

City of Bend, Oregon

2011-2013

Adopted

Biennial

Budget



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**For the biennial budget period
July 1, 2011 – June 30, 2013**

CITY OF BEND, OREGON

2011-2013 Adopted Biennial Budget



City of Bend Mission Statement:

To provide outstanding service with commitment and integrity, and to create a safe, healthy community where people love to live.

Budget Committee

Diedra Cherzan, Citizen Member and Chair
Victor Chudowsky, Citizen Member
Dennis Huserik, Citizen Member
Jade Mayer, Citizen Member
Andrew (A.J.) Tyvand, Citizen Member
Bill Wagner, Citizen Member
Peter Werner, Citizen Member

Jeff Eager, Mayor
Jodie Barram, Councilor
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Jim Clinton, Councilor
Kathie Eckman, Councilor
Tom Greene, Councilor
Scott Ramsay, Councilor



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bend
Oregon**

For the Biennium Beginning

July 1, 2009

A handwritten signature in black ink, appearing to be 'HR'.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Egan'.

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, 2009. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Reader's Guide

For the novice, the City's Biennial Budget Document can look formidable. Since Budget Document users come with a wide variety of backgrounds, and include City staff, City Councilors, Budget Committee members, citizens, and financial market experts, the information in the biennial budget is designed to provide a lot of different information about the City to a lot of different users. The information in the budget can be grouped into one of four main areas to facilitate an understanding of what the City plans to do with its resources for the next biennium period.

1. **A Policy Document:** The City's biennial budget addresses two primary kinds of policies: policies that are under development (usually stated as goals to be accomplished) that may change how the City operates in the future, and policies that are already in place. The City Manager's Budget Message, found at the beginning of the document, provides the background, sets the stage for the specific work plan that will be accomplished during the coming budget period, and identifies the policy issues that are important in the community as identified by the City Council. New policy issues that have a fiscal impact are highlighted in this message. All of these policy issues have the potential to impact fees, taxes, and/or the allocation of existing staff or financial resources. Throughout the budget there will be notes about the financial impact of these policies.

2. **A Communications Device:** The City's biennial budget provides information about the priorities the City Council has set to be accomplished during the next two fiscal years, but it also includes information about the day-to-day activities the City performs. The Budget Message provides a concise discussion of the major priorities of the City; the financial and program information included in the Adopted Budget section of the budget provides more detailed information about the budget for the major priorities, but also provides a considerable amount of information about the day-to-day activities, and the resources required to meet service demands. Performance measures are included in the Adopted Budget section for each program to provide information on how efficient and effective the City is with resources in pursuit of meeting Council goals and management objectives.

3. **A Financial Plan:** The Budget Document is foremost a financial plan, providing a numerical road map that matches resources available with the spending priorities defined by the Budget Committee and City Council. Each service area of the budget is comprised of specific programs and is summarized by the budget organization charts starting on page 45. 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 63. The City uses a fund structure as the primary method of accounting for financial operations. As described below, the City is moving towards program based budgeting. For this early stage of the process many funds are considered programs such as Airport or Affordable Housing. A fund can be thought of as a "business", with all revenues in the fund specifically associated with the kinds of expenditures in the fund. In most cases, there is a legal restriction on the use of the revenue in a fund. This means that Water Fund revenues cannot be used to pay for street repair or hire more police or fire personnel since the Water 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., Transportation Operations and Planning Fund accounts for revenue and expenditures associated with operating the City's transportation 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 marks the first steps of the City moving towards program-based budgeting. The program designation is used to group a set of like activities to enhance the opportunities for operational efficiencies, or to take advantage of professional qualifications of staff to work on multiple types of projects. Within the City's various funds, programs were identified and established for budgeting purposes. A fund can just have one program, like Public Works Laboratory. In this case, the fund has a fairly singular focus in its work, with specialized training that does not cross into other work areas. A fund can also have multiple programs, like Transportation Operations and Planning 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.

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

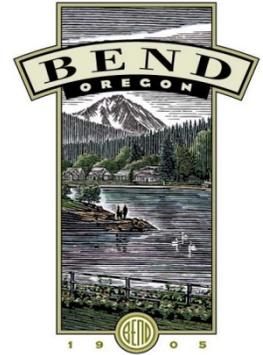
4. An Operations Guide: The City's operations are defined through the budget document in each program's discussions. At the beginning of every service area section is a page showing the organizational structure within that service area. After every budget presentation by program is a narrative for that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

During the course of the biennium, each program manages and monitors its budget, reporting monthly to the City Manager and Finance Director on any unusual occurrences. The Finance Department has the overall responsibility to develop and monitor the budget. The Finance Department's staff prepares monthly budget to actual reports in addition to the Quarterly Financial Outlook Reports which are designed as interim snapshots of the City's financial projections and are published on the City's web site at www.ci.bend.or.us. 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 25-27.

Quick Reference Guide

If You Have This Question	Reference Tab	Page(s)
How much is in the 2011-13 Budget?	Budget Message, Financial Section, Adopted Budgets	5, 53-72, 95-326
How much is in each program budget?	Adopted Budgets	95-326
What are the primary sources of revenue for the City of Bend?	Financial Section	53-56, 76-86
What does the City spend money on?	Budget Message, Financial Section	7-8, 53-56
How is the budget prepared?	Introductory Section	25-27
What are the City's fiscal policies?	Introductory Section	28-36
What are the proposed rate and fee increases?	Budget Message, Financial Section	7, 76
How has the continued downturn of the economy affected the City of Bend?	Budget Message, Financial Section	5-11, 76-78
What are the goals of the City Council?	Budget Message	9-10
What infrastructure projects are being planned, (including G.O. Bond projects)?	Adopted Budgets, Capital Improvement Program	95-326 327-422
What are the City's current debt obligations?	Financial Section	87-89, 92-94
Does the City have a "rainy day" fund?	Introductory Section, Adopted Budgets	38, 103-104
What does the General Fund pay for?	Budget Message, Adopted Budgets	7-9, 97-102
What are the current staffing levels of the Public Safety programs?	Adopted Budgets, Other Section	107-127, 444
Why does the City have a Strategic Plan? What is in it?	Budget Message, Introductory Section	6, 48-51

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City Manager's Budget Message 2011-2013 Adopted Biennial Budget

May 4, 2011

To the City of Bend Budget Committee:

I hereby present the City's 2011-2013 Adopted Biennial Budget to you and the residents of Bend. The adopted city-wide two-year budget totals \$423.2 million and includes a General Fund budget of \$75.8 million as well as the budgets of all city departments and programs for the fiscal years starting July 1, 2011 and ending June 30, 2013.

With the global economic recession that started in 2007-08 and continued high unemployment and slow recovery, the City is faced with extraordinary challenges that have made our current budget the most difficult in City history. Like many other communities, the City has been confronted with serious budget shortfalls driven by the downturn in real estate development and on-going foreclosures. In response, the City Council has taken proactive steps to limit new funding requests and reduce expenditures.

Since 2007-08, multiple expenditure reductions have been made, including 58 staff layoffs and elimination of 46 vacant positions for a total reduction of 19 percent of current and planned personnel. The City's total FTEs per 1,000 population has contracted from 6.3 in 2004 to an estimated 5.7 at the end of the 2011-13 biennium. The adopted 2011-13 budget includes additional staffing reductions of three layoffs and elimination of 11 vacant positions. However, in order to maintain quality of life for our citizens, a declining staffing trend will not be sustainable as population and demand for services continue to increase. Personnel costs are a significant driver of our cost of service and the City is working cooperatively with our workforce to create personnel cost savings, however much of this is dependent on contract negotiations in 2012.

Despite the reductions made, the City's five-year Long Term Financial Plan reveals structural deficits where revenues are insufficient to support the current level of programs and services being provided to our citizens. Long term funding solutions are still needed for public safety, street maintenance and other basic services. The old financial model of funding basic services with a high volume of real estate development and thus strong growth in property taxes has become obsolete with the recession. Although we believe that Bend is still an attractive community and will rebound slowly over time, a new model of funding basic services and new definitions of cost of service will need to be developed.

Aside from the challenges of identifying a new financial model for basic services, the City has approximately \$171 million in water and sewer infrastructure to construct over the next five years. The Surface Water Improvement Project, a \$58 to \$70 million project, will provide the treatment facility required by the Environmental Protection Agency and also replace the City's 80 year old water mainline that runs 11 miles from the Bridgecreek intake to the Outback reservoir. The Secondary Treatment Expansion and the South East Interceptor projects, together totaling \$74 million, are necessary to provide desperately needed capacity at the City's sewer treatment plant and sewer trunk lines. These projects will necessitate water and sewer rate increases over the next five years and are so critical to the delivery of the City's water and sewer service that they cannot be postponed any longer.

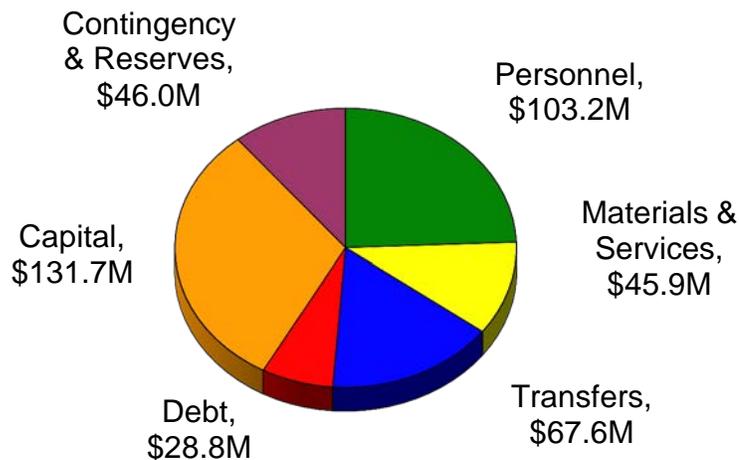
The budget challenges facing the City are daunting and will require the City to continue examining more innovative ways for delivering services. Management staff has been promoting a “lean culture” which is evidenced today by a variety of efficiencies that have been gained across all City departments. Creating an efficient and effective City, however, does not end with personnel cost savings and a “lean culture.” In October 2009, I started a city-wide Strategic Planning process to realign the City’s focus on core services: Public Safety, Infrastructure, Community and Economic Development and Administration and Support. The Strategic Plan will be an on-going effort to connect Council goals to spending on the City’s core services and will also be a foundation for increasing employee and organizational accountability. To support the Strategic Plan, the City will be developing performance management practices and transitioning its focus toward program-based budgeting. The adopted 2011-13 budget is the start of that transition and is organized and presented by the City’s core service areas with performance measures for each City program. As the City continues to develop performance management practices, future budgets will be enhanced to reflect more program focused details and performance measures.

The adopted budget was a culmination of many hours of preparation, combining the work of the management team and incorporating Council’s 2011 goals and objectives. It reflects a balanced approach of limiting impacts to current services while strategically planning for future economic recovery. Additionally, the adopted budget includes investments in infrastructure and economic development to facilitate employment growth. However, given the uncertainty of the economy and the structural deficits that remain to be addressed, I anticipate continued budget challenges ahead. This adopted budget reaffirms our efforts towards addressing our fiscal challenges, and much work remains to be done to maintain the City’s long term financial stability.

Overview of the Adopted Biennial Budget

The 2011-13 adopted biennial budget totals \$423.2 million with operating costs (personnel, materials and services and interfund transfers) comprising 51% of the total, debt and capital costs comprising 38% and contingencies and reserves making up the remaining 11% of the total requirements.

2011-13 Adopted Biennial Budget (Total \$423.2 M)



The General Fund budget totals \$75.8 million over the biennium and includes support of \$55.7 million for public safety, \$2.6 million for street operations, \$2.0 million continued support to Central Oregon Intergovernmental Council (COIC) for Transit, \$1.6 million for planning services and \$1.4 million for accessibility. The General Fund is projected to end the biennium with \$7.2 million in reserves.

Revenue Highlights

Revenue projections for the 2011-13 biennium convey lower levels of growth than previous years and for the most part, the majority of revenues are expected to remain relatively flat with conservative increases towards the latter part of the biennium. Certain revenues, however, are expected to decrease from previous years. Some of the major revenue assumptions are as follows:

Property Taxes - With continuing declines in real estate market prices during 2010, property tax assessed value (TAV) for 2011-12 is projected to decrease by 4.0%, and for 2012-13, TAV is projected to remain flat. TAV growth during the pre-recession years averaged at 9.8% annually. The City will assess the maximum of its permanent tax rate of \$2.8035 per \$1,000 of TAV.

Transient Room Taxes – During 2009-11, the City experienced a rebound in its tourism revenues with new events coming to Bend such as the USA Cycling Cyclo-Cross National Championships and also the opening of a luxury hotel in downtown Bend. 2010-11 room taxes have increased by 12% from 2009-10. The City's tourism and promotion organization, Visit Bend, has developed marketing plans to continue active promotion of Bend for tourism. Room tax revenues are projected to increase by 4% over the biennium.

Building inspection activity over the biennium is projected to grow at 5% per year based on current trends experienced by the City. On the other hand, planning and private development engineering activities are projected to remain flat over the biennium. No fee adjustments were proposed for development activities in the budget.

Proposed rate increases of 7.0% for water and 10.0% for sewer are included for each year of the biennium. As mentioned earlier, significant water and sewer infrastructure projects will necessitate water and sewer rate increases over the next five years. These projects are so critical to the delivery of the City's water and sewer service that they cannot be postponed. The City will actively manage the design and cost of these projects and pursue grants and low cost financing to minimize the impacts to its water and sewer rates.

Additional revenue assumptions and highlights can be found in the Financial Section of this budget document.

Expenditure Highlights

Council policy decisions have provided the general direction for expenditures adopted in the budget. This direction includes:

- Infrastructure. Capital expenditures for Infrastructure total \$44.5 million for water and \$48.7 million for water reclamation over the biennium. Capital expenditures for street maintenance total \$4.5 million and include \$2.0 million for replacement of aging street equipment.

- **Public Safety.** Providing police and fire protection to our citizens remains a number one priority. The Police budget adopted for the 2011-13 biennium totals \$35.8 million and the biennial budget for Fire/EMS totals \$30.5 million. Funding for public safety is dependent on property taxes and with the decline in property taxes and limitations of other General Fund resources, the adopted budget includes reductions for public safety through elimination of two vacant police officer positions and two vacant Fire/EMS positions.
- **Community and Economic Development.** The adopted budget includes approximately \$1.6 million in General Fund support for long range planning to continue the City's efforts in expanding its urban growth boundary. For economic development, the City's Bend Economic Development Advisory Board (BEDAB) has developed a Strategic Plan to focus on growing local businesses and adding value to the business license fee.
- **Personnel costs** adopted for the biennium total \$103.2 million. This represents salaries and benefits for 440.5 permanent FTEs at the end of the biennium which is a net decrease of approximately 12 FTEs from the current 2010-11 staffing level.

Major Fiscal Challenges

As mentioned above, the City faces structural deficits where revenues are not sufficient to support services and programs currently being provided to the citizens of Bend. The City's property tax rate is significantly lower than other communities of similar size in Oregon and is fixed at the current rate based on State law. While the City has fewer resources compared to similar communities in Oregon, the City has continued to match its service levels commensurate with citizen requests for service. As a result, an imbalance of revenue and expenditure levels, combined with the recession, has culminated in major fiscal challenges for various funds in the City budget.

Limited General Fund Resources – Prior to the recession, Bend was one of the fastest growing cities in the nation, growing from a population of 55,080 in 2002 to 76,639 today (a 39 percent increase over the last 10 years). The City expanded and enhanced many services, from public safety to transit, to address the needs of the growing population. Funding these new expenditures depended on the growth in property taxes and other revenues generated from the real estate development boom. With the recession and decline in property taxes, the City has made significant efforts to limit growth in General Fund expenditures and will need to continue these efforts into the biennium. Diversification of revenues is needed to limit reliance on property tax growth. The adopted budget ends the biennium with \$7.2 million in General Fund reserves and \$1.5 million in a Revenue Stabilization Reserve. These reserves are necessary to support cash flows before property taxes are collected in November, to maintain the City's bond rating, for unforeseen emergencies, to absorb revenue shortfalls and to provide matching funds for grant opportunities. Maintaining General Fund reserves is a top priority for the City.

Long Term Funding for Public Safety – The City's Police and Fire/EMS operations are funded primarily from property taxes and other General Fund revenues. With the decline in property taxes and limited growth in other General Fund revenues, providing sustainable funding for public safety to maintain current service levels has become a significant challenge. During 2010, the City formed a Public Safety Funding Committee of citizen members and stakeholders to explore options to funding Public Safety. After months of meetings and deliberations, the committee recommended several expenditure reduction strategies which included limiting personnel costs increases and reductions in other General

Fund expenditures. This adopted budget incorporates expenditure reduction strategies recommended by the Public Safety Funding Committee. In addition to expenditure reductions, the committee also recommended diversifying revenues by implementing a Transportation Utility Fee which would free up General Fund resources currently needed for street maintenance. However, given the current economic climate and the necessary increases in water and sewer utility fees, Council felt that implementing a Transportation Utility Fee was currently not in the best interest of the rate payers. Accordingly, this budget does not include revenues from a Transportation Utility Fee. The City will continue its work in seeking a long term solution for funding public safety.

Funding for Street Maintenance and Construction – Current deferred street maintenance totals \$18-\$20 million and many transportation projects remain unfunded. The City placed a \$30 million General Obligation Bond measure on the May 17th ballot which was approved by voters. This \$30 million bond measure will fund several new construction and reconstruction of roadways and intersections including Reed Market, Empire and several roundabouts.

City Council Goals and Priorities

In the February 2011 Goal Setting Retreat, the City Council established four primary goals and priorities. Each of these goals is discussed below, along with proposals included in this budget to meet the goals.

<i>Council Priority – Public Safety</i>	
<u>Goals</u>	<u>2011-13 Budget Proposal</u>
<ul style="list-style-type: none"> • Develop long-term solutions for public safety planning and funding by coordinating with other partner agencies, determining appropriate level of staffing, planning for fire equipment and facilities, and reducing the cost of providing service • Address downtown safety issues • Plan for supporting special events 	<ul style="list-style-type: none"> • Expenditure reductions recommended by the Public Safety Funding Committee • Fire/EMS Vehicle & Equipment Plan includes significant capital investments in fire equipment over the next five years

<i>Council Priority – Infrastructure</i>	
<u>Goals</u>	<u>2011-13 Budget Proposal</u>
<ul style="list-style-type: none"> • Manage the financial, legal, operational, and design process for maximum cost-effectiveness on the following projects: Surface Water, SE Interceptor, Wastewater Treatment Plant Expansion, Major road projects, and 3rd Street Underpass • Achieve an equitable utility rate structure • Improve street & pedestrian conditions • Ensure that accessibility is an integral part of all City projects and programs 	<ul style="list-style-type: none"> • Five year Capital Improvement Programs have been reviewed and endorsed by the Infrastructure Advisory Committee • Water and sewer rate increases are based on 10 year rate models that are updated on a regular basis • Increase in General Fund support for street maintenance • \$30 million General Obligation Bond measure on the May 17th ballot for transportation improvements

Council Priority – Economic Development & Land Use Planning

Goals

- Achieve significant progress in completing the UGB Remand Order with a focus on employment land
- Market Juniper Ridge property and explore public/private partnerships
- Apply for planning grants to implement the Central Area Plan
- Pursue expansion of higher education & research opportunities
- Complete and implement the Airport Master Plan
- Implement the BEDAB Strategic Plan

2011-13 Budget Proposal

- Long Range Planning budget includes appropriations necessary to complete UGB Remand Order
- Juniper Ridge budget includes appropriations for marketing land
- City applied for two Transportation and Growth Management grants for Central Area Plan infrastructure analysis and transit corridors planning. The budget estimates partial grant funding is received for both projects
- The 2011-13 budget includes completion of the Airport Master Plan
- The new Business Advocacy Program was created in the General Fund to implement the BEDAB Strategic Plan

Council Priority – Other Priority Projects

Goals

- Coordinate with participating stakeholders on the alternatives analysis for Mirror Pond
- Form a Charter Review Committee
- Increase volunteer opportunities with the City
- Increase awareness of City issues in the community

2011-13 Budget Proposal

- City provides staff support for the Mirror Pond project
- The budget for the City Manager's Office includes a part time Volunteer Coordinator that is tasked with marketing and coordinating volunteerism in all departments of the City
- The Communications budget includes additional funding to use outside consultants to increase proactive communication

Biennial Budget Document

The budget document is organized with introductory and summary financial information followed by detail information. The General Fund is presented separately, followed by detail information grouped into the following services:

- Public Safety
- Infrastructure
- Community & Economic Development
- Other Community Services
- Administration & Support

Detail Budget Information

The detail budget includes information for the fiscal year 2006-07, the 2007-09 and 2009-11 bienniums as well as the adopted budget for the 2011-13 biennium. The first few columns include the fiscal year 2006-07 and 2007-09 biennium actuals, 2009-11 adjusted biennial budget, and 2009-11 biennium estimate. The last three columns of the detail information reflect the proposed, budget committee approved and adopted budgets for the 2011-13 biennium.

The City budget is a collaboration between City Council, staff, citizens, customers and partners in the community. Although this adopted budget finds a balance for limiting budget cut impacts to services while funding public safety, infrastructure, community and economic development for the 2011-13 biennium, unfinished work remains to find long term solutions to the structural deficits faced by the City and to ensure our long term fiscal stability. Despite the daunting challenges that we must address, I remain optimistic that our City continues to be a desirable place to live and that City Council, staff and our citizens are committed to maintaining a healthy City and protecting the quality of life in Bend.

I offer my sincere appreciation to members of the Finance Department and staff throughout the organization who have worked hard to develop this budget.

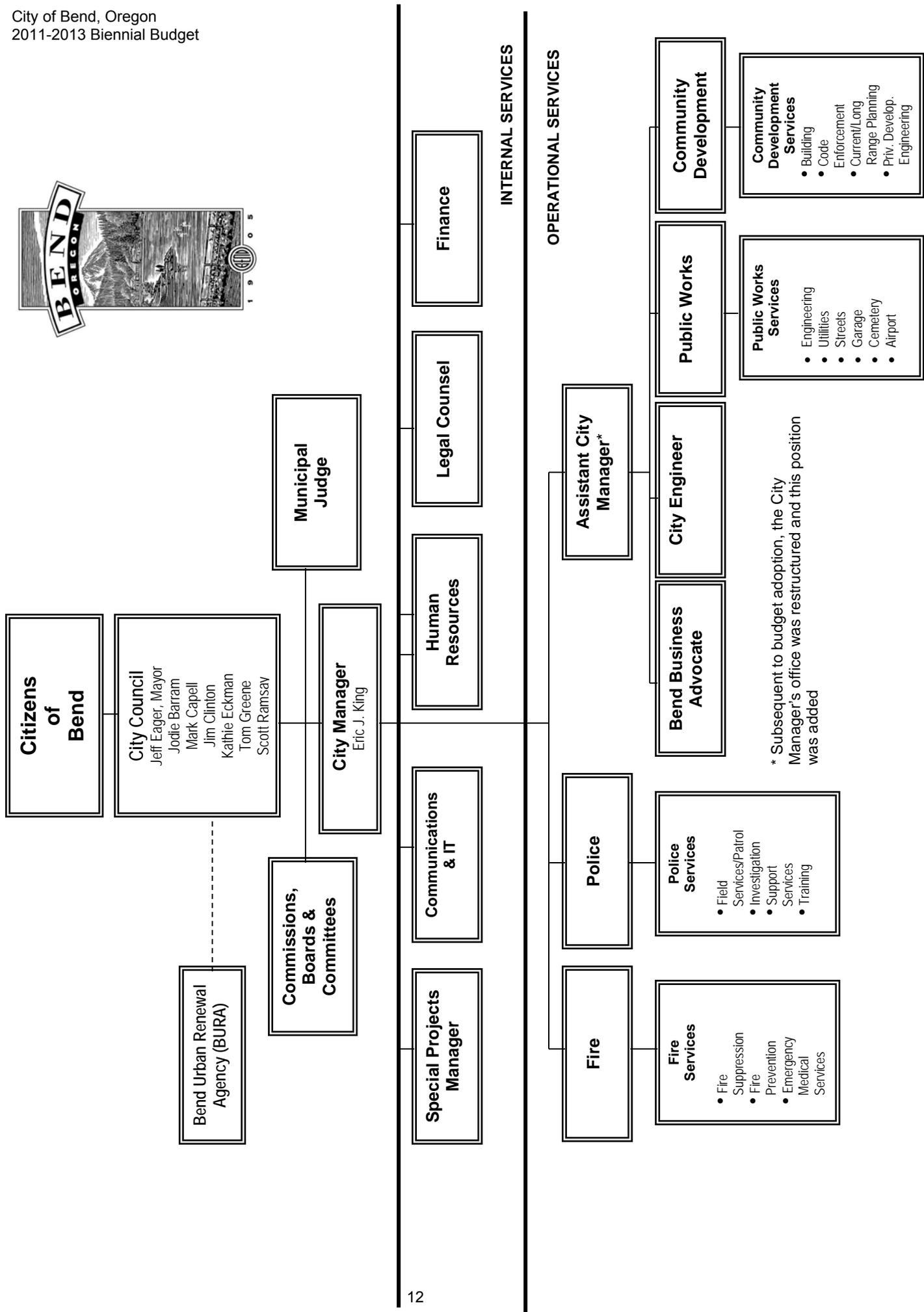
Respectfully submitted,

A handwritten signature in black ink that reads "Eric King". The signature is written in a cursive, flowing style.

Eric King
Budget Officer / City Manager

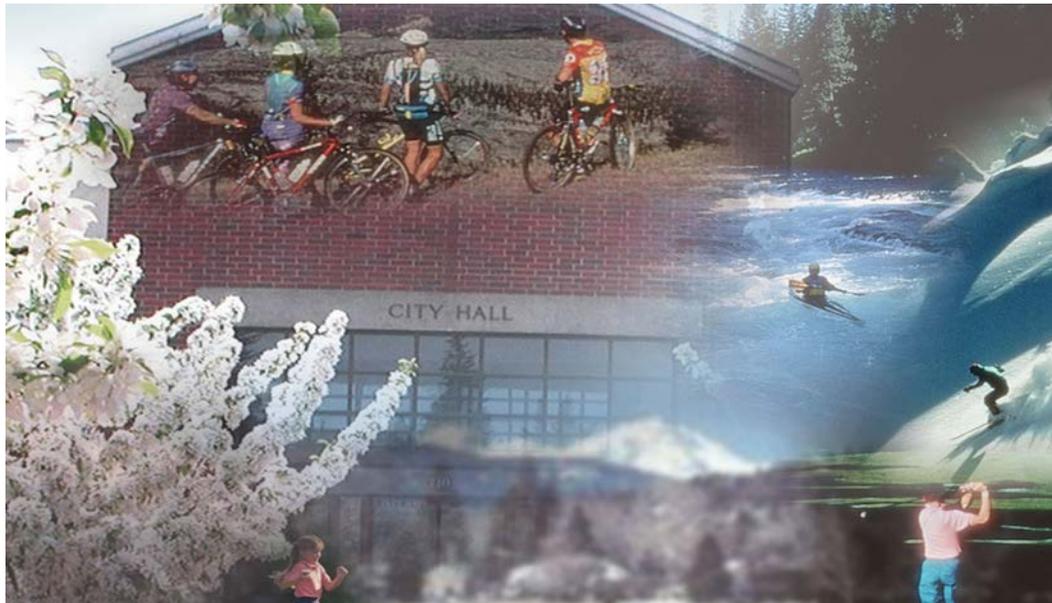


City of Bend Organizational Chart



* Subsequent to budget adoption, the City Manager's office was restructured and this position was added

The City of Bend, Oregon



Bend Picture Montage
©2006 Teresa Krafft / Krafft Design

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.



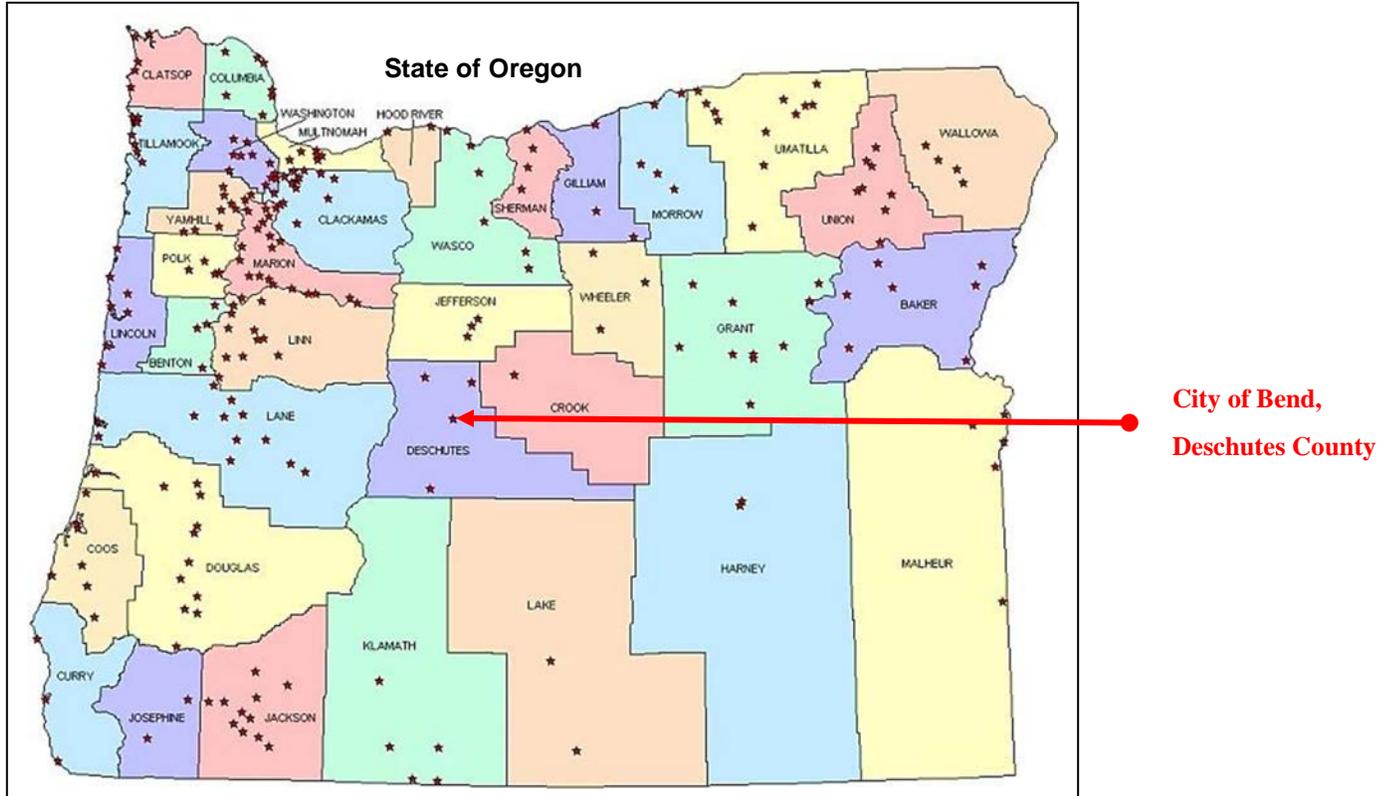
Les Schwab Headquarters at Juniper Ridge

<u>2010 Central Oregon Principal Private Employers</u>	<u>Product or Services</u>	<u># of Employees</u>	<u>Percent of Total City Employment</u>
St Charles Health System (Region Wide)	Health Care	3,235	4.6%
Les Schwab Tire Centers (Region Wide)	Tires/Auto Care	1,500	2.1%
Sunriver Resort	Recreation/Hospitality	875	1.3%
T-Mobile	Call Center	850	1.2%
Mt. Bachelor Ski Resort	Recreation	730	1.0%
Wal-Mart (Region Wide)	Merchandise Store	642	0.9%
Bright Wood Corporation (Region Wide)	Windows/Doors	600	0.9%
Safeway (Region Wide)	Grocery Store	533	0.8%
Bend Memorial Clinic (Region Wide)	Health Care	500	0.7%
Fred Meyer	Merchandise Store	445	0.6%
TOTAL		9,910	14.1%

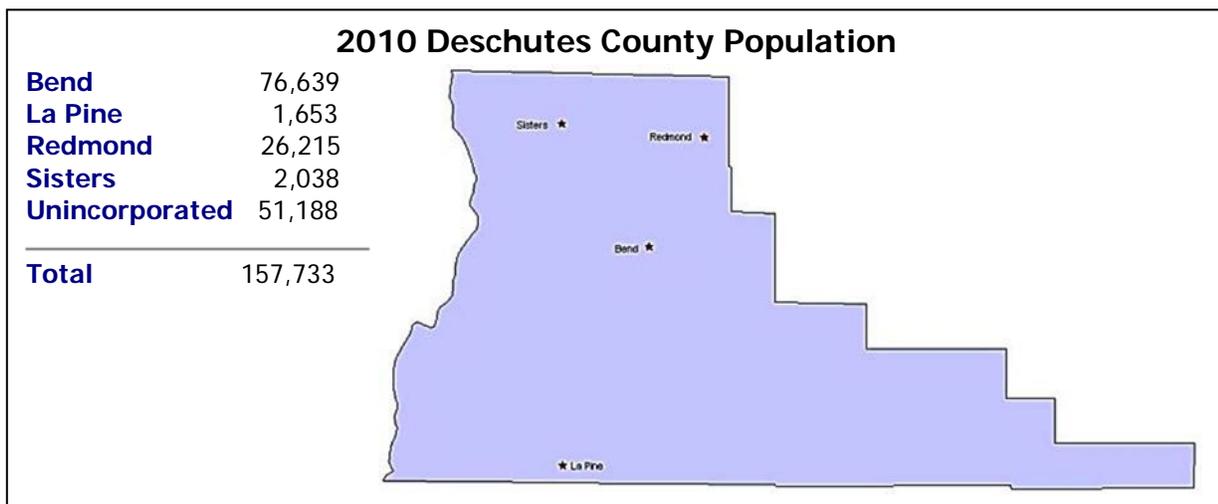
Source: Economic Development for Central Oregon, Central Oregon Profile

Bend Today

Bend is nestled on the Eastern side of the Cascade Mountain Range and little of the precipitation that is so often associated with “Oregon” actually makes it across the mountains. In fact, Bend receives an average of only 8-15 inches of precipitation per year and enjoys lots of sunny, blue skies which is one reason our city is ranked among the most desirable places to live by national magazines.



State of Oregon, By County; Source: League of Oregon Cities Webpage



Deschutes County; Source: League of Oregon Cities webpage
Population Data: <http://www.pdx.edu/prc/census-2010-data-oregon>

Bend has experienced exponential growth for most of the past decade. However, the area was hit hard by the impacts of the nation wide recession and the collapse in both the residential and commercial construction markets. Bend is slowly beginning to recover and like other areas, it is expected to take years to fully recover from this economic downturn. Despite this, Bend still offers many amenities for a city of its size. Aside from the sunny climate, the leading reasons people still continue to move to the region include year-round outdoor recreational activities, well established retail, top-rated restaurants, an award winning parks system and a thriving community as listed below.



Balloons Over Bend, Summer 2006
©2006 Dustin Mitsch / Alpen Exposure

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.

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



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

Statistical Information – 2010 Demographic Highlights

General Facts

Date of incorporation:	1905
Form of government:	Council/Manager
Population:	76,639
Area in square miles:	32.5

Full Time Equivalents: 453

Public Safety

'Hostile Fire' calls answered:	271
EMS calls answered:	6,096
Number of physical arrests:	3,616
Number of traffic violations:	9,355
Number of calls for Police service:	51,336

Public Works

Miles of streets:	435
Number of roundabouts:	26
City owned traffic signals:	65

Miles of water mains:	475
Number of fire hydrants:	5,074
Water service connections:	23,727
Daily average water use: (in millions of gallons)	11 mgd
Maximum daily capacity of water system (in millions of gallons):	31 mgd
Miles of sanitary sewer lines:	424
Sewer service connections:	27,280
Daily average treatment:	5.4 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

Residential permits processed:	175
Commercial permits processed:	23
Land use applications processed:	190
Building inspections completed:	17,165

Statistical Information – 2010-11 Principal Taxpayers

Taxpayer	Type	Taxable Assessed Valuation (in 000's)	Percent of Total Valuation
CVSC, LLC	Shopping center	\$ 36,382	0.5%
Pacificorp (PP&L)	Electric utility	35,751	0.4%
Touchmark at Mt. Bachelor Village LLC	Retirement community	35,099	0.4%
Deschutes Brewery, Inc.	Industrial manufacturing	29,555	0.4%
Qwest Corporation	Telephone utility	26,846	0.3%
Rivers Edge Investments, LLC	Real estate developer	24,764	0.3%
Bend Cable Communications	Cable utility	23,361	0.3%
Cascade Natural Gas Corporation	Gas utility	23,319	0.3%
Forum Holdings, LLC	Shopping center	23,240	0.3%
Bend Millwork Systems, Inc.	Construction products	19,549	0.2%
TOTAL		\$256,966	3.4%

Total 2010-11 Taxable Assessed Valuation for all taxpayers in the City of Bend was \$8.11 billion.

Source: Deschutes County Assessor's Office

Statistical Information - Property Tax Rates

Property Tax Rates - Direct and Overlapping Governments

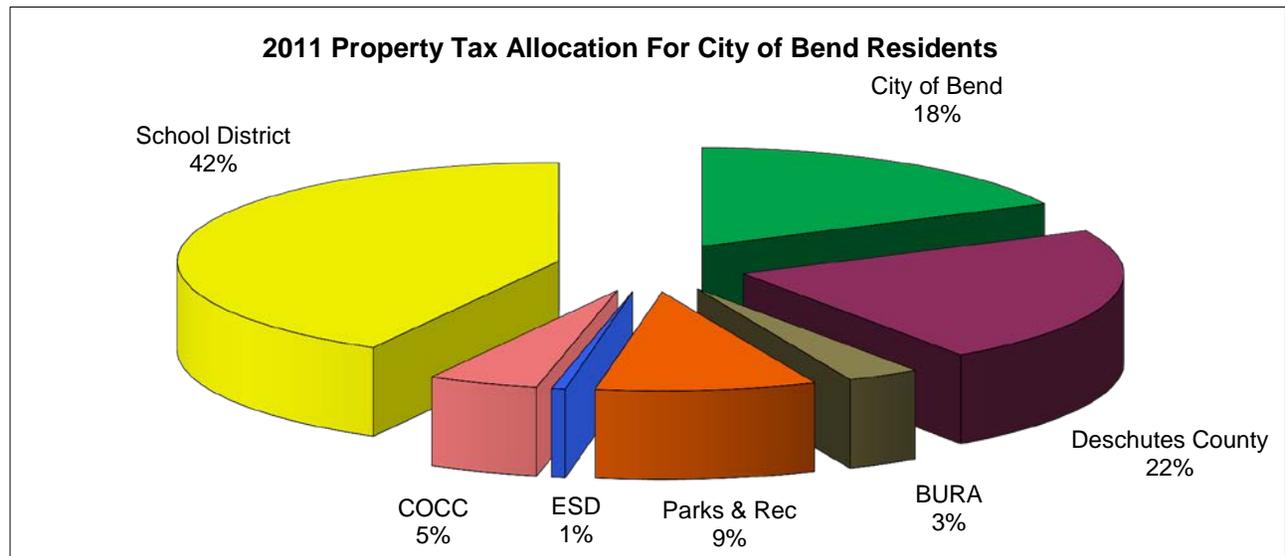
Last ten fiscal years

(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		
2002	2.80	0.17	2.97	1.46	3.34	0.10	0.74	6.05	14.67	
2003	2.77	0.23	3.00	1.46	3.29	0.10	0.74	6.58	15.16	
2004	2.77	0.39	3.16	1.45	3.31	0.09	0.73	6.43	15.16	
2005	2.77	0.40	3.17	1.45	3.31	0.09	0.72	6.38	15.11	
2006	2.78	0.37	3.14	1.45	3.31	0.09	0.72	6.34	15.04	
2007	2.77	0.38	3.15	1.46	3.26	0.09	0.71	6.31	14.98	
2008	2.78	0.40	3.18	1.45	3.28	0.09	0.71	6.26	14.97	
2009	2.78	0.41	3.19	1.45	3.52	0.09	0.70	6.30	15.25	
2010	2.77	0.44	3.21	1.45	3.52	0.09	0.61	6.44	15.33	
2011	2.76	0.48	3.24	1.45	3.48	0.09	0.72	6.49	15.48	

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, Bend Downtown Urban Renewal, Bend Juniper Ridge Urban Renewal and Murphy Crossing Urban Renewal Districts.



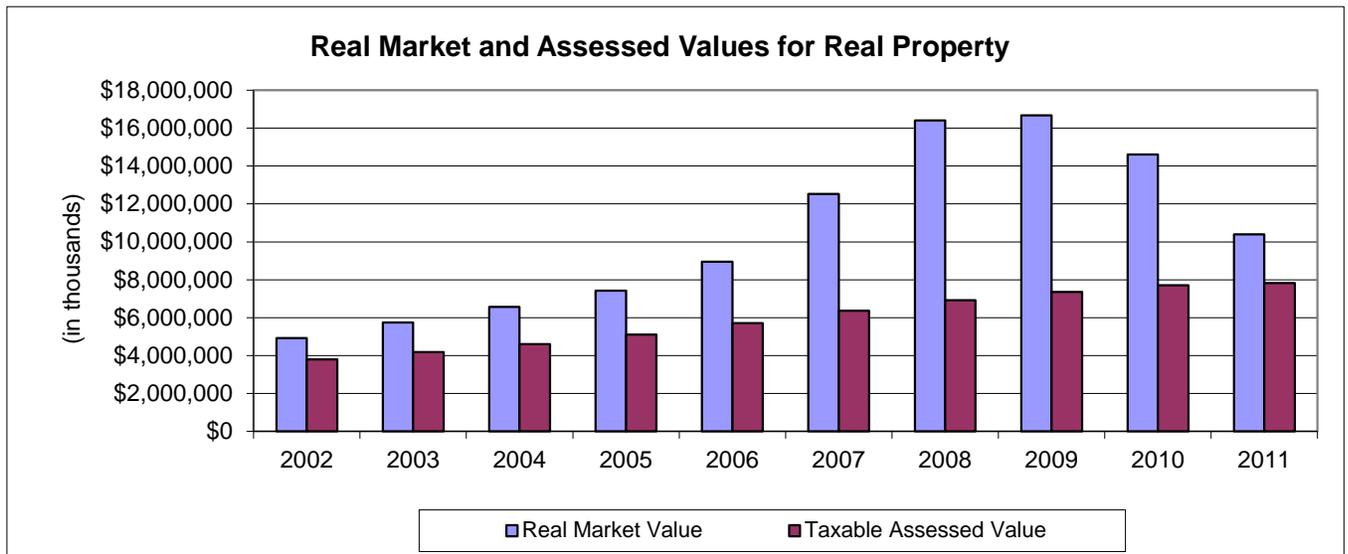
Statistical Information - Property Tax Values

Assessed and Estimated Actual Value of Taxable Property

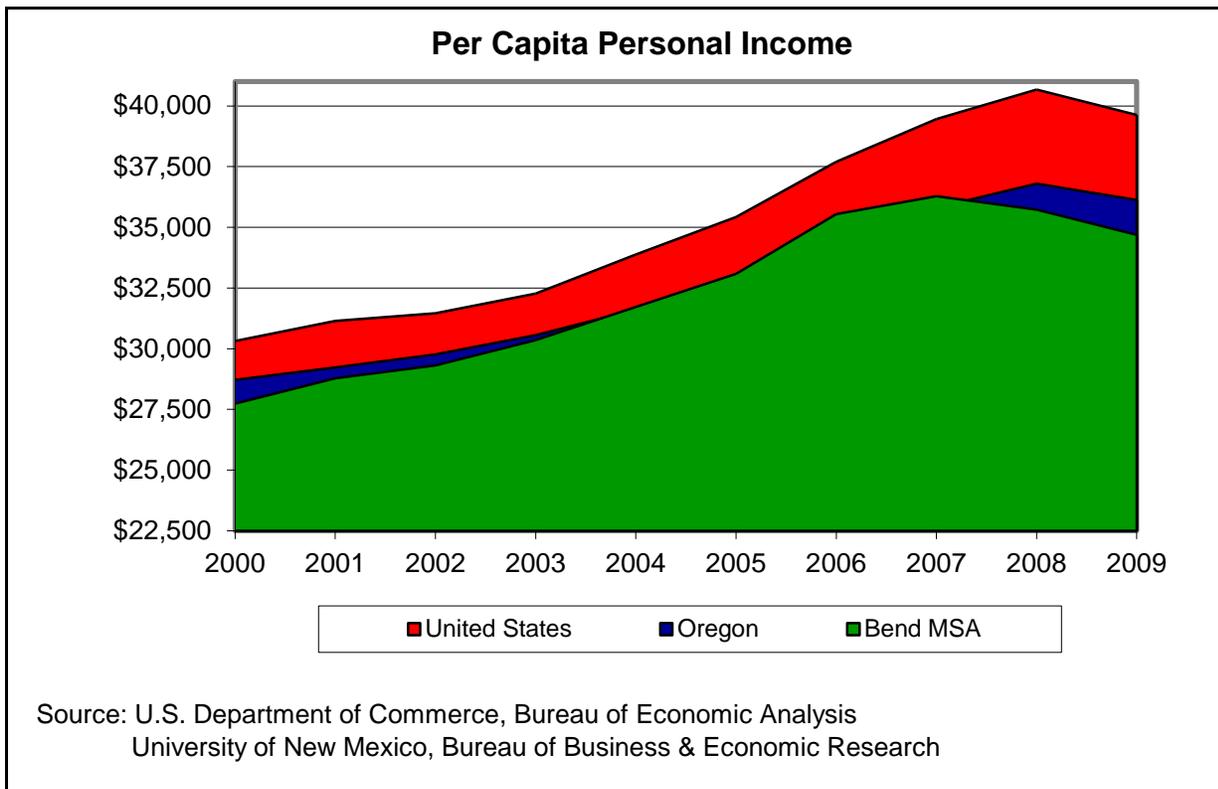
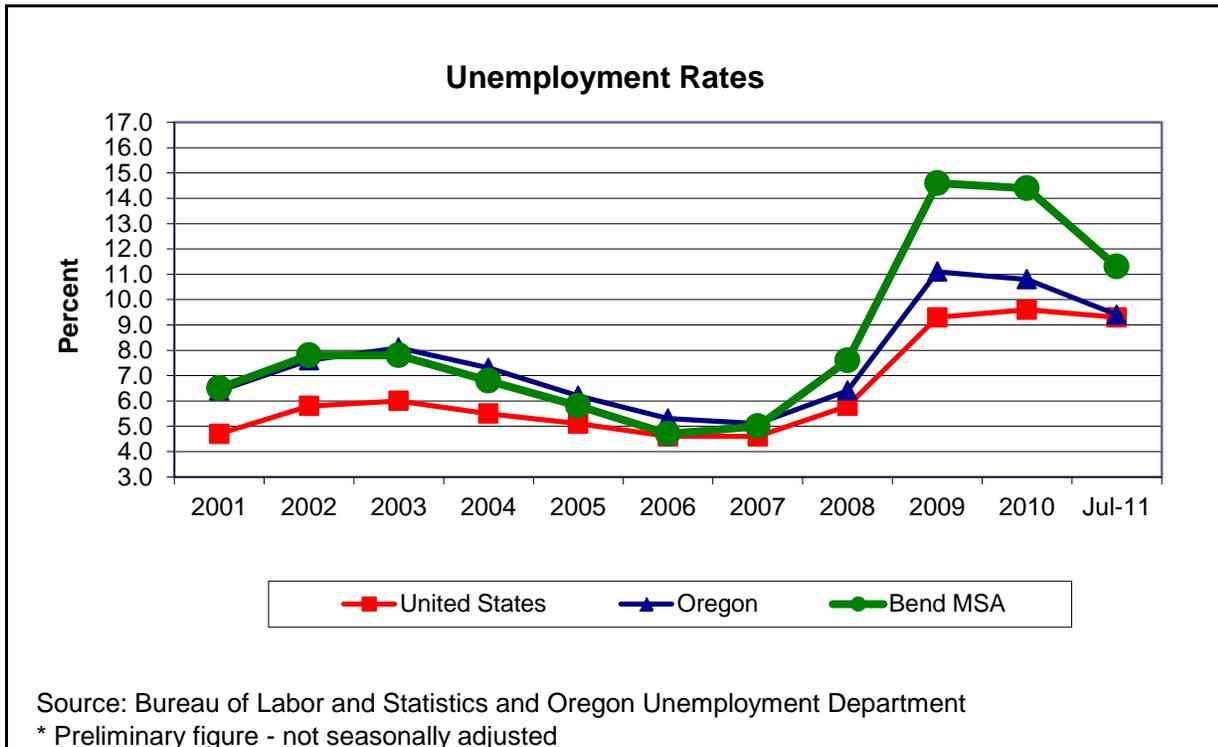
Last ten fiscal years
(amounts expressed in thousands)

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		
	2002	\$ 4,931,847	\$ 3,796,869	\$ 163,145	\$ 162,721	\$ 80,169	\$ 79,471	\$ 5,175,161		
2003	5,742,199	4,184,189	173,871	173,705	93,422	93,288	6,009,492	4,451,182	2.9900	74.1%
2004	6,572,581	4,602,246	177,321	177,310	95,810	95,722	6,845,712	4,875,278	3.0035	71.2%
2005	7,426,197	5,103,393	185,854	185,850	104,835	104,619	7,716,886	5,393,862	3.0435	69.9%
2006	8,946,076	5,712,230	213,276	210,382	92,809	92,621	9,252,161	6,015,233	3.0235	65.0%
2007	12,525,855	6,369,945	244,131	237,308	97,149	95,837	12,867,135	6,703,090	3.0301	52.1%
2008	16,406,331	6,919,574	262,202	261,192	116,469	113,748	16,785,002	7,294,514	3.0630	43.5%
2009	16,681,314	7,363,016	278,212	277,511	124,738	123,844	17,084,264	7,764,371	3.1864	45.4%
2010	14,609,907	7,713,718	264,817	264,789	130,071	129,652	15,004,795	8,108,159	3.2115	54.0%
2011	10,394,261	7,821,267	251,702	251,697	146,568	145,422	10,792,531	8,218,386	3.2435	76.1%

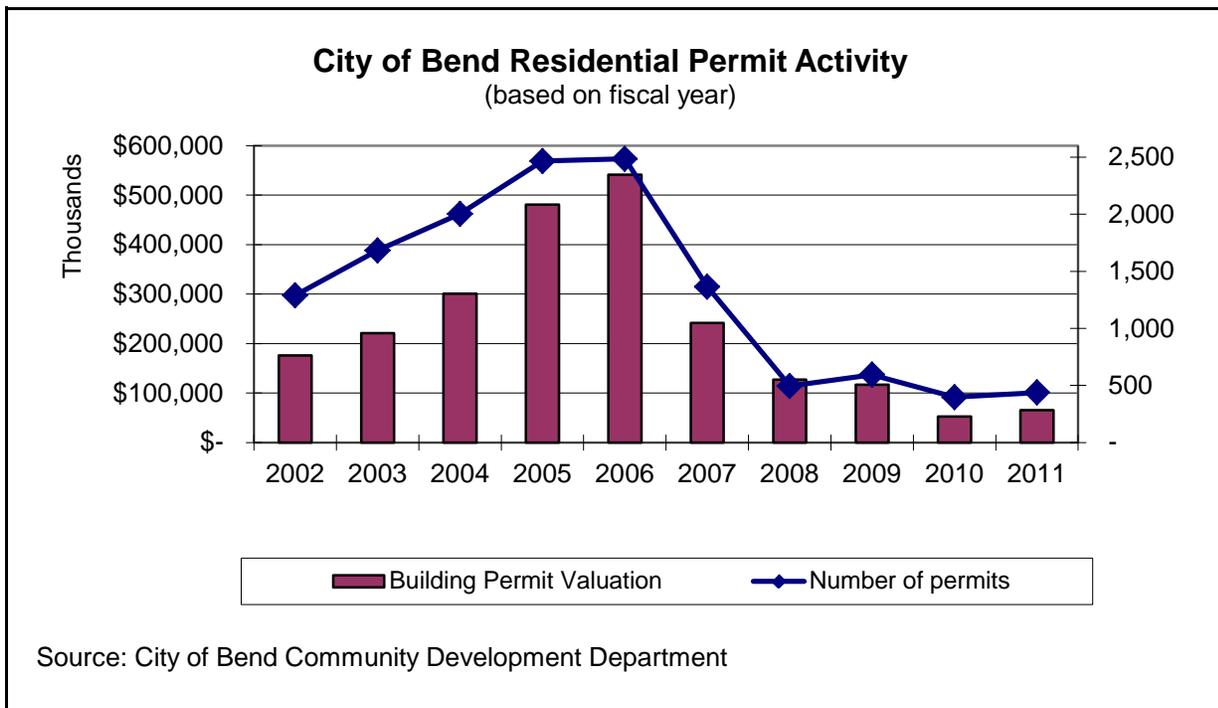
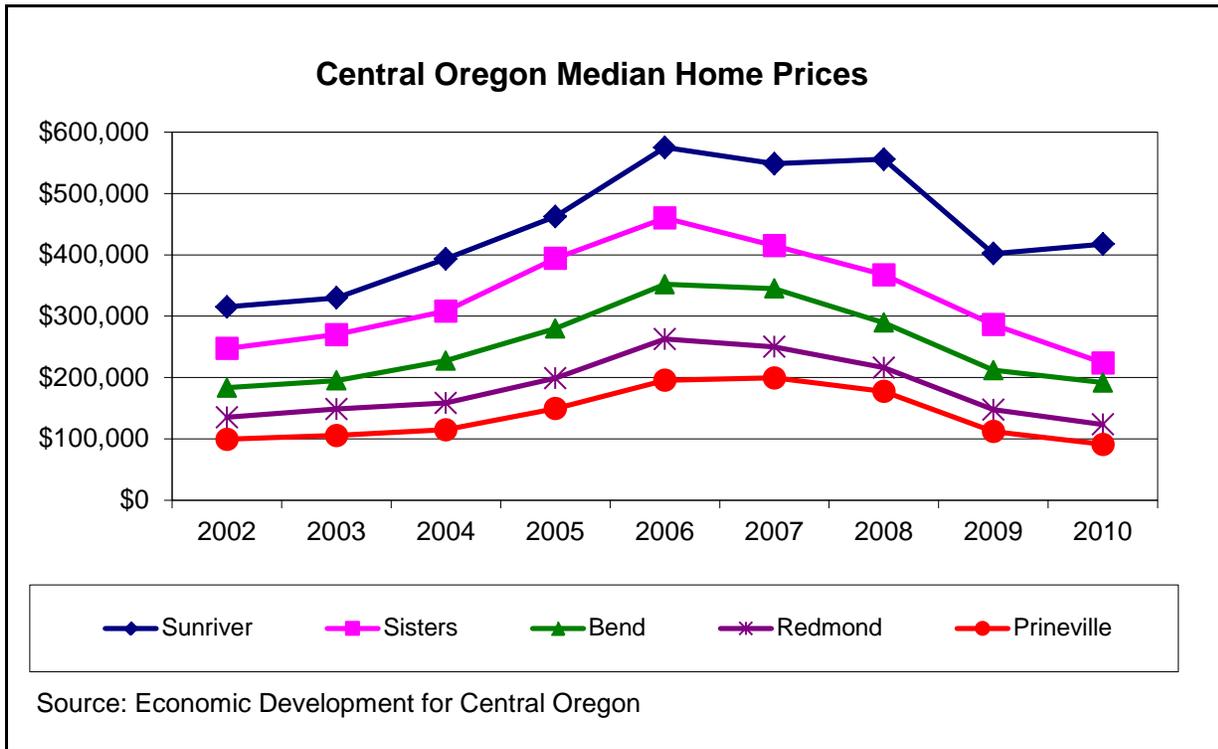
Source: Deschutes County Assessor's Office



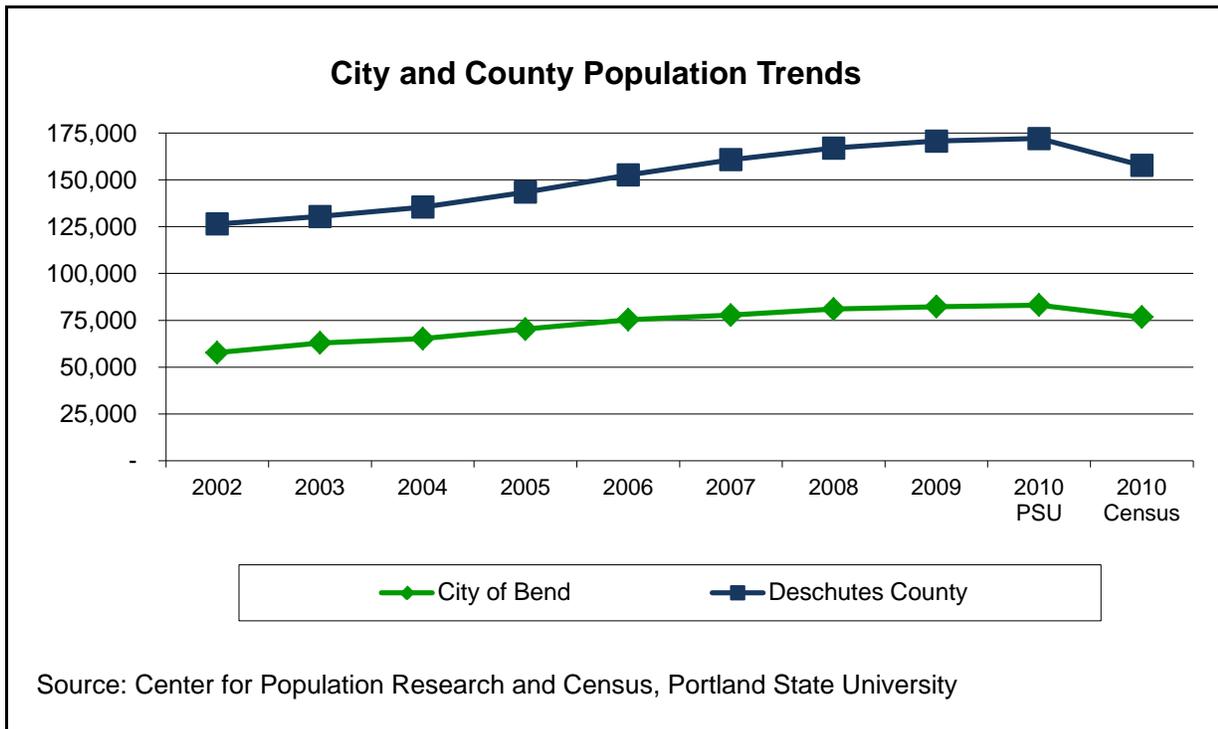
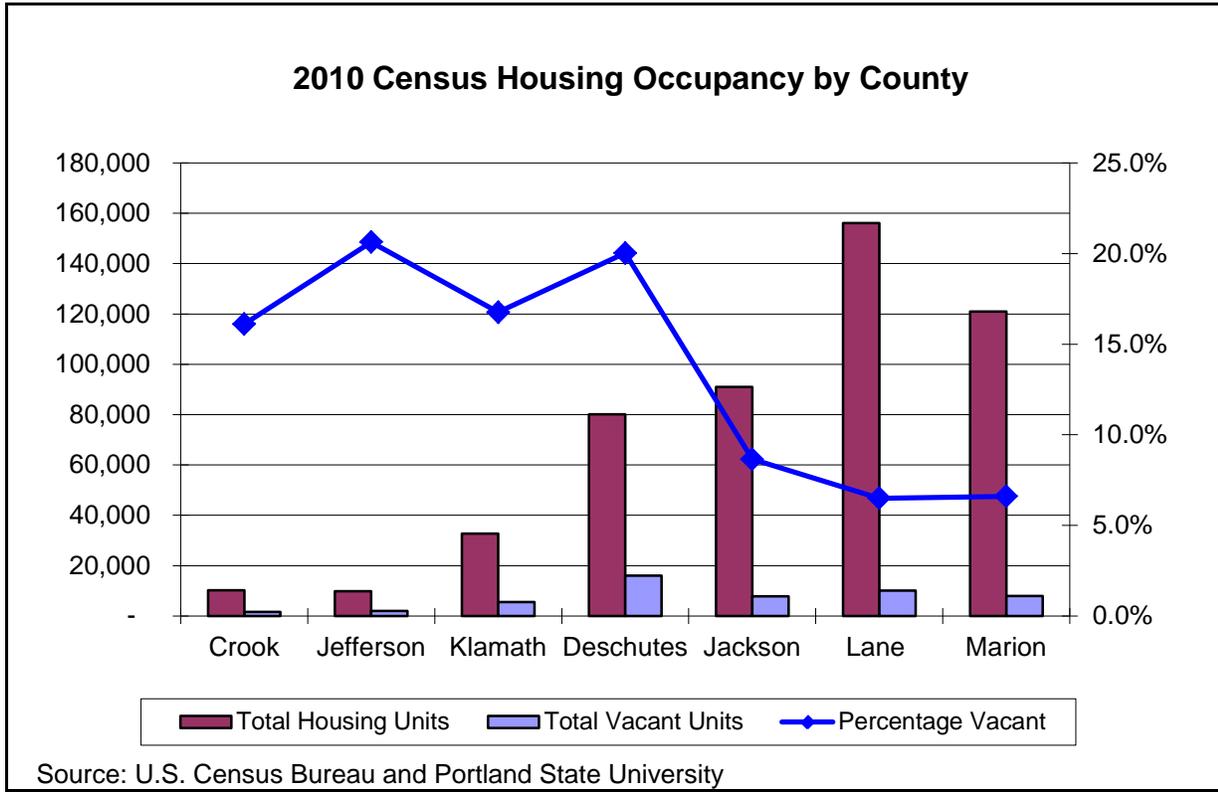
Statistical Information - Economic Comparisons



Statistical Information - Housing Comparisons



Statistical Information - Housing 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 citywide.

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 and are televised 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.ci.bend.or.us, 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.

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:

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.

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.

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 does two important things:

- ✧ Establishes standard procedures for preparing, presenting, and administering the budget
- ✧ Requires citizen involvement in the preparation of the budget and public disclosure of the budget before its formal adoption

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. Several weeks 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 fiscal year exceed 15% of the total 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

2011-2013 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 2011 – 2013 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 capital improvement programs and vehicle/equipment plan submitted with schedules and project descriptions ▪ 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 2011 – 2013 changes made by the Budget Officer ▪ Publish first & second Notice of Budget Committee Meeting

JANUARY
<ul style="list-style-type: none"> ▪ 2011 – 2013 Personal Services (salaries and benefits) budgets are completed ▪ 2011 – 2013 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed ▪ Inter-department service requests among departments submitted

MAY
<ul style="list-style-type: none"> ▪ 2011 – 2013 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"> ▪ 2010 – 2011 materials and services expenditure projections submitted by the departments ▪ 2011 – 2013 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 2011 – 2013 Biennial Budget ▪ The 2011 – 2013 Biennial Budget goes into effect July 1, 2011

Fiscal Policies

The following Fiscal Policies were adopted by the City Council November 18, 2009.

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.

<h3>Revenue Policies</h3>

- ✧ 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.
- ✧ 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 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 at the fund, departmental or program level as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.

- ✧ The full time equivalent (FTE) for each operating fund or department shall be brought before City Council for adoption with the budget, and any changes mid-budget cycle shall also be authorized by the City Council.
- ✧ All supplemental appropriations for programs or additional personnel (appropriations requested after the original budget is approved) will be analyzed by the Finance Department and will only be approved 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 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 budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.
- ✧ The City Manager will administer expenditure control at the category level and program or divisional level. Additionally, the City Manager may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels require approval of the City Manager, Budget Officer or Finance Director. Any increase in a budget category anticipated to exceed \$100,000 requires City Council approval.
- ✧ 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 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 protected through 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 the project financed exceed the cost of financing including interest costs,
 - 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 the Oregon Revised Statutes.
- ✧ The City will strive to maintain its current credit ratings which are (as provided by Moody's Investor Services): Aa3 for General Obligation Bonds, A1 for Full Faith and Credit Obligations, A1 for Water Revenue Bonds and A1 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.
- ✧ The City will comply with all bond covenants, arbitrage requirements, disclosure and other requirements specified by law.

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 2011-2013 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, business advocacy and code enforcement. The principal sources of revenue include property taxes, franchise fees, intergovernmental revenues, transient room taxes and fines.

Bend Urban Renewal Agency (BURA) General Fund

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

Special Revenue Funds

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

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.

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.

Fire/EMS Fund

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

Building Fund

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

Planning Fund

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

Private Development Engineering Fund

This fund is used to account for the expenditures of the City's Private Development Engineering Department which provides engineering review and inspection services. Funding for this department is provided through engineering fees.

Special Revenue Funds - continued

Transportation Operations and Planning Fund

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

System Development Charges (SDC) Fund

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

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.

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.

Debt Service Funds - continued

Local Improvement District (LID) Debt Service Fund

This fund accounts for the debt service associated with Special Assessment Debt issued under the Bancroft Bonding Act. Special Assessment debt is issued to finance LID improvements that benefit properties within the LID. Properties benefited are assessed for the improvements and may repay the assessment over a term of 10 years. The principal source of revenue for the repayment of debt is assessment loan collections from the property owners.

Bend Urban Renewal Agency (BURA) - Downtown Debt Service Fund

This fund accounts for the debt service associated with the tax increment debt issued to finance projects in the downtown urban renewal area. The principal source of revenue is property taxes on new growth or assessed value increment in the downtown urban renewal area.

Bend Urban Renewal Agency (BURA) – Juniper Ridge Debt Service Fund

This fund accounts for the debt service associated with debt 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.

General Obligation Bond Debt Service Fund

This fund accounts for the debt service associated with debt issued for the General Obligation Bond transportation construction projects. The principal source of revenue to pay the debt comes from property taxes.

Capital Project Funds

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

Transportation Construction Fund

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

Capital Projects Funds - continued

Accessibility Construction Fund

This fund accounts for accessibility related improvements to sidewalks, curbs, parking stalls and bus stops. General Fund discretionary revenues, grants and full faith and credit obligation bonds are used to fund these improvements.

BURA - Downtown Construction Fund

This fund accounts for construction projects related to the Downtown Urban Renewal Area of the Bend Urban Renewal Agency. As provided by Oregon Revised Statutes, funding for this activity is derived through tax increment debt financing.

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.

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. As provided by Oregon Revised Statutes, funding for this activity is derived through tax increment debt financing.

Permanent Fund

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

Cemetery Permanent Maintenance Fund

This fund accounts for the perpetual care endowment of the City's cemetery. As provided by Oregon Revised Statutes, funding for this activity is derived through gross sales 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.

Enterprise Funds - continued

Water Reclamation Fund

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

Stormwater Fund

This fund accounts for the operation of the stormwater utility.

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.

Airport Fund

This fund accounts for the operation of the Bend municipal airport. The principal sources of operating revenue are hangar and ground leases. Expenditures are for the administration, maintenance and improvement of the airport facilities

Downtown Parking Fund

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

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:

Administrative and Financial Services Division

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

Legal Services Division

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

Internal Service Fund – continued

Information Technology Division

This division accounts for the operation of the City's Information Technology department which manages 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 and Wall Street Plaza, Bond and Franklin Annexes, Public Works buildings, the Police facility and the Transit Operation Facility. Revenues are generated from rent charges developed through the City's Cost Allocation Plan to the departments occupying the buildings.

Public Works Administration Division

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

Public Works Laboratory Division

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

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.

Engineering Division

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

Risk Management 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

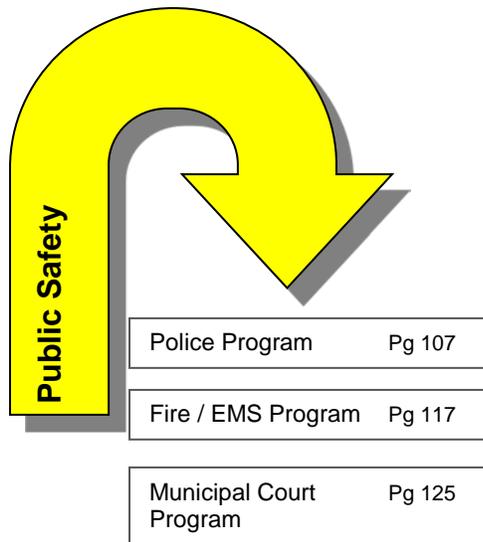
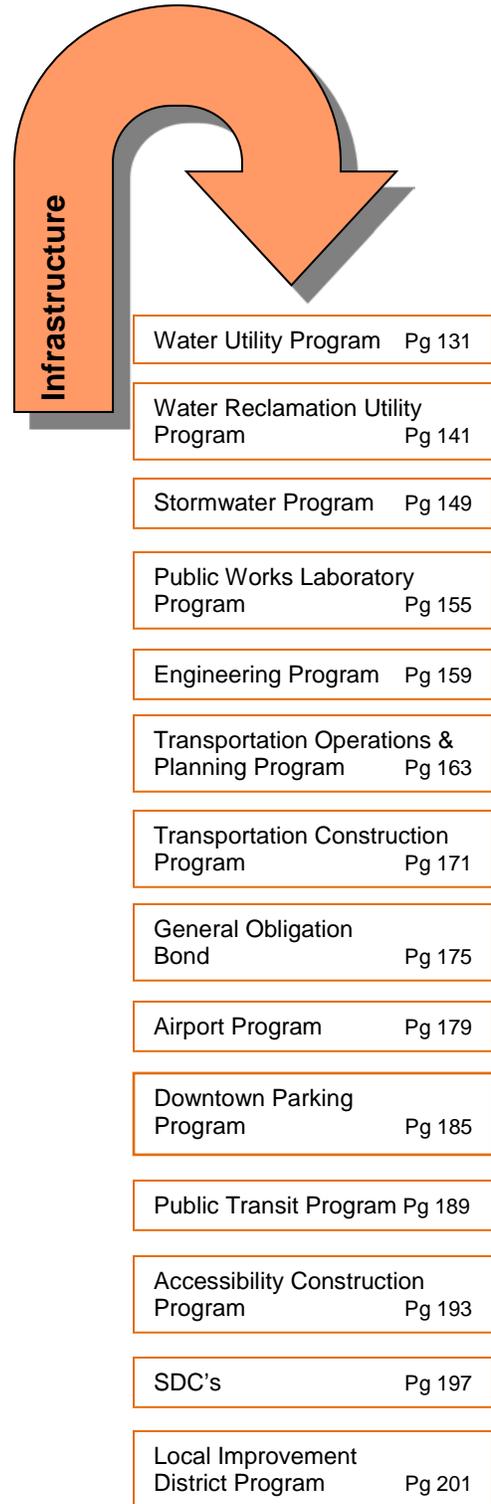
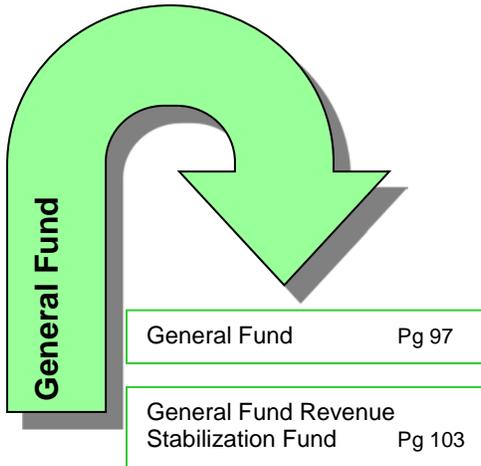
The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and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

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

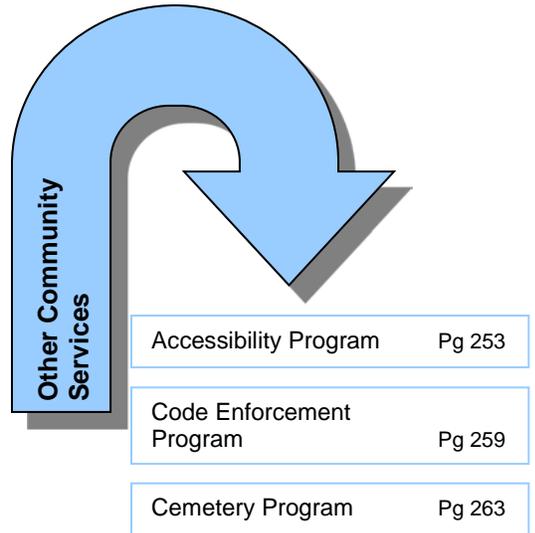
The City maintains its accounting records on the budget basis (modified accrual basis) throughout the year and makes adjustments at year-end for financial reporting to reflect GAAP basis as needed. Examples of GAAP basis adjustments include:

- 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 an expenditure 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.

Budget Organization



Budget Organization



Long – Term Planning

In 2008, the City of Bend embarked on its first Five Year Long Term Financial Plan (LTFP) to assess the long term financial implications of current and proposed policies, programs and assumptions. Early indications showed structural deficits where revenues are insufficient to support the level of programs and services being provided to the citizens of Bend. The purpose of the LTFP is to show the magnitude of the decisions that must be made in order to keep each of the City's funds in balance.

The LTFP should not be confused with the City's budget. The budget is the City's legal authority for spending. The budget focuses on the near-term future; it is very detailed and it must be balanced between resources and requirements. In comparison, the LTFP has a longer time frame, is less detailed and is not legally binding. However, by identifying long-term funding gaps and showing the future impact of today's decisions, the LTFP can help management develop budget strategies and prioritize the use of limited resources.

The City's LTFP is based on a spreadsheet model that was developed for the City by an external consultant, FCS Group. The City's Finance staff then developed revenue and expenditure forecasts by analyzing historical data, performing regression analysis and economic modeling, consulting with industry experts or a combination of these techniques. Finance staff also obtained information from departments about operating needs, one-time expenditures and department-specific revenues. Finally, the revenue and expenditure assumptions were reviewed for reasonableness by a task force of finance professionals and by FCS Group.

While the Long Term Plan has not been officially adopted by the City Council, the base model continues to be refined for future planning in certain City services. A five year model has been created from the base model for future General Fund and public safety requirements. This model was used as the basis of the Bend Public Safety Funding Committee recommendations presented to the City Council at a December 2010 work session. Models for downtown parking and the airport have also been created from the base model for internal projections. The City also has separate ten year financial models for water and sewer operations that was created by an external consultant, Galardi Consulting and is updated by City staff. These models are being used to project future rate increases that will be necessary to cover the major water and sewer infrastructure projects the City will need to undertake in the next decade.

Strategic Planning

In October 2009, the City started a Strategic Planning process to realign its focus on core services. These service areas were identified as Public Safety, Infrastructure, Community and Economic Development and Administration and Support.

As part of developing this plan, a city-wide employee survey was conducted to receive feedback of employee's opinions of the City's day to day operation. Some common issues mentioned for improvement were an improved performance evaluation process, more top down communication, policies and procedures to be documented for consistent application and more interdepartmental cooperation.

The City's Executive Management Team then used these results along with additional feedback and identified the following five long term goals that would be the core of the city-wide plan.

- Improve Teamwork
- Promote Employee Success
- Achieve Financial Stability
- Economic Development
- Provide Excellent Public Service

In addition to a city-wide strategic plan, each department was asked to create their own strategic plan. By doing this, departments can begin to develop performance management practices, identify performance measures and start focusing on program based budgeting.

As the following pages show, for each of the city-wide goals there have been objectives assigned to them. Most are expected to take between 90-180 days to complete. Some objectives are ongoing or can take several months up to a few years to complete. These objectives are further categorized as:

- City Council goals
- Retained as a city-wide strategic plan objective
- Transferred to a specific department as an objective for their strategic plan
- Completed objectives or ones that have been moved or combined with other objectives

The priority date for the objective is when each is to get underway. For those objectives that are long term in nature, and have gone beyond the initial implementation stages but still are not close to completion, they have been assigned a status of "well underway".

Each quarter, the Executive Management Team meets for a half-day session to focus on continuing to develop and implement the plan and to work through and share solutions for issues that have arisen.

City of Bend Strategic Plan

LONG TERM GOAL #1 - Improve Teamwork		
<i>Develop and update systems, policies and procedures to improve operational efficiency and interdepartmental cooperation.</i>		
City Council Goals (Public Safety)		
Priority	Individual Objectives	Status
Mar. 2011	Update Chapter 7 of the Bend Code - Special Events	Complete
Retained - City Wide Focus		
Priority	Individual Objectives	Status
Ongoing	NEW OBJECTIVE: Improve Communication and Team Work	Ongoing
Ongoing	NEW OBJECTIVE: Improve Communications with City Council	Ongoing
Jun. 2010	Delineation of Internal Services v. Operational Procedures / Policies	Well Underway
Jun. 2010	Develop a Document (Content) Management System	On Hold
Jun. 2010	Replace Sungard	On Hold
Dec. 2013	Sustainability	Ongoing
Transfer to Department Strategic Plans		
Priority	Individual Objectives	Status
Dec. 2010	Update HR Policies	Well Underway. Move to HR Strategic Plan
Dec. 2010	Update the Development Code	Well Underway. Move to CDD Strategic Plan
Dec. 2010	Review and update Council policies	Complete. Move to Admin Strategic Plan
Dec. 2012	Documentation of our Assets	Move to PW Strategic Plan
Completed or Moved		
Priority	Individual Objectives	Status
Jan. 2010	Update Financial Policies	Complete
Mar. 2010	Revisit Business License Program	Complete
Mar. 2010	Review and implement Development Review Procedures	Complete
Mar. 2010	Special Events Program	Complete
Jun. 2010	Clean up the Bend Code - Chapters 1 & 7	Complete
Sep. 2010	Adopt updated Standards and Specifications	Complete
Dec. 2010	Review, Update & track City-wide forms	Complete
Dec. 2010	Develop a Shared Pool of In-House Meeting Facilitators	Complete
Dec. 2010	Update or Create Departmental Specific Strategic Plans	Complete
LONG TERM GOAL #2 - Promote Employee Success		
<i>Provide programs and training for professional growth, employee evaluation, and wellness.</i>		
Retained - City Wide Focus		
Priority	Individual Objectives	Status
Ongoing	NEW OBJECTIVE: Develop a City-wide Training Program	Underway
Sep. 2011	Formalize a City-wide Performance Evaluation Program	Well Underway
Sep. 2010	Initiate Cross-Departmental Outreach Opportunities	Well Underway
Transfer to Department Strategic Plans		
Priority	Individual Objectives	Status
Jun. 2010	Formalize a new Employee Orientation	Underway. Move to HR Strategic Plan.
Dec. 2010	Develop a Wellness Program	Underway. Move to HR Strategic Plan.
Dec. 2011	Develop a Succession Planning Program	Underway. Move to HR Strategic Plan.
Dec. 2011	Implement Performance Based Salary Structure	Underway. Move to HR Strategic Plan.
Completed or Moved		
Priority	Individual Objectives	Status
Sep. 2010	Initiate a Leadership Academy	Combined and moved to Training Goal above.
Dec. 2010	Develop a Supervisory & Management Training Program	Combined and moved to Training Goal above.

City of Bend Strategic Plan cont.

LONG TERM GOAL #3 - Achieve Financial Stability <i>Develop and implement strategies for a sustainable financial future.</i>		
City Council Goals (Public Safety)		
Priority	Individual Objectives	Status
Jun. 2011	Hold a joint meeting with the Rural Fire District Board to discuss long-term funding options for Fire/EMS services.	Well Underway
Jun. 2011	Present updated Fire Deployment Plan and Police Staffing Plan to Council	Well Underway
Retained - City Wide Focus		
Priority	Individual Objectives	Status
Dec. 2010	Program-based Budgeting (PILOT)	Underway
May. 2011	Budget Reduction Strategy	Well Underway
Dec. 2013	Centralized Fleet Model	Not Started
Transfer to Department Strategic Plans		
Priority	Individual Objectives	Status
Jun. 2010	Funding plan for Engineering	Ongoing. Move to Finance Department Strategic Plan.
Jun. 2010	Dedicated grant opportunity finder	Ongoing. Move to Finance Department Strategic Plan.
Sep. 2010	Review Ordinance (Cost recovery policy)	Move to Finance Department Strategic Plan.
Completed or Moved		
Priority	Individual Objectives	Status
Jun. 2010	Long Term Financial Plan w/ Financial Strategies	Ongoing
Sep. 2010	Public Safety Operational Levy	Completed
Dec. 2011	Separate Transit District	Completed
Dec. 2011	Balance revenue with service levels	Remove / Implied in other Objectives
Dec. 2012	Separate Fire District	Option not advanced by Council.
Dec. 2013	Set up Public Safety Funding Committee	Completed
Dec. 2013	Restore Reserves	Ongoing
LONG TERM GOAL #4 - Economic Development <i>Plan for future growth and long term community needs through upgrading existing infrastructure and investing in improvements</i>		
City Council Goals (Economic Development and Infrastructure)		
Priority	Individual Objectives	Status
Sep. 2011	Implement the BEDAB Strategic Plan	Started
Jun. 2011	Market Juniper Ridge property and explore public/private partnerships	Started
Jun. 2011	Apply for Grants to implement the Central Area Plan	Started
Jun. 2011	Manage the financial, legal, operational and design process for maximum cost-effectiveness on the Surface Water Project, SE Interceptor, WWTP Expansion, Major Road Projects and 3rd St. Underpass	Underway
Jun. 2011	Achieve an equitable utility rate structure	Underway
Sep. 2011	Public Facility Plans	Well Underway
Sep. 2011	Improve street and pedestrian conditions	Ongoing
Dec. 2011	Complete and implement the Airport Master Plan	Underway
Ongoing	Ensure that accessibility is an integral part of all City projects and	Ongoing
Retained - City Wide Focus		
Priority	Individual Objectives	Status
Jun. 2011	Complete Public Facility Plans	Underway

City of Bend Strategic Plan cont.

LONG TERM GOAL #4 - Economic Development cont.		
<i>Plan for future growth and long term community needs through upgrading existing infrastructure and investing in improvements</i>		
Transfer to Department Strategic Plans		
Priority	Individual Objectives	Status
Sep. 2010	Annexation Policies	Pending outcome of UGB Expansion. Move to CDD Strategic Plan
Dec. 2010	Focused Public Infrastructure Strategy/Plan	Well Underway. Move to Public Works Strategic Plan
Dec. 2011	Planning re-development of City Hall block	Not Started. Move to Admin Strategic Plan
Dec. 2012	Accessibility	Ongoing. Move to Legal Strategic Plan
Dec. 2012	Master Developer for Juniper Ridge	Not Started. Move to Admin Strategic Plan
Completed or Moved		
Priority	Individual Objectives	Status
Dec. 2012	In House Economic Development	Complete

LONG TERM GOAL #5 - Provide Excellent Public Service		
<i>Develop and implement practices to improve the public's experience in accessing information and receiving services.</i>		
City Council Goals (Public Safety and Other Priority Projects)		
Priority	Individual Objectives	Status
Jun. 2011	Initiate a citizen-led Charter Review Committee	Started
Jun. 2011	Televise work sessions and conduct focused open-line meetings on hot topics	Well Underway
Jun. 2011	Launch Bend 101 Citizens Academy	Complete
Sep. 2011	Launch the City's new website, including on-demand and streaming of City Council meetings	Well Underway
Sep. 2011	Complete the RFP Process for analyzing alternatives for Mirror Pond	Underway
Dec. 2011	Increase volunteer opportunities with the City	Well Underway
Dec. 2011	Address downtown safety issues	Underway
Retained - City Wide Focus		
Priority	Individual Objectives	Status
Jun. 2010	Modernization of Customer Service Mediums	On Hold
Ongoing	Implementation of Customer Service Team	Ongoing
Transfer to Department Strategic Plans		
Priority	Individual Objectives	Status
Dec. 2011	Enhanced Communications Program	Well Underway. Move to Admin Strategic Plan.
Completed or Moved		
Priority	Individual Objectives	Status
Mar. 2010	Direct Donation Program (Finance)	Complete
Mar. 2010	Volunteer Efforts	Complete
Mar. 2010	City Hall Greeter	Complete
Dec. 2011	Replace Website	Complete

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2011-2013 Adopted Biennial Budget Summary by Service Area

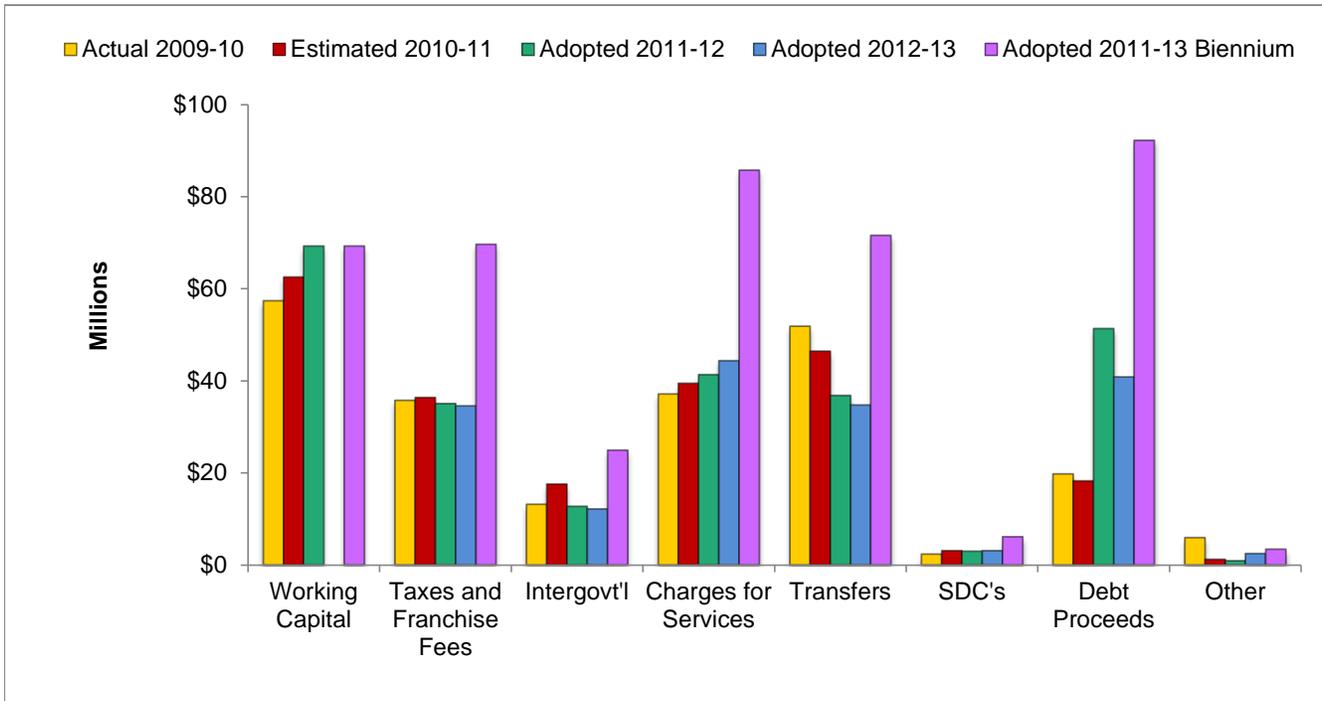
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety (Includes Police, Fire and Municipal Court)	Infrastructure	Community & Economic Development	Other Community Services	Administration	2011-13 Total City
RESOURCES							
Beginning fund balance	\$ 9,293,830	\$ 2,564,800	\$ 42,516,800	\$ 6,047,574	\$ 590,976	\$ 8,266,072	\$ 69,280,052
Property taxes	41,654,600	-	3,828,000	2,266,100	-	-	47,748,700
Transient room taxes	4,802,600	-	-	2,058,200	-	-	6,860,800
Franchise fees	12,089,100	-	3,005,000	-	-	-	15,094,100
Intergovernmental revenues	4,501,900	5,559,900	13,036,650	1,546,111	-	305,700	24,950,261
Licenses and permits	616,700	-	47,800	4,844,400	-	-	5,508,900
Charges for services	186,300	4,658,800	68,022,800	3,155,000	118,000	493,500	76,634,400
System improvement fees	-	-	5,998,100	-	-	-	5,998,100
Fines and forfeitures	2,182,600	-	-	-	-	-	2,182,600
Assessments	-	-	-	250,000	-	-	250,000
Investment income	187,900	8,000	885,800	91,200	6,000	102,300	1,281,200
Loan repayments	-	-	168,400	1,769,200	-	-	1,937,600
Miscellaneous	500	12,100	1,669,310	66,300	-	280,100	2,028,310
Sale of capital assets	-	-	-	1,506,610	-	-	1,506,610
Debt Proceeds	-	-	89,530,000	791,150	-	-	90,321,150
Interfund activity:							
General fund subsidy	-	18,740,600	4,100,000	1,787,000	24,000	1,430,000	26,081,600
General fund revenues allocated to:							
Police	(35,845,791)	35,845,791	-	-	-	-	-
Business advocacy	(616,610)	-	-	616,610	-	-	-
Accessibility program	(533,992)	-	-	-	533,992	-	-
Code enforcement	(240,403)	-	-	-	240,403	-	-
Municipal court	(1,138,371)	1,138,371	-	-	-	-	-
Interfund charges & tfrs	1,778,700	18,000	11,770,336	217,700	6,000	31,723,957	45,514,693
TOTAL RESOURCES	\$ 38,919,563	\$ 68,546,362	\$ 244,578,996	\$ 27,013,155	\$ 1,519,371	\$ 42,601,629	\$ 423,179,076

**2011-2013 Adopted Biennial Budget
Summary by Service Area**

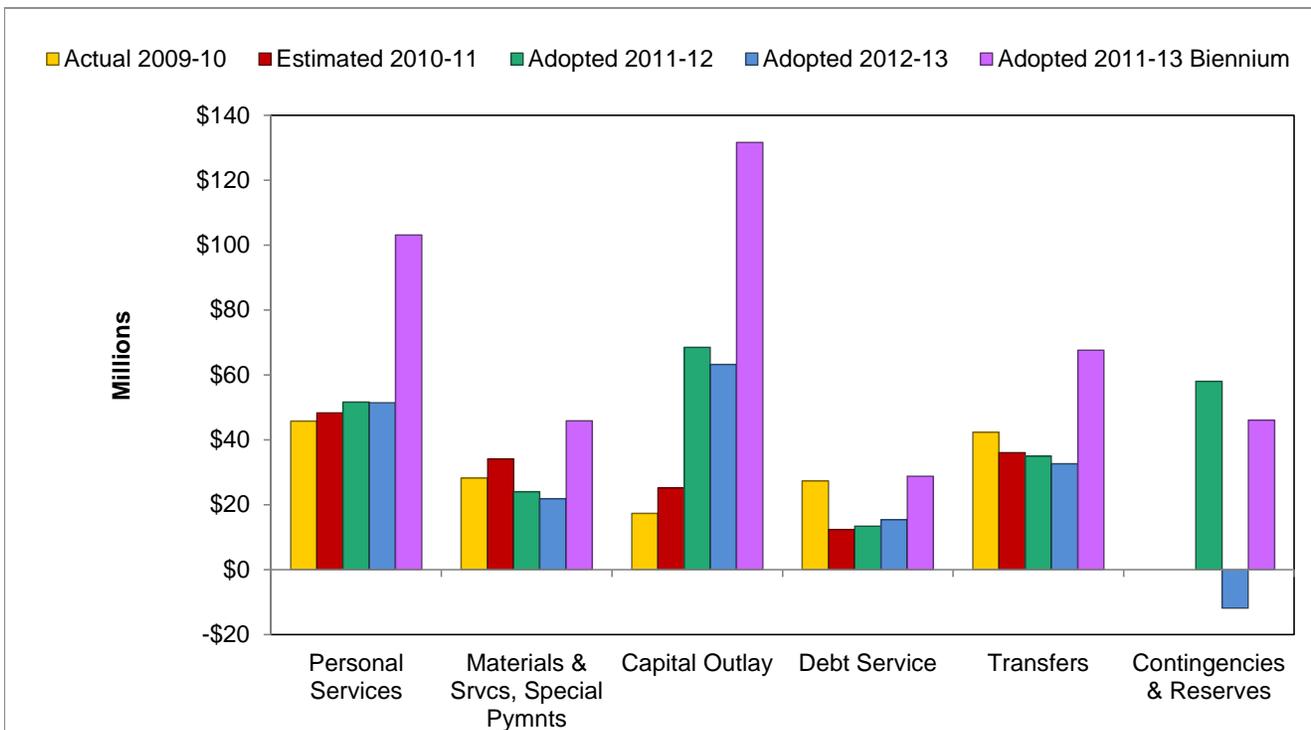
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety (Includes Police, Fire and Municipal Court)	Infrastructure	Community & Economic Development	Other Community Services	Administration	2011-13 Total City
REQUIREMENTS							
Personal services	\$ -	\$ 52,741,015	\$ 27,267,312	\$ 8,356,036	\$ 567,104	\$ 14,240,456	\$ 103,171,923
Materials & services/special pymnt.	2,905,800	4,988,235	18,634,995	8,339,211	55,526	10,952,982	45,876,749
Capital outlay:							
Vehicle/equipment	-	590,700	7,362,200	-	-	619,500	8,572,400
Construction/infrastructure	-	-	119,892,300	1,896,966	-	1,337,500	123,126,766
Total capital outlay	-	590,700	127,254,500	1,896,966	-	1,957,000	131,699,166
Debt service	-	1,219,200	19,523,000	2,584,900	-	5,468,000	28,795,100
Interfund activity:							
General fund subsidies	26,081,600	-	-	-	-	-	26,081,600
Interfund transfers	1,160,800	7,788,500	27,163,736	2,062,600	293,900	3,048,972	41,518,508
Contingency Reserves	7,243,263	862,312	12,759,029	1,663,042	8,165	445,734	22,981,545
	1,528,100	356,400	11,976,424	2,110,400	594,676	6,488,485	23,054,485
TOTAL REQUIREMENTS	\$ 38,919,563	\$ 68,546,362	\$ 244,578,996	\$ 27,013,155	\$ 1,519,371	\$ 42,601,629	\$ 423,179,076
Unappropriated fund balance	-	-	-	-	-	-	-
TOTAL	\$ 38,919,563	\$ 68,546,362	\$ 244,578,996	\$ 27,013,155	\$ 1,519,371	\$ 42,601,629	\$ 423,179,076

Combined Summary of Financial Sources and Uses

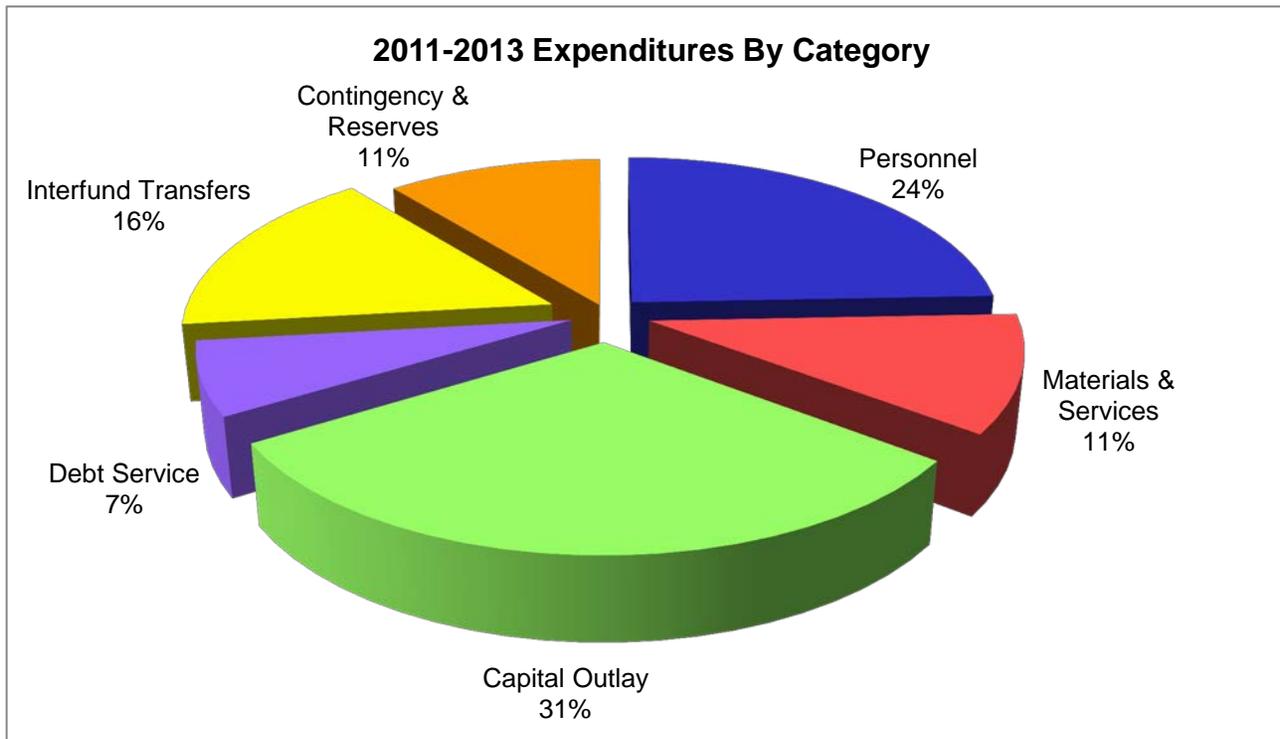
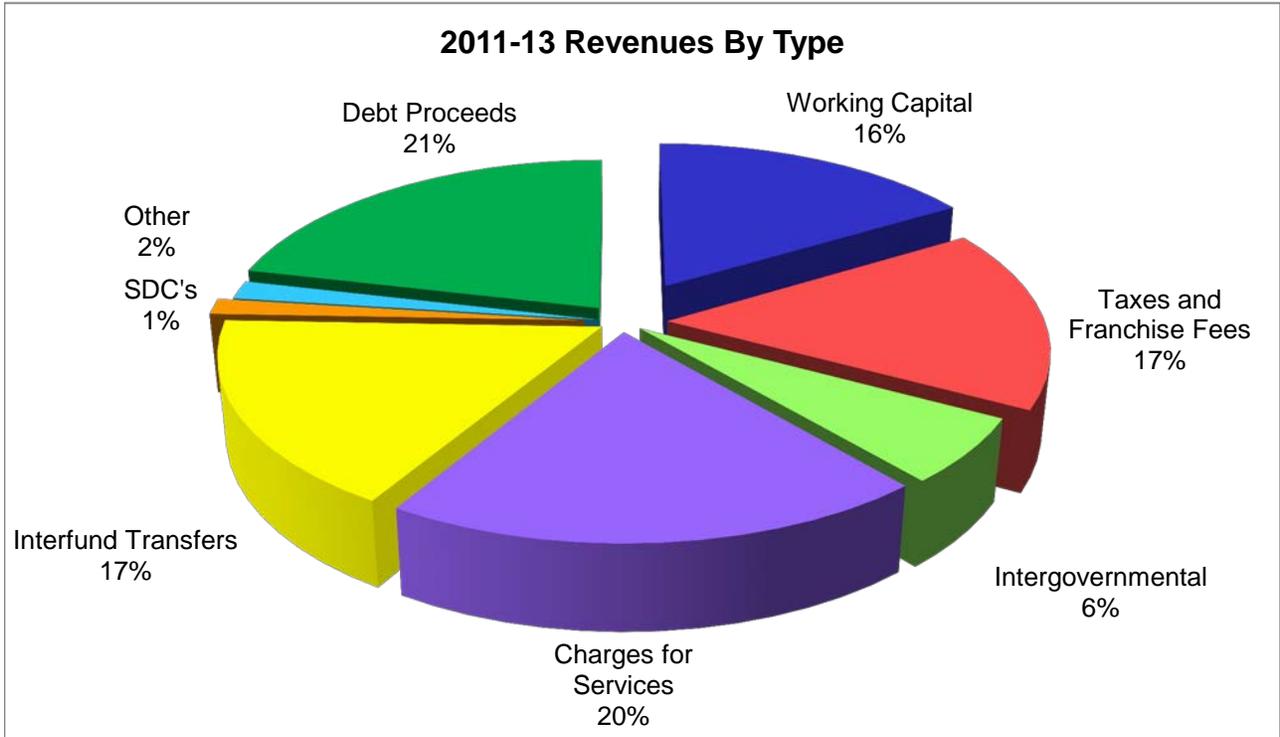
2011-2013 Budgeted Resources
All Funds - \$423.2 Million



2011-2013 Appropriations and Unappropriated Ending Fund Balances
All Funds - \$423.2 Million



Revenue and Expenditure Summaries



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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2007-09	2009-11	2011-12	2012-13	2011-13
Revenues					
Taxes and franchise fees	\$ 55,706,427	\$ 60,365,946	\$ 29,160,000	\$ 29,386,300	\$ 58,546,300
Intergovernmental revenues	3,968,141	4,118,148	2,244,300	2,257,600	4,501,900
Charges for services **	3,315,804	3,134,405	1,481,600	1,504,000	2,985,600
Transfers from other funds	492,262	714,655	31,200	28,200	59,400
Other	6,115,578	4,594,756	88,600	80,100	168,700
Total Revenues	69,598,212	72,927,910	33,005,700	33,256,200	66,261,900
Other Financing Sources					
Loan repayments - Interfund	859,079	730,650	867,650	567,650	1,435,300
Total Other Financing Sources	859,079	730,650	867,650	567,650	1,435,300
TOTAL AVAILABLE RESOURCES	\$ 70,457,291	\$ 73,658,560	\$ 33,873,350	\$ 33,823,850	\$ 67,697,200
Expenditures					
Personal services	\$ 25,776,735	\$ 26,764,781	\$ 14,864,204	\$ 14,891,562	\$ 29,755,766
Materials & services/special payment	3,121,341	3,955,665	2,955,638	2,917,763	5,873,401
Capital outlay	551,439	718,114	135,200	412,300	547,500
Transfers to other funds	42,454,205	40,884,250	16,180,000	16,166,700	32,346,700
TOTAL USE OF RESOURCES	\$ 71,903,720	\$ 72,322,810	\$ 34,135,042	\$ 34,388,325	\$ 68,523,367
Net Increase/(Decrease) in Fund Balance	(1,446,429)	1,335,750	(261,692)	(564,475)	(826,167)
Beginning Fund Balance (1)	8,180,109	6,733,680	8,069,430	-	8,069,430
Ending Fund Balance	\$ 6,733,680	\$ 8,069,430	\$ 7,807,738	\$ (564,475)	\$ 7,243,263

* Includes Police, Municipal Court, Code Enforcement, Accessibility and Business Advocacy programs that are accounted for in the General Fund.

