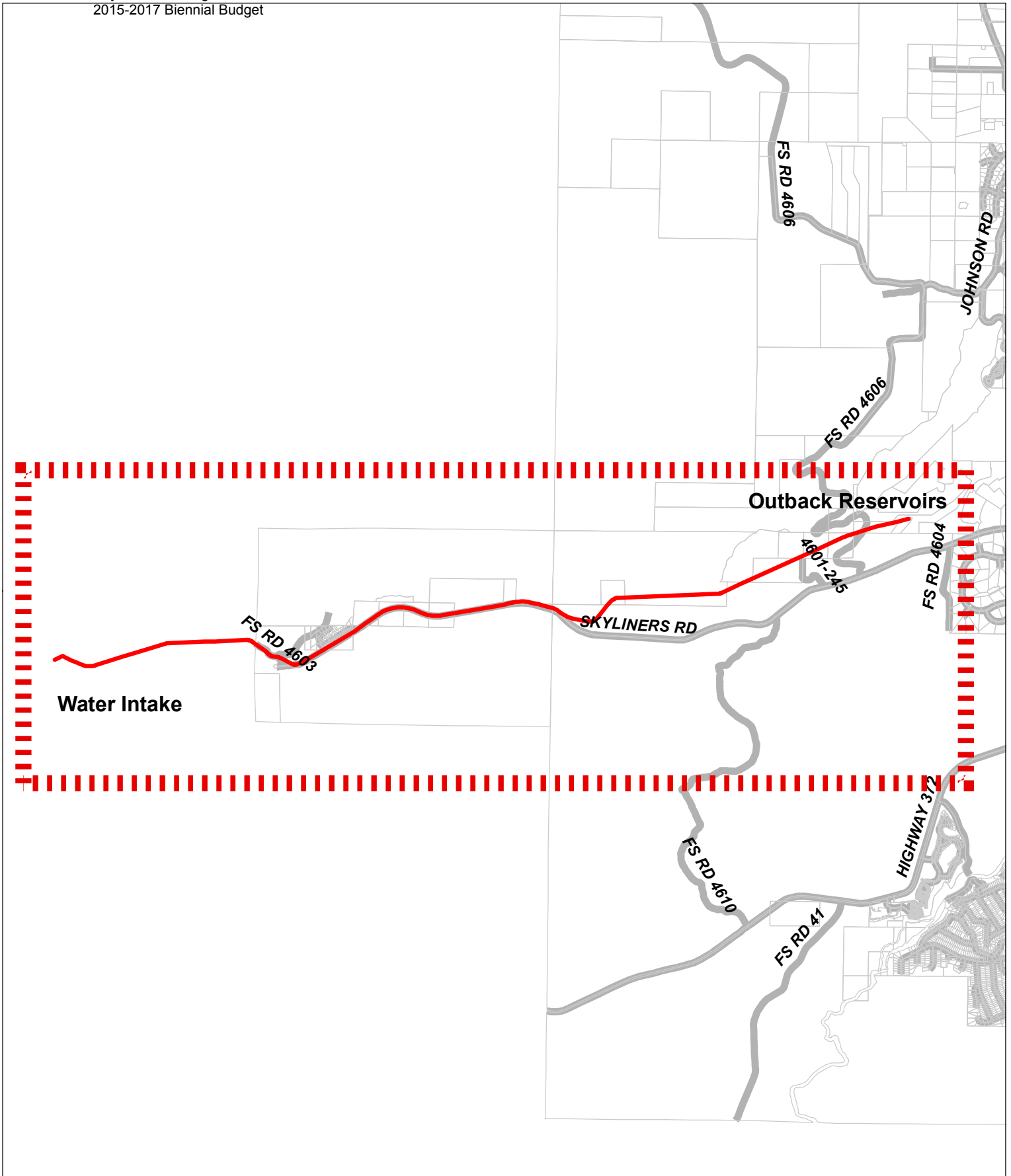


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Valve Operational System Improvement Study	Budget Period:	2019 – 2020			
Project #:	WA20DX	Total Project Est:	\$75,000			
Project Type:	Water	Target Start Date:	7/1/2019			
Project Fund:	Water Fund	Target Completion:	6/30/2020			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development Charges		100%		
Stage:	Planning					
DESCRIPTION						
A study to review possible water system valving operational improvements.						
NEED/JUSTIFICATION						
To improve distribution system efficiencies and meet future water demands related to growth.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget: None						
Consequences of Delaying or Eliminating this Project: Reduced system efficiency						
Project Related to: 2011 City Water Master Plan						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$75,000	\$75,000



WA0902 Bridge Creek Pipeline Maintenance
(Including Line Replacement & Relocation)

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Bridge Creek Intake and Pipeline, Outback Water Treatment Plant	Budget Period:	2015 – 2017
Project #:	WA0902	Total Project Est:	\$73,954,698
Project Type:	Water	Target Start Date:	7/1/2007
Project Fund:	Bridge Creek Fund	Target Completion:	6/30/2016
Project Manager:	Lansdowne, Heidi	METHOD OF FINANCING	
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE
Status:	Open	Rates/System Development Charges	100%
Stage:	Construction		

DESCRIPTION

Pipeline - Replace the current aging transmission lines with a single new line located under Skyliner Road, and Forest Service Roads 4603 and 4606. The work is being coordinated with Deschutes County and the Federal Highway Administration (FHWA) due to the upcoming federal road reconstruction project on Skyliners Road. The new pipeline will provide for flow control of water taken at Bridge Creek to match City of Bend water demand not to exceed 18.2 Cubic Feet per Second (CFS). Intake Facility - 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/freeze protection, will update the structure to meet current building code, and will provide for remotely operated flow control valve at the Intake. Water Treatment Plant - The new facilities will provide membrane filtration to meet the federal LT2 surface water filtration requirement as well as provide filtration to treat contaminated water if there was a fire in the City watershed.

NEED/JUSTIFICATION

Pipeline - Current transmission mains from surface water intake to Outback site are aging and in poor condition. Reduced risk of transmission main failure. New pipeline will have flow control to limit water diversion to only what is needed for City of Bend water demand less than or equal to 18.2 CFS. Dual water supply sources (surface and wells) provides water supply security. Water Treatment Plant - provide Filtration to meet federal water treatment requirements. Protect Bend's surface water in the event of a fire in the watershed above the Intake Facility on Bridge Creek. Intake - Existing intake was built in 1926 and lacks automation and fish screens, and does not meet code.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The annual operating budget for the Water Treatment Plant for 2015 – 2017 is approximately \$600,000 per year. This includes 4 FTE, electricity costs, as well as operating and maintenance supplies. The costs are based on engineering estimates of similar operating facilities at other locations. No two water treatment plants are alike. Future budget will be based on our historical costs.

Consequences of Delaying or 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

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$59,623,198	\$14,331,500	\$ -	\$ -	\$ -	\$ -	\$73,954,698

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SW11BA Valhalla Sewer Relocation	5	\$ 1,746,000	\$ -	\$ -	\$ -	\$ -	\$ 1,746,000
SW12AA Collection System Master Plan Update	5	506,000	-	-	-	-	506,000
SW13DA North Area Sewer Capacity Improvements	5	5,909,300	-	-	-	-	5,909,300
SW13EA Colorado Pump Station and Force Main SW14BA	1	11,321,400	-	-	-	-	11,321,400
Deschutes Brewery Sewer	1	170,000	-	-	-	-	170,000
SW15AA Plant Interceptor Rehabilitation	5	5,718,000	-	-	-	-	5,718,000
SW15DA N.E. 2nd & Penn Sewer Line Realignment	5	100,000	200,000	-	-	-	300,000
SW15GA Wood River Village Lift Station/Vacuum Evaluation	5	50,000	-	-	-	-	50,000
SW15IA Bend South Sewer Evaluation	5	50,000	-	-	-	-	50,000
SW15JA WRF Treatment Plant Upgrades	5	100,000	100,000	100,000	200,000	200,000	700,000
SW17AA WRF Facilities Plan Update	5	-	-	500,000	-	-	500,000
SW18BX Parallel Sewer on Olney Avenue	5	-	-	581,000	-	-	581,000
SW15KA WRF Evaporation Percolation Ponds	5	-	-	-	1,567,000	-	1,567,000
SW19AX Amethyst/Mahogany Street Sewer	5	-	-	-	679,000	-	679,000
SW19BX Mahogany Street/Hwy 97 Sewer	5	-	-	-	999,000	-	999,000
SW18AA WRF Support Facilities Upgrade	5	-	-	-	-	2,400,000	2,400,000
SW20AX Odor Control Master Plan	5	-	-	-	-	1,000,000	1,000,000
SW20BX Sewer Storage - Land Acquisition	5	-	-	-	-	700,000	700,000
SW20EX Plant Interceptor Condition Assessment SW20FX	5	-	-	-	-	600,000	600,000
Collection System Master Plan (Years 6-10) SW20GX	5	-	-	-	-	1,000,000	1,000,000
Gravity Pipe Condition Assessment	5	-	-	-	-	200,000	200,000
Total Water Reclamation CIP		\$ 25,670,700	\$ 300,000	\$ 1,181,000	\$ 3,445,000	\$ 6,100,000	\$ 36,696,700

* 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 (For Studies Only)		

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**Water Reclamation Facility Secondary Expansion Project
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SW0802 Secondary Expansion	1	\$ 6,148,000	\$ 1,102,000	\$ -	\$ -	\$ -	\$ 7,250,000
SW14CA Headworks Upgrade	1	1,000,000	-	-	-	-	1,000,000
SW16AA Solids Handling (Secondary Expansion)	1	-	250,000	1,750,000	1,000,000	1,000,000	4,000,000
Total Secondary Expansion CIP		\$ 7,148,000	\$ 1,352,000	\$ 1,750,000	\$ 1,000,000	\$ 1,000,000	\$ 12,250,000

* 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 (For Studies Only)		

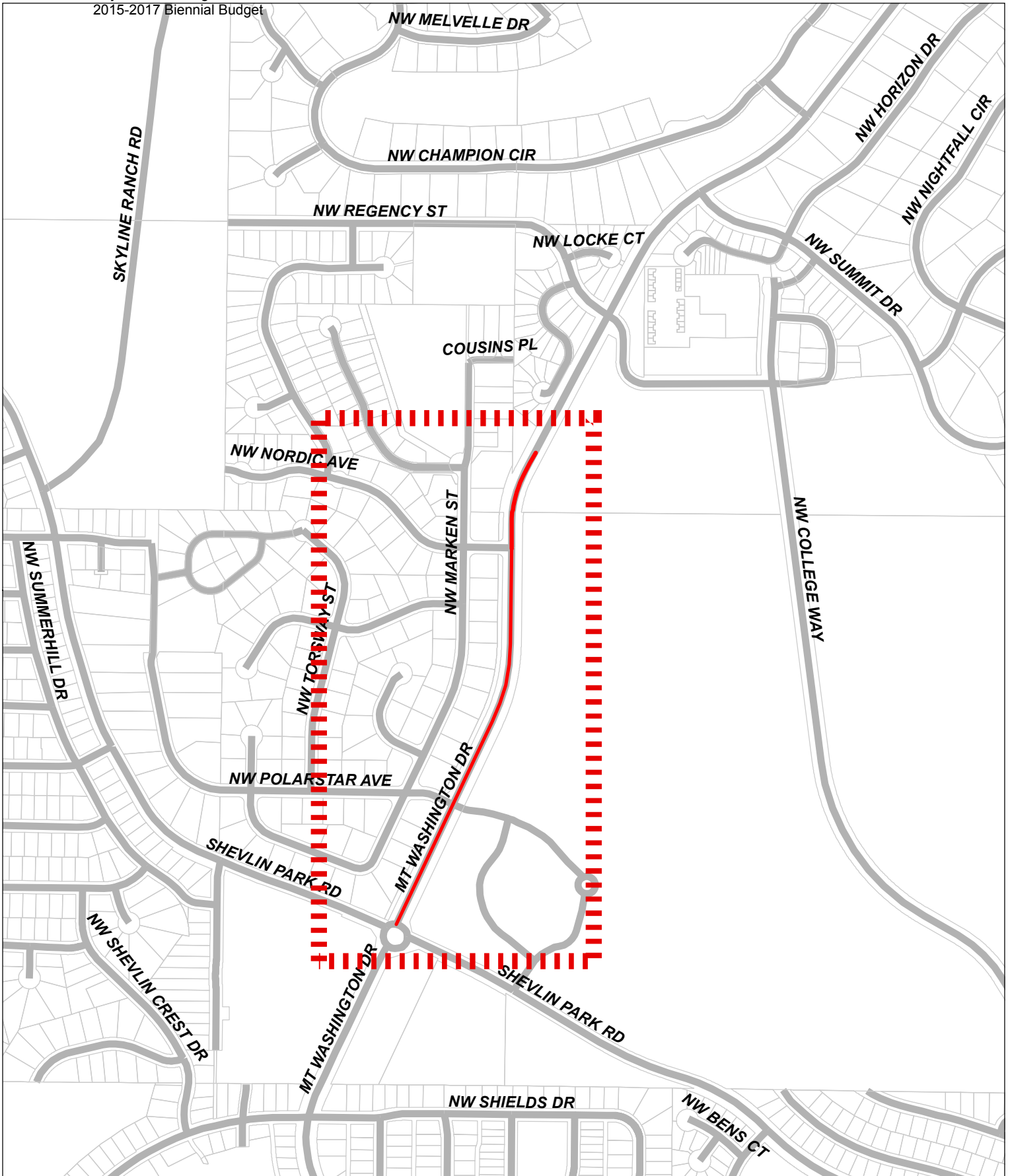
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**Southeast Interceptor Project
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SW0707 Southeast Interceptor Project	4	\$ 16,163,000	\$ 7,925,000	\$ 7,185,000	\$ -	\$ -	\$ 31,273,000
SW0707 Southeast Interceptor Project Phase II	5	-	-	-	-	5,737,000	5,737,000
Total SE Interceptor CIP		\$ 16,163,000	\$ 7,925,000	\$ 7,185,000	\$ -	\$ 5,737,000	\$ 37,010,000

* 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 (For Studies Only)		



SW11BA Valhalla Sewer Relocation

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Valhalla Odor Control & Sewer Relocation	Budget Period:	2015 – 2017			
Project #:	SW11BA	Total Project Est:	\$1,860,370			
Project Type:	Sewer	Target Start Date:	1/24/2011			
Project Fund:	Sewer Fund	Target Completion:	6/30/2016			
Project Manager:	Robertson, Josh	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Open	Rates/System Development	100%			
Stage:	Construction	Charges				
DESCRIPTION						
<p>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.</p>						
NEED/JUSTIFICATION						
<p>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. 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.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: None; Increased O&M costs will be offset with savings in odor controlling chemicals.</p> <p>Consequences of Delaying or 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.</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$114,370	\$1,746,000	\$ -	\$ -	\$ -	\$ -	\$1,860,370

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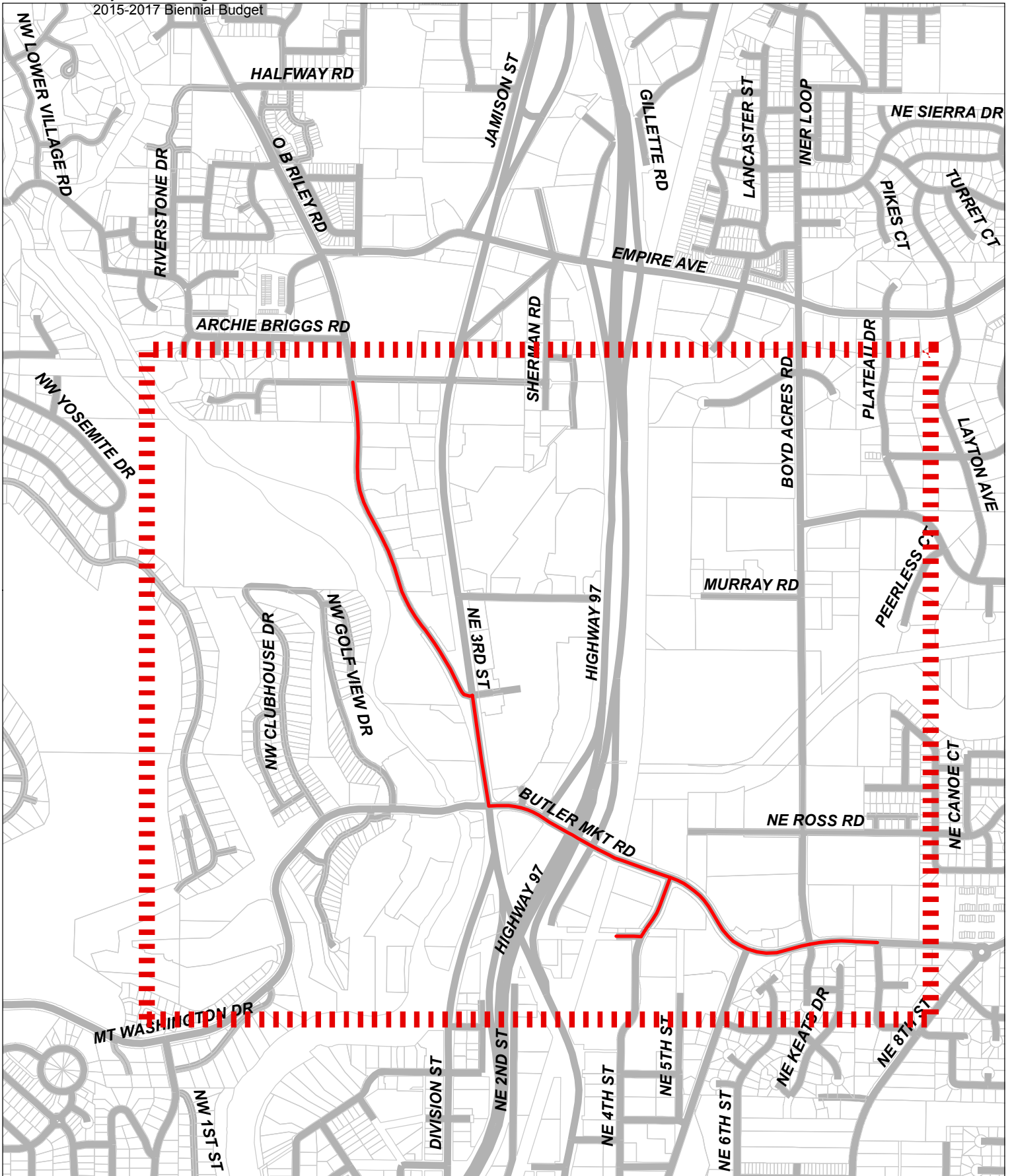


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Collection System Master Plan Update	Budget Period:	2015 – 2017			
Project #:	SW12AA	Total Project Est:	\$3,791,557			
Project Type:	Sewer	Target Start Date:	7/1/2011			
Project Fund:	Sewer Fund	Target Completion:	6/30/2016			
		METHOD OF FINANCING				
		TYPE	PERCENTAGE			
		Rates/System Development Charges	100%			
DESCRIPTION						
<p>This project will update the City's Collection System Master Plan (CSMP) 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.</p>						
NEED/JUSTIFICATION						
<p>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. The CSMP provides an invaluable tool in determining existing and future capacity constraints. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impact to operations budget.</p> <p>Consequences of Delaying or 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.</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$3,285,557	\$506,000	\$ -	\$ -	\$ -	\$ -	\$3,791,557



SW13DA North Area Sewer Capacity Improvements

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

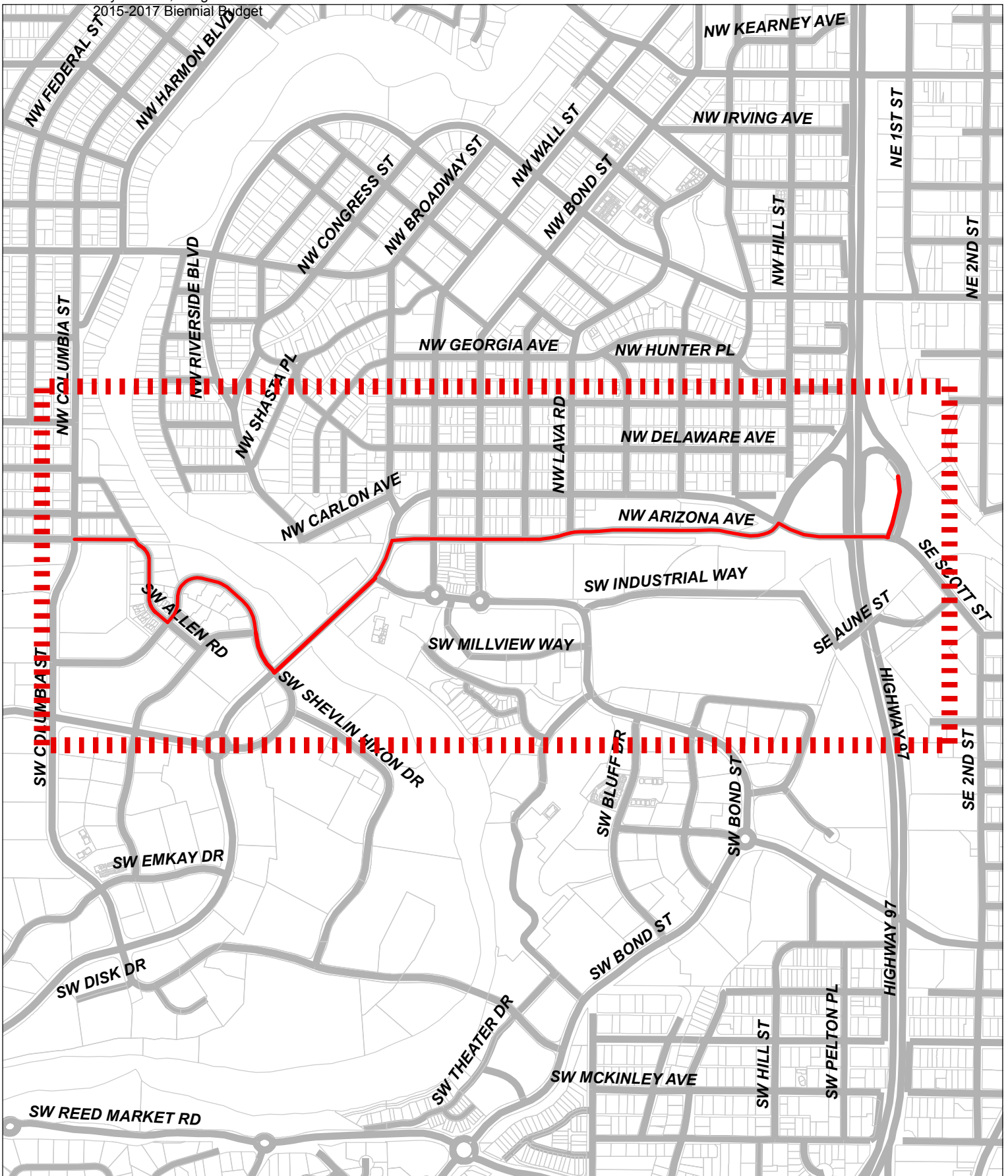


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	North Area Sewer Capacity Improvements	Budget Period:	2015 – 2017			
Project #:	SW13DA	Total Project Est:	\$6,547,522			
Project Type:	Sewer	Target Start Date:	7/1/2012			
Project Fund:	Sewer Fund	Target Completion:	6/30/2016			
Project Manager: Franklet, George		METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Open	Rates/System Development Charges	100%			
Stage:	Design					
DESCRIPTION						
<p>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. Optimization is recommending modification to either Sawyer or Riverhouse lift station.</p>						
NEED/JUSTIFICATION						
<p>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. 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. The force main project has more certainty of being a long-term solution and lower risk of stranded assets than the gravity solution.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impact to operations budget</p> <p>Consequences of Delaying or 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.</p> <p>Project Related To: Collection System Master Plan (SW12AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$638,222	\$5,909,300	\$ -	\$ -	\$ -	\$ -	\$6,547,522



SW13EA Colorado Lift Station and Force Main

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Colorado Pump Station and Force Main	Budget Period:	2015 – 2017
Project #:	SW13EA	Total Project Est:	\$13,620,132
Project Type:	Sewer	Target Start Date:	7/1/2012
Project Fund:	Sewer Fund	Target Completion:	6/30/2016
Project Manager: Franklet, George		METHOD OF FINANCING	
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE
Status:	Open	Rates/System Development Charges	100%
Stage:	Bid		

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. 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.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or 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 (SW12AA)

PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$2,298,732	\$11,321,400	\$ -	\$ -	\$ -	\$ -	\$13,620,132

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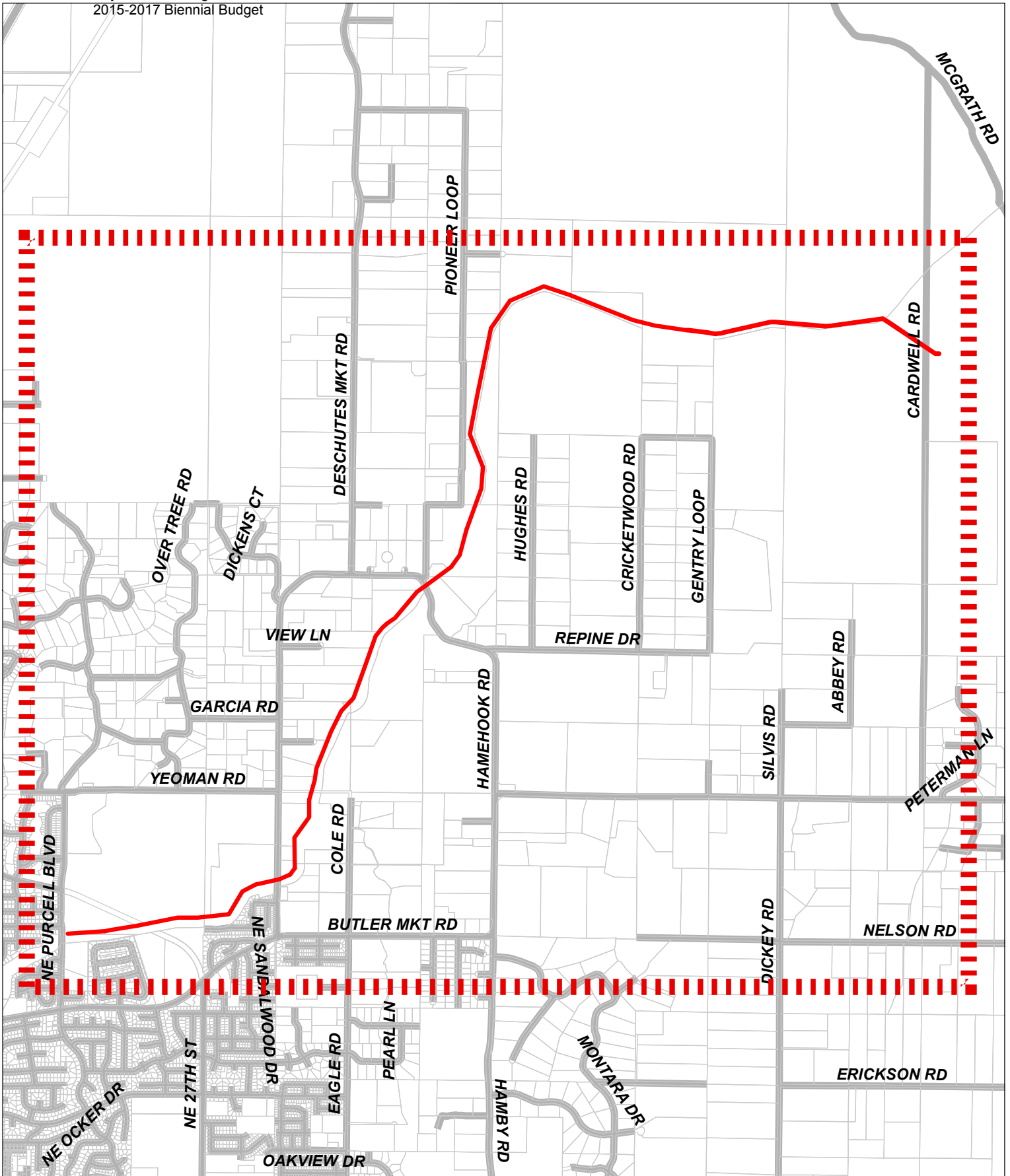


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Deschutes Brewery Sewer	Budget Period:	2015 – 2017			
Project #:	SW14BA	Total Project Est:	\$ 300,000			
Project Type:	Sewer	Target Start Date:	04/01/2015			
Project Fund:	Sewer Fund	Target Completion:	8/31/2015			
Project Manager: Ryan Oster		METHOD OF FINANCING				
Cost Estimate Classification:	1 (100% Design)	TYPE	PERCENTAGE			
Status:	Complete	Rates/System Development	100%			
Stage:	Complete	Charges				
DESCRIPTION						
This project relocated the main line from the Brewery out of a steep hillside and connected it to a line in Shevlin Hixon Drive.						
NEED/JUSTIFICATION						
Maintenance of existing line difficult and expensive due to the steep slope.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: None						
Consequences of Delaying or Eliminating this Project: Project completed						
Project Related To: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ 130,000	\$170,000	\$ -	\$ -	\$ -	\$ -	\$300,000



SW15AA Plant Interceptor Rehabilitation

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

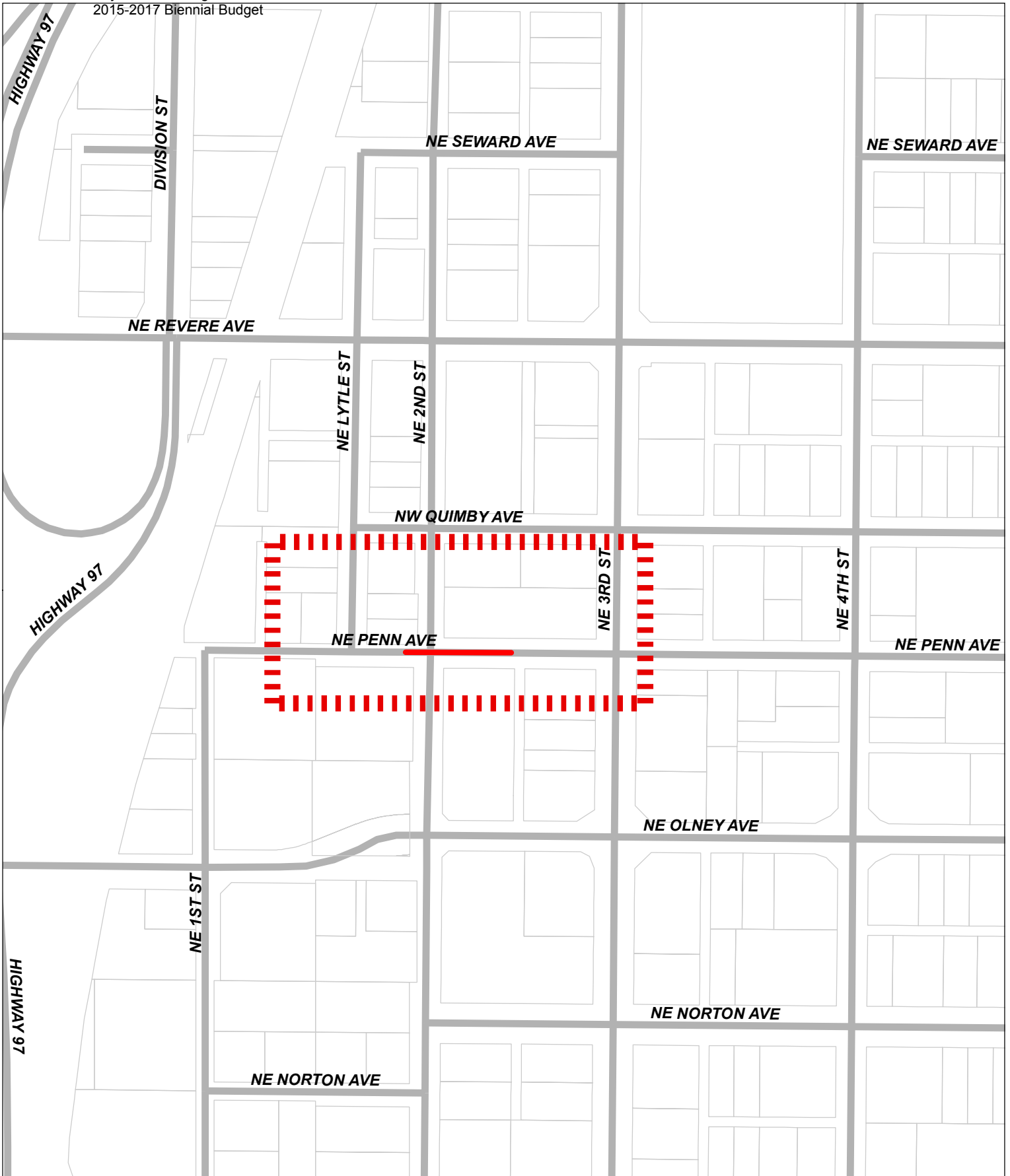


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Plant Interceptor Rehabilitation	Budget Period:	2015 – 2017			
Project #:	SW15AA	Total Project Est:	\$5,738,000			
Project Type:	Sewer	Target Start Date:	3/1/2015			
Project Fund:	Sewer Fund	Target Completion:	6/30/2016			
		METHOD OF FINANCING				
		TYPE	PERCENTAGE			
		Rates/System Development Charges	100%			
DESCRIPTION						
<p>This is a rehabilitation of the plant interceptor. The work will follow the condition assessment (SW10AA) and use that information to assist in developing the design. The recommendation that was provided includes installing a Cured-In-Place Pipe (CIPP) liner for the Grade 5 segments and sectional liners on all Grade 4 segments, upsizing 4 pipeline segments, replacing the existing siphon junction box, installing an air extraction system, and cleaning the double barreled siphons. The air extraction system will serve as a corrosion control system in that will extract air from the headspace of the pipe, drying it out and reducing the corrosion rate on the concrete. The rehabilitated pipe segments will be reclassified as Grade 3 or 2 upon installing the liner.</p>						
NEED/JUSTIFICATION						
<p>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. This project will rehabilitate the plant interceptor by designing and constructing a liner and corrosion control (air extraction) system. This solution provides protection for the worst portions of the pipe and keeps the other portions from deteriorating at the current rate.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: There will be no impact to the annual operating budget.</p> <p>Consequence of Delaying or Eliminating this Project: The deficient pipeline may suffer an emergency scenario such as a collapse in the pipeline causing sewage to not be able to be conveyed to the treatment plant and spilling out over the surrounding area.</p> <p>Project Related To: Existing Plant Interceptor Condition Assessment (SW10AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$20,000	\$5,718,000	\$ -	\$ -	\$ -	\$ -	\$5,738,000



SW15DA NE 2nd & Penn Sewer Realignment

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

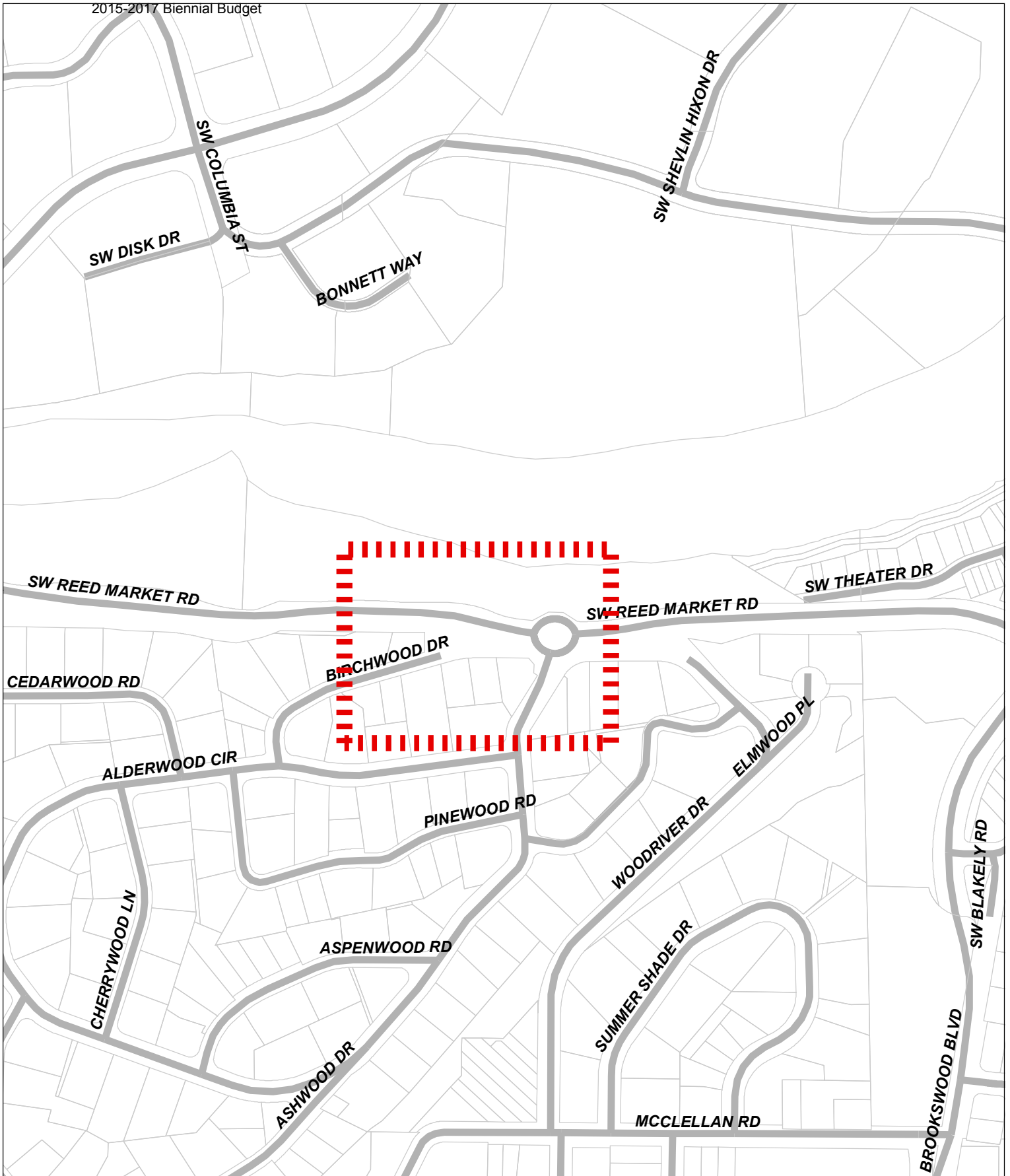


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	N.E. 2nd & Penn Sewer Line Realignment			Budget Period:	2015 – 2017	
Project #:	SW15DA			Total Project Est:	\$300,000	
Project Type:	Sewer			Target Start Date:	7/1/2015	
Project Fund:	Sewer Fund			Target Completion:	6/30/2017	
Project Manager:	Unassigned			METHOD OF FINANCING		
Cost Estimate Classification:	5 (Conceptual)			TYPE	PERCENTAGE	
Status:	Proposed			Rates/System Development	100%	
Stage:	Planning			Charges		
DESCRIPTION						
<p>A City owned sewer line exists under a private structure (car wash) . This project will abandon the sewer line underneath the structure and construct a small section of sewer in the right of way to redirect the sewer. Project costs includes design and construction of the new sewer line.</p>						
NEED/JUSTIFICATION						
<p>The existing sewer line is aging and has some documented structural deficiencies. Existing documented easements allow for the current structure to remain in place. Recent legal negotiations with the property owner require that the City move the sewer from underneath the carwash within a three to five year period.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: N/A</p> <p>Consequences of Delaying or Eliminating this Project: Potential consequences of delay include catastrophic sewer failure, lawsuit, and non-compliance with existing Oregon DEQ Water Quality permits.</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$100,000	\$200,000	\$ -	\$ -	\$ -	\$300,000



SW15GA Woodriver Village Lift Station/Vacuum Evaluation

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Wood River Village Lift Station/Vacuum Evaluation	Budget Period:	2015 – 2017			
Project #:	SW15GA	Total Project Est:	\$50,000			
Project Type:	Sewer	Target Start Date:	7/1/2015			
Project Fund:	Sewer Fund	Target Completion:	6/30/2016			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development Charges	100%			
Stage:	Planning					
DESCRIPTION						
Evaluate the Wood River Village Lift Station/Vacuum collection system.						
NEED/JUSTIFICATION						
Evaluate existing system locations and conditions in order to determine existing and future capacity as well as future development potential within the area.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: N/A						
Consequence of Delaying or Eliminating this Project: The City would have no information related to location, condition, and capacity of existing system.						
Project Related To: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$50,000	\$ -	\$ -	\$ -	\$ -	\$50,000

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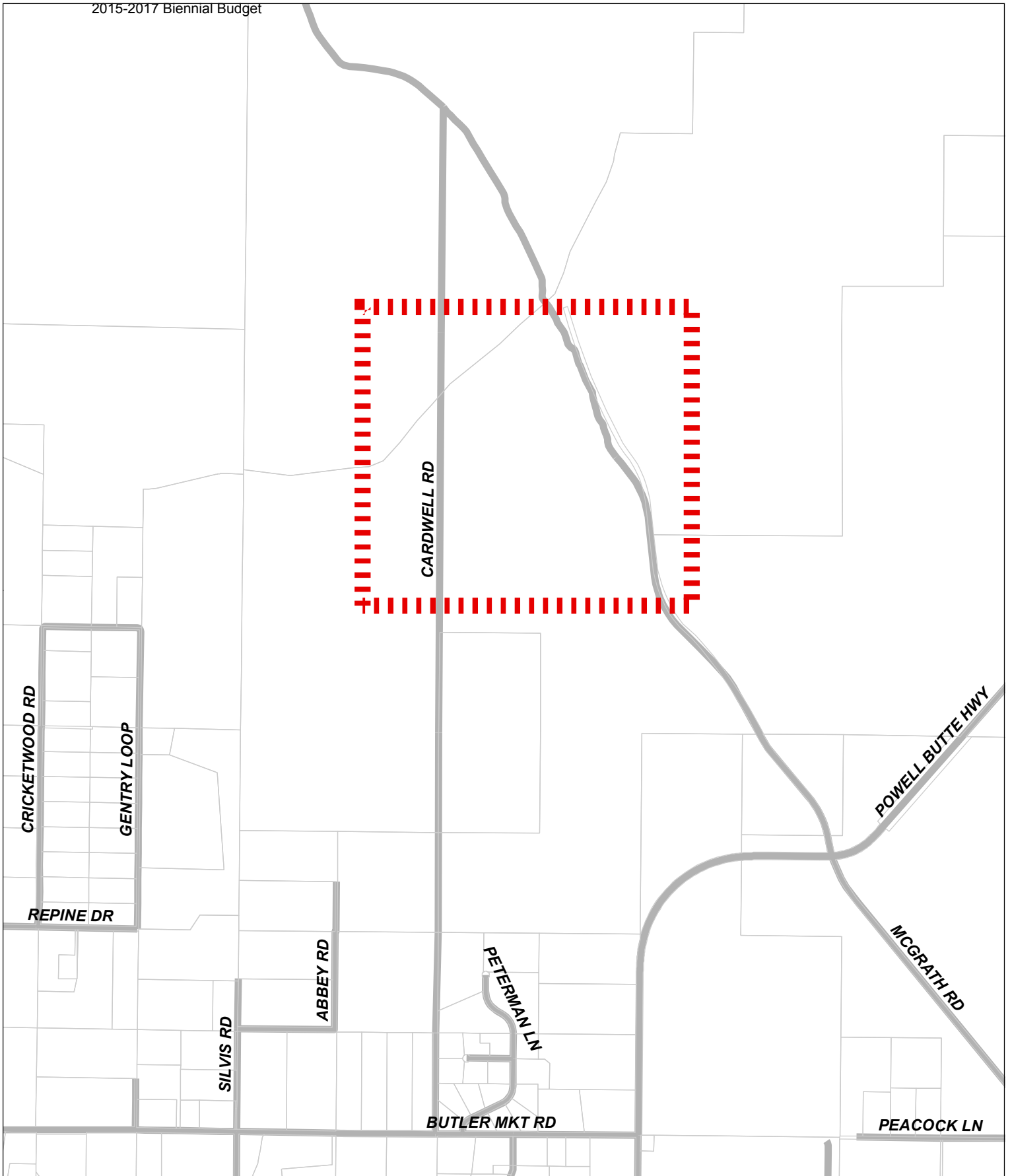


