

City of Bend, Oregon

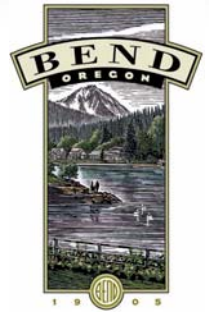


Photo by John Melton
BEND PHOTOGRAPHY

2009-2011 Adopted Biennial Budget

For the biennial budget period July 1, 2009 – June 30, 2011

CITY OF BEND, OREGON

2009-2011 Adopted Biennial Budget



City of Bend Mission Statement:

To protect and enhance the well-being of our community with commitment, integrity and service.

Budget Committee

Diedra Cherzan, Citizen Member
Victor Chudowsky, Citizen Member
Dennis Huserik, Citizen Member
Don Leonard, Citizen Member
Jade Mayer, Citizen Member
Andrew (A.J.) Tyvand, Citizen Member
Bill Wagner, Citizen Member

Kathie Eckman, Mayor
Jodie Barram, Councilor
Mark Capell, Councilor
Jim Clinton, Councilor
Jeff Eager, Councilor
Tom Greene, Councilor
Oran Teater, Councilor



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bend
Oregon**

For the Biennium Beginning

July 1, 2007

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bend, Oregon for its biennium budget for the fiscal year beginning July 1, 2007. 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 the biennium period 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 department 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 fund 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 operational area of the budget is comprised of specific departments and is summarized by the budget organization charts starting on page 43. A Budget Summary by Department/Function 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 Department:** The department 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. A department can operate in just one fund, like the Fire Department operating in the Fire/EMS Fund. In this case, the department has a fairly singular focus in its work, with specialized training that does not cross into other work areas. A department can also operate in multiple funds, like the Public Works Department that operates in multiple funds, including Street Operations, Water, and Transportation Construction Funds. In this case the department has a more complex set of work tasks, but the same set of staff skills can be used in a number of areas. Each department also has divisions and within each division there can be anywhere from one to several programs. The program level 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.

b. **The Budget by Fund:** Summaries of the City's adopted budget by fund can be found starting on page 59. The City uses a fund structure as the primary method of accounting for financial

operations. A fund can be thought of as a “business”, with all revenues in the fund specifically associated with the 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 the transit system 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., Street Operations Fund accounts for revenue and expenditures associated with operating the City’s street 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.

c. The Budget by Category: The City’s budget also includes different categories of revenues and expenditures which overlay the budget by fund and department. Comparing the budget by categories can help a reader understand how major sources of revenue or major costs are treated across the organization. Operating revenues include categories 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 categories include Transfers, Issuance of Long Term Debt or Sale of Capital Assets. Operating expenditure categories include: Personal Services (includes salaries and wages, plus all associated benefits), Materials and Services, Transfers, Debt Service and Capital Outlay. Non-operating expenditure categories include Contingencies and Reserves which are appropriated but not used unless authorized by the City Council.

4. An Operations Guide: The City’s operations are defined through the budget document in each department’s discussions. At the beginning of every department section is a page showing the organizational structure within that department. The following page shows the fund structure of that department and provides a brief summary of how those funds are used. After every budget presentation by fund is a narrative for that fund 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.

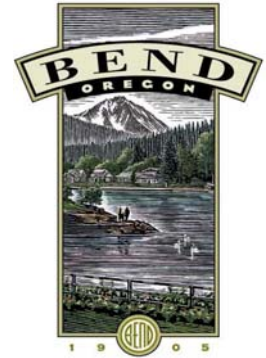
During the course of the biennium, each department manages and monitors its budget, reporting monthly to the City Manager and Finance Director on any unusual occurrences. The Finance Department has the overall responsibility to develop and monitor the budget. The Finance Department’s staff prepares monthly 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 28-30.

Quick Reference Guide

If You Have This Question	Reference Tab	Page(s)
How much is in the 2009-11 Budget?	Budget Message, Financial Section, Adopted Budgets	5, 53-67, 101-298
How much is budgeted by department?	Adopted Budgets	101-298
What are the primary sources of revenue for the City of Bend?	Financial Section	51-52, 71-89
What does the City spend money on?	Budget Message, Financial Section	6, 8, 51-52
How is the budget prepared?	Introductory Section	28-30
What are the City's fiscal & debt policies?	Introductory Section Financial Section	31-34, 90-94
What are the proposed rate and fee increases?	Budget Message, Financial Section	7, 9, 71, 76-78
How has the current state of the economy affected the City of Bend?	Budget Message, Financial Section	5-12, 71-80
What are the goals of the City Council?	Budget Message	10-11
What infrastructure projects are being planned?	Capital Improvement Program	299-429
What are the City's current debt obligations?	Financial Section	91-92, 95-96
Does the City have a "rainy day" fund?	Budget Message, Introductory Section, Adopted Budgets	9, 36, 141-142
What does the General Fund pay for?	Budget Message, Financial Section, Adopted Budgets	6, 8-10, 51, 53, 101-129
Does the City have a long term plan?	Budget Message, Introductory Section	5, 45
What about the Bend 2030 visioning project?	Introductory Section	46-49
Why a two year budget instead of an annual budget?	Budget Message	12

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City Manager's Budget Message



2009-2011 Biennial Budget

April 29, 2009

To the City of Bend Budget Committee:

I hereby present the City's 2009-2011 Proposed Biennial Budget to you and the residents of Bend. The proposed city-wide 2-year budget totals \$375.4 million and includes a General Fund budget of \$78.7 million as well as the budgets of all city departments and programs for the fiscal years starting July 1, 2009 and ending June 30, 2011.

In this time of global economic recession and a struggling local economy, the City is faced with extraordinary challenges that have made this budget one of the most difficult budgets 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 deep recession. In response, the City Council has taken proactive steps to limit new funding requests and reduce expenditures. To date, multiple expenditure reductions have been made, including 43 staff layoffs and elimination of approximately 56 vacant positions for a total reduction of 18 % of current and planned personnel. The City also embarked on its first 5-year Long Term Financial Plan which provided an early indication of the fiscal environment and unveiled structural deficits where revenues are insufficient to support the level of programs and services being provided to the citizens of Bend. The Long Term Financial Plan has yet to be officially adopted by the City Council, but the realities of the structural deficits clearly exist in the early outputs of the plan.

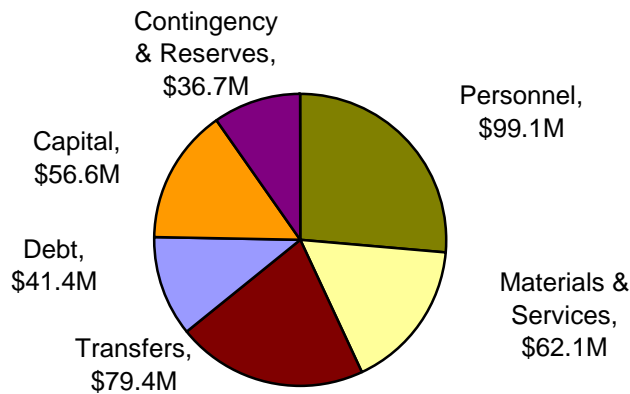
This budget was a culmination of many hours of preparation, combining the work of the management team and incorporating Council's 2009 goals and objectives to reflect a balanced approach of limiting impacts to current services while strategically planning for future economic recovery, including investments in infrastructure to produce "shovel- ready" land for 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 proposed budget is only the first step towards addressing our fiscal challenges. Much work remains to be done to maintain the City's long term financial stability.

Overview of the Proposed Budget

This 2009-11 proposed budget totals \$375.4 million with operating costs (personnel, materials and services and interfund transfers) comprising 64% of the total, debt and capital costs comprising 26% and contingencies and reserves making up the remaining 10% of the total requirements.

City Manager’s Budget Message

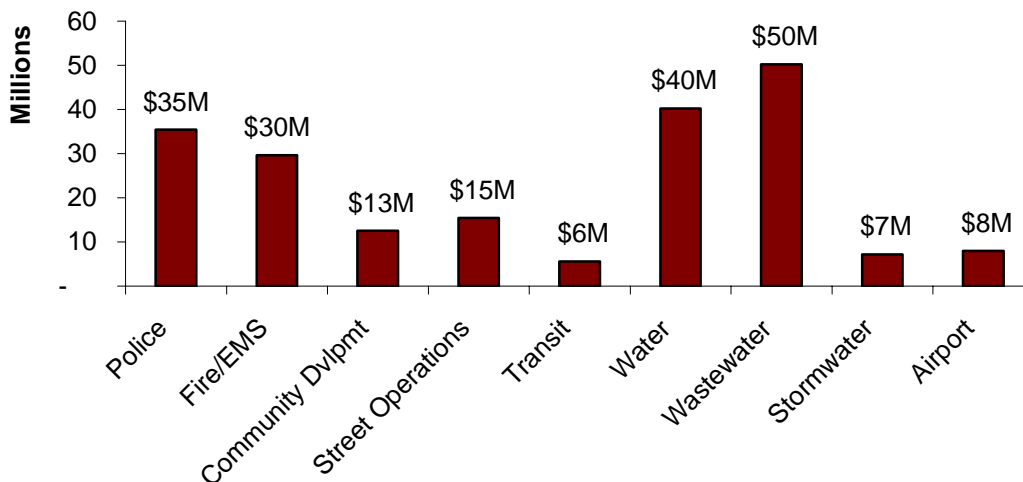
2009-11 Proposed Biennial Budget (Total \$375.4 M)



The General Fund budget totals \$78.7 million over the biennium and includes support of \$55.1million for public safety, \$2.2 million for street operations, \$2 million for transit, \$1.5 million for long range planning and \$1 million for transportation engineering. The General Fund is projected to end the biennium with \$4.7 million in reserves.

Proposed budgets for major operating departments and programs for the biennium are as follows:

2009-11 Proposed Budget by Major Departments/Programs (amounts include operating costs, debt, capital, contingencies and reserves)



Significant Changes from the 2007-09 Biennial Budget

The 2009-11 biennial budget is a reduction of \$97.7 million (21%) from the 2007-09 revised budget of \$473.1 million and these reductions include:

- Reductions in personnel and materials & services costs of \$6.4 million resulting from staff reductions, limiting compensation increases, eliminating vacant positions and reducing various materials and service costs.
- Reductions in interfund transfers of \$24.3 million mainly because system development charges (SDCs) which are accounted for in a special revenue fund and transferred to the respective

City Manager's Budget Message

construction funds have been significantly reduced due to the downturn in real estate development.

- Reductions in debt and capital costs of \$42.3 million. In 2007-09, the city completed the police facility expansion, transit operations center, various water and wastewater infrastructure and constructed roads and other infrastructure at Juniper Ridge. With the economic recession, planned capital projects for 2009-11 such as the building of a permit center, expansion of city hall and various major transportation projects including Murphy Crossing have been put on hold.
- Reductions in contingencies and reserves of \$24.7 million, mainly a result of the decline in SDCs and spending down of other capital funds for construction of infrastructure projects.

Revenue Highlights

Revenue projections for the 2009-11 biennium convey lower levels of growth than previous years and for the most part, revenues are expected to remain relatively flat with conservative increases towards the latter part of the biennium. Some of the major revenue assumptions are as follows:

Property tax assessed values (TAV) are projected to increase by 4.4% in FY09-10 and 4.5% in FY10-11 compared to the average annual 9.8% growth in the past 5 years. A property's tax assessed value is currently about 45% of its real market value. Although real estate prices have declined sharply, assessed values are still expected to increase by an inflation factor plus new construction. The City will assess the maximum of its permanent tax rate of \$2.8035 per \$1,000 of TAV.

Development activity over the biennium is projected to be the same as FY08-09 levels. Proposed fee adjustments are included in the budget to reflect full cost recovery of services provided. The proposed fee adjustments are discussed further in the Major Fiscal Challenges section below.

Proposed rate increases of 8.25% for water and 14.5% for wastewater are included for each year of the biennium. These rate increases are crucial to support the maintenance and capital needs of the water and wastewater operations. The wastewater treatment plant is nearing capacity and an investment in additional capacity is vital to ensure the City's future growth. To continue providing residents with safe and reliable drinking water, the City must invest in replacing aging infrastructure and complying with federal and state mandates. As much as the City would like to postpone rate increases in a time of economic recession, these maintenance and capital needs cannot be deferred without future detriment and compounded increased costs to citizens.

A new Street Maintenance Utility fee is also proposed to provide stable funding for street maintenance. See further discussion in the Major Fiscal Challenges section below.

Transient room tax revenues have declined significantly (by 12%) in FY08-09 and are expected to continue declining into FY09-10 with consumers scaling back on travel and motels responding by lowering prices and offering discounts.

The City has submitted over \$40 million of shovel ready projects for stimulus funding under the American Recovery and Reinvestment Act of 2009. The proposed budget includes only the amounts that have been officially awarded to date which include \$937,000 for transit projects. The City has also been awarded \$1.2 million for street maintenance which will be expended through Oregon Department of Transportation (ODOT).

City Manager's Budget Message

Expenditure Highlights

Council instructions and policy decisions over the course of the last four months have provided the general direction for expenditures proposed in the budget. This direction includes:

- Minimal budget reduction impacts to Public Safety. Providing police and fire protection to our citizens remain a number one priority. The Police budget proposed for the 2009-11 biennium totals \$35.4 million and the biennial budget for Fire/EMS totals \$29.7 million. Budget reductions for public safety include elimination of 4 vacant police officer positions and delaying the hiring of 4 Fire/EMS positions.
- Increased General Fund support for accessibility infrastructure funding to continue to move forward on legal requirements under the Department of Justice and Disability Rights Oregon legal settlements.
- Minimal reductions to Transit. In a time of economic hardship where more citizens depend on public transit, a Transit budget totaling \$5.6 million over the biennium is proposed.
- Funding for economic development and job creation opportunities. The Juniper Ridge project is expected to provide much needed commercial and light industrial land for business expansions, thus job creation opportunities. Total proposed biennium budget for Juniper Ridge is \$13.9 million (this includes paying off \$2 million of debt and refinancing \$6 million of short-term debt).
- In addition, this budget allows for the staffing needed to support the Urban Growth Boundary expansion process, including the development of annexation policies that focus on increasing the amount of employment land beyond Juniper Ridge

Personnel costs proposed for the biennium total \$99.1 million. This represents salaries and benefits for approximately 449 FTEs which is a net reduction of approximately 8 FTEs from the FY08-09 staffing level.

Capital expenditures included in the budget are primarily investments in Water, Water Reclamation (Wastewater) and Airport infrastructure. The Water Fund has a biennial capital budget of \$12.7 million consisting of design and engineering for the water treatment facility and construction of various wells and waterlines. The Water Reclamation Fund has a biennial capital budget of \$23.6 million consisting of expansion of the treatment plant and construction of sewer interceptors, pump stations and trunk lines. Included in the Airport biennial budget is \$6 million for construction of a taxiway.

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.

Diminishing General Fund Reserves - General Fund reserves have declined from \$8.2 million in FY06-07 to \$5.4 million as a result of supporting more services and programs with General Fund discretionary revenues. Over the last 5 years, Bend was one of the fastest growing cities in the nation

City Manager's Budget Message

and the City expanded and enhanced many services, from public safety to transit, to address the needs of the growing population. These new expenditures were supported by the growth in property taxes and other revenues generated from the excessive real estate developments, rather than stable funding sources, thus masking the structural deficits we face today. This budget proposes reductions in General Fund supported operations which include public safety, municipal court, street operations, and transit yet minimizing impacts to citizens. It also proposes General Fund support for long range planning, engineering and economic development activities. The proposed budget ends the biennium with \$4.7 million in General Fund reserves and \$500,000 in a Revenue Stabilization Reserve. These reserves are necessary for unforeseen emergencies, to absorb revenue shortfalls, to provide matching funds for grant opportunities, support cash flows before property taxes are collected in November, and to maintain the financial integrity and credit rating of the City. Restoring General Fund reserves remains a top priority for the City.

Development Services No Longer Self-Supporting - Up until FY07-08, the City's explosive growth generated enough development revenues to fully support all development functions from planning to engineering. However in FY07-08, the downturn in the housing market was rapid, and even with the quick response of management to reduce development services expenditures, the City had to shore up the planning and engineering divisions with \$2.1 million from the General Fund. Significant expenditure reductions totaling over \$8 million (or 29%) for development services were made through FY08-09 resulting in over 30 staff layoffs. Even with these reductions, General Fund support of long range planning and certain engineering services was needed through FY08-09 as the recession deepened. This proposed budget includes further budget reductions for development services which include additional layoffs. Continued support from the General fund is also proposed for long range planning and engineering totaling \$1.5 million and \$1 million over the biennium respectively. Also included in the proposed budget are increases in development fees as recommended by a user fee study completed in February 2009 by FCS Group. These fee adjustments would bring the City to a full cost recovery, i.e. recovering 100% of its cost of service. Fee adjustments proposed by the fee study include a 30% overall increase in revenue generated from building fees, an overall 25% increase in revenue generated from engineering fees and various increases or decreases for planning fees expected to result in a 15% overall revenue increase.

Financial Challenges for Street Operations – The City's Street Operations is supported by State gas tax allocations, grants, garbage franchise fees and General Fund monies. While these revenues are declining, the number of total lane miles of street has increased with the developments that have occurred and the costs of maintaining each lane mile has also increased. We have trimmed the Street Operations budget which contains street overlays, landscaping and street lighting costs. The backlog of maintenance required will cost substantially more if we continue to defer maintenance. Under the direction of the Council, a citizens' task force was formed to explore the implementation of a Street Maintenance Utility Fee or a gas tax to provide stable funding. The citizens' task force recommended a \$3/month Street Maintenance Utility Fee for residential customers and a similarly structured fee for non-residential customers. Included in this proposed budget are estimated Street Maintenance Utility Fee revenues of \$1.2 million in the first year of the biennium (anticipating a September implementation date) and \$1.6 million in the second year of the biennium.

Continued Funding for Transit – The City formed a citizens task force to explore funding for transit and after many hours of review, discussion and analysis, the task force recommended a property tax supported Transit district at a rate of \$0.393/ \$1000 assessed property value. Transit Districts are currently used in Oregon to fund transit services in Portland and the surrounding cities, Eugene, Corvallis, Medford, Salem and Klamath Falls. A Citizens for Bend Area Transit grass-roots organization was formed to support and promote the ballot measure for a transit district but the measure failed in

City Manager’s Budget Message

November 2008 by just over 3%. Council directed City staff to continue the majority of transit services until another funding source is identified. For FY08-09, transit service was funded primarily by \$1.5 million in grants and \$1.4 million from the General Fund. Given the constraints of the General Fund, this budget proposes a reduction of General Fund support from \$1.4 million in FY08-09 to \$950,000 in the first year of the biennium and \$1.02 million in the second year of the biennium. The funding level proposed meets local match required for state and federal grants, however weekend service for Fixed Route and Dial-a-Ride will need to be eliminated.

Addressing Accessibility Improvements – The City is required to make certain accessibility improvements to its facilities, sidewalks, curb ramps and bus stops in accordance with the American Disabilities Act, a 2004 settlement with the Department of Justice, and a 2006 settlement agreement with Disability Rights Oregon. These improvements are estimated to cost approximately \$30 million in total. The City Council has directed staff to continue to work toward meeting infrastructure improvements that meet the conditions set forth in the settlement agreements. For the proposed budget, we have planned a \$3.2 million debt issue to be repaid from the General Fund for accessibility improvements. General Fund contributions towards debt service and improvements are proposed at \$450,000 each year of the biennium. Staff continues to proactively seek grants and other sources of funding to complete the required work.

City Council Goals and Priorities

In the February 2009 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 #1 – Financial Stability</i>	
<u>Goals</u>	<u>2009-11 Budget Proposal</u>
<ul style="list-style-type: none"> • Identify sustainable funding for General Fund programs • Implement new service revenues or service reductions to correct structural imbalances in various City funds • Continue exploring operational efficiencies 	<ul style="list-style-type: none"> • A Street Maintenance Utility Fee and Long Range Planning Surcharge are proposed for 2009-10 to provide stable funding for street operations and long range planning and reduce the level of support needed from the General Fund • Reductions are proposed in General Fund supported programs as well as various other city funds

<i>Council Priority #2 – Growth Management</i>	
<u>Goals</u>	<u>2009-11 Budget Proposal</u>
<ul style="list-style-type: none"> • Manage the Urban Growth Boundary Expansion while balancing short and long term community needs • Utilize efficient, consistent, repeatable, financially sustainable, and legally defensible processes for annexation 	<ul style="list-style-type: none"> • This budget proposes fully funding the Long Range Planning division with \$750,000 from the General Fund for each year of the biennium and a 14% surcharge on land management revenues (planning, sign and development engineering revenues) to manage the UGB expansion and annexation processes.

City Manager’s Budget Message

<i>Council Priority #3 – Economic Development</i>	
<u>Goals</u>	<u>2009-11 Budget Proposal</u>
<ul style="list-style-type: none"> • Pursue Airport Development and expansion • Recruit targeted economic sectors • Entitle land at Juniper Ridge 	<ul style="list-style-type: none"> • General Fund support totaling \$846,800 over the biennium is proposed for airport improvements • The airport budget includes FAA funding of \$5,334,300 for taxiway expansion and other improvements at the airport • General Fund support of \$80,000 to Economic Development for Central Oregon (EDCO) for each year of the biennium is proposed • This budget includes expenditures to entitle land at Juniper Ridge

<i>Council Priority #4 – Other Priority Projects</i>	
<u>Goals</u>	<u>2009-11 Budget Proposal</u>
<ul style="list-style-type: none"> • Identify short and long term strategies for addressing funding and programming for the following programs: <ul style="list-style-type: none"> - Accessibility - Fixed route transit system - Mirror Pond 	<ul style="list-style-type: none"> • This budget includes \$3.2 million in debt for accessibility improvements and General Fund support of \$450,000 in each year of the biennium to service the debt. • The accessibility program totaling \$581,200 over the biennium is proposed to be funded by the General Fund.

Biennial Budget Document

The budget document is organized with introductory and summary financial information followed by detail information grouped into the following major programs or departments:

- General Fund
- Public Safety
- Community Development
- Public Works
- Economic Development
- Administration & Support

Detail Budget Information

The detail budget information includes 2 prior fiscal years (FY06-07 and FY07-08) for comparison as required by Budget Law. It also includes the adjusted budget, year-to-date and estimate for the current fiscal year (FY08-09). The last 2 columns of the detail information are the proposed budget for the 2009-11 biennium.

City Manager's Budget Message

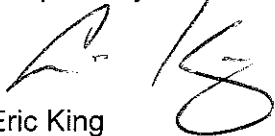
Biennial versus Annual Budget

A biennial budget is one budget for 2 fiscal years, rather than 2 separate annual budgets. However, individual fiscal years are shown in the proposed budget to allow for comparisons of revenues and expenditures by year. In doing so, the beginning working capital (reserves and resources carried forward from the previous year) is shown only in the 1st year of the biennium (ie in FY07-08 of the 2007-09 biennium and in FY09-10 of the 2009-11 biennium). The reserves and contingencies amount shown in the 2nd year of the biennium represents the increase or decrease in the reserves and contingencies over the 2nd year of the biennium.

The City budget is a collaboration between City Council, staff, citizens, customers and partners in the community. Although this proposed budget finds a balance for limiting budget cut impacts to services while funding economic development for the 2009-11 biennium, unfinished work remains to repair 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.