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

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Notes:

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

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

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

	ACTUALS		ADOPTED BUDGET		
	2007-09	ESTIMATE 2009-11	2011-12	2012-13	2011-13
Revenues					
Intergovernmental revenues	\$ 3,655,376	\$ 16,364	\$ -	\$ -	\$ -
Charges for services **	3,365,015	1,684,399	261,100	233,000	494,100
Transfers from other funds	52,329,025	49,911,857	17,769,872	16,377,700	34,147,572
Other	1,042,711	572,345	299,800	66,700	366,500
Total Revenues	60,392,127	52,184,965	18,330,772	16,677,400	35,008,172
Other Financing Sources					
Debt proceeds	1,061,878	3,600,000	-	-	-
Total Other Financing Sources	1,061,878	3,600,000	-	-	-
TOTAL AVAILABLE RESOURCES	\$ 61,454,005	\$ 55,784,965	\$ 18,330,772	\$ 16,677,400	\$ 35,008,172
Expenditures					
Personal services	\$ 18,746,220	\$ 16,333,988	\$ 8,473,124	\$ 8,405,530	\$ 16,878,654
Materials and services	27,044,034	28,061,643	5,841,406	5,582,476	11,423,882
Capital outlay	11,662,753	765,093	1,606,500	277,000	1,883,500
Debt Service	1,628,243	7,139,004	1,133,300	2,323,700	3,457,000
Transfers to other funds	5,096,084	4,730,389	1,948,808	1,608,600	3,557,408
TOTAL USE OF RESOURCES	\$ 64,177,334	\$ 57,030,117	\$ 19,003,138	\$ 18,197,306	\$ 37,200,444
Net Increase/(Decrease) in Fund Balance	(2,723,329)	(1,245,152)	(672,366)	(1,519,906)	(2,192,272)
Beginning Fund Balance (1)	11,576,553	8,853,224	7,608,072	-	7,608,072
Ending Fund Balance	\$ 8,853,224	\$ 7,608,072	\$ 6,935,706	\$ (1,519,906)	\$ 5,415,800

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

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Summary of Financial Sources and Uses
Three Period Comparison
Water Fund

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2007-09	2009-11	2011-12	2012-13	2011-13
Revenues					
Intergovernmental revenues	\$ 19,786	\$ 42,498	\$ 78,400	\$ 48,400	\$ 126,800
Charges for services	22,529,129	25,640,969	14,069,300	15,079,600	29,148,900
Transfers from other funds	3,500	422,941	212,900	226,900	439,800
From SDC Fund	1,935,237	1,325,601	779,100	824,900	1,604,000
Other	1,553,684	498,217	212,300	170,400	382,700
Total Revenues	26,041,336	27,930,226	15,352,000	16,350,200	31,702,200
Other Financing Sources					
Debt proceeds	-	10,087,952	14,365,000	24,310,000	38,675,000
Total Other Financing Sources	-	10,087,952	14,365,000	24,310,000	38,675,000
TOTAL AVAILABLE RESOURCES	\$ 26,041,336	\$ 38,018,178	\$ 29,717,000	\$ 40,660,200	\$ 70,377,200
Expenditures					
Personal services	\$ 5,583,452	\$ 6,653,334	\$ 3,715,291	\$ 3,720,704	\$ 7,435,995
Materials and services	6,149,292	8,636,444	3,890,460	3,814,360	7,704,820
Capital outlay	5,317,633	11,146,033	24,004,900	24,428,500	48,433,400
Debt Service	638,524	968,167	1,460,600	2,608,500	4,069,100
Transfers to other funds	5,181,766	5,354,931	3,380,800	2,937,200	6,318,000
TOTAL USE OF RESOURCES	\$ 22,870,667	\$ 32,758,909	\$ 36,452,051	\$ 37,509,264	\$ 73,961,315
Net Increase/(Decrease) in Fund Balance	3,170,669	5,259,269	(6,735,051)	3,150,936	(3,584,115)
Beginning Fund Balance (1)	4,021,961	7,192,631	12,451,900	-	12,451,900
Ending Fund Balance	\$ 7,192,630	\$ 12,451,900	\$ 5,716,849	\$ 3,150,936	\$ 8,867,785

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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	ESTIMATE	ADOPTED BUDGET		
	2007-09	2009-11	2011-12	2012-13	2011-13
Revenues					
Intergovernmental revenues	\$ 250,000	\$ 94,700	\$ 225,800	\$ 434,500	\$ 660,300
Charges for services	21,740,123	26,446,715	15,310,500	17,047,100	32,357,600
Transfers from other funds	406,435	724,195	17,200	18,600	35,800
From SDC Fund	2,593,673	1,934,500	985,100	1,037,500	2,022,600
Other	1,345,696	303,250	107,800	56,600	164,400
Total Revenues	26,335,927	29,503,360	16,646,400	18,594,300	35,240,700
Other Financing Sources					
Debt proceeds	10,000,000	10,730,000	19,890,000	14,365,000	34,255,000
Loan Repayment	538,815	192,919	16,300	16,300	32,600
Total Other Financing Sources	10,538,815	10,922,919	19,906,300	14,381,300	34,287,600
TOTAL AVAILABLE RESOURCES	\$ 36,874,742	\$ 40,426,279	\$ 36,552,700	\$ 32,975,600	\$ 69,528,300
Expenditures					
Personal services	\$ 5,780,532	\$ 6,991,758	\$ 4,056,396	\$ 4,065,680	\$ 8,122,076
Materials and services	3,935,748	3,874,266	2,634,280	2,551,030	5,185,310
Capital outlay	15,203,942	14,274,689	31,462,600	18,616,700	50,079,300
Debt Service	2,924,432	4,436,170	3,224,200	4,503,000	7,727,200
Transfers to other funds	5,922,564	5,832,827	3,268,200	2,834,100	6,102,300
TOTAL USE OF RESOURCES	\$ 33,767,218	\$ 35,409,710	\$ 44,645,676	\$ 32,570,510	\$ 77,216,186
Net Increase/(Decrease) in Fund Balance	3,107,524	5,016,569	(8,092,976)	405,090	(7,687,886)
Beginning Fund Balance (1)	6,141,907	9,249,431	14,266,000	-	14,266,000
Ending Fund Balance	\$ 9,249,431	\$ 14,266,000	\$ 6,173,024	\$ 405,090	\$ 6,578,114

(1) The adopted budget is the one biennial total amount showing in the 2011-2013 column, not two separate annual budgets combined. However, to offer 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 2011-2013 Biennial Budget period, there is one Beginning Fund Balance amount – the amount at July 1, 2011. (To also provide the estimate at July 1, 2012 would be a duplication of resources within the biennial period.)

Notes:

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

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

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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2007-09	2009-11	2011-12	2012-13	2011-13
Revenues					
Taxes and franchise fees	\$ 10,239,010	\$ 11,830,488	\$ 5,948,100	\$ 5,209,200	\$ 11,157,300
Intergovernmental revenues	23,604,912	26,492,048	10,208,711	9,452,550	19,661,261
Charges for services	23,418,681	19,440,342	9,527,800	9,803,600	19,331,400
Transfers from other funds	59,403,948	45,689,225	17,919,105	17,559,316	35,478,421
System development charges	8,055,243	1,940,195	1,152,000	1,219,500	2,371,500
Other	1,355,770	1,810,327	1,011,705	2,972,115	3,983,820
Total Revenues	126,077,564	107,202,625	45,767,421	46,216,281	91,983,702
Other Financing Sources					
Debt proceeds	10,355,772	11,944,250	15,991,150	1,400,000	17,391,150
Loan repayments	317,483	1,576,445	1,097,100	807,900	1,905,000
Parking improvement fees	823,492	120,700	-	-	-
Permanent maintenance fee	46,892	19,762	4,500	3,800	8,300
Total Other Financing Sources	11,543,639	13,661,157	17,092,750	2,211,700	19,304,450
TOTAL AVAILABLE RESOURCES	\$ 137,621,203	\$ 120,863,782	\$ 62,860,171	\$ 48,427,981	\$ 111,288,152
Expenditures					
Personal services	\$ 39,478,105	\$ 37,319,793	\$ 20,581,007	\$ 20,398,425	\$ 40,979,432
Materials and services	15,458,034	17,838,599	8,720,983	6,968,353	15,689,336
Capital outlay	33,223,378	15,569,628	11,295,075	19,460,391	30,755,466
Debt Service	13,315,261	27,109,076	7,564,600	5,977,200	13,541,800
Transfers to other funds	34,575,224	21,511,263	10,237,950	9,037,750	19,275,700
TOTAL USE OF RESOURCES	\$ 136,050,002	\$ 119,348,359	\$ 58,399,615	\$ 61,842,119	\$ 120,241,734
Net Increase/(Decrease) in Fund Balance	1,571,201	1,515,423	4,460,556	(13,414,138)	(8,953,582)
Beginning Fund Balance (1)	23,798,027	25,369,227	26,884,650	-	26,884,650
Ending Fund Balance	\$ 25,369,228	\$ 26,884,650	\$ 31,345,206	\$ (13,414,138)	\$ 17,931,068

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Notes:

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

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

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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2007-09	2009-11	2011-12	2012-13	2011-13
Revenues					
Taxes and franchise fees	\$ 65,945,437	\$ 72,196,434	\$ 35,108,100	\$ 34,595,500	\$ 69,703,600
Intergovernmental revenues	31,498,215	30,763,758	12,757,211	12,193,050	24,950,261
Charges for services **	74,368,752	76,346,830	40,650,300	43,667,300	84,317,600
Transfers from other funds	112,635,170	97,462,873	35,950,277	34,210,716	70,160,993
System development charges	12,584,153	5,200,296	2,916,200	3,081,900	5,998,100
Other	11,413,439	7,778,895	1,720,205	3,345,915	5,066,120
Total Revenues	308,445,166	289,749,086	129,102,293	131,094,381	260,196,674
Other Financing Sources					
Debt proceeds	21,417,650	36,362,202	50,246,150	40,075,000	90,321,150
Loan repayments *	1,715,377	2,500,014	1,981,050	1,391,850	3,372,900
Parking improvement fees	823,492	120,700	-	-	-
Permanent Maintenance Fee	46,892	19,762	4,500	3,800	8,300
Total Other Financing Sources	24,003,411	39,002,678	52,231,700	41,470,650	93,702,350
TOTAL AVAILABLE RESOURCES	\$ 332,448,577	\$ 328,751,764	\$ 181,333,993	\$ 172,565,031	\$ 353,899,024
Expenditures					
Personal services	\$ 95,365,044	\$ 94,063,654	\$ 51,690,022	\$ 51,481,901	\$ 103,171,923
Materials & services/special payment	55,708,449	62,366,617	24,042,767	21,833,982	45,876,749
Capital outlay	65,959,145	42,473,557	68,504,275	63,194,891	131,699,166
Debt Service	18,506,460	39,652,417	13,382,700	15,412,400	28,795,100
Transfers to other funds	93,229,843	78,313,660	35,015,758	32,584,350	67,600,108
TOTAL USE OF RESOURCES	\$ 328,768,941	\$ 316,869,905	\$ 192,635,522	\$ 184,507,524	\$ 377,143,046
Net Increase/(Decrease) in Fund Balance	3,679,636	11,881,859	(11,301,529)	(11,942,493)	(23,244,022)
Beginning Fund Balance (1)	53,718,557	57,398,193	69,280,052	-	69,280,052
Ending Fund Balance	\$ 57,398,193	\$ 69,280,052	\$ 57,978,523	\$ (11,942,493)	\$ 46,036,030

* Includes Loan Repayments and Interfund General Fund Loan Repayments.

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

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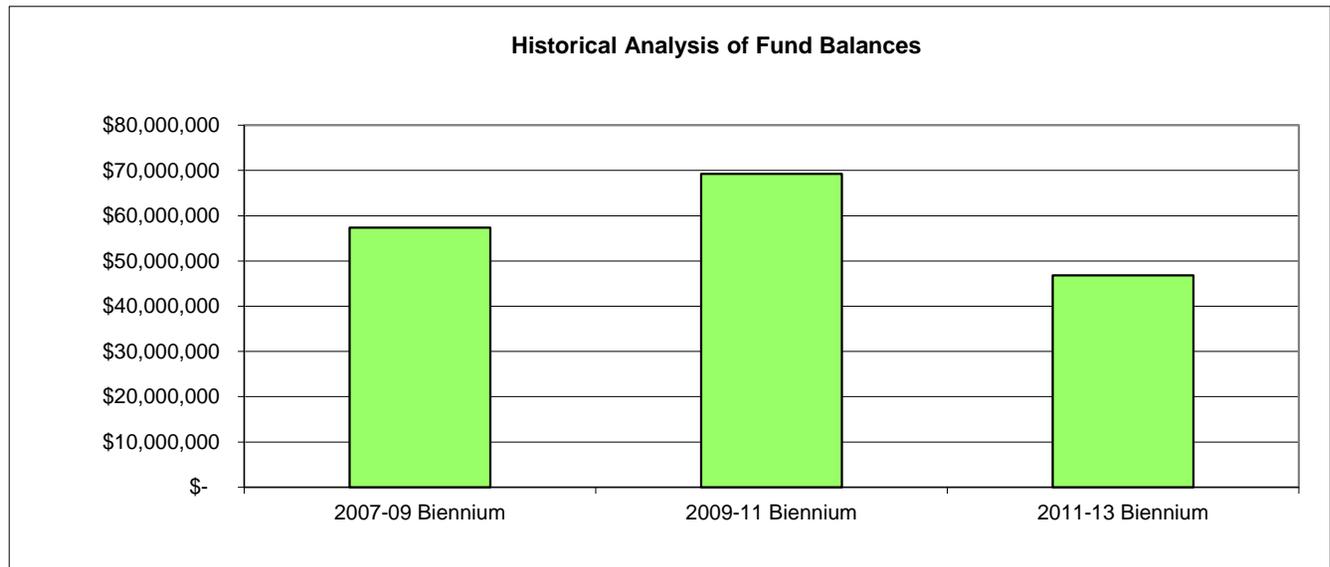
Notes:

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

Fund Balance Summary Years 2007 - 2013 All Funds

	ACTUALS		ADOPTED BUDGET			2011-13 % Change From Prior Period
	2007-09	ESTIMATE 2009-11	2011-12	2012-13	2011-13	
Total Governmental Funds						
Beginning Fund Balance	\$ 30,184,297	\$ 27,693,654	\$ 29,422,680	\$ -	\$ 29,422,680	
Revenues	190,351,646	180,128,310	92,717,116	78,227,626	170,944,742	
Expenditures	192,842,289	178,399,284	86,017,978	91,078,721	177,096,699	
Net Change	(2,490,643)	1,729,026	6,699,138	(12,851,095)	(6,151,957)	
Ending Fund Balance	\$ 27,693,654	\$ 29,422,680	\$ 36,121,818	\$ (12,851,095)	\$ 23,270,723	-21%
Total Proprietary Funds						
Beginning Fund Balance	\$ 23,534,260	\$ 29,704,539	\$ 39,857,372	\$ -	\$ 39,857,372	
Revenues	142,096,931	148,623,454	88,616,877	94,337,405	182,954,282	
Expenditures	135,926,652	138,470,621	106,228,044	93,044,003	199,272,047	
Net Change	6,170,279	10,152,833	(17,611,167)	1,293,402	(16,317,765)	
Ending Fund Balance	\$ 29,704,539	\$ 39,857,372	\$ 22,246,205	\$ 1,293,402	\$ 23,539,607	-41%
TOTAL CITY OF BEND AND BEND URBAN RENEWAL AGENCY						
Beginning Fund Balance *	\$ 53,718,557	\$ 57,398,193	\$ 69,280,052	\$ -	\$ 69,280,052	
Revenues	332,448,577	328,751,764	181,333,993	172,565,031	353,899,024	
Expenditures	328,768,941	316,869,905	192,246,022	184,122,724	376,368,746	
Net Change	3,679,636	11,881,859	(10,912,029)	(11,557,693)	(22,469,722)	
Ending Fund Balance	\$ 57,398,193	\$ 69,280,052	\$ 58,368,023	\$ (11,557,693)	\$ 46,810,330	-32%



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Fund Balance Summary Years 2007 - 2013
Summary of Governmental Funds

FUND	ACTUALS		ADOPTED BUDGET			2011-13 % Change From Prior Period
	2007-09	ESTIMATE 2009-11	2011-12	2012-13	2011-13	
City of Bend General Fund						
Beginning Fund Balance	\$ 8,180,109	\$ 6,733,680	\$ 8,069,430	\$ -	\$ 8,069,430	
Revenues	70,457,291	73,658,560	33,873,350	33,823,850	67,697,200	
Expenditures	71,903,720	72,322,810	33,745,542	34,003,525	67,749,067	
Net Change	(1,446,429)	1,335,750	127,808	(179,675)	(51,867)	
Ending Fund Balance	\$ 6,733,680	\$ 8,069,430	\$ 8,197,238	\$ (179,675)	\$ 8,017,563	-1%
BURA General Fund						
Beginning Fund Balance	\$ -	\$ (2,090)	\$ -	\$ -	\$ -	
Revenues	85,517	154,391	30,800	30,900	61,700	
Expenditures	87,607	152,301	16,300	16,700	33,000	
Net Change	(2,090)	2,090	14,500	14,200	28,700	
Ending Fund Balance	\$ (2,090)	\$ -	\$ 14,500	\$ 14,200	\$ 28,700	0%
Special Revenue Funds						
Beginning Fund Balance	\$ 16,343,323	\$ 7,382,186	\$ 8,566,000	\$ -	\$ 8,566,000	
Revenues	79,773,322	72,302,849	33,960,947	34,736,300	68,697,247	
Expenditures	88,734,459	71,119,035	36,197,892	35,530,305	71,728,197	
Net Change	(8,961,137)	1,183,814	(2,236,945)	(794,005)	(3,030,950)	
Ending Fund Balance	\$ 7,382,186	\$ 8,566,000	\$ 6,329,055	\$ (794,005)	\$ 5,535,050	-35%
Debt Service Funds						
Beginning Fund Balance	\$ 5,522,112	\$ 7,893,496	\$ 4,786,600	\$ -	\$ 4,786,600	
Revenues	8,940,737	12,915,925	4,859,969	3,998,916	8,858,885	
Expenditures	6,569,353	16,022,821	6,033,900	3,470,800	9,504,700	
Net Change	2,371,384	(3,106,896)	(1,173,931)	528,116	(645,815)	
Ending Fund Balance	\$ 7,893,496	\$ 4,786,600	\$ 3,612,669	\$ 528,116	\$ 4,140,785	-13%
Capital Project Funds						
Beginning Fund Balance	\$ 138,753	\$ 5,686,382	\$ 7,414,274	\$ -	\$ 7,414,274	
Revenues	31,094,779	20,507,409	19,984,550	5,630,860	25,615,410	
Expenditures	25,547,150	18,779,517	10,021,344	18,054,391	28,075,735	
Net Change	5,547,629	1,727,892	9,963,206	(12,423,531)	(2,460,325)	
Ending Fund Balance	\$ 5,686,382	\$ 7,414,274	\$ 17,377,480	\$ (12,423,531)	\$ 4,953,949	-33%
Permanent Funds						
Beginning Fund Balance	\$ -	\$ -	\$ 586,376	\$ -	\$ 586,376	
Revenues	-	589,176	7,500	6,800	14,300	
Expenditures	-	2,800	3,000	3,000	6,000	
Net Change	-	586,376	4,500	3,800	8,300	
Ending Fund Balance	\$ -	\$ 586,376	\$ 590,876	\$ 3,800	\$ 594,676	1%
TOTAL GOVERNMENTAL FUNDS						
Beginning Fund Balance	\$ 30,184,297	\$ 27,693,654	\$ 29,422,680	\$ -	\$ 29,422,680	
Revenues	190,351,646	180,128,310	92,717,116	78,227,626	170,944,742	
Expenditures	192,842,289	178,399,284	86,017,978	91,078,721	177,096,699	
Net Change	(2,490,643)	1,729,026	6,699,138	(12,851,095)	(6,151,957)	
Ending Fund Balance	\$ 27,693,654	\$ 29,422,680	\$ 36,121,818	\$ (12,851,095)	\$ 23,270,723	-21%

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 2007 - 2013
Summary of Proprietary Funds

FUND	ACTUALS 2007-09	ESTIMATE 2009-11	ADOPTED BUDGET			2011-13 % Change From Prior Period
			2011-12	2012-13	2011-13	
Internal Service Fund						
Beginning Fund Balance	\$ 11,576,553	\$ 8,853,224	\$ 7,608,072	\$ -	\$ 7,608,072	
Revenues	61,454,005	55,784,965	18,330,772	16,677,400	35,008,172	
Expenditures	64,177,334	57,030,117	19,003,138	18,197,306	37,200,444	
Net Change	(2,723,329)	(1,245,152)	(672,366)	(1,519,906)	(2,192,272)	
Ending Fund Balance	\$ 8,853,224	\$ 7,608,072	\$ 6,935,706	\$ (1,519,906)	\$ 5,415,800	-29%
Enterprise Funds						
Beginning Fund Balance	\$ 11,957,707	\$ 20,851,315	\$ 32,249,300	\$ -	\$ 32,249,300	
Revenues	80,642,926	92,838,489	70,286,105	77,660,005	147,946,110	
Expenditures	71,749,318	81,440,504	87,224,906	74,846,697	162,071,603	
Net Change	8,893,608	11,397,985	(16,938,801)	2,813,308	(14,125,493)	
Ending Fund Balance	\$ 20,851,315	\$ 32,249,300	\$ 15,310,499	\$ 2,813,308	\$ 18,123,807	-44%
TOTAL PROPRIETARY FUNDS						
Beginning Fund Balance	\$ 23,534,260	\$ 29,704,539	\$ 39,857,372	\$ -	\$ 39,857,372	
Revenues	142,096,931	148,623,454	88,616,877	94,337,405	182,954,282	
Expenditures	135,926,652	138,470,621	106,228,044	93,044,003	199,272,047	
Net Change	6,170,279	10,152,833	(17,611,167)	1,293,402	(16,317,765)	
Ending Fund Balance	\$ 29,704,539	\$ 39,857,372	\$ 22,246,205	\$ 1,293,402	\$ 23,539,607	-41%

**Fund Balance Detail Years 2007 - 2013
By Governmental Fund Type**

FUND	ACTUALS		ESTIMATE 2009-11	ADOPTED BUDGET			2011-13 % Change From Prior Period
	2007-09			2011-12	2012-13	2011-13	
SPECIAL REVENUE FUNDS							
Police Grant Fund							
Beginning Fund Balance	\$	-	\$ -	\$ -	\$ -	\$ -	
Revenues		-	263,245	23,200	20,000	43,200	
Expenditures		-	263,245	23,200	20,000	43,200	
Net Change		-	-	-	-	-	
Ending Fund Balance	\$	-	\$ -	\$ -	\$ -	\$ -	0%
Police Reserves Fund							
Beginning Fund Balance	\$	-	\$ -	\$ 502,800	\$ -	\$ 502,800	
Revenues		-	502,800	1,800	1,800	3,600	
Expenditures		-	-	-	-	-	
Net Change		-	502,800	1,800	1,800	3,600	
Ending Fund Balance	\$	-	\$ 502,800	\$ 504,600	\$ 1,800	\$ 506,400	1%
General Fund Revenue Stabilization Fund							
Beginning Fund Balance	\$	-	\$ -	\$ 1,224,400	\$ -	\$ 1,224,400	
Revenues		-	1,224,400	151,200	152,500	303,700	
Expenditures		-	-	-	-	-	
Net Change		-	1,224,400	151,200	152,500	303,700	
Ending Fund Balance	\$	-	\$ 1,224,400	\$ 1,375,600	\$ 152,500	\$ 1,528,100	25%
Fire/EMS Fund							
Beginning Fund Balance	\$	2,788,147	\$ 1,458,902	\$ 2,055,600	\$ -	\$ 2,055,600	
Revenues		27,274,851	29,125,037	14,164,800	14,324,800	28,489,600	
Expenditures		28,604,096	28,528,339	14,871,322	14,967,966	29,839,288	
Net Change		(1,329,245)	596,698	(706,522)	(643,166)	(1,349,688)	
Ending Fund Balance	\$	1,458,902	\$ 2,055,600	\$ 1,349,078	\$ (643,166)	\$ 705,912	-66%
Building Fund							
Beginning Fund Balance	\$	3,476,615	\$ 954,670	\$ 671,700	\$ -	\$ 671,700	
Revenues		6,786,232	4,483,560	2,418,800	2,429,700	4,848,500	
Expenditures		9,308,177	4,766,530	2,483,824	2,412,985	4,896,809	
Net Change		(2,521,945)	(282,970)	(65,024)	16,715	(48,309)	
Ending Fund Balance	\$	954,670	\$ 671,700	\$ 606,676	\$ 16,715	\$ 623,391	-7%
Planning Fund							
Beginning Fund Balance	\$	448,450	\$ 733,397	\$ 205,100	\$ -	\$ 205,100	
Revenues		6,627,576	3,713,276	2,000,700	1,871,100	3,871,800	
Expenditures		6,342,629	4,241,573	2,116,829	1,934,811	4,051,640	
Net Change		284,947	(528,297)	(116,129)	(63,711)	(179,840)	
Ending Fund Balance	\$	733,397	\$ 205,100	\$ 88,971	\$ (63,711)	\$ 25,260	-88%
Private Development Engineering Fund							
Beginning Fund Balance	\$	-	\$ 149,944	\$ 124,500	\$ -	\$ 124,500	
Revenues		1,144,634	643,257	300,000	304,000	604,000	
Expenditures		994,690	668,701	339,386	334,972	674,358	
Net Change		149,944	(25,444)	(39,386)	(30,972)	(70,358)	
Ending Fund Balance	\$	149,944	\$ 124,500	\$ 85,114	\$ (30,972)	\$ 54,142	-57%

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 2007 - 2013
By Governmental Fund Type**

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2011-13 % Change From Prior Period
	2007-09	2009-11	2011-12	2012-13	2011-13	
Transportation Operations & Planning Fund						
Beginning Fund Balance	\$ 1,595,812	\$ 1,446,559	\$ 2,041,200	\$ -	\$ 2,041,200	
Revenues	14,079,755	12,892,068	8,098,436	9,586,400	17,684,836	
Expenditures	14,229,008	12,297,427	8,826,698	9,462,574	18,289,272	
Net Change	(149,253)	594,641	(728,262)	123,826	(604,436)	
Ending Fund Balance	\$ 1,446,559	\$ 2,041,200	\$ 1,312,938	\$ 123,826	\$ 1,436,764	-30%
Community Development Block Grant Fund						
Beginning Fund Balance	\$ 253,553	\$ 79,186	\$ 306,200	\$ -	\$ 306,200	
Revenues	707,441	4,044,267	968,611	545,100	1,513,711	
Expenditures	881,808	3,817,253	1,264,798	550,393	1,815,191	
Net Change	(174,367)	227,014	(296,187)	(5,293)	(301,480)	
Ending Fund Balance	\$ 79,186	\$ 306,200	\$ 10,013	\$ (5,293)	\$ 4,720	-98%
Affordable Housing Fund						
Beginning Fund Balance	\$ 622,667	\$ 985,179	\$ 1,314,500	\$ -	\$ 1,314,500	
Revenues	1,496,547	1,614,375	1,402,900	1,135,100	2,538,000	
Expenditures	1,134,035	1,285,054	1,841,335	1,480,804	3,322,139	
Net Change	362,512	329,321	(438,435)	(345,704)	(784,139)	
Ending Fund Balance	\$ 985,179	\$ 1,314,500	\$ 876,065	\$ (345,704)	\$ 530,361	-60%
Tourism						
Beginning Fund Balance	\$ 116,613	\$ 91,837	\$ 120,000	\$ -	\$ 120,000	
Revenues	2,083,298	1,891,640	1,014,100	1,044,300	2,058,400	
Expenditures	2,108,074	1,863,477	1,014,100	1,044,300	2,058,400	
Net Change	(24,776)	28,163	-	-	-	
Ending Fund Balance	\$ 91,837	\$ 120,000	\$ 120,000	\$ -	\$ 120,000	0%
Economic Improvement District Fund						
Beginning Fund Balance	\$ 57,750	\$ 25,415	\$ -	\$ -	\$ -	
Revenues	208,352	246,712	125,100	125,100	250,200	
Expenditures	240,687	272,127	125,100	125,100	250,200	
Net Change	(32,335)	(25,415)	-	-	-	
Ending Fund Balance	\$ 25,415	\$ -	\$ -	\$ -	\$ -	0%
Energy ARRA Grant Fund						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	-	450,607	285,300	20,700	306,000	
Expenditures	-	450,607	285,300	20,700	306,000	
Net Change	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0%
System Development Charges Fund						
Beginning Fund Balance	\$ -	\$ 1,266,324	\$ -	\$ -	\$ -	
Revenues	13,140,047	5,798,982	3,006,000	3,175,700	6,181,700	
Expenditures	11,873,723	7,065,306	3,006,000	3,175,700	6,181,700	
Net Change	1,266,324	(1,266,324)	-	-	-	
Ending Fund Balance	\$ 1,266,324	\$ -	\$ -	\$ -	\$ -	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 2007 - 2013
By Governmental Fund Type**

FUND	ACTUALS		ESTIMATE 2009-11	ADOPTED BUDGET			2011-13 % Change From Prior Period				
	2007-09			2011-12	2012-13	2011-13					
Transportation SDC Fund											
Beginning Fund Balance	\$	6,635,281	\$	-	\$	-	\$	-			
Revenues		-		-		-		-			
Expenditures		6,635,281		-		-		-			
Net Change		(6,635,281)		-		-		-			
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-	0%		
Accessibility Program Fund											
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-			
Revenues		291,813		-		-		-			
Expenditures		291,813		-		-		-			
Net Change		-		-		-		-			
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-	0%		
Public Transit Fund											
Beginning Fund Balance	\$	348,435	\$	190,773	\$	-	\$	-			
Revenues		5,932,776		4,122,573		-		-			
Expenditures		6,090,438		4,313,346		-		-			
Net Change		(157,662)		(190,773)		-		-			
Ending Fund Balance	\$	190,773	\$	-	\$	-	\$	-	0%		
Public Transit Grant Passthru Fund											
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-			
Revenues		-		1,286,050		-		-			
Expenditures		-		1,286,050		-		-			
Net Change		-		-		-		-			
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-	0%		
TOTAL SPECIAL REVENUE FUNDS											
Beginning Fund Balance	\$	16,343,323	\$	7,382,186	\$	8,566,000	\$	-	\$	8,566,000	
Revenues		79,773,322		72,302,849		33,960,947		34,736,300		68,697,247	
Expenditures		88,734,459		71,119,035		36,197,892		35,530,305		71,728,197	
Net Change		(8,961,137)		1,183,814		(2,236,945)		(794,005)		(3,030,950)	
Ending Fund Balance	\$	7,382,186	\$	8,566,000	\$	6,329,055	\$	(794,005)	\$	5,535,050	-35%
DEBT SERVICE FUNDS											
Fire Station Debt Service Fund											
Beginning Fund Balance	\$	5,400	\$	7,067	\$	6,400	\$	-	\$	6,400	
Revenues		531,132		3,249,887		226,800		234,200		461,000	
Expenditures		529,465		3,250,554		226,800		234,200		461,000	
Net Change		1,667		(667)		-		-		-	
Ending Fund Balance	\$	7,067	\$	6,400	\$	6,400	\$	-	\$	6,400	0%
Local Improvement District Debt Service Fund											
Beginning Fund Balance	\$	946,884	\$	816,113	\$	572,800	\$	-	\$	572,800	
Revenues		361,885		94,425		5,500		5,500		11,000	
Expenditures		492,656		337,738		-		-		-	
Net Change		(130,771)		(243,313)		5,500		5,500		11,000	
Ending Fund Balance	\$	816,113	\$	572,800	\$	578,300	\$	5,500	\$	583,800	2%

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 2007 - 2013
By Governmental Fund Type**

FUND	ACTUALS		ESTIMATE 2009-11	ADOPTED BUDGET			2011-13 % Change From Prior Period				
	2007-09			2011-12	2012-13	2011-13					
PERS Debt Service Fund											
Beginning Fund Balance	\$	893,560	\$	1,054,506	\$	1,347,500	\$	-	\$	1,347,500	
Revenues		1,847,043		2,177,815		1,128,469		1,130,616		2,259,085	
Expenditures		1,686,097		1,884,821		1,004,300		1,050,100		2,054,400	
Net Change		160,946		292,994		124,169		80,516		204,685	
Ending Fund Balance	\$	1,054,506	\$	1,347,500	\$	1,471,669	\$	80,516	\$	1,552,185	15%
General Obligation Bond Debt Service Fund											
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	
Revenues		-		-		1,914,000		1,914,000		3,828,000	
Expenditures		-		-		1,900,000		1,900,000		3,800,000	
Net Change		-		-		14,000		14,000		28,000	
Ending Fund Balance	\$	-	\$	-	\$	14,000	\$	14,000	\$	28,000	100%
BURA Juniper Ridge Debt Service Fund											
Beginning Fund Balance	\$	118,479	\$	291,678	\$	1,003,100	\$	-	\$	1,003,100	
Revenues		346,237		1,130,866		648,700		651,300		1,300,000	
Expenditures		173,038		419,444		286,400		286,500		572,900	
Net Change		173,199		711,422		362,300		364,800		727,100	
Ending Fund Balance	\$	291,678	\$	1,003,100	\$	1,365,400	\$	364,800	\$	1,730,200	72%
BURA Murphy Crossing Debt Service Fund											
Beginning Fund Balance	\$	-	\$	-	\$	114,100	\$	-	\$	114,100	
Revenues		-		114,100		62,800		63,300		126,100	
Expenditures		-		-		-		-		-	
Net Change		-		114,100		62,800		63,300		126,100	
Ending Fund Balance	\$	-	\$	114,100	\$	176,900	\$	63,300	\$	240,200	111%
BURA Downtown Debt Service Fund											
Beginning Fund Balance	\$	3,557,789	\$	5,724,132	\$	1,742,700	\$	-	\$	1,742,700	
Revenues		5,854,440		6,148,832		873,700		-		873,700	
Expenditures		3,688,097		10,130,264		2,616,400		-		2,616,400	
Net Change		2,166,343		(3,981,432)		(1,742,700)		-		(1,742,700)	
Ending Fund Balance	\$	5,724,132	\$	1,742,700	\$	-	\$	-	\$	-	-100%
TOTAL DEBT SERVICE FUNDS											
Beginning Fund Balance	\$	5,522,112	\$	7,893,496	\$	4,786,600	\$	-	\$	4,786,600	
Revenues		8,940,737		12,915,925		4,859,969		3,998,916		8,858,885	
Expenditures		6,569,353		16,022,821		6,033,900		3,470,800		9,504,700	
Net Change		2,371,384		(3,106,896)		(1,173,931)		528,116		(645,815)	
Ending Fund Balance	\$	7,893,496	\$	4,786,600	\$	3,612,669	\$	528,116	\$	4,140,785	-13%
CAPITAL PROJECTS FUNDS											
Transportation Construction Fund											
Beginning Fund Balance	\$	-	\$	5,895,902	\$	5,798,000	\$	-	\$	5,798,000	
Revenues		14,469,209		10,750,624		2,885,000		3,196,550		6,081,550	
Expenditures		8,573,307		10,848,526		4,152,800		3,679,500		7,832,300	
Net Change		5,895,902		(97,902)		(1,267,800)		(482,950)		(1,750,750)	
Ending Fund Balance	\$	5,895,902	\$	5,798,000	\$	4,530,200	\$	(482,950)	\$	4,047,250	-30%

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 2007 - 2013
By Governmental Fund Type**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2011-13 % Change From Prior Period				
	2007-09		2009-11	2011-12	2012-13	2011-13					
Accessibility Construction Fund											
Beginning Fund Balance	\$	2,089	\$	114,883	\$	1,170,600	\$	-	\$	1,170,600	
Revenues		1,516,665		4,518,266		1,105,700		505,300		1,611,000	
Expenditures		1,403,871		3,462,549		1,910,969		530,400		2,441,369	
Net Change		112,794		1,055,717		(805,269)		(25,100)		(830,369)	
Ending Fund Balance	\$	114,883	\$	1,170,600	\$	365,331	\$	(25,100)	\$	340,231	-71%
General Obligation Bond Construction Fund											
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	
Revenues		-		-		15,200,000		420,000		15,620,000	
Expenditures		-		-		3,250,000		12,220,000		15,470,000	
Net Change		-		-		11,950,000		(11,800,000)		150,000	
Ending Fund Balance	\$	-	\$	-	\$	11,950,000	\$	(11,800,000)	\$	150,000	100%
Local Improvement District Construction Fund											
Beginning Fund Balance	\$	41,045	\$	-	\$	-	\$	-	\$	-	
Revenues		717,045		532,553		-		-		-	
Expenditures		758,090		532,553		-		-		-	
Net Change		(41,045)		-		-		-		-	
Ending Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	0%
BURA Downtown Construction Fund											
Beginning Fund Balance	\$	60,387	\$	575,738	\$	427,300	\$	-	\$	427,300	
Revenues		649,738		9,733		2,700		2,400		5,100	
Expenditures		134,387		158,171		85,400		400		85,800	
Net Change		515,351		(148,438)		(82,700)		2,000		(80,700)	
Ending Fund Balance	\$	575,738	\$	427,300	\$	344,600	\$	2,000	\$	346,600	-19%
BURA Juniper Ridge Construction Fund											
Beginning Fund Balance	\$	35,232	\$	(900,141)	\$	18,374	\$	-	\$	18,374	
Revenues		13,742,122		4,696,233		791,150		1,506,610		2,297,760	
Expenditures		14,677,495		3,777,718		622,175		1,624,091		2,246,266	
Net Change		(935,373)		918,515		168,975		(117,481)		51,494	
Ending Fund Balance	\$	(900,141)	\$	18,374	\$	187,349	\$	(117,481)	\$	69,868	280%
TOTAL CAPITAL PROJECTS FUNDS											
Beginning Fund Balance	\$	138,753	\$	5,686,382	\$	7,414,274	\$	-	\$	7,414,274	
Revenues		31,094,779		20,507,409		19,984,550		5,630,860		25,615,410	
Expenditures		25,547,150		18,779,517		10,021,344		18,054,391		28,075,735	
Net Change		5,547,629		1,727,892		9,963,206		(12,423,531)		(2,460,325)	
Ending Fund Balance	\$	5,686,382	\$	7,414,274	\$	17,377,480	\$	(12,423,531)	\$	4,953,949	-33%
Permanent Funds											
Cemetery Permanent Maintenance Fund											
Beginning Fund Balance	\$	-	\$	-	\$	586,376	\$	-	\$	586,376	
Revenues		-		589,176		7,500		6,800		14,300	
Expenditures		-		2,800		3,000		3,000		6,000	
Net Change		-		586,376		4,500		3,800		8,300	
Ending Fund Balance	\$	-	\$	586,376	\$	590,876	\$	3,800	\$	594,676	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 2007 - 2013
By Proprietary Fund Type**

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2011-13 % Change From Prior Period
	2007-09	2009-11	2011-12	2012-13	2011-13	
Internal Service Funds						
Internal Service Fund						
Beginning Fund Balance	\$ 11,576,553	\$ 8,853,224	\$ 7,608,072	\$ -	\$ 7,608,072	
Revenues	61,454,005	55,784,965	18,330,772	16,677,400	35,008,172	
Expenditures	64,177,334	57,030,117	19,003,138	18,197,306	37,200,444	
Net Change	(2,723,329)	(1,245,152)	(672,366)	(1,519,906)	(2,192,272)	
Ending Fund Balance	\$ 8,853,224	\$ 7,608,072	\$ 6,935,706	\$ (1,519,906)	\$ 5,415,800	-29%
Enterprise Funds						
Airport Fund						
Beginning Fund Balance	\$ 790,634	\$ 353,740	\$ 676,900	\$ -	\$ 676,900	
Revenues	9,797,894	7,700,339	821,600	803,900	1,625,500	
Expenditures	10,234,788	7,377,179	1,376,714	816,721	2,193,435	
Net Change	(436,894)	323,160	(555,114)	(12,821)	(567,935)	
Ending Fund Balance	\$ 353,740	\$ 676,900	\$ 121,786	\$ (12,821)	\$ 108,965	-84%
Cemetery Fund						
Beginning Fund Balance	\$ 441,949	\$ 372,371	\$ 4,600	\$ -	\$ 4,600	
Revenues	202,470	120,292	70,800	68,900	139,700	
Expenditures	272,048	488,063	67,907	68,228	136,135	
Net Change	(69,578)	(367,771)	2,893	672	3,565	
Ending Fund Balance	\$ 372,371	\$ 4,600	\$ 7,493	\$ 672	\$ 8,165	78%
Water Fund						
Beginning Fund Balance	\$ 4,021,961	\$ 7,192,631	\$ 12,451,900	\$ -	\$ 12,451,900	
Revenues	26,041,336	38,018,178	29,717,000	40,660,200	70,377,200	
Expenditures	22,870,666	32,758,909	36,452,051	37,509,264	73,961,315	
Net Change	3,170,670	5,259,269	(6,735,051)	3,150,936	(3,584,115)	
Ending Fund Balance	\$ 7,192,631	\$ 12,451,900	\$ 5,716,849	\$ 3,150,936	\$ 8,867,785	-29%
Water Reclamation Fund						
Beginning Fund Balance	\$ 6,141,907	\$ 9,249,431	\$ 14,266,000	\$ -	\$ 14,266,000	
Revenues	36,874,742	40,426,279	36,552,700	32,975,600	69,528,300	
Expenditures	33,767,218	35,409,710	44,645,676	32,570,510	77,216,186	
Net Change	3,107,524	5,016,569	(8,092,976)	405,090	(7,687,886)	
Ending Fund Balance	\$ 9,249,431	\$ 14,266,000	\$ 6,173,024	\$ 405,090	\$ 6,578,114	-54%
Downtown Parking Fund						
Beginning Fund Balance	\$ 248,505	\$ 955,482	\$ 1,035,700	\$ -	\$ 1,035,700	
Revenues	2,494,658	1,544,389	619,005	662,505	1,281,510	
Expenditures	1,787,681	1,464,171	589,728	545,150	1,134,878	
Net Change	706,977	80,218	29,277	117,355	146,632	
Ending Fund Balance	\$ 955,482	\$ 1,035,700	\$ 1,064,977	\$ 117,355	\$ 1,182,332	14%
Stormwater Fund						
Beginning Fund Balance	\$ 312,751	\$ 2,727,660	\$ 3,814,200	\$ -	\$ 3,814,200	
Revenues	5,231,826	5,029,012	2,505,000	2,488,900	4,993,900	
Expenditures	2,816,917	3,942,472	4,092,830	3,336,824	7,429,654	
Net Change	2,414,909	1,086,540	(1,587,830)	(847,924)	(2,435,754)	
Ending Fund Balance	\$ 2,727,660	\$ 3,814,200	\$ 2,226,370	\$ (847,924)	\$ 1,378,446	-64%

Fund Balance Detail Years 2007 - 2013
By Proprietary Fund Type

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2011-13 % Change From Prior Period
	2007-09	2009-11	2011-12	2012-13	2011-13	
TOTAL ENTERPRISE FUNDS						
Beginning Fund Balance	\$ 11,957,707	\$ 20,851,315	\$ 32,249,300	\$ -	\$ 32,249,300	
Revenues	80,642,926	92,838,489	70,286,105	77,660,005	147,946,110	
Expenditures	71,749,318	81,440,504	87,224,906	74,846,697	162,071,603	
Net Change	8,893,608	11,397,985	(16,938,801)	2,813,308	(14,125,493)	
Ending Fund Balance	\$ 20,851,315	\$ 32,249,300	\$ 15,310,499	\$ 2,813,308	\$ 18,123,807	-44%

Fund Balance Detail Years 2007 - 2013
Analysis of Changes in Fund Balance > 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.
- * Due to the continuing economic recession, General Fund support was needed in several development related funds to maintain long range planning and engineering services.
- * Many of the general discretionary revenues of the City have either declined or are remained flat when compared to historical rates. The biggest impact is in property tax revenues, where a 4% decrease is projected in 2011-2012 and revenues are projected to remain flat in 2012-2013. More discussion of the property tax projections can be found in the "Analysis of Revenue Sources" section.

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 2011-2013 biennium.

Fire/EMS Fund

In order to maintain current service levels, the Fire/EMS fund will have its reserves decline nearly 66% in the 2011-2013 biennium. This is due to the projected reduction in the fund's main income source of a General Fund transfer of property taxes. Further discussion of the decline in property taxes can be found in the "Analysis of Revenue Sources" section.

Planning Fund

The Planning Program has continued to be significantly affected by the near halt of the City's growth. The loss of revenue coupled with maintaining a staff level that will not erode customer service capabilities resulted in the reduction of the fund balance.

Private Development Engineering Fund

The Private Development Engineering Program continues to be impacted by the slowdown in the construction industry. Revenue has been projected to remain relatively flat in the biennium. In order to maintain staffing at a level that will not impact customer service capabilities, the fund balance will continue to decrease.

Transportation Operations & Planning Fund

While the combining of the Street Operations and Transportation Engineering groups will create greater budget and work efficiencies, a substantial investment will be made during the 2011-2013 for equipment purchases. This equipment will replace units that have exceeded their useful life and are prone to frequent breakdowns.

Fund Balance Detail Years 2007 - 2013
Analysis of Changes in Fund Balance > 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) Fund 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 in the Affordable Housing Fund are generated from a fee that is assessed on all building permits, and program expenditures must be targeted for affordable housing opportunities. As developers are becoming more comfortable with this funding, they are utilizing it more with an increased emphasis as the "local match" for their projects. Reserves are being used to increase the number of projects funded by this program.

DEBT SERVICE FUNDS

PERS Debt Service Fund

The City has been building debt service reserves in this fund and accordingly, contributions into this fund have exceeded required debt service payments.

General Obligation Bond Debt Service Fund

The General Obligation Bond Debt Service Fund is a new fund created to account for debt payments for the transportation system improvement bonds that were approved by voters in May 2011. The use of the bond proceeds will be tracked in the General Obligation Construction Fund.

BURA Juniper Ridge Debt Service Fund

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

BURA Murphy Crossing Debt Service Fund

The Murphy Crossing Debt Service Fund was created to account for the activities of the Murphy Crossing Urban Renewal District that was approved in August 2008. With the continuing economic downturn, tax increment revenues from the District are expected to be minimal in the 2011-2013 biennium. Accordingly the City has put on hold any work on the Murphy Crossing Refinement Plan. Therefore no expenditures are planned in the current biennium.

BURA Downtown Debt Service Fund

The Bend Urban Renewal Agency (BURA) Downtown Debt Service Fund will close during the 2011-2013 biennium due to the payoff of Urban Renewal Bonds.

Fund Balance Detail Years 2007 - 2013
Analysis of Changes in Fund Balance > 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

CAPITAL PROJECTS FUNDS

Transportation Construction Fund

Transportation infrastructure projects are primarily funded by system development charges (SDC's). Due to the continued economic downturn and minimal new construction, projected SDC's for the 2011-13 biennium will continue to be conservative. At a minimum, SDC revenues must cover debt service payments. Therefore operating reserves will be utilized to complete capital projects.

Accessibility Construction Fund

In the 2009-2011 biennium, \$3.2 million of long-term debt was issued to provide funding for continuing construction projects. While over half of the debt proceeds were spent during the 2009-2011 biennium, the remaining balance will be carried over to the 2011-2013 biennium to finish construction projects already under way.

General Obligation Bond Construction Fund

The General Obligation Bond Construction Fund is a new fund created to account for the use of G.O. bond proceeds for transportation system projects.

BURA Downtown Construction Fund

Since the Downtown Urban Renewal Area has reached its maximum indebtedness, no new major construction projects are being planned for this Urban Renewal District. Remaining projects will be completed, resulting in a reduction in the fund's balance.

BURA Juniper Ridge Construction Fund

For this biennial budget, only minimal expenditures are being made to further land sales and the design/engineering of roads in the Urban Renewal Area, resulting in an increase to the fund balance.

Analysis of Revenue Sources

Revenue Highlights

Overview

Revenue assumptions for the 2011-2013 biennial budget are based on projections from the State of Oregon Office of Economic Analysis, current or historical revenue trends and analyses, and other relevant forecasts for Central Oregon. Since 2008, the City has sponsored the Central Oregon Economic Forecast Project in which a team of economists from California Lutheran University have been collecting and analyzing statistical data for Bend and the surrounding region to provide forecasts of future economic activity in the local area. This information has also been factored in the 2011-2013 biennial budget projections.

With the slowdown in development and world-wide economic recession, City-wide revenues during the 2009-2011 biennium decreased sharply and/or the rate of revenue growth slowed significantly from prior years. Fears of a double dip recession are fading, and with the exception of property taxes, in general, revenues for the upcoming 2011-2013 budget cycle are relatively flat and assume minimal increases in development activity and customer growth. One of the significant fallouts from the recession was the decrease in real estate values, which has significantly impacted the City's property tax revenues. Property taxes represent approximately 62% of revenues in the City's General Fund, and due to the decline in taxable assessed values, a 4% reduction in property tax revenues is projected for the first year of the biennium. Details of property tax revenues are discussed below and in the accompanying revenue summaries.

New Revenues and Fee Increases

New revenues and fee increases included in the 2011-2013 biennial budget are as follows:

- Water rate increase of 7.0% and water reclamation (wastewater) rate increase of 10.0% for each year of the biennium
- System development charges are projected to increase 1% in 2012-2013 based on a projected increase in the Engineering News Record representing inflation on construction costs.
- A new \$30 administrative fee for dismissal of municipal court citations is proposed. In some cases, the Municipal Court Judge will dismiss a citation if the defendant complies with certain conditions of approval. This fee will cover the administrative costs required to process and administer these cases and monitor compliance with the conditions of approval. The financial impact of the new fee will be minimal (approx. \$1,000 per year).

Property Taxes

Property taxes comprise approximately 62% of the City's General Fund revenues and are used to support police, fire, and other essential services. During the City's high growth years, property tax revenues were increasing by 11-12% per year. When development activity began to decline in 2006, the annual growth rate dropped to 4-5% per year. Property values are now at 10 year lows, and the decline in values will significantly impact property tax revenues in the upcoming biennium. The City's taxable assessed value (TAV) is projected to decrease by 4.0% in 2011-2012 and remain flat in 2012-2013. Due to the recession, the property tax collection rate dropped from a high of 94.7% in 2005-06 to a low of 91.0% in 2008-09. The collection rate for the 2011-13 biennium is projected to be 92%. The City's permanent tax rate is \$2.8035 per \$1,000 of TAV.

	<u>2011-12</u>	<u>2012-13</u>	<u>2011-13 Biennium</u>
Projected TAV	\$ 7,762,562,100	\$ 7,762,562,100	\$ 15,525,124,200
Change in TAV from prior yr.	- 4%	0%	
Tax levy	21,762,343	21,762,343	43,524,686
Collection rate	92%	92%	

City of Bend

Current tax revenues	\$ 20,021,400	\$ 20,021,400	\$ 40,042,800
Delinquent taxes	800,900	800,900	1,601,800
Interest	5,700	4,300	10,000
Total tax revenues-City	<u>\$ 20,828,000</u>	<u>\$ 20,826,600</u>	<u>\$ 41,654,600</u>

The Bend Urban Renewal Agency (BURA) has 3 urban renewal areas (URA): the Downtown 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. The Downtown URA has reached its maximum indebtedness and will payoff all outstanding debt during 2011-12. As such, any excess property taxes remaining after the final debt service payments are made will be returned to the Deschutes County Assessor's office and refunded to the overlapping taxing districts.

BURA Downtown URA

	<u>2011-12</u>	<u>2012-13</u>	<u>2011-13 Biennium</u>
Current tax revenues	\$ 827,600	\$ -	\$ 827,600
Delinquent taxes and interest	33,900	-	33,900
Total tax revenues-Downtown	<u>\$ 861,500</u>	<u>\$ -</u>	<u>\$ 861,500</u>

The Juniper Ridge URA includes properties on both the east and west sides of Highway 97. No increase in tax revenues is projected in the biennium.

BURA Juniper Ridge

	<u>2011-12</u>	<u>2012-13</u>	<u>2011-13 Biennium</u>
Current tax revenues	\$ 615,800	\$ 615,800	\$ 1,231,600
Delinquent taxes and interest	24,700	24,700	49,400
Total tax revenues-Juniper Ridge	<u>\$ 640,500</u>	<u>\$ 640,500</u>	<u>\$ 1,281,000</u>

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. No increase in tax revenues is projected in the biennium.

BURA Murphy Crossing

	<u>2011-12</u>	<u>2012-13</u>	<u>2011-13 Biennium</u>
Current tax revenues	\$ 59,400	\$ 59,400	\$ 118,800
Delinquent taxes and interest	2,400	2,400	4,800
Total tax revenues-Murphy Cross.	<u>\$ 61,800</u>	<u>\$ 61,800</u>	<u>\$ 123,600</u>

The General Obligation (G.O.) Bond for Transportation Safety & Capacity Improvements was approved by voters in May, 2011. The first assessment will occur in FY 2011-2012. No increase in tax revenues is projected in second year of the biennium.

<u>General Obligation Bond</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2011-13 Biennium</u>
Current tax revenues	\$ 1,840,000	\$ 1,840,000	\$ 3,680,000
Delinquent taxes and interest	74,000	74,000	148,000
Total tax revenues-G.O. Bond	<u>\$ 1,914,000</u>	<u>\$ 1,914,000</u>	<u>\$ 3,828,000</u>

Property Taxes

Allocation of Revenues	10 Year Trend of City Tax Levy		
	Year	Amount	% Change
<p>The City's permanent operating tax rate is \$2.8035 per \$1,000 of Taxable Assessed Value (TAV). Property taxes collected are allocated to the General Fund as discretionary revenues to support public safety and other General Fund operations.</p> <p>Measure 50 limits future growth of TAV to 3% per year plus the value of new construction. Local governments with operating tax rates may not increase the amount provided on a permanent basis. They may only request that voters approve a limited term levy for operations or capital expenditures (local option levies and general obligation bond levies). The City of Bend will have a Street Improvement Transportation General Obligation Bond measure on the May 17, 2011 ballot. If approved by the voters, revenues generated from the G.O. Bond will be accounted for in a new fund, not the General Fund.</p>		(in 000's)	
	2012-13 *	\$21,762	0.0%
	2011-12 *	21,762	-4.0%
	2010-11	22,670	1.1%
	2009-10	22,413	4.1%
	2008-09	21,530	6.3%
	2007-08	20,246	8.9%
	2006-07	18,596	11.4%
	2005-06	16,694	11.7%
	2004-05	14,952	10.8%
	2003-04	13,500	9.7%

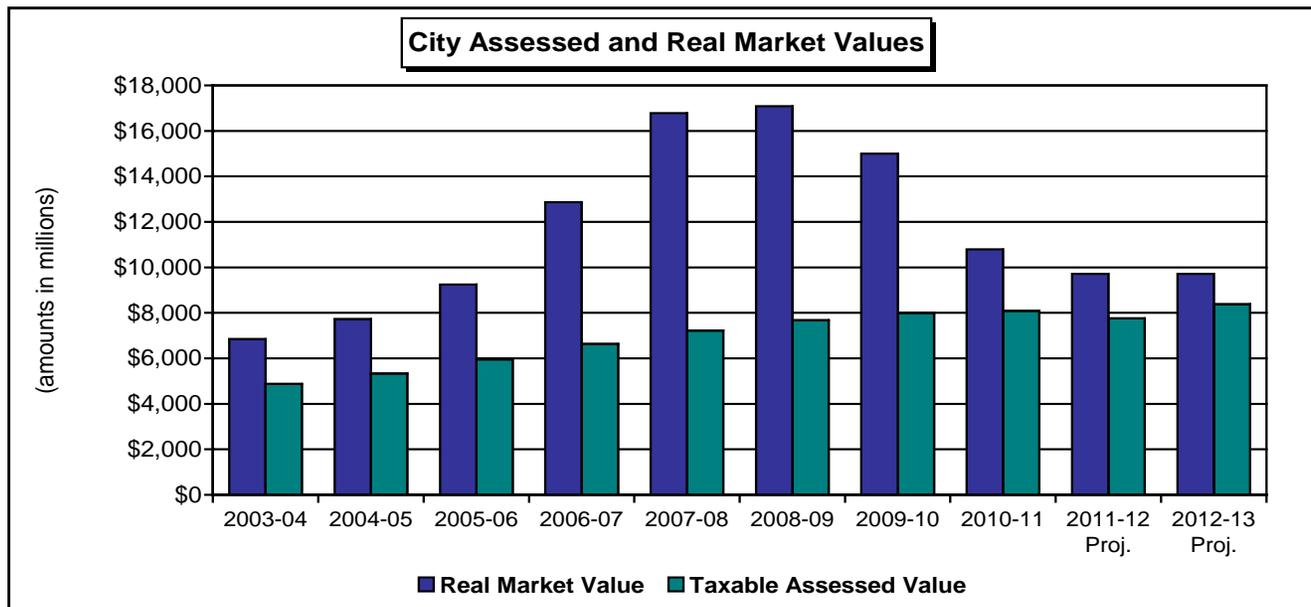
* projected amounts for 2011-13 biennium

Assumptions

	Taxable Assessed Valuation (in 000's)	Gross Property Tax Levy (in 000's)	Collection Rate
Biennial Budget 2012-13 projection	\$7,762,562	\$21,762	92.0%
Biennial Budget 2011-12 projection	7,762,562	21,762	92.0%
Fiscal Year 2010-11	8,086,002	22,670	91.5%
Fiscal Year 2009-10	7,994,303	22,413	91.9%

The City's TAV is projected to decrease by 4.0% in 2011-12 and remain flat in 2012-13. The collection rate is projected to be 92.0% in both years of the biennium.

Property Tax



Transient Room Taxes

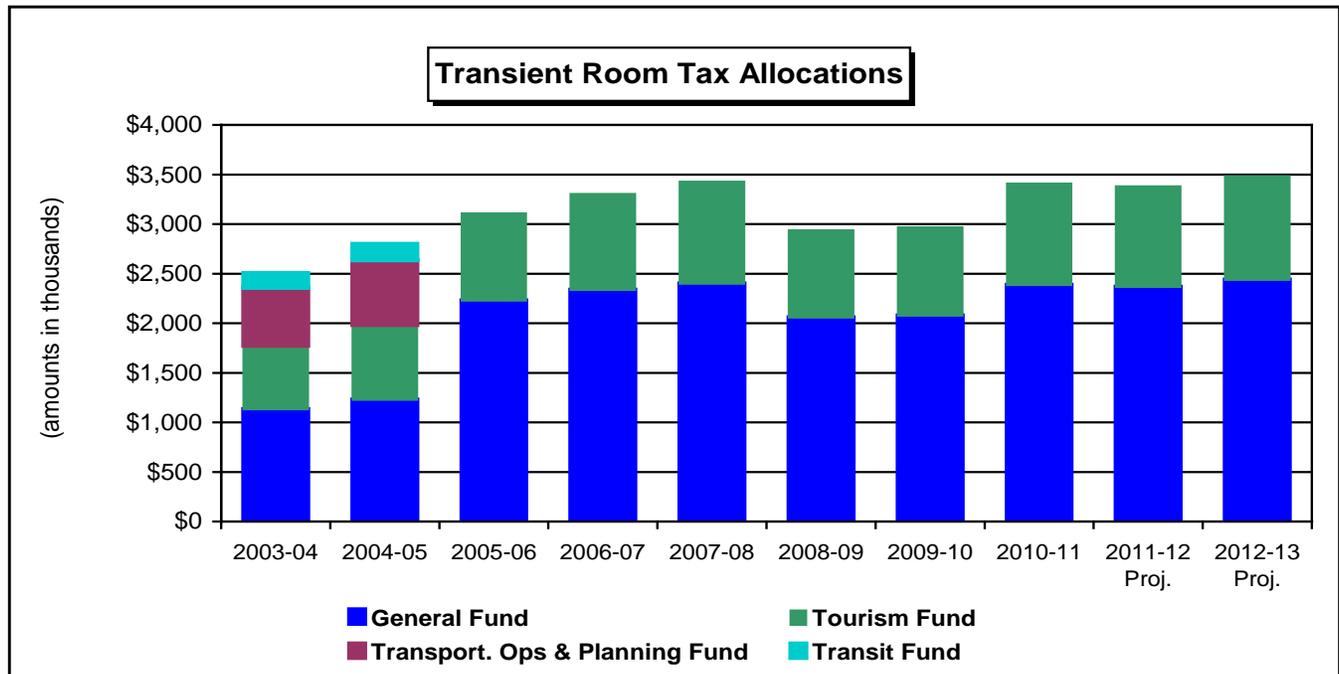
Allocation of Revenues	10 Year Trend of Collections		
	Year	Amount (in 000's)	% Change
The 2011-13 biennial budget reflects a 9% tax rate levied upon hotels and motels within the City of Bend.	2012-13 *	\$ 3,481	3.0%
	2011-12 *	3,380	-0.8%
Oregon Revised Statutes (ORS) require that cities allocate a portion of transient room taxes (TRT) for tourism promotion. In accordance with ORS and as adopted by the Bend Code, the City allocates 30% of TRT funds to the Tourism Fund for tourism promotion. The remaining 70% is allocated to the General Fund as discretionary revenues.	2010-11	3,407	14.9%
	2009-10	2,966	1.0%
	2008-09	2,938	-14.3%
	2007-08	3,429	3.8%
	2006-07	3,303	6.3%
	2005-06	3,107	11.0%
	2004-05	2,799	11.9%
	2003-04	2,502	18.1%
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.			

* Projected amounts for 2011-13 biennium

Assumptions

Revenue projections included in the 2011-13 biennium are based on current trends, economic forecasts from the California Lutheran Central Oregon Economic Forecast Project and projections from Visit Bend, an organization tasked with marketing and promoting tourism in Bend. The City of Bend's 2011-13 biennial budget includes Transient Room Tax revenues of \$3,380,100 and \$3,480,700 respectively. 5% of tax revenue is retained by the motel owners for administration expenses, as allowed by Bend Code.

Transient Room Tax



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.	2012-13 *	\$ 7,672	3.4%
	2011-12 *	7,422	3.0%
	2010-11	7,208	-3.2%
	2009-10	7,447	5.4%
	2008-09	7,065	4.5%
	2007-08	6,762	9.1%
	2006-07	6,200	19.4%
	2005-06	5,194	21.3%
	2004-05	4,283	14.7%
	2003-04	3,735	2.8%

Per City Council ordinance garbage franchise fees collected are allocated to the Transportation Operations and Planning Fund to support Street Operations while Water and Water Reclamation utility franchise fees are designated by Council to the Transportation Construction Fund to fund transportation projects. 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:

		2011-12	2012-13
Pacific Power	5.00%	\$ 3,139,600	\$3,237,700
Central Electric Co-op	5.00%	181,500	184,200
Cascade Gas	4.50%	1,447,900	1,493,100
Qwest	7.00%	297,300	282,500
Bend Broadband	5.00%	836,100	862,200
Garbage Haulers	4.00%	492,800	508,200
Water/Water Reclamation	3.00%	963,500	1,040,500

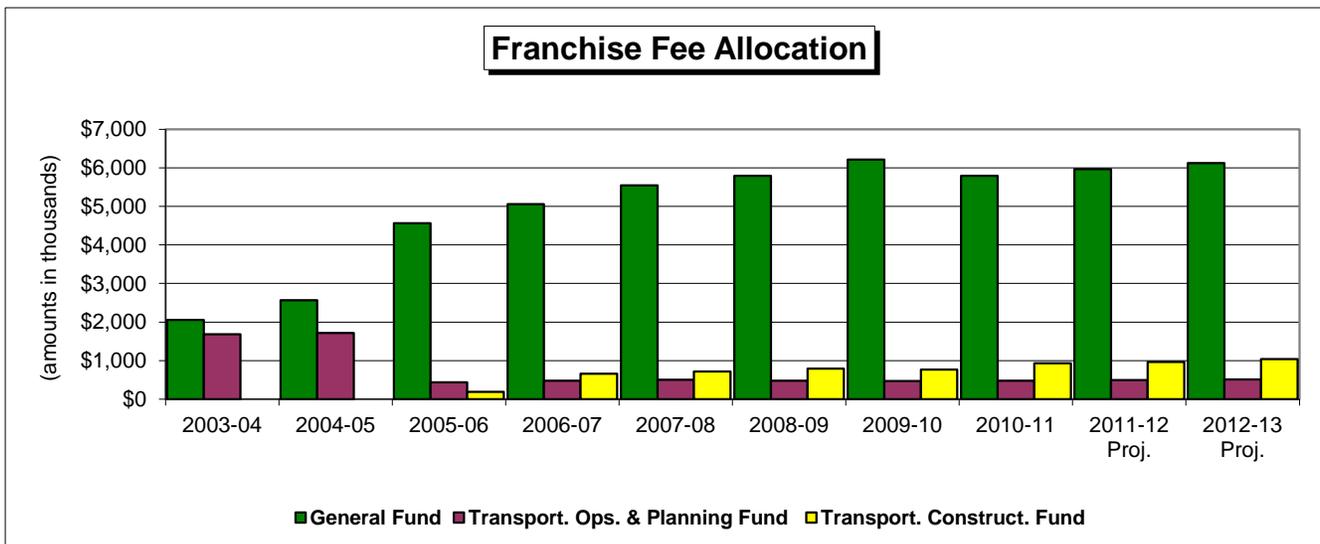
* Projected amounts for 2011-13 biennium

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 3.0% - 3.4% each year of the biennium.

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 Gas Taxes are allocated 100% to the Transportation Operations & Planning 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.	2012-13 *	\$ 4,613,900	\$ 819,000	\$ 117,000	\$ 620,100	4.5%
	2011-12 *	4,384,800	796,300	121,200	602,900	3.5%
	2010-11	3,963,860	955,666	121,485	664,638	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%
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.	2007-08	3,327,800	876,500	126,100	667,700	2.9%
	2006-07	3,395,000	775,600	132,500	554,500	4.5%
	2005-06	3,294,500	729,400	125,700	497,400	9.3%
	2004-05	3,099,000	616,700	110,200	424,000	11.7%
	2003-04	2,730,800	570,900	110,800	393,600	18.1%
The 911 Excise Tax is not reflected in this schedule since Bend's allocation of the tax is remitted directly to the local 911 agency operated by Deschutes County.						

* Projected amounts for 2011-13 biennium

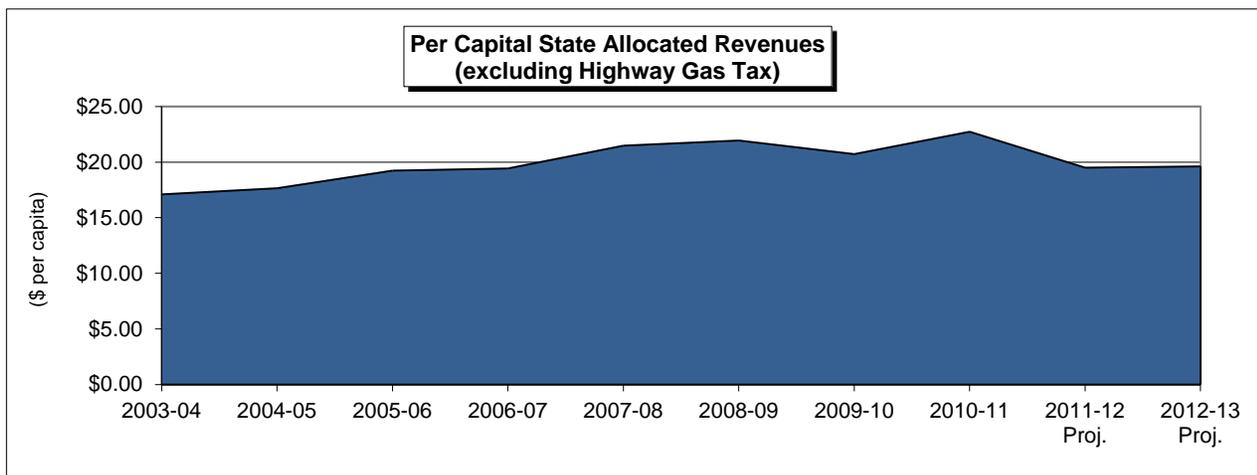
Assumptions

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 for January - December of the following year. The City used a weighted average population figure to project these revenues. 2011-13 revenue projections were based on the 2010 Census population of 76,639, which is lower than PSU's 2010 population estimate of 83,125.

The Highway Gas Tax revenue distribution contains several component parts, but is also distributed on a per capita basis. State Revenue Sharing is distributed on a formula basis that compares Bend's consolidated property tax rate, per capita income, and population against statewide averages. Increases in Highway Gas Tax in the biennium reflect full implementation of House Bill 2001, which increased the state gas tax as well as several vehicle registration fees and weight mile taxes over the 2009-11 biennium.

These revenue estimates included in the biennial budget are developed using the March 2011 *Oregon Economic and Revenue Forecast* prepared by the State of Oregon Office of Economic Analysis and the Oregon Department of Transportation's December 2010 *Summary of Transportation Economic and Revenue Forecasts* (released February 2011).

State Allocated Revenues



System Development Charges

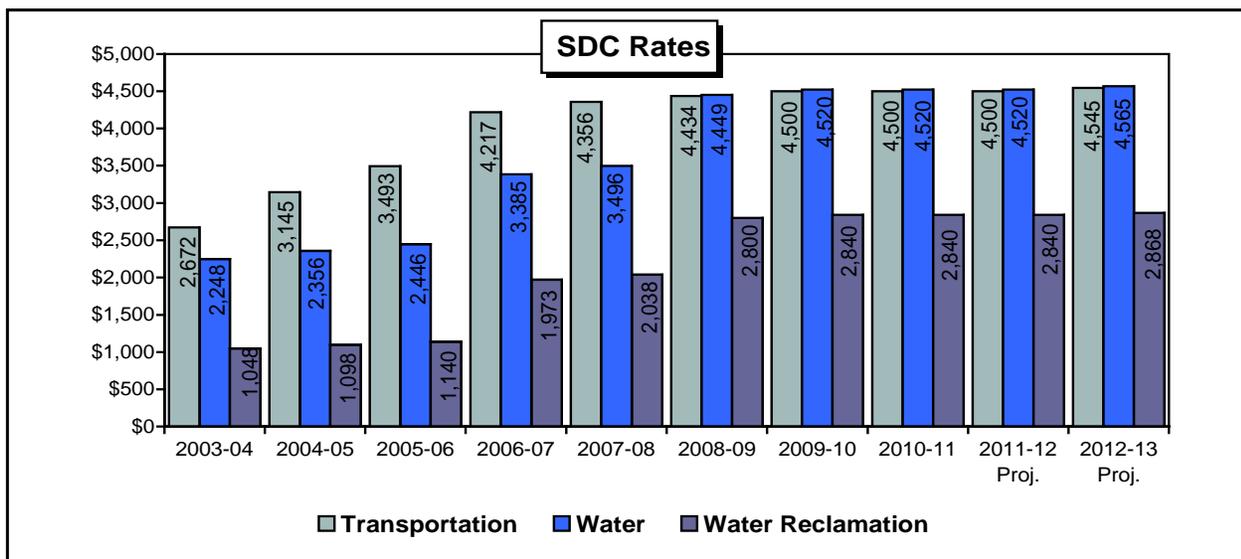
Allocation of Revenues	Year	10 Year Trend of Collections			% Change
		Transportation	Water	Water Reclamation	
System Development Charges (SDC) are restricted by ORS for capital improvement projects. A special revenue fund, the SDC fund, has been established to account for SDC revenue collections. The 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.	2012-13 *	\$ 1,267,500	\$ 803,200	\$ 1,011,200	5.7%
	2011-12 *	1,197,200	758,700	960,300	-12.6%
	2010-11	1,386,700	865,100	1,086,700	47.7%
	2009-10	1,039,300	532,000	689,600	-17.1%
	2008-09	1,760,700	231,500	733,500	-66.5%
	2007-08	4,737,000	1,530,700	1,858,800	-22.2%
	2006-07	5,616,400	2,337,700	2,487,200	-26.3%
	2005-06	7,220,900	3,788,300	3,150,000	13.5%
	2004-05	6,415,400	3,137,200	2,927,900	12.4%
	2003-04	5,388,000	3,103,800	2,611,600	24.5%

* Projected amounts for 2011-13 biennium

Assumptions

System Development Charges (SDC's) are established by methodology studies and are adjusted annually with the Engineering News Record (ENR), a construction inflation index. The Water and Water Reclamation SDC methodologies which established the current SDC fees were adopted in July 2008. The Transportation SDC methodology was recently updated and will be presented to Council for adoption in Fall 2011. No increase in ENR is projected for 2011-12, and a 1% increase is projected for 2012-13.

System Development Charges



Development Fees and Permits

Allocation of Revenues	Year	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. Prior to 2008-09, Engineering fees were allocated to the Engineering 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.	2012-13 *	\$ 2,415,500	5.0%	\$ 1,005,600	1.5%	\$ 177,500	0.0%
	2011-12 *	2,300,400	-8.1%	990,700	-0.3%	177,500	-27.6%
	2010-11	2,501,900	35.3%	994,000	17.4%	245,000	0.3%
	2009-10	1,848,900	-8.6%	846,900	-37.2%	244,200	-35.9%
	2008-09	2,023,400	-51.8%	1,349,500	-42.1%	381,100	-78.0%
	2007-08	4,200,900	15.3%	2,329,300	-30.6%	1,734,300	-31.1%
	2006-07	3,642,600	-29.4%	3,355,300	24.3%	2,518,400	12.5%
	2005-06	5,161,300	2.8%	2,699,700	77.6%	2,238,377	20.6%
	2004-05	5,022,200	33.4%	1,519,800	78.1%	1,856,100	-4.2%
	2003-04	3,765,100	30.1%	853,553	0.1%	1,937,500	14.4%

* Projected amounts for 2011-13 biennium

Assumptions

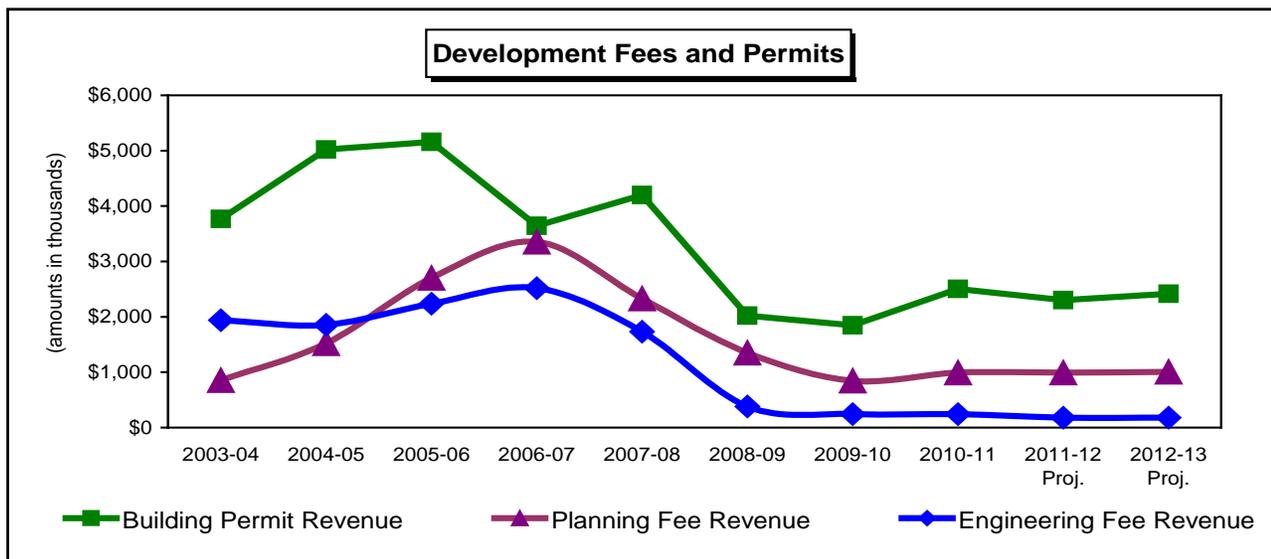
The Office of Economic Analysis reported in their March 2011 Oregon Economic and Revenue Forecast that “Signs are starting to emerge that the housing market has hit bottom, at least in terms of housing starts, but prices may have further to fall. Foreclosures and delinquency rates are still relatively high. Oregon, with the rest of the nation, will still see corrections to the housing market in 2011. The question is whether the job growth will kick in to alleviate the downward pressures from declining housing prices and oversupply of homes. The housing market appears to be the biggest threat to a sustained economic recovery in Oregon.”

The City of Bend’s building activity in 2008-09 and 2009-10 was at historical lows due to the recession. Residential building activity picked up during 2010-11, however commercial activity continued to decline. The 2011-13 biennial budget projects development activity to increase by 5% per year based on current trends.

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

	2011-12		2012-13	
	<u>Fee Incr.</u>	<u>Activity Level</u>	<u>Fee Incr.</u>	<u>Activity Level</u>
Building	0.0%	5.0%	0.0%	5.0%
Planning	0.0%	0.0%	0.0%	1.5%
Private Development Engineering	0.0%	0.0%	0.0%	0.0%

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)							

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.

The City utilizes 10 year rate models which are updated regularly.

	Water		Water Reclamation		Stormwater	
2012-13 *	\$14,362	7.5%	16,873	11.4%	\$2,460	1.3%
2011-12 *	13,364	0.9%	15,147	6.0%	2,429	-2.0%
2010-11	13,247	13.5%	14,286	12.2%	2,479	2.4%
2009-10	11,667	7.8%	12,737	12.2%	2,420	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
2006-07	9,648	6.9%	9,028	7.2%		
2005-06	9,022	13.0%	8,422	9.4%		
2004-05	7,987	9.0%	7,695	17.1%		
2003-04	7,325	14.6%	6,574	12.6%		

* Projected amounts for 2011-13 biennium

Assumptions

Water and water reclamation revenue projections for the 2011-13 biennium are based on the water and sewer rate models updated in April 2011. Stormwater utility revenues reflect no change in the current \$4/month fee but an estimated 1.3% increase in account growth in the 2nd year of the biennium.

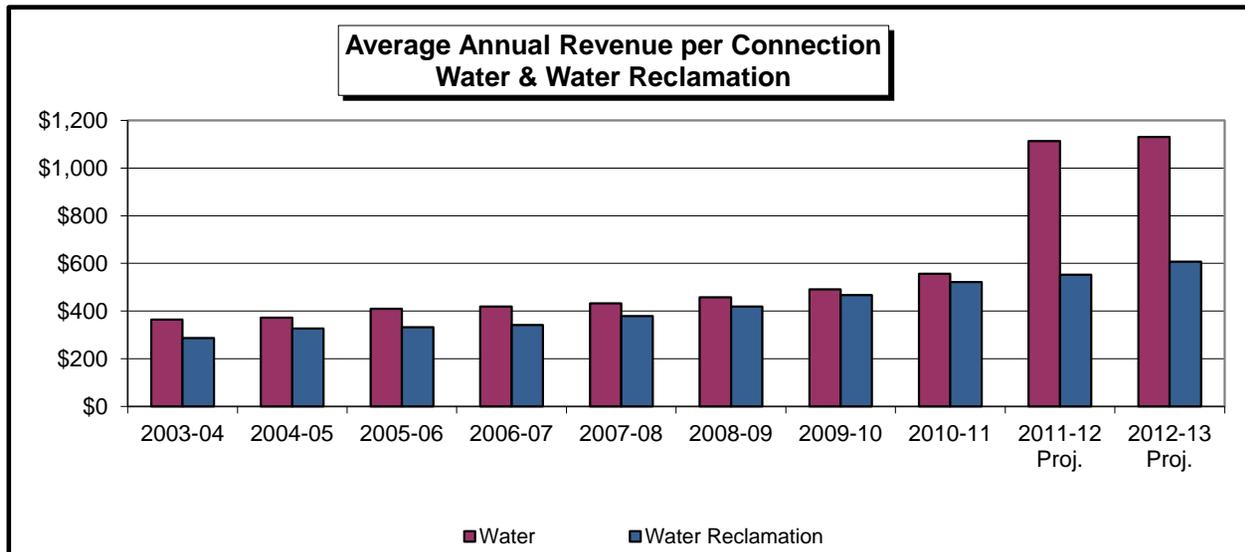
	Water	
	2011-12	2012-13
Net change in consumption/customer growth	-2.00%	1.50%
Rate increase	7.00%	7.00%

	Water Reclamation	
	2011-12	2012-13
Net change in consumption/customer growth	0.00%	1.50%
Rate increase	10.00%	10.00%

	Rate Adjustments	
	Water	Water Reclamation
2012-13 *	7.00%	10.00%
2011-12	7.00%	10.00%
2010-11	7.10%	8.75%
2009-10	8.25%	14.50%
2008-09	8.25%	14.50%
2007-08	5.53%	6.00%
2006-07	4.97%	6.00%
2005-06	4.75%	3.00%
2004-05	7.75%	6.00%
2003-04	7.79%	6.00%

* projected rate adjustment

Utility User Fees



Fines and Forfeits

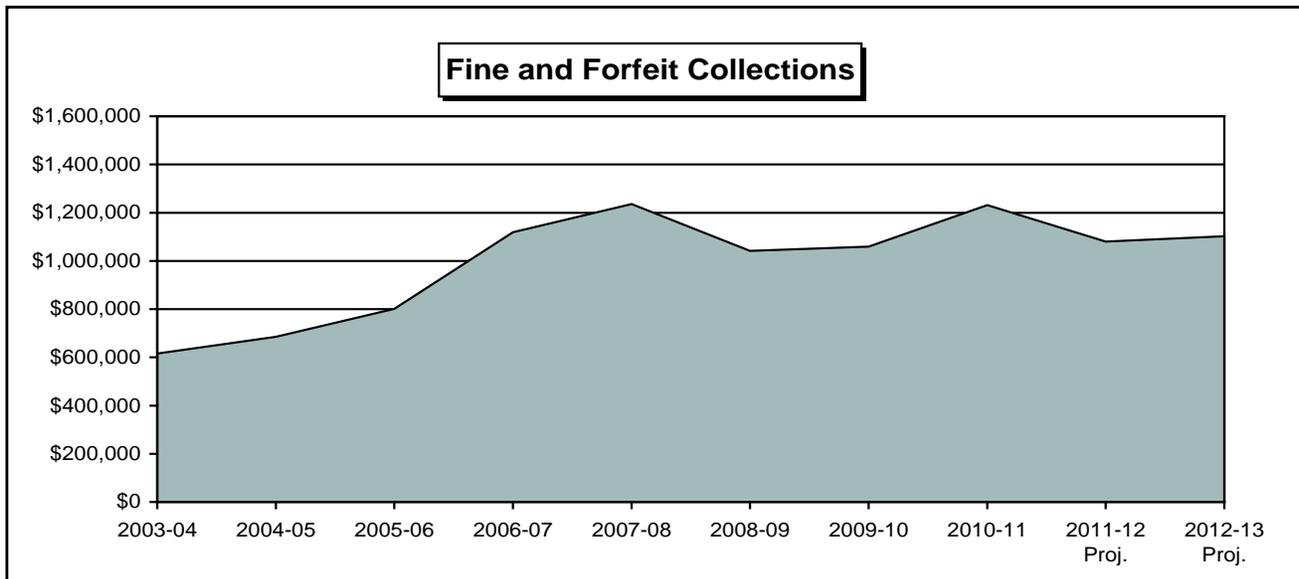
Allocations of Revenues	10 Year Trend of Collections		
	Year	Amount	% Change
Fines and Forfeits are collected by the City's Municipal Court and all of the revenues are allocated to the General Fund for support of municipal court and other General Fund operations.	2012-13 *	\$ 1,102,100	2.0%
	2011-12 *	1,080,500	-12.2%
	2010-11	1,231,200	16.2%
	2009-10	1,059,400	1.7%
	2008-09	1,041,200	-15.7%
	2007-08	1,235,500	10.4%
	2006-07	1,119,300	39.8%
	2005-06	800,700	16.8%
	2004-05	685,300	11.2%
	2003-04	616,100	25.1%

* Projected amounts for 2011-13 biennium

Assumptions

Collection of municipal court fines is projected to decrease approximately 15% in the 2011-13 biennium. During 2010-11, the number of citations issued by the Police Department increased approximately 20% over the prior fiscal year, and the number of violations is not expected to decrease during the next biennium. However, the increase in activity is not enough to offset the loss of revenue anticipated when Oregon House Bill 2287 expires December 31, 2011. HB 2287 added a \$45 assessment to every citation and was originally scheduled to sunset at the end of the 2009-2011 biennium, however this was extended to year end. The City will continue to monitor any legislative activity for further extensions. After the loss of the \$45 assessment, fine revenues are projected to increase 2% per year.

Fines and Forfeits



Debt Overview and Analysis

Overview

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

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

Municipal ratings are based upon the analysis of four primary factors relating to municipal finance: economy, debt, finances, and administration/management strategies. Each of the factors is evaluated individually and for its effect on the other factors in the context of the municipality's ability to repay its debt. Moody's recalibrated rating scale ranges from "Aaa" on the high end to "C" on the low end. Rating definitions that apply to the City of Bend obligations are as follows:

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

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

The City of Bend does not use variable-rate short-term debt. Although the City is exposed to the real-estate development downturn, one of the hard-hit economic sectors, management does not anticipate a downgrade of the City's bond ratings.

Debt Policies

See the Introductory Section for the City's debt policies

Types of Debt

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

- ✧ Revenue Bonds – Bonds issued to finance facilities that have a definable user or revenue base. 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 6/30/11
Sewer improvements (2002 series)	\$ 3,800,000
Sewer refunding bonds (2005 series)	6,370,000
Sewer improvements (2008 series)	<u>9,320,000</u>
	<u>\$ 19,490,000</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 6/30/11	Repayment Source
Police facility (2002 series)	\$ 5,150,000	Property taxes
Airport 1993 refinance (2003 series)	86,200	Airport revenues
Fire truck (2003 series)	168,400	Property taxes
Transportation improvements (2003 series)	7,845,400	SDCs
PERS debt (2004 series)	13,460,000	Department Bdgts.
Police expansion/Ambulances (2006 series)	4,250,000	Property taxes
Fire engine (2008 series)	120,000	Property taxes
Police expansion (2008 series)	445,000	Property taxes
Cooley road improvements (2008 series)	3,570,000	Tax increment rev.
Stormwater equipment (2008 series)	115,000	Stormwater rev.
Purchase of Bulletin land 2005 refinance (2010 series)	3,500,000	Property taxes
Airport improvements 1999 refinance (2010 series)	897,000	Airport revenues
Transportation improv. 2000 refinance (2010 series)	3,713,000	SDCs
Accessibility Improvements (2010 series)	2,995,000	Property taxes
Water/Sewer improvements (2010 series)	13,030,000	Water/Sewer rev.
Water refunding bonds (2010 series)	2,175,000	Water revenues
Fire stations 1999 refinance (2010 series)	2,880,000	Property taxes from DCRFPD #2
	\$ 64,400,000	

- Tax Increment Financing (TIF) Bonds – TIF bonds are used to fund projects in an urban renewal area (URA). Debt service payments on TIF bonds are derived from tax revenues generated as a result of economic growth in the URA. Outstanding TIF bonds are as follows:

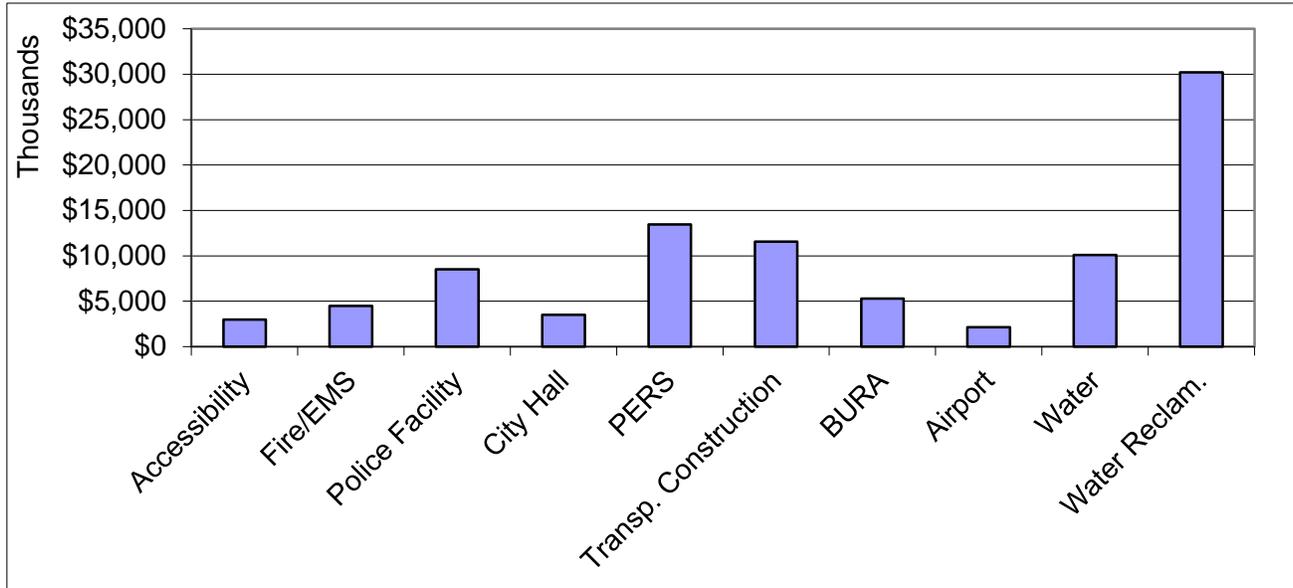
	Outstanding Balance at 6/30/11
Bend Downtown URA (2004 series)	\$ 1,710,000

- Notes Payable – The City has entered into several long-term note agreements with the Oregon Business Development Department to finance infrastructure improvements.

	Outstanding Balance at 6/30/11
Safe drinking water loan (2009)	\$ 2,806,500
ARRA forgivable loan (2009)	2,806,500
Airport improvements (1997)	387,241
Eastside airport improvements (2006)	778,272
	\$ 6,778,513

Current Debt by Fund

Outstanding debt by fund at 6/30/11 is as follows:



Proposed Debt Issues for the 2011-13 Biennial Budget

Proposed in the 2011-13 biennial budget are debt issues to finance the purchase of street maintenance equipment and water and water reclamation infrastructure identified in the City's Capital Improvement Program.

Debt issues proposed are as follows:

	<u>2011-12</u>	<u>2012-13</u>	<u>2011-13 Biennium</u>
General Obligation Bonds:			
Transportation improvements	\$ 15,200,000	\$ 0	\$15,200,000
	<u>15,200,000</u>	<u>0</u>	<u>15,200,000</u>
Full Faith & Credit Obligations:			
Street maintenance equipment	0	1,400,000	1,400,000
	<u>0</u>	<u>1,400,000</u>	<u>1,400,000</u>
Revenue Bonds:			
Water improvements	14,365,000	24,310,000	38,675,000
Water Reclamation improvements	19,890,000	14,365,000	34,255,000
	<u>34,255,000</u>	<u>38,675,000</u>	<u>72,930,000</u>
Total Debt Proposed	<u>\$49,455,000</u>	<u>\$40,075,000</u>	<u>\$89,530,000</u>

Legal Debt Limitation

Oregon Revised Statutes (ORS) 287.004 provides that the City may not issue or have outstanding at any one time general obligation bonds in excess of three percent of the real market value (RMV) of all taxable property within its boundaries. This statute makes specific exception to bonds issued for water, sewage disposal plants and off-street parking facilities, as well as, special assessment bonds. The City's RMV for 2010-11 is \$10,792,531,429 providing for a legal debt margin of \$323,775,943.

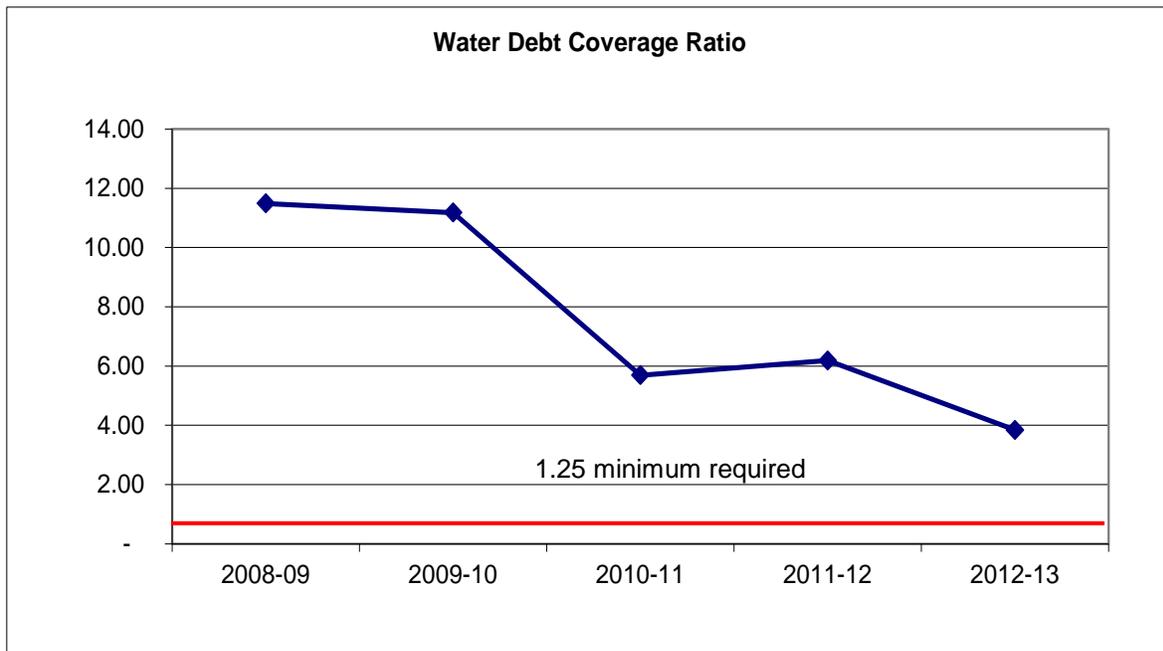
Debt Capacity and Coverage Ratios

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

Water Debt Coverage Ratio

Water revenue bonds proposed for the biennium total \$38.7 million which reduces the debt service coverage ratio from 5.69 at the beginning of the biennium to 3.84 at the end of 2012-13. The City's target ratio is 1.75 and the minimum required by bond covenants is 1.25.

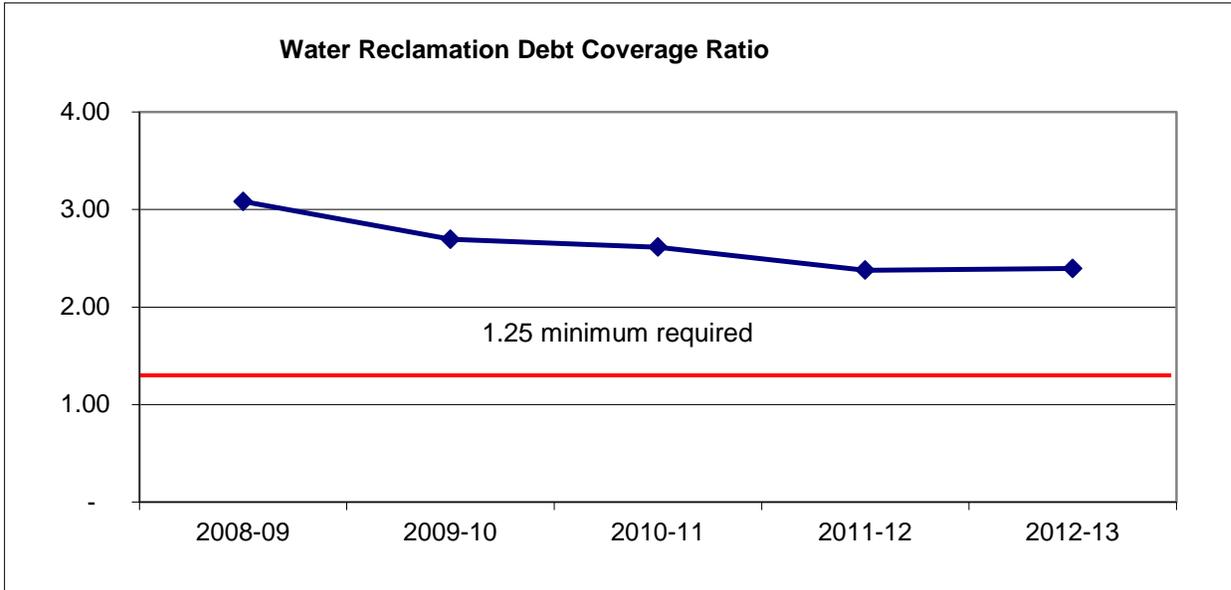
	Actual 2008-09	Actual 2009-10	Estimate 2010-11	Projected 2011-12	Projected 2012-13
Water debt service coverage ratio	11.49	11.18	5.69	6.18	3.84



Water Reclamation Debt Coverage Ratio

Sewer revenue bonds proposed for the biennium total \$34.3 million which reduces the debt service coverage ratio to 2.39. The City's target ratio is 1.75 and the minimum required is 1.25.

	Actual 2008-09	Actual 2009-10	Estimate 2010-11	Projected 2011-12	Projected 2012-13
Water Reclamation debt service coverage ratio	3.08	2.69	2.61	2.38	2.39



Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2011	Proposed New Issues	Principal Amount Due 2011-12	Interest Amount Due 2011-12	Principal Balance June 30, 2012
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ -	\$ 15,200,000	\$ 1,710,000	\$ 190,000	\$ 13,490,000
<u>Other Indebtedness</u>					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	2,995,000	-	190,000	117,000	2,805,000
	<u>2,995,000</u>	<u>-</u>	<u>190,000</u>	<u>117,000</u>	<u>2,805,000</u>
Fire/EMS Fund					
Full Faith & Credit Bonds 2003	168,400	-	82,800	4,400	85,600
Full Faith & Credit Bonds 2006	1,330,000	-	160,000	53,700	1,170,000
Full Faith & Credit Bonds 2008	120,000	-	30,000	3,200	90,000
Full Faith & Credit Bonds 2010	415,000	-	40,000	13,500	375,000
	<u>2,033,400</u>	<u>-</u>	<u>312,800</u>	<u>74,800</u>	<u>1,720,600</u>
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	13,460,000	-	175,000	807,600	13,285,000
Full Faith & Credit Bonds 2010	2,465,000	-	140,000	80,100	2,325,000
	<u>15,925,000</u>	<u>-</u>	<u>315,000</u>	<u>887,700</u>	<u>15,610,000</u>
Transportation Construction Fund					
Full Faith & Credit Bonds 2003	7,845,400	-	519,600	310,000	7,325,800
Full Faith & Credit Bonds 2010	3,713,000	-	325,000	115,000	3,388,000
	<u>11,558,400</u>	<u>-</u>	<u>844,600</u>	<u>425,000</u>	<u>10,713,800</u>
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	387,241	-	42,700	19,500	344,541
Full Faith & Credit Bonds 2003	86,200	-	27,600	2,600	58,600
Ore. Econ. Dev. - Eastside Development	778,272	-	24,200	33,000	754,072
Full Faith & Credit Bonds 2010	897,000	-	85,000	27,000	812,000
	<u>2,148,713</u>	<u>-</u>	<u>179,500</u>	<u>82,100</u>	<u>1,969,213</u>
Water Fund					
Safe Drinking Water Loan	2,806,500	-	96,000	107,500	2,710,500
ARRA Forgivable Loan	2,806,500	-	-	-	2,806,500
Full Faith & Credit Bonds 2010	2,175,000	-	700,000	36,500	1,475,000
Economic Development RZB 2010	2,300,000	-	-	107,600	2,300,000
Revenue Bonds 2011	-	14,365,000	-	413,000	14,365,000
Revenue Bonds 2012	-	-	-	-	-
	<u>10,088,000</u>	<u>14,365,000</u>	<u>796,000</u>	<u>664,600</u>	<u>23,657,000</u>
Water Reclamation Fund					
Revenue Bonds 2002	3,800,000	-	245,000	167,400	3,555,000
Revenue Bonds 2005	6,370,000	-	625,000	215,000	5,745,000
Revenue Bonds 2008	9,320,000	-	360,000	368,500	8,960,000
Economic Development RZB 2010	10,730,000	-	-	501,800	10,730,000
Revenue Bonds 2011	-	19,890,000	194,500	547,000	19,695,500
Revenue Bonds 2012	-	-	-	-	-
	<u>30,220,000</u>	<u>19,890,000</u>	<u>1,424,500</u>	<u>1,799,700</u>	<u>48,685,500</u>
Stormwater Fund					
Full Faith & Credit Bonds 2008	115,000	-	55,000	2,700	60,000
	<u>115,000</u>	<u>-</u>	<u>55,000</u>	<u>2,700</u>	<u>60,000</u>
Transportation Operations & Planning Fund					
Full Faith & Credit Bonds 2012	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2002	5,150,000	-	220,000	242,100	4,930,000
Full Faith & Credit Bonds 2006	2,920,000	-	90,000	117,600	2,830,000
Full Faith & Credit Bonds 2008	445,000	-	20,000	15,800	425,000
Full Faith & Credit Bonds 2010 *	3,500,000	-	300,000	127,800	3,200,000
	<u>12,015,000</u>	<u>-</u>	<u>630,000</u>	<u>503,300</u>	<u>11,385,000</u>
Bend Urban Renewal Agency (BURA)					
Tax Increment Bonds 2004 **	1,710,000	-	1,710,000	62,000	-
Full Faith & Credit Bonds 2008	3,570,000	-	160,000	126,400	3,410,000
	<u>5,280,000</u>	<u>-</u>	<u>1,870,000</u>	<u>188,400</u>	<u>3,410,000</u>
Total Other Indebtedness Outstanding	<u>\$ 92,378,513</u>	<u>\$ 34,255,000</u>	<u>\$ 6,617,400</u>	<u>\$ 4,745,300</u>	<u>\$ 120,016,113</u>
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	<u>\$ 92,378,513</u>	<u>\$ 49,455,000</u>	<u>\$ 8,327,400</u>	<u>\$ 4,935,300</u>	<u>\$ 133,506,113</u>

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

** Statement above includes additional principal payments scheduled to be made for payoff.

Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2012	Proposed New Issues	Principal Amount Due 2012-13	Interest Amount Due 2012-13	Principal Balance June 30, 2013
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ 13,490,000	\$ -	\$ 1,480,000	\$ 420,000	\$ 12,010,000
<u>Other Indebtedness</u>					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	2,805,000	-	195,000	113,800	2,610,000
	2,805,000	-	195,000	113,800	2,610,000
Fire/EMS Fund					
Full Faith & Credit Bonds 2003	85,600	-	85,600	1,500	-
Full Faith & Credit Bonds 2006	1,170,000	-	170,000	47,100	1,000,000
Full Faith & Credit Bonds 2008	90,000	-	30,000	2,300	60,000
Full Faith & Credit Bonds 2010	375,000	-	35,000	12,500	340,000
	1,720,600	-	320,600	63,400	1,400,000
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	13,285,000	-	230,000	798,400	13,055,000
Full Faith & Credit Bonds 2010	2,325,000	-	150,000	77,500	2,175,000
	15,610,000	-	380,000	875,900	15,230,000
Transportation Construction Fund					
Full Faith & Credit Bonds 2003	7,325,800	-	540,800	291,900	6,785,000
Full Faith & Credit Bonds 2010	3,388,000	-	335,000	108,500	3,053,000
	10,713,800	-	875,800	400,400	9,838,000
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	344,541	-	48,000	17,400	296,541
Full Faith & Credit Bonds 2003	58,600	-	28,600	1,700	30,000
Ore. Econ. Dev. - Eastside Development	754,072	-	24,300	32,000	729,772
Full Faith & Credit Bonds 2010	812,000	-	90,000	25,200	722,000
	1,969,213	-	190,900	76,300	1,778,313
Water Fund					
Safe Drinking Water Loan	2,710,500	-	100,000	103,900	2,610,500
ARRA Forgivable Loan	2,806,500	-	-	-	2,806,500
Full Faith & Credit Bonds 2010	1,475,000	-	750,000	22,000	725,000
Economic Development RZB 2010	2,300,000	-	-	107,600	2,300,000
Revenue Bonds 2011	14,365,000	-	-	826,000	14,365,000
Revenue Bonds 2012	-	24,310,000	-	699,000	24,310,000
	23,657,000	24,310,000	850,000	1,758,500	47,117,000
Water Reclamation Fund					
Revenue Bonds 2002	3,555,000	-	255,000	158,400	3,300,000
Revenue Bonds 2005	5,745,000	-	645,000	195,600	5,100,000
Revenue Bonds 2008	8,960,000	-	375,000	353,800	8,585,000
Economic Development RZB 2010	10,730,000	-	-	501,800	10,730,000
Revenue Bonds 2011	19,695,500	-	388,900	1,094,000	19,306,600
Revenue Bonds 2012	-	14,365,000	140,400	395,100	14,224,600
	48,685,500	14,365,000	1,804,300	2,698,700	61,246,200
Stormwater Fund					
Full Faith & Credit Bonds 2008	60,000	-	60,000	900	-
	60,000	-	60,000	900	-
Transportation Operations & Planning Fund					
Full Faith & Credit Bonds 2012	-	1,400,000	86,200	31,500	1,313,800
	-	1,400,000	86,200	31,500	1,313,800
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2002	4,930,000	-	230,000	232,800	4,700,000
Full Faith & Credit Bonds 2006	2,830,000	-	95,000	113,900	2,735,000
Full Faith & Credit Bonds 2008	425,000	-	20,000	15,200	405,000
Full Faith & Credit Bonds 2010 *	3,200,000	-	1,500,000	116,800	1,700,000
	11,385,000	-	1,845,000	478,700	9,540,000
Bend Urban Renewal Agency (BURA)					
Tax Increment Bonds 2004	-	-	-	-	-
Full Faith & Credit Bonds 2008	3,410,000	-	165,000	121,500	3,245,000
	3,410,000	-	165,000	121,500	3,245,000
Total Other Indebtedness Outstanding	\$ 120,016,113	\$ 40,075,000	\$ 6,772,800	\$ 6,619,600	\$ 153,318,313
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 133,506,113	\$ 40,075,000	\$ 8,252,800	\$ 7,039,600	\$ 165,328,313

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

Schedule of Future Debt Service as of June 30, 2011 *

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
2011/12	1,230,000	750,900	3,320,000	2,812,400	1,872,900	222,000	6,422,900	3,785,300	10,208,200
2012/13	1,275,000	707,800	4,710,000	2,712,900	172,300	153,300	6,157,300	3,574,000	9,731,300
2013/14	1,325,000	661,665	3,755,000	2,496,647	78,786	45,977	5,158,786	3,204,289	8,363,075
2014/15	1,375,000	612,648	3,150,000	2,431,321	84,431	42,283	4,609,431	3,086,252	7,695,683
2015/16	1,430,000	559,453	3,285,000	2,283,668	90,105	38,358	4,805,105	2,881,478	7,686,583
2016/17	1,485,000	502,189	3,445,000	2,156,593	90,814	34,151	5,020,814	2,692,933	7,713,747
2017/18	1,545,000	442,256	3,470,000	2,020,352	96,566	29,849	5,111,566	2,492,457	7,604,023
2018/19	1,295,000	384,834	3,660,000	1,869,834	30,417	25,255	4,985,417	2,279,924	7,265,341
2019/20	1,350,000	328,431	3,740,000	1,705,292	30,634	24,039	5,120,634	2,057,762	7,178,396
2020/21	1,410,000	269,313	3,955,000	1,530,919	35,867	22,775	5,400,867	1,823,006	7,223,873
2021/22	925,000	220,041	3,770,000	1,345,396	36,113	21,269	4,731,113	1,586,705	6,317,818
2022/23	965,000	179,519	3,940,000	1,160,247	36,373	19,734	4,941,373	1,359,499	6,300,872
2023/24	585,000	147,000	3,325,000	981,059	36,644	18,188	3,946,644	1,146,247	5,092,891
2024/25	605,000	123,200	2,955,000	805,753	41,929	16,612	3,601,929	945,565	4,547,494
2025/26	630,000	98,500	3,175,000	642,096	42,232	14,778	3,847,232	755,373	4,602,605
2026/27	660,000	72,700	3,415,000	464,138	42,549	12,930	4,117,549	549,768	4,667,317
2027/28	685,000	44,944	2,210,000	282,807	47,879	11,069	2,942,879	338,819	3,281,698
2028/29	715,000	15,194	1,035,000	164,209	48,224	8,974	1,798,224	188,376	1,986,600
2029/30	-	-	1,070,000	104,038	48,584	6,864	1,118,584	110,902	1,229,486
2030/31	-	-	1,110,000	40,843	53,959	4,739	1,163,959	45,582	1,209,541
2031/32	-	-	205,000	4,228	54,351	2,378	259,351	6,606	265,957
TOTAL	\$ 19,490,000	\$ 6,120,585	\$ 62,700,000	\$ 28,014,740	\$ 3,071,657	\$ 775,519	\$ 85,261,657	\$ 34,910,844	\$ 120,172,501

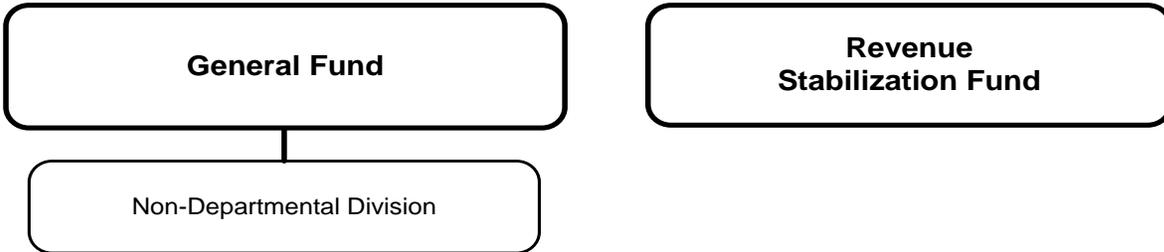
* Amounts in this schedule do not include principal and interest payments on proposed debt that has not been issued.