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Bend South Sewer Evaluation	Budget Period:	2015 – 2017			
Project #:	SW15IA	Total Project Est:	\$50,000			
Project Type:	Sewer	Target Start Date:	7/1/2015			
Project Fund:	Sewer Fund	Target Completion:	6/30/2016			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development	100%			
Stage:	Planning	Charges				
DESCRIPTION						
Evaluate portions of the Juniper Utility sewer system.						
NEED/JUSTIFICATION						
Evaluate existing system locations and conditions in order to determine existing and future capacity as well as future development potential within the area.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: N/A						
Consequence of Delaying or Eliminating this Project: The City would have no information related to location, condition, and capacity of existing system.						
Project Related To: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$50,000	\$ -	\$ -	\$ -	\$ -	\$50,000



SW15JA WRF Treatment Plant Upgrades

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

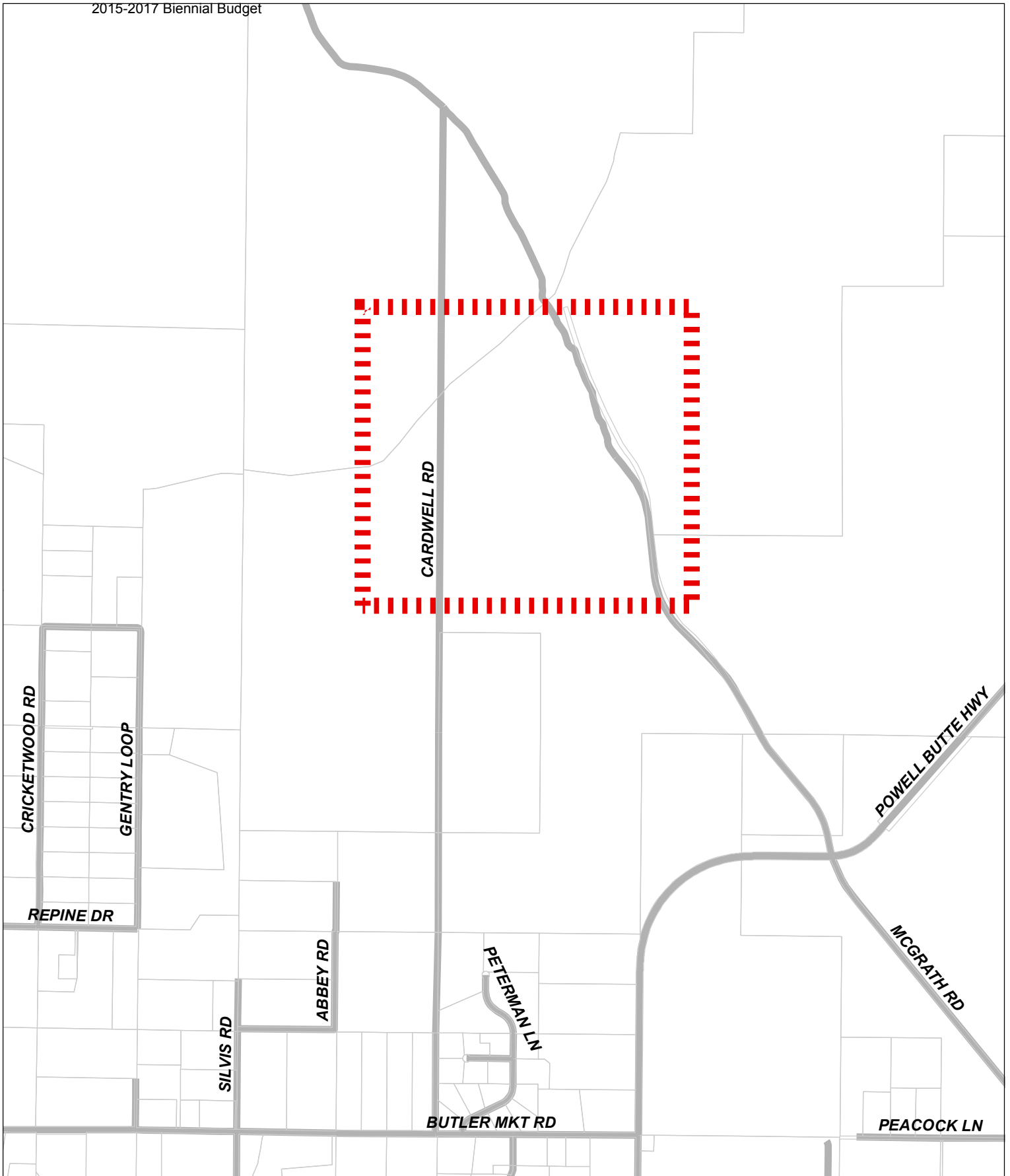


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Water Reclamation Facility (WRF) Treatment Plant Upgrades	Budget Period:	2015 – 2017			
Project #:	SW15JA	Total Project Est:	\$700,000			
Project Type:	Sewer	Target Start Date:	7/1/2015			
Project Fund:	Sewer Fund	Target Completion:	6/30/2020			
		METHOD OF FINANCING				
		TYPE	PERCENTAGE			
Project Manager:	Robertson, Josh	Rates/System Development Charges	100%			
Cost Estimate Classification:	5 (Conceptual)					
Status:	Pending					
Stage:	Planning					
DESCRIPTION						
Equipment replacement and changes that will be required at the plant after the expansion is complete.						
NEED/JUSTIFICATION						
As yet to be determined facilities improvements. The Water Reclamation Facility is an advanced treatment operation with multiple operational buildings and a variety of equipment. After the plant expansion is completed and the facility moves into full operation, there will most likely be upgrades needed at site facilities either minimally touched by construction, or not touched at all, to bring controls and equipment located within them up to date with controls or equipment installed in other facilities as a result of the Secondary Expansion project.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: Minimal						
Consequence of Delaying or Eliminating this Project: Facility degradation resulting in inefficient operations. The worst case scenario would result in a violation of the Department of Environmental Quality (DEQ) Water Pollution Control Facility (WPCF) permit.						
Project Related To: Secondary Expansion Project (SW0802); WRF Facilities Plan Update (SW17AA); WRF Evaporation Percolation Ponds (SW15KA); WRF Support Facilities Upgrade (SW18AA)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$100,000	\$100,000	\$100,000	\$200,000	\$200,000	\$700,000



SW17AA WRF Facilities Plan Update

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Water Reclamation Facility (WRF) Facilities Plan Update	Budget Period:	2015 – 2017
Project #:	SW17AA	Total Project Est:	\$500,000
Project Type:	Sewer	Target Start Date:	7/1/2017
Project Fund:	Sewer Fund	Target Completion:	6/30/2018
Project Manager: England, Jeff		METHOD OF FINANCING	
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE
Status:	Pending	Rates/System Development Charges	100%
Stage:	Planning		

DESCRIPTION

The City’s water reclamation facility (WRF) treats all of the sewage generated within the City of Bend. The WRF Plan is a facility planning document that summaries existing, near-term, and anticipated long-term flow, loading, and process conditions. The plan is a useful tool for planning necessary facilities upgrades and improvements to the plant which are necessitated to meet the demands of growth in the community as well as federal/state regulatory requirements.

NEED/JUSTIFICATION

The objective of this project is to update the existing facilities plan to reflect current and future plant conditions. The existing facilities plan was completed in 2008 with a year 2030 planning horizon. Since that time, several factors which influence the operation of the plant have changed including increased flow, increased waste loading, a major plant expansion, revised biological treatment process, and discharge permit requirements. It is typical for facilities plans to be updated every 5 to 10 years more or less depending on overall collection and treatment system dynamics.

FINANCIAL NARRATIVE

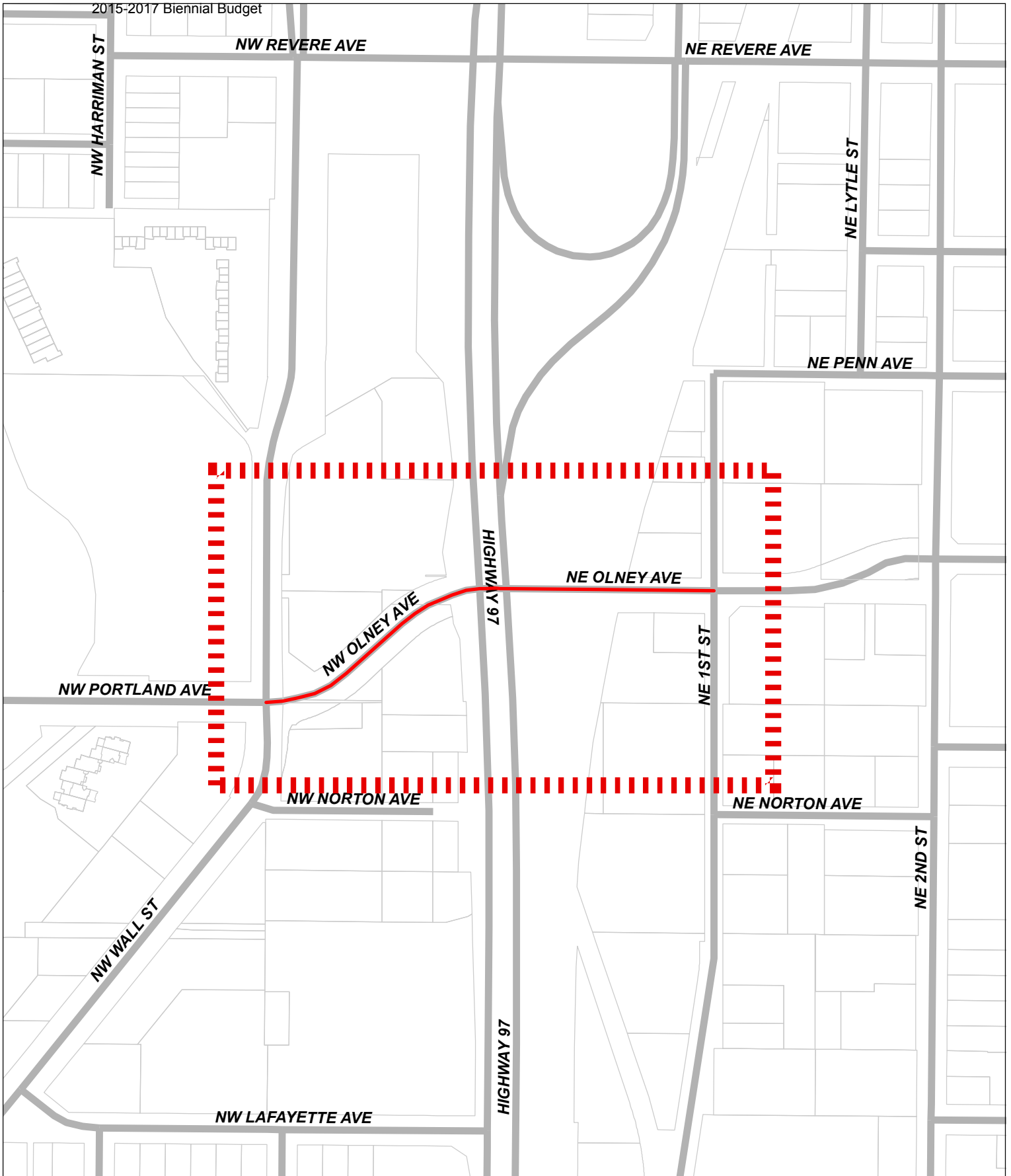
Impact on Annual Operating Budget: N/A

Consequence of Delaying or Eliminating this Project: 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: Secondary Expansion Project (SW0802); WRF Treatment Plant Upgrades (SW15JA); WRF Evaporation Percolation Ponds (SW15KA); WRF Support Facilities Upgrade (SW18AA)

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$500,000	\$ -	\$ -	\$500,000



SW18BX Parallel Sewer on Olney Ave

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

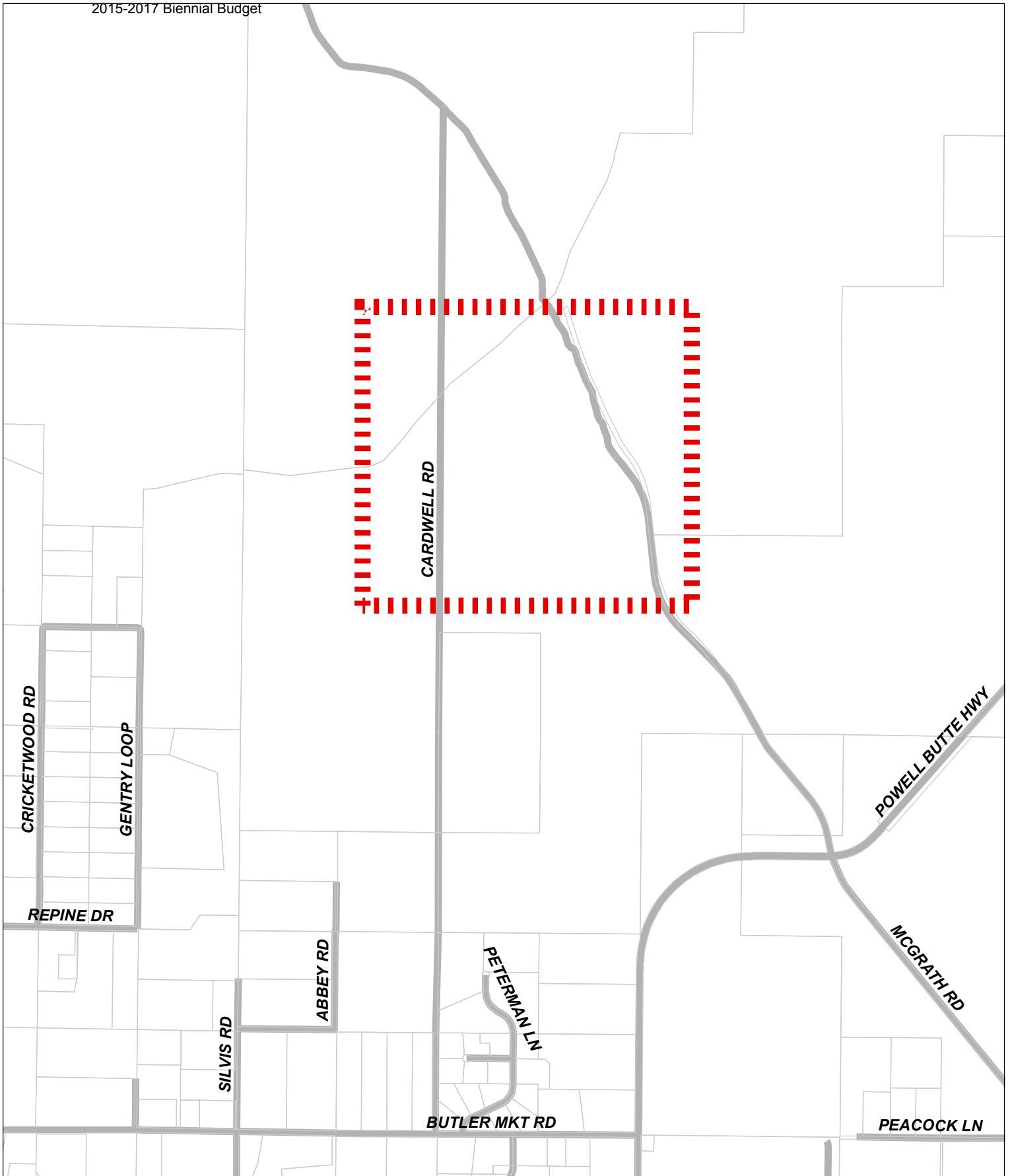


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Parallel Sewer on Olney Avenue	Budget Period:	2015 – 2017			
Project #:	SW18BX	Total Project Est:	\$581,000			
Project Type:	Sewer	Target Start Date:	7/1/2017			
Project Fund:	Sewer Fund	Target Completion:	6/30/2018			
Project Manager: Unassigned				METHOD OF FINANCING		
Cost Estimate Classification: 5 (Conceptual)				TYPE	PERCENTAGE	
Status:	Proposed	Rates/System Development		100%		
Stage:	Planning	Charges				
DESCRIPTION						
Parallel 8-inch pipe along Olney Avenue between Wall Street and 1st Street, connecting to the existing 16-inch pipe at 1st Street and Olney Avenue intersection.						
NEED/JUSTIFICATION						
New pipe will eliminate the need for a City owned and maintained pump station at Pioneer Park. In addition, new pipe will benefit discharge of waste from the downtown corridor.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: Reduced expense due to operation and maintenance of the pump station eliminated.						
Consequence of Delaying or Eliminating this Project: Cost-savings from pump station elimination lost. Leaves another component within the system to prone to failure.						
Project Related To: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$581,000	\$ -	\$ -	\$581,000



SW15KA WRF Evaporation Percolation Ponds

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

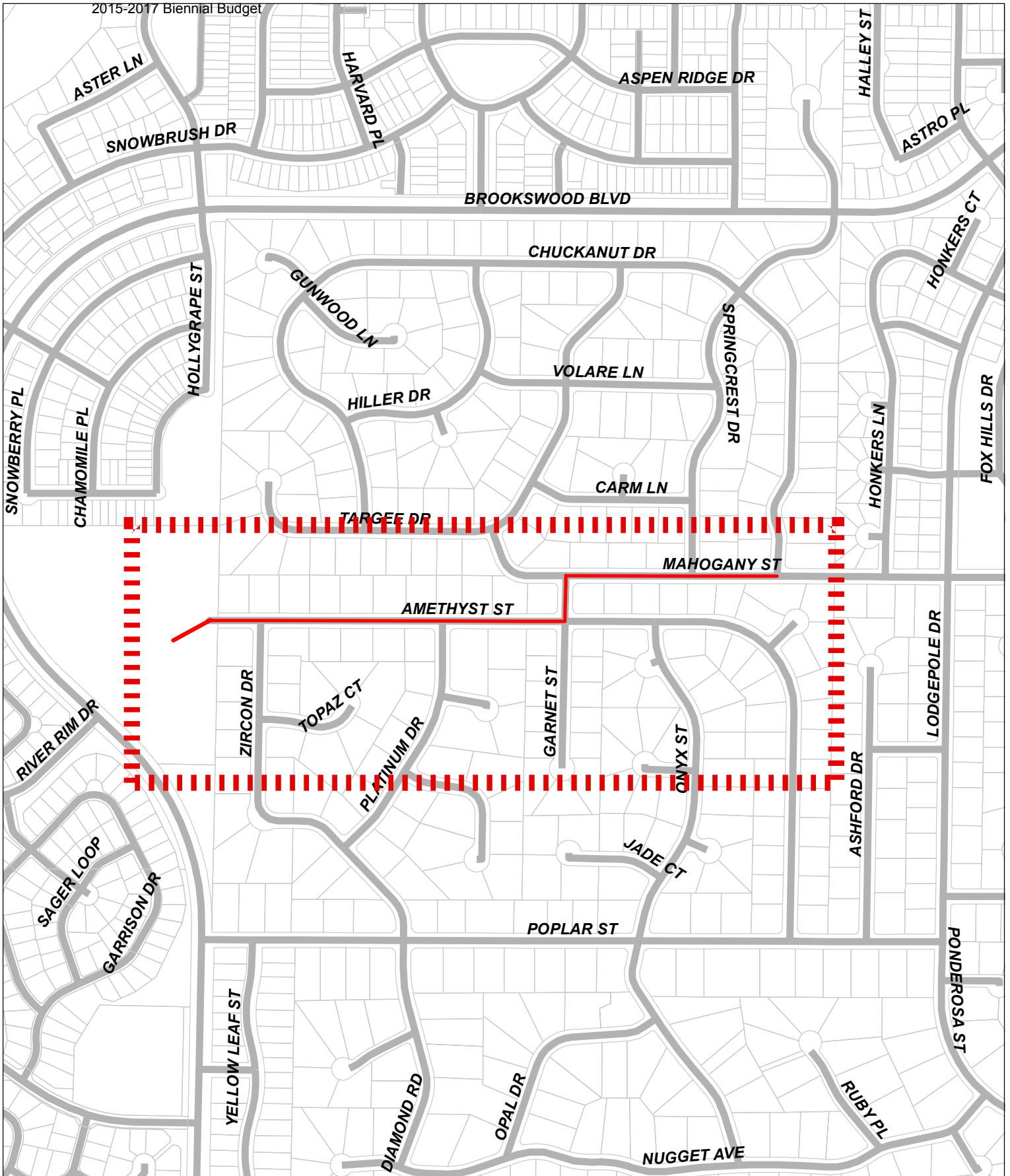


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Water Reclamation Facility (WRF) Evaporation Percolation Ponds	Budget Period:	2015 – 2017			
Project #:	SW15KA	Total Project Est:	\$1,567,000			
Project Type:	Sewer	Target Start Date:	7/1/2018			
Project Fund:	Sewer Fund	Target Completion:	6/30/2019			
Project Manager: Unassigned		METHOD OF FINANCING				
Cost Estimate Classification: 5 (Conceptual)		TYPE	PERCENTAGE			
Status: Proposed		Rates/System Development Charges	100%			
Stage: Planning						
DESCRIPTION						
There are existing evaporation / percolation ponds that serve as disposal for treated effluent from the WRF. There are areas within the banks of the existing ponds that could present a risk for a breach.						
NEED/JUSTIFICATION						
Stabilize existing pond embankments to reduce risk of breach and increase volume of ponds.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: N/A						
Consequence of Delaying or Eliminating this Project: No increased capacity in percolation pond volume and risk of embankment breach.						
Project Related To: Secondary Expansion Project (SW0802); WRF Treatment Plant Upgrades (SW15JA); WRF Facilities Plan Update (SW17AA); WRF Support Facilities Upgrade (SW18AA)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$1,567,000	\$ -	\$1,567,000



SW19AX Amethyst/Mahogany Street Sewer

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

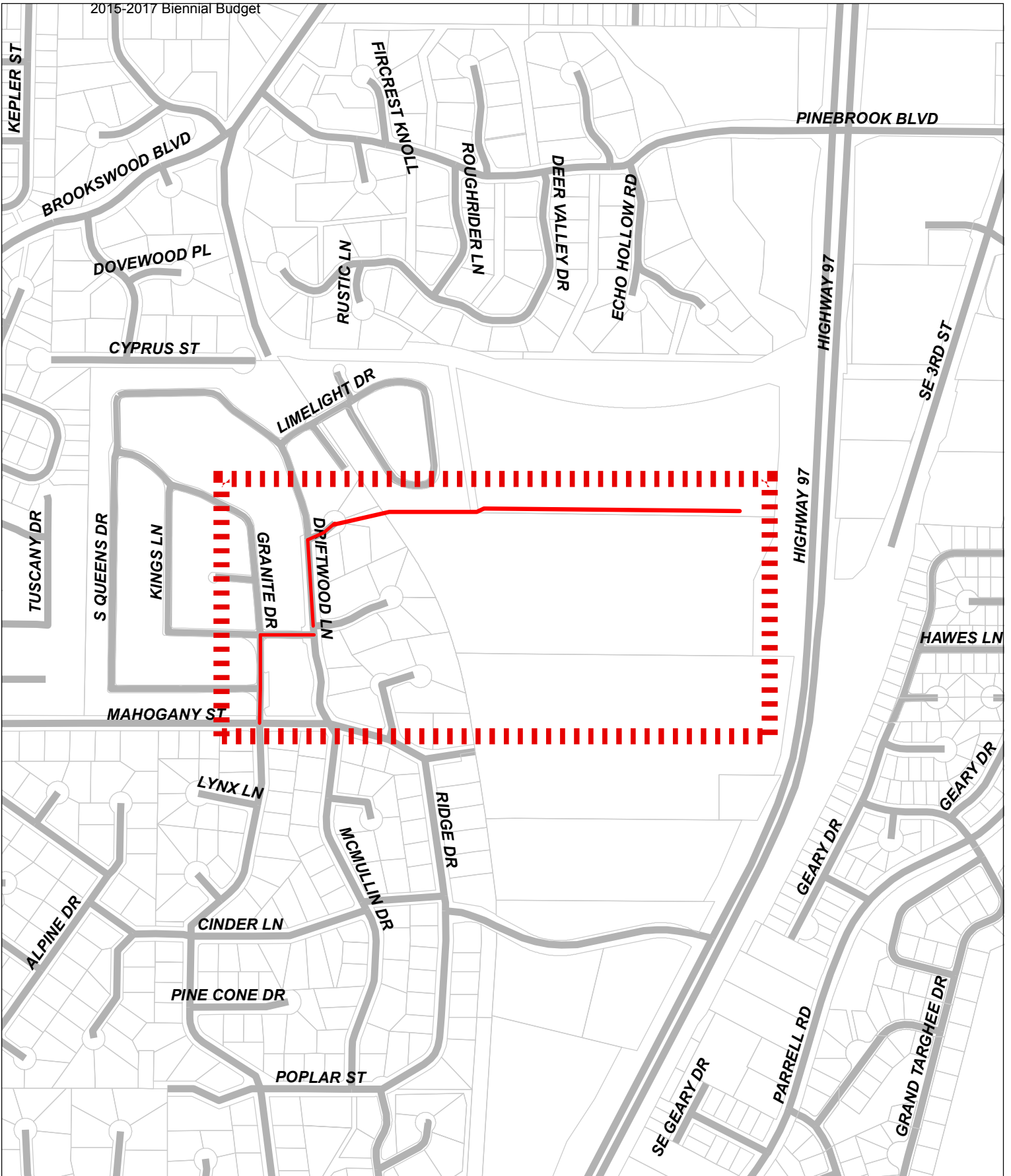


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	West of Highway 97: Parallel Sewer on Amethyst Street/Mahogany Street- Segment	Budget Period:	2015 – 2017	Total Project Est:	\$679,000	
Project #:	SW19AX	Target Start Date:	7/1/2018	Target Completion:	6/30/2019	
Project Type:	Sewer	METHOD OF FINANCING				
Project Fund:	Sewer Fund					
Project Manager:	Unassigned	TYPE	PERCENTAGE			
Cost Estimate Classification:	5 (Conceptual)	Rates/System Development	100%			
Status:	Proposed	Charges				
Stage:	Planning					
DESCRIPTION						
<p>Parallel 8-inch pipe from Brookwood Boulevard and River Rim Drive intersection cross-country northeast to Amethyst Street, then east along Amethyst Street, connecting to the existing 10-inch pipe east of the Amethyst Street and Zircon Drive intersection.</p> <p>Parallel 10-inch pipe along Amethyst Street east of Zircon Drive to Garnet Street, then along Garnet Street to Mahogany Street, then along Mahogany Street to Chuckanut Drive, connecting to the existing 12-inch pipe at Mahogany Street and Chuckanut Drive intersection.</p>						
NEED/JUSTIFICATION						
Project was initiated by dry weather peak flow trigger of 270 gpm at manhole CMH002318.						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impacts to operating budget.</p> <p>Consequence of Delaying or Eliminating this Project: System capacity remains unchanged in the Amethyst/Mahogany area which may not keep up with expected growth in the area. The system capacity remaining the same increases the changes of a sanity sewer overflow (SSO), which violates our WPCF permit.</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$679,000	\$ -	\$679,000



SW19BX Mahogany St/Highway 97 Sewer

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

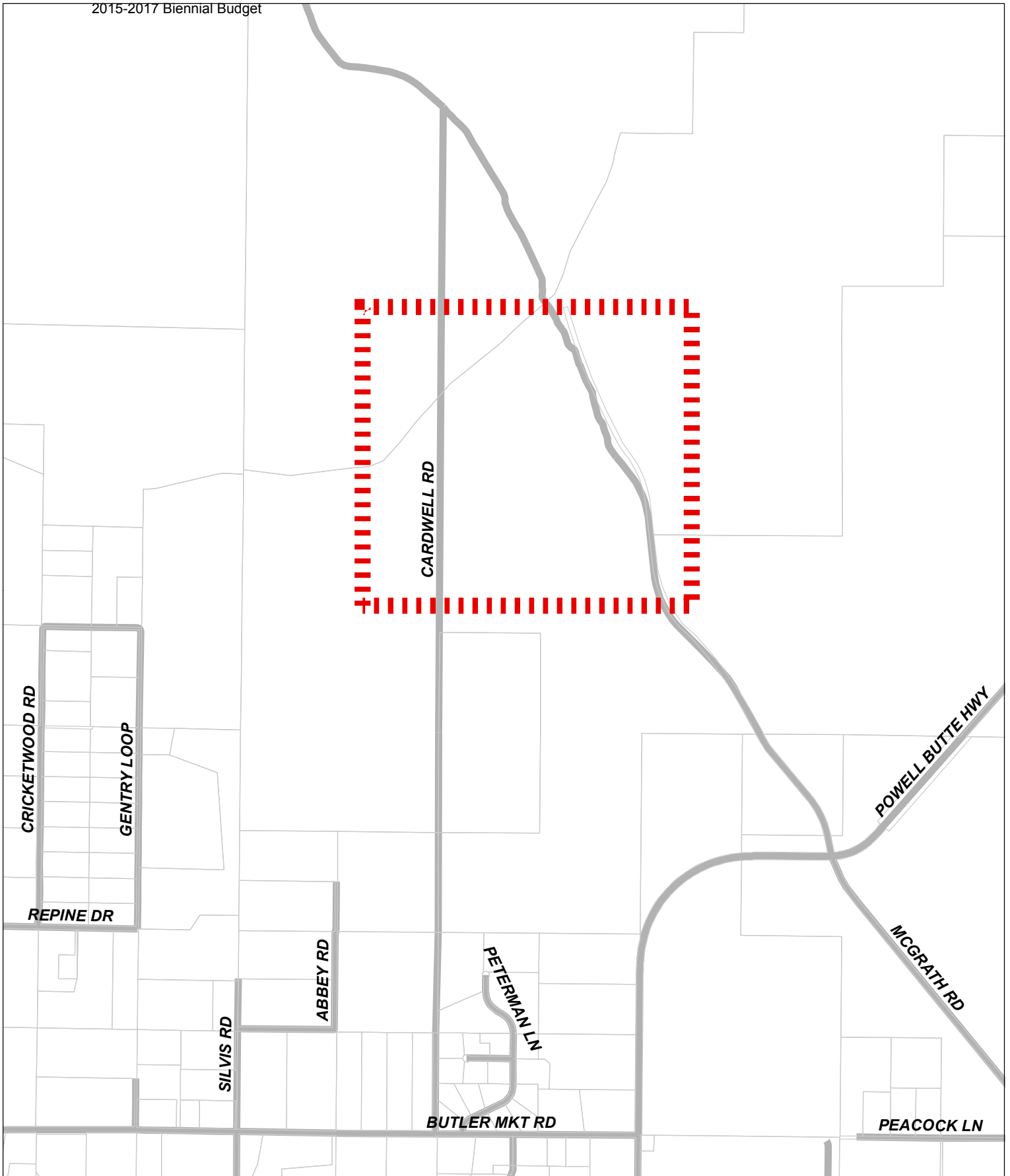


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	West of Highway 97: Parallel Sewer Mahogany Street to Highway 97- Segment 1, 2	Budget Period:	2015 – 2017	Total Project Est:	\$999,000	
Project #:	SW19BX	Target Start Date:	7/1/2018	Target Completion:	6/30/2019	
Project Type:	Sewer	METHOD OF FINANCING				
Project Fund:	Sewer Fund					
Project Manager:	Unassigned	TYPE	PERCENTAGE			
Cost Estimate Classification:	5 (Conceptual)	Rates/System Development Charges	100%			
Status:	Proposed					
Stage:	Planning					
DESCRIPTION						
<p>Segment 1: Parallel 12-inch pipe along Granite Drive from Mahogany Street to Kings Lane, then along Kings Lane to Driftwood Lane, then along Driftwood Lane to Crystal Lane, then along Crystal Lane and cross-country, connecting to the existing 12-inch pipe northeast of the Crystal Lane and Driftwood Lane intersection.</p> <p>Segment 2: Parallel 18-inch pipe from the Crystal Lane and Driftwood Lane intersection east, cross-country to west of Highway 97, connecting to the existing 12-inch pipe northwest of the Highway 97 and 3rd Street intersection.</p>						
NEED/JUSTIFICATION						
<p>Project is initiated by dry weather peak flow trigger of 320 gpm at manhole CMH002318. See Project ID 9 for more information on Flow Monitoring Program.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impact to operating budget.</p> <p>Consequence of Delaying or Eliminating this Project: System capacity remains unchanged in the Mahogany Street area and may not be able to accommodate growth.</p> <p>Project Related To: Collection System Master Plan (SW12AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$999,000	\$ -	\$999,000



SW18AA WRF Support Facilities Upgrade

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Water Reclamation Facility (WRF) Support Facilities Upgrade	Budget Period:	2015 – 2017			
Project #:	SW18AA	Total Project Est:	\$2,400,000			
Project Type:	Sewer	Target Start Date:	7/1/2019			
Project Fund:	Sewer Fund	Target Completion:	6/30/2020			
Project Manager:	Robertson, Josh	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Pending	Rates/System Development Charges	100%			
Stage:	Planning					
DESCRIPTION						
<p>WRF support facilities include administration buildings, the laboratory, and various operations and maintenance buildings to house staff and materials. Several existing buildings were constructed as part of the original plant in 1980 and are in need of upgrades and remodeling. New buildings are also needed to meet the demands of a growing plant now and into the future.</p>						
NEED/JUSTIFICATION						
<p>The objective of these projects is to ensure the adequacy of support facilities at the plant to meet current and future needs.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: None. Capital costs increased but operational costs decrease due to increased efficiencies.</p> <p>Consequence of Delaying or Eliminating this Project: Decreased efficiencies in administration functions due to planned growth.</p> <p>Project Related To: WRF Treatment Plant Upgrades (SW15JA); WRF Facilities Plan Update (SW17AA); WRF Evaporation Percolation Ponds (SW15KA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$2,400,000	\$2,400,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Odor Control Master Plan	Budget Period:	2015 – 2017			
Project #:	SW20AX	Total Project Est:	\$1,000,000			
Project Type:	Sewer	Target Start Date:	7/1/2019			
Project Fund:	Sewer Fund	Target Completion:	6/30/2020			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development	100%			
Stage:	Planning	Charges				
DESCRIPTION						
Collection System Odor Master Plan will include study, documentation and evaluation of the collection system odors issues as well as recommend improvements and prepare a capital improvement program.						
NEED/JUSTIFICATION						
Develop a plan to effectively and efficiently reduce and/or eliminate offensive odors generated within the sewer collection system.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: Odor control facilities recommended by this study will yield an increase in operational costs.						
Consequence of Delaying or Eliminating this Project: On-going odor complaints and further deterioration of piping systems						
Project Related To: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,000,000	\$1,000,000

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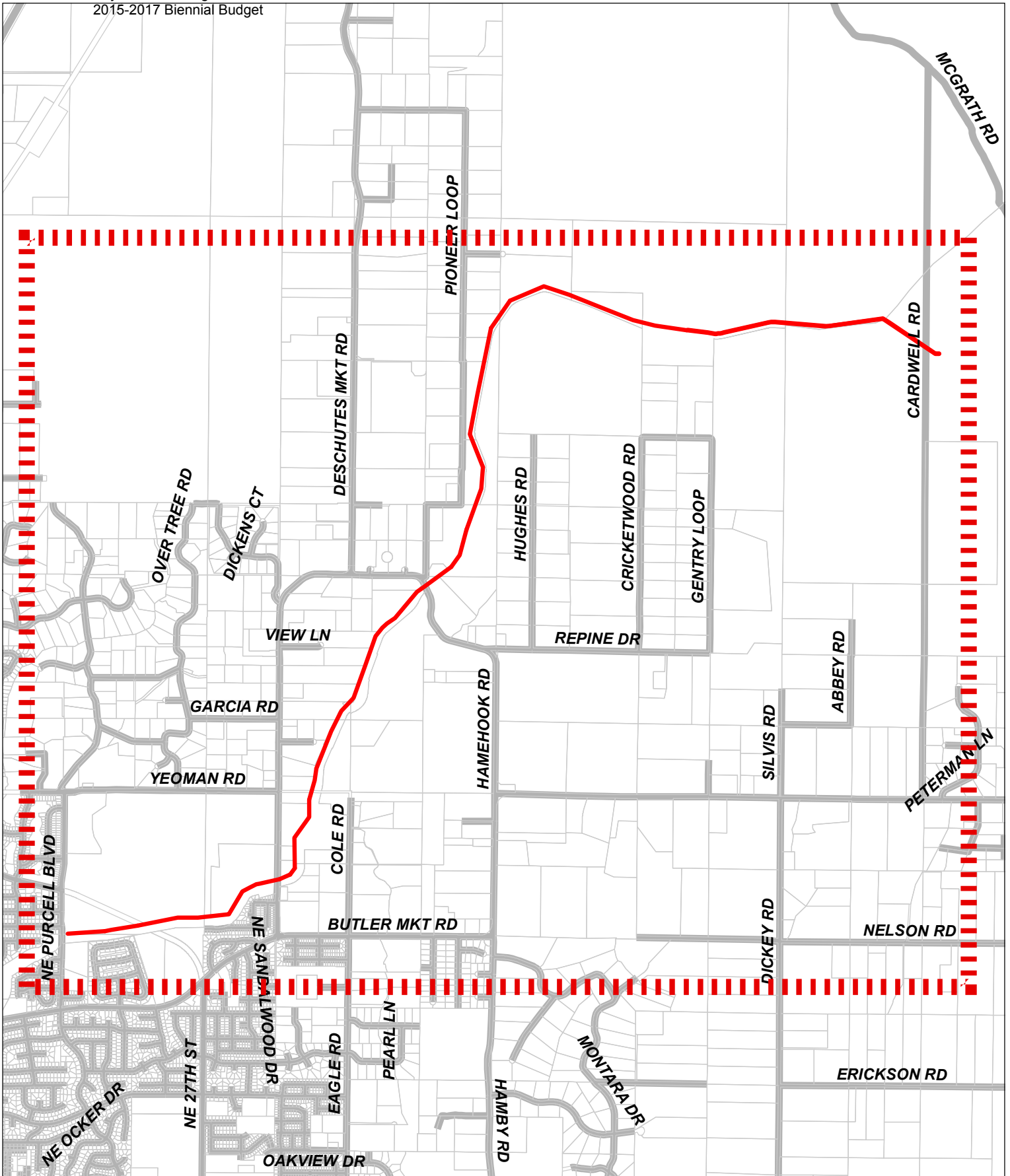


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Sewer Storage - Land Acquisition	Budget Period:	2015 – 2017			
Project #:	SW20BX	Total Project Est:	\$700,000			
Project Type:	Sewer	Target Start Date:	7/1/2019			
Project Fund:	Sewer Fund	Target Completion:	6/30/2020			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE				PERCENTAGE
Status:	Proposed	Rates/System Development		100%		
Stage:	Planning	Charges				
DESCRIPTION						
<p>This project is for three land acquisitions that would be used in the future for offline underground storage of wet weather sewage flow. This project does not include design or construction of the storage facility. The future storage will connect the following: 1) to the Plant Interceptor to remove flow from the interceptor and pump the stored sewage back to the interceptor; 2) to the gravity pipe in Amethyst Street (manhole CMH001642) to remove flow from the interceptor and pump the stored sewage back to the interceptor; and 3) to the gravity pipe in Studio Road (manhole CMH000543) to remove flow from the interceptor. The wet weather flow would cause deficiencies downstream of the storage facility if not captured. The future below ground storage tanks will be approximately 1.35 million gallons.</p>						
NEED/JUSTIFICATION						
<p>Secure land in order to site future sewage storage facilities as identified in the CSMP. The storage facility will mitigate peak flows and reduce pipe size requirements.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: N/A</p> <p>Consequence of Delaying or Eliminating this Project: Market fluctuations in land costs or unavailable land at a future date</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$700,000	\$700,000



SW20EX Plant Interceptor Condition Assessment

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Plant Interceptor Condition Assessment Program	Budget Period:	2015 – 2017			
Project #:	SW20EX	Total Project Est:	\$600,000			
Project Type:	Sewer	Target Start Date:	7/1/2019			
Project Fund:	Sewer Fund	Target Completion:	6/30/2020			
Project #:	SW20EX					
Project Manager:	Unassigned					
METHOD OF FINANCING						
Cost Estimate Classification: 5 (Conceptual)		TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development Charges				
Stage:	Planning		100%			
DESCRIPTION						
<p>Condition Assessment of the Plant Interceptor and Siphon. This inspection requires different equipment than is currently owned by the operations & maintenance department and the CIP Estimate is for the City to hire a consultant to assist with this project. The Plant Interceptor is approximately 20,200 feet of 30-, 36- and 42-inch gravity pipe. The Siphon is approximately 4,900 feet of 21-inch and 36-inch parallel pipe. This project does not include assessment of any piping other than the Plant Interceptor. This project will serve as an update to the assessment conducted in 2013.</p>						
NEED/JUSTIFICATION						
<p>Perform condition assessment of key collection system interceptors and trunk lines. Determine which pipes may need to be rehabilitated, to what extent, and when.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: N/A</p> <p>Consequence of Delaying or Eliminating this Project: Further unknown degradation of key collection system pipes</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$600,000	\$600,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Collection System Master Plan Update Years 6-10	Budget Period:	2015 – 2017			
Project #:	SW20FX	Total Project Est:	\$1,000,000			
Project Type:	Programs and Studies	Target Start Date:	7/1/2019			
Project Fund:	Sewer Fund	Target Completion:	6/30/2020			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE				PERCENTAGE
Status:	Proposed	Rates/System Development		100%		
Stage:	Planning	Charges				
DESCRIPTION						
<p>Engineering services contract to update the current Master Plan, document changes in the system, update the system analysis and CIP. The update will ensure the City is utilizing up-to-date and accurate information regarding the condition of the collection system, flow projections, and applicable regulations.</p>						
NEED/JUSTIFICATION						
<p>The City’s sewer collection system model provides an important measure for development approval and capital improvement project prioritization. Models should be updated every five years as they provide an invaluable tool in determining existing and future capacity constraints.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impact to operations budget.</p> <p>Consequences of Delaying or 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.</p> <p>Project Related To: Collection System Master Plan (SW12AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,000,000	\$1,000,000