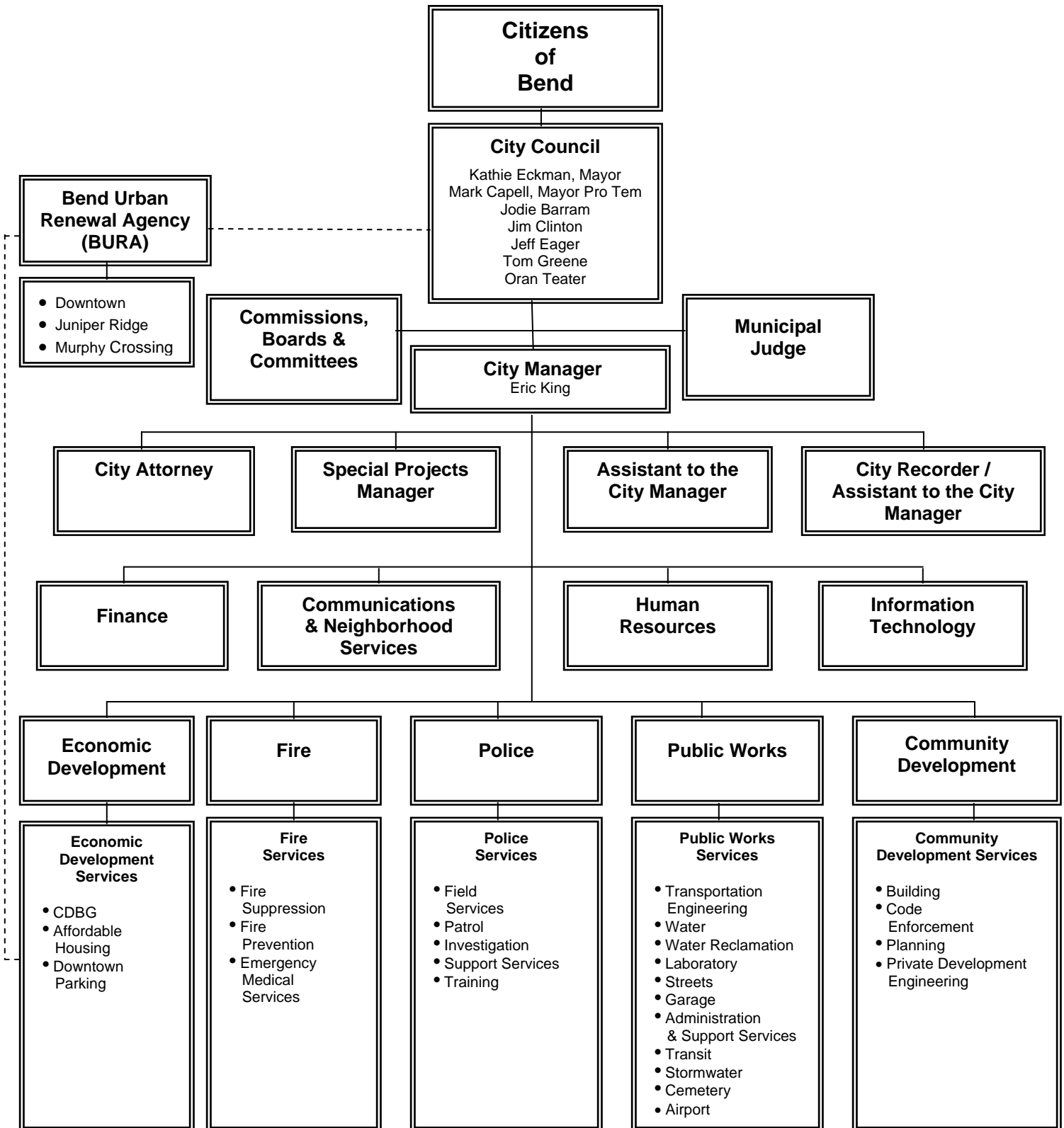
I offer my sincere appreciation to members of the Finance Department and staff throughout the organization who have worked hard to develop this budget. The Budget Committee is scheduled to deliberate on this proposed budget on May 12 - 14, 2009. These meetings will commence at 4:00pm each day and public hearings will be held for anyone wishing to comment on the budget.

Respectfully submitted,



Eric King
Budget Officer / City Manger

City of Bend Organizational Chart



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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-Hickson) 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.



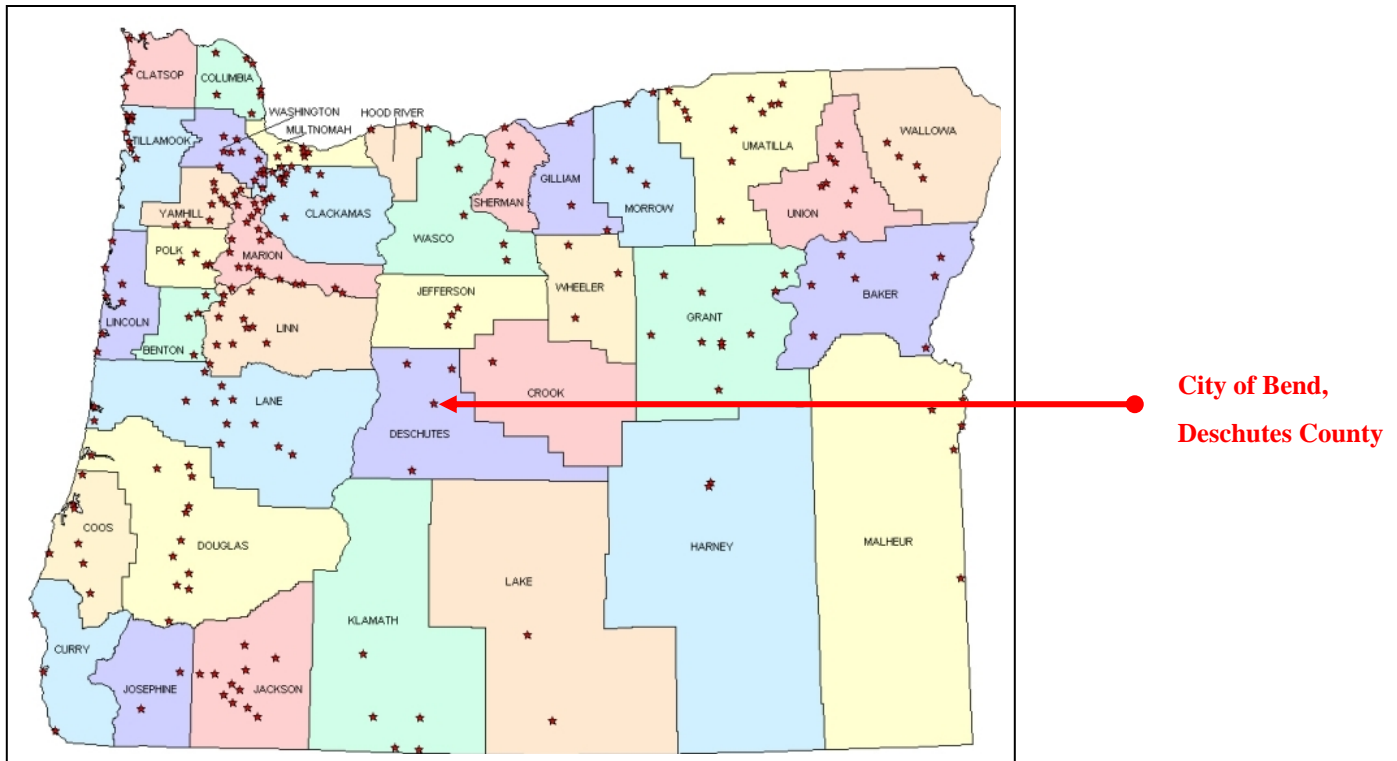
Les Schwab Headquarters at Juniper Ridge

<u>2008 Central Oregon Principal Private Employers</u>	<u>Product or Services</u>	<u># of Employees</u>	<u>Percent of Total City Employment</u>
Cascade Healthcare Community, Inc.	Health Care	3,088	3.8%
Les Schwab Tire Centers (Region Wide)	Tires/Auto Care	1,500	1.9%
Brightwood Corporation	Windows/Doors	1,057	1.3%
Sunriver Resort	Recreation/Hospitality	950	1.2%
Mt. Bachelor Ski Resort	Recreation	886	1.1%
T-Mobile	Call Center	824	1.0%
Safeway (Region Wide)	Grocery Store	666	0.8%
Wal-Mart (Region Wide)	Merchandise Store	623	0.8%
TRG Customer Solutions (formerly iSKY Inc.)	Call Center	564	0.7%
Bend Memorial Clinic	Health Care	510	0.6%
TOTAL		10,668	13%

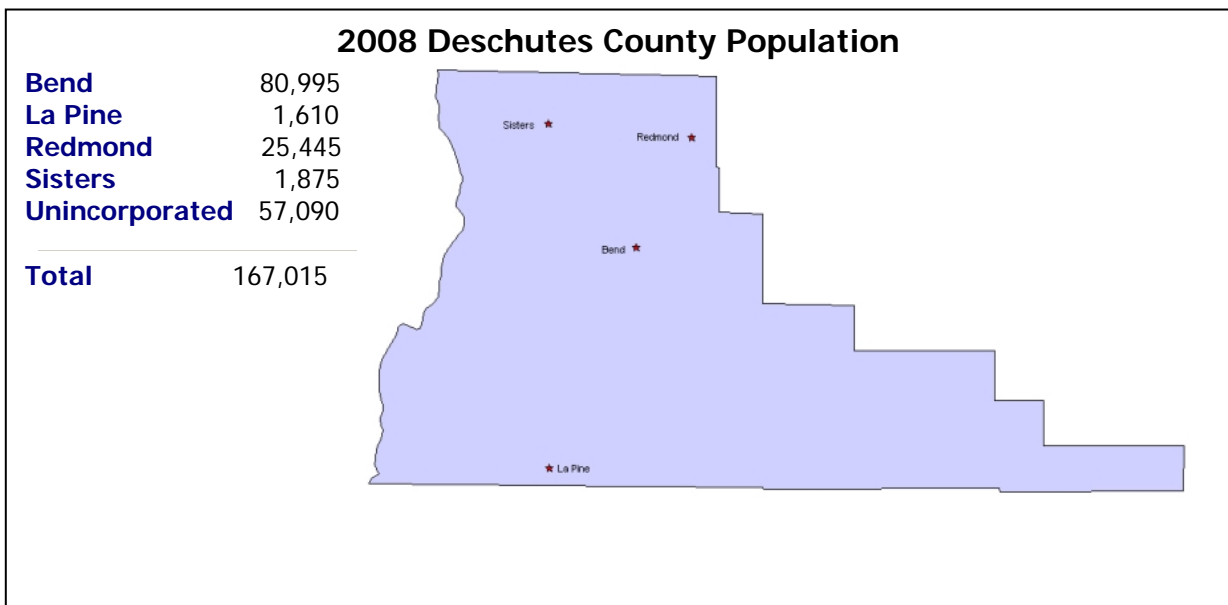
Source: Economic Development for Central Oregon, Central Oregon Profile

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>

Bend has experienced exponential growth during the past decade, and offers many amenities for a city of its size. Aside from the sunny climate, the leading reasons people move to the region include year-round outdoor recreational activities, well established retail, top-rated restaurants, an award winning parks system and a thriving community as listed below.



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

Activities

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

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

Local Attractions

Local attractions include:

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

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



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

Statistical Information – 2008 Demographic Highlights

General Facts

Date of incorporation:	1905
Form of government:	Council/Manager
Population:	80,995
Area in square miles:	32.5
Full Time Equivalents: (as of April 15, 2009)	450

Public Safety

'Hostile Fire' calls answered:	347
EMS calls answered:	5,831
Number of physical arrests:	4302
Number of traffic violations:	12,324
Number of calls for Police service:	58,010

Public Works

Miles of streets:	435
Number of roundabouts:	25
City owned traffic signals:	59
Miles of water mains:	445
Number of fire hydrants:	4,945
Water service connections:	23,494
Daily average water use: (in millions of gallons)	12.6 mgd
Maximum daily capacity of water system (in millions of gallons):	34 mgd
Miles of sanitary sewer lines:	450
Sewer service connections:	26,856
Daily average treatment:	6.4 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:	495
Commercial permits processed:	381
Land use applications processed:	603
Building inspections completed:	42,342

Statistical Information – Principal Taxpayers

Taxpayer	Type	Taxable Assessed Valuation (in 000's)	Percent of Total Valuation
Touchmark at Mt. Bachelor Village LLC	Retirement Community	\$ 33,149	0.4%
Cascade Village Shopping Center	Shopping center	32,739	0.4%
Qwest Corporation	Telephone utility	31,141	0.4%
Bend Millwork Systems, Inc.	Construction products	28,148	0.4%
Deschutes Brewery, Inc.	Industrial manufacturing	27,910	0.4%
Cascade Natural Gas Corporation	Gas utility	27,543	0.4%
Rivers Edge Investments, LLC	Real estate developer	23,421	0.3%
Forum Holdings, LLC	Shopping center	21,906	0.3%
Brooks Resources Corporation	Real estate developer	21,213	0.3%
Pacificorp (PP&L)	Electric utility	21,088	0.3%
TOTAL		\$268,258	3.5%

Total 2008-09 Taxable Assessed Valuation for all taxpayers in the City of Bend was \$7.75 billion.

Source: Deschutes County Assessor's Office

Statistical Information - Property Tax Rates

Property Tax Rates - Direct and Overlapping Governments

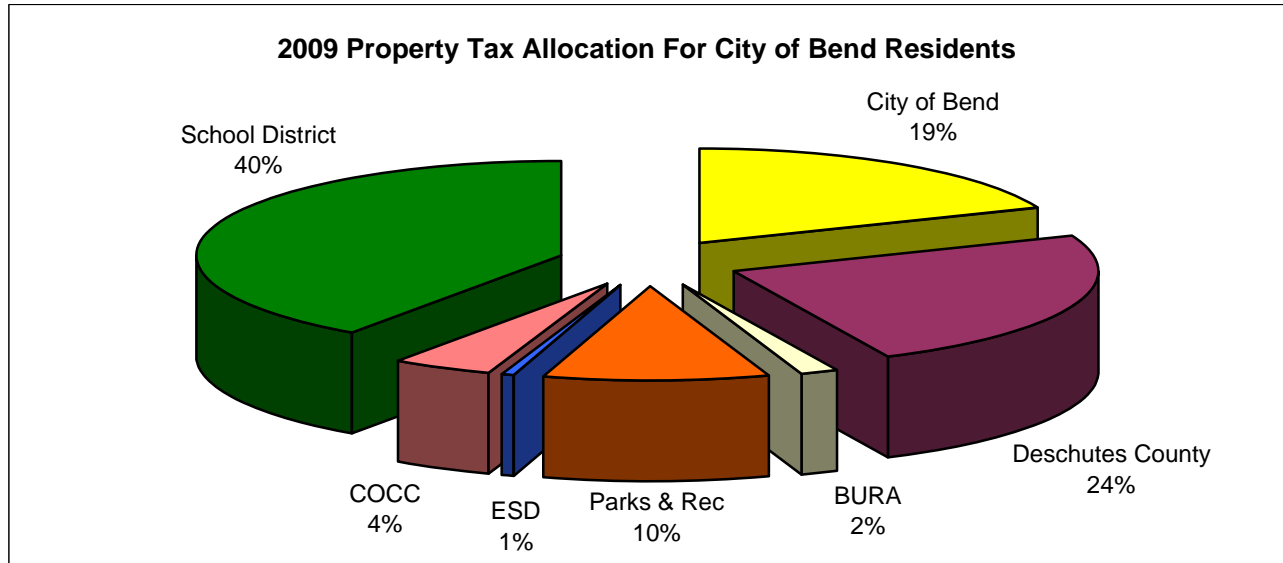
Last ten fiscal years

(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		
2000	\$ 2.78	\$ 0.13	\$ 2.91	\$ 1.45	\$ 3.26	\$ 0.09	\$ 0.70	\$ 6.02	\$ 14.43	
2001	2.79	0.15	2.94	1.46	3.24	0.09	0.69	6.02	14.44	
2002	2.80	0.17	2.97	1.46	3.34	0.09	0.69	5.64	14.19	
2003	2.80	0.19	2.99	1.46	3.29	0.09	0.69	6.14	14.66	
2004	2.80	0.20	3.00	1.46	4.47	0.09	0.68	6.10	15.80	
2005	2.80	0.24	3.04	1.46	4.94	0.09	0.68	6.10	16.31	
2006	2.80	0.22	3.02	1.46	3.34	0.09	0.67	5.98	14.57	
2007	2.80	0.23	3.03	1.46	3.29	0.09	0.66	5.97	14.50	
2008	2.80	0.26	3.06	1.46	3.31	0.09	0.66	5.91	14.49	
2009	2.80	0.27	3.07	1.46	3.55	0.09	0.65	5.94	14.77	

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 shown represents the Bend Downtown Urban Renewal special levy rate.



Statistical Information - Property Tax Values

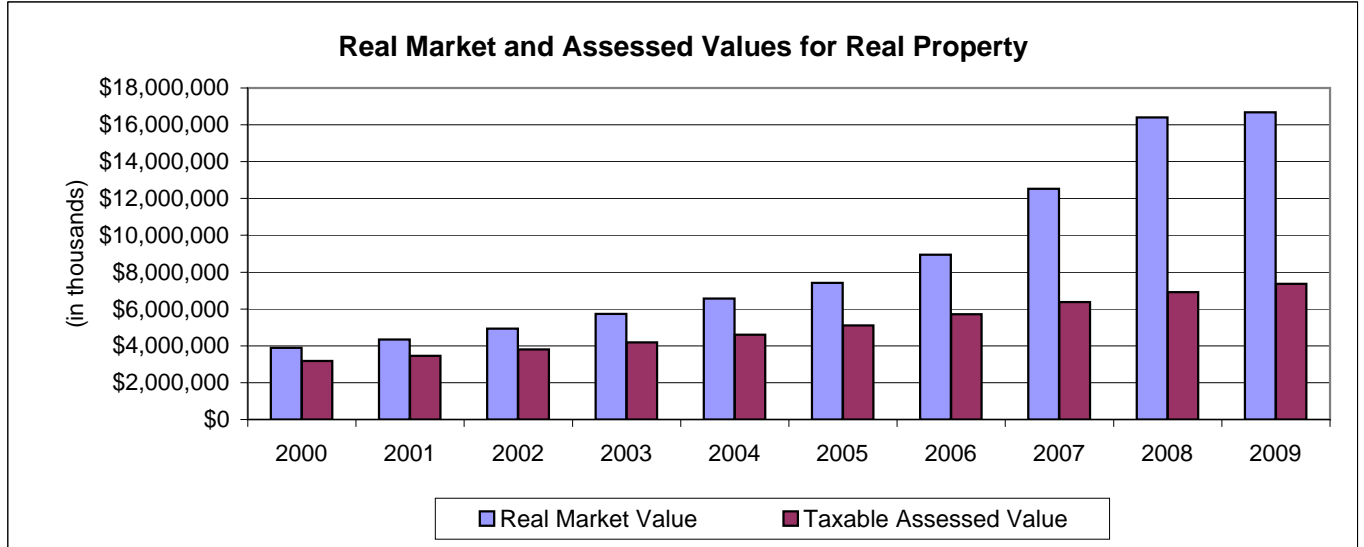
Assessed and Estimated Actual Value of Taxable Property

Last ten fiscal years

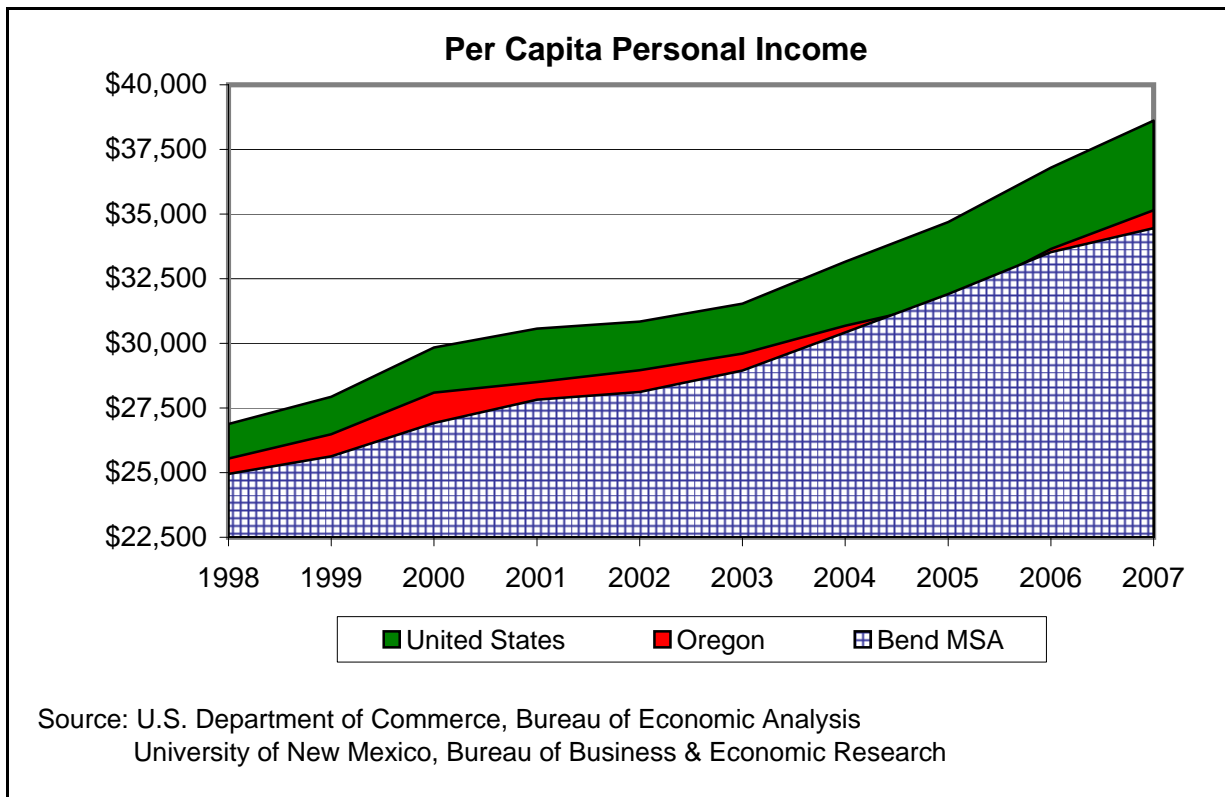
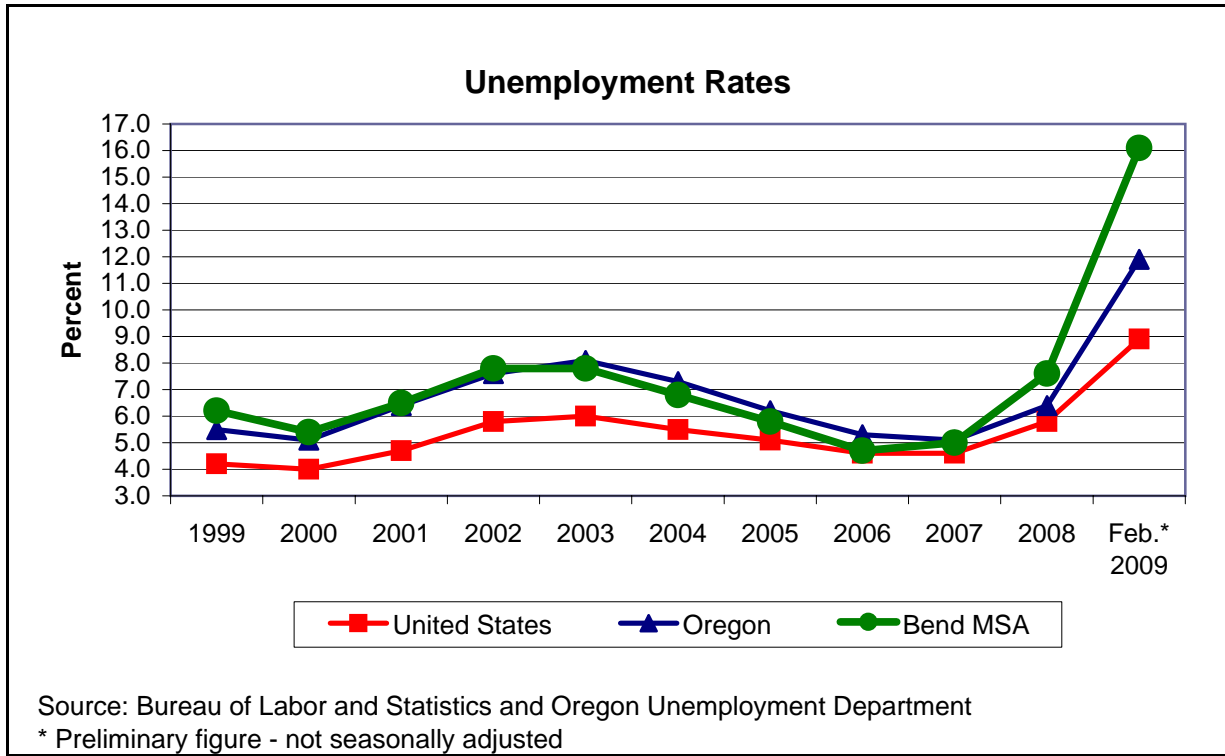
(amounts expressed in thousands)

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		
	2000	\$ 3,883,634	\$ 3,187,241	\$ 134,356	\$ 133,081	\$ 75,921	\$ 74,672	\$ 4,093,911		
2001	4,336,458	3,459,697	147,270	146,295	77,243	71,166	4,560,971	3,677,158	2.9400	80.6%
2002	4,931,847	3,796,869	163,145	162,721	80,169	79,471	5,175,161	4,039,061	2.9735	78.0%
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	3.0735	45.4%