(1) Includes Water and Sewer Revenue Bonds

(2) Includes Full Faith and Credit Bonds

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

GENERAL FUND SERVICE AREA STRUCTURE



General Fund Divisions

Municipal Court Division - Program details can be found under the Public Safety Program

Police Division - Program details can be found under the Public Safety Program

Code Enforcement Division - Program details can be found under the Other Community Services Program

Accessibility Division - Program details can be found under the Other Community Services Program

Business Advocacy Division - Program details can be found under the Community & Economic Development Program

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 City 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 and expenditures not recorded in any other fund such as general government assistance to outside agencies and other general government expenditures.

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.

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General Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 7,999,481	\$ 8,180,109	\$ 5,452,600	\$ 6,733,680	\$ 8,069,430	\$ 8,069,430	\$ 8,069,430
Property taxes	18,097,072	39,916,499	42,682,350	43,824,676	41,654,600	41,654,600	41,654,600
Transient room taxes	2,335,158	4,455,959	3,893,200	4,414,215	4,802,600	4,802,600	4,802,600
Franchise fees	5,061,463	11,333,969	12,111,916	12,127,055	12,089,100	12,089,100	12,089,100
Intergovernmental revenues	1,756,704	3,968,141	4,608,700	4,118,148	4,501,900	4,501,900	4,501,900
Licenses and permits	278,286	636,520	604,500	611,474	616,700	616,700	616,700
Charges for services	248,296	402,598	298,100	192,789	186,300	186,300	186,300
Interfund charges	9,000	16,840	73,050	75,600	59,400	59,400	59,400
Fines and forfeitures	1,119,302	2,276,686	2,153,100	2,330,142	2,182,600	2,182,600	2,182,600
Investment income	479,959	604,006	228,300	201,505	168,200	168,200	168,200
Sale of capital assets	245,965	5,447,931	4,300,500	4,365,845	-	-	-
Interfund loan repayments	1,030,921	859,079	440,000	730,650	1,435,300	1,435,300	1,435,300
Interfund transfers	-	475,422	407,474	639,055	-	-	-
Miscellaneous	9,033	63,641	6,000	27,406	500	500	500
TOTAL RESOURCES	\$ 38,670,640	\$ 78,637,400	\$ 77,259,790	\$ 80,392,240	\$ 75,766,630	\$ 75,766,630	\$ 75,766,630

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Municipal court	\$ 358,652	\$ 1,036,026	\$ 1,089,513	\$ 1,056,167	\$ 1,138,371	\$ 1,138,371	\$ 1,138,371
Police	15,158,662	33,008,837	34,778,610	33,074,425	35,845,791	35,845,791	35,845,791
Code enforcement	-	-	206,738	206,576	240,403	240,403	240,403
Accessibility	-	-	581,249	553,057	533,992	533,992	533,992
Business Advocacy	-	-	25,000	23,500	616,610	616,610	616,610
Non-departmental	14,973,217	37,858,862	38,114,316	37,409,114	30,148,200	30,148,200	30,148,200
Contingency	-	-	2,464,364	-	7,243,263	7,243,263	7,243,263
TOTAL REQUIREMENTS	\$ 30,490,531	\$ 71,903,725	\$ 77,259,790	\$ 72,322,839	\$ 75,766,630	\$ 75,766,630	\$ 75,766,630
By Type:							
Personal services	\$ 11,905,422	\$ 25,776,735	\$ 28,060,858	\$ 26,764,781	\$ 29,755,766	\$ 29,755,766	\$ 29,755,766
Materials and services	1,485,835	3,121,346	4,290,452	3,955,694	5,099,101	5,099,101	5,099,101
Special payment	-	-	416,000	-	774,300	774,300	774,300
Interfund transfers	16,624,545	42,454,205	41,210,716	40,884,250	32,346,700	32,346,700	32,346,700
Capital outlay:							
Vehicle/equipment	474,729	551,439	817,400	718,114	547,500	547,500	547,500
Contingency	-	-	2,464,364	-	7,243,263	7,243,263	7,243,263
TOTAL REQUIREMENTS	\$ 30,490,531	\$ 71,903,725	\$ 77,259,790	\$ 72,322,839	\$ 75,766,630	\$ 75,766,630	\$ 75,766,630

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**General Fund
Non-Departmental Division**

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
General Fund Subsidies:							
Fire/EMS	\$ 8,393,700	\$ 18,123,643	\$ 19,415,400	\$ 19,292,300	\$ 18,740,600	\$ 18,740,600	\$ 18,740,600
Street Operations	2,530,004	5,020,000	2,225,000	2,210,000	2,600,000	2,600,000	2,600,000
Transportation Planning	-	855,000	1,000,000	1,000,000	600,000	600,000	600,000
Building (Code Enforcement)	139,996	-	-	-	-	-	-
Current/Long Range Planning	-	2,640,000	1,500,000	1,538,000	1,552,000	1,552,000	1,552,000
Private Development Engineering	-	510,000	140,000	140,000	235,000	235,000	235,000
CDBG/Affordable Housing	51,000	-	91,500	95,000	-	-	-
Public Transit	1,138,004	2,885,000	1,266,700	1,266,700	-	-	-
Airport	90,000	143,200	-	350,000	-	-	-
Stormwater	330,000	-	-	-	-	-	-
Accessibility Program	-	70,000	-	-	-	-	-
Accessibility Construction	200,000	1,062,700	900,000	900,000	900,000	900,000	900,000
Downtown Parking	-	-	-	165,000	-	-	-
Administration & Finance	160,000	-	-	15,000	-	-	-
Public Works Administration	-	-	20,000	20,000	-	-	-
Facilities Management	1,244,000	567,000	1,002,600	1,002,600	1,430,000	1,430,000	1,430,000
Cemetery Fund	-	-	-	20,000	24,000	24,000	24,000
Economic Develop. Administration	14,000	195,000	-	-	-	-	-
Community Development Admin. (Accessibility)	-	198,200	-	-	-	-	-
Community Development Admin. (Code Enforce.)	-	100,000	-	-	-	-	-
	\$ 14,290,704	\$ 32,369,743	\$ 27,561,200	\$ 28,014,600	\$ 26,081,600	\$ 26,081,600	\$ 26,081,600
General Fund Loans:							
Public Transit	\$ 385,000	\$ -	\$ 140,000	\$ 20,000	\$ -	\$ -	\$ -
CDBG	-	-	500,000	335,000	-	-	-
Tourism Fund	125,000	176,000	-	-	-	-	-
Metropolitan Planning Organization	50,000	57,000	105,000	110,000	120,000	120,000	120,000
Juniper Ridge Constr. Fund	-	-	-	-	-	-	-
Downtown Parking	-	-	250,000	35,000	-	-	-
Airport Fund	-	152,000	1,350,000	1,050,000	800,000	800,000	800,000
	\$ 560,000	\$ 385,000	\$ 2,345,000	\$ 1,550,000	\$ 920,000	\$ 920,000	\$ 920,000
General Fund Transfers:							
Juniper Ridge land sales proceeds	\$ -	\$ 4,860,501	\$ 4,695,500	\$ 4,700,046	\$ -	\$ -	\$ -
Police Reserves Fund	-	-	500,000	500,000	-	-	-
GF Revenue Stabilization Fund	-	-	1,092,916	1,122,435	240,800	240,800	240,800
Cemetery Permanent Maint. Fund	-	-	240,700	240,676	-	-	-
	\$ -	\$ 4,860,501	\$ 6,529,116	\$ 6,563,157	\$ 240,800	\$ 240,800	\$ 240,800
Other Expenditures:							
Payment to COIC for Transit Ops.	\$ -	\$ -	\$ 833,300	\$ 833,300	\$ 2,030,100	\$ 2,030,100	\$ 2,030,100
Deschutes County 911 tax	-	-	416,000	-	774,300	774,300	774,300
Other	118,162	239,644	429,700	448,057	101,400	101,400	101,400
Interfund transfers	4,351	3,974	-	-	-	-	-
	\$ 122,513	\$ 243,618	\$ 1,679,000	\$ 1,281,357	\$ 2,905,800	\$ 2,905,800	\$ 2,905,800
TOTAL REQUIREMENTS	\$ 14,973,217	\$ 37,858,862	\$ 38,114,316	\$ 37,409,114	\$ 30,148,200	\$ 30,148,200	\$ 30,148,200

GENERAL FUND

Overview

The City's current five year projection of General Fund revenues and expenditures reveal that the City's General Fund will not be able to continue expenditures at current service levels. During 2009-2011, the City formed a Public Safety Funding Committee consisting of nine community members to identify solutions to fund public safety. Since public safety makes up approximately 80% of General Fund expenditures, the Committee also reviewed General Fund revenues and expenditures. Recommendations to limit personnel cost increases were proposed by the Committee and endorsed by the City Council. These recommendations are incorporated in the 2011-2013 proposed budget. The City's goal is to ensure the financial stability of the General Fund and City management will continue its efforts to identify expenditure reductions and revenue enhancement in 2011-2013.

General Fund Divisions

The following programs are charged directly to the General Fund because they rely almost solely on general discretionary revenues. Budget and program details for each of these programs are presented under one of the City's major programs 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, Other Community Services, and Administration & Support).

✧ Police Program

- In this 2011-2013 Biennial Budget, General Fund support of the Police Department is \$35.8 million. The allocation of discretionary revenues to the Police Department has remained consistent over prior years in keeping with City Council's goal of prioritizing Public Safety Services. 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 is accounted for as a program of the General Fund, with a 2011-2013 budget of \$1.1 million. The budget and program details are presented under the City's "Public Safety" Service Area.

✧ Code Enforcement Program

- The City's code enforcement officer ensures compliance with Bend's land use, environmental and building codes. The Code Enforcement division of the General Fund has a budget of approximately \$240,400 this biennium and is presented under the City's "Other Community Services" Service Area.

✧ Accessibility Program

- The Accessibility program's main goal is improving the level of accessibility of City services to City of Bend citizens. Approximately \$534,000 of the Accessibility program costs are scheduled to be funded by general discretionary revenues in this biennial budget (in addition to the General Fund subsidy to the Accessibility Construction Fund). Budget and program details are presented under the City's "Other Community Services" Service Area.

✧ Business Advocacy Program

- The mission of the Business Advocacy Program is to focus on building a community-wide structure that facilitates doing business in Bend to promote growth of existing companies and attract new companies in a variety of sectors. This program started in late 2010-2011 as a new division of the General Fund. Total budget for the 2011-2013 biennium is \$616,600; this new program is presented under the City's "Community & Economic Development" Service Area.

Non-departmental Division

The Non-departmental Division of the General Fund accounts for the allocation of general discretionary revenues to the various city operations that require such revenues to provide services. Additionally, general discretionary revenues are allocated for special projects. General 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 other expenditures are described below:

✧ Fire/EMS

- The General Fund supports approximately 68% of the Fire/EMS program 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). Due to the projected reduction in TAV, it is anticipated that both the City and DRFPD#2 will contribute an additional \$0.013 per \$1,000 of TAV during 2012-2013. A total of \$18.7 million is allocated to Fire/EMS services over the 2011-2013 Biennium. Budget and program details of the City's Fire/EMS program are presented under the City's "Public Safety" Service Area.

✧ Transportation Operations & Planning

- Street Operations – Total General Fund subsidy of \$2.6 million over the 2011-2013 Biennium is proposed for support of the street operations program.
- Transportation Planning – Included in this 2011-2013 Biennial Budget is \$600,000 of General Fund support for transportation planning services in order to provide essential transportation planning services for the City.
- Street operations and transportation planning are accounted for in the Transportation Operations & Planning program which is presented under the City's "Infrastructure" Service Area.

✧ Current/Long Range Planning

- In order to finalize the City's urban growth boundary expansion and annexation efforts, \$1.44 million of General Fund subsidy is proposed for support of long range planning service. This is consistent with the support provided in the 2009-2011 biennium. Long range planning details are presented under the City's "Community & Economic Development" Service Area. Additional General Fund subsidy to the Planning Fund includes, \$79,000 for sign code enforcement and \$30,000 for assistance with the weed abatement program.

- ✧ Private Development Engineering
 - Private development engineering activity has not rebounded from the recession as quickly as building and current planning permit activity has. As such, \$235,000 of General Fund subsidy is proposed for private development engineering services. This is a \$95,000 increase over the subsidy required in the 2009-2011 biennium. Private development engineering budget and program details are presented under the City's "Community & Economic Development" Service Area.
- ✧ Accessibility Construction
 - To comply with requirements of the American with Disabilities Act and the City's settlement agreement with the Department of Justice, a total of \$900,000 will be transferred from the General Fund to the Accessibility Construction Fund to fund debt service for infrastructure improvements. The Accessibility Construction program is presented under the City's "Infrastructure" Service Area.
- ✧ Facilities Management
 - General Fund support provided to the Facility Management fund for the 2011-2013 Biennial Budget is \$1.4 million to fund principal and interest payments on the Bulletin Land. The City's Facility Management program details are presented under the "Administration & Support" Service Area.
- ✧ General Fund Revenue Stabilization Fund
 - \$240,800 will be transferred to the Revenue Stabilization Fund over the biennium. (\$200,000 of General Fund discretionary revenues and \$40,800 of interest earnings as directed by the City's fiscal policies.)

Other Expenditures

The 2011-2013 Non-departmental Division budget includes the following expenditures not accounted for in any other fund:

- ✧ \$2 million paid to Central Oregon Intergovernmental Council (COIC) for operation of the Bend Area Transit system
- ✧ \$120,000 for short term, year end operating loans to the Bend Metropolitan Planning Organization
- ✧ \$800,000 for short term, year end operating loans to the Bend Municipal Airport
- ✧ \$101,400 reserved for other special projects and miscellaneous expenditures
- ✧ \$774,300 budgeted payment to Deschutes County 911 District. Bend's allocation of the 911 Excise Tax is remitted directly to the local 911 agency operated by Deschutes County, but the Department of Revenue requires inclusion of the 911 tax state shared revenues and related expenditure in the budget.

General Fund Revenue Stabilization Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ 1,224,400	\$ 1,224,400	\$ 1,224,400
Interfund transfers	-	-	633,500	1,213,584	284,000	284,000	284,000
Investment income	-	-	5,600	10,806	19,700	19,700	19,700
TOTAL RESOURCES	\$ -	\$ -	\$ 639,100	\$ 1,224,390	\$ 1,528,100	\$ 1,528,100	\$ 1,528,100

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Reserves	\$ -	\$ -	\$ 639,100	\$ -	\$ 1,528,100	\$ 1,528,100	\$ 1,528,100
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 639,100	\$ -	\$ 1,528,100	\$ 1,528,100	\$ 1,528,100

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

Goals for the 2011 – 2013 Biennial Budget

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

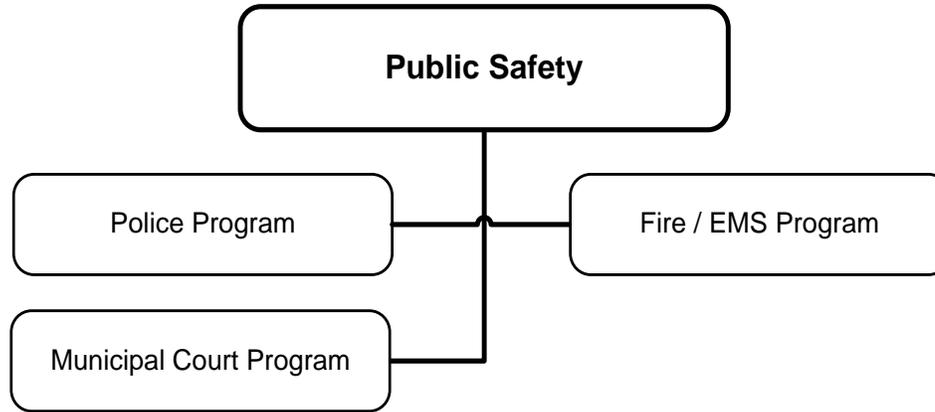
Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Funded the newly created Revenue Stabilization Fund with \$250,000 of General Fund discretionary revenues each year of the biennium
- ✧ Developed a policy adopted by Council governing the funding and use of reserves in this fund
- ✧ Transferred \$535,700 of one time revenues resulting from a franchise audit into the fund

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Council approved the recommendation of the Public Safety Funding Committee that the General Fund transfer of discretionary revenues be reduced from \$250,000 to \$100,000 each year of the biennium

PUBLIC SAFETY SERVICE AREA STRUCTURE



Police Program

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

Fire/EMS Program

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

Municipal Court Program

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

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Police Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Patrol	7,900,731	16,734,284	\$ 18,439,349	\$ 17,251,189	\$ 18,762,364	\$ 18,762,364	\$ 18,762,364
Support services	\$ 5,184,233	\$ 11,910,101	11,687,650	11,282,001	12,530,126	3,796,938	3,796,938
Criminal investigation	1,463,916	3,330,281	3,572,086	3,573,154	3,796,938	12,530,126	12,530,126
Training	609,782	1,034,171	1,079,525	968,081	756,363	756,363	756,363
TOTAL REQUIREMENTS	\$ 15,158,662	\$ 33,008,837	\$ 34,778,610	\$ 33,074,425	\$ 35,845,791	\$ 35,845,791	\$ 35,845,791
By Type:							
Personal services	\$ 11,625,584	\$ 25,007,029	\$ 26,884,470	\$ 25,591,322	\$ 28,123,536	\$ 28,123,536	\$ 28,123,536
Materials and services	1,337,559	2,823,904	2,856,940	2,564,700	2,615,455	2,615,455	2,615,455
Interfund transfers	1,720,790	4,626,465	4,219,800	4,200,289	4,559,300	4,559,300	4,559,300
Capital outlay:							
Vehicle/equipment	474,729	551,439	817,400	718,114	547,500	547,500	547,500
TOTAL REQUIREMENTS	\$ 15,158,662	\$ 33,008,837	\$ 34,778,610	\$ 33,074,425	\$ 35,845,791	\$ 35,845,791	\$ 35,845,791

Note:

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

PUBLIC SAFETY
Police Program

Overview

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

During 2009-2011, the City formed a Public Safety Funding Committee consisting of nine community members to identify solutions for the long term funding of the Police Program. Current five year projections of General Fund revenues and expenditures reveal that the City's General Fund is not only unable to fund additional police staffing needs over the next five years, but is also unable to fund current staffing and service levels in the next five years. The Public Safety Funding Committee recommended various expenditure reduction efforts and implementation of new revenues. Recommendations for controlling the increase in police personnel expenditures are incorporated into the 2011-2013 proposed budget, but require negotiation with the Police Association. The City's goal is to ensure the long term financial stability of the Police Program.

Patrol Program

The Patrol Program provides 24/7 police services to the City of Bend. The focus is on protecting the lives, property, and rights of all people by providing a uniformed police response to both emergency and non-emergency calls-for-service. Officers are charged with enforcing federal, state, and local laws and city ordinances. Officers assigned to the Patrol Program respond to more than 50,000 calls-for-service per year. Special Units such as the Traffic Team, K-9 Program, and the Tri-County Central Oregon Emergency Response Team (CERT) are also included in the Patrol Division.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$8,226,760	\$8,922,677	\$8,966,187	\$17,888,864
Materials and services	275,000	284,600	268,300	552,900
Capital outlay:				
Vehicle/equipment	276,991	25,000	295,600	320,600
Patrol	\$8,778,751	\$9,232,277	\$9,530,087	\$18,762,364
Full Time Equivalent	68.00	66.00	66.00	66.00

Goals for the 2011 – 2013 Biennial Budget

- ✘ Provide quality police services to the citizens of Bend
- ✘ Formulize action plan to resolve community concerns in downtown core area
- ✘ Maintain citizen satisfaction rate of no less than 80% based on community survey

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Appoint Neighborhood Association Liaisons
- ✘ Maintain current Patrol division staffing
- ✘ Implement Crisis Intervention Team for those suffering from mental or behavioral health problems

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Restructured patrol team supervision
- ✧ Identified and implemented improved patrol schedule
- ✧ Partnered with Parks & Recreation to provide full-time Park Officer
- ✧ Implemented Lethality Assessment Program for victims of domestic violence

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ The proposed 2011-2013 budget request will represent a reduction in two (2) sworn police officers due to vacancies
- ✧ Reduction in purchase of replacement patrol vehicles
- ✧ Increased cost for body armor, second phase, due to 2005 recall

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - One (1) replacement motorcycle
- ✧ 2012 - 2013
 - Seven (7) replacement patrol vehicles
 - One (1) replacement sport utility/supervisor vehicle
 - One (1) replacement motorcycle

Support Services Program

This program provides essential support services for each division within the police department. The Support program includes: Administrative Personnel, Records Division, Information Technology and Communications, Community Service Officers, School Resource Officers, Community Liaison, Park Officer, and Youth Enhancement Services Counselor.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$2,712,771	\$3,011,117	\$3,011,754	\$ 6,022,871
Materials and services	900,450	881,815	869,440	1,751,255
Interfund transfers	2,142,800	2,263,200	2,296,100	4,559,300
Capital outlay:				
Vehicle/equipment	71,000	80,000	116,700	196,700
Support Services	\$5,827,021	\$6,236,132	\$6,293,994	\$12,530,126
Full Time Equivalents	27.00	28.00	28.00	28.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Pursue lasting partnerships with other regulatory agencies and organizations, and the citizens of Bend
- ✧ Succession planning for future management/leadership positions
- ✧ Provide quality police services to the citizens of Bend

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Implement Records Management System
- ✧ Equip Mobile Command Post for city-wide emergency response

- ✧ Implement online crime reporting system
- ✧ Implement crime mapping program

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Identified and selected Records Management System (RMS)
- ✧ Equipped Municipal Court Room to operate as an Emergency Operations Center
- ✧ Developed paperless/electronic internal payroll program
- ✧ Volunteers provided over 6,100 hours of service

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Increase in technology expenditures to keep police department current
- ✧ RMS Annual Maintenance Fee

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Annual RMS Maintenance Fee
- ✧ 2012 - 2013
 - One (1) replacement community service truck
 - Annual RMS Maintenance Fee

Criminal Investigation Program

The Criminal Investigation Program is responsible for providing investigative follow-up and support for the Patrol Program. This program typically reviews cases that require a particular expertise or an inordinate 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 program. The CODE Team is comprised of law enforcement agencies within the Tri-County area. Their mission is to suppress major criminal drug activity in the Central Oregon Region.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$1,814,400	\$1,873,869	\$1,862,969	\$3,736,838
Materials and services	23,600	12,700	17,200	29,900
Capital outlay:				
Vehicle/equipment	24,057	30,200	-	30,200
Criminal Investigation	\$1,862,057	\$1,916,769	\$1,880,169	\$3,796,938
Full Time Equivalent	12.00	12.00	12.00	12.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Provide quality police services to the citizens of Bend
- ✧ Achieve clearance rates as noted in Performance Measures on the four major FBI index crime categories above the national average for cities with population between 50,000 and 99,999
- ✧ Continue participation in the Central Oregon Drug Enforcement Team
- ✧ Continue investigations of mid to upper level Drug Trafficking Organizations operating in the Central Oregon region

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Review staffing efficiency
- ✧ Use of current technology to assist in criminal investigations

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Continued costs for Computer Crimes Forensics Program and other investigative technology
- ✧ Significant increase in major investigations

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - One (1) replacement detective vehicle
 - One (1) forensic processing station

Training Program

The Training Program provides on-going 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. This program also manages the Volunteer, Reserve Officer, and Cadet Programs.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 308,800	\$ 238,633	\$ 236,330	\$ 474,963
Materials and services	141,600	139,100	142,300	281,400
Training	\$ 450,400	\$ 377,733	\$ 378,630	\$ 756,363
Full Time Equivalents	3.00	2.00	2.00	2.00

Goals for the 2011 – 2013 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 2012

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ 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 2009 – 2011 Biennium

- ✧ Received Accreditation Recertification in 2010
- ✧ Developed an *Acting-in-Capacity* Program (AIC) for career development
- ✧ Completed all mandatory training requirements

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ One management employee moved from Training Program to Support Program

PUBLIC SAFETY
Police Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATES 2010- 11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
Calls for Service	56,168	50,922	53,982	56,045	58,572
Total Activity	96,237	86,502	89,276	92,000	94,500
Part I Offenses*	3,017	2,437	3,280	3,300	3,500
Part II Offenses*	3,292	2,850	3,143	3,300	3,500
Effectiveness Measures:					
% of Part I Offenses Cleared	35%	34%	32%	33%	33%
% of Part II Offenses Cleared	58%	61%	60%	61%	61%
Total Offenses Per 1,000 Population	77	64	77	78	81
% of survey respondents who are "very satisfied" or "satisfied" with Police Services	n/a	86%	n/a	n/a	85%
Efficiency Measures:					
Number of Activities Per Officer	1,119	1,005	1,038	1,095	1,125
Number of Calls for Service Per Officer	653	592	628	667	697
Cost of Police services per resident	\$ 201.40	\$ 196.36	\$ 220.75	\$ 227.79	\$ 227.90

* 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

	2011-12	2012-13	2013-14	2014-15	2015-16
(7) Replacement patrol vehicles	\$ -	\$ 230,600	\$ -	\$ 240,000	\$ -
(1) Replacement sport utility/supervisor vehicle	-	40,000	-	41,600	-
(1) Replacement CSO truck	-	34,300	-	35,700	-
(1) Replacement detective vehicle	25,000	-	26,000	-	27,000
(1) Replacement motorcycle	25,000	25,000	-	-	26,000
(1) Annual RMS Maintenance Fee	80,000	82,400	85,700	89,100	92,700
(1) Forensics Workstation	5,200	-	-	-	-
(1) Admin fleet replacement vehicles	-	-	25,000	-	26,000
(1) Test equipment for digital radios	-	-	15,000	-	-
(1) Integration to O.W.I.N.	-	-	80,000	-	-
(1) 3-YR Warranty/MILO Training System	-	-	16,000	-	-
(1) Furniture/office set-ups	-	-	8,000	-	8,000
Total	\$ 135,200	\$ 412,300	\$ 255,700	\$ 406,400	\$ 179,700

Police Grant Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	-	-	387,038	262,348	43,200	43,200	43,200
Investment income	-	-	700	897	-	-	-
TOTAL RESOURCES	\$ -	\$ -	\$ 387,738	\$ 263,245	\$ 43,200	\$ 43,200	\$ 43,200

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Materials and services	\$ -	\$ -	\$ 205,138	\$ 149,200	\$ -	\$ -	\$ -
Capital outlay:							
Vehicle/equipment	-	-	86,300	114,045	43,200	43,200	43,200
Contingency	-	-	96,300	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 387,738	\$ 263,245	\$ 43,200	\$ 43,200	\$ 43,200

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Police Reserves Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ 502,800	\$ 502,800	\$ 502,800
Interfund transfers	-	-	500,000	500,000	-	-	-
Investment income	-	-	-	2,759	3,600	3,600	3,600
TOTAL RESOURCES	\$ -	\$ -	\$ 500,000	\$ 502,759	\$ 506,400	\$ 506,400	\$ 506,400

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Contingency	\$ -	\$ -	\$ 500,000	\$ -	\$ 506,400	\$ 506,400	\$ 506,400
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 500,000	\$ -	\$ 506,400	\$ 506,400	\$ 506,400

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. All of these revenues must be spent by February 2013. The JAG funds are to be utilized for one-time equipment and technology expenditures. Night vision scopes, remote lighting systems, and a generator trailer are some examples of the expenditures these funds have been used for.

PUBLIC SAFETY
Police Reserves Fund

Overview

The Police Reserves Fund is a special revenue fund that was established in June 2010 to set aside operating reserves for the Police Department. At that time, \$500,000 of General Fund discretionary revenues was transferred into the fund. 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 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 434,624	\$ 2,788,147	\$ 1,160,100	\$ 1,458,902	\$ 2,055,600	\$ 2,055,600	\$ 2,055,600
Intergovernmental revenues	2,287,172	4,512,831	4,671,900	4,825,303	5,069,100	5,069,100	5,069,100
General fund subsidy	8,393,700	18,123,643	19,415,400	19,292,300	18,740,600	18,740,600	18,740,600
Charges for services	1,965,819	3,805,103	4,093,300	4,423,375	4,658,800	4,658,800	4,658,800
Interfund charges	362,100	501,329	3,800	7,400	5,800	5,800	5,800
Investment income	80,651	95,673	20,600	6,889	3,200	3,200	3,200
Miscellaneous	7,125	35,521	18,000	61,989	12,100	12,100	12,100
Issuance of long term debt	1,811,297	200,751	502,000	507,781	-	-	-
TOTAL RESOURCES	\$ 15,342,488	\$ 30,062,998	\$ 29,885,100	\$ 30,583,939	\$ 30,545,200	\$ 30,545,200	\$ 30,545,200

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Support services	\$ 1,647,075	\$ 3,601,921	\$ 3,924,506	\$ 3,862,639	\$ 4,405,730	\$ 4,405,730	\$ 4,405,730
Fire prevention	748,063	1,684,276	1,903,911	1,851,848	1,974,749	1,974,749	1,974,749
Fire operations	10,159,203	23,317,898	23,143,926	22,813,825	23,458,809	23,458,809	23,458,809
Contingency	-	-	83,280	-	355,912	355,912	355,912
Reserves for:							
Future capital	-	-	729,477	-	300,000	300,000	300,000
Maintenance	-	-	100,000	-	50,000	50,000	50,000
TOTAL REQUIREMENTS	\$ 12,554,341	\$ 28,604,095	\$ 29,885,100	\$ 28,528,312	\$ 30,545,200	\$ 30,545,200	\$ 30,545,200

By Type:							
Personal services	\$ 9,595,441	\$ 20,730,893	\$ 22,446,059	\$ 22,359,854	\$ 23,815,528	\$ 23,815,528	\$ 23,815,528
Materials and services	1,093,442	2,282,528	2,623,764	2,332,569	2,310,460	2,310,460	2,310,460
Interfund transfers	1,190,393	2,496,244	2,480,120	2,482,383	2,941,700	2,941,700	2,941,700
Capital outlay:							
Vehicle/equipment	228,020	2,160,996	65,000	71,421	-	-	-
Debt service	447,045	933,434	1,357,400	1,282,085	771,600	771,600	771,600
Contingency	-	-	83,280	-	355,912	355,912	355,912
Reserves for:							
Future capital	-	-	729,477	-	300,000	300,000	300,000
Maintenance	-	-	100,000	-	50,000	50,000	50,000
TOTAL REQUIREMENTS	\$ 12,554,341	\$ 28,604,095	\$ 29,885,100	\$ 28,528,312	\$ 30,545,200	\$ 30,545,200	\$ 30,545,200

PUBLIC SAFETY
Fire / EMS Program

Overview

The Fire/EMS program consists of the City of Bend Fire Department which 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 (DCRFPD), 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 1,450 square miles.

The City's projection of Fire/EMS program revenues and expenditures over the next five years reveals significant shortfalls in maintaining current service levels. As mentioned under the overview section of the Police Program, the City formed a Public Safety Funding Committee to identify solutions to funding public safety. Expenditure reductions and revenue enhancements will be necessary to meet Fire/EMS staffing needs and maintain current service levels over the next five years. Recommendations from the Public Safety Funding Committee for controlling the increase in Fire/EMS personnel costs are incorporated into the 2011-2013 proposed budget but will require negotiation with the Firefighters Association. The City's goal is to ensure the long term financial stability of the Fire/EMS program.

Support Services Program

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

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 728,700	\$ 775,415	\$ 777,195	\$1,552,610
Materials and services	302,200	274,760	280,960	555,720
Interfund transfers	1,008,800	1,150,000	1,147,400	2,297,400
Support Services	\$2,039,700	\$2,200,175	\$2,205,555	\$4,405,730
Full Time Equivalents	5.75	6.00	6.00	6.00

Goals for the 2011 – 2013 Biennial Budget

- ✘ Maintain the department's physical plant and equipment within budget constraints
- ✘ Maintain and enhance efficiencies and relationships with cooperating agencies and jurisdictions
- ✘ Maintain the highest possible level of customer satisfaction

Key Objectives for 2011 – 2013 Biennial Budget

- ✘ Maintain customer service to our constituents through program collaboration and partnerships with the City of Bend Building, Planning, Engineering and Public Works departments

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed and adopted the Fire Department’s first Deployment Plan

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ One (1) Administrative Specialist will be increased from .75 FTE to full-time
- ✧ The DCRFPD and the City are currently contributing the contract minimum of \$1.185 per \$1,000 of TAV to support Fire Department operations. However it is anticipated that both agencies will contribute an additional \$0.013 per \$1,000 of TAV during 2012-13.

Fire Prevention Program

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

- ✧ Community fire safety awareness and educational programs geared toward changing behaviors and attitudes in an effort to promote fire 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 minimum requirements of the state Fire Code;
- ✧ Investigate all uncontrolled fires to establish where the fire originated and to determine the cause

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 914,640	\$ 963,874	\$ 966,435	\$1,930,309
Materials and services	27,924	22,220	22,220	44,440
Fire Prevention	\$ 942,564	\$ 986,094	\$ 988,655	\$1,974,749
Full Time Equivalents	7.00	7.00	7.00	7.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Maintain the current Insurance Services Office (ISO) insurance rating in the City and the DCRFPD to prevent an increase in property owners insurance rates
- ✧ Promote and protect the safety, security and health of the Bend Community within the capabilities of the available resources

Key Objectives for 2011 – 2013 Biennial Budget

- ✧ Inspect new and existing low hazard businesses as needed and continue to support businesses through training for self inspections
- ✧ Inspect all hotels, motels, large apartment buildings and all fire sprinkled buildings for fire code compliance
- ✧ Inspect night clubs on a routine basis to ensure fire safety for patrons
- ✧ Maintain the Bend Fire Department Smoke Alarm Program to offer free specialized smoke alarms to those who are hard of hearing
- ✧ Maintain Fire Prevention and Life Safety services as stated in the 2011 Deployment Plan

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Placed Supplied Air Breathing Apparatus (SABA) in-service to aid against cancers that are now being discovered nationally in fire investigators

- ✧ Memorandum of Understanding (MOU) was signed that will allow the Fire Investigation Team Members (FIT) to respond to all types of emergencies when called upon by the Incident Commander (IC)
- ✧ Introduced a new volunteer program called Safety Outreach for Seniors (SOS). SOS Volunteers are trained by Bend Fire Prevention staff to evaluate the home environment of seniors living independently

Fire Operations Program

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

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

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services	\$ 9,718,560	\$10,120,553	\$10,212,056	\$20,332,609
Materials and services	812,550	864,200	846,100	1,710,300
Interfund transfers	277,200	312,700	331,600	644,300
Debt service	390,700	387,600	384,000	771,600
Fire Operations	\$11,199,010	\$11,685,053	\$11,773,756	\$23,458,809
Full Time Equivalents	77.00	75.00	75.00	75.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Maintain the delivery of emergency services as stated in the 2011 Deployment Plan
- ✧ Maintain the highest possible level of customer satisfaction

Key Objectives for 2011 – 2013 Biennial Budget

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

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Improved emergency response times for Fire and EMS call for service
- ✧ Continue four year project to update the two-way radio communication system to meet new Federal standards and enhance “interoperability”
- ✧ Completed an application and secured a federal staffing grant for three firefighters

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ The proposed 2011-2013 budget request will represent a reduction of two (2) firefighters due to vacancies

PUBLIC SAFETY
Fire/EMS Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
911 Initiated calls for service	7,571	7,669	8,170	8,333	8,500
Public Education programs delivered	328	302	200	204	208
Plan reviews conducted	189	136	81	83	84
Fire safety inspections conducted	2,917	2,919	2,355	2,402	2,450
<i>Effectiveness Measures:</i>					
City emergency response under 6.5 minutes	50%	50%	50%	50%	50%
Rural Fire District emergency responses under 8 minutes	<50%	<50%	<50%	<50%	<50%
% of survey respondents who are "very satisfied" or "somewhat satisfied" with City Fire and EMS Services	n/a	88%	n/a	90%	90%
<i>Efficiency Measures:</i>					
Training hours per Operations Division FTE	new measure to be tracked starting this biennial budget				
Safety Inspections per Fire Inspector	853	584	471	480	490

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Fire Operations</u>					
(6) Replacement fire apparatus	\$ -	\$ -	\$ 3,300,000	\$ -	\$ -
(2) Replacement sport utility/supervisor vehicles	-	-	150,000	-	-
(6) Re-Chassis Medic Units	-	-	750,000	-	-
Total	\$ -	\$ -	\$ 4,200,000	\$ -	\$ -

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Fire Station Debt Service Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 4,272	\$ 5,400	\$ 7,200	\$ 7,067	\$ 6,400	\$ 6,400	\$ 6,400
Intergovernmental revenues	258,687	517,963	476,300	436,302	447,600	447,600	447,600
Interfund charges	3,900	11,700	12,000	12,000	12,200	12,200	12,200
Investment income	1,028	1,469	800	1,094	1,200	1,200	1,200
Issuance of long-term debt	-	-	2,766,200	2,800,491	-	-	-
TOTAL RESOURCES	\$ 267,887	\$ 536,532	\$ 3,262,500	\$ 3,256,954	\$ 467,400	\$ 467,400	\$ 467,400

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 600	\$ 1,200	\$ 37,400	\$ 33,255	\$ 1,200	\$ 1,200	\$ 1,200
Interfund transfers	3,200	10,300	11,300	11,300	12,200	12,200	12,200
Debt service	258,687	517,966	3,206,400	3,205,963	447,600	447,600	447,600
Reserves for debt service	-	-	7,400	-	6,400	6,400	6,400
TOTAL REQUIREMENTS	\$ 262,487	\$ 529,466	\$ 3,262,500	\$ 3,250,518	\$ 467,400	\$ 467,400	\$ 467,400

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. In 2010, the bonds were refinanced by the City resulting in savings of \$349,536. The Fire Station Debt Service Fund accounts for the debt service associated with these bonds.

Under the City's agreement with the District, the fire stations are owned by the District and leased to the City for approximately \$220,000 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.



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City of Bend Fire Station Number 301

Municipal Court Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ 279,838	\$ 769,706	\$ 736,427	\$ 735,500	\$ 801,951	\$ 801,951	\$ 801,951
Materials and services	30,114	57,798	90,986	56,807	61,120	61,120	61,120
Interfund transfers	48,700	208,522	262,100	263,860	275,300	275,300	275,300
TOTAL REQUIREMENTS	\$ 358,652	\$ 1,036,026	\$ 1,089,513	\$ 1,056,167	\$ 1,138,371	\$ 1,138,371	\$ 1,138,371

Note:

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

PUBLIC SAFETY
Municipal Court Program

Overview

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

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 378,100	\$ 402,494	\$ 399,457	\$ 801,951
Materials and services	33,258	32,710	28,410	61,120
Interfund transfers	122,100	137,100	138,200	275,300
Municipal Court	\$ 533,458	\$ 572,304	\$ 566,067	\$1,138,371
Full Time Equivalents	4.00	4.00	4.00	4.00

Goals for the 2011 – 2013 Biennial Budget

- ✘ Create a Court self service center with forms and instructions for individuals to use during periods where court staff may not be available to the public
- ✘ Improve Court web page to provide more information to citizens; research payments on line
- ✘ Implement new Court Software that is compatible with software programs used by the Police Department and Finance Department
- ✘ Implement document retention and destruction schedule

Key Operational Objectives for the 2011-2013 Biennial Budget

- ✘ Clear 90% of cases filed with the Court within 30 days of filing (Cleared cases are defined as cases where initial action has been taken by the Court or defendant; for example, “entry of plea” cases may be continued for various reasons such as trials, probation or diversion requirements, payment of fines and fees, etc)
- ✘ Properly collect fines and fees levied by the Court
- ✘ Pay State mandated assessments as required by law by the 10th of each month
- ✘ Court staff will continue to treat debt collection as a priority with individuals being sent to the collections agency in a timely manner

Major Accomplishments during the 2009 – 2011 Biennium

- ✘ Court telephone call center which provides information to customers and also allows customers to remain on hold until a clerk is available to handle their call
- ✘ Implemented Red Flag Security process for customers who are being sent to collections via a secure site
- ✘ Increase efficiencies through more automation in the courtroom during trials and arraignments

Significant Changes from the 2009 – 2011 Biennial Budget

- ✘ The state legislature enacted a temporary surcharge of \$45.00 per citation effective October 1, 2009 which is due to expire on June 30, 2011. As a result, court fines are expected to decrease by \$200,000 per year

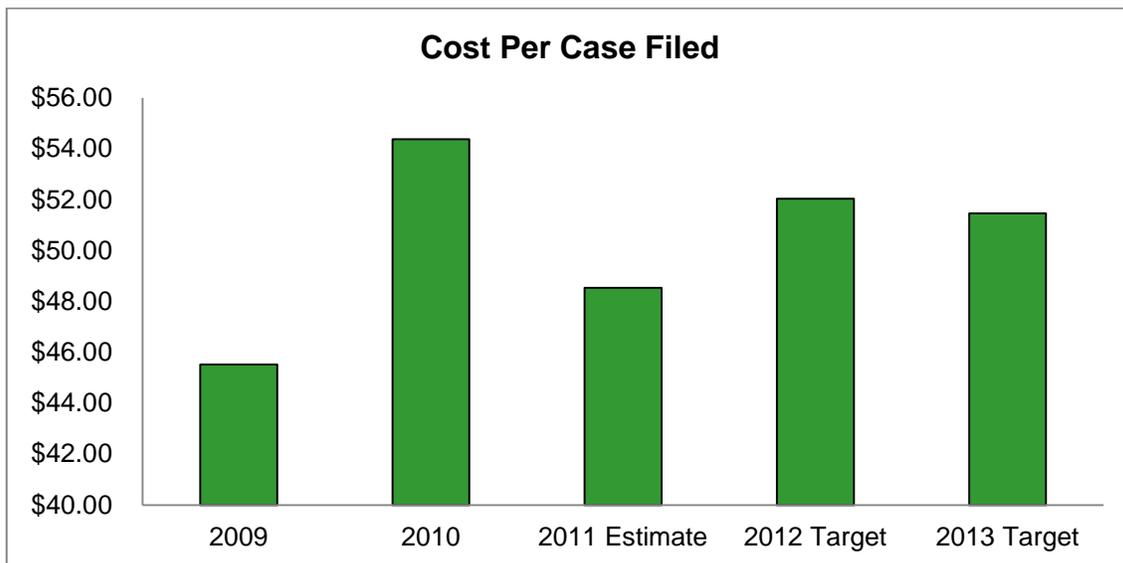
Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Case management software support - \$10,000
- ✧ 2012-2013
 - Case management software support - \$10,000

PUBLIC SAFETY
Municipal Court Program

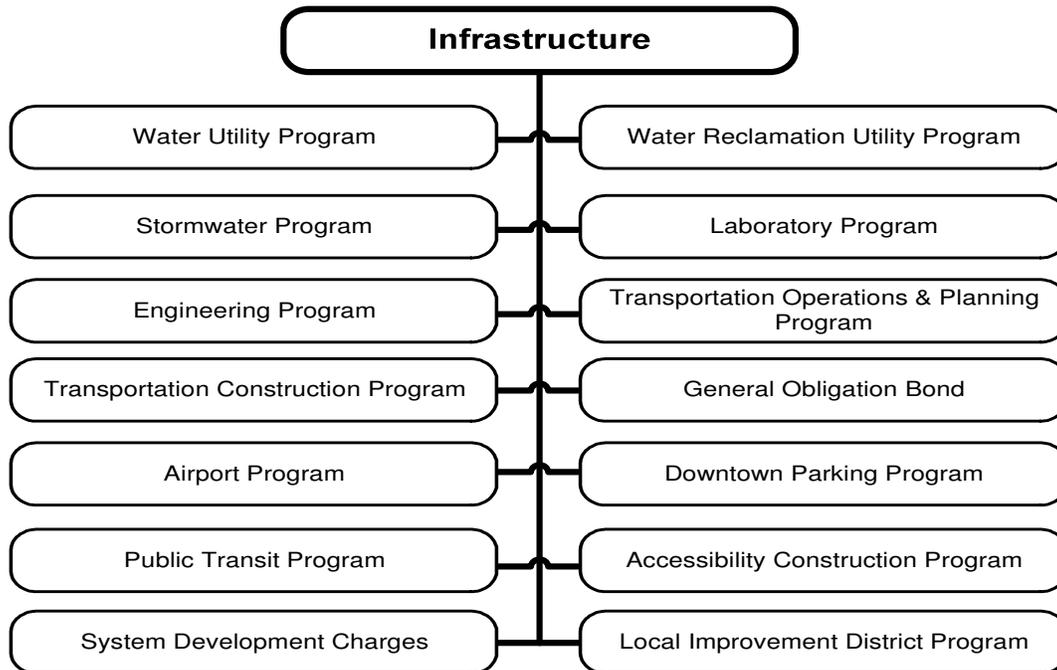
PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
Cases/Violations Filed	12,089	9,614	10,992	11,000	11,000
Cases Closed	12,618	10,159	10,910	11,500	11,500
Effectiveness Measures:					
Percentage of cases cleared within 30 days	new measure to be tracked starting this biennial budget				
Efficiency Measures:					
Cost per case filed (Court Costs/Cases Filed)	\$ 45.52	\$ 54.37	\$ 48.53	\$ 52.03	\$ 51.46
Change in cost per case	25.0%	19.4%	-10.7%	7.2%	-1.1%
Increase in total court costs	13.3%	-5.0%	2.0%	7.3%	-1.1%



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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.

Laboratory and Engineering Programs

The Laboratory and Engineering programs provide service to other City departments or functions and are accounted for as Internal Service Fund divisions. 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.

Transportation Operations & Planning and Public Transit Programs

These programs account for maintenance and operation of the City's streets and transit system respectively.

Transportation and Accessibility Construction Programs

These programs account for transportation and accessibility construction activity respectively.

General Obligation Bond

The General Obligation (G.O.) Bond Construction and Debt Service Funds will 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.

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 cost and debt issued for LIDs formed to construct infrastructure improvements that benefit property owners in the LID. Property owners repay assessments for the improvements over 10 years.

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Water Utility Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 4,594,526	\$ 4,021,961	\$ 2,787,250	\$ 7,192,631	\$ 11,656,400	\$ 11,656,400	\$ 12,451,900
Franchise fees	296,118	656,766	-	-	-	-	-
Charges for services	10,554,949	22,529,129	25,736,500	25,640,969	29,148,900	29,148,900	29,148,900
Intergovernmental revenues	-	19,786	2,000	42,498	126,800	126,800	126,800
System development charges	2,341,188	-	-	-	-	-	-
Transfer from SDC fund	-	1,935,237	1,127,150	1,325,601	1,604,000	1,604,000	1,604,000
Interfund charges	-	3,500	439,400	405,041	439,800	439,800	439,800
Interfund transfers	-	-	-	17,900	-	-	-
Investment income	606,344	729,674	118,200	234,157	121,800	121,800	121,800
Miscellaneous	121,044	167,244	189,800	264,060	260,900	260,900	260,900
Issuance of long-term debt	-	-	28,260,600	10,087,952	38,675,000	38,675,000	38,675,000
TOTAL RESOURCES	\$ 18,514,169	\$ 30,063,297	\$ 58,660,900	\$ 45,210,809	\$ 82,033,600	\$ 82,033,600	\$ 82,829,100

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Support Services					\$ 13,027,850	\$ 13,027,850	\$ 13,152,850
Water Operations					4,115,214	4,115,214	4,115,214
Water Maintenance					11,977,308	11,977,308	12,003,808
Capital Infrastructure	History for programs not available				42,093,353	42,093,353	42,513,353
Water Resources					1,952,090	1,952,090	2,176,090
Contingency					5,108,053	5,108,053	5,108,053
Reserves for:							
Future construction					-	-	-
Rate stabilization					1,000,000	1,000,000	1,000,000
Debt service					2,759,732	2,759,732	2,759,732
TOTAL REQUIREMENTS					\$ 82,033,600	\$ 82,033,600	\$ 82,829,100

By Type:							
Personal services	\$ 2,315,238	\$ 5,583,452	\$ 7,076,856	\$ 6,653,334	\$ 7,435,995	\$ 7,435,995	\$ 7,435,995
Materials and services	3,238,902	6,149,293	9,469,575	8,636,454	7,704,820	7,704,820	7,704,820
Interfund transfers	4,429,580	5,181,766	5,721,100	5,354,931	6,318,000	6,318,000	6,318,000
Capital outlay:							
Vehicle/equipment	312,713	779,558	883,000	493,060	3,910,000	3,910,000	3,936,500
Construction/infrastructure	3,875,347	4,538,075	16,693,100	10,652,973	43,727,900	43,727,900	44,496,900
Total capital outlay	4,188,060	5,317,633	17,576,100	11,146,033	47,637,900	47,637,900	48,433,400
Debt service	320,428	638,524	4,057,100	968,167	4,069,100	4,069,100	4,069,100
Contingency	-	-	10,557,169	-	5,108,053	5,108,053	5,108,053
Reserves for:							
Future construction	-	-	2,500,000	-	-	-	-
Rate stabilization	-	-	1,000,000	-	1,000,000	1,000,000	1,000,000
Debt service	-	-	703,000	-	2,759,732	2,759,732	2,759,732
TOTAL REQUIREMENTS	\$ 14,492,208	\$ 22,870,668	\$ 58,660,900	\$ 32,758,919	\$ 82,033,600	\$ 82,033,600	\$ 82,829,100

INFRASTRUCTURE **Water Utility Program**

Overview

The City's water system derives its source from both ground water from the Deschutes Regional Aquifer and surface water from Bridge Creek. The City currently operates 22 wells and 15 reservoirs, and delivers water to over 23,000 customers through approximately 475 miles of water mains.

The Utilities Division mission is to provide safe and reliable drinking water and fire suppression for the citizens of Bend through the wise and efficient use of rate payer funds. One of the division's major operational achievements during the last budget period was completing a thorough inspection of the systems 15,000 valves and over 5,000 fire hydrants. The Utilities Division also completed the hydrant replacement project with a now completely updated hydrant infrastructure.

The Utilities Division has several major required regulatory programs which include: cross connection, Water Management and Conservation programs, source water protection, water right acquisition and management, groundwater mitigation program, and numerous water quality compliance requirements. These programs have numerous benefits to the rate payers by ensuring safe drinking water and adequate water supply for the future.

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

The City maintains a 10 year rate model to project the financial needs of the Water Utility Program. Current projections reveal rate increases ranging from 6-10% over the next five years to address the City's infrastructure needs. The City's goal is to ensure the financial stability of the Water Utility Program while continuing to work on the affordability of rates to its users.

Support Services Program

This program consists of Utility Administration and Customer Service. The Utility Administration Service group performs all administrative duties related to the Public Works Utilities. These duties include the management, purchasing, staff support, human resources, financial, payroll, and other daily needs of the Utility staff. Customer Service operates with the understanding of all the external and internal customers and affords prompt and thorough service to all. This group provides timely response to all customers and closes all communication loops inside, and outside, the organization. By being the first group to respond to an issue, the customer benefits by effectively receiving a definitive answer and receiving prompt service.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 609,926	\$ 610,204	\$ 1,220,130
Materials and services		429,660	580,960	1,010,620
Interfund transfers		3,380,800	2,937,200	6,318,000
Capital outlay:				
Vehicle/equipment		10,000	-	10,000
Construction/infrastructure		325,000	200,000	525,000
Debt service		1,460,600	2,608,500	4,069,100
Support Services		\$6,215,986	\$6,936,864	\$13,152,850
Full Time Equivalent		5.85	5.85	5.85

Goals for the 2011 – 2013 Biennial Budget

- ✧ Utilize advances in technology to increase efficiency within the water system

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Implement the Infor Computerized Maintenance Management System (CMMS)
- ✧ Upgrade the telemetry and Supervisory Control and Data Acquisition (SCADA) systems

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed an Initial Distribution System Evaluation (IDSE) study for EPA compliance
- ✧ Converted a static water model to a dynamic geographic information system (GIS) based water model
- ✧ Upgraded the telemetry system software
- ✧ Completed a SCADA assessment
- ✧ Realignment of utilities to maximize efficiencies in staff and equipment

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Locate equipment

Water Operations Program

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

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 906,264	\$ 902,550	\$1,808,814
Materials and services		1,138,200	1,138,200	2,276,400
Capital outlay:				
Vehicle/equipment		-	30,000	30,000
Construction/infrastructure		-	-	-
Water Operations		\$2,044,464	\$2,070,750	\$4,115,214
Full Time Equivalent		8.96	8.96	8.96

Goals for the 2011 – 2013 Biennial Budget

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

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Continue to improve system operability and reliability throughout the city
- ✧ Work with the consultants and contractors for the successful design, construction, and commissioning of the Water Treatment Facility

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed Standard Operating Procedures for all major water facilities
- ✧ Investigated and initiated corrective action for several water quality issues.

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Addition of .5 FTE – Water Intake Caretaker

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2012-2013
 - (1) Replacement vehicle

Water Maintenance Program

This program is comprised of the Construction Services (Water Line Maintenance) group, Water Meter/Backflow services and Pumping Systems. Construction Services provides field services in repairing and replacing water piping. They are also responsible for all appurtenances (valves, vaults, etc) associated with the water distribution system. This service group responds to leaks, and other related emergency events. The Metering and Backflow service group provides services to all the customers at the point of contact. Their responsibility insures that no point source contamination of the city water system occurs. They also are responsible for maintaining the associated meter system and optimizing the radio-controlled meter reading system. The Pumping Systems services staff provides mechanical maintenance and repair services to the entire mechanical Utility water infrastructure. This service group maintains the Outback site equipment, and all well and pumping sites. Pumping Systems services 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.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$1,733,190	\$1,740,918	\$ 3,474,108
Materials and services		1,830,300	1,602,900	3,433,200
Capital outlay:				
Vehicle/equipment		2,041,500	1,855,000	3,896,500
Construction/infrastructure		600,000	600,000	1,200,000
Water Maintenance		\$6,204,990	\$5,798,818	\$12,003,808
Full Time Equivalent		19.50	19.50	19.50

Goals for the 2011 – 2013 Biennial Budget

- ✧ Meet American Water Works Association benchmarks for an efficient system
 - 70% scheduled maintenance to 30% urgent response

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Replace and upgrade water mains in the southern portion of the city
- ✧ Repair hundreds of valves and fire hydrants in the water system
- ✧ Continue build-out of the fixed based system of automated meter reading (AMR)
- ✧ Leverage the AMR system into the meter replacement program
- ✧ Continue with premise isolation in high risk areas
- ✧ Continue systematic flushing at each pressure level

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed inspection of all valves and hydrants in the system
- ✧ Significantly fewer maintenance calls related to operations in the former Juniper Utility
- ✧ Identified 1,400 new backflow assemblies and have a 92% compliance rate on 17,000 devices
- ✧ Completed entire system flushing

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Increased system repair funds for the fire hydrant program
- ✧ Increased cost for meter replacement program
- ✧ Increased funding for repair and maintenance to cover costs of an aging infrastructure

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Shoring and trailers
 - Aclara water meter system
 - Replacement pumps and motors
 - (1) Replacement Vehicle
 - Pump station repair and upgrades
 - SCADA communication equipment
- ✧ 2012-2013
 - Excavator
 - Aclara water meter system
 - Replacement pumps and motors
 - (1) Replacement Vehicle
 - Pump station repair and upgrades
 - SCADA system upgrades

Capital Infrastructure Program

The Capital Improvement Program (CIP) is developed based on the Water Master Plan and water modeling efforts. The water capital program completed several high-profile ARRA funded projects in 2010-11 and the major upcoming task is the Surface Water Improvement project.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 183,397	\$ 181,080	\$ 364,477
Materials and services		86,574	89,402	175,976
Capital outlay:				
Construction/infrastructure		20,554,400	21,418,500	41,972,900
Capital Infrastructure		\$20,824,371	\$21,688,982	\$42,513,353
Full Time Equivalents		1.66	1.66	1.66

Goals for the 2011 – 2013 Biennial Budget

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

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Complete surface water study and design of treatment plant (required for LT2 compliance by 2012)

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Rebuilt Pilot Butte Well #4
- ✧ Completed the Wyndemere waterline upgrade
- ✧ Completed connection of Avion intertie to serve the Airport saving approximately \$6 million in CIP work

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Replacement Water lines – Former Juniper Utility
- ✧ 2012-2013
 - Replacement Water lines – Former Juniper Utility

Water Resources Program

The Water Resources group functions in the proper planning, coordination, acquisition, management and reporting of water rights and related regulatory requirements for both surface and groundwater rights, including the Deschutes Groundwater Mitigation Program. This requires an effort at understanding and engaging in the legislation needed in that arena and working with local irrigation districts, cities and related stakeholders. Another function is the development and implementation of the Water Management and Conservation Plan (WMCP), a condition of several water rights and an ongoing regulatory requirement.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 254,940	\$ 255,550	\$ 510,490
Materials and services		433,300	433,300	866,600
Capital outlay:				
Construction/infrastructure		474,000	325,000	799,000
Water Resources		\$1,162,240	\$1,013,850	\$2,176,090
Full Time Equivalents		2.00	2.00	2.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Secure long term water supplies and groundwater mitigation by working with regional partners and move the Deschutes Groundwater Mitigation program to permanent status through legislation.

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Finalize and begin to implement the updated Water Management and Conservation Plan (WMCP)
- ✧ Secure existing water rights through certification
- ✧ Secure increment one of groundwater mitigation by obtaining 500 mitigation credits

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Continued water conservation awareness through a comprehensive public education campaign
- ✧ Submitted an updated Water Management and Conservation Plan to the State (Jan 2011).
- ✧ Certification of 8 additional water rights for a sum of 49.01 cubic feet per second (cfs) which increases protected water.
- ✧ Secured 35 acres of additional surface water rights for mitigation, and additional 5.7 credits.
- ✧ Secured Water Right Permit amendments, extensions, and transfers for multiple water rights we manage.
- ✧ Continued partnering with the Deschutes Water Alliance (DWA) in Basin Wide Water issues
- ✧ Continue to staff Central Oregon Cities Organization (COCO) water committee, and submitted Deschutes Ground Water Mitigation Program: House Bill 2687 (HB 2867) to introduce the bill for 2011 Legislative Session.
- ✧ Led process to sign a Memorandum of Understanding with the Irrigation Districts for better coordination and to help secure future water rights, which will lead to development of an IGA in FY 2011/2012.

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Increasing spending for the Water Resources group as implementation of legislative and regulatory requirements begin.

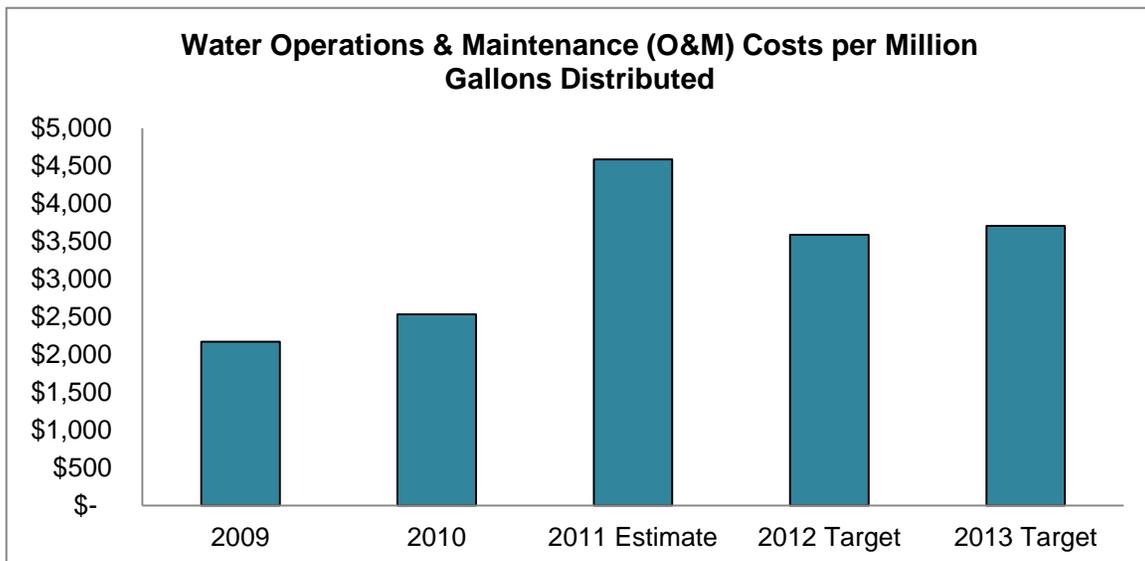


Bridge Creek Spillway

INFRASTRUCTURE
Water Utility Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
Surface/groundwater produced (million gallons/annually)	4,354	4,026	4,030	4,035	4,040
Peak day usage (million gallons per day)	27.00	26.51	26.00	27.00	28.00
Number of locates	3,993	3,731	3,900	4,100	4,300
Number of valves exercised	2,894	11,948	5,300	5,300	7,500
Number of hydrants verified operational and/or repaired	1,100	4,992	5,004	5,020	5,040
Effectiveness Measures:					
Number of main breaks (annually)	481	524	559	569	581
Ductile	-	-	-	-	-
Cast	3	5	4	4	2
Steel	4	3	4	4	2
Galvanized	10	7	14	16	12
Plastic - Domestic	146	167	177	185	185
Irrigation	318	342	360	360	380
Efficiency Measures:					
Average number of service/work orders per employee per month	273	324	340	360	360



INFRASTRUCTURE
Water Utility Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Support Services</u>					
(1) Replacement vehicle	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Locate Equipment	10,000	-	10,000	-	10,000
	<u>\$ 10,000</u>	<u>\$ -</u>	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ 10,000</u>
<u>Water Operations</u>					
(1) Replacement vehicle	\$ -	\$ 30,000	\$ -	\$ -	\$ -
	<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Water Resources</u>					
(1) Replacement vehicle	\$ -	\$ -	\$ 30,000	\$ -	\$ -
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Water Maintenance</u>					
(1) Excavator	\$ -	\$ 125,000	\$ -	\$ -	\$ -
(1) Replacement vehicle	-	-	30,000	-	30,000
Shoring, trailers	100,000	-	50,000	50,000	50,000
Aclara system completion and maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
(1) Replacement vehicle	26,500	30,000	-	-	30,000
Replacement pumps, motors	150,000	150,000	150,000	150,000	150,000
(1) Replacement vehicle	-	-	30,000	-	30,000
SCADA communication equipment	265,000	50,000	50,000	50,000	50,000
	<u>\$ 2,041,500</u>	<u>\$ 1,855,000</u>	<u>\$ 1,810,000</u>	<u>\$ 1,750,000</u>	<u>\$ 1,840,000</u>
Total	\$ 2,051,500	\$ 1,885,000	\$ 1,880,000	\$ 1,750,000	\$ 1,850,000

INFRASTRUCTURE
Water Utility Program

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) SCHEDULE

	2011-12	2012-13	2013-14	2014-15	2015-16
REPAIR AND MAINTENANCE					
Water Line Rehabilitation	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Pump Station Replacement	100,000	100,000	100,000	100,000	100,000
Communications	325,000	200,000	200,000	200,000	200,000
Total Repair & Maintenance	\$ 925,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
GROWTH RELATED					
<u>Continuing Projects:</u>					
WA0422 Water Rights Acquisition	\$ 374,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
WA10DA Water Mgmt. Conserv. Plan & Implementation	100,000	175,000	275,000	325,000	375,000
WA0405 Outback Reservoir #3	-	100,000	-	-	-
WA0609 Outback Well #7	35,000	-	-	-	-
WA0902 Surface Water Improvement	19,814,000	20,218,500	19,878,250	721,750	-
WA10FA Water Modeling	100,000	100,000	100,000	100,000	100,000
<u>New Projects:</u>					
<i>Water Infrastructure</i>					
Mountain High Waterline Ext.	-	150,000	1,350,000	-	-
Pilot Butte to 11th St. Waterline Ext.	-	-	-	25,000	236,000
System Development Charges Update	-	-	35,000	-	-
Awbrey Well	-	-	-	275,000	1,720,000
18th Street Waterline Ext. Juniper Ridge	605,400	850,000	-	-	-
Total Growth Related	\$ 21,028,400	\$ 21,743,500	\$ 21,788,250	\$ 1,596,750	\$ 2,581,000
TOTAL Water CIP	\$ 21,953,400	\$ 22,543,500	\$ 22,588,250	\$ 2,396,750	\$ 3,381,000

Water Reclamation Utility Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 6,984,251	\$ 6,141,907	\$ 8,548,350	\$ 9,249,431	\$ 13,425,100	\$ 13,425,100	\$ 14,266,000
Franchise fees	259,630	626,529	-	-	-	-	-
Charges for services	9,039,084	21,740,123	27,209,300	26,446,715	32,357,600	32,357,600	32,357,600
Intergovernmental revenues	-	250,000	-	94,700	660,300	660,300	660,300
System development charges	2,492,854	-	-	-	-	-	-
Transfer from SDC fund	-	2,593,673	1,651,500	1,934,500	2,022,600	2,022,600	2,022,600
Investment income	575,298	636,259	152,200	242,675	135,600	135,600	135,600
Loan repayments	210,000	538,815	27,900	192,919	32,600	32,600	32,600
Interfund transfers	-	311,200	522,700	651,127	-	-	-
Interfund charges	-	95,235	77,100	73,068	35,800	35,800	35,800
Miscellaneous	60,361	82,908	45,400	60,575	28,800	28,800	28,800
Issuance of long-term debt	-	10,000,000	17,500,000	10,730,000	34,255,000	34,255,000	34,255,000
TOTAL RESOURCES	\$ 19,621,478	\$ 43,016,649	\$ 55,734,450	\$ 49,675,710	\$ 82,953,400	\$ 82,953,400	\$ 83,794,300

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Support Services					\$ 18,275,969	\$ 18,275,969	\$ 18,355,969
Water Recl. Plant Operations					3,228,460	3,228,460	3,228,460
Water Recl. Maintenance	History for programs not available				7,896,921	7,896,921	7,932,821
Capital Infrastructure					46,973,936	46,973,936	47,698,936
Contingency					2,455,214	2,455,214	2,455,214
Reserves for debt service					4,122,900	4,122,900	4,122,900
TOTAL REQUIREMENTS					\$ 82,953,400	\$ 82,953,400	\$ 83,794,300
By Type:							
Personal services	\$ 2,094,822	\$ 5,780,532	\$ 7,444,751	\$ 6,991,758	\$ 8,122,076	\$ 8,122,076	\$ 8,122,076
Materials and services	1,911,239	3,935,098	4,633,279	3,874,322	5,185,310	5,185,310	5,185,310
Interfund transfers	4,572,320	5,922,564	6,456,000	5,832,827	6,102,300	6,102,300	6,102,300
Capital outlay:							
Vehicle/equipment	839,005	796,481	1,200,000	439,032	1,305,000	1,305,000	1,340,900
Construction/infrastructure	2,773,143	14,407,461	26,114,700	13,835,657	47,933,400	47,933,400	48,738,400
Total capital outlay	3,612,148	15,203,942	27,314,700	14,274,689	49,238,400	49,238,400	50,079,300
Debt service	1,289,042	2,924,432	4,871,000	4,436,170	7,727,200	7,727,200	7,727,200
Contingency	-	-	4,681,420	-	2,455,214	2,455,214	2,455,214
Reserves for debt service	-	-	333,300	-	4,122,900	4,122,900	4,122,900
TOTAL REQUIREMENTS	\$ 13,479,571	\$ 33,766,568	\$ 55,734,450	\$ 35,409,766	\$ 82,953,400	\$ 82,953,400	\$ 83,794,300

INFRASTRUCTURE

Water Reclamation Utility Program

Overview

The City's Water Reclamation Treatment Plant is a conventional activated sludge plant built in 1980, with a maximum daily capacity of 12.0 million gallons. Presently the City experiences an average flow of 6.4 million gallons per day. The water reclamation system is comprised of approximately 424 miles of sanitary sewer lines, over 350 pump stations, and services over 27,000 customers.

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

The above mentioned service groups are responsible for collecting and conveying wastewater from customers to the treatment plant in a well maintained collection system, free of stoppages and spills. The wastewater collection system includes hundreds of miles of wastewater pipes and numerous wastewater pumping stations. The pumping stations provide a means of moving wastewater from areas lacking gravity sewer lines to an adjacent area where gravity lines exist.

The Water Reclamation Facility (WRF) is located approximately eight miles northeast of Bend. This facility is responsible for many aspects of wastewater disposal, including meeting Department of Environmental Quality (DEQ) requirements concerning the treatment and disposal of all wastewater from the collection system, and operation and maintenance of all equipment needed to meet these requirements. The City is currently working toward the implementation of the Facilities Master Plan, which will incorporate the growth of the city along with the environmental climate and financial capabilities to form a comprehensive plan for sewage treatment until the year 2030. The implementation of the Facilities Plan will ensure a clean and safe environment for future generations.

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

The most significant challenge facing the water reclamation division in this budget is financing the significant infrastructure needs. The City maintains a 10 year rate model to project the financial needs of the Water Reclamation Utility Program. Current projections reveal rate increases from 10-15% over the next five years to address these infrastructure needs. 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 and Customer Service, the Industrial Pretreatment Program and Technical Services. The Utility Administration service group performs all administrative duties related to the Public Works Utilities. These duties include the management, purchasing, staff support, human resources, financial, payroll, and other daily needs of the Utility staff. Customer Service operates with the understanding of all the external and internal customers and affords prompt and thorough service to all. This group provides timely response to all customers and closes all communication loops inside, and outside, the organization. By being the first group to respond to an issue, the customer benefits by effectively receiving a definitive answer and receiving prompt service. The Industrial Pretreatment Program insures compliance with all federal, state, and local pretreatment laws. The program is developed to insure the health and safety of the collection system workers, to protect the city's expensive infrastructure, and to guard the biological process at the city's water

reclamation facility. Technical Services provides critical investigative and information services to the internal customers thus enabling better response to the external customers. This group's efforts encompass sewer collection system televising, sewer flow monitoring, smoke testing, and collection system odor control.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$1,248,191	\$1,260,208	\$ 2,508,399
Materials and services		790,510	707,560	1,498,070
Interfund transfers		3,268,200	2,834,100	6,102,300
Capital outlay:				
Vehicle/equipment		40,000	-	40,000
Construction/infrastructure		280,000	200,000	480,000
Debt service		3,224,200	4,503,000	7,727,200
Support Services		\$8,851,101	\$9,504,868	\$18,355,969
Full Time Equivalents		12.85	12.85	12.85

Goals for the 2011 – 2013 Biennial Budget

- ✧ Utilize management tools and advances in technology to increase system efficiency

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Continue implementing the Collections System Master Plan (CSMP) to begin mitigating capacity needs and concerns in the system
- ✧ Expand the use of the Computerized Maintenance Management System (CMMS) into other areas of Public Works including streets and stormwater
- ✧ Continue a substantial upgrade to the telemetry and Supervisory Control and Data Acquisition (SCADA) systems to enhance operability

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed formation of all Service Groups per the realignment process

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Financial impacts related to personal services are a result of staffing reclassifications and additions as dictated by the utility re-alignment process

Major Capital Projects / Equipment Purchases for 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - (1) Replacement vehicle
 - Locate equipment

Water Reclamation Plant Operations

This group will provide operations service to the WRF in all areas of the dedicated plant site. They work alongside the Maintenance Service Group to provide consistent and reliable wastewater treatment. Laboratory staff also provides support in the required analysis.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 759,454	\$ 753,606	\$1,513,060
Materials and services		857,700	857,700	1,715,400
Water Reclamation Plant Operations		\$1,617,154	\$1,611,306	\$3,228,460
Full Time Equivalents		8.00	8.00	8.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Serve the citizens of Bend with the most effective and efficient form of wastewater treatment
- ✧ Assist consultants and contractors in developing a sustainable design and efficient operational facility

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Continue implementing the WRF Master Plan, which addressed the need for increased capacity at the plant

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Operated the Water Reclamation Facility within the Department of Environmental Quality (DEQ) permitted limits

Water Reclamation Maintenance Program

This program provides field services in repairing and replacing sewer piping. They are also responsible for all appurtenances (valves, manholes, vault, etc) associated with the sewage collection system. This service group responds to leaks, clogs, spills, and other related events. The Construction group also provides preventive maintenance to all of the underground piping systems and sewage system cleaning utilizing the two Vactor trucks. The Maintenance Services group provides mechanical maintenance and repair services to the entire Utility water reclamation infrastructure. This service group maintains the WRF, and all sewage pumping stations. Maintenance Services also repairs and maintains any new mechanical wastewater treatment, pumping, and conveyance systems. This group is also responsible for emergency callouts associated with the respective assets.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$1,837,011	\$1,839,610	\$3,676,621
Materials and services		927,800	927,500	1,855,300
Capital outlay:				
Vehicle/equipment		885,900	415,000	1,300,900
Construction/infrastructure		550,000	550,000	1,100,000
Water Reclamation Maintenance		\$4,200,711	\$3,732,110	\$7,932,821
Full Time Equivalents		16.04	16.04	16.04

Goals for the 2011 – 2013 Biennial Budget

- ✧ Reduce the number and operational costs of the sewage pumping stations
- ✧ Assist the consultants and contractors in the design, construction, and commissioning of the WRF expansion project

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Monitor and control present and future sewer pipe blockages and sewage spills as part of the Fats, Oils and Grease (FOG) program as required by the Department of Environmental Quality

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Analyzed processes to maximize maintenance dollars

Major Capital Projects / Equipment Purchases for 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - (1) Vector replacement
 - (1) Replacement vehicle
 - Replacement pumps and motors
 - SCADA communication equipment
- ✧ 2012-2013
 - (1) Replacement vehicle
 - (1) New excavator
 - Replacement pumps and motors
 - SCADA communication equipment

Capital Infrastructure Program

The Capital Improvement Program is derived from the combination of Collection System Master Plan (CSMP) projects, the WRF Facilities Master Plan, studies, and field information. The current plan is deeply invested in the installation of the Southeast Interceptor which has recently completed phase 1 of a multi-phase project. The other large investment is in the upgrade of the WRF. Currently the secondary system is under design and construction should be completed by summer 2013.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$ 211,740	\$ 212,256	\$ 423,996
Materials and services		58,270	58,270	116,540
Capital outlay:				
Construction/infrastructure		29,706,700	17,451,700	47,158,400
Capital Infrastructure		\$29,976,710	\$17,722,226	\$47,698,936
Full Time Equivalents		1.67	1.67	1.67

Goals for the 2011 – 2013 Biennial Budget

- ✧ Initiate expansion of the WRF as determined in the WRF Facilities Master Plan in an effort to serve the growing needs of the City

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed the Digester Mixing project and began the Secondary Upgrade design

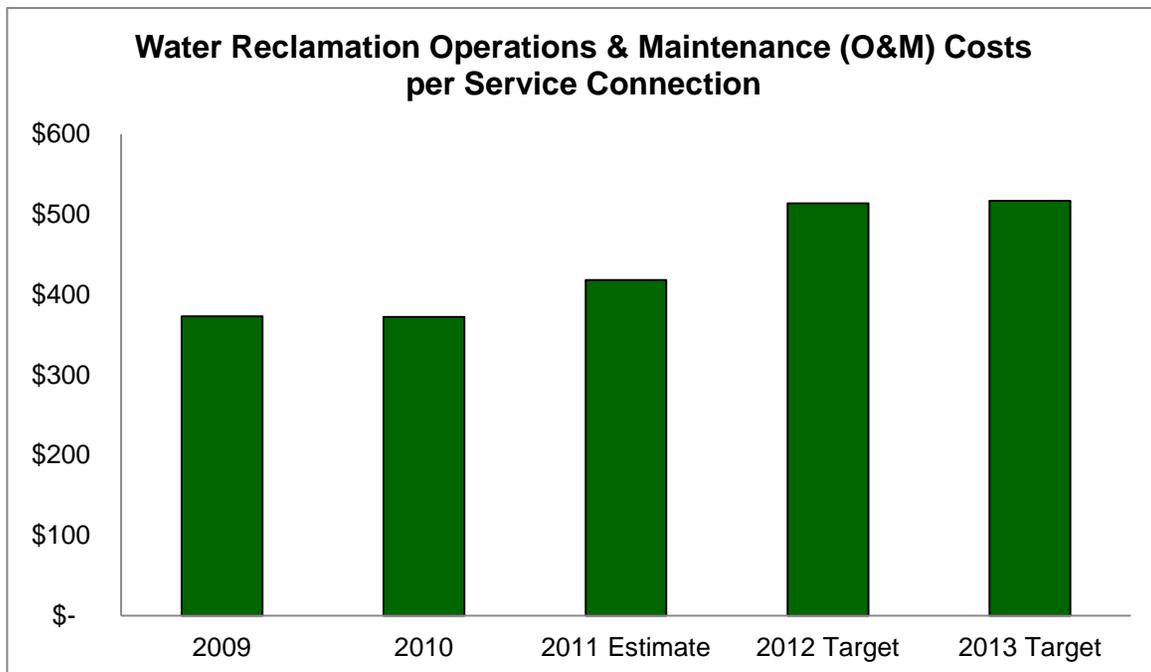
Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ WRF treatment expansion and the Southeast Interceptor have been determined as the key capital projects for the next biennium

INFRASTRUCTURE
Water Reclamation Utility Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Percentage of sewer system cleaned	21%	40%	50%	50%	50%
Percentage of sewer system inspected	12%	15%	17%	19%	22%
Average daily flow (Mg/D)	5.66	5.56	6.25	6.30	6.40
Average monthly septic waste treated (million gallons)	1.37	1.34	2.00	2.00	2.00
Average monthly level 4 reuse distribution (million gallons)	67.85	45.97	40.00	40.00	40.00
<i>Effectiveness Measures:</i>					
Annual dry tons of biosolids hauled to agricultural land	1,837	1,190	1,700	1,800	1,900
Number of odor complaints	23	11	8	6	6
Sewer stoppages per 100 miles of pipe	1.50	1.50	1.25	1.25	1.00
<i>Efficiency Measures:</i>					
Preventive vs. reactive service order ratio (%)	75%	80%	78%	80%	80%



INFRASTRUCTURE
Water Reclamation Utility Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Support Services</u>					
(1) Replacement vehicle	\$ 30,000	\$ -	\$ -	\$ 30,000	\$ -
Industrial samplers	-	-	-	17,000	-
Locate equipment	10,000	-	10,000	-	10,000
(1) Replacement vehicle	-	-	-	-	25,000
Replacement samplers and modems	-	-	30,000	-	-
	<u>\$ 40,000</u>	<u>\$ -</u>	<u>\$ 40,000</u>	<u>\$ 47,000</u>	<u>\$ 35,000</u>
<u>Water Reclamation Plant Operations</u>					
(1) Replacement front end loader	\$ -	\$ -	\$ 50,000	\$ -	\$ -
(1) Replacement mower	-	-	-	30,000	-
(1) Replacement brown bear	-	-	-	80,000	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 110,000</u>	<u>\$ -</u>
<u>Water Reclamation Maintenance</u>					
Replacement pumps, motors, valves	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
(1) Replacement vehicle	-	-	40,000	40,000	-
(1) Replacement vactor	350,000	-	-	-	350,000
(1) Replacement vehicle	-	40,000	-	40,000	-
(1) Replacement vehicle	35,900	-	-	-	-
(1) New excavator	-	125,000	-	-	-
(1) Replacement pumps and motors	200,000	100,000	100,000	100,000	100,000
SCADA communication equipment	200,000	50,000	50,000	50,000	50,000
(1) Replacement vehicle	-	-	-	40,000	40,000
	<u>\$ 885,900</u>	<u>\$ 415,000</u>	<u>\$ 290,000</u>	<u>\$ 370,000</u>	<u>\$ 640,000</u>
Total	\$ 925,900	\$ 415,000	\$ 380,000	\$ 527,000	\$ 675,000

INFRASTRUCTURE
Water Reclamation Utility Program

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) SCHEDULE

	2011-12	2012-13	2013-14	2014-15	2015-16
REPAIR AND MAINTENANCE					
Collection Line Rehabilitation	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Communications	280,000	200,000	200,000	200,000	200,000
Total Repair & Maintenance	\$ 830,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
GROWTH RELATED					
SW0705 Digester Upgrade	\$ 50,000	\$ -	\$ -	\$ -	\$ -
SW0707 SE Interceptor	9,825,000	7,400,000	7,300,000	7,300,000	-
SW0802 Secondary Expansion	15,730,000	6,000,000	5,000,000	2,500,000	-
SW11BA Valhalla Sewer Relocation	550,000	-	-	-	-
<u>New Projects:</u>					
Collection System Master Plan	500,000	500,000	500,000	-	-
Plant Interceptor	-	500,000	2,500,000	4,000,000	-
North Interceptor	-	-	-	1,000,000	8,000,000
Central Interceptor	-	-	-	-	1,000,000
SW10AA Yeoman Intrcpt. Rehab	3,051,700	3,051,700	3,051,700	-	-
System Development Charges Update	-	-	35,000	-	-
Plant Upgrades	-	-	-	1,000,000	4,250,000
Total Growth Related	\$ 29,706,700	\$ 17,451,700	\$ 18,386,700	\$ 15,800,000	\$ 13,250,000
TOTAL Water Reclamation CIP	\$ 30,536,700	\$ 18,201,700	\$ 19,136,700	\$ 16,550,000	\$ 14,000,000

Stormwater Program

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
RESOURCES							
Beginning working capital	\$ 162,077	\$ 312,751	\$ 2,686,200	\$ 2,727,660	\$ 3,714,200	\$ 3,714,200	\$ 3,814,200
Intergovernmental revenues	-	-	-	60,000	37,600	37,600	37,600
Charges for services	-	4,862,113	4,853,100	4,850,011	4,888,800	4,888,800	4,888,800
General fund subsidy	330,000	-	-	-	-	-	-
Contributions	160,000	-	-	-	-	-	-
Interfund charges	-	-	70,800	62,034	35,400	35,400	35,400
Investment income	13,063	91,899	64,900	56,944	32,100	32,100	32,100
Miscellaneous	280	1,781	-	23	-	-	-
Issuance of long-term debt	-	276,033	-	-	-	-	-
TOTAL RESOURCES	\$ 665,420	\$ 5,544,577	\$ 7,675,000	\$ 7,756,672	\$ 8,708,100	\$ 8,708,100	\$ 8,808,100

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 89,960	\$ 834,200	\$ 1,884,965	\$ 1,758,362	\$ 1,841,382	\$ 1,841,382	\$ 1,841,382
Materials and services	105,450	364,954	874,241	612,562	674,572	674,572	674,572
Interfund transfers	26,700	844,929	1,236,900	1,122,238	1,413,100	1,413,100	1,413,100
Capital outlay:							
Vehicle/equipment	-	307,800	45,000	7,500	30,000	30,000	30,000
Construction/infrastructure	130,559	404,518	1,614,000	321,655	3,252,000	3,252,000	3,352,000
Total capital outlay	130,559	712,318	1,659,000	329,155	3,282,000	3,282,000	3,382,000
Debt service	-	60,515	120,300	120,088	118,600	118,600	118,600
Contingency	-	-	1,899,594	-	1,378,446	1,378,446	1,378,446
TOTAL REQUIREMENTS	\$ 352,669	\$ 2,816,916	\$ 7,675,000	\$ 3,942,405	\$ 8,708,100	\$ 8,708,100	\$ 8,808,100

INFRASTRUCTURE **Stormwater Program**

Overview

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

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

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

Effective implementation of stormwater activities and controls requires a cross-departmental effort. Currently a number of stormwater activities are coordinated with the Street, Water, Water Reclamation, Engineering and Laboratory divisions of the Public Works Department and the Planning and Building divisions of the Community Development Department.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 969,820	\$ 921,794	\$ 919,588	\$1,841,382
Materials and services	377,550	337,636	336,936	674,572
Interfund transfers	427,100	751,700	661,400	1,413,100
Capital outlay:				
Vehicle/equipment	-	30,000	-	30,000
Construction/infrastructure	377,000	1,894,000	1,358,000	3,252,000
Debt service	59,300	57,700	60,900	118,600
Stormwater	\$ 2,210,770	\$3,992,830	\$3,336,824	\$7,329,654
Full Time Equivalents	9.33	10.02	10.02	10.02

Goals for the 2011 – 2013 Biennial Budget

- ✧ Complete key Capital Improvement Program projects involving the railroad underpasses
- ✧ Educate City staff, as well as citizens of Bend, about the Stormwater system's purpose, pollution prevention efforts and requirements
- ✧ Effectively negotiate and implement permit requirements
- ✧ Continue to address regulatory, capital and maintenance needs to ensure that public safety, federal and state water quality requirements are met and groundwater and surface water quality is protected from stormwater pollutants to the degree practicable.
- ✧ Ensure interdepartmental coordination and focused planning in an effort to increase program efficiency
- ✧ Implement 10 year financial model to determine the long term financial needs of the program

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Complete the Third Street Underpass CIP Project
- ✧ Begin implementation of the Stormwater Master Plan
- ✧ Update and implement the Integrated Stormwater Management Plan (water quality focus)
- ✧ Obtain UIC permit from the Oregon Department of Environmental Quality
- ✧ Update the City's legal authority to address federal and state Stormwater program requirements

Major Accomplishments during the 2009 – 2011 Biennial Budget

- ✧ Completed first television survey of the City's main pipe system to river outfalls
- ✧ Completion and adoption of the Central Oregon Stormwater Manual (2010) as a design guidance manual
- ✧ Completed the majority of work on the Drake-Dohema CIP Project
- ✧ Finalized strategy and began work on final design for the Third Street Underpass project.
- ✧ Entered into contract with engineering firm to develop final design for Westside Meadows remediation project.
- ✧ Began CIP work to formalize design strategy for addressing drainage in the Franklin and Galveston underpasses
- ✧ Worked toward finalization of the City's first formal Stormwater Master Plan draft.
- ✧ Convened a Stormwater Quality Public Advisory Group that provides key input on the development of the City's comprehensive stormwater ordinance, and on the other stormwater quality program elements.
- ✧ Convened an internal multi-divisional Stormwater action team to coordinate stormwater activities
- ✧ Initiated and maintained compliance with the Phase II NPDES Stormwater Permit
- ✧ Began development of a system wide assessment for all stormwater underground injection control facilities
- ✧ Completed infiltration testing of over 45 UICs.
- ✧ Participated in statewide review of stormwater monitoring data.
- ✧ Monitored and maintained Stormwater treatment controls at Newport Bridge, Pilot Butte Middle School, and NE 27th Street between Forum Shopping Center and Neff Road
- ✧ Coordinated with statewide municipalities and actively negotiated with DEQ in preparing a WPCF permit template
- ✧ Continued creation of an illicit discharge pollution prevention program
- ✧ Negotiated and entered into an Intergovernmental Agreement (IGA) with the City of Redmond to cooperate on a UIC Risk Evaluation project to model the fate of stormwater pollutants entering underground injection controls
- ✧ Performed enhanced wellhead protection area delineation for City wells, the implications of which impacts the City's UIC regulatory requirement needs

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Expanded capital improvement projects
- ✧ Increased educational/training needs
- ✧ Increased pipeline repair needs

Major Capital Projects / Equipment Purchases for 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - One (1) vehicle replacement

INFRASTRUCTURE
Stormwater Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Catch basins cleaned	3,000	3,500	4,000	4,600	5,000
Total hours worked - clean, repair, install and GPS	3,300	4,000	4,500	7,000	9,500
<i>Effectiveness Measures:</i>					
Percentage of stormwater system cleaned	new measure to be tracked starting this biennial budget				
<i>Efficiency Measures:</i>					
Average number of service/work orders per employee per month	new measure to be tracked starting this biennial budget				

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
One (1) vehicle replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 30,000	\$ -	\$ -	\$ -	\$ -

INFRASTRUCTURE
Stormwater Program

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) SCHEDULE

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Continuing Projects:</u>					
Line Replacement Repair & Maintenance	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000
SR0701 Stormwater Master Plan	10,000	-	-	-	50,000
SR0703 Westside Meadows	253,000	117,000	-	-	-
SR0802 Drake and Dohema	50,000	-	-	-	-
SR09AA Third Street Underpass	1,445,000	-	-	-	-
SR09BA Franklin Underpass	100,000	1,050,000	-	-	-
SR09CA Greenwood Underpass	-	-	1,100,000	-	-
SR11AA Risk Eval. Sys-Wide Assess.	20,000	-	-	-	-
<u>New Projects:</u>					
Minnesota/Wall Improvements	-	-	-	75,000	1,300,000
Roosevelt/McKinley	-	75,000	575,000	-	-
Total Growth Related	\$ 1,878,000	\$ 1,242,000	\$ 1,675,000	\$ 75,000	\$ 1,350,000
TOTAL Stormwater CIP	\$ 1,994,000	\$ 1,358,000	\$ 1,791,000	\$ 191,000	\$ 1,466,000

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Public Works Laboratory Program

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11		2009-11	PROPOSED 2011-13	APPROVED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ 381,600	\$ -	\$ 448,600	\$ 448,600	\$ 448,600
Charges for services	-	-	10,000	10,119	600	600	600
Interfund transfer	-	-	1,776,500	1,776,500	1,165,100	1,165,100	1,165,100
Investment income	-	-	4,300	6,003	3,500	3,500	3,500
TOTAL RESOURCES	\$ -	\$ -	\$ 2,172,400	\$ 1,792,622	\$ 1,617,800	\$ 1,617,800	\$ 1,617,800

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11		2009-11	PROPOSED 2011-13	APPROVED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 345,693	\$ 767,900	\$ 959,837	\$ 841,817	\$ 1,061,663	\$ 1,061,663	\$ 1,061,663
Materials and services	120,231	250,755	505,000	244,165	295,800	295,800	295,800
Interfund transfers	52,300	111,430	220,700	230,010	214,700	214,700	214,700
Capital outlay:							
Vehicle/equipment	-	90,225	110,500	28,054	34,800	34,800	34,800
Contingency	-	-	376,363	-	10,837	10,837	10,837
TOTAL REQUIREMENTS	\$ 518,223	\$ 1,220,310	\$ 2,172,400	\$ 1,344,046	\$ 1,617,800	\$ 1,617,800	\$ 1,617,800

Note:

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

Historically the Public Works Laboratory budget was accounted for as a separate division within the Public Works Administration Division of the Internal Service Fund. Starting in FY 2009-10, a new division of the Internal Service Fund was created to account for Laboratory costs. Historical expenditure amounts are shown for comparison purposes only.

INFRASTRUCTURE
Public Works Laboratory Program

Overview

The Public Works Laboratory Division provides laboratory analysis and technical support for pertinent divisions in the City of Bend. The main functions of the laboratory are to perform the following duties:

- ✧ Drinking water analysis
- ✧ Wastewater / Reclaimed Water / Biosolids Analysis
- ✧ Industrial user waste discharge analysis
- ✧ Water Quality Monitoring Program (Deschutes River and Bridge Creek)
- ✧ Stormwater sampling / analysis & telemetry
- ✧ Hazardous waste management of the Public Works Department

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

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 442,100	\$ 528,624	\$ 533,039	\$1,061,663
Materials and services	147,100	147,800	148,000	295,800
Interfund transfers	104,300	109,500	105,200	214,700
Capital outlay:				
Vehicle/equipment	-	10,800	24,000	34,800
Public Works Laboratory	\$ 693,500	\$ 796,724	\$ 810,239	\$1,606,963
Full Time Equivalents	5.00	5.00	5.00	5.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Perform, manage and report all required testing for all Public Works divisions
- ✧ Maintain NELAP Accreditation
- ✧ Integrate the Laboratory Information Management System (LIMS) with applicable City of Bend database systems for process efficiencies and document control
- ✧ Continue to explore new technologies and automated instrumentation to further enhance quality, quantity and efficiency as well as lower operational expenditures

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Complete NELAP certification for additional bacteriological enumeration techniques and nutrient analysis
- ✧ Continue implementation and NELAP certification of the Inductively Coupled Plasma Spectrometer/Mass Selective Detector (ICP-MS) used for the analysis of metals in drinking and surface water, domestic and industrial wastewater, stormwater, soil and biosolids
- ✧ Complete implementation of the HACH-WIMS database management system for Water Operations, Water Reclamation, Stormwater, Industrial Pretreatment and the Water Resources divisions, and data integration with LIMS

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Maintained National Environmental Laboratory Accreditation resulting from recertification procedures and on-site audits
- ✧ Assumed responsibility for all State of Oregon Drinking Water Program and United States Environmental Protection Agency (US EPA) regulated drinking water sampling, management, analysis, reporting and data management
- ✧ Maintained Oregon Department of Environmental Quality (OR-DEQ) Conditionally Exempt Hazardous Waste Generator Status for all registered locations
- ✧ Response to water chromium concerns
- ✧ Renewal of DEQ WPCF permit

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Two (2) ISCO storm water sampling devices
- ✧ 2012-2013
 - Two (2) ISCO flow module cellular devices

INFRASTRUCTURE
Public Works Laboratory Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
1) # of Drinking Water Tests/Activities	2,473	2,542	2,445	2,545	2,545
- Potable water	1,814	1,752	1,800	1,800	1,800
- State / EPA Water Quality Monitoring	-	33	55	75	75
- Source water	326	353	350	350	350
- Operation & maintenance	137	239	200	200	200
- New mains	196	165	40	120	120
2) # of Wastewater Tests/Activities	32,470	33,994	33,202	33,728	33,728
- State Reported / Ops Control tests	31,659	33,289	32,474	33,000	33,000
- IPP Local Limits	747	378	378	378	378
- IPP Commercial/industrial	64	327	350	350	350
3) # of Stormwater activities	65	114	175	420	420
- Samples collected	4	7	15	100	100
- Sample analyses / data management	61	107	160	320	320
4) # of Water Quality Monitoring Tests/Activities	2,199	2,416	3,015	3,015	3,015
- Deschutes River samples collected	140	167	225	225	225
- Deschutes River sample analyses	1,338	1,579	2,160	2,160	2,160
- Bridge Creek samples collected	57	53	50	50	50
- Bridge Creek sample analyses	664	617	580	580	580
5) # of HazWaste Mgmt. Tests/Activities	10	10	28	10	10
- On-site inspections	8	8	17	8	8
- Sample Collection / Laboratory testing	-	-	9	-	-
- HazWaste generator status reports	2	2	2	2	2
Effectiveness Measures:					
1) NELAC Accreditation	Yes	Yes	Yes	Yes	Yes
2) Change in HazWaste status	No	No	No	No	No
Efficiency Measures:					
Total activities	37,217	39,076	38,865	39,718	39,718
FTE hours	8,320	8,320	8,664	9,360	9,360
Activities/hour	4	5	4	4	4

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
Two (2) ISCO stormwater sampling devices	\$ 10,800	\$ -	\$ -	\$ -	\$ -
Two (2) ISCO flow module cellular devices	-	24,000	-	-	-
Total	\$ 10,800	\$ 24,000	\$ -	\$ -	\$ -

Engineering Program

(previously referred to as Transportation Engineering & Support)

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 1,087,389	\$ 332,826	\$ 279,100	\$ 279,075	\$ 240,900	\$ 240,900	\$ 240,900
License and permits	73,040	30,540	-	-	-	-	-
Charges for services	2,518,388	1,766,951	47,000	49,071	-	-	-
General fund subsidy	-	855,000	1,000,000	1,000,000	-	-	-
Interfund charges	914,579	2,412,612	579,400	708,546	20,000	20,000	20,000
Interfund transfers	-	246,200	413,000	436,682	2,047,200	2,047,200	2,047,200
Investment income	78,859	67,244	6,400	4,276	1,300	1,300	1,300
Miscellaneous	2,251	2,391	-	112	-	-	-
TOTAL RESOURCES	\$ 4,674,506	\$ 5,713,764	\$ 2,324,900	\$ 2,477,762	\$ 2,309,400	\$ 2,309,400	\$ 2,309,400

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Private engineering	\$ 3,623,079	\$ 1,940,546	\$ -	\$ -	\$ -	\$ -	\$ -
Transportation engineering	709,128	1,469,253	2,262,301	2,236,795	240,936	240,936	240,936
CIP engineering	9,473	2,024,890	-	-	-	-	-
Engineering infrastructure & planning	-	-	-	-	2,045,535	2,045,535	2,045,535
Contingency	-	-	62,599	-	22,929	22,929	22,929
TOTAL REQUIREMENTS	\$ 4,341,680	\$ 5,434,689	\$ 2,324,900	\$ 2,236,795	\$ 2,309,400	\$ 2,309,400	\$ 2,309,400
By Type:							
Personal services	\$ 3,097,092	\$ 4,043,865	\$ 1,731,819	\$ 1,709,529	\$ 1,576,535	\$ 1,576,535	\$ 1,576,535
Materials and services	344,295	302,703	68,232	63,074	235,100	235,100	235,100
Interfund transfers	838,978	1,088,121	462,250	464,192	474,836	474,836	474,836
Capital outlay:							
Vehicle/equipment	61,315	-	-	-	-	-	-
Contingency	-	-	62,599	-	22,929	22,929	22,929
TOTAL REQUIREMENTS	\$ 4,341,680	\$ 5,434,689	\$ 2,324,900	\$ 2,236,795	\$ 2,309,400	\$ 2,309,400	\$ 2,309,400

Note:

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

Starting with FY 2008-09 private engineering has been accounted for as a separate fund under the Community Development and Economic Development Service Area and starting with FY 2009-10 the CIP engineering division was reallocated to the Water, Water Reclamation and Stormwater programs.

Starting in FY 2011-12 Transportation Engineering will be accounted for in the Transportation Operations & Planning Program. The \$240,936 expenditure in 2011-12 represents an equity transfer to the Transportation Operations & Planning Program.

INFRASTRUCTURE Engineering Program

Overview

The Engineering Division has been restructured to create better fiscal and operational efficiencies. The Transportation Engineering Division has joined the Street Operations Division to form the Transportation Planning and Operations Division. The Engineering Division will now be comprised of the newly created Engineering Infrastructure and Planning Division. This Division will primarily be responsible for ensuring safe and efficient public infrastructure for the benefit of the community.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services	\$ -	\$ 790,118	\$ 786,417	\$1,576,535
Materials and services	-	117,700	117,400	235,100
Interfund transfers	-	122,000	111,900	233,900
Eng. Infrastructure & Planning	\$ -	\$1,029,818	\$1,015,717	\$2,045,535
Full Time Equivalents	-	7.55	7.55	7.55

Goals for the 2011 – 2013 Biennial Budget

- ✧ Provide support for the continued expansion and upgrading of City infrastructure systems through implementation of public and private projects
- ✧ Provide engineering assistance and expertise to internal and external clients

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Facilitate the development and implementation of infrastructure master plans, capital improvement plans and budgets, and system development charge methodologies
- ✧ Collaborate to develop and maintain City codes, standards and specifications, project management operations manual (PMOM), and other standard operating procedures
- ✧ Develop and maintain up to date water and sewer system computer models

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Creation of the Engineering Infrastructure and Planning program
- ✧ Adoption of City standards and specifications
- ✧ Completed Juniper Utility HOA agreement
- ✧ PMOM received a model practice distinction from APWA

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ New internal service division
- ✧ A new Assistant City Engineer position has been created
- ✧ The following positions were transferred from other divisions
 - Two (2) FTE transferred from Public Works Administration
 - City Engineer
 - Administrative Assistant
 - Two (2) FTE transferred from Transportation Engineering
 - Engineering Inspectors
 - Three (3) FTE transferred from Utility Services
 - Two (2) Utility Engineering Inspectors
 - One (1) Engineering Associate

INFRASTRUCTURE
Engineering Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
# of active CIP Projects					
# of CIP projects completed					
				new measures to be tracked starting this biennial budget	
<i>Effectiveness Measures:</i>					
% of CIP projects completed according to project schedule in the final contract					
% of CIP projects completed according to project budget in the final contract					
% accuracy of engineer's estimate of schedule and budget					
				new measures to be tracked starting this biennial budget	
<i>Efficiency Measures:</i>					
Average Project Manager's portfolio of project costs					
# of projects per Project Manager					
				new measures to be tracked starting this biennial budget	

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Transportation Operations & Planning Program
(previously referred to as the Street Operations and Transportation Engineering & Support Funds)

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 1,139,380	\$ 1,595,812	\$ 1,500,000	\$ 1,446,559	\$ 1,811,200	\$ 1,811,200	\$ 2,041,200
Franchise fees	477,951	984,222	947,200	964,358	1,001,000	1,001,000	1,001,000
Intergovernmental revenues	3,881,691	7,493,801	8,954,700	8,424,249	10,098,700	10,098,700	10,098,700
Charges for services	-	-	-	-	51,800	51,800	51,800
General fund subsidy	2,530,000	5,020,000	2,225,000	2,235,000	3,200,000	3,200,000	3,200,000
License and permits	184,305	125,008	97,600	50,602	47,800	47,800	47,800
Interfund charges	156,400	339,731	918,000	1,045,749	1,555,000	1,555,000	1,555,000
Interfund transfers	-	-	-	-	240,936	240,936	240,936
Investment income	56,525	35,557	37,200	16,257	28,800	28,800	28,800
Miscellaneous	14,267	81,436	71,000	155,853	60,800	60,800	60,800
Issuance of long-term debt	-	-	-	-	1,400,000	1,400,000	1,400,000
TOTAL RESOURCES	\$ 8,440,519	\$ 15,675,567	\$ 14,750,700	\$ 14,338,627	\$ 19,496,036	\$ 19,496,036	\$ 19,726,036

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Traffic Operations					\$ 3,116,750	\$ 3,116,750	\$ 3,116,750
Transportation Planning					843,982	843,982	843,982
Comm. Outreach / Cust. Svc.					3,268,663	3,268,663	3,268,663
Landscaping					958,644	958,644	958,644
Street Maintenance					9,871,234	9,871,234	10,101,234
Contingency					1,411,764	1,411,764	1,411,764
Reserves for future capital					25,000	25,000	25,000
TOTAL REQUIREMENTS					\$ 19,496,036	\$ 19,496,036	\$ 19,726,036
By Type:							
Personal services	\$ 2,222,000	\$ 5,019,869	\$ 4,835,430	\$ 4,778,549	\$ 6,689,352	\$ 6,689,352	\$ 6,689,352
Materials and services	1,226,735	3,406,628	3,050,279	2,909,545	3,386,820	3,386,820	3,386,820
Interfund transfers	1,418,497	2,671,407	3,048,000	3,000,433	3,579,400	3,579,400	3,579,400
Capital outlay:							
Vehicle/equipment	385,014	531,448	119,300	93,800	2,020,000	2,020,000	2,020,000
Construction/infrastructure	1,329,439	2,244,269	1,683,800	1,515,112	2,266,000	2,266,000	2,496,000
Total capital outlay	1,714,453	2,775,717	1,803,100	1,608,912	4,286,000	4,286,000	4,516,000
Debt service	263,022	355,385	-	-	117,700	117,700	117,700
Contingency	-	-	2,013,891	-	1,411,764	1,411,764	1,411,764
Reserves for future capital	-	-	-	-	25,000	25,000	25,000
TOTAL REQUIREMENTS	\$ 6,844,707	\$ 14,229,006	\$ 14,750,700	\$ 12,297,439	\$ 19,496,036	\$ 19,496,036	\$ 19,726,036

INFRASTRUCTURE
Transportation Operations and Planning Program

Overview

The newly created Transportation Operations and Planning Program is a combination of the Street Operations Division and the Transportation Engineering Division in order to seek greater budget and work efficiencies. There are no budget increases due to this new division formation. The Street Operations programs are responsible for conducting winter sanding and plowing operations, seasonal landscape maintenance and vegetation control, sweeping services, street surface and sidewalk management, and traffic control, as well as ongoing street and right-of-way maintenance. The Transportation Engineering programs include long range transportation planning which incorporates the Bend Metropolitan Planning Organization (BMPO), private development land use and plan reviews, the Transportation Construction Fund, and Traffic Operations.