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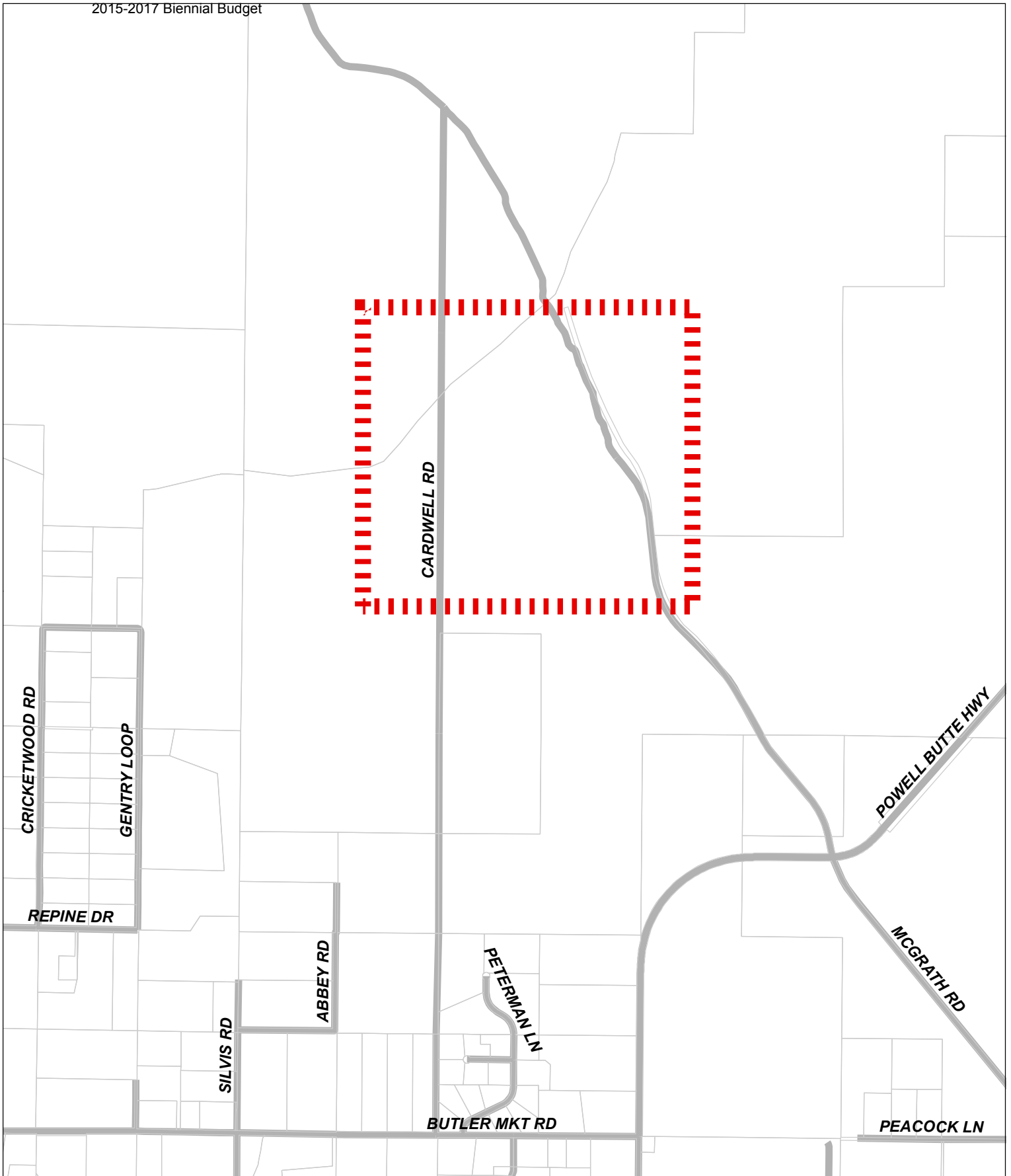


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Gravity Pipe Condition Assessment	Budget Period:	2015 – 2017			
Project #:	SW20GX	Total Project Est:	\$200,000			
Project Type:	Sewer	Target Start Date:	7/1/2019			
Project Fund:	Sewer Fund	Target Completion:	6/30/2020			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Rates/System Development	100%			
Stage:	Planning	Charges				
DESCRIPTION						
Conduct condition assessment of existing major sanitary sewer lines.						
NEED/JUSTIFICATION						
<p>Most of the existing major sanitary sewer main lines were installed in the late 1970's and early 1980's as part of the project that provided sewer service from the old wastewater treatment plant to the new (current) plant. Many of these main lines are constructed of reinforced concrete pipe and have not had a thorough condition assessment in many years, if ever. Over the past several years, the City of Bend has seen a proliferation of pump stations its collection system. The waste stream in pressure sewer systems generally elevates hydrogen sulfide production which in turn contributes to degradation of reinforced concrete pipe. It will be necessary to perform adequate condition assessments on these pipe lines and make recommendations for rehabilitation if necessary in order to ensure the overall integrity of the system.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Positive; Overall reduction in capital repair and replacement. Consequence of Delaying or Eliminating this Project: Further deterioration of reinforced concrete pipe lines and increased risk of pipeline failures. Project Related To: Collection System Master Plan (SW20FX)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$200,000	\$200,000



SW0802 Secondary Expansion

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

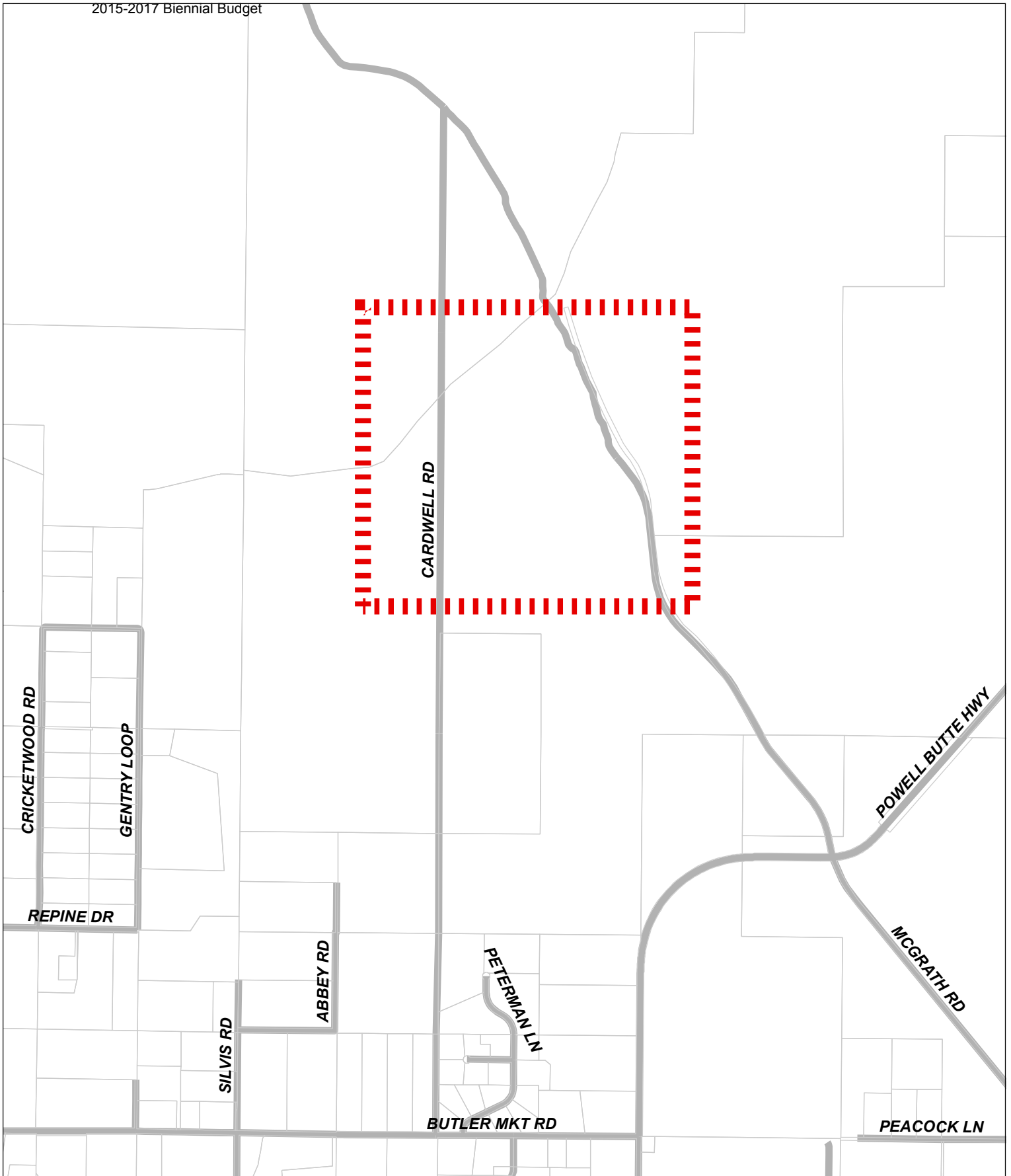


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Secondary Expansion Water Reclamation Facility			Budget Period:	2015 – 2017	
Project #:	SW0802			Total Project Est:	\$49,835,881	
Project Type:	Sewer			Target Start Date:	7/1/2008	
Project Fund:	Secondary Expansion Project Fund			Target Completion:	12/1/2016	
Project Manager: England, Jeff				METHOD OF FINANCING		
Cost Estimate Classification:	1 (Final 100% Design)			TYPE	PERCENTAGE	
Status:	Open			Rates/System Development	100%	
Stage:	Construction			Charges		
DESCRIPTION						
<p>This project provides additional capacity and increased efficiency to the primary, secondary, and tertiary 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 a primary clarifier, aeration basin, blower building, UV and sodium hypochlorite disinfection improvements, and piping modifications.</p>						
NEED/JUSTIFICATION						
<p>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. Ability to meet existing permit requirements and capacity to serve future growth. Without this additional treatment capacity and increased efficiency, future development will be negatively impacted.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: High: Due to increase in capacity and complexity of the upgraded facility it is anticipated that annual operational and maintenance costs will increase at the facility approximately \$100,000. Energy and equipment sustainability are a key parameter in the design of the expansion in order to minimize the impact of additional operating and maintenance costs.</p> <p>Consequences of Delaying or 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 is substantially complete as of March 30, 2015.</p> <p>Project Related To: Headworks Upgrade (SW14CA); Solids Handling (SW16AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$42,585,881	\$6,148,000	\$1,102,000	\$ -	\$ -	\$ -	\$49,835,881



SW14CA Headworks Upgrade

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

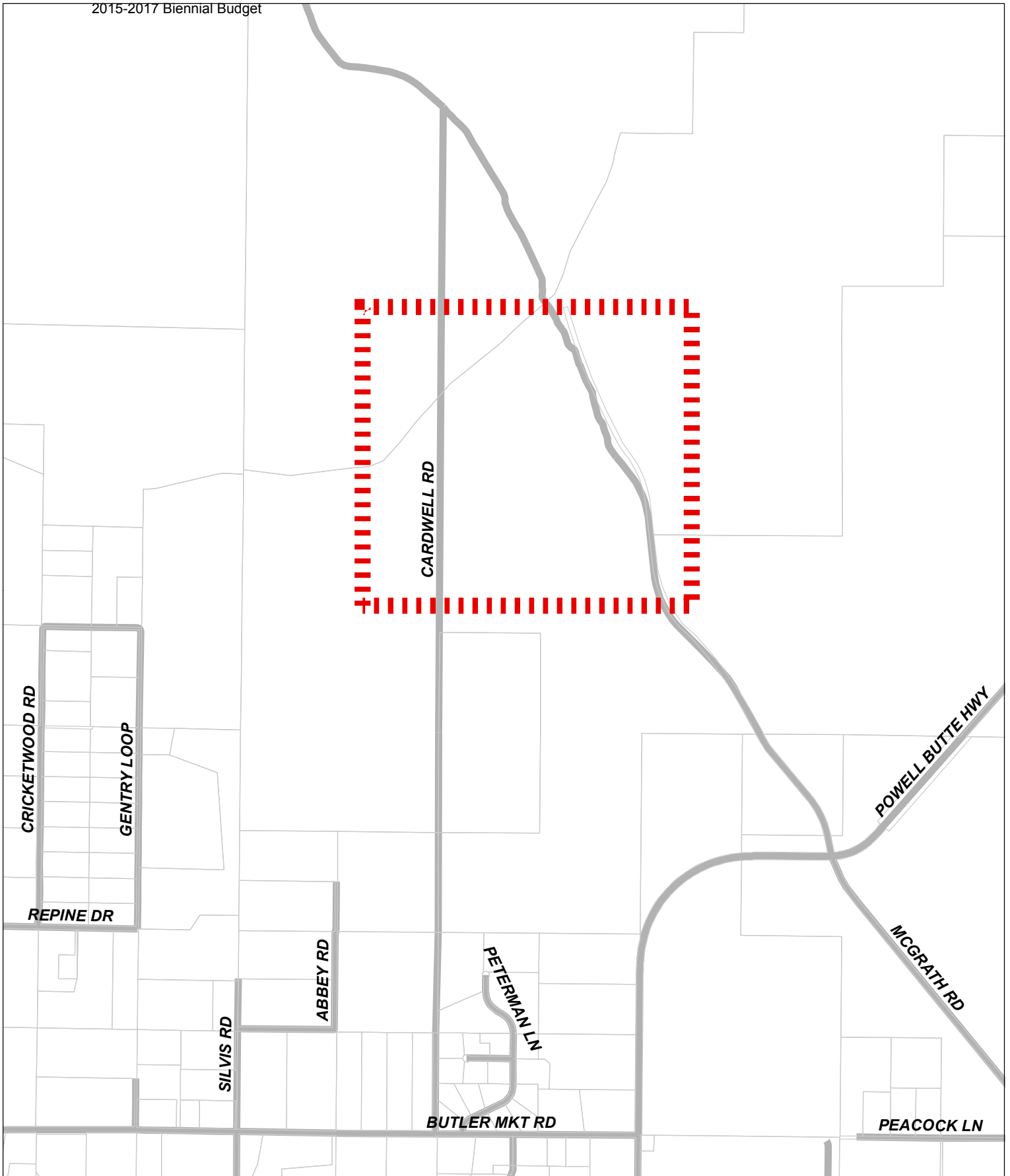


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Headworks Upgrade	Budget Period:	2015 – 2017			
Project #:	SW14CA	Total Project Est:	\$1,720,492			
Project Type:	Sewer	Target Start Date:	7/1/2013			
Project Fund:	Secondary Expansion Project Fund	Target Completion:	6/30/2016			
Project Manager:	Robertson, Josh	METHOD OF FINANCING				
Cost Estimate Classification:	1 (100% Design)	TYPE	PERCENTAGE			
Status:	Open	Rates/System Development	100%			
Stage:	Initiate	Charges				
DESCRIPTION						
<p>The existing headworks facility was designed and constructed in a manner which allows the installation of additional screening at such time as deemed necessary to meet the needs of the plant. It has been determined, based on current flow and loading, that the additional screening is now needed.</p>						
NEED/JUSTIFICATION						
<p>Add an additional screen, already designed, within the Headworks in order to increase influent hydraulic capacity and modify existing machinery and controls to increase efficiency..</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Minimal</p> <p>Consequence of Delaying or Eliminating this Project: Unrealized treatment capacity and efficiency forgone.</p> <p>Project Related To: WRF Secondary Expansion (SW0802); Solids Handling (SW16AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$720,492	\$1,000,000	\$ -	\$ -	\$ -	\$ -	\$1,720,492



SW16AA Solids Handling (Secondary Expansion)

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Solids Handling (Secondary Expansion)	Budget Period:	2015 – 2017
Project #:	SW16AA	Total Project Est:	\$4,000,000
Project Type:	Sewer	Target Start Date:	7/1/2016
Project Fund:	Secondary Expansion Project Fund	Target Completion:	6/30/2020
		METHOD OF FINANCING	
Project Manager:	Robertson, Josh	TYPE	PERCENTAGE
Cost Estimate Classification:	1 (Final 100% Design)	Rates/System Development Charges	100%
Status:	Open		
Stage:	Planning		

DESCRIPTION

The solids handling project was originally scheduled to be part of the Secondary Expansion project. It became apparent to Utility staff that combining the Solids Handling Project with secondary upgrades was too large of an endeavor to take on and keep the WRF properly operating and meeting permit. In addition, solids handling equipment is seeing major advances in technology. Staff felt further investigation into treatment technologies was appropriate. As the secondary expansion project enters its final phases, an evaluation will be conducted of the existing solids handling systems and work will commence on concepts for a new system that will maximize existing infrastructure use to improve solids handling efficiency.

NEED/JUSTIFICATION

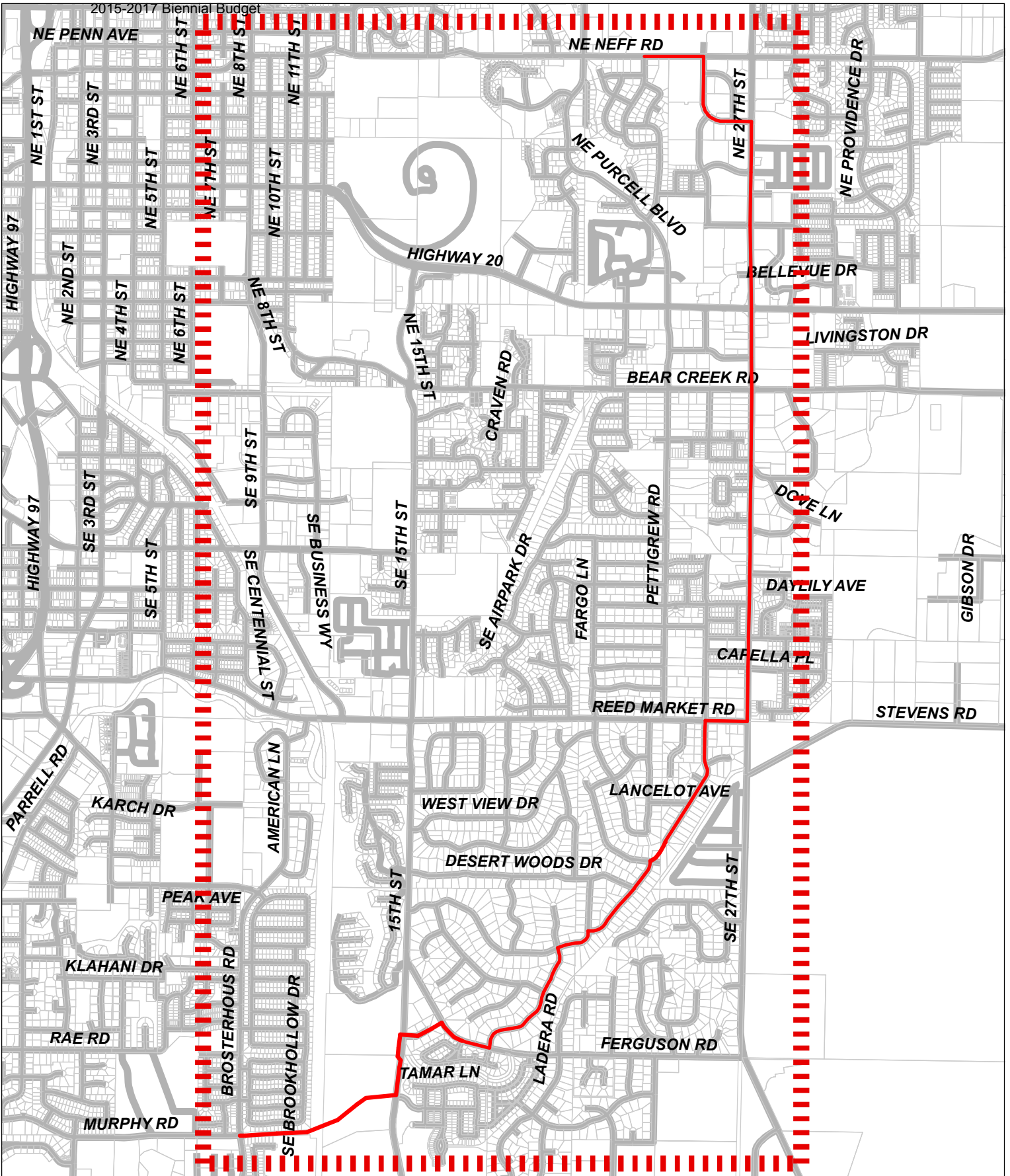
Maximize solids treatment and delivery efficiency so that the end user of the biosolids has a safe and effective product for their agricultural use.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Positive; Will reduce overall costs associated with solids handling
 Consequence of Delaying or Eliminating this Project: Unrealized efficiencies in solids handling foregone.
 Project Related To: WRF Secondary Expansion (SW0802); Headworks Upgrade (SW14CA)

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$250,000	\$1,750,000	\$1,000,000	\$1,000,000	\$4,000,000



SW0707 Southeast Interceptor Project

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Southeast Interceptor	Budget Period:	2015 – 2017			
Project #:	SW0707	Total Project Est:	\$50,311,528			
Project Type:	Sewer	Target Start Date:	7/1/2006			
Project Fund:	Southeast Interceptor Project Fund	Target Completion:	6/30/2018			
Project Manager:	Forster, Eric	METHOD OF FINANCING				
Cost Estimate Classification:	4 (Preliminary Engineering)	TYPE	PERCENTAGE			
Status:	Open	Rates/System Development	100%			
Stage:	Construction	Charges				
DESCRIPTION						
<p>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.</p>						
NEED/JUSTIFICATION						
<p>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-served properties in the southeast quadrant. The collection system computer model clearly shows that the existing system is inadequate to meet future needs. Provides additional conveyance capacity that will enable the City to continue to provide service as the community increases in population. Extends ability to provide gravity sewer service to 1,000 un-served homes as well as ability to decommission 24 pump stations.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: None; 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.</p> <p>Consequences of Delaying or 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.</p> <p>Project Related To: Collection System Master Plan (SW12AA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$19,038,528	\$16,163,000	\$7,925,000	\$7,185,000	\$ -	\$ -	\$50,311,528



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Southeast Interceptor Phase 2 – North	Budget Period:	2015 – 2017			
Project #:	SW0707	Total Project Est:	\$16,500,000			
Project Type:	Sewer	Target Start Date:	7/1/2019			
Project Fund:	Southeast Interceptor Project Fund	Target Completion:	12/31/2021			
		METHOD OF FINANCING				
		TYPE	PERCENTAGE			
		Rates/System Development Charges	100%			
DESCRIPTION						
<p>New 30-inch pipe along 27th Street between Mary Rose Place and Butler Market Road, then along Butler Market Road to Deschutes Market Road, then along Deschutes Market Road, connecting to existing 36-inch pipe north of Deschutes Market Road and Monticello Drive intersection. Project is initiated by dry weather peak flow trigger of 920 gpm.</p>						
NEED/JUSTIFICATION						
<p>Provides long term service to the upper reaches of the SEI to divert flows from the central core of Bend, provide the ability to service approximately 1,000 homes via gravity means that are currently on septic as well as service to significant undeveloped areas, and the ability to decommission 24 pump stations.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: This new facility will require minimal maintenance. Costs (and risk) are reduced as pump stations are decommissioned due to the ability to provide collection via a gravity system.</p> <p>Consequence of Delaying or Eliminating this Project: Higher potential for system overflows, reduced capacities in other areas in the city.</p> <p>Project Related To: The Southeast Interceptor, Phase I (SW0707); Colorado Pump Station (SW13EA)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 and Beyond (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$16,500,000	\$16,500,000

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**Stormwater
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
SR0802 Drake and Dohema Pump Station	1	\$ 172,000	\$ -	\$ -	\$ -	\$ -	\$ 172,000
SR09AA Third Street Underpass	1	55,000	-	-	-	-	55,000
SR14AA Phase 2 3rd Street - Stormwater portion	5	400,000	-	-	-	-	400,000
SR15AA Butte and Hillside Drainage Specific Plans	5	150,000	100,000	-	-	-	250,000
SR15BA South 3rd Street - Stormwater portion	4	150,000	-	-	-	-	150,000
SR15CA Newport Pipe Replacement Design	5	-	-	-	425,000	-	425,000
Total Stormwater CIP		\$ 927,000	\$ 100,000	\$ -	\$ 425,000	\$ -	\$ 1,452,000

* 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 (For Studies Only)		

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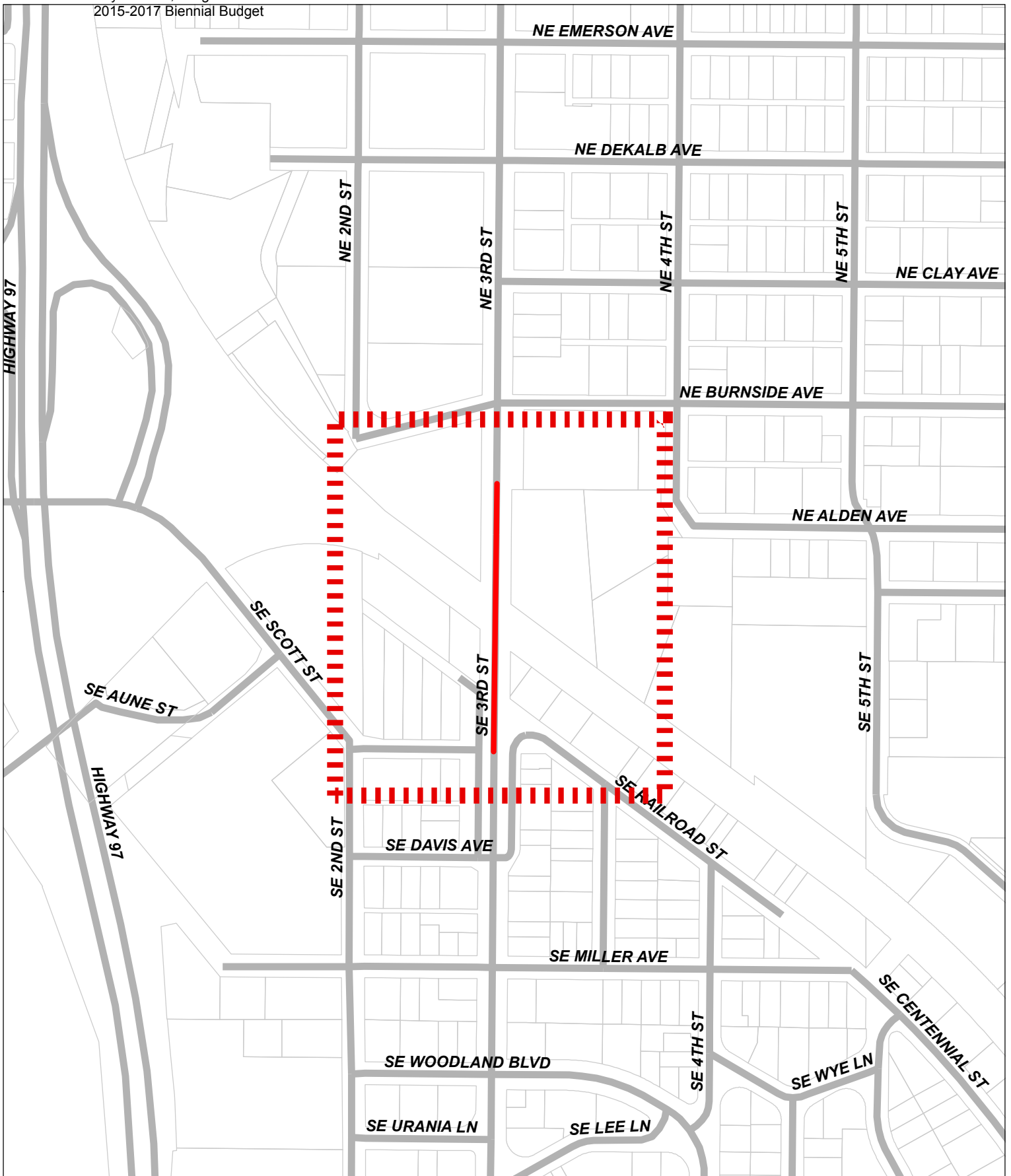


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Drake and Dohema Pump Station	Budget Period:	2015 – 2017			
Project #:	SR0802	Total Project Est:	\$404,686			
Project Type:	Stormwater	Target Start Date:	04/01/2011			
Project Fund:	Stormwater Fund	Target Completion:	04/15/2017			
Project Manager:	Suhr, Jason	METHOD OF FINANCING				
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE			
Status:	Open	Stormwater Utility Fee		100%		
Stage:	Design					
DESCRIPTION						
<p>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.</p>						
NEED/JUSTIFICATION						
<p>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. The project will help prevent flooding and protect groundwater.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: None</p> <p>Consequence of Delaying or Eliminating this Project: Possible neighborhood flooding during larger storm event.</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$217,686	\$172,000	\$ -	\$ -	\$ -	\$ -	\$404,686



SR09AA 3rd St Underpass

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Third Street Underpass	Budget Period:	2015 – 2017
Project #:	SR09AA	Total Project Est:	\$2,999,008
Project Type:	Stormwater	Target Start Date:	7/1/2008
Project Fund:	Stormwater Fund	Target Completion:	6/30/2016
Project Manager: Forster, Eric		METHOD OF FINANCING	
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE
Status:	Open	Stormwater Utility Fee	100%
Stage:	Closeout		

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. 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. Lastly, proposed improvements will also reduce the risk of groundwater contamination in the case of a hazardous material spill in the area.

FINANCIAL NARRATIVE

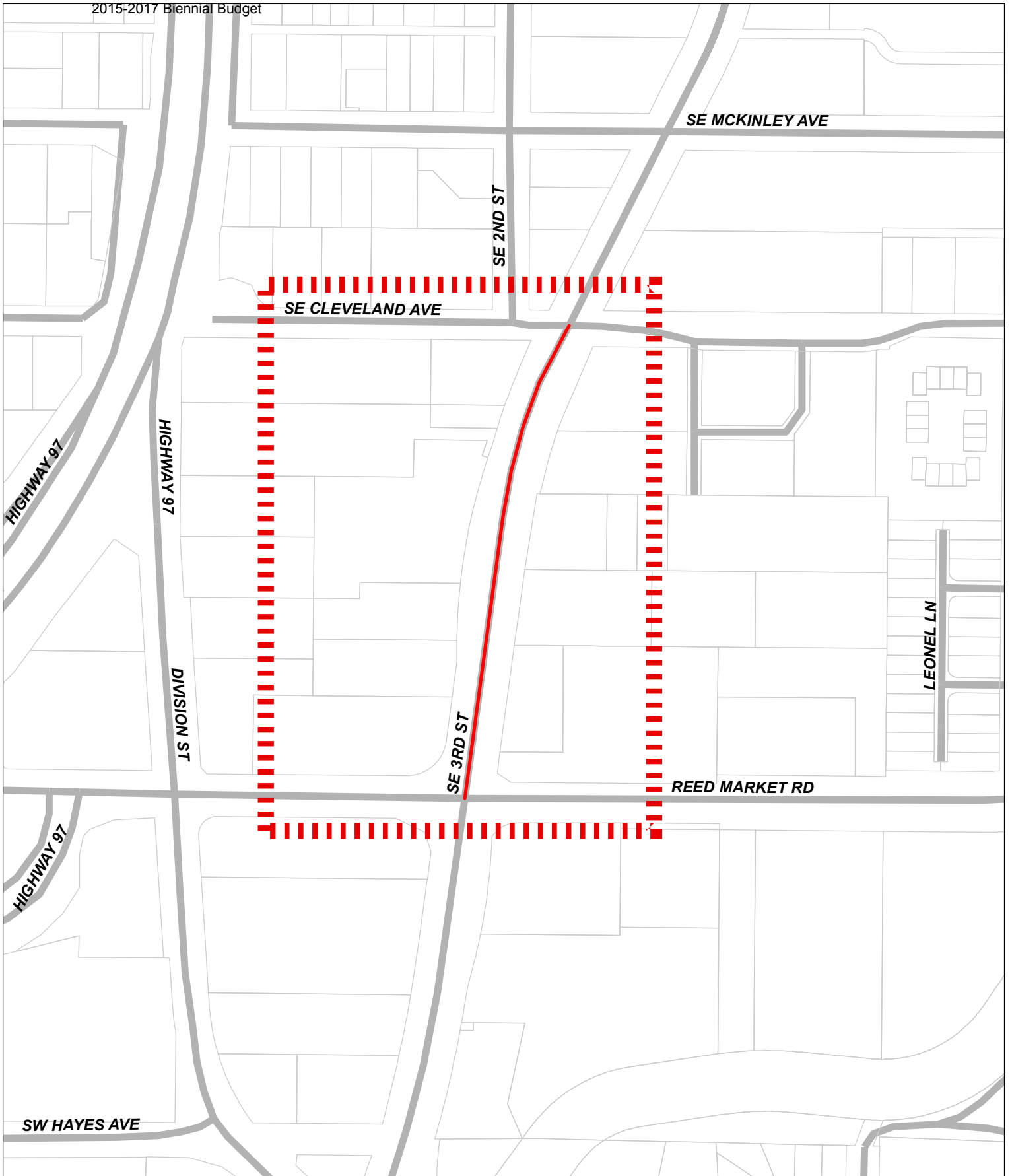
Impact on Annual Operating Budget: Adding an enhanced pump station will require periodic maintenance and monthly electricity costs, combined estimate is less than \$10,000 per year.

Consequences of Delaying or Eliminating this Project: This project is substantially complete.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$2,944,008	\$55,000	\$ -	\$ -	\$ -	\$ -	\$2,999,008



SR14AA Phase 2 3rd St - Stormwater portion

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Phase 2 South 3rd Street - Stormwater Portion	Budget Period:	2015 – 2017			
Project #:	SR14AA	Total Project Est:	\$400,000			
Project Type:	Stormwater	Target Start Date:	3/2/2015			
Project Fund:	Stormwater Fund	Target Completion:	3/31/2016			
Project Manager:	Suhr, Jason	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Open	Stormwater Utility Fee	100%			
Stage:	Initiate					
DESCRIPTION						
<p>Analysis of the drainage basin that contributes to the South Third Street and Reed Market Road intersection. Also, this project will assess the performance and condition of the existing stormwater facilities and to determine if additional facilities should be constructed.</p>						
NEED/JUSTIFICATION						
<p>The South Third Street and Reed Market Road intersection is a common flooding area, with a large contributing drainage basin. There are stormwater facilities that exist, but may not perform as efficiently as designed. There may also be a need for additional stormwater mitigation infrastructure to capture and treat runoff.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: None or minimal</p> <p>Consequence of Delaying or Eliminating this Project: Flooding will continue to occur during high rainfall events near the Third Street and Reed Market Road intersection. If the timing is delayed there is potential to have to dig into Third Street after the paving project occurs.</p> <p>Project Related To: South 3rd Street Pedestrian Improvements (AA11FA) & Street preservation work</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$400,000	\$ -	\$ -	\$ -	\$ -	\$400,000



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Butte and Hillside Drainage Specific Plans	Budget Period:	2015 – 2017
Project #:	SR15AA	Total Project Est:	\$250,000
Project Type:	Stormwater	Target Start Date:	7/1/2015
Project Fund:	Stormwater Fund	Target Completion:	6/30/2017
Project Manager:	England, Jeff	METHOD OF FINANCING	
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE
Status:	Pending	Stormwater Utility Fee	100%
Stage:	Planning		

DESCRIPTION

An evaluation will be completed in order to identify areas with run-off problems and complete a modeling effort in order to estimate run-off volumes. This will be the basis for future stormwater system improvements on Awbrey Butte and downstream as well.

NEED/JUSTIFICATION

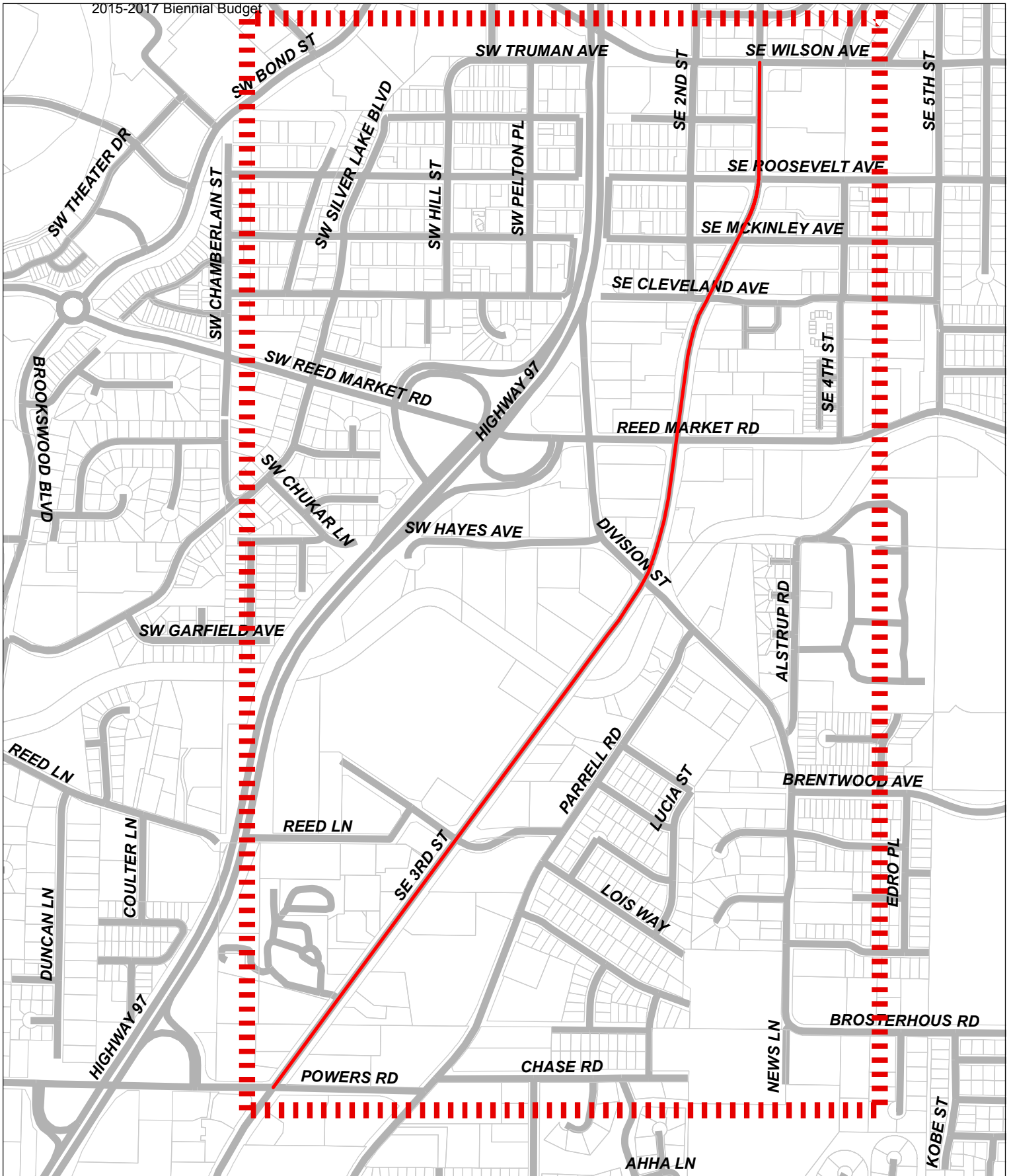
With increased development on Awbrey Butte, drainage issues have increased over the past several years. Development is encroaching on existing natural drainage corridors and have added to the volume of run-off due to increased impervious surfaces.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: None
 Consequence of Delaying or Eliminating this Project: Continued erosion and other run-off related issues.
 Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$150,000	\$100,000	\$ -	\$ -	\$ -	\$250,000



SR15BA South 3rd St - Stormwater portion

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	South 3rd Street Pedestrian - Stormwater Portion	Budget Period:	2015 – 2017
Project #:	SR15BA	Total Project Est:	\$150,000
Project Type:	Stormwater	Target Start Date:	7/1/2015
Project Fund:	Stormwater Fund	Target Completion:	6/30/2016
Project Manager:	Suhr, Jason	METHOD OF FINANCING	
Cost Estimate Classification:	4 (Preliminary Engineering)	TYPE	PERCENTAGE
Status:	Open	Stormwater Utility Fee	100%
Stage:	Design		

DESCRIPTION

Stormwater facility upgrades in coordination with the South Third Street Pedestrian Improvement project (AA11FA). Proposed work includes the conversion of existing catch basins to curb inlets. In conjunction with ODOT.

NEED/JUSTIFICATION

Coordinate with the South Third Street Pedestrian Improvement project to optimize the construction activities while the sidewalk is being removed and replaced.

FINANCIAL NARRATIVE

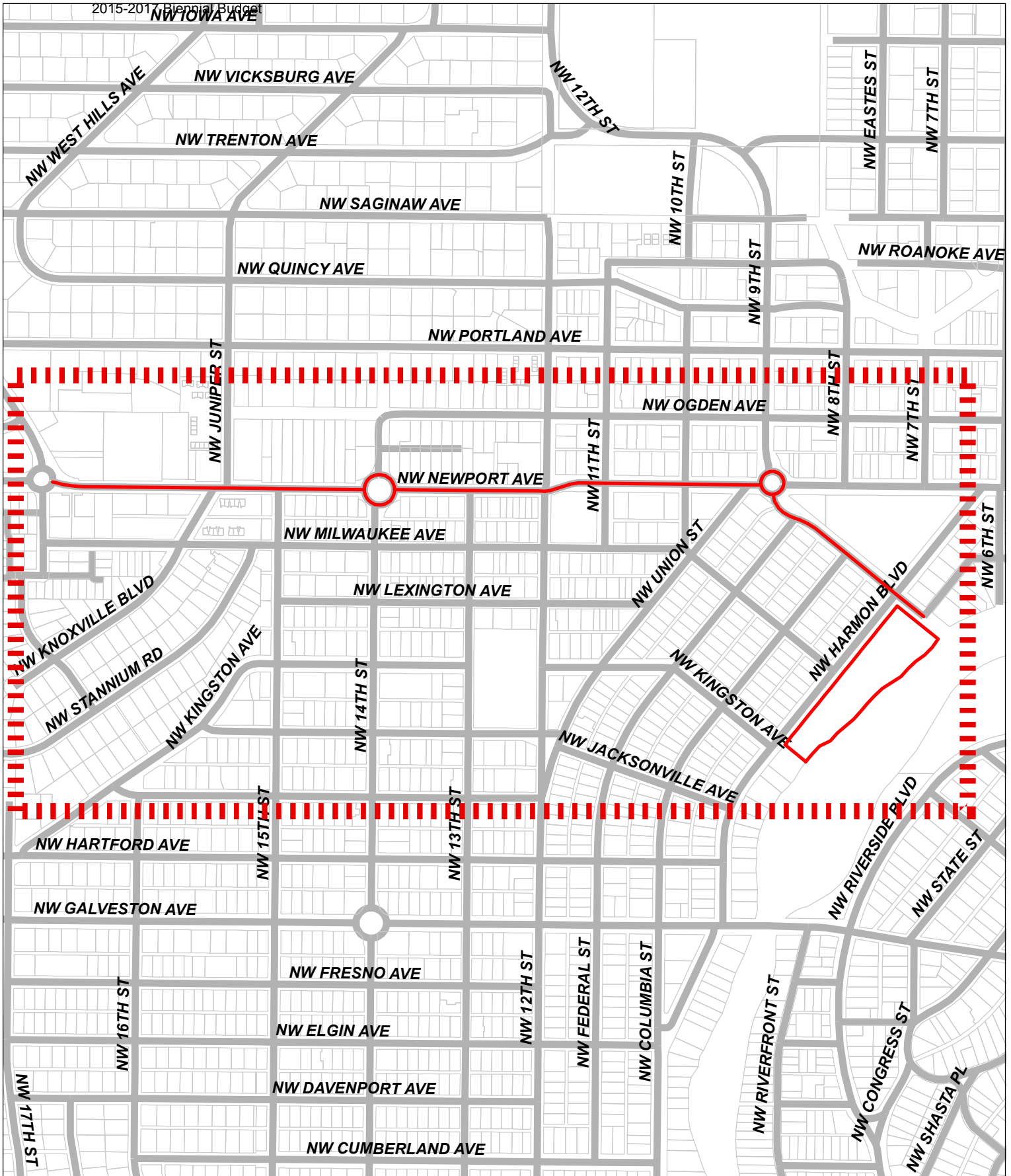
Impact on Annual Operating Budget: No impact on operations budget.