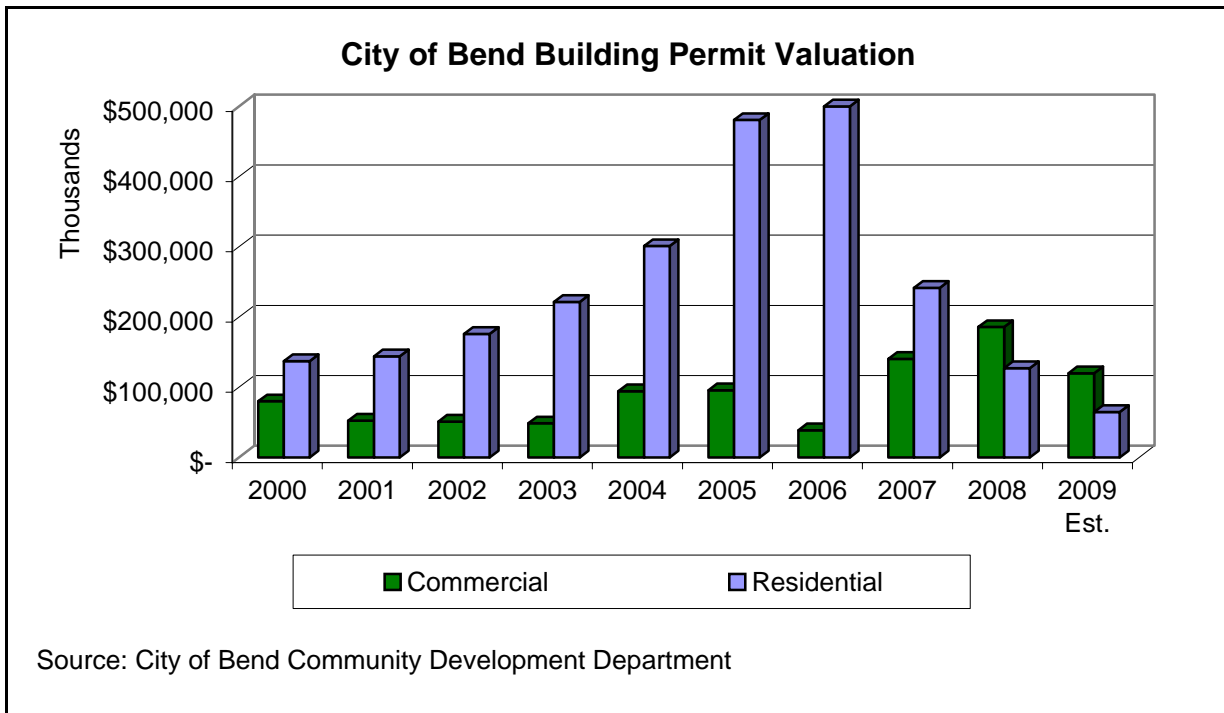
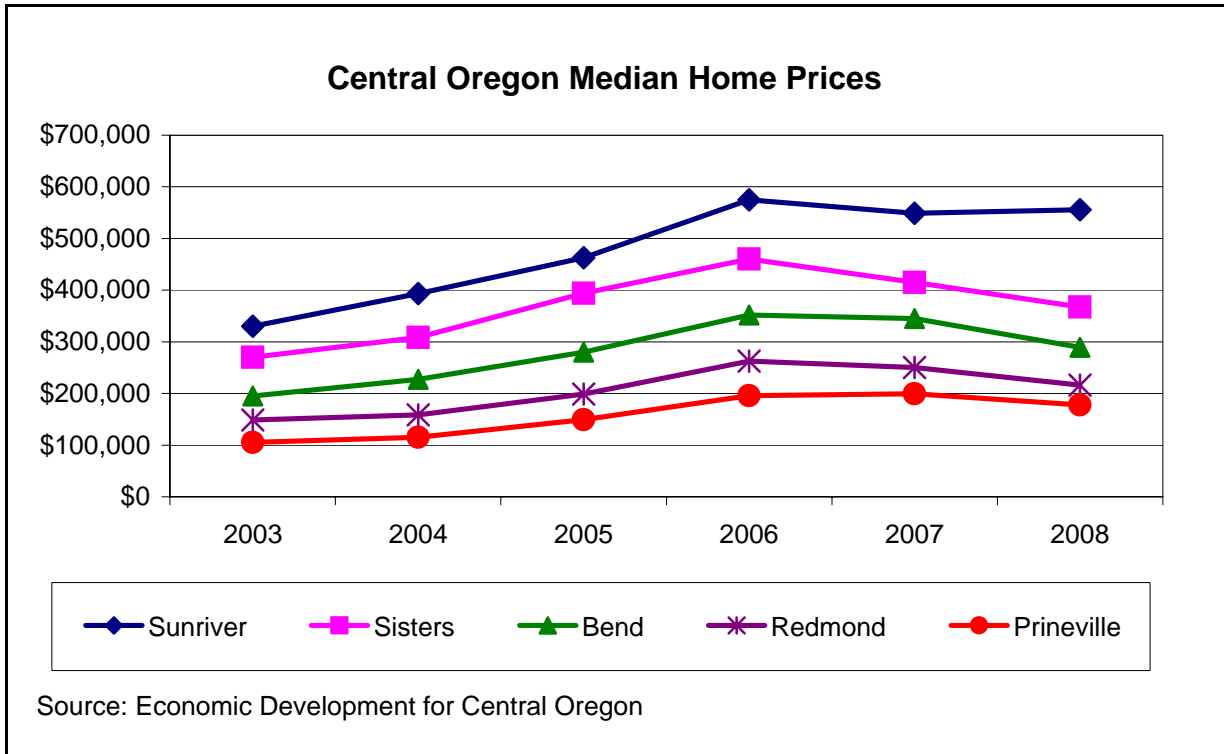
Source: Deschutes County Assessor's Office



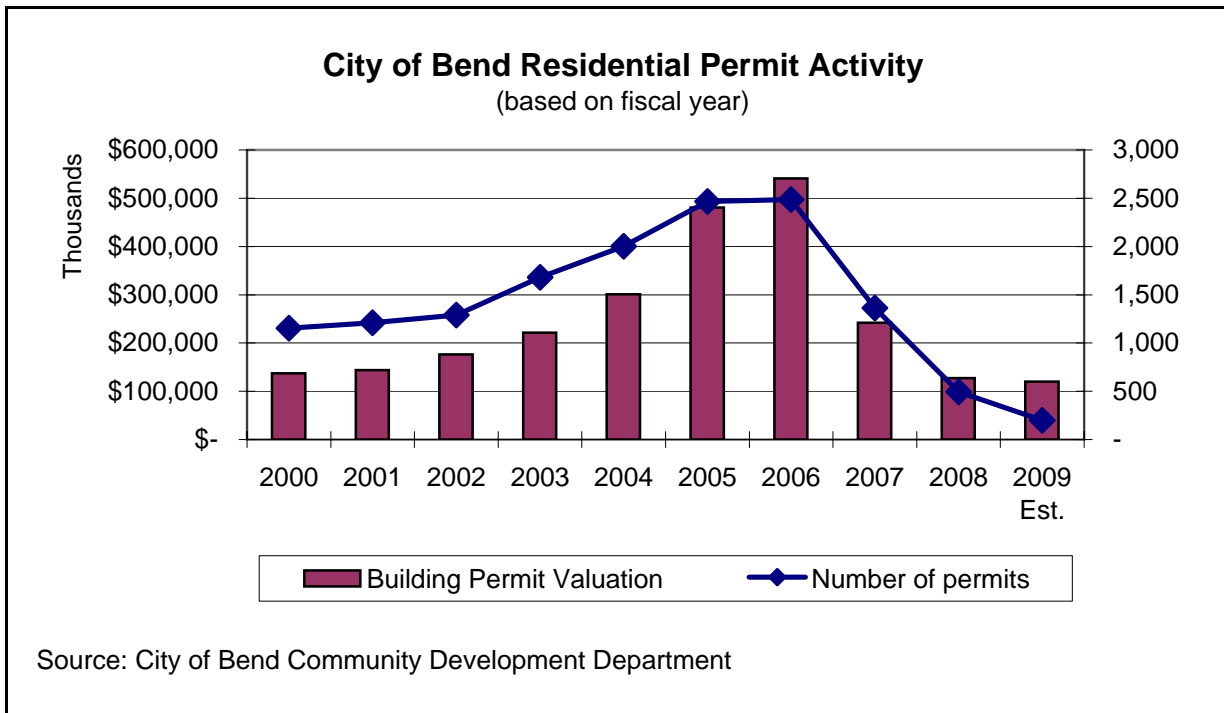
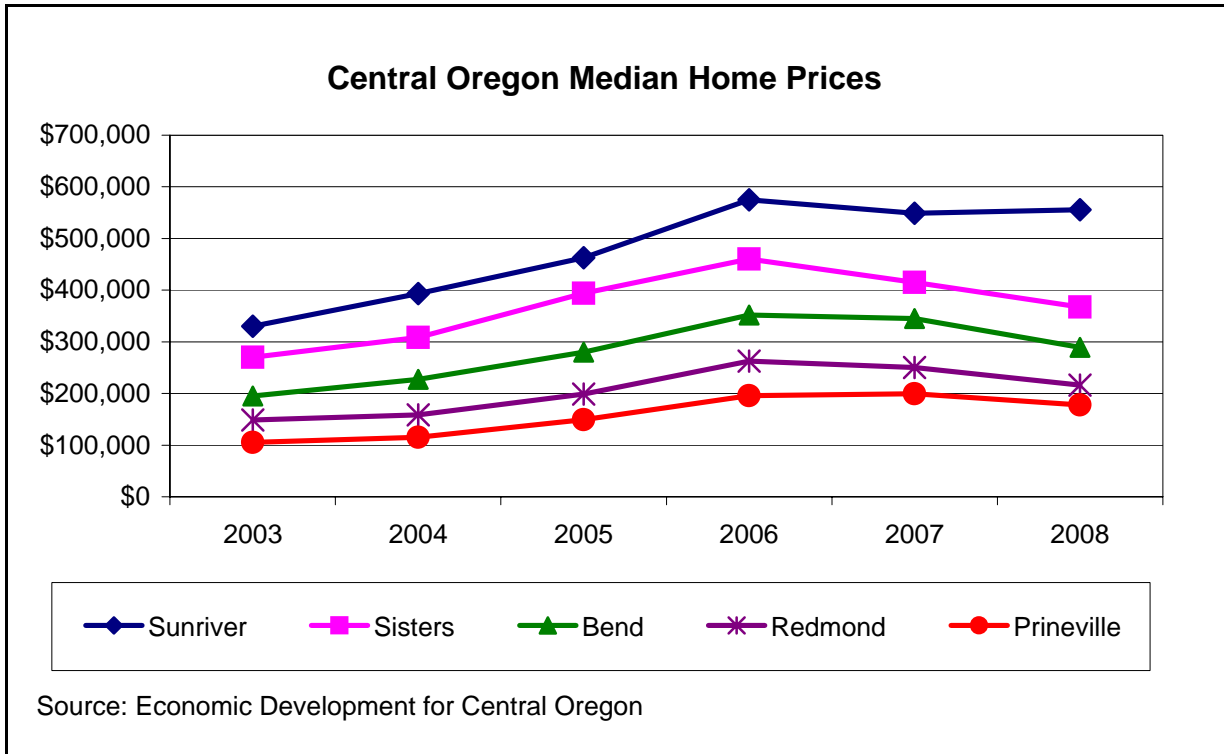
Statistical Information - Economic Comparisons



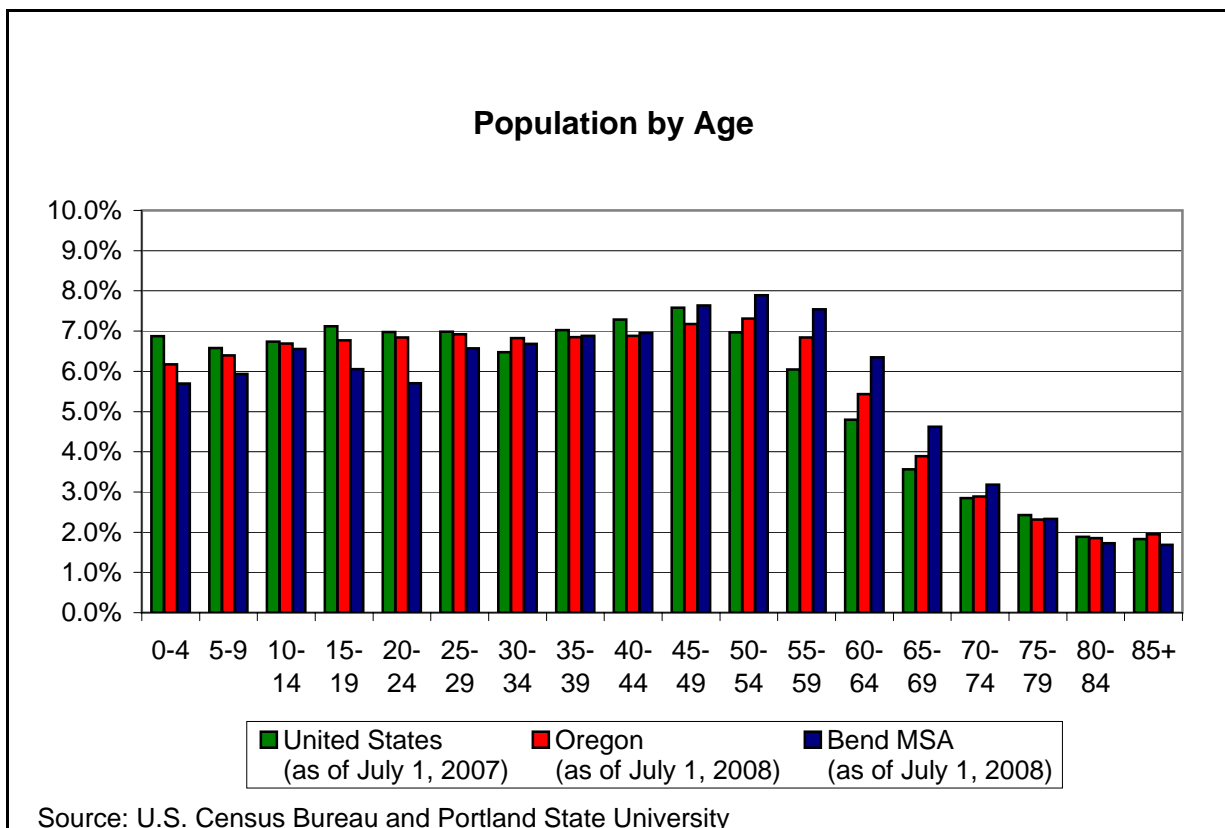
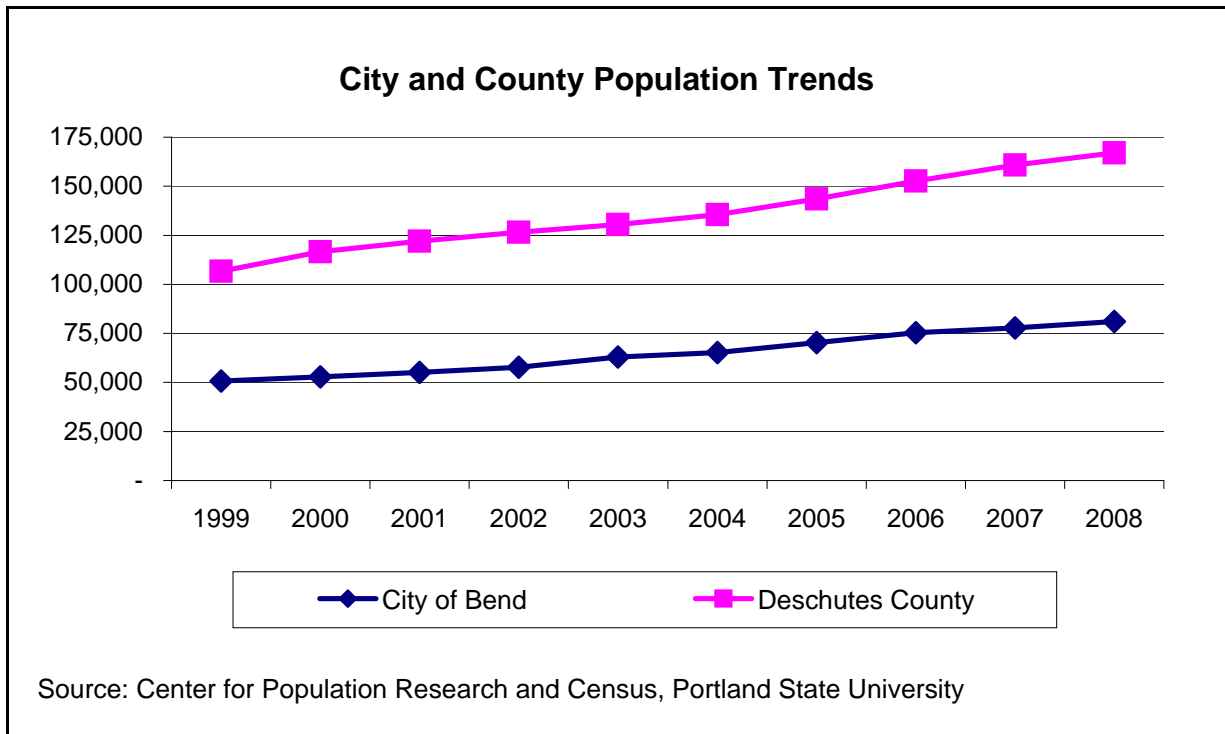
Statistical Information - Housing Comparisons



Statistical Information - Housing Comparisons



Statistical Information - 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.

Council Agenda

On the Friday 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.

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. One to two 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 or ordinance of the City Council. The resolution or ordinance 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 of 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

**City of Bend
2009 – 2011 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.

OCTOBER / NOVEMBER

- Budget Kick-off – the budget calendar, process, instructions, and manual for the 2009 – 2011 Biennial Budget are reviewed
- Estimates for special I.T. and facility projects and personnel requests are submitted.

MARCH

- Five-year capital improvement and vehicle/equipment plan submitted with schedules and project descriptions
- Finance office reviews budget, performs analyses and makes changes to balance budget
- Budget officer reviews budget

DECEMBER

- Expenditure estimates for 2008 – 2009 are entered and reviewed (with updates in March and May)
- Preliminary revenue projections for 2009 – 2010 and 2010 – 2011 are completed (with final projections in March)

APRIL

- Budget office updates 2009 – 2011 changes made by the Budget Officer
- Publish first & second Notice of Budget Committee Meeting
- 2009 – 2011 Proposed Budget distributed to Budget Committee and made available for public review

JANUARY

- 2009 – 2011 Personal Services (salaries and benefits) budgets are completed
- 2009 – 2011 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed

MAY

- Budget Committee deliberates; receives public comments, and approves the Biennial Budget

FEBRUARY

- Budget office develops and distributes department billable rates for interdepartmental transactions
- Memorandums of Understanding (MOU’s) among departments completed
- 2009 – 2011 materials and services and expenditure requests submitted by the departments

JUNE

- Notice of Budget Hearing and summary is published
- City Council holds a Public Hearing and adopts the 2009 – 2011 Biennial Budget
- The 2009 – 2011 Biennial Budget goes into effect July 1, 2009

Fiscal Policies

The City of Bend has an important responsibility to its citizens to carefully account for public funds, wisely manage municipal finances, and plan for the adequate funding of services and facilities desired and needed by the public. The goals of Bend's fiscal policies are as follows:

- ✧ Enhance City Council's policy-making ability by providing accurate information on program and operating costs.
- ✧ Protect and enhance the City's credit rating.
- ✧ Assist sound management of City government by providing accurate and timely information on current and anticipated financial conditions.
- ✧ Provide sound principles to guide important decisions of the Council and management which have significant fiscal impact.
- ✧ Employ revenue policies which prevent undue or unbalanced reliance on any one source, distribute the cost of municipal services fairly and provide adequate funds to operate desired programs.
- ✧ Provide and maintain essential public facilities, utilities, and capital equipment.
- ✧ Ensure that all surplus cash is prudently invested in accordance with the investment policy adopted by the Council to protect City funds and realize a reasonable rate of return.

Revenue Policy

- ✧ A diversified and stable revenue system will be maintained to shelter the government 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.
- ✧ All revenue forecasts shall be conservative.
- ✧ All City funds shall be safely invested to provide a sufficient level of liquidity to meet cash flow needs and to provide the maximum yield possible in that order. One hundred percent of all idle cash will be continuously invested.
- ✧ The City will maximize utilization of user charges in lieu of property taxes for services that can be individually identified and where the costs are directly related to the level of service. User fees will be reviewed each year to ensure that related costs are recovered in accordance with City Council policy.

Operating Budget Policy

- ✘ 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.
- ✘ Monthly reports comparing actual to budgeted expenditures will be prepared by the Finance Department and be distributed to the City Manager.
- ✘ Departmental objectives will be integrated into the City's annual budget and monthly departmental reports.
- ✘ Before the City undertakes any agreements that create fixed costs or ongoing operational expenses, both operating and capital, the implications of such agreements will be fully determined for current and future years.
- ✘ All non-salary benefits, such as social security, pension, and insurance, will be estimated and their impact on future budgets assessed annually.
- ✘ Cost analysis of salary increases will include the effect of increases on the City's share of related fringe benefits.
- ✘ The City will submit the Adopted Budget Document to obtain the Award for Distinguished Budget Presentation from the Government Finance Officer's Association (GFOA) for each budget cycle.
- ✘ The operating budget will be constrained to the total amount approved by the Budget Committee and adopted by the City Council.

Budgetary Monitoring and Control Procedures

- ✘ The "level" at which the budget is adopted by City Council resolution sets the maximum dollar amount legally available for spending. There are two ways in which the City of Bend controls and monitors the budget:
 1. Legal level of budgetary control: The City Council shall adopt the budget at the fund or departmental level (if a fund contains more than one department, such as the General Fund) as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance (UEFB) 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. Expenditures anticipated to be in excess of the adopted legal level shall be brought before the City Council in the form of a resolution that, upon adoption, will formally adjust the budget.

2. Administrative level of budgetary control: The level of administrative budgetary control shall be at the category level and program or divisional level. Additionally, the Budget Officer may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels are to be formally requested of the City Manager, Budget Officer and Finance Director in writing for an adjustment prior to encumbering expenditures. Any of the administrative adjustments that exceed \$100,000 shall be reported to the City Council.

Capital Improvement Policy

- ✧ System development charges (SDC's) will be used for infrastructure capacity expansion and improvements including in-house engineering and design.
- ✧ Future operating costs associated with new capital improvements will be projected and included in the operating budget forecast.
- ✧ The City will determine and use the most effective and efficient method for financing all new capital projects.
- ✧ Special funds dedicated for capital improvements will be segregated in the accounting system and used only for the intended capital purposes.

Accounting Policy

- ✧ The City will maintain high standards of accounting. Generally Accepted Accounting Principles (GAAP) will be used in accordance with the standards developed by the Governmental Accounting Standards Board and endorsed by the Government Finance Officer's Association (GFOA).
- ✧ An independent audit will be performed annually by a public accounting firm who will then issue an official opinion on the Comprehensive Annual Financial Report (CAFR) and a management letter detailing areas that need improvement.
- ✧ Full disclosure will be provided in the financial statements and bond representations.
- ✧ Financial systems will be maintained to monitor expenditures and revenues on a monthly basis, with thorough analysis.
- ✧ The accounting system will provide monthly information about cash position and investment performance.
- ✧ The City will annually submit the CAFR to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA.

Debt Policy

- ✧ Capital projects financed through bond proceeds shall be financed for a period not to exceed the useful life of the project.
- ✧ Long-term borrowing will be confined to capital improvements too large to be financed from current available resources.
- ✧ Issuance of Bancroft Bonds, secured by the benefited properties, will be pursued to finance local improvement projects and repay interim financing approved by the City Council.
- ✧ The City will use short-term promissory notes as needed, to provide interim funds for the construction of local improvements approved by the City Council.

Reserve Policy

- ✧ The City will maintain an unallocated fund balance or retained earnings equal or greater than two months of general operating expenditures or expenses. This reserve will be calculated based on the adopted annual operating budget of the City. These funds will be used to avoid cash-flow interruptions, generate interest income, reduce need for short-term borrowing, and assist in maintaining an investment grade bond rating capacity.

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

Proprietary Funds (Business-Type Activities)

5. Enterprise
6. Internal Service

Fiduciary Funds (Fiduciary Activities)

7. Fiduciary

Governmental Funds - Governmental Activities

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

General Fund

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

Bend Urban Renewal Agency (BURA) General Fund

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

Special Revenue Funds

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

General Fund Revenue Stabilization Fund

This revenue stabilization 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.

Street Operations Fund

The Street Operations Fund provides the accounting of all street maintenance related activities of the City including street overlay, snow removal and right-of-way maintenance. The funding sources include state highway gas tax, grants and allocation of general discretionary revenues from the General Fund. If approved, revenues generated from the Transportation Utility Fee (TUF) will be dedicated to the Street Operations Fund.

Public Transit Operations Fund

This fund accounts for the City's public transit operations. The Bend Area Transit (BAT) is a fixed route system and the Dial-A-Ride program provides transportation for the senior and disabled citizens of Bend. Primary funding sources include Federal Transit Administration grants, allocation of General Fund discretionary revenues and sales of bus tickets and passes.

Special Revenue Funds - continued

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.

Downtown Economic Improvement District (EID) Fund

An EID was created at the request of The Bend Downtowners Association to provide a funding program for the maintenance and beautification of downtown Bend. Assessments are collected from properties within the Downtown EID and passed through to the Bend Downtowners for program expenditures.

Debt Service Funds

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

Fire Station Debt Service Fund

This fund accounts for the debt service associated with debt issued in partnership with the Deschutes County Rural Fire Protection District #2 to finance construction of four fire stations and the fire administration facility. The principal source of revenue is payment from the district.

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.

Debt Service Funds - continued

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.

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.

Accessibility Construction Fund

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

Local Improvement District (LID) Construction Fund

This fund accounts for the construction of infrastructure that benefits properties within an LID. The most common improvements constructed are local sewer lines to allow properties on septic systems to connect to the City's sewer system. These LID projects are financed through Bancroft bonds and benefited properties are assessed to repay the bonds.

Capital Projects Funds - continued

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.

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 revenue bonds and Water System Development Charges.