Traffic Operations Program

The traffic operations program will study, plan, create and implement traffic control devices that include but are not limited to installing and maintaining signs, applying pavement paint and other markings, signals, roundabouts, and roadway alignments. Examples of the projects the program will implement is the federal energy grant project to upgrade and create signal timing plans along major signal corridors, implement the bridge improvement program, and continue on going signal timing and traffic control upgrade projects. In addition, the program oversees the on-going management and maintenance of lane closure, right of way permits, and revocable permits dealing with private development and citizen requests.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 571,108	\$ 568,475	\$ 1,139,582
Materials and services		718,980	711,200	1,430,180
Interfund transfers		279,120	267,868	546,988
Traffic Operations		\$1,569,208	\$1,547,543	\$ 3,116,750
Full Time Equivalents		5.98	5.98	5.98

Goals for the 2011 – 2013 Biennial Budget

- ✧ Provide an efficient and safe multimodal transportation system for all users, ages and abilities with reliable and clear messages
- ✧ Seek cost effective strategies to improve safety and operations

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Optimize signal timing on major corridors, such as but not limited to Third Street and 27th Street
- ✧ Complete the traffic signal efficiency project that is funded by the Energy ARRA grant
- ✧ Implement projects from the bridge improvement program that is funded out of transportation construction
- ✧ Update and revise standard operating procedures for traffic practices

Transportation Planning Program

The transportation planning program includes management and implementation of transportation planning, policies, state and federal rules and policies, the City's Transportation Construction Fund, and Council transportation and land use goals and policies. The program manages the BMPO, long range transportation planning projects and the Transportation System Plan (TSP), transportation options program (bike-pedestrian-Transportation Demand Management (TDM), and transit), participation on Central Oregon Area Commission on Transportation (COACT), BMPO committees, and ODOT major transportation projects, and 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.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 280,353	\$ 279,799	\$ 560,153
Materials and services		38,508	37,533	76,040
Interfund transfers		106,548	101,241	207,789
Transportation Planning		\$ 425,409	\$ 418,573	\$ 843,982
Full Time Equivalents		2.41	2.41	2.41

Goals for the 2011 – 2013 Biennial Budget

- ✘ Seek alternative funding sources, grants, and programs for projects and planning
- ✘ Work with the Finance Department to manage and balance the Transportation Construction Fund to existing and projected revenues

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Create and implement long and short range transportation plans
- ✘ Create ongoing strategic transportation directions and approaches
- ✘ Revise and update standard operating procedures for transportation practices

Major Accomplishments during the 2009 – 2011 Biennium

- ✘ Juniper Ridge zone change and ODOT agreement completed
- ✘ Oversaw implementation the Transportation Construction project of Mt. Washington/Simpson safety improvements: 0 crashes since improvement
- ✘ Fifty percent of the \$25 million Murphy Road/Highway 97 overcrossing Transportation Construction project design is completed
- ✘ Provided oversight for the construction of the following Transportation Construction projects: Colorado bike lanes and intersection improvements, Tempest bike and pedestrian safety improvements, Galveston overlay and striping, and the Nashville/Harmon sidewalk school safety projects

Community Outreach/Customer Service Program

This program manages and implements the goals, objectives and work functions in the transportation division charter. In addition this program manages the division budget, citizen service requests, and participation on various and as needed citizen committees and outreach that includes the Traffic

Safety Advisory Committee (TSAC). It also oversees the division's response to snow and ice conditions, flooding and other acts of nature, as well as support to Police and Fire.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$ 686,415	\$ 682,257	\$1,368,672
Materials and services		277,728	283,173	560,902
Interfund transfers		376,452	362,637	739,089
Capital outlay:				
Vehicle/equipment		150,000	450,000	600,000
Community Outreach/Cust. Service		\$1,490,595	\$1,778,067	\$3,268,663
Full Time Equivalents		7.58	7.58	7.58

Goals for the 2011 – 2013 Biennial Budget

- ✧ Implement the division charter and meet semi-annual division performance measures
- ✧ Maintain adequate service levels such as responding to initial inquiries within 24-48 hours

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Respond in a timely and professional manner to citizen service requests
- ✧ Manage projects and programs effectively and efficiently to keep costs to a minimum

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Draft Transportation SDC methodology for the SDC Fund completed for Council adoption
- ✧ Maintained adequate emergency response resources

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Two (2) new outfits with V boxes for snowplows
- ✧ 2012-2013
 - Two (2) new snow plow trucks
 - One (1) new magnesium chloride truck with plow

Landscaping Program

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

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$ 192,687	\$ 191,353	\$ 384,040
Materials and services		175,708	177,703	353,411
Interfund transfers		112,560	108,633	221,193
Landscaping		\$ 480,955	\$ 477,689	\$ 958,644
Full Time Equivalents		2.30	2.30	2.30

Goals for the 2011 – 2013 Biennial Budget

- ✧ Implement staffing reorganization plan as it effects Landscaping personnel
- ✧ Continue to work cooperatively with Bend Beautification Program

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Landscape maintenance 23 sites for Water Department
- ✧ Landscape maintenance 4 sites and vegetation control 31 sites for Water Reclamation
- ✧ Maintain minimum staffing for safety related responses for landscape city wide

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Coordination with Bend Beautification Program

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Reductions in operational budget
 - Reducing temporary help for landscape/right-of-way maintenance

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, and street preservation. Concrete maintains and makes improvements to infrastructure including ADA ramps, curbs and sidewalks. Sweeping consists of cleaning the City's streets for debris removal such as cinders from the winter sanding operations. Street preservation maintains the condition of the streets by providing crackseal, chipseal, overlay and pothole patching services.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$1,624,075	\$1,612,830	\$ 3,236,906
Materials and services		474,736	491,551	966,287
Interfund transfers		948,720	915,621	1,864,341
Capital outlay:				
Vehicle/equipment		650,000	770,000	1,420,000
Construction/infrastructure		1,163,000	1,333,000	2,496,000
Debt service		-	117,700	117,700
Street Maintenance		\$4,860,531	\$5,240,702	\$10,101,234
Full Time Equivalents		15.69	15.69	15.69

Goals for the 2011 – 2013 Biennial Budget

- ✧ Assist accessibility manager with compliance with the Department of Justice agreement related to accessibility standards for curb ramps and sidewalks
- ✧ Street preservation and safety
- ✧ Implement staffing reorganization plan as it effects Landscaping personnel
- ✧ Identify financial strategies to address deferred maintenance needs
- ✧ Continue to evaluate alternatives for street preservation including full depth reclamation or other options suitable for the climate and functionality of the City's roads

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Maintain a City-wide Pavement Condition index (PCI) with the goal of scoring above 70
- ✧ Prep and/or seal approximately 28 lane miles of street in partnership with Deschutes County, also explore new processes and service providers to produce more effective results
- ✧ Resurface (overlay) approximately 9 lane miles using 6,007 tons of asphalt
- ✧ Assist accessibility construction with meeting deadlines identified by the Department of Justice settlement agreement related to accessibility, making 300 ramps compliant with the overlay program

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed 609 ADA ramps
- ✧ Completed 47 street overlays totaling approximately 34.12 lane miles (22,419 tons of asphalt)
- ✧ Chip sealed 34.49 miles of street surfaces in partnership with Deschutes County
- ✧ Crack sealed 102 city streets using 93,561 pounds of materials

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Reductions in operational budget
 - Reducing temporary help for street preservation
- ✧ A debt issue of \$1.4 million in bonds for equipment is anticipated to occur in 2012-13
- ✧ The General Fund subsidy will increase \$400,000 for additional overlay work in 2012-13

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - One (1) new sweeper
 - One (1) new grader
 - One (1) new backhoe
 - One (1) used paver
- ✧ 2012-2013
 - Two (2) new sweepers
 - One (1) new bobcat excavator
 - One (1) new roller
 - One (1) new transfer trailer

INFRASTRUCTURE
Transportation Operations and Planning Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Lane miles of chip seal	15	17	17	9	18
Lane miles of road overlays	12	5	13	5	5
Curb miles of street cleaned	21,000	21,000	25,000	27,000	29,000
Yards of cinders	8,000	4,000	6,700	5,000	5,000
Gallons of magnesium chloride	120,000	110,000	150,000	130,000	130,000
Painting of lines (miles)	613	410	530	530	530
Signs repaired/replaced	2,576	2,200	1,500	1,500	1,500
Acres rehabilitated (weed control)	13	-	105	1	1
Acres rehabilitated (water conservation)	15	-	1	2	2
<i>Effectiveness Measures:</i>					
Overall street system ration	74	73	70	69	68
Percentage of road hazards responded to within 24 hours	90%	75%	75%	75%	75%
Percentage of traffic control painting occurring within designated cycle (March 1 thru June 30)	90%	80%	80%	80%	80%
% of citizens that rated the City's sanding and snow removal services as operating "very well" or "well"					
% of citizens that rated the City's street cleaning services as operating "very well" or "well"					
% of citizens that rated the City's street repair services as operating "very well" or "well"					
				Measures historically tracked by a citizen survey (last one conducted in 2007) and will be tracked again starting this biennial budget with the biennial citizen survey	
<i>Efficiency Measures:</i>					
Average cost per lane mile of road repaired (chip seal)	\$ 14,108	\$ 14,749	\$ 12,774	\$ 23,000	\$ 23,000
Average cost per lane mile of road maintained in excellent condition (overlay)	\$ 49,789	\$ 52,100	\$ 95,348	\$ 77,000	\$ 77,000
Number of hazardous trees removed or treated	142	30	50	50	50

INFRASTRUCTURE
Transportation Operations and Planning Program

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Transportation Planning</u>					
One (1) Replacement staff vehicle	\$ -	\$ -	\$ 25,000	\$ -	\$ -
	\$ -	\$ -	\$ 25,000	\$ -	\$ -
<u>Community Outreach/Customer Service</u>					
Two (2) new outfits with V boxes for snowplows	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Two (2) new snow plows	-	300,000	-	-	-
One (1) new magnesium chloride truck with plow	-	150,000	-	-	-
	\$ 150,000	\$ 450,000	\$ -	\$ -	\$ -
<u>Street Maintenance</u>					
One (1) new sweeper	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Two (2) new sweepers	-	500,000	-	-	-
One (1) grader	250,000	-	-	-	-
One (1) new backhoe	80,000	-	-	-	-
One (1) new paver	70,000	-	-	-	-
One (1) new bobcat excavator	-	70,000	-	-	-
One (1) new roller	-	80,000	-	-	-
One (1) new transfer trailer	-	120,000	-	-	-
	\$ 650,000	\$ 770,000	\$ -	\$ -	\$ -
Total	\$ 800,000	\$ 1,220,000	\$ 25,000	\$ -	\$ -

Transportation Construction Program

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11		2009-11	PROPOSED 2011-13	APPROVED 2011-13
RESOURCES							
Beginning working capital	\$ 6,669,874	\$ -	\$ 5,895,900	\$ 5,895,902	\$ 5,798,000	\$ 5,798,000	\$ 5,798,000
Franchise fees	105,242	225,127	1,818,710	1,670,919	2,004,000	2,004,000	2,004,000
Intergovernmental revenues	1,081,174	127,500	751,400	666,400	1,560,850	1,560,850	1,560,850
Interfund transfers from:							
Old Transp. SDC Fund	5,616,371	4,903,295	-	-	-	-	-
SDC Fund	-	6,986,708	2,573,600	3,397,300	2,361,100	2,361,100	2,361,100
Water/Water Recl. Fund	562,657	1,278,329	-	-	-	-	-
Downtown Urban Renewal	250,000	-	-	-	-	-	-
Interfund transfers	-	-	6,400	177,631	31,300	31,300	31,300
Contributions	451,225	397,269	-	107,435	-	-	-
Investment income	497,947	357,700	105,000	91,225	62,400	62,400	62,400
Miscellaneous	50,197	82,420	44,100	60,020	44,400	44,400	44,400
Sale of capital assets	188,834	74,885	61,700	289,134	-	-	-
Issuance of long-term debt	-	-	4,063,200	4,263,303	-	-	-
Loan repayments	-	35,976	27,300	27,257	17,500	17,500	17,500
TOTAL RESOURCES	\$ 15,473,521	\$ 14,469,209	\$ 15,347,310	\$ 16,646,526	\$ 11,879,550	\$ 11,879,550	\$ 11,879,550

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11		2009-11	PROPOSED 2011-13	APPROVED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 9,396	\$ 121,679	\$ 359,000	\$ 123,218	\$ 37,600	\$ 37,600	\$ 37,600
Interfund transfers	491,605	645,333	569,100	574,924	1,131,900	1,131,900	1,131,900
Capital outlay:							
Traffic & safety projects	-	-	-	-	524,000	524,000	524,000
Construction/infrastructure	7,013,361	5,176,790	4,353,400	3,352,201	3,593,000	3,593,000	3,593,000
Total capital outlay	7,013,361	5,176,790	4,353,400	3,352,201	4,117,000	4,117,000	4,117,000
Debt service	1,323,878	2,629,506	6,797,800	6,798,147	2,545,800	2,545,800	2,545,800
Contingency	-	-	1,368,010	-	2,147,250	2,147,250	2,147,250
Reserves for:							
Debt service	-	-	1,200,000	-	1,280,000	1,280,000	1,280,000
Future construction	-	-	(300,000)	-	-	-	-
Developer exactions	-	-	1,000,000	-	620,000	620,000	620,000
TOTAL REQUIREMENTS	\$ 8,838,240	\$ 8,573,308	\$ 15,347,310	\$ 10,848,490	\$ 11,879,550	\$ 11,879,550	\$ 11,879,550

Note:

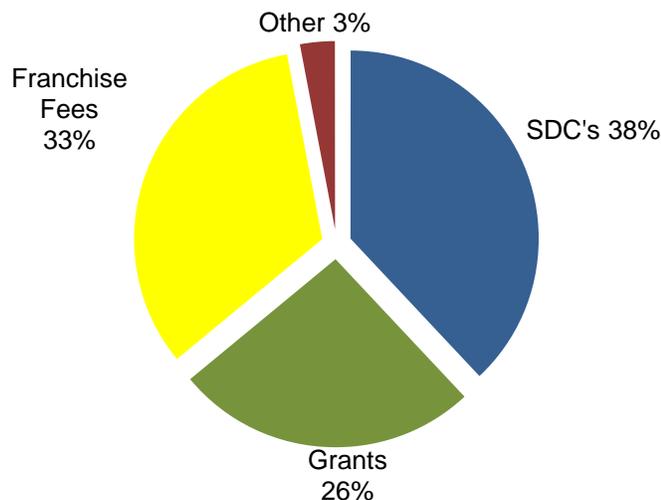
In FY 2006-07, transportation construction activity was accounted for in the Transportation SDC Fund, a separate special revenue fund. Starting in FY 2007-08, the Transportation Construction Fund, a capital projects fund, was created to account for transportation construction activity and a SDC Fund was created to account for all SDC revenues. The use of SDC revenues is shown as an interfund transfer from the System Development Charges Fund to this Transportation Construction Fund. FY 2006-07 amounts are presented here for comparison purposes only.

INFRASTRUCTURE **Transportation Construction Program**

Overview

The Transportation Construction Fund is a capital projects fund that accounts for the construction of transportation capital projects. This fund provides for better reporting and tracking of transportation construction funding and expenditures.

Transportation construction is primarily funded by System Development Charges (SDC)'s. Other funding sources include water and water reclamation utility franchise fees, grants, developer contributions and property sales.



Goals for the 2011 - 2013 Biennial Budget

- ✧ Continue to seek new funding sources such as grants
- ✧ Work with the Finance Department to develop and implement financing strategies for the necessary transportation improvement projects identified in the Capital Improvement Program (CIP)
- ✧ Implement the Transportation Capital Improvement Program Strategy as outlined in the project management operations manual (PMOM)
- ✧ Utilize efficient and cost effective project management principles

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ Initiate capital projects planned for in the CIP
- ✧ Implement the updated SDC methodology and project list
- ✧ Work with Finance Department to create a projected estimate of revenues and costs given the existing bond debt obligations
- ✧ Continue to seek grant funding for safety and bike and pedestrian projects
- ✧ Advance major corridor and intersection projects to project development and design stages in order to be viable for funding opportunities

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Received nearly \$800,000 in grants for planning and bike-pedestrian projects
- ✧ Completed Transportation SDC methodology update

INFRASTRUCTURE
Transportation Construction Program

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) SCHEDULE

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Continuing Projects:</u>					
ST0411 Reed Mkt, Corridor Study	\$ 55,000	\$ -	\$ -	\$ -	\$ -
ST0602 Murphy Rd Corridor Brookwood to 15th	25,000	25,000	-	-	-
ST0506 Neff Corridor, 8th to 27th	100,000	-	-	-	-
ST0806 Traffic Control Device Enhancements	200,000	200,000	200,000	200,000	200,000
ST09SA Bridge Improvements	315,000	155,000	155,000	155,000	155,000
ST11IA Daggett Ln.	11,000	-	-	-	-
ST0902 Bear Creek Rd. Ped. Improvements	105,000	-	-	-	-
ST11EA Crash Data	32,000	-	-	-	-
ST11FA Riverside/Franklin	110,000	325,000	510,000	-	-
ST11GA Galveston	70,000	110,000	-	-	-
<u>New Projects:</u>					
ST12BA New Empire Project	110,000	160,000	-	-	-
ST12AA Hwy. 97 Corridor	65,000	-	-	-	-
ST11JA Murphy Overcrossing	505,000	520,000	520,000	-	-
EG10AH Energy Grant - Traffic Signal Efficiency	215,000	-	-	-	-
ST11HA VMT-UGB Study	120,000	60,000	-	-	-
TOTAL Transportation CIP	\$ 2,038,000	\$ 1,555,000	\$ 1,385,000	\$ 355,000	\$ 355,000

Note - Represents projects not funded by the General Obligation Bond

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General Obligation Bond Construction Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment income	-	-	-	-	420,000	420,000	420,000
Issuance of long-term debt	-	-	-	-	15,200,000	15,200,000	15,200,000
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 15,620,000	\$ 15,620,000	\$ 15,620,000

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ -	\$ -	\$ -	\$ -	\$ 230,000	\$ 230,000	\$ 230,000
Capital outlay:							
Construction/infrastructure	-	-	-	-	15,240,000	15,240,000	15,240,000
Reserves for future capital	-	-	-	-	150,000	150,000	150,000
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ 15,620,000	\$ 15,620,000	\$ 15,620,000

General Obligation Bond Debt Service Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	3,828,000	3,828,000	3,828,000
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 3,828,000	\$ 3,828,000	\$ 3,828,000

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Debt service	-	-	\$ -	\$ -	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000
Reserves for debt service	-	-	-	-	28,000	28,000	28,000
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ 3,828,000	\$ 3,828,000	\$ 3,828,000

INFRASTRUCTURE **General Obligation Bond**

Overview

The General Obligation Bond for Transportation Safety & Capacity Improvements was approved by voters in May, 2011. The measure was placed on the May ballot due to the City's significant growth of the last 10 years impacting its transportation system. With the economic downturn, the City has had limited funds to build, improve and maintain streets. This has resulted in a backlog of needed street improvements for which the City did not have funding. The proceeds from these bonds will be used for specific street infrastructure improvements that have been deemed a priority.

Bond proceeds will pay for design, engineering, construction, purchase of right-of-way, and project management and staff costs associated with issuing and repaying the bonds. Transportation improvements will be constructed to City standards, including vehicle travel lanes, roundabouts, signals, bicycle lanes, drainage, and sidewalks. All sidewalks and curb ramps will be ADA compliant. The improvements will improve safety, congestion, circulation and mobility throughout the city.

The General Obligation Bond Construction Fund will account for the capital improvements associated with these projects. The General Obligation Bond Debt Service Fund will account for debt service on the general obligation bonds issued. Property taxes levied on the new growth or incremental assessed value within the City's tax district will be collected and used to pay debt service on these bonds.

Proposed Projects for General Obligation Bond Funding

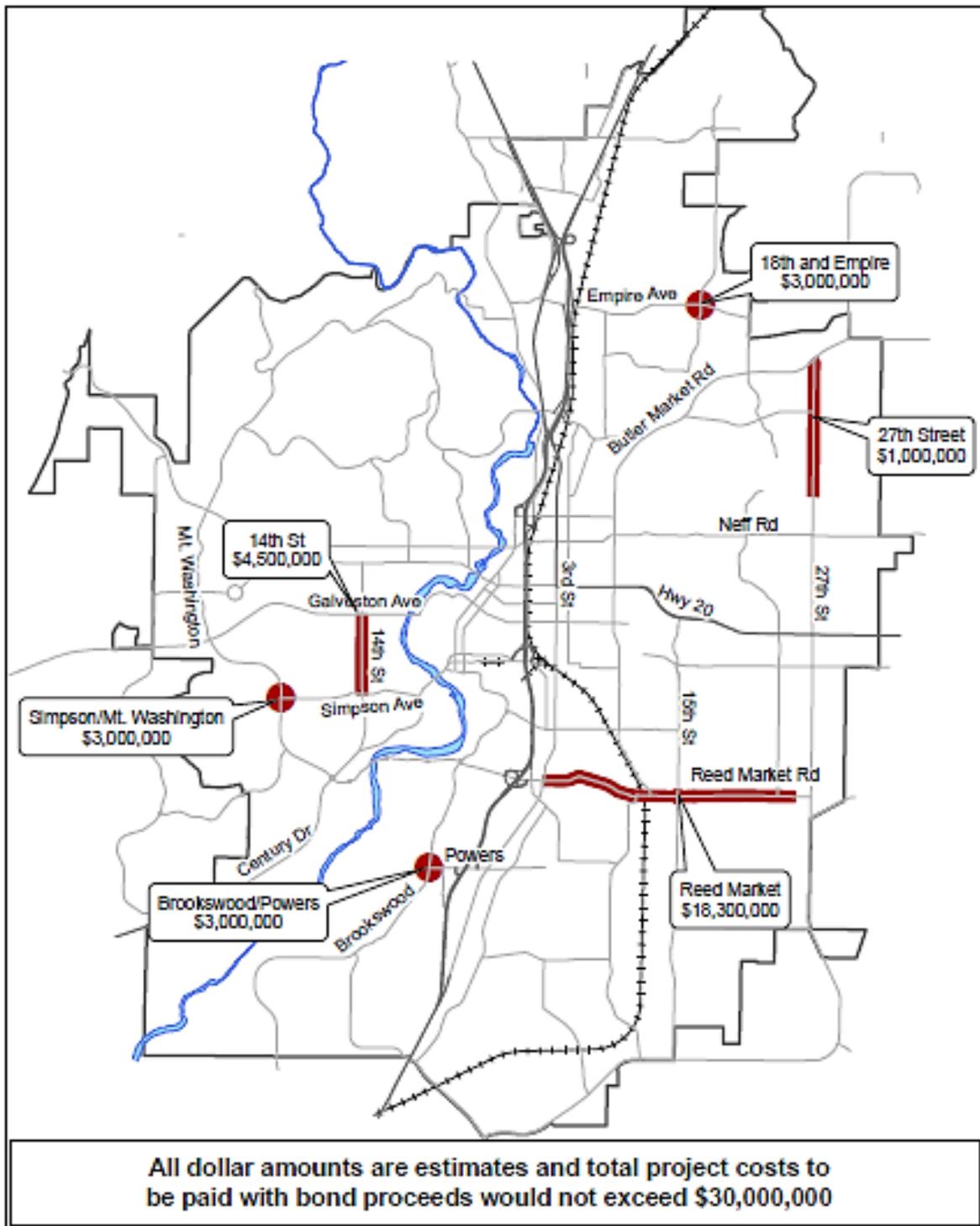
- ✧ Reed Market from 3rd to 27th Streets (estimated cost \$18.3 million), including:
 - Newberry to Daley - Improve to 3 lane urban standard street with bike lanes and sidewalks (estimated \$5.3 million)
 - Reed Market/15th – Multi-lane roundabout (estimated \$5.5 million)
 - American Lane – Relocate and improve Reed Market/American Lane intersection, including relocation and reconstruction of American Lane Bridge (estimated \$7.5 million)
- ✧ Simpson/Mt. Washington roundabout (estimated \$3.0 million)
- ✧ Brookwood/Powers roundabout (estimated \$3.0 million)
- ✧ 18th/Empire multi-lane roundabout (estimated \$3.0 million)
- ✧ 27th Street Reconstruction from Connors to Butler Market (estimated \$1.0 million)
- ✧ 14th Street/Century Drive Reconstruction to urban-standard streets with bike lanes and sidewalks between Simpson and Galveston (estimated \$4.5 million)

Projects listed as roundabouts may be modified to be constructed as other intersection improvements based on further engineering studies. The 14th Street/Century Drive Reconstruction project will be scaled back or eliminated if bond proceeds are insufficient to construct all projects. Funds can also be used on street improvement projects not listed above if cost savings are realized on priority projects or if one or more priority projects cannot proceed for any reason.

Goals for the 2011 – 2013 Biennial Budget

- ✧ Start Request for Proposal (RFP) process for project oversight and award contract
- ✧ Continue project development and create implementation plan
- ✧ Begin construction of initial projects with a tentative start date of Summer 2012

G.O. Bond Project Map



Airport Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 438,718	\$ 790,634	\$ 97,700	\$ 353,740	\$ 676,900	\$ 676,900	\$ 676,900
Intergovernmental revenues	1,910,144	7,650,860	4,594,400	3,748,304	62,500	62,500	62,500
Charges for services	637,150	1,299,539	1,483,600	1,451,888	1,575,100	1,575,100	1,575,100
General fund subsidy	90,000	143,200	300,000	350,000	-	-	-
General fund loan	-	152,000	650,000	1,050,000	-	-	-
Investment income	2,977	(31,019)	(100)	(5,076)	(15,000)	(15,000)	(15,000)
Miscellaneous	64,487	83,314	4,000	4,910	2,900	2,900	2,900
Debt proceeds	120,335	-	1,084,200	1,100,313	-	-	-
Short-term note payable	1,000,000	500,000	-	-	-	-	-
TOTAL RESOURCES	\$ 4,263,811	\$ 10,588,528	\$ 8,213,800	\$ 8,054,079	\$ 2,302,400	\$ 2,302,400	\$ 2,302,400

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 120,692	\$ 184,203	\$ 294,488	\$ 284,774	\$ 312,235	\$ 312,235	\$ 312,235
Materials and services	86,685	141,135	179,184	160,875	167,900	167,900	167,900
Interfund transfers	537,774	472,431	451,200	432,865	618,700	618,700	618,700
Interfund loan repayment	-	152,000	550,000	550,000	500,000	500,000	500,000
Capital outlay:							
Vehicle/equipment	-	5,625	-	-	-	-	-
Construction/infrastructure	2,298,068	7,750,575	4,248,400	3,828,124	65,800	65,800	65,800
Total capital outlay	2,298,068	7,756,200	4,248,400	3,828,124	65,800	65,800	65,800
Debt service	429,958	1,528,821	2,112,400	2,120,527	528,800	528,800	528,800
Contingency	-	-	378,128	-	108,965	108,965	108,965
TOTAL REQUIREMENTS	\$ 3,473,177	\$ 10,234,790	\$ 8,213,800	\$ 7,377,165	\$ 2,302,400	\$ 2,302,400	\$ 2,302,400

INFRASTRUCTURE Airport Program

Overview

The Airport Operations program provides oversight and management of the planning, operations, maintenance, and development and expansion of the Bend Municipal Airport.

The Bend Municipal Airport is located on 415 acres situated five miles east of the city limits of Bend. Owned by the City of Bend, the airport is located in Deschutes County and is currently outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length, a full parallel taxiway on the west side and a second taxiway constructed on the east side, more than 60 hangars and industrial buildings, and parking facilities for aircraft and vehicles. Twelve aviation related businesses are located at the airport. The Bend Municipal Airport is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport, with approximately 215 based aircraft and an estimated 98,000 operations in 2010. An operation is defined by the FAA as either a takeoff or a landing and is the basis for capacity projections and future CIP projects. Based on information contained in the draft Airport Master Plan now underway we can expect a 2.5% annual increase in the number of operations into the foreseeable future.

Over the past few years, demand at the Bend Airport has increased significantly. This is partially a reflection of the high rate of growth of the surrounding communities of Central Oregon in recent years, as well as Bend's increasing role as a commercial/business hub of Central and Eastern Oregon. Continued business expansion by the existing tenants, and continued growth and demand has slowed somewhat due to the recession. That factor has been partially offset by the helicopter training activities provided by Leading Edge Aviation, in cooperation with Central Oregon Community College. The corresponding demand for new services and facilities at the airport provides challenges to current funding levels. Principal sources of operating revenue for the Airport include tenant ground leases, City-owned hangar and tiedown leases, and fuel flowage fees. Expenses include operation, maintenance, and capital improvement of the Airport infrastructure. Federal Aviation Administration (FAA) grants provide significant funding for capital improvements.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 148,700	\$ 155,964	\$ 156,271	\$ 312,235
Materials and services	81,200	83,450	84,450	167,900
Interfund transfers	226,400	309,900	308,800	618,700
Interfund loan repayment	550,000	500,000	-	500,000
Capital outlay:				
Construction/infrastructure	1,996,400	65,800	-	65,800
Debt service	260,800	261,600	267,200	528,800
Airport	\$ 3,263,500	\$1,376,714	\$ 816,721	\$2,193,435
Full Time Equivalents	1.60	1.60	1.60	1.60

Goals for the 2011 – 2013 Biennial Budget

- ✧ Continue efforts to reduce reliance on the City of Bend General Fund discretionary revenue support and make the airport a fully self sufficient entity
- ✧ Meet existing and near term demand for aircraft hangar space, tie-down space, and business needs at the Airport

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ Reconstruct/relocate the West Side parallel Taxiway A
- ✧ Continue to enhance Airport revenues by development of the eastside Airport property for aviation related industrial and general aviation uses, including hangars and aviation business properties
- ✧ Develop comprehensive Airport Maintenance Program. The budget includes \$10,000 in each year of the biennium to address maintenance needs
- ✧ Complete Airport Master Plan

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed the Taxiway B construction project, enhancing the safety of aircraft accessing the runway and creating access to East Side lands for future development of hangars and aviation businesses
- ✧ Completed final stages in the construction of Runway 16-34 and safety areas
- ✧ Completed relocation of the Automated Weather Observation System (AWOS) to the north end of the airport allowing the commencement of hangar construction in the Aero facilities complex
- ✧ Increased the maintenance levels regarding mowing, hangar repairs, runways and airport appearance
- ✧ Completed an appraisal which adjusted lease rates to current market rates, resulting in an average reduction of \$0.03, or approximately 10%, per square foot. Appraisals are conducted every five years; the next one will be performed in 2015.

Major Capital Projects / Equipment Purchases for 2011 – 2013 Biennial Budget

- ✧ The adopted 2011 - 2013 Biennial Budget had the completion of the Airport Master Plan as its only capital project, with the design/construction of Taxiway A being occurring in the next biennium. After budget adoption, the City Council authorized the submission of an FAA grant application for the taxiway project. If approved, construction on this project will need to begin immediately.



Photography: ©2008 Dustin Mitsch / Alpen Exposure

Aerial view of the Bend Municipal Airport

INFRASTRUCTURE
Airport Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Total # of operations (take offs and landings)	42,000	53,000	97,900	99,700	102,200
Total # jobs at Airport	new measure to be tracked starting this biennial budget				
Total # of based aircraft at Airport	200	200	200	220	226
<i>Effectiveness Measures:</i>					
% of City-owned hangars leased	100%	100%	98%	100%	100%
% of available space leased with Aircraft access	95%	95%	51%	61%	71%
Note: In 2010-11, lease space increased by 186 acres					
<i>Efficiency Measures:</i>					
Gross Revenues Businesses at Airport	new measures to be tracked starting this biennial budget				
Gross revenues per employee (Businesses located at the Airport)	new measures to be tracked starting this biennial budget				
Total lease revenues per square foot of available leased space	\$ 0.32	\$ 0.32	\$ 0.29	\$ 0.30	\$ 0.31

INFRASTRUCTURE
Airport Program

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) SCHEDULE

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Continuing Projects:</u>					
AP10AA Airport Master Plan	\$ 65,800	\$ -	\$ -	\$ -	\$ -
AP11AA Taxiway A Rehabilitation*	-	-	4,257,000	1,950,000	-
TOTAL Airport CIP	\$ 65,800	\$ -	\$ 4,257,000	\$ 1,950,000	\$ -

* Subsequent to budget adoption, this project's timeline was moved to the 2011-13 biennium. The budget will be amended during the first year of the biennium.

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Downtown Parking Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 429,275	\$ 248,505	\$ 1,113,800	\$ 955,482	\$ 1,035,700	\$ 1,035,700	\$ 1,035,700
Fines and permit revenues	386,587	994,259	1,000,150	972,245	1,014,600	1,014,600	1,014,600
Rent revenues	-	219,109	203,000	178,890	243,300	243,300	243,300
Parking improvement fees	144,000	823,492	10,000	120,700	-	-	-
Investment income	21,748	52,997	30,800	20,549	13,000	13,000	13,000
General fund subsidy	-	-	165,000	165,000	-	-	-
General fund loan	-	-	35,000	35,000	-	-	-
Interfund transfer	-	-	40,000	45,100	-	-	-
Donations	-	400,000	-	-	-	-	-
Miscellaneous	-	4,801	10,800	6,905	10,610	10,610	10,610
TOTAL RESOURCES	\$ 981,610	\$ 2,743,163	\$ 2,608,550	\$ 2,499,871	\$ 2,317,210	\$ 2,317,210	\$ 2,317,210

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Parking	\$ 415,732	\$ 511,233	\$ 528,932	\$ 523,185	\$ 594,401	\$ 594,401	\$ 594,401
Centennial parking structure	317,373	1,276,450	1,017,531	941,078	540,477	540,477	540,477
Contingency	-	-	46,295	-	75,340	75,340	75,340
Reserves for:							
Future construction	-	-	292,500	-	-	-	-
Parking improvement fees	-	-	723,292	-	1,106,992	1,106,992	1,106,992
TOTAL REQUIREMENTS	\$ 733,105	\$ 1,787,683	\$ 2,608,550	\$ 1,464,263	\$ 2,317,210	\$ 2,317,210	\$ 2,317,210

By Type:							
Personal services	\$ 62,183	\$ 209,487	\$ 281,874	\$ 262,691	\$ 209,725	\$ 209,725	\$ 209,725
Materials and services	325,778	680,795	642,139	612,088	636,153	636,153	636,153
Interfund transfers	331,718	537,481	273,550	252,839	248,700	248,700	248,700
Interfund loan repayment	-	-	-	7,650	15,300	15,300	15,300
Capital outlay:							
Vehicle/equipment	-	28,878	-	-	-	-	-
Construction/infrastructure	13,426	331,042	348,900	328,995	25,000	25,000	25,000
Total capital outlay	13,426	359,920	348,900	328,995	25,000	25,000	25,000
Contingency	-	-	46,295	-	75,340	75,340	75,340
Reserves for:							
Future construction	-	-	292,500	-	-	-	-
Parking improvement fees	-	-	723,292	-	1,106,992	1,106,992	1,106,992
TOTAL REQUIREMENTS	\$ 733,105	\$ 1,787,683	\$ 2,608,550	\$ 1,464,263	\$ 2,317,210	\$ 2,317,210	\$ 2,317,210

INFRASTRUCTURE
Downtown Parking Program

Overview

The Downtown Parking Program supports on-street downtown parking and the Centennial parking structure. 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, and security services for the downtown parking structure.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 130,900	\$ 112,163	\$ 97,562	\$ 209,725
Materials and services	303,595	318,215	317,938	636,153
Interfund transfers	122,000	126,700	122,000	248,700
Interfund loan repayment	7,650	7,650	7,650	15,300
Capital outlay:				
Construction/infrastructure	292,500	25,000	-	25,000
Downtown Parking Program	\$ 856,645	\$ 589,728	\$ 545,150	\$ 1,134,878
Full Time Equivalents	1.11	0.75	0.75	0.75

Goals for the 2011 – 2013 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
- ✘ Out-source maintenance duties associated with the revenue producing lots in the downtown and the parking structure
- ✘ 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)
- ✘ Issue Request for Proposals for Parking Management Services
- ✘ Implement parking education program for customers and employees (Customer First Program)
- ✘ Installation of downtown way-finding signage and parking directional signage for parking structure and other parking facilities
- ✘ Work with Pacific Power to complete Solar Electric Project on roof of parking structure

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Contract administration for parking management services
- ✘ Management of leasehold property (retail & office spaces)
- ✘ Support and management of parking structure building systems maintenance
- ✘ Collect parking in-lieu-of fees (also referred to as parking improvement fees)
- ✘ Maintenance of leasehold spaces in the parking structure

- ✧ Continue implementation of a 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

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed final construction projects for the Bend Centennial Parking Plaza including:
 - Completion of tenant improvements for FedEx Office (Suite 102)
 - Completion of tenant improvements for High Desert Frameworks (Suite 101)
 - Secured new tenant for Suite 104 – The Rental Shop
 - Lease Hold tenancy at 100% occupancy
 - Continued improvements associated with the adjacent development of the Oxford Hotel and Putnam Pointe mixed use development
 - Construction of sidewalk and alley improvements adjacent to the Oxford Hotel
 - Construction of storage room for Oxford Hotel
 - Continued progress on Solar Electric project for roof level of parking structure
- ✧ Approximately two thirds of the 551 parking spaces in the structure, are currently being sold as permit spaces to downtown employees
- ✧ New low wage employee permit areas have been added in the Newport Lot and roof of the parking structure
- ✧ Lease of 104 space surface parking lot to increase parking supply in NW quadrant of downtown core
- ✧ Continuation of comprehensive pricing study for parking permit rates in the downtown core and parking management practices
- ✧ Installation and implementation of the “pay-n-display” meters in downtown surface parking lots

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Reduction of one (1) FTE due to layoff of Downtown Manager
- ✧ No parking fee increases are proposed for the 2011-13 biennium. A 3% increase in permit sales is projected for the second year of the biennium assuming the local economy picks up and more employees in the downtown core area purchase permits.

Major Capital Projects / Equipment Purchases for the 2011 – 2013 Biennial Budget

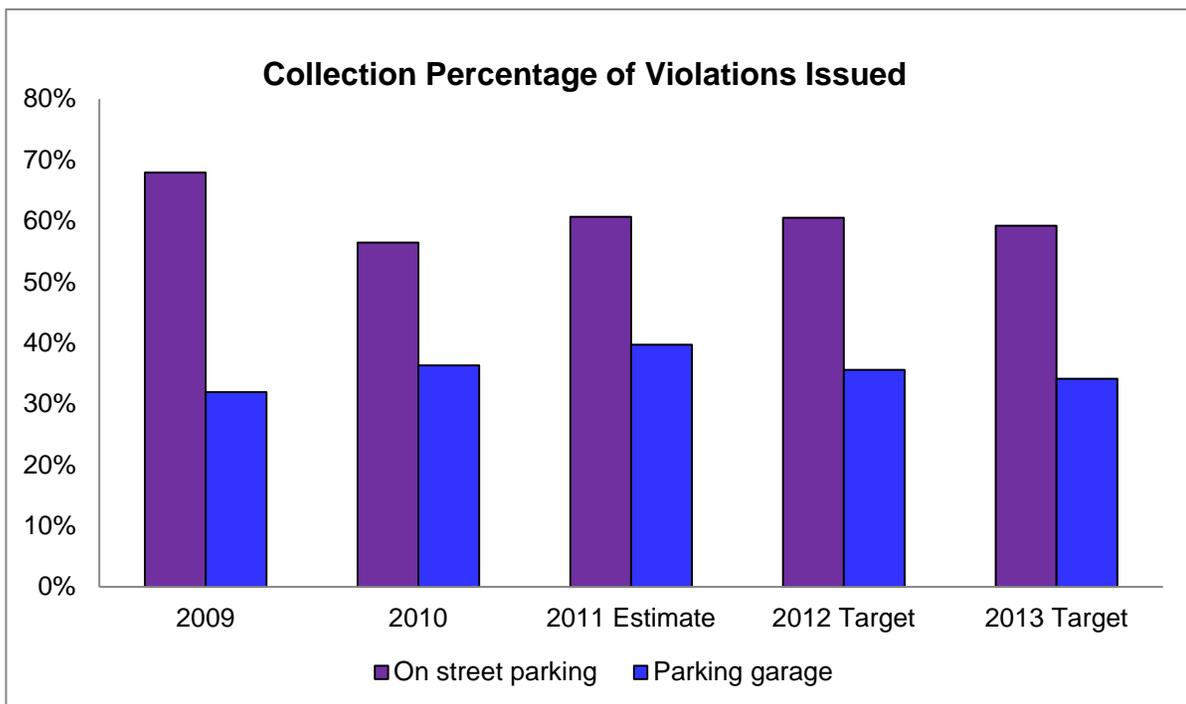
- ✧ 2011 - 2012
 - Parking structure lighting improvements

INFRASTRUCTURE
Downtown Parking Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
Parking Permit Issued - On-Street, Parking Lots	1,335	1,493	3,317	3,317	3,417
Parking Permit Issued - Parking Structure	3,180	3,071	3,267	3,267	3,364
Violations Issued - On-Street, Parking Lots	10,960	12,732	13,000	13,500	13,800
Violations Issued - Parking Structure	1,440	1,625	1,700	1,725	1,800
Effectiveness Measures:					
Parking Permit Sales Avg sale/unit - On-Street, Parking Lots	\$ 21.95	\$ 26.50	\$ 28.00	\$ 28.00	\$ 28.00
Parking Permit Sales Avg sale/unit - Parking Structure	\$ 37.98	\$ 41.33	\$ 48.00	\$ 48.00	\$ 48.00
Violations collected - On-Street, Parking Lots	7,445	7,189	7,890	8,172	8,172
Violations collected - Parking Structure	460	590	675	614	614
Rental Revenue per square foot	new measure to be tracked starting this biennial budget				
Efficiency Measures:					
Parking Permit Sales - On-Street, Parking Lots (1)	42%	47%	50%	53%	55%
Parking Permit Sales - Parking Structure (1)	75%	73%	80%	95%	97%
Violation Revenue collected - On-Street, Parking Lots (2)	68%	56%	61%	61%	59%
Violation Revenue collected - Parking Structure (2)	32%	36%	40%	36%	34%

Note: These numbers do not reflect daily parking revenue
(1) Efficiency on permit sales based on number sold vs. total spaces
(2) Efficiency on Violations based on % collected vs. issued



Public Transit Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 134,144	\$ 348,435	\$ 414,940	\$ 190,773	\$ -	\$ -	\$ -
Intergovernmental revenues	1,611,717	2,606,560	2,795,383	2,466,853	-	-	-
General fund subsidy	1,138,000	2,885,000	1,266,700	1,286,700	-	-	-
General fund loan	385,000	-	-	-	-	-	-
Charges for services	157,779	410,986	296,143	341,019	-	-	-
Interfund charges	80,000	-	-	282	-	-	-
Investment income	(10,293)	(5,539)	(602)	(1,327)	-	-	-
Miscellaneous	15,190	35,769	16,685	29,046	-	-	-
TOTAL RESOURCES	\$ 3,511,537	\$ 6,281,211	\$ 4,789,249	\$ 4,313,346	\$ -	\$ -	\$ -

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ 94,010	\$ 217,178	\$ 136,098	\$ 133,361	\$ -	\$ -	\$ -
Materials and services	1,635,268	3,321,483	1,977,427	1,898,113	-	-	-
Interfund transfers	970,566	1,930,071	1,142,215	1,133,464	-	-	-
Interfund loan repayment	-	-	20,000	20,000	-	-	-
Capital outlay:							
Vehicle/equipment	359,472	607,500	687,982	669,933	-	-	-
Construction/infrastructure	103,786	14,203	696,858	458,473	-	-	-
Total capital outlay	463,258	621,703	1,384,840	1,128,406	-	-	-
Contingency	-	-	128,669	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,163,102	\$ 6,090,435	\$ 4,789,249	\$ 4,313,344	\$ -	\$ -	\$ -

Note:

Transit operations were transferred to the Central Oregon Intergovernmental Council (COIC) in September 2010.

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Public Transit Grant Passthru

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	-	-	1,279,700	1,280,200	-	-	-
General fund subsidy	-	-	-	-	-	-	-
Miscellaneous	-	-	12,000	5,850	-	-	-
TOTAL RESOURCES	\$ -	\$ -	\$ 1,291,700	\$ 1,286,050	\$ -	\$ -	\$ -

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Payment to COIC	\$ -	\$ -	\$ 1,291,700	\$ 1,286,050	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 1,291,700	\$ 1,286,050	\$ -	\$ -	\$ -

INFRASTRUCTURE
Public Transit Program

Overview

The City transferred operations of the Bend Area Transit system over to the Central Oregon Intergovernmental Council (COIC) on September 1, 2010. This included both the urban fixed route and dial-a-ride services. The Public Transit Grant Fund, a special revenue fund, was created to transfer all grant funds received by the City (as a direct recipient) during this transition period to COIC. It is anticipated that all grant funds will be received directly by COIC starting 2011-2012.

Accessibility Construction Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ 2,089	\$ 2,489,600	\$ 114,883	\$ 1,170,600	\$ 1,170,600	\$ 1,170,600
General fund subsidy	200,000	1,062,700	900,000	900,000	900,000	900,000	900,000
Intergovernmental revenues	-	-	54,400	205,782	489,900	489,900	489,900
Interfund charges	70,000	-	-	-	-	-	-
Interfund transfers	-	-	217,000	119,700	212,100	212,100	212,100
Investment income	2,455	13,965	20,100	19,682	6,000	6,000	6,000
Miscellaneous	-	-	-	9,590	3,000	3,000	3,000
Issuance of long-term debt	-	-	3,200,000	3,263,512	-	-	-
Short-term note payable	-	440,000	-	-	-	-	-
TOTAL RESOURCES	\$ 272,455	\$ 1,518,754	\$ 6,881,100	\$ 4,633,149	\$ 2,781,600	\$ 2,781,600	\$ 2,781,600

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ -	\$ 7,100	\$ 10,000	\$ 18,349	\$ 18,349	\$ 18,349
Materials and services	-	13,958	215,900	64,257	80,920	80,920	80,920
Interfund transfers	-	37,900	596,800	583,126	365,100	365,100	365,100
Capital outlay:							
Construction/infrastructure	270,366	1,352,012	2,974,100	1,941,974	1,361,200	1,361,200	1,361,200
Debt service	-	-	1,115,500	863,143	615,800	615,800	615,800
Contingency	-	-	1,971,700	-	40,231	40,231	40,231
Reserves for future construction	-	-	-	-	300,000	300,000	300,000
TOTAL REQUIREMENTS	\$ 270,366	\$ 1,403,870	\$ 6,881,100	\$ 3,462,500	\$ 2,781,600	\$ 2,781,600	\$ 2,781,600

INFRASTRUCTURE **Accessibility Construction Program**

Overview

The Accessibility Construction Program is responsible for completion of the phases of development, including design through construction in the City's rights-of-way. During the 2009-2011 biennium, project management responsibility was transferred from Public Works Engineering to the Accessibility Program Manager, who is funded out of the General Fund. The Accessibility Program Manager also reports on progress made on improving infrastructure commensurate with the Department of Justice (DOJ) Settlement Agreement and the Disability Rights Oregon (DRO) Settlement Agreement. Both Settlement Agreements are to be satisfied by 2014.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 10,000	\$ 18,349	\$ -	\$ 18,349
Materials and services	500	40,520	40,400	80,920
Interfund transfers	381,800	283,900	81,200	365,100
Capital outlay:				
Construction/infrastructure	1,273,300	1,261,200	100,000	1,361,200
Debt service	308,900	307,000	308,800	615,800
Accessibility Construction	\$ 1,974,500	\$1,910,969	\$ 530,400	\$2,441,369
Full Time Equivalents	0.25	0.25	-	-

Goals for the 2011 – 2013 Biennial Budget

- ✧ Continue to work toward meeting the DOJ and DRO infrastructure requirements related to curb ramps, bus stops and related sidewalks within the City of Bend's jurisdiction
- ✧ Respond to citizen requests for barrier removal involving the public rights-of-way in a timely manner

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Complete the Phase 3 ADA Improvement Project through collaboration with internal and external stakeholders. An estimated 130 curb ramps located on arterials and corridors, are projected to be improved which serve primarily government facilities
- ✧ Manage the Customer Service Request for Barrier Removal process to resolve citizen requests as they are submitted to the City of Bend
- ✧ Coordinate right-of-way improvement planning and construction with the Oregon Department of Transportation (ODOT) grants where access barriers have been identified within both jurisdictions (Highway 97/3rd Street/Highway 20)
- ✧ Coordinate curb ramp improvements self-performed by Transportation Operations staff and support design of city capital improvement projects which include curb ramps and related accessible rights-of-way issues

Major Accomplishments during the 2009 - 2011 Biennium

- ✧ Received Community Development Block Grant funding to address high-use pedestrian corridors included in the Phase 3 ADA Improvement Project
- ✧ Received Flex Fund Grant for design and engineering to improve pedestrian access along 2.6 miles of South 3rd Street between Franklin Avenue and Murphy Road

- ✧ Completed the ADA Phase 2 Improvement Project in the downtown area and on Bus Routes 1 & 11 and 187 curb ramps with related sidewalks were improved
- ✧ Completed the ADA Phase 1 Improvement project
- ✧ Initiated and completed assessment of curb ramps city wide to determine ADA compliance. The identified number will be used to formulate the ADA Transition Plan for Curb Ramps for the DOJ Agreement
- ✧ The milestone of 1,300 compliant curb ramps was reached
- ✧ Completed installation of 4 on-street accessible parking locations in the downtown area with 2 additional accessible parking spaces in a city owned downtown parking lot
- ✧ Completed installation of all bus stop pads on 7 BAT fixed routes
- ✧ Completed several citizen requests for barrier removal

Significant changes from the 2009 – 2011 Biennial Budget

- ✧ .25 FTE for project support assistance was added in 2010-2011 on a limited term basis. This position will end after June 30, 2012



New Sidewalk Construction

INFRASTRUCTURE
Accessibility Construction Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
# of curb ramps constructed	n/a	83	482	335	310
Sidewalk repair areas modified to meet compliance with the Disability Rights Oregon (DRO) settlement	n/a	n/a	5	5	complete
# of citizen requests for barrier removal	n/a	6	6	5	5
# of CDBG Home Modification Loan Program Requests	n/a	n/a	1	7	5
<i>Effectiveness Measures:</i>					
% of city curb ramps reconstructed to meet accessibility standards (per DOJ Settlement)	n/a	5%	18%	23%	27%
<i>Efficiency Measures:</i>					
Cost of construction projects per curb ramp (contracted out)	n/a	\$ 5,900	\$ 5,500	\$ 6,000	\$ 6,000
Cost of construction projects per curb ramp (in house)	n/a	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500

System Development Charges Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ 1,262,200	\$ 1,266,324	\$ -	\$ -	\$ -
Transportation SDCs	-	8,229,761	2,399,808	2,283,902	2,464,700	2,464,700	2,464,700
Water SDCs	-	1,762,141	1,297,219	1,274,898	1,561,900	1,561,900	1,561,900
Water Reclamation SDCs	-	2,592,251	1,649,682	1,641,496	1,971,500	1,971,500	1,971,500
Loan repayments	-	156,739	431,291	525,696	118,300	118,300	118,300
Investment income	-	399,155	89,700	72,990	65,300	65,300	65,300
Interfund transfer	-	-	135,350	-	-	-	-
TOTAL RESOURCES	\$ -	\$ 13,140,047	\$ 7,265,250	\$ 7,065,306	\$ 6,181,700	\$ 6,181,700	\$ 6,181,700

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ -	\$ 53,006	\$ 119,600	\$ 144,905	\$ -	\$ -	\$ -
Transfers to:							
Transport. Engineering	-	112,000	263,000	263,000	194,000	194,000	194,000
Transport. Const. Fund	-	7,183,308	3,532,228	3,397,300	2,361,100	2,361,100	2,361,100
Water Fund	-	1,931,737	1,362,831	1,325,601	1,604,000	1,604,000	1,604,000
Water Reclamation Fund	-	2,593,673	1,987,591	1,934,500	2,022,600	2,022,600	2,022,600
TOTAL REQUIREMENTS	\$ -	\$ 11,873,724	\$ 7,265,250	\$ 7,065,306	\$ 6,181,700	\$ 6,181,700	\$ 6,181,700

Note:

For FY 2006-07 and prior, Transportation SDC revenues were accounted for in the Transportation SDC Fund while Water and Water Reclamation SDCs were accounted for in the respective Water and Water Reclamation Funds. Starting in FY 2007-08, a new System Development Charges (SDC) Fund, a special revenue fund as presented here, was created to account for all SDC revenues. The use of these revenues is shown as an interfund transfer out to the respective Transportation Construction, Water and Water Reclamation Funds.

Transportation SDC Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
RESOURCES							
Beginning working capital	\$ 6,669,874	\$ 6,635,281	\$ -	\$ -	\$ -	\$ -	\$ -
Franchise fees	105,242	-	-	-	-	-	-
Intergovernmental revenues	1,081,174	-	-	-	-	-	-
Transportation SDCs	5,616,371	-	-	-	-	-	-
Interfund transfers from:							
Downtown Urban Renewal	250,000	-	-	-	-	-	-
Water/Water Reclamation	562,657	-	-	-	-	-	-
Contributions	451,225	-	-	-	-	-	-
Investment income	497,947	-	-	-	-	-	-
Miscellaneous	50,197	-	-	-	-	-	-
Sale of capital assets	188,834	-	-	-	-	-	-
TOTAL RESOURCES	\$ 15,473,521	\$ 6,635,281	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
REQUIREMENTS							
By Type:							
Materials and services	\$ 9,396	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	491,605	6,635,281	-	-	-	-	-
Capital outlay:							
Construction/infrastructure	7,013,361	-	-	-	-	-	-
Debt service	1,323,878	-	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 8,838,240	\$ 6,635,281	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

The Transportation SDC Fund, a special revenue fund, was previously used to account for Transportation SDC revenues and the related construction activity. Starting in FY 2007-08, a new capital projects fund, the Transportation Construction Fund, was created to account for transportation construction activity. Transportation SDC revenues are now accounted for in the System Development Charges Fund, and the use of those revenues is shown as an interfund transfer from the System Development Charges Fund to the Transportation Construction Fund.

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.

With the onset of the world-wide recession, Bend saw the collapse of the housing market, which has resulted in high inventory levels due to bank foreclosed properties and very limited residential construction taking place. The slowdown has also affected commercial and industrial construction activity levels as well. The 2011-2013 Biennial Budget assumes Engineering News Record (ENR), a construction cost inflation index, increases of 0% and 1% for 2012 and 2013, respectively.

SDC Methodologies

SDCs are the primary resources used to fund transportation, water and water reclamation capital improvements. 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 2011-2012 SDCs for a single family dwelling are estimated as follows:

Transportation SDC	\$4,500
Water SDC	\$4,520
Water Reclamation SDC	\$2,840

Goals for the 2011 - 2013 Biennial Budget

- ✧ Since SDCs are collected from new developments, SDC methodologies and fees should properly represent the cost of capital improvements needed to serve new developments. SDC fees should be at a level sufficient to cover the cost of capital improvements caused by new developments

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed Transportation SDC methodology update

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**Local Improvement District
Construction Program**

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 53,687	\$ 41,045	\$ -	\$ -	\$ -	\$ -	\$ -
Investment income	(6,399)	(21,653)	(4,900)	(7,097)	-	-	-
Contribution from Water							
Reclamation fund	157,925	135,571	418,000	315,650	-	-	-
Loan from Water							
Reclamation fund	200,000	603,127	315,000	224,000	-	-	-
Issuance of long-term debt	-	-	-	-	-	-	-
TOTAL RESOURCES	\$ 405,213	\$ 758,090	\$ 728,100	\$ 532,553	\$ -	\$ -	\$ -

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 13,476	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	302,300	70,900	5,400	5,400	-	-	-
Interfund loan repayment	-	500,000	527,200	527,127	-	-	-
Capital outlay:							
Construction/infrastructure	48,392	187,189	195,500	-	-	-	-
TOTAL REQUIREMENTS	\$ 364,168	\$ 758,089	\$ 728,100	\$ 532,527	\$ -	\$ -	\$ -

**Local Improvement District
Debt Service**

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11		2009-11	PROPOSED 2011-13	APPROVED 2011-13
RESOURCES							
Beginning working capital	\$ 1,054,507	\$ 946,884	\$ 802,000	\$ 816,113	\$ 572,800	\$ 572,800	\$ 572,800
Assessment loan repayments	243,880	242,746	54,000	79,690	-	-	-
Charges for services	56,850	54,214	33,000	-	-	-	-
Investment income	55,136	64,925	23,600	14,735	11,000	11,000	11,000
TOTAL RESOURCES	\$ 1,410,373	\$ 1,308,769	\$ 912,600	\$ 910,538	\$ 583,800	\$ 583,800	\$ 583,800

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11		2009-11	PROPOSED 2011-13	APPROVED 2011-13
REQUIREMENTS							
By Type:							
Interfund transfers	\$ 66,500	\$ 66,800	\$ 169,900	\$ 166,800	\$ -	\$ -	\$ -
Debt service	396,989	425,856	171,000	170,936	-	-	-
Reserves for debt service	-	-	571,700	-	-	-	-
Reserves for future LID's	-	-	-	-	583,800	583,800	583,800
TOTAL REQUIREMENTS	\$ 463,489	\$ 492,656	\$ 912,600	\$ 337,736	\$ 583,800	\$ 583,800	\$ 583,800

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.

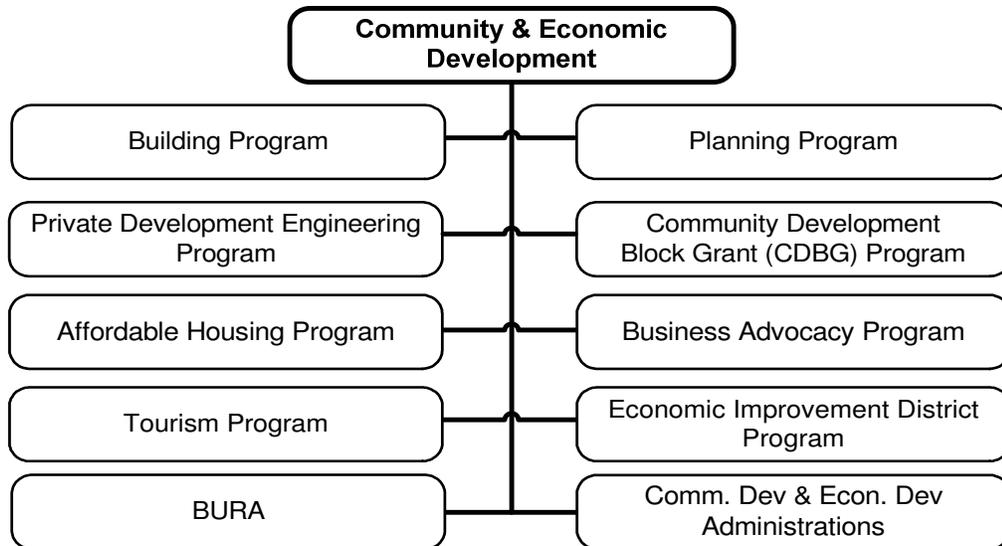
The Local Improvement District Construction fund accounts for the cost of infrastructure constructed through the LID process. Once construction is complete, Bancroft bonds are issued to reimburse the LID Construction fund and the costs are assessed to the property owners benefited through an assessment 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 the debt service fund will be used for future LIDs.

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COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA STRUCTURE



Building, Planning and Private Development Engineering Programs

Activities for these programs include managing building inspections and permitting, accounting for current planning and long-range planning activities, and reviewing new development plans, plats and partitions for compliance.

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

The expenditures of Business Advocacy are accounted for in the General Fund. 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 BURA Construction and Debt Service Funds account for the activities of the City's downtown urban renewal district while the Juniper Ridge Construction and Debt Service Funds account for the activities of the City's Juniper Ridge urban renewal district. The Murphy Crossing Debt Service Fund accounts for the activities of the City's Murphy Crossing urban renewal district.

Community Development and Economic Development Administrations

These two divisions provided support services to the City's community development and economic development departments. The Economic Development Administrative Division was dissolved in FY 2008-09 and the Community Development Administrative Division was dissolved in FY 2009-10.

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Building Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 4,811,859	\$ 3,476,615	\$ 1,455,100	\$ 954,670	\$ 671,700	\$ 671,700	\$ 671,700
License and permits	3,642,582	6,224,288	3,091,700	4,040,737	4,715,900	4,715,900	4,715,900
Charges for services	164,053	297,426	4,000	(1,763)	2,400	2,400	2,400
General fund subsidy	140,000	-	-	-	-	-	-
General fund loan	-	-	200,000	-	-	-	-
Interfund transfers	-	69,432	236,700	385,461	115,300	115,300	115,300
Investment income	236,592	190,500	26,500	15,679	14,200	14,200	14,200
Miscellaneous	14,109	4,586	2,000	43,446	700	700	700
TOTAL RESOURCES	\$ 9,009,195	\$ 10,262,847	\$ 5,016,000	\$ 5,438,230	\$ 5,520,200	\$ 5,520,200	\$ 5,520,200

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ 3,696,346	\$ 6,460,496	\$ 3,526,869	\$ 3,514,178	\$ 4,087,131	\$ 4,087,131	\$ 4,087,131
Materials and services	182,783	216,164	328,675	304,219	120,378	120,378	120,378
Interfund transfers:	1,528,280	2,591,364	959,800	948,164	689,300	689,300	689,300
Capital outlay:							
Vehicle/equipment	125,171	40,154	-	-	-	-	-
Contingency	-	-	200,656	-	483,391	483,391	483,391
Reserves for future							
Vehicle purchases	-	-	-	-	140,000	140,000	140,000
TOTAL REQUIREMENTS	\$ 5,532,580	\$ 9,308,178	\$ 5,016,000	\$ 4,766,561	\$ 5,520,200	\$ 5,520,200	\$ 5,520,200

COMMUNITY & ECONOMIC DEVELOPMENT
Building Program

Overview

The Building Program is comprised of the building inspection and electrical programs. It serves as the clearinghouse for all construction permitting through shared permitting software platforms with Planning, Engineering, Public Works, and Fire. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

This program ensures compliance with the State of Oregon Specialty Codes related to commercial buildings, multi-family units, one and two family dwellings, accessibility, plumbing, mechanical and electrical systems along with all related administrative rules. City staff provides the following customer services: 100% electronic plan review (first in the state), permit issuance, code interpretation, inspections, enforcement actions, and over the counter information. City staff obtains and maintains proper certifications including required continuing education credits.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$1,714,550	\$2,049,535	\$2,037,596	\$4,087,131
Materials and services	60,150	60,189	60,189	120,378
Interfund transfers	392,200	374,100	315,200	689,300
Building	\$2,166,900	\$2,483,824	\$2,412,985	\$4,896,809
Full Time Equivalents	17.09	17.39	17.39	17.39

Goals for the 2011 – 2013 Biennial Budget

- ✧ Ensure that all buildings in Bend are built safely and constructed to meet the State building code standards
- ✧ Ensure that all construction outside of the public rights-of-way provide full accessibility consistent with the State building code and council mandate
- ✧ Maintain consistent plan review and inspection procedures that conform to all aspects of the State law
- ✧ Continue education and training forums for our community and staff
- ✧ Continue to increase public relations and customer service levels
- ✧ Increase public awareness of code requirements through the Permits Protect program
- ✧ Coordinate with other City departments and divisions to ensure compliance with all ordinances and laws
- ✧ Strengthen the enforcement against illegal construction to ensure safer buildings for citizens
- ✧ Continue to implement efficiency measures
- ✧ Implement a program to begin building the reserves back up to the State of Oregon recommended level, which is funding equal to approximately one year of operations
- ✧ Continue to implement e-permitting and electronic plan review
- ✧ Continue front counter services with Planning and Engineering at a single “one stop” permitting counter, thereby enhancing service and increasing efficiency
- ✧ Ensure that building permitting is coordinated with planning, public works, fire, and engineering permitting to provide a seamless development permitting process for our customers, by using electronic plan review and a shared permit tracking platform

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ Continue to implement the building permitting program in a manner that is efficient and cost-effective
- ✧ To provide superior customer service by matching internal competencies with customer and citizen needs
- ✧ Continue to train and cross train staff, which will allow for better communication, consistent application of codes, and increased efficiency
- ✧ Provide training to allow for multi-discipline expertise for City staff
- ✧ Provide education for staff, customers and the general public
- ✧ Maintain accreditation for all Building staff
- ✧ Explore opportunities to help diversify our revenue stream

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Continued to enhance our electronic plan review system, reduced plan review and correspondence timeframes significantly
- ✧ Cross trained inspectors and plans examiners in areas in which they were not certified in an effort to provide a higher level of customer service
- ✧ Worked with focus groups, including the Central Oregon Builders Association (COBA), architects, engineers, designers, realtors, fire sprinkler contractors, etc to increase communication, cooperation and education
- ✧ Improved and enhanced reviews and inspections for accessibility compliance
- ✧ Won a national award for technology from Constructech magazine
- ✧ Became the first jurisdiction in the state to be approved to do third party plan reviews and inspections for modular and prefabricated construction
- ✧ Became the first jurisdiction in state (and maybe country) to go paperless in our plan review

10 Year Building Permit Activity

	Single Family & Multi-Family Applications *	Selected Non-residential Applications *
2003-04	1,628	98
2004-05	2,100	126
2005-06	2,124	73
2006-07	965	97
2007-08	432	109
2008-09	214	45
2009-10	169	31
2010-11	266	26
2011-12 projection	246	27
2012-13 projection	259	29

* does not include remodels or additions

COMMUNITY & ECONOMIC DEVELOPMENT
Building Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Total Permits Issued	4,730	4,453	4,613	4,800	4,900
Single Family	496	366	468	491	516
Multifamily	76	16	6	7	8
Commercial	265	206	237	249	261
Miscellaneous	3,893	3,865	3,902	4,053	4,115
Inspections performed	26,669	17,165	18,320	20,000	21,000
Note: A single application can result in multiple permits being issued					
<i>Effectiveness Measures:</i>					
Permits issued per 1,000 Population	12.97	15.89	15.27	15.13	14.98
Inspections Performed per Inspector	13.60	16.26	17.61	19.23	20.19
% of Permits Issued	73%	86%	86%	87%	88%
% of FTE time spent at the Permit Counter	new measure to be tracked starting this biennial budget				
<i>Efficiency Measures:</i>					
Cost to Building Division per Permit Issued	\$ 733.97	\$ 583.80	\$ 469.74	\$ 517.46	\$ 492.45

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
(4) Replacement SUV's	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000
Total	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000

Planning Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 961,137	\$ 448,450	\$ 1,227,800	\$ 733,397	\$ 205,100	\$ 205,100	\$ 205,100
Intergovernmental revenues	46,855	66,614	8,000	40,859	150,000	150,000	150,000
License and permits	-	-	213,200	167,010	117,300	117,300	117,300
Charges for services	3,355,285	3,679,101	1,361,300	1,838,803	1,996,300	1,996,300	1,996,300
General fund subsidy	-	2,640,000	1,500,000	1,538,000	1,552,000	1,552,000	1,552,000
Interfund charges	261,500	-	2,900	-	-	-	-
Interfund transfers	-	196,600	108,800	111,672	42,400	42,400	42,400
Investment income	54,358	39,361	14,900	12,848	9,600	9,600	9,600
Miscellaneous	986	5,900	-	4,084	4,200	4,200	4,200
TOTAL RESOURCES	\$ 4,680,121	\$ 7,076,026	\$ 4,436,900	\$ 4,446,673	\$ 4,076,900	\$ 4,076,900	\$ 4,076,900

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Program:							
Current planning	\$ 2,753,991	\$ 4,049,533	\$ 2,440,928	\$ 2,434,433	\$ 2,133,929	\$ 2,133,929	\$ 2,133,929
Long-range planning	1,477,680	2,293,101	1,906,779	1,807,196	1,917,711	1,917,711	1,917,711
Contingency	-	-	89,193	-	25,260	25,260	25,260
TOTAL REQUIREMENTS	\$ 4,231,671	\$ 6,342,634	\$ 4,436,900	\$ 4,241,629	\$ 4,076,900	\$ 4,076,900	\$ 4,076,900
By Type:							
Personal services	\$ 2,218,584	\$ 4,236,530	\$ 3,126,376	\$ 3,083,814	\$ 3,002,409	\$ 3,002,409	\$ 3,002,409
Materials and services	834,097	643,688	380,231	328,523	419,731	419,731	419,731
Interfund transfers	1,111,958	1,462,416	841,100	829,292	629,500	629,500	629,500
Capital outlay:							
Vehicle/equipment	67,032	-	-	-	-	-	-
Contingency	-	-	89,193	-	25,260	25,260	25,260
TOTAL REQUIREMENTS	\$ 4,231,671	\$ 6,342,634	\$ 4,436,900	\$ 4,241,629	\$ 4,076,900	\$ 4,076,900	\$ 4,076,900

COMMUNITY & ECONOMIC DEVELOPMENT Planning Program

Overview

The City of Bend Planning Program is a key component of the City's economic development efforts. 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, transportation planning and development review. The program comprises two sub-programs designated to accomplish this work: Current Planning and Long-Range Planning.

Current Planning Program

The Current Planning Program provides a vital economic development role in the City by permitting the land use property entitlements necessary to begin building construction. 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 in development
- ✧ Provides development and land use information at the Permit Center
- ✧ Maintains and updates the Bend Development Code
- ✧ Administers the Sign Code
- ✧ Oversees the historic preservation program
- ✧ Calculates and collects System Development Charges (SDCs)

In performing these duties, Current Planning staff work with citizens, business owners, developers and other City departments and partner agencies such as ODOT, Deschutes County 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.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 877,000	\$ 872,105	\$ 830,938	\$1,703,043
Materials and services	85,085	60,588	40,598	101,186
Interfund transfers	223,500	174,900	154,800	329,700
Current Planning	\$1,185,585	\$1,107,593	\$1,026,336	\$2,133,929
Full Time Equivalents	7.56	7.16	6.92	6.92

Goals for the 2011-13 Biennial Budget

- ✧ Continue to streamline the land use application process
- ✧ Maintain a reliable and stable funding source
- ✧ Provide excellent customer service
- ✧ Optimize economic development opportunities
- ✧ Implement a plan to restore reserve levels

Key Operational Objectives for the 2011-2013 Biennial Budget

- ✧ Support Juniper Ridge planning work
- ✧ Continue to offer coordinated front counter service by providing Building, Planning and Engineering at the Permit Center
- ✧ Issue decisions on planning applications within 60 days of submittal
- ✧ Improve the opportunities for public participation in the planning process by utilizing the Committee for Citizen Involvement (Planning Commission) in reviewing and approving a citizen involvement program
- ✧ Provide responsive and consistent customer service to the development community and interested or affected citizens
- ✧ Continue to work with the Planning Commission on the Development Code Tune Up project to eliminate inconsistencies in the code and improve customer service

Major Accomplishments during the 2009-11 Biennium

- ✧ Completed the Juniper Ridge Overlay Zone and zone change for the Juniper Ridge Employment Subdistrict
- ✧ Worked with Central Oregon Community College to create the COCC Special Planned District.
- ✧ Created a new chapter in the Bend Development Code to regulate cell towers and broadcast towers
- ✧ Processed three major Development Code Tune Up packages
- ✧ Processed 380 land use applications
- ✧ Assisted approximately 3,700 customers at the Permit Center during 2009-2011

Long-Range Planning Program

The Long-Range Planning Program promotes economic development by maintaining and updating the City’s long-range planning program, including the Bend Area General Plan, the Transportation System Plan, and related planning tools. Amendments to the General Plan are often major efforts with far-reaching impacts, such as the recent urban growth boundary amendment. These projects provide and maintain a larger, on-going supply of buildable land for employment and for housing. The Program ensures that these buildable lands are zoned properly and in the right locations to facilitate new business development and expansion of existing businesses. Long-Range Planning staff also conducts special purpose projects as directed by the City Council such as refinement plans, sub-area plans, and streamlining development regulations. All of these activities are carried out in compliance with State statutes and administrative rules and City policy. The Long-Range Planning Program also assists other city departments and public agencies in preparing urban area plans and programs that relate to City planning, such as the master plans for sewer, water and transportation. That work provides the framework of General Plan policies and ordinances which entitles land to be developed for employment, housing, public facilities, and the full range of activities that keep Bend livable.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 682,500	\$ 690,433	\$ 608,933	\$1,299,366
Materials and services	135,861	159,403	159,142	318,545
Interfund transfers	181,300	159,400	140,400	299,800
Long Range Planning	\$ 999,661	\$1,009,236	\$ 908,475	\$1,917,711
Full Time Equivalents	5.15	5.15	4.40	4.40

Goals for the 2011-13 Biennial Budget

- ✧ Achieve significant progress in completing the Urban Growth Boundary (UGB) Remand Order in a timely manner, focusing on employment land
- ✧ Apply for planning grants to implement the Central Area Plan
- ✧ Assist in the completion and implementation of the Airport Master Plan
- ✧ Maintain a reliable and stable funding source
- ✧ Implement a plan to restore reserve levels

Key Operational Objectives for the 2011-2013 Biennial Budget

- ✧ Carry out tasks required in the UGB Remand Order, with a target date of December 31, 2012 for acknowledgment by the State of an amended UGB
- ✧ Initiate follow-up work subsequent to UGB acknowledgment, such as updating the Transportation System Plan, developing annexation policies and procedures, and adopting Plan Map designations for the UGB expansion area
- ✧ Propose new annexation policies that determine the conditions under which land will transition from unincorporated to being included in the City of Bend
- ✧ Propose follow-up implementation for the updated Master Plan for the Bend Municipal Airport.
- ✧ Following acknowledgment of the amended UGB, update the long-range planning work program to prioritize tasks, allocate workloads and establish timelines for completion
- ✧ Following acknowledgment of the amended UGB, initiate a planning project to re-evaluate existing commercial and industrial Plan Map and zoning designations
- ✧ Coordinate work of the Bend Metropolitan Planning Organization (BMPO) with work of the Long- Range Planning Program
- ✧ Seek public input and guidance from citizens in the process of carrying out all of the city's long-range planning projects
- ✧ Provide technical assistance and recommendations to the Planning Commission and City Council related to long-range planning projects
- ✧ Complete an intergovernmental agreement with Deschutes County for jurisdiction of the urbanizable area
- ✧ Maintain and update the Bend Area General Plan and related plans (e.g. Transportation System Plan and Public Facilities Plan)

Major Accomplishments during the 2009-11 Biennium

- ✧ City Council adoption of an amended UGB to accommodate a 20-year supply of land for housing and employment, including adoption of an updated public facilities plan, with master sewer and water plans
- ✧ Coordinated City response to Department of Land Conservation and Development (DLCD) Director's Report on the UGB amendment
- ✧ Prepared detailed responses to concerns raised in the Director's Report
- ✧ Compiled some 15,000 pages of materials into the formal legislative record for the UGB amendment
- ✧ Explained and defended the City's actions on UGB amendment in a series of hearings held by the Oregon Land Conservation and Development Commission
- ✧ Prepared detailed plans and timelines to fulfill requirements of the UGB remand order issued by Land Conservation and Development Commission (LCDC)
- ✧ Began work with a UGB Remand Task Force, consisting of three City Councilors and two Planning Commissioners, to assist staff in carrying out remand tasks
- ✧ Participated in creating a Regional Economic Opportunities Analysis, which will prioritize large, readily developable properties for industrial development

- ✧ Assisted with updating of the Airport Master Plan, including an element of the plan that will consider the potential for the airport vicinity to function as a jobs center
- ✧ Prepared and submitted grant funding applications for infrastructure analyses needed to re-start the Central Area Plan
- ✧ Assisted the Bend La Pine School District in updating its Sites and Facilities Plan, to ensure coordination with City plans and compliance with state law

Significant changes from the 2009 – 2011 Biennial Budget

- ✧ Reduction of one (1) Planning Manager in FY 2012-2013 due to retirement

COMMUNITY & ECONOMIC DEVELOPMENT
Planning Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Current Planning					
<i>Output Measures:</i>					
Number of land use permits processed	276	190	190	200	210
Number of customer inquiries at the front counter	2,368	1,884	1,850	1,900	2,000
<i>Effectiveness Measures:</i>					
# of applications per planner	46	48	48	50	52
<i>Efficiency Measures</i>					
Cost of the Current Planning Program per application	\$ 5,532.03	\$ 6,572.88	\$ 6,239.92	\$ 5,537.97	\$ 4,887.31
Average turnaround time per Type I application (Goal is 30 days)				new measure to be tracked starting this biennial budget	
Average turnaround time per Type II application (Goal is 60 days)				new measure to be tracked starting this biennial budget	
Long Range Planning					
<i>Output Measures:</i>					
Overall % of UGB Remand completed	-	-	10%	50%	100%
<i>Effectiveness Measures:</i>					
# of buildable land acres available				new measure to be tracked starting this biennial budget	
# of 'shovel ready' acres of industrial lands				new measure to be tracked starting this biennial budget	
<i>Efficiency Measures</i>					
Cost of the Long Range Planning (LRP) program per acre in the City limits	\$ 47.70	\$ 37.39	\$ 46.28	\$ 46.72	\$ 30.28

Private Development Engineering Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ 325,600	\$ 149,944	\$ 124,500	\$ 124,500	\$ 124,500
General fund subsidy	-	510,000	140,000	140,000	235,000	235,000	235,000
Licenses and permits	-	52,460	67,363	45,860	11,200	11,200	11,200
Charges for services	-	381,103	372,737	448,720	355,000	355,000	355,000
Interfund transfers	-	200,000	-	-	-	-	-
Investment income	-	1,071	6,500	8,677	2,800	2,800	2,800
TOTAL RESOURCES	\$ -	\$ 1,144,634	\$ 912,200	\$ 793,201	\$ 728,500	\$ 728,500	\$ 728,500

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ 677,723	\$ 596,362	\$ 472,729	\$ 508,252	\$ 508,252	\$ 508,252
Materials and services	-	50,517	59,438	50,850	21,406	21,406	21,406
Interfund transfers	-	266,450	149,700	145,053	144,700	144,700	144,700
Contingency	-	-	106,700	-	54,142	54,142	54,142
TOTAL REQUIREMENTS	\$ -	\$ 994,690	\$ 912,200	\$ 668,632	\$ 728,500	\$ 728,500	\$ 728,500

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Program

Overview

The Private Development Engineering Program integrates its work with current planning and building to ensure the timely completion of development projects within the City. This Program works in collaboration with the building and construction industry to ensure that all public improvements made in conjunction with private development are constructed to city standards and can be accepted into the inventory of public assets for perpetuity. They also ensure the construction of minimum standards for accessibility and pedestrian and vehicular safety during building expansions and additions. Private Development Engineering also promotes economic development by analyzing and resolving infrastructure issues to allow development to proceed with certainty.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 270,000	\$ 254,483	\$ 253,769	\$ 508,252
Materials and services	10,650	10,703	10,703	21,406
Interfund transfers	75,700	74,200	70,500	144,700
Private Development Engineering	\$ 356,350	\$ 339,386	\$ 334,972	\$ 674,358
Full Time Equivalents	3.20	2.30	2.30	2.30

Goals for the 2011 – 2013 Biennial Budget

- ✧ Provide responsive and consistent customer service to the development community and interested or affected citizens
- ✧ Improve customer service levels and increase efficiencies through use of e-plans
- ✧ Implement a computerized plan review system, which may reduce permit time
- ✧ Implement a plan for stable funding and restore reserve levels

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Continue to integrate processes to ensure good customer service to the public
- ✧ Train engineering inspectors on electronic plans processing
- ✧ Keep the front counter open to customers for two and a half hours daily Monday through Friday
- ✧ Continue to train and cross train staff, which will allow for better communication, consistent application of codes, and increased efficiency

Major Accomplishments during the 2009– 2011 Biennium

- ✧ Successfully integrated engineering staff into Community Development Department
- ✧ Became an integral part of the Bend Permit Center

Significant changes from the 2009 – 2011 Biennial Budget

- ✧ Inspection services are now being performed by Engineering Infrastructure and Planning

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
# of initial site plan/subdivisions reviewed	n/a	n/a	100	110	120
# of initial construction plans reviewed	n/a	n/a	17	19	21
# of right-of-way permits issued	n/a	n/a	200	250	250
<i>Effectiveness Measures:</i>					
Applications reviewed per engineer	n/a	n/a	317	379	391
% of time met 2 week turn around time for initial site plan/subdivision land use review					
% of time met 2 week turn around time for initial construction plan review					new measures to be tracked starting this biennial budget
% of time met 5 day turn around time for right-of-way permit issuance					
<i>Efficiency Measures:</i>					
Hours spent on SDC related issues as a % of total available staff time					
Hours spent on construction plan reviews as a % of total available staff time					new measures to be tracked starting this biennial budget
Hours spent with customers as a % of total available staff time					

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**Community Development
Block Grant Program**

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ (5,438)	\$ 253,553	\$ 1,100	\$ 79,186	\$ 306,200	\$ 306,200	\$ 306,200
Intergovernmental revenues	720,917	623,782	3,953,400	3,635,641	1,396,111	1,396,111	1,396,111
General fund loan	-	-	-	335,000	-	-	-
General fund subsidy	-	-	100,000	-	-	-	-
Loan repayments	22,960	59,502	61,400	68,958	56,000	56,000	56,000
Investment income	(629)	2,157	900	(4,332)	1,600	1,600	1,600
Interfund transfer	-	22,000	-	9,000	60,000	60,000	60,000
TOTAL RESOURCES	\$ 737,810	\$ 960,994	\$ 4,116,800	\$ 4,123,453	\$ 1,819,911	\$ 1,819,911	\$ 1,819,911

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 60,931	\$ 125,500	\$ 334,531	\$ 334,065	\$ 335,345	\$ 335,345	\$ 335,345
Materials and services	356,370	681,701	3,511,269	3,400,249	1,116,346	1,116,346	1,116,346
Interfund transfers	66,956	74,608	264,800	47,900	63,500	63,500	63,500
Interfund loan repayment	-	-	-	35,000	300,000	300,000	300,000
Contingency	-	-	6,200	-	4,720	4,720	4,720
TOTAL REQUIREMENTS	\$ 484,257	\$ 881,809	\$ 4,116,800	\$ 3,817,214	\$ 1,819,911	\$ 1,819,911	\$ 1,819,911

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.”

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 198,700	\$ 211,669	\$ 123,676	\$ 335,345
Materials and services	2,696,681	719,929	396,417	1,116,346
Interfund transfers	29,400	33,200	30,300	63,500
Interfund loan repayment	35,000	300,000	-	300,000
CDBG	\$ 2,959,781	\$1,264,798	\$ 550,393	\$ 1,815,191
Full Time Equivalents	2.06	2.02	1.02	1.02

Goals for the 2011 – 2013 Biennial Budget

- ✧ To 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
- ✧ To meet federal requirements in the management of CDBG-funded programs, including project monitoring and fiscal reporting

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report
- ✧ Implementation of Council-adopted 2011 annual action plan for Bend
- ✧ Monitoring of program grants and loans
- ✧ Management of the U.S. Department of Housing and Urban Development (HUD) financial tracking system
- ✧ Management of the Neighborhood Stabilization Programs (NSP)

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed the 2009 and 2010 Action Plans
- ✧ Completed an Analysis of Impediments to Fair Housing in Bend
- ✧ Completed the 2009 – 2014 Consolidated Plan
- ✧ Successfully wrote grant for NSP-2 – City received \$2.5 million of funding

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Reduction of one (1) Program Technician in 2012-2013 due to end of NSP-2 grant funding

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Affordable Housing Units created	60	57	50	50	50
Affordable Housing Units preserved	52	8	40	40	40
Affordable Housing Units rehabilitated	3	23	10	10	10
Persons assisted with homeownership	67	62	50	50	50
Homeless assisted with a variety of services	556	197	250	250	250
<i>Effectiveness Measures:</i>					
% removal of architectural barriers (Annual Goal is 100)	45%	21%	100%	100%	100%
% of affordable housing units created (Annual Goal is 50)	120%	114%	100%	100%	100%
% of affordable housing units preserved (Annual goal is 40)	130%	20%	100%	100%	100%
% of affordable housing units rehabilitated (Annual Goal is 10)	30%	230%	100%	100%	100%
% of homebuyers assisted (Annual Goal is 50)	134%	124%	100%	100%	100%
<i>Efficiency Measures:</i>					
Average cost of CDBG assistance provided per unit created	\$ 15,400	\$ 15,012	\$ 15,000	\$ 15,000	\$ 15,000
Average cost of CDBG assistance provided per unit preserved	\$ 2,826	\$ 7,672	\$ 5,000	\$ 5,000	\$ 5,000
Average cost of CDBG assistance provided per unit rehabilitated	\$ 1,747	\$ 1,645	\$ 17,000	\$ 17,000	\$ 17,000
Average cost to CDBG per homeless person assisted	\$ 155	\$ 312	\$ 250	\$ 250	\$ 250

Affordable Housing Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ 622,667	\$ 742,400	\$ 985,179	\$ 1,314,500	\$ 1,314,500	\$ 1,314,500
Affordable housing fee	675,889	1,413,022	651,400	629,449	801,300	801,300	801,300
General fund subsidy	51,000	-	16,500	95,000	-	-	-
Loan repayments	-	-	645,100	864,844	1,713,200	1,713,200	1,713,200
Investment income	13,190	83,525	28,500	25,082	23,500	23,500	23,500
TOTAL RESOURCES	\$ 740,079	\$ 2,119,214	\$ 2,083,900	\$ 2,599,554	\$ 3,852,500	\$ 3,852,500	\$ 3,852,500

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 51,763	\$ 115,806	\$ 76,368	\$ 78,559	\$ 93,289	\$ 93,289	\$ 93,289
Materials and services	65,512	904,829	1,641,985	1,118,597	3,120,650	3,120,650	3,120,650
Interfund transfers	137	113,400	78,900	87,900	108,200	108,200	108,200
Contingency	-	-	286,647	-	530,361	530,361	530,361
TOTAL REQUIREMENTS	\$ 117,412	\$ 1,134,035	\$ 2,083,900	\$ 1,285,056	\$ 3,852,500	\$ 3,852,500	\$ 3,852,500

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.”

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services	\$ 38,800	\$ 46,625	\$ 46,664	\$ 93,289
Materials and services	664,199	1,740,410	1,380,240	3,120,650
Interfund transfers	33,400	54,300	53,900	108,200
Affordable Housing	\$ 736,399	\$1,841,335	\$1,480,804	\$ 3,322,139
Full Time Equivalents	0.34	0.38	0.38	0.38

Goals for the 2011 – 2013 Biennial Budget

- ✘ To effectively implement the Affordable Housing Fee Program in Bend through efficient allocation of funds
- ✘ To investigate and implement funding and policy strategies to provide affordable housing in Bend and to effectively manage the City’s existing affordable housing programs

Key Operational Objectives for 2011 – 2013 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 the funding
- ✘ Monitoring of program loans

Major Accomplishments during the 2009 – 2011 Biennium

- ✘ Four projects were approved for funding during the 2009 funding cycle in the amount of \$379,000
- ✘ Five projects were approved for funding during the 2010 funding cycle in the amount of \$888,000

COMMUNITY & ECONOMIC DEVELOPMENT
Affordable Housing Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Affordable Housing Units created	63	44	24	40	40
Affordable Housing Units preserved	-	52	10	10	10
Affordable Housing Units rehabilitated	40	4	8	20	20
<i>Effectiveness Measures:</i>					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	\$ 9,450,000	\$ 4,596,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Number of construction jobs created	375	115	200	200	200
<i>Efficiency Measures:</i>					
Average cost of Affordable Housing assistance provided per unit created	\$ 5,093	\$ 3,455	\$ 4,000	\$ 4,000	\$ 4,000
Average cost of Affordable Housing assistance provided per unit preserved	\$ -	\$ 2,458	\$ 25,000	\$ 25,000	\$ 25,000
Average cost of Affordable Housing assistance provided per unit rehabilitated	\$ 1,091	\$ 12,500	\$ 10,000	\$ 10,000	\$ 10,000

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Business Advocacy Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ -	\$ 24,700	\$ 23,400	\$ 329,610	\$ 329,610	\$ 329,610
Materials and services	-	-	300	100	263,200	263,200	263,200
Interfund transfers	-	-	-	-	23,800	23,800	23,800
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 25,000	\$ 23,500	\$ 616,610	\$ 616,610	\$ 616,610

Note:

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

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Program

Overview

The mission of the Business Advocacy Program is to implement the Bend Economic Development Advisory Board's Strategic Plan, which focuses on building a community-wide structure that facilitates doing business in Bend to promote growth of existing companies and attract new companies in a variety of sectors. This program started in late 2010-2011.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 23,400	\$ 164,575	\$ 165,035	\$ 329,610
Materials and services	100	141,600	121,600	263,200
Interfund transfers	-	12,500	11,300	23,800
Business Advocacy Program	\$ 23,500	\$ 318,675	\$ 297,935	\$ 616,610
Full Time Equivalent	1.00	1.50	1.50	1.50

Goals for the 2011 – 2013 Biennial Budget

- ✧ Advocate, facilitate, market and coordinate relationships and activities between small businesses and the City of Bend
- ✧ Promote a supportive and innovative business environment which fosters economic growth, coordinated by the efforts of governmental agencies, community groups, and business organizations
- ✧ Engage and connect with the business community through the Business Advocate and Bend Economic Development Advisory Board (BEDAB)
- ✧ Serve as the liaison between existing and small business and City Administration, providing advocacy and facilitation services
- ✧ Advocate for process improvement in City services related to small business
- ✧ Develop supportive services that improve bottom line performance, customer service skills, competitiveness and market penetration
- ✧ Identify and connect organizations that impact small business development in Bend
- ✧ Maintain a strategic and coordinated relationship with Economic Development of Central Oregon (EDCO)
- ✧ Evaluate effectiveness of program and if program is successful, identify funding source for continuation of the program. This new program is currently funded by existing revenues in the General Fund. Continuation of this program will require reductions in other General Fund programs or implementation of fee increases or alternate revenue sources.

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ To have the Council consider officially appointing the BEDAB as a standing committee of the City Council
- ✧ Develop a plan / outline for implementing the BEDAB Strategic Plan
- ✧ Identify, prioritize and being reviewing City services critical to the small business community
- ✧ Inventory and prioritize City policies that affect business. Develop an action plan of existing processes or codes that need to be altered or removed minimizing impediments of doing business with the City of Bend
- ✧ Establish a board seat with EDCO

- ✧ Facilitate the Tenant Relocation Assistance Program (TRAP), providing a 50% subsidy to small business relocating within the City of Bend
- ✧ Oversee the Bend Business License program

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ The Business Advocacy Program was created, and the Business Advocate position was hired
- ✧ The Opportunity Fund, created with one-time funds, provided \$100,000 to businesses that are creating jobs in Bend
- ✧ TRAP, created with one-time funds, provided existing businesses relocating within the City with a 50% subsidy for their City of Bend permit fees

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ The Business Advocacy Program is capturing the following existing expenditures:
 - Expenditures associated with Business License processing are being transferred from the City Manager's Office
 - EDCO contract from the General Fund
 - Tenant Relocation Program from the General Fund non-departmental division
 - Opportunity Fund Program from the General Fund non-departmental division
- ✧ The limited term Business Advocate position was hired in 2011-2012, and is funded through 2012-2013

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
# of new business licenses issued	544	588	636	641	646
# of renewed business licenses	4,392	4,391	3,806	3,835	3,863
<i>Effectiveness Measures:</i>					
% of projects completed in the BEDAB Strategic Plan				new measure to be tracked starting this biennial budget	
% of respondents who "strongly agree" or "agree" that the City is business friendly				new measure to be tracked starting this biennial budget	
<i>Efficiency Measures:</i>					
Cost of the program per business license	n/a	n/a	n/a \$	71.18 \$	66.05

Tourism Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 87,432	\$ 116,613	\$ 116,100	\$ 91,837	\$ 120,000	\$ 120,000	\$ 120,000
Transient room taxes	967,584	1,909,695	1,950,600	1,891,792	2,058,200	2,058,200	2,058,200
General fund loan	125,000	176,000	-	-	-	-	-
Investment income	(2,962)	(2,397)	2,300	(152)	200	200	200
TOTAL RESOURCES	\$ 1,177,054	\$ 2,199,911	\$ 2,069,000	\$ 1,983,477	\$ 2,178,400	\$ 2,178,400	\$ 2,178,400

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services:	\$ 1,009,741	\$ 1,803,975	\$ 1,866,300	\$ 1,788,039	\$ 2,006,600	\$ 2,006,600	\$ 2,006,600
Interfund transfers	17,700	39,100	39,300	39,400	51,800	51,800	51,800
Interfund loan repayment	33,000	265,000	45,000	36,000	-	-	-
Contngency	-	-	118,400	-	120,000	120,000	120,000
TOTAL REQUIREMENTS	\$ 1,060,441	\$ 2,108,075	\$ 2,069,000	\$ 1,863,439	\$ 2,178,400	\$ 2,178,400	\$ 2,178,400

COMMUNITY & ECONOMIC DEVELOPMENT
Tourism Program

Overview

The Tourism Program accounts for the collection and use of the portion of transient room taxes (TRT) that are dedicated to the promotion of tourism, as required by Oregon Revised Statutes. As of January, 2007 the city dedicates 30% of total transient room taxes to the tourism promotion function in accordance with the Bend Code. Hotels and motels are required to levy 9% on room revenues as a transient room tax and remit the proceeds to the city on a monthly basis; a 5% rebate is allowed to be retained by lodging providers for the administration of the tax.

The City contracts with Visit Bend for the ongoing efforts to promote tourism within the city. Additionally, City sponsored tourism promotion events or projects may be specifically approved by the City Council through a grant process or by direct appropriation.

Goals for the 2011 – 2013 Biennial Budget

- ✧ Tourism Promotion within the City of Bend

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ Proper contractual administration of the Visit Bend contract

Major Accomplishments during the 2009-2011 Biennium

- ✧ Reviewed and approved annual contract with Visit Bend

Economic Improvement District Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 13,394	\$ 57,750	\$ 25,400	\$ 25,415	\$ -	\$ -	\$ -
Assessments	88,387	205,880	259,000	246,232	250,000	250,000	250,000
Investment income	1,284	2,472	300	480	200	200	200
TOTAL RESOURCES	\$ 103,065	\$ 266,102	\$ 284,700	\$ 272,127	\$ 250,200	\$ 250,200	\$ 250,200

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Materials and services	\$ 43,049	\$ 234,932	\$ 264,450	\$ 252,429	\$ 237,600	\$ 237,600	\$ 237,600
Interfund transfers	2,266	5,756	20,250	19,697	12,600	12,600	12,600
TOTAL REQUIREMENTS	\$ 45,315	\$ 240,688	\$ 284,700	\$ 272,126	\$ 250,200	\$ 250,200	\$ 250,200

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 current EID was approved in May 2009 with an assessment of fifteen cents per square foot and a three year term. The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the Downtown Bend Business Association (DBBA) for the implementation of the EID's work plan. A 5% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

Goals for the 2011 – 2013 Biennial Budget

- ✧ Provide a funding program for the maintenance of downtown Bend improvements and beautification efforts by the DBBA
- ✧ Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- ✧ Provide oversight for the collection and distribution of assessments
- ✧ Work with the DBBA to renew the Downtown Bend Economic District Ordinance that will expire in 2011-2012

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ The EID work plan provides for the following programs:
 - Flower baskets
 - Beautified planters
 - Sidewalk snow removal
 - Sidewalk sweeping and debris removal
 - Graffiti removal
 - Tree lights
 - Holiday Wreaths
 - Banners
 - Benches
 - Trash receptacles-recondition
 - Marketing downtown to promote business
 - Events-drawing customers to the District-Gallery Walk, Art Hop, Sidewalk Sale, Holiday Tree Lighting, Ladies Night
 - Advertising, in order to draw customers to the district, to include radio, television, print, internet and other outlets

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Operated successfully for the 2009 – 2011 term, accomplishing the objectives for the programs identified in the ordinance

**Bend Urban Renewal Agency
General Fund**

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET 2011-13		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ (2,090)	\$ -	\$ -	\$ -
Licenses and permits	-	5,850	2,000	5,155	-	-	-
Rent revenues	-	37,138	93,500	84,046	61,400	61,400	61,400
Interfund charges	-	42,700	64,634	64,911	-	-	-
Investment income	-	(171)	200	279	300	300	300
TOTAL RESOURCES	\$ -	\$ 85,517	\$ 160,334	\$ 152,301	\$ 61,700	\$ 61,700	\$ 61,700

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET 2011-13		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ -	\$ 17,849	\$ 54,416	\$ 55,195	\$ -	\$ -	\$ -
Materials and services	-	22,957	41,909	48,209	23,800	23,800	23,800
Interfund transfers	-	46,800	62,300	48,897	9,200	9,200	9,200
Contingency	-	-	1,709	-	28,700	28,700	28,700
TOTAL REQUIREMENTS	\$ -	\$ 87,606	\$ 160,334	\$ 152,301	\$ 61,700	\$ 61,700	\$ 61,700

Note:

The Bend Urban Renewal Agency (BURA) General Fund was created in FY 2008–09 to account for general services within BURA not accounted in the BURA debt service or construction funds. The principal source of operating revenue is rent received from BURA owned properties in the Downtown Area.

**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. 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. The principal source of operating revenue is rent received from BURA owned properties in the Downtown Area.

Goals for the 2011 – 2013 Biennial Budget

- ✧ Operate and maintain BURA owned properties at Franklin/Wall and Greenwood/Wall, including leasehold property in the Franklin/Wall building

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Review/comment on public infrastructure and/or redevelopment projects in the downtown area in coordination with the Downtown Bend Business Association

**Bend Urban Renewal Agency
Downtown Construction Fund**

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 840,983	\$ 60,387	\$ 572,600	\$ 575,738	\$ 427,300	\$ 427,300	\$ 427,300
Rent revenues	64,025	55,385	-	-	-	-	-
Interfund transfers	250,000	372,700	-	-	-	-	-
Investment income	36,454	42,007	17,400	9,733	5,100	5,100	5,100
Sale of real property	586,493	165,136	-	-	-	-	-
Short-term note payable	-	14,510	-	-	-	-	-
TOTAL RESOURCES	\$ 1,777,955	\$ 710,125	\$ 590,000	\$ 585,471	\$ 432,400	\$ 432,400	\$ 432,400

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ 40,613	\$ 17,462	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	25,898	47,802	7,000	7,000	800	800	800
Interfund transfers	540,437	68,231	104,634	104,911	-	-	-
Capital outlay:							
Construction/infrastructure	1,110,620	892	51,000	46,230	85,000	85,000	85,000
Contingency	-	-	427,366	-	346,600	346,600	346,600
TOTAL REQUIREMENTS	\$ 1,717,568	\$ 134,387	\$ 590,000	\$ 158,141	\$ 432,400	\$ 432,400	\$ 432,400

Note:

The Bend Urban Renewal Agency (BURA) General Fund, was created in FY 2008-09 to account for general services within BURA not accounted for in the BURA debt service or construction funds. In prior years these costs were accounted for in the BURA Downtown Construction Fund.

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

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 2,749,250	\$ 3,557,789	\$ 5,643,800	\$ 5,724,132	\$ 1,742,700	\$ 1,742,700	\$ 1,742,700
Property taxes	2,341,135	5,507,875	6,036,200	6,070,942	861,500	861,500	861,500
Investment income	180,436	346,565	110,800	77,890	12,200	12,200	12,200
TOTAL RESOURCES	\$ 5,270,821	\$ 9,412,229	\$ 11,790,800	\$ 11,872,964	\$ 2,616,400	\$ 2,616,400	\$ 2,616,400

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ -	\$ -	\$ -	\$ -	\$ 844,400	\$ 844,400	\$ 844,400
Debt service	1,713,032	3,688,097	10,134,400	10,130,333	1,772,000	1,772,000	1,772,000
Reserves for debt service	-	-	1,656,400	-	-	-	-
TOTAL REQUIREMENTS	\$ 1,713,032	\$ 3,688,097	\$ 11,790,800	\$ 10,130,333	\$ 2,616,400	\$ 2,616,400	\$ 2,616,400

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Central Bend Development Program Area**

Overview

The BURA Downtown Construction Fund accounts for capital improvements to the Downtown Area. The BURA Downtown 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 Downtown Area or Downtown Urban Renewal District are collected and used to pay debt service on the urban renewal debt.

The Central Bend Development Program Area (Downtown Area) has reached its maximum indebtedness of \$21,543,923. This means that no more debt can be incurred to be financed by tax increment financing (TIF). TIF will continue to be collected until all outstanding indebtedness is retired. The bonds are projected to be paid off in 2011-2012.

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

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 168,949	\$ 35,232	\$ 719,100	\$ (900,141)	\$ 18,374	\$ 18,374	\$ 18,374
Investment income	161	(75,261)	4,300	(12,663)	-	-	-
Sale of capital assets	-	-	-	-	1,506,610	1,506,610	1,506,610
Interfund transfers	-	4,860,501	4,300,500	4,700,046	-	-	-
Issuance of long-term debt	1,300,000	8,938,988	-	-	-	-	-
Line of credit	-	-	6,000,000	8,850	791,150	791,150	791,150
Short-term note payable	-	-	500,000	-	-	-	-
Miscellaneous	-	17,894	-	-	-	-	-
TOTAL RESOURCES	\$ 1,469,110	\$ 13,777,354	\$ 11,523,900	\$ 3,796,092	\$ 2,316,134	\$ 2,316,134	\$ 2,316,134

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ 107,979	\$ 315,883	\$ 120,047	\$ 130,203	\$ -	\$ -	\$ -
Materials and services	13,117	393,143	284,954	190,623	164,300	164,300	164,300
Interfund transfers	582,492	540,103	682,750	543,787	30,000	30,000	30,000
Capital outlay:							
Construction/infrastructure	712,368	12,079,220	3,024,310	2,762,465	1,811,966	1,811,966	1,811,966
Debt service	17,922	1,349,147	7,170,000	150,657	240,000	240,000	240,000
Contingency	-	-	241,839	-	69,868	69,868	69,868
TOTAL REQUIREMENTS	\$ 1,433,878	\$ 14,677,496	\$ 11,523,900	\$ 3,777,735	\$ 2,316,134	\$ 2,316,134	\$ 2,316,134

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

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ 118,479	\$ 287,600	\$ 291,678	\$ 1,003,100	\$ 1,003,100	\$ 1,003,100
Property taxes	114,874	328,796	782,600	1,119,259	1,281,000	1,281,000	1,281,000
Investment income	3,605	17,441	13,200	11,607	19,000	19,000	19,000
TOTAL RESOURCES	\$ 118,479	\$ 464,716	\$ 1,083,400	\$ 1,422,544	\$ 2,303,100	\$ 2,303,100	\$ 2,303,100

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Debt service	\$ -	\$ 173,037	\$ 419,500	\$ 419,490	\$ 572,900	\$ 572,900	\$ 572,900
Reserves for debt service	-	-	663,900	-	1,730,200	1,730,200	1,730,200
TOTAL REQUIREMENTS	\$ -	\$ 173,037	\$ 1,083,400	\$ 419,490	\$ 2,303,100	\$ 2,303,100	\$ 2,303,100

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Juniper Ridge Urban Renewal Area**

Overview

The Juniper Ridge Urban Renewal Plan was adopted in 2005 for development of an area northeast of Bend known as the Juniper Ridge Urban Renewal Area. Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of Bend, east of Highway 97 and north of Cooley road. Of the 1,500 acres, approximately 700 acres is within the Juniper Ridge Urban Renewal District.

The BURA Juniper Ridge Construction Fund accounts for capital improvements to the Juniper Ridge Urban Renewal Area and is also the operating fund for all activities of BURA as it relates to the Juniper Ridge Urban Renewal Area. The BURA Juniper Ridge Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Juniper Ridge Urban Renewal Area are collected and used to pay debt service on the urban renewal debt.

The 1,500-acre Juniper Ridge property is intended to be developed into a mixed-use master-planned community, anchored by an institution of higher education, and supported by housing and commercial uses. To date, the City has constructed an extension of Cooley Road and a roundabout at Cooley Road and 18th Street and sewer forcemain to serve development in the first phase of Juniper Ridge. The City has sold approximately 33 acres to three private businesses, and plans to market and sell additional lots over the next biennium.

The first phase of Juniper Ridge includes approximately 250 acres of employment land for light industrial and limited commercial use. The City has completed entitling this first phase for sale and development. The process of entitling this land includes development of a Special Plan Area zoning code amendment, a zone change, and partitioning of a portion of the land. The City has also developed Codes, Covenants & Restrictions, design standards, traffic studies and other requirements to complete the master plan.