Consequence of Delaying or Eliminating this Project: Flooding will continue to occur during high rainfall events near the Third Street and Reed Market Road intersection

Project Related To: South 3rd Street Pedestrian Improvements (AA11FA) & Phase 2 South 3rd Street - Stormwater Portion (SR14AA)

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$150,000	\$ -	\$ -	\$ -	\$ -	\$150,000



SR15CA Newport Pipe Replacement Design

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Newport Pipe Replacement Design			Budget Period:	2015 – 2017	
Project #:	SR15CA			Total Project Est:	\$425,000	
Project Type:	Stormwater			Target Start Date:	7/1/2018	
Project Fund:	Stormwater Fund			Target Completion:	6/30/2019	
Project Manager:	Unassigned			METHOD OF FINANCING		
Cost Estimate Classification:	5 (Conceptual)			TYPE	PERCENTAGE	
Status:	Proposed			Stormwater Utility Fee	100%	
Stage:	Planning					
DESCRIPTION						
Project costs will be updated upon completion of the West Hills Basin Design.						
NEED/JUSTIFICATION						
Replace and Rehabilitate sections of existing stormwater piping that are in poor condition.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: Reduces costs of spot fixes to existing pipe line.						
Consequence of Delaying or Eliminating this Project: Further deterioration of existing pipeline and higher costs later						
Project Related To: N/A						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$425,000	\$ -	\$425,000

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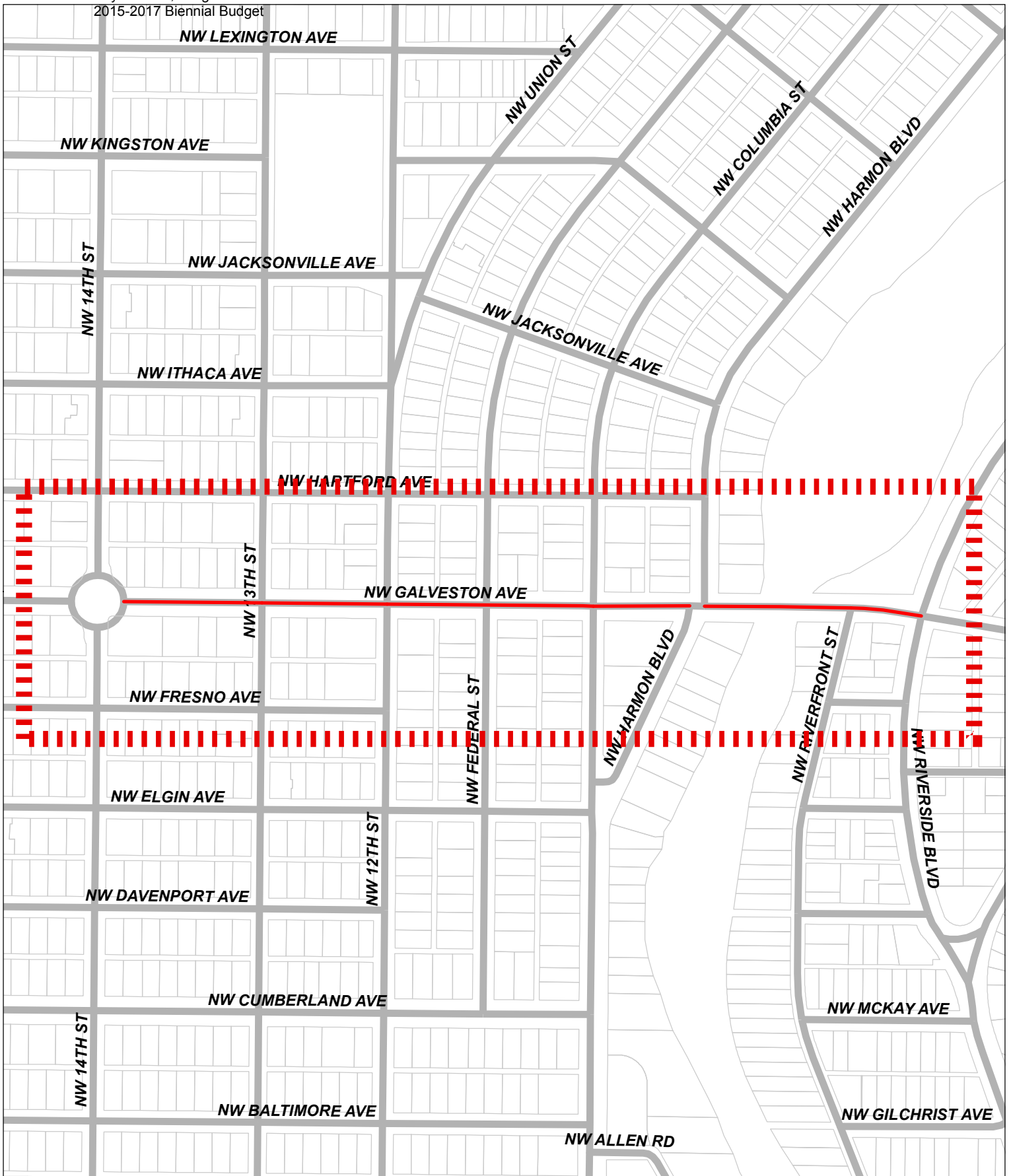
**Transportation Construction
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
ST11GA Galveston Corridor Improvements	1	\$ 250,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 300,000
ST14CA Sidewalk Design and Projects**	5	350,000	970,000	20,000	-	-	1,340,000
ST14DA Neff and Purcell Sidewalks	5	300,000	500,000	-	-	-	800,000
ST15NA Phase 2 South 3rd Street Striping	5	30,000	-	-	-	-	30,000
Total Transportation CIP		\$ 930,000	\$ 1,520,000	\$ 20,000	\$ -	\$ -	\$ 2,470,000

* 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 (For Studies Only)		

** In addition to the amounts listed above, \$100,000 will be transferred in 2015-16 & 2016-17 to the Transportation Operations Program for sidewalk construction to be performed by City staff.



ST11GA Galveston Corridor Improvements

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Galveston Corridor Improvements	Budget Period:	2015 – 2017			
Project #:	ST11GA	Total Project Est:	\$626,099			
Project Type:	Transportation	Target Start Date:	6/30/2011			
Project Fund:	Transportation Construction Fund	Target Completion:	6/30/2018			
Project Manager: Arnis, Nick				METHOD OF FINANCING		
Cost Estimate Classification: 1 (Final 100% Design)				TYPE	PERCENTAGE	
Status:	Open	System Development Charges		69%		
Stage:	Execute	Franchise Fee		31%		
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. The project will improve bicycle and pedestrian safety, access, stormwater system, and parking.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: Reconstructing road will reduce maintenance costs in the short term – 10-15 years There is on-going maintenance of swales and lane striping (estimated \$10,000 every other year).						
Consequence of Delaying or Eliminating this Project: The project is currently being coordinated with a business and citizen task-force that is motivated to initiate a project. Delaying the design funding for the project may cause the task-force to cease their efforts.						
Project Related To: Traffic Safety Advisory committee, Central Westside Plan, and the Regional Solutions Team transit stop project. Galveston Improvement Taskforce.						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$326,099	\$250,000	\$50,000	\$ -	\$ -	\$ -	\$626,099

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Sidewalk Design and Projects	Budget Period:	2015 – 2017
Project #:	ST14CA	Total Project Est:	\$1,396,097
Project Type:	Transportation	Target Start Date:	6/3/2013
Project Fund:	Transportation Construction Fund	Target Completion:	6/30/2018
Project Manager: Arnis, Nick		METHOD OF FINANCING	
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE
Status:	Open	System Development Charges	100%
Stage:	Design		

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). These sidewalk projects will increase pedestrian access, mobility, and safety.

FINANCIAL NARRATIVE

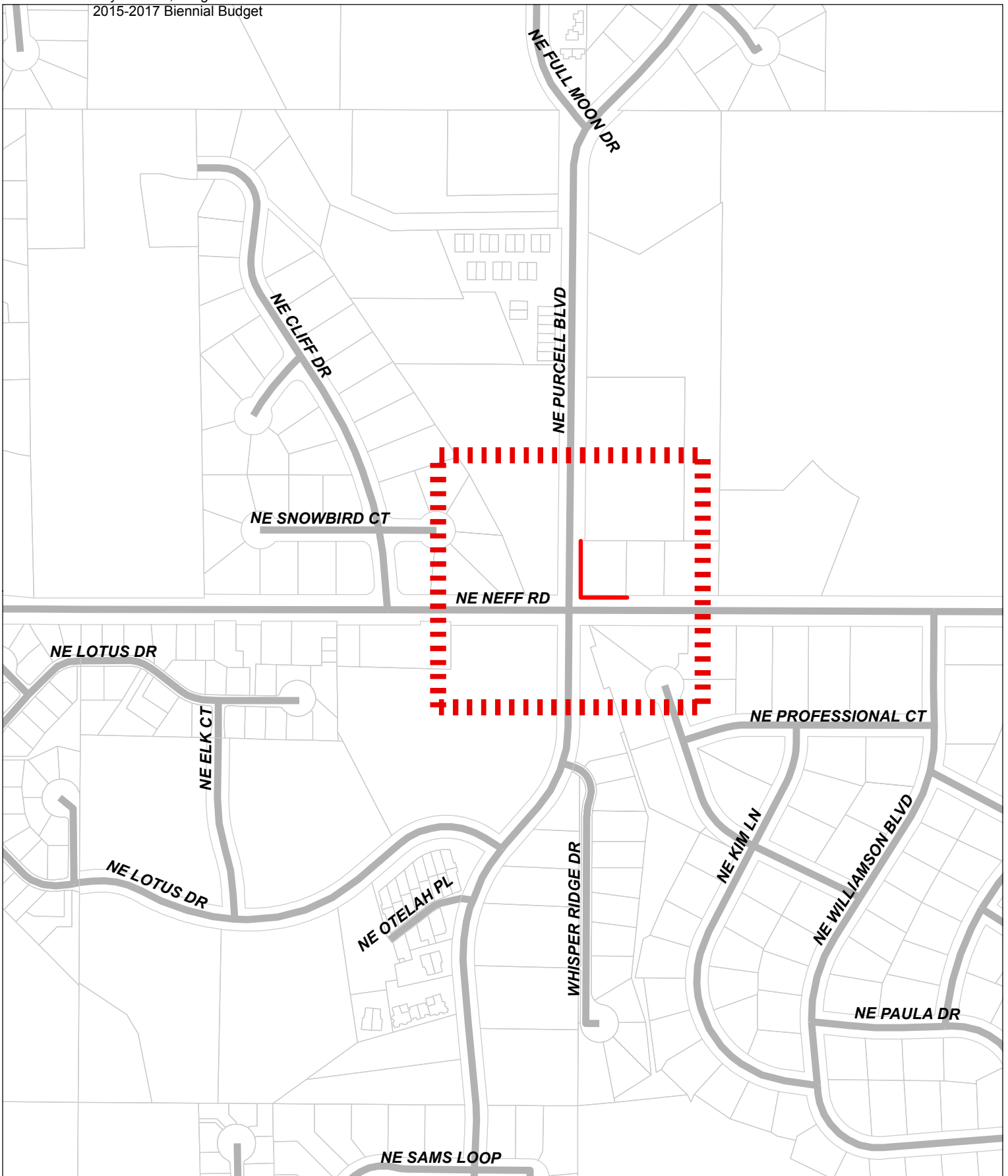
Impact on Annual Operating Budget: Minimal - sweeping costs.

Consequences of Delaying or 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.

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$56,097	\$350,000	\$970,000	\$20,000	\$ -	\$ -	\$1,396,097



ST14DA Neff & Purcell

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

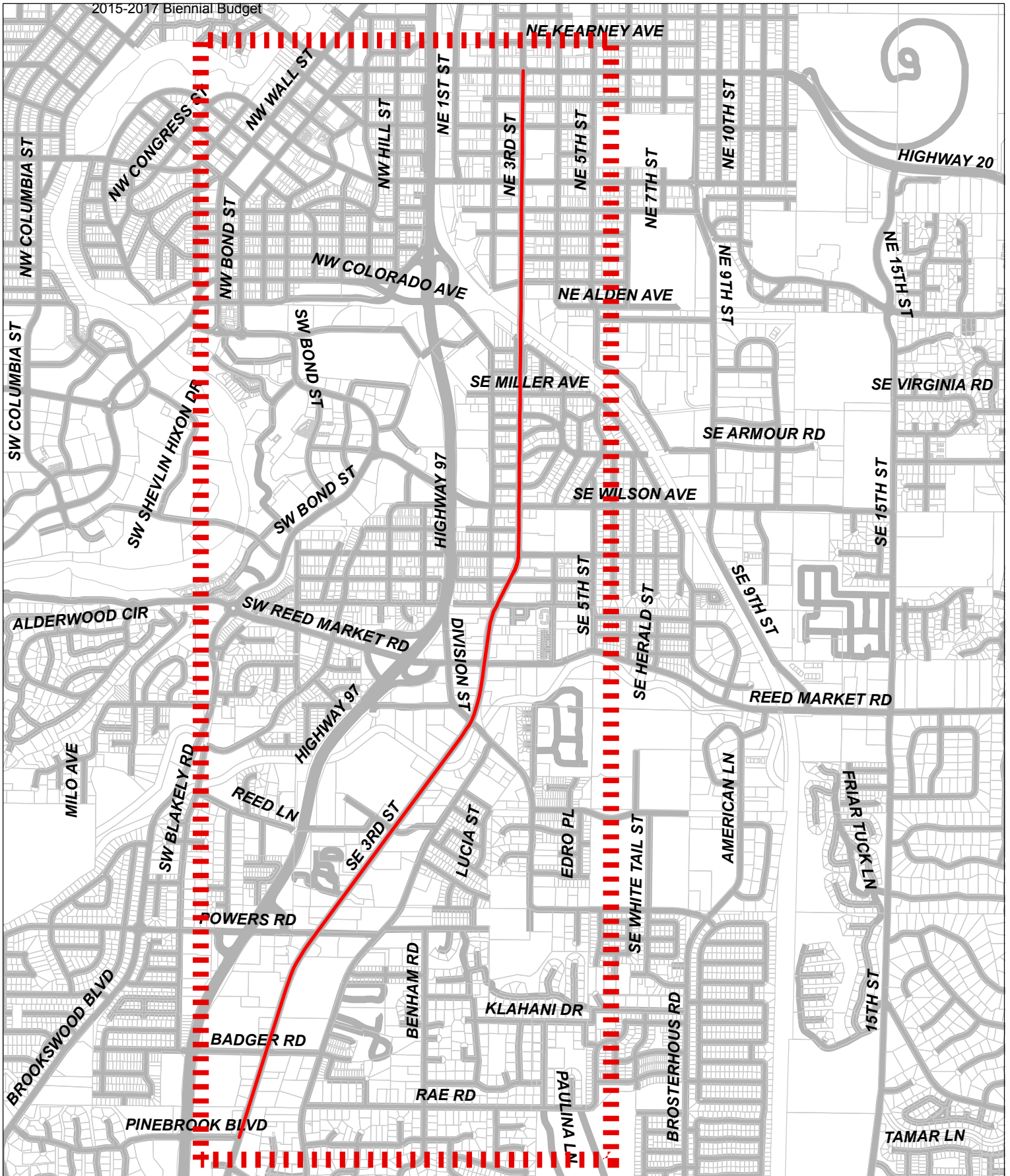


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Neff and Purcell Sidewalks	Budget Period:	2015 – 2017	Total Project Est.	\$800,000	
Project #:	ST14DA	Target Start Date:	7/1/2013	Target Completion:	6/30/2017	
Project Type:	Transportation	METHOD OF FINANCING				
Project Fund:	Transportation Construction Fund					
Project Manager:	Arnis, Nick	TYPE	PERCENTAGE			
Cost Estimate Classification:	5 (Conceptual)	SDC Improvement	33%			
Status:	Open	Franchise Fees	67%			
Stage:	Design					
DESCRIPTION						
<p>Improve safety of intersection for all modes of transportation, but primarily for pedestrians. Create preliminary design for possible sidewalk improvements to N.E. 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).</p>						
NEED/JUSTIFICATION						
<p>The Neff and Purcell intersection is consistently one of the highest crash intersections in the City. The sidewalk corridor is not continuous which creates a lack of access, mobility and safety for pedestrians for Pilot Butte Middle School students and those in the accessible community.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Minimal - Concrete sidewalks are expected to last about 30 years without major maintenance work.</p> <p>Consequences of Delaying or Eliminating this Project: Delaying the project postpones the benefits of better pedestrian and multi modal safety, access, and mobility.</p> <p>Project Related To: The project is consistent with the COBAAC intersection recommendation for accessibility and the 2012 Sidewalk program.</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$300,000	\$500,000	\$ -	\$ -	\$ -	\$800,000



ST15NA Phase II South 3rd St Striping & Paving

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Phase 2 South 3rd Street –Bike Lane Striping ST15NA	Budget Period:	2015 – 2017			
Project #:		Total Project Est:	\$30,000			
Project Type:	Transportation	Target Start Date:	7/1/2015			
Project Fund:	Transportation Construction Fund	Target Completion:	12/31/2015			
		METHOD OF FINANCING				
		TYPE	PERCENTAGE			
		Franchise Fees	100%			
Project Manager:						
Suhr, Jason						
Cost Estimate Classification:		5 (Conceptual)				
Status:		Proposed				
Stage:		Planning				
DESCRIPTION						
<p>Increase bike capacity on 3rd Street with new bike lanes with bike lane striping plan. The creation of a striping and plan for South Third Street is coordinated with the planned street preservation work of Third Street scheduled for 2017. Preservation work includes a 2-inch grind and inlay. Striping plans will show how to install new bike lane striping which increase capacity for biking.</p>						
NEED/JUSTIFICATION						
<p>Bike lanes are required by state law on collectors and arterials, 3rd Street is an arterial . There are no bike lanes on the street. This projects will create plans for that installation.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Minimal - Project will install new bike lanes that will be maintained Consequence of Delaying or Eliminating this Project: Third Street would not have any bike lane striping after the street preservation work is completed (grind & inlay). Project Related To: Street preservation work</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$30,000	\$ -	\$ -	\$ -	\$ -	\$30,000

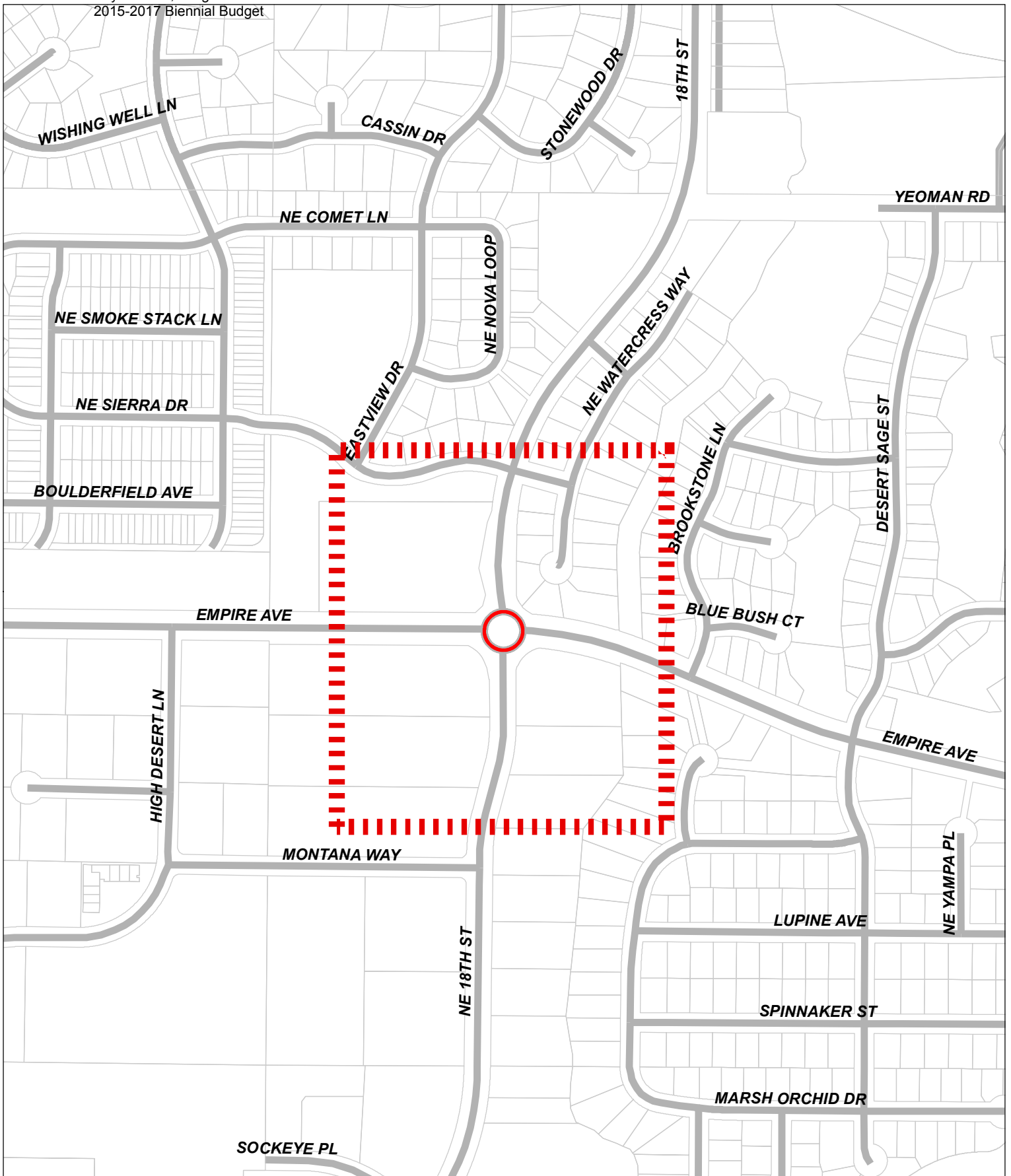
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**General Obligation (GO) Bond Construction
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
ST12CB Empire/18th Roundabout	1	\$ 10,200	\$ -	\$ -	\$ -	\$ -	\$ 10,200
ST12CC Simpson/Mt. Washington Roundabout	1	20,000	-	-	-	-	20,000
ST12CD Powers/Brookwood Roundabout	1	1,000	-	-	-	-	1,000
ST12CE Reed Mkt: Newberry to 27th	1	20,000	-	-	-	-	20,000
ST12CJ Reed Mkt: 3rd to Newberry	1	4,242,210	-	-	-	-	4,242,210
ST12CH 27th Street Reconstruction	5	-	1,049,300	-	-	-	1,049,300
ST12CK 14th St. Reconstruction	5	2,739,650	1,149,300	-	-	-	3,888,950
Total GO Bond CIP		\$ 7,033,060	\$ 2,198,600	\$ -	\$ -	\$ -	\$ 9,231,660

* 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 (For Studies Only)		



ST12CB Empire/RAB

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

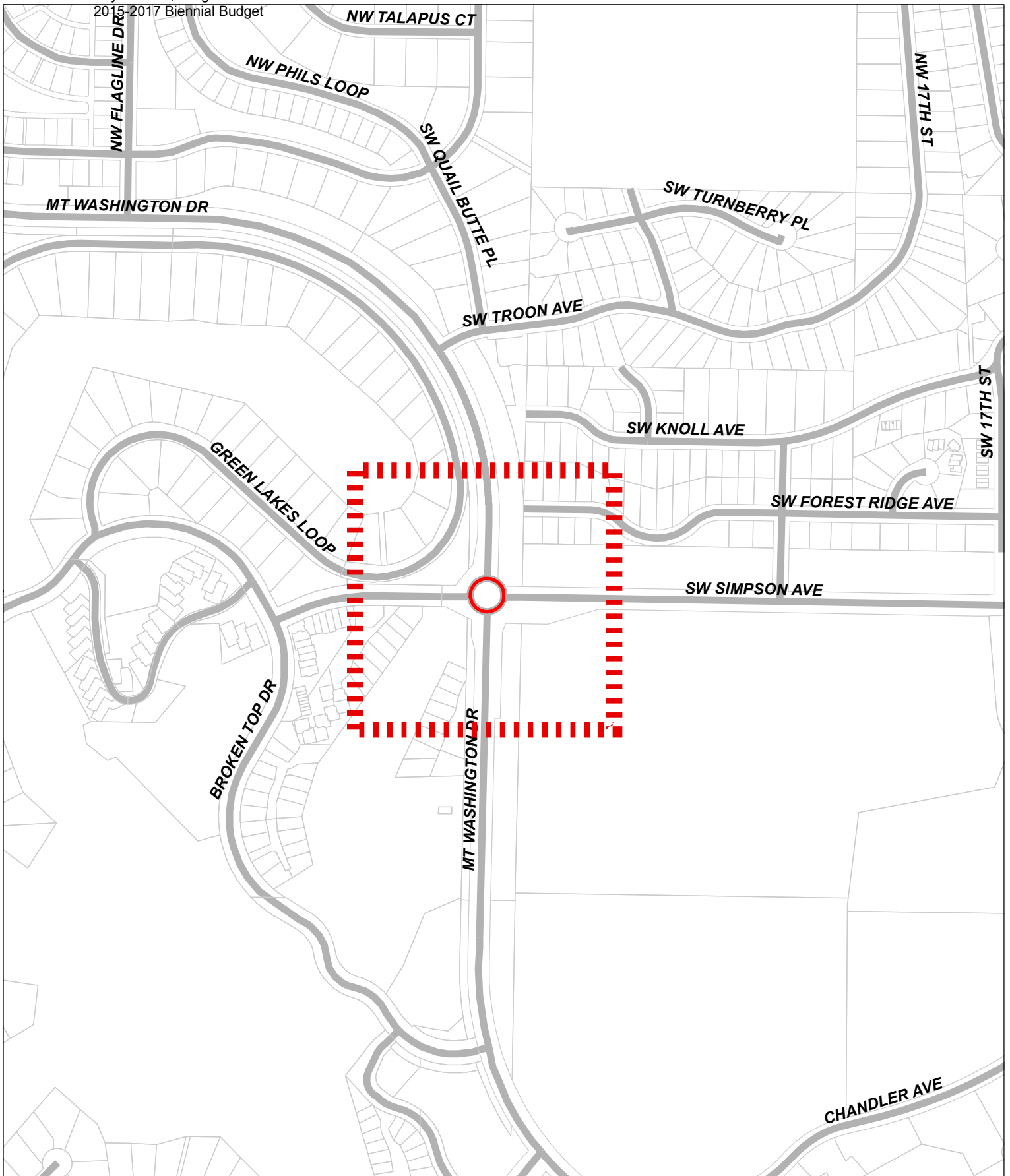


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Empire & 18th Roundabout (RAB)	Budget Period:	2015 – 2017			
Project #:	ST12CB	Total Project Est:	\$2,647,809			
Project Type:	Transportation	Target Start Date:	7/1/2011			
Project Fund:	GO Bond Fund	Target Completion:	6/30/2016			
Project Manager: Oster, Ryan		METHOD OF FINANCING				
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE			
Status:	Open	General Obligation Bond paid	100%			
Stage:	Closeout	with voter approved levy				
DESCRIPTION						
Construct a roundabout, sidewalks, landscaping strips, storm water facilities, illumination, signs and striping to current City standards at Empire and 18 th Street.						
NEED/JUSTIFICATION						
Upgrades to existing stop controlled intersection to improve safety and reduce congestion. Benefits safety and reduced congestion.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: No impact on operating budget.						
Consequences of Delaying or Eliminating this Project: Not applicable, project is substantially complete.						
Project Related To: General obligation bond projects						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$2,637,609	\$10,200	\$ -	\$ -	\$ -	\$ -	\$2,647,809



ST12CC Simpson/Mt. Washington RAB

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

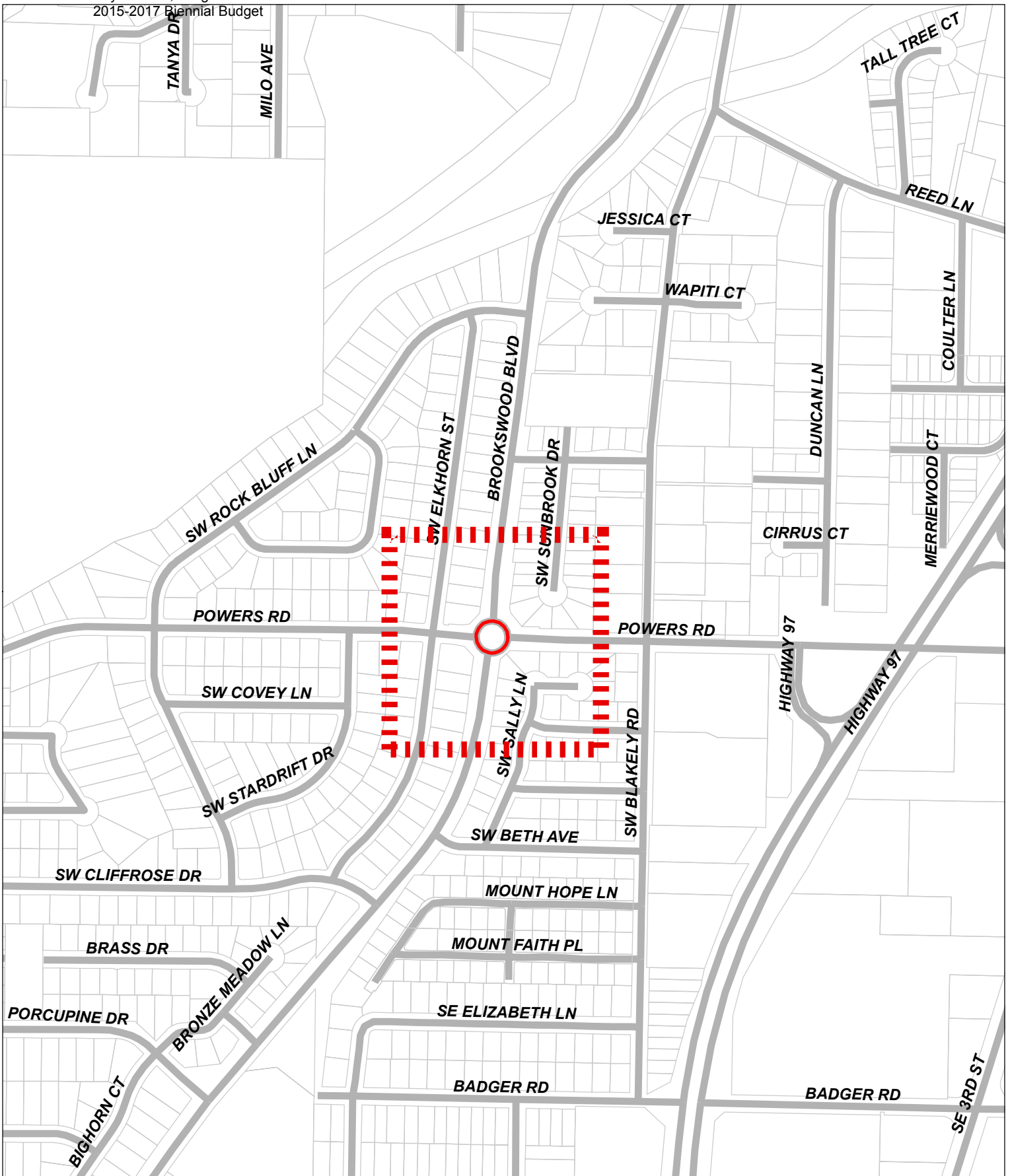


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Simpson & Mt. Washington Roundabout (RAB)	Budget Period:	2015 – 2017			
Project #:	ST12CC	Total Project Est:	\$2,181,647			
Project Type:	Transportation	Target Start Date:	7/1/2011			
Project Fund:	GO Bond Fund	Target Completion:	6/30/2016			
		METHOD OF FINANCING				
Project Manager:	Oster, Ryan	TYPE	PERCENTAGE			
Cost Estimate Classification:	1 (Final 100% Design)	General Obligation Bond paid with voter approved levy	100%			
Status:	Open					
Stage:	Closeout					
DESCRIPTION						
Construct a roundabout, sidewalks, landscaping strips, storm water facilities, illumination, signs, and striping to current City standards at Simpson and Mt. Washington Streets.						
NEED/JUSTIFICATION						
Upgrade the existing stop controlled intersection to improve safety and reduce congestion for vehicles, pedestrians, and bicyclists. Improve safety and reduce congestion for vehicles, pedestrians, and bicyclists.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: No impact on operating budget.						
Consequences of Delaying or Eliminating this Project: Not applicable, project is substantially complete.						
Project Related To: General obligation bond projects						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$2,161,647	\$20,000	\$ -	\$ -	\$ -	\$ -	\$2,181,647



ST12CD Powers/Brookwood RAB

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

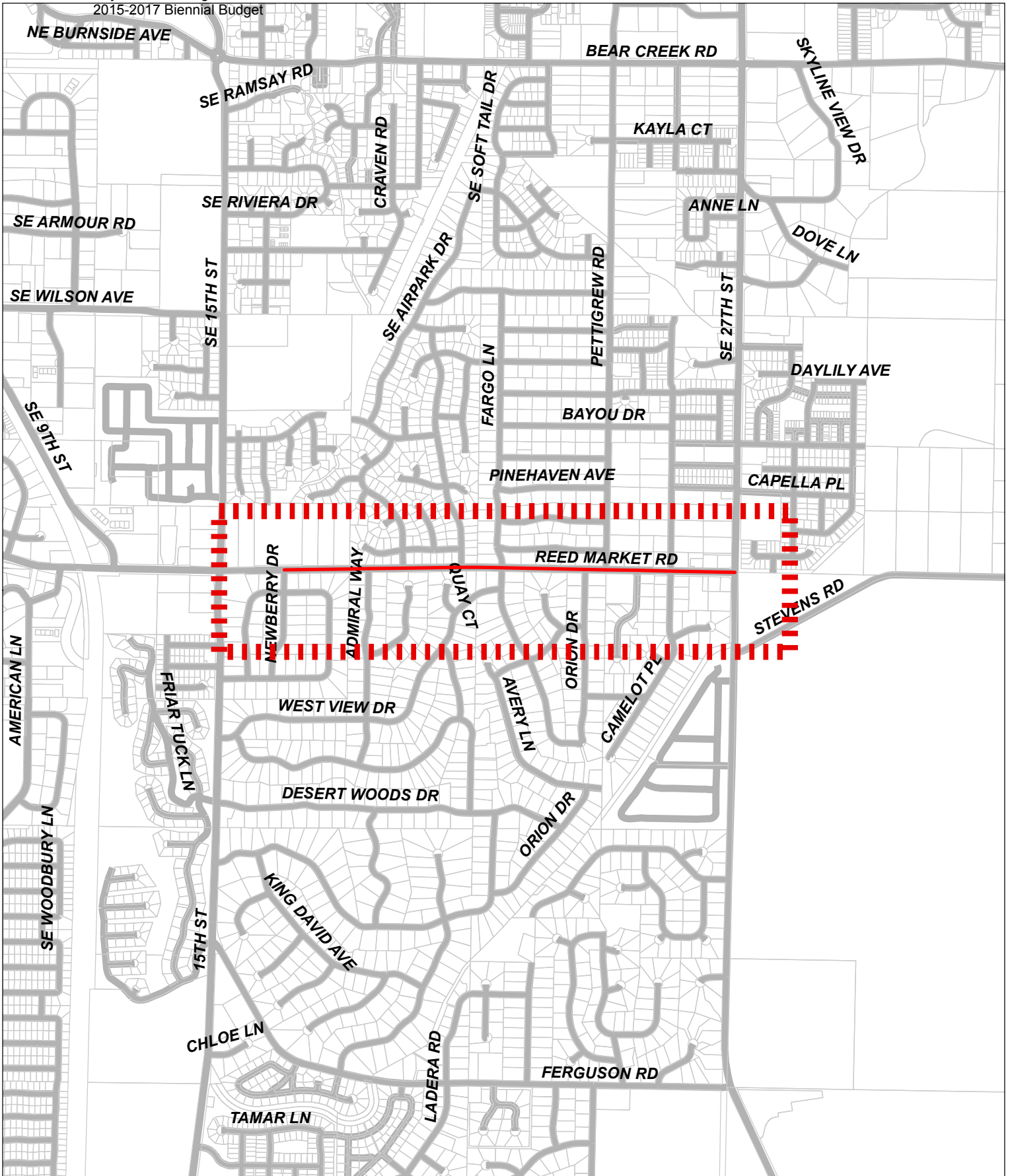


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Powers & Brookwood Roundabout (RAB)	Budget Period:	2015 – 2017			
Project #:	ST12CD	Total Project Est:	\$2,147,600			
Project Type:	Transportation	Target Start Date:	7/1/2011			
Project Fund:	GO Bond Fund	Target Completion:	6/30/2016			
Project Manager:	Oster, Ryan	METHOD OF FINANCING				
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE			
Status:	Open	General Obligation Bond paid		100%		
Stage:	Closeout	with voter approved levy				
DESCRIPTION						
Construct a roundabout, sidewalks, landscaping strips, stormwater facilities, illumination, signs and striping to current City standards at Powers and Brookwood Streets.						
NEED/JUSTIFICATION						
Upgrade the existing stop controlled intersection to improve safety and reduce congestion for vehicles, pedestrians, and bicyclists. Improve safety and reduce congestion for vehicles, pedestrians, and bicyclists.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: No impact on operating budget.						
Consequences of Delaying or Eliminating this Project: Not applicable, project is substantially complete.						
Project Related To: General obligation bond projects						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$2,146,600	\$1,000	\$ -	\$ -	\$ -	\$ -	\$2,147,600



ST12CE Reed Market: Newberry to 27th

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

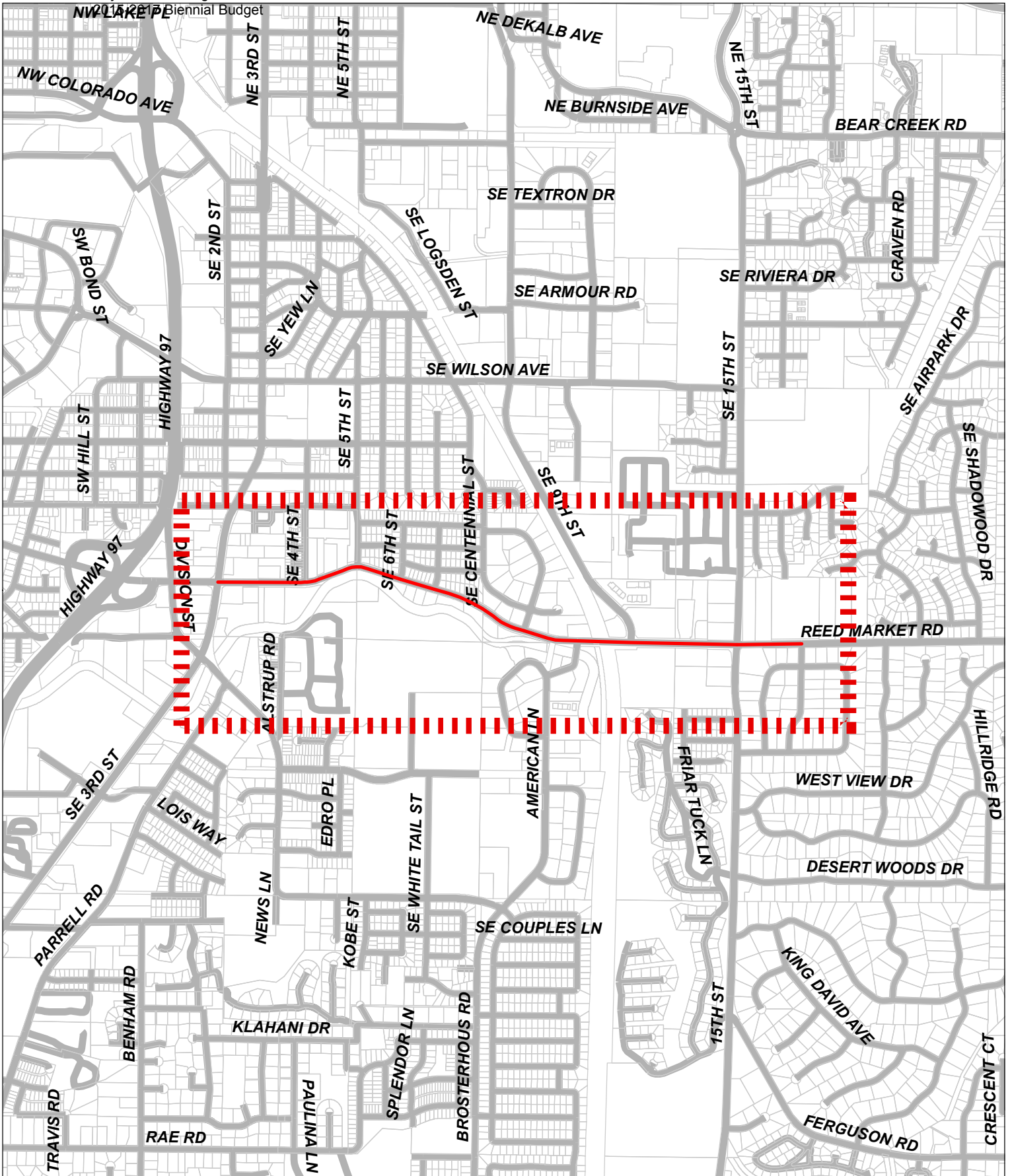


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Reed Market: Newberry to 27 th	Budget Period:	2015 – 2017			
Project #:	ST12CE	Total Project Est:	\$4,841,330			
Project Type:	Transportation	Target Start Date:	7/1/2011			
Project Fund:	GO Bond Fund	Target Completion:	6/30/2016			
Project Manager:	Oster, Ryan	METHOD OF FINANCING				
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE			
Status:	Open	General Obligation Bond paid	100%			
Stage:	Closeout	with voter approved levy				
DESCRIPTION						
Upgrade the existing roadway on Reed Market Road from Newberry to 27 th Street 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.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: No impact on operating budget.						
Consequences of Delaying or Eliminating this Project: Not applicable, project is substantially complete.						
Project Related To: General obligation bond projects						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$4,821,330	\$20,000	\$ -	\$ -	\$ -	\$ -	\$4,841,330