Water Reclamation Fund

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

Stormwater Fund

This fund accounts for the operation of the stormwater utility. A stormwater utility fee has been implemented to fund operation of this 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 fees and permanent maintenance fees. Expenditures are for the operation of the cemetery and capital improvements.

Enterprise Funds - continued

Airport Fund

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

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:

Community Development Administration Division

This division was used to account for the management and administrative support services provided to the City's Building and Planning departments and the Bend Metropolitan Planning Organization. This division is being dissolved in 2009-10 and the administrative costs are being dispersed among departments or funds receiving service.

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.

Transportation Engineering & Support Division

The Engineering Division accounts for the City's Engineering department which provides transportation engineering services. Revenue is generated by user charges to other funds and private developers receiving service.

Internal Service Fund - continued

Economic Development Administration Division

This division used to account for the management and administration support services provided to the City's Economic Development functions which include Downtown Parking, Community Development Block Grant and Affordable Housing programs and the Bend Urban Renewal Agency. This division will be dissolved during 2008-09 and the administrative costs are being dispersed among the funds receiving service.

Administrative and Financial Services Division

This division accounts for the operations of the City Council, City Manager's Office, City Recorder, 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.

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.

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

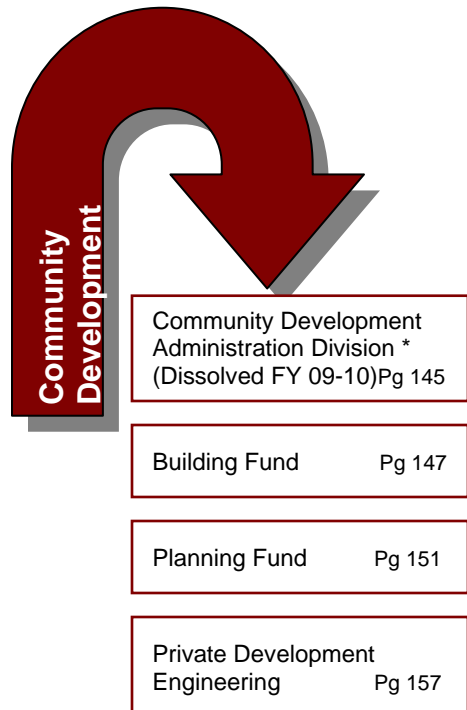
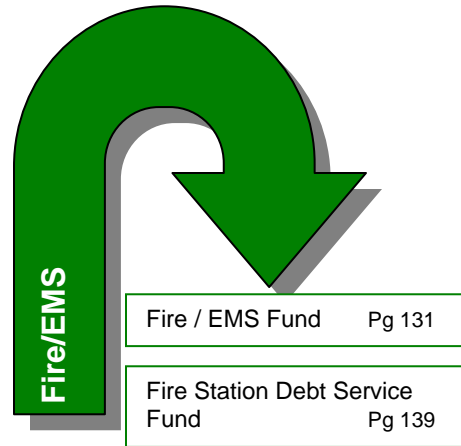
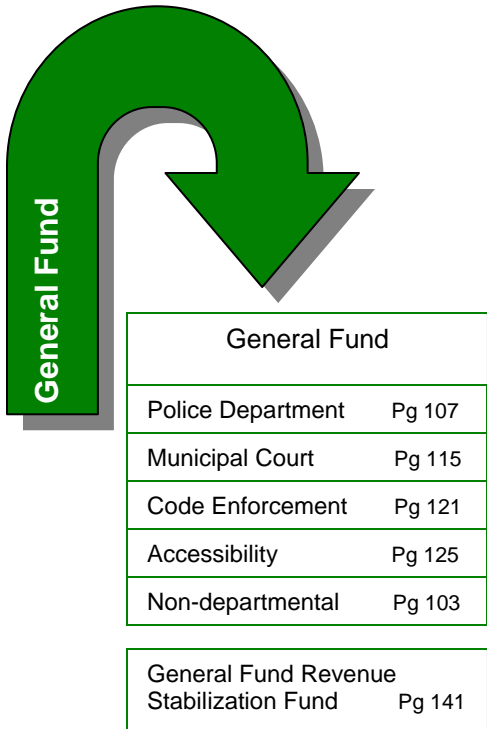
The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and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

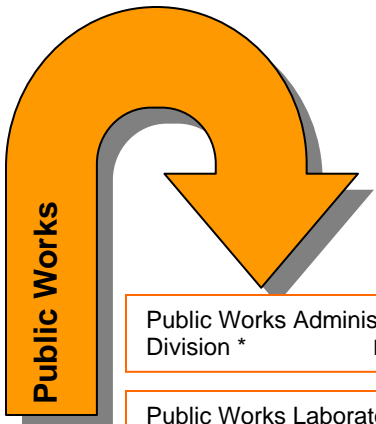
- Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP;
- Proceeds from debt issues are considered budgetary resources while under GAAP, debt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

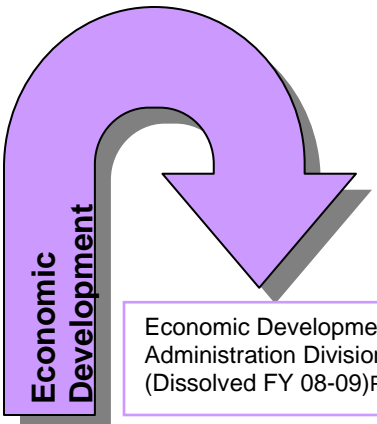


* Division of Internal Service Fund

Budget Organization



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- Cemetery Fund Pg 215
- Airport Fund Pg 221
- Local Improvement District Funds
- Construction Fund Pg 218
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- Economic Development Administration Division * (Dissolved FY 08-09)Pg 227
- Downtown Parking Fund Pg 229
- Community Development Block Grant Fund Pg 233
- Affordable Housing Fund Pg 237
- Tourism Fund Pg 241
- Downtown Economic Improvement District Fund Pg 243
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- Administration & Financial Services Division * Pg 265
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* Division of Internal Service Fund

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. While the process continues to be refined, 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.

Since the Long Term Plan has not been officially adopted by the City Council, the 2008 LTFP preliminary results have not been included in the budget document. One of the Council's 2009 goals and objectives is to strategically plan for future economic recovery and growth. City staff will update and finalize the LTFP in the 2009-10 fiscal year and present it to Council for adoption.

Bend 2030 Visioning Project

Bend 2030 is a community-based organization with a long-range community-driven plan involving the City of Bend and other key stakeholders, including local governments, businesses, civic organizations, and community groups. In June 2006, participants in the community-wide visioning process presented the residents of Bend with the Bend 2030 Vision, intended to guide growth and development of our city over the next 25 years. The document was extensive, including a comprehensive vision statement that foresees Bend as a “vibrant, dynamic and beautiful city” in the year 2030. The vision statement categorized the community’s most important goals into six focus areas:



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

Within each focus area, the vision offered more than a dozen Key Vision Elements that articulated detailed aspirations about what Bend would look like and be in the future. The City is a lead partner of 93 action items, which represents 33% of the 285 total action items included in the vision. Twenty-two of the City’s assignments are to be addressed within one year. For some of the City’s action items, the vision called for the establishment of programs that require periodic meetings and/or monitoring. Ten of the City’s assignments have had these programs established and are considered ongoing. Five of the City’s assignments have been completed. Highlights of projects completed, ongoing or in-progress are:

- Bend 2030 Vision Coordination and Monitoring Implementation
- Establish Bend 2030 Entity Structure
- Implement Community Relations Commission
- Bend Area Transit Expansion
- Support of Sustainable Energy Companies
- Develop Mixed-Use Code for Gathering Places
- Establish Affordable Housing Type Targets
- Conduct Annual Affordable Housing Review
- Continue First Responder Training to Meet Citizen’s Needs

The following pages include the Bend 2030 Action Plan Matrix, with status updates for the City’s 32 action items that are to be completed within one year or are ongoing.

Bend 2030 Action Plan
City of Bend Assignments as Lead Partners - to be addressed within one year

Strategy*	Title	Action Item Description	Status
(* refer to the strategy legend on the last page of the action plan)			
WPC 2.1	Collaborative Stakeholder Liaison Meetings	Conduct regular collaborative liaison meetings between the city, partnering agencies, and local stakeholders to assure that the partners are engaged in supporting and implementing the Bend 2030 Vision. Regular interagency liaison meetings will allow information exchange, identification of issues, and coordination of planning processes and plans.	Ongoing
WPC 4.2	Population, Employment and Housing Forecasts	Develop, monitor, and update as necessary, population, employment and housing forecasts for the city - approximately every 5 years.	Ongoing
WPC 5.1	Growth Targets Monitoring & Benchmarks	Establish and adopt Monitoring Program and Benchmarks to measure growth targets for all elements of this strategy, including public schools and services.	Underway
WPC 10.1	Downtown Redevelopment	Identify projects within the Central Business District to expend the remaining Bend Urban Renewal Area (BURA) funds.	Underway
WPC 10.3	Downtown Connectivity	Enhance the connectivity to downtown through the Franklin and Greenwood corridors.	In Progress
WPC 11.1	Mixed-Use Code for Gathering Places	Amend the Bend General Plan and Development Code to establish a mixed use code that will support current and future neighborhood gathering places.	Underway
WPC 12.1	Third Street Redevelopment	Adopt zoning that allows higher density, mixed use, transit; and determine development costs. (ULTRA-type process). <i>(See also "Use of Land for Transportation Alternatives", City of Bend, 2003)</i>	Underway
VE 2.1	Industrial Lands Prioritization	Prioritize land uses at Juniper Ridge for industries identified through the sector targeting process (study currently underway).	Ongoing
VE 2.4	Sustainable Development Practices	Ensure that design, construction, and operations at Juniper Ridge follow the best practices of sustainable and green development.	In Progress
VE 2.6	Multi Modal Land Use Planning	Implement land use planning at Juniper Ridge that accommodates pedestrians, bicycles, transit, and promotes the efficient use of automobiles.	In Progress
VE 2.7	Open Space Integration	Integrate open spaces at Juniper Ridge that preserves the most important natural features and are connected by trails.	In Progress
VE 3.1	Affordable Housing Type Targets	Utilize specific housing type targets in the General Plan and Development Code to fill affordable housing needs. Include monitoring and adaptive management programs on an annual basis.	Ongoing
VE 3.2	Affordable Housing and Job Recruitment	Assure that adequate affordable housing is available as part of job recruitment efforts.	Need More Information
VE 3.3	Affordable Housing Annual Review	Conduct annual review of affordable housing targets, supplies, related benchmarks and indicators.	Ongoing
VE 6.2	Targeted Sector Strategies	Complete detailed strategy for each targeted industrial sector.	Need More Information
VE 6.3	Coordinated Industrial Recruitment	Coordinate recruitment strategy for targeted industries with industrial developers.	Underway

**Bend 2030 Action Plan
continued**

Strategy	Title	Action Item Description	Status
VE 9.1	Bend Area Transit Expansion	Support the expansion of Bend Area Transit (BAT) and integrate with Commute Options and other multi-modal programs.	Underway
VE 9.2	Transit Planning Integration	Support the vertical integration of the transit planning and implementation work being done by Central Oregon Area Commission on Transportation (COACT), the Bend Metropolitan Planning Organization (MPO), BAT and Oregon Department of Transportation (ODOT).	Underway
VE9.4	Reed Market Road Concept Plan	Support the Reed Market conceptual plan and bring the project to fruition.	Underway
VE9.5	Murphy Road Extension Plan	Support the Murphy road extension plan and implementation.	Underway
VE 9.6	Residential Lands Study Transportation Planning	Continue transportation planning as part of the Residential Lands Study.	Underway
VE 9.8	Bend Airport Development & Expansion	Continue expansion / development of the Bend airport.	Ongoing
VE9.9	Infrastructure for Alternative Transportation	Work to establish infrastructure that supports sustainable, alternative modes of transportation.	In Progress
VE 10.1	Industrial and Commercial Lands Inventory	Update inventory totals of available industrial and commercial land within the city limits that will establish a baseline for newly required acreage in the urban growth boundary expansion.	Completed
VE 16.1	Location and Support of Sustainable Energy Companies	Ensure that City of Bend makes a full commitment to becoming a cutting edge hub for the location and support of sustainable energy companies.	Ongoing
QE 3.7	Mirror Pond Vision	Create a City Council appointed Community Task Force to facilitate a near term community vision for Mirror Pond, using technical advisory committee findings.	Underway
QE 6.2	'Smart Controller' Landscape Irrigation Program	Create an intensive market transformation program to ultimately require installation and ongoing use of third party certified smart controllers and related technology. May require municipal code, Covenants, Conditions and Restrictions (CC&R's) or other regulation and enforcement processes to include contractor and homeowner training classes and related stakeholder education.	Completed
QE 11.2	Bicycle & Pedestrian Systems Plan Adoption	Bicycle & Pedestrian Systems Plan Adoption. Adopt and Implement the Bend Urban Area Bicycle and Pedestrian Systems Plan dated August 2006.	In Progress
SHP 1.6	Standard Emergency Operation Procedures	Establish standard operating procedures for Emergency Operation Center (EOC) and Standardized Emergency Management Systems (SEMS).	Underway
SHP 1.8	Resident Evacuation Plans	Develop evacuation plans and identify resources to establish efficient and effective exit routes for residents.	Ongoing
SHP 1.12	Emergency Operations Center Training	Conduct training programs for Emergency Operations Center personnel, including tabletop exercises.	Ongoing

**Bend 2030 Action Plan
continued**

Strategy	Title	Action Item Description	Status
SHP 1.16	Fire Department Mutual Aid	Continue building strong City of Bend Fire Department regional ties by developing and maintaining seamless mutual aid agreements and interoperable communications systems.	Ongoing
SHP 2.1	Officer Training	Train all officers in crisis intervention, sexual assault response, and domestic violence response.	Underway
SC 2.1	Vision Coordination and Monitoring	Create a non-profit entity to coordinate and monitor ongoing implementation of the Vision.	Completed
SC 2.3	Bend 2030 Structure	Establish a Board of Directors and bylaws that include representation from the 2030 Steering Committee, Vision Task force, Lead Partners, Supporting Partners and general citizens.	Completed
SC 11.3	Community Relations Commission	Implement Community Relations Commission adopted in May 2006 to examine current diversity issues beginning with specific to accessibility.	Completed
CLC 8.4	Higher Education Representation	Ensure representation of each sector of higher education on appropriate City and local agencies and boards.	Need More Information

Strategy Legend	Focus Area	% of Total
WPC	Well Planned City	19%
VE	Vibrant Economy	49%
QE	Quality Environment	8%
SHP	Safe, Healthy People	14%
SC	Strong Community	8%
CLC	Creative Learning Culture	3%

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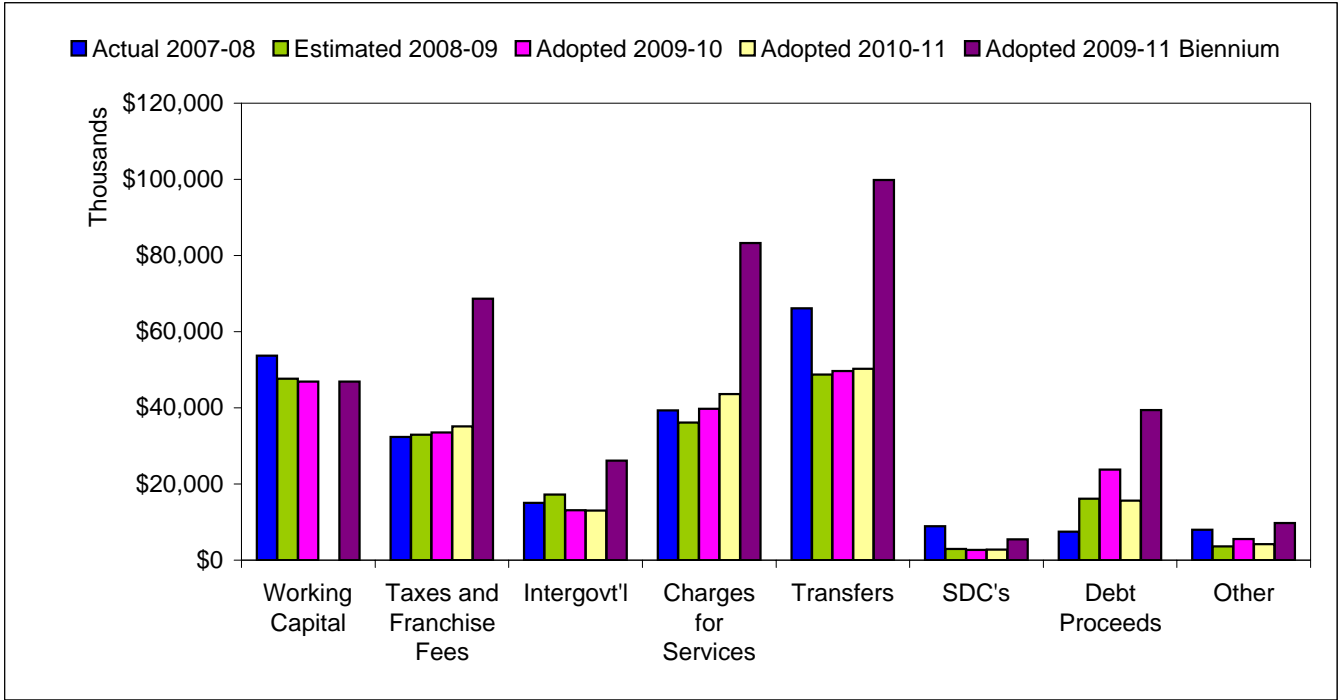
**2009-2011 Adopted Biennial Budget
Summary by Department/Function**

	General Fund Revenue		Public Safety	Community Development	Public Works	Economic Development	City-Wide Administration and Support	2009-11 Total City
	General Fund (excluding Police and Municipal Court)	Stabilization Fund	(Police, Municipal Court, and Fire)					
RESOURCES								
Beginning fund balance	\$ 5,452,600	\$ -	\$ 1,167,300	\$ 1,661,300	\$ 22,303,400	\$ 8,399,000	\$ 7,909,500	\$ 46,893,100
Property taxes	42,912,950	-	-	-	-	6,644,400	-	49,557,350
Transient room taxes	3,593,300	-	-	-	-	1,540,000	-	5,133,300
Franchise fees	11,178,600	-	-	-	2,774,525	-	-	13,953,125
Intergovernmental revenues	4,220,400	-	5,130,000	16,000	16,312,800	1,062,300	-	26,741,500
Licenses and permits	610,100	-	-	5,056,000	128,400	4,000	-	5,798,500
Charges for services	400,000	-	4,155,600	3,923,500	63,454,300	2,215,800	1,105,700	75,254,900
System improvement fees	-	-	-	-	5,481,200	-	-	5,481,200
Fines and forfeitures	2,228,700	-	-	-	-	-	-	2,228,700
Assessments	-	-	-	-	-	240,000	-	240,000
Investment income	201,200	10,100	25,100	58,200	693,200	254,900	263,400	1,506,100
Loan repayments	135,000	-	-	-	887,300	572,500	-	1,594,800
Miscellaneous	6,000	-	13,000	2,000	615,800	5,000	34,200	676,000
Sale of capital assets	7,319,200	-	-	-	-	-	-	7,319,200
Short-term note payable	-	-	-	-	-	500,000	-	500,000
Issuance of long-term debt	-	-	-	-	27,700,000	6,000,000	3,600,000	37,300,000
Interfund activity:								
General fund subsidy	-	500,000	19,699,300	1,500,000	6,866,500	-	432,600	28,998,400
General fund revenues allocated to Police and Municipal Court	(36,585,309)	-	36,585,309	-	-	-	-	-
Interfund charges & tfers	427,200	-	12,000	247,900	21,401,000	7,402,447	42,590,700	72,081,247
TOTAL RESOURCES	\$ 42,099,941	\$ 510,100	\$ 66,787,609	\$ 12,464,900	\$ 168,618,425	\$ 34,840,347	\$ 55,936,100	\$ 381,257,422
REQUIREMENTS								
Personal services	\$ -	\$ -	\$ 50,821,579	\$ 8,114,547	\$ 29,497,507	\$ 724,893	\$ 9,799,888	\$ 98,958,414
Materials and services	160,000	-	5,534,498	692,062	24,310,505	4,341,385	27,194,425	62,232,875
Code enforcement	204,766	-	-	-	-	-	-	204,766
Accessibility program	581,189	-	-	-	-	-	-	581,189
Capital outlay:								
Vehicle/equipment	-	-	909,000	-	2,586,000	-	728,500	4,223,500
Construction/infrastructure	-	-	-	-	53,637,900	2,983,100	1,200,000	57,821,000
Total capital outlay	-	-	909,000	-	56,223,900	2,983,100	1,928,500	62,044,500
Debt service	-	-	1,467,900	-	12,814,000	18,638,900	8,469,200	41,390,000
Interfund activity:								
General fund subsidies	28,498,400	-	-	-	-	-	-	28,498,400
Interfund transfers	7,925,800	-	6,899,200	2,536,900	29,232,500	2,399,547	1,916,000	50,909,947
Contingency	4,729,786	-	385,432	1,121,391	12,583,372	2,363,822	1,371,487	22,555,290
Reserves	-	510,100	770,000	-	3,956,641	3,388,700	5,256,600	13,882,041
TOTAL REQUIREMENTS	\$ 42,099,941	\$ 510,100	\$ 66,787,609	\$ 12,464,900	\$ 168,618,425	\$ 34,840,347	\$ 55,936,100	\$ 381,257,422
Unappropriated fund balance	-	-	-	-	-	-	-	-
TOTAL	\$ 42,099,941	\$ 510,100	\$ 66,787,609	\$ 12,464,900	\$ 168,618,425	\$ 34,840,347	\$ 55,936,100	\$ 381,257,422

Combined Summary of Financial Sources and Uses

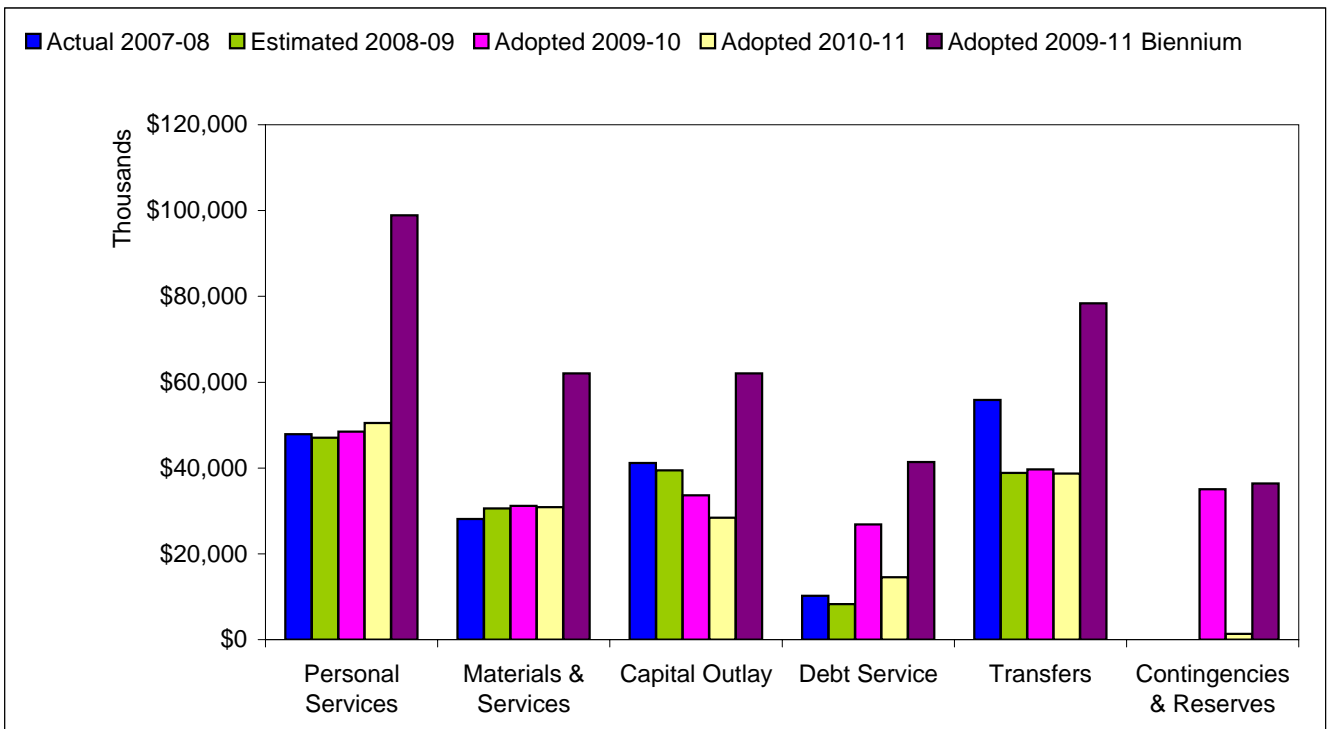
2009-2011 Budgeted Resources

All Funds - \$381.3 Million



2009-2011 Appropriations and Unappropriated Ending Fund Balances

All Funds - \$381.3 Million



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

	ACTUALS		ADOPTED BUDGET		
	2006-07	ESTIMATE 2007-09	2009-10	2010-11	2009-11
Revenues					
Taxes and franchise fees	\$ 25,493,693	\$ 55,135,735	\$ 28,201,950	\$ 29,482,900	\$ 57,684,850
Intergovernmental revenues	1,756,704	3,962,541	2,087,100	2,133,300	4,220,400
Charges for services	1,645,884	3,431,900	1,616,600	1,622,200	3,238,800
Transfers from other funds	9,000	365,840	382,600	44,600	427,200
Other	734,957	6,179,802	4,408,800	3,117,600	7,526,400
Total Revenues	29,640,238	69,075,818	36,697,050	36,400,600	73,097,650
Other Financing Sources					
Loan repayments	1,030,921	859,079	85,000	50,000	135,000
Total Other Financing Sources	1,030,921	859,079	85,000	50,000	135,000
TOTAL AVAILABLE RESOURCES	\$ 30,671,159	\$ 69,934,897	\$ 36,782,050	\$ 36,450,600	\$ 73,232,650
Expenditures					
Personal services	\$ 11,905,422	\$ 25,705,732	\$ 14,042,233	\$ 14,657,115	\$ 28,699,348
Materials and services	1,485,835	3,432,907	1,613,646	1,602,970	3,216,616
Capital outlay	474,729	555,007	407,000	442,000	849,000
Transfers to other funds	16,624,545	42,968,760	21,018,000	20,172,500	41,190,500
TOTAL USE OF RESOURCES	\$ 30,490,531	\$ 72,662,406	\$ 37,080,879	\$ 36,874,585	\$ 73,955,464
Net Increase/(Decrease) in Fund Balance	180,628	(2,727,509)	(298,829)	(423,985)	(722,814)
Beginning Fund Balance (1)	7,999,481	8,180,109	5,452,600	-	5,452,600
Ending Fund Balance	\$ 8,180,109	\$ 5,452,600	\$ 5,153,771	\$ (423,985)	\$ 4,729,786