Goals for the 2011 – 2013 Biennial Budget

- ✧ Create marketing plan to market lots for sale
- ✧ Implement Owners Association
- ✧ Implement financing strategy
- ✧ Search for master developer or public/private partnership to continue development of land

Key Operational Objectives for 2011 - 2013 Biennial Budget

- ✧ Create and implement a marketing plan and engage commercial real estate agent to market land
- ✧ 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 2009 - 2011 Biennium

- ✧ Completed sale of land to Suterra and Pacific Power & Light
- ✧ Completed master planning, zoning and other requirements to entitle first phase

- ✧ Completed detail pro-forma for first 2 phases of project

Significant Changes from the 2009 - 2011 Biennial Budget

- ✧ The 2011-13 biennial budget for Juniper Ridge provides for minimal expenditures necessary for the sale of land and design/engineering of Talus and Caldera roads
- ✧ The 2011-13 biennial budget anticipates \$1.5M in land sales in the 2nd year of the biennium

Staffing Changes for 2011 – 2013 Biennial Budget

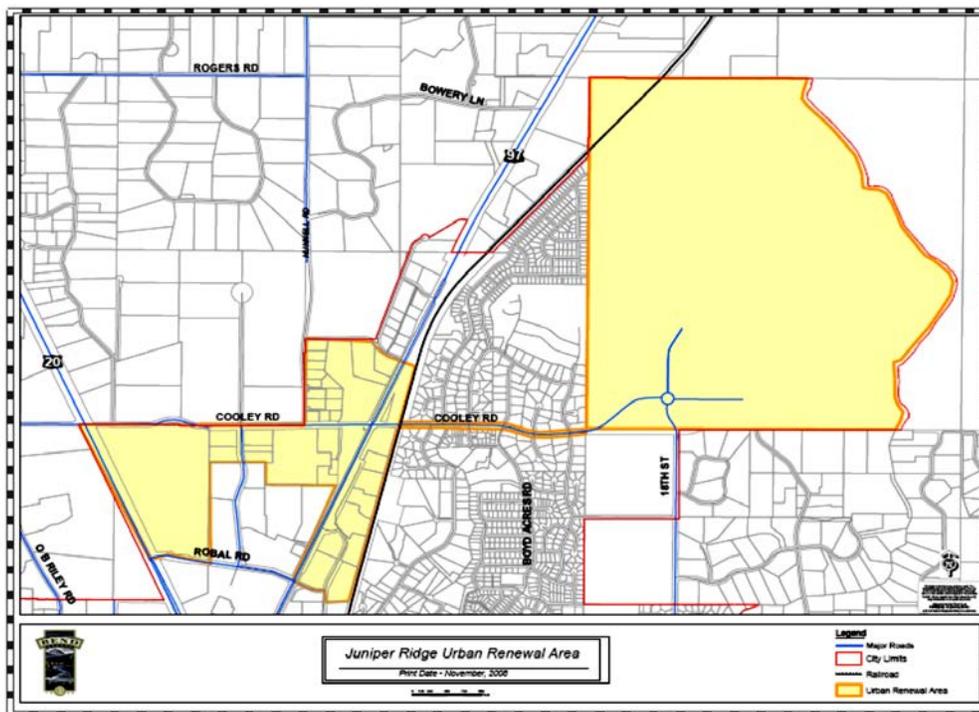
- ✧ Elimination of 1 FTE

Major Capital Projects for the 2011 – 2013 Biennial Budget

The City's zone change and sale and purchase agreement with Pacific Power & Light (PPL) require BURA to construct roadways to serve the PPL site. Construction of these roadways are anticipated by December 2013. The 2011-13 biennium includes design and engineering costs in the 2nd year of the biennium. The 2011-13 biennial budget also includes \$330,875 for construction of a water main on 18th street, \$150,000 for construction of a multiuse path and \$100,000 for upgrades to a sewer pump.

Future major improvements needed for the development of Juniper Ridge include:

- ✧ US 97 / Cooley Road improvements
- ✧ North Interceptor sewer trunk line
- ✧ Additional water system storage and transmission facilities
- ✧ Extension of Cooley Road to Deschutes Market Road



Boundary of Juniper Ridge Urban Renewal Area

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

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ 114,100	\$ 114,100	\$ 114,100
Property taxes	-	-	78,400	113,218	123,600	123,600	123,600
Investment income	-	-	500	847	2,500	2,500	2,500
TOTAL RESOURCES	\$ -	\$ -	\$ 78,900	\$ 114,065	\$ 240,200	\$ 240,200	\$ 240,200

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Reserves for debt service	\$ -	\$ -	\$ 78,900	\$ -	\$ 240,200	\$ 240,200	\$ 240,200
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 78,900	\$ -	\$ 240,200	\$ 240,200	\$ 240,200

**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 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.

Given the continuing economic downturn, tax increment revenue from the Murphy Crossing Urban Renewal Area is expected to be minimal for the 2011 – 2013 biennium. Accordingly, the City has to defer work on the Murphy Crossing Refinement Plan that is to be funded by the Urban Renewal Area.

Community Development Administration Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ 191,528	\$ 242,200	\$ 221,413	\$ -	\$ -	\$ -
Charges for services	126,203	317,681	-	-	-	-	-
Interfund charges	782,975	1,036,000	-	-	-	-	-
General fund subsidy	-	298,200	-	-	-	-	-
Investment income	5,170	29,955	-	-	-	-	-
Miscellaneous	2,454	1,731	-	-	-	-	-
TOTAL RESOURCES	\$ 916,802	\$ 1,875,095	\$ 242,200	\$ 221,413	\$ -	\$ -	\$ -

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Program:</i>							
Administrative services	\$ 538,459	\$ 1,161,655	\$ -	\$ -	\$ -	\$ -	\$ -
Accessibility	186,815	394,337	-	-	-	-	-
Code enforcement	-	97,691	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 725,274	\$ 1,653,683	\$ -	\$ -	\$ -	\$ -	\$ -
<i>By Type:</i>							
Personal services	\$ 561,614	\$ 1,358,692	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	73,273	86,795	-	-	-	-	-
Interfund transfers	90,387	208,195	\$ 242,200	\$ 221,412	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ 725,274	\$ 1,653,682	\$ 242,200	\$ 221,412	\$ -	\$ -	\$ -

Note:

The Community Development Administration Division of the Internal Service Fund was historically used to account for the management and administration support services provided to the Building and Planning departments. This fund was eliminated in FY 2009-10, with the administrative costs absorbed within the Building, Planning, and Private Development Engineering budgets.

Economic Development Administration Program

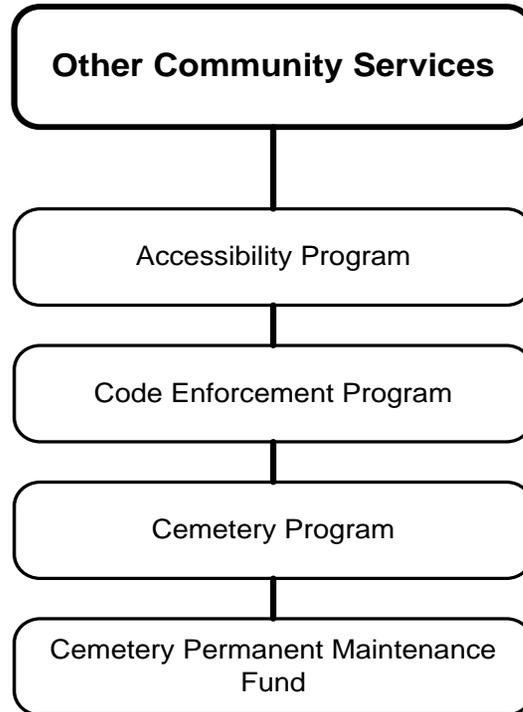
	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 36,466	\$ 51,613	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund charges	422,869	674,636	-	-	-	-	-
General fund subsidy	14,000	195,000	-	-	-	-	-
Investment income	1,719	5,022	-	-	-	-	-
Miscellaneous	-	1,057	-	-	-	-	-
TOTAL RESOURCES	\$ 475,054	\$ 927,328	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Program:</i>							
Real estate	\$ 132,315	\$ 142,575	\$ -	\$ -	\$ -	\$ -	\$ -
Administration	291,126	784,752	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 423,441	\$ 927,327	\$ -	\$ -	\$ -	\$ -	\$ -
<i>By Type:</i>							
Personal services	\$ 359,695	\$ 623,443	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	14,146	75,485	-	-	-	-	-
Interfund transfers	49,600	228,399	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 423,441	\$ 927,327	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

The Economic Development Administration Division of the Internal Service Fund was historically used to account for the management and administration support services provided to the City's Economic Development functions including Downtown Parking, Community Development Block Grant and Affordable Housing programs and the Bend Urban Renewal Agency. This fund was eliminated at the end of FY 2008-09, with the administrative costs absorbed by the departments receiving service.

OTHER COMMUNITY SERVICES SERVICE AREA STRUCTURE



Accessibility Program

Expenditures related to the Accessibility Program are accounted for in the General Fund. The goal of this program is to provide equal access to all City-sponsored services, programs, and activities for citizens and employees with disabilities.

Code Enforcement Program

Expenditures related to the Code Enforcement program are accounted for in the General Fund. Code Enforcement's mission is to protect the safety and health of the City's residents and visitors by assuring compliance with the City.

Cemetery Program

This program account for the operations and maintenance of the cemetery. This program is fee supported.

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Accessibility Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 123,427	\$ 463,980	\$ 243,263	\$ 242,738	\$ 312,356	\$ 312,356	\$ 312,356
Materials and services	52,601	58,248	76,386	49,755	23,836	23,836	23,836
Interfund transfers	10,787	163,921	261,600	260,564	197,800	197,800	197,800
TOTAL REQUIREMENTS	\$ 186,815	\$ 686,148	\$ 581,249	\$ 553,057	\$ 533,992	\$ 533,992	\$ 533,992

Note:

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

Starting in FY 2009-10, the Accessibility Program was accounted for as a separate division of the General Fund. In FY 2008-09, these activities were accounted for in the Accessibility Program Fund, a special revenue fund. Prior to FY 2008-09, Accessibility was a separate division of the Community Development Department Administration Fund. Prior year amounts shown here are for comparison purposes only.

Accessibility Program Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11	2009-11	PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services	-	207,623	-	-	-	-	-
General fund subsidy	-	70,000	-	-	-	-	-
Interfund transfers	-	2,600	-	-	-	-	-
Miscellaneous	-	11,590	-	-	-	-	-
TOTAL RESOURCES	\$ -	\$ 291,813	\$ -	\$ -	\$ -	\$ -	\$ -

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET 2009-11	2009-11	PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ -	\$ 143,801	\$ -	\$ -	\$ -	\$ -	\$ -
Materials and services	-	27,144	-	-	-	-	-
Interfund transfers	-	120,866	-	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ 291,811	\$ -	\$ -	\$ -	\$ -	\$ -

Note:

Starting in FY 2009-10, the Accessibility Program was accounted for as a separate division of the General Fund, and this special revenue fund, the Accessibility Program Fund, was longer used.

OTHER COMMUNITY SERVICES
Accessibility Program

Overview

The Accessibility Program strives to improve access to City services, activities, programs, facilities, and events throughout Bend. Assisting city staff in understanding the intent and application of the Americans with Disabilities Act (ADA) of 1990 and all related codes, standards and guidelines is an important aspect of this citywide program resource. Management of all components of the two legal Settlement Agreements for ADA noncompliance is an ongoing responsibility of the Accessibility Program.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 144,200	\$ 156,125	\$ 156,231	\$ 312,356
Materials and services	29,492	11,918	11,918	23,836
Interfund transfers	123,600	99,600	98,200	197,800
Accessibility Program	\$ 297,292	\$ 267,643	\$ 266,349	\$ 533,992
Full Time Equivalents	1.25	1.30	1.30	1.30

Goals for the 2011 – 2013 Biennial Budget

- ✧ Continue semi-annual and annual reporting requirements to meet the Department of Justice (DOJ) and Disability Rights Oregon (DRO) Settlement Agreements through the development of applicable progress reports.
- ✧ Complete the requirements in the DRO Settlement Agreement by December, 2011. This requires effective working relationships with the City's Committee on Accessible Transportation (CAT) members, Bend Area Transit (BAT) manager as well as the DRO and City attorneys and Councilors.
- ✧ Develop and implement all curb ramp and related sidewalk improvement projects with funding provided by the \$3.2 million of debt issued in February 2010 and new grants.
- ✧ Identify noncompliant curb ramps to be reconstructed and work with the Transportation Operations and Planning staff to ensure self-performed work meets compliance.
- ✧ Maintain and grow effective working relationship with Transportation Operations and Planning engineering staff on all public rights-of-way needs relating to connectivity and access.
- ✧ Develop an *ADA Transition Plan for Curb Ramps in Public Rights-of-Way* document to submit to DOJ by June 2011 which demonstrates to-date curb ramp compliance and identifies steps to continue to comply moving forward. The citywide curb ramp assessment completed in 2010 will be the base for this document.
- ✧ Develop and implement the city's first *Home Modification Loan Program* to support citizens with disabilities who live in Bend, to modify their homes to increase safety and accessibility. This project is funded through the Community Development Block Grant (CDBG) program.
- ✧ Maintain and grow identified workplans developed through the efforts of the City of Bend Accessibility Advisory Committee (COBAAC), which was established in April 2010.
- ✧ Continue to improve access for people with disabilities through the City's facilities, programs, services, and activities, as well as throughout the community.

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Monitor and communicate progress on the DOJ and DRO Settlement Agreements and other accessibility issues.
- ✧ Increase opportunities for participation and partnerships with people with disabilities in the community.
- ✧ Provide education and training internally and externally to increase understanding and awareness about the importance of an accessible Bend.
- ✧ Collaborate with Human Resources (HR) to implement the Equal Employment Opportunity Policy to ensure appropriate accommodations are made for employees with disabilities. Provide prompt confidential support and follow through to all requests from HR for an employee who may need a workplace accommodation.
- ✧ Implement accessibility policies, procedures, and processes throughout the City's operations to ensure access for all citizens.
- ✧ Continue to provide input on plans submitted for permit through the Community Development department and other departments as needed to ensure projects incorporate all applicable accessibility codes and guidelines. Support external stakeholder accessibility design needs as well.
- ✧ Provide ongoing input and support to IT staff and advisory committee in the new City website development and implementation roll-out.

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Established and managed the COBAAC, a City Manager appointed committee, to assist and advise the City on the most appropriate means by which to make its programs, services, activities and facilities accessible to Bend's citizens.
- ✧ Resolved a number of citizen requests for barrier removal including curb ramps and sidewalks to enhance access.
- ✧ Applied for and awarded multiple grants which exceeds \$1 million to fund ongoing public rights-of-way curb ramp and related sidewalk improvements and for the Home Modification Loan Program
- ✧ 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.
- ✧ Provided numerous educational outreach trainings to organizations such as Central Oregon Builders Association and the Deschutes Public Library.
- ✧ The grant award for the Home Modification Loan Program is the first time the city has had an opportunity to provide loans to assist with the construction of modifications for individuals with disabilities to live in their homes with increased safety and accessibility.
- ✧ Established, implemented and completed a citywide curb ramp assessment to augment the DOJ Settlement Agreement requirements.
- ✧ Significantly increased the number of compliant curb ramps from 200 to over 1,300 citywide through findings from the citywide curb ramp assessment and managing new construction projects both internal and outsourced.

OTHER COMMUNITY SERVICES
Accessibility Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
# of educational outreach & forums provided	n/a	n/a	5	7	10
# of special events reviewed for accessibility	new measure to be tracked starting this biennial budget				
Grant funds awarded by State and Federal agencies	n/a	\$ 80,000	\$ 1,100,000	\$ 2,600,000	\$ 200,000
<i>Effectiveness Measures:</i>					
% of completion of Disability Rights Oregon (DRO) Settlement Agreement	n/a	30%	85%	100%	complete
% of completion of Department of Justice (DOJ) Settlement Agreement (City buildings)	n/a	80%	100%	complete	complete
% of completion of Department of Justice (DOJ) Settlement Agreement (curb ramps)	n/a	5%	18%	23%	27%
<i>Efficiency Measures:</i>					
Cost of program services per resident	n/a	\$ 3.11	\$ 3.88	\$ 3.43	\$ 3.36

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Code Enforcement Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 280,089	\$ 436,361	\$ 171,998	\$ 171,821	\$ 188,313	\$ 188,313	\$ 188,313
Materials and services	10,728	10,412	2,840	2,975	3,990	3,990	3,990
Interfund transfers	-	128,353	31,900	31,780	48,100	48,100	48,100
TOTAL REQUIREMENTS	\$ 290,817	\$ 575,126	\$ 206,738	\$ 206,576	\$ 240,403	\$ 240,403	\$ 240,403

Note:

Code Enforcement is accounted for as a division of the General Fund.

Starting in FY 2009-10, the Code Enforcement Program was accounted for as a separate division of the General Fund. In FY 2008-09, these activities were accounted for in the Community Development Department division of the Internal Service Fund. Prior to FY 2008-09, Code Enforcement was a separate division of the Building Fund. Prior year amounts shown here are for comparison purposes only.

OTHER COMMUNITY SERVICES
Code Enforcement Program

Overview

The duty of Code Enforcement in the City of Bend is to protect the health and safety of the City's residents and visitors, and the livability of the community, by assuring compliance with Bend's land use, environmental and building codes. The City will assure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 87,200	\$ 94,714	\$ 93,599	\$ 188,313
Materials and services	2,070	1,995	1,995	3,990
Interfund transfers	18,200	26,100	22,000	48,100
Code Enforcement	\$ 107,470	\$ 122,809	\$ 117,594	\$ 240,403
Full Time Equivalent	1.00	1.00	1.00	1.00

Goals for the 2011 – 2013 Biennial Budget

- ✘ Manage increasing case load (increased by 11% for calendar year 2010)
- ✘ Provide proactive enforcement when possible
- ✘ Increase community awareness of municipal code through community education
- ✘ Continue to provide fast and courteous service
- ✘ Educate City staff about functionality of code enforcement

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Provide customer service to the public, external agencies, staff, and/or other interested parties regarding applicable policies and procedures related to code enforcement activities; research and respond to complaints, inquiries, and/or requests for information
- ✘ Prepare and maintain a variety of documentation related to operational activities and cases
- ✘ Provide technical assistance to the public and other possible avenues of assistance that might not be otherwise provided by the City

Major Accomplishments during the 2009 – 2011 Biennium

- ✘ Continued to provide the community with an above average level of customer service even after staff reductions
- ✘ Response time for calls for service has continued to be within 24 hours
- ✘ Case closure times have remained the same even after staff reductions

OTHER COMMUNITY SERVICES
Code Enforcement Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
# of complaints filed	230	457	350	350	350
# of cases resolved voluntarily	n/a	455	348	350	350
# of cases resolved by issuing a citation	n/a	2	2	-	-
<i>Effectiveness Measures:</i>					
Calls for service per officer	1,577	1,941	2,000	2,050	2,100
% of calls returned within 24 hours	90%	80%	80%	80%	80%
% of cases resolved within 30 days	100%	90%	60%	80%	80%
% of land use violations resolved within 120 days	100%	90%	75%	75%	75%
<i>Efficiency Measures:</i>					
Average # of calendar days from case initiation to compliance (both voluntary and cited)	new measures to be tracked starting this biennial budget				
% of cases resolved through voluntary compliance					
Cost of program per resident	\$ 1.57	\$ 1.20	\$ 1.42	\$ 1.57	\$ 1.48

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Cemetery Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 470,135	\$ 441,949	\$ 372,371	\$ 372,371	\$ 4,600	\$ 4,600	\$ 4,600
Burial and lot fees	79,627	124,586	83,600	85,245	109,700	109,700	109,700
Permanent maintenance fees	31,667	46,892	24,800	8,262	-	-	-
General fund subsidy	-	-	-	20,000	24,000	24,000	24,000
Interfund transfers	-	-	-	2,800	6,000	6,000	6,000
Investment income	24,214	30,992	11,100	3,985	-	-	-
Miscellaneous	71	-	-	-	-	-	-
TOTAL RESOURCES	\$ 605,714	\$ 644,419	\$ 491,871	\$ 492,663	\$ 144,300	\$ 144,300	\$ 144,300

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 78,666	\$ 171,225	\$ 63,435	\$ 63,435	\$ 66,435	\$ 66,435	\$ 66,435
Materials and services	28,065	45,914	22,231	22,141	27,700	27,700	27,700
Interfund transfers	25,515	54,908	406,205	402,505	42,000	42,000	42,000
Capital outlay:							
Vehicle/equipment	31,519	-	-	-	-	-	-
Contingency	-	-	-	-	8,165	8,165	8,165
TOTAL REQUIREMENTS	\$ 163,765	\$ 272,047	\$ 491,871	\$ 488,081	\$ 144,300	\$ 144,300	\$ 144,300

OTHER COMMUNITY SERVICES
Cemetery Program

Overview

The Pilot Butte Cemetery was established in 1913. The property consists of 40 acres of land with 13 acres that have been developed, and is maintained by the City of Bend Transportation Operations and Planning Division.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 33,500	\$ 33,407	\$ 33,028	\$ 66,435
Materials and services	11,700	13,800	13,900	27,700
Interfund transfers	351,200	20,700	21,300	42,000
Cemetery	\$ 396,400	\$ 67,907	\$ 68,228	\$ 136,135
Full Time Equivalents	0.34	0.34	0.34	0.34

Goals for the 2011 – 2013 Biennial Budget

- ✘ Provide necessary maintenance as efficiently as possible given the lack of resources (Cemetery revenues have been trending downwards over the last several years as many of the prime lots have been sold and consumers have opted for cremation over full burials.)
- ✘ Completion of all requested opening and closing of cemetery lots
- ✘ Obtain placement of the Cemetery on the State of Oregon registration for historical cemeteries
- ✘ Coordinate volunteer efforts to assist with Cemetery maintenance
- ✘ Develop strategy for long term financial sustainability

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Maintain Cemetery landscaping at a minimal level
- ✘ Maintain minimum staffing levels
- ✘ Recommend no expansion in the future

Major Accomplishments during the 2009 – 2011 Biennium

- ✘ 98 full burials
- ✘ 66 ash burials
- ✘ Continued to provide a maintained landscape

Significant Changes from the 2009 – 2011 Biennial Budget

- ✘ Increased temporary help to support Cemetery landscape maintenance

OTHER COMMUNITY SERVICES
Cemetery Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Number of acres mowed	540	550	530	250	250
Number of acres sprayed	15	15	15	0	0
Number of acres aerated	13	13	13	0	0
Staff hours - mowing	706	650	401	325	325
Staff hours - trimming	430	420	390	210	210
<i>Effectiveness Measures:</i>					
Percentage of acreage in excellent condition	95%	95%	95%	85%	85%
<i>Efficiency Measures:</i>					
Cost of landscape maintenance per acre	\$ 5,409	\$ 4,167	\$ 2,827	\$ 3,087	\$ 3,101

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Cemetery Permanent Maintenance Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ 586,376	\$ 586,376	\$ 586,376
Permanent maintenance fees	-	-	11,500	11,500	8,300	8,300	8,300
Interfund transfers	-	-	574,876	574,876	-	-	-
Investment income	-	-	2,800	2,800	6,000	6,000	6,000
TOTAL RESOURCES	\$ -	\$ -	\$ 589,176	\$ 589,176	\$ 600,676	\$ 600,676	\$ 600,676

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Interfund transfers	\$ -	\$ -	\$ 2,800	\$ 2,800	\$ 6,000	\$ 6,000	\$ 6,000
Reserves for perm. maint.	-	-	586,376	-	594,676	594,676	594,676
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 589,176	\$ 2,800	\$ 600,676	\$ 600,676	\$ 600,676

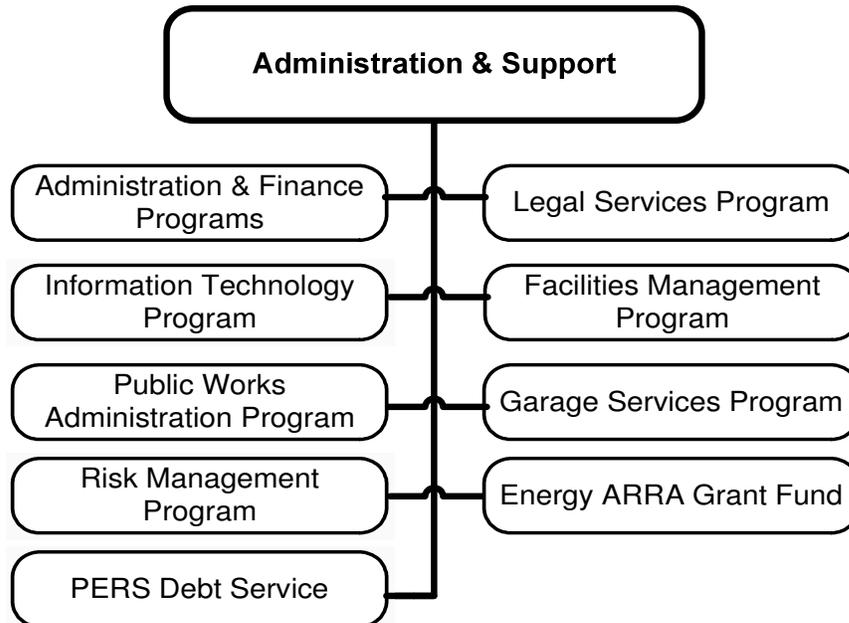
OTHER COMMUNITY SERVICES
Cemetery Permanent Maintenance Fund

Overview

The City operates a municipal cemetery, defined as an endowment cemetery by Oregon Revised Statutes (ORS) 97.810. ORS 97.820 requires the City to establish, maintain, and operate an endowment care fund for the cemetery. In June 2011, the City established a Permanent Maintenance Fund and transferred the reserve balance set aside for permanent maintenance from the Cemetery Fund into the new fund. In future years no less than 15% of cemetery lot sales will be deposited into the fund as permanent maintenance fees as required by ORS 97.810(2a).

In accordance with ORS 97.830, investment income earned by this fund will be transferred to the Cemetery program to be used for the general care and maintenance of the cemetery property.

ADMINISTRATION & SUPPORT SERVICE AREA STRUCTURE



Administration & Finance and Legal Services Programs

These Internal Service Fund divisions account for the activities of the City Council, City Manager's office, Human Resources, Communications, Finance 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, the Police building and the Transit Operations Center.

Public Works Administration and Garage Services Programs

These Internal Service Fund divisions are used to account for the Administration Support and Garage of Public Works that service other City departments or functions. Costs incurred by these internal divisions are allocated to other City departments or functions either through direct billings or as department overhead through the City's cost allocation plan. Services provided by these divisions include administration support, garage repairs & maintenance and fueling and engineering services.

Risk Management Program

This program accounts for the City's commercial liability insurance and employee health and dental and workers compensation insurance.

Energy ARRA Grant Fund

This fund accounts for the monies received from an Energy Efficiency and Conservation Block Grant.

PERS Debt Service

This program accounts for debt service payments on the City's PERS bonds issued to payoff a portion of the PERS unfunded actuarial liability. Contributions from departments are used to fund debt service payments and reserves.

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Administration & Finance Programs

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 600,659	\$ 446,723	\$ 1,610,900	\$ 993,054	\$ 300,100	\$ 300,100	\$ 300,100
Charges for services	85,998	114,903	43,800	71,435	66,200	66,200	66,200
Interfund charges	3,857,166	9,695,656	8,930,196	9,055,543	9,857,400	9,857,400	9,857,400
General fund subsidy	160,000	-	100,000	15,000	-	-	-
Investment income	30,614	62,266	23,800	16,512	3,000	3,000	3,000
Miscellaneous	734	46,610	2,400	26,455	1,100	1,100	1,100
TOTAL RESOURCES	\$ 4,735,171	\$ 10,366,158	\$ 10,711,096	\$ 10,177,999	\$ 10,227,800	\$ 10,227,800	\$ 10,227,800

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Program:</i>							
City council	\$ 312,807	\$ 354,782	\$ 397,534	\$ 398,676	\$ 384,310	\$ 384,310	\$ 384,310
City manager	815,685	2,183,027	2,012,952	1,928,443	1,845,791	1,845,791	1,845,791
Communications	367,742	666,029	736,334	659,198	793,909	793,909	793,909
Human resources	497,147	1,001,473	1,351,997	1,241,480	1,427,664	1,427,664	1,427,664
Finance	2,295,067	5,064,699	5,433,864	5,353,249	5,704,146	5,704,146	5,704,146
Legal services	-	101,626	263,200	296,904	-	-	-
Contingency	-	-	515,215	-	71,980	71,980	71,980
TOTAL REQUIREMENTS	\$ 4,288,448	\$ 9,371,636	\$ 10,711,096	\$ 9,877,950	\$ 10,227,800	\$ 10,227,800	\$ 10,227,800
<i>By Type:</i>							
Personal services	\$ 2,789,862	\$ 6,126,625	\$ 6,745,670	\$ 6,695,333	\$ 7,116,882	\$ 7,116,882	\$ 7,116,882
Materials and services	1,090,147	2,229,245	1,852,211	1,610,456	1,914,538	1,914,538	1,914,538
Interfund transfers	408,439	1,017,236	1,587,400	1,561,661	1,124,400	1,124,400	1,124,400
Capital outlay:							
Vehicle/equipment	-	-	-	10,500	-	-	-
Contingency	-	-	515,215	-	71,980	71,980	71,980
TOTAL REQUIREMENTS	\$ 4,288,448	\$ 9,373,106	\$ 10,700,496	\$ 9,877,950	\$ 10,227,800	\$ 10,227,800	\$ 10,227,800

Note:

The Administration & Finance Programs are accounted for as a division of the Internal Services Fund.

In 2009-10, a new division of the Internal Service Fund was created to account for Legal Services costs. The \$296,904 expenditure in 2009-10 represents an equity transfer to the new internal services division.

ADMINISTRATION & SUPPORT 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: Scott Ramsay, Mark Capell, Tom Greene, Mayor Jeff Eager, Kathie Eckman, Mayor Pro-Tem Jodie Barram, and Jim Clinton

Jeff Eager was elected to City Council in November 2008 and was appointed as Mayor on January 5, 2011.

Jeff grew up in Bend and graduated from Mountain View High School. After obtaining his undergraduate degree from Willamette University and his law degree from University of Oregon School of Law, he returned to Bend in 2004. Jeff served two years on the Bend Central Area Plan Advisory Committee and three years on the Deschutes County Commission on Children and Families. He enjoys many of the outdoor recreation opportunities that surround Bend.

Jodie Barram was elected to City Council in November 2010 and was appointed as Mayor Pro Tem on January 5, 2011. She has served on the Council since December 2008.

Jodie earned a Bachelor of Arts Degree in Foods and Nutrition in Business at George Fox University. She is currently employed as a Substitute Educational Assistant with High Desert ESD. Jodie has served on the Bend Planning Commission, the Bend Metropolitan Planning Organization Budget Committee, the Bend Residential Lands Study Steering Committee, and the Bend 2030 Vision Project Management Team.

Mark Capell was elected to City Council in November 2010. He has served on the Council since January 2007.

Mark is a fourth generation Bend resident; his Great Grandfather came to Bend in 1915. He is the owner of CMIT Solutions, with his wife Jeanni, which offers computer training and troubleshooting to business and home computer users. Prior to moving home to Bend in 2002, Mark was in marketing with Sprint, in Dallas, Texas, for four years. He was in planning and sales management at American Airlines for ten years, living in Tulsa, Nashville, Ft. Worth, Chicago, and Austin. Prior to that, he worked in his family's travel agencies in central and southern Oregon.

Jim Clinton was elected to City Council in November 2008. He has served on the Council since January 2005.

Jim is a native of Oregon and has lived in Bend with his wife, Judy, since 1995. He grew up in Lakeview, 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.

Kathie Eckman was elected to City Council in November 2008.

Kathie is a long time resident of Bend, moving here from Burns, Oregon in 1978. She has been elected to the City Council on six different occasions and served as the Mayor twice before, in 1991 and 2009. Kathie served as the City Recorder, Treasurer, and Municipal Judge in Burns, Oregon and worked for the Bend/LaPine School District for more than 20 years. She has volunteered for numerous other community organizations ranging from City Budget Committee and Planning Commission to the Centennial Celebration Committee, Performing Arts Center Task Force and the Japanese Sister City Committee.

Tom Greene was elected to City Council in November 2008.

Tom describes himself as a family man. Bend is where he and his wife raised their five children over the past 20 years. He has 28 years of experience in Real Estate and has served on, or been a member of, several boards and organizations. Tom has lived in Bend for the past 20 years and has held positions in sales management, owned a travel agency, and was involved in law enforcement with the US Air Force. He currently is employed as a Realtor in Bend.

Scott Ramsay was elected to City Council in November 2010.

Scott is an Oregon native, raised in Springfield, Oregon. Scott's family members have been residents and business owners in Bend since 1986. After attending 2 years of college studying business and art, Scott spent 12 years in New York City and 5 Years in the San Francisco area. In 2004, Scott, along with his wife Gitta and daughter Allison, moved permanently to Bend to become partners in his family's business, Sun Mountain Fun Center. Shortly after moving to Bend Scott and his wife also opened a vintage furnishings and antiques business called Casarama, which they still own and operate on Division Street. In addition to these businesses, Scott has been involved with the BendFilm Festival since year-one, as Director of Selections for 6 seasons and Vice President of the Board for 3 years, and continues to tackle design projects in his design business and consult in product design and business development for private clients as time allows.

Goals for the 2011 – 2013 Biennial Budget

The following focus areas were identified, by the City Council, at a goal setting retreat in February 2011:

- ✧ Infrastructure
 - Manage the financial, legal, operational, & design process for maximum cost-effectiveness on the:
 - Surface Water Project
 - SE Interceptor Project
 - Wastewater Treatment Plant Expansion
 - Major road projects
 - 3rd Street Underpass
 - Achieve an equitable utility rate structure
 - Improve street & pedestrian conditions
 - Ensure that accessibility is an integral part of all City projects and programs
- ✧ Economic Development and Land Use Planning
 - Achieve significant progress in completing the UGB Remand Order with a focus on employment land
 - Market Juniper Ridge property and explore public/private partnerships
 - Apply for planning grants to implement the Central Area Plan
 - Pursue expansion of higher education & research opportunities
 - Complete and implement the Airport Master Plan
 - Implement the BEDAB Strategic Plan
- ✧ Public Safety
 - Develop long-term solutions for public safety planning and funding
 - Coordinate with other partner agencies
 - Determine appropriate level of staffing
 - Plan for Fire equipment & facilities
 - Reduce cost of providing service
 - Address downtown safety issues
 - Plan for supporting special events
- ✧ Additional Goals
 - Coordinate with participating stakeholders on the alternatives analysis for Mirror Pond
 - Form a Charter Review Committee
 - Increase volunteer opportunities with the City
 - Increase awareness of City issues in the community

Significant Changes from the 2009 - 2011 Biennial Budget

- ✧ The budget includes funding for two Councilors to travel to Washington, D.C. to lobby on behalf of the City, as well as a slight increase in funds for travel to Salem for State Legislative sessions

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 18,000	\$ 18,085	\$ 18,085	\$ 36,170
Materials and services	182,610	146,270	138,670	284,940
Interfund transfers	27,300	31,600	31,600	63,200
City Council	\$ 227,910	\$ 195,955	\$ 188,355	\$ 384,310

ADMINISTRATION & SUPPORT
City Manager's Office Program

Overview

The City Manager's Office is a part of the Administration Division in the Internal Services Fund.

Policy and Management Program

The policy and management program facilitates policy development and legislative action, provides oversight of city-wide functions, and ensures transparency and access to the governmental process for all citizens. Subsequent to budget adoption, the City Manager's office reorganized and a new Assistant City Manager position was added.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 341,754	\$ 323,725	\$ 324,508	\$ 648,233
Materials and services	25,662	28,524	23,211	51,735
Interfund transfers	47,880	41,328	33,936	75,264
Policy & Management	\$ 415,296	\$ 393,577	\$ 381,655	\$ 775,232
Full Time Equivalents	2.45	2.50	2.50	2.50

Goals for the 2011 – 2013 Biennial Budget

- ✘ Serve at the direction of the Bend City Council and implement Council's policy direction
- ✘ 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

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✘ Oversee the achievement of City Council Goals and Objectives (see the City Council Budget Narrative for the list of 2011 Goals)
- ✘ Project oversight and management of the City's Strategic Planning efforts
- ✘ Work in partnership with the City Council to increase Bend's involvement in State and Federal legislative processes

Major Accomplishments during the 2009 – 2011 Biennium

- ✘ Proactively and effectively managed City finances and operations through the recession
- ✘ Implemented a Strategic Planning process for the City of Bend that provides a Vision, Mission, Values, Goals, and Objectives for the operations of the City
- ✘ Hired a dedicated Business Advocate to facilitate relationships with the business community and implement the Bend Economic Development Advisory Board (BEDAB) Strategic Plan
- ✘ Cleaned up various governing documents of the City for consistency, efficiency, and updating including Council and Administrative Policies, the Bend Code, Development Code, and the City's Standards and Specifications
- ✘ Developed a shared pool of in-house meeting facilitators that can be utilized cross-departmentally for meeting facilitation

- ✧ Coordinated an Emergency Operations Center (EOC) Orientation Table-Top Exercise for city staff to familiarize themselves with the new capabilities at the Police facility
- ✧ Worked with a citizen committee on short and long term solutions for the projected general fund shortfall as it relates to funding public safety services

Customer Service and Volunteerism Program

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.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 374,302	\$ 354,556	\$ 355,414	\$ 709,970
Materials and services	28,106	31,240	25,421	56,662
Interfund transfers	52,440	45,264	37,168	82,432
Customer Service & Volunteerism	\$ 454,848	\$ 431,060	\$ 418,003	\$ 849,064
Full Time Equivalents	3.00	2.25	2.25	2.25

Goals for the 2011 – 2013 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 2011 – 2013 Biennial Budget

- ✧ Explore additional opportunities for departments in the City to utilize volunteers
- ✧ Continue to provide customer service training for City employees

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Implemented the Bend Beautification Program to supplement reductions in the landscaping maintenance program
- ✧ Hired a part-time Volunteer Coordinator to market and coordinate volunteerism in all departments of the City
- ✧ Developed a City Hall Greeter program to provide citizens with information at City Hall through volunteers
- ✧ Implemented a City-wide customer service training program and developed the CityStar Program to recognize employees for excellence in customer service

Special Projects Program

Projects under this program are those that may not necessarily fit in a specific operational department and have an element of city-wide significance that requires development, implementation and monitoring by the City Manager’s Office.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 97,644	\$ 92,493	\$ 92,717	\$ 185,210
Materials and services	7,332	8,150	6,632	14,781
Interfund transfers	13,680	11,808	9,696	21,504
Special Projects	\$ 118,656	\$ 112,451	\$ 109,044	\$ 221,495
Full Time Equivalents	1.75	1.40	1.40	1.40

Goals for the 2011 – 2013 Biennial Budget

- ✧ Provide information to, and pursue special projects as directed by, the City Manager

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ Collaborate with regional partners on various projects, such as the Mirror Pond Restoration project and the TRIP 97 Partnership
- ✧ Implement the recommendations from the Information Technology Assessment project
- ✧ Facilitate the City's strategic planning efforts to encourage cross-departmental team work and communications
- ✧ Complete the update of the Bend Code, as well as realigning Council and Administrative policies
- ✧ Continue pursuing program based budgeting and performance based management strategies for the City
- ✧ Explore options for the most cost effective and efficient method of providing garage / fleet services to the City
- ✧ Coordinate emergency preparedness activities within the City, as well as with regional partners

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed the land entitlement process for Juniper Ridge
- ✧ Transferred the Bend Area Transit system to the Central Oregon Intergovernmental Council (COIC)
- ✧ Worked with Bend Parks and Recreation District, Pacific Power, Bend 2030 and William Smith Properties to hire a project manager for the Mirror Pond Restoration Project

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ All Business License Program expenditures have been transferred into the new Business Advocacy Program

ADMINISTRATION & SUPPORT
Communications Program

Overview

Communications is a part of the Administration Division in the Internal Services Fund.

Communication Services Program

The Communications Services Program provides information and education about the City of Bend's programs, services and activities to the public and the media

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 106,320	\$ 112,225	\$ 112,470	\$ 224,695
Materials and services	99,856	144,176	162,576	306,752
Interfund transfers	54,880	21,520	20,080	41,600
Capital outlay:				
Vehicle/equipment	10,500	-	-	-
Communications Services	\$ 271,556	\$ 277,921	\$ 295,126	\$ 573,047
Full Time Equivalents	0.80	0.80	0.80	0.80

Goals for the 2011 – 2013 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
- ✘ Increase community awareness of the need for, and importance of, citizen involvement in guiding the City Council in their decision making process. Provide citizens with updated information on City matters and issues

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✘ Complete the website redesign project that updates the city's website and provide a more user-friendly web interface with the residents and visitors in Bend.
- ✘ Provide on-demand and live video web access to Council Work Session and Regular meetings on the new website
- ✘ Upgrade the Council Chamber's video production environment to save the City production costs in future years
- ✘ Upgrade the Council Chamber's presentation environment to provide better viewing access to PowerPoints and information shared during the Council Work Session and Regular meetings
- ✘ Conduct a citizen survey in Fall 2012 to gather input from Bend residents on City programs and services, as well as expectations about the City's long-term future. The data will be used to set

benchmarks and measure the City's success as a part of the program-based budgeting initiative. The City will commission an outside public opinion research firm to conduct the survey

Major Accomplishments during the 2009 - 2011 Biennium

- ✧ Work Sessions were televised to increase citizen access to City initiatives and information
- ✧ Diversified communications tools while decreasing the Communications budget (Facebook, You Tube, Twitter, monthly utility billing newsletter insert, email news distribution list, re-tooled City Edition)
- ✧ Developed and implemented Graphic Design Standards for the City to promote a unified City brand
- ✧ Launched Bend 101, a citizen's academy to help Bend residents understand how their City functions
- ✧ Created and continue to update Communication Plans for Juniper Ridge, UGB, Accessibility, and the Budget/Finances to provide a coordinated communications effort for informing the public of major City initiatives
- ✧ Upgraded the Council Chamber's audio system to provide better sound quality to residents attending the meeting in-person and watching from home
- ✧ Sent out over 80 media releases in an effort to keep the media and public informed of city government events, activities, emergencies, and street construction, etc
- ✧ Participated in over 12 segments of Good Morning Central Oregon to promote events, activities, new programs and other citizen information
- ✧ Citizen information promoted through utility billing messages
- ✧ Distributed monthly citizen newsletters in utility bills at half the cost of previous quarterly newsletters
- ✧ Published monthly "Our City" ads in the local paper, The Bulletin
- ✧ Increased the use of the City's web site to promote dissemination of information, including the use of video on the homepage
- ✧ Updated production of City Edition video magazine, and produced twelve (12) new 15 minute episodes
- ✧ Continued social marketing initiatives on Facebook (over 3,600 "Fans"), iTunes via video podcast, Twitter and YouTube (more than 90,000 video views)
- ✧ Closed-captioning service provided on all City Edition videos posted to YouTube
- ✧ Held six "OpenLine with the Bend City Council" citizen participation events

Significant Changes from the 2009 - 2011 Biennial Budget

- ✧ Increase in materials and services for:
 - Both years of the biennium, include funds for consultant assistance to increase proactive communication
 - 2012-2013 includes funding for a 2012 citizen survey to provide performance benchmarks for the program based budgeting initiative

Major Capital Projects / Equipment Purchases for 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Council Chambers Video Production System
- ✧ 2012-2013
 - Council Chambers Presentation Environment Upgrade

Neighborhood Association Program

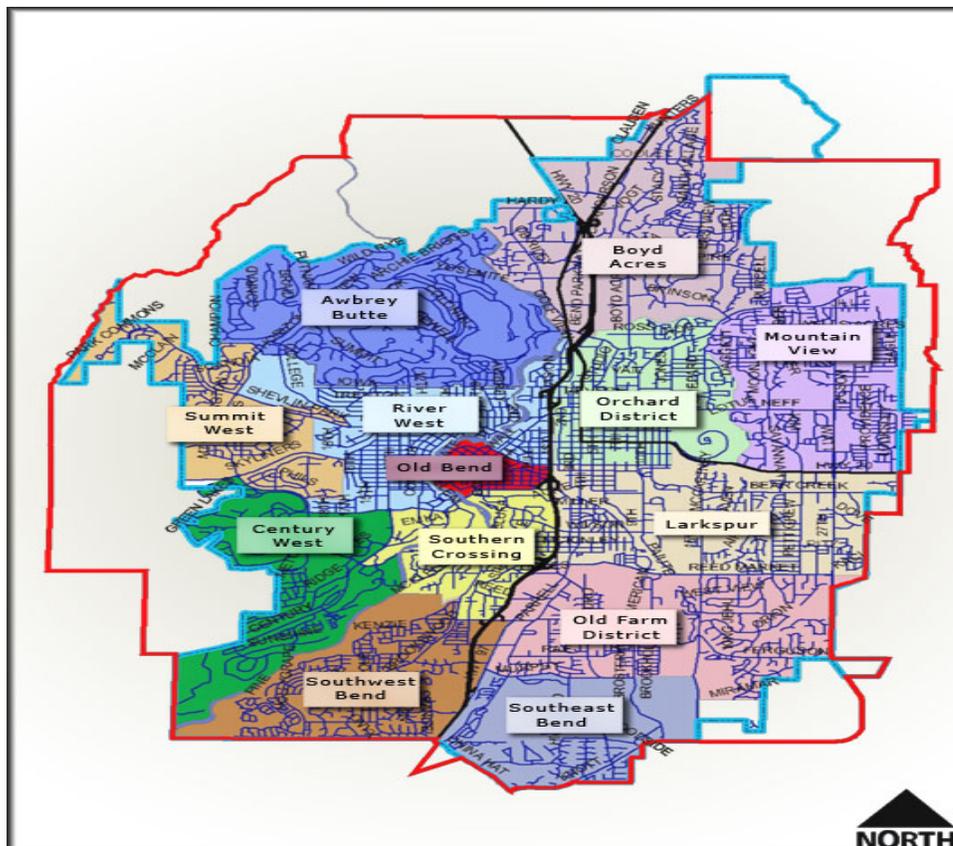
The City of Bend has 13 recognized Neighborhood Associations that provide a link between the City and residents who may have an interest in various local matters including land use decisions, capital improvement projects, and other services and programs offered by the City

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.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 26,580	\$ 28,056	\$ 28,118	\$ 56,174
Materials and services	63,764	74,844	79,444	154,288
Interfund transfers	13,720	5,380	5,020	10,400
Neighborhood Association	\$ 104,064	\$ 108,280	\$ 112,582	\$ 220,862
Full Time Equivalents	0.20	0.20	0.20	0.20

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Revise the Bend Code to provide better delineation between the Neighborhood Associations and the City of Bend
- ✘ Develop an official process for awarding grants to the Neighborhood Associations for communications related expenses



Neighborhood Associations within the City

ADMINISTRATION & SUPPORT
Communications Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
Annual City Edition YouTube Video Views	25,000	40,000	93,000	112,000	132,000
Annual number of City Facebook page "Likes"	-	1,800	3,900	4,400	4,900
Effectiveness Measures:					
% of employees who "strongly agree" or "agree" that the Employee Newsletter is an effective way to communicate internally about City issues	-	25%	59%	65%	70%
# of website visitors to unique pages when those pages are referenced in the Utility Bill Newsletter	new measure to be tracked starting this biennial budget				
% of survey respondents who are "satisfied" or "very satisfied" with the City's efforts to keep them informed using the communications tools listed in the City Communications Plan	new measures to be tracked starting this biennial budget with the biennial citizen survey				
% of survey respondents who receive City news from the Utility Bill Newsletter	new measures to be tracked starting this biennial budget with the biennial citizen survey				
% of survey respondents who receive City news from City Edition videos	new measures to be tracked starting this biennial budget with the biennial citizen survey				
Efficiency Measures:					
Cost per segment for City Edition videos	\$ 985.40	\$ 768.40	\$ 819.49	\$ 854.55	\$ 854.55
Cost per Utility Bill Newsletter mailed	n/a	\$ 0.08	\$ 0.08	\$ 0.08	\$ 0.08

ADMINISTRATION & SUPPORT
Human Resources Program

Overview

The Human Resources Division is a part of the Administration Division in the Internal Services Fund.

Human Resources guides the establishment and implementation of consistent, citywide employment policies and practices. Human resource management includes recruitment and selection of new employees, personnel policy development and implementation, wage and benefit administration, employee/labor relations, employee safety, and training.

The policies and procedures that determine pay, benefits, and working conditions of City employees varies depending on whether or not the employee belongs to a labor union. Nonrepresented employee's pay, benefits, and other conditions of employment are established by personnel policies, whereas the terms of employment for represented employees are determined by labor contracts negotiated between the City and the bargaining unit to which the employee belongs. The bargaining units representing City employees are: the City of Bend Employees Association (COBEA), which represents approximately 160 employees in Public Works, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #939, representing approximately 72 fire and ambulance personnel; and the Police Association, which represents approximately 96 police employees.

Benefits Administration Program

The Benefits Administration program develops and maintains employee benefits including medical, dental, life and long term disability insurance, the PERS retirement plan, time off and deferred compensation. Benefit information and assistance with problem resolution are provided to employees. Research and analysis of current and possible future benefits is performed.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services	\$ 181,289	\$ 176,043	\$ 176,550	\$ 352,593
Materials and services	19,457	32,043	32,109	64,152
Interfund transfers	26,136	26,565	27,819	54,384
Benefits Administration	\$ 226,882	\$ 234,651	\$ 236,478	\$ 471,129
Full Time Equivalents	1.65	1.65	1.65	1.65

Goals for the 2011 – 2013 Biennial Budget

- ✧ Support all City departments in their efforts to recruit and retain the most highly qualified employees possible by providing competitive benefits

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Implement alternate medical insurance plan for all remaining employee groups (Fire department transitioned September 2010) that provides employee security and reduces overall costs in a sustainable manner
- ✧ Implement an effective city-wide wellness program

Major Accomplishments during the 2009– 2011 Biennium

- ✘ Implemented a high deductible medical insurance plan with a health reimbursement account (HRA) and a voluntary employee benefit association (VEBA) account program for Fire Department employees. Includes selection of vendors for HRA and VEBA administration
- ✘ Used a request for proposals process to select a new insurance broker
- ✘ Applied for and received reimbursement for retiree medical expenses through the federal Early Retiree Reimbursement Program (ERRP)

Compensation & Classification Program

Compensation & Classification develops and maintains the city’s compensation systems, position descriptions and assists with design of organizational structure. Problem resolution and research of competitive compensation and position classification is provided.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 159,314	\$ 154,705	\$ 155,150	\$ 309,855
Materials and services	17,098	28,159	28,217	56,376
Interfund transfers	22,968	23,345	24,447	47,792
Compensation & Classification	\$ 199,381	\$ 206,209	\$ 207,814	\$ 414,023
Full Time Equivalents	1.45	1.45	1.45	1.45

Goals for the 2011 – 2013 Biennial Budget

- ✘ Support all City departments in their efforts to recruit and retain the most highly qualified employees possible by providing competitive compensation
- ✘ Evaluate costs associated with temporary employment practices; make modifications as needed

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Continue to develop and/or update personnel policies and procedures. High priority policies include: Family Medical Leave Act/Oregon Family Leave, Use volunteers, Americans with Disabilities, Discrimination and Harassment, Use of City vehicles, and Drug and alcohol use
- ✘ Negotiate successor contracts with all three City bargaining units for agreements that expire June 30, 2012
- ✘ Continue assisting Public Works with the reorganization of operations by analyzing work allocation, creating new/revising current job descriptions, conducting compensation studies, and recommending pay rates
- ✘ Conduct compensation reviews to ensure City’s pay structure is competitive

Major Accomplishments during the 2009– 2011 Biennium

- ✘ Negotiated salary provisions with the Police Association for 2011-2012
- ✘ Negotiated salary provisions with the Fire Association for 2011-2012

Talent Management Program

Talent Management encompasses successful candidate recruitment, promotion of professional development, and providing fair and consistent performance feedback to employees. This program encourages collaboration and cooperation among employees, work groups, and management through open communication, complaint resolution and problem solving.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 208,757	\$ 202,716	\$ 203,300	\$ 406,016
Materials and services	22,405	36,898	36,974	73,872
Interfund transfers	30,096	30,590	32,034	62,624
Talent Management	\$ 261,258	\$ 270,204	\$ 272,308	\$ 542,512
Full Time Equivalents	1.90	1.90	1.90	1.90

Major Accomplishments during the 2009– 2011 Biennium

- ✧ Conducted recruitment and selection processes for more than 40 new employees, including the upper management positions of Assistant City Attorney, Police Chief, Bend Business Advocate, Human Resources Manager, and Accessibility Manager
- ✧ Developed and updated personnel policies and procedures related to Department of Transportation (DOT) drug and alcohol testing, Drug Free Work Place, Merit Leave, Cell Phone Use in City Vehicles and retirement insurance benefits. Finalized rewrite of the Civil Service Rules for Fire Employees

Goals for the 2011 – 2013 Biennial Budget

- ✧ Support all City departments in their efforts to recruit and retain the most highly qualified employees possible by providing professional development opportunities
- ✧ Ensure City workplaces, personnel policies and practices promote safety, productivity and innovation and comply with applicable state and federal regulations
- ✧ Promote positive employee relations through open communication and regular feedback at all levels of the organization

Key Operational Objectives for the 2011 – 2013 Biennial Budget

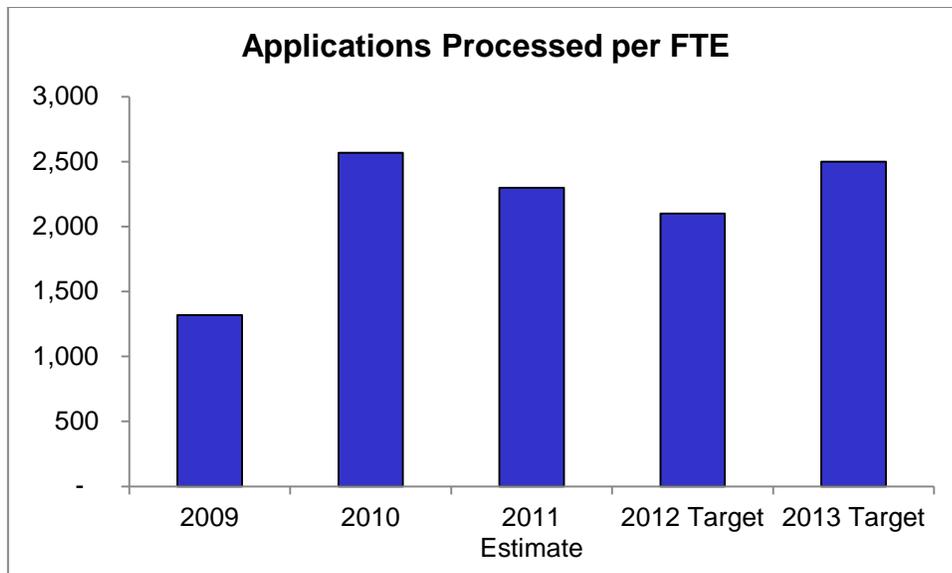
- ✧ Develop a City-wide mandatory training program covering fundamental workplace personnel issues such as ethics, discrimination, accessibility and harassment and safety.
- ✧ Work with City Managers Office to develop and implement a City Leadership Program for upper management positions
- ✧ Partner with Information Technology and other departments to identify a city-wide integrated information system that includes human resources functions (Human Resources Information System - HRIS). Implement a city-wide performance feedback system that includes objective, meaningful measurement of individual performance. Link performance and compensation to the achievement of city and departmental goals
- ✧ Identify additional ways to increase employee access to information, continue to improve communication and foster teamwork
- ✧ Expand use of Interest Based Problem Solving Process in addressing City-Wide issues

Major Accomplishments during the 2009– 2011 Biennium

- ✧ As part of the City-wide strategic plan, Human Resources developed their own strategic plan, mission and vision statements, and defined departmental values
- ✧ Used request for proposal process to identify software as service (SAS) to host an on-line applicant tracking system; completed initial implementation phase
- ✧ Intensified efforts to promote positive employee relations and improved communication and customer service through the Human Resources Liaison group, Our City articles, employee meetings, Labor Management Committee, Insurance Committee and in regular daily interactions with personnel throughout the city
- ✧ Assisted Police Department to implement new schedule for patrol officers
- ✧ Partnered with Deschutes County to provide leadership (winter 2009) and supervisory (fall 2008, spring 2009, fall 2010, summer 2011) training programs, sharing costs and allowing employees from each agency to share experiences and knowledge

Major Capital Projects/Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - On-line application support - \$7,500
- ✧ 2012-2013
 - On-line application support - \$7,500
 - HRIS support - \$12,000



ADMINISTRATION & SUPPORT
Human Resources Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
Job Postings (internal promotional & external)	31	38	40	30	35
Working Days for recruitments (external/internal)	new measure to be tracked starting this biennial budget				
Workers compensation claims processed	59	43	48	40	38
FMLA/OFLA claims processed	81	87	90	90	95
Drug and alcohol test referrals	55	43	80	65	70
Employee Related Issues/Complaints	new measure to be tracked starting this biennial budget				
Effectiveness Measures:					
% Personnel Action Forms processed in 5 days	99%	99%	99%	99%	99%
Turnover rate - regular status employees *	14.0%	4.7%	4.8%	6.0%	5.5%
% of employee issues/complaints resolved before passing from management control					
% of employees who "strongly agree" or "agree" that HR responds to employee issues with respect and fairness	new measures to be tracked starting this biennial budget				
Efficiency Measures:					
Ratio of HR staff to total employees (standard is 1.0/100)	.9/100	1.1/100	1.1/100	1.0/100	1.0/100
# of applications processed per FTE (0.6 FTE assigned to this function)	1,320	2,568	2,300	2,100	2,500
Cost of HR services per City-Wide FTE	\$ 1,121.29	\$ 1,254.72	\$ 1,518.21	\$ 1,610.56	\$ 1,600.09

* 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.
2008-09 high turnover due to lay off of 38 employees

ADMINISTRATION & SUPPORT
Finance Program

Overview

The Finance Department is a part of the Administration Division in the Internal Services Fund. The Finance Department promotes sound financial management and provides an umbrella of accountable, effective and efficient financial services for our citizens and City departments.

Accounting, Treasury and Budgeting Program

This program performs the following functions: accounting, budgeting, financial reporting and analysis, treasury and debt management, payroll and accounts payable processing, oversees compliance and prepares reports for Federal grants, risk management, grant billing and reporting services. The City produces a monthly financial report that compares budget to actual as well as the Comprehensive Annual Financial Report (CAFR) which has earned the distinguished reporting and presentation award from the Government Finance Officer's Association since 1993. This program also prepares the City's Biennial Budget and Long Term Financial Plan. It also performs financial analyses and financial planning for the City. The City's budget has earned the distinguished budget presentation award from the Government Finance Officer's Association since 2003.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$1,757,880	\$1,087,732	\$1,080,237	\$2,167,969
Materials and services	388,000	178,810	217,230	396,040
Interfund transfers	370,400	139,600	111,700	251,300
Accounting, Treasury & Budgeting	\$2,516,280	\$1,406,142	\$1,409,167	\$2,815,309
Full Time Equivalents	20.00	10.00	10.00	10.00

* Prior to 2011-12, the Billing & Collection Program was included with Accounting, Treasury & Budgeting as a single Finance program

Goals for the 2011 - 2013 Biennial Budget

- ✧ Continue to develop financing and funding strategies for the City's operations and infrastructure needs
- ✧ Oversee the finances of the City to protect bond rating and the City's financial position
- ✧ Enhance financial reports posted on the website to be more user friendly through the use of technology
- ✧ Update internal financial policies and procedures including; insurance claims, travel reimbursement, use of the City's credit card and grant applications
- ✧ Ensure adequate internal controls for proper recording, handling and safeguarding of the City's financial assets

Key Operational Objectives for 2011 - 2013 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, Budget Officer, 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 2009-2011 Biennium

- ✧ Developed various city-wide financial strategies through working with the City Council, Public Safety Funding Committee, and City Management
- ✧ Implemented major revision of city-wide fiscal policies
- ✧ Proactively and effectively managed City finances through the recession
- ✧ Received the Government Finance Officers Association (GFOA) awards for the 2009–2011 Biennial Budget and both the 2008-2009 and 2009-2010 Comprehensive Annual Financial Reports (CAFR)
- ✧ Developed a Budget in Brief, a reader friendly version of the City's budget document
- ✧ Maintained bond ratings during economic downturn through pro-active financial management (General Obligation Bonds and Full Faith & Credit are rated Aa3, Water and Sewer Revenue Bonds are rated Aa2)
- ✧ Completed Long Term Financial Plan
- ✧ Issued \$3.265 million of full faith & credit obligations during 2009–2010 to provide funding for accessibility improvements. Refinanced \$8.385 million of full faith and credit obligations related to the fire stations, airport improvements and transportation construction
- ✧ Issued \$13 million of full faith & credit obligations during 2010–2011 to provide funding for water and sewer system improvements. Refinanced \$2.175 million of water revenue bonds
- ✧ Completed audits of franchisees and motels, generating \$1.36 million in revenue collection as a result of these audits

Billing and Collections 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.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ -	\$ 839,561	\$ 836,584	\$1,676,145
Materials and services	-	219,260	225,060	444,320
Interfund transfers	-	159,200	176,700	335,900
Billing & Collection	\$ -	\$1,218,021	\$1,238,344	\$2,456,365
Full Time Equivalents	-	10.00	10.00	10.00

* Prior to 2011-12, the Billing & Collection Program was included with Accounting, Treasury & Budgeting as a single Finance program

Goals for the 2011 - 2013 Biennial Budget

- ✧ Enhance customer service through the use of technology
- ✧ Redesign the utility bill for easier readability by the customer
- ✧ Set up utility recurring payment system

- ✧ Ensure the accurate and timely collection of all amounts owed to the City for water, sewer, stormwater, ambulance, leases and other billable services

Key Operational Objectives for 2011 - 2013 Biennial Budget

- ✧ Update policies and procedures regarding billing issues, including leak credits, out of town customers, returned checks and other adjustments
- ✧ Provide timely responses to all customer service requests by effectively managing lobby and phone traffic

Major Accomplishments during the 2009-2011 Biennium

- ✧ Implemented utility bill assistance program
- ✧ Implemented call center software to increase operational efficiencies

Significant Changes from the 2009 - 2011 Biennial Budget

- ✧ Billing and collections division created for new biennium

Major Capital Projects/Equipment Purchases for 2011 – 2013 Biennial Budget

- ✧ 2012-2013
 - Selectron phone system upgrade - \$65,000

Purchasing Program

The Purchasing Program contracts for supplies, services, materials and equipment required and/or used by all departments. Services include purchasing goods and services for City departments, advertising and managing invitation for bids and requests for proposals, providing guidance and assistance to other City staff in helping to define needs, evaluating and understanding supplier contracting terms and conditions, conducting price negotiations, ensuring compliance with applicable bid laws, and providing for fair and equitable treatment of City suppliers. Centralization of purchasing authorization provides for adequate internal control of City expenditures while still affording City staff the ability to specify the products and services needed.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 187,260	\$ 172,277	\$ 171,575	\$ 343,852
Materials and services	3,365	5,085	5,535	10,620
Interfund transfers	28,400	40,900	37,100	78,000
Purchasing	\$ 219,025	\$ 218,262	\$ 214,210	\$ 432,472
Full Time Equivalent	1.50	1.50	1.50	1.50

Goals for the 2011 - 2013 Biennial Budget

- ✧ Ensure city-wide compliance with purchasing policies and State and local laws while meeting department operational needs

Key Operational Objectives for 2011 - 2013 Biennial Budget

- ✧ Improve vendor communications by improving web presence and developing informational resources
- ✧ Evaluate feasibility of additional automation to increase customer service and efficiency
- ✧ Continue to develop department resource materials and training

Major Accomplishments during the 2009-2011 Biennium

- ✧ Standardized processes and procurement documents/contracts
- ✧ Updated purchasing section of Bend Code
- ✧ Provided training to all departments on new Code and processes
- ✧ Improved Labor Standards Monitoring procedures

ADMINISTRATION & SUPPORT
Finance Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Accounts Payable checks issued	8,568	8,236	8,410	8,500	8,500
Purchase orders issued	4,460	4,320	4,600	4,600	4,600
Payroll disbursements issued	10,980	10,596	10,868	10,652	10,580
# of utility customers	28,850	28,824	28,942	29,087	29,232
# of utility payments made on-line	11,560	15,993	18,656	21,000	24,000
<i>Effectiveness Measures:</i>					
% of formal contracts awarded without valid protests or legal action	N/A	N/A	100%	100%	100%
Average call abandonment rate for customer service	new measure to be tracked starting this biennial budget				
% of accounts payable checks reissued or voided	1.5%	0.6%	0.7%	0.6%	0.6%
<i>Efficiency Measures:</i>					
Cost of the Utility Billing Program per utility customer	N/A	N/A	N/A	\$ 41.86	\$ 42.35
Cost of accounts payable function per check issued	\$ 17.41	\$ 16.86	\$ 15.95	\$ 15.16	\$ 15.33
Cost of payroll function per paycheck issued	\$ 13.68	\$ 13.81	\$ 14.50	\$ 13.85	\$ 14.20

Legal Services Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ 150,700	\$ 150,700	\$ 150,700
Interfund charges	-	-	594,625	594,625	745,200	745,200	745,200
Interfund transfers	-	-	227,000	296,904	-	-	-
Investment income	-	-	2,100	2,991	1,400	1,400	1,400
TOTAL RESOURCES	\$ -	\$ -	\$ 823,725	\$ 894,520	\$ 897,300	\$ 897,300	\$ 897,300

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
By Type:							
Personal services	\$ -	\$ 89,789	\$ 688,588	\$ 666,520	\$ 752,215	\$ 752,215	\$ 752,215
Materials and services	-	8,769	90,814	46,809	65,660	65,660	65,660
Interfund transfers	-	3,068	28,800	30,409	26,500	26,500	26,500
Contingency	-	-	15,523	-	52,925	52,925	52,925
TOTAL REQUIREMENTS	\$ -	\$ 101,626	\$ 823,725	\$ 743,738	\$ 897,300	\$ 897,300	\$ 897,300

Note:

The Legal Services Program is accounted for as a division in the Internal Services Fund.

In FY 2008-09, this program was accounted for as a part of the Administration & Finance Programs of the Internal Service Fund. Starting in FY 2009-10, a new division of the Internal Service Fund was created to account for Legal Services costs.

ADMINISTRATION & SUPPORT
Legal Services Program

Overview

The Legal Services Division is a part of the Administration Division in the Internal Services Fund.

The City's Legal Services are charged with the following duties:

- ✧ Serve as chief legal counsel to the City Council and Bend Urban Renewal Agency; reports to the City Manager
- ✧ 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, departmental staff, boards and commissions
- ✧ Interpret and apply relevant law with the primary goal of protecting the interests of the City
- ✧ Manage risk to the City related to legal liability
- ✧ Represent the City in legal matters involving civil litigation and land use appeals at the local, State, and Federal level
- ✧ Manage contracts and direct the work of outside contract legal services as needed
- ✧ 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 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

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 350,100	\$ 375,771	\$ 376,444	\$ 752,215
Materials and services	33,080	32,680	32,980	65,660
Interfund transfers	28,900	15,100	11,400	26,500
Legal Services	\$ 412,080	\$ 423,551	\$ 420,824	\$ 844,375
Full Time Equivalent	2.75	2.75	2.75	2.75

Goals for the 2011 – 2013 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, development code updates, general code updates, major public works projects, employment-related (policies, grievances, union and collective bargaining)
- ✧ 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 foster an environment for interagency coordination and cooperation
- ✧ Continue to assist with updating personnel policies and negotiating health insurance premium modifications, including retirement benefits and labor negotiations

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✧ Development of a more complete set of real property transaction documents (deeds, leases, easements, etc)

- ✧ Ongoing work with City Manager's office on repealing/replacing council policies and codes and putting provisions in appropriate places
- ✧ Continue to provide on-going leadership/advice in Juniper Ridge, reducing need for outside counsel or management services
- ✧ Continue to work with the Accessibility Manager to achieve Disability Rights Oregon (DRO) acceptance that the City's obligations under the DRO Settlement are satisfied upon completion of the phased Americans with Disabilities Act (ADA) construction schedule; work with council, staff, the community and Department of Justice (DOJ) on the DOJ Settlement to resolve the City's obligations under the DOJ Settlement Agreement
- ✧ Continue to assist Water Department and help manage outside counsel on water rights issues for the City and the surface water project. Ongoing legal assistance on major surface water and Skyliner pipeline project

Major Accomplishments during the 2009 - 2011 Biennium

- ✧ Lead counsel for the City for the Urban Growth Boundary (UGB) expansion process during Land Conservation and Development Commission (LCDC) Hearing Process and working with Department of Land Conservation and Development (DLCD), including review of remand tasks, working with staff to give quality and timely advice on accomplishing remand tasks and successful LCDC review of the UGB expansion process; work with the public and City officials throughout the process as needed.
- ✧ Achieved a more focused remand, with achievable tasks, without any appeals
- ✧ Worked through issues with the transfer of Bend Area Transit to Central Oregon Intergovernmental Council with in-house legal only
- ✧ Worked with Water Resource Manager to improve relationship and foster with Irrigation Districts on memo of understanding (MOU) and intergovernmental agreement (IGA) for significant water issues in the Deschutes Basin
- ✧ Lead on working with Forest Service on sewer service for administrative building, which necessitated working through fairly complex federal law issues
- ✧ Have represented the City's positions persuasively and helped build consensus among agencies, coworkers, and stakeholders
- ✧ Effectively settled prior litigation or disputes (related to transit buses, Water Outback Reservoir tank, Juniper Ridge, Juniper Utility, and land use matters)
- ✧ No employee grievances have gone to arbitration
- ✧ No new litigation by or against City (other than those issues covered by City Insurance Services(CIS))
- ✧ Fewer Land Use Board of Appeals (LUBA) appeals, and handling those that occur in-house
- ✧ Resolved disputes with professional services consultants over scope of service and billings
- ✧ In-house resolution of lease issues at airport, including bankruptcy proceedings in federal court with Epic Air
- ✧ Historical legal expenditures by the City have decreased as shown on graph
- ✧ City Attorney office now oversees all outside legal services for departments, reviewing and approving purchase orders before payment, and helping negotiate personal service agreements
- ✧ Use of outside legal services has steadily decreased over last 2.5 years
- ✧ Drafted and helped implement new public contracting code, including involvement in ongoing training, including development of a complete set of contract and public contracting forms.
- ✧ Instrumental in process/legal advise in the drafting and adoption of a comprehensive Broadcast and Cell Tower placement ordinance
- ✧ New System Development Charge and Transient Room Tax codes successfully adopted after City Attorney office initiated public involvement and comment

- ✧ Redrafted and reviewed Chapters 1, 5, 6, 7, 8 and added new Chapters 12 and 13 of the Bend City Code, as well as legal review of the Planning Department amendments/revisions to the Bend Development Code
- ✧ Legal assessment/advice of extensive new Standards and Specifications for Public Works
- ✧ Assisted the City Manager in all issues related to Juniper Ridge and entitling property.
- ✧ IGA with Oregon Department of Transportation (ODOT) for Transportation Planning Rule (TPR) issues finalized
- ✧ Juniper Ridge Covenants, Conditions and Restrictions (CCR's) negotiated and Owner's Association is being formed
- ✧ Infrastructure issues related to Pacific Power negotiated
- ✧ Development Code updated to form Special Planned Area, including Employment Subdistrict
- ✧ Hired additional legal staff that were deferred in 2008 – 2009
 - One (1) FTE – Assistant City Attorney
 - One 3/4 time FTE – Legal Administrative Assistant

ADMINISTRATION & SUPPORT
Legal Services Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
# of disputes resolved without litigation			new measures to be tracked starting this biennial budget		
# of ordinances drafted and/or rewritten by legal					
Effectiveness Measures:					
% of Code Chapters revised	n/a	31%	54%	80%	100%
Efficiency Measures:					
Cost for City-wide legal contract services as a percent of the total Legal Services budget	n/a	37%	66%	89%	75%
Cost of service per City-Wide FTE	n/a	\$ 751.21	\$ 909.97	\$ 959.35	\$ 939.65
Cost of service per resident	n/a	\$ 4.03	\$ 5.38	\$ 5.43	\$ 5.30

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Information Technology Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 509,220	\$ 688,780	\$ 960,900	\$ 906,190	\$ 951,600	\$ 951,600	\$ 951,600
Interfund charges	1,653,000	4,578,531	4,055,692	3,980,326	4,490,200	4,490,200	4,490,200
Investment income	28,958	48,606	25,700	18,677	13,000	13,000	13,000
Miscellaneous	1,406	4,470	-	3,729	-	-	-
TOTAL RESOURCES	\$ 2,192,584	\$ 5,320,387	\$ 5,042,292	\$ 4,908,922	\$ 5,454,800	\$ 5,454,800	\$ 5,454,800

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Program:</i>							
Dept. Suppt. & Bus. Ops.					\$ 2,586,297	\$ 2,586,297	\$ 2,586,297
Connectivity & Commun.					632,990	632,990	632,990
GIS					299,654	299,654	299,654
New Initiatives & Technology					796,978	796,978	796,978
Contingency					138,881	138,881	138,881
Reserves for future capital					1,000,000	1,000,000	1,000,000
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ 5,454,800	\$ 5,454,800	\$ 5,454,800
<i>By Type:</i>							
Personal services	\$ 610,028	\$ 1,234,764	\$ 1,343,059	\$ 1,318,531	\$ 1,520,409	\$ 1,520,409	\$ 1,520,409
Materials and services	723,610	1,541,350	1,865,032	1,825,344	2,034,010	2,034,010	2,034,010
Interfund transfers	62,718	300,064	270,200	265,164	154,000	154,000	154,000
Capital outlay:							
Vehicle/equipment	107,448	1,331,022	675,800	548,361	607,500	607,500	607,500
Contingency	-	-	188,201	-	138,881	138,881	138,881
Reserves for future capital	-	-	700,000	-	1,000,000	1,000,000	1,000,000
TOTAL REQUIREMENTS	\$ 1,503,804	\$ 4,407,200	\$ 5,042,292	\$ 3,957,400	\$ 5,454,800	\$ 5,454,800	\$ 5,454,800

Note:

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

ADMINISTRATION & SUPPORT
Information Technology Program

Overview

The mission of the Information Technology (IT) Department is to provide effective technology solutions and support that enables staff to achieve the City's goals. The IT Department provides management and technical support services to deliver communications and computer technologies to all City Departments. The department's first priority is giving support to existing "mission critical" applications used by staff to deliver services to the public. New technologies are evaluated and recommended based on the increased efficiencies and services they can provide, and the number of people they will benefit. Selected technologies are implemented in partnership with the staff and citizens that will use them.

IT staff has worked with all departments to assemble an extensive list of current and future technology initiatives needed to improve efficiencies and service levels. Recognizing that this included numerous large projects that would require substantial capital investments, and more than five years to implement them all, the decision was made to retain a technology consulting company to work with staff city wide to help build an updated strategic plan that prioritizes, sequences, and estimates the cost of these projects. This assessment will also to help reevaluate the organization of the IT Department and delivery of technology services city-wide. The consulting firm of Moss Adams was selected in February 2011. Their staff was on site in March and April of 2011, and a report of their findings was presented to City Council in June. The current budget proposal provides for the continuation of existing operations. Any assessment recommended adjustments will be made as a supplemental budget in 2011-12.

Performance Measures

Performance measures and benchmark comparisons to other agencies are part of the scope of the IT assessment currently being led by the Moss Adams team. Implementation of recommendations for additional performance measures will start in the 2011-2013 biennium, and progress will be reported in future budgets.

Department Support and Business Operations Software Program

This program focuses on the support of existing systems used by various city departments and divisions to conduct their daily operations. It includes user support for both software and hardware, support of application servers, and data storage.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$ 286,948	\$ 289,115	\$ 576,063
Materials and services		835,170	738,770	1,573,939
Interfund transfers		62,375	50,921	113,296
Capital outlay:				
Vehicle/equipment		225,000	98,000	323,000
Dept. Support & Business Ops. Software		\$ 1,409,492	\$ 1,176,805	\$ 2,586,297
Full Time Equivalents		7.50	7.50	7.50

Note: Five of these positions are funded by the department they support (i.e. Police, Fire, Public Works Administration, Community Development)

Goals for the 2011 – 2013 Biennial Budget

- ✧ Keep existing systems running and updated to current releases with minimal down time
- ✧ Work with departments to improve service level to the public
- ✧ Improve electronic document processing to increase efficiency and sustainability
- ✧ Increase the level of training and competence of all staff related to our technologies
- ✧ Contribute to the citywide effort to increase staff efficiency and improve team cooperation

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Upgrade online access to account information, payments and applications
- ✧ Assist Public Works with expanding the use of the workorder/facility management program to include stormwater, streets, and citizen request tracking
- ✧ Add recovery software resources for applications identified as critical by operations departments
- ✧ Outsource the housing of primary equipment/servers to avoid capital investment in facilities and improve service reliability

Major Capital Projects/Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Upgrade of capacity of SQL server environment
 - Uniform office automation software migration
- ✧ 2012-2013
 - Uniform office automation software migration

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Kept existing systems running and updated to current releases with minimal down time
- ✧ Implemented a new help desk system that dramatically improves customer service and includes customer satisfaction surveying
- ✧ Continued to assist Public Works with the implementation of their facility management software and redesign of the telemetry/SCADA system
- ✧ Migrated all City staff to a consistent version of office productivity software (MS Office 2010)
- ✧ Worked with Community Development and Public Works on the completion/expansion of electronic plans processing (ePlans) into the Planning and Engineering Divisions
- ✧ Participated in the vendor selection, contracting, and initiation of the implementation project for the new regional police records system
- ✧ Worked with Finance and Fire to implement a new EMS billing system
- ✧ Worked with Human Resources to implement a hosted, online job application acceptance and management system
- ✧ Implemented “Call Center” systems for utility billing and municipal court customer service teams to improve call management and customer experience

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ The 2011-2013 biennial budget is the first time the IT budget has been built from the approach of multiple programs

Connectivity and Communications Program

This program focuses on providing the network infrastructure required to deliver the voice and data communications necessary for the various business units to operate successfully. This includes “wired” computer networking, campus and wide area wireless data services, Internet access, and voice over IP telephone services. Management of the security of all of these services is included in this program.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$ 114,229	\$ 115,091	\$ 229,320
Materials and services		147,121	155,821	302,942
Interfund transfers		10,988	10,740	21,728
Capital outlay:				
Vehicle/equipment		39,000	40,000	79,000
Connectivity & Communications		\$ 311,337	\$ 321,652	\$ 632,990
Full Time Equivalents		1.00	1.00	1.00

Goals for the 2011 – 2013 Biennial Budget

- ✧ Maintain/expand network infrastructure as required to meet operational needs of the departments
- ✧ Provide adequate systems security to prevent significant disruptions in an increasingly challenging environment

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Upgrade core telephone system to more current environment
- ✧ Expand Internet capacity to support increase use of hosted applications
- ✧ Implement high availability option for firewall services
- ✧ Implement application layer firewall service

Major Capital Projects/Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2012-2013
 - High availability for call center system

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Implemented extensive network protection systems, including server and environment monitoring, installation of intrusion prevention systems, web filtering and monitoring, and firewall upgrades.
- ✧ Completed a competitive request for proposal process for city wide telephone services and transitioned to a new vendor, producing cost reductions
- ✧ Installed a major upgrade to the City’s campus wireless infrastructure to increase speed, coverage, and reliability
- ✧ Implemented new secure remote access systems (SSL VPN and “smart tunnel”) that will increase off site access and ‘work from home’ options, and increase staff efficiency

Geographic Information Systems (GIS) Program

Production of maps is a small part of this program. Data inventory, coordination, analysis, and spatial presentation are the primary focus of this program. Providing easy access to appropriate information for all city staff and the public is the main goal of this program.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services		\$ 69,108	\$ 69,856	\$ 138,964
Materials and services		87,745	37,745	125,490
Interfund transfers		9,300	7,400	16,700
Capital outlay:				
Vehicle/equipment		18,500	-	18,500
GIS		\$ 184,653	\$ 115,001	\$ 299,654
Full Time Equivalent		2.00	2.00	2.00

Note: Public Works and Community Development each pay a third of the personal services costs for this department. The remaining third is reflected above.

Goals for the 2011 – 2013 Biennial Budget

- ✧ Build enterprise level systems that provide easy access to needed information for all staff and the public
- ✧ Improve the accuracy, completeness and availability of the City's GIS data
- ✧ Enable City staff to effectively use GIS technology to for increased efficiency and better decision-making

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Acquire and integrate new high resolution aerial photography into the City GIS system to allow staff to complete more extensive analysis and reduce the need for site visits
- ✧ Provide GIS integration with the new Police records management system and expand the use of GIS in the Police Department
- ✧ Work with the Public Works Department to design and build a geodatabase for streets and transportation data
- ✧ Work with Community Development Department to complete the Urban Growth Boundary expansion project by providing data analysis and mapping

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ GIS Division made substantial progress in the implementation of a citywide GIS system that coordinates data across the city, makes it available to all staff, and the public
- ✧ Deployed a new web-based interactive mapping application that provides staff and the public the ability to view data, perform queries, and create simple maps
- ✧ Migrated much of the City's GIS data to a SQL database environment, thus improving data standards, data consolidation, security, and recoverability
- ✧ Provided GIS integration with other key City applications including Infor EAM (asset management), Granite XP (video solution for pipeline inspections), and ePlans (electronic plans review)
- ✧ Provided data analysis and mapping services on several key City projects including the Urban Growth Boundary expansion, the Water Management and Conservation Plan, and Accessibility programs

New Initiatives and Technologies Program

This program is responsible for major replacements of existing business operations systems, and the implementation of new technologies according to the strategic plans established by the City's leadership team. Example initiative might be the replacement of the City's financial software, or the introduction of a content management system to meet discovery and records retention requirements. The objective of this program is to achieve significant increases in staff productivity through technology.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Personal services		\$ 286,948	\$ 289,115	\$ 576,063
Materials and services		16,570	15,070	31,639
Interfund transfers		1,237	1,039	2,276
Capital outlay:				
Vehicle/equipment		107,000	80,000	187,000
New Initiatives & Technology		\$ 411,755	\$ 385,223	\$ 796,978
Full Time Equivalent		2.50	2.50	2.50

Goals for the 2011 – 2013 Biennial Budget

- ✧ Increase opportunities for self-service access to information and transactions
- ✧ Implement new technologies and expand use of existing technologies based on results of the assessment conducted by Moss Adams
- ✧ Begin implementation of the IT assessment and strategic plan update recommendations completed spring of 2011

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✧ Work with the Police Department and the regional task force with the implementation of the new regional police records system
- ✧ Work with the Building Division to implement remote video inspection services
- ✧ Work with the Fire Department to migrate from the current 911 hosted fire records system to an environment that better meets their needs
- ✧ Work with departments on new initiatives that are identified in the IT assessment
- ✧ Investigate shifting to hosted applications to improve systems availability and reduce onsite resource requirements

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Completed internal update of IT Department strategic plan, and then retained external consulting services to complete a general IT service delivery assessment and further develop a long range technology strategic plan
- ✧ Formed the new "IT Liaison Team", with staff representatives from all major departments, to serve as sounding board and steering body for technology decisions and future direction
- ✧ Completed a competitive RFP process and implementation of newly designed and externally hosted city website
- ✧ Migrated many applications to a virtual server environment to reduce license costs, administrative requirements, and power consumption

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ More focus on strategic planning and management
- ✧ Moving to more program based, source accountable budget approach
- ✧ Shifting focus to more hosted/outsourced application solutions

Major Capital Projects/Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - System recovery service upgrades
 - Council Chamber video capture system will replace current manual video contract and reduce costs in the long term
 - Public Works facility system user training and documentation module
- ✧ 2012-2013
 - Council Chamber video capture system second phase
 - Automated telephone interface for utility payments

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Facilities Management Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 1,746,741	\$ 7,434,289	\$ 3,519,200	\$ 3,192,826	\$ 2,348,772	\$ 2,348,772	\$ 2,348,772
Interfund charges	1,919,503	4,722,141	6,394,300	4,996,097	4,666,200	4,666,200	4,666,200
Interfund transfers	4,400,000	-	-	-	-	-	-
Intergovernmental revenues	59,898	3,655,376	16,400	16,364	-	-	-
Rent revenues	-	165,832	64,300	48,743	-	-	-
General fund subsidy	1,244,000	567,000	1,002,600	1,002,600	1,430,000	1,430,000	1,430,000
Investment income	332,954	480,541	75,100	47,281	16,900	16,900	16,900
Miscellaneous	429	1,411	58,500	38,303	5,000	5,000	5,000
Sale of real property	972,590	-	-	-	-	-	-
Issuance of long-term debt	3,175,000	1,061,878	3,600,000	3,600,000	-	-	-
TOTAL RESOURCES	\$ 13,851,115	\$ 18,088,468	\$ 14,730,400	\$ 12,942,214	\$ 8,466,872	\$ 8,466,872	\$ 8,466,872

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Program:</i>							
City Hall	\$ 469,222	\$ 865,182	\$ 5,821,100	\$ 5,702,797	\$ 2,692,800	\$ 2,692,800	\$ 2,692,800
Wall Street Plaza	171,847	556,454	591,900	571,164	252,300	252,300	252,300
Bond Annex	58,124	405,504	29,400	20,632	24,250	24,250	24,250
Franklin Annex	63,941	74,568	4,300	1,730	27,600	27,600	27,600
Public Works Boyd Acres	4,122,717	471,049	1,343,300	312,252	1,361,600	1,361,600	1,361,600
Public Works Complex	352,482	410,491	569,800	338,809	416,600	416,600	416,600
Police Station	782,029	6,631,735	1,662,925	1,658,736	1,700,400	1,700,400	1,700,400
Transit Operations Center	59,898	4,400,424	910,000	863,788	38,572	38,572	38,572
Central Services	336,566	1,078,407	1,142,079	1,123,505	788,380	788,380	788,380
Contingency	-	-	1,075,596	-	89,370	89,370	89,370
Reserves for:							
Future construction	-	-	380,000	-	-	-	-
Debt service	-	-	595,000	-	-	-	-
Maintenance	-	-	605,000	-	1,075,000	1,075,000	1,075,000
TOTAL REQUIREMENTS	\$ 6,416,826	\$ 14,893,814	\$ 14,730,400	\$ 10,593,413	\$ 8,466,872	\$ 8,466,872	\$ 8,466,872

<i>By Type:</i>							
Personal services	\$ 239,619	\$ 789,646	\$ 907,964	\$ 904,698	\$ 660,152	\$ 660,152	\$ 660,152
Materials and services	584,297	1,528,509	2,240,840	1,977,540	1,723,878	1,723,878	1,723,878
Interfund transfers	102,404	692,846	493,700	416,722	232,272	232,272	232,272
Capital outlay:							
Construction/infrastructure	4,797,422	10,254,570	1,275,900	155,449	1,229,200	1,229,200	1,229,200
Debt service	693,084	1,628,243	7,156,400	7,139,004	3,457,000	3,457,000	3,457,000
Contingency	-	-	1,075,596	-	89,370	89,370	89,370
Reserves for:							
Future construction	-	-	380,000	-	-	-	-
Debt service	-	-	595,000	-	-	-	-
Maintenance	-	-	605,000	-	1,075,000	1,075,000	1,075,000
TOTAL REQUIREMENTS	\$ 6,416,826	\$ 14,893,814	\$ 14,730,400	\$ 10,593,413	\$ 8,466,872	\$ 8,466,872	\$ 8,466,872

Note:

Facilities Management is accounted for as a division of the Internal Services Fund. This program accounts for City Hall, Public Works buildings, the Bond and Franklin Annexes, the Police Facility, the Transit Facility and facilities personnel.

**ADMINISTRATION & SUPPORT
Facilities Management Program**

Overview

The Facilities Management Program is a part of the Internal Services Fund. The Facilities Management program is responsible for cleaning, maintenance, repair and small construction projects in 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 Street Annex, Public Works Complex, Public Works-Boyd Acres facility, Police Station, and Transit Operations Center. Revenue is generated through the City's Cost Allocation Plan from rent charges to the building tenants. Revenue has also been provided through debt proceeds. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Downtown Campus

The Downtown Campus includes City Hall, Wall Street Annex, Bond Annex, and Franklin Annex facilities.

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Materials and services	\$ 438,750	\$ 415,950	\$ 201,000	\$ 616,950
Interfund transfers	9,700	8,600	9,000	17,600
Capital outlay:				
Construction	2,500	95,000	10,000	105,000
Debt Service	337,400	534,100	1,723,300	2,257,400
Downtown Campus	\$ 788,350	\$1,053,650	\$1,943,300	\$2,996,950

Goals for the 2011 - 2013 Biennial Budget

- ✧ Relocate Finance and IT departments from Wall Street Annex to City Hall and Franklin Annex

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Design and renovation of the first floor of City Hall to accommodate Community Development employees who were located at Franklin Annex
- ✧ Minor modifications made to Bond Annex to provide storage for all departments
- ✧ Plan developed to relocate the Finance and IT Departments upon the fulfillment of the Wall Street Annex lease agreement
- ✧ Design and construction of the City Hall greeter counter

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Consolidation of employees into City Hall and Franklin Annex after conclusion of lease for Wall Street Annex space

Major Capital Projects/Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Tenant improvements to Franklin Annex and some related modifications to City Hall

Public Works Boyd Acres Facility

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Materials and services	\$ 113,200	\$ 134,500	\$ 143,200	\$ 277,700
Interfund transfers	13,000	12,000	12,700	24,700
Capital outlay:				
Vehicle/equipment	56,800	1,059,200	-	1,059,200
Public Works - Boyd Acres Facility	\$ 183,000	\$1,205,700	\$ 155,900	\$ 1,361,600

Goals for the 2011 - 2013 Biennial Budget

- ✧ Complete shower/locker room renovations

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Construction and operational costs associated with the completion of the shower/locker room facility at Public Works-Boyd Acres

Major Capital Projects/Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - Shower/Locker room facility at the Public Works Boyd Acres Facility

Public Works Complex

	ESTIMATE 2010-11	ADOPTED BUDGET		
		2011-12	2012-13	2011-13
Materials and services	\$ 139,400	\$ 153,000	\$ 161,000	\$ 314,000
Interfund transfers	18,900	18,300	19,300	37,600
Capital outlay:				
Vehicle/equipment	15,000	40,000	25,000	65,000
Public Works Complex	\$ 173,300	\$211,300	\$ 205,300	\$ 416,600

Goals for the 2011 - 2013 Biennial Budget

- ✧ Relocate Garage Division from Transit Operations Center to Public Works

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Design and renovation of the main building at the Public Works Complex to accommodate the Engineering Department employees who were located at Bond Annex
- ✧ Reception lobby improvements at the Public Works Complex main office building

Police Station

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Materials and services	231,600	243,500	247,000	490,500
Interfund transfers	5,000	5,000	5,300	10,300
Debt Service	597,300	599,200	600,400	1,199,600
Police Station	\$ 833,900	\$ 847,700	\$ 852,700	\$ 1,700,400

Goals for the 2011 - 2013 Biennial Budget

- ✧ Facility Manger to start overseeing and managing operational costs associated with this facility

Transit Operation Center

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Materials and services	69,000	11,000	-	11,000
Interfund transfers	4,500	27,572	-	27,572
Transit Operations Center	\$ 73,500	\$ 38,572	\$ -	\$ 38,572

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Ownership of the Transit Operations Center will be transferred to the Central Oregon Intergovernmental Council, September 1, 2011.

Central Services

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 463,960	\$ 329,283	\$ 330,869	\$ 660,152
Materials and services	12,850	7,014	6,714	13,728
Interfund transfers	53,600	57,400	57,100	114,500
Capital outlay:				
Vehicle/equipment	15,000	-	-	-
Central Services	\$ 545,410	\$ 393,697	\$ 394,683	\$ 788,380
Full Time Equivalent	5.10	4.15	3.15	3.15

Goals for the 2011 - 2013 Biennial Budget

- ✧ Complete Energy Block Grant funded lighting and HVAC energy-use improvement projects

Key Operational Objectives for the 2011 – 2013 Biennial Budget

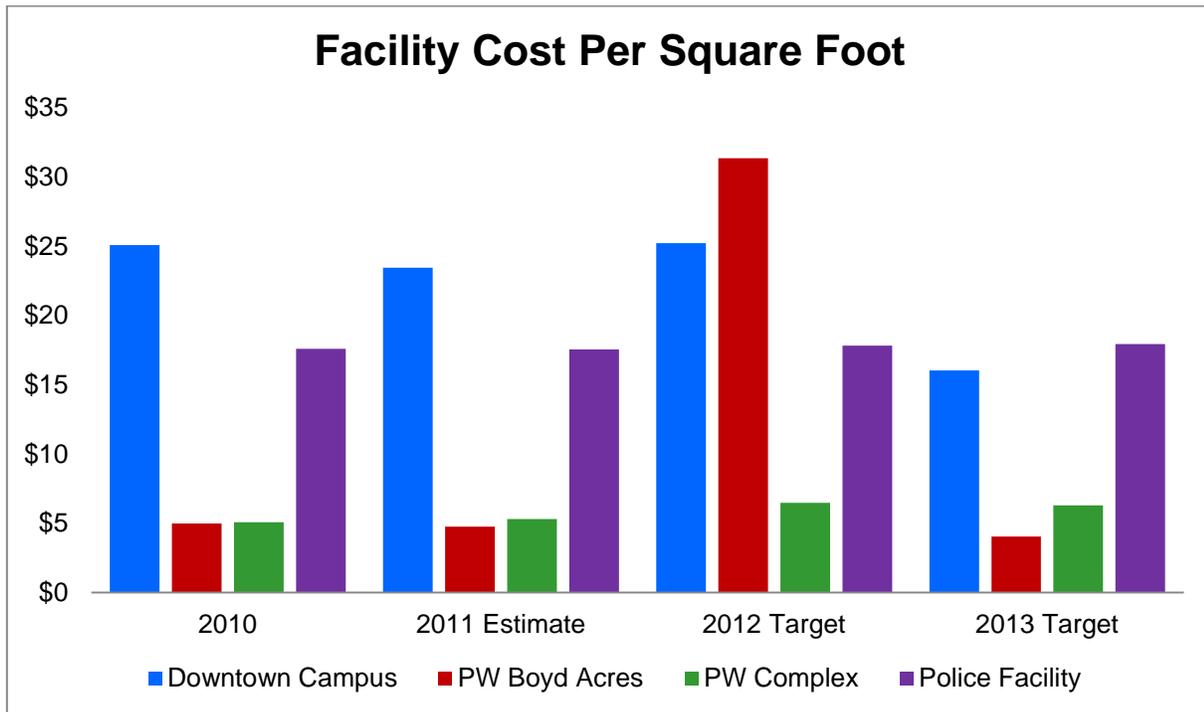
- ✧ Pursue opportunities for cost savings at every facility in an effort to provide excellent work environments that are less expensive to operate over time
- ✧ Reduce deferred maintenance items for all City-owned facilities

Major Accomplishments during the 2009 – 2011 Biennium

- ✧ Accessibility improvements made to all City Facilities to comply with the Department of Justice settlement agreement.

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Elimination of operational costs associated with Transit Operations Center
- ✧ Anticipated reductions to operational expenses following completion of Energy Block Grant funded lighting and HVAC energy-use improvement projects
- ✧ Reduction of two (2) Facility Maintenance Workers in biennium due to layoff



**ADMINISTRATION & SUPPORT
Facilities Management Program**

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
# of work requests	807	944	938	500	500
# of hours for routine project work orders (requiring less than 80 hours)	2,813	3,789	3,632	2,907	3,308
# of hours for large project work orders (requiring 80 hours or more)	5,071	3,274	4,119	500	500
# of hours for staff relocations	283	733	62	500	100
Effectiveness Measures:					
% of staff hours spent on preventative maintenance					
% of staff hours spent on unanticipated maintenance					
			new measures to be tracked starting this biennial budget		
Efficiency Measures:					
Total cost of the Facilities Program per square foot	\$ 32.91	\$ 13.49	\$ 13.09	\$ 20.49	\$ 11.55

Public Works Administration Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 678,914	\$ 732,508	\$ 972,900	\$ 873,031	\$ 656,100	\$ 656,100	\$ 656,100
General fund subsidy	-	-	-	20,000	-	-	-
Interfund charges	2,636,600	4,721,376	3,493,762	3,493,762	3,056,800	3,056,800	3,056,800
Investment income	40,076	82,974	29,700	19,833	4,600	4,600	4,600
Miscellaneous	328	4,354	-	273	-	-	-
TOTAL RESOURCES	\$ 3,355,918	\$ 5,541,212	\$ 4,496,362	\$ 4,406,899	\$ 3,717,500	\$ 3,717,500	\$ 3,717,500

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Program:</i>							
Administration & support	\$ 2,105,187	\$ 3,447,872	\$ 4,113,488	\$ 3,635,724	\$ 3,693,441	\$ 3,693,441	\$ 3,693,441
Laboratory	518,223	1,220,310	115,000	115,000	-	-	-
Contingency	-	-	267,874	-	24,059	24,059	24,059
TOTAL REQUIREMENTS	\$ 2,623,410	\$ 4,668,182	\$ 4,496,362	\$ 3,750,724	\$ 3,717,500	\$ 3,717,500	\$ 3,717,500
<i>By Type:</i>							
Personal services	\$ 2,059,594	\$ 3,180,147	\$ 3,044,048	\$ 2,763,193	\$ 2,778,045	\$ 2,778,045	\$ 2,778,045
Materials and services	261,773	599,126	417,440	244,468	283,596	283,596	283,596
Interfund transfers	293,533	811,748	767,000	743,063	631,800	631,800	631,800
Capital outlay:							
Vehicle/equipment	8,510	77,161	-	-	-	-	-
Contingency	-	-	267,874	-	24,059	24,059	24,059
TOTAL REQUIREMENTS	\$ 2,623,410	\$ 4,668,182	\$ 4,496,362	\$ 3,750,724	\$ 3,717,500	\$ 3,717,500	\$ 3,717,500

Note:

The Public Works Administration Program is accounted for as a division of the Internal Services Fund.

Historically the Public Works Laboratory budget was accounted for as a separate division within the Public Works Administration Program. Starting in FY 2009-10, a new division of the Internal Service Fund was created to account for Laboratory costs. The \$115,000 expenditure for 2009-10 represents equity transfer to the Laboratory Program.

ADMINISTRATION & SUPPORT
Public Works Administration Program

Overview

The Public Works Administration Program provides oversight, management and administrative support to the Public Works Department. This program also interfaces with the public and provides information and general assistance to the citizens of Bend.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$1,479,920	\$1,391,543	\$1,386,502	\$2,778,045
Materials and services	144,200	141,698	141,898	283,596
Interfund transfers	309,600	314,000	317,800	631,800
Public Works Administration	\$1,933,720	\$1,847,241	\$1,846,200	\$3,693,441
Full Time Equivalents	13.45	11.35	11.35	11.35

Goals for the 2011 – 2013 Biennial Budget

- ✘ Provide project support, guidance and leadership for the Public Works Department
- ✘ Provide quality service to the public and the divisions within the Public Works Department
- ✘ Seek to improve operational and maintenance capabilities through increased efficiencies and investments in technology
- ✘ Realignment of Utilities Divisions
- ✘ Initiate realignment of Transportation Divisions

Key Operational Objectives for 2011 – 2013 Biennial Budget

- ✘ Continue support for the Compli/Safety Program for Public Works and work with employees to implement best practices and procedures
- ✘ Participate in the development and implementation of the City's Emergency Operations Plan required by Homeland Security in an effort to be National Incident Management System (NIMS) compliant
- ✘ Maintain high quality data processing and tracking efforts for work orders placed internally, through Facilities and IT, as well as for city-wide services in operations and maintenance divisions
- ✘ Complete implementation of the Infor Call Center software to assist the department in more efficiently monitoring customer service calls and complaints
- ✘ Provide internal assistance for the implementation of training programs

Major Accomplishments during the 2009 – 2011 Biennium

- ✘ Filled the Safety Program Manager position and began developing a unified Department-wide Safety and Training program to better protect staff and the public
- ✘ Maintained national accreditation through the American Public Works Association (APWA) re-accreditation process
- ✘ Developed and adopted a Department Strategic Plan
- ✘ Revised and adopted new Standards and Specifications document

Significant Changes from the 2009 – 2011 Biennial Budget

- ✧ Creation of the Engineering Infrastructure and Planning Division
- ✧ Transferred two (2) FTE to the Engineering Infrastructure and Planning Division
 - One (1) City Engineer
 - One (1) Administrative Assistant

ADMINISTRATION & SUPPORT
Public Works Administration Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
<i>Output Measures:</i>					
Number of work orders processed	1,605	2,383	3,100	3,100	3,100
Number or purchase orders processed	433	460	500	500	500
Purchase order line items received	1,580	1,821	900	1,000	1,000
Water and hydrant meter purchases processed at the front desk	230	193	182	200	200
# of citizen calls per month	1,418	1,239	1,350	1,350	1,350
 <i>Effectiveness Measures:</i>					
% of Public Works Strategic Plan Objectives completed					
				new measure to be tracked starting this biennial budget	
 <i>Efficiency Measures:</i>					
Cost per Public Works Department employee	\$ 10,718	\$ 11,347	\$ 12,468	\$ 12,026	\$ 12,098

Garage Services Program

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ (31,059)	\$ 130,672	\$ 249,200	\$ 293,746	\$ 110,900	\$ 110,900	\$ 110,900
Charges for services	2,889	7,145	366,700	340,000	427,300	427,300	427,300
Interfund charges	2,452,245	4,814,356	4,294,620	4,157,487	4,000,000	4,000,000	4,000,000
Interfund transfer	-	-	-	-	26,872	26,872	26,872
Investment income	3,169	20,748	5,900	5,246	1,900	1,900	1,900
Miscellaneous	7,190	15,261	18,500	15,749	234,000	234,000	234,000
TOTAL RESOURCES	\$ 2,434,434	\$ 4,988,182	\$ 4,934,920	\$ 4,812,228	\$ 4,800,972	\$ 4,800,972	\$ 4,800,972

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 508,512	\$ 1,389,038	\$ 1,424,339	\$ 1,434,367	\$ 1,412,753	\$ 1,412,753	\$ 1,412,753
Materials and services	1,457,950	2,555,926	2,536,700	2,466,759	2,619,400	2,619,400	2,619,400
Interfund transfers	337,300	749,475	784,300	777,465	688,300	688,300	688,300
Capital outlay:							
Vehicle/equipment	-	-	12,500	22,729	12,000	12,000	12,000
Contingency	-	-	177,081	-	68,519	68,519	68,519
TOTAL REQUIREMENTS	\$ 2,303,762	\$ 4,694,439	\$ 4,934,920	\$ 4,701,320	\$ 4,800,972	\$ 4,800,972	\$ 4,800,972

Note:

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

ADMINISTRATION & SUPPORT
Garage Services Program

Overview

The Garage Services Program accounts for maintenance and services for all City-owned vehicles and heavy equipment. Revenue is generated by billing the departments and/or funds served at the time maintenance is performed. Major expenditures are for personnel, fuel and parts.