ST12CJ Reed Market: 3rd to Newberry

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

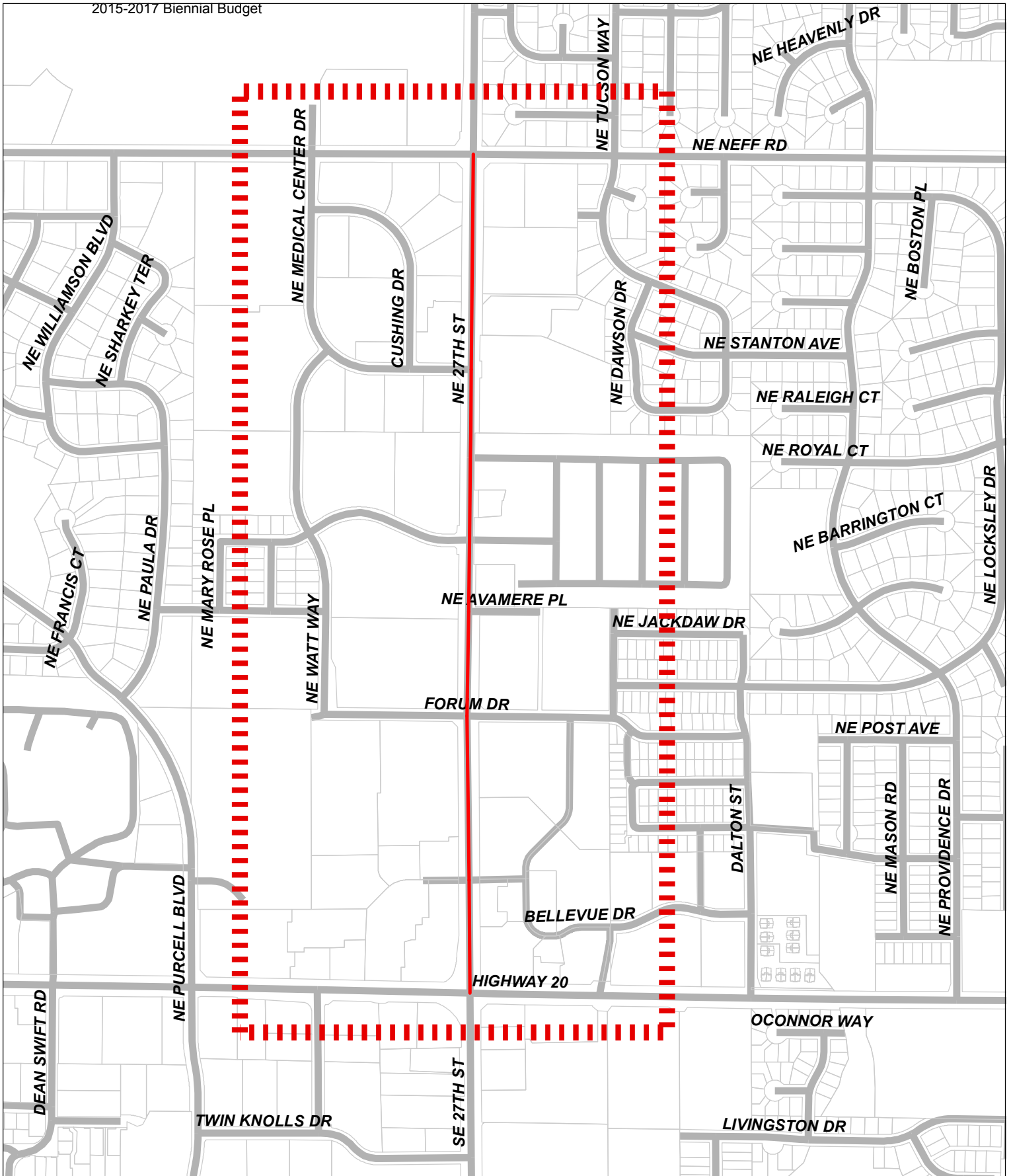


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Reed Market: 3rd to Newberry	Budget Period:	2015 – 2017			
Project #:	ST12CJ	Total Project Est:	\$14,145,450			
Project Type:	Transportation	Target Start Date:	7/1/2011			
Project Fund:	GO Bond Fund	Target Completion:	12/31/2015			
		METHOD OF FINANCING				
		TYPE	PERCENTAGE			
		General Obligation Bond paid with voter approved levy	100%			
DESCRIPTION						
<p>Upgrade the existing roadway on Reed Market from 3rd Street to Newberry 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. This project also 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.</p>						
NEED/JUSTIFICATION						
<p>Improved safety of the corridor for vehicular, pedestrian, and bicycle traffic. Congestion will also be reduced in the corridor.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: No impact on operating budget.</p> <p>Consequences of Delaying or Eliminating this Project: Not applicable, project is substantially complete.</p> <p>Project Related To: General obligation bond projects</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2014-15 YEP	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$9,903,240	\$4,242,210	\$ -	\$ -	\$ -	\$ -	\$14,145,450



ST12CH 27th St Reconstruction

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

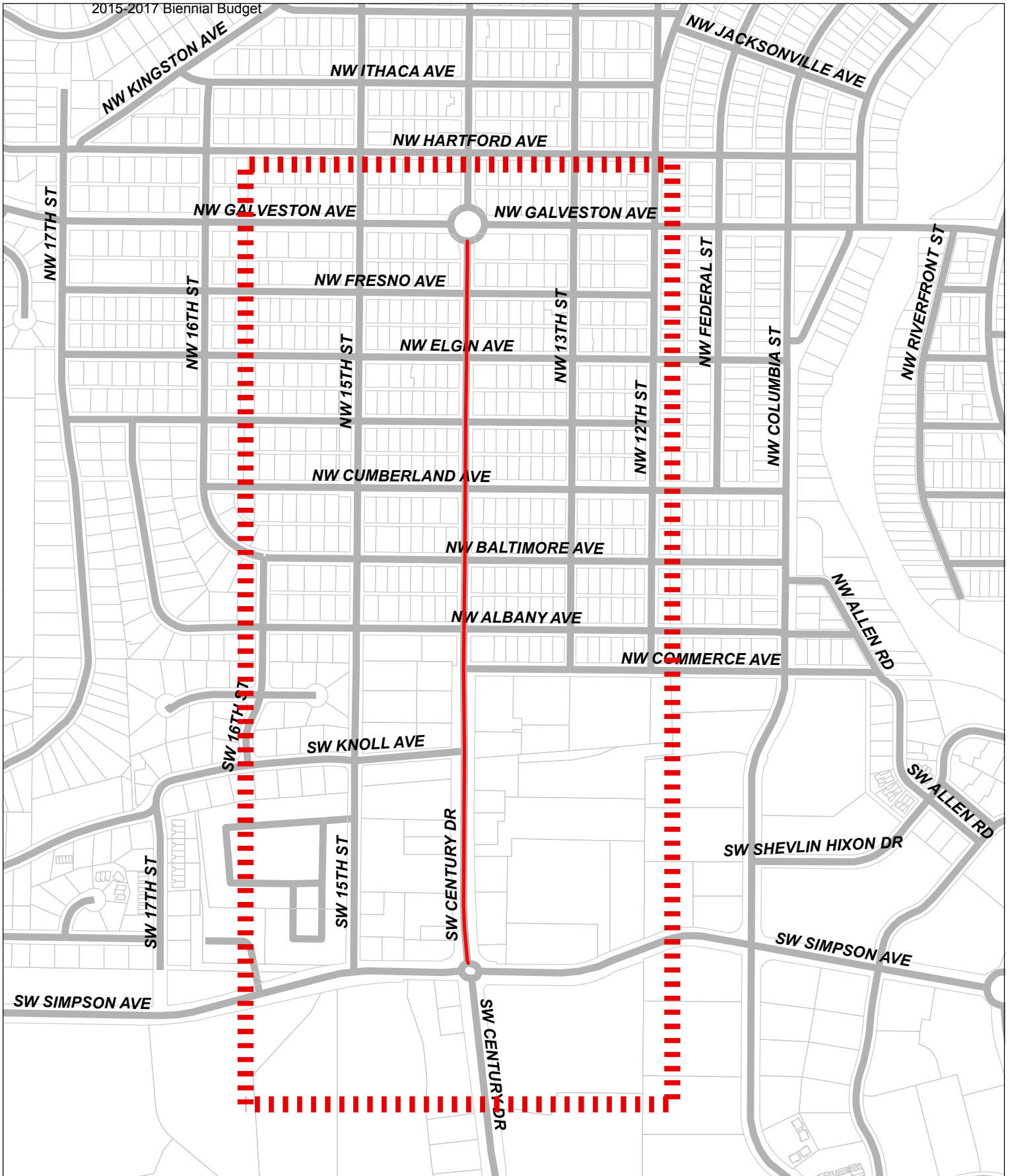


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	27th St. Reconstruction	Budget Period:	2015 – 2017			
Project #:	ST12CH	Total Project Est:	\$1,049,300			
Project Type:	Transportation	Target Start Date:	7/1/2016			
Project Fund:	GO Bond Fund	Target Completion:	6/30/2017			
Project Manager:	Oster, Ryan	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Pending	General Obligation Bond paid		100%		
Stage:	Planning	with voter approved levy				
DESCRIPTION						
This project consists of upgrading the existing roadway on 27 th Street in conjunction with the sewer Southeast Interceptor project from NE Neff Road to HWY 20.						
NEED/JUSTIFICATION						
Improved safety of the corridor for vehicular, pedestrian and bicycle traffic. Congestion will be reduced in the corridor.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: No impact on operating budget.						
Consequences of Delaying or Eliminating this Project: Monies restricted for other voter approved projects.						
Project Related To: General obligation bond projects; Southeast Interceptor Project (SW0707)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$1,049,300	\$ -	\$ -	\$ -	\$1,049,300



ST12CK 14th St Reconstruction

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	14th St. Reconstruction	Budget Period:	2015 – 2017			
Project #:	ST12CK	Total Project Est:	\$3,888,950			
Project Type:	Transportation	Target Start Date:	6/30/2014			
Project Fund:	GO Bond Fund	Target Completion:	6/30/2017			
Project Manager:	Oster, Ryan	METHOD OF FINANCING				
Cost Estimate Classification:	1 (Final 100% Design)	TYPE	PERCENTAGE			
Status:	Open	General Obligation Bond paid with voter approved levy				
Stage:	Initiate		100%			
DESCRIPTION						
<p>Improve safety of corridor from SW Simpson Avenue to NW Galveston Avenue for all modes of transportation. Project is part of voter approved General Obligation Bond and will focus on an updated roadway configuration to include surfacing, striping, bike lanes, sidewalks and streetscape. Design will attempt to tie-in with suggested changes being made to the Galveston Corridor Improvements.</p>						
NEED/JUSTIFICATION						
<p>Improved safety of the corridor for vehicular, pedestrian and bicycle traffic. Congestion reduced in the corridor.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: None</p> <p>Consequences of Delaying or Eliminating this Project: Monies restricted for other voter approved projects.</p> <p>Project Related To: General obligation bond projects</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$2,739,650	\$1,149,300	\$ -	\$ -	\$ -	\$3,888,950

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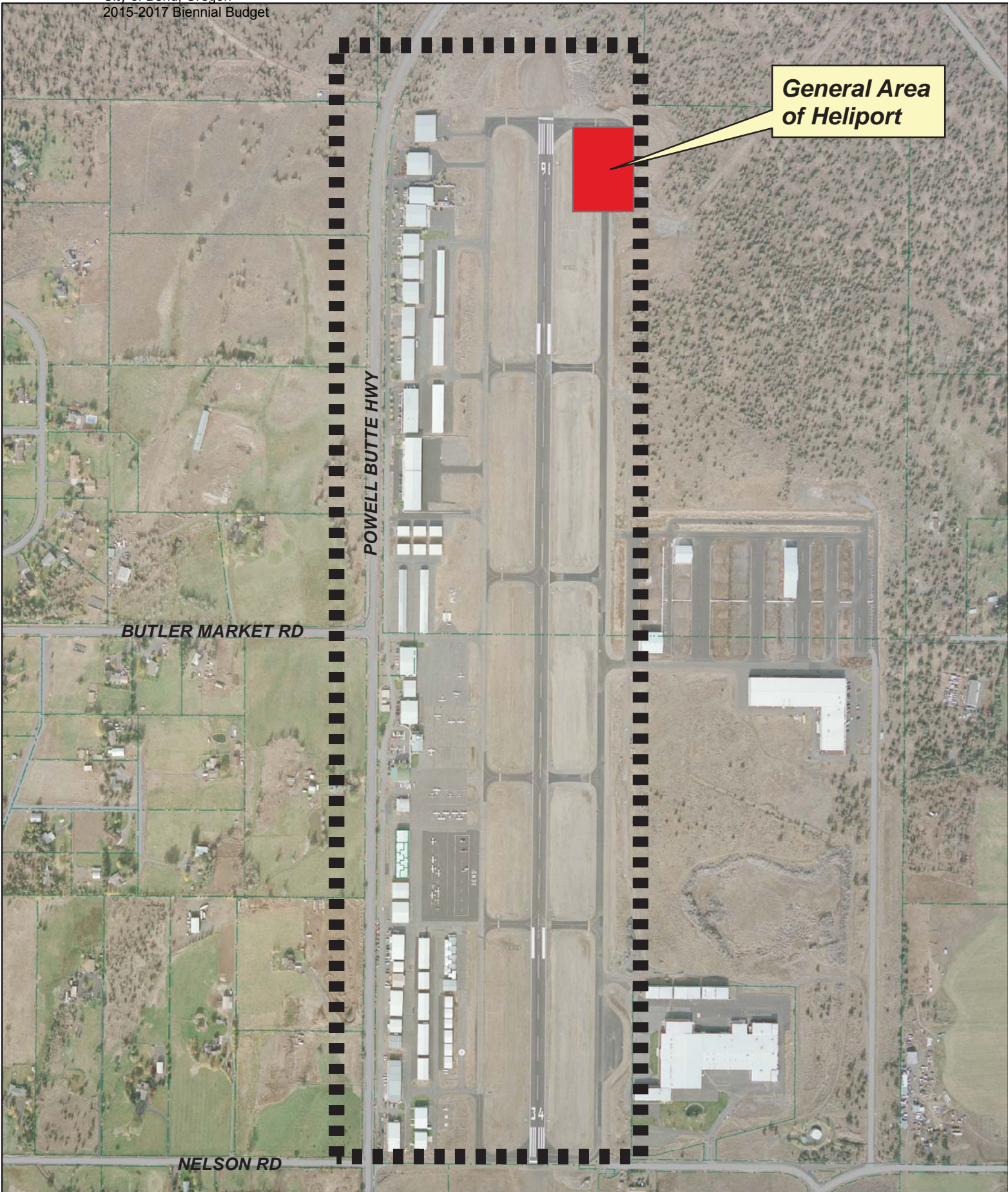
Airport
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
AP13AA Eastside Helipad/Heliport Phase I	3	\$ 5,158,639	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 7,158,639
AP15DA Wildlife Hazard Assessment	N/A	111,200	-	-	-	-	111,200
AP16AA FBO Ramp	5	-	-	1,755,000	-	-	1,755,000
AP18XX Runway Ext. EA Phase I	5	-	-	280,000	-	-	280,000
AP19XX Runway Ext. EA Phase II Environmental	5	-	-	-	300,000	-	300,000
AP20XX Runway Ext. Design/Property Acquisition	5	-	-	-	-	500,000	500,000
Total Airport CIP		\$ 5,269,839	\$ 2,000,000	\$ 2,035,000	\$ 300,000	\$ 500,000	\$ 10,104,839

Note: Airport capital improvement projects are pending approval of 90% FAA funding and other funding sources for City match.

* 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 (For Studies Only)		



**General Area
of Heliport**



AP13AA Eastside Helipad/Heliport Phase 1

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Eastside Helipad/Heliport Phase I	Budget Period:	2015 – 2017			
Project #:	AP13AA	Total Project Est:	\$7,158,639			
Project Type:	Airport	Target Start Date:	7/1/2015			
Project Fund:	Airport Fund	Target Completion:	6/30/2017			
Project Manager:	Judd, Gary	METHOD OF FINANCING				
Cost Estimate Classification:	3 (30-60% Design)	TYPE	PERCENTAGE			
Status:	Open	FAA Grant	90%			
Stage:	Planning/Construction	Airport Revenues	1%			
		ConnectOregon Grant	9%			
				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 separation for fixed wing and rotor craft operations. This project will enhance safety and efficiency by providing increased separation from fixed wing aircraft; it will also allow for enhanced safety of operations based on 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 and allow for the re-construction of the West side parking ramp in front of the City owned Fixed Based Operator (FBO) building.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come from directly from airport funds, city general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal. A ConnectOregon grant has been approved for \$515,864 as part of the 10% required match.						
Consequences of Delaying or Eliminating this Project: Currently, there is a potential of a fixed wing/rotor craft conflict while airborne or during ground operations and the overall efficiency of the operating environment would be reduced. Furthermore, delaying the project limits the growth of Airport revenue and job creation.						
Project Related To: Airport Master Plan (AP10AA); FBO Ramp (AP16AA); Eastside Helipad Phase II (AP18AA)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$5,158,639	\$2,000,000	\$ -	\$ -	\$ -	\$7,158,639

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Wildlife Hazard Assessment	Budget Period:	2015 – 2017			
Project #:	AP15DA	Total Project Est.	\$111,200			
Project Type:	Airport	Target Start Date:	7/1/2015			
Project Fund:	Airport Fund	Target Completion:	6/30/2016			
Project Manager: Judd, Gary				METHOD OF FINANCING		
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Proposed	FAA Grant	90%			
Stage:	Planning	Airport Revenues	10%			
DESCRIPTION						
A study required by the FAA to identify the potential hazards of wildlife at the airport.						
NEED/JUSTIFICATION						
Reduce the number of accidents or incidents caused by wildlife and aircraft collisions.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds are available.						
Consequences of Delaying or Eliminating this Project- An FAA requirement and must be complied with in order to receive future FAA funding.						
Project Related to- Flight safety						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$111,200	\$ -	\$ -	\$ -	\$ -	\$111,200



AP16AA FBO Ramp

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY			KEY DATES			
Project Title:	Fixed Base Operator (FBO) Ramp		Budget Period:	2015 – 2017		
Project #:	AP16AA		Total Project Est:	\$1,755,000		
Project Type:	Airport		Target Start Date:	7/1/2017		
Project Fund:	Airport Fund		Target Completion:	6/30/2018		
Project Manager:	Judd, Gary		METHOD OF FINANCING			
Cost Estimate Classification:	5 (Conceptual)		TYPE	PERCENTAGE		
Status:	Pending		FAA Grant	90%		
Stage:	Planning		Airport Revenues	10%		
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. 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. This project is part of the maintenance required by our FAA grant assurances.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds are available.						
Consequences of Delaying or 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 (AP18XX)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$1,755,000	\$ -	\$ -	\$1,755,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Runway Extension Environmental Assessment Phase 1	Budget Period:	2015 – 2017			
Project #:	AP18XX	Total Project Est.	\$280,000			
Project Type:	Airport	Target Start Date:	7/1/2017			
Project Fund:	Airport Fund	Target Completion:	6/30/2018			
Project Manager:	Judd, Gary	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Pending	FAA Grant	90%			
Stage:	Planning	Airport Revenues	10%			
DESCRIPTION						
<p>The first phase of the environmental study required prior to proceeding with the actual design and construction of the extension. Phase I is an assessment of the areas that will be impacted, agencies to be contacted, jurisdictions that apply, the types and kinds of expected findings such as endangered species and historical or archaeological findings based on previous studies in similar areas in the regions. It is done in coordination with the FAA and their guidelines. No formal onsite inspections are done. Phase I lays out the outline of what Phase II will have to have included in the scope.</p>						
NEED/JUSTIFICATION						
<p>To determine the environmental affects and determine what, if any, steps should be taken to meet federal requirements.</p>						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds available.</p> <p>Consequences of Delaying or Eliminating this Project- Without the environmental process the project cannot proceed.</p> <p>Project Related to- Runway Extension Environmental Assessment Phase II (AP19XX); Runway Extension /Design and Property Acquisition (AP20XX)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
-	-	-	\$280,000	-	-	\$280,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY			KEY DATES			
Project Title:	Runway Extension Environmental Assessment Phase II		Budget Period:	2015 – 2017		
Project #:	AP19XX		Total Project Est:	\$300,000		
Project Type:	Airport		Target Start Date:	7/1/2018		
Project Fund:	Airport Fund		Target Completion:	6/30/2019		
Project Manager:	Judd, Gary		METHOD OF FINANCING			
Cost Estimate Classification:	5 (Conceptual)		TYPE	PERCENTAGE		
Status:	Pending		FAA Grant	90%		
Stage:	Planning		Airport Revenues	10%		
DESCRIPTION						
<p>Second phase of the environmental study required prior to proceeding with the actual design and construction of the extension. Phase II is an “on the ground” investigation to determine what, if any, of the items identified in Phase I are present and to what extent. It also determines the next steps in the environmental process. Sometimes nothing is needed, additional studies indicated or extensive mitigation measures need to be taken. During this phase actual digging may occur, wildlife may be monitored and specialists will perform the tasks. The findings are passed along to the appropriate agencies such as Tribal, BLM, EPA etc. for their reviews. Ultimately the FAA determines what additional steps should be taken if needed.</p>						
NEED/JUSTIFICATION						
<p>To determine the environmental affects and determine what if any steps should be taken to meet federal requirements.</p>						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, city general funds or other grant sources such as ConnectOregon if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.</p> <p>Consequences of Delaying or Eliminating this Project- Without the environmental process the project cannot proceed.</p> <p>Project Related to- Runway Extension Environmental Assessment Phase 1 (AP18XX); Runway Extension /Design and Property Acquisition (AP20XX)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$300,000	\$ -	\$300,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Runway Extension Design/Property Acquisition	Budget Period:	2015 – 2017			
Project #:	AP20XX	Total Project Est:	\$500,000			
Project Type:	Airport	Target Start Date:	7/1/2019			
Project Fund:	Airport Fund	Target Completion:	6/30/2020			
Project Manager: Judd, Gary		METHOD OF FINANCING				
Cost Estimate Classification: 5 (Conceptual)		TYPE	PERCENTAGE			
Status:	Pending	FAA Grant	90%			
Stage:	Planning	Airport Revenues	10%			
DESCRIPTION						
The design of the actual runway extension and identifying what, if any, additional land would need to be acquired.						
NEED/JUSTIFICATION						
This would be performed prior to the actual bidding/construction of the extension and creates a basis for the “on the ground” construction.						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.</p> <p>Consequences of Delaying or Eliminating this Project- The project would only proceed if existing use justified the additional length. If the project was justified by the FAA, met the Environmental qualifications and was approved by the FAA for funding, a delay could cost the City all or a part of available FAA funds. The lack of a runway long enough to accommodate aircraft using it would create a safety concern. It would also limit the ability of the airport to serve the aircraft and businesses wishing to be based at or visit Bend.</p> <p>Project Related to- Flight safety and airport capacity</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$500,000	\$500,000

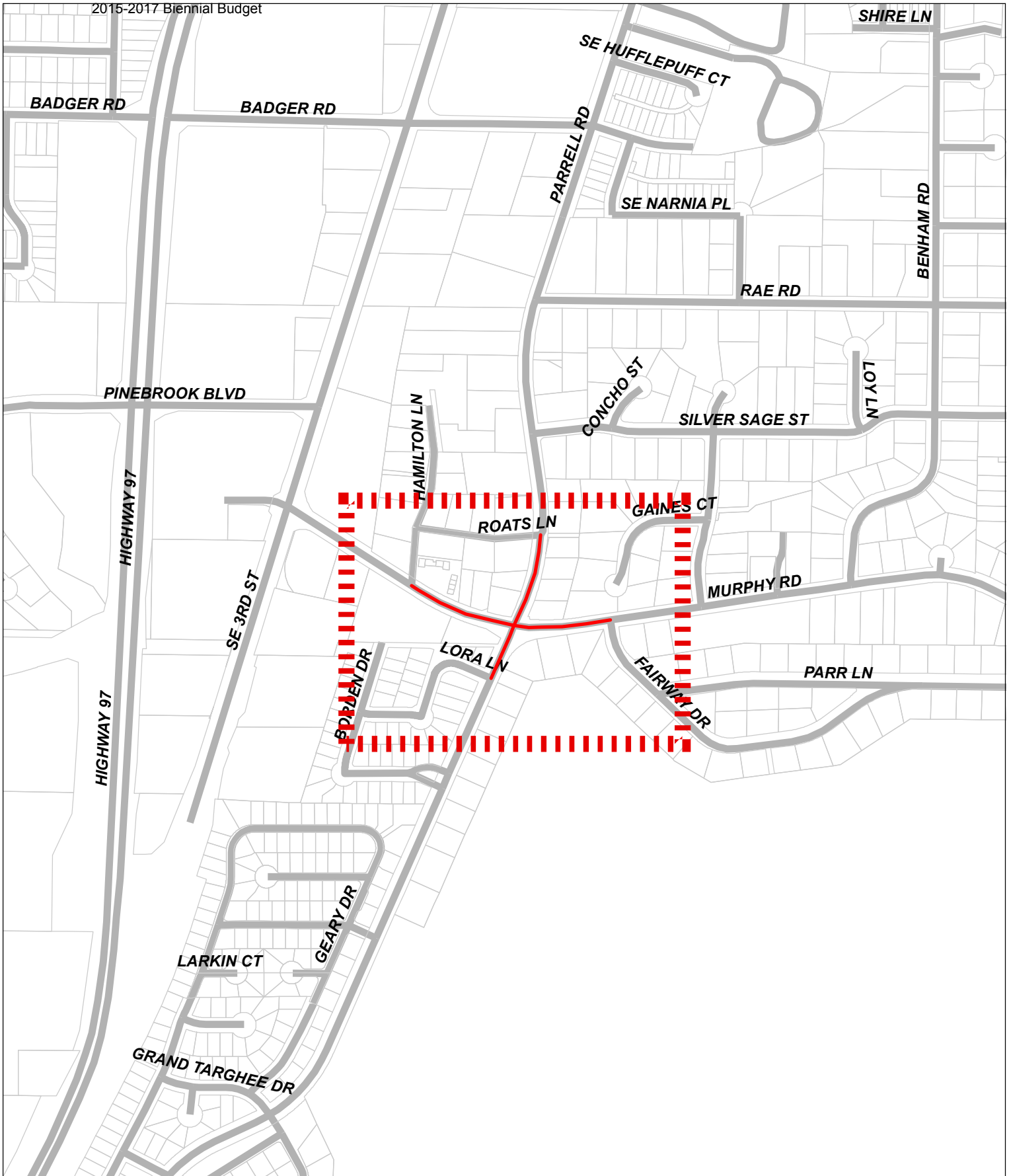
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BURA Murphy Crossing Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
ST15MA Murphy & Parrell Roundabout	2	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
Total BURA Construction CIP		\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000

* 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 (For Studies Only)		



ST15MA Murhpy & Parrell Roundabout

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Murphy & Parrell Roundabout	Budget Period:	2015 – 2017
Project #:	ST15MA	Total Project Est:	\$1,777,000
Project Type:	Transportation	Target Start Date:	2/1/2015
Project Fund:	BURA Murphy Crossing Construction Fund	Target Completion:	6/30/2016
Project Manager:	Oster, Ryan	METHOD OF FINANCING	
Cost Estimate Classification:	2 (60 – 90% Design)	TYPE	PERCENTAGE
Status:	Open	Urban Renewal Property Taxes	100%
Stage:	Initiate		

DESCRIPTION

Construct a roundabout, landscaping, stormwater facilities, illumination, signs and striping to current City standards.

NEED/JUSTIFICATION

This project will finalize the originally conceptualized extension of Murphy Road on the east side as a part of the Murphy Overcrossing Project and make the intersection safer for vehicles, pedestrians and bicycles.

FINANCIAL NARRATIVE

Funded by property tax increment financing through the Murphy Urban Renewal Area.

Impact on Annual Operating Budget: Minimal. 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.

Consequence of Delaying or Eliminating this Project: If this project is not built, this intersection will continue to have one of the highest rates of crashes in the City. With the opening of Murphy Road to Brookwood on the west and eventually to 15th street on the east, the volume in this intersection will only increase.

Project Related To: Murphy Crossing Refinement Plan and Murphy Overcrossing Project paid for by ODOT.

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$477,000	\$1,300,000	\$ -	\$ -	\$ -	\$ -	\$1,777,000

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**Facilities Management
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
FA16AX Property Purchase - Boyd Acres	N/A	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000
FA16BX Fuel Island - Pilot Butte **	5	2,000,000	-	-	-	-	2,000,000
FA17AX Site Paving/Grading - Pilot Butte	5	-	20,000	5,857,000	-	-	5,877,000
FA18AX Site Development/Fuel Island - Boyd Acres	5	-	-	3,359,000	-	-	3,359,000
FA19AX Vehicle Storage/Parking - Pilot Butte	5	-	-	-	5,709,000	-	5,709,000
FA20AX Fleet Building/Truck Wash - Pilot Butte	5	-	-	-	-	12,878,000	12,878,000
FA20BX Operations Building B Remodel - Boyd Acres	5	-	-	-	-	1,043,000	1,043,000
Total Facilities CIP		\$ 3,100,000	\$ 20,000	\$ 9,216,000	\$ 5,709,000	\$ 13,921,000	\$ 31,966,000

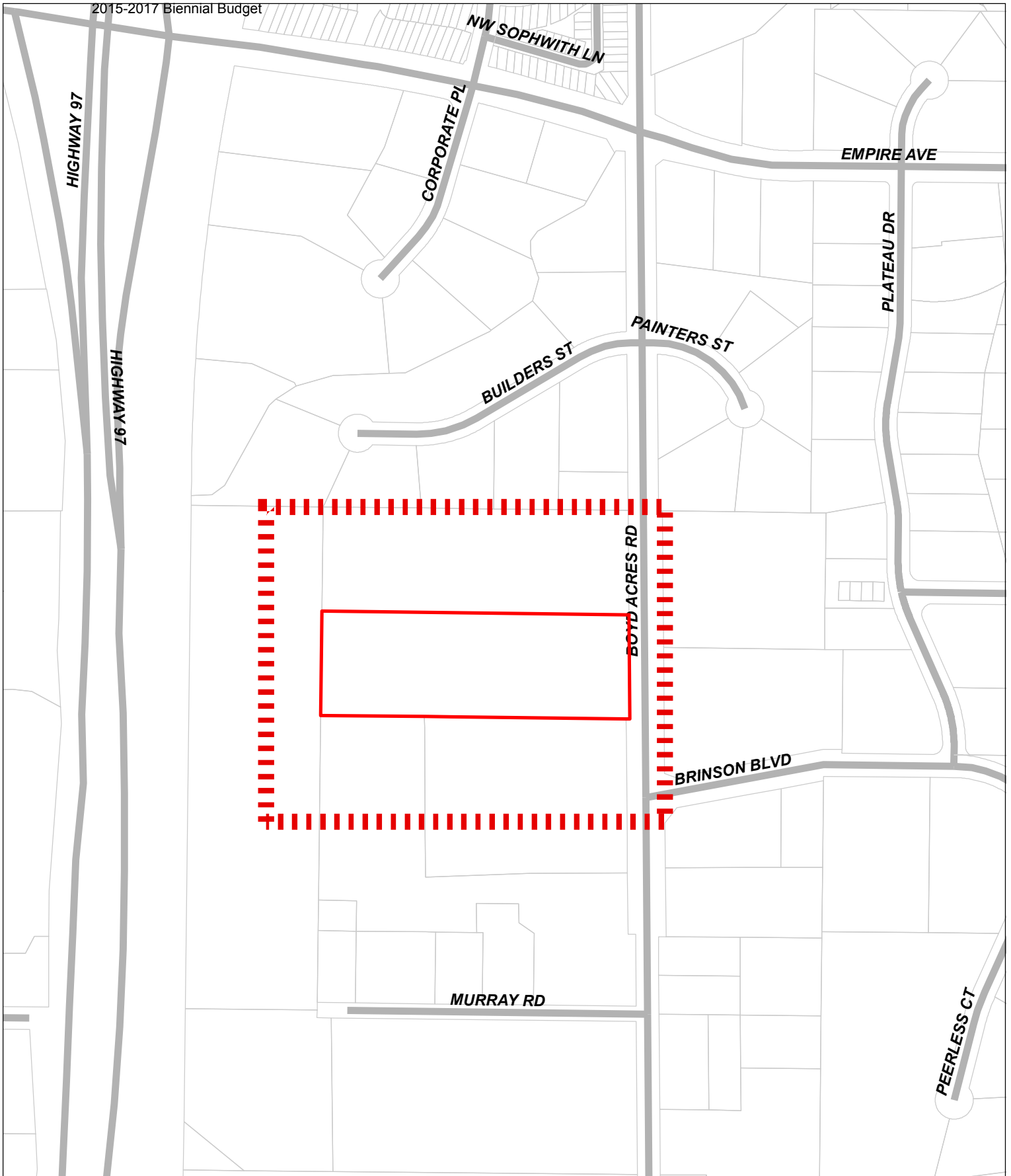
* Cost estimate classifications are based on standards developed by the Association for the Advancement of Cost Engineering International (AACE)

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 (For Studies Only)		

** The fuel island project will be managed by Facilities Staff but funded out of the Garage Program.

(1) These projects are generated as a result of the 20 year facilities plan created in February 2015.

(2) The City Hall downtown campus 5 year plan has not been completed. The Facilities CIP will be updated accordingly upon its completion.



FA16AX Property Purchase - Boyd Acres

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Property Purchase – Boyd Acres	Budget Period:	2015-2017			
Project #:	FA16AX	Total Project Est:	\$1,100,000			
Project Type:	Facilities Management	Target Start Date:	07/01/2015			
Project Fund:	Facilities Management Fund	Target Completion:	06/30/2016			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	N/A (not applicable)	TYPE	PERCENTAGE			
Status:	Proposed	Cost Allocated to Utilities	100%			
Stage:	Planning					
DESCRIPTION						
The purchase of land adjacent, north of the Boyd Acres campus.						
NEED/JUSTIFICATION						
The utilities departments are out of room at the Boyd Acres site. The site is heavily congested with staff, equipment, vehicles, operational needs, and parking. The entry point to the site is a bottleneck for traffic. This purchase is based on the 20 year facilities plan.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – Long-term debt may be issued to purchase the property adjacent to the Boyd Acres campus. If so, annual debt service will be paid by water, sewer, and stormwater utilities.						
Consequences of Delaying or Eliminating this Project – Growing inefficiencies for staff due to lack of space as the departments grow as expected over the next few years.						
Project Related to – 20 year facilities plan completed in February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$1,100,000	\$ -	\$ -	\$ -	\$ -	\$1,100,000

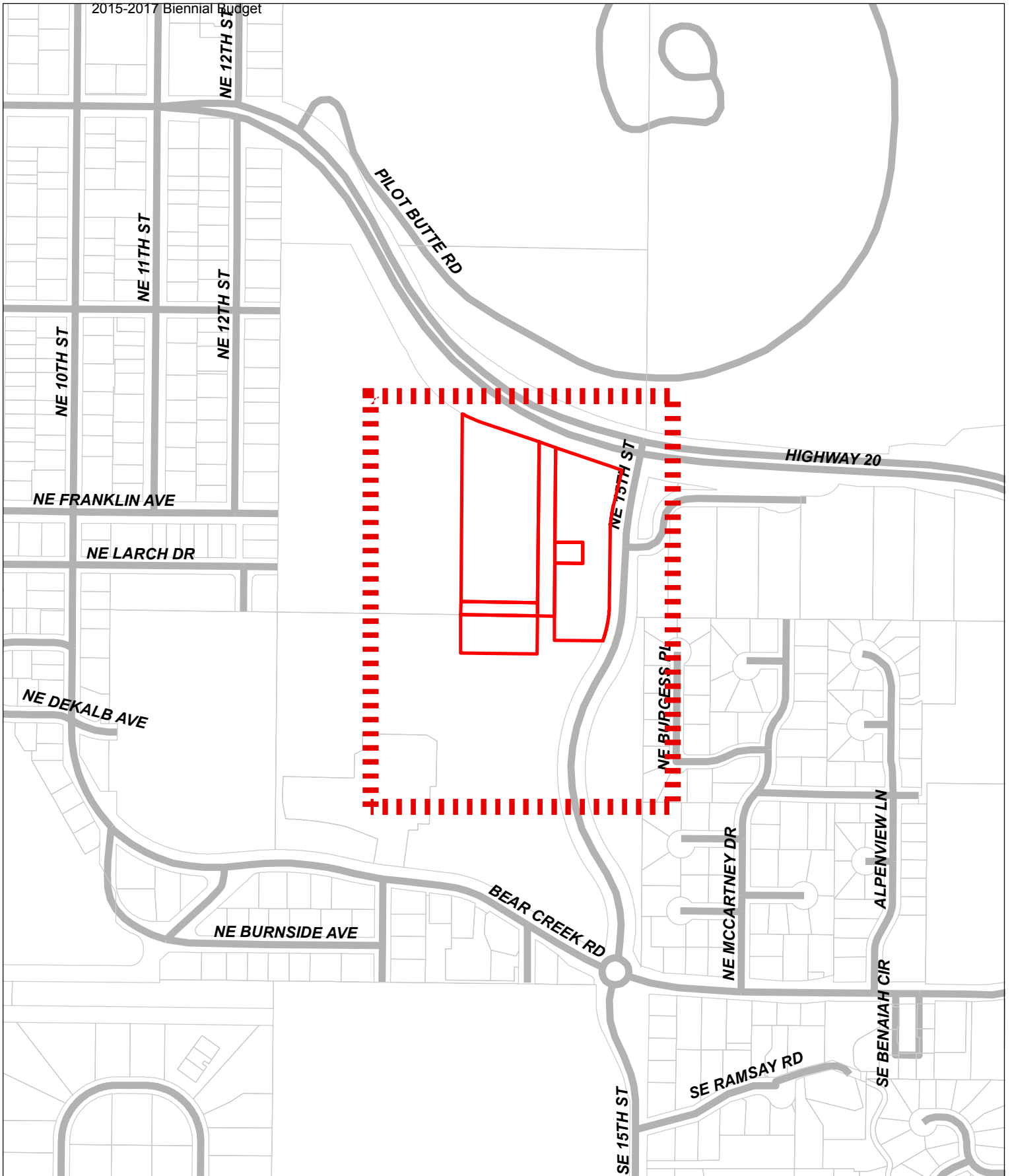


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Fuel Island – Pilot Butte	Budget Period:	2015-2017			
Project #:	FA16BX	Total Project Est:	\$2,000,000			
Project Type:	Facilities Management	Target Start Date:	07/01/2015			
Project Fund:	Internal Service Fund – Garage Program	Target Completion:	06/30/2016			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Debt Proceeds – Debt service paid by operating departments that utilize the fuel island				
Stage:	Planning		100%			
DESCRIPTION						
<p>This project is to construct a fuel island at Pilot Butte. There are two fueling lanes adjacent to the existing building. The limited number of fueling lanes results in idling crews, vehicles, and equipment. The existing fuel storage tanks are below grade and include: one 20,000 gallon diesel tank, one 20,000 gallon unleaded tank, and one 10,000 gallon bio-diesel tank. The City is looking to purchase new above ground tanks which will require space on-site and security. The Fleet Maintenance Department needs a Fluid Management System and room to manage fuel and lubrication fluids.</p>						
NEED/JUSTIFICATION						
<p>Project is included in 20 year facilities plan.</p>						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget – This project will be funded by issuance of long term debt. Annual debt service of approximately \$168,000 per year will be funded by operating departments that use the fuel island located at the Pilot Butte campus.</p> <p>Consequences of Delaying or Eliminating this Project – There is a risk of environmental remediation if the tanks leak. Insurance on the old fuel tanks is already more expensive and the actual insurability could be in question. This is the primary source of fuel for the City which, given the age of the tanks, is a very unstable situation.</p> <p>Project Related to – 20 year facilities plan completed in February 2015</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$2,000,000	\$ -	\$ -	\$ -	\$ -	\$2,000,000



FA17AX Site Paving/Grading - Pilot Butte

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE

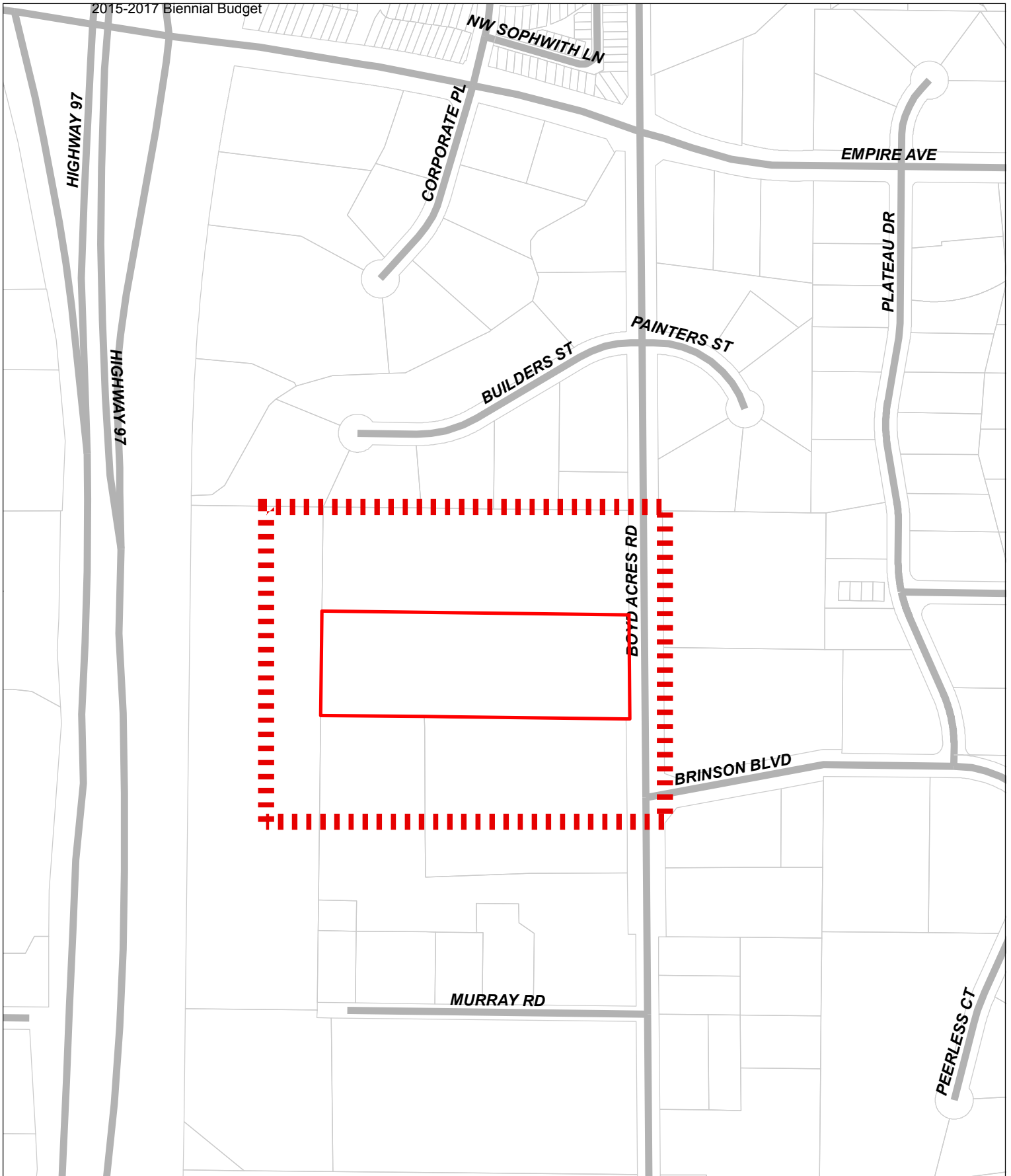


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Site Paving/Grading – Pilot Butte			Budget Period:	2015-2017	
Project #:	FA17AX			Total Project Est:	\$5,877,000	
Project Type:	Facilities Management			Target Start Date:	07/01/2016	
Project Fund:	Facilities Management Fund			Target Completion:	06/30/2018	
Project Manager:	Unassigned			METHOD OF FINANCING		
Cost Estimate Classification:	5 (Conceptual)			TYPE	PERCENTAGE	
Status:	Proposed			Debt Proceeds-Debt Service		100%
Stage:	Planning			paid by operating departments at each facility		
DESCRIPTION						
This project consists of site paving/grading in the southeast corner of Pilot Butte site. Area will initially be used for Yard Storage and vehicle parking. Subsequent phases will include additional improvements/modifications to site.						
NEED/JUSTIFICATION						
Project is part of 20 year facilities plan and will attempt to accomplish more efficient parking for staff and visitors; better circulation and flow through site; and a more secure area.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.						
Consequences of Delaying or Eliminating this Project – Increased inefficiencies as the department continues to grow in the coming years.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$20,000	\$5,857,000	\$ -	\$ -	\$5,877,000



FA18AX Site Development/Fuel Island - Boyd Acres

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Site Development/Fuel Island – Boyd Acres	Budget Period:	2015-2017
Project #:	FA18AX	Total Project Est:	\$3,359,000
Project Type:	Facilities Management	Target Start Date:	07/01/2017
Project Fund:	Facilities Management Fund	Target Completion:	06/30/2018
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE
Status:	Proposed	Debt Proceeds – Debt service paid by operating departments that utilize the fuel island	
Stage:	Planning		100%

DESCRIPTION

This project will include site development and construction of a fuel island at the Boyd Acres site. This will improve operational efficiencies by making best use of existing buildings, have more efficient parking, and a more secure site.

NEED/JUSTIFICATION

Project is part of 20 year facilities plan. Fuel Island would be a redundant source of fuel in case primary fuel island at Pilot Butte is not operational. Utilities will have more effective operations.