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

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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2006-07	2007-09	2009-10	2010-11	2009-11
Revenues					
Intergovernmental revenues	\$ 59,898	\$ 3,752,675	\$ -	\$ -	\$ -
Charges for services	3,232,862	3,225,327	535,300	631,400	1,166,700
Transfers from other funds	28,122,112	53,287,542	26,219,600	27,211,600	53,431,200
Other	1,613,010	971,942	165,300	149,000	314,300
Total Revenues	33,027,882	61,237,486	26,920,200	27,992,000	54,912,200
Other Financing Sources					
Debt proceeds	3,175,000	501,878	3,600,000	-	3,600,000
Total Other Financing Sources	3,175,000	501,878	3,600,000	-	3,600,000
TOTAL AVAILABLE RESOURCES	\$ 36,202,882	\$ 61,739,364	\$ 30,520,200	\$ 27,992,000	\$ 58,512,200
Expenditures					
Personal services	\$ 10,226,016	\$ 18,676,550	\$ 8,309,693	\$ 8,601,108	\$ 16,910,801
Materials and services	12,594,559	27,745,377	14,706,755	15,844,112	30,550,867
Capital outlay	4,974,695	11,856,465	1,396,500	665,000	2,061,500
Debt Service	693,084	1,633,095	5,648,100	973,300	6,621,400
Transfers to other funds	2,183,359	5,135,130	2,518,800	1,895,900	4,414,700
TOTAL USE OF RESOURCES	\$ 30,671,713	\$ 65,046,617	\$ 32,579,848	\$ 27,979,420	\$ 60,559,268
Net Increase/(Decrease) in Fund Balance	5,531,169	(3,307,253)	(2,059,648)	12,580	(2,047,068)
Beginning Fund Balance (1)	6,045,384	11,576,553	8,269,300	-	8,269,300
Ending Fund Balance	\$ 11,576,553	\$ 8,269,300	\$ 6,209,652	\$ 12,580	\$ 6,222,232

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

	ACTUALS		ADOPTED BUDGET		
	2006-07	ESTIMATE 2007-09	2009-10	2010-11	2009-11
Revenues					
Intergovernmental revenues	\$ -	\$ 250,000	\$ -	\$ -	\$ -
Charges for services	9,039,084	21,828,871	13,146,600	14,999,500	28,146,100
Transfers from other funds	-	11,200	54,000	55,600	109,600
System development charges/ Transfer From SDC Fund	2,492,854	2,735,396	881,600	952,900	1,834,500
Other	895,289	1,239,253	98,900	77,200	176,100
Total Revenues	12,427,227	26,064,720	14,181,100	16,085,200	30,266,300
Other Financing Sources					
Debt proceeds	-	10,000,000	3,500,000	10,500,000	14,000,000
Loan Repayment	210,000	832,500	314,200	258,200	572,400
Total Other Financing Sources	210,000	10,832,500	3,814,200	10,758,200	14,572,400
TOTAL AVAILABLE RESOURCES	\$ 12,637,227	\$ 36,897,220	\$ 17,995,300	\$ 26,843,400	\$ 44,838,700
Expenditures					
Personal services	\$ 2,094,822	\$ 5,596,415	\$ 3,614,318	\$ 3,900,891	\$ 7,515,209
Materials and services	1,911,239	3,933,318	2,274,089	2,347,395	4,621,484
Capital outlay	3,612,148	16,031,869	12,210,000	14,412,600	26,622,600
Debt Service	1,289,042	2,866,058	2,304,200	3,137,800	5,442,000
Transfers to other funds	4,572,320	6,063,101	3,497,400	3,088,600	6,586,000
TOTAL USE OF RESOURCES	\$ 13,479,571	\$ 34,490,761	\$ 23,900,007	\$ 26,887,286	\$ 50,787,293
Net Increase/(Decrease) in Fund Balance	(842,344)	2,406,459	(5,904,707)	(43,886)	(5,948,593)
Beginning Fund Balance (1)	6,984,251	6,141,907	8,548,350	-	8,548,350
Ending Fund Balance	\$ 6,141,907	\$ 8,548,366	\$ 2,643,643	\$ (43,886)	\$ 2,599,757

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

	ACTUALS		ADOPTED BUDGET		
	2006-07	ESTIMATE 2007-09	2009-10	2010-11	2009-11
Revenues					
Taxes and franchise fees	\$ 4,562,534	\$ 10,177,021	\$ 5,300,810	\$ 5,658,115	\$ 10,958,925
Intergovernmental revenues	11,798,357	24,265,608	11,411,800	11,109,300	22,521,100
Charges for services	21,924,900	46,156,901	24,392,300	26,303,100	50,695,400
Transfers from other funds	22,348,644	58,910,573	23,601,531	23,510,116	47,111,647
System development charges	2,485,188	10,705,914	1,838,500	1,808,200	3,646,700
Other	3,413,951	3,588,027	861,700	862,800	1,724,500
Total Revenues	66,533,574	153,804,044	67,406,641	69,251,631	136,658,272
Other Financing Sources					
Debt proceeds	4,231,632	12,260,282	15,700,000	4,500,000	20,200,000
Loan repayments	266,840	484,256	557,700	329,700	887,400
Permanent maintenance fee	31,667	40,315	17,800	17,300	35,100
Total Other Financing Sources	4,530,139	12,784,853	16,275,500	4,847,000	21,122,500
TOTAL AVAILABLE RESOURCES	\$ 71,063,713	\$ 166,588,897	\$ 83,682,141	\$ 74,098,631	\$ 157,780,772
Expenditures					
Personal services	\$ 20,754,406	\$ 44,872,642	\$ 22,708,250	\$ 23,539,453	\$ 46,247,703
Materials and services	10,294,364	23,477,486	12,693,736	11,213,280	23,907,016
Capital outlay	18,414,673	46,708,852	19,614,900	12,896,500	32,511,400
Debt Service	5,912,447	13,980,218	18,877,900	10,448,700	29,326,600
Transfers to other funds	13,677,574	40,746,853	13,332,531	14,192,816	27,525,347
TOTAL USE OF RESOURCES	\$ 69,053,464	\$ 169,786,051	\$ 87,227,317	\$ 72,290,749	\$ 159,518,066
Net Increase/(Decrease) in Fund Balance	2,010,249	(3,197,154)	(3,545,176)	1,807,882	(1,737,294)
Beginning Fund Balance (1)	25,809,739	27,819,988	24,622,850	-	24,622,850
Ending Fund Balance	\$ 27,819,988	\$ 24,622,834	\$ 21,077,674	\$ 1,807,882	\$ 22,885,556

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

	ACTUALS		ADOPTED BUDGET		
	2006-07	ESTIMATE 2007-09	2009-10	2010-11	2009-11
Revenues					
Taxes and franchise fees	\$ 30,056,227	\$ 65,312,756	\$ 33,502,760	\$ 35,141,015	\$ 68,643,775
Intergovernmental revenues	13,614,959	32,230,824	13,498,900	13,242,600	26,741,500
Charges for services	35,842,730	74,642,999	39,690,800	43,556,200	83,247,000
Transfers from other funds	50,479,756	112,575,155	50,257,731	50,821,916	101,079,647
System development charges	4,978,042	13,441,310	2,720,100	2,761,100	5,481,200
Other	6,657,207	11,979,024	5,534,700	4,206,600	9,741,300
Total Revenues	141,628,921	310,182,068	145,204,991	149,729,431	294,934,422
Other Financing Sources					
Debt proceeds	7,406,632	22,762,160	22,800,000	15,000,000	37,800,000
Loan repayments	1,507,761	2,175,835	956,900	637,900	1,594,800
Permanent Maintenance Fee	31,667	40,315	17,800	17,300	35,100
Total Other Financing Sources	8,946,060	24,978,310	23,774,700	15,655,200	39,429,900
TOTAL AVAILABLE RESOURCES	\$ 150,574,981	\$ 335,160,378	\$ 168,979,691	\$ 165,384,631	\$ 334,364,322
Expenditures					
Personal services	\$ 44,980,666	\$ 94,851,339	\$ 48,674,494	\$ 50,698,567	\$ 99,373,061
Materials and services	26,285,997	58,589,088	31,288,226	31,007,757	62,295,983
Capital outlay	27,476,245	75,152,193	33,628,400	28,416,100	62,044,500
Debt Service	7,894,573	18,479,371	26,830,200	14,559,800	41,390,000
Transfers to other funds	37,057,798	94,913,844	40,366,731	39,349,816	79,716,547
TOTAL USE OF RESOURCES	\$ 143,695,279	\$ 341,985,835	\$ 180,788,051	\$ 164,032,040	\$ 344,820,091
Net Increase/(Decrease) in Fund Balance	6,879,702	(6,825,457)	(11,808,360)	1,352,591	(10,455,769)
Beginning Fund Balance (1)	46,838,855	53,718,557	46,893,100	-	46,893,100
Ending Fund Balance	\$ 53,718,557	\$ 46,893,100	\$ 35,084,740	\$ 1,352,591	\$ 36,437,331

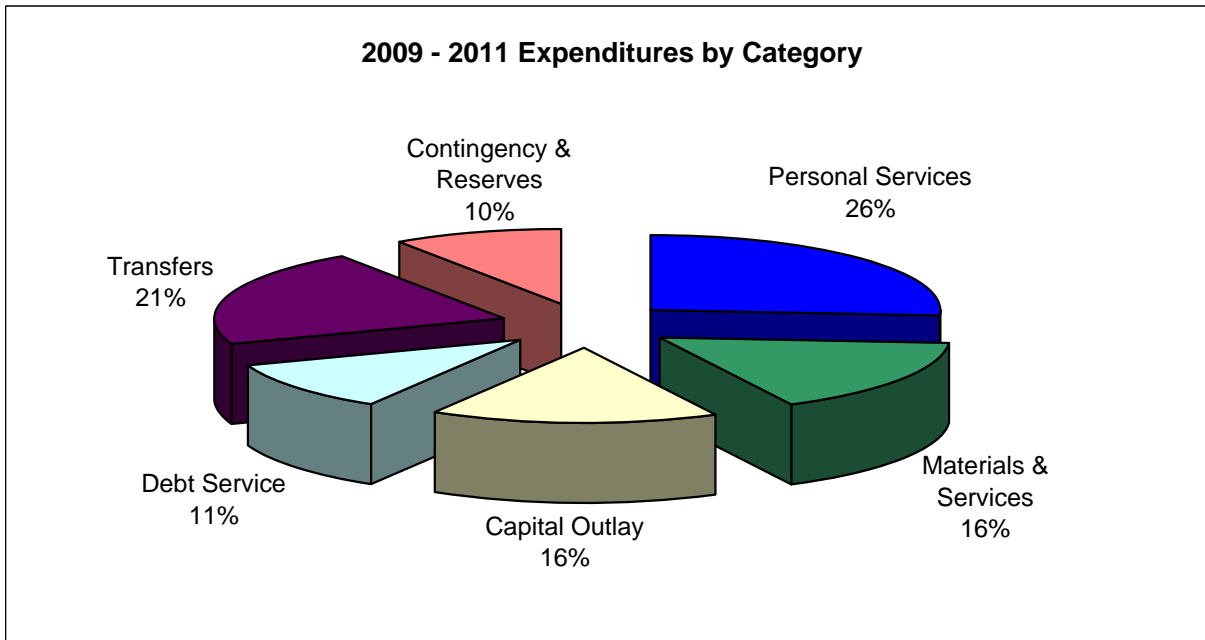
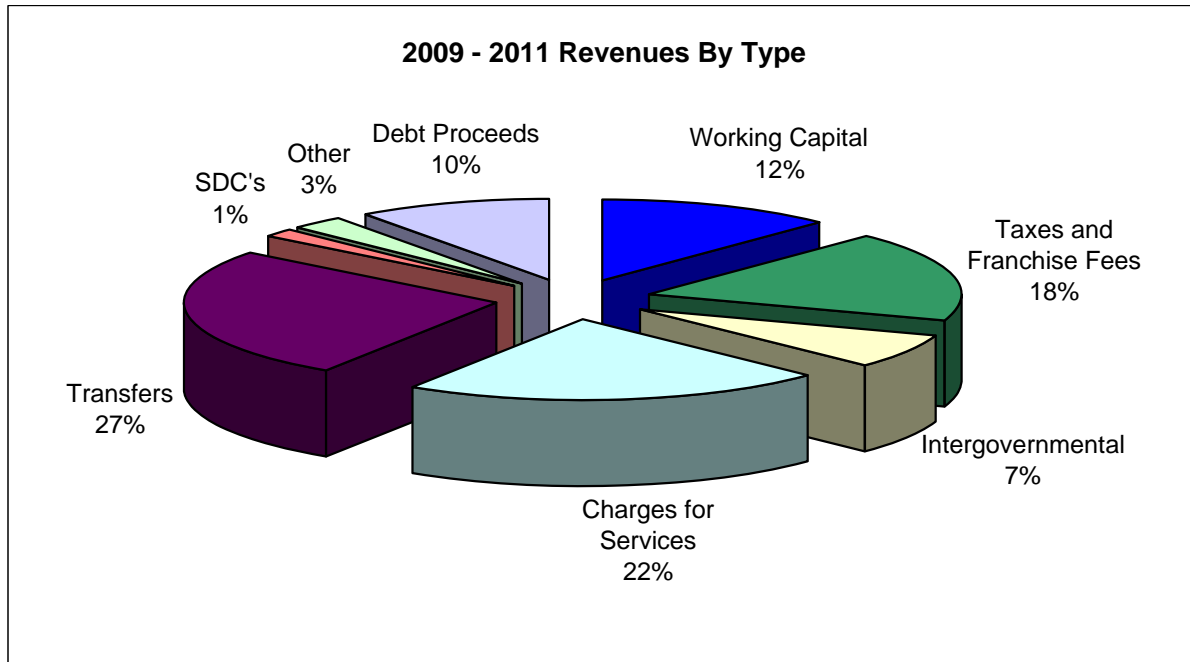
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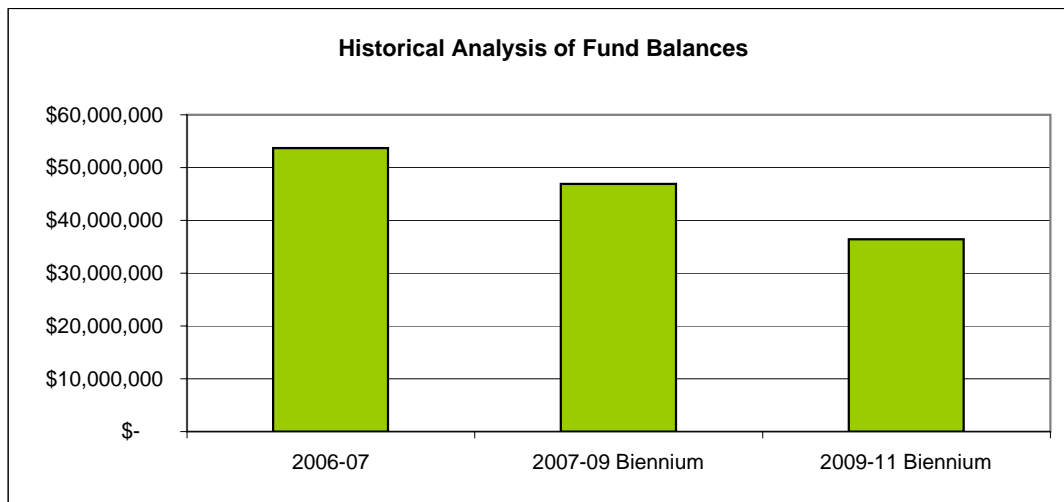
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Revenue and Expenditure Summaries



Fund Balance Summary Fiscal Years 2007 - 2011
All Funds

	ACTUALS 2006-07	ESTIMATE 2007-09	ADOPTED BUDGET			2009-11 % Change From Prior Period
			2009-10	2010-11	2009-11	
Total Governmental Funds						
Beginning Fund Balance	\$ 27,714,489	\$ 30,184,297	\$ 23,191,700	\$ -	\$ 23,191,700	
Revenues	82,798,879	191,995,235	94,452,791	83,967,331	178,420,122	
Expenditures	80,329,071	198,987,722	97,618,190	83,395,575	181,013,765	
Net Change	2,469,808	(6,992,487)	(3,165,399)	571,756	(2,593,643)	
Ending Fund Balance	\$ 30,184,297	\$ 23,191,810	\$ 20,026,301	\$ 571,756	\$ 20,598,057	-11%
Total Proprietary Funds						
Beginning Fund Balance	\$ 19,124,366	\$ 23,534,260	\$ 23,701,400	\$ -	\$ 23,701,400	
Revenues	67,776,102	142,565,594	74,526,900	81,417,300	155,944,200	
Expenditures	63,366,208	142,398,331	83,169,861	80,636,465	163,806,326	
Net Change	4,409,894	167,263	(8,642,961)	780,835	(7,862,126)	
Ending Fund Balance	\$ 23,534,260	\$ 23,701,523	\$ 15,058,439	\$ 780,835	\$ 15,839,274	-33%
TOTAL CITY OF BEND AND BEND URBAN RENEWAL AGENCY						
Beginning Fund Balance *	\$ 46,838,855	\$ 53,718,557	\$ 46,893,100	\$ -	\$ 46,893,100	
Revenues	150,574,981	334,560,829	168,979,691	165,384,631	334,364,322	
Expenditures	143,695,279	341,386,053	180,788,051	164,032,040	344,820,091	
Net Change	6,879,702	(6,825,224)	(11,808,360)	1,352,591	(10,455,769)	
Ending Fund Balance	\$ 53,718,557	\$ 46,893,333	\$ 35,084,740	\$ 1,352,591	\$ 36,437,331	-22%



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Fund Balance Summary Fiscal Years 2007 - 2011
Summary of Governmental Funds

FUND	ACTUALS		ADOPTED BUDGET			2009-11 % Change From Prior Period
	2006-07	ESTIMATE 2007-09	2009-10	2010-11	2009-11	
City of Bend General Fund						
Beginning Fund Balance	\$ 7,999,481	\$ 8,180,109	\$ 5,452,600	\$ -	\$ 5,452,600	
Revenues	30,671,159	69,934,897	36,782,050	36,450,600	73,232,650	
Expenditures	30,490,531	72,662,365	37,080,879	36,874,585	73,955,464	
Net Change	180,628	(2,727,468)	(298,829)	(423,985)	(722,814)	
Ending Fund Balance	\$ 8,180,109	\$ 5,452,641	\$ 5,153,771	\$ (423,985)	\$ 4,729,786	-13%
BURA General Fund						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	-	89,551	72,531	66,016	138,547	
Expenditures	-	89,551	72,531	66,016	138,547	
Net Change	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Special Revenue Funds						
Beginning Fund Balance	\$ 14,246,406	\$ 16,343,323	\$ 5,423,500	\$ -	\$ 5,423,500	
Revenues	44,968,983	79,424,672	35,139,800	36,067,500	71,207,300	
Expenditures	42,872,066	90,344,421	35,425,388	34,021,962	69,447,350	
Net Change	2,096,917	(10,919,749)	(285,588)	2,045,538	1,759,950	
Ending Fund Balance	\$ 16,343,323	\$ 5,423,574	\$ 5,137,912	\$ 2,045,538	\$ 7,183,450	32%
Debt Service Funds						
Beginning Fund Balance	\$ 4,404,983	\$ 5,522,112	\$ 7,798,200	\$ -	\$ 7,798,200	
Revenues	4,297,623	8,847,198	4,818,100	5,088,400	9,906,500	
Expenditures	3,180,494	6,571,091	7,426,000	5,444,900	12,870,900	
Net Change	1,117,129	2,276,107	(2,607,900)	(356,500)	(2,964,400)	
Ending Fund Balance	\$ 5,522,112	\$ 7,798,219	\$ 5,190,300	\$ (356,500)	\$ 4,833,800	-38%
Capital Project Funds						
Beginning Fund Balance	\$ 1,063,619	\$ 138,753	\$ 4,517,400	\$ -	\$ 4,517,400	
Revenues	2,861,114	33,698,917	17,640,310	6,294,815	23,935,125	
Expenditures	3,785,980	29,320,294	17,613,392	6,988,112	24,601,504	
Net Change	(924,866)	4,378,623	26,918	(693,297)	(666,379)	
Ending Fund Balance	\$ 138,753	\$ 4,517,376	\$ 4,544,318	\$ (693,297)	\$ 3,851,021	-15%
TOTAL GOVERNMENTAL FUNDS						
Beginning Fund Balance	\$ 27,714,489	\$ 30,184,297	\$ 23,191,700	\$ -	\$ 23,191,700	
Revenues	82,798,879	191,995,235	94,452,791	83,967,331	178,420,122	
Expenditures	80,329,071	198,987,722	97,618,190	83,395,575	181,013,765	
Net Change	2,469,808	(6,992,487)	(3,165,399)	571,756	(2,593,643)	
Ending Fund Balance	\$ 30,184,297	\$ 23,191,810	\$ 20,026,301	\$ 571,756	\$ 20,598,057	-11%

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

The 2006-07 period was the last annual budget for the City. All budgets after this period are presented on a biennial basis.