	ESTIMATE	ADOPTED BUDGET		
	2010-11	2011-12	2012-13	2011-13
Personal services	\$ 753,460	\$ 738,379	\$ 674,374	\$ 1,412,753
Materials and services	1,285,400	1,290,900	1,328,500	2,619,400
Interfund transfers	313,200	352,100	336,200	688,300
Capital outlay:				
Vehicle/equipment	12,500	12,000	-	12,000
Garage Services	\$ 2,364,560	\$ 2,393,379	\$ 2,339,074	\$ 4,732,453
Full Time Equivalents	7.50	7.50	6.50	6.50

Goals for the 2011 – 2013 Biennial Budget

- ✘ To provide an ongoing Preventative Maintenance Program that meets the changing needs of our fleet so we can ensure safe, reliable transportation and equipment
- ✘ Move operations currently at Transit Operations Facility to Public Works Pilot Butte Campus
- ✘ Continue to maintain a fuel system and fuel pumps that provide the City fleet with fuel pump access at Public Works that will grow to 18,000 transactions and 300,000 gallons
- ✘ Maintain a vehicle fleet that will travel over 2 million miles per year
- ✘ City Manager’s office to perform a Fleet Management assessment

Key Operational Objectives for the 2011 – 2013 Biennial Budget

- ✘ Continue pursuing the Preventative Maintenance Program to ensure that maximum efficiency in performance and operations are met, and that maximum equipment life and conditions are maintained within budgetary limits
- ✘ Continue to schedule maintenance and repairs for the City’s fleet and provide billing to all City Departments by using SunGard H.T.E. Fleet, Purchasing and Government Management and Budgetary Accounting (GMBA) applications
- ✘ Maintain Underground Storage Tank (UST) compliance with State and Federal Requirements on two 10,000 gallon and one 1,000 gallon fuel tanks
- ✘ Continue maintaining high customer service levels

Major Accomplishments during the 2009 – 2011 Biennium

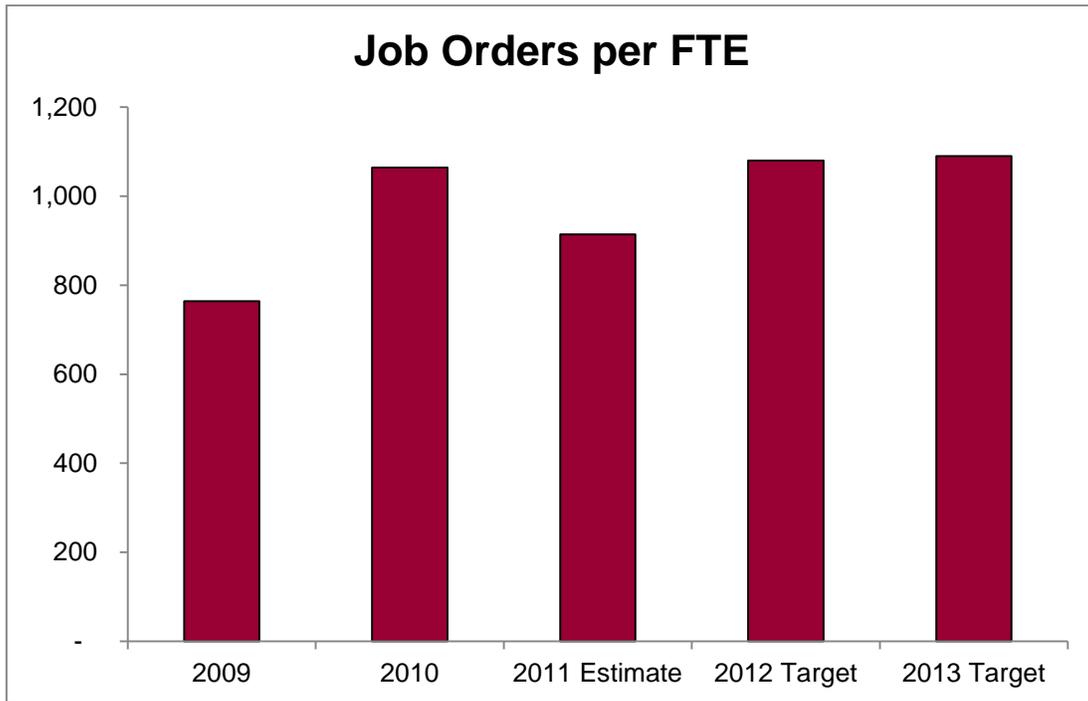
- ✘ Maintained over 595 pieces of equipment, built by over 70 different manufacturers
- ✘ Performed over 9,000 repairs (of which over 3,245 were preventative maintenance jobs)
- ✘ Maintained a fuel system and fuel pump site (at Public Works Pilot Butte Campus) that processed over 38,000 fuel transactions and 530,000 gallons of fuel (including transit operations)
- ✘ Maintained a City fleet that travels over 2.12 million miles per year

Significant Changes from the 2009 – 2011 Biennial Budget

- ✘ No longer maintaining Bend Area Transit/Dial-A-Ride fleet
- ✘ Reduction of one (1) FTE due to retirement of Equipment Maintenance Supervisor

Major Capital Projects/Equipment Purchases for the 2011 – 2013 Biennial Budget

- ✧ 2011-2012
 - One (1) new hoist



ADMINISTRATION & SUPPORT
Garage Services Program

PERFORMANCE MEASURES

	ACTUALS 2008-09	ACTUALS 2009-10	ESTIMATE 2010-11	TARGET 2011-12	TARGET 2012-13
Output Measures:					
Fleet miles driven	2,375,287	2,490,548	2,325,000	2,325,000	2,325,000
Gallons of fuel pumped	294,255	304,521	290,000	305,000	305,000
# of job orders per FTE	764	1,064	914	1,080	1,090
# of pieces of equipment per mechanic	93	112	109	116	118
Effectiveness Measures:					
Percentage of total jobs that are scheduled preventive maintenance	31%	34%	34%	34%	34%
Number of job orders that are road call	120	156	140	140	150
Percentage of Fleet Maintenance expenditures contracted out				new measure to be tracked starting this biennial budget	
Efficiency Measures:					
Hours billed as a percentage of hours available	79%	82%	83%	83%	83%
Fuel transactions processed	18,400	19,334	18,000	18,000	19,000
Percent change in miles driven per year	4.00%	4.85%	-6.65%	0.00%	0.00%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2011-12	2012-13	2013-14	2014-15	2015-16
Vehicle hoist	\$ 12,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 12,000	\$ -	\$ -	\$ -	\$ -

Risk Management Program

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
RESOURCES							
Beginning working capital	\$ 1,417,054	\$ 1,567,614	\$ 2,207,000	\$ 2,093,889	\$ 2,400,400	\$ 2,400,400	\$ 2,400,400
Charges for services	426,344	961,963	1,351,600	1,165,031	-	-	-
Interfund charges	7,665,175	17,512,317	18,580,900	18,377,785	2,642,600	2,642,600	2,642,600
Insurance settlements/refunds	50,135	47,455	29,000	321,890	40,000	40,000	40,000
Investment income	53,974	120,615	75,700	45,015	40,800	40,800	40,800
TOTAL RESOURCES	\$ 9,612,682	\$ 20,209,964	\$ 22,244,200	\$ 22,003,610	\$ 5,123,800	\$ 5,123,800	\$ 5,123,800

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 8,045,068	\$ 18,115,574	\$ 19,996,720	\$ 19,582,824	\$ 2,251,900	\$ 2,251,900	\$ 2,251,900
Interfund transfers	-	-	30,000	20,291	10,600	10,600	10,600
Contingency	-	-	100,000	-	-	-	-
Reserves for insurance	-	-	2,117,480	-	2,861,300	2,861,300	2,861,300
TOTAL RESOURCES	\$ 8,045,068	\$ 18,115,574	\$ 22,244,200	\$ 19,603,115	\$ 5,123,800	\$ 5,123,800	\$ 5,123,800

Note:

The Risk Management program is accounted for as a division of the Internal Services Fund.

ADMINISTRATION & SUPPORT
Risk Management Program

The Risk Management Program in the City's Internal Service Fund accounts for funding of premiums 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; 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; a public employee dishonesty bond in the amount of \$500,000; and a fidelity bond at \$100,000 covering the Finance Director. The City also carries a \$1,000,000 limit policy for workers' compensation and a \$10,000,000 limit policy for airport liability. Employee health, life and disability coverages are also maintained.

Departments are responsible for paying all deductibles and the cost of accident related repairs. Reserves in the Risk Management fund are maintained to cover expenses 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.

In prior periods, the City's health insurance premiums were paid out of this program. They will now be paid through a payroll clearing account.

Energy ARRA Grant Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	-	-	997,500	439,807	305,700	305,700	305,700
Loan repayments	-	-	-	10,000	-	-	-
Investment income	-	-	-	800	300	300	300
TOTAL RESOURCES	\$ -	\$ -	\$ 997,500	\$ 450,607	\$ 306,000	\$ 306,000	\$ 306,000

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2006-07	2007-09	BUDGET		PROPOSED	APPROVED	ADOPTED
			2009-11	2009-11	2011-13	2011-13	2011-13
REQUIREMENTS							
By Type:							
Materials and services	\$ -	\$ -	\$ 301,000	\$ 120,000	\$ 60,000	60,000	60,000
Interfund transfers	-	-	280,800	272,907	137,700	137,700	137,700
Capital outlay:							
Construction/infrastructure	-	-	165,200	57,700	108,300	108,300	108,300
Contingency	-	-	250,500	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 997,500	\$ 450,607	\$ 306,000	\$ 306,000	\$ 306,000

ADMINISTRATION & SUPPORT
Energy ARRA Grant Fund

Overview

The Energy ARRA Grant Fund is a special revenue fund that was established in November 2009 for an Energy Efficiency and Conservation Block Grant. The monies received by this fund will be used to improve City facilities and partner with other community organizations for residential energy improvements. Projects completed with grant funds are as follows:

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2009-10	2010-11	2011-12	2012-13	2011-13
Infrastructure					
Traffic signal efficiency	-	164,000	16,000	-	16,000
Community & Economic Development					
Building permit fee loans	-	66,800	64,300	5,000	69,300
Residential renewable energy loa	-	90,000	35,000	-	35,000
Administration					
Energy efficiency & conserv. study	9,000	-	-	-	-
Program administration	3,107	20,000	35,000	7,400	42,400
Energy education program	-	40,000	35,000	-	35,000
City hall facility retrofits	-	57,700	100,000	8,300	108,300
Energy ARRA Grant Fund	\$ 12,107	\$ 438,500	\$ 285,300	\$ 20,700	\$ 306,000

PERS Debt Service Fund

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
RESOURCES							
Beginning working capital	\$ 596,954	\$ 893,560	\$ 1,057,600	\$ 1,054,506	\$ 1,347,500	\$ 1,347,500	\$ 1,347,500
Interfund charges	995,091	1,762,634	2,279,400	2,152,175	2,238,685	2,238,685	2,238,685
Investment income	43,001	83,249	39,200	25,640	20,400	20,400	20,400
Miscellaneous	-	1,160	-	-	-	-	-
TOTAL RESOURCES	\$ 1,635,046	\$ 2,740,603	\$ 3,376,200	\$ 3,232,321	\$ 3,606,585	\$ 3,606,585	\$ 3,606,585

	ACTUALS 2006-07	ACTUALS 2007-09	ADJUSTED BUDGET 2009-11	ESTIMATE 2009-11	BIENNIAL BUDGET		
					PROPOSED 2011-13	APPROVED 2011-13	ADOPTED 2011-13
REQUIREMENTS							
<i>By Type:</i>							
Interfund transfers	\$ -	\$ 32,600	\$ 37,100	\$ 37,100	\$ 43,400	\$ 43,400	\$ 43,400
Debt service	741,486	1,653,496	1,847,800	1,847,707	2,011,000	2,011,000	2,011,000
Reserves for debt service	-	-	1,491,300	-	1,552,185	1,552,185	1,552,185
TOTAL REQUIREMENTS	\$ 741,486	\$ 1,686,096	\$ 3,376,200	\$ 1,884,807	\$ 3,606,585	\$ 3,606,585	\$ 3,606,585

ADMINISTRATION
PERS Debt Service

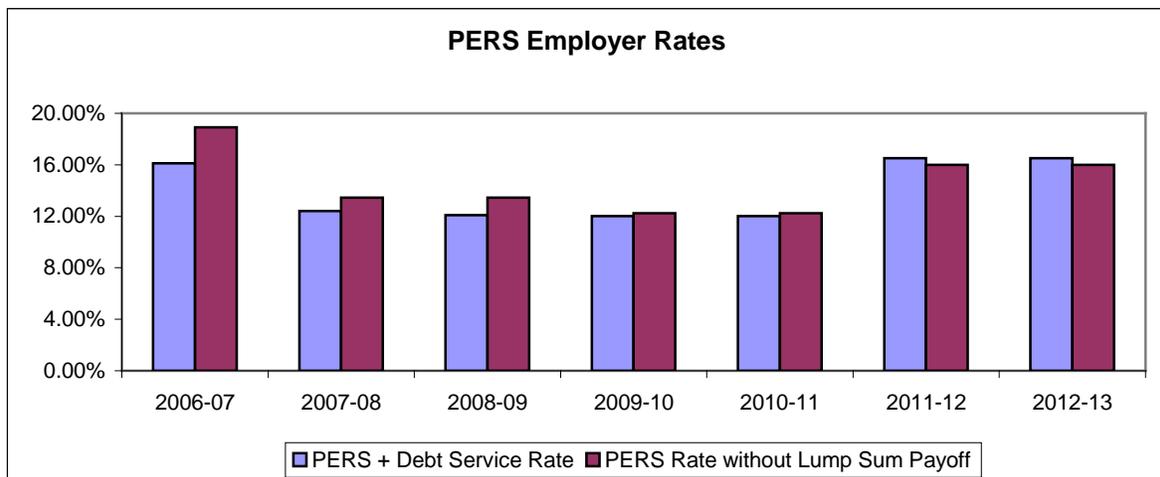
Overview

City employees hired prior to August 29, 2003 are participants in the Oregon Public Employees' Retirement Fund (OPERF); an agent multiple-employer defined benefit pension plan administered by the Oregon Public Employees Retirement System (PERS). These employees are called Tier I & Tier II employees for PERS reporting purposes. In 2003, PERS created a new Oregon Public Service Retirement Plan (OPSRP) for employees hired on or after August 29, 2003.

The PERS Debt Service fund accounts for the payment of debt issued to fund a portion of the City's unfunded pension liability. The City issued \$13,725,000 of pension obligation bonds during fiscal year 2003-04 and made a \$13,122,795 lump sum contribution towards its unfunded actuarial liability which was determined to be at a fair value of \$17,497,060 on June 1, 2004. The lump sum contribution is being amortized through June 1, 2028 to provide employer contribution rate relief.

<u>Fiscal Year</u>	<u>PERS Employer Rate</u>	<u>Debt Service Rate (1)</u>	<u>Total Rate</u>	<u>PERS Rate without Lump Sum Payoff (2)</u>
2006-07	12.63%	3.50%	16.13%	18.90%
2007-08	9.40%	3.00%	12.40%	13.45%
2008-09	9.40%	2.70%	12.10%	13.45%
2009-10	8.52%	3.50%	12.02%	12.24%
2010-11	8.52%	3.50%	12.02%	12.24%
2011-12	13.01%	3.50%	16.51%	16.00%
2012-13	13.01%	3.50%	16.51%	16.00%

- (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 off unfunded liability



Capital Improvement Program Overview

The Capital Improvement Program (CIP) is coordinated with the Bend Metropolitan Planning Organization, the Community Development and Public Works Departments, along with input from the Deschutes County Bike and Pedestrian Committee, Infrastructure Advisory Committee and the Bend Transportation Safety Advisory Committee.

The City continues to refine its CIP process as a means to enhance both financial planning and management decisions. Construction, repair, replacement and additions that will cost over \$5,000 were considered as departments developed lists of proposed projects. Population changes, land-use patterns and operational impacts are all considered when assessing future demands and needs. A sample of the project submittal form can be found on page 332.

In November 2010, the Infrastructure Advisory Committee was formed to provide recommendations to the City Council on infrastructure related issues concerning water, water reclamation, stormwater and street projects.

The transportation portion of the CIP includes projects that address all modes of transportation. The Bend Transportation Safety Advisory Committee has identified projects that will address traffic calming needs.

A number of projects are identified for funding during the 2011-2013 biennium. Many of the projects outlined in the facility plans will be complex, multi-year projects involving improvements to water, water reclamation, stormwater and transportation infrastructure. Examples of these improvements include the surface water project, several projects related to increasing capacity of the sewer system and the reclamation facility, reducing flooding of some of the City's underpasses and modernizing the Murphy Road corridor. In May 2011, voters approved the funding of certain transportation projects with General Obligation Bonds.

This CIP includes Water, Water Reclamation, Stormwater, Transportation, and Airport projects. The 2011-2016 Capital Improvement Program was presented to the City of Bend Budget Committee and the Bend City Council as part of the 2011-2013 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 2011-2013 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 fund and shows total estimated cost of the project, 2011-2013 budgeted costs and funding sources is included on pages 330-331. Capital program schedules begin on page 333 and are included for the following funds:

Water Capital Budget

Repair and Maintenance: includes expenditures for fleet and equipment replacement as well as improvements needed to maintain existing service levels and protect the existing system.

Growth Related: provides for improvements needed to provide service to growth areas within the proposed urban growth boundary.

The direction of the water system CIP is to handle the city's growth and address the needs of the city at build out.

The Water CIP schedule calls for an investment of \$68.7 million over the next five years for system improvements and \$4.1 million for repair and maintenance. User fees, system development charges, and long-term debt all provide potential sources of revenues to address these projects. Proposed debt issues in the biennium total \$38.7 million. Debt service payments of these bonds will be paid with increases in user rates.

Water Reclamation Capital Budget

Repair and Maintenance: provides for the maintenance of existing facilities and the replacement of fleet and equipment.

Growth Related: includes projects that address the need for extending service within the proposed urban growth boundary.

The Collection System Master Plan provides for a program to eventually have sewer trunk lines in all areas of the City. This will not be accomplished within the next five years, but the City will continue to work toward that type of system. The City will continue to look for ways to provide sewer to those areas currently served by septic systems and the financing to help residents afford these infrastructure improvements.

The capital improvement schedule for water reclamation for the next five years calls for improvement expenditures of \$34.5 million at the Water Reclamation Facility. This includes the digester upgrade, secondary expansion and other plant upgrades. Approximately \$65.4 million of sewer collection system improvements will be made. This includes five interceptor projects, sewer relocation in a neighborhood, a master plan update and SDC methodology update. Additionally, \$3.8 million will be required for repair and maintenance. User fees, system development charges, and long-term debt all provide potential sources of revenues to address these projects. Proposed debt issues in the biennium total \$34.3 million. Increases in user rates will be used for debt service payments of these bonds.

Stormwater Capital Budget

Many of the existing stormwater facilities within the City do not meet regulatory permit requirements and need to be improved or decommissioned. \$6.8 million of projects are listed on the 2011-2016 CIP for the stormwater system with \$3.4 million of those scheduled during the 2011-13 biennium.

Transportation Capital Budgets

Transportation Construction Program: provides for various street, sidewalk and traffic management construction projects funded through a variety of means.

General Obligation Bond Construction Fund: includes projects that improve major street corridors and intersections.

The current Transportation Construction schedule emphasizes congestion and safety projects and neighborhood projects designated as a high priority by the TSAC. The City will also be working in conjunction with the State in modernizing an important east-west road corridor at the southern end of town. The five-year Transportation Construction CIP includes \$5.7 million of projects.

The General Obligation Bond Construction Fund will spend up to \$30 million in debt proceeds for specific street infrastructure improvements that have been deemed a priority. A complete list of these projects can be found in the Fund's narrative on page 177.

Airport Capital Budget

The adopted Airport CIP schedule calls for the master plan to be finalized during the 2011-2013 biennium and the taxiway A rehabilitation to occur in the next biennium. After budget adoption, the City Council authorized the submission of an FAA grant application for the taxiway project. If awarded, construction on this project will begin immediately and the Airport budget will be adjusted accordingly.

Detail of capital improvements for Juniper Ridge and Accessibility Construction are not included in this section. Juniper Ridge capital improvements have been funded with urban renewal debt, a line of credit and proceeds from land sales. The Juniper Ridge capital projects for the 2011-2013 biennium will be minimal expenditures necessary for the sale of land and the design/engineering of street infrastructure. A further discussion can be found of these projects can be found on pages 245-246. Accessibility Construction capital improvements have been funded by grants, issuance of long-term debt and General Fund subsidy. For the 2011-2013 biennium, projects will continue to be funded with these same resources, details can be found in the program's narrative starting on page 194.

The individual project submittal forms indicate the impact the completed project will have on the operating budget (i.e. additional staffing, maintenance, debt service and operating costs). Financial impacts are determined using the following definitions and criteria:

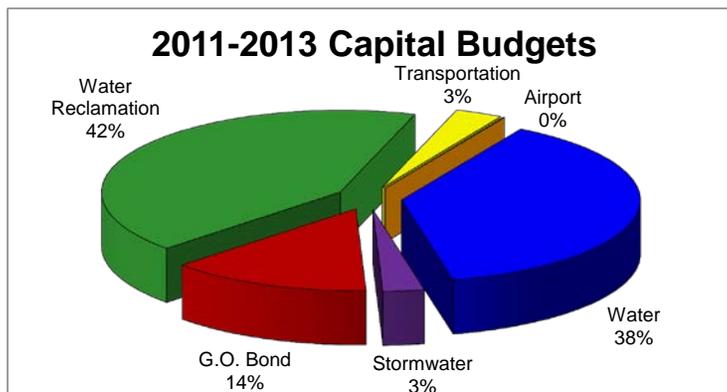
- **Positive** - The project will result in annual operating cost savings or generate additional revenue.
- **Negligible** - The project will increase annual operating expenditures by less than \$10,000 annually.
- **Slight** - The project will increase annual operating expenditures by more than \$10,000, but less than \$50,000.
- **Moderate** - The project will increase annual operating expenditures by more than \$50,000, but less than \$100,000.
- **High** - The project will increase operating expenditures by more than \$100,000 annually.

Summary of Infrastructure Capital Projects

FUND / Description	Funding Source							Impact on Annual Operating Budget	Total Project Estimate Jun-11	Multi Year Project Yes/No	Capital Outlay 2011-2013 Biennium	Project Detail on Page #'s
	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes					
WATER FUND												
WA0405 Outback Reservoir #3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	\$ 2,390,000	Yes	\$ 100,000	334-335
WA0609 Outback Well #7	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	562,800	Yes	35,000	336-337
WA0902 Surface Water Improvement	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	High	64,043,600	Yes	40,032,500	338-339
Mountain High Waterline Extension	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	1,500,000	Yes	150,000	340-341
Pilot Butte to 11th Street Waterline Extension	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	261,000	Yes	-	342-343
Awbrey Well	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	1,995,000	Yes	-	344-345
18th Street Waterline Extension to Juniper Ridge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	1,455,400	Yes	1,455,400	346-347
WA0422 Water Rights Acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	2,091,076	Yes	524,000	348
WA10DA Water Mgmt. Conserv. Plan & Implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	1,348,600	Yes	275,000	349
WA10FA Water Modeling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	628,600	Yes	200,000	350
System Development Charges Update	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	35,000	No	-	351
Total for Water Fund											\$ 42,771,900	
WATER RECLAMATION FUND												
SW0705 Digester Upgrade	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	\$ 3,018,200	Yes	\$ 50,000	354-355
SW0707 SE Interceptor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	44,155,300	Yes	17,225,000	356-357
SW0802 Secondary Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Moderate	30,777,800	Yes	21,730,000	358-359
SW11BA Valhalla Sewer Relocation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	580,000	Yes	550,000	360-361
Plant Interceptor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	7,000,000	Yes	500,000	362-363
North Interceptor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	9,000,000	Yes	-	364-365
Central Interceptor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	1,000,000	Yes	-	366-367
ST10AA Yeoman Interceptor Rehab Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	9,155,100	Yes	6,103,400	368-369
Plant Upgrades	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	5,250,000	Yes	-	370-371
Collection System Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	1,500,000	Yes	1,000,000	372
System Development Charges Update	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	35,000	No	-	373
Total for Water Reclamation Fund											\$ 47,158,400	
STORMWATER FUND												
SR0703 Westside Meadows	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	\$ 527,060	Yes	\$ 370,000	376-377
SR0802 Drake and Dohema	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	247,700	Yes	50,000	378-379
SR09AA Third Street Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	1,650,900	Yes	1,445,000	380-381
SR09BA Franklin Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	1,170,000	Yes	1,150,000	382-383
SR09CA Greenwood Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	1,116,000	Yes	-	384-385
Minnesota/Wall Improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	1,375,000	Yes	-	386-387
Roosevelt/McKinley	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	650,000	Yes	75,000	388-389
SR0701 Stormwater Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	298,300	Yes	10,000	390
SR11AA Risk Evaluation System Wide Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None	80,000	Yes	20,000	391
Total for Stormwater Fund											\$ 3,120,000	

Summary of Infrastructure Capital Projects

FUND / Description	Funding Source							Impact on Annual Operating Budget	Total Project Estimate Jun-11	Multi Year Project Yes/No	Capital Outlay 2011-2013 Biennium	Project Detail on Page #'s
	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes					
TRANSPORTATION CONSTRUCTION FUND												
ST0411 Reed Market Corridor	☐	☐	☐	☐	☐	☐	☐	Slight	\$ 1,263,513	Yes	\$ 55,000	394-395
ST0602 Murphy Road, Brookwood to 15th	☐	☐	☐	☐	☐	☐	☐	Negligible	1,191,712	Yes	50,000	396-397
ST0506 Neff Road Corridor, 8th to 27th St.	☐	☐	☐	☐	☐	☐	☐	Negligible	279,600	Yes	100,000	398-399
ST11IA Daggett Lane - Safe Routes to Schools	☐	☐	☐	☐	☐	☐	☐	Negligible	57,000	Yes	11,000	400-401
ST0902 Bear Creek Road Improvements	☐	☐	☐	☐	☐	☐	☐	Negligible	275,300	Yes	105,000	402-403
ST11FA Riverside/Franklin	☐	☐	☐	☐	☐	☐	☐	Negligible	985,000	Yes	435,000	404-405
ST11GA Galveston	☐	☐	☐	☐	☐	☐	☐	Negligible	195,000	Yes	180,000	406-407
ST12BA Empire Corridor Project	☐	☐	☐	☐	☐	☐	☐	None	270,000	Yes	270,000	408-409
ST11JA Murphy Overcrossing	☐	☐	☐	☐	☐	☐	☐	Negligible	2,083,900	Yes	1,025,000	410-411
ST0806 Traffic Control Device Enhancement	☐	☐	☐	☐	☐	☐	☐	Negligible	1,078,200	Yes	400,000	412
ST09SA Bridge Improvements	☐	☐	☐	☐	☐	☐	☐	None	989,200	Yes	470,000	413
ST11EA Crash Data	☐	☐	☐	☐	☐	☐	☐	None	82,000	Yes	32,000	414
ST12AA Highway 97 Corridor	☐	☐	☐	☐	☐	☐	☐	None	65,000	No	65,000	415
EG10AH Energy Grant - Traffic Signal Efficiency	☐	☐	☐	☐	☐	☐	☐	None	404,000	Yes	215,000	416
ST11HA Vehicle Miles Traveled - UGB Study	☐	☐	☐	☐	☐	☐	☐	None	210,000	Yes	180,000	417
Total for Transportation Construction Fund											\$ 3,593,000	
AIRPORT CONSTRUCTION FUND												
AP10AA Airport Master Plan	☐	☐	☐	☐	☐	☐	☐	Positive	\$ 274,200	Yes	\$ 65,800	420-421
AP11AA Taxiway A Rehabilitation	☐	☐	☐	☐	☐	☐	☐	Positive 1	6,565,200	Yes	-	422
Total for Airport Construction Fund											\$ 65,800	
GENERAL OBLIGATION BOND CONSTRUCTION FUND												
General Obligation Bond Projects	☐	☐	☐	☐	☐	☐	☐	Negligible 2	\$30,000,000	Yes	\$ 15,240,000	177
Total for General Obligation Bond Construction Fund											\$ 15,240,000	
Notes:												
1. City Match to be funded with Airport revenues and General Fund subsidy if State of Oregon grant not available.												
2. To be funded with General Obligation bond proceeds. Timing of projects to be determined.												



Sample CIP Project Submittal Form

City of Bend

**Capital Improvement Projects
2011/12 - 2015/16**

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$0
2011/12	0
2012/13	0
2013/14	0
2014/15	0
2015/16	0
After 2015/16	0
Total Cost	\$0

Impact on Annual Operating Budget:	
<input type="text"/>	<input type="text"/>

Method of Financing	
Type	Amount
	\$0
Total	\$0

Water Five Year Capital Improvement Program (CIP) Schedule

	2011-12	2012-13	2013-14	2014-15	2015-16
REPAIR AND MAINTENANCE					
Water Line Rehabilitation	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Pump Station Replacement	100,000	100,000	100,000	100,000	100,000
Communications	325,000	200,000	200,000	200,000	200,000
Total Repair & Maintenance	\$ 925,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
GROWTH RELATED					
<u>Continuing Projects:</u>					
WA0422 Water Rights Acquisition	\$ 374,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
WA10DA Water Mgmt. Conserv. Plan & Implementation	100,000	175,000	275,000	325,000	375,000
WA0405 Outback Reservoir #3	-	100,000	-	-	-
WA0609 Outback Well #7	35,000	-	-	-	-
WA0902 Surface Water Improvement	19,814,000	20,218,500	19,878,250	721,750	-
WA10FA Water Modeling	100,000	100,000	100,000	100,000	100,000
<u>New Projects:</u>					
<i>Water Infrastructure</i>					
Mountain High Waterline Ext.	-	150,000	1,350,000	-	-
Pilot Butte to 11th St. Waterline Ext.	-	-	-	25,000	236,000
System Development Charges Update	-	-	35,000	-	-
Awbrey Well	-	-	-	275,000	1,720,000
18th Street Waterline Ext. Juniper Ridge	605,400	850,000	-	-	-
Total Growth Related	\$ 21,028,400	\$ 21,743,500	\$ 21,788,250	\$ 1,596,750	\$ 2,581,000
TOTAL Water CIP	\$ 21,953,400	\$ 22,543,500	\$ 22,588,250	\$ 2,396,750	\$ 3,381,000



WA0405 - Outback Reservoir #3

Capital Improvement Projects
2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Outback Reservoir #3 (WA0405)

Project Description:

Blasting grit was noted on the ground in the immediate vicinity of four reservoirs (College No. 1, College No.2, Tower Rock and Pilot Butte No. 1). The blasting grit was used by previous City contractor(s) to remove paint from interior or exterior surfaces of the reservoirs. The blasting grit debris apparently was not removed and disposed of by the previous contractor(s). This project provides further analysis and cleanup of areas of lead paint higher in concentration than Environmental Protection Agency (EPA) allowable limits.

Need/Justification:

Initial sample results indicate that "College 1", exceeded the maximum allowable concentration for lead found in 40 Code of Federal Regulations (CFR) Part 261.24. This sample result suggests that the blasting grit debris at this location may be a hazardous waste with a waste code of D008 for lead. Further testing and cleanup is warranted to insure the City meets EPA requirements.

Benefits:

This project will verify that the reservoir areas are free of lead contaminated blast waste remaining from previous reservoir coating work.

Consequences of Delaying/Eliminating Project:

Potential EPA fines if reservoir areas are not free of lead contaminated blast waste remaining from previous reservoir coating work.

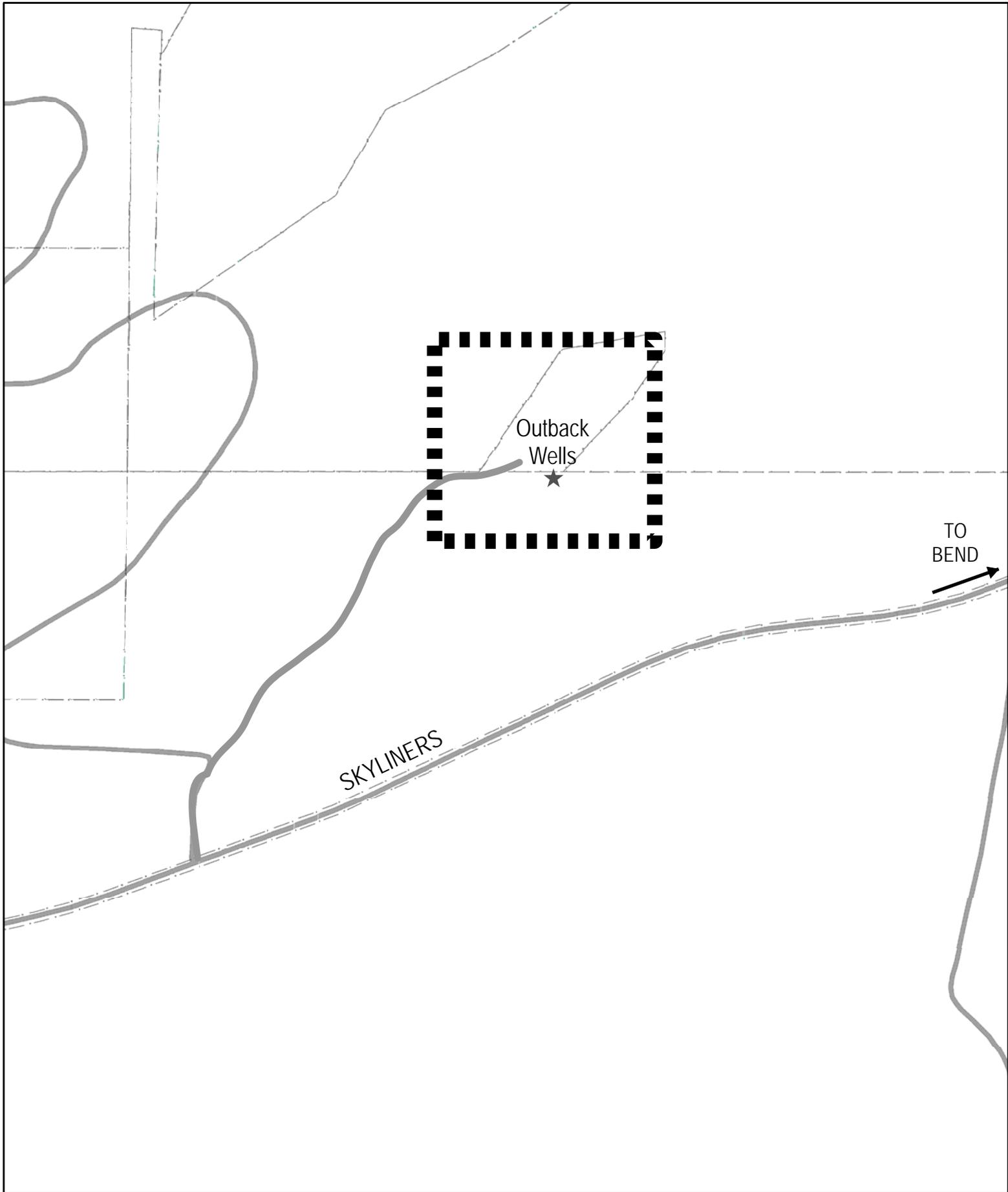
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 2,290,000
2011/12	-
2012/13	100,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 2,390,000

Impact on Annual Operating Budget:	
Budget:	\$ -
This expenditure is part of the maintenance related to the reservoir's upkeep.	

Method of Financing	
Type	Amount
Rates	\$ 2,390,000
Total	\$ 2,390,000



WA0609 - Outback Well #7

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

This project provides for a new well at the Outback site. Drilling of the well was performed in 2006. Design has been completed for the pump and building. Construction on the pump and building will be completed in 2011-2012.

Need/Justification:

The new water supply well is necessary to meet projected demand increase.

Benefits:

After the well is developed it will provide additional water supply consistent with the provisions of the Water Master Plan Update.

Consequences of Delaying/Eliminating this Project:

Lack of capacity and redundancy in the water supply system could result in inadequate fire flow and domestic service during periods of peak demands.

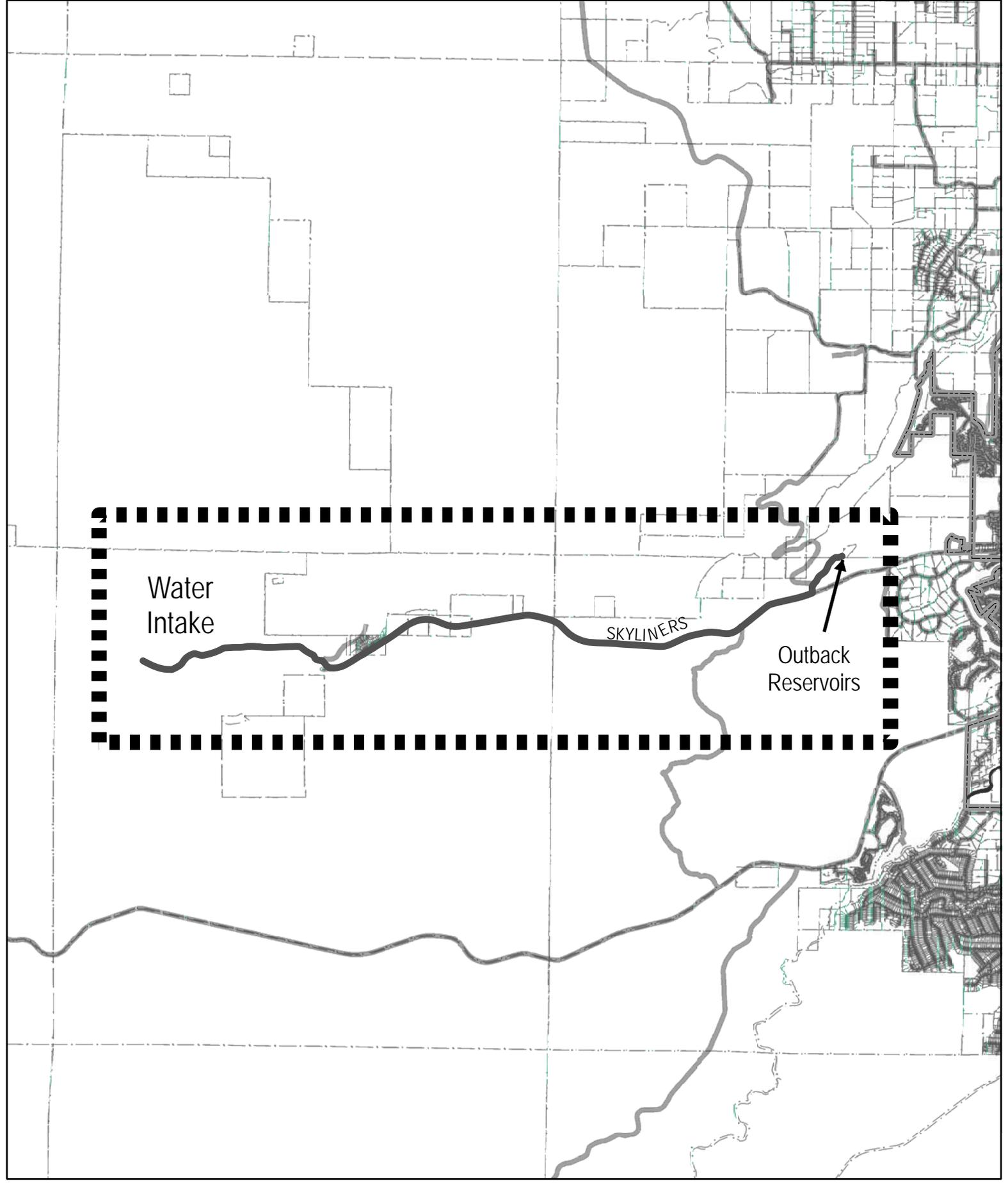
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 527,800
2011/12	35,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 562,800

Impact on Annual Operating	
Budget:	<input type="text" value="\$ 10,000"/>
Annual operating costs will increase due to power costs to run the well pump.	

Method of Financing	
Type	Amount
Rates	\$ 562,800
Total	\$ 562,800



Water Intake

SKYLINERS

Outback Reservoirs



WA0902 - Surface Water Improvement

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

The Surface water project includes design and construction of a new ten (10) mile long, large diameter pipeline located in Skyliners Road from the existing Intake Facility to the existing Outback Facility and a membrane filtration water treatment plant to be located at Outback. A possible hydroelectric power generation facility located at Outback is also being considered. If implemented, the Hydro facility would require additional improvements to the Intake Facility.

Cost Schedule	
Prior to 2011/12	\$ 3,411,100
2011/12	19,814,000
2012/13	20,218,500
2013/14	19,878,250
2014/15	721,750
2015/16	-
After 2015/16	-
Total Cost	\$ 64,043,600

Need/Justification:

Environmental Protection Agency (EPA) compliance (Long Term 2 Enhanced Surface Water Treatment Rules) require treatment for Cryptosporidium to be online by 2012. Current transmission mains from surface water intake to Outback site are aging, in very poor condition, and must be replaced. Significant risk of wild fire in the watershed which would negatively impact surface water quality if not properly treated.

Impact on Annual Operating	
Budget:	\$ 500,000

Water treatment plant operation cost will add to the annual O&M budget \$400,000 - \$500,000 annually after completion of treatment plant, which includes four new FTEs. While construction of a hydro facility is not included in the current project budget, implementing a hydro generation facility would create a reliable revenue source which would provide long-term operating cost reduction.

Benefits:

Gravity fed water system provides water source without power costs to pump. Potential for hydro facility to capture elevation energy resulting in additional revenue. Replaces aging pipe which reduces risk of transmission main failure. Water treatment to meet EPA requirements and reduce/eliminate impact from fire in watershed. Dual water source provides system redundancy.

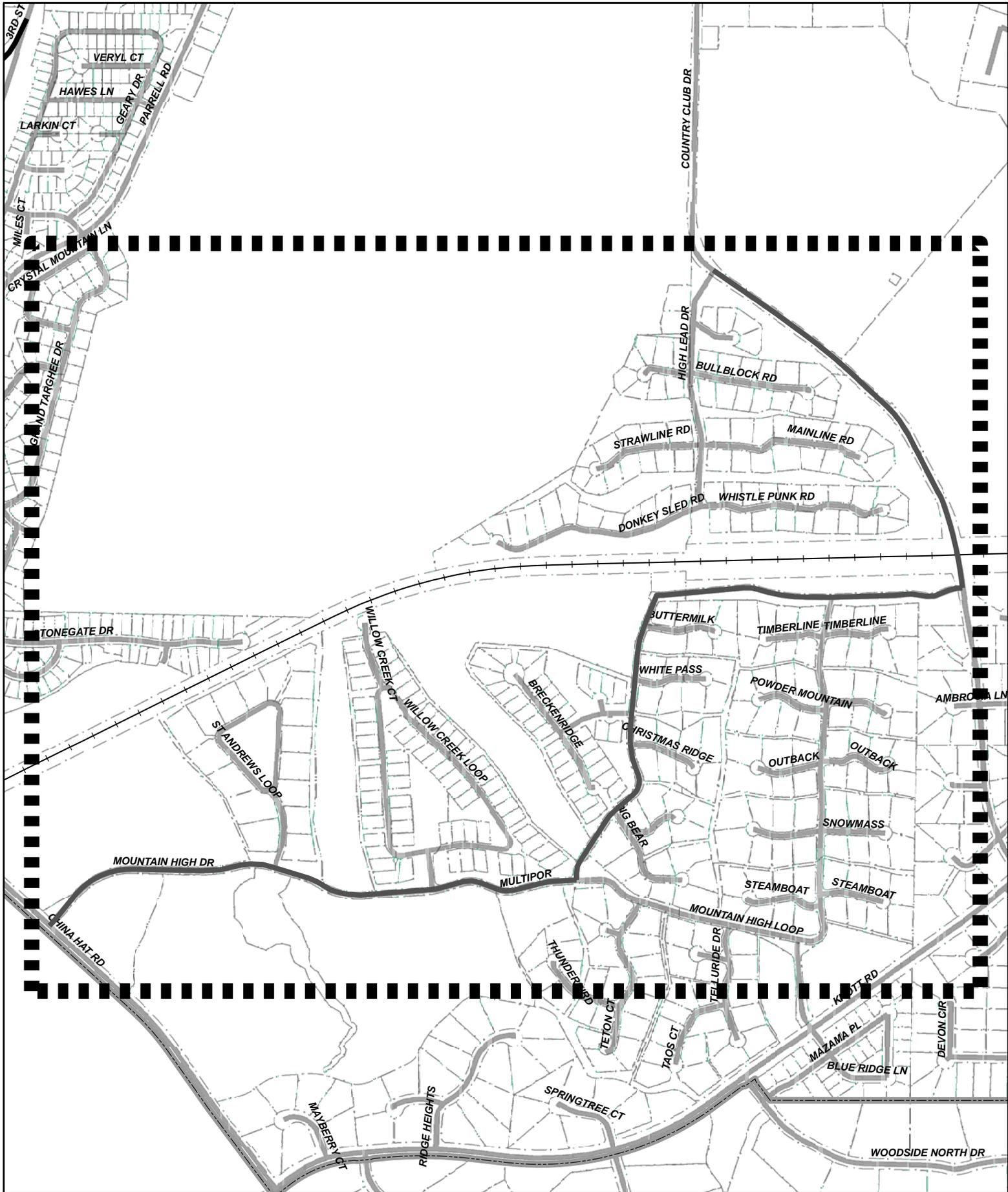
Consequences of Delaying/Eliminating this Project:

Loss of surface water source due to failure to meet EPA requirements, risk of transmission main failure, and risk of watershed fire making surface water unusable. Significant increase in power costs.

Project Related To:

Comments:

Method of Financing	
Type	Amount
Rates	\$ 64,043,600
Total	\$ 64,043,600



Mountain High Water Line Extension

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

Projects include: 12 inch diameter water main in Mountain High from Hole 10 well to China Hat Road along Mountain High Drive; 16 inch diameter water main from existing 16 inch diameter pipe at Country Club Road entrance at Timber Ridge along Country Club Road to entrance of Mountain High at Alpine Village Loop; and new 12 inch water main into Mountain High from 16 inch at Country Club to connect to new 12 inch water main at Hole 10 well.

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	150,000
2013/14	1,350,000
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 1,500,000

Need/Justification:

Increase fire flow capacity as identified in the Water System Master Plan Update.

Impact on Annual Operating Budget:	
	\$ 1,000

Benefits:

Provide increased capacity to south Bend subdivisions. Upgrade substandard Juniper Utility infrastructure.

Impacts are difficult to determine as there are anticipated reductions in operating and maintenance costs by eliminating old Juniper Utility infrastructure. The addition of new fire hydrants and a large main will require some costs for maintenance and flushing.

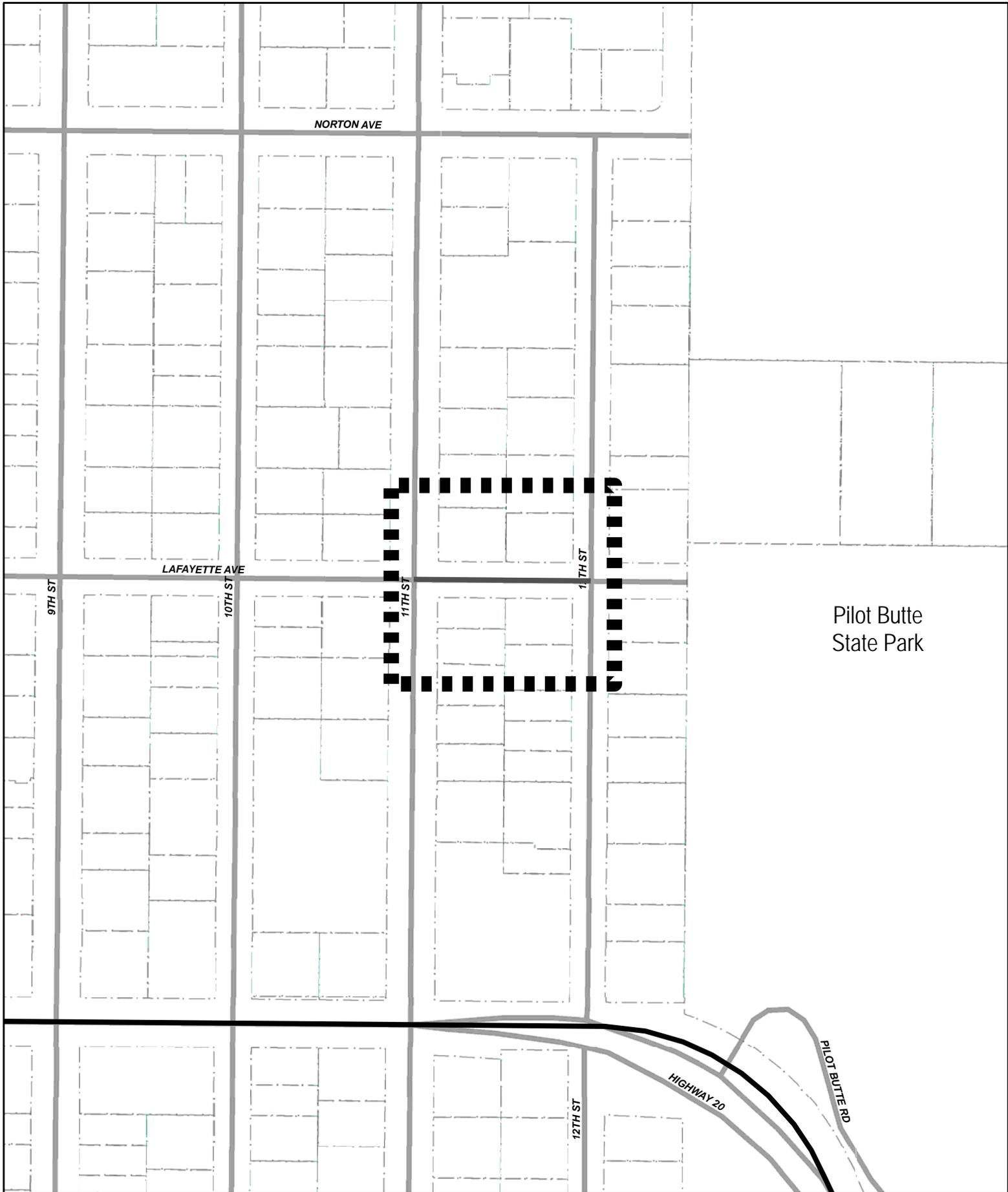
Consequences of Delaying/Eliminating this Project:

Continued flow and maintenance issues in south Bend subdivisions.

Project Related To:

Method of Financing	
Type	Amount
Rates	\$ 1,500,000
Total	\$ 1,500,000

Comments:



Pilot Butte to 11th St. Water Line Extension

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Pilot Butte Well to 11th St. Water Line Extension (New)

Project Description:

Extension of 24 inch pipeline feeding pressure level 5 out of Pilot Butte Well site; 300 feet of 36 diameter pipe from 12th to 11th on Lafayette to replace existing 12 inch pipeline.

Need/Justification:

Growth related capacity improvement.

Benefits:

Increased water distribution system capacity

Consequences of Delaying/Eliminating this Project:

Unable to meet peak fire and domestic flow demands.

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	-
2014/15	25,000
2015/16	236,000
After 2015/16	
Total Cost	\$ 261,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact to operating budget.	

Method of Financing	
Type	Amount
Rates	\$ 261,000
Total	\$ 261,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

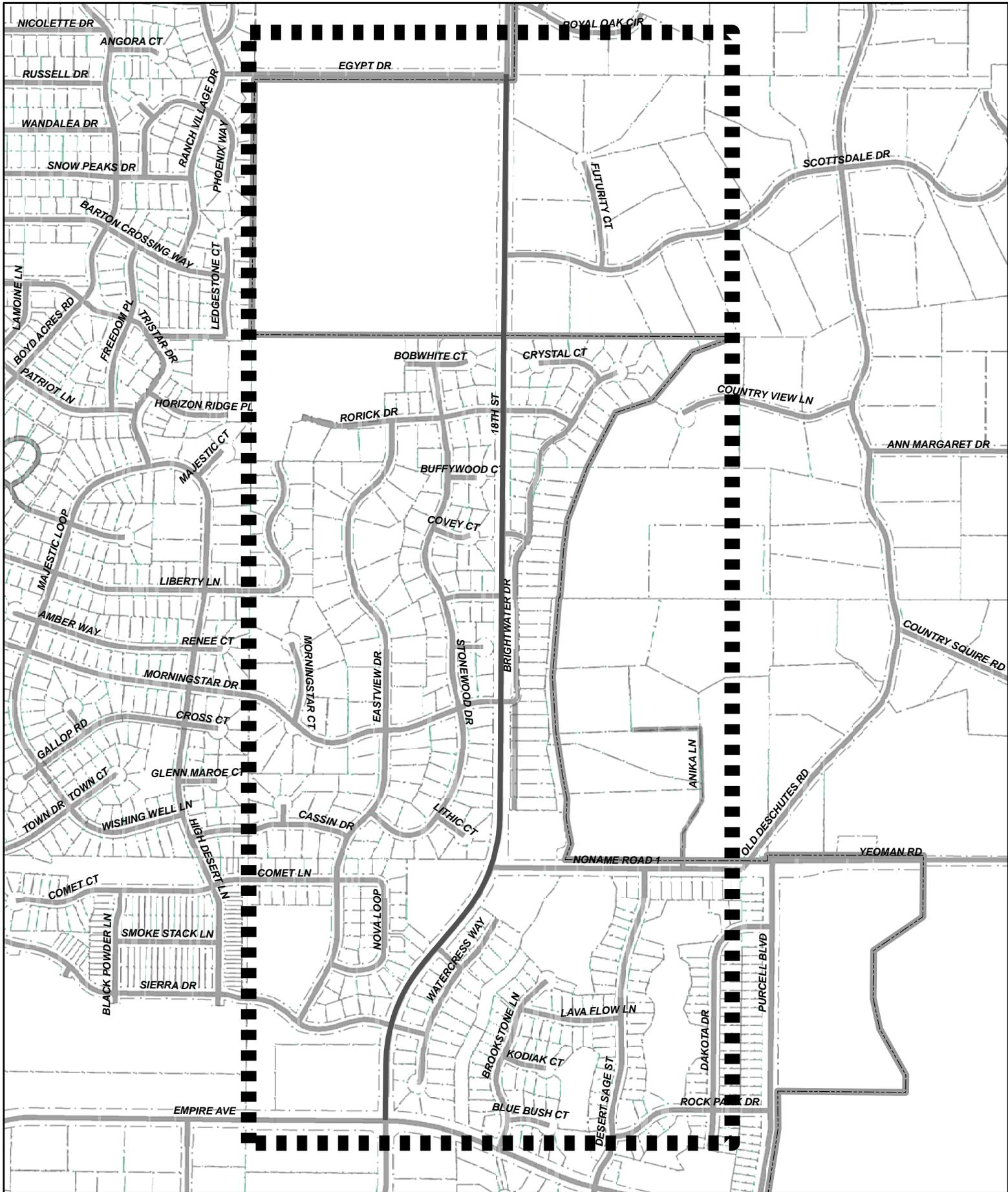
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	-
2014/15	275,000
2015/16	1,720,000
After 2015/16	-
Total Cost	\$ 1,995,000

Impact on Annual Operating	
Budget:	\$ 25,000
<p>The cost of operating additional wells include energy cost along with all preventive and occasional corrective maintenance.</p>	

Method of Financing	
Type	Amount
Rates	\$ 1,995,000
Total	\$ 1,995,000



18th Street Water Line Extension, Juniper Ridge

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

18th St. Water Line Extension, Juniper Ridge (New)

Project Description:

5,400 lineal feet of new 16 inch diameter piping on 18th Street from existing 16 inch main dead end at Egypt Drive and 18th south to Empire and 18th, pressure level 7.

Need/Justification:

Required to service domestic and fire flow demand in Juniper Ridge and other areas in the north east portion of the City. Existing water system connection to Juniper Ridge and surrounding area has limited capacity.

Benefits:

Will allow for additional development of employment lands within Juniper Ridge and surrounding area. Will provide distribution system redundancy which will in turn improve overall system performance and reduce risk of not meeting peak demand.

Consequences of Delaying/Eliminating this Project:

Adequate domestic and fire flow will not be available to serve proposed development within Juniper Ridge and surrounding areas.

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	605,400
2012/13	850,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 1,455,400

Impact on Annual Operating	
Budget:	\$ 2,000
The additional maintenance requirements include annual fire hydrant maintenance and annual valve turning and system flushing.	

Method of Financing	
Type	Amount
Rates	\$ 1,455,400
Total	\$ 1,455,400

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Water Rights Acquisition (WA0422)

Project Description:

This project consists of securing existing water rights (permit through certification process), and purchasing water rights from willing sellers for creation of required mitigation credits.

Need/Justification:

Surface water and ground water have been closed to further appropriation by the State without mitigation credits or transfer of an existing water right. The City will be unable to obtain permits for new wells (beyond the Lava Island permit) without mitigation credits or the transfer of an existing water right.

Benefits:

Continued progress in securing ample permanent water supplies to meet projected demands.

Consequences of Delaying/Eliminating this Project:

Missed opportunities to secure required water rights and possible restriction or curtailment of growth due to insufficient water supply.

Project Related To:

Surface Water Improvement Project WA0902.

Comments:

Project is currently financed by rates. May be financed by SDCs after SDC update in 2013-14.

Cost Schedule	
Prior to 2011/12	\$ 1,117,076
2011/12	374,000
2012/13	150,000
2013/14	150,000
2014/15	150,000
2015/16	150,000
After 2015/16	
Total Cost	\$ 2,091,076

Impact on Annual Operating Budget:	
Budget:	\$ -
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Rates	\$ 2,091,076
Total	\$ 2,091,076

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 98,600
2011/12	100,000
2012/13	175,000
2013/14	275,000
2014/15	325,000
2015/16	375,000
After 2015/16	-
Total Cost	\$ 1,348,600

Impact on Annual Operating Budget:

This project will not result in additional infrastructure, so there is no affect on the annual operating budget.

Method of Financing	
Type	Amount
Rates	\$ 1,348,600
Total	\$ 1,348,600

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:
Annual consulting for water modeling to perform fire flow and capacity upgrade analyses, modeling of detailed discreet areas in the south Juniper Utility area, specialized water modeling efforts and update of existing water Geographic Information Systems (GIS) model background data.

Need/Justification:
Assessment of system capacity upgrades by professional modeling engineer to evaluate system upgrades and improvements required as a result of private development.

Benefits:
Protection of rate payers. Provides for private development to pay for system upgrades necessary from private development. Will assist with capital project needs assessment and prioritization.

Consequences of Delaying/Eliminating this Project:
System deficiency upgrade costs resulting from development will be borne by the City and existing rate payers.

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 128,600
2011/12	100,000
2012/13	100,000
2013/14	100,000
2014/15	100,000
2015/16	100,000
After 2015/16	-
Total Cost	\$ 628,600

Impact on Annual Operating Budget:	
Budget:	\$ -
The results of the modeling may lead to additional infrastructure projects that affect the operations budget, but the modeling project will not directly affect the annual operating budget.	

Method of Financing	
Type	Amount
Rates	\$ 628,600
Total	\$ 628,600

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

System Development Charges Update (New)

Project Description:

Periodic review and revision to the City's water system development charge methodology.

Need/Justification:

Periodic review and revision to the SDC methodology is necessary in order to ensure that it is as accurate as possible.

Benefits:

SDC methodology reflects current growth and cost assumptions.

Consequences of Delaying/Eliminating this Project:

SDC methodology becomes out of date and does not reflect current growth and cost assumptions. This increases the potential to significantly over or under collect SDC revenues for water source, storage, and transmission projects.

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	35,000
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 35,000

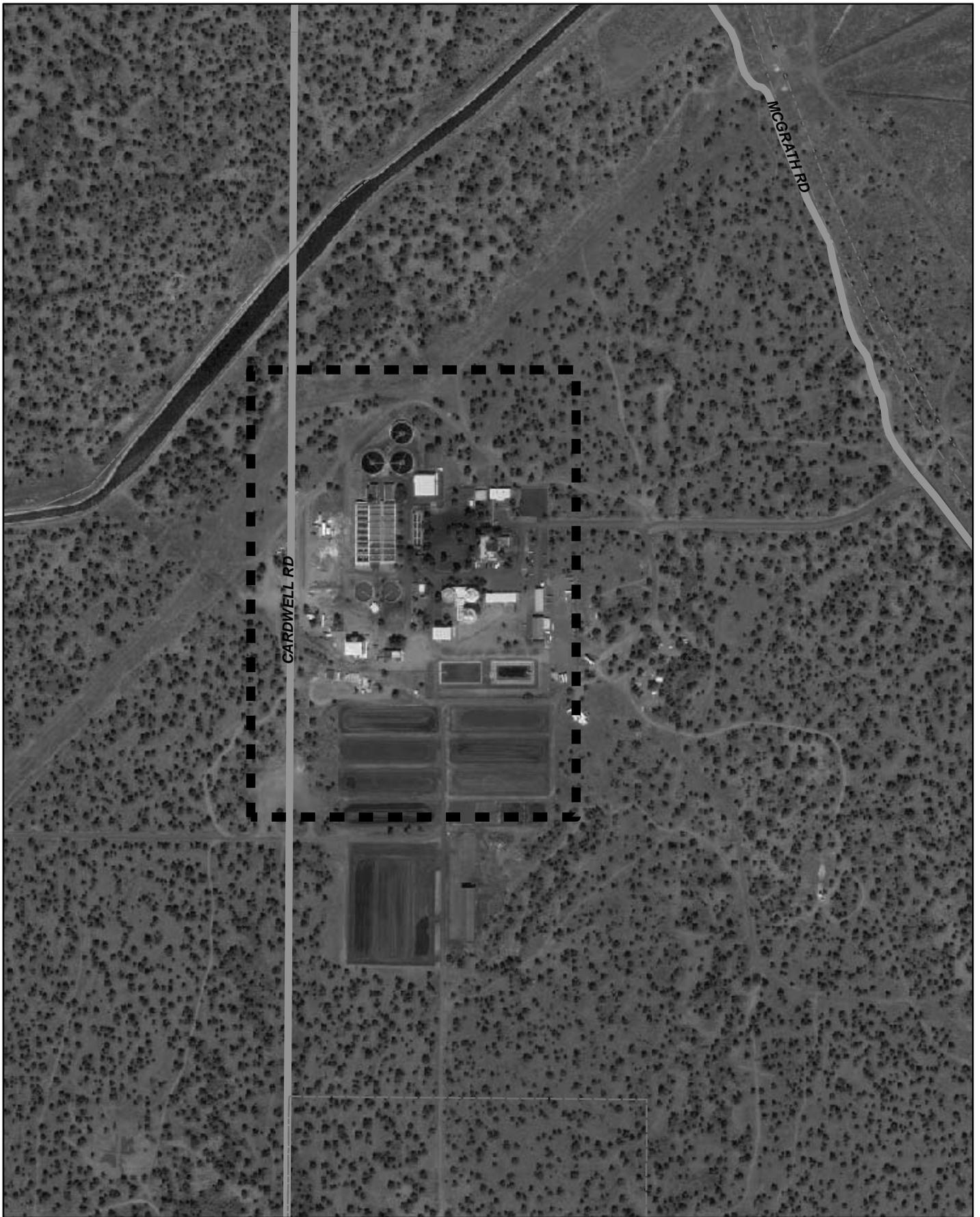
Impact on Annual Operating Budget:	
Budget:	\$ -
One time cost to be incurred every 5 years. Not expected to be annual cost.	

Method of Financing	
Type	Amount
SDCs/Rates	\$ 35,000
Total	\$ 35,000

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

	2011-12	2012-13	2013-14	2014-15	2015-16
REPAIR AND MAINTENANCE					
Collection Line Rehabilitation	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Communications	280,000	200,000	200,000	200,000	200,000
Total Repair & Maintenance	\$ 830,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
GROWTH RELATED					
SW0705 Digester Upgrade	\$ 50,000	\$ -	\$ -	\$ -	\$ -
SW0707 SE Interceptor	9,825,000	7,400,000	7,300,000	7,300,000	-
SW0802 Secondary Expansion	15,730,000	6,000,000	5,000,000	2,500,000	-
SW11BA Valhalla Sewer Relocation	550,000	-	-	-	-
<u>New Projects:</u>					
Collection System Master Plan	500,000	500,000	500,000	-	-
Plant Interceptor	-	500,000	2,500,000	4,000,000	-
North Interceptor	-	-	-	1,000,000	8,000,000
Central Interceptor	-	-	-	-	1,000,000
SW10AA Yeoman Intrcpt. Rehab	3,051,700	3,051,700	3,051,700	-	-
System Development Charges Update	-	-	35,000	-	-
Plant Upgrades	-	-	-	1,000,000	4,250,000
Total Growth Related	\$ 29,706,700	\$ 17,451,700	\$ 18,386,700	\$ 15,800,000	\$ 13,250,000
TOTAL Water Reclamation CIP	\$ 30,536,700	\$ 18,201,700	\$ 19,136,700	\$ 16,550,000	\$ 14,000,000



SW0705 - Digester Upgrade (WRF)

Capital Improvement Projects
2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Digester Upgrade (SW0705)

Project Description:

Construction has been completed. Minor project close out costs are remaining in 2011-2012.

Need/Justification:

The consistent increase in population requires either additional digester capacity or improvements to the current mixing system. This upgrade will allow improved capacity and performance while minimizing the upgrade costs.

Benefits:

Improved digester performance will not only provide additional capacity but reduce sludge handling costs.

Consequences of Delaying/Eliminating this Project:

Inadequate mixing will result in continued higher operational costs. Inability to finish the current project will result in the inability to utilize the new facilities.

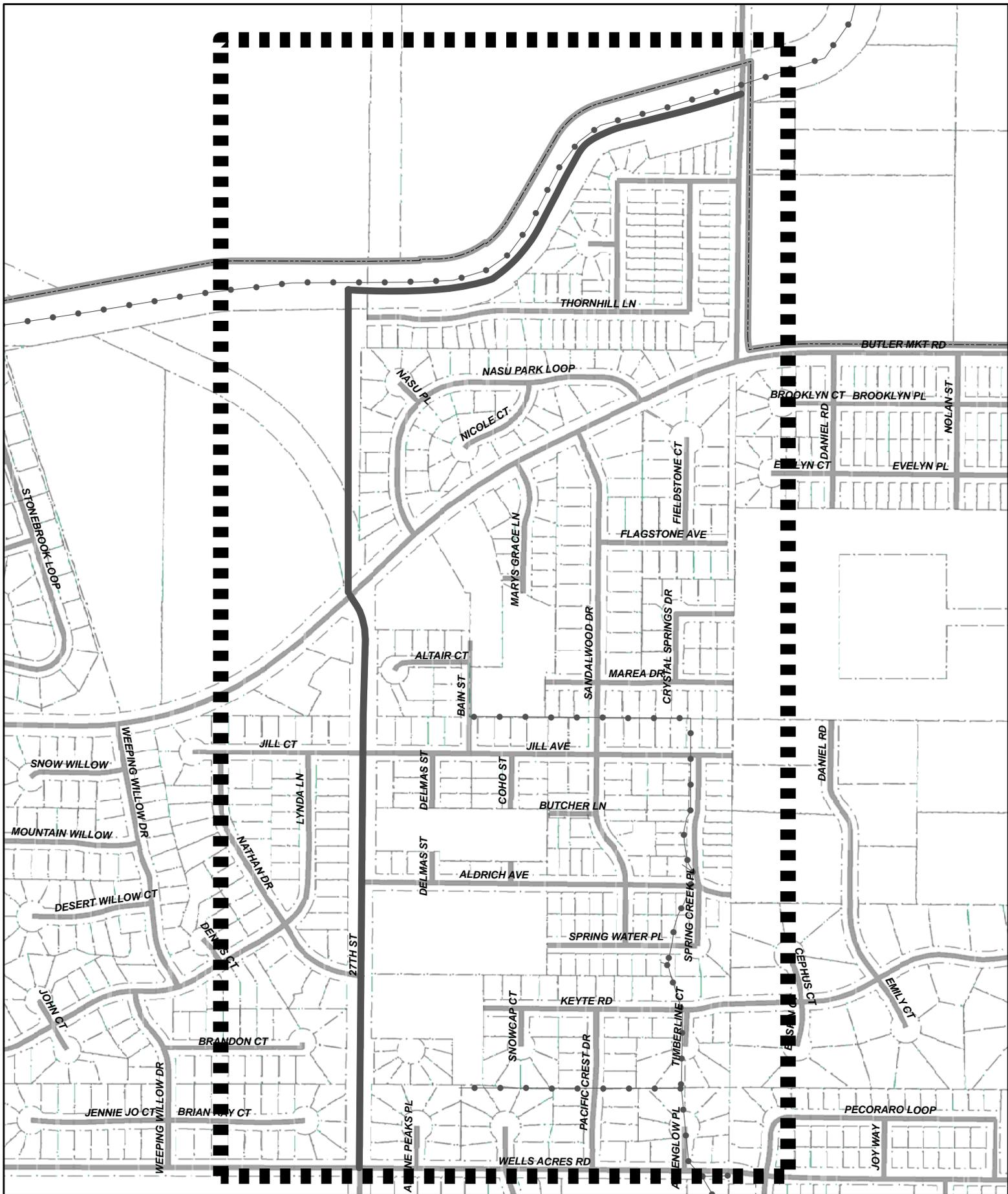
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 2,968,200
2011/12	50,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 3,018,200

Impact on Annual Operating	
Budget:	\$ -
The amount of the budget reductions is unknown at this time.	

Method of Financing	
Type	Amount
Rates	\$ 3,018,200
Total	\$ 3,018,200



SW0707 - SE Interceptor

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Large diameter gravity sewer pipeline extending from the northeast quadrant to the south east quadrant of the City.
This project reroutes a significant volume of sewage that currently uses pipeline capacity in the central core to a new interceptor on the east side of the City in accordance with the Collection System Master Plan.

Need/Justification:

This project is necessary to accommodate existing and future system collection system demands and restore capacity to the central core area while providing service to a large area of unserved properties in the southeast quadrant. The collection system computer model clearly shows that the existing system is inadequate to meet future needs.

Benefits:

Provides additional conveyance capacity that will enable the City to continue to provide service as the community increases in population. Eliminates existing capacity constraints.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve existing and future development. Possible building moratorium and increased likelihood of raw sewage spills resulting in public health risks and regulatory fines.

Project Related To:

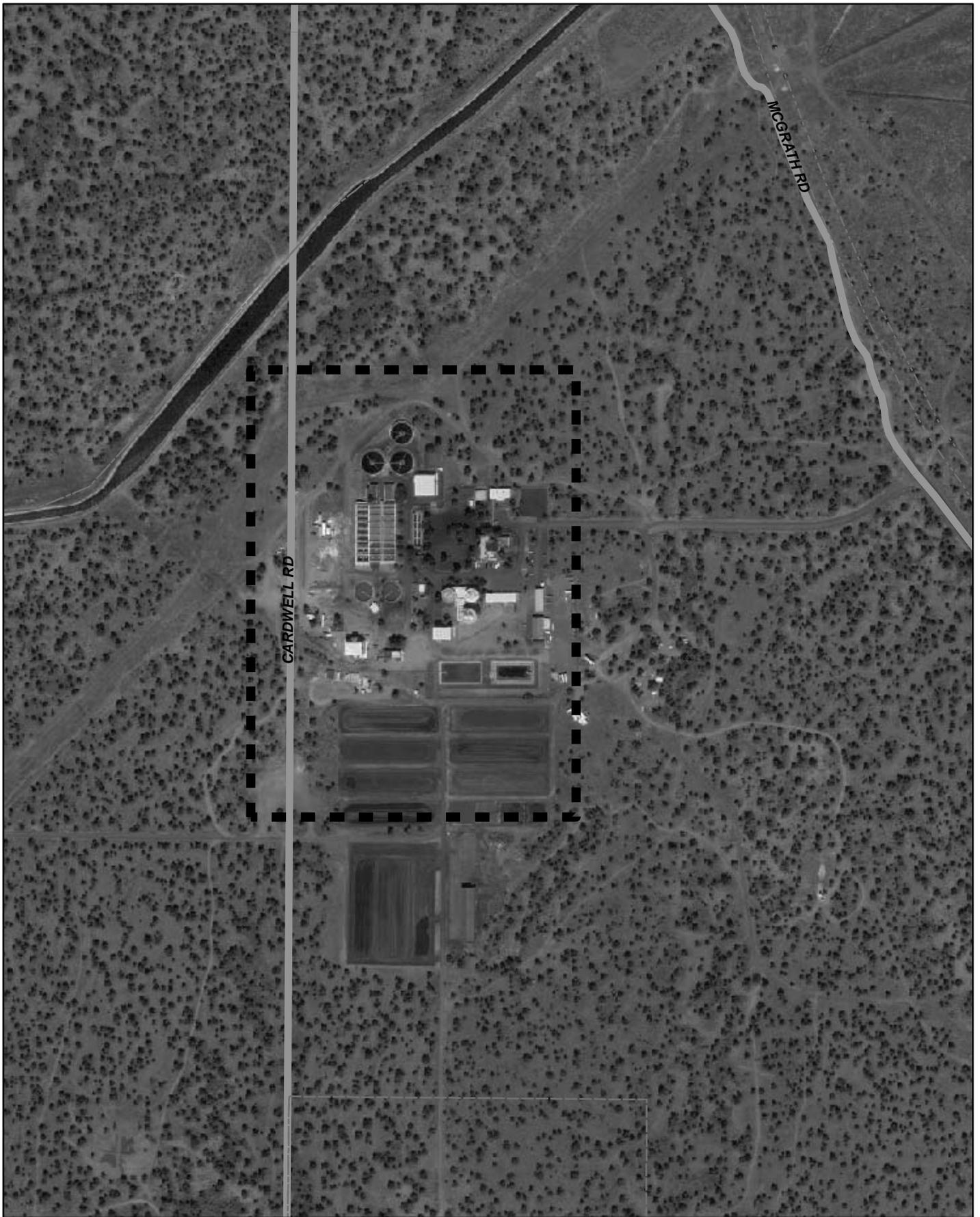
Comments:

The collection system master plan included an alternative analysis to determine the most appropriate method of providing additional conveyance capacity. The proposed project and budget estimates reflect this analysis.

Cost Schedule	
Prior to 2011/12	\$ 12,330,300
2011/12	9,825,000
2012/13	7,400,000
2013/14	7,300,000
2014/15	7,300,000
2015/16	-
After 2015/16	-
Total Cost	\$ 44,155,300

Impact on Annual Operating	
Budget:	\$ 5,000
The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections. This should be more than mitigated by the numerous pump stations that will be taken off line with subsequent projects related to this project.	

Method of Financing	
Type	Amount
Rates	\$ 44,155,300
Total	\$ 44,155,300



SW0802 - Secondary Expansion (WRF)

Capital Improvement Projects
2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

This project provides additional capacity to the primary and secondary treatment processes at the Water Reclamation Facility. These processes are currently nearing capacity and must be expanded to ensure that the City meets the DEQ permitted treatment requirements. The project will include adding an aeration basin, disinfection improvements, and secondary piping modifications. There will also be an increase in solids handling reliability and return activated sludge (RAS) pumping.

Need/Justification:

The Water Reclamation Facility (WRF) Facilities Plan concluded that the capacity of the secondary processes must be expanded within this budget period in order to maintain the effluent quality necessary to comply with existing and future discharge permit requirements.

Benefits:

Ability to meet existing permit requirements and capacity to serve future growth. Without this additional treatment, future development will be negatively impacted.

Consequences of Delaying/Eliminating this Project:

Potential state fines and building moratoriums due to the inability to comply with waste discharge requirements as additional development is connected to the system.

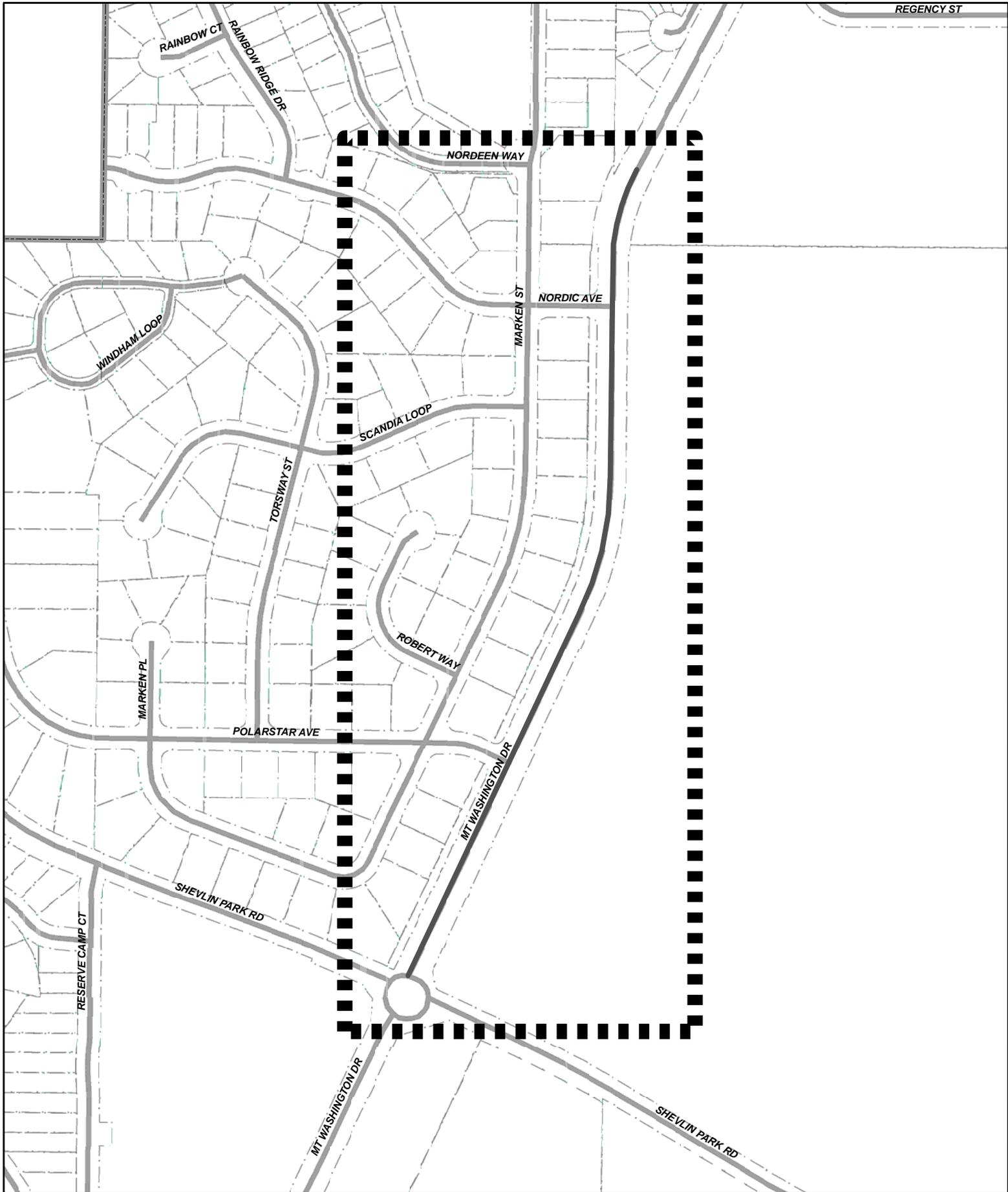
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 1,547,800
2011/12	15,730,000
2012/13	6,000,000
2013/14	5,000,000
2014/15	2,500,000
2015/16	-
After 2015/16	-
Total Cost	\$ 30,777,800

Impact on Annual Operating Budget:	
Budget:	\$ 50,000
Due to substantial increase in capacity it is anticipated that operational and maintenance costs will increase at the facility. Energy and equipment sustainability will be a key parameter in the design of the expansion in order to minimize any additional operating and maintenance costs.	

Method of Financing	
Type	Amount
Rates	\$ 30,777,800
Total	\$ 30,777,800



SW11BA - Valhalla Sewer Relocation

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Valhalla Sewer Relocation (SW11BA)

Project Description:

The project will include the design and construction of a master plan sewer main to direct sewage around the Valhalla neighborhood 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.

Need/Justification:

The Awbrey Glen lift station currently pumps into the sewer collection system located within the Valhalla neighborhood. The piping system is undersized and the resulting strong odors have been a nuisance to the neighborhood for an extended period of time.

Benefits:

The project will mitigate odor and capacity issues in the neighborhood. This will eliminate neighborhood complaints and allow for the sewage pump station to run more efficiently.

Consequences of Delaying/Eliminating this Project:

The odor problem will persist in the neighborhood with increasing customer complaints. The pump station and sewer will also continue to deteriorate at an accelerated rate eventually leading to a major replacement project.

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 30,000
2011/12	550,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 580,000

Impact on Annual Operating	
Budget:	\$ 6,000
<p>It is anticipated that this project will reduce the quantity of odor control chemicals into the system and it should reduce the overall degradation of the associated sewer system. However, annual operating costs are anticipated to increase as the system ages.</p>	

Method of Financing	
Type	Amount
Rates	\$ 580,000
Total	\$ 580,000

CHASING CATTLE LN

MCGRATH RD

NO NAME ROAD 26

PIONEER LOOP

DESCHUTES MKT RD

CARDWELL RD

MARGARET LN

HUGHES RD

CRICKETWOOD RD

GENTRY LOOP

REPINE DR

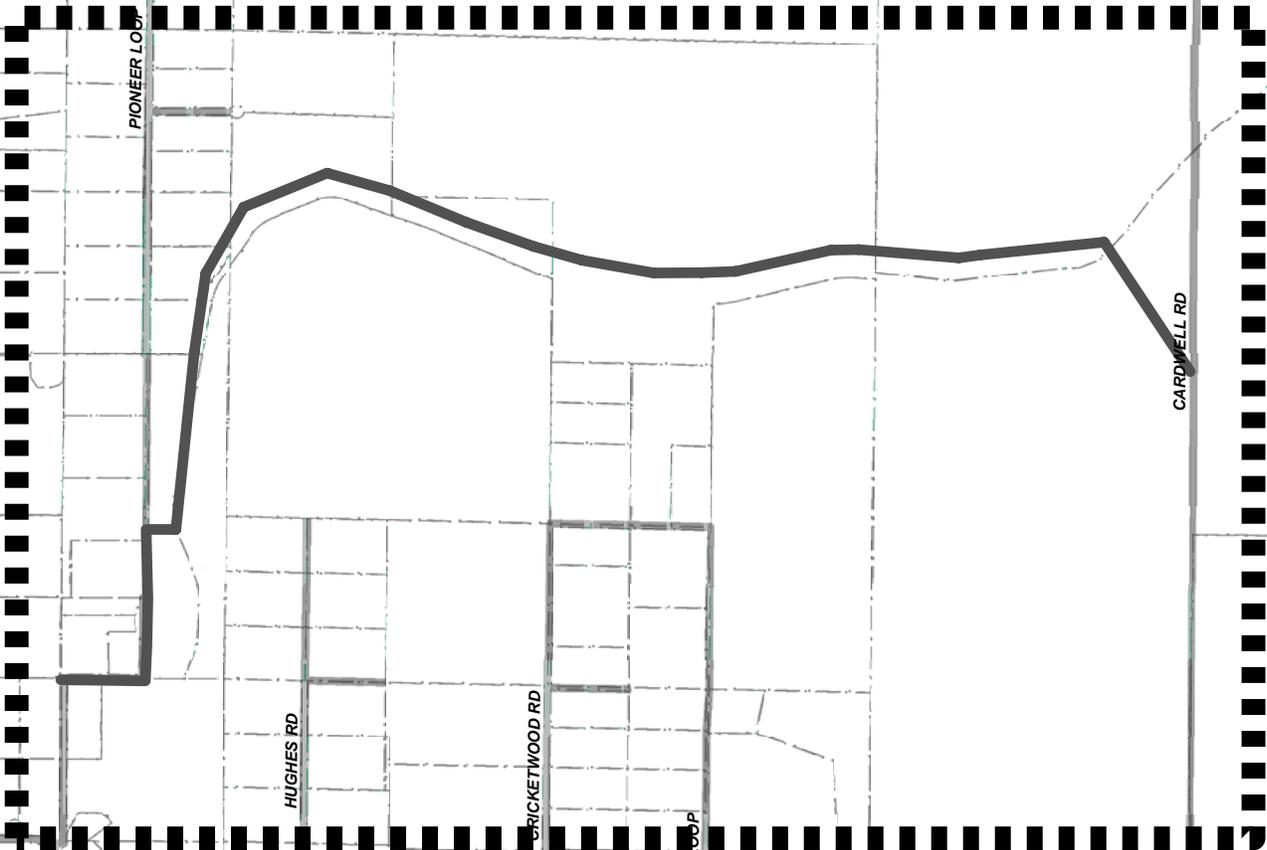
HAMEHOOK RD

ABBAY RD

SILVIS RD

PETERMAN LN

BUTLER MKT RD



Plant Interceptor

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund Sewer

Budget Period: 2011-13

Category Growth Related

Department Public Works

Project Name:

Plant Interceptor (New)

Project Description:

A large diameter pipe line from the north east quadrant of the City to the Water Reclamation Facility. This project will significantly increase conveyance capacity and will provide system redundancy. This project provides a new parallel plant interceptor to provide additional capacity and reduce the reliance on an old, failing pipeline.

Need/Justification:

New interceptor sewers, trunk lines and regional pump stations are necessary to meet current and future demands. The existing collection system system is aging and has inadequate capacity to meet future needs. The existing collection system in this area is near capacity and will negatively impact future development.

Benefits:

Provides additional conveyance capacity that will enable the City to meet current and future demands. Provides system redundancy in case of failure of the one (and only) sewer line from the City to the treatment plant.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to meet current and future needs. High risk of catastrophic failure in aging pipeline.

Project Related To:

Update of the Sewer Master Plan

Comments:

The master plan included an alternatives analysis to determine the most appropriate method of providing additional conveyance capacity.

Cost Schedule

Prior to 2011/12	\$ -
2011/12	-
2012/13	500,000
2013/14	2,500,000
2014/15	4,000,000
2015/16	-
After 2015/16	-
Total Cost	\$ 7,000,000

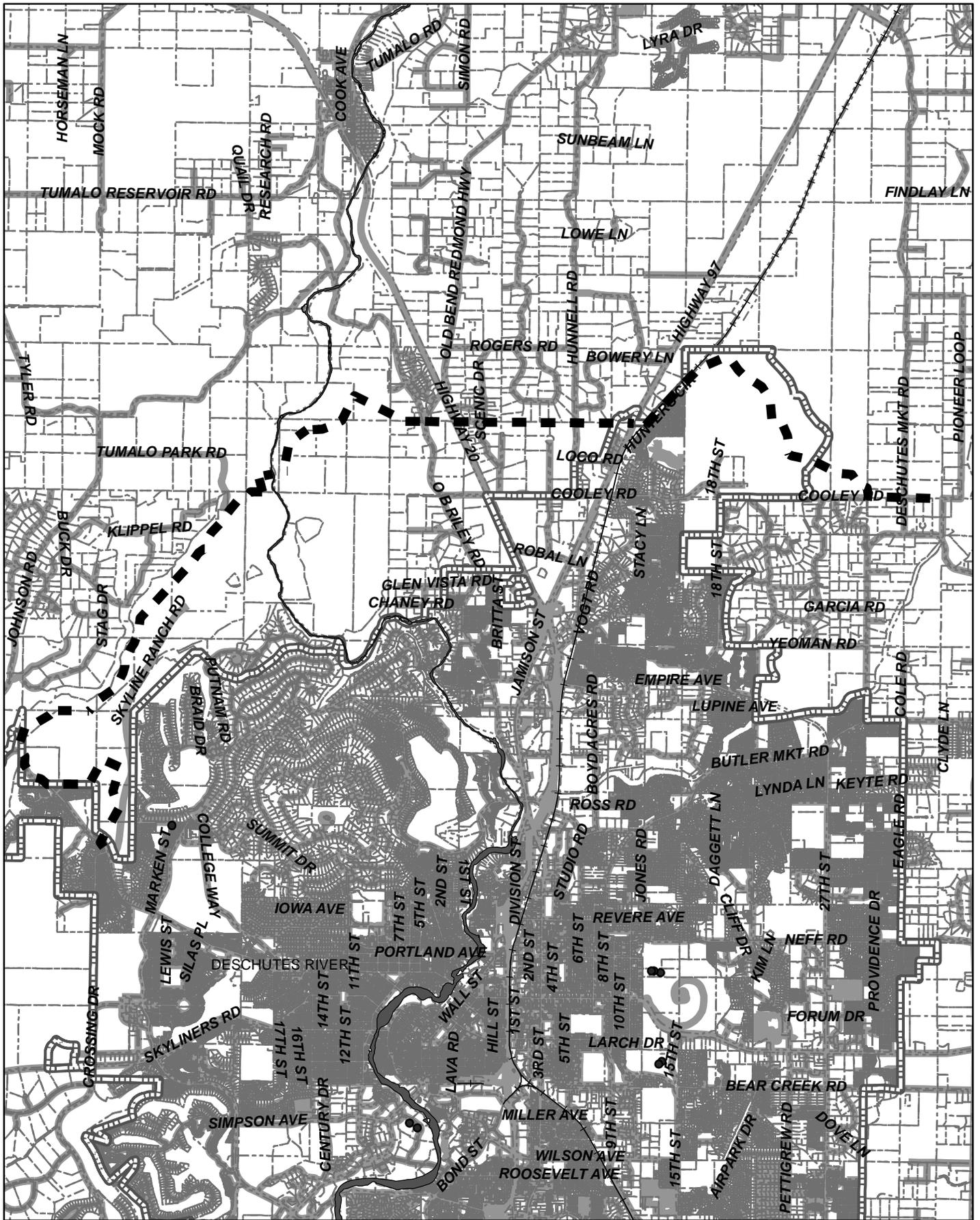
Impact on Annual Operating

Budget: \$ 3,000

The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections.

Method of Financing

Type	Amount
Rates	\$ 7,000,000
Total	\$ 7,000,000



North Interceptor
 Capital Improvement Projects
 2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund Sewer

Budget Period: 2011-13

Category Growth Related

Department Public Works

Project Name:

North Interceptor (New)

Project Description:

A large diameter pipe line serving the northern portion of the City extending from the plant interceptor to the northwest quadrant of the City. This project will significantly increase conveyance system capacity.

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	-
2014/15	1,000,000
2015/16	8,000,000
After 2015/16	-
Total Cost	\$ 9,000,000

Need/Justification:

New interceptor sewers, trunk lines and regional pump stations are necessary to meet current and future demands. The existing collection system in the north quadrant is very near capacity which will limit future development. This project will eliminate large areas of the City that are currently served by pressure sewer and will allow development of employment lands including Juniper Ridge.

Impact on Annual Operating	
Budget:	\$ 3,000
The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections.	

Benefits:

Eliminates large areas currently served by pressure sewer, provides additional conveyance capacity, and will enable the City to develop employment lands including Juniper Ridge.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve existing and future needs. Increased risk of pump station failures, sewage spills, and negative development impacts.

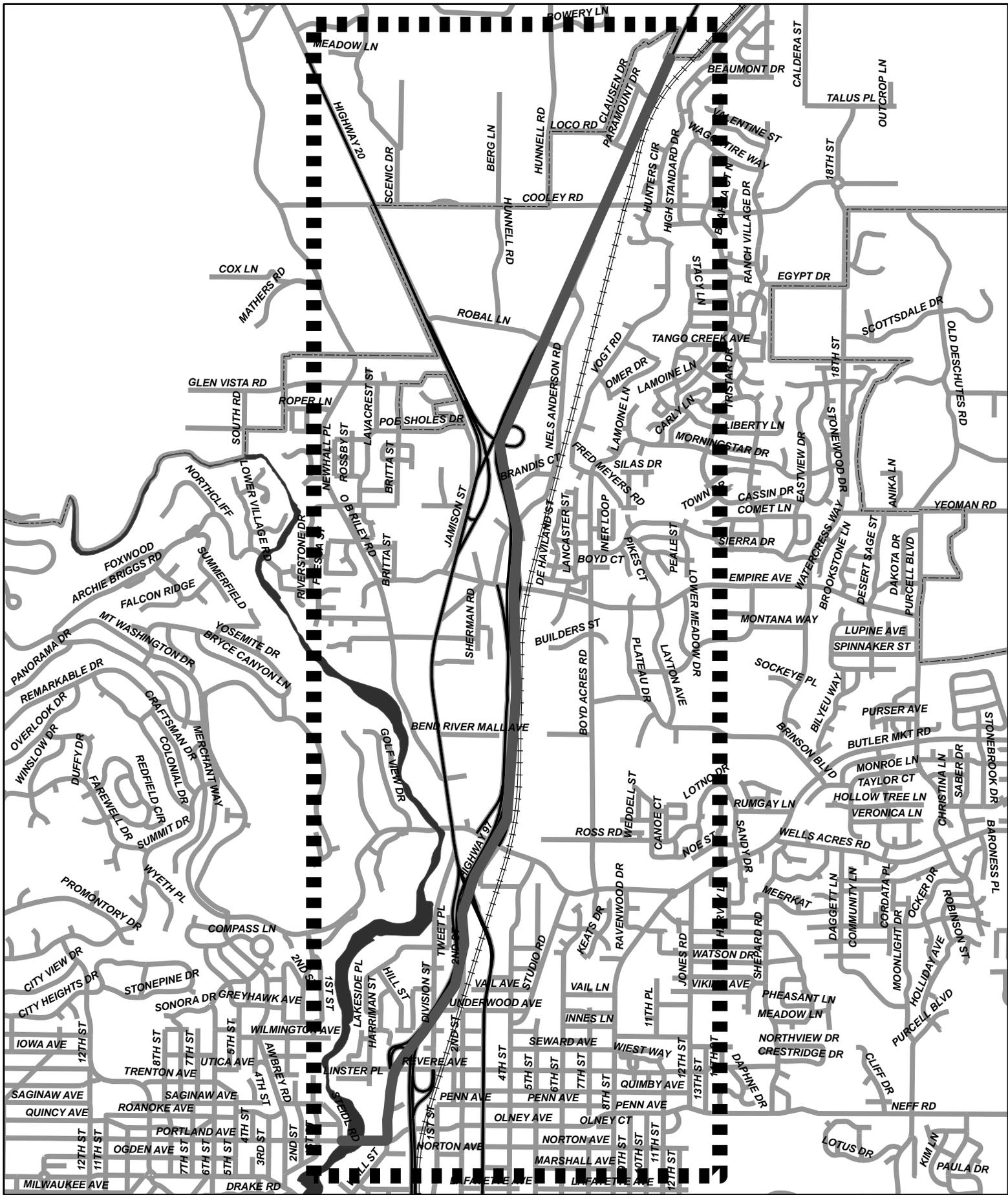
Project Related To:

Juniper Ridge Expansion and westside development. Update of the Sewer Master Plan.

Comments:

The master plan included an alternative analysis to determine the most appropriate method of providing additional conveyance capacity. The budgets presented here are preliminary estimates of the cost required based upon the sewer system implementation plan.

Method of Financing	
Type	Amount
Rates	\$ 9,000,000
Total	\$ 9,000,000



Central Interceptor

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

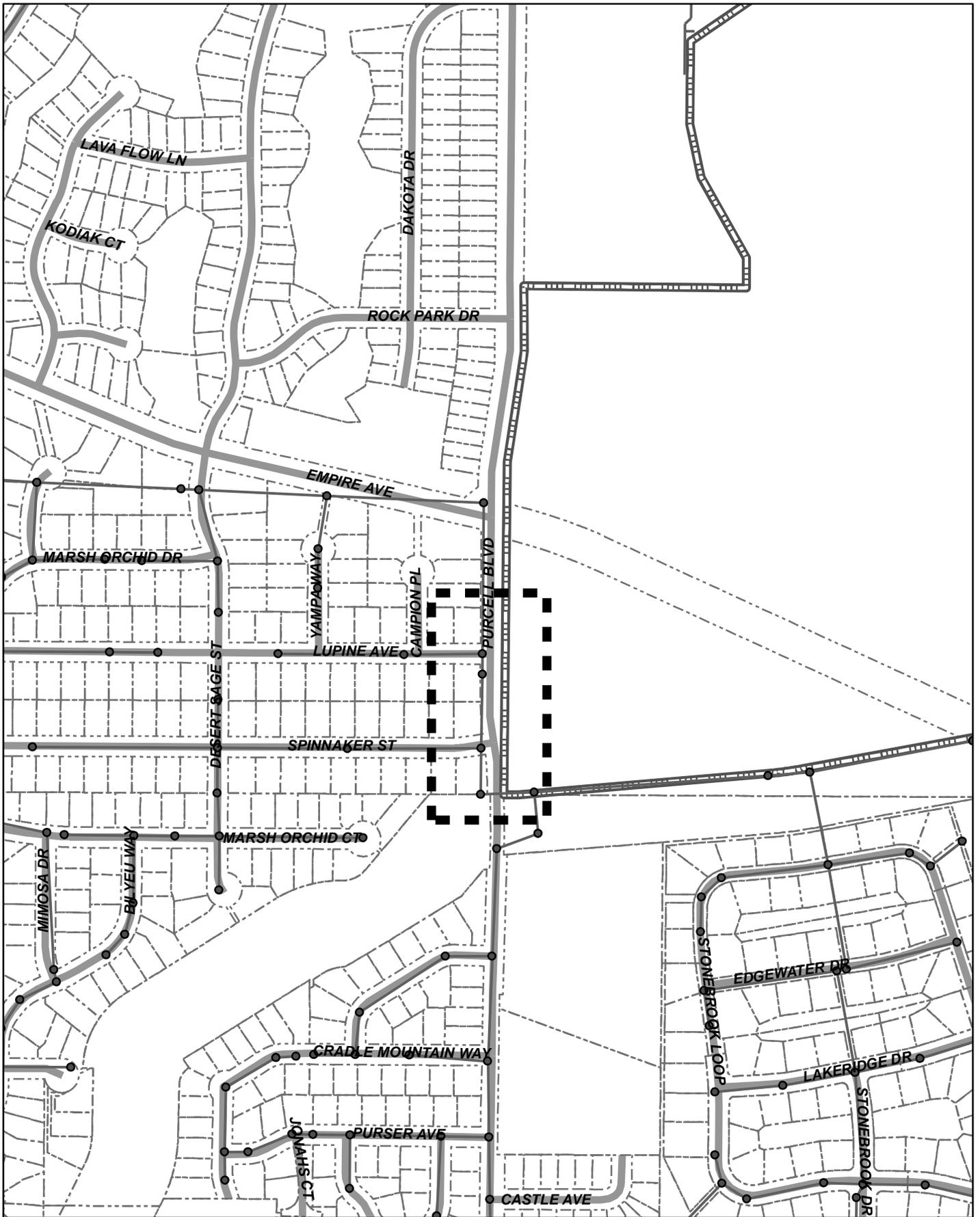
Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	-
2014/15	-
2015/16	1,000,000
After 2015/16	TBD
Total Cost	\$ 1,000,000

Impact on Annual Operating Budget:

This cost is for engineering services only. The eventual construction of the interceptor will reduce problematic emergency calls but will create additional infrastructure requiring maintenance, cleaning and TV inspections.

Method of Financing	
Type	Amount
Rates	\$ 1,000,000
Total	\$ 1,000,000



SW10AA - Yeoman Interceptor Rehab Project

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Yeoman Interceptor Rehab Project (SW10AA)

Project Description:

This project is a repair and partial replacement project of the Yeoman Interceptor. Yeoman is one of the main interceptor lines of the City's sewage collection system. A recent camera study showed significant problems with the pipeline that need to be addressed.

Need/Justification:

This is one of the most important collection system pipelines in the City. The pipeline is in poor condition due to it's age as well as the extreme amount of usage. The City cannot afford to have this pipeline fail as it conveys a majority of the wastewater from downtown and the north end of the City.

Benefits:

The completion of this project will allow this pipeline to be fully utilized in the future.

Consequences of Delaying/Eliminating this Project:

Potential for emergency repairs, sewage spills and significant costs to the City.

Project Related To:

Sewer Master Plan (SW0513)

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	3,051,700
2012/13	3,051,700
2013/14	3,051,700
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 9,155,100

Impact on Annual Operating Budget:	
Budget:	\$ -
This is rehabilitation of existing infrastructure. When complete, the operations and maintenance costs will be equal to or less than current costs.	

Method of Financing	
Type	Amount
Rates	\$ 9,155,100
Total	\$ 9,155,100



Plant Upgrades (WRF)
Capital Improvement Projects
2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund Sewer

Budget Period: 2011-13

Category Growth Related

Department Public Works

Project Name:

Plant Upgrades (New)

Project Description:

This project continues plant upgrades specified in the 2008 Water Reclamation Facilities (WRF) Plan. In this case, upgrades are to the existing administration, laboratory, and maintenance facilities.

Need/Justification:

The existing administration, laboratory and maintenance facilities are insufficient to meet current and future needs.

Benefits:

Providing additional capacity will enable the City to manage future growth and comply with additional regulatory requirements.

Consequences of Delaying/Eliminating this Project:

Inefficiency and risk of non-compliance with regulatory requirements due to inadequate support facilities.

Project Related To:

Water Reclamation Facility Plan completed in 2008.

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	-
2014/15	1,000,000
2015/16	4,250,000
After 2015/16	-
Total Cost	\$ 5,250,000

Impact on Annual Operating Budget:	
Budget:	\$ -
The required improvements to the lab, administration, and maintenance buildings will greatly enhance the existing HVAC systems for air quality. It is anticipated that these facilities will be developed with sustainable, efficient systems that will offset any increase in operational costs.	

Method of Financing	
Type	Amount
Rates	\$ 5,250,000
Total	\$ 5,250,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Collection System Master Plan Updates (New)

Project Description:

This project will update the City's Collection System Master Plan to reflect current and future build out conditions. Most of the work and cost associated with this update will be for system modeling including field data acquisition, model calibration, and project optimization.

Need/Justification:

The City's sewer collection system model provides an important measure for development approval and capital improvement project prioritization. The current model is based upon a limited amount of data and it does not meet its objectives in a manner that provides optimal accuracy. Additional field data and model calibration are needed in order to have a reliable and accurate system model.

Benefits:

Provides an invaluable tool in determining existing and future capacity constraints. Enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

Consequences of Delaying/Eliminating this Project:

Private development decisions and capital improvement project prioritization will be based on limited data which can lead to less than optimal use of both public and private resources.

Project Related To:

Comments:

By optimizing possible collection system alignments, pipe sizing, trench depth, etc., the overall capital project cost saving potential is significant.

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	500,000
2012/13	500,000
2013/14	500,000
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 1,500,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No impact to operations budget.	

Method of Financing	
Type	Amount
Rates	\$ 1,500,000
Total	\$ 1,500,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	35,000
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 35,000

Impact on Annual Operating Budget:

One time cost to be incurred every 5 years. Not expected to be annual cost.

Method of Financing	
Type	Amount
SDC's/Rates	\$ 35,000
Total	\$ 35,000

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Stormwater Five Year Capital Improvement Program (CIP) Schedule

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Continuing Projects:</u>					
Line Replacement Repair & Maintenance	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000
SR0701 Stormwater Master Plan	10,000	-	-	-	50,000
SR0703 Westside Meadows	253,000	117,000	-	-	-
SR0802 Drake and Dohema	50,000	-	-	-	-
SR09AA Third Street Underpass	1,445,000	-	-	-	-
SR09BA Franklin Underpass	100,000	1,050,000	-	-	-
SR09CA Greenwood Underpass	-	-	1,100,000	-	-
SR11AA Risk Eval. Sys-Wide Assess.	20,000	-	-	-	-
<u>New Projects:</u>					
Minnesota/Wall Improvements	-	-	-	75,000	1,300,000
Roosevelt/McKinley	-	75,000	575,000	-	-
Total Growth Related	\$ 1,878,000	\$ 1,242,000	\$ 1,675,000	\$ 75,000	\$ 1,350,000
TOTAL Stormwater CIP	\$ 1,994,000	\$ 1,358,000	\$ 1,791,000	\$ 191,000	\$ 1,466,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

The Westside Meadows project is the result of mitigation to address a settlement agreement between the City of Bend and adjacent property owners. A large rainfall event overwhelmed existing stormwater systems and damaged adjacent private property. The project will increase the capacity of existing drainage systems to adequately protect adjacent property from future flooding.

Need/Justification:

Due to litigation, funds were set aside for mitigation of the stormwater problems in the area.

Benefits:

Reduces the instance of road closures and impacts to private land and structures.

Consequences of Delaying/Eliminating this Project:

Continued road closures, sanitary sewer surcharging and damage to private property.

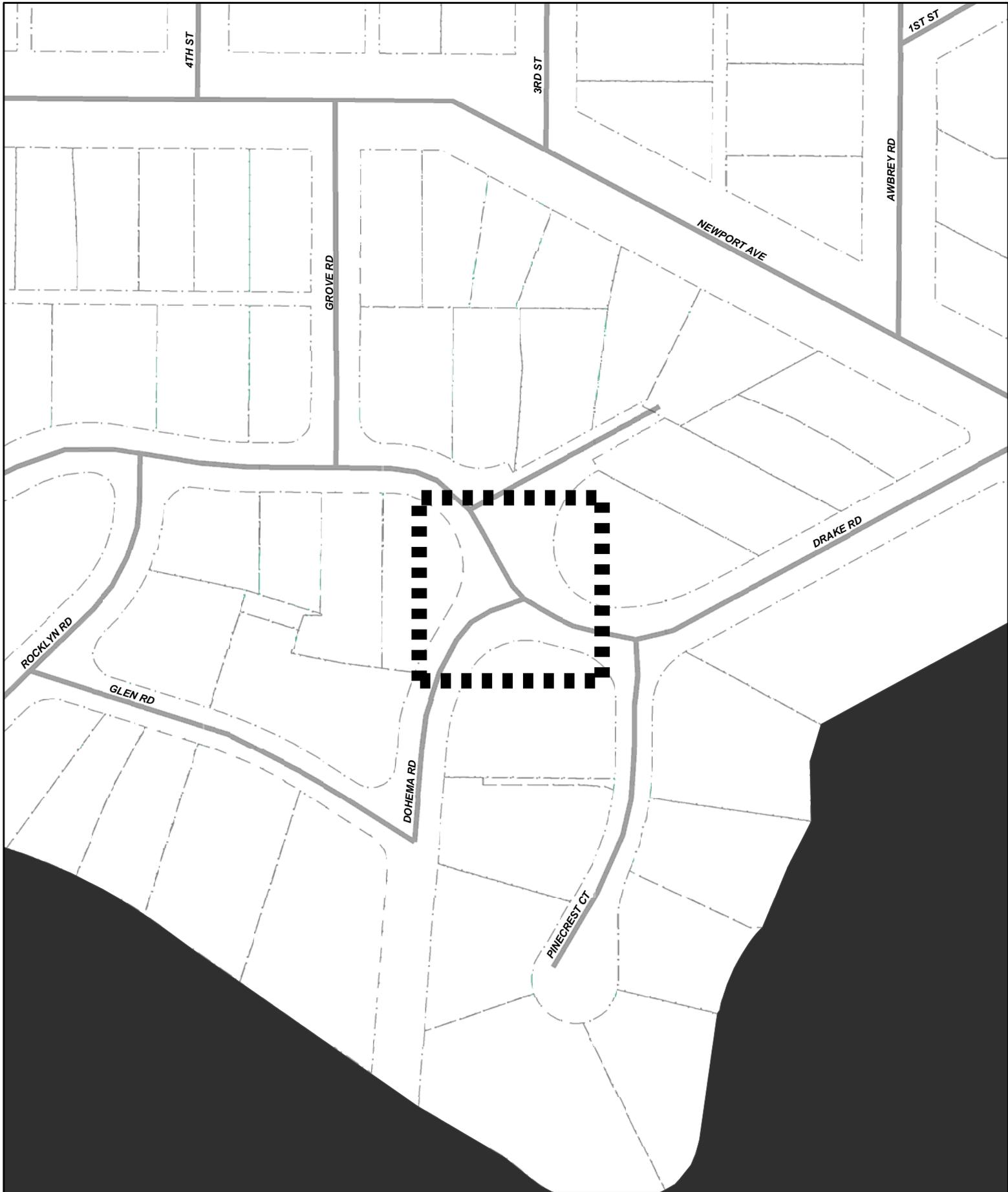
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 157,060
2011/12	253,000
2012/13	117,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 527,060

Impact on Annual Operating	
Budget:	\$ 1,000
Additional UIC's and sump pumps will requiring cleaning.	