FINANCIAL NARRATIVE

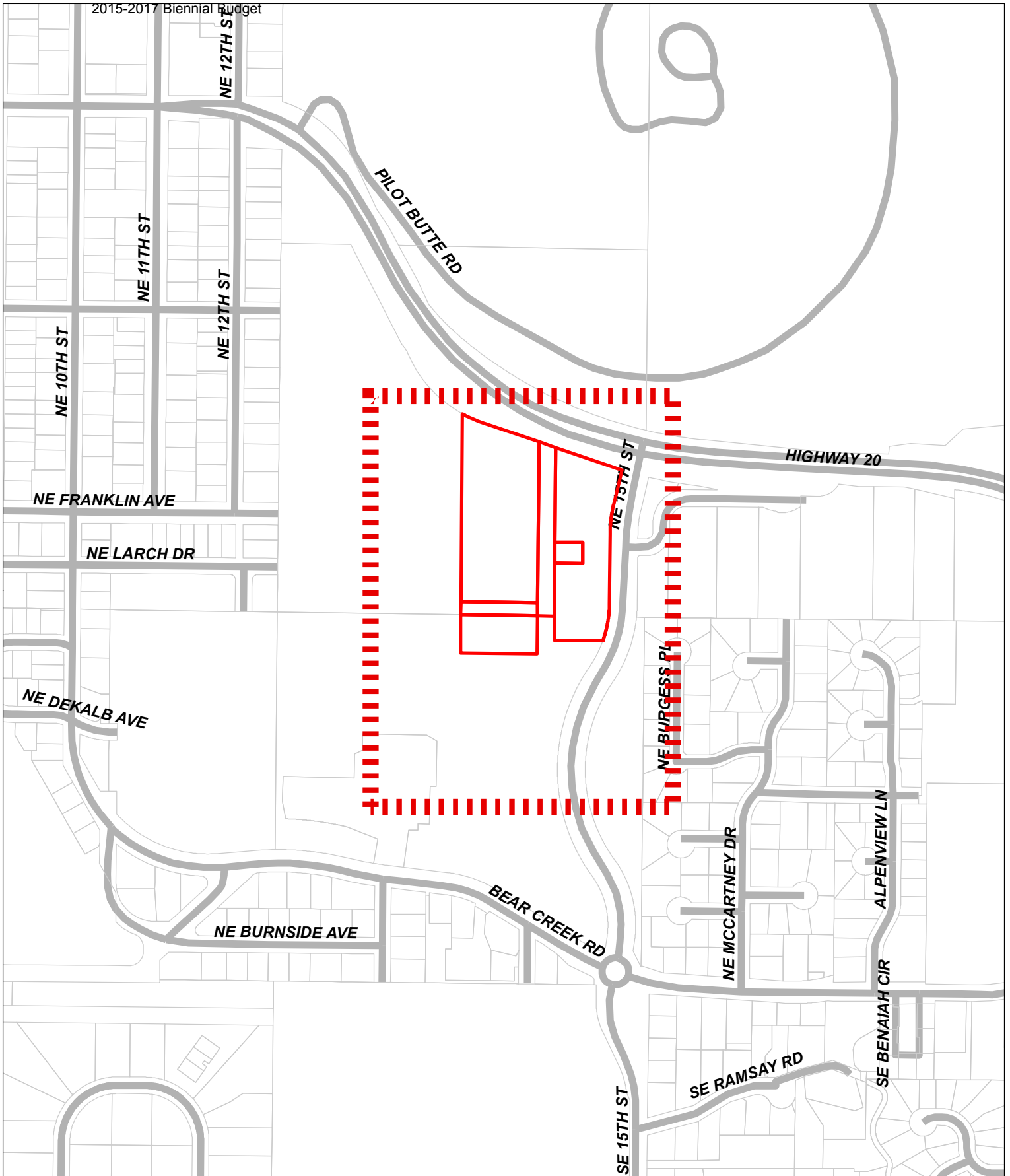
Impact to Annual Operating Budget – This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments that utilize the fuel island.

Consequences of Delaying or Eliminating this Project – No redundant fuel source for City operations. Operational inefficiencies as the department out-grows existing facilities.

Project Related to – 20 year facilities plan completed February 2015

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$3,359,000	\$ -	\$ -	\$3,359,000



FA19AX Vehicle Storage/Parking - Pilot Butte

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Vehicle Storage/Parking– Pilot Butte	Budget Period:	2015-2017			
Project #:	FA19AX	Total Project Est:	\$5,709,000			
Project Type:	Facilities Management	Target Start Date:	07/01/2018			
Project Fund:	Facilities Management Fund	Target Completion:	06/30/2019			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Debt Proceeds-Debt Service 100%				
Stage:	Planning	paid by operating departments at each facility				
DESCRIPTION						
This project will include the design and construction of a vehicle storage/parking facility at Pilot Butte. Covered vehicle and storage areas would be located along west property line near cemetery.						
NEED/JUSTIFICATION						
Project is part of 20 year facilities plan. Vehicles and equipment are currently exposed to the elements.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.						
Consequences of Delaying or Eliminating this Project – Vehicles and equipment will continue to be exposed to inclement weather.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$5,709,000	\$ -	\$5,709,000

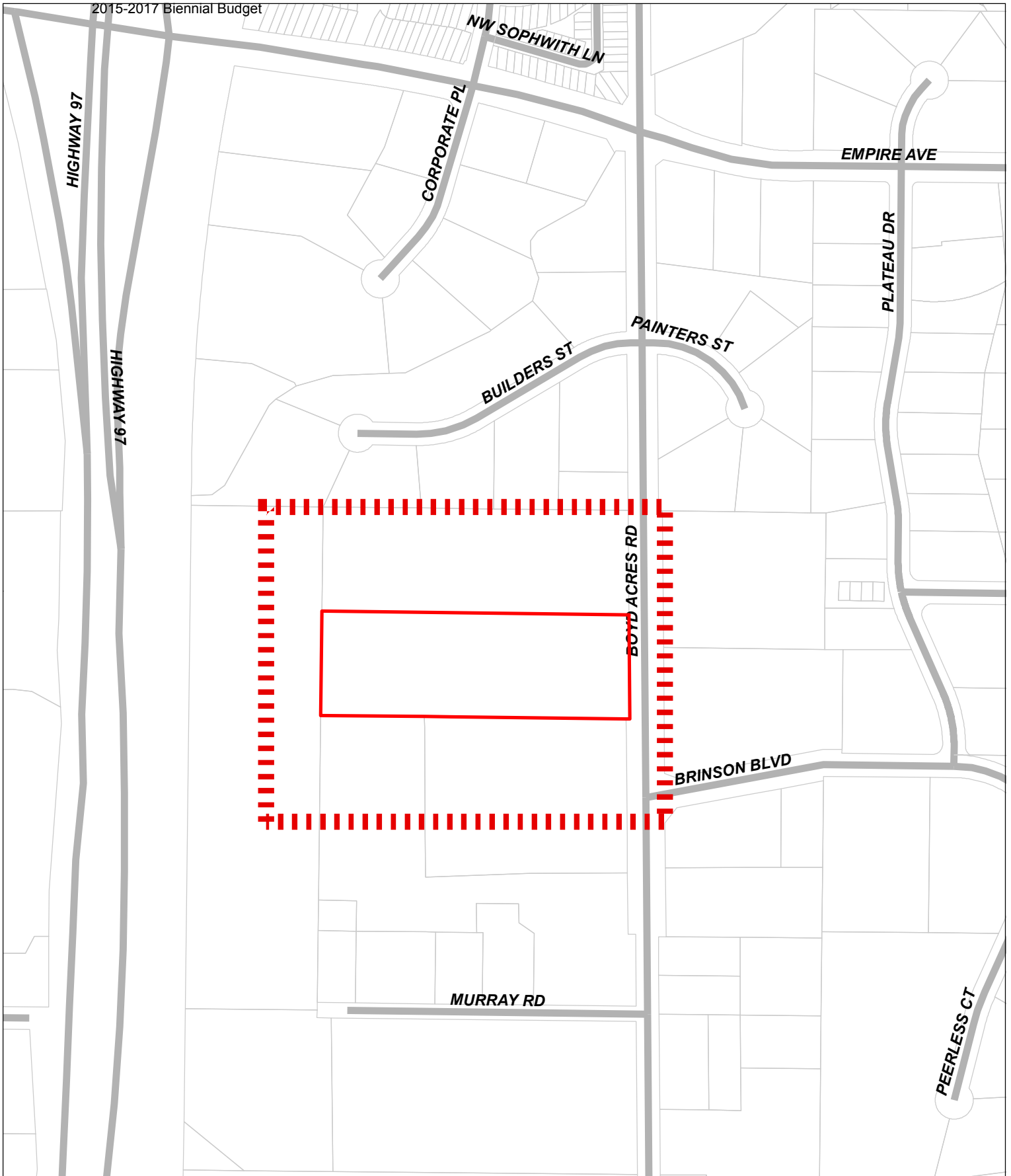


Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY				KEY DATES		
Project Title:	Fleet Building/Truck Wash– Pilot Butte			Budget Period:	2015-2017	
Project #:	FA20AX			Total Project Est:	\$12,878,000	
Project Type:	Facilities Management			Target Start Date:	07/01/2019	
Project Fund:	Facilities Management Fund			Target Completion:	06/30/2021	
Project Manager:	Unassigned			METHOD OF FINANCING		
Cost Estimate Classification:	5 (Conceptual)			TYPE	PERCENTAGE	
Status:	Proposed			Debt Proceeds-Debt Service		100%
Stage:	Planning			paid by operating departments at each facility		
DESCRIPTION						
This project will include the design and construction of a fleet building/truck wash at Pilot Butte, located on southern portion of site. Each Wash Bay includes automatic vehicle washing equipment.						
NEED/JUSTIFICATION						
Project is included in 20 year facilities plan. Currently, mechanics are working in the same building as administrative staff exposing them to fumes and other hazards. There is limited space for current staffing levels and this space is in line with projected growth in the 20 year plan.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – High due to new facilities to operate and maintain. Exact amount not known at this time. This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.						
Consequences of Delaying or Eliminating this Project – Continued operational inefficiencies and the combination of mechanics and administrative staff working in the same facility.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 and Beyond (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$12,878,000	\$12,878,000



FA20BX Operations Building B Remodel - Boyd Acres

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Operations Building B Remodel – Boyd Acres	Budget Period:	2015-2017			
Project #:	FA20BX	Total Project Est:	\$1,043,000			
Project Type:	Facilities Management	Target Start Date:	07/01/2019			
Project Fund:	Facilities Management Fund	Target Completion:	06/30/2021			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Proposed	Debt Proceeds – Debt service paid by operating departments at Boyd Acres campus				
Stage:	Planned	100%				
DESCRIPTION						
This project will include a remodel of the Operations Building B at the Boyd Acres site to accommodate operations staffing needs of the utility departments.						
NEED/JUSTIFICATION						
Project is part of the facilities plan that reviewed the operational needs of the city over the next 20 years. This project is in line with the needs at Boyd Acres over that time period.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at the Boyd Acres campus.						
Consequences of Delaying or Eliminating this Project – Operational inefficiencies of the utility departments as it grows in the coming years.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 and Beyond (Estimated)	Total Estimated
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,043,000	\$1,043,000

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

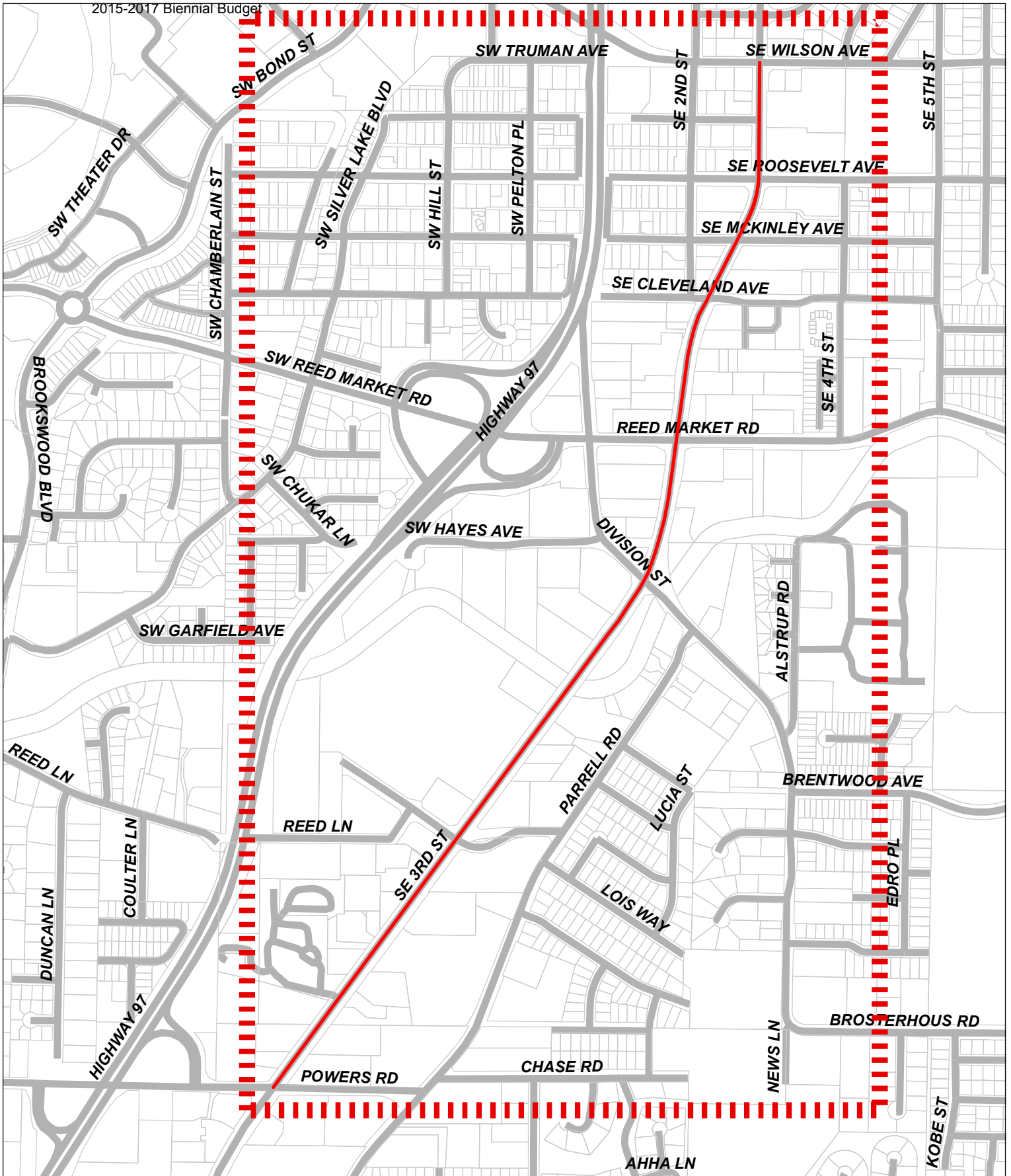
	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2015-16	2016-17	2017-18	2018-19	2019-20	
AA11FA South 3rd Street Pedestrian Improvements	5	\$ 355,000	\$ -	\$ -	\$ -	\$ -	\$ 355,000
AA14DA Summit Drive Curb Ramps	2	318,000	-	-	-	-	318,000
AA17XX Future ADA Projects **	5	-	350,000	-	-	-	350,000
Total Accessibility CIP ***		\$ 673,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 1,023,000

* 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 (For Studies Only)		

** There will be approximately \$800,000 in reserves at the end of the 2015-2017 biennium that will be available for future accessibility improvements. Use of these funds will be prioritized by the Accessibility Manager and the new Project Manager that will be dedicated to overseeing accessibility projects.

*** In addition to the amounts listed above, \$150,000 will be transferred in 2015-16 to the Transportation Operations Program for ADA ramp construction to be performed by City staff.



AA11FA South 3rd St Pedestrian Improvements

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	South 3rd Street Pedestrian Improvement	Budget Period:	2015 – 2017
Project #:	AA11FA	Total Project Est:	\$435,309
Project Type:	Transportation	Target Start Date:	7/1/2011
Project Fund:	Accessibility Construction Fund	Target Completion:	11/1/2016
Project Manager: Suhr, Jason		METHOD OF FINANCING	
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE
Status:	Pending	General Fund	100%
Stage:	Planning		

DESCRIPTION

Since 2011, the City of Bend has been working collaboratively with ODOT on the South Third Street Pedestrian Improvement project in order to provide a continuous pedestrian corridor along the South Third Street corridor between Wilson Ave and Powers Road. The total project cost is \$3,343,809, of which, the City’s portion will be \$435,309. The remaining portion will be completed with federal funding. The project will repair existing facilities that are either non-compliant or deteriorated, and add pedestrian crossing facilities. The project being coordinated with planned street preservation work (overlay) to include restriping for the addition of bike lanes where they do not exist today.

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 a Crash Study published in 2012. Significant multi modal access, mobility, and safety improvements.

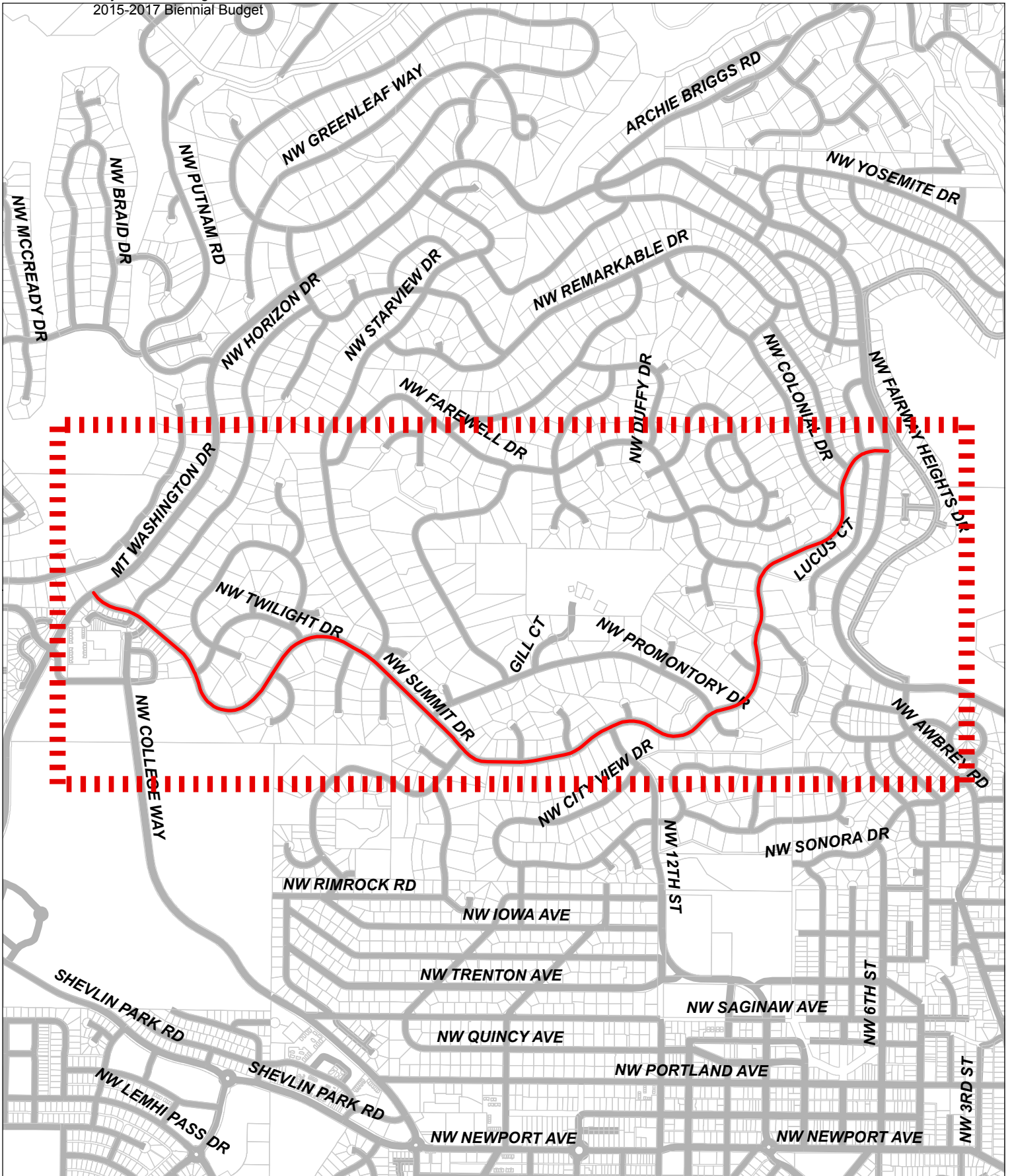
FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact on operations budget.

Consequence of Delaying or Eliminating this Project: 3rd Street would remain an incomplete and non-compliant ADA pedestrian corridor. Cascade East Transit (CET) bus stops would remain unideal for pedestrian safety.

Project Related To: Phase 2 3rd Street –Stormwater portion (SR14AA); South 3rd Street – Stormwater portion (SR15BA); & South 3rd Street – Water portion (WA15GA)

PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$80,309	\$355,000	\$ -	\$ -	\$ -	\$ -	\$435,309



AA14DA Summit Drive Curb Ramps

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES	
Project Title:	Summit Drive Curb Ramps	Budget Period:	2015 – 2017
Project #:	AA14DA	Total Project Est:	\$835,000
Project Type:	Transportation	Target Start Date:	7/1/2015
Project Fund:	Accessibility Construction Fund	Target Completion:	6/30/2016
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	2 (60 – 90% Design)	TYPE	PERCENTAGE
Status:	Open	Franchise Fees	100%
Stage:	Planning		

DESCRIPTION

The City of Bend plans to construct approximately 100 curb ramps along Summit Dr. The ramps shall be constructed to current standards as identified in the 2011 Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way (PROWAG) in conjunction with the 2008 Oregon Standard Specifications (OSS) for Construction and the City of Bend Special Provisions to the OSS General Conditions.

NEED/JUSTIFICATION

The City of Bend was recently under a legal Settlement Agreement with the Department of Justice (DOJ) to ensure all City owned facilities are accessible and all citizens have access to City goods, services, activities and programs. Among other requirements the Agreement had a requirement to provide ADA compliant curb ramps and related sidewalk improvements. The City has identified street corners and intersections for curb reconstruction that do not meet accessibility requirements and have been programmed for replacement.

The City’s preference is to install dual directional curb ramps where possible; exemptions may be made on a case by case with detailed written reasoning as to decision.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget – None

Consequences of Delaying or Eliminating this Project – Delay would result in the City being non-compliant with ADA and PROWAG guidelines.

Project Related to – Annual street preservation work

PROJECT COST BY FISCAL YEAR

Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$517,000	\$318,000	\$ -	\$ -	\$ -	\$ -	\$835,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2015/16 – 2019/20

SUMMARY		KEY DATES				
Project Title:	Future ADA Projects	Budget Period:	2015 – 2017			
Project #:	AA17XX	Total Project Est:	\$350,000			
Project Type:	Transportation	Target Start Date:	7/1/2016			
Project Fund:	Accessibility Construction	Target Completion:	6/30/2017			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5 (Conceptual)	TYPE	PERCENTAGE			
Status:	Open	Franchise Fee	100%			
Stage:	Planning					
DESCRIPTION						
<p>Projects in response to 150 barrier removal requests that were submitted to City Council in September 2014. Projects to include curb ramp alterations, sidewalk improvement, and/or sidewalk infill. Projects will include key corridors in neighborhoods where complaints were received.</p>						
NEED/JUSTIFICATION						
<p>Improve access throughout specified neighborhoods. Improvements will move the City forward in completing the 2004 U.S. Department of Justice Project Civic Access settlement as well as provide accessible corridors within specified neighborhoods.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Annual Operating Budget: Unknown at this point</p> <p>Consequence of Delaying or Eliminating this Project: Unknown at this point</p> <p>Project Related To: N/A</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + Estimate thru 6/30/15	2015-16 (Estimated)	2016-17 (Estimated)	2017-18 (Estimated)	2018-19 (Estimated)	2019-20 (Estimated)	Total Estimated
\$ -	\$ -	\$350,000	\$ -	\$ -	\$ -	\$350,000

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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.

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 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.

CET Cascade East Transit which provides bus service to Deschutes, Crook and Jefferson Counties.

COBAAC City of Bend Accessibility Advisory Committee

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 organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

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 and Private Development Engineering.

ERP Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources.

FHWA The Federal Highway Administration provides stewardship over the construction, maintenance and preservation of the Nation's highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability, and to encourage innovation.

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.

ICE Instrumentation, Control and Electrical program that provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility.

Infrastructure Departments for the City of Bend which include the following services: Laboratory, Engineering Program, Accessibility Program, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service.

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.

LEAP Leading Effective Applications and Processes project to replace the City's 25-year old Enterprise Resource Planning (ERP) System.

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.

MGD Million Gallons per Day

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

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.

SDC's Systems Development Charges, which are fees charged to join or to extend an existing utility system.

SIAG Sewer Infrastructure Advisory Group. The City of Bend updated its Sewer Collection System Master Plan which guided improvements for sewer infrastructure. The update was prepared by City staff with the assistance of engineering, environmental and financial specialists, and citizen advisors.

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 10.4% 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.

WRF Water Reclamation Facility

Glossary

Accrual Basis The recording, of the financial effects on a government, of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

Activity Classification Expenditure classification according to the specific type of work performed by organizational units (e.g., police is an activity within the public safety 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.

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.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

Bond A long-term promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date).

Budget A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Committee As dictated by Oregon State Statute, the budget committee consists of the governing body and an equal number of appointed 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.

CET Acronym for Cascade East Transit which provides bus service to Deschutes, Crook and Jefferson Counties.

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.

COBAAC Acronym for City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Public Works, Finance, Information Technology and Community Development departments.

COIC Acronym for Central Oregon Intergovernmental Council organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

Contingency An appropriation established in certain funds for the funding of unforeseen events. Contingency may be appropriated for a specific purpose by the City Council upon the approval of a resolution.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

Debt An obligation resulting from the borrowing of money or from the purchase of goods and services. 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.

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.

EIPD Abbreviation for Engineering & Infrastructure Planning Department, which consists of the following programs: Capital Improvement Program (CIP) Engineering and Private Development Engineering.

Employee Benefits Benefits include social security, retirement, group health, dental and life insurance, workers' compensation, and disability insurance.

Encumbrances Commitments related to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, airport, sewer).

ERP Acronym for Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources.

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.

FHWA The Federal Highway Administration provides stewardship over the construction, maintenance and preservation of the Nation's highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability, and to encourage innovation.

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.

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.

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.

ICE Acronym for Instrumentation, Control and Electrical program that provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility.

Infrastructure Departments for the City of Bend which include the following services: Laboratory, Engineering Program, Accessibility Program, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service.

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.

LEAP Leading Effective Applications and Processes project. Replacement of the City's Financial Systems and implementation of Human Resources Systems.

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.

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.

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.

SIAG Acronym for Sewer Infrastructure Advisory Group. The City of Bend updated its Sewer Collection System Master Plan which guided improvements for sewer infrastructure. The update was prepared by City staff with the assistance of engineering, environmental and financial specialists, and citizen advisors.

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.

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.

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.

TRT Transient Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

Trust Funds Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

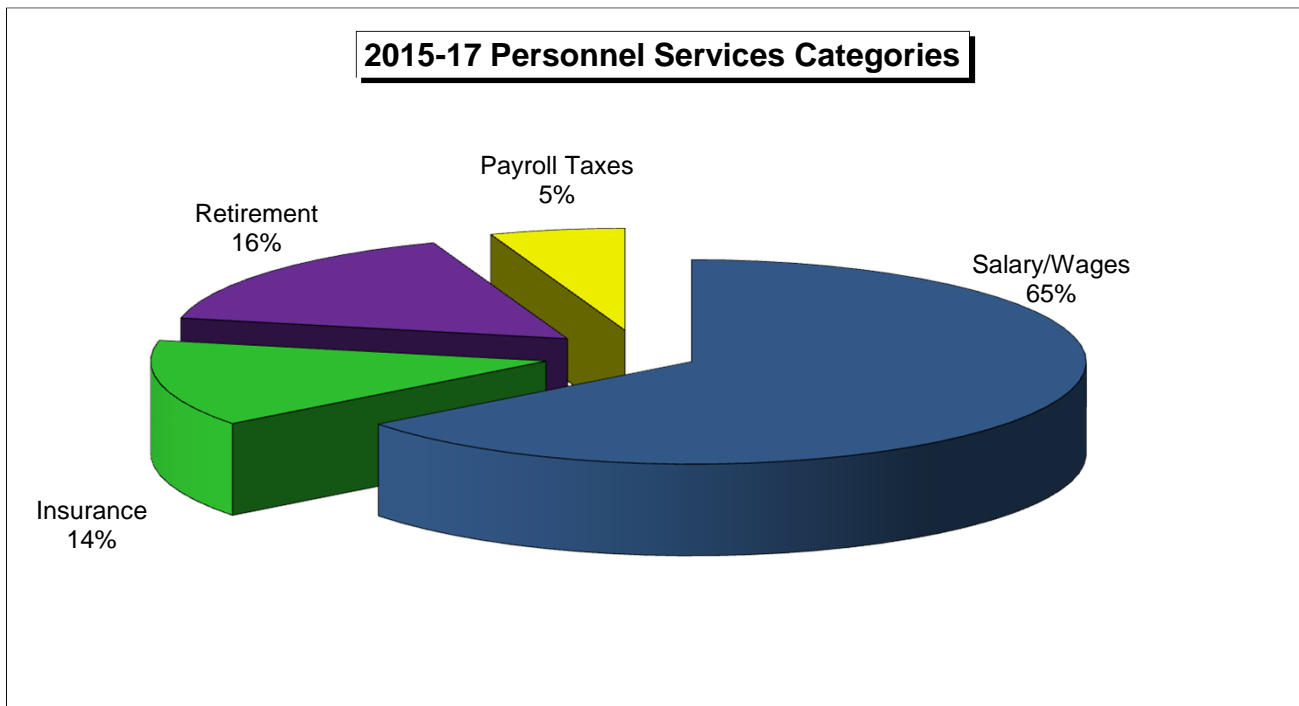
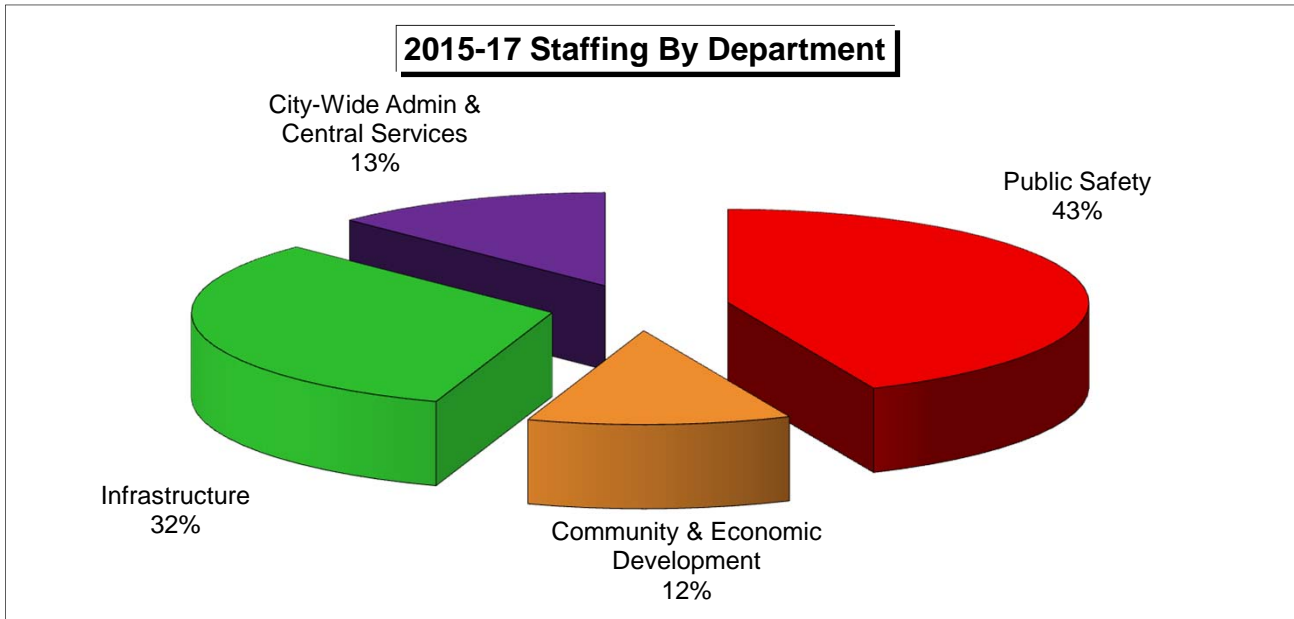
Unappropriated Ending Fund Balance Resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

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.

WRF Acronym for Water Reclamation Facility

Personnel Services Graphical Analysis



Full Time Equivalents (FTE) by Department

	Adopted		2015-16 Changes		Adopted 2015-16	2016-17 Changes		Adopted 2016-17	Change from 2013-15
	2011-13	2013-15	New Positions	Transfers & Reclasses		New Positions	Transfers & Reclasses		
PUBLIC SAFETY									
Police Department	108.00	120.00	2.00	-	122.00	-	-	122.00	2.00
Fire Department	87.75	112.70	17.00	-	129.70	-	-	129.70	17.00
Municipal Court	4.00	4.00	-	-	4.00	-	-	4.00	-
PUBLIC SAFETY TOTAL	199.75	236.70	19.00	-	255.70	-	-	255.70	19.00
INFRASTRUCTURE									
Capital Imp. Program (CIP) Engineering	9.00	21.00	1.00	-	22.00	-	-	22.00	1.00
Transportation Planning	-	-	-	-	-	-	-	-	-
Private Development Engineering	1.00	6.00	3.00	-	9.00	-	-	9.00	3.00
Public Works Administration	9.00	7.00	-	(7.00)	-	-	-	-	(7.00)
Public Works Laboratory	5.00	6.00	1.00	-	7.00	-	-	7.00	1.00
Garage Services	7.00	6.73	1.00	-	7.73	-	-	7.73	1.00
Transportation Operations	36.00	38.49	0.51	2.00	41.00	-	-	41.00	2.51
Cemetery	1.00	1.00	-	-	1.00	-	-	1.00	-
Airport	1.50	1.75	0.50	-	2.25	-	-	2.25	0.50
Utility Support	40.50	9.50	0.50	4.00	14.00	-	-	14.00	4.50
Utility Data Services	-	5.00	-	1.00	6.00	-	-	6.00	1.00
Instrument Control & Electrical	-	-	-	7.00	7.00	-	-	7.00	7.00
Water	16.50	32.00	1.00	(3.00)	30.00	1.00	-	31.00	(1.00)
Water Reclamation	21.00	36.00	2.00	(4.00)	34.00	-	-	34.00	(2.00)
Stormwater	6.00	6.00	2.00	-	8.00	-	-	8.00	2.00
INFRASTRUCTURE TOTAL	153.50	176.47	12.51	-	188.98	1.00	-	189.98	13.51
COMMUNITY & ECONOMIC DEVELOPMENT									
Code Enforcement	1.00	4.00	-	-	4.00	-	-	4.00	-
Building	18.00	35.00	3.00	(10.00)	28.00	1.00	-	29.00	(6.00)
Permit Center	-	-	-	13.00	13.00	-	-	13.00	13.00
Growth Management	-	8.00	0.50	-	8.50	-	-	8.50	0.50
CDBG/Affordable Housing/Parking	-	2.00	-	-	2.00	-	-	2.00	-
Planning	12.00	14.00	-	(3.00)	11.00	-	-	11.00	(3.00)
Economic Development	2.00	1.00	-	-	1.00	-	-	1.00	-
Business Advocacy	-	1.00	-	-	1.00	-	-	1.00	-
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL	33.00	65.00	3.50	-	68.50	1.00	-	69.50	4.50
CITY-WIDE ADMINISTRATION & CENTRAL SERVICES									
City Manager's Office	6.00	9.75	-	(1.00)	8.75	-	-	8.75	(1.00)
Legal, Purchasing, Risk Mgmt & Training	5.25	5.75	1.00	-	6.75	-	-	6.75	1.00
Human Resources	4.00	6.00	-	1.00	7.00	-	-	7.00	1.00
Communications	1.00	2.00	-	-	2.00	-	-	2.00	-
Finance Department	20.00	26.00	0.50	-	26.50	-	-	26.50	0.50
Information Technology	13.00	17.00	-	-	17.00	-	-	17.00	-
Facilities Management	3.00	4.00	1.00	-	5.00	-	-	5.00	1.00
Accessibility Program	1.00	1.00	-	-	1.00	-	-	1.00	-
CITY-WIDE ADMIN & CNTRL SVCS TOTAL	53.25	71.50	2.50	-	74.00	-	-	74.00	2.50
TOTAL POSITIONS *	439.50	549.67	37.51	-	587.18	2.00	-	589.18	39.51

*includes permanent and limited term employees

Reconciliation 2015-2017 Budget Committee Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented for Adoption
<u>General Fund - 001</u>			
Accessibility Program	\$ 384,669		\$ 384,669
Municipal Court Program	995,794		995,794
Code Enforcement Program	805,825		805,825
Growth Management Program	3,107,223	\$ 200,000	3,307,223
Community Projects Program	2,758,000	200,000	2,958,000
Police Program	37,468,633	96,000	37,564,633
Interfund Transfers	40,559,130	100,000	40,659,130
Contingency	8,350,626	(300,000)	8,050,626
Total Fund Appropriations	\$ 94,429,900	\$ 296,000	\$ 94,725,900
Reserved for Future Expenditures	250,000		250,000
Budget Total	\$ 94,679,900	\$ 296,000	\$ 94,975,900
<u>Transportation Operations Fund - 100</u>			
Personnel Services	\$ 7,817,248		\$ 7,817,248
Materials and Services	3,962,710		3,962,710
Capital Outlay	3,980,000		3,980,000
Debt Service	401,000		401,000
Interfund Transfers	4,325,060		4,325,060
Contingency	1,106,852		1,106,852
Total Fund Appropriations	\$ 21,592,870	\$ -	\$ 21,592,870
<u>Police Grant Fund - 101</u>			
Materials and Services	\$ 60,000		\$ 60,000
Total Fund Appropriations	\$ 60,000	\$ -	\$ 60,000
<u>Energy ARRA Grant Fund - 102</u>			
Materials and Services	\$ 40,000		\$ 40,000
Interfund Transfers	106,800		\$ 106,800
Total Fund Appropriations	\$ 146,800	\$ -	\$ 146,800
<u>Fire/EMS Fund - 110</u>			
Personnel Services	\$ 31,254,100		\$ 31,254,100
Materials and Services	3,851,340		3,851,340
Capital Outlay	3,780,000		3,780,000
Debt Service	1,225,000		1,225,000
Interfund Transfers	3,818,850		3,818,850
Contingency	2,770,681		2,770,681
Total Fund Appropriations	\$ 46,699,971	\$ -	\$ 46,699,971
Reserved for Future Expenditures	100,000		100,000
Budget Total	\$ 46,799,971	\$ -	\$ 46,799,971
<u>Helen Lorenz Estate Fund - 116</u>			
Interfund Transfers	\$ 196,000		\$ 196,000
Contingency	1,300		1,300
Total Fund Appropriations	\$ 197,300	\$ -	\$ 197,300

Reconciliation 2015-2017 Budget Committee Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented for Adoption
<u>System Development Charge Fund</u>			
Interfund Transfers	\$ 21,456,300		\$ 21,456,300
Contingency	8,884,000		8,884,000
Total Fund Appropriations	\$ 30,340,300	\$ -	\$ 30,340,300
<u>Building Fund - 130</u>			
Personnel Services	\$ 9,227,019		\$ 9,227,019
Materials and Services	1,958,439		1,958,439
Capital Outlay	330,000		330,000
Interfund Transfers	1,595,100		1,595,100
Contingency	8,712,242		8,712,242
Total Fund Appropriations	\$ 21,822,800	\$ -	\$ 21,822,800
<u>Planning Fund - 133</u>			
Personnel Services	\$ 3,033,793		\$ 3,033,793
Materials and Services	354,926		354,926
Interfund Transfers	1,377,350		1,377,350
Contingency	2,662,831		2,662,831
Total Fund Appropriations	\$ 7,428,900	\$ -	\$ 7,428,900
<u>Community Development Block Grant Fund - 140</u>			
Personnel Services	\$ 268,326		\$ 268,326
Materials and Services	1,047,710		1,047,710
Debt Service	200,000		200,000
Interfund Transfers	33,900		33,900
Contingency	535,364		535,364
Total Fund Appropriations	\$ 2,085,300	\$ -	\$ 2,085,300
<u>Affordable Housing Fund - 145</u>			
Personnel Services	\$ 172,961		\$ 172,961
Materials and Services	4,003,546		4,003,546
Interfund Transfers	132,800		132,800
Contingency	321,693		321,693
Total Fund Appropriations	\$ 4,631,000	\$ -	\$ 4,631,000
<u>Business Advocacy Fund - 175</u>			
Personnel Services	\$ 366,537		\$ 366,537
Materials and Services	298,597		298,597
Interfund Transfers	92,900		92,900
Contingency	61,466		61,466
Total Fund Appropriations	\$ 819,500	\$ -	\$ 819,500
<u>Tourism Fund - 188</u>			
Materials and Services	\$ 4,865,250		\$ 4,865,250
Interfund Transfers	116,250		116,250
Contingency	133,700		133,700
Total Fund Appropriations	\$ 5,115,200	\$ -	\$ 5,115,200

Reconciliation 2015-2017 Budget Committee Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented for Adoption
<u>Economic Improvement District - 191</u>			
Materials and Services	\$ 290,900		\$ 290,900
Interfund Transfers	15,300		15,300
Total Fund Appropriations	\$ 306,200	\$ -	\$ 306,200
<u>Police Reserve Fund - 198</u>			
Reserved for Future Expenditures	\$ 641,800		\$ 641,800
Budget Total	\$ 641,800	\$ -	\$ 641,800
<u>General Fund Stabilization Fund - 199</u>			
Reserved for Future Expenditures	\$ 2,318,800		\$ 2,318,800
Budget Total	\$ 2,318,800	\$ -	\$ 2,318,800
<u>Fire Station Debt Service - 240</u>			
Materials and Services	\$ 1,400		\$ 1,400
Debt Service	479,000		479,000
Interfund Transfers	14,600		14,600
Total Fund Appropriations	\$ 495,000	\$ -	\$ 495,000
Reserved for Future Expenditures	7,150		7,150
Budget Total	\$ 502,150	\$ -	\$ 502,150
<u>PERS Debt Service Fund - 250</u>			
Debt Service	\$ 2,373,000		\$ 2,373,000
Interfund Transfers	48,800		48,800
Total Fund Appropriations	\$ 2,421,800	\$ -	\$ 2,421,800
Reserved for Future Expenditures	2,933,700		2,933,700
Budget Total	\$ 5,355,500	\$ -	\$ 5,355,500
<u>General Obligation Bond Debt Service - 285</u>			
Debt Service	\$ 3,678,000		\$ 3,678,000
Total Fund Appropriations	\$ 3,678,000	\$ -	\$ 3,678,000
Reserved for Future Expenditures	1,104,400		1,104,400
Budget Total	\$ 4,782,400	\$ -	\$ 4,782,400
<u>Local Improvement District Construction Fund - 300</u>			
Reserved for Future Expenditures	\$ 603,800		603,800
Budget Total	\$ 603,800	\$ -	\$ 603,800
<u>Accessibility Construction Fund - 370</u>			
Personnel Services	\$ 136,819		\$ 136,819
Materials and Services	250,960		250,960
Capital Outlay	1,023,000		1,023,000
Debt Service	617,000		617,000
Interfund Transfers	206,800		206,800
Contingency	798,121		798,121
Total Fund Appropriations	\$ 3,032,700	\$ -	\$ 3,032,700