Fund Balance Summary Fiscal Years 2007 - 2011
Summary of Proprietary Funds

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2009-11 % Change From Prior Period
	2006-07	2007-09	2009-10	2010-11	2009-11	
Enterprise Funds						
Beginning Fund Balance	\$ 13,078,982	\$ 11,957,707	\$ 15,432,100	\$ -	\$ 15,432,100	
Revenues	31,573,220	80,826,230	44,006,700	53,425,300	97,432,000	
Expenditures	32,694,495	77,351,731	50,590,013	52,657,045	103,247,058	
Net Change	(1,121,275)	3,474,499	(6,583,313)	768,255	(5,815,058)	
Ending Fund Balance	\$ 11,957,707	\$ 15,432,206	\$ 8,848,787	\$ 768,255	\$ 9,617,042	-38%
Internal Service Fund						
Beginning Fund Balance	\$ 6,045,384	\$ 11,576,553	\$ 8,269,300	\$ -	\$ 8,269,300	
Revenues	36,202,882	61,739,364	30,520,200	27,992,000	58,512,200	
Expenditures	30,671,713	65,046,600	32,579,848	27,979,420	60,559,268	
Net Change	5,531,169	(3,307,236)	(2,059,648)	12,580	(2,047,068)	
Ending Fund Balance	\$ 11,576,553	\$ 8,269,317	\$ 6,209,652	\$ 12,580	\$ 6,222,232	-25%
TOTAL PROPRIETARY FUNDS						
Beginning Fund Balance	\$ 19,124,366	\$ 23,534,260	\$ 23,701,400	\$ -	\$ 23,701,400	
Revenues	67,776,102	142,565,594	74,526,900	81,417,300	155,944,200	
Expenditures	63,366,208	142,398,331	83,169,861	80,636,465	163,806,326	
Net Change	4,409,894	167,263	(8,642,961)	780,835	(7,862,126)	
Ending Fund Balance	\$ 23,534,260	\$ 23,701,523	\$ 15,058,439	\$ 780,835	\$ 15,839,274	-33%

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**Fund Balance Detail Fiscal Years 2007 - 2011
By Fund Type**

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2009-11 % Change From Prior Period
	2006-07	2007-09	2009-10	2010-11	2009-11	
SPECIAL REVENUE FUNDS						
Street Operations Fund						
Beginning Fund Balance	\$ 1,139,380	\$ 1,595,812	\$ 891,400	\$ -	\$ 891,400	
Revenues	7,301,139	14,042,480	7,039,600	7,505,800	14,545,400	
Expenditures	6,844,707	14,746,971	6,802,238	6,634,527	13,436,765	
Net Change	456,432	(704,491)	237,362	871,273	1,108,635	
Ending Fund Balance	\$ 1,595,812	\$ 891,321	\$ 1,128,762	\$ 871,273	\$ 2,000,035	124%
Fire/EMS Fund						
Beginning Fund Balance	\$ 434,624	\$ 2,788,147	\$ 1,160,100	\$ -	\$ 1,160,100	
Revenues	14,907,864	27,249,734	13,981,400	14,524,500	28,505,900	
Expenditures	12,554,341	28,877,762	13,946,266	14,571,302	28,517,568	
Net Change	2,353,523	(1,628,028)	35,134	(46,802)	(11,668)	
Ending Fund Balance	\$ 2,788,147	\$ 1,160,119	\$ 1,195,234	\$ (46,802)	\$ 1,148,432	-1%
Transportation SDC Fund						
Beginning Fund Balance	\$ 6,669,874	\$ 6,635,281	\$ -	\$ -	\$ -	
Revenues	8,803,647	-	-	-	-	
Expenditures	8,838,240	6,635,281	-	-	-	
Net Change	(34,593)	(6,635,281)	-	-	-	
Ending Fund Balance	\$ 6,635,281	\$ -	\$ -	\$ -	\$ -	0%
System Development Charges Fund						
Beginning Fund Balance	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	
Revenues	-	13,183,897	2,864,800	3,984,800	6,849,600	
Expenditures	-	12,183,930	3,350,500	3,403,900	6,754,400	
Net Change	-	999,967	(485,700)	580,900	95,200	
Ending Fund Balance	\$ -	\$ 999,967	\$ 514,300	\$ 580,900	\$ 1,095,200	10%
Building Fund						
Beginning Fund Balance	\$ 4,811,859	\$ 3,476,615	\$ 823,100	\$ -	\$ 823,100	
Revenues	4,197,336	6,660,393	2,348,000	2,533,900	4,881,900	
Expenditures	5,532,580	9,313,915	2,709,152	2,526,799	5,235,951	
Net Change	(1,335,244)	(2,653,522)	(361,152)	7,101	(354,051)	
Ending Fund Balance	\$ 3,476,615	\$ 823,093	\$ 461,948	\$ 7,101	\$ 469,049	-43%
Planning Fund						
Beginning Fund Balance	\$ 961,137	\$ 448,450	\$ 484,500	\$ -	\$ 484,500	
Revenues	3,718,984	6,338,540	2,454,600	2,402,200	4,856,800	
Expenditures	4,231,671	6,302,427	2,421,480	2,414,624	4,836,104	
Net Change	(512,687)	36,113	33,120	(12,424)	20,696	
Ending Fund Balance	\$ 448,450	\$ 484,563	\$ 517,620	\$ (12,424)	\$ 505,196	4%

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**Fund Balance Detail Fiscal Years 2007 - 2011
By Fund Type**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2009-11 % Change From Prior Period				
	2006-07		2007-09	2009-10	2010-11	2009-11					
Community Development Block Grant Fund											
Beginning Fund Balance	\$	(5,438)	\$	253,553	\$	1,100	\$	-	\$	1,100	
Revenues		743,248		1,123,445		660,800		459,100		1,119,900	
Expenditures		484,257		1,375,847		630,356		432,859		1,063,215	
Net Change		258,991		(252,402)		30,444		26,241		56,685	
Ending Fund Balance	\$	253,553	\$	1,151	\$	31,544	\$	26,241	\$	57,785	4920%
Affordable Housing Fund											
Beginning Fund Balance	\$	-	\$	622,667	\$	742,400	\$	-	\$	742,400	
Revenues		740,079		1,494,188		795,600		650,800		1,446,400	
Expenditures		117,412		1,374,432		793,409		298,016		1,091,425	
Net Change		622,667		119,756		2,191		352,784		354,975	
Ending Fund Balance	\$	622,667	\$	742,423	\$	744,591	\$	352,784	\$	1,097,375	48%
Public Transit Fund											
Beginning Fund Balance	\$	134,144	\$	348,435	\$	93,300	\$	-	\$	93,300	
Revenues		3,377,393		5,889,863		3,329,600		2,312,100		5,641,700	
Expenditures		3,163,102		6,145,012		3,378,231		2,324,437		5,702,668	
Net Change		214,291		(255,149)		(48,631)		(12,337)		(60,968)	
Ending Fund Balance	\$	348,435	\$	93,286	\$	44,669	\$	(12,337)	\$	32,332	-65%
Tourism											
Beginning Fund Balance	\$	87,432	\$	116,613	\$	116,100	\$	-	\$	116,100	
Revenues		1,089,622		2,112,619		768,500		776,200		1,544,700	
Expenditures		1,060,441		2,113,091		766,200		773,800		1,540,000	
Net Change		29,181		(472)		2,300		2,400		4,700	
Ending Fund Balance	\$	116,613	\$	116,141	\$	118,400	\$	2,400	\$	120,800	4%
Private Development Engineering Fund											
Beginning Fund Balance	\$	-	\$	-	\$	111,500	\$	-	\$	111,500	
Revenues		-		1,123,600		524,400		540,500		1,064,900	
Expenditures		-		1,012,059		507,556		521,698		1,029,254	
Net Change		-		111,541		16,844		18,802		35,646	
Ending Fund Balance	\$	-	\$	111,541	\$	128,344	\$	18,802	\$	147,146	32%
General Fund Revenue Stabilization Fund											
Beginning Fund Balance	\$	-	\$	-	\$	-	\$	-	\$	-	
Revenues		-		-		252,500		257,600		510,100	
Expenditures		-		-		-		-		-	
Net Change		-		-		252,500		257,600		510,100	
Ending Fund Balance	\$	-	\$	-	\$	252,500	\$	257,600	\$	510,100	100%

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**Fund Balance Detail Fiscal Years 2007 - 2011
By Fund Type**

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2009-11 % Change From Prior Period			
	2006-07		2007-09		2009-10	2010-11	2009-11				
Economic Improvement District Fund											
Beginning Fund Balance	\$	13,394	\$	57,750	\$	-	\$	-			
Revenues		89,671		205,913		120,000		120,000	240,000		
Expenditures		45,315		263,694		120,000		120,000	240,000		
Net Change		44,356		(57,781)		-		-	-		
Ending Fund Balance	\$	57,750	\$	(31)	\$	-	\$	-	\$	-	-100%
TOTAL SPECIAL REVENUE FUNDS											
Beginning Fund Balance	\$	14,246,406	\$	16,343,323	\$	5,423,500	\$	-	\$	5,423,500	
Revenues		44,968,983		79,424,672		35,139,800		36,067,500		71,207,300	
Expenditures		42,872,066		90,344,421		35,425,388		34,021,962		69,447,350	
Net Change		2,096,917		(10,919,749)		(285,588)		2,045,538		1,759,950	
Ending Fund Balance	\$	16,343,323	\$	5,423,574	\$	5,137,912	\$	2,045,538	\$	7,183,450	32%
DEBT SERVICE FUNDS											
Local Improvement District Debt Service Fund											
Beginning Fund Balance	\$	1,054,507	\$	946,884	\$	802,000	\$	-	\$	802,000	
Revenues		355,866		347,941		102,600		108,900		211,500	
Expenditures		463,489		492,814		128,100		82,200		210,300	
Net Change		(107,623)		(144,873)		(25,500)		26,700		1,200	
Ending Fund Balance	\$	946,884	\$	802,011	\$	776,500	\$	26,700	\$	803,200	0%
BURA Downtown Debt Service Fund											
Beginning Fund Balance	\$	2,749,250	\$	3,557,789	\$	5,643,800	\$	-	\$	5,643,800	
Revenues		2,521,571		5,774,988		2,974,000		3,139,200		6,113,200	
Expenditures		1,713,032		3,688,999		5,979,600		3,849,800		9,829,400	
Net Change		808,539		2,085,989		(3,005,600)		(710,600)		(3,716,200)	
Ending Fund Balance	\$	3,557,789	\$	5,643,778	\$	2,638,200	\$	(710,600)	\$	1,927,600	-66%
Fire Station Debt Service Fund											
Beginning Fund Balance	\$	4,272	\$	5,400	\$	7,200	\$	-	\$	7,200	
Revenues		263,615		531,343		264,800		264,300		529,100	
Expenditures		262,487		529,573		264,700		264,600		529,300	
Net Change		1,128		1,770		100		(300)		(200)	
Ending Fund Balance	\$	5,400	\$	7,170	\$	7,300	\$	(300)	\$	7,000	-2%
PERS Debt Service Fund											
Beginning Fund Balance	\$	596,954	\$	893,560	\$	1,057,600	\$	-	\$	1,057,600	
Revenues		1,038,092		1,850,663		1,166,700		1,210,200		2,376,900	
Expenditures		741,486		1,686,605		920,200		962,200		1,882,400	
Net Change		296,606		164,058		246,500		248,000		494,500	
Ending Fund Balance	\$	893,560	\$	1,057,618	\$	1,304,100	\$	248,000	\$	1,552,100	47%

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**Fund Balance Detail Fiscal Years 2007 - 2011
By Fund Type**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2009-11 % Change From Prior Period
	2006-07		2007-09	2009-10	2010-11	2009-11	
BURA Murphy Crossing Debt Service Fund							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	-	-	-	23,600	25,100	48,700	
Expenditures	-	-	-	-	-	-	
Net Change	-	-	-	23,600	25,100	48,700	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 23,600	\$ 25,100	\$ 48,700	100%
BURA Juniper Ridge Debt Service Fund							
Beginning Fund Balance	\$ -	\$ 118,479	\$ 118,479	\$ 287,600	\$ -	\$ 287,600	
Revenues	118,479	342,263	342,263	286,400	340,700	627,100	
Expenditures	-	173,100	173,100	133,400	286,100	419,500	
Net Change	118,479	169,163	169,163	153,000	54,600	207,600	
Ending Fund Balance	\$ 118,479	\$ 287,642	\$ 287,642	\$ 440,600	\$ 54,600	\$ 495,200	72%
TOTAL DEBT SERVICE FUNDS							
Beginning Fund Balance	\$ 4,404,983	\$ 5,522,112	\$ 5,522,112	\$ 7,798,200	\$ -	\$ 7,798,200	
Revenues	4,297,623	8,847,198	8,847,198	4,818,100	5,088,400	9,906,500	
Expenditures	3,180,494	6,571,091	6,571,091	7,426,000	5,444,900	12,870,900	
Net Change	1,117,129	2,276,107	2,276,107	(2,607,900)	(356,500)	(2,964,400)	
Ending Fund Balance	\$ 5,522,112	\$ 7,798,219	\$ 7,798,219	\$ 5,190,300	\$ (356,500)	\$ 4,833,800	-38%
CAPITAL PROJECTS FUNDS							
Local Improvement District Construction Fund							
Beginning Fund Balance	\$ 53,687	\$ 41,045	\$ 41,045	\$ -	\$ -	\$ -	
Revenues	351,526	738,862	738,862	410,200	102,600	512,800	
Expenditures	364,168	779,860	779,860	410,200	102,600	512,800	
Net Change	(12,642)	(40,998)	(40,998)	-	-	-	
Ending Fund Balance	\$ 41,045	\$ 47	\$ 47	\$ -	\$ -	\$ -	-100%
BURA Downtown Construction Fund							
Beginning Fund Balance	\$ 840,983	\$ 60,387	\$ 60,387	\$ 572,600	\$ -	\$ 572,600	
Revenues	936,972	646,513	646,513	11,000	10,400	21,400	
Expenditures	1,717,568	134,281	134,281	45,231	38,016	83,247	
Net Change	(780,596)	512,232	512,232	(34,231)	(27,616)	(61,847)	
Ending Fund Balance	\$ 60,387	\$ 572,619	\$ 572,619	\$ 538,369	\$ (27,616)	\$ 510,753	-11%
BURA Juniper Ridge Construction Fund							
Beginning Fund Balance	\$ 168,949	\$ 35,232	\$ 35,232	\$ 69,600	\$ -	\$ 69,600	
Revenues	1,300,161	15,824,858	15,824,858	10,804,800	3,026,600	13,831,400	
Expenditures	1,433,878	15,790,586	15,790,586	10,512,861	2,952,496	13,465,357	
Net Change	(133,717)	34,272	34,272	291,939	74,104	366,043	
Ending Fund Balance	\$ 35,232	\$ 69,504	\$ 69,504	\$ 361,539	\$ 74,104	\$ 435,643	527%

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**Fund Balance Detail Fiscal Years 2007 - 2011
By Fund Type**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2009-11 % Change From Prior Period				
	2006-07		2007-09	2009-10	2010-11	2009-11					
Accessibility Construction Fund											
Beginning Fund Balance	\$	-	\$	2,089	\$	127,600	\$	-	\$	127,600	
Revenues		272,455		1,977,141		3,663,300		462,900		4,126,200	
Expenditures		270,366		1,851,619		2,577,600		1,587,300		4,164,900	
Net Change		2,089		125,522		1,085,700		(1,124,400)		(38,700)	
Ending Fund Balance	\$	2,089	\$	127,611	\$	1,213,300	\$	(1,124,400)	\$	88,900	-30%
Transportation Construction Fund											
Beginning Fund Balance	\$	-	\$	-	\$	3,747,600	\$	-	\$	3,747,600	
Revenues		-		14,511,543		2,751,010		2,692,315		5,443,325	
Expenditures		-		10,763,948		4,067,500		2,307,700		6,375,200	
Net Change		-		3,747,595		(1,316,490)		384,615		(931,875)	
Ending Fund Balance	\$	-	\$	3,747,595	\$	2,431,110	\$	384,615	\$	2,815,725	-25%
TOTAL CAPITAL PROJECTS FUNDS											
Beginning Fund Balance	\$	1,063,619	\$	138,753	\$	4,517,400	\$	-	\$	4,517,400	
Revenues		2,861,114		33,698,917		17,640,310		6,294,815		23,935,125	
Expenditures		3,785,980		29,320,294		17,613,392		6,988,112		24,601,504	
Net Change		(924,866)		4,378,623		26,918		(693,297)		(666,379)	
Ending Fund Balance	\$	138,753	\$	4,517,376	\$	4,544,318	\$	(693,297)	\$	3,851,021	-15%
Enterprise Funds											
Airport Fund											
Beginning Fund Balance	\$	438,718	\$	790,634	\$	97,700	\$	-	\$	97,700	
Revenues		3,825,093		9,784,188		3,453,500		4,403,700		7,857,200	
Expenditures		3,473,177		10,477,110		3,454,438		4,197,296		7,651,734	
Net Change		351,916		(692,922)		(938)		206,404		205,466	
Ending Fund Balance	\$	790,634	\$	97,712	\$	96,762	\$	206,404	\$	303,166	210%
Cemetery Fund											
Beginning Fund Balance	\$	470,135	\$	441,949	\$	346,800	\$	-	\$	346,800	
Revenues		135,579		180,880		70,100		67,900		138,000	
Expenditures		163,765		275,940		85,386		90,473		175,859	
Net Change		(28,186)		(95,060)		(15,286)		(22,573)		(37,859)	
Ending Fund Balance	\$	441,949	\$	346,889	\$	331,514	\$	(22,573)	\$	308,941	-11%
Water Fund											
Beginning Fund Balance	\$	4,594,526	\$	4,021,961	\$	2,787,250	\$	-	\$	2,787,250	
Revenues		13,919,643		26,145,547		19,290,300		18,980,400		38,270,700	
Expenditures		14,492,208		27,380,244		19,302,473		18,526,207		37,828,680	
Net Change		(572,565)		(1,234,697)		(12,173)		454,193		442,020	
Ending Fund Balance	\$	4,021,961	\$	2,787,264	\$	2,775,077	\$	454,193	\$	3,229,270	16%

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**Fund Balance Detail Fiscal Years 2007 - 2011
By Fund Type**

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2009-11 % Change From Prior Period
	2006-07	2007-09	2009-10	2010-11	2009-11	
Water Reclamation Fund						
Beginning Fund Balance	\$ 6,984,251	\$ 6,141,907	\$ 8,548,350	\$ -	\$ 8,548,350	
Revenues	12,637,227	36,897,220	17,995,300	26,843,400	44,838,700	
Expenditures	13,479,571	34,490,761	23,900,007	26,887,286	50,787,293	
Net Change	(842,344)	2,406,459	(5,904,707)	(43,886)	(5,948,593)	
Ending Fund Balance	\$ 6,141,907	\$ 8,548,366	\$ 2,643,643	\$ (43,886)	\$ 2,599,757	-70%
Downtown Parking Fund						
Beginning Fund Balance	\$ 429,275	\$ 248,505	\$ 965,800	\$ -	\$ 965,800	
Revenues	552,335	2,532,356	688,200	621,800	1,310,000	
Expenditures	733,105	1,815,072	647,493	569,641	1,217,134	
Net Change	(180,770)	717,284	40,707	52,159	92,866	
Ending Fund Balance	\$ 248,505	\$ 965,789	\$ 1,006,507	\$ 52,159	\$ 1,058,666	10%
Stormwater Fund						
Beginning Fund Balance	\$ 162,077	\$ 312,751	\$ 2,686,200	\$ -	\$ 2,686,200	
Revenues	503,343	5,286,039	2,509,300	2,508,100	5,017,400	
Expenditures	352,669	2,912,604	3,200,216	2,386,142	5,586,358	
Net Change	150,674	2,373,435	(690,916)	121,958	(568,958)	
Ending Fund Balance	\$ 312,751	\$ 2,686,186	\$ 1,995,284	\$ 121,958	\$ 2,117,242	-21%
TOTAL ENTERPRISE FUNDS						
Beginning Fund Balance	\$ 13,078,982	\$ 11,957,707	\$ 15,432,100	\$ -	\$ 15,432,100	
Revenues	31,573,220	80,826,230	44,006,700	53,425,300	97,432,000	
Expenditures	32,694,495	77,351,731	50,590,013	52,657,045	103,247,058	
Net Change	(1,121,275)	3,474,499	(6,583,313)	768,255	(5,815,058)	
Ending Fund Balance	\$ 11,957,707	\$ 15,432,206	\$ 8,848,787	\$ 768,255	\$ 9,617,042	-38%

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

The 2006-07 period was the last annual budget for the City. All budgets after this period are presented on a biennial basis.

Fund Balance Detail Fiscal Years 2007 - 2011
Analysis of Changes in Fund Balance > 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, and Capital Projects 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 and improve accessibility within the City, programs which are all financially supported by the General Fund.
- * Due to the economic recession, General Fund support was needed in several development related funds to maintain long range planning and transportation engineering services.
- * In 2009-10, new special revenue fund, the General Fund Revenue Stabilization Fund, was created as the City's "rainy day fund" and is funded by a transfer from the General Fund.
- * Many of the general discretionary revenues of the City (property taxes, transient room taxes, franchise fees, municipal court fines) have either declined or are increasing at slower than historical rates.

SPECIAL REVENUE FUNDS

Street Operations Fund

Due to a 56% decrease in the General Fund Subsidy to the this fund, the Street Operations Division made a thorough scrutiny of all expenditures. Right of way maintenance has been reduced to a bare minimum to only address public safety issues and all maintenance and irrigation of landscapes has been reduced. This will allow for a reserve of funds to be built up for unanticipated events such as higher than average snowfall during the winter season.

System Development Charges Fund

The System Development Charges Fund will receive a interfund transfer from the Juniper Ridge Construction Fund in 2010-11. A small amount of those funds will not have been transferred out to the Transportation Construction fund by the fiscal year end resulting in a slight increase of the fund balance.

Building Fund

The Building Division has continued to be significantly effected by the slowdown of the construction industry. The loss of revenue coupled with maintaining a staff level that will not erode customer service capabilities will result in continued reduction of the fund balance.

Community Development Block Grant Fund

The Community Development Block Grant (CDBG) Fund receives most of it's 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 increase.

Fund Balance Detail Fiscal Years 2007 - 2011
Analysis of Changes in Fund Balance > 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, and Capital Projects Funds)

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. Due to the downturn in the construction industry, the drop in revenue has affected the number of projects that can be implemented. Reserves are being built in order effectively fund future housing programs.

Public Transit Fund

The fund balance in the Public Transit Fund will decrease primarily due to the decrease in the General Fund subsidy and fewer grant revenues to offset that reduction.

Private Development Engineering Fund

The Private Development Engineering Division has been impacted by the slowdown in the construction industry. An overall scrutiny of expenditures within the division has been made to identify areas where efficiencies could be made without sacrificing customer service. These reductions in expenditures have resulted in an increase in fund balance.

General Fund Revenue Stabilization Fund

The General Fund Revenue Stabilization Fund was created in 2009-10 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. The first contribution to this fund will be made in FY 2009-10 from the General Fund. No expenditures are planned out of this fund during the 2009-11 biennium.

Economic Improvement District Fund

The Economic Improvement District (EID) was formed for the benefit of the Bend Downtowners Association to fund beautification and improvement projects in the Downtown area. The fund balance will become zero due to all anticipated revenues being used for downtown projects the same fiscal year the assessment is collected.

DEBT SERVICE FUNDS

BURA Downtown Debt Service Fund

Fund balance in the Bend Urban Renewal Agency (BURA) Downtown Debt Service Fund will decrease due to the early payoff of \$4.2 million of Urban Renewal Bonds.

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.

Fund Balance Detail Fiscal Years 2007 - 2011
Analysis of Changes in Fund Balance > 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, and Capital Projects Funds)

BURA Murphy Crossing Debt Service Fund

The Murphy Crossing Debt Service Fund is a new fund created to account for the activities of the Murphy Crossing Urban Renewal District that was approved in August 2008. Given the current economic downturn, tax increment revenues from the District are expected to be minimal in the 2009-11 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 Juniper Ridge Debt Service Fund

The City has been building debt service reserves in this fund and accordingly, property tax revenues allocated to this fund have exceeded required debt service payments.

CAPITAL PROJECTS FUNDS

Local Improvement District Construction Fund

Fund balance in the Local Improvement District (LID) Construction Fund will decrease due to all anticipated revenues being transferred out to other departments to cover CIP projects costs and loan repayments.

BURA Downtown Construction Fund

A new fund, the BURA General Fund was created in 2008-09 to account for general services within BURA. Revenues for this fund are not sufficient to cover costs of the program, therefore an operating subsidy from the BURA Downtown Construction Fund must be made in both 2009-10 and 2010-11. These interfund transfers result in the decrease of the Construction Fund's balance.

BURA Juniper Ridge Construction Fund

The biennium budget includes proceeds from property leases/sales of \$4.3 million in 2009-10 and \$3 million in 2010-11. These increased revenues combined with the decrease of capital construction and consulting cost lead to the significant increase in the fund balance.

Accessibility Construction Fund

In prior budget periods this fund was primarily supported by direct General Fund subsidies. A short term loan from a local bank was acquired in FY 2008-09. In FY 2009-10, \$3.2 million of bonds will be issued to pay off the incurred debt to date and to provide more stabilized funding for continuing projects. As Phase 1 of the ADA Improvement Project comes to a conclusion, beginning planning of Phase 2 of the project will occur concurrently, resulting in higher capital outlay expenses leading to a small reduction in the fund's balance.

Transportation Construction Fund

Transportation infrastructure projects are primarily funded by system development charges (SDC's). Due to the economic downturn and slowdown in construction, projected SDC's for the 2009-11 biennium are approximately 50% of the estimated revenues for the 2007-09 biennium. At a minimum, SDC revenues must cover debt service payments. Therefore operating reserves will be utilized to complete the capital projects that were in progress at the end of 2009, and some of the local street and traffic improvements that are required in 2009-10 and 2010-11.

Revenue Assumption Highlights

Overview

Revenue assumptions for the 2009-11 biennial budget are based on projections from the Oregon State Office of Economic Analysis, current revenue trends and other relevant forecasts for Central Oregon. In 2008, the City participated in a Central Oregon Economic Forecast conducted by the University of California Santa Barbara Economic Forecast Project in which a team of economists collected and analyzed statistical data for Bend and the surrounding region to provide forecasts of future economic activity in the local area. Information from this forecast was also used in development of revenue assumptions for the 2009-11 biennial budget.

With the slowdown in development and world-wide economic recession, City-wide revenues in general have decreased sharply or the rate of revenue growth has slowed significantly from 2006-07 to 2008-09. Recent economic forecasts from the state of Oregon and the Central Oregon Economic Forecast conducted by UC Santa Barbara point to the next two years being relatively flat with a slow recovery in 2010-11. Accordingly, the 2009-11 biennial budget projects development activity and most revenues as remaining flat for both years of the biennium with minimal recovery in 2010-11.

New Revenues and Fee Increases

New revenues and fee increases included in the 2009-11 biennial budget are as follows:

- A Transportation Utility Fee generating \$2.8 million over the biennium to fund street maintenance. (During the fiscal year 2009-10, the City Council voted against the proposed Transportation Utility Fee and the Street Operations budget was adjusted accordingly.)
- Development fee increases of 25% for Engineering and 30% for Building and a 14% surcharge on land management applications (planning, sign and development engineering) to support long range planning services. Planning fees are increasing at various percentages to generate an average 15% increase in revenues.
- A fire plan review fee of 0.25% of building valuation
- Water rate increase of 8.25% and water reclamation (wastewater) rate increase of 14.5%
- Stimulus funding of \$937,000 for Transit
- Property sales in Juniper Ridge of \$4.3 million in 2009-10 representing proceeds from the Suterra and Pacific Power and Light sales, and \$3 million in 2010-11 representing sale of 10 acres of land.