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 527,060
Total	\$ 527,060



SR0802 - Drake and Dohema

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund Stormwater

Budget Period: 2011/13

Category Growth Related

Department Public Works

Project Name:

Drake and Dohema (SR0802)

Project Description:

This project is 90% complete. The collection system, force mains and treatment swale have been constructed. The remaining work includes installation of a control panel and pump system.

Need/Justification:

A nine acre basin drains to the intersection of Drake and Dohema. The existing stormwater system consists of catch basins and drill holes. The existing drill holes fail to take in water, causing flooding. During larger storm events the water floods neighboring basements and has caused significant property damage in the past.

Benefits:

The project will help prevent flooding and protect groundwater.

Consequences of Delaying/Eliminating this Project:

Additional property damage could occur during large storm events.

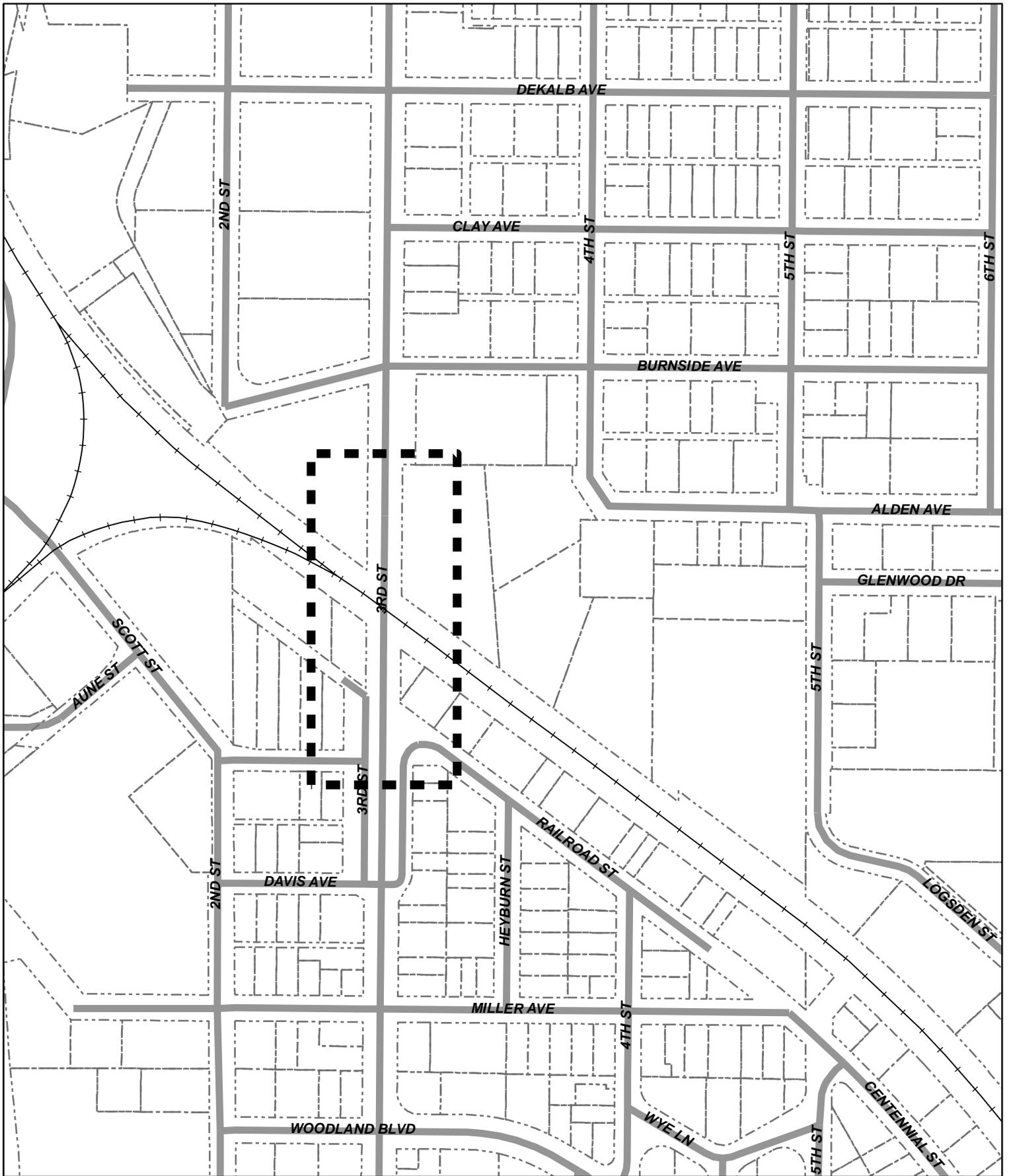
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 197,700
2011/12	50,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 247,700

Impact on Annual Operating	
Budget:	\$ 2,000
Additional electricity charges and an additional sump pump that will require cleaning.	

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 247,700
Total	\$ 247,700



SR09AA - 3rd Street Underpass

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

The project will include constructing surface swales to reduce the volume of water entering the underpass, abandoning failing drillholes to meet State water quality standards, constructing large capacity storm drains and a lift station to move water out of the underpass, 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.

Cost Schedule	
Prior to 2011/12	\$ 205,900
2011/12	1,445,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 1,650,900

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 are swift and deep creating a public safety hazard. Detours are difficult and time consuming.

Impact on Annual Operating	
Budget:	\$ 6,000
Adding an enhanced pump station and swale holding as well as swales upstream will require increased vegetation maintenance and electricity costs.	

Benefits:

This project will allow the Third Street Underpass to remain open even during intense rain fall events. This will reduce the instance of street closures for all users and improve response times for first responders. The project will also be designed for future expansion and reduce the burden upon maintenance staff.

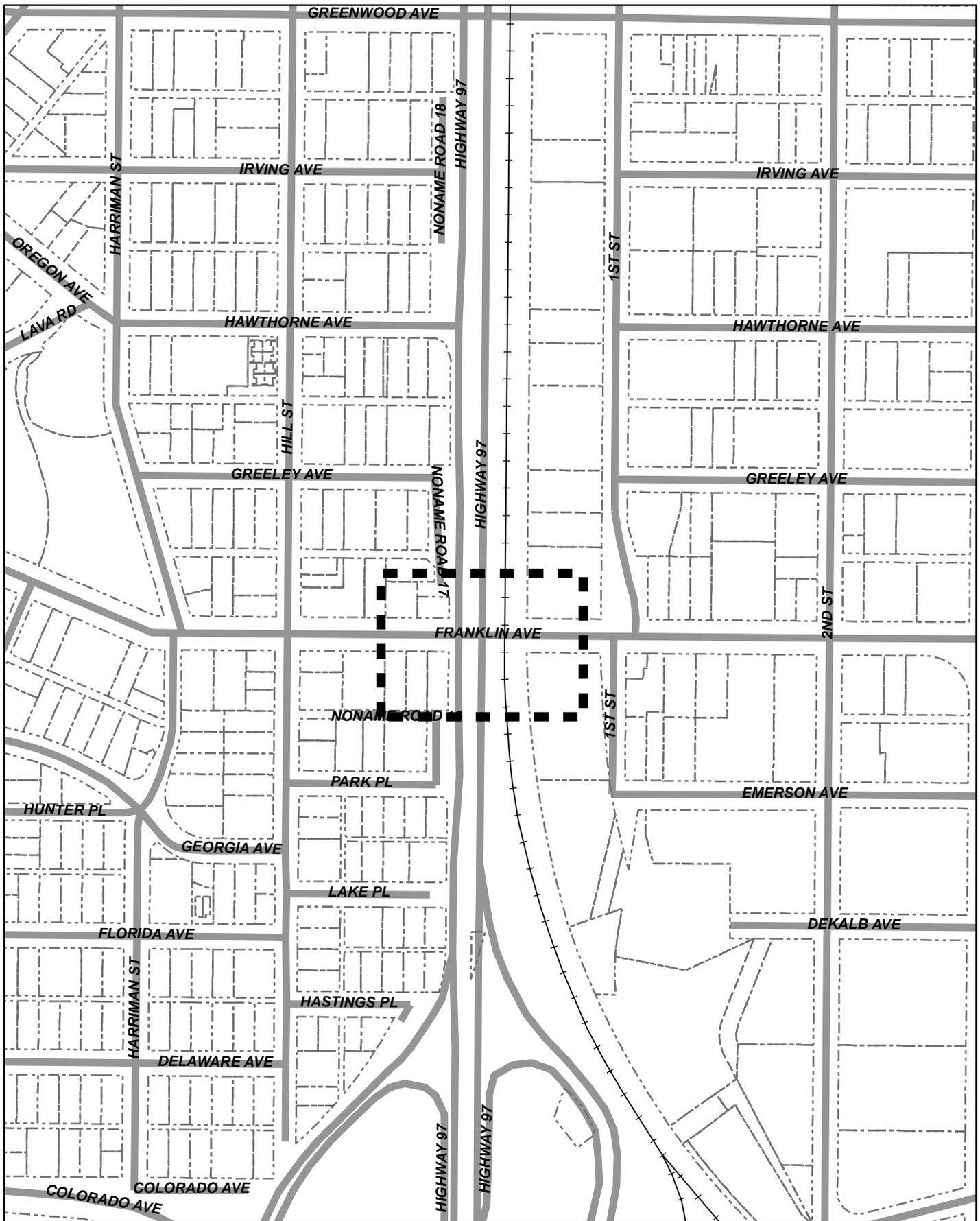
Consequences of Delaying/Eliminating this Project:

The underpass will continue to flood and block all traffic flow creating larger public inconveniences and reduced response time for first responders. The site will continue to require a number of city staff and ongoing emergency pumping.

Project Related To:

Comments:

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 1,650,900
Total	\$ 1,650,900



SR09BA - Franklin Underpass

Capital Improvement Projects
2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund Stormwater

Category Growth Related

Department Public Works

Budget Period: 2011-13

Project Name:

Franklin Underpass (SR09BA)

Project Description:

This project will include construction of surface water swales to reduce the volume of water entering the underpass, larger capacity storm drains and a pump station to move water from the underpass, an off-site force main and an infiltration swale to retain and infiltrate stormwater.

Need/Justification:

Franklin Avenue is a vital east-west corridor providing access to downtown and the West side. The underpass closes during moderate rainfall events blocking all traffic. Flooding of this underpass creates a barrier for emergency vehicles and the general public. The flooding creates a public safety hazard and burden upon City staff to respond.

Benefits:

This project will allow the Franklin Underpass to remain open during intense rainfall events. This will reduce the number of the street is closed and improve response times for first responders. The project will also be designed for future expansion and reduce the burden upon maintenance staff.

Consequences of Delaying/Eliminating this Project:

The underpass will continue to flood and block all traffic flow creating larger public inconveniences and reduced response time for first responders. The site will continue to require a number of city staff and ongoing emergency pumping.

Project Related To:

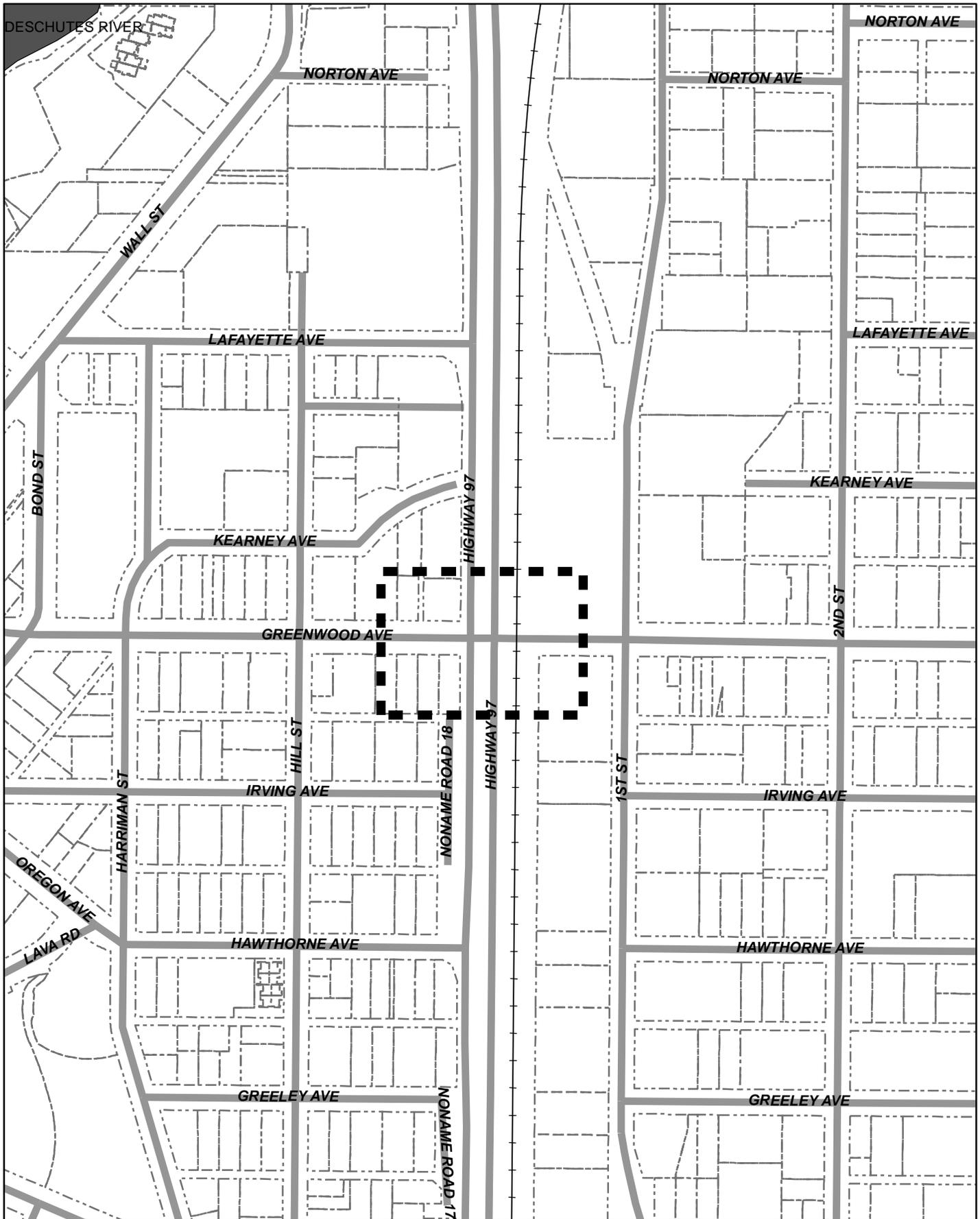
Greenwood Underpass (SR09CA)

Comments:

Cost Schedule	
Prior to 2011/12	\$ 20,000
2011/12	100,000
2012/13	1,050,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 1,170,000

Impact on Annual Operating	
Budget:	\$ 2,500
Adding a pump station, pipe system and additional UIC's will require additional cleaning and electricity costs.	

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 1,170,000
Total	\$ 1,170,000



SR09CA - Greenwood Underpass

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

This project will include construction of surface water swales to reduce the volume of water entering the underpass, larger capacity storm drains and a pump station to move water from the underpass, an off-site force main and an infiltration swale to retain and infiltrate stormwater.

Need/Justification:

Greenwood Avenue is a vital east-west corridor providing access to downtown and the West side. The underpass closes during intense rainfall events blocking all traffic. Flooding of this underpass creates a barrier for emergency vehicles and the general public. The flooding creates a public safety hazard and burden upon City Staff to respond.

Benefits:

This project will allow the Greenwood Underpass to remain open during intense rain fall events. This will reduce the number of times the street is closed for all users and improve response times for first responders. The project will also be designed for future expansion and reduce the burden upon maintenance staff.

Consequences of Delaying/Eliminating this Project:

The underpass will continue to flood and block all traffic flow creating larger public inconveniences and reduced response time for first responders. The site will continue to require a number of city staff and ongoing emergency pumping.

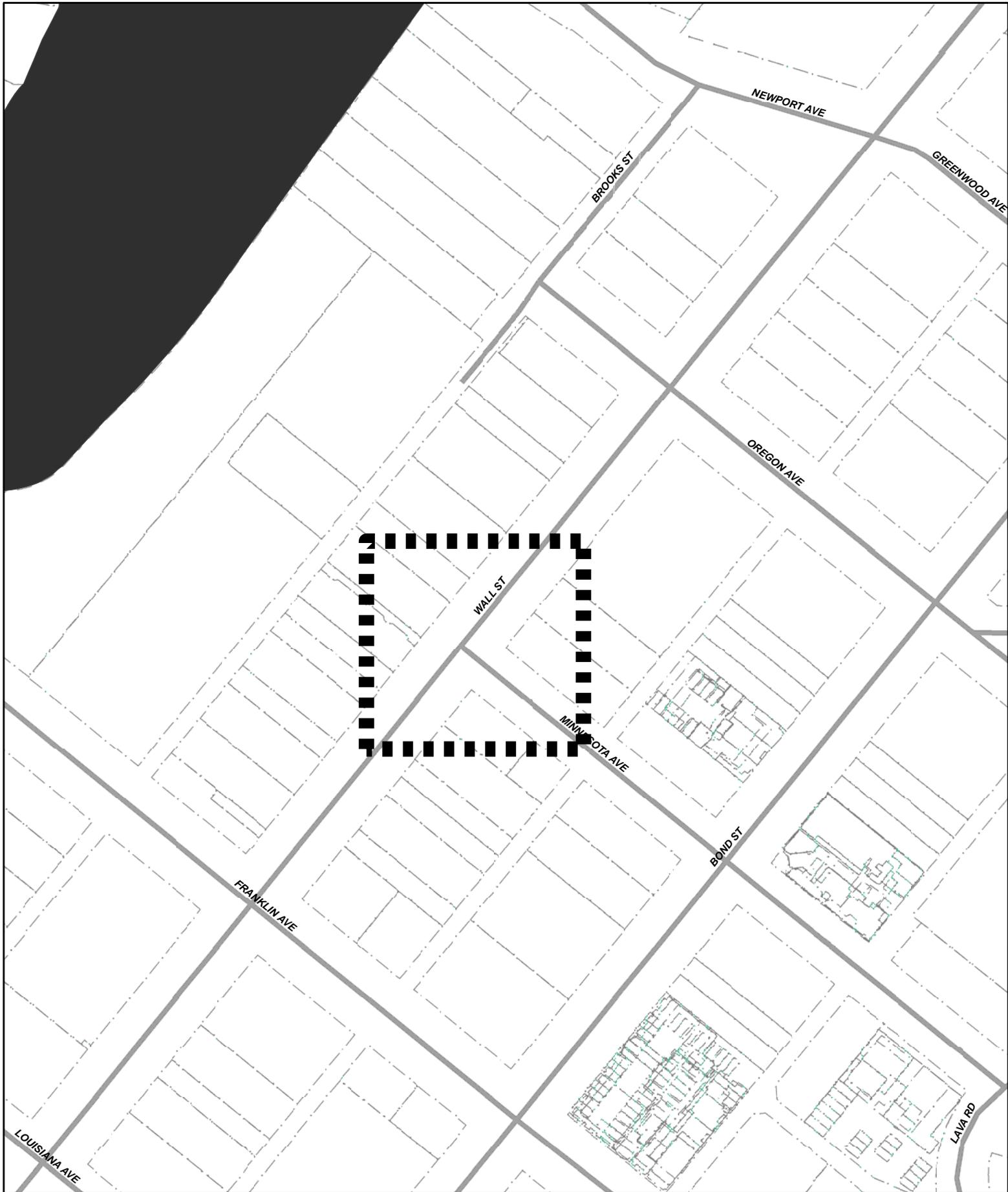
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 16,000
2011/12	-
2012/13	-
2013/14	1,100,000
2014/15	-
2015/16	-
After 2015/164	-
Total Cost	\$ 1,116,000

Impact on Annual Operating	
Budget:	\$ 2,500
Adding a pump station, pipe sytem and additional UIC's will require cleaning and increased electricity costs.	

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 1,116,000
Total	\$ 1,116,000



Minnesota Avenue/Wall Street Improvements

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

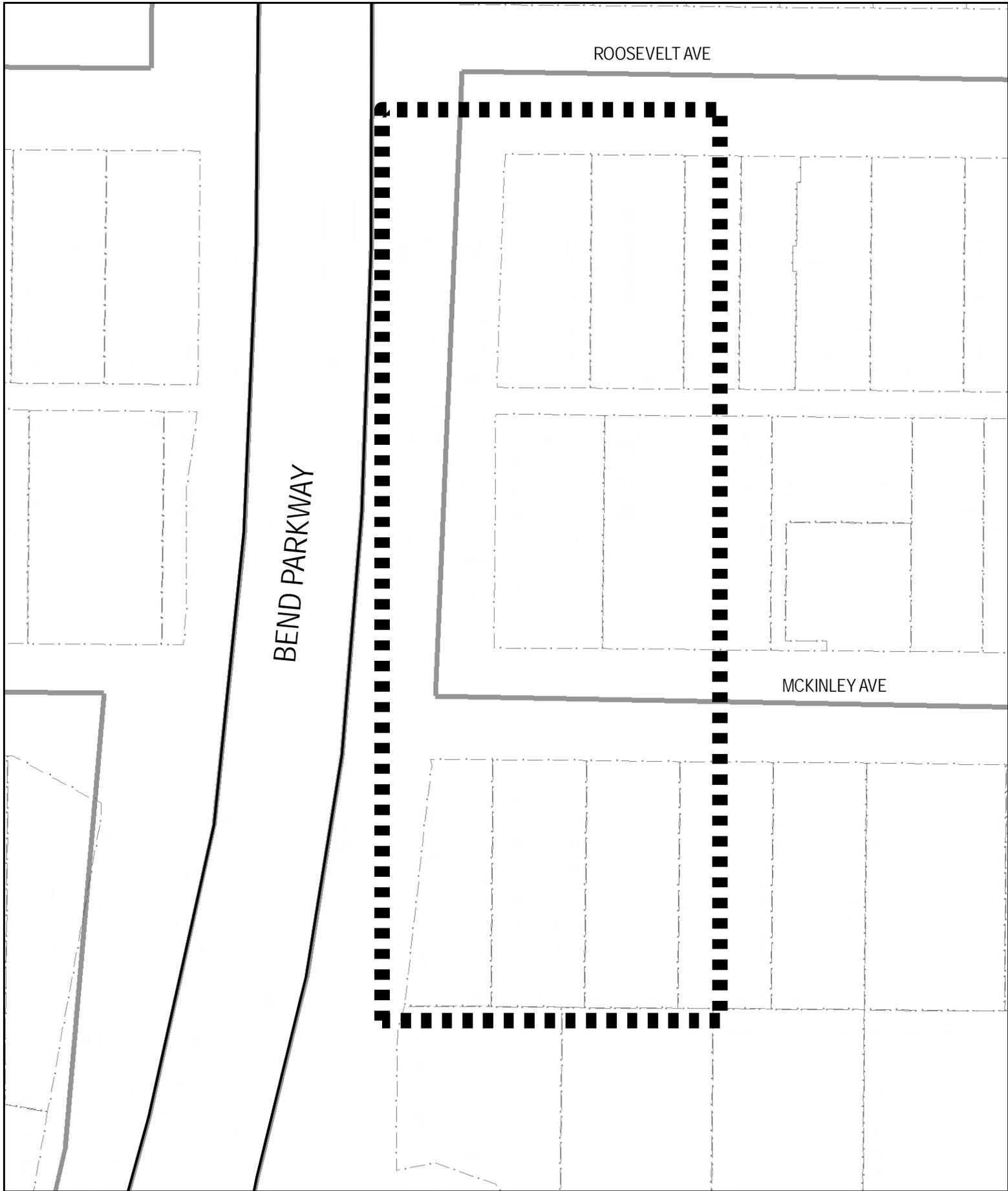
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	-
2013/14	-
2014/15	75,000
2015/16	1,300,000
After 2015/16	-
Total Cost	\$ 1,375,000

Impact on Annual Operating Budget:

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 1,375,000
Total	\$ 1,375,000



Roosevelt Ave/McKinley Ave

Capital Improvement Projects
2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	-
2012/13	75,000
2013/14	575,000
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 650,000

Impact on Annual Operating Budget:

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 650,000
Total	\$ 650,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

This master plan evaluates the existing stormwater regulations, standards and ordinances while providing an evaluation of the City policies and practices for a sustainable stormwater program. 2011-2012 costs are to complete plan update started 2006-2007 Since a master plan should be updated every five years, the costs in 2015-2016 reflect the beginning of a new update.

Need/Justification:

The City has been developing a Stormwater Program and needs the guidance of a master plan. Master Plan development is required as part of Integrated Stormwater Management Plan which is part of the City's NPDES municipal permit.

Benefits:

Reduction in stormwater overflow to City streets and reduction in peak flows to the Water Reclamation Facility.

Consequences of Delaying/Eliminating this Project:

This increases the operating and maintenance costs for the City.

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 238,300
2011/12	10,000
2012/13	-
2013/14	-
2014/15	-
2015/16	50,000
After 2015/16	-
Total Cost	\$ 298,300

Impact on Annual Operating Budget:	
Budget:	\$ -
The master plan will have no direct impact on the operations budget, but there may be new projects or priorities identified once the plan is completed.	

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 298,300
Total	\$ 298,300

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund Stormwater

Budget Period: 2011-13

Category Growth Related

Department Public Works

Project Name:

Risk Evaluation System Wide Assessment (SR11AA)

Project Description:

The Underground Injection Control (UIC) Risk Evaluation and system-wide assessment will provide necessary information that will be used in planning and refining stormwater infrastructure to help protect the City's groundwater aquifers. It will also help the City negotiate and comply with the UIC Water Pollution Control Facility (WPCF) permit that the City has applied for through the Oregon Department of Environmental Quality.

Cost Schedule	
Prior to 2011/12	\$ 60,000
2011/12	20,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 80,000

Need/Justification:

This is a joint project with the City of Redmond, both cities have applied for UIC WPCF permits. The City of Portland has successfully used a similar risk evaluation model to increase understanding and negotiate reductions in permit compliance requirements. In 2009, DEQ suggested the City consider a similar approach.

Impact on Annual Operating Budget:	
	\$ -

Benefits:

Project will assist the City to be efficient with infrastructure improvement, increase system understanding and meet related regulations. This can help provide economies of scale and regional consistency. Results of model (look-up table) may help private UIC land-owners.

Potential to reduce or spread out UIC WPCF permit compliance costs over a longer period of time.

Consequences of Delaying/Eliminating this Project:

The City will be in a less-knowledgeable, more difficult negotiating stance with regards to the potential substantial costs of the UIC WPCF permit. Potential to miss regulatory deadlines regarding system-wide assessment needs.

Method of Financing	
Type	Amount
Stormwater Utility Fee	\$ 80,000
Total	\$ 80,000

Project Related To:

Master planning and regulatory compliance efforts.

Comments:

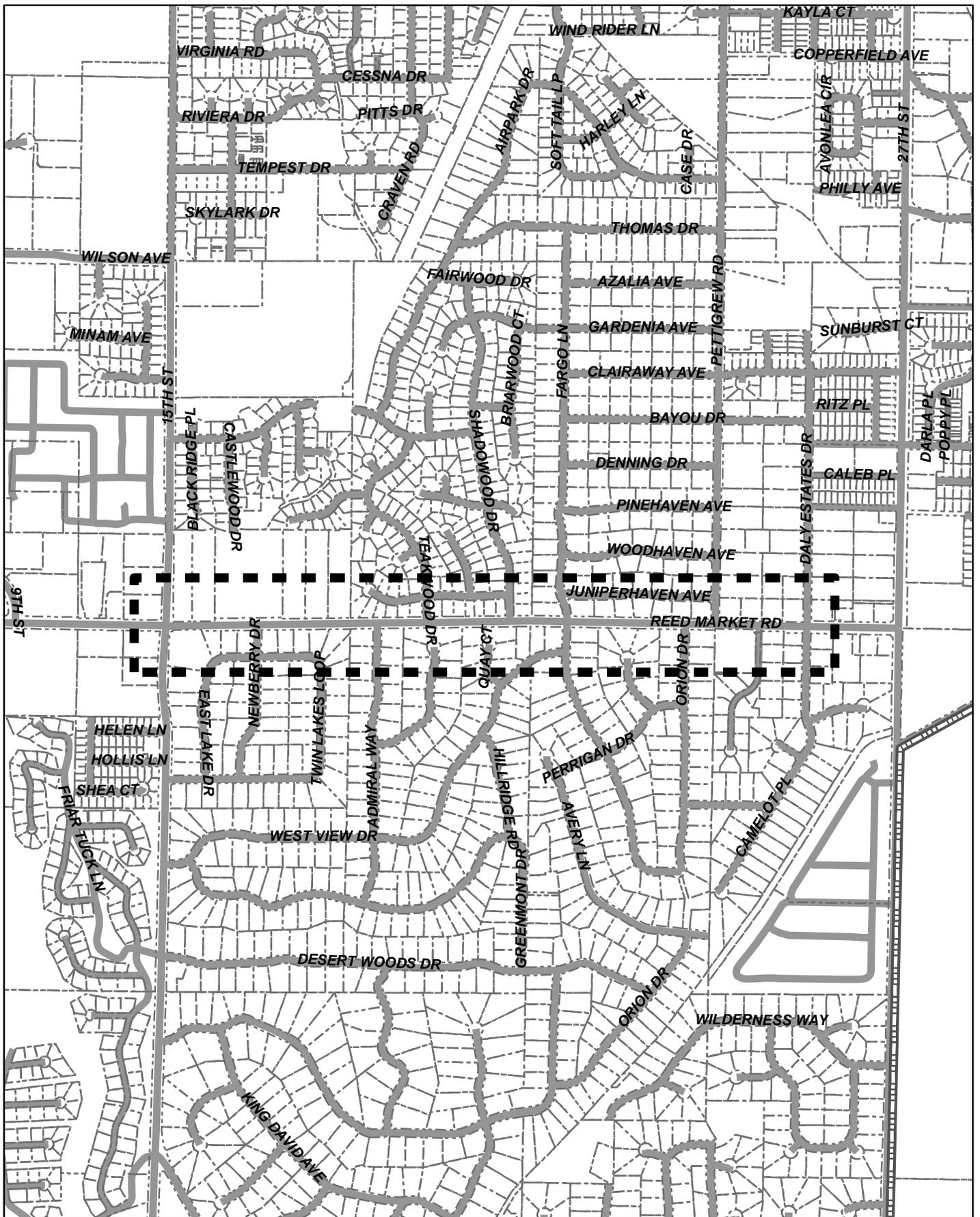
Bend has 5,500 UICs.

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Transportation Construction Five Year Capital Improvement Program (CIP) Schedule

	2011-12	2012-13	2013-14	2014-15	2015-16
Continuing Projects:					
ST0411 Reed Mkt, Corridor Study	\$ 55,000	\$ -	\$ -	\$ -	\$ -
ST0602 Murphy Rd Corridor Brookwood to 15th	25,000	25,000	-	-	-
ST0506 Neff Corridor, 8th to 27th	100,000	-	-	-	-
ST0806 Traffic Control Device Enhancements	200,000	200,000	200,000	200,000	200,000
ST09SA Bridge Improvements	315,000	155,000	155,000	155,000	155,000
ST11IA Daggett Ln.	11,000	-	-	-	-
ST0902 Bear Creek Rd. Ped. Improvements	105,000	-	-	-	-
ST11EA Crash Data	32,000	-	-	-	-
ST11FA Riverside/Franklin	110,000	325,000	510,000	-	-
ST11GA Galveston	70,000	110,000	-	-	-
New Projects:					
ST12BA New Empire Project	110,000	160,000	-	-	-
ST12AA Hwy. 97 Corridor	65,000	-	-	-	-
ST11JA Murphy Overcrossing	505,000	520,000	520,000	-	-
EG10AH Energy Grant - Traffic Signal Efficiency	215,000	-	-	-	-
ST11HA VMT-UGB Study	120,000	60,000	-	-	-
TOTAL Transportation CIP	\$ 2,038,000	\$ 1,555,000	\$ 1,385,000	\$ 355,000	\$ 355,000

Note - Represents projects not funded by the General Obligation Bond



ST0411 - Reed Market Corridor

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

The current project includes the completed corridor study and the ongoing design of the corridor from 3rd to 27th, which includes Newberry east to Daly Estates and the design of the 15th Street roundabout.

Need/Justification:

Corridor is at or over capacity, there are high crash rates, a lack of sidewalks, bike lanes, drainage and other City urban street standards. This corridor is the highest ranked bike project in the City by Deschutes Bike-Ped Committee.

Benefits:

Improved corridor capacity, intersection safety, and safe bicycle and pedestrian travel.

Consequences of Delaying/Eliminating this Project:

Travel delays will increase, shifting vehicle trips to alternate routes. ROW costs will escalate in the future, ultimately increasing the cost of making improvements. The corridor cannot be safely used by pedestrians, bicyclists and the disabled community.

Project Related To:

There are numerous land use developments that are conditioned to participate in the projects on the corridor.

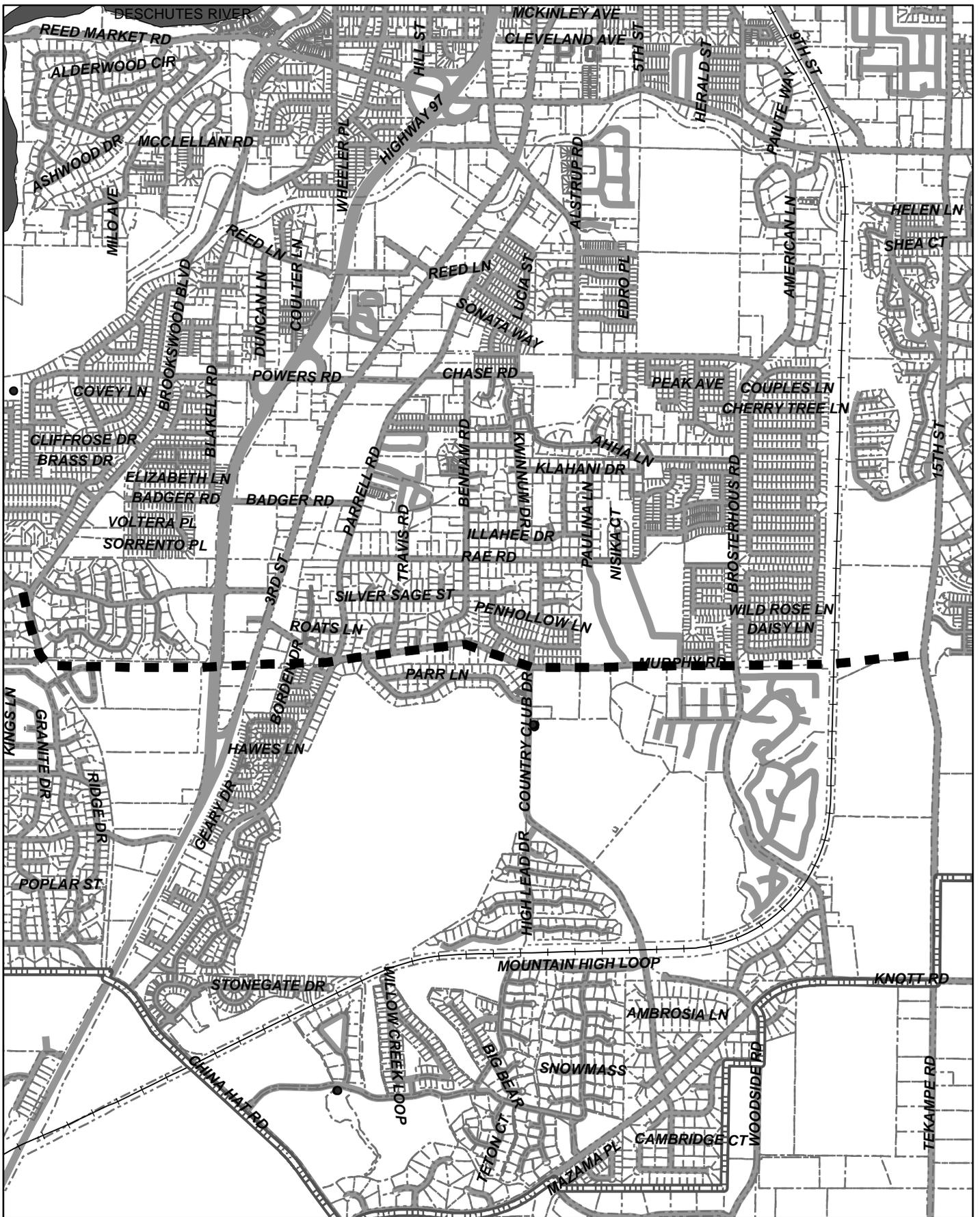
Comments:

The 15th Street roundabout is at 30% design while the design for the Reed Market section from 15th to Daley Estates is complete and ready for bid; however there is a need to redesign the stormwater system. The estimated construction cost of the multi lane roundabout at 15th Street is over \$5 million and the three lane section between Newberry and Daley Estates streets is \$ 5.2 million.

Cost Schedule	
Prior to 2011/12	\$ 1,208,513
2011/12	55,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 1,263,513

Impact on Annual Operating	
Budget:	\$ 10,000
This is the annual cost to maintain the corridor	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 1,263,513
Total	\$ 1,263,513



ST0602 - Murphy Road Corridor, Brookwood to 15th

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund Street Construction

Category Growth Related

Department Public Works

Budget Period: 2011-13

Project Name:

Murphy Rd. Corridor Brookwood to 15th (ST0602)

Project Description:

Improve and modernize three segments of Murphy Road Corridor from Brookwood to 15th Street:
 1) Brookwood to Parrell - Murphy Road/Highway 97 interchange - this segment received \$25 million for design and construction with construction estimated to begin 2013. This segment will have a different project number assigned to it to account for the ODOT funding.
 2) Parrell to Brosterhous - Three lane section with roundabouts
 3) Brosterhous to 15th - Two lane section with bridge and roundabout at 15th

Need/Justification:

There is a critical need to improve east-west transportation connectivity and access for economic development, emergency services and in SE Bend which includes the Murphy Road interchange at Highway 97.

Benefits:

Improved safety and capacity along the Murphy corridor, improved emergency response times, benefits to economic development. New roadways will be to City standards.

Consequences of Delaying/Eliminating this Project:

The Murphy Road refinement land use plan and the planning and design work for the potential federal earmark will be delayed. The City has an IGA with ODOT to complete the design for segment 1.

Project Related To:

The Murphy Crossing Refinement Plan and ODOT South Parkway Refinement Plan and current IGA with ODOT.

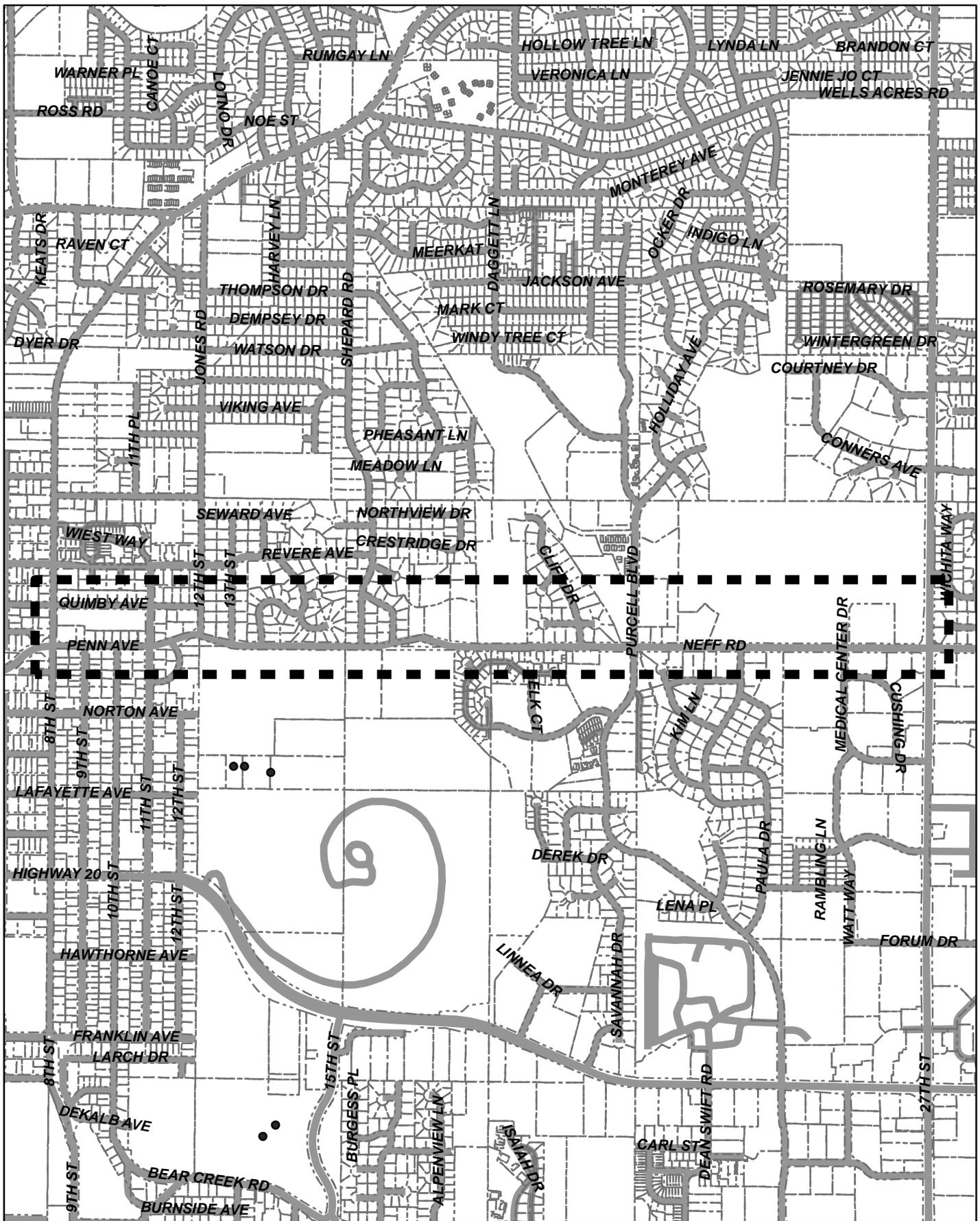
Comments:

The City is coordinating with ODOT to complete the Interchange Area Management Plan. The Murphy Road /Highway 97 interchange is a high priority federal earmark request by the MPO and the OTC. Segment 2 has received \$25 million in state JTA funds to design the project.

Cost Schedule	
Prior to 2011/12	\$ 1,141,712
2011/12	25,000
2012/13	25,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 1,191,712

Impact on Annual Operating	
Budget:	\$ 5,000
Annual operating costs relate to street overlays every ten to fifteen years when the roadway is completed.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 1,191,712
Total	\$ 1,191,712



ST0506 - Neff Road Corridor, 8th to 27th

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Neff Road Corridor, 8th to 27th Street (ST0506)

Project Description:

Improve Neff Road, from 8th to 27th with focus on the signalized intersection at Purcell and the intersection of Shepard at the Pilot Butte Middle School. The current design work will be used for the new Energy Signal grant to find a short term safety solution.

Need/Justification:

A busy arterial with children walking, biking, and/or being dropped off at Pilot Butte Middle School. Neff and Purcell has one of the highest crash rates of City intersections and is a high priority project from TSAC.

Benefits:

Safer travel routes for children walking and/or biking to school, reduced crash rate on the corridor and intersections, improved capacity, and improved emergency services access to eastside medical facilities.

Consequences of Delaying/Eliminating this Project:

Continued higher crash rates at the Neff/Purcell intersection and continued capacity issues along the Pilot Butte Middle School and Shepard Rd segment of Neff Road.

Project Related To:

Project related to the TSAC recommendation to improve the intersection. The Purcell intersection is also targeted for signal upgrades in the Energy grant.

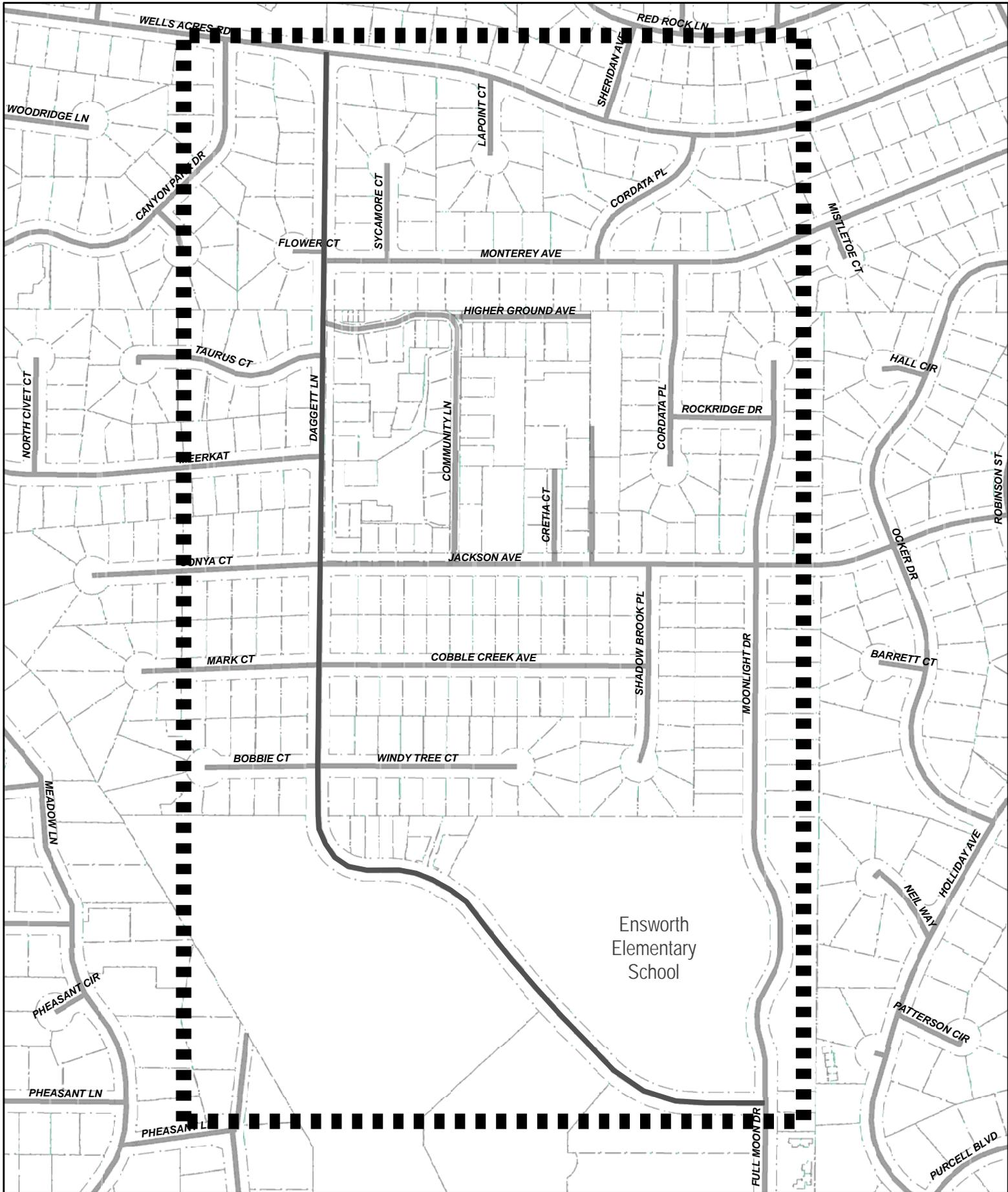
Comments:

The project is at 30% design level and construction costs are estimated to be over \$2 million for the Purcell and the Sheppard intersection projects. Completion of the Purcell and the Sheppard intersection project is not included in the current 5 year CIP and will not be completed until adequate funding is available.

Cost Schedule	
Prior to 2011/12	\$ 179,600
2011/12	100,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 279,600

Impact on Annual Operating	
Budget:	\$ 1,500
Additional maintenance of striping and pavement maintenance.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 279,600
Total	\$ 279,600



ST11A - Daggett Lane (Safe Routes to School Project)

Capital Improvement Projects
2011/12 - 2015/16
400



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

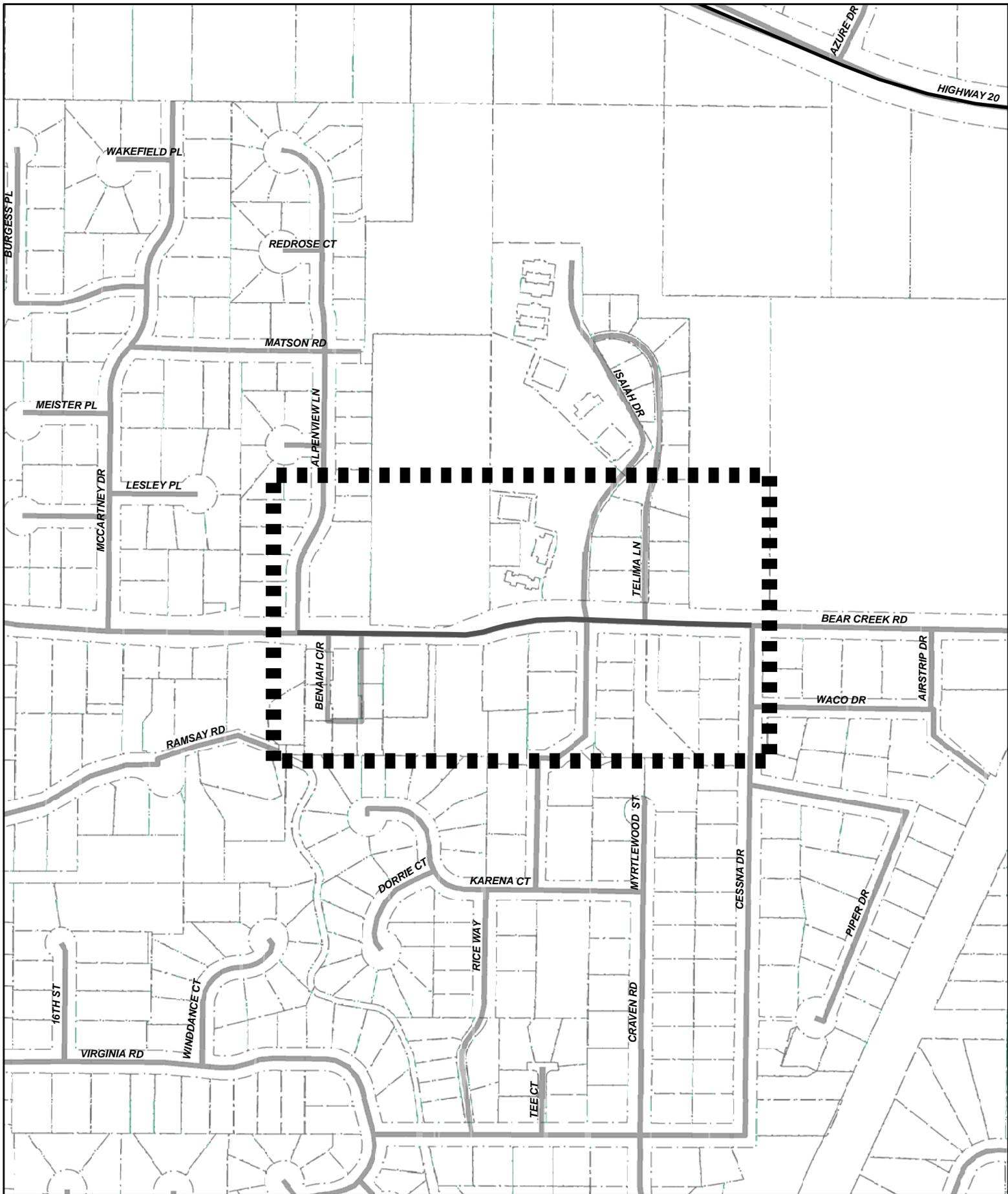
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 46,000
2011/12	11,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 57,000

Impact on Annual Operating	
Budget:	\$ 1,000
Additional maintenance to signing and street preservation	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 57,000
Total	\$ 57,000



ST0902 - Bear Creek, Cessna to Alpenview

Capital Improvement Projects
 2011/12 - 2015/16
 402



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Bear Creek Road Pedestrian Improvements (ST0902)

Project Description:

The City will improve the bike and pedestrian corridor along Bear Creek from about Cessna to Alpineview. The project may include City Maintenance services for the construction.

Need/Justification:

To improve the bike and pedestrian corridor along Bear Creek in order to create a safer bike and pedestrian route along an arterial corridor for the Bear Creek Elementary School.

Benefits:

The project will improve safety, access, connectivity and mobility capacity for all modal users that includes vehicles.

Consequences of Delaying/Eliminating this Project:

Delaying the project will continue the lack of sidewalks and bike lanes for the Bear Creek corridor.

Project Related To:

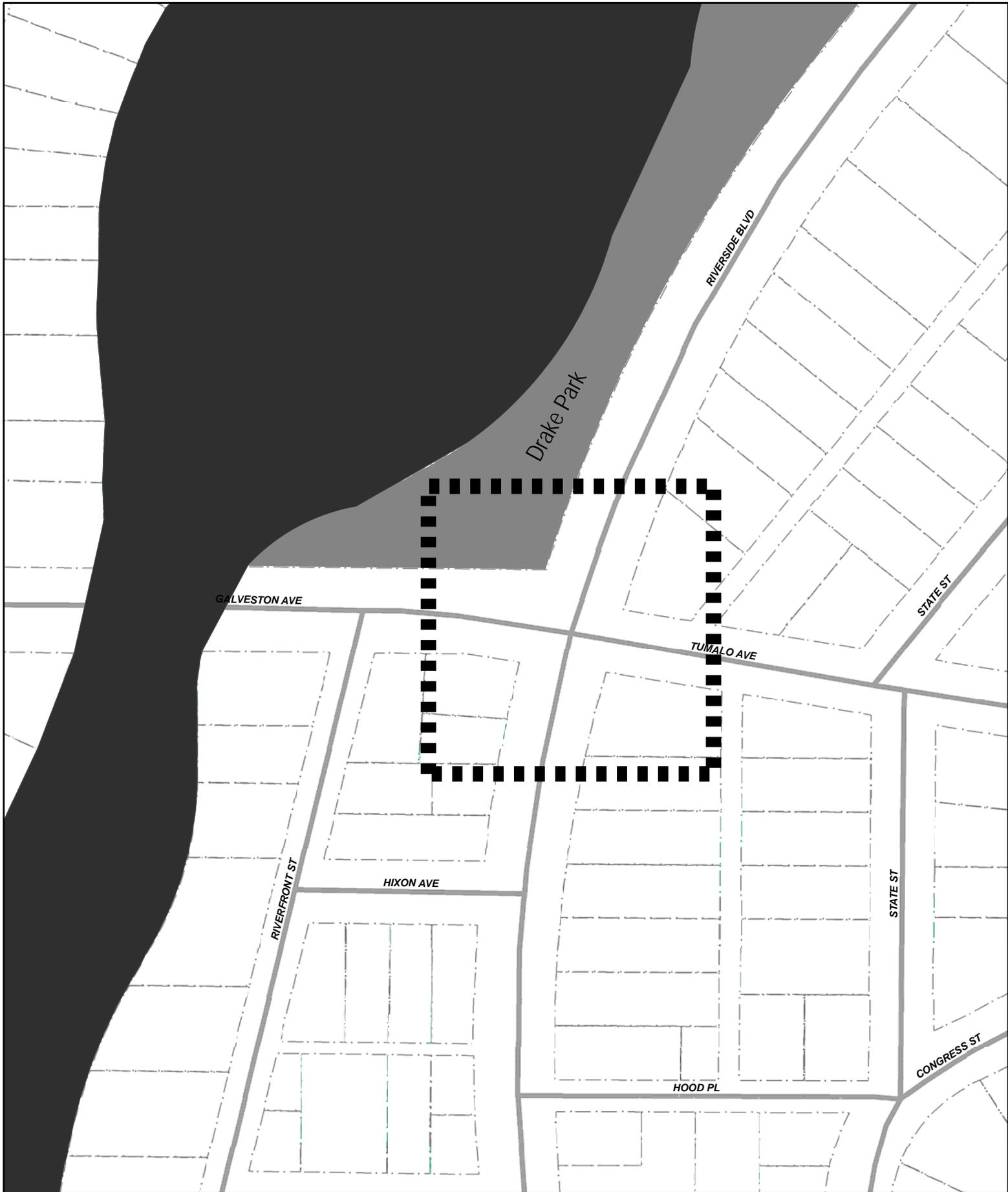
The City has assumed the earlier Safe Routes to School grant from ODOT and will now construct the project at a lower cost. The City is required by state law to install bike lanes on collector and arterial streets.

Comments:

Cost Schedule	
Prior to 2011/12	\$ 170,300
2011/12	105,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 275,300

Impact on Annual Operating	
Budget:	\$ 2,000
Additional striping and pavement preservation.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 275,300
Total	\$ 275,300



ST11FA - Riverside/Franklin

Capital Improvement Projects
 2011/12 - 2015/16
 404



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Riverside/Franklin (ST11FA)

Project Description:

The project will install bike lanes, bike stalls, pedestrian crossings, replace curbs, improve the Riverside and Tumalo intersection and install curb ramps and transit stops. The project is an ODOT bike and pedestrian grant funded project for \$600,000 with the City providing a \$385,000 match.

Need/Justification:

The project is needed in order to install bike lanes on Riverside which by law as a collector street must have bike lanes. The project will greatly improve bike and pedestrian safety, access and connectivity.

Benefits:

Project will improve pedestrian and bicycle safety, access and connectivity.

Consequences of Delaying/Eliminating this Project:

The City will lose the ODOT grant funding.

Project Related To:

The Traffic Safety Advisory Committee (TSAC) high priority arterial and collector safety improvements.

Comments:

Cost Schedule	
Prior to 2011/12	\$ 40,000
2011/12	110,000
2012/13	325,000
2013/14	510,000
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 985,000

Impact on Annual Operating Budget:	
Budget:	\$ 5,000
Additional maintenance to striping and pavement preservation.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 385,000
ODOT grant	600,000
Total	\$ 985,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

Improve safety, access and connectivity for vehicles, bicycles and pedestrians. Also to improve the streetscape along a newly emerging mixed use corridor. A collaborative process has formed between City staff and property/business owners with a taskforce to devise project concepts and designs.

Need/Justification:

The project is the highest ranked Traffic Safety Advisory Committee (TSAC) arterial and collector street safety project to improve vehicle, bicycle and pedestrian safety, access, and connectivity. It also continues the bike and pedestrian improvements on Galveston from 14th to Lindsey Ct.

Benefits:

The project will improve bicycle and pedestrian safety and access, stormwater system and parking.

Consequences of Delaying/Eliminating this Project:

The project is currently being coordinated with a business and citizen taskforce that is motivated to initiate a project. Delaying the design funding for the project may cause the taskforce to cease their efforts.

Project Related To:

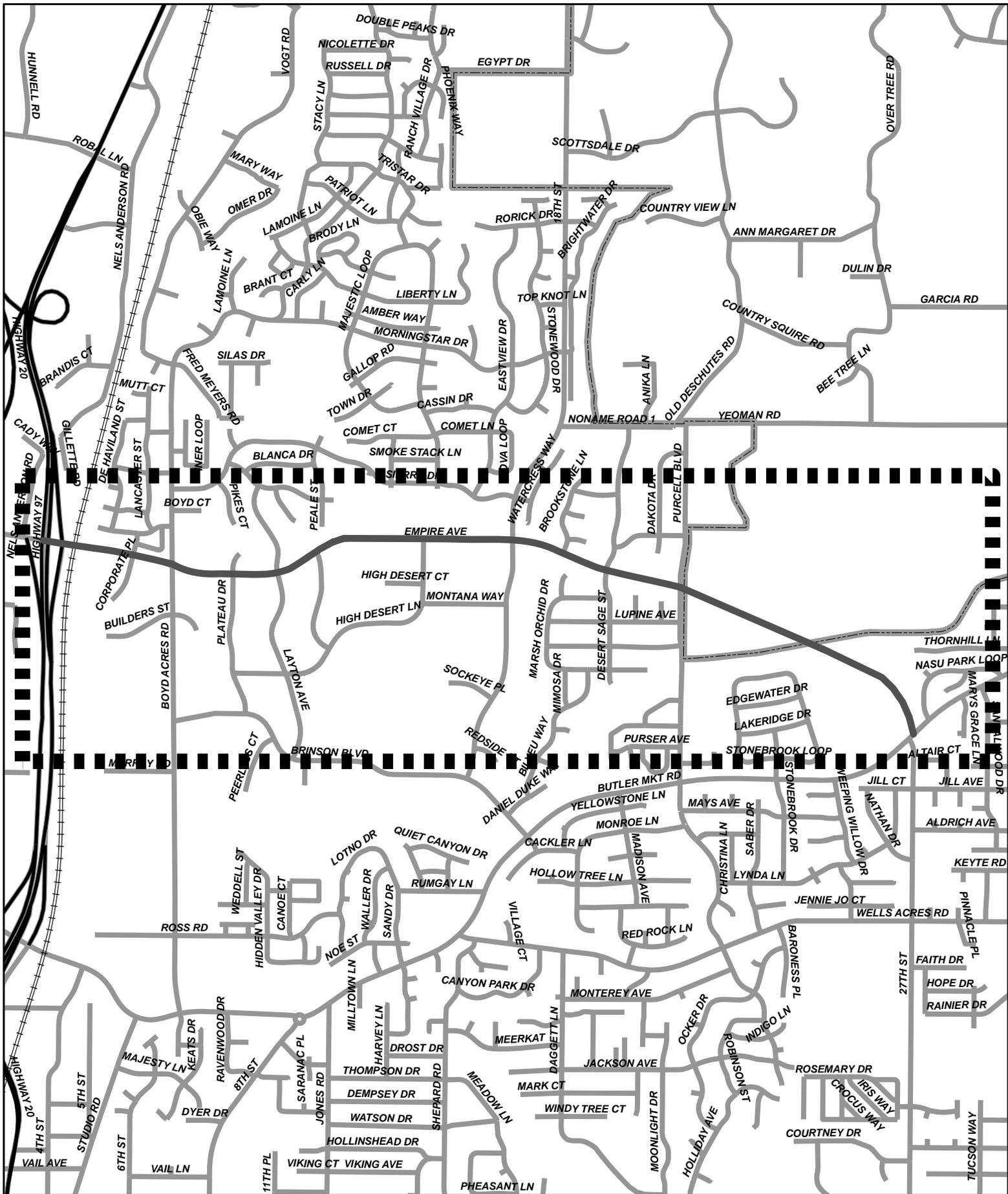
Project related TSAC and the Galveston Improvement Taskforce.

Comments:

Cost Schedule	
Prior to 2011/12	\$ 15,000
2011/12	70,000
2012/13	110,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 195,000

Impact on Annual Operating	
Budget:	\$ 2,000
Additional maintenance to striping and pavement preservation.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 195,000
Total	\$ 195,000



Empire Project - 3rd St. to Deschutes Market Rd.

Capital Improvement Projects

2011/12 - 2015/16



City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

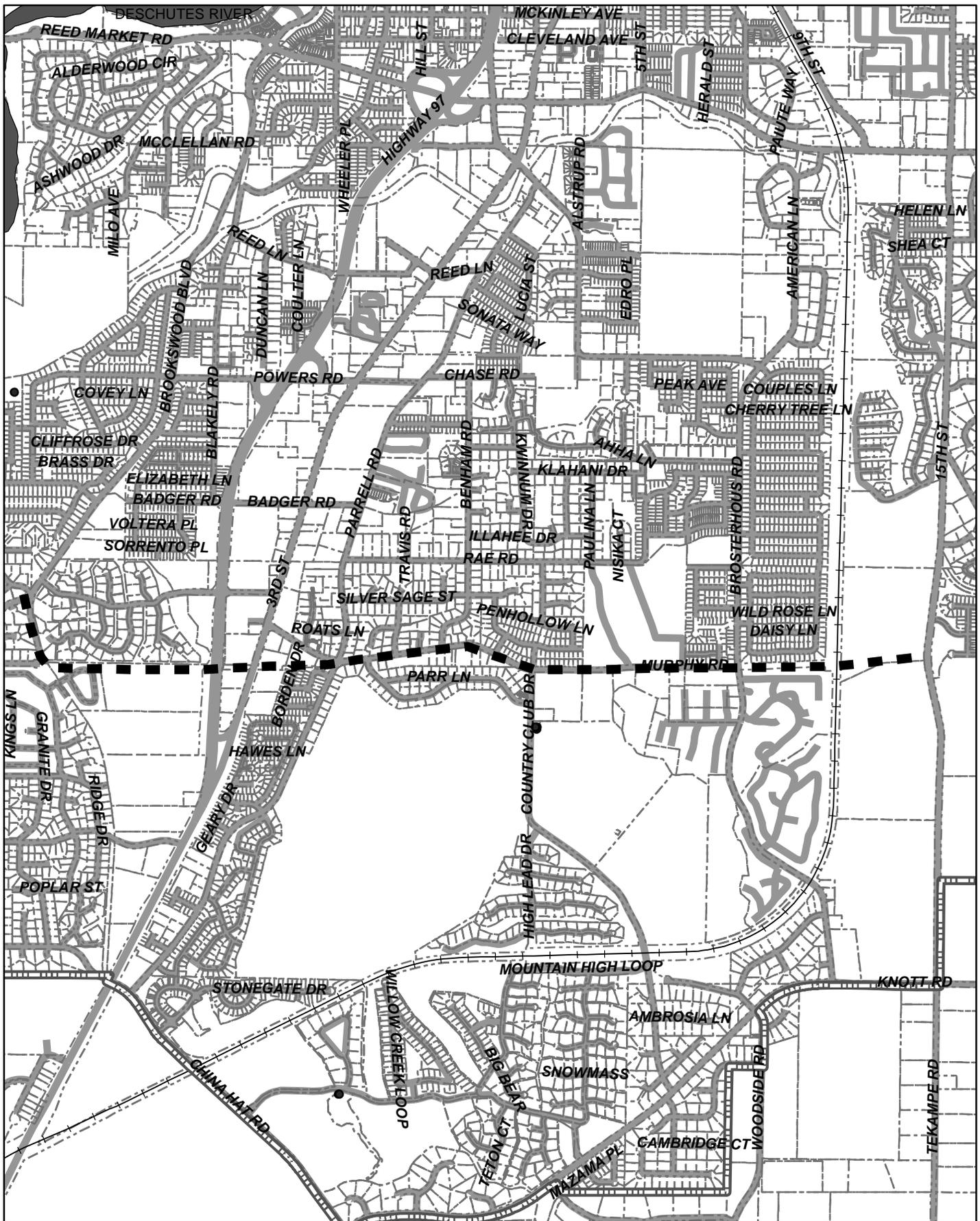
Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	110,000
2012/13	160,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 270,000

Impact on Annual Operating Budget:	
Budget:	\$ -
No operating impacts identified at this time.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 16,900
U.S. Forest Service	253,100
Total	\$ 270,000



ST11JA - Murphy Overcrossing

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Murphy Overcrossing (New)

Project Description:

Improve and modernize the Murphy Road Corridor from Brookwood to Parrell and the southern connection to the Bend Parkway. The project is described in the City and ODOT Intergovernmental Agreement. The project received \$25 million from the State Jobs and Transportation Act bill for design and construction with construction estimated to begin 2013. The City will pay \$2.1 million for the project with the remainder being paid by ODOT.

Cost Schedule	
Prior to 2011/12	\$ 538,900
2011/12	505,000
2012/13	520,000
2013/14	520,000
2014/15	0
2015/16	0
After 2015/16	0
Total Cost	\$ 2,083,900

Need/Justification:

There is a critical need to improve east-west transportation, improve connectivity, and help US 97 Parkway access and capacity. This will also improve access for economic development, and emergency services in SE Bend which includes the Murphy Road interchange at Highway 97.

Impact on Annual Operating	
Budget:	\$ 5,000
Comments:	
Annual operating costs relate to street overlays every ten to fifteen years when the roadway is completed.	

Benefits:

Improved safety and capacity for the Murphy corridor and US 97/Parkway, improved emergency response times, benefits to economic development. New roadways will be to City standards.

Consequences of Delaying/Eliminating this Project:

The Murphy Road refinement land use plan and the planning and design work for the potential federal earmark will be delayed. The City has an IGA with ODOT to complete design/construction.

Project Related To:

The Murphy Crossing Refinement Plan and ODOT South Parkway Refinement Plan and current IGA with ODOT.

Comments:

The City is coordinating with ODOT to complete the Interchange Area Management Plan. The Murphy Road /Highway 97 interchange is a high priority federal earmark request by the MPO and the OTC. Segment 2 has received \$25 million in state JTA funds to design the project.

Method of Financing	
Type	Amount
Federal Earmark	\$ 2,083,900
Total	\$ 2,083,900

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Traffic Control Device Enhancements (ST0806)

Project Description:

This project provides for the modification, enhancement, replacement, or installation of traffic control devices including signs, pavement markings, channeling devices, flashers, traffic signals, and Intelligent Transportation System (ITS) infrastructure. This project provides for capacity and safety related improvements that are above and beyond routine maintenance performed by the Transportation Operations Division.

Cost Schedule	
Prior to 2011/12	\$ 78,200
2011/12	200,000
2012/13	200,000
2013/14	200,000
2014/15	200,000
2015/16	200,000
After 2015/16	
Total Cost	\$ 1,078,200

Need/Justification:

Program will provide for selected improvements to City traffic control devices. Some improvements are necessary due to updated standards, some are desirable due to new technology, or as mitigation in response to deficiencies noted by staff, citizens, or the Traffic Safety Advisory Committee.

Impact on Annual Operating Budget:	
Budget:	\$ 500
Most project improvements will not impact maintenance budgets, although certain ITS or active warning devices may include operational costs. Select improvements and upgrades may preserve the Transportation Operation's regular maintenance funds.	

Benefits:

Improves capacity, safety and/or operational efficiencies, including reductions in delay and fuel emissions within existing road geometry.

Consequences of Delaying/Eliminating this Project:

Inefficiencies in signal operations or communications, which increases congestion, energy consumption and safety issues; non-compliance with mandated traffic control device upgrades.

Project Related To:

Related to the Deschutes County ITS plan, the Manual on Uniform Traffic Control Devices, and ODOT's Bend Central Signal System.

Comments:

This project description broadens the scope of the previous CIP ITS project, extending project work to other traffic control devices in addition to ITS.

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 1,078,200
Total	\$ 1,078,200

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Bridge Improvements (ST09SA)

Project Description:

Prioritize and implement City bridge repairs and replacements from an identified list of bridge improvement recommendations identified as part of state-performed inspections. The program includes coordinating with Street Maintenance Division to complete in-house work and develop and implement capital improvement projects.

Need/Justification:

The City must implement and maintain a bridge improvement program to maintain safety, capacity, access and connectivity of the transportation system.

Benefits:

Continued safety, capacity, access and connectivity.

Consequences of Delaying/Eliminating this Project:

Delaying the project or eliminating this project would result in more rapid deterioration of key City transportation assets and potentially result in diminished community safety and transportation system connectivity.

Project Related To:

Routine inspection reports provided by ODOT to meet federal requirements form the basis for this program. City-performed improvements are funded from the Transportation Operations budget.

Comments:

Cost Schedule	
Prior to 2011/12	\$ 54,200
2011/12	315,000
2012/13	155,000
2013/14	155,000
2014/15	155,000
2015/16	155,000
After 2015/16	
Total Cost	\$ 989,200

Impact on Annual Operating Budget:	
Budget:	\$ -
<p>This project is an annual program to improve bridge capacity and safety and will likely reduce long term higher maintenance costs.</p>	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 989,200
Total	\$ 989,200

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Crash and Volume Data (ST11EA)

Project Description:

The project will create methods and processes for the collection and management of the volume and crash data which is vital for the analysis and prioritization of transportation projects.

Need/Justification:

The crash and volume data is needed to analyze, assess and prioritize transportation projects.

Benefits:

The project will provide data and information benefits for the transportation projects and programs.

Consequences of Delaying/Eliminating this Project:

Projects and programs will not have adequate information in order to implement effective transportation projects and programs.

Project Related To:

Comments:

Cost Schedule	
Prior to 2011/12	\$ 50,000
2011/12	32,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 82,000

Impact on Annual Operating Budget:	
Budget:	\$ -
Study will have no direct impact on operations budget.	

Method of Financing	
Type	Amount
Franchise Fees	\$ 82,000
Total	\$ 82,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

TRIP 97 Corridor (New)

Project Description:

Collaborate with cities of Redmond, LaPine and Madras along with the BMPO to create an innovative corridor plan and strategy for Highway 97. The plan will include, but is not limited to, alternative performance standards, project selection evaluations, financing strategy, and public involvement. Both the City of Redmond and City of Madras will participate in the costs of the plan through an Intergovernmental Agreement.

Need/Justification:

The plan is needed in order to form new highway performance standards that facilitate feasible projects for Highway 97 which allows for economic development and project prioritization.

Benefits:

Projects for Highway 97 will reduce crashes, ease congestion, improve access and connectivity, and encourage economic development.

Consequences of Delaying/Eliminating this Project:

Projects that enhance economic development will be delayed. Safety issues and congestion will continue to increase.

Project Related To:

Project is related to Juniper Ridge development, the UGB expansion, and Council direction for major transportation projects in the City.

Comments:

Cost Schedule	
Prior to 2011/12	\$ -
2011/12	65,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 65,000

Impact on Annual Operating Budget:	
Budget:	\$ -
This plan will have no direct impacts on the operating budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 65,000
Total	\$ 65,000

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Project Description:

This project will improve vehicle progression, reduce vehicle delay on 2 major corridors by implementing coordinated signal system timing. Operational efficiency of City traffic signals will be maximized by improving existing traffic signal and communications infrastructure. This will allow implementation of improvements that meet project objectives and facilitate extension of the Bend Central Signal System.

Cost Schedule	
Prior to 2011/12	\$ 189,000
2011/12	215,000
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 404,000

Need/Justification:

Operation of existing traffic signals is hampered by outdated signal timing, non-functioning vehicle detection, and an inability to communicate remotely. Project improvements will address these deficiencies.

Impact on Annual Operating Budget:

Benefits:

Short term job creation and ongoing reductions in vehicle delay and fossil fuel emissions due to more efficient operation of traffic signals. Improve vehicle progression and reduce vehicle delay. Optimizes use of existing City infrastructure.

Project improvements will not lessen ongoing operational costs, but will preserve Streets Division maintenance funds by replacing deteriorated infrastructure with equipment less susceptible to damage by traffic, weather, and routine road maintenance operations.

Consequences of Delaying/Eliminating this Project:

Continued excess vehicle delay and fossil fuel emissions caused by un-optimized operation of traffic signals.

Project Related To:

City funds to be drawn from ST0806-Intelligent Transportation Systems and ST0506-Neff Rd Corridor. Federal funding will preserve City Street Division funds in the Traffic Signal Maintenance Account.

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 404,000
Energy Block Grant	180,000
Total	\$ 584,000

Comments:

ARRA Project. City funds to be leveraged with money received from the Department of Energy through the Energy Efficiency and Conservation Block Grant Program

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Category

Department

Budget Period:

Project Name:

Vehicle Miles Traveled (VMT)-Urban Growth Boundary (UGB) Study (New)

Project Description:

The project is to create the Vehicle Miles Traveled study and performance measures consistent with the Urban Growth Boundary remand order.

Need/Justification:

State law requires jurisdictions in a Metropolitan Planning Organization (MPO) area to conduct a VMT analysis that includes, but is not limited to, alternative performance measures, land use options for mixed use higher density areas and alternative mobility standards. The study is also needed to respond to the UGB remand order. It will also update the Transportation System Plan (TSP) and Capital Improvement Program (CIP).

Benefits:

The project will define the actions, policies and possible amendments to update the TSP and further the adoption of the UGB.

Consequences of Delaying/Eliminating this Project:

The City will not be compliant with state Transportation Planning Rules (TPR) and will not be able to adopt the UGB.

Project Related To:

The project is related to the UGB remand order and state TPR rules for jurisdictions in the MPO.

Comments:

Cost Schedule	
Prior to 2011/12	\$ 30,000
2011/12	120,000
2012/13	60,000
2013/14	-
2014/15	-
2015/16	-
After 2015/16	
Total Cost	\$ 210,000

Impact on Annual Operating Budget:	
Budget:	\$ -
This study has no direct impact on operations budget.	

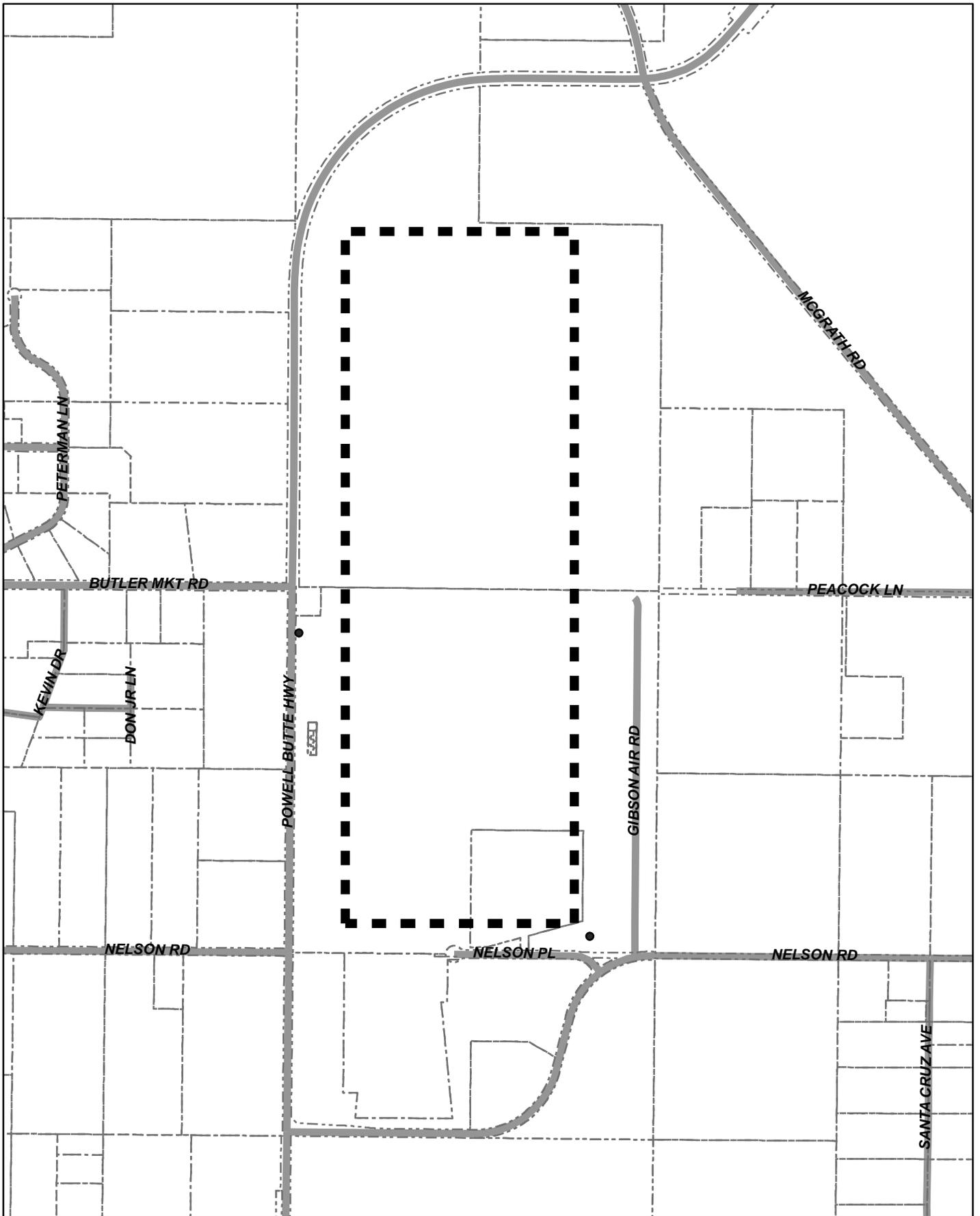
Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$ 210,000
Total	\$ 210,000

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Airport Five Year Capital Improvement Program (CIP) Schedule

	2011-12	2012-13	2013-14	2014-15	2015-16
<u>Continuing Projects:</u>					
AP10AA Airport Master Plan	\$ 65,800	\$ -	\$ -	\$ -	\$ -
AP11AA Taxiway A Rehabilitation*	-	-	4,257,000	1,950,000	-
TOTAL Airport CIP	\$ 65,800	\$ -	\$ 4,257,000	\$ 1,950,000	\$ -

* Subsequent to budget adoption, this project's timeline was moved to the 2011-13 biennium. The budget will be amended during the first year of the biennium.



AP11AA - Taxiway A Rehabilitation

Capital Improvement Projects

2011/12 - 2015/16



For Display Purposes Only

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Taxiway A Rehabilitation (AP11AA)

Project Description:

Reconstruct Taxiway A and move it nine (9) feet to the west and increase the width by five (5) feet.

Need/Justification:

Repair extensive cracking and pavement deterioration, as well as attain the dimensional safety separation from the runway and increase the width to thirty-five (35) feet to meet C-II standards.

Benefits:

Corrects severe cracking that is causing damage to aircraft towing tugs and may result in damage to aircraft. Creates greater safety margins.

Consequences of Delaying/Eliminating this Project:

Aircraft may be damaged and pavement may collapse under the weight of heavy aircraft. Large aircraft will lose safety benefits.

Project Related To:

Comments:

City will apply for Connect Oregon IV grant to provide 5% local match

Cost Schedule	
Prior to 2011/12	\$ 358,200
2011/12	0
2012/13	0
2013/14	4,257,000
2014/15	1,950,000
2015/16	-
After 2015/16	-
Total Cost	\$ 6,565,200

Impact on Annual Operating Budget:	
Budget:	\$ -
This is a rehabilitation project, which upon completion will require less in maintenance than the current Taxiway A.	

Method of Financing	
Type	Amount
FAA Grant	\$ 6,236,940
City Match	328,260
Total	\$ 6,565,200

City of Bend

Capital Improvement Projects 2011/12 - 2015/16

Fund

Budget Period:

Category

Department

Project Name:

Airport Master Plan (AP10AA)

Project Description:

A comprehensive review of the current Master Plan, current activity levels and forecast growth that will be implemented into a long range plan for the airport. It will guide future runway, taxiway and parking construction, zoning and land use issues.

Need/Justification:

The current plan was created in 1994 and updated in 2002. It is outdated and no longer addresses the needs of the airport.

Benefits:

Federal Aviation Administration (FAA) funding is tied to the planning created in the Airport Master Plan. Also, this will help guide the airport into the future in a logical and cost effective manner.

Consequences of Delaying/Eliminating this Project:

The County has refused to endorse various aspects of airport operations without a current plan. Growth occurring without careful review could result in an ineffective airport.

Project Related To:

All Airport projects.

Comments:

Cost Schedule	
Prior to 2011/12	\$ 208,400
2011/12	65,800
2012/13	-
2013/14	-
2014/15	-
2015/16	-
After 2015/16	-
Total Cost	\$ 274,200

Impact on Annual Operating Budget:	
Budget:	\$ -
The master plan will have no direct impact on operations budgets, but may result in new projects	

Method of Financing	
Type	Amount
FAA Grant	\$ 260,490
Connect Ore. III Grant	13,710
Total	\$ 274,200

Acronyms

ADA Americans with Disabilities Act of 1990

APWA American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

BAT Bend Area Transit, the fixed route transportation system previously operated by the City and currently operated by Central Oregon Intergovernmental Council.

BEDAB Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

BURA Bend Urban Renewal Agency

CIP Capital Improvement Program, a plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

CDBG Community Development Block Grant, as a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Community Development Department, which includes the City of Bend's Building, Planning and Private Development Engineering funds.

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Public Works, Finance, Information Technology and Community Development departments.

COIC Central Oregon Intergovernmental Council

DLCD Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

DOJ Department of Justice, a department of the United States Government created to enforce the law and defend the interests of the United States according to the law.

DRO Disability Rights Oregon, an independent, private, nonprofit agency established in 1978 pursuant to the Developmental Disabilities Assistance and Bill of Right Act.

DCRFPD #2 Deschutes County Rural Fire Protection District No. 2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

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.

ISTEA Federal Intermodal Surface Transportation Efficiency Act grant to encourage various types of transportation.

LCDC Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

LID Local Improvement District, an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

LTFP Long Term Financial Plan, a forecasting tool used to assess the long term financial implications of current and proposed policies, programs and assumptions.

ODOT Oregon Department of Transportation

OR-DEQ Oregon Department of Environmental Quality, a regulatory agency whose job is to protect the quality of Oregon's environment by being a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

PERS Public Employees Retirement System for the State of Oregon

PW or PUW Public Works Department for the City of Bend which includes the following services: Public Works Administration, Laboratory, Garage, Engineering Infrastructure and Planning, Transportation Operations and Planning, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service.

RFPD Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department.

RMV Real Market Value, the value of real property as determined by the Deschutes County Assessor's Office in terms of what it would be worth on the open market.

RZEDB Recovery Zone Economic Development Bonds which are taxable bonds that finance public infrastructure projects for which the federal government provides a subsidy of 45% of the interest expense.

SDC's Systems Development Charges, which are fees charged to join or to extend an existing utility system.

TAV Taxable Assessed Valuation, a valuation set upon real estate or other property by a government as a basis of levying taxes. Assessed value is determined by the Deschutes County Assessor's Office.

TIF Tax Increment Financing, the primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

TRT Transient Room Tax, a 9% lodging tax levied upon hotels and motels within the Bend city limits.

US EPA United States Environmental Protection Agency

UEFB Unappropriated Ending Fund Balance, resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

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Glossary

Accrual Basis The recording, of the financial effects on a government, of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

Activity Classification Expenditure classification according to the specific type of work performed by organizational units (e.g., police is an activity within the public safety function).

ADA Acronym for the Americans with Disabilities Act of 1990.

Adopted Budget Proposed budget amended and approved by the Budget Committee becomes the adopted budget after City Council takes action on it. The adopted budget becomes effective July 1 and includes all Council adopted changes through the year.

Ad Valorem Tax A property tax computed as a percentage of the value of taxable property.

Agency Fund A fund normally used to account for assets held by government as an agent for individuals, private organizations or other governments and/or other funds.

Amortization (1) The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period. (2) The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

Annexation The incorporation of land into an existing city with a resulting change in the boundaries of that city.

Appropriated Budget The expenditure authority created by the appropriation bills and ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Approved Budget Proposed budget as amended and approved by the Budget Committee and recommended to the City Council for adoption.

APWA Acronym for the American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

Assessed Valuation A valuation set upon real estate or other property by a government as a basis of levying taxes.

Asset A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

Balanced Budget The State of Oregon defines a balanced budget as “the total resources in a fund equal the total of expenditures and requirements for that fund”.

Basis of Accounting A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

BAT Acronym for Bend Area Transit, the fixed route transportation system previously operated by the City and currently operated by Central Oregon Intergovernmental Council.

BEDAB Acronym for Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

Bond A long-term promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date).

Budget A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Committee As dictated by Oregon State Statute, the budget committee consists of the governing body and a like number of appointed citizens and is charged with the task of reviewing the proposed budget, taking public comment and approving the budget.

Budgetary Control The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

BURA Abbreviation for Bend Urban Renewal Agency.

Capital Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets, also referred to as fixed assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over \$5,000 with an estimated life of one year or more.

Capital Budget A plan of proposed capital outlays and the means of financing them.

Capital Expenditures Expenditures resulting in the acquisition of or addition to the government's general fixed assets.

Capital Improvement Fund A fund that accounts for the resources to be used for the acquisition or construction of major capital facilities.

Capital Improvement Program (CIP) A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Capital Improvement Project Expenditures which result in the acquisition of land, improvements to existing facilities, and construction of streets, sewers, storm drains and other public facilities.

Capitalization Policy The criteria used by the government to determine which outlays should be reported as fixed assets.

Capital Projects Fund A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Cash Basis A basis of accounting under which transactions are recognized only when cash is received or disbursed.

CDBG Abbreviation for Community Development Block Grant. As a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Abbreviation for Community Development Department, which includes the City of Bend's Building, Planning and Private Development Engineering funds.

City-Wide Administration and Support Refers to the following departments and functions that serve other City departments: Administration and Finance, Legal Services, Information Technology, Facilities Management, Risk Management, and the PERS Debt Service Fund.

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Public Works, Finance, Information Technology and Community Development departments.

COIC Acronym for Central Oregon Intergovernmental Council

Contingency An appropriation established in certain funds for the funding of unforeseen events. Contingency may be appropriated for a specific purpose by the City Council upon the approval of a resolution.

Debt An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

Debt Limit The maximum amount of outstanding gross or net debt legally permitted.

Debt Proceeds The difference between the face amount of debt and the issuance discount or the sum of the face amount and the issuance premium. Debt proceeds differ from cash receipts to extent issuance costs, such as underwriters' fees, are withheld by the underwriter.

Debt Service Fund A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Service Requirements The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Deferred Revenue Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met

Deficit The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

Delinquent Taxes Taxes remaining unpaid on or after the date to which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or cancelled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid or converted into tax liens.

Depreciation An accounting convention used to charge the expiration in the service life of a fixed asset to the period it benefits.

Deschutes County Rural Fire Protection District # 2 (DCRFPD #2) which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

DLCD Acronym for the Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

Employee Benefits Benefits include social security, retirement, group health, dental and life insurance, workers' compensation, and disability insurance.

Encumbrances Commitments related to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, airport, sewer).

Estimated Life The expected estimated useful life of an asset from the date placed in service to the projected retirement date.

Expenditures Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenses Outflows or other using up of assets or incurrences of liabilities (or combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing, major or central operations.

Fees General term used for any charge levied by local government in connection with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business and non-business licenses, fines, and user charges.

Fiduciary Fund Type The Trust and Agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

Financial Resources Cash or other assets that, in the normal course of operations, will become cash.

Fiscal Year A twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City's fiscal year begins on July 1 and ends the following June 30.

Fixed Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets, also referred to as capital assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over \$5,000 with an estimated life of one year or more.

Franchise A special privilege granted by a government, permitting the continued use of public property, and usually involving the elements of monopoly and regulation.

FTE Abbreviation for Full Time Equivalent. Staffing levels are measured in FTE's to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

Function A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance The difference between fund assets and fund liabilities of governmental and similar trust funds.

Fund Type Any one of seven categories into which all funds are classified in governmental accounting. The seven types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

General Fund The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GO Bond General Obligation Bond, a municipal bond backed by the full faith and credit of the issuing municipality. This means the municipality commits its full resources to paying bondholders, including the raising of property taxes.

Governmental Accounting The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

Governmental Fund Types Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds and fiduciary funds.

Grants Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

Infrastructure Assets Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

Interfund Transactions Transactions between funds of the same government reporting entity. They include 1) Quasi-external Transactions, 2) Reimbursements, 3) Residual Equity Transfers, 4) Operating Transfers and 5) Interfund Loans.

Interfund Transfers All interfund transactions except loans, quasi-external transactions and reimbursements.

Intergovernmental Revenues Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Interim Borrowing 1) Short-term loans to be repaid from general revenues during the course of a fiscal year. 2) Short-term loans in anticipation of tax collections, grants or bond issuance.

Internal Service Fund A fund used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

LCDC Acronym for Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

Legal Level Of Budgetary Control The level at which spending in excess of budgeted amounts would be a violation of law.

Liabilities Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

LID Abbreviation for Local Improvement District. A LID is an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

Local Government Any city, county, port, school district, public or quasi-public corporation.

LTFP Long Term Financial Plan, a forecasting tool used to assess the long term financial implications of current and proposed policies, programs and assumptions.

Materials and Services Object classification to account for purchases of materials and services excluding capital outlay, personnel and debt service.

Measurable and Available An accounting convention employed in the modified accrual accounting basis to determine if a revenue is recognized in the current period.

Modified Accrual Basis of accounting in which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received. All governmental funds are accounted for using the modified accrual basis of accounting.

Municipal Corporation A political and corporate body established pursuant to state statutes to provide government services and regulations for its inhabitants.

Net Bonded Debt Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

Nonexpendable Trust Fund A trust fund, the principle of which may not be expended.

ODOT Abbreviation for Oregon Department of Transportation.

Object Class Expenditure classification according to the types of items purchased or services obtained (e.g., personal services, materials, supplies and equipment).

Operating Budget Planned, current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

Ordinance A formal legislative enactment by the governing body of a municipality. The difference between an ordinance and a resolution is that the later requires less legal formality and has a lower legal status.

Organizational Unit A responsibility center within a government.

Overlapping Debt The proportionate share, property within each government must bear of the debts of all local governments located wholly or in part within the geographic boundaries of the reporting government.

Per Capita Debt The amount of a government's debt divided by its population. Per capita debt is used to indicate the governments' credit position by reference to the proportionate debt borne per resident.

Permanent Fund A fund established to report resources that are legally restricted so that only earnings, and not principal, may be used for purposes that support the program.

PERS Abbreviation for the State of Oregon Public Employees Retirement System.

Personal Services Object classification to account for compensation to City employees in the form of salaries, wages and employee benefits.

Program A group of related activities to accomplish a major service or function for which the local government is responsible.

Proposed Budget The budget proposed by the City Manager and submitted to the Budget Committee prior to their deliberations.

Proprietary Fund Types Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Purchase Order A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

PW or PUW Abbreviations for the Public Works Department for the City of Bend which includes the following services: Public Works Administration, Laboratory, Garage, Engineering Infrastructure and Planning, Transportation Operations and Planning, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service.

Quasi-External Transactions Interfund transactions that would be treated as revenues, expenditures or expenses if they involved organizations external to the government unit. (e.g., internal service fund billings to departments). These transactions should be accounted for as revenues, expenditures or expenses in the funds involved.

Reimbursements (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but that properly apply to another fund. These transactions are recorded as expenditures or expenses in the reimbursing fund and as reductions of expenditures or expenses in the fund reimbursed.

Requirements Total expenditures and unappropriated fund balance.

Requisition A written demand or request, usually from one department or the purchasing agent.

Reserved Fund Balance Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Residual Equity Transfer Nonrecurring or nonroutine transfers of equity between funds (e.g., transfers of residual balances of discontinued funds to the general fund or debt service fund).

Resolution A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Restricted Assets Monies or other resources, the use of which is restricted by legal or contractual requirements.

Retained Earnings An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

RFPD Abbreviation for the Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with DCRFPD #2.

RMV Real Market Value. The value of real property as determined by the Deschutes County Assessors Office in terms of what it would be worth on the open market.

RZEDB Acronym for Recovery Zone Economic Development Bonds which are taxable bonds that finance public infrastructure projects for which the federal government provides a subsidy of 45% of the interest expense.

Shared Revenues Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

Special Assessment A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special District An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt or levy taxes.

Special Revenue Fund A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes.

Supplemental Budget Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. The supplemental budget cannot be used to increase a tax levy.

Systems Development Charges (SDC's) Fees charged to join or to extend an existing utility system.

Tax Base Oregon law allows cities within the State, with voter approval, to establish a dollar amount of property tax that may be levied on property within the city. Once established, a tax base may be increased by 6% each year without further voter approval. Any increase beyond the statutory 6% limit must be approved by voters.

TIF An acronym for tax increment financing. The primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

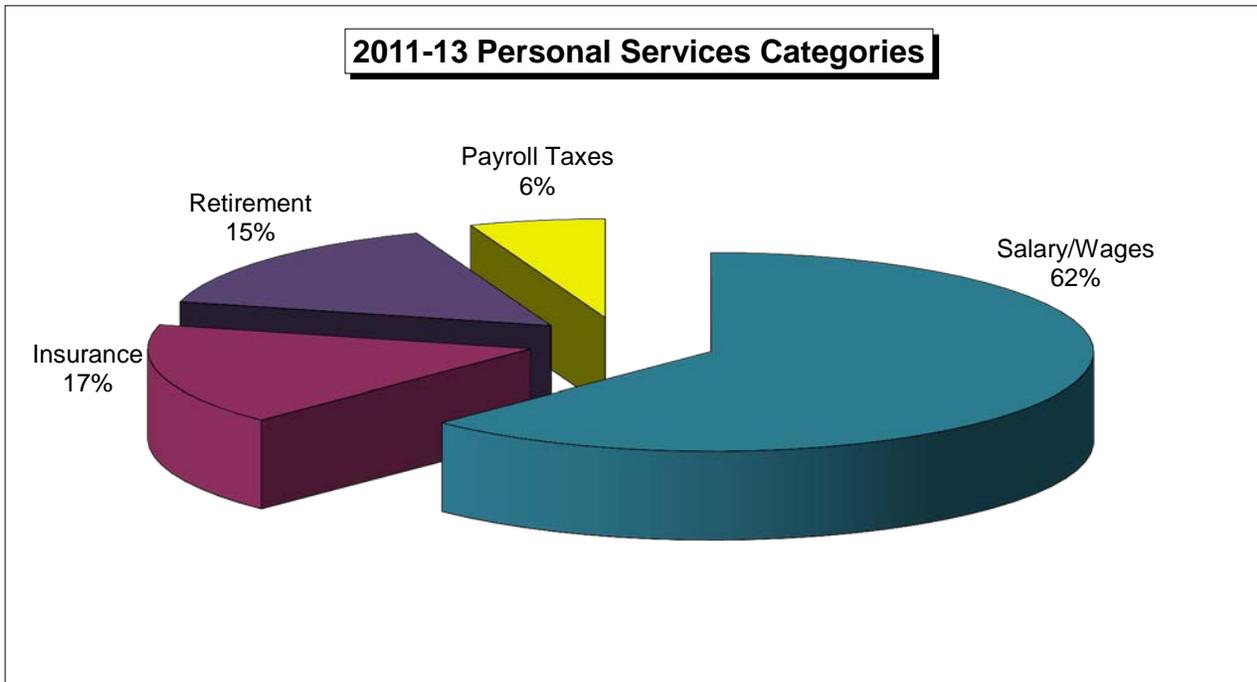
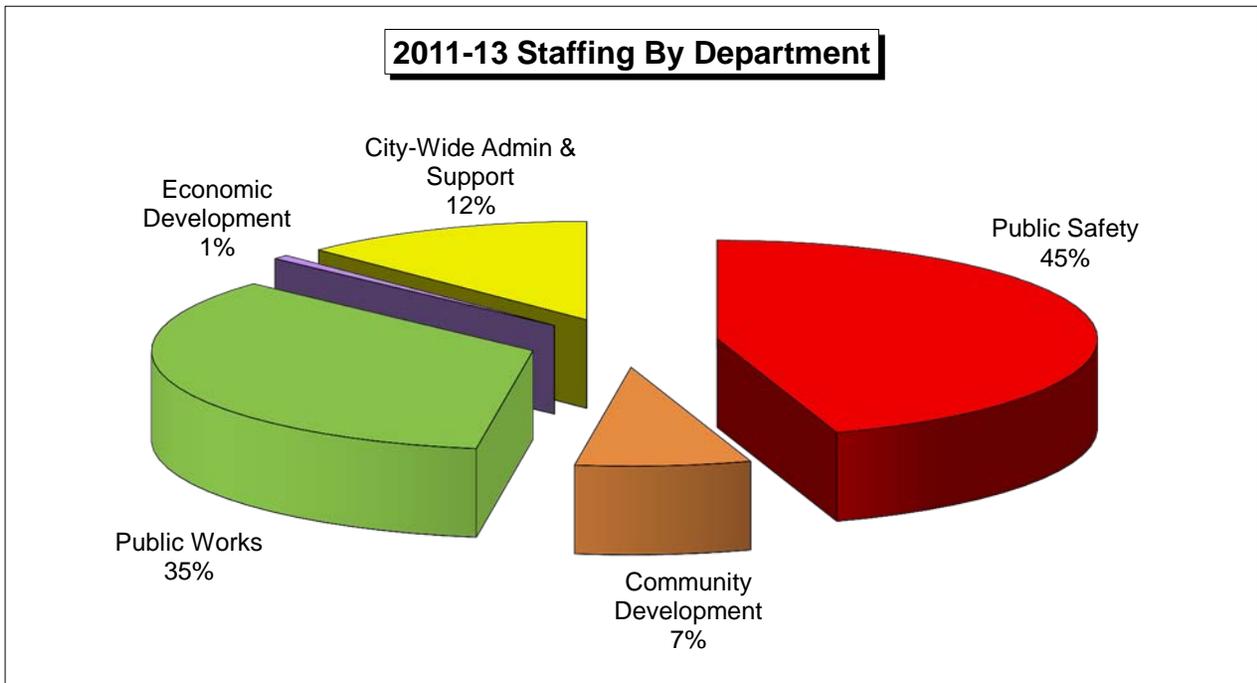
Trust Funds Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unappropriated Ending Fund Balance Resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

Working Capital Unspent resources that can be carried over to the following fiscal year and which are available for appropriation.