Reconciliation 2015-2017 Budget Committee Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented for Adoption
<u>Transportation Construction Fund - 380</u>			
Personnel Services	\$ 912,210		\$ 912,210
Materials and Services	2,009,312		2,009,312
Capital Outlay	2,485,000		2,485,000
Debt Service	2,612,000		2,612,000
Interfund Transfers	1,567,500	\$ 75,000	1,642,500
Contingency	600,000		600,000
Total Fund Appropriations	\$ 10,186,022	\$ 75,000	\$ 10,261,022
Reserved for Future Expenditures	6,046,778	(75,000)	5,971,778
Budget Total	\$ 16,232,800	\$ -	\$ 16,232,800
<u>General Obligation Bond Transportation Construction Fund - 385</u>			
Materials and Services	\$ 1,800		\$ 1,800
Capital Outlay	8,969,660	\$ 262,000	9,231,660
Total Fund Appropriations	\$ 8,971,460	\$ 262,000	\$ 9,233,460
<u>Airport Fund - 400</u>			
Personnel Services	\$ 541,289		\$ 541,289
Materials and Services	295,280		295,280
Capital Outlay	7,294,839		7,294,839
Debt Service	1,087,600		1,087,600
Interfund Transfers	525,200		525,200
Contingency	424,231		424,231
Total Fund Appropriations	\$ 10,168,439	\$ -	\$ 10,168,439
<u>Cemetery Fund - 410</u>			
Personnel Services	\$ 132,891		\$ 132,891
Materials and Services	101,590		101,590
Interfund Transfers	61,000		61,000
Contingency	6,645		6,645
Total Fund Appropriations	\$ 302,126	\$ -	\$ 302,126
<u>Water Fund - 420</u>			
Personnel Services	\$ 9,100,496		\$ 9,100,496
Materials and Services	8,632,016		8,632,016
Capital Outlay	7,645,500	\$ 500,000	8,145,500
Debt Service	4,700,500		4,700,500
Interfund Transfers	8,683,960	75,000	8,758,960
Contingency	3,300,000		3,300,000
Total Fund Appropriations	\$ 42,062,472	\$ 575,000	\$ 42,637,472
Reserved for Future Expenditures	17,713,698	(75,000)	17,638,698
Budget Total	\$ 59,776,170	\$ 500,000	\$ 60,276,170
<u>Bridge Creek Fund - 422</u>			
Materials and Services	\$ 200,000		\$ 200,000
Capital Outlay	14,331,500		14,331,500
Debt Service	30,600,000		30,600,000
Interfund Transfers	1,032,900		1,032,900
Total Fund Appropriations	\$ 46,164,400	\$ -	\$ 46,164,400

Reconciliation 2015-2017 Budget Committee Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented for Adoption
<u>Water Reclamation Fund - 430</u>			
Personnel Services	\$ 11,324,536		\$ 11,324,536
Materials and Services	6,974,474		6,974,474
Capital Outlay	23,971,200	\$ 5,525,000	29,496,200
Debt Service	18,234,500		18,234,500
Interfund Transfers	10,345,810	75,000	10,420,810
Contingency	3,450,000		3,450,000
Total Fund Appropriations	\$ 74,300,520	\$ 5,600,000	\$ 79,900,520
Reserved for Future Expenditures	30,848,410	(75,000)	30,773,410
Budget Total	\$ 105,148,930	\$ 5,525,000	\$ 110,673,930
<u>Secondary Expansion Fund - 432</u>			
Capital Outlay	\$ 8,500,000	-	\$ 8,500,000
Interfund Transfers	2,151,900		2,151,900
Total Fund Appropriations	\$ 10,651,900	\$ -	\$ 10,651,900
<u>Southeast Interceptor Fund - 433</u>			
Materials and Services	\$ 20,000		\$ 20,000
Capital Outlay	23,464,000	\$ 624,000	24,088,000
Interfund Transfers	994,900		994,900
Total Fund Appropriations	\$ 24,478,900	\$ 624,000	\$ 25,102,900
<u>Downtown Parking Fund - 440</u>			
Personnel Services	\$ 69,330		\$ 69,330
Materials and Services	928,818		928,818
Capital Outlay	27,500		27,500
Interfund Transfers	442,700		442,700
Contingency	256,494		256,494
Total Fund Appropriations	\$ 1,724,842	\$ -	\$ 1,724,842
Reserved for Future Expenditures	1,570,000		1,570,000
Budget Total	\$ 3,294,842	\$ -	\$ 3,294,842
<u>Stormwater Fund - 450</u>			
Personnel Services	\$ 2,562,220		\$ 2,562,220
Materials and Services	1,147,620		1,147,620
Capital Outlay	1,445,000	\$ 252,000	1,697,000
Interfund Transfers	1,804,820	75,000	1,879,820
Contingency	800,000		800,000
Total Fund Appropriations	\$ 7,759,660	\$ 327,000	\$ 8,086,660
Reserved for Future Expenditures	2,175,980	(75,000)	2,100,980
Budget Total	\$ 9,935,640	\$ 252,000	\$ 10,187,640

Reconciliation 2015-2017 Budget Committee Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented by Adoption
<u>Internal Service Fund - 500</u>			
Garage Program	\$ 6,685,016		\$ 6,685,016
Information Technology Program	9,867,071		9,867,071
Facility Management Program	5,388,417	\$ 50,000	5,438,417
Engineering Infrastructure & Planning Program	8,783,203		8,783,203
Public Works Laboratory Program	2,237,777		2,237,777
Insurance Program	2,536,200		2,536,200
Administration & Financial Services Program	14,068,126		14,068,126
Legal and Risk Management Program	1,370,884		1,370,884
Debt Service	3,019,500		3,019,500
Interfund Transfers	8,584,216		8,584,216
Contingency	3,938,656		3,938,656
Total Fund Appropriations	\$ 66,479,066	\$ 50,000	\$ 66,529,066
Reserved for Future Expenditures	4,992,100		4,992,100
Budget Total	\$ 71,471,166	\$ 50,000	\$ 71,521,166
<u>Cemetery Permanent Maintenance Fund - 610</u>			
Materials and Services	\$ 10,000		\$ 10,000
Interfund Transfers	30,000		30,000
Total Fund Appropriations	\$ 40,000	\$ -	\$ 40,000
Reserved for Future Expenditures	665,300		665,300
Budget Total	\$ 705,300	\$ -	\$ 705,300
TOTAL CITY OF BEND:			
Total Appropriations, including Contingency	\$ 548,593,348	\$ 7,809,000	\$ 556,402,348
Total Reserved for Future Expenditures	71,971,916	(300,000)	71,671,916
Total City of Bend Budget	\$ 620,565,264	\$ 7,509,000	\$ 628,074,264

Reconciliation 2015-2017 Budget Committee Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented for Adoption
<u>BURA General Fund - 003</u>			
Personnel Services	\$ 25,780		\$ 25,780
Materials and Services	59,360		59,360
Transfers	94,400		94,400
Total Fund Appropriations	\$ 179,540	\$ -	\$ 179,540
Reserved for future expenditures	221,860		
Budget Total	\$ 401,400		
<u>Murphy Crossing Debt Service Fund - 231</u>			
Debt Service	\$ 492,000		\$ 492,000
Total Fund Appropriations	\$ 492,000	\$ -	\$ 492,000
Reserved for future expenditures	586,050		586,050
Budget Total	\$ 1,078,050	\$ -	\$ 1,078,050
<u>Juniper Ridge Debt Service Fund - 260</u>			
Debt Service	\$ 1,376,600		\$ 1,376,600
Total Fund Appropriations	\$ 1,376,600	\$ -	\$ 1,376,600
Reserved for future expenditures	1,866,600		1,866,600
Budget Total	\$ 3,243,200	\$ -	\$ 3,243,200
<u>Murphy Crossing Construction Fund - 331</u>			
Capital Outlay	\$ 1,300,000		\$ 1,300,000
Total Fund Appropriations	\$ 1,300,000	\$ -	\$ 1,300,000
Reserved for future expenditures	-		-
Budget Total	\$ 1,300,000	\$ -	\$ 1,300,000
<u>Juniper Ridge Construction Fund - 360</u>			
Materials and Services	\$ 82,000		\$ 82,000
Contingency	2,800		2,800
Total Fund Appropriations	\$ 84,800	\$ -	\$ 84,800
Reserved for future expenditures	-		-
Budget Total	\$ 84,800	\$ -	\$ 84,800
TOTAL BEND URBAN RENEWAL AGENCY (BURA):			
Total Appropriations, including Contingency	\$ 3,432,940		\$ 3,432,940
Total Reserved for Future Expenditures	2,674,510		2,674,510
Total BURA Budget	\$ 6,107,450	\$ -	\$ 6,107,450
TOTAL CITY OF BEND AND URBAN RENEWAL AGENCY (BURA):			
Total Appropriations, including Contingency	\$ 552,026,288	\$ 7,809,000	\$ 559,835,288
Total Reserved for Future Expenditures	74,646,426	(300,000)	74,346,426
Total CITY AND BURA Budget	\$ 626,672,714	\$ 7,509,000	\$ 634,181,714



CITY OF BEND

2015-2017 ADOPTED BIENNIAL BUDGET IN BRIEF



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Funding The City's Operations



The City's General Fund



Where The Money Comes From...And Where It Goes



Learn More About The City's Finances

Funding the City's Operations

The City provides over 20 different operations and programs to the citizens of Bend, supporting each with taxes, fees and charges, grants and other miscellaneous revenues.

OPERATIONS AND PROGRAMS

PUBLIC SAFETY

- Police
- Fire/EMS
- Municipal Court

INFRASTRUCTURE

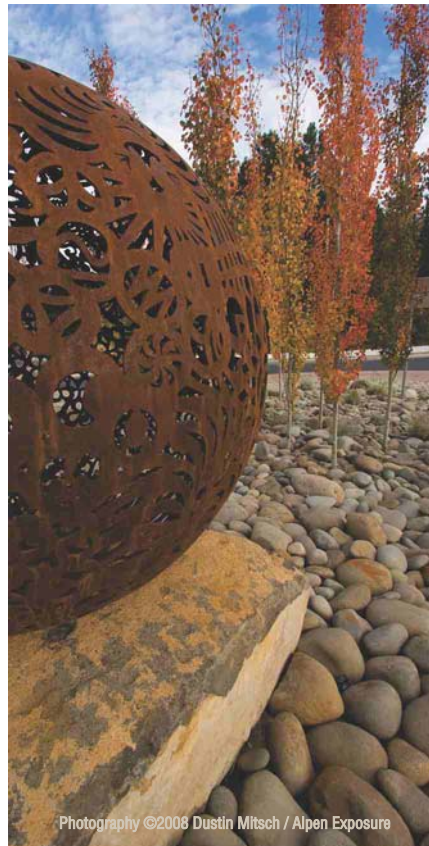
- Water
- Water Reclamation
- Stormwater
- Laboratory
- Engineering
- Transportation Operations
- Transportation Construction
- General Obligation Bond
- Airport
- Downtown Parking
- Accessibility Construction
- Local Improvement District
- Cemetery

COMMUNITY & ECONOMIC DEVELOPMENT

- Building
- Planning
- Growth Mangement
- Code Enforcement
- Private Development Engineering
- Community Development Block Grant
- Affordable Housing
- Business Advocacy
- Tourism
- Economic Improvement District
- Bend Urban Renewal Agency

ADMINISTRATION & SUPPORT

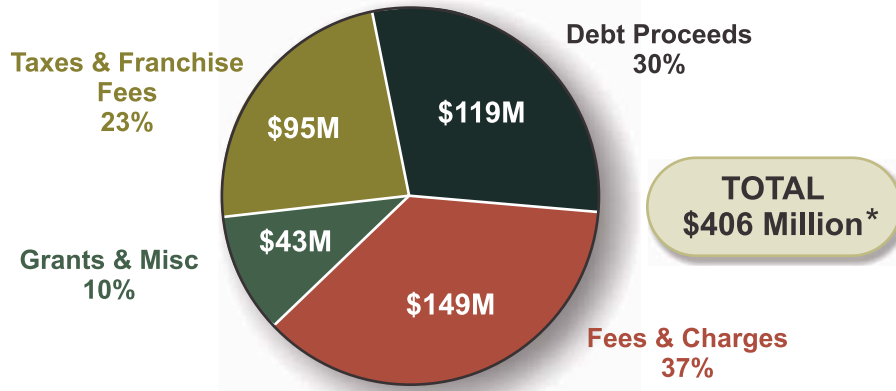
- Administrative & Financial Services
- Legal & Risk Management Services
- Information Technology
- Facilities Management
- Garage



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2015-2017 Revenues and Expenditures

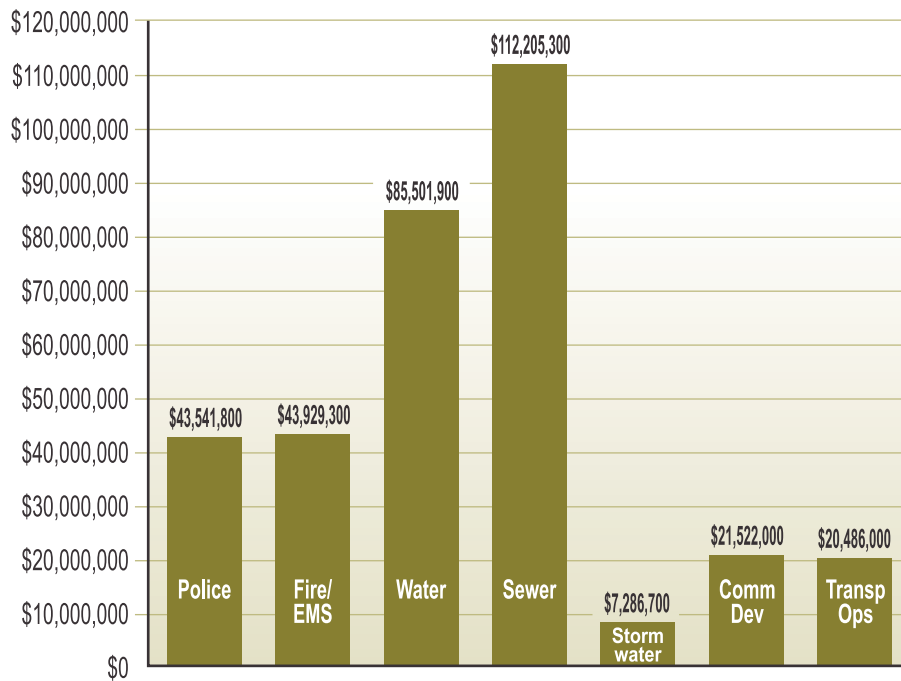
FUNDING CITY-WIDE OPERATIONS AND PROGRAMS



A majority of the City's revenues are restricted or designated for specific operations and programs, eg. state gas taxes are restricted by state law for street maintenance and improvements.

*Excludes interfund activity

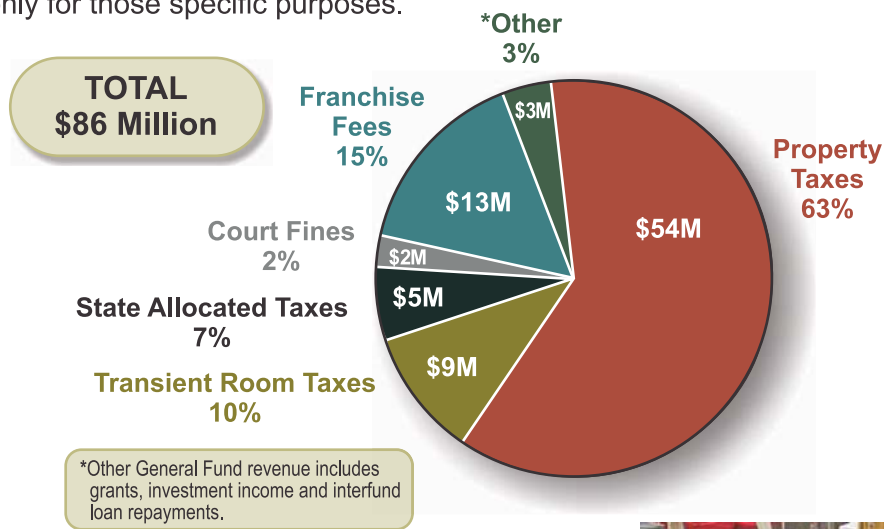
2015-2017 EXPENDITURES FOR SELECT PROGRAMS



The City's General Fund

THE GENERAL FUND

The City is projecting over \$406 million in revenues for the 2015-2017 biennium, but only those revenues that are not restricted or designated for specific operations and programs (totaling \$86 million) are collected in the City's General Fund. Revenues that are restricted or designated for specific use are collected in other funds and used only for those specific purposes.



The General Fund Pays For:

- Police Department (\$43.5 million)
- Municipal Court (\$1.4 million)
- Code Enforcement (\$960,400)
- Accessibility Program (\$540,600)
- Growth Management (\$3.8 million)



Also Provides Support To:

(General Fund monies contribute some funding to these operations)

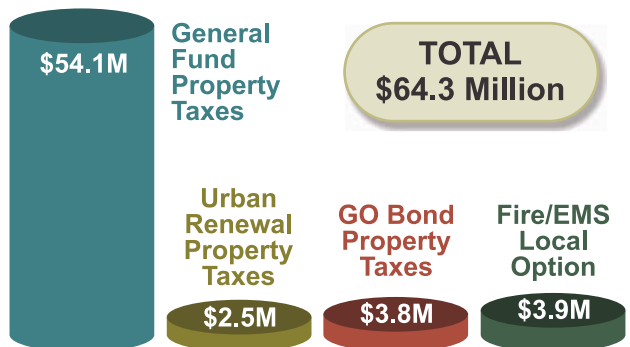
- Fire/EMS (\$24 million)
- Transit (\$2.9 million)
- Accessibility Construction (\$821,000)
- Street Operations (\$6.2 million)
- Community Development (\$1.3 million)
- Business Advocacy (\$150,000)
- Cemetery (\$110,000)



Where the Money Comes From

PROPERTY TAXES

If you live in Bend, your combined total property tax rate is \$15.26 per \$1,000 of "Taxable Assessed Value" (which is not the same as your home's market value). Of this \$15.26 rate, the City receives \$2.77 per \$1,000 in General Property Taxes and \$.21 per \$1,000 for the General Obligation Bond construction projects, and \$.20 per \$1000 for the Fire/EMS Local Option Levy.

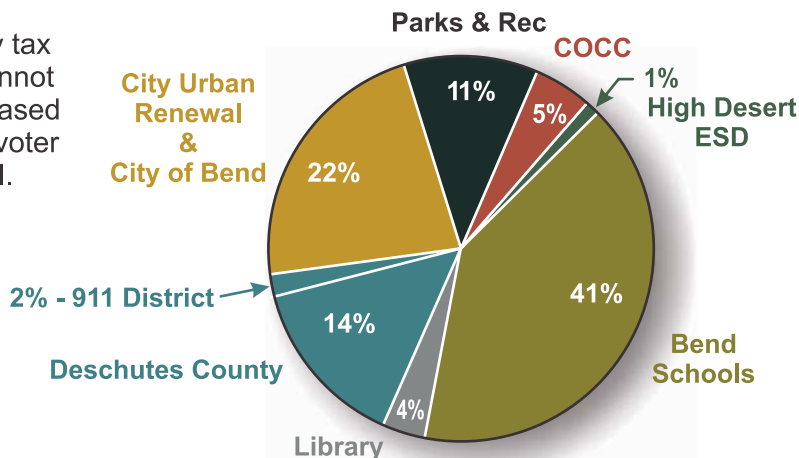


Example:

- Market value \$200,000
- Assessed value \$149,000
- Your total property taxes \$2,271
- City's General Fund gets \$413
- City's Urban Renewal gets \$19
- City's GO Bond Projects get \$32
- Fire Fund gets \$30

WHERE YOUR PROPERTY TAXES GO

Property tax rates cannot be increased without voter approval.



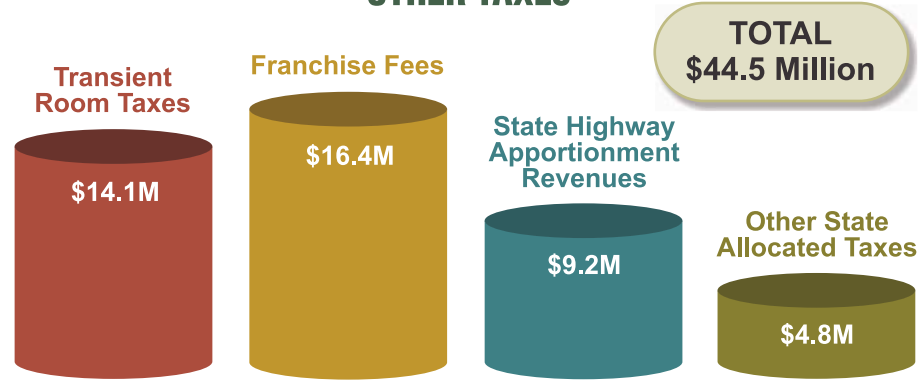
URBAN RENEWAL PROPERTY TAXES

The City has two Urban Renewal Areas (URA). Urban renewal taxes are used to fund infrastructure improvements in these urban renewal areas:

- Juniper Ridge URA (on north end of Bend)
- Murphy Crossing URA (on south end of Bend)

Property and Other Taxes and Fees

OTHER TAXES



TRANSIENT ROOM TAXES are taxes paid by motel/hotel guests. A total of 35.38% of Transient Room Tax is allocated for tourism promotion base on State Law and a ballot measure approved by voters.

FRANCHISE FEES are fees collected from utility providers such as your cable, phone, garbage, water and sewer companies. These fees are charged to the utility company for operating in the City and these fees are often passed on to you as the customers of the utility

ALLOCATION OF FRANCHISE FEES



STATE HIGHWAY APPORTIONMENT REVENUES are restricted by state law for street maintenance and improvements. State allocated highway apportionment revenues include the motor vehicles fuel tax, motor carrier transportation fees, DMV license registration and operator fees, and road use assessment fees.

OTHER STATE ALLOCATED TAXES include cigarette and liquor taxes allocated to all cities in Oregon based on population. These taxes totaling \$4.8 million are collected in the City's General Fund.

Public Safety

FIRE/EMERGENCY MEDICAL SERVICES

The Fire Department is responsible for a fire protection area of 164 square miles and an Ambulance Service Area of more than 1,700 square miles.

The Fire/EMS department has an operating budget of \$43.9 million. Most of the funding (\$24 million) comes from the City's General Fund. The Fire department also receives \$3.9 million in property taxes from the local option levy, \$284,200 from transient room taxes, \$6.8 million from the Rural Fire Protection District, and \$5.6 million from ambulance charges and other fire service fees.



POLICE



The Police Department responds to more than 85,000 dispatched actions per year, and includes special units such as the Traffic Team, K-9 Program, and the Tri-County Central Oregon Emergency Response Team. The Police Department's 2015-2017 operating budget is \$43.5 million, with funding provided by the General Fund and public safety grants.

BEND MUNICIPAL COURT

The City collects traffic and other fines through the Bend Municipal Court. These fines are collected in the City's General Fund and support municipal court operations (\$1.4 million) and other General Fund programs.

Infrastructure and Enterprise Operations

“Enterprise” operations are solely supported by user fees, charges, grants and other revenues restricted to or specifically designated for these operations.

UTILITIES

The City operates Water, Sewer and Stormwater systems serving over 23,000 households and businesses. Utility fees and charges fund operations and debt payments. Debt is usually issued to finance large capital improvement projects.

- The Water department has a 2015-2017 operating budget of \$68 million and a capital budget of \$17 million. \$30 million of the operating budget includes repayment of short term, interim financing.
- The Sewer department has an operating budget of \$54 million and a capital budget of \$59 million.
- The City collects \$3.3 million annually in stormwater fees to support stormwater management.



TRANSPORTATION OPERATIONS

The Transportation Operations budget for 2015-2017 is \$20.5 million. State highway apportionment revenues fund \$9.2 million of the budget while General Fund contributions, franchise fees and grants fund the remainder. Services provided include street maintenance, snow removal/winter operations and landscaping.

Since the Transportation Operations program receives a significant portion of their funding from General Fund and other revenue sources, it is not considered an enterprise operation.

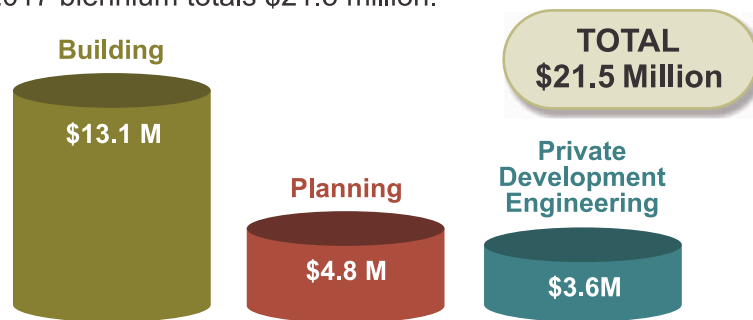


Community and Economic Development

COMMUNITY DEVELOPMENT

The City provides building inspection, planning and private development engineering services. These services are funded by user fees and contributions from the General Fund.

The Community Development Department's operating budget for the 2015-2017 biennium totals \$21.5 million.



OTHER COMMUNITY & ECONOMIC DEVELOPMENT SERVICES

- Community Development Block Grant and Affordable Housing programs provide housing and community development assistance to citizens and non-profit agencies in Bend. These programs are funded by federal grants and an affordable housing fee that is assessed on all building activity.
- The Business Advocacy program focuses on advocating, facilitating, and coordinating relationships and activities between businesses and the City of Bend.
- The Code Enforcement program is responsible for protecting the health and safety of the City's residents and visitors and the livability of the community by assuring compliance with land use, environmental and building codes.

AIRPORT/CEMETERY/DOWNTOWN PARKING

The City collects fees and charges from airport and cemetery customers to operate the Bend Municipal Airport and City Cemetery respectively. Parking fines and parking permit sales are used to fund operation and maintenance of the downtown parking lots and parking structure owned by the City. These are all enterprise operations supported by user fees.

To Learn More About the City's Finances

The following documents are available on the City Finance Department's website at <http://www.bendoregon.gov/index.aspx?page=88>

BUDGET DOCUMENT

State Budget Law requires cities to adopt a balanced budget as the legal authority to spend. The City of Bend adopts a Biennial Budget (budget for two years) every other year. The current Adopted Biennial Budget is for the period July 1, 2015 through June 30, 2017. The Budget Document is over 500 pages and provides extensive details of the City's operations including revenues and expenditures by department and program.

BUDGET COMMITTEE

State law requires cities to form a Budget Committee made up of citizen members as well as City Council members to review and approve the City's budget. The City of Bend has a Budget Committee with seven citizen members and seven City Council members. Citizens are encouraged to get involved with the City's budget process by serving as a member of the Budget Committee. Citizens can apply and are selected by the City Council to serve for a term of four years.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

The City prepares a CAFR in accordance with standards established by the Government Accounting Standards Board and Government Finance Officers Association. The CAFR is a 200 page document showing the City's assets and liabilities at the end of a fiscal year and also the revenues received and expenditures made during that fiscal year. Ten year statistical information is also available in the CAFR.

FISCAL (FINANCIAL MANAGEMENT) POLICIES

The City Council adopts Fiscal Policies that govern its finances. The 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 certain general financial goals.

To Learn More About the City's Finances

ANNUAL AUDIT

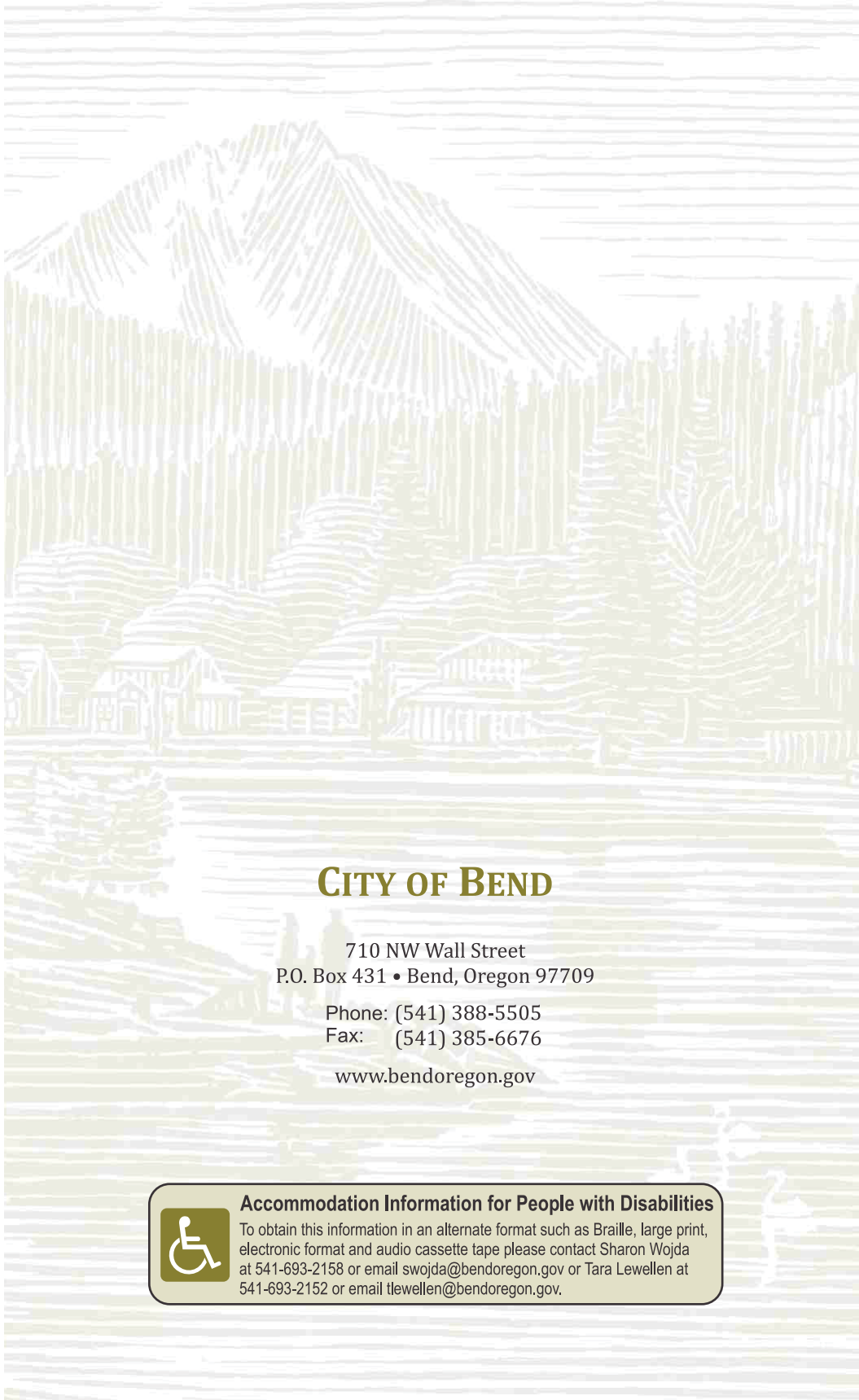
Cities are required to have an independent Certified Public Accounting firm audit its financial statements and accounting controls every year. The CPA firm must be Certified Municipal Auditors and must issue a statement of opinion as to whether the City's financial statements are fairly presented in accordance with applicable government accounting standards and whether there are any material weaknesses in internal controls. The Independent Auditor's Report is included in the City's CAFR.

MONTHLY FINANCIAL REPORT

The City prepares a monthly financial report comparing actual to budgeted revenues and expenditures by Fund. This monthly financial report is presented to City Council as part of the published council packet usually on the 2nd council meeting of the month and is available to the public.

CONTACT THE FINANCE DEPARTMENT

For additional information regarding the City's Finances, please contact Tara Lewellen at (541) 693-2152 or via email at tlewellen@bendoregon.gov.



CITY OF BEND

710 NW Wall Street
P.O. Box 431 • Bend, Oregon 97709

Phone: (541) 388-5505

Fax: (541) 385-6676

www.bendoregon.gov



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 Sharon Wojda at 541-693-2158 or email swojda@bendoregon.gov or Tara Lewellen at 541-693-2152 or email tlewellen@bendoregon.gov.

RESOLUTION NO. 2992

**A RESOLUTION ADOPTING THE CITY OF BEND 2015-2017 BIENNIAL BUDGET
FOR THE BUDGET PERIOD BEGINNING JULY 1, 2015**

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To adopt the 2015-2017 Biennial Budget as approved by the Budget Committee on May 14, 2015, with minor changes within the limits allowed under ORS 294.456. The 2015-2017 Biennial Budget as approved and amended is attached as Exhibit A.
2. That the amount for the biennial period beginning July 1, 2015 is appropriated in the aggregate sum of \$556,402,348, excluding reserves for future expenditures. As shown below and in Exhibit A, the total City of Bend biennial budget, including reserves is \$628,074,264.

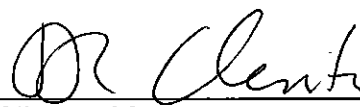
TOTAL CITY OF BEND:

Total Appropriations, including Contingency	\$ 556,402,348
Total Reserved for Future Expenditures	71,671,916
Total City of Bend Budget	\$ 628,074,264

Adopted by roll call vote of the Bend City Council on June 17, 2015.

Yes: Jim Clinton, Mayor
Doug Knight
Sally Russell
Nathan Boddie
Barb Campbell

No: Victor Chudowsky
Casey Roats



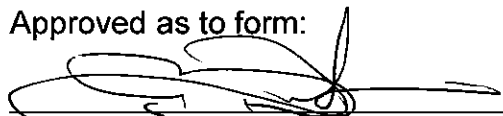
Jim Clinton, Mayor

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

**Resolution to Adopt 2015-2017 Biennial Budget
Exhibit A**

General Fund - 001

Accessibility Program	\$ 384,669
Municipal Court Program	995,794
Code Enforcement Program	805,825
Growth Management Program	3,307,223
Community Projects Program	2,958,000
Police Program	37,564,633
Interfund Transfers	40,659,130
Contingency	8,050,626
Total Fund Appropriations	\$ 94,725,900
Reserved for Future Expenditures	250,000
Budget Total	\$ 94,975,900

Transportation Operations Fund - 100

Personnel Services	\$ 7,817,248
Materials and Services	3,962,710
Capital Outlay	3,980,000
Debt Service	401,000
Interfund Transfers	4,325,060
Contingency	1,106,852
Total Fund Appropriations	\$ 21,592,870

Police Grant Fund - 101

Materials & Services	\$ 60,000
Total Fund Appropriations	\$ 60,000

Energy ARRA Grant Fund - 102

Materials and Services	\$ 40,000
Interfund Transfers	106,800
Total Fund Appropriations	\$ 146,800

Fire/EMS Fund - 110

Personnel Services	\$ 31,254,100
Materials and Services	3,851,340
Capital Outlay	3,780,000
Debt Service	1,225,000
Interfund Transfers	3,818,850
Contingency	2,770,681
Total Fund Appropriations	\$ 46,699,971
Reserved for Future Expenditures	100,000
Budget Total	\$ 46,799,971

**Resolution to Adopt 2015-2017 Biennial Budget
Exhibit A**

Helen Lorenz Estate Fund - 116

Interfund Transfers	\$	196,000
Contingency		1,300
Total Fund Appropriations	\$	197,300

System Development Charge Fund - 122/123/125

Interfund Transfers	\$	21,456,300
Contingency		8,884,000
Total Fund Appropriations	\$	30,340,300

Building Fund - 130

Personnel Services	\$	9,227,019
Materials and Services		1,958,439
Capital Outlay		330,000
Interfund Transfers		1,595,100
Contingency		8,712,242
Total Fund Appropriations	\$	21,822,800

Planning Fund - 133

Personnel Services	\$	3,033,793
Materials and Services		354,926
Interfund Transfers		1,377,350
Contingency		2,662,831
Total Fund Appropriations	\$	7,428,900

Community Development Block Grant Fund - 140

Personnel Services	\$	268,326
Materials and Services		1,047,710
Debt Service		200,000
Interfund Transfers		33,900
Contingency		535,364
Total Fund Appropriations	\$	2,085,300

Affordable Housing Fund - 145

Personnel Services	\$	172,961
Materials and Services		4,003,546
Interfund Transfers		132,800
Contingency		321,693
Total Fund Appropriations	\$	4,631,000

**Resolution to Adopt 2015-2017 Biennial Budget
Exhibit A**

Business Advocacy Fund - 175

Personnel Services	\$ 366,537
Materials and Services	298,597
Interfund Transfers	92,900
Contingency	61,466
Total Fund Appropriations	\$ 819,500

Tourism Fund - 188

Materials and Services	\$ 4,865,250
Interfund Transfers	116,250
Contingency	133,700
Total Fund Appropriations	\$ 5,115,200

Economic Improvement District - 191

Materials and Services	\$ 290,900
Interfund Transfers	15,300
Total Fund Appropriations	\$ 306,200

Police Reserve Fund - 198

Reserved for Future Expenditures	\$ 641,800
Budget Total	\$ 641,800

General Fund Stabilization Fund - 199

Reserved for Future Expenditures	\$ 2,318,800
Budget Total	\$ 2,318,800

Fire Station Debt Service - 240

Materials and Services	\$ 1,400
Debt Service	479,000
Interfund Transfers	14,600
Total Fund Appropriations	\$ 495,000
Reserved for Future Expenditures	7,150
Budget Total	\$ 502,150

PERS Debt Service Fund - 250

Debt Service	\$ 2,373,000
Interfund Transfers	48,800
Total Fund Appropriations	\$ 2,421,800
Reserved for Future Expenditures	2,933,700
Budget Total	\$ 5,355,500

**Resolution to Adopt 2015-2017 Biennial Budget
Exhibit A**

General Obligation Bond Debt Service - 285

Debt Service	\$ 3,678,000
Total Fund Appropriations	\$ 3,678,000
Reserved for Future Expenditures	1,104,400
Budget Total	\$ 4,782,400

Local Improvement District Construction Fund - 300

Reserved for Future Expenditures	\$ 603,800
Budget Total	\$ 603,800

Accessibility Construction Fund - 370

Personnel Services	\$ 136,819
Materials and Services	250,960
Capital Outlay	1,023,000
Debt Service	617,000
Interfund Transfers	206,800
Contingency	798,121
Total Fund Appropriations	\$ 3,032,700

Transportation Construction Fund - 380

Personnel Services	\$ 912,210
Materials and Services	2,009,312
Capital Outlay	2,485,000
Debt Service	2,612,000
Interfund Transfers	1,642,500
Contingency	600,000
Total Fund Appropriations	\$ 10,261,022
Reserved for Future Expenditures	5,971,778
Budget Total	\$ 16,232,800

General Obligation Bond Transportation Construction Fund - 385

Materials and Services	\$ 1,800
Capital Outlay	9,231,660
Total Fund Appropriations	\$ 9,233,460

Airport Fund - 400

Personnel Services	\$ 541,289
Materials and Services	295,280
Capital Outlay	7,294,839
Debt Service	1,087,600
Interfund Transfers	525,200
Contingency	424,231
Total Fund Appropriations	\$ 10,168,439

**Resolution to Adopt 2015-2017 Biennial Budget
Exhibit A**

Cemetery Fund - 410

Personnel Services	\$ 132,891
Materials and Services	101,590
Interfund Transfers	61,000
Contingency	6,645
Total Fund Appropriations	\$ 302,126

Water Fund - 420

Personnel Services	\$ 9,100,496
Materials and Services	8,632,016
Capital Outlay	8,145,500
Debt Service	4,700,500
Interfund Transfers	8,758,960
Contingency	3,300,000
Total Fund Appropriations	\$ 42,637,472
Reserved for Future Expenditures	17,638,698
Budget Total	\$ 60,276,170

Bridge Creek Pipeline Construction Fund - 422

Materials and Services	\$ 200,000
Capital Outlay	14,331,500
Debt Service	30,600,000
Interfund Transfers	1,032,900
Total Fund Appropriations	\$ 46,164,400

Water Reclamation Fund - 430

Personnel Services	\$ 11,324,536
Materials and Services	6,974,474
Capital Outlay	29,496,200
Debt Service	18,234,500
Interfund Transfers	10,420,810
Contingency	3,450,000
Total Fund Appropriations	\$ 79,900,520
Reserved for Future Expenditures	30,773,410
Budget Total	\$ 110,673,930

Secondary Expansion Construction Fund - 432

Capital Outlay	\$ 8,500,000
Interfund Transfers	2,151,900
Total Fund Appropriations	\$ 10,651,900

**Resolution to Adopt 2015-2017 Biennial Budget
Exhibit A**

Southeast Interceptor Construction Fund - 433

Materials and Services	\$	20,000
Capital Outlay		24,088,000
Interfund Transfers		994,900
Total Fund Appropriations	\$	25,102,900

Downtown Parking Fund - 440

Personnel Services	\$	69,330
Materials and Services		928,818
Capital Outlay		27,500
Interfund Transfers		442,700
Contingency		256,494
Total Fund Appropriations	\$	1,724,842
Reserved for Future Expenditures		1,570,000
Budget Total	\$	3,294,842

Stormwater Fund - 450

Personnel Services	\$	2,562,220
Materials and Services		1,147,620
Capital Outlay		1,697,000
Interfund Transfers		1,879,820
Contingency		800,000
Total Fund Appropriations	\$	8,086,660
Reserved for Future Expenditures		2,100,980
Budget Total	\$	10,187,640

Internal Service Fund - 500

Garage Program	\$	6,685,016
Information Technology Program		9,867,071
Facility Management Program		5,438,417
Engineering Infrastructure & Planning Program		8,783,203
Public Works Laboratory Program		2,237,777
Insurance Program		2,536,200
Administration & Financial Services Program		14,068,126
Legal and Risk Management Program		1,370,884
Debt Service		3,019,500
Interfund Transfers		8,584,216
Contingency		3,938,656
Total Fund Appropriations	\$	66,529,066
Reserved for Future Expenditures		4,992,100
Budget Total	\$	71,521,166

**Resolution to Adopt 2015-2017 Biennial Budget
Exhibit A**

Cemetery Permanent Maintenance Fund - 610

Materials and Services	\$ 10,000
Interfund Transfers	30,000
Total Fund Appropriations	\$ 40,000
Reserved for Future Expenditures	665,300
Budget Total	\$ 705,300

TOTAL CITY OF BEND:

Total Appropriations, including Contingency	\$ 556,402,348
Total Reserved for Future Expenditures	71,671,916
Total City of Bend Budget	\$ 628,074,264

RESOLUTION NO. 2995

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 2015-16 at the rate of \$2.8035 per \$1,000 of taxable assessed value, to levy local option operating taxes for fire and emergency services at the rate of \$0.2000 per \$1,000 of taxable assessed value as approved by voters on May 20, 2014, and to levy the General Obligation Bond taxes provided for in the adopted budget for fiscal year 2015-16 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	
Fire/EMS Fund	\$ 0.2000 / \$1,000	
General Obligation Bond Debt Service Fund		\$ 1,978,500

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.

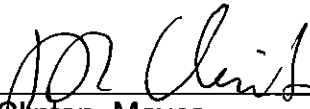
SECTION THREE: The Council certifies to the Deschutes County Assessor the City's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under section 1c, Article IX of the Oregon Constitution, and ORS Chapter 457 for the Murphy Crossing Urban Renewal Plan Area.

Adopted by roll call vote of the Bend City Council on June 17, 2015.

Yes: Jim Clinton, Mayor
Victor Chudowsky
Doug Knight
Sally Russell
Nathan Boddie
Casey Roats

No: None

Barb Campbell



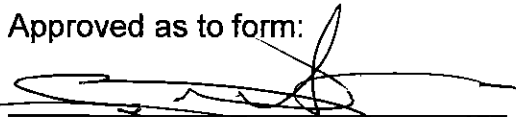
Jim Clinton, Mayor

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

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: 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:

4/24/15

Page E6

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 28 day of April, 2015.