Property Taxes

The City's taxable assessed value (TAV) is projected to increase by 4.4% in 2009-10 and 4.5% in 2010-11. The City's permanent tax rate is \$2.8035 per \$1,000 of TAV. Over the last 5 years, the City experienced a collection rate exceeding 94%. During the recent economic downturn, this rate deteriorated to about 90% in 2008-09 and is projected to be 90% in 2009-10 and 91% in 2010-11.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Projected TAV	\$ 8,018,979,400	\$ 8,379,119,000	\$ 16,398,098,400
Tax levy	22,481,200	23,490,900	45,972,100
Collection rate	90%	91%	

City of Bend

Current tax revenues	\$ 20,233,100	\$ 21,376,700	\$ 41,609,800
Delinquent taxes and interest	613,650	673,500	1,287,150
Property sales	8,000	8,000	16,000
Total tax revenues-City	<u>\$ 20,854,750</u>	<u>\$ 22,058,200</u>	<u>\$ 42,912,950</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. In accordance with Oregon Revised Statutes, the Downtown URA collects \$899,555 from "division of taxes" from overlapping governmental operating tax levies. The difference between this amount and the maximum authority of the Downtown URA is collected by means of a special tax levy each year. Projected increase in the second year of the biennium is a result of the Putnam Pointe Apartments and Oxford Hotel developments occurring in the current year.

BURA Downtown URA

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Current tax revenues	\$ 2,813,000	\$ 3,015,000	\$ 5,828,000
Delinquent taxes and interest	79,000	79,000	158,000
Total tax revenues-Downtown	<u>\$ 2,892,000</u>	<u>\$ 3,094,000</u>	<u>\$ 5,986,000</u>

New developments included in the property tax estimates for the Juniper Ridge URA are the Les Schwab headquarters (included in 2009-10) and the Suterra facility (which will be added to the 2010-11 tax rolls).

BURA Juniper Ridge

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Current tax revenues	\$ 275,100	\$ 326,800	\$ 601,900
Delinquent taxes and interest	4,100	4,600	8,700
Total tax revenues-Juniper Ridge	<u>\$ 279,200</u>	<u>\$ 331,400</u>	<u>\$ 610,600</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 new development is projected in the second year of the biennium.

BURA Murphy Crossing

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Current tax revenues	\$ 23,400	\$ 24,400	\$ 47,800

Transient Room Taxes (TRT)

With the economic recession, TRT revenues have decreased significantly, not only from fewer room rentals but also from price discounts offered by motels. Revenue projections included in the 2009-11 biennium are based on current trends, economic forecasts from the UC Santa Barbara Economic Forecast Project and

projections from VisitBend, an organization tasked with marketing and promoting tourism in Bend. The City's TRT rate is 9% less a 0.45% rebate to the motels for administration expenses, for a net rate of 8.55%. As required by Oregon Revised Statutes, a portion of TRT (currently 30%, the maximum allowed by the Bend Code) is allocated to tourist promotion. The remaining 70% is allocated to the General Fund.

Projection of TRT is as follows:

		<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
General Fund	70%	\$ 1,787,700	\$ 1,805,600	\$ 3,593,300
Tourism Fund	30%	766,200	773,800	1,540,000
Total TRT revenue		<u>\$ 2,553,900</u>	<u>\$ 2,579,400</u>	<u>\$ 5,133,300</u>
Projected change from prior year		-15%	1%	

Franchise Fees

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. Franchise fees allocated to the General Fund as discretionary revenues are anticipated to remain flat in the first year of the biennium and increase by 1% in 2010-11. Rate increases implemented by the utility companies are expected to be offset by reductions in consumption due to consumers saving, home foreclosures and vacant commercial spaces. Franchise fees allocated to the General Fund are:

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Pacific Power & Light	\$ 2,487,300	2,527,100	\$ 5,014,400
Central Electric Co-Op	193,400	196,500	389,900
Cascade Natural Gas	1,551,600	1,576,400	3,128,000
Qwest	419,500	396,300	815,800
Bend Broadband	859,500	873,300	1,732,800
Other franchises	48,200	49,500	97,700
Total franchise fees (General Fund)	<u>\$ 5,559,500</u>	<u>\$ 5,619,100</u>	<u>\$ 11,178,600</u>
Projected change from prior year	0.4%	1%	

Franchise rates applied to gross revenues and contract renegotiation dates for the significant franchise agreements held by the City are as follows:

	<u>Franchise Rate</u>	<u>Contract Negotiation Dates</u>
Pacific Power & Light	5.0%	July 2017
Central Electric Co-Op	5.0%	April 2021
Cascade Natural Gas	4.5%	October 2014
Qwest	7.0%	N/A
Bend Broadband	5.0%	July 2019

Garbage franchise fees are currently dedicated 100% to the Street Operations Fund for street maintenance. These fees are charged to two local garbage haulers at a rate of 4% of gross revenues. With the slowdown in development, revenues from garbage service needed at construction sites have decreased significantly. The garbage companies have also experienced a decrease in their customer base as some customers are canceling their garbage and recycling services. As a result, revenues have decreased in 2008-09 and are projected to be relatively flat for the 2009-11 biennium.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11</u> <u>Biennium</u>
Garbage franchise revenues (Street Operations Fund)	\$ 474,400	\$ 482,000	\$ 956,400
Projected change from prior year	1.0%	1.6%	

A 3% Water and Water Reclamation (Wastewater) franchise fee is collected from the City's Water and Water Reclamation revenues as well as from two other private water utilities within the City. These franchise fees are currently dedicated to construction of transportation infrastructure and are credited to the Transportation Construction Fund. Revenues from the utility franchise fee are projected to be \$865,600 and \$952,500 in 2009-10 and 2010-11 respectively.

Intergovernmental Revenues

State Allocated Revenues

Liquor and Cigarette taxes are distributed by the State on a per capita basis using the July 1st Portland State University (PSU) certified population estimates to effect distributions for January through December of the following year. The Highway Taxes apportionment calculation 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.

To project state shared revenues, the City used the March 2009 *Oregon Economic and Revenue Forecast* prepared by the State of Oregon Office of Economic Analysis (OEA). The City of Bend's share of total statewide revenues available for distribution is based on our projection of population as a percent of the total state population. The Oregon Department of Transportation's December 2008 *Summary of Transportation Economic and Revenue Forecasts* (released February 2009) was used for our projection of highway gas tax apportionment.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11</u> <u>Biennium</u>
Liquor Tax			
Statewide Distribution to Cities	\$ 32,579,000	\$ 33,909,000	\$ 66,488,000
Allocation to Bend (General Fund)	947,300	970,300	1,917,600
Cigarette Tax			
Statewide Distribution to Cities	\$ 11,271,000	\$ 10,586,000	\$ 21,857,000
Allocation to Bend (General Fund)	111,500	103,000	214,500
State Revenue Sharing			
Statewide Distribution to Cities	\$ 22,806,000	\$ 23,736,000	\$ 46,542,000
Allocation to Bend (General Fund)	663,100	679,200	1,342,300
Highway Gas Tax			
Statewide Distribution to Cities	\$ 110,400,000	\$ 112,500,000	\$ 222,900,000
Allocation to Bend (Street Ops Fund)	3,144,500	3,219,200	6,363,700

Fire District

The Deschutes County Rural Fire Protection District (DCRFPD) #2 contracts with the City to provide fire protection services to the District. Both the Rural Fire District and the City are currently contributing the contract minimum of \$1.185 per \$1,000 of TAV to the Bend Fire Department. A rate of 3.0% growth in TAV has been assumed for the District.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Projected DCRFPD #2 TAV	\$ 1,917,684,400	\$ 1,975,214,900	\$ 3,892,899,300
Intergovernmental Revenue (Fire/EMS Fund)	2,272,500	2,340,600	4,613,100

Grant Revenues

Revenues are projected for grants that have already been awarded or that are received on an ongoing, annual basis. Primary granting agencies that the City expects to receive grants from are the Federal Aviation Administration for construction of the Airport taxiway, the Federal Transit Administration for capital and operating expenses associated with the transit system, the U.S. Department of Housing and Urban Development for the Community Development Block Grant (CDBG) program, and Oregon Department of Transportation for street overlay projects. Grant revenues by fund are as follows:

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
General Fund-Police	\$ 365,200	\$ 380,800	\$ 746,000
Street Operations	536,700	500,000	1,036,700
Planning	8,000	8,000	16,000
Public Transit	1,058,500	1,061,500	2,120,000
Transp. Construction	127,500	0	127,500
Airport	2,436,100	3,291,800	5,727,900
CDBG	532,300	430,000	962,300
Total Grant Revenues	\$ <u>5,064,300</u>	\$ <u>5,672,100</u>	\$ <u>10,736,400</u>

Stimulus Funds

The City has been awarded approximately \$937,000 from the Federal American Recovery and Reinvestment Act which will be dedicated for transit projects. Funding will be used for vehicle replacement and maintenance, bus stop improvements, and installation of other transit equipment. An additional \$1.2 million of stimulus funds was allocated by the Oregon Department of Transportation (ODOT) for roadway improvements in Bend. In September 2009, after the 2009-11 biennial budget was adopted, the City was awarded \$5.6 million for water system improvements. These funds were awarded through the State of Oregon Business Development Department and the Federal American Recovery and Reinvestment Act.

Development Revenues

Real Estate Market Overview

According to the March 2009 *Oregon Economic and Revenue Forecast* prepared by the Oregon State Office of Economic Analysis (OEA), the Oregon economy will not start to recover until the second half of calendar 2010, which is the middle of fiscal year 2010-11. Across the state, residential building permit activity is down 40% from 2007. Both OEA and Global Insight (a national economic forecasting and research firm) forecast a continued downturn in building activity through calendar 2009, with a slow recovery starting in 2010. Over the long term, OEA projects housing starts in 2015 to be at approximately 2002 levels, which are considerably lower than the peak periods of 2004-2005. Moody's December 2008 economic analysis for the Bend MSA notes that "homebuilders have significantly reduced the construction

of new homes. Nonetheless, the inventory of unsold homes on the market is still rising, albeit at a slower pace. With unemployment rising quickly and mortgage lending standards remaining restrictive, it is difficult to envision a marked rebound in housing demand until 2011.”

During FY 2007-08, commercial construction activity continued while residential construction activity plunged. However the lack of financing for commercial real estate and the rise in vacant retail and office spaces are expected to reduce commercial construction activity significantly.

The 2009-11 biennial budget projects development activity to remain flat at the 2008-09 levels.

<u>Fiscal Year</u>	<u>Single Family & Multi-Family Permits*</u>	<u>Selected Non-residential Permits*</u>
2000-01	987	173
2001-02	1035	107
2002-03	1357	75
2003-04	1628	98
2004-05	2100	126
2005-06	2124	73
2006-07	965	97
2007-08	432	109
2008-09 estimate	215	32
2009-10 projection	210	30
2010-11 projection	210	30

*does not include remodels or additions

System Development Charges (SDC's)

System Development Charges (SDC's) are increased annually with the Engineering News Record (ENR), a construction inflation index. ENR for 2009-10 and 2010-11 was projected at 1.0% and 1.6% respectively. The actual ENR for 2009-10 was 1.5%. The Water and Water Reclamation SDC methodologies which established the current SDC fees were adopted in July 2008 and the Transportation SDC methodology was adopted in June 2004. An update to the Transportation SDC methodology is currently underway and is expected to be completed in 2009-10.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Transportation SDC's			
Revenues (net of developer reimbursement contracts)	\$ 1,353,500	\$ 1,374,100	\$ 2,727,600
SDC per single family dwelling	4,500	4,550	estimated
Water SDC's			
Revenues (net of developer reimbursement contracts)	\$ 526,700	\$ 534,500	\$ 1,061,200
SDC per single family dwelling	4,520	4,565	estimated
Water Reclamation SDC's			
Revenues (net of developer reimbursement contracts)	\$ 839,900	\$ 852,500	\$ 1,692,400
SDC per single family dwelling	2,840	2,873	estimated

Development Fees and Permits

Building

During 2008-09, the City contracted with FCS Group to perform an in-depth analysis of planning, building and engineering fees. The study, which was completed in February 2009, recommended a 30% fee increase to properly affect a full cost recovery of Building Department operating expenses. Fees were increased 15% in 2009-10 and the budget assumes the remaining 15% increase will occur in the second year of the biennium.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11</u> <u>Biennium</u>
Building permits	\$ 879,300	\$ 1,011,200	\$ 1,890,500
Fire and life safety permits	241,500	277,700	519,200
Plumbing permits	177,100	203,700	380,800
Mechanical permits	87,300	100,400	187,700
Electrical permits	342,400	393,800	736,200
Plan check fees	398,400	458,200	856,600
Other	<u>60,300</u>	<u>69,300</u>	<u>129,600</u>
Total license & permit revenues (Building Fund)	<u>\$ 2,186,300</u>	<u>\$ 2,514,300</u>	<u>\$ 4,700,600</u>

Affordable Housing Fee

An affordable housing fee of 0.33% of building permit valuation is assessed on all building permits issued by the City. Fee revenue is credited directly to the Affordable Housing Fund to be spent on affordable housing programs and projects. Projected revenues are \$415,900 and \$480,900 in each year of the biennium.

Planning

Current planning fees are projected to increase by various percentages 2009-10 to result in an average 15% increase in revenues as proposed by the FCS Group fee study. Activity levels are projected to remain constant through the end of the biennium. The 2010-11 revenues are projected to increase by a 3% cost of living adjustment. A new 14% surcharge is proposed to fund a portion of the long range planning division. This surcharge is proposed on all land management fees (current planning, sign, and private development engineering fees) beginning July 1, 2009.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11</u> <u>Biennium</u>
Planning fees	\$ 1,205,000	\$ 1,241,200	\$ 2,466,200
Long range planning surcharge	258,500	266,200	524,700
Other	<u>3,000</u>	<u>3,100</u>	<u>6,100</u>
Total charges for services revenues (Planning Fund)	<u>\$ 1,466,500</u>	<u>\$ 1,510,500</u>	<u>\$ 2,977,000</u>

Private Development Engineering

The FCS Group fee study also included a review of private development engineering fees. The study proposed a change in the way engineering fees are charged. Current engineering fees are charged based on construction drawing submittals, reviews and engineering services performed. In 2009-10, engineering fees will be charged based on a per sheet basis which is projected to result in approximately a 25% increase in revenues.

Projected revenues for the biennium are as follows:

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Engineering fees	\$ 257,300	\$ 265,000	\$ 522,300
Plan review fees	66,500	68,500	135,000
Development review fees	81,900	84,400	166,300
Other	<u>57,400</u>	<u>59,200</u>	<u>99,300</u>
Total charges for services revenues (Priv. Develop. Engineering Fund)	<u>\$ 463,100</u>	<u>\$ 477,100</u>	<u>\$ 940,200</u>

Fire Plan Review Fee

The fee study also recommended a new fire prevention fee for the plan review and inspection services provided by Fire Department personnel. The fire prevention fee for building plan review and inspections will be assessed as .025% of building valuation, and a new fee schedule was developed for planning review fees associated with fire plan review. Total revenues projected in 2009-10 and 2010-11 are \$131,600 and \$135,500 respectively.

Utility Charges for Services

Water and Water Reclamation

Proposed rate increases for Water and Water Reclamation are based on the rate study prepared by Galardi Consulting in 2008.

Revenue projection assumptions are as follows:

	Water		Water Reclamation	
	<u>2009-10</u>	<u>2010-11</u>	<u>2009-10</u>	<u>2010-11</u>
Net consumption change	-0.6%	0.2%	-1.6%	-0.4%
Rate increase	8.25%	8.25%	14.50%	14.50%

Stormwater

The City's Stormwater Utility Fee is \$4.00 per month per equivalent residential unit (ERU), and revenues are projected at \$2,414,700 each year of the biennium. No fee increase or growth in customer base is projected.

Transportation

Included in the 2009-11 biennial budget is a proposed Transportation Utility Fee. During 2008-09, the City conducted a study of this fee for funding street maintenance and formed a citizen task force to review the need for the fee and provide a recommendation to the City Council. The citizen task force made their initial recommendations to the City Council in March 2009, supporting the need for the fee and recommending that the City implement a simple transportation utility fee structure for both residential and commercial customers. The City Council directed the citizen task force to develop an appropriate rate structure with community outreach and input. The fee has yet to be approved and adopted by the City Council. For budgeting purposes, preliminary revenues based on a \$3/month fee for residential customers, were included in the proposed budget for 2009-10 and 2010-11 at \$1,200,000 and \$1,600,000 respectively.

Other Charges for Services

Airport Revenues

The City leases airport hangars and also collects tie-down and ground leases at the Bend Municipal Airport. Many of the leases include an annual 3% rate increase while some leases are increased based on the Consumer Price Index or other methods specified in individual lease agreements. Appraisals are performed every 5 years, and rental rates are adjusted to reflect fair market rates. The next appraisal is due in calendar year 2010.

Cemetery Revenues

Cemetery revenues have been trending downwards as many of the prime lots have been sold and also as consumers have opted for cremation over full burials. Cemetery revenues are projected to decrease by 3% by the end of the biennium. Total revenues for burials, lot sales, and permanent maintenance fees are projected to be \$63,400 and \$61,600 for each year of the biennium.

Parking Revenues

No parking fee increases are proposed for the 2009-11 biennium. A portion of the commercial space in the parking structure will be vacant during the current fiscal year and is projected to remain vacant until January 2010.

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Parking fines – downtown	\$ 225,400	\$ 227,700	\$ 453,100
Parking fines – parking structure	3,500	3,500	7,000
Parking permits – downtown	84,000	85,100	169,100
Parking permits – parking structure	162,100	164,000	326,100
Employee parking	40,500	39,500	80,000
Rent in the parking structure	<u>103,900</u>	<u>127,900</u>	<u>231,800</u>
Total fines & permit revenues (Parking Fund)	<u>\$ 619,400</u>	<u>647,700</u>	<u>\$ 1,267,100</u>

Ambulance and FireMed Membership Revenues

Ambulance revenues are projected to decrease by 1% in 2009-10 based on an anticipated decrease in the Medicare reimbursement rate as well as an increase in delinquent accounts for self-paying customers. Revenues are projected at \$1,360,700 and \$1,379,900 in 2009-10 and 2010-11 respectively. No fee increase is assumed.

Marketing of the FireMed program is contracted to AirLink Critical Care Transport. FireMed membership revenues are projected to be relatively flat at \$133,000 per year.

Transit Revenues

Fares from the fixed route transit system are projected to remain fairly flat over the 2009-11 biennium. An increase in fares has been proposed, however the increase in revenues will likely be offset by a reduction in service hours. The financial impact of any potential service reductions is unknown at this time.

Fines and Forfeits (General Fund)

Collection of municipal court fines is projected to decrease by 4.5% in 2009-10, and increase by 1% in 2010-11. The number of traffic violations cited by the Police Department is projected to decrease through 2009-10 as the Police Department shifts its focus from traffic violations to handle more serious crimes. The number of officers has also been reduced from prior years due to attrition and a hiring freeze. Fine revenues are projected to increase slightly in the second year of the biennium with projections of a slow

economic recovery. Total fine revenues for the 2009-11 biennium are approximately \$1,114,000 for each year.

Other Revenues

Investment Income

For 2008-09 through March 2009, the interest rate of the Local Government Investment Pool (LGIP) has averaged 2.4% and the 2 year Treasury Note has yielded an average 1.5%. The City's surplus funds are invested in the LGIP, agency securities and AA or better rated bonds and commercial paper. Current market conditions do not indicate a rise in short-term rates. A 2% interest rate is used to project interest income for the 2009-11 biennial budget.

Property Sales

Property sale proceeds are projected in the biennial budget from land sales at Juniper Ridge. Since the City is the legal owner of the land, the sale proceeds are credited in the General Fund and transferred out to the Juniper Ridge Construction Fund. Property sale proceeds are estimated as follows:

	<u>2009-10</u>		<u>2010-11</u>
Remaining Proceeds from Suterra	\$ 862,000	\$	0
Pacific Power & Light Parcel A	3,102,200		0
Pacific Power & Light Parcel B	318,300		0
Future sale of 10 acres	0		3,018,700
Total property sales	<u>\$ 4,300,500</u>	\$	<u>3,018,700</u>

Property Taxes

Allocation of Revenues	10 Year Trend of City Tax Levy		
	Year	Amount	% Change
		(in 000's)	
<p>The City's permanent operating tax rate is \$2.8035 per \$1,000 of Taxable Assessed Value (TAV). Property taxes collected are allocated to the General Fund as discretionary revenues to support public safety and other General Fund operations.</p> <p>Measure 50 limits future growth of TAV to 3% per year plus the value of new construction. Local governments with operating tax rates may not increase the amount provided on a permanent basis. They may only request that voters approve a limited term levy for operations or capital expenditures (local option levies and general obligation bond levies). The City of Bend does not have any local option or general obligation bond levies.</p>	2010-11 *	\$ 23,491	4.5%
	2009-10 *	22,481	4.4%
	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%
	2002-03	12,311	10.1%
	2001-02	11,183	10.8%

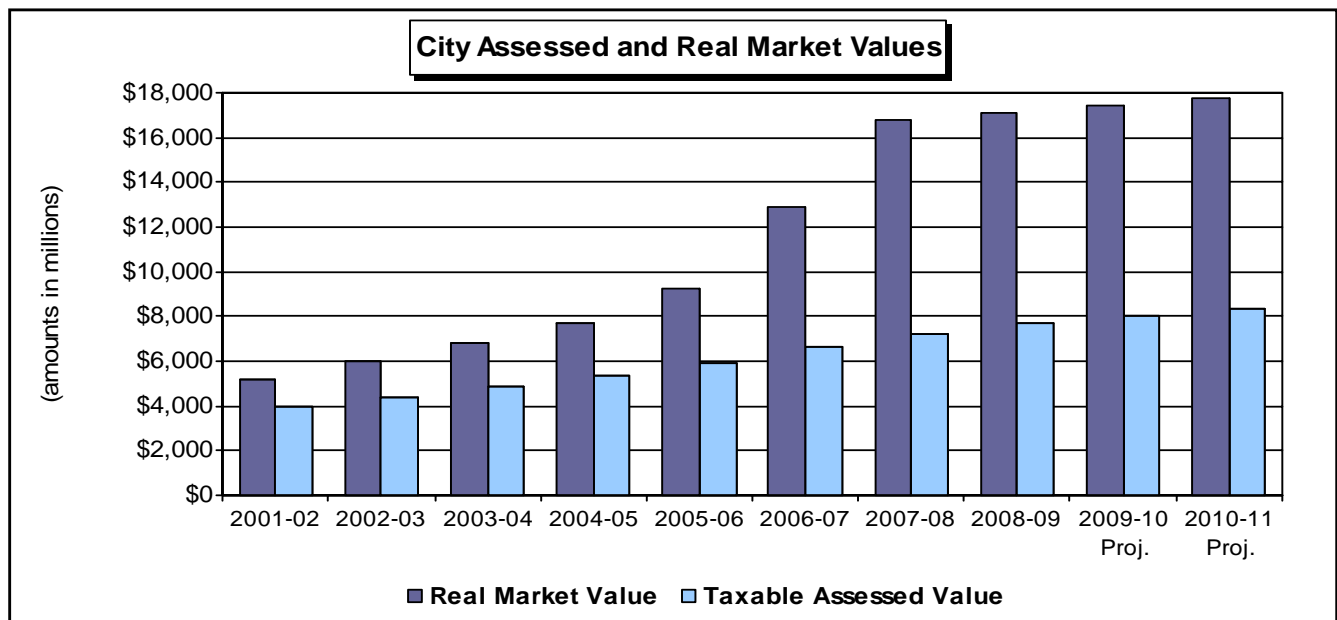
* projected amount

Assumptions

	Taxable Assessed Valuation (in 000's)	Gross Property Tax Levy (in 000's)	Collection Rate
Biennial Budget 2010-11 projection	\$ 8,379,119	\$ 23,491	91.0%
Biennial Budget 2009-10 projection	8,018,979	22,481	90.0%
Fiscal Year 2008-09	7,679,724	21,530	90.0%
Fiscal Year 2007-08	7,221,671	20,246	94.5%

The City's TAV is projected to increase by 4.4% in 2009-10 and 4.5% in 2010-11. The collection rate is projected to be 90.0% in 2009-10 and 91.0% in 2010-11.

Property Tax



BURA Downtown Property Taxes

Allocation of Revenues	10 Year Trend of BURA Tax Levy		
	Year	Amount	% Change

(in 000's)

The City's Downtown Urban Renewal Area receives property tax revenue in two ways – division of taxes and special levy. The division of taxes captures the amount of property taxes levied on the increase in property values within the district. The Bend Urban Renewal Agency (BURA) receives approximately \$899,000 for the Downtown Area through division of taxes.