Personal Services Graphical Analysis



Full Time Equivalents (FTE) by Department

	ADOPTED			2011-12 Change			ADOPTED 2011-12	2012-13 Change			ADOPTED 2012-13	CHANGE FROM 2010-11
	2008-09	2009-10	2010-11	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
PUBLIC SAFETY												
Police Department:												
Chief	1.00	1.00	1.00				1.00				1.00	-
Captain	3.00	2.00	2.00				2.00				2.00	-
Administrative Specialist	5.00	5.00	5.00				5.00				5.00	-
Records Supervisor	1.00	1.00	1.00				1.00				1.00	-
Records Specialist	6.00	6.00	6.00				6.00				6.00	-
Communication System Specialist	1.00	1.00	1.00				1.00				1.00	-
Youth Counselor	1.00	1.00	1.00				1.00				1.00	-
Community Service Officer	6.00	6.00	6.00				6.00				6.00	-
Police Aide	3.00	3.00	3.00				3.00				3.00	-
Police Lieutenant	6.00	6.00	6.00				6.00				6.00	-
Sergeant	8.00	8.00	8.00				8.00				8.00	-
Sergeant - Admin	3.00	3.00	3.00				3.00				3.00	-
Police Officer - Patrol	47.00	47.00	49.00			(2.00)	47.00				47.00	(2.00)
Police Officer - Traffic	6.00	6.00	4.00				4.00				4.00	-
Police Officer - School Resource	3.00	3.00	3.00				3.00				3.00	-
Police Officer Sp. Assign. Parks & Rec.	-	1.00	1.00				1.00				1.00	-
Detective	9.00	9.00	9.00				9.00				9.00	-
Community Liaison	1.00	1.00	1.00				1.00				1.00	-
	110.00	110.00	110.00	-	-	(2.00)	108.00	-	-	-	108.00	(2.00)
Fire Department:												
Fire Chief	1.00	1.00	1.00				1.00				1.00	-
Deputy Fire Chief	4.00	5.00	5.00				5.00				5.00	-
Battalion Chief	3.00	3.00	3.00				3.00				3.00	-
Fire Training Officer	1.00	-	-				-				-	-
Fire Captain 56 hour	15.00	15.00	15.00				15.00				15.00	-
Fire Engineer	18.00	18.00	18.00				18.00				18.00	-
Firefighter, 56 hour	33.00	33.00	37.00			(2.00)	35.00				35.00	(2.00)
Deputy Fire Marshall	5.00	5.00	6.00				6.00				6.00	-
Fire Inspector I / II	1.00	1.00	-				-				-	-
Office Specialist	0.75	0.75	-				-				-	-
Administrative Specialist	3.00	3.00	3.75				3.75				3.75	-
Logistics/Emerg. Svc. Support Tech.	1.00	1.00	1.00				1.00				1.00	-
	85.75	85.75	89.75	-	-	(2.00)	87.75	-	-	-	87.75	(2.00)
Municipal Court Division:												
Court Clerk	4.00	3.00	3.00				3.00				3.00	-
Court Supervisor	1.00	1.00	1.00				1.00				1.00	-
	5.00	4.00	4.00	-	-	-	4.00	-	-	-	4.00	-
PUBLIC SAFETY TOTAL	200.75	199.75	203.75	-	-	(4.00)	199.75	-	-	-	199.75	(4.00)

Full Time Equivalents (FTE) by Department

	ADOPTED			2011-12 Change			ADOPTED 2011-12	2012-13 Change			ADOPTED 2012-13	CHANGE FROM 2010-11
	2008-09	2009-10	2010-11	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
COMMUNITY DEVELOPMENT												
Community Development												
Administration Division:												
Community Development Director	1.00	-	-				-				-	-
Code Enforcement Officer	1.00	-	-				-				-	-
Administrative Manager	1.00	-	-				-				-	-
Office Specialist I / II / III	1.00	-	-				-				-	-
	4.00	-	-	-	-	-	-	-	-	-	-	-
Code Enforcement Division:												
Code Enforcement Officer *	-	1.00	1.00	-	-	-	1.00	-	-	-	1.00	-
Building Division:												
Community Development Director **	-	1.00	1.00				1.00				1.00	-
Building Manager	1.00	1.00	1.00				1.00				1.00	-
Asst. Building Official	1.00	1.00	1.00				1.00				1.00	-
Support Services Supervisor	1.00	1.00	1.00				1.00				1.00	-
Building Inspector I / II / III	15.00	9.00	9.00		1.00	(1.00)	9.00				9.00	-
Accounting Tech I	1.00	1.00	1.00				1.00				1.00	-
Administrative Specialist **	-	-	-		1.00		1.00				1.00	1.00
Office Specialist I / II / III	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Lead Building Permit Tech	-	-	-		1.00		1.00				1.00	1.00
Building Permit Tech	4.00	3.00	3.00		(1.00)		2.00				2.00	(1.00)
	24.00	18.00	18.00	-	1.00	(1.00)	18.00	-	-	-	18.00	-
Planning Division:												
Planning Manager	2.00	2.00	2.00				2.00		(1.00)		1.00	(1.00)
Development Services Coordinator	1.00	1.00	1.00				1.00				1.00	-
Senior Planner	5.00	5.00	5.00				5.00				5.00	-
Associate Planner	4.00	1.00	1.00				1.00				1.00	-
Assistant Planner	1.00	1.00	1.00				1.00				1.00	-
Lead Planning Technician	-	-	1.00				1.00				1.00	-
Planning Technician	2.00	2.00	1.00		1.00		2.00				2.00	1.00
Office Specialist I / II / III	1.00	1.00	1.00		(1.00)		-				-	(1.00)
	16.00	13.00	13.00	-	-	-	13.00	-	-	(1.00)	12.00	(1.00)
Private Development Engineering:												
Civil Engineer	-	1.00	1.00				1.00				1.00	-
Engineering Inspector	-	1.00	1.00		(1.00)		-				-	(1.00)
	-	2.00	2.00	-	(1.00)	-	1.00	-	-	-	1.00	(1.00)
COMMUNITY DEVELOPMENT TOTAL	44.00	34.00	34.00	-	-	(1.00)	33.00	-	-	(1.00)	32.00	(2.00)

* Code Enforcement position is funded from the General Fund

** These positions are administrative and support the entire Community Development Department

Full Time Equivalents (FTE) by Department

	ADOPTED			2011-12 Change			ADOPTED 2011-12	2012-13 Change			CHANGE FROM 2010-11	
	2008-09	2009-10	2010-11	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
PUBLIC WORKS												
Public Works Administration Division:												
Director of Public Works	1.00	1.00	1.00				1.00				1.00	-
Asst. Public Works Director	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Administrative Manager	-	1.00	1.00				1.00				1.00	-
City Engineer / Engineering Mgr.	1.00	-	-				-				-	-
Administrative Specialist	1.00	2.00	2.00		(1.00)		1.00				1.00	(1.00)
Program Manager	1.00	-	-				-				-	-
Program Manager - Safety and Training	-	1.00	1.00				1.00				1.00	-
Program Technician	2.00	2.00	2.00				2.00				2.00	-
Engineering Technician	-	2.00	2.00				2.00				2.00	-
Management Assistant	1.00	-	-				-				-	-
Program Specialist, HR	-	1.00	1.00				1.00				1.00	-
Office Specialist I / II / III	3.00	2.00	2.00				2.00				2.00	-
	11.00	13.00	13.00	-	(2.00)	-	11.00	-	-	-	11.00	(2.00)
Lab Division:												
Laboratory Manager	1.00	1.00	-				-				-	-
Water Quality Manager	-	-	1.00				1.00				1.00	-
Chemist	2.00	2.00	1.00				1.00				1.00	-
Laboratory Supervisor	-	-	1.00				1.00				1.00	-
Laboratory Technician	1.00	2.00	2.00				2.00				2.00	-
Laboratory Assistant	1.00	-	-				-				-	-
	5.00	5.00	5.00	-	-	-	5.00	-	-	-	5.00	-
Engineering - Infrastructure & Planning												
Asst. Public Works Director	-	-	-		1.00	1.00	1.00				1.00	1.00
Assistant City Engineer	-	-	-	1.00			1.00				1.00	1.00
Administrative Specialist	-	-	-			1.00	1.00				1.00	1.00
Associate Engineer	-	-	-			1.00	1.00				1.00	1.00
Engineering Inspector	-	-	-			5.00	3.00	(2.00)			3.00	3.00
Senior Engineering Technician	-	-	-			1.00	1.00				1.00	1.00
	-	-	-	1.00	9.00	(2.00)	8.00	-	-	-	8.00	8.00
Garage Division:												
Equipment Maintenance Supervisor	1.00	1.00	1.00				1.00				1.00	-
Equipment Maintenance Asst. Supervisor	1.00	1.00	1.00				1.00		(1.00)		-	(1.00)
Equipment Mechanic, Senior	4.00	4.00	4.00				4.00				4.00	-
Office Specialist I / II / III	1.00	1.00	1.00				1.00				1.00	-
Technical Specialist	1.00	1.00	1.00				1.00				1.00	-
	8.00	8.00	8.00	-	-	-	8.00	-	-	(1.00)	7.00	(1.00)
Transportation - Street Operations:												
Street Division Manager	1.00	1.00	1.00				1.00				1.00	-
Street Supervisor	3.00	3.00	3.00				3.00				3.00	-
Office Specialist I / II / III	1.00	1.00	1.00				1.00				1.00	-
Program Technician	-	-	-			1.00	1.00				1.00	1.00
Utility Worker I / II / III	27.00	26.00	26.00			(1.00)	25.00				25.00	(1.00)
	32.00	31.00	31.00	-	-	-	31.00	-	-	-	31.00	-
Transportation - Engineering:												
Engineering Manager	2.00	1.00	1.00				1.00				1.00	-
Engineering Construction Supervisor	1.00	-	-				-				-	-
Administrative Assistant	1.00	-	-				-				-	-
Principal / Transportation Eng. / Planner	4.00	3.00	3.00				3.00				3.00	-
Engineering Inspector	3.00	2.00	2.00			(2.00)	-				-	(2.00)
Engineering Technician	3.00	1.00	1.00				1.00				1.00	-
Senior Engineering Technician	1.00	1.00	1.00			(1.00)	-				-	(1.00)
	15.00	8.00	8.00	-	(3.00)	-	5.00	-	-	-	5.00	(3.00)
Cemetery Division:												
Street Utility Worker III	1.00	1.00	1.00				1.00				1.00	-
Public Transit Division:												
Transportation Mobility Manager	1.00	1.00	1.00			(1.00)	-				-	(1.00)
	1.00	1.00	1.00			(1.00)	-				-	(1.00)
Airport Division:												
Airport Manager	-	1.00	1.00				1.00				1.00	-
Office Specialist II	-	0.50	0.60			(0.10)	0.50				0.50	(0.10)
	-	1.50	1.60			(0.10)	1.50				1.50	(0.10)

Full Time Equivalents (FTE) by Department

	ADOPTED			2011-12 Change			ADOPTED 2011-12	2012-13 Change			CHANGE FROM 2010-11	
	2008-09	2009-10	2010-11	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
												2012-13
Utility Support Division:												
Utility Services Manager	1.00	1.00	1.00				1.00				1.00	-
Utility Operations Manager	-	1.00	1.00				1.00				1.00	-
Utility Construction Supervisor	-	1.00	1.00				1.00				1.00	-
Utility Customer Service Supervisor	-	1.00	1.00				1.00				1.00	-
Principal Engineer	-	1.00	2.00				2.00				2.00	-
Civil Engineer	1.00	1.00	1.00				1.00				1.00	-
Engineering Supervisor CAD/GIS	-	-	1.00				1.00				1.00	-
Engineering Technician CAD/GIS	3.00	3.00	2.00				2.00				2.00	-
Project Engineer	-	2.00	1.00				1.00				1.00	-
Engineering Technician	-	1.00	1.00		(1.00)		-				-	(1.00)
Utility Customer Service Tech	-	1.00	1.00		1.00		2.00				2.00	1.00
Program Analyst, Stormwater	-	1.00	-				-				-	-
Program Analyst, Utility	-	-	1.00				1.00				1.00	-
Engineering Inspector	-	3.00	3.00		(3.00)		-				-	(3.00)
Senior Engineering Technician	1.00	1.00	-				-				-	-
Lead Journeyman Electrician	1.00	1.00	1.00				1.00				1.00	-
Journeyman Electrician	2.00	2.00	2.00				2.00				2.00	-
Lead Systems Maintenance	-	-	-		2.00		2.00				2.00	2.00
Senior Systems Maintenance	-	3.00	2.00		(2.00)		-				-	(2.00)
Office Specialist I / II / III	1.50	1.50	1.50				1.50				1.50	-
Senior Systems Maintenance	-	1.00	1.00		(1.00)		-				-	(1.00)
Telemetry Specialist	2.00	2.00	2.00				2.00				2.00	-
Instrumentation & Control Specialist	-	1.00	1.00				1.00				1.00	-
Utility Maintenance Supervisor	-	1.00	1.00				1.00				1.00	-
Utility Program Technician II	-	-	-		1.00		1.00				1.00	1.00
Technical Support Specialist	-	-	1.00		(1.00)		-				-	(1.00)
Lead Utility Mechanic	-	-	-		1.00		1.00				1.00	1.00
Lead Utility Construction	-	-	-				-		1.00		1.00	1.00
Utility Worker I / II / III	-	-	3.00		9.00		12.00		(1.00)		11.00	8.00
	12.50	30.50	32.50	-	6.00	-	38.50	-	-	-	38.50	6.00
Water Division:												
Water Supervisor	3.00	3.00	2.00				2.00				2.00	-
Natural Resource Coordinator	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Water Resource Manager	-	-	-		1.00		1.00				1.00	1.00
Program Manager - Conservation	-	-	1.00				1.00				1.00	-
Lead Water Operator	-	1.00	-				-				-	-
Project Engineer	1.00	-	-				-				-	-
Engineering Inspector	1.00	-	-				-				-	-
Utility Worker Lead	-	-	4.00		(1.00)		3.00				3.00	(1.00)
Utility Worker I / II / III	23.00	18.50	16.50		(8.50)		8.00				8.00	(8.50)
Utility Mechanic I / II / III	-	-	1.00				1.00				1.00	-
Office Specialist I / II / III	2.00	1.00	1.00				1.00				1.00	-
Water Intake Technician	-	-	-	0.50			0.50				0.50	0.50
Cross Connection Conserv. Spec.	-	2.00	-				-				-	-
	31.00	26.50	26.50	0.50	(9.50)	-	17.50	-	-	-	17.50	(9.00)
Water Reclamation Division:												
Water Reclamation Manager	1.00	-	-				-				-	-
Water Recl. Collection Operations Super.	1.00	-	-				-				-	-
Water Recl. Plant Operations Supervisor	1.00	1.00	1.00				1.00				1.00	-
Water Recl. Collection Sys. Supervisor	1.00	-	-				-				-	-
Electrical & Controls Supervisor	1.00	-	-				-				-	-
Technical Services Supervisor	-	1.00	1.00				1.00				1.00	-
Ind. Pretreatment Program Coordinator	1.00	1.00	1.00				1.00				1.00	-
Project Engineer	1.00	-	-				-				-	-
Engineering Inspector	1.00	-	-				-				-	-
Ind. Pretreatment Program Technician	1.00	1.00	1.00				1.00				1.00	-
Instrumentation & Control Specialist	1.00	-	-				-				-	-
Lead Utility Worker	-	-	-		1.00		1.00				1.00	1.00
Plant Operator, Senior	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Water Recl. Operator I / II	5.00	5.00	5.00				5.00				5.00	-
Water Recl. Plant Mechanic	4.00	4.00	4.00				4.00				4.00	-
Utility Worker I / II / III	1.00	1.00	1.00		2.00		3.00		(1.00)		2.00	1.00
Maintenance Worker II	-	-	-		1.00		1.00				1.00	1.00
Technician Specialist	-	-	-		1.00		1.00		1.00		2.00	2.00
Senior Systems Maintenance	4.00	1.00	1.00		(1.00)		-				-	(1.00)
System Maintenance I / II	7.00	5.50	5.50		(3.50)		2.00				2.00	(3.50)
	32.00	21.50	21.50	-	(0.50)	-	21.00	-	-	-	21.00	(0.50)
Stormwater Division:												
Program Manager	2.00	1.00	1.00				1.00				1.00	-
Program Analyst, Stormwater	-	-	1.00				1.00				1.00	-
Water Utility Worker I \ II \ III	2.00	2.00	4.00				4.00				4.00	-
	4.00	3.00	6.00	-	-	-	6.00	-	-	-	6.00	-
PUBLIC WORKS TOTAL	152.50	150.00	155.10	1.50	-	(3.10)	153.50	-	-	(1.00)	152.50	(2.60)

Full Time Equivalents (FTE) by Department

	ADOPTED			2011-12 Change			ADOPTED 2011-12	2012-13 Change			ADOPTED 2012-13	CHANGE FROM 2010-11
	2008-09	2009-10	2010-11	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
ECONOMIC DEVELOPMENT												
Program Technician	-	-	1.00				1.00			(1.00)	-	(1.00)
Administrative Specialist IV	1.00	1.00	0.75	0.25			1.00				1.00	0.25
Office Specialist II	0.50	-	-				-				-	-
Airport Manager	1.00	-	-				-				-	-
Downtown Manager	1.00	1.00	1.00			(1.00)	-				-	(1.00)
CDBG/Affordable Housing Manager	1.00	1.00	1.00				1.00				1.00	-
Development Manager - Juniper Ridge	1.00	-	-				-				-	-
ECONOMIC DEVELOPMENT TOTAL	5.50	3.00	3.75	0.25	-	(1.00)	3.00	-	-	(1.00)	2.00	(1.75)
CITY-WIDE ADMINISTRATION & SUPPORT												
City Manager's Office:												
City Manager	1.00	1.00	1.00				1.00				1.00	-
Special Projects Manager	1.00	1.00	1.00				1.00				1.00	-
City Recorder/Assistant to CM	1.00	1.00	1.00				1.00				1.00	-
Assistant to the City Manager	1.00	1.00	1.00				1.00				1.00	-
Deputy Recorder	1.00	-	-				-				-	-
Administrative Specialist I / II / III / IV	2.00	3.00	3.00				3.00				3.00	-
	7.00	7.00	7.00	-	-	-	7.00	-	-	-	7.00	-
Legal Department												
Legal Counsel	1.00	1.00	1.00				1.00				1.00	-
City Attorney	1.00	1.00	1.00				1.00				1.00	-
Administrative Specialist	-	0.50	0.75				0.75				0.75	-
	2.00	2.50	2.75	-	-	-	2.75	-	-	-	2.75	-
Human Resources Department:												
Human Resources Manager	1.00	1.00	1.00				1.00				1.00	-
Assistant Human Resources Manager	1.00	1.00	1.00				1.00				1.00	-
Program Specialist, HR	2.75	2.75	3.00				3.00				3.00	-
	4.75	4.75	5.00	-	-	-	5.00	-	-	-	5.00	-
Communications Division:												
Communications Manager	1.00	1.00	1.00				1.00				1.00	-
	1.00	1.00	1.00	-	-	-	1.00	-	-	-	1.00	-
Finance Department:												
Finance Director	1.00	1.00	1.00				1.00				1.00	-
Finance Manager	3.00	3.00	3.00				3.00				3.00	-
Accounting Supervisor	-	-	1.00		(1.00)		-				-	(1.00)
Financial Accountant	2.00	2.00	1.00		1.00		2.00				2.00	1.00
Financial Analyst	1.00	1.00	1.00				1.00				1.00	-
Payroll Specialist	1.00	1.00	1.00				1.00				1.00	-
Accounting/Cust. Svc. Supervisor	1.00	1.00	1.00				1.00				1.00	-
Accounting Tech./ Office Spec. I / II / III	11.50	11.00	11.00				11.00				11.00	-
Purchasing Manager	1.00	1.00	1.00				1.00				1.00	-
Purchasing Assistant	-	-	0.50				0.50				0.50	-
	21.50	21.00	21.50	-	-	-	21.50	-	-	-	21.50	-

Full Time Equivalents (FTE) by Department

	ADOPTED			2011-12 Change			ADOPTED 2011-12	2012-13 Change			CHANGE	
	2008-09	2009-10	2010-11	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies	ADOPTED 2012-13	FROM 2010-11
Information Technology Department:												
Information Technology Director	1.00	1.00	1.00				1.00				1.00	-
IT Assistant Director	-	-	-			1.00	1.00				1.00	1.00
IT WAN Administrator	1.00	1.00	1.00				1.00				1.00	-
IT Network Security Administrator	1.00	1.00	1.00				1.00				1.00	-
IT System Administrator	1.00	1.00	1.00		(1.00)		-				-	(1.00)
GIS Coordinator	1.00	1.00	1.00				1.00				1.00	-
GIS - IT Technician III	1.00	1.00	1.00				1.00				1.00	-
IT Technician I / II / III	1.00	1.00	2.00				2.00				2.00	-
IT Support Specialist	4.50	4.50	4.00				4.00				4.00	-
IT Software Support/Trainer	1.00	1.00	1.00				1.00				1.00	-
	12.50	12.50	13.00	-	-	-	13.00	-	-	-	13.00	-
Facilities Management:												
Facilities Manager	1.00	1.00	1.00				1.00				1.00	-
Lead Facility Maintenance Worker	-	-	-		1.00		1.00				1.00	1.00
Facility Maintenance Worker I	4.00	4.00	4.00		(1.00)	(1.00)	2.00		(1.00)		1.00	(3.00)
	5.00	5.00	5.00	-	-	(1.00)	4.00	-	-	(1.00)	3.00	(2.00)
Accessibility Program												
Accessibility Manager	1.00	1.00	1.00				1.00				1.00	-
	1.00	1.00	1.00	-	-	-	1.00	-	-	-	1.00	-
CITY-WIDE ADMINISTRATION & SUPPORT TOTAL	54.75	54.75	56.25	-	-	(1.00)	55.25	-	-	(1.00)	54.25	(2.00)
TOTAL PERMANENT POSITIONS	457.50	441.50	452.85	1.75	-	(10.10)	444.50	-	-	(4.00)	440.50	(12.35)
Limited Term Employees												
Accessibility Construct. Project Support	-	-	-	0.25			0.25		(0.25)		-	-
Bend Business Advocate	-	-	-	1.00			1.00				1.00	1.00
Volunteer Coordinator	-	-	-	0.50			0.50				0.50	0.50
TOTAL LIMITED TERM EMPLOYEES	-	-	-	1.75	-	-	1.75	-	-	(0.25)	1.50	1.50

Budgeted Salary Ranges by Position

	2011-12				2012-13			
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES		ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	
PUBLIC SAFETY								
<i>Police Department:</i>								
Chief	1.00	34	\$ 41.59	\$ 57.36	1.00	34	\$ 41.59	\$ 57.36
Captain	2.00	31	36.05	49.70	2.00	31	36.05	49.70
Administrative Specialist	5.00	20	21.97	30.25	5.00	20	21.97	30.25
Records Supervisor	1.00	21	22.93	31.58	1.00	21	22.93	31.58
Records Specialist	6.00	660	18.17	22.10	6.00	660	18.17	22.10
Communication System Specialist	1.00	635	25.12	30.54	1.00	635	25.12	30.54
Youth Counselor	1.00	595	25.31	30.84	1.00	595	25.31	30.84
Community Service Officer	6.00	620	20.32	24.70	6.00	620	20.32	24.70
Police Aide	3.00	620	20.32	24.70	3.00	620	20.32	24.70
Police Lieutenant	6.00	28	31.34	43.20	6.00	28	31.34	43.20
Sergeant	8.00	600	29.43	35.81	8.00	600	29.43	35.81
Sergeant - Administrative	3.00	615	32.83	39.94	3.00	615	32.83	39.94
Police Officer - Patrol	47.00	590	25.27	30.75	47.00	590	25.27	30.75
Police Officer - Traffic	4.00	590	25.27	30.75	4.00	590	25.27	30.75
Police Officer - School Resource	3.00	610	28.18	34.27	3.00	610	28.18	34.27
Police Officer Sp. Assign. Parks & Rec.	1.00	610	28.18	34.27	1.00	610	28.18	34.27
Detective	9.00	610	28.18	34.27	9.00	610	28.18	34.27
Community Liaison	1.00	620	20.32	24.70	1.00	620	20.32	24.70
	108.00				108.00			
<i>Fire Department:</i>								
Fire Chief	1.00	34	\$ 41.59	\$ 57.36	1.00	34	\$ 41.59	\$ 57.36
Deputy Fire Chief	5.00	31	36.05	49.70	5.00	31	36.05	49.70
Battalion Chief	3.00	22	23.94	32.98	3.00	22	23.94	32.98
Fire Captain 56 hour	15.00	570	27.72	27.72	15.00	570	27.72	27.72
Fire Engineer	18.00	560	19.65	25.08	18.00	560	19.65	25.08
Firefighter, 56 hour	35.00	555	17.11	21.86	35.00	555	17.11	21.86
Deputy Fire Marshall	6.00	575	37.27	37.27	6.00	575	37.27	37.27
Administrative Specialist	3.75	14	13.73	30.25	3.75	14	13.73	30.25
Logistics/Emergency Svc. Support Tech.	1.00	21	22.93	31.58	1.00	21	22.93	31.58
	87.75				87.75			
<i>Municipal Court Division:</i>								
Court Clerk	3.00	716	\$ 15.63	\$ 19.95	3.00	716	\$ 15.63	\$ 19.95
Court Supervisor	1.00	21	22.93	31.58	1.00	21	22.93	31.58
	4.00				4.00			
PUBLIC SAFETY TOTAL	199.75				199.75			

Budgeted Salary Ranges by Position

	2011-12			2012-13		
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES
COMMUNITY DEVELOPMENT						
Code Enforcement Division:						
Code Enforcement Officer	1.00	728	\$ 20.95 \$ 26.74	1.00	728	\$ 20.95 \$ 26.74
Building Division:						
Community Development Director	1.00	33	\$ 39.64 \$ 54.67	1.00	33	\$ 39.64 \$ 54.67
Building Manager	1.00	31	36.05 49.70	1.00	31	36.05 49.70
Asst. Building Official	1.00	27	29.93 41.25	1.00	27	29.93 41.25
Support Services Supervisor	1.00	24	26.14 36.01	1.00	24	26.14 36.01
Building Inspector III	9.00	537	28.31 34.42	9.00	537	28.31 34.42
Accounting Tech I	1.00	712	14.18 18.10	1.00	712	14.18 18.10
Administrative Specialist	1.00	16	18.60 25.61	1.00	16	18.60 25.61
Lead Building Permit Technician	1.00	726	19.95 25.46	1.00	726	19.95 25.46
Building Permit Technician	2.00	500	20.35 24.75	2.00	500	20.35 24.75
	18.00			18.00		
Planning Division:						
Planning Manager	2.00	31	\$ 36.05 \$ 49.70	1.00	31	\$ 36.05 \$ 49.70
Development Services Coordinator	1.00	26	28.60 39.42	1.00	26	28.60 39.42
Senior Planner	5.00	26	28.60 39.42	5.00	26	28.60 39.42
Associate Planner	1.00	22	23.94 32.98	1.00	22	23.94 32.98
Assistant Planner	1.00	728	20.95 26.74	1.00	728	20.95 26.74
Lead Planning Technician	1.00	726	19.95 25.46	1.00	726	19.95 25.46
Planning Technician	2.00	500	20.35 24.75	2.00	500	20.35 24.75
	13.00			12.00		
Private Development Engineering:						
Civil Engineer	1.00	23	\$ 25.01 \$ 34.46	1.00	23	\$ 25.01 \$ 34.46
	1.00			1.00		
COMMUNITY DEVELOPMENT TOTAL	33.00			32.00		

Budgeted Salary Ranges by Position

	2011-12				2012-13			
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES		ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	
PUBLIC WORKS								
Public Works Administration Division:								
Director of Public Works	1.00	34	\$ 41.59	\$ 57.36	1.00	34	\$ 41.59	\$ 57.36
Administrative Manager	1.00	24	26.14	36.01	1.00	24	26.14	36.01
Administrative Specialist	1.00	17	19.39	26.68	1.00	17	19.39	26.68
Program Manager - Safety and Training	1.00	24	26.14	36.01	1.00	24	26.14	36.01
Program Technician	2.00	728	20.95	26.74	2.00	728	20.95	26.74
Engineering Technician	2.00	430	18.47	22.45	2.00	430	18.47	22.45
Office Specialist I / II / III	2.00	180	14.18	20.35	2.00	180	14.18	20.35
	10.00				10.00			
Lab Division:								
Water Quality Manager	1.00	26	\$ 28.60	\$ 39.42	1.00	26	\$ 28.60	\$ 39.42
Chemist	1.00	21	22.93	31.58	1.00	21	22.93	31.58
Laboratory Supervisor	1.00	23	25.01	34.46	1.00	23	25.01	34.46
Laboratory Technician	2.00	724	19.00	24.25	2.00	724	19.00	24.25
	5.00				5.00			
Engineering - Infrastructure & Planning:								
Assistant Public Works Director	1.00	31	\$ 36.05	\$ 49.70	1.00	31	\$ 36.05	\$ 49.70
Assistant City Engineer	1.00	29	32.83	45.25	1.00	29	32.83	45.25
Administrative Specialist	1.00	16	18.60	25.61	1.00	16	18.60	25.61
Associate Engineer	1.00	21	22.93	31.58	1.00	21	22.93	31.58
Engineering Inspector	3.00	505	22.96	27.94	3.00	505	22.96	27.94
Senior Engineering Technician	1.00	520	24.91	30.28	1.00	520	24.91	30.28
	8.00				8.00			
Garage Division:								
Equipment Maintenance Supervisor	1.00	24	\$ 26.14	\$ 36.01	1.00	24	\$ 26.14	\$ 36.01
Equipment Maintenance Asst. Supervisor	1.00	21	22.93	31.58	-	21	22.93	31.58
Equipment Technician	4.00	730	22.00	28.07	4.00	730	22.00	28.07
Office Specialist III	1.00	270	19.39	23.57	1.00	270	19.39	23.57
Technical Specialist	1.00	728	20.95	26.74	1.00	728	20.95	26.74
	8.00				7.00			
Transportation - Street Operations:								
Street Division Manager	1.00	28	\$ 31.34	\$ 43.20	1.00	28	\$ 31.34	\$ 43.20
Street Supervisor	3.00	23	25.01	34.46	3.00	23	25.01	34.46
Office Specialist III	1.00	270	19.39	23.57	1.00	270	19.39	23.57
Program Technician	1.00	728	20.95	26.74	1.00	728	20.95	26.74
Utility Worker I / II / III	25.00	717	15.63	25.98	25.00	717	15.63	25.98
	31.00				31.00			
Transportation - Engineering:								
Engineering Manager	1.00	28	\$ 31.34	\$ 43.20	1.00	28	\$ 31.34	\$ 43.20
Transportation Eng. / Planner	3.00	26	28.60	39.42	3.00	26	28.60	39.42
Engineering Technician	1.00	430	18.47	22.45	1.00	430	18.47	22.45
	5.00				5.00			
Cemetery Division:								
Street Utility Worker III	1.00	440	21.38	25.98	1.00	440	21.38	25.98
Airport Division:								
Airport Manager	1.00	27	\$ 29.93	\$ 41.25	1.00	27	\$ 29.93	\$ 41.25
Office Specialist II	0.50	722	18.10	23.10	0.50	722	18.10	23.10
	1.50				1.50			

Budgeted Salary Ranges by Position

	2011-12				2012-13			
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES		ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	
Utility Support Division:								
Utility Services Manager	1.00	30	\$ 34.40	\$ 47.41	1.00	30	\$ 34.40	\$ 47.41
Utility Operations Manager	1.00	30	34.40	47.41	1.00	30	34.40	47.41
Utility Construction Supervisor	1.00	25	27.34	37.67	1.00	25	27.34	37.67
Utility Customer Service Supervisor	1.00	23	25.01	34.46	1.00	23	25.01	34.46
Administrative Services Supervisor	1.00	23	25.01	34.46	1.00	23	25.01	34.46
Principal Engineer	2.00	28	31.34	43.20	2.00	28	31.34	43.20
Civil Engineer	1.00	23	25.01	34.46	1.00	23	25.01	34.46
Engineering Supervisor CAD/GIS	1.00	23	25.01	34.46	1.00	23	25.01	34.46
Engineering Technician CAD/GIS	2.00	510	21.38	25.98	2.00	510	21.38	25.98
Project Engineer	1.00	26	28.60	39.42	1.00	26	28.60	39.42
Utility Customer Service Technician	2.00	722	18.10	23.10	2.00	722	18.10	23.10
Program Analyst, Utility	1.00	734	24.25	30.95	1.00	734	24.25	30.95
Lead Journeyman Electrician	1.00	740	28.07	35.83	1.00	740	28.07	35.83
Journeyman Electrician	2.00	732	23.10	29.48	2.00	732	23.10	29.48
Lead Systems Maintenance	2.00	730	22.00	28.07	2.00	730	22.00	28.07
Office Specialist I / II / III	2.50	271	14.18	23.57	2.50	271	14.18	23.57
Telemetry Specialist	2.00	545	19.00	29.30	2.00	545	19.00	29.30
Instrumentation & Control Specialist	1.00	530	25.32	30.77	1.00	530	25.32	30.77
Utility Maintenance Supervisor	1.00	25	27.34	37.67	1.00	25	27.34	37.67
Utility Program Technician II	1.00	732	23.10	29.48	1.00	732	23.10	29.48
Lead Utility Mechanic	1.00	732	23.10	29.48	1.00	732	23.10	29.48
Lead Utility Construction	-	732	23.10	29.48	1.00	732	23.10	29.48
Utility Worker I / II / III	12.00	720	17.23	22.00	11.00	720	17.23	22.00
	40.50				40.50			
Water Division:								
Water Supervisor	1.00	23	\$ 25.01	\$ 34.46	1.00	23	\$ 25.01	\$ 34.46
Water Resource Manager	1.00	28	31.34	43.20	1.00	28	31.34	43.20
Program Manager - Conservation	1.00	24	26.14	36.01	1.00	24	26.14	36.01
Utility Worker Lead	3.00	732	23.10	29.48	3.00	732	23.10	29.48
Utility Worker I / II / III	8.00	725	19.00	26.74	8.00	725	19.00	26.74
Utility Mechanic I / II / III	1.00	730	22.00	28.07	1.00	730	22.00	28.07
Office Specialist II	1.00	716	15.63	19.95	1.00	716	15.63	19.95
Water Intake Technician	0.50	724	19.00	24.25	0.50	724	19.00	24.25
	16.50				16.50			
Water Reclamation Division:								
Water Recl. Plant Operations Supervisor	1.00	23	\$ 25.01	\$ 34.46	1.00	23	\$ 25.01	\$ 34.46
Technical Services Supervisor	1.00	23	25.01	34.46	1.00	23	25.01	34.46
Ind. Pretreatment Program Coordinator	1.00	20	21.97	30.25	1.00	20	21.97	30.25
Ind. Pretreatment Program Technician	1.00	730	22.00	28.07	1.00	730	22.00	28.07
Utility Worker Lead	1.00	732	23.10	29.48	1.00	732	23.10	29.48
Water Recl. Operator I / II	5.00	723	18.10	26.74	5.00	728	18.10	26.74
Water Recl. Plant Mechanic	4.00	730	22.00	28.07	4.00	730	22.00	28.07
Utility Worker I / II / III	3.00	720	17.23	22.00	2.00	720	17.23	22.00
Maintenance Worker II	1.00	716	15.63	19.95	1.00	716	15.63	19.95
Technical Specialist	1.00	730	22.00	28.07	2.00	730	22.00	28.07
System Maintenance I / II	2.00	724	19.00	24.25	2.00	724	19.00	24.25
	21.00				21.00			
Stormwater Division:								
Program Manager	1.00	24	\$ 26.14	\$ 36.01	1.00	24	\$ 26.14	\$ 36.01
Program Analyst	1.00	734	24.25	30.95	1.00	734	24.25	30.95
Water Utility Worker I \ II \ III	4.00	717	15.63	25.98	4.00	717	15.63	25.98
	6.00				6.00			
PUBLIC WORKS TOTAL	153.50				152.50			

Budgeted Salary Ranges by Position

	2011-12				2012-13			
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES		ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	
ECONOMIC DEVELOPMENT								
Program Technician	1.00	728	\$ 20.95	\$ 26.74	-	728	\$ 20.95	\$ 26.74
Administrative Specialist IV	1.00	20	21.97	30.25	1.00	20	21.97	30.25
CDBG/Affordable Housing Manager	1.00	26	28.60	39.42	1.00	26	28.60	39.42
ECONOMIC DEVELOPMENT TOTAL	3.00				2.00			
CITY-WIDE ADMINISTRATION & SUPPORT								
City Manager's Office:								
City Manager	1.00	99	\$ 51.77	\$ 77.65	1.00	99	\$ 51.77	\$ 77.65
Special Projects Manager	1.00	29	32.83	45.25	1.00	29	32.83	45.25
City Recorder/Assistant to CM	1.00	28	31.34	43.20	1.00	28	31.34	43.20
Assistant to the City Manager	1.00	26	28.60	39.42	1.00	26	28.60	39.42
Administrative Specialist I / II / III / IV	3.00	13	16.53	30.25	3.00	13	16.53	30.25
	7.00				7.00			
Legal Department								
Legal Counsel	1.00	31	\$ 36.05	\$ 49.70	1.00	31	\$ 36.05	\$ 49.70
City Attorney	1.00	34	41.59	57.36	1.00	34	41.59	57.36
Administrative Specialist	0.75	19	21.06	29.00	0.75	19	21.06	29.00
Purchasing Manager	1.00	25	27.34	37.67	1.00	25	27.34	37.67
Purchasing Assistant	0.50	726	19.95	25.46	0.50	726	19.95	25.46
	4.25				4.25			
Human Resources Department:								
Human Resources Manager	1.00	30	\$ 34.40	\$ 47.41	1.00	30	\$ 34.40	\$ 47.41
Assistant Human Resources Manager	1.00	25	27.34	37.67	1.00	25	27.34	37.67
Program Specialist, HR	3.00	16	18.60	25.61	3.00	16	18.60	25.61
	5.00				5.00			
Communications Division:								
Communications Manager	1.00	29	\$ 32.81	\$ 45.23	1.00	29	\$ 33.48	\$ 46.14
Finance Department:								
Finance Director	1.00	34	\$ 41.59	\$ 57.36	1.00	34	\$ 41.59	\$ 57.36
Finance Manager	3.00	15	27.34	39.42	3.00	15	27.34	39.42
Financial Accountant	2.00	22	23.94	32.98	2.00	22	23.94	32.98
Financial Analyst	1.00	22	23.94	32.98	1.00	22	23.94	32.98
Payroll Specialist	1.00	16	18.60	25.61	1.00	16	18.60	25.61
Accounting/Cust. Svc. Supervisor	1.00	19	21.06	29.00	1.00	19	21.06	29.00
Accounting Tech./ Office Spec. I / II / III	11.00	718	14.18	24.25	11.00	718	14.18	24.25
	20.00				20.00			

Budgeted Salary Ranges by Position

	2011-12				2012-13			
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES		ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	
Information Technology Department:								
Information Technology Director	1.00	32	\$ 37.80	\$ 52.11	1.00	32	\$ 37.80	\$ 52.11
IT Assistant Director	1.00	27	29.93	41.25	1.00	27	29.93	41.25
IT WAN Administrator	1.00	26	28.60	39.42	1.00	26	28.60	39.42
IT Network Security Administrator	1.00	24	26.14	36.01	1.00	24	26.14	36.01
GIS Coordinator	1.00	23	25.01	34.46	1.00	23	25.01	34.46
GIS - IT Technician III	1.00	734	24.25	30.95	1.00	734	24.25	30.95
IT Technician I / II / III	2.00	445	17.59	27.28	2.00	445	17.59	27.28
IT Support Specialist	4.00	470	23.91	29.06	4.00	470	23.91	29.06
IT Software Support/Trainer	1.00	480	23.91	29.06	1.00	480	23.91	29.06
	13.00				13.00			
Facilities Management:								
Facilities Manager	1.00	24	\$ 26.14	\$ 36.01	1.00	24	\$ 26.14	\$ 36.01
Facility Maintenance Worker I	4.00	724	19.00	24.25	3.00	724	19.00	24.25
	5.00				4.00			
Accessibility Program								
Accessibility Manager	1.00	27	\$ 29.93	\$ 41.25	1.00	27	\$ 29.93	\$ 41.25
	1.00				1.00			
CITY-WIDE ADMINISTRATION & SUPPORT TOTAL								
	55.25				54.25			
TOTAL PERMANENT POSITIONS								
	444.50				440.50			
Limited Term Employees								
Accessibility Construct. Project Support	0.25	718	\$ 14.18	\$ 24.25	-	718	\$ 14.18	\$ 24.25
Bend Business Advocate	1.00	29	32.83	45.25	1.00	29	32.83	45.25
Volunteer Coordinator	0.50	17	19.39	26.68	0.50	17	19.39	26.68
TOTAL LIMITED TERM EMPLOYEES	1.75				1.50			

Note:

The adopted budget included a 2% cost of living adjustment (COLA) at the beginning of the biennium for COBEA members, which is reflected in the rates above. No employee group was budgeted to receive a COLA for 2012-2013. The rates above are budget estimates only and do not reflect changes to current salary levels resulting from contract negotiations.

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
City of Bend:			
<u>General Fund</u>			
Accessibility Program	\$ 336,192	\$ -	\$ 336,192
Municipal Court Program	863,071	-	863,071
Code Enforcement Program	192,303	-	192,303
Business Advocacy Program	592,810	-	592,810
Police Program	30,738,991	-	30,738,991
Non-Departmental	2,131,500	-	2,131,500
Capital Outlay	547,500	-	547,500
Transfers	32,346,700	-	32,346,700
Special Payment	774,300	-	774,300
Contingency	7,243,263	-	7,243,263
Total Fund Appropriations	75,766,630	-	75,766,630
<u>Transportation Operations & Planning Fund</u>			
Personal Services	6,689,352	-	6,689,352
Materials and Services	3,386,820	-	3,386,820
Capital Outlay	4,286,000	230,000	4,516,000
Debt Service	117,700	-	117,700
Transfers	3,579,400	-	3,579,400
Contingency	1,411,764	-	1,411,764
Total Fund Appropriations	19,471,036	230,000	19,701,036
Unappropriated Amounts (Reserved for future expenditures)	25,000	-	25,000
Budget Total	19,496,036	230,000	19,726,036
<u>Police Grant Fund</u>			
Capital Outlay	43,200	-	43,200
Total Fund Appropriations	43,200	-	43,200
<u>Energy ARRA Grant Fund</u>			
Materials and Services	60,000	-	60,000
Capital Outlay	108,300	-	108,300
Transfers	137,700	-	137,700
Total Fund Appropriations	306,000	-	306,000
<u>Fire/EMS Fund</u>			
Personal Services	23,815,528	-	23,815,528
Materials and Services	2,310,460	-	2,310,460
Debt Service	771,600	-	771,600
Transfers	2,941,700	-	2,941,700
Contingency	355,912	-	355,912
Total Fund Appropriations	30,195,200	-	30,195,200
Unappropriated Amounts (Reserved for future expenditures)	350,000	-	350,000
Budget Total	30,545,200	-	30,545,200
<u>System Development Charge Fund</u>			
Transfers	6,181,700	-	6,181,700
Total Fund Appropriations	6,181,700	-	6,181,700

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Building Fund</u>			
Personal Services	4,087,131	-	4,087,131
Materials and Services	120,378	-	120,378
Transfers	689,300	-	689,300
Contingency	483,391	-	483,391
Total Fund Appropriations	5,380,200	-	5,380,200
Unappropriated Amounts (Reserved for future expenditures)	140,000	-	140,000
Budget Total	5,520,200	-	5,520,200
<u>Planning Fund</u>			
Personal Services	3,002,409	-	3,002,409
Materials and Services	419,731	-	419,731
Transfers	629,500	-	629,500
Contingency	25,260	-	25,260
Total Fund Appropriations	4,076,900	-	4,076,900
<u>Private Dev Engineering Fund</u>			
Personal Services	508,252	-	508,252
Materials and Services	21,406	-	21,406
Transfers	144,700	-	144,700
Contingency	54,142	-	54,142
Total Fund Appropriations	728,500	-	728,500
<u>Community Development Block Grant Fund</u>			
Personal Services	335,345	-	335,345
Materials and Services	1,116,346	-	1,116,346
Transfers	363,500	-	363,500
Contingency	4,720	-	4,720
Total Fund Appropriations	1,819,911	-	1,819,911
<u>Affordable Housing Fund</u>			
Personal Services	93,289	-	93,289
Materials and Services	3,120,650	-	3,120,650
Transfers	108,200	-	108,200
Contingency	530,361	-	530,361
Total Fund Appropriations	3,852,500	-	3,852,500
<u>Tourism Fund</u>			
Materials and Services	2,006,600	-	2,006,600
Transfers	51,800	-	51,800
Contingency	120,000	-	120,000
Total Fund Appropriations	2,178,400	-	2,178,400
<u>Economic Improvement District</u>			
Materials and Services	237,600	-	237,600
Transfers	12,600	-	12,600
Total Fund Appropriations	250,200	-	250,200

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Police Reserve Fund</u>			
Contingency	506,400	-	506,400
Total Fund Appropriations	506,400	-	506,400
<u>General Fund Stabilization Fund</u>			
Unappropriated Amounts (Reserved for future expenditures)	1,528,100	-	1,528,100
Budget Total	1,528,100	-	1,528,100
<u>Local Improvement District Debt Service Fund</u>			
Unappropriated Amounts (Reserved for future expenditures)	583,800	-	583,800
Budget Total	583,800	-	583,800
<u>Fire Station Debt Service</u>			
Materials and Services	1,200	-	1,200
Debt Service	447,600	-	447,600
Transfers	12,200	-	12,200
Total Fund Appropriations	461,000	-	461,000
Unappropriated Amounts (Reserved for future expenditures)	6,400	-	6,400
Budget Total	467,400	-	467,400
<u>PERS Debt Service Fund</u>			
Debt Service	2,011,000	-	2,011,000
Transfers	43,400	-	43,400
Total Fund Appropriations	2,054,400	-	2,054,400
Unappropriated Amounts (Reserved for future expenditures)	1,552,185	-	1,552,185
Budget Total	3,606,585	-	3,606,585
<u>General Obligation Bond Debt Service</u>			
Debt Service	3,800,000	-	3,800,000
Total Fund Appropriations	3,800,000	-	3,800,000
Unappropriated Amounts (Reserved for future expenditures)	28,000	-	28,000
Budget Total	3,828,000	-	3,828,000
<u>Accessibility Construction Fund</u>			
Personal Services	18,349	-	18,349
Materials and Services	80,920	-	80,920
Capital Outlay	1,361,200	-	1,361,200
Debt Service	615,800	-	615,800
Transfers	365,100	-	365,100
Contingency	40,231	-	40,231
Total Fund Appropriations	2,481,600	-	2,481,600
Unappropriated Amounts (Reserved for future expenditures)	300,000	-	300,000
Budget Total	2,781,600	-	2,781,600

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Transportation Construction Fund</u>			
Materials and Services	37,600	-	37,600
Capital Outlay	4,117,000	-	4,117,000
Debt Service	2,545,800	-	2,545,800
Transfers	1,131,900	-	1,131,900
Contingency	2,147,250	-	2,147,250
Total Fund Appropriations	9,979,550	-	9,979,550
Unappropriated Amounts (Reserved for future expenditures)	1,900,000	-	1,900,000
Budget Total	11,879,550	-	11,879,550
<u>General Obligation Bond Transportation Construction Fund</u>			
Materials and Services	230,000	-	230,000
Capital Outlay	15,240,000	-	15,240,000
Total Fund Appropriations	15,470,000	-	15,470,000
Unappropriated Amounts (Reserved for future expenditures)	150,000	-	150,000
Budget Total	15,620,000	-	15,620,000
<u>Airport Fund</u>			
Personal Services	312,235	-	312,235
Materials and Services	167,900	-	167,900
Capital Outlay	65,800	-	65,800
Debt Service	528,800	-	528,800
Transfers	1,118,700	-	1,118,700
Contingency	108,965	-	108,965
Total Fund Appropriations	2,302,400	-	2,302,400
<u>Cemetery Fund</u>			
Personal Services	66,435	-	66,435
Materials and Services	27,700	-	27,700
Transfers	42,000	-	42,000
Contingency	8,165	-	8,165
Total Fund Appropriations	144,300	-	144,300
<u>Water Fund</u>			
Personal Services	7,435,995	-	7,435,995
Materials and Services	7,704,820	-	7,704,820
Capital Outlay	47,637,900	795,500	48,433,400
Debt Service	4,069,100	-	4,069,100
Transfers	6,318,000	-	6,318,000
Contingency	5,108,053	-	5,108,053
Total Fund Appropriations	78,273,868	795,500	79,069,368
Unappropriated Amounts (Reserved for future expenditures)	3,759,732	-	3,759,732
Budget Total	82,033,600	795,500	82,829,100

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Water Reclamation Fund</u>			
Personal Services	8,122,076	-	8,122,076
Materials and Services	5,185,310	-	5,185,310
Capital Outlay	49,238,400	840,900	50,079,300
Debt Service	7,727,200	-	7,727,200
Transfers	6,102,300	-	6,102,300
Contingency	2,455,214	-	2,455,214
Total Fund Appropriations	78,830,500	840,900	79,671,400
Unappropriated Amounts (Reserved for future expenditures)	4,122,900	-	4,122,900
Budget Total	82,953,400	840,900	83,794,300
<u>Downtown Parking Fund</u>			
Personal Services	209,725	-	209,725
Materials and Services	636,153	-	636,153
Capital Outlay	25,000	-	25,000
Transfers	264,000	-	264,000
Contingency	75,340	-	75,340
Total Fund Appropriations	1,210,218	-	1,210,218
Unappropriated Amounts (Reserved for future expenditures)	1,106,992	-	1,106,992
Budget Total	2,317,210	-	2,317,210
<u>Stormwater Fund</u>			
Personal Services	1,841,382	-	1,841,382
Materials and Services	674,572	-	674,572
Capital Outlay	3,282,000	100,000	3,382,000
Debt Service	118,600	-	118,600
Transfers	1,413,100	-	1,413,100
Contingency	1,378,446	-	1,378,446
Total Fund Appropriations	8,708,100	100,000	8,808,100
<u>Internal Service Fund</u>			
Garage Program	4,032,153	-	4,032,153
Information Technology Program	3,554,419	-	3,554,419
Facility Management Program	2,384,030	-	2,384,030
Engineering Program	1,811,635	-	1,811,635
Public Works Administration Program	3,061,641	-	3,061,641
Public Works Laboratory Program	1,357,463	-	1,357,463
Risk Management	2,251,900	-	2,251,900
Administration & Financial Services Program	9,031,420	-	9,031,420
Legal Services Program	817,875	-	817,875
Capital Outlay	1,883,500	-	1,883,500
Debt Service	3,457,000	-	3,457,000
Transfers	3,557,408	-	3,557,408
Contingency	479,500	-	479,500
Total Fund Appropriations	37,679,944	-	37,679,944
Unappropriated Amounts (Reserved for future expenditures)	4,936,300	-	4,936,300
Budget Total	42,616,244	-	42,616,244

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
<u>Cemetery Permanent Maintenance Fund</u>			
Transfers	6,000	-	6,000
Total Fund Appropriations	6,000	-	6,000
Unappropriated Amounts (Reserved for future expenditures)	594,676	-	594,676
Budget Total	600,676	-	600,676
Total City of Bend (excluding BURA):			
Total Appropriations	\$ 392,158,657	\$ 1,966,400	\$ 394,125,057
Total Unappropriated Amounts	21,084,085	-	21,084,085
Total City of Bend Budget	<u>\$ 413,242,742</u>	<u>\$ 1,966,400</u>	<u>\$ 415,209,142</u>
Bend Urban Renewal Agency (BURA):			
<u>BURA General Fund</u>			
Materials and Services	\$ 23,800	\$ -	\$ 23,800
Transfers	9,200	-	9,200
Contingency	28,700	-	28,700
Total Fund Appropriations	61,700	-	61,700
<u>BURA Downtown Debt Service Fund</u>			
Materials and Services	844,400	-	844,400
Debt Service	1,772,000	-	1,772,000
Total Fund Appropriations	2,616,400	-	2,616,400
<u>BURA Murphy Crossing Debt Service Fund</u>			
Unappropriated Amounts (Reserved for future expenditures)	240,200	-	240,200
Budget Total	240,200	-	240,200
<u>BURA Juniper Ridge Debt Service Fund</u>			
Debt Service	572,900	-	572,900
Total Fund Appropriations	572,900	-	572,900
Unappropriated Amounts (Reserved for future expenditures)	1,730,200	-	1,730,200
Budget Total	2,303,100	-	2,303,100
<u>BURA Downtown Construction Fund</u>			
Materials and Services	800	-	800
Capital Outlay	85,000	-	85,000
Contingency	346,600	-	346,600
Total Fund Appropriations	432,400	-	432,400
<u>BURA Juniper Ridge Construction Fund</u>			
Materials and Services	164,300	-	164,300
Capital Outlay	1,811,966	-	1,811,966
Debt Service	240,000	-	240,000
Transfers	30,000	-	30,000
Contingency	69,868	-	69,868
Total Fund Appropriations	2,316,134	-	2,316,134

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carryforwards	Budget Adopted by Council
Total Bend Urban Renewal Agency (BURA):			
Total Appropriations	\$ 5,999,534	\$ -	\$ 5,999,534
Total Unappropriated Amounts	1,970,400	-	1,970,400
Total BURA Budget	<u>\$ 7,969,934</u>	<u>\$ -</u>	<u>\$ 7,969,934</u>
 Total City of Bend and BURA:			
Total Appropriations	\$ 398,158,191	\$ 1,966,400	\$ 400,124,591
Total Unappropriated Amounts	23,054,485	-	23,054,485
Total BURA Budget	<u>\$ 421,212,676</u>	<u>\$ 1,966,400</u>	<u>\$ 423,179,076</u>

RESOLUTION NO. 2841

A Resolution adopting the City of Bend 2011-13 Biennial Budget for the period beginning July 1, 2011.

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To adopt the 2011-2013 Biennial Budget as approved by the Budget Committee with minor changes within the limits allowed under ORS 294.435. The 2011-2013 Biennial Budget as amended and approved is attached as Exhibit A.
2. That the amount for the biennial period beginning July 1, 2011 is hereby appropriated in the aggregate sum of \$394,125,057, excluding Unappropriated Amounts, as shown in Exhibit A.

Adopted by the City Council the 27th day of June, 2011.

Yes: 5 No: 1

Authenticated by the Mayor the 27th day of June, 2011.

Approved as to form:



Mary Winters, Legal Counsel



Jeff Eager, Mayor

Attest:


Patricia Stell, City Recorder

**Resolution to Adopt 2011-13 Biennial Budget
Exhibit A**

General Fund - 001

Accessibility Program	\$	336,192
Municipal Court Program		863,071
Code Enforcement Program		192,303
Business Advocacy Program		592,810
Police Program		30,738,991
Non-Departmental		2,131,500
Capital Outlay		547,500
Transfers		32,346,700
Special Payment		774,300
Contingency		7,243,263
Total Fund Appropriations	\$	75,766,630

Transportation Operations & Planning Fund - 100

Personal Services	\$	6,689,352
Materials and Services		3,386,820
Capital Outlay		4,516,000
Debt Service		117,700
Transfers		3,579,400
Contingency		1,411,764
Total Fund Appropriations	\$	19,701,036
Unappropriated Amounts (Reserved for future expenditures)		25,000
Budget Total	\$	19,726,036

Police Grant Fund - 101

Capital Outlay	\$	43,200
Total Fund Appropriations	\$	43,200

Energy ARRA Grant Fund - 102

Materials and Services	\$	60,000
Capital Outlay		108,300
Transfers		137,700
Total Fund Appropriations	\$	306,000

Fire/EMS Fund - 110

Personal Services	\$ 23,815,528
Materials and Services	2,310,460
Debt Service	771,600
Transfers	2,941,700
Contingency	355,912
Total Fund Appropriations	\$ 30,195,200
Unappropriated Amounts (Reserved for future expenditures)	350,000
Budget Total	\$ 30,545,200

System Development Charge Fund - 121

Transfers	\$ 6,181,700
Total Fund Appropriations	\$ 6,181,700

Building Fund - 130

Personal Services	\$ 4,087,131
Materials and Services	120,378
Transfers	689,300
Contingency	483,391
Total Fund Appropriations	\$ 5,380,200
Unappropriated Amounts (Reserved for future expenditures)	140,000
Budget Total	\$ 5,520,200

Planning Fund - 133

Personal Services	\$ 3,002,409
Materials and Services	419,731
Transfers	629,500
Contingency	25,260
Total Fund Appropriations	\$ 4,076,900

Private Dev Engineering Fund - 134

Personal Services	\$ 508,252
Materials and Services	21,406
Transfers	144,700
Contingency	54,142
Total Fund Appropriations	\$ 728,500

Community Development Block Grant Fund - 140

Personal Services	\$ 335,345
Materials and Services	1,116,346
Transfers	363,500
Contingency	4,720
Total Fund Appropriations	\$ 1,819,911

Affordable Housing Fund - 145

Personal Services	\$	93,289
Materials and Services		3,120,650
Transfers		108,200
Contingency		530,361
Total Fund Appropriations	\$	3,852,500

Tourism Fund - 188

Materials and Services	\$	2,006,600
Transfers		51,800
Contingency		120,000
Total Fund Appropriations	\$	2,178,400

Economic Improvement District - 191

Materials and Services	\$	237,600
Transfers		12,600
Total Fund Appropriations	\$	250,200

Police Reserve Fund - 198

Contingency	\$	506,400
Total Fund Appropriations	\$	506,400

General Fund Stabilization Fund - 199

Unappropriated Amounts (Reserved for future expenditures)	\$	1,528,100
Budget Total	\$	1,528,100

Local Improvement District Debt Service Fund - 210

Unappropriated Amounts (Reserved for future expenditures)	\$	583,800
Budget Total	\$	583,800

Fire Station Debt Service - 240

Materials and Services	\$	1,200
Debt Service		447,600
Transfers		12,200
Total Fund Appropriations	\$	461,000
Unappropriated Amounts (Reserved for future expenditures)		6,400
Budget Total	\$	467,400

PERS Debt Service Fund - 250

Debt Service	\$	2,011,000
Transfers		43,400
Total Fund Appropriations	\$	2,054,400
Unappropriated Amounts (Reserved for future expenditures)		1,552,185
Budget Total	\$	3,606,585

Resolution 2841

General Obligation Bond Debt Service - 285

Debt Service	\$	3,800,000
Total Fund Appropriations	\$	3,800,000
Unappropriated Amounts (Reserved for future expenditures)		28,000
Budget Total	\$	3,828,000

Accessibility Construction Fund - 370

Personal Services	\$	18,349
Materials and Services		80,920
Capital Outlay		1,361,200
Debt Service		615,800
Transfers		365,100
Contingency		40,231
Total Fund Appropriations	\$	2,481,600
Unappropriated Amounts (Reserved for future expenditures)		300,000
Budget Total	\$	2,781,600

Transportation Construction Fund - 380

Materials and Services	\$	37,600
Capital Outlay		4,117,000
Debt Service		2,545,800
Transfers		1,131,900
Contingency		2,147,250
Total Fund Appropriations	\$	9,979,550
Unappropriated Amounts (Reserved for future expenditures)		1,900,000
Budget Total	\$	11,879,550

General Obligation Bond Transportation Construction Fund - 385

Materials and Services	\$	230,000
Capital Outlay		15,240,000
Total Fund Appropriations	\$	15,470,000
Unappropriated Amounts (Reserved for future expenditures)		150,000
Budget Total	\$	15,620,000

Airport Fund - 400

Personal Services	\$	312,235
Materials and Services		167,900
Capital Outlay		65,800
Debt Service		528,800
Transfers		1,118,700
Contingency		108,965
Total Fund Appropriations	\$	2,302,400

Cemetery Fund - 410

Personal Services	\$	66,435
Materials and Services		27,700
Transfers		42,000
Contingency		8,165
Total Fund Appropriations	\$	144,300

Water Fund - 420

Personal Services	\$	7,435,995
Materials and Services		7,704,820
Capital Outlay		48,433,400
Debt Service		4,069,100
Transfers		6,318,000
Contingency		5,108,053
Total Fund Appropriations	\$	79,069,368
Unappropriated Amounts (Reserved for future expenditures)		3,759,732
Budget Total	\$	82,829,100

Water Reclamation Fund - 430

Personal Services	\$	8,122,076
Materials and Services		5,185,310
Capital Outlay		50,079,300
Debt Service		7,727,200
Transfers		6,102,300
Contingency		2,455,214
Total Fund Appropriations	\$	79,671,400
Unappropriated Amounts (Reserved for future expenditures)		4,122,900
Budget Total	\$	83,794,300

Downtown Parking Fund - 440

Personal Services	\$	209,725
Materials and Services		636,153
Capital Outlay		25,000
Transfers		264,000
Contingency		75,340
Total Fund Appropriations	\$	1,210,218
Unappropriated Amounts (Reserved for future expenditures)		1,106,992
Budget Total	\$	2,317,210

Stormwater Fund - 450

Personal Services	\$ 1,841,382
Materials and Services	674,572
Capital Outlay	3,382,000
Debt Service	118,600
Transfers	1,413,100
Contingency	1,378,446
Total Fund Appropriations	\$ 8,808,100

Internal Service Fund - 500

Garage Program	\$ 4,032,153
Information Technology Program	3,554,419
Facility Management Program	2,384,030
Engineering Program	1,811,635
Public Works Administration Program	3,061,641
Public Works Laboratory Program	1,357,463
Risk Management	2,251,900
Administration & Financial Services Program	9,031,420
Legal Services Program	817,875
Capital Outlay	1,883,500
Debt Service	3,457,000
Transfers	3,557,408
Contingency	479,500
Total Fund Appropriations	\$ 37,679,944
Unappropriated Amounts (Reserved for future expenditures)	4,936,300
Budget Total	\$ 42,616,244

Cemetery Permanent Maintenance Fund - 610

Transfers	\$ 6,000
Total Fund Appropriations	\$ 6,000
Unappropriated Amounts (Reserved for future expenditures)	594,676
Budget Total	\$ 600,676

TOTAL CITY OF BEND:

Total Appropriations	\$ 394,125,057
Total Unappropriated Amounts	21,084,085
Total City of Bend Budget	\$ 415,209,142

RESOLUTION NO. 2837

**RESOLUTION LEVYING AD VALOREM TAXES, GENERAL OBLIGATION BONDS,
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 2011-12 at the rate of \$2.8035 per \$1,000 of taxable assessed value and to levy the General Obligation Bond taxes provided for in the adopted budget for fiscal year 2011-12 in the amount of \$2,000,000 for bonded indebtedness related to transportation bonds approved by voters on May 17, 2011. These taxes are levied upon all taxable properties within the City of Bend.

The following allocation and categorization subject to the limits of Section 11b, Article XI of the Oregon Constitution make up the above aggregate levy:

	Subject to the General Government Limitation	Excluded from the Limitation
General Fund	\$ 2.8035 / \$1,000	
General Obligation Bond		\$ 2,000,000
Debt Service Fund		

SECTION TWO: The Council certifies to the Deschutes County Assessor the City's intent to collect tax increment revenue for the Bend Downtown Urban Renewal Area (URA) in the amount of \$899,555 through division of property tax. In prior years the remainder of the maximum authority for the Downtown URA was collected through special levy consistent with the City's previous choice of Option 3 under ORS 457.435(2). For the 2011-12 tax assessment, the City only certifies collection of \$899,555 through the division of tax; no special levy will be assessed.

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 Juniper Ridge Urban Renewal Plan Area.

SECTION FOUR: 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 the City Council the 27th day of June, 2011.

YES: 6

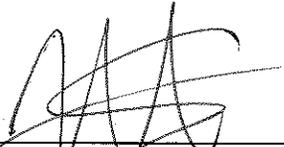
NO: 0

Authenticated by the Mayor the 27th day of June, 2011.

Approved as to form:



Mary Winters, Legal Counsel



Jeff Eager, Mayor

Attest:



Patricia Stell, City Recorder

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Missy Nelson**, 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

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: <?xml version="1.0" encoding="ISO-8859-1"?>
<!DOCTYPE dtad[
<!ELEMENT text.id (#PCDATA)>
<!ELEMENT text.content (#PCDATA)>

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:

4/22/11 Page C3
4/27/11 Page C2

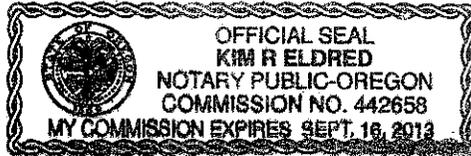
I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 2 day of June, 2011.

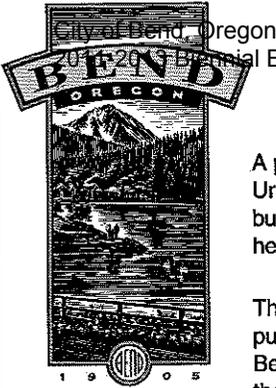
Missy Nelson
Signature

AdName: 16362986R

6/2/11 Kim R. Eldred



<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>_____</p> <p>Attorney for _____</p>	



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, 2011 to June 30, 2013 will be held at City Council Chambers, City Hall, 710 NW Wall Street, Bend.

The meeting will take place on the 4th day of May, 2011 at 5:30 PM. This is a public meeting of the Budget Committee concerning the City of Bend and the Bend Urban Renewal Agency budgets. The purpose of this meeting is to hear 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 24th through the 26th. However, a Public Hearing will be held at this May 4th meeting to hear and receive Proposed Uses of State Shared Revenue funds.

The Proposed Budget will be distributed at 5:30 pm on May 4, 2011 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: Fire Training Center, 63377 Jamison Street, Bend.

Dates:	Tuesday,	May 24, 2011	Time:	5:00 PM
	Wednesday,	May 25, 2011		5:00 PM
	Thursday,	May 26, 2011		5:00 PM

Accessible Meeting Information

This meeting event/location is accessible. Sign language, interpreter service, assistive listening devices, materials in alternate format, such as Braille, large print, electronic formats and audio cassette tape, or any other accommodations are available upon advance request. Please contact Kristina Miller at 541-693-2174, kmiller@ci.bend.or.us



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

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 series of public meetings of the Budget Committee of the City of Bend and the Bend Urban Renewal A...

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:

5/17/11

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 17 day of May, 2011.

Debby Winikka
Signature

AdName: 16381619A



No. _____

In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

Filed _____

By _____

From the Office of _____

Attorney for _____

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Debby Winikka**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

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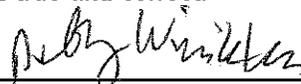
Acct Name: CITY OF BEND
Legal Description: Notice of Budget Hearing
Notice of Budget Hearing

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:

6/22/11 **Page F10**

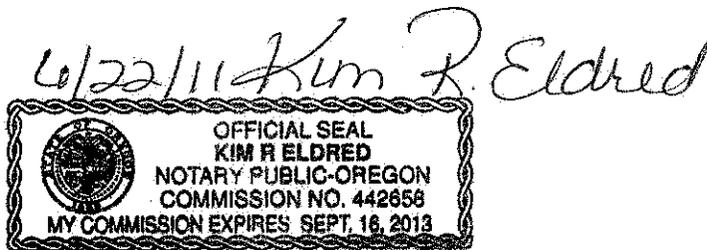
I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 22 day of June, 2011.



Signature

AdName: 16404864D



<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>	

NOTICE OF BUDGET HEARING

A meeting of the Bend City Council will be held on June 27, 2011 at 5:00 at City Hall in the Council Chambers, 710 NW Wall Street, Bend, OR. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2011 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 St., Bend, OR between the hours of 8:00 a.m. and 5:00 p.m. The budget was prepared on a basis that is consistent with the basis of accounting used during the preceding year. Major changes, if any and their effect on the budget, are explained below. This budget is for: _____ Annual Period X 2-Year Period.

County Deschutes	City Bend	Chairperson of Governing Body Jeff Eager, Mayor	Telephone Number 541-312-4902
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FINANCIAL SUMMARY

<input type="checkbox"/> Check this box if your budget only has one fund		Adopted Budget This Biennium 2009-11	Approved Budget Next Biennium 2011-13
<i>TOTAL OF ALL FUNDS</i>			
Anticipated Requirements	1. Total Personal Services.....	97,000,944	103,171,923
	2. Total Materials and Supplies	67,901,046	44,069,149
	3. Total Capital Outlay	65,539,540	127,835,800
	4. Total Debt Service	30,600,000	26,210,200
	5. Total Transfers	78,619,551	67,560,908
	6. Total Contingencies	30,266,268	22,536,377
	7. Total Special Payments.....	416,000	774,300
	8. Total Unappropriated and Reserved for Future Expenditure...	15,668,483	21,084,085
	9. Total Requirements - add Lines 1 through 8	386,011,832	413,242,742
Anticipated Resources	10. Total Resources Except Property Taxes	344,861,632	369,519,942
	11. Total Property Taxes Estimated to be Received	41,150,200	43,722,800
	12. Total Resources - add Lines 10 and 11	386,011,832	413,242,742
Estimated Ad Valorem Property Taxes	13. Total Property Taxes Estimated to be Received (line 11)	41,150,200	43,722,800
	14. Plus: Estimated Property Taxes Not To Be Received		
	A. Loss Due to Constitutional Limits	-	-
	B. Discounts Allowed, Other Uncollected Amounts	3,930,937	3,801,886
	15. Total Tax Levied (add lines 13 and 14 A & B).....	45,081,137	47,524,686
Tax Levies By Type		Rate or Amount	Rate or Amount
	16. Permanent Rate Limit Levy (rate limit <u>2.8035</u>).....	2.8035	2.8035
	17. Local Option Taxes.....	-	-
	18. Levy for Bonded Debt or Obligations.....	-	4,000,000

STATEMENT OF INDEBTEDNESS

<input type="checkbox"/> None	Debt Outstanding	<input checked="" type="checkbox"/> As Summarized Below	<input type="checkbox"/> None	Debt Authorized, Not Incurred	<input checked="" type="checkbox"/> As Summarized Below
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PUBLISH BELOW ONLY IF COMPLETED

Long-Term Debt	Estimated Debt Outstanding at the Beginning of the Budget Year July 1, 2011	Estimated Debt Authorized, Not Incurred at the Beginning of the Budget Year July 1, 2011
Bonds.....	-	15,200,000
Interest Bearing Warrants	-	-
Other	90,668,513	74,330,000
Total Indebtedness	90,668,513	89,530,000

Short-Term Debt

This budget includes the intention to borrow in anticipation of revenue ("Short-Term Borrowing") as summarized below:

Fund Liable	Estimated Amount to be Borrowed	Estimated Interest Rate	Estimated Interest Cost
	None		

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

Publish ONLY completed portion of this page. Total Requirements (line 9) must equal Total Resources (line 10)

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
General Fund Revenue Stabilization Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	-	-	-
6. Total Contingencies.....	-	-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	639,100	1,528,100
9. Total Requirements (add lines 1 - 8).....	-	639,100	1,528,100
10. Total Resources Except Property Taxes.....	-	639,100	1,528,100
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Police Grant Fund	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	205,138	-
3. Total Capital Outlay.....	-	86,300	43,200
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	-	-	-
6. Total Contingencies.....	-	96,300	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	-	387,738	43,200
10. Total Resources Except Property Taxes.....	-	387,738	43,200
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Police Reserves Fund	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	-	-	-
6. Total Contingencies.....	-	500,000	506,400
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	-	500,000	506,400
10. Total Resources Except Property Taxes.....	-	500,000	506,400
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Fire/EMS Fund	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
1. Total Personal Services.....	20,730,893	22,446,059	23,815,528
2. Total Materials and Services.....	2,282,528	2,623,764	2,310,460
3. Total Capital Outlay.....	2,160,996	65,000	-
4. Total Debt Service.....	933,434	1,357,400	771,600
5. Total Transfers.....	2,496,244	2,480,120	2,941,700
6. Total Contingencies.....	-	83,280	355,912
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	829,477	350,000
9. Total Requirements (add lines 1 - 8).....	28,604,095	29,885,100	30,545,200
10. Total Resources Except Property Taxes.....	30,062,998	29,885,100	30,545,200

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

Publish ONLY completed portion of this page. Total Requirements (line 9) must equal Total Resources (line 10)

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Fire Station Debt Service Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	1,200	37,400	1,200
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	517,966	3,206,400	447,600
5. Total Transfers.....	10,300	11,300	12,200
6. Total Contingencies.....	-	-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	7,400	6,400
9. Total Requirements (add lines 1 - 8).....	529,466	3,262,500	467,400
10. Total Resources Except Property Taxes.....	536,532	3,262,500	467,400

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Water Fund			
1. Total Personal Services.....	5,583,451	7,076,856	7,435,995
2. Total Materials and Services.....	6,149,294	9,469,575	7,704,820
3. Total Capital Outlay.....	5,317,631	17,576,100	47,637,900
4. Total Debt Service.....	638,524	1,844,000	4,069,100
5. Total Transfers.....	5,972,195	5,721,100	6,318,000
6. Total Contingencies.....	-	10,557,169	5,108,053
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	4,203,000	3,759,732
9. Total Requirements (add lines 1 - 8).....	23,661,095	56,447,800	82,033,600
10. Total Resources Except Property Taxes.....	30,063,297	56,447,800	82,033,600

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Water Reclamation Fund			
1. Total Personal Services.....	5,780,532	7,444,751	8,122,076
2. Total Materials and Services.....	3,935,749	4,633,279	5,185,310
3. Total Capital Outlay.....	15,203,941	27,314,700	49,238,400
4. Total Debt Service.....	2,924,432	4,871,000	7,727,200
5. Total Transfers.....	5,922,564	6,456,000	6,102,300
6. Total Contingencies.....	-	4,681,420	2,455,214
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	333,300	4,122,900
9. Total Requirements (add lines 1 - 8).....	33,767,218	55,734,450	82,953,400
10. Total Resources Except Property Taxes.....	43,016,650	55,734,450	82,953,400

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Stormwater Fund			
1. Total Personal Services.....	834,200	1,884,965	1,841,382
2. Total Materials and Services.....	364,954	874,241	674,572
3. Total Capital Outlay.....	712,317	1,659,000	3,282,000
4. Total Debt Service.....	60,515	120,300	118,600
5. Total Transfers.....	844,929	1,236,900	1,413,100
6. Total Contingencies.....	-	1,899,594	1,378,446
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	2,816,915	7,675,000	8,708,100
10. Total Resources Except Property Taxes.....	5,544,575	7,675,000	8,708,100

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

Publish ONLY completed portion of this page. Total Requirements (line 9) must equal Total Resources (line 10)

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Transportation Operations & Planning Fund			
1. Total Personal Services.....	5,019,869	4,835,430	6,689,352
2. Total Materials and Services.....	3,406,628	3,050,279	3,386,820
3. Total Capital Outlay.....	2,775,717	1,803,100	4,286,000
4. Total Debt Service.....	355,385	-	117,700
5. Total Transfers.....	2,671,407	3,048,000	3,579,400
6. Total Contingencies.....		2,013,891	1,411,764
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	25,000
9. Total Requirements (add lines 1 - 8).....	14,229,006	14,750,700	19,496,036
10. Total Resources Except Property Taxes.....	15,675,567	14,750,700	19,496,036

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Transportation Construction Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	121,410	359,000	37,600
3. Total Capital Outlay.....	5,177,059	4,353,400	4,117,000
4. Total Debt Service.....	2,629,506	6,797,800	2,545,800
5. Total Transfers.....	645,333	569,100	1,131,900
6. Total Contingencies.....		1,368,010	2,147,250
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	1,900,000	1,900,000
9. Total Requirements (add lines 1 - 8).....	8,573,308	15,347,310	11,879,550
10. Total Resources Except Property Taxes.....	14,469,210	15,347,310	11,879,550

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Airport Fund			
1. Total Personal Services.....	184,203	294,488	312,235
2. Total Materials and Services.....	141,135	179,184	167,900
3. Total Capital Outlay.....	7,756,200	4,498,400	65,800
4. Total Debt Service.....	1,528,821	2,112,400	528,800
5. Total Transfers.....	624,431	751,200	1,118,700
6. Total Contingencies.....		378,128	108,965
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	10,234,790	8,213,800	2,302,400
10. Total Resources Except Property Taxes.....	10,588,530	8,213,800	2,302,400

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Downtown Parking Fund			
1. Total Personal Services.....	209,487	260,774	209,725
2. Total Materials and Services.....	680,796	663,239	636,153
3. Total Capital Outlay.....	359,919	348,900	25,000
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	537,481	273,550	264,000
6. Total Contingencies.....		46,295	75,340
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	1,015,792	1,106,992
9. Total Requirements (add lines 1 - 8).....	1,787,683	2,608,550	2,317,210
10. Total Resources Except Property Taxes.....	2,743,165	2,608,550	2,317,210

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

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Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Public Transit Fund			
1. Total Personal Services.....	217,177	136,098	-
2. Total Materials and Services.....	3,321,483	1,977,427	-
3. Total Capital Outlay.....	621,703	1,384,840	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	1,930,071	1,162,215	-
6. Total Contingencies.....		128,669	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	6,090,434	4,789,249	-
10. Total Resources Except Property Taxes.....	6,281,211	4,789,249	-

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Public Transit Grant Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	1,291,700	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	-	-	-
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	-	1,291,700	-
10. Total Resources Except Property Taxes.....	-	1,291,700	-

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Accessibility Construction Fund			
1. Total Personal Services.....	-	-	18,349
2. Total Materials and Services.....	13,958	222,200	80,920
3. Total Capital Outlay.....	1,352,012	3,063,000	1,361,200
4. Total Debt Service.....	-	1,115,500	615,800
5. Total Transfers.....	37,900	508,700	365,100
6. Total Contingencies.....		1,971,700	40,231
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	300,000
9. Total Requirements (add lines 1 - 8).....	1,403,870	6,881,100	2,781,600
10. Total Resources Except Property Taxes.....	1,518,753	6,881,100	2,781,600

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
System Development Charges (SDC) Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	53,005	100,000	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	10,088,731	7,165,250	6,181,700
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	10,141,736	7,265,250	6,181,700
10. Total Resources Except Property Taxes.....	11,408,060	7,265,250	6,181,700

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

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Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Transp. System Develop. Charges (SDC) Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	6,635,281	-	-
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	6,635,281	-	-
10. Total Resources Except Property Taxes.....	6,635,281	-	-
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Local Imp. District Construction Fund	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	187,188	200,000	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	570,900	528,100	-
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	758,088	728,100	-
10. Total Resources Except Property Taxes.....	758,088	728,100	-
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Local Imp. District Debt Service Fund	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	425,856	171,000	-
5. Total Transfers.....	66,800	169,900	-
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	571,700	583,800
9. Total Requirements (add lines 1 - 8).....	492,656	912,600	583,800
10. Total Resources Except Property Taxes.....	1,308,768	912,600	583,800
Name of Fund	Actual Data	Adopted Budget	Approved Budget
Building Fund	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
1. Total Personal Services.....	6,460,497	3,526,869	4,087,131
2. Total Materials and Services.....	216,165	328,675	120,378
3. Total Capital Outlay.....	40,154	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	2,591,364	959,800	689,300
6. Total Contingencies.....		200,656	483,391
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	140,000
9. Total Requirements (add lines 1 - 8).....	9,308,180	5,016,000	5,520,200
10. Total Resources Except Property Taxes.....	10,262,847	5,016,000	5,520,200

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

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Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Planning Fund			
1. Total Personal Services.....	4,236,530	3,126,376	3,002,409
2. Total Materials and Services.....	643,688	380,231	419,731
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	1,462,416	841,100	629,500
6. Total Contingencies.....		89,193	25,260
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	6,342,634	4,436,900	4,076,900
10. Total Resources Except Property Taxes.....	7,076,026	4,436,900	4,076,900

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Private Development Engineering Fund			
1. Total Personal Services.....	677,723	596,362	508,252
2. Total Materials and Services.....	50,517	59,438	21,406
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	266,450	149,700	144,700
6. Total Contingencies.....		106,700	54,142
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	994,690	912,200	728,500
10. Total Resources Except Property Taxes.....	1,144,634	912,200	728,500

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Community Development Block Grant Fund			
1. Total Personal Services.....	125,500	334,531	335,345
2. Total Materials and Services.....	681,701	3,511,269	1,116,346
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	74,608	264,800	363,500
6. Total Contingencies.....		6,200	4,720
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	881,809	4,116,800	1,819,911
10. Total Resources Except Property Taxes.....	960,994	4,116,800	1,819,911

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Affordable Housing Fund			
1. Total Personal Services.....	115,806	76,368	93,289
2. Total Materials and Services.....	904,829	1,641,985	3,120,650
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	113,400	78,900	108,200
6. Total Contingencies.....		286,647	530,361
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	1,134,035	2,083,900	3,852,500
10. Total Resources Except Property Taxes.....	2,119,214	2,083,900	3,852,500

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

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Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Tourism Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	1,803,975	1,866,300	2,006,600
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	304,100	84,300	51,800
6. Total Contingencies.....		118,400	120,000
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	2,108,075	2,069,000	2,178,400
10. Total Resources Except Property Taxes.....	2,199,911	2,069,000	2,178,400

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Economic Improvement District Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	234,932	264,450	237,600
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	5,756	20,250	12,600
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	240,688	284,700	250,200
10. Total Resources Except Property Taxes.....	266,102	284,700	250,200

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Accessibility Fund			
1. Total Personal Services.....	143,801	-	-
2. Total Materials and Services.....	27,144	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	120,866	-	-
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	291,811	-	-
10. Total Resources Except Property Taxes.....	291,813	-	-

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Cemetery Fund			
1. Total Personal Services.....	171,225	63,435	66,435
2. Total Materials and Services.....	45,915	22,231	27,700
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	54,908	100,700	42,000
6. Total Contingencies.....		-	8,165
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	279,934	-
9. Total Requirements (add lines 1 - 8).....	272,048	466,300	144,300
10. Total Resources Except Property Taxes.....	644,419	466,300	144,300

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

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Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Energy ARRA Grant Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	376,000	60,000
3. Total Capital Outlay.....	-	294,700	108,300
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	-	76,300	137,700
6. Total Contingencies.....	-	250,500	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	-	997,500	306,000
10. Total Resources Except Property Taxes.....	-	997,500	306,000

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
PERS Debt Service Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	1,653,496	1,847,800	2,011,000
5. Total Transfers.....	32,600	37,100	43,400
6. Total Contingencies.....	-	-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	1,491,300	1,552,185
9. Total Requirements (add lines 1 - 8).....	1,686,096	3,376,200	3,606,585
10. Total Resources Except Property Taxes.....	2,740,603	3,376,200	3,606,585

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
General Obligation Bond Construction Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	230,000
3. Total Capital Outlay.....	-	-	15,240,000
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	-	-	-
6. Total Contingencies.....	-	-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	150,000
9. Total Requirements (add lines 1 - 8).....	-	-	15,620,000
10. Total Resources Except Property Taxes.....	-	-	15,620,000

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Internal Services Fund			
1. Total Personal Services.....	18,746,221	16,845,324	16,878,654
2. Total Materials and Services.....	27,042,210	29,550,989	11,423,882
3. Total Capital Outlay.....	11,662,755	2,074,700	1,883,500
4. Total Debt Service.....	1,628,243	7,156,400	3,457,000
5. Total Transfers.....	5,097,910	4,869,150	3,557,408
6. Total Contingencies.....	-	2,778,452	479,500
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	4,397,480	4,936,300
9. Total Requirements (add lines 1 - 8).....	64,177,339	67,672,495	42,616,244
10. Total Resources Except Property Taxes.....	73,030,563	67,672,495	42,616,244

**FUNDS NOT REQUIRING A
PROPERTY TAX TO BE LEVIED**

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Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Cemetery Permanent Maintenance Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	-	-	6,000
6. Total Contingencies.....	-	-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/ Reserved for Future Expenditure	-	-	594,676
9. Total Requirements (add lines 1 - 8).....	-	-	600,676
10. Total Resources Except Property Taxes.....	-	-	600,676

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**FUNDS REQUIRING A
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Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
General Fund			
1. Total Personal Services.....	25,776,735	28,052,258	29,755,766
2. Total Materials and Services.....	3,125,320	4,213,052	5,099,101
3. Total Capital Outlay.....	551,439	817,400	547,500
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	42,450,231	41,056,016	32,346,700
6. Total Contingencies.....		2,705,064	7,243,263
7. Total Special Payments.....	-	416,000	774,300
8. Total Unappropriated/Reserved for Future Expenditure	-	-	-
9. Total Requirements (add lines 1 - 8).....	71,903,725	77,259,790	75,766,630
10. Total Resources Except Property Taxes.....	39,903,714	36,109,590	35,723,830
11. Property Taxes Estimated to Be Received.....	38,733,689	41,150,200	40,042,800
12. Total Resources (add lines 10 and 11).....	78,637,403	77,259,790	75,766,630
13. Property Taxes Estimated to be Received (line 11)...		41,150,200	40,042,800
14. Estimated Property Taxes Not to be Received.....			
A. Loss Due to Constitutional Limit.....		-	-
B. Discounts, Other Uncollected Amounts.....		3,930,937	3,481,886
15. Total Tax Levied ... (add lines 13 and 14 A & B)....		45,081,137	43,524,686
		Rate or Amount	Rate or Amount
16. Permanent Rate Limit Levy (rate limit <u>2.8035</u>)....		2.8035	2.8035
17. Local Option Taxes.....			
18. Levy for Bonded Debt or Obligations.....			

Name of Fund	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
General Obligation Bond Debt Service Fund			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	3,800,000
5. Total Transfers.....	-	-	-
6. Total Contingencies.....		-	-
7. Total Special Payments.....	-	-	-
8. Total Unappropriated/Reserved for Future Expenditure	-	-	28,000
9. Total Requirements (add lines 1 - 8).....	-	-	3,828,000
10. Total Resources Except Property Taxes.....	-	-	148,000
11. Property Taxes Estimated to Be Received.....	-	-	3,680,000
12. Total Resources (add lines 10 and 11).....	-	-	3,828,000
13. Property Taxes Estimated to be Received (line 11)....		-	3,680,000
14. Estimated Property Taxes Not to be Received.....			
A. Loss Due to Constitutional Limit.....		-	-
B. Discounts, Other Uncollected Amounts.....		-	320,000
15. Total Tax Levied ... (add lines 13 and 14 A & B)....		-	4,000,000
		Rate or Amount	Rate or Amount
16. Permanent Rate Limit Levy (rate limit _____)....		-	-
17. Local Option Taxes.....		-	-
18. Levy for Bonded Debt or Obligations.....		-	4,000,000

**SUMMARY OF ORGANIZATION
UNIT / PROGRAM BY FUND**

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NAME OF FUND: General Fund

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Municipal Court			
1. Total Personal Services.....	769,706	736,427	801,951
2. Total Materials and Services.....	57,798	90,986	61,120
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure			
9. Total Requirements.....	827,504	827,413	863,071

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Police Department			
1. Total Personal Services.....	25,007,029	26,884,470	28,123,536
2. Total Materials and Services.....	2,823,904	2,889,540	2,615,455
3. Total Capital Outlay.....	551,439	817,400	547,500
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure			
9. Total Requirements.....	28,382,372	30,591,410	31,286,491

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Code Enforcement			
1. Total Personal Services.....	-	172,398	188,313
2. Total Materials and Services.....	-	2,840	3,990
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	-	175,238	192,303

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Accessibility Program			
1. Total Personal Services.....	-	234,063	312,356
2. Total Materials and Services.....	-	85,586	23,836
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	-	319,649	336,192

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**SUMMARY OF ORGANIZATION
UNIT / PROGRAM BY FUND**

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NAME OF FUND: General Fund

Name of Unit / Program / Department	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
Business Advocacy Program			
1. Total Personal Services.....	-	24,900	329,610
2. Total Materials and Services.....	-	100	263,200
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	-	25,000	592,810

Nondepartmental	Actual Data	Adopted Budget	Approved Budget
	Prior Biennium 2007-09	Current Biennium 2009-11	Next Biennium 2011-13
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	243,618	1,144,000	2,131,500
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	42,450,231	41,056,016	32,346,700
6. Total Contingencies.....		2,705,064	7,243,263
7. Total Special Payments.....	-	416,000	774,300
8. Total Unappropriated / Reserved for Future Expenditure.	-	-	-
9. Total Requirements.....	42,693,849	45,321,080	42,495,763

504-073-LB-4 (Rev 12/10)

**SUMMARY OF ORGANIZATION
UNIT / PROGRAM BY FUND**

Publish ONLY completed portion of this page.

NAME OF FUND: Internal Services Fund

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Garage Services			
1. Total Personal Services.....	1,389,038	1,424,339	1,412,753
2. Total Materials and Services.....	2,555,925	2,486,700	2,619,400
3. Total Capital Outlay.....	-	12,500	12,000
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure			
9. Total Requirements.....	3,944,963	3,923,539	4,044,153

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Information Technology			
1. Total Personal Services.....	1,234,764	1,343,059	1,520,409
2. Total Materials and Services.....	1,548,350	1,865,032	2,034,010
3. Total Capital Outlay.....	1,331,022	675,800	607,500
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure			
9. Total Requirements.....	4,114,136	3,883,891	4,161,919

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Facilities Management			
1. Total Personal Services.....	789,646	907,964	660,152
2. Total Materials and Services.....	1,528,507	2,240,840	1,723,878
3. Total Capital Outlay.....	10,254,572	1,275,900	1,229,200
4. Total Debt Service.....	1,628,243	7,156,400	3,457,000
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	14,200,968	11,581,104	7,070,230

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Engineering			
1. Total Personal Services.....	4,043,866	1,731,819	1,576,535
2. Total Materials and Services.....	302,703	84,832	235,100
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	4,346,569	1,816,651	1,811,635

504-073-LB-4 (Rev 12/10)

**SUMMARY OF ORGANIZATION
UNIT / PROGRAM BY FUND**

Publish ONLY completed portion of this page.

NAME OF FUND: Internal Services Fund

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Public Works Administration			
1. Total Personal Services.....	3,180,147	3,044,048	2,778,045
2. Total Materials and Services.....	599,126	417,440	283,596
3. Total Capital Outlay.....	77,161	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	3,856,434	3,461,488	3,061,641

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Public Works Laboratory			
1. Total Personal Services.....	-	959,837	1,061,663
2. Total Materials and Services.....	-	505,000	295,800
3. Total Capital Outlay.....	-	110,500	34,800
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure			
9. Total Requirements.....	-	1,575,337	1,392,263

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Risk Management			
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	18,116,074	19,996,720	2,251,900
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure			
9. Total Requirements.....	18,116,074	19,996,720	2,251,900

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Administration & Finance			
1. Total Personal Services.....	6,126,625	6,745,670	7,116,882
2. Total Materials and Services.....	2,229,245	1,862,811	1,914,538
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	8,355,870	8,608,481	9,031,420

**SUMMARY OF ORGANIZATION
UNIT / PROGRAM BY FUND**

Publish ONLY completed portion of this page.

NAME OF FUND: Internal Services Fund

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Legal Services			
1. Total Personal Services.....	-	688,588	752,215
2. Total Materials and Services.....	-	91,614	65,660
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	-	780,202	817,875

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Economic Development Administration			
1. Total Personal Services.....	623,443	-	-
2. Total Materials and Services.....	75,485	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	698,928	-	-

Name of Unit / Program / Department	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
Community Development Administration			
1. Total Personal Services.....	1,358,692	-	-
2. Total Materials and Services.....	86,795	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....			
6. Total Contingencies.....			
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.			
9. Total Requirements.....	1,445,487	-	-

Nondepartmental	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
1. Total Personal Services.....	-	-	-
2. Total Materials and Services.....	-	-	-
3. Total Capital Outlay.....	-	-	-
4. Total Debt Service.....	-	-	-
5. Total Transfers.....	5,097,910	4,869,150	3,557,408
6. Total Contingencies.....		2,778,452	479,500
7. Total Special Payments.....	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure.	-	4,397,480	4,936,300
9. Total Requirements.....	5,097,910	12,045,082	8,973,208

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

FORM LB-50 2011-2012

To assessor of Deschutes County

Check here if this is an amended form.

• Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

The City of Bend has the responsibility and authority to place the following property tax, fee, charge, or assessment on the tax roll of Deschutes County. The property tax, fee, charge, or assessment is categorized as stated by this form.

PO Box 1024 Bend Or 97701 07/06/11
Mailing address of district City State ZIP code Date

Sonia Andrews Finance Director 541-312-4902 sandrews@ci.bend.or.us
Contact person Title Daytime telephone number Contact person e-mail address

CERTIFICATION— You **must** check one box if you are 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 294.435.

PART I: TOTAL PROPERTY TAX LEVY

	Subject to General Government Limits		
	Rate —or— Dollar Amount		
1. Rate/Amount levied (within permanent rate limit)	1	2.8035	
2. Local option operating tax	2		Excluded from Measure 5 Limits
3. Local option capital project tax	3		
4. Levy for pension and disability obligations	4		Dollar Amount of Bond Levy
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 after October 6, 2001.....	5b		\$2,000,000
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b).....	5c		\$2,000,000

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000.....	6	2.8035
7. Date received voter approval for rate limit if new district.....	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 year levied	Final year to be levied	Tax amount —or— rate authorized per year by voters

PART IV: SPECIAL ASSESSMENTS, FEES, AND CHARGES

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

If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property. **The authority for putting these assessments on the roll is ORS _____ . (Must be completed if you have an entry in Part IV)**

BURA RESOLUTION NO. 090

A Resolution adopting the Bend Urban Renewal Agency 2011-13 Biennial Budget for the period beginning July 1, 2011.

THE BEND URBAN RENEWAL AGENCY RESOLVES AS FOLLOWS:

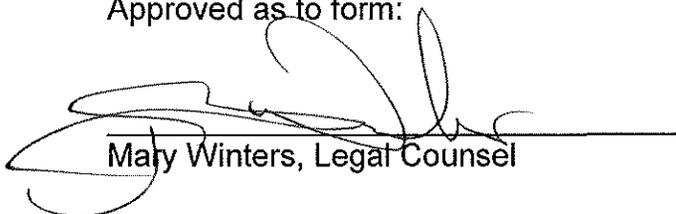
1. To adopt the 2011-2013 Biennial Budget as approved by the Budget Committee within limits as provided pursuant to ORS 294.435
2. That the amount for the biennial period beginning July 1, 2011 is hereby appropriated in the aggregate sum of \$5,999,534, excluding Unappropriated Amounts, as shown in Exhibit A.

Adopted by the Bend Urban Renewal Agency Board the 27th day of June, 2011.

Yes: 6 No: 0

Authenticated by the Chair the 27th day of June, 2011.

Approved as to form:


Mary Winters, Legal Counsel


Mark Capell, Chair

Attest:


Patricia Stell, City Recorder

**Resolution to Adopt BURA 2011-13 Biennial Budget
Exhibit A**

BURA General Fund - 003

Materials and Services	\$ 23,800
Transfers	9,200
Contingency	28,700
Total Fund Appropriations	\$ 61,700

Downtown Debt Service Fund - 230

Materials and Services	\$ 844,400
Debt Service	1,772,000
Total Fund Appropriations	\$ 2,616,400

Murphy Crossing Debt Service Fund - 231

Unappropriated Amounts (Reserved for future expenditures)	\$ 240,200
Budget Total	\$ 240,200

Juniper Ridge Debt Service Fund - 260

Debt Service	\$ 572,900
Total Fund Appropriations	\$ 572,900
Unappropriated Amounts (Reserved for future expenditures)	1,730,200
Budget Total	\$ 2,303,100

Downtown Construction Fund - 330

Materials and Services	\$ 800
Capital Outlay	85,000
Contingency	346,600
Total Fund Appropriations	\$ 432,400

Juniper Ridge Construction Fund - 360

Materials and Services	\$ 164,300
Capital Outlay	1,811,966
Debt Service	240,000
Transfers	30,000
Contingency	69,868
Total Fund Appropriations	\$ 2,316,134

TOTAL BEND URBAN RENEWAL AGENCY (BURA):

Total Appropriations	\$ 5,999,534
Total Unappropriated Amounts	1,970,400
Total BURA Budget	\$ 7,969,934

BURA RESOLUTION NO. 089

A RESOLUTION APPROVING AD VALOREM TAX INCREMENT AMOUNTS.

THE BEND URBAN RENEWAL AGENCY RESOLVES AS FOLLOWS:

SECTION ONE: The Bend Urban Renewal Agency (BURA) Board concurs in the City Council's certification to the Deschutes County Assessor of the City's intent to collect tax increment revenue for the Bend Downtown Urban Renewal Area (URA) in the amount of \$899,555 through division of property tax. In prior years the remainder of the maximum authority for the Downtown URA was collected through special levy consistent with the City's previous choice of Option 3 under ORS 457.435(2). For the 2011-12 tax assessment, the City only certifies collection of \$899,555 through the division of tax; no special levy will be assessed.

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 Juniper Ridge Urban Renewal Plan Area.

SECTION THREE: 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.

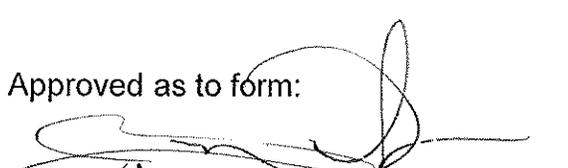
Adopted by the Bend Urban Renewal Agency Board the 27th day of June, 2011.

YES: 6

NO: 0

Authenticated by the Chair the 27th day of June, 2011.

Approved as to form:


Mary Winters, Legal Counsel

Attest:


Patricia Stell, City Recorder


Mark Capell, Chair

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Missy Nelson**, 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

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: <?xml version="1.0" encoding="ISO-8859-1"?>
<!DOCTYPE dtad[
<!ELEMENT text.id (#PCDATA)>
<!ELEMENT text.content (#PCDATA)>

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:

4/22/11 Page C3
4/27/11 Page C2

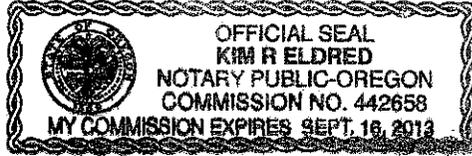
I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 2 day of June, 2011.

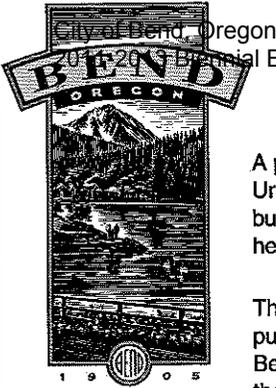
Missy Nelson
Signature

AdName: 16362986R

6/2/11 Kim R. Eldred



<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>_____</p> <p>Attorney for _____</p>	



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, 2011 to June 30, 2013 will be held at City Council Chambers, City Hall, 710 NW Wall Street, Bend.

The meeting will take place on the 4th day of May, 2011 at 5:30 PM. This is a public meeting of the Budget Committee concerning the City of Bend and the Bend Urban Renewal Agency budgets. The purpose of this meeting is to hear 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 24th through the 26th. However, a Public Hearing will be held at this May 4th meeting to hear and receive Proposed Uses of State Shared Revenue funds.

The Proposed Budget will be distributed at 5:30 pm on May 4, 2011 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: Fire Training Center, 63377 Jamison Street, Bend.

Dates:	Tuesday,	May 24, 2011	Time:	5:00 PM
	Wednesday,	May 25, 2011		5:00 PM
	Thursday,	May 26, 2011		5:00 PM

Accessible Meeting Information

This meeting event/location is accessible. Sign language, interpreter service, assistive listening devices, materials in alternate format, such as Braille, large print, electronic formats and audio cassette tape, or any other accommodations are available upon advance request. Please contact Kristina Miller at 541-693-2174, kmiller@ci.bend.or.us



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

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 series of public meetings of the Budget Committee of the City of Bend and the Bend Urban Renewal A...

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:

5/17/11

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 17 day of May, 2011.

Debby Winikka
Signature

AdName: 16381619A



No. _____

In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

Filed _____

By _____

From the Office of _____

Attorney for _____

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Debby Winikka**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Legal Description: Notice of Budget Hearing
Notice of Budget Hearing
90024

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:

6/22/11 Page F9

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 22 day of June, 2011.

Debby Winikka
Signature

AdName: 16404694D



<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>	

NOTICE OF BUDGET HEARING

A meeting of the Bend Urban Renewal Agency will be held on June 27, 2011 at 5:00 p.m. at City Hall in the Council Chambers, 710 NW Wall Street, Bend, OR. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2011 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, OR between the hours of 8:00 a.m. and 5:00 p.m. The budget was prepared on a basis of accounting that is consistent with the basis of accounting used during the preceding year. Major changes, if any, and their effect on the budget are explained below. This budget is for an: Annual X Biennial budget.

County Deschutes	City Bend	Chairperson of Governing Body Mark Capell, Chair	Telephone 541-312-4902
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FINANCIAL SUMMARY

<input type="checkbox"/> Check this box if your budget only has one fund	TOTAL OF ALL FUNDS	Adopted Budget This Biennium 2009-11	Approved Budget Next Biennium 2011-13
ANTICIPATED REQUIREMENTS	1. Total Personal Services.....	174,463	-
	2. Total Materials and Services.....	333,863	1,033,300
	3. Total Capital Outlay.....	3,075,310	1,896,966
	4. Total Debt Service.....	17,723,900	2,584,900
	5. Total Transfers.....	849,684	39,200
	6. Total Contingencies.....	670,914	445,168
	7. Total Special Payments.....	-	-
	8. Total Unappropriated and Reserved for Future Expenditure.....	2,399,200	1,970,400
	9. Total Requirements--add lines 1 through 8.....	25,227,334	7,969,934
ANTICIPATED RESOURCES	10. Total Resources except Urban Renewal Taxes.....	18,595,234	5,791,934
	11. Total Urban Renewal Taxes est. from Division of Tax.....	2,484,992	2,178,000
	12. Total Urban Renewal Taxes est. from Special Levy.....	4,147,108	-
	13. Total Resources--add lines 10,11 and 12.....	25,227,334	7,969,934

STATEMENT OF INDEBTEDNESS

<input type="checkbox"/> None	Debt Outstanding <input checked="" type="checkbox"/> As Summarized Below	<input checked="" type="checkbox"/> None	Debt Authorized, Not Incurred <input type="checkbox"/> As Summarized Below
-------------------------------	---	--	---

PUBLISH BELOW ONLY IF COMPLETED

Long-Term Debt	Estimated Debt outstanding at the Beginning of the Budget Year July 1, 2011	Estimated Debt authorized, not incurred at the Beginning of the Budget Year July 1, 2011
Bonds		
Interest bearing warrants		
Other	1,710,000	
Total Indebtedness	1,710,000	0

Short-Term Debt

This budget includes the intention to borrow in anticipation of revenue ("Short-Term Borrowing") as summarized below:

FUND LIABLE	Estimated Amount to be Borrowed	Estimated Interest Rate	Estimated Interest Cost
	None		

SUMMARY BY FUND

Publish ONLY completed portion of this page. Total Requirements (line 9) **must equal** Total Resources (line 13)

BURA - General Fund	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
1. Total Personal Services	17,849	54,416	-
2. Total Materials and Services	22,957	41,909	23,800
3. Total Capital Outlay	-	-	-
4. Total Debt Service	-	-	-
5. Total Transfers	46,800	62,300	9,200
6. Total Contingencies		1,709	28,700
7. Total Special Payments	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements	87,606	160,334	61,700
10. Total Resources Except Urban Renewal Taxes	85,517	160,334	61,700
11. Total U/R Taxes Estim'd from Div of Tax	-	-	-
12. Total U/R Taxes Estim'd from Special Levy	-	-	-
13. Total Resources	85,517	160,334	61,700

BURA - Downtown Construction Fund	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
1. Total Personal Services	17,462	-	-
2. Total Materials and Services	47,802	7,000	800
3. Total Capital Outlay	892	51,000	85,000
4. Total Debt Service	-	-	-
5. Total Transfers	68,231	104,634	-
6. Total Contingencies		427,366	346,600
7. Total Special Payments	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements	134,387	590,000	432,400
10. Total Resources Except Urban Renewal Taxes	710,125	590,000	432,400
11. Total U/R Taxes Estim'd from Div of Tax	-	-	-
12. Total U/R Taxes Estim'd from Special Levy	-	-	-
13. Total Resources	710,125	590,000	432,400

BURA - Downtown Debt Service Fund	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
1. Total Personal Services	-	-	-
2. Total Materials and Services	-	-	844,400
3. Total Capital Outlay	-	-	-
4. Total Debt Service	3,688,097	10,134,400	1,772,000
5. Total Transfers	-	-	-
6. Total Contingencies		-	-
7. Total Special Payments	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	1,656,400	-
9. Total Requirements	3,688,097	11,790,800	2,616,400
10. Total Resources Except Urban Renewal Taxes	4,057,943	6,011,000	1,788,800
11. Total U/R Taxes Estim'd from Div of Tax	1,649,784	1,632,692	827,600
12. Total U/R Taxes Estim'd from Special Levy	3,704,502	4,147,108	-
13. Total Resources	9,412,229	11,790,800	2,616,400

SUMMARY BY FUND

Publish ONLY completed portion of this page. Total Requirements (line 9) **must equal** Total Resources (line 13)

BURA - Murphy Crossing Debt Service Fund	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
1. Total Personal Services	-	-	-
2. Total Materials and Services	-	-	-
3. Total Capital Outlay	-	-	-
4. Total Debt Service	-	-	-
5. Total Transfers	-	-	-
6. Total Contingencies		-	-
7. Total Special Payments	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	78,900	240,200
9. Total Requirements	-	78,900	240,200
10. Total Resources Except Urban Renewal Taxes	-	500	121,400
11. Total U/R Taxes Estim'd from Div of Tax	-	78,400	118,800
12. Total U/R Taxes Estim'd from Special Levy	-	-	-
13. Total Resources	-	78,900	240,200

BURA -Juniper Ridge Construction Fund	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
1. Total Personal Services	315,883	120,047	-
2. Total Materials and Services	393,143	284,954	164,300
3. Total Capital Outlay	12,079,220	3,024,310	1,811,966
4. Total Debt Service	1,349,147	7,170,000	240,000
5. Total Transfers	540,103	682,750	30,000
6. Total Contingencies		241,839	69,868
7. Total Special Payments	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	-	-
9. Total Requirements	14,677,496	11,523,900	2,316,134
10. Total Resources Except Urban Renewal Taxes	13,777,354	11,523,900	2,316,134
11. Total U/R Taxes Estim'd from Div of Tax	-	-	-
12. Total U/R Taxes Estim'd from Special Levy	-	-	-
13. Total Resources	13,777,354	11,523,900	2,316,134

BURA -Juniper Ridge Debt Service Fund	Actual Data Prior Biennium 2007-09	Adopted Budget Current Biennium 2009-11	Approved Budget Next Biennium 2011-13
1. Total Personal Services	-	-	-
2. Total Materials and Services	-	-	-
3. Total Capital Outlay	-	-	-
4. Total Debt Service	173,037	419,500	572,900
5. Total Transfers	-	-	-
6. Total Contingencies		-	-
7. Total Special Payments	-	-	-
8. Total Unappropriated / Reserved for Future Expenditure	-	663,900	1,730,200
9. Total Requirements	173,037	1,083,400	2,303,100
10. Total Resources Except Urban Renewal Taxes	142,546	309,500	1,071,500
11. Total U/R Taxes Estim'd from Div of Tax	322,170	773,900	1,231,600
12. Total U/R Taxes Estim'd from Special Levy	-	-	-
13. Total Resources	464,716	1,083,400	2,303,100

• Submit two (2) copies to county assessor by July 15.

Check here if this is an amended form.

Notification

Bend Urban Renewal Agency (Agency Name) authorizes its 2011-12 ad valorem tax increment amounts by plan area for the tax roll of Deschutes (County Name)
 Sonia Andrews (Contact Person) 541-312-4902 (Telephone Number) 07/06/11 (Date)
 PO Box 1024, Bend Or 97709 (Agency's Mailing Address) sandrews@ci.bend.or.us (Contact Person's E-mail Address)

Part 1: Option One Plans (Reduced Rate). [ORS 457.435(2)(a)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax	Special Levy Amount**
	\$ OR	<input type="checkbox"/> Yes	
	\$ OR	<input type="checkbox"/> Yes	
	\$ OR	<input type="checkbox"/> Yes	
	\$ OR	<input type="checkbox"/> Yes	

Part 2: Option Three Plans (Standard Rate). [ORS 457.435(2)(c)]

Plan Area Name	Increment Value to Use***	100% from Division of Tax***	Special Levy Amount****
Central Bend Development Program Area Plan	\$ OR	\$899,555	N/A
	\$ OR		
	\$ OR		

Part 3: Other Standard Rate Plans. [ORS 457.010(4)(b)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax*
	\$ OR	<input type="checkbox"/> Yes
	\$ OR	<input type="checkbox"/> Yes
	\$ OR	<input type="checkbox"/> Yes
	\$ OR	<input type="checkbox"/> Yes

Part 4: Other Reduced Rate Plans [ORS 457.010(4)(a)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax*
Juniper Ridge Urban Renewal Plan	\$ OR	<input checked="" type="checkbox"/> Yes
Murphy Crossing Urban Renewal Plan	\$ OR	<input checked="" type="checkbox"/> Yes
	\$ OR	<input type="checkbox"/> Yes
	\$ OR	<input type="checkbox"/> Yes

Notice to Assessor of Permanent Increase in Frozen Value. Effective 2011-2012, permanently increase frozen value to:

Plan Area Name	New frozen value
	\$
	\$

*All Plans except Option Three: Enter amount of Increment Value to Use that is less than 100 percent or check "Yes" to receive 100 percent of division of tax. Do NOT enter and amount of increment Value to Use AND check "Yes" to receive 100 percent of division 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 and 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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