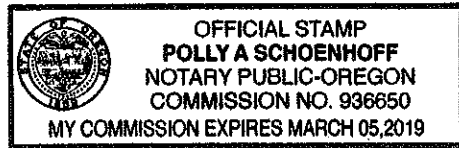
Debby Winikka
Signature

AdName: **20617946A**

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 28th day of April, 2015 by Debby Winikka

Polly A. Schoenhoff
Notary Public for Oregon



<p>No. _____</p> <p>In the _____ Court of the</p> <p>STATE OF OREGON for the COUNTY OF DESCHUTES</p>	
<p>AFFIDAVIT OF PUBLICATION</p> <p>Filed _____</p> <p>_____</p> <p>By _____</p> <p>From the Office of _____</p> <p>Attorney for _____</p>	

PUBLIC NOTICES

LEGAL NOTICE
Estate of WILLIAM HOMER MILLER. NOTICE TO INTERESTED PERSONS. Case No: 15PB0014. Notice: The Circuit Court of the State of Oregon, for the County of Deschutes, has appointed Guinevere D. Johnson as Administrator of the Estate of William Homer Miller, deceased. All persons having claims against said estate are required to present the same, with proper vouchers to Guinevere D. Johnson, c/o ANDREA SHARTEL, ATTY AT LAW, PO Box 688, Bend, OR 97709 within four months from the date of first publication of this notice as stated below, or they may be barred. All persons whose rights may be affected by this proceeding may obtain additional information from the records of the court, the Administrator, or the Attorney for the Administrator. Dated and first published April 10, 2015. Administrator: Guinevere D. Johnson, 1900 NE Third St. #106-318, Bend, OR 97701. Attorney for Administrator: Andrea Shartel, OSB#96178, PO Box 688, Bend, OR 97709. Telephone: (541) 330-1704, Fax (541) 330-1844, Email: andrea@shartelaw.com

LEGAL NOTICE
NATIONAL FOREST
INTEGRATED RESOURCE TIMBER CONTRACT-STEWARDSHIP
DESCHUTES NATIONAL FOREST
The Integrated Resource Timber Contract is located within Sections 25, 26, 27 and 35 of T.14S., R.9E., Sections 1, 2, 11, 12, 14, 15, and 23 of T.15S., R.9E., Sections 6, 7, 21, 29, 31 and 32 of T.16S., R.10E., WM, Surveyed, Deschutes County, Oregon. The Forest Service will receive technical and price proposals (no public opening) at the Deschutes National Forest Supervisor's Office, 63095 Deschutes Market Road, Bend, OR 97701 no later than 11:00 AM local time on or before June 9, 2015, for an estimated 19,178 Tons (5,668 CCF) of Ponderosa Pine and Other Coniferous Species Sawtimber and 4,430 Tons (1,353 CCF) of Green Biomass Convertible Products that the Offeror agrees to remove. In addition, the contract area contains an unestimated volume of All Species Green Biomass Convertible Products that the Offeror may agree to remove. Also included in the contract are three

mandatory restorative service projects that require mastication and Hand Thinning/Hand Piling to be completed by the Contractor. The contract will be awarded based on a Best Value determination. One award will be made to the Offeror (a) whose proposal is technically acceptable and (b) whose technical/price relationship is the most advantageous to the Government. A Pre-Offer Conference will be held for Prospective Offerors at 9:00 a.m., Tuesday, May 5, 2015, at the Sisters Ranger District, Hwy. 20 and Pine St., Sisters, OR 97759. The purpose of the meeting is to go through the Integrated Resource Timber Contract, explain the Best Value award process and requirements for both the Price and Technical Proposals, and explain/review the requirements of the stewardship restoration projects.

The Forest Service reserves the right to reject any and all proposals. Interested parties may obtain a prospectus from the office listed below. A prospectus, offer form, and complete information concerning the timber, the restoration service projects, the conditions of sale, and submission of offers is available to the public from the Sisters Ranger District, (541)549-7731, or by contacting the Contracting Officer, Amy Lowe at (541)383-5590 or aelowe@fs.fed.us. Contract information and offer documents can be found on the Deschutes National Forest web page, <http://www.fs.usda.gov/goto/centraloregon/timbersales>.

The USDA is an equal opportunity provider and employer.

LEGAL NOTICE
NOTICE IS HEREBY GIVEN pursuant to ORS 130.365 that the undersigned is successor trustee to the Leo R. Knepper and Rowena C. Knepper Trust dated May 27, 1992. A settlor of the Trust was Rowena Charlotte Knepper who died March 28, 2015. All persons having claims against settlor of the Leo R. Knepper and Rowena C. Knepper Trust are required to present them with vouchers attached, to: Beverly Ann Knepper, Successor Trustee, Leo R. Knepper and Rowena C. Knepper Trust c/o Ronald L. Bryant, PO Box 457, Redmond OR 97756. All claims against the Leo R. Knepper and Rowena C. Knepper Trust dated May 27,

1992 must be presented to the Successor Trustee at the above address within four (4) months after the date of first publication of this notice, or such claims may be barred. Date first published: April 17, 2015. Leo R. Knepper and Rowena C. Knepper Trust, Beverly Ann Knepper, Successor Trustee.

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, Deschutes County, State of Oregon, to discuss the budget for the biennial budget period July 1, 2015 to June 30, 2017 will be held at City Council Chambers, City Hall, 710 NW Wall Street, Bend.

The meeting will take place on the 6th day of May, 2015 at 6:00 PM. The purpose of this meeting is to receive the Budget Message and to distribute the Proposed Budget document. Public comment on the budget document will be reserved for the budget meetings scheduled for May 12th through the 14th. However, a Public Hearing will be held at this May 6th meeting to hear and receive Proposed Uses of State Shared Revenue funds.

The Proposed Budget will be distributed at 6:00 pm on May 6, 2015 and a copy of the document may be inspected after that time and date at the City Administration Office in City Hall, 710 NW Wall Street, Bend, between the hours of 8:00 AM and 5:00 PM.

Listed below are the times and place of additional scheduled Budget Committee meetings. These are public meetings at which any person may appear and discuss the proposed programs with the Budget Committee.

Location: Central Oregon Community College, 2600 N.W. College Way, Health Careers Building, Room 230, Bend.

Dates:
Tuesday, May 12, 2015, 5:00 PM
Wednesday, May 13, 2015, 5:00 PM
Thursday, May 14, 2015, 5:00 PM

A copy of this notice is available on the City of Bend website (www.bendoregon.gov) under "Latest News" and on the Finance Department's website (www.bendoregon.gov/index.aspx)

(page=88) under "News".
For additional information, please contact: James Wood, (541) 693-2167, City of Bend, 710 NW Wall St., Bend, Oregon 97701.

LEGAL NOTICE
Notice of Public Sale Summit Self Storage, located at 720 SE 8th Street, Bend OR 97702, will conduct a public sale of the contents of the storage units to satisfy unpaid rents and other charges as allowed under ORS 87.685-693, Saturday April 25, 2015 at 10:00am. Sale shall be for the following units: Lillian Herman (149). See Craigslist for unit contents or call 541-385-4761.

LEGAL NOTICE
Project Name: Request for Proposal for Children's Psychiatric Day Treatment Service Provider
Project Location: BEND, OR
Project Owner: DESCHUTES COUNTY HEALTH SERVICES
RFP Date: April 13, 2015
Description: DESCHUTES COUNTY HEALTH SERVICES, BEHAVIORAL HEALTH DIVISION

Deschutes County Health Services Department (DCHS), Behavioral Health Division, in partnership with High Desert Education Service District, is seeking proposals for one or more contractors to provide Children's Psychiatric Day Treatment Services to children ages five (5) to twelve (12) years old meeting specific eligibility criteria.

Proposals due 5:00 pm, May 22, 2015

REQUEST FOR PROPOSAL

The Request for Proposal may be obtained from the Deschutes County website at <http://www.deschutes.org/rfp>

Sealed Proposals must be received by May 22, 2015 at 5:00 PM, at Deschutes County Health Services, Attn: Elizabeth Holden, 1340 NW Wall Street, Bend, OR 97701. Proposals will not be accepted after deadline. No faxed or electronic (email) submissions will be accepted. Direct any questions regarding this solicitation to: Elizabeth Holden, Elizabeth.holden@deschutes.org (541) 322-7489.

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The Bulletin Classified 541-385-5809

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
109567

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:

6/12/15 Page E7

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 17 day of June, 2015.

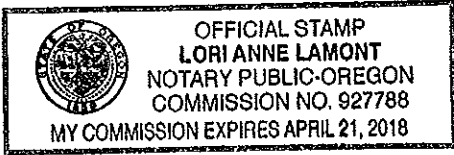
Debby Winikka
Signature

AdName: 20636008D

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 17th day of June, 2015 by Debby Winikka

[Signature]
Notary Public for Oregon



<p>No. _____</p> <p>In the _____ Court of the</p> <p>STATE OF OREGON for the COUNTY OF DESCHUTES</p>	
<p>AFFIDAVIT OF PUBLICATION</p> <p>Filed _____</p> <p>By _____</p> <p>From the Office of _____</p> <p>Attorney for _____</p>	

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Bend City Council will be held on June 17th, 2015 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 biennium beginning July 1, 2015 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 am and 5 pm, 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 the preceding year. If different, the major changes and their effect on the budget are: N/A.

Contact: Jim Clinton, Mayor

Telephone: 541 693 2158

Email: jclinton@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2011-2013	Adopted Budget This Biennium 2013-2015	Approved Budget Next Biennium 2015-2017
Beginning Fund Balance/Net Working Capital	69,789,467	102,298,601	102,804,066
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	113,941,881	133,745,950	165,698,631
Federal, State and all Other Grants, Gifts, Allocations and Donations	29,861,803	27,760,147	32,809,139
Revenue from Bonds and Other Debt	47,424,526	142,069,642	119,254,500
Interfund Transfers / Internal Service Reimbursements	78,895,873	106,631,783	114,471,156
All Other Resources Except Current Year Property Taxes	16,811,743	17,192,131	24,975,972
Current Year Property Taxes Estimated to be Received	46,980,910	51,954,300	60,551,800
Total Resources	403,706,203	581,652,554	620,565,264

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	100,958,399	119,464,690	142,678,936
Materials and Services	38,388,441	55,747,871	64,866,865
Capital Outlay	52,733,888	177,316,400	114,384,699
Debt Service	30,118,860	35,822,560	69,227,100
Interfund Transfers	75,056,378	104,581,291	110,320,846
Contingencies	0	26,078,866	47,114,902
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	106,450,237	62,640,876	71,971,916
Total Requirements	403,706,203	581,652,554	620,565,264

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	2,530,076	2,604,400	3,032,700
FTE	0.00	0.00	0.50
Affordable Housing Fund	3,878,063	3,972,100	4,631,000
FTE	0.96	0.53	0.56
Airport Fund	5,748,919	5,788,600	10,168,439
FTE	1.75	1.75	2.33
Bridge Creek Pipeline Construction Fund	0	58,018,302	46,164,400
FTE	0.00	0.00	0.00
Building Fund	7,521,694	10,678,750	21,822,800
FTE	20.59	29.43	39.60
Business Advocacy Fund	0	890,901	819,500
FTE	0.00	1.83	1.63
Cemetery Fund	156,162	267,300	302,126
FTE	0.34	0.66	0.66
Cemetery Permanent Maintenance Fund	616,727	647,200	705,300
FTE	0.00	0.00	0.00
Community Development Block Grant Fund	2,494,558	2,555,996	2,085,300
FTE	1.15	0.87	0.90
Downtown Parking Fund	2,558,477	2,498,500	3,294,842
FTE	0.63	0.53	0.28
Economic Improvement District Fund	302,979	320,200	306,200
FTE	0.00	0.00	0.00
Energy ARRA Grant Fund	692,241	83,700	146,800
FTE	0.00	0.00	0.00
Fire Station Debt Service Fund	465,888	482,100	502,150
FTE	0.00	0.00	0.00
Fire/EMS Operations Fund	32,046,493	39,277,100	46,799,971
FTE	87.50	112.70	129.70
General Fund Stabilization Fund	1,641,405	1,989,700	2,318,800
FTE	0.00	0.00	0.00
General Obligation Bond Debt Service Fund	4,047,335	4,518,500	4,782,400
FTE	0.00	0.00	0.00

General Obligation Bond Construction Fund	31,492,920	20,465,100	8,971,460
FTE	0.00	0.00	0.00
Helen E Lorenz Estate Fund	0	204,700	197,300
FTE	0.00	0.00	0.00
LID Construction Fund	582,983	582,200	603,800
FTE	0.00	0.00	0.00
LID Debt Service Fund	581,684	0	0
FTE	0.00	0.00	0.00
PERS Debt Service Fund	3,516,584	3,683,800	5,355,500
FTE	0.00	0.00	0.00
Planning Fund	4,638,508	5,427,097	7,428,900
FTE	11.91	15.25	11.88
Police Grant Fund	98,322	55,251	60,000
FTE	0.00	0.00	0.00
Police Reserves Fund	620,018	625,000	641,800
FTE	0.00	0.00	0.00
Private Development Engineering Fund	1,023,656	376,500	0
FTE	2.66	0.00	0.00
SDC Fund	11,535,959	17,087,500	30,340,300
FTE	0.00	0.00	0.00
Secondary Expansion Construction Fund	0	42,038,730	10,651,900
FTE	0.00	0.00	0.00
Southeast Interceptor Construction Fund	0	19,100,600	24,478,900
FTE	0.00	0.00	0.00
Stormwater Fund	9,234,017	10,167,600	9,935,640
FTE	9.96	9.21	12.26
Tourism Fund	2,347,430	3,610,000	5,115,200
FTE	0.00	0.00	0.00
Transportation Construction Fund	14,857,946	24,109,400	16,232,800
FTE	0.00	2.35	2.85
Transportation Operations Fund	20,565,240	21,448,100	21,592,870
FTE	32.91	36.33	39.58
Water Fund	45,454,923	44,771,100	59,776,170
FTE	34.80	35.83	41.08
Water Reclamation Fund	62,424,533	89,357,850	105,148,930
FTE	42.40	49.00	51.60
Internal Service Fund - Admin & Finance Program	10,148,477	12,726,280	16,353,300
FTE	31.65	43.82	46.22
Internal Service Fund - Engineering Program	3,139,078	8,900,949	12,819,100
FTE	14.75	30.26	29.90
Internal Service Fund - Facilities Program	13,435,525	8,775,518	10,307,730
FTE	3.27	4.30	5.05
Internal Service Fund - Garage Program	4,936,706	5,170,270	7,452,020
FTE	6.60	6.60	7.80
Internal Service Fund - Information Technology Program	7,329,593	9,972,140	12,633,650
FTE	12.68	15.67	17.00
Internal Service Fund - Insurance Program	5,839,637	6,630,500	7,274,700
FTE	0.00	0.00	0.00
Internal Service Fund - Legal & Risk Management Program	1,222,422	1,372,183	1,527,350
FTE	3.71	3.70	3.76
Internal Service Fund - Public Works Laboratory Program	1,577,052	2,093,262	2,596,460
FTE	5.00	6.00	7.00
Internal Service Fund - Public Works Admin Svs Program	2,920,746	2,945,214	506,856
FTE	8.91	8.49	0.00
General Fund - Accessibility Program	353,906	516,036	540,629
FTE	1.30	1.30	1.30
General Fund - Municipal Court Program	1,127,272	1,222,554	1,376,294
FTE	4.00	4.00	4.00
General Fund - Code Enforcement Program	267,902	620,723	960,375
FTE	1.00	3.80	4.00
General Fund - Growth Management Program	0	2,285,730	3,591,293
FTE	0.00	5.46	5.66

General Fund - Community Projects Program	2,085,148	2,439,543	2,758,000
FTE	0.28	0.00	0.00
General Fund - Business Advocacy Program	599,340	22,000	0
FTE	1.54		
General Fund - Police Program	35,301,666	41,027,694	43,445,833
FTE	108.00	120.00	122.00
Non-Departmental / Non-Program	39,745,993	37,228,081	42,007,476
FTE	0.00	0.00	0.00
Total Requirements	403,706,203	581,652,554	620,565,264
Total FTE	450.25	549.67	589.10

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Fiscal discipline, a few targeted strategic investments in economic development, and voter approval of a general obligation bond and a fire operating levy have combined to stabilize the City's financial situation. As a result, the proposed \$621 million budget contains proposals to address the challenges identified by Council in its goals for the 2015-2017 biennium. This year's Council workplan informed the my recommended allocation of budget resources to address the following top 5 priorities:

- 1) Improve the Transportation System - To move people in a safe, accessible and cost-effective manner
- 2) Manage Growth - Focusing on uses that create a more urban form while recognizing Bend's unique sense of place
- 3) Be Responsive and Proactive in Addressing Neighborhood Livability Concerns
- 4) Incentivize Economic Health and Diversification
- 5) Protect Natural Resources to Sustain Bend's High Quality of Life

1) Improve the Transportation System

The approved two-year budget includes an additional \$400,000, for a total of \$2.7 million, from the General Fund to support and expand the public transit system by enhancing bus routes operated by Cascades East Transit (CET) in and around the City. With this additional funding CET reports that it can begin to put the system improvements in place as early as summer 2015.

Deferred street maintenance continues to grow each year and the backlog is currently over \$80 million (this figure includes local streets). While the Council in 2011 obtained voter approval for a \$30 million general obligation bond to construct specific intersections and road improvements, the projects undertaken with that bond issue did not make asignificant impact in Citywide deferred street maintenance. Therefore, Council this year has set an objective to create and recommend to the public a funding option package for street maintenance to improve the condition of the City's streets and transportation system.

The proposed capital improvement program (CIP) includes a substantial commitment of \$2.4 million to the City Sidewalk Program for accessibility and pedestrian safety and convenience. For example, in the winter of 2015, design work commences for five priority sidewalk projects and three pedestrian crossings endorsed by the City of Bend Accessibility Advisory Committee. Construction is slated for the summer of 2016 and/or 2017. Similarly, in the summer of 2016, concept and preliminary design work begins for three east to west and four north to south priority sidewalk corridors. The preliminary designs and evaluation will determine which sidewalk corridors are advanced to construction in the summer of 2017. Finally, during the biennium the Right-of-Way Operations and Maintenance Department will construct infill sidewalks totaling at least 5,280 linear feet (one mile) around the City.

The budget proposal for the Growth Management Department includes funding from the State, the City and partner agencies for consulting and outreach assistance to create a Central Westside Plan for land use and transportation.

Though not reflected in this budget because of the wide range of possible policy decisions, an update of transportation system development charges (SDCs)—and its impact on growth-induced transportation project needs—has also been directed by Council. This analysis and resulting recommendations will be done during the first year of the biennium.

2) Manage Growth

Completing the Urban Growth Boundary (UGB) Remand is the Council's top priority for managing growth within the City by emphasizing land uses that create a more urban form while recognizing Bend's unique sense of place. The budget recommends \$1.53 million from the General Fund for the biennium to support and supplement with outside assistance the Growth Management Department staff effort to drive the Remand to conclusion. (A further \$660,000 is projected to be needed in 2017-18.) These efforts will lead to specific, detailed boundary plans and supporting documents, followed by implementation of the Remand outcomes, such as Citywide studies and policies for affordable housing, parking, energy efficiency measures, and area-specific approaches like the Central Westside Plan described above.

As Bend focuses on a more urban form, efforts to expand downtown and create a higher intensity of development in the Central Core are additional key objectives included in the Council workplan. The budget includes resources dedicated toward the exploration of tools such as tax increment financing and potential development incentives that are aligned with infrastructure capacity.

The budget includes continued funding of a Senior Planner to address development code barriers. The Planning Commission will be assisting the City Council over the next year to identify and correct development code deficiencies that align with the UGB Remand efforts to use land more efficiently.

3) Neighborhood Livability

The recent debate about short-term rentals underscores Council's commitment to addressing neighborhood livability concerns both throughout the City, and in those neighborhoods where specific issues arise. The proposed budget funds a short-term rental operating license program, as well as an integration of the noise and special event code to streamline the application and review process for special-event promoters, and to provide clarity and more avenues for input from affected neighbors.

The budget also includes funding for several parking studies, including a downtown parking plan and neighborhoods surrounding the Galveston and Century corridors.

Another Council objective to support its goal of neighborhood livability is to improve problem-solving and communication for neighborhood associations, ensuring neighborhood issues and needs are identified proactively and in partnership with City operations and planning efforts. Thus, the budget recommends continued funding of a contract with Central Oregon Mediation, an increase in the Neighborhood Association Program budget, and resources for training and capacity building for neighborhood leaders.

4) Incentivize Economic Health and Diversification

Economic diversification can result from affordable housing, so the Council has adopted an objective of establishing permit fees and development impact fees that encourage both affordable housing and small business expansion. Therefore, in the very near future the City will closely consider an SDC exemption for qualified affordable housing projects. In parallel the City will continue to devise and promote other strategies to encourage the construction of new affordable housing. The budget includes \$4 million of financial support through the Affordable Housing Program, and \$865,000 of financial support through the Community Development Block Grant Program.

The budget also includes the re-establishment of the Economic Development Department, which would immediately pursue another major objective of the Council: to create an economic development strategic plan by consulting with stakeholders such as the Bend Economic Development Advisory Board, the Affordable Housing Advisory Committee, Economic Development of Central Oregon, the Chamber of Commerce, the Small Business Development Center at Central Oregon Community College, and others.

The Council goal of implementing the previously adopted Airport Master Plan will be pursued both by working with the County to create the appropriate zoning, and by constructing the Airport's Eastside Helipad and Phase I of the Heliport. The Helipad and Heliport project cost of \$7.2 million will be primarily funded by Federal airport grant revenues.

5) Protect Natural Resources to Sustain Bend's High Quality of Life

As stewards of Bend's unique and priceless natural resources, the Council has set an objective of improving instream flows in Tumalo Creek. As a result, the proposed budget provides opportunities for the City to partner with Tumalo Irrigation District and the Deschutes River Conservancy to agree on a list of priority capital projects and to identify funding, and seek additional partners, to execute those projects.

Similarly, the budget includes funding for the City's participation in the Upper Deschutes Basin Study, which will analyze water supply and demand--accounting for climate change—as well as existing operations and infrastructure; and which will also compare relative cost, environmental impact, risk, and stakeholder response to various options for addressing water imbalances.

As part of protecting natural resources, the Council has also established an objective for the City to conserve water. The Council action to restructure water and sewer rates for all customers to encourage conservation. The budget also increases funding for the Bend WaterWise Program, which includes increased public-outreach efforts, and adds a Water Conservation Program Technician position. These program changes will have a positive effect on water conservation, and will ensure Council objectives and program goals are pursued. The revenue estimates in this budget for both the water and water reclamation funds incorporate an assumption of somewhat reduced use of water as a result of these initiatives.

On a parallel front, the Council has directed staff to reduce energy consumption in City-owned and – operated facilities. Specifically, Council has endorsed the City's participation in Georgetown University's Energy Prize (the City is one of 50 national semi-finalists) through the Bend Energy Challenge, and in the Energy Trust of Oregon's Strategic Energy Management Program.

The proposed budget includes a net increase of 39.51 FTEs from the adopted 2013-15 biennial budget . A summary of the additional positions include:

Core Service Area	# of Additional FTEs	Description	Revenue Source
Public Safety	19	14 Basic Life Support Limited Term Positions; 3 Firefighters; 1 Police Lieutenant; 1 Police Detective	Fire Local Option Levy, Property tax and other revenue growth in the General Fund
Infrastructure	12.51	4 FTE in Engineering; .51 FTE in Transportation Operations Program; .50 FTE in Airport Program, and 7.5 FTEs for various utility programs for increase needs in operations and maintenance activities	Private Development, Utilities, and Airport revenue growth; internal fund transfers
Community & Economic Development	4.5	4 FTE in Building and .50 FTE in Growth Management to handle increased workload	Increased development activity and revenue growth in the General Fund
Administration	3.5	Assistant City Attorney, Facilities Maintenance Lead, Garage Fleet Manager, .50 FTE Accounting Technician	Internal fund transfers
Total	39.51		

PROPERTY TAX LEVIES

	Rate or Amount Imposed 2013-14	Rate or Amount Imposed This Year 2014-15	Rate or Amount Approved Next Year 2015-16
Permanent Rate Levy (rate limit 2.8035 per \$1,000)	2.8035	2.8035	2.8035
Local Option Levy	0.0000	0.2000	0.2000
Levy For General Obligation Bonds	1,978,500	1,978,500	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	\$23,860,000	\$0
Other Bonds	\$60,608,000	\$0
Other Borrowings	\$79,357,800	\$4,513,300
Total	\$163,825,800	\$4,513,300

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

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

FORM LB-50 2015-2016

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 Mailing Address of District	Bend City	Or State	97701 ZIP code	07/10/2015 Date
Sharon Wojda Contact Person	Finance Director Title		541-693-2158 Daytime Telephone	swojda@bendoregon.gov Contact Person E-Mail

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

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

PART I: TAXES TO BE IMPOSED

		Subject to General Government Limits		
		Rate -or- Dollar Amount		
1. Rate per \$1,000 or Total dollar amount levied (within permanent rate limit) . . .	1	2.8035		
2. Local option operating tax	2	0.20		
3. Local option capital project tax	3			Excluded from Measure 5 Limits Dollar Amount of Bond Levy
4. City of Portland Levy for pension and disability obligations	4			
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001	5a.			
5b. Levy for bonded indebtedness from bonds approved by voters on or after October 6, 2001	5b.			1,978,500
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b)	5c.			1,978,500

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000	6	2.8035
7. Election date when your new district received voter approval for your permanent rate limit	7	
8. Estimated permanent rate limit for newly merged/consolidated district	8	

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

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount -or- rate authorized per year by voters
Operating	5/20/2014	2014-15	2018-19	\$0.20 / \$1,000 TAV

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. 106

A RESOLUTION ADOPTING THE BEND URBAN RENEWAL AGENCY 2015-2017 BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2015.

THE BEND URBAN RENEWAL AGENCY RESOLVES AS FOLLOWS:

1. To adopt the 2015-2017 Biennial Budget as approved by the Budget Committee on May 14, 2015. The 2015-2017 Biennial Budget is attached as Exhibit A.
2. That the amount for the biennial period beginning July 1, 2015 is appropriated in the aggregate sum of \$3,432,940, excluding reserves for future expenditures. As shown below and in Exhibit A, the total Bend Urban Renewal Agency biennial budget, including reserves, is \$6,107,450.

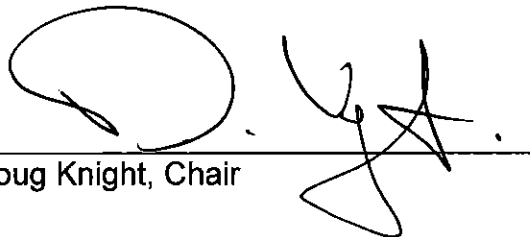
BEND URBAN RENEWAL AGENCY REQUIREMENTS FOR THE 2015-2017 BIENNIUM:

Total Appropriations, including Contingency	\$	3,432,940
Total Reserved for Future Expenditures		2,674,510
Total Bend Urban Renewal Agency Budget	\$	6,107,450

Adopted by roll call vote of the Bend Urban Renewal Agency on June 17, 2015.

Yes: Doug Knight, Chair
Jim Clinton
Victor Chudowsky
Sally Russell
Nathan Boddie
Casey Roats
Barb Campbell

No: None



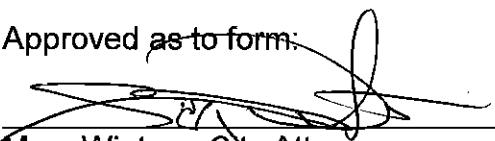
Doug Knight, Chair

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

**Resolution to Adopt BURA 2015-2017 Biennial Budget
Exhibit A**

BURA General Fund - 003

Personnel Services	\$	25,780
Materials and Services		59,360
Transfers		94,400
Total Fund Appropriations	\$	179,540
Reserved for future expenditures		221,860
Budget Total	\$	401,400

Murphy Crossing Debt Service Fund - 231

Debt Service	\$	492,000
Total Fund Appropriations	\$	492,000
Reserved for future expenditures		586,050
Budget Total	\$	1,078,050

Juniper Ridge Debt Service Fund - 260

Debt Service	\$	1,376,600
Total Fund Appropriations	\$	1,376,600
Reserved for future expenditures		1,866,600
Budget Total	\$	3,243,200

Murphy Crossing Construction Fund - 331

Capital Outlay	\$	1,300,000
Total Fund Appropriations	\$	1,300,000
Reserved for future expenditures		-
Budget Total	\$	1,300,000

Juniper Ridge Construction Fund - 360

Materials and Services	\$	82,000
Contingency		2,800
Total Fund Appropriations	\$	84,800
Reserved for future expenditures		-
Budget Total	\$	84,800

TOTAL BEND URBAN RENEWAL AGENCY (BURA):

Total Appropriations, including Contingency	\$	3,432,940
Total Reserved for Future Expenditures		2,674,510
Total BURA Budget	\$	6,107,450

BURA RESOLUTION NO. 107

A RESOLUTION APPROVING AD VALOREM TAX INCREMENT AMOUNTS

THE BEND URBAN RENEWAL AGENCY RESOLVES AS FOLLOWS:

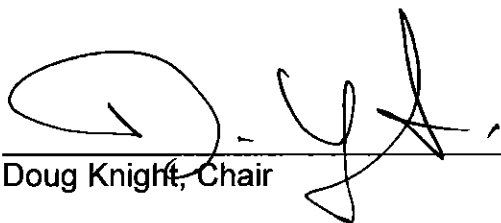
SECTION ONE: The BURA Board concurs in the City Council's certification to the Deschutes County Assessor of the City's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under section 1c, Article IX of the Oregon Constitution, and ORS Chapter 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 17, 2015.

Yes: Doug Knight, Chair
Jim Clinton
Victor Chudowsky
Sally Russell
Nathan Boddie
Casey Roats
Barb Campbell

No: None



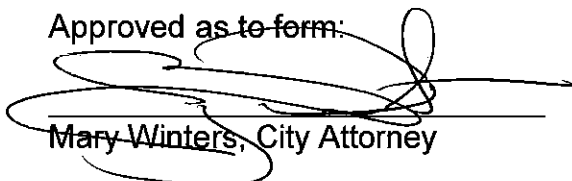
Doug Knight, Chair

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

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: 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:

4/24/15

Page E6

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 28 day of April, 2015.

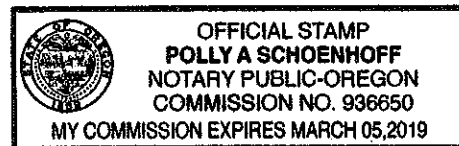
Debby Winikka
Signature

AdName: 20617946A

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 28th day of April, 2015 by Debby Winikka

Polly A. Schoenhoff
Notary Public for Oregon



<p>No. _____</p> <p>In the _____ Court of the</p> <p>STATE OF OREGON for the COUNTY OF DESCHUTES</p>	
<p>AFFIDAVIT OF PUBLICATION</p> <p>Filed _____</p> <p>_____</p> <p>By _____</p> <p>From the Office of _____</p> <p>Attorney for _____</p>	

PUBLIC NOTICES

LEGAL NOTICE
Estate of WILLIAM HOMER MILLER. NOTICE TO INTERESTED PERSONS. Case No: 15PB0014. Notice: The Circuit Court of the State of Oregon, for the County of Deschutes, has appointed Guinevere D. Johnson as Administrator of the Estate of William Homer Miller, deceased. All persons having claims against said estate are required to present the same, with proper vouchers to Guinevere D. Johnson, c/o ANDREA SHARTEL, ATTY AT LAW, PO Box 688, Bend, OR 97709 within four months from the date of first publication of this notice as stated below, or they may be barred. All persons whose rights may be affected by this proceeding may obtain additional information from the records of the court, the Administrator, or the Attorney for the Administrator. Dated and first published April 10, 2015. Administrator: Guinevere D. Johnson, 1900 NE Third St. #106-318, Bend, OR 97701. Attorney for Administrator: Andrea Shartel, OSB#96178, PO Box 688, Bend, OR 97709. Telephone: (541) 330-1704, Fax (541) 330-1844, Email: andrea@shartelaw.com

LEGAL NOTICE
NATIONAL FOREST
INTEGRATED RESOURCE TIMBER CONTRACT-STEWARDSHIP DESCHUTES NATIONAL FOREST
The 10 Stewardship Integrated Resource Timber Contract is located within Sections 25, 26, 27 and 35 of T.14S., R.9E., Sections 1, 2, 11, 12, 14, 15, and 23 of T.15S., R.9E., Sections 6, 7, 21, 29, 31 and 32 of T.15S., R.10E. WM, Surveyed, Deschutes County, Oregon. The Forest Service will receive technical and price proposals (no public opening) at the Deschutes National Forest Supervisor's Office, 63095 Deschutes Market Road, Bend, OR 97701 no later than 11:00 AM local time on or before June 9, 2015, for an estimated 19,178 Tons (5,668 CCF) of Ponderosa Pine and Other Coniferous Species Sawtimber and 4,430 Tons (1,353 CCF) of Green Biomass Convertible Products that the Offeror agrees to remove. In addition, the contract area contains an unestimated volume of All Species Green Biomass Convertible Products that the Offeror may agree to remove. Also included in the contract are three

mandatory restorative service projects that require mastication and Hand Thinning/Hand Piling to be completed by the Contractor. The contract will be awarded based on a Best Value determination. One award will be made to the Offeror (a) whose proposal is technically acceptable and (b) whose technical/price relationship is the most advantageous to the Government. A Pre-Offer Conference will be held for Prospective Offerors at 9:00 a.m., Tuesday, May 5, 2015, at the Sisters Ranger District, Hwy. 20 and Pine St., Sisters, OR 97759. The purpose of the meeting is to go through the Integrated Resource Timber Contract, explain the Best Value award process and requirements for both the Price and Technical Proposals, and explain/review the requirements of the stewardship restoration projects.

The Forest Service reserves the right to reject any and all proposals. Interested parties may obtain a prospectus from the office listed below. A prospectus, offer form, and complete information concerning the timber, the restoration service projects, the conditions of sale, and submission of offers is available to the public from the Sisters Ranger District, (541)549-7731, or by contacting the Contracting Officer, Amy Lowe at (541)383-5590 or aelowe@fs.fed.us. Contract information and offer documents can be found on the Deschutes National Forest web page, <http://www.fs.usda.gov/goto/centraloregon/timbersales>.

The USDA is an equal opportunity provider and employer.

LEGAL NOTICE
NOTICE IS HEREBY GIVEN pursuant to ORS 130.365 that the undersigned is successor trustee to the Leo R. Knepper and Rowena C. Knepper Trust dated May 27, 1992. A settlor of the Trust was Rowena Charlotte Knepper who died March 26, 2015. All persons having claims against settlor of the Leo R. Knepper and Rowena C. Knepper Trust are required to present them with vouchers attached, to: Beverly Ann Knepper, Successor Trustee, Leo R. Knepper and Rowena C. Knepper Trust c/o Ronald L. Bryant, PO Box 457, Redmond OR 97756. All claims against the Leo R. Knepper and Rowena C. Knepper Trust dated May 27,

1992 must be presented to the Successor Trustee at the above address within four (4) months after the date of first publication of this notice, or such claims may be barred. Date first published: April 17, 2015. Leo R. Knepper and Rowena C. Knepper Trust, Beverly Ann Knepper, Successor Trustee.

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, Deschutes County, State of Oregon, to discuss the budget for the biennial budget period July 1, 2015 to June 30, 2017 will be held at City Council Chambers, City Hall, 710 NW Wall Street, Bend.

The meeting will take place on the 6th day of May, 2015 at 6:00 PM. The purpose of this meeting is to receive the Budget Message and to distribute the Proposed Budget document. Public comment on the budget document will be reserved for the budget meetings scheduled for May 12th through the 14th. However, a Public Hearing will be held at this May 6th meeting to hear and receive Proposed Uses of State Shared Revenue funds.

The Proposed Budget will be distributed at 6:00 pm on May 6, 2015 and a copy of the document may be inspected after that time and date at the City Administration Office in City Hall, 710 NW Wall Street, Bend, between the hours of 8:00 AM and 5:00 PM.

Listed below are the times and place of additional scheduled Budget Committee meetings. These are public meetings at which any person may appear and discuss the proposed programs with the Budget Committee.

Location: Central Oregon Community College, 2600 N.W. College Way, Health Careers Building, Room 230, Bend.

Dates:
Tuesday, May 12, 2015, 5:00 PM
Wednesday, May 13, 2015, 5:00 PM
Thursday, May 14, 2015, 5:00 PM

A copy of this notice is available on the City of Bend website (www.bendoregon.gov) under "Latest News" and on the Finance Department's website (www.bendoregon.gov/index.aspx)

(page=88) under "News".
For additional information, please contact: James Wood, (541) 693-2167, City of Bend, 710 NW Wall St., Bend, Oregon 97701.

LEGAL NOTICE
Notice of Public Sale Summit Self Storage, located at 720 SE 8th Street, Bend OR 97702, will conduct a public sale of the contents of the storage units to satisfy unpaid rents and other charges as allowed under ORS 87.685-693, Saturday April 25, 2015 at 10:00am. Sale shall be for the following units: Lillian Herman (149). See Craigslist for unit contents or call 541-385-4761.

LEGAL NOTICE
Project Name: Request for Proposal for Children's Psychiatric Day Treatment Service Provider
Project Location: BEND, OR
Project Owner: DESCHUTES COUNTY HEALTH SERVICES
RFP Date: April 13, 2015
Description: DESCHUTES COUNTY HEALTH SERVICES, BEHAVIORAL HEALTH DIVISION

Deschutes County Health Services Department (DCHS), Behavioral Health Division, in partnership with High Desert Education Service District, is seeking proposals for one or more contractors to provide Children's Psychiatric Day Treatment Services to children ages five (5) to twelve (12) years old meeting specific eligibility criteria.

Proposals due 5:00 pm, May 22, 2015

REQUEST FOR PROPOSAL

The Request for Proposal may be obtained from the Deschutes County website at <http://www.deschutes.org/rfp>

Sealed Proposals must be received by May 22, 2015 at 5:00 PM, at Deschutes County Health Services, Attn: Elizabeth Holden, 1340 NW Wall Street, Bend, OR 97701. Proposals will not be accepted after deadline. No faxed or electronic (email) submissions will be accepted. Direct any questions regarding this solicitation to: Elizabeth Holden, Elizabeth.holden@deschutes.org (541) 322-7489.

USE THE CLASSIFIEDSI

Door-to-door selling with fast results! It's the easiest way in the world to sell.

The Bulletin Classified 541-385-5809

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
109567

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:

6/12/15

Page E8

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 17 day of June, 2015.

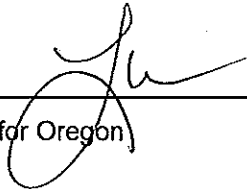


Signature

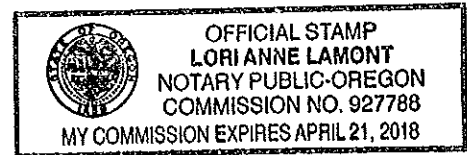
AdName: 20636011D

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 17th day of June, 2015 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 UR-1

NOTICE OF BUDGET HEARING

A public meeting of the Bend Urban Renewal Agency will be held on June 17th, 2015 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, 2015 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 am and 5 pm or online at www.bendoregon.gov. This budget is for an annual X biennial budget period. This budget was prepared on a basis of accounting that is X the same as different than used the preceding year. If different, the major changes and their effect on the budget are: N/A

Contact: Doug Knight, Chair

Telephone: 541 693 2158

Email: dknight@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount	Adopted Budget	Approved Budget
	2011-2013	This Biennium 2013-2015	Next Biennium 2015-2017
Beginning Fund Balance/Net Working Capital	3,411,629	1,347,500	3,505,450
Federal, State and All Other Grants	0	0	0
Revenue from Bonds and Other Debt	0	6,753,500	0
Interfund Transfers	460,742	50,000	82,000
All Other Resources Except Division of Tax & Special Levy	69,944	29,200	48,900
Revenue from Division of Tax	2,786,338	2,270,200	2,471,100
Revenue from Special Levy	0	0	0
Total Resources	6,728,653	10,450,400	6,107,450

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	0	0	25,780
Materials and Services	895,368	213,150	141,360
Capital Outlay	16,851	2,900,000	1,300,000
Debt Service	3,977,987	5,322,650	1,868,600
Interfund Transfers	464,343	134,476	94,400
Contingencies	0	0	2,800
All Other Expenditures and Requirements	0	0	0
Unappropriated Ending Fund Balance	1,374,104	1,880,124	2,674,510
Total Requirements	6,728,653	10,450,400	6,107,450

FINANCIAL SUMMARY-REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *

Name of Organizational Unit or Program			
FTE for that unit or program			
Bend Urban Renewal Agency General Fund	496,479	454,200	401,400
FTE	0.00	0.00	0.08
Bend Urban Renewal Agency Downtown Debt Service Fund	2,581,145	0	0
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Murphy Crossing Debt Service Fund	237,114	625,600	1,078,050
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Juniper Ridge Debt Service Fund	2,879,870	2,534,600	3,243,200
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Downtown Construction Fund	460,742	0	0
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Murphy Crossing Construction Fund	0	2,993,500	1,300,000
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Juniper Ridge Construction Fund	73,303	3,842,500	84,800
FTE	0.00	0.00	0.00
Non-Departmental / Non-Program	0	0	0
FTE	0.00	0.00	0.00
Total Requirements	6,728,653	10,450,400	6,107,450
Total FTE	0	0	0.08

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Bend Urban Renewal Agency General Fund:

The proposed budget cycle includes funding for 8.34% of the City's new Economic Development Director position. Reserves within the General Fund are set aside for future development projects.

Downtown Urban Renewal 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.

Murphy Crossing Urban Renewal Area:

During the current budget cycle, the Bend Urban Renewal Agency issued \$3 million of long term debt that will be repaid with Murphy Crossing Urban Renewal Area tax-increment property tax revenues. The debt repayment term is 15 years, with a fixed interest rate of 2.65% for the first 10 years, and a variable-rate (not to exceed 3.65%) for the last five years of the term. Debt proceeds will be used to finance a project to construct a roundabout, stormwater facilities, illumination, and striping at the intersection of Murphy & Parrell. The proposed budget cycle uses the Murphy Crossing tax-increment property tax revenues to pay for the debt service on the \$3M debt issuance, and has only appropriated for the completion of the Murphy & Parrell project.

Juniper Ridge Urban Renewal Area:

During the current budget cycle, the Bend Urban Renewal Agency finalized a long term permanent financing agreement with Bank of the Cascades to refinance the \$6 million line of credit held by Bank of America. The refunded debt was variable-rate debt set to mature during fiscal year 2013-14; the long term permanent financing is a 10 year, 1.5% fixed-rate loan with a maturity date of December 1, 2023. The proposed budget cycle uses the renewal area's tax-increment property tax revenues to pay the existing debt service within the renewal area.

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	\$8,985,400	\$0
Other Borrowings	\$0	\$0
Total	\$8,985,400	\$0

* 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

2015-16

• 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 2015-2016 ad valorem tax increment amounts
(Agency Name)

by plan area for the tax roll of Deschutes County
(County Name)

Sharon Wojda
(Contact Person)

541-693-2158
(Telephone Number)

07/10/2015
(Date Submitted)

PO Box 1024 Bend, OR 97701
(Agency's Mailing Address)

swojda@bendoregon.gov
(Contact Person's E-mail Address)

Yes, the agency has filed an impairment certificate by May 1 with the assessor (ORS 457.445).

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 457.445(2)

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 457.445(1)

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 2015-2016, 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.

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