	2010-11 *	\$ 3,313	6.0%
	2009-10 *	3,126	4.4%
	2008-09	2,993	7.2%
	2007-08	2,793	15.5%
	2006-07	2,418	9.0%
	2005-06	2,218	2.2%
	2004-05	2,171	14.4%
	2003-04	1,897	8.2%
	2002-03	1,754	9.3%
	2001-02	1,605	12.4%

For urban renewal plans adopted before December 6, 1996, agencies may assess a special levy on property within the City. Taxes imposed for the special levy are not divided among governmental tax rates, but are a separate tax levy. BURA receives a special levy for the Downtown Area plan.

BURA property taxes are allocated to the BURA Debt Service Funds to pay tax increment debt.

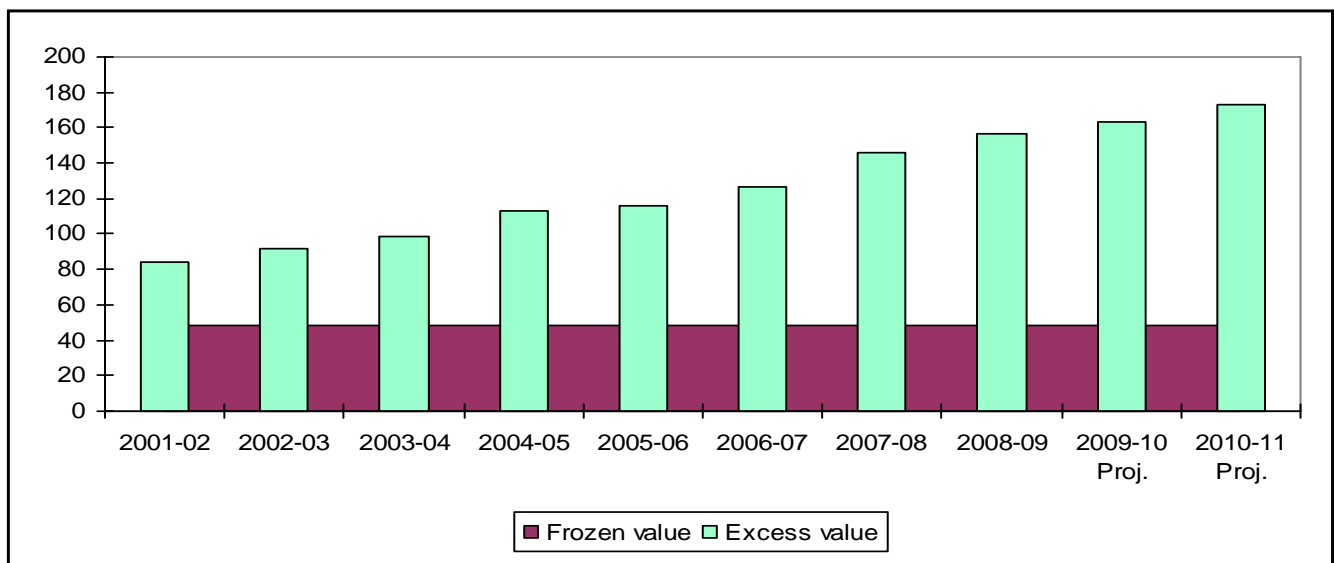
* projected amount

Assumptions

	Taxable Assessed Valuation (in 000's)	Gross Property Tax Levy (in 000's)	Collection Rate
Biennial Budget 2010-11 projection	\$ 221,425	\$ 3,313	91.0%
Biennial Budget 2009-10 projection	211,636	3,126	90.0%
Fiscal Year 2008-09	204,734	2,993	91.0%
Fiscal Year 2007-08	194,289	2,793	94.5%

BURA's TAV increment is projected to increase by 4.4% in 2009-10 and 6.0% in 2010-11. 2010-11 projections are higher than the projected increase for the City due to developments in the Downtown Area such as Putnam Pointe Apartments and Oxford Hotel.

BURA Property Tax (for Downtown Area)



Transient Room Taxes

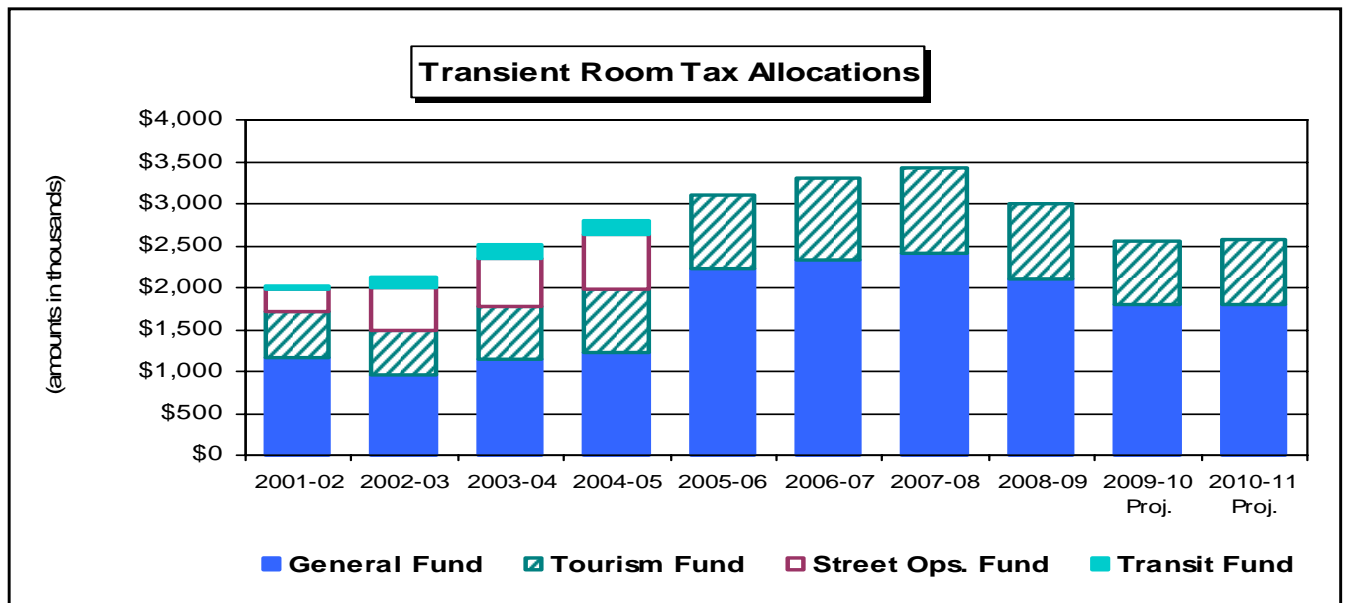
Allocation of Revenues	10 Year Trend of Collections		
	Year	Amount	% Change
		(in 000's)	
The 2009-11 biennial budget reflects a 9% tax rate levied upon hotels and motels within the City of Bend.	2010-11 *	\$ 2,579	1.0%
	2009-10 *	2,554	-15.0%
Oregon Revised Statutes (ORS) require that cities allocate 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.	2008-09	3,004	-12.3%
	2007-08	3,427	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%
	2002-03	2,119	5.3%
	2001-02	2,013	1.0%
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 amount

Assumptions

The City of Bend's 2009-11 biennial budget includes Transient Room Tax revenues of \$2,553,900 and \$2,579,400 respectively. 5% of tax revenue is retained by the motel owners for administration expenses, as allowed by Bend Code. A continued decrease in total room rents is projected for 2009-10, with a small increase projected for 2010-11.

Transient Room Tax



Franchise Fees

Allocation of Revenues	10 Year Trend of Collections		
	Year	Amount	% Change
		(in 000's)	
Per City Council resolution, garbage franchise fees collected are allocated to the Street Operations Fund to support Street Operations while Water and Water Reclamation utility franchise fees are allocated to the Transportation Construction Fund to fund transportation projects.	2010-11 *	\$ 7,054	2.2%
	2009-10 *	6,899	1.7%
	2008-09	6,787	0.4%
	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%
	2002-03	3,635	2.1%
	2001-02	3,561	-1.7%

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:			
		2009-10	2010-11
Pacific Power	5.00%	\$ 2,487,300	\$2,527,100
Central Electric Co-op	5.00%	193,400	196,500
Cascade Gas	4.50%	1,551,600	1,576,400
Qwest	7.00%	419,500	396,300
Bend Broadband	5.00%	859,500	873,300
Garbage Haulers	4.00%	474,400	482,000
Water/Water Reclamation	3.00%	865,600	952,500

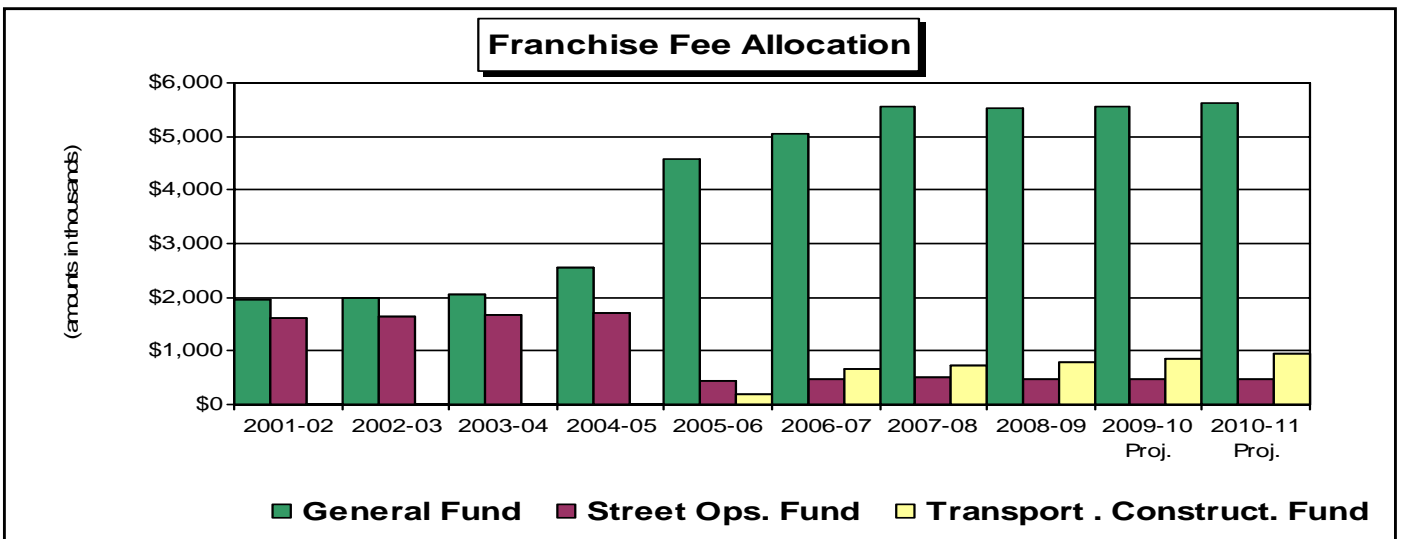
* projected amount

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 1.5% - 2.5% each year of the biennium.

Franchise Fees



State Allocated Revenues

Allocation of Revenues	Year	10 Year Trend of Revenues				% Change Total
		Amount	Amount	Amount	Amount	
		Highway Tax	Liquor Tax	Cigarette Tax	State Shared	Total State Allocated
State Highway Gas Taxes are allocated 100% to the Street Operations Fund. 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.	2010-11 *	\$3,219,200	\$970,300	\$103,000	\$679,200	2.2%
	2009-10 *	3,144,500	947,300	111,500	663,100	0.2%
	2008-09	3,045,000	1,050,600	116,700	643,600	-2.8%
	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%
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.	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%
	2002-03	2,288,400	491,900	108,972	334,700	4.2%
	2001-02	2,206,500	457,500	106,200	322,600	-2.1%

* projected amounts

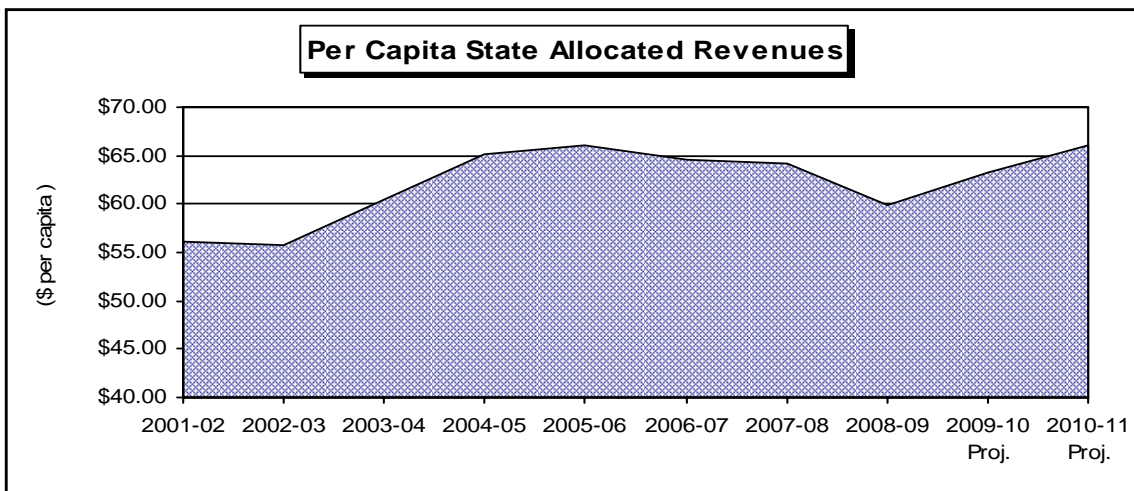
Assumptions

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 certified populations to effect distributions for January - December of the following year. The City used a weighted average population figure to project these revenues.

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.

These revenue estimates included in the biennial budget are developed using the March 2009 *Oregon Economic and Revenue Forecast* prepared by the State of Oregon Office of Economic Analysis and the Oregon Department of Transportation's December 2008 *Summary of Transportation Economic and Revenue Forecasts* (released February 2009).

State Allocated Revenues



System Development Charges

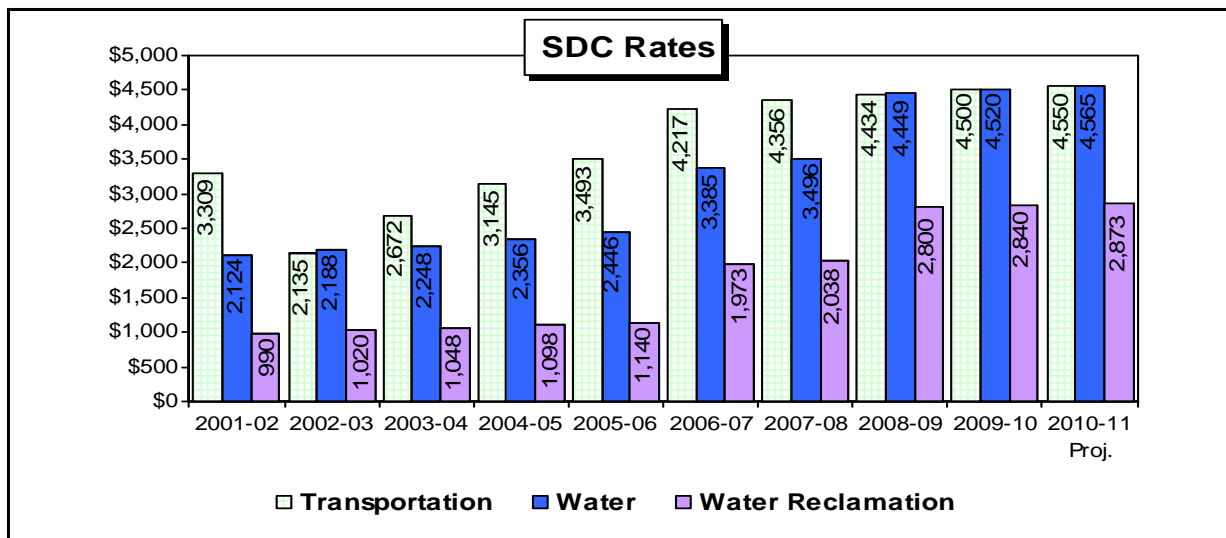
Allocation of Revenues	Year	10 Year Trend of Collections			%
		Amount	Amount	Amount	Change
		Transportation	Water	Water Reclamation	Total SDC's
System Development Charges (SDC) are restricted by ORS for capital improvement projects. A special revenue fund, the SDC fund, has been established to account for SDC revenue collections. The use of these revenues are shown as a transfer out of the SDC fund to the Transportation Construction Fund, the Water and Water Reclamation Funds respectively.	2010-11 *	\$ 1,374,100	\$ 534,500	\$ 852,500	1.5%
	2009-10 *	1,353,500	526,700	839,900	-1.4%
	2008-09	1,535,700	443,400	779,800	-66.1%
	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%
	2002-03	4,201,700	2,327,000	2,391,500	60.1%
	2001-02	1,897,300	2,090,000	1,585,500	-5.6%

* projected amount

Assumptions

System Development Charges (SDC's) are established by methodology studies and are increased annually with the Engineering News Record (ENR), a construction inflation index. ENR for 2009-10 and 2010-11 is projected at 1.0% and 1.6% respectively. The actual ENR for 2009-10 was 1.5%. The Water and Water Reclamation SDC methodologies were adopted in July 2008 and the Transportation SDC methodology was adopted in June 2004. An update to the Transportation SDC methodology is currently underway and is expected to be completed in 2009-10.

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.	2010-11 *	\$ 2,514,300	15.0%	\$ 1,510,500	3.0%	\$ 477,100	3.0%
	2009-10 *	2,186,300	15.0%	1,466,500	37.7%	463,100	25.0%
	2008-09	1,901,600	-54.7%	1,065,200	-54.3%	370,400	-78.6%
	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	5,022,204	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%
	2002-03	2,893,400	20.5%	852,700	26.3%	1,693,200	43.2%
	2001-02	2,400,600	13.4%	675,400	13.0%	1,182,500	-30.1%

* projected amounts

Assumptions

Projections for all development revenues assume no increase in activity from levels in the current fiscal year 2008-09.

Building Permits

The biennial budget assumes activity levels are consistent with 2008-09 and includes a 15% proposed increase in Building Department fees in each year of the biennium.

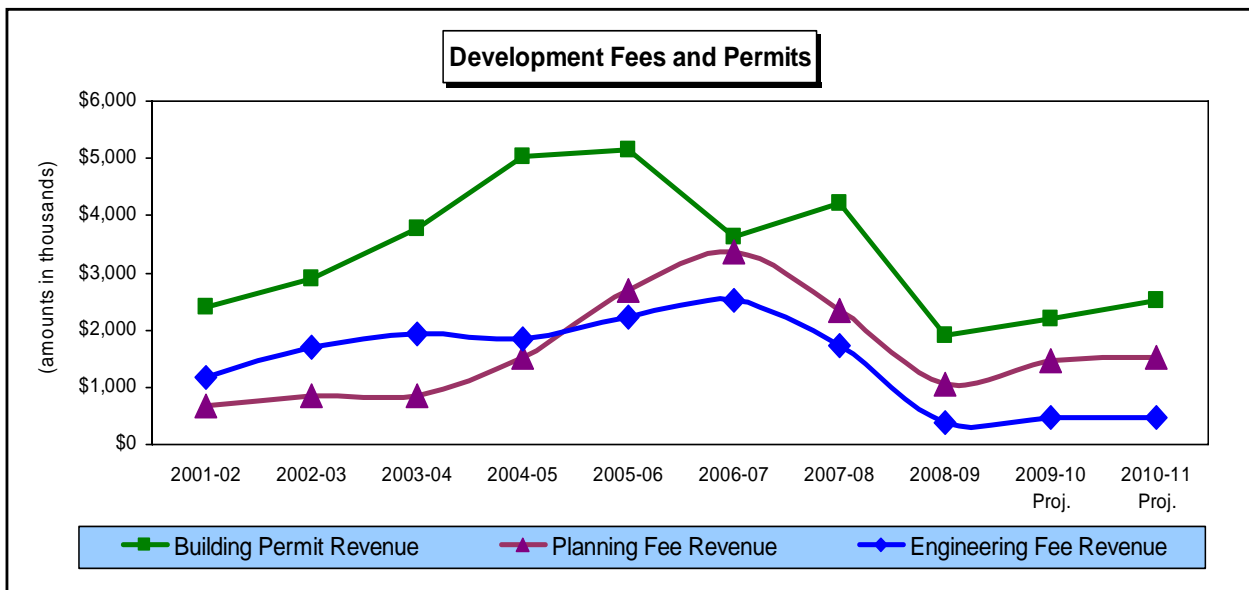
Planning Fees

Various increases in current planning fees, which is expected to result in a 15% revenue increase, is proposed for 2009-10. A new 14% long range planning surcharge is also proposed. Beginning July 1, 2009, sign permitting fees will be moved from the Community Development Administration Fund, and credited to the Planning Fund.

Engineering Fees

A 25% fee increase in private development engineering fees is proposed for 2009-10.

Development Fees and Permits



Utility User Fees

10 Year Trend of Revenues

Allocation of Revenues	Year	10 Year Trend of Revenues		Water		Stormwater		
		Amount	% Change	Amount	% Change	Amount	% Change	
		(amounts in 000's)						
				Water	Reclamation			
Utility user fees are used to provide for the ongoing operation and maintenance of the Water, Water Reclamation and Stormwater Systems as well as to pay a portion of debt service used to finance capital construction. Utility user fees are allocated to the respective Water, Water Reclamation and Stormwater funds.	2010-11 *	\$12,713	8.5%	14,812	14.3%	\$2,415	0.0%	
A new Transportation Utility Fee (TUF) is proposed for implementation in 2009-10. The rate structure has not been finalized, but for budgeting purposes, revenues are estimated at \$1,200,000 and \$1,600,000 in 2009-10 and 2010-11 respectively. Revenues from the TUF will be dedicated to the Street Operations Fund.	2009-10 *	11,722	7.6%	12,959	13.2%	2,415	-2.3%	
	2008-09	10,890	7.0%	11,450	12.6%	2,471	0.5%	
	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%			
	2002-03	6,393	16.3%	5,839	7.4%			
	2001-02	5,498	6.7%	5,438	-0.4%			

* projected amounts

Assumptions

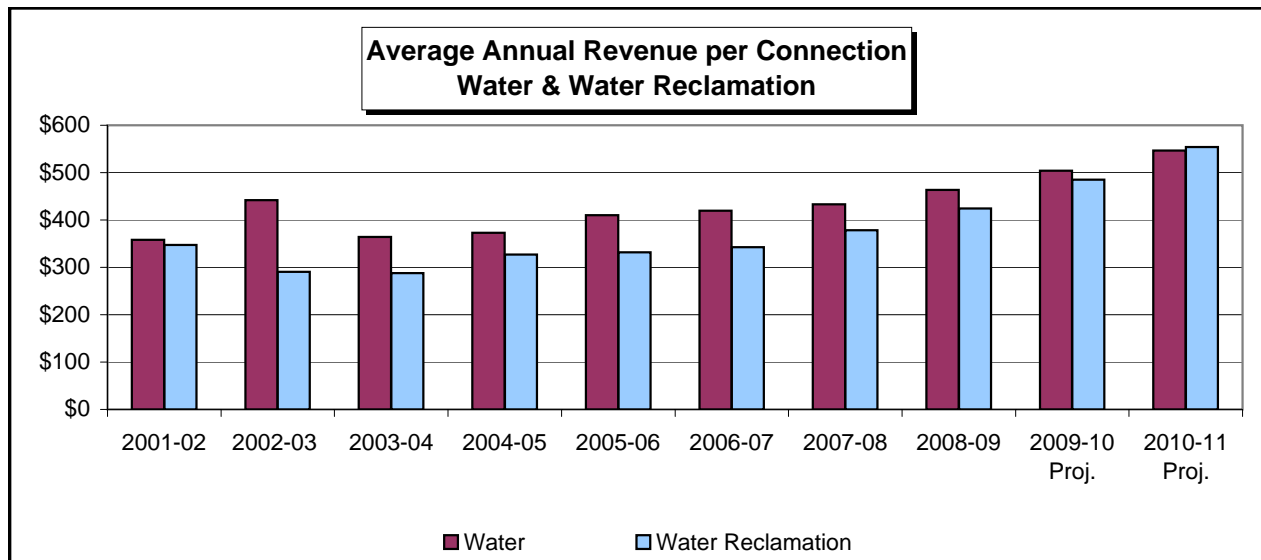
Revenue projections are based on rate increases proposed in the Water and Water Reclamation rate study completed in 2007-08, however consumption is projected to decrease due to consumer savings, home foreclosures and vacant offices.

Rate Adjustments

	Water		Water	
	2009-10	2010-11	Water	Reclamation
Net change in consumption	-0.60%	0.20%	2010-11 *	8.25%
Rate increase	8.25%	8.25%	2009-10 *	8.25%
			2008-09	8.25%
			2007-08	5.50%
			2006-07	5.00%
			2005-06	4.75%
			2004-05	7.75%
			2003-04	7.75%
			2002-03	7.75%
			2001-02	7.00%
				4.50%

* projected rate adjustment

Utility User Fees



Fines and Forfeits

Allocations of Revenues	10 Year Trend of Collections		
	Year	Amount	% Change
		(in 000's)	
	2010-11 *	\$ 1,114,500	0.0%
	2009-10 *	1,114,200	-4.5%
	2008-09	1,167,000	-5.5%
	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%
	2002-03	492,300	-3.2%
	2001-02	508,500	7.1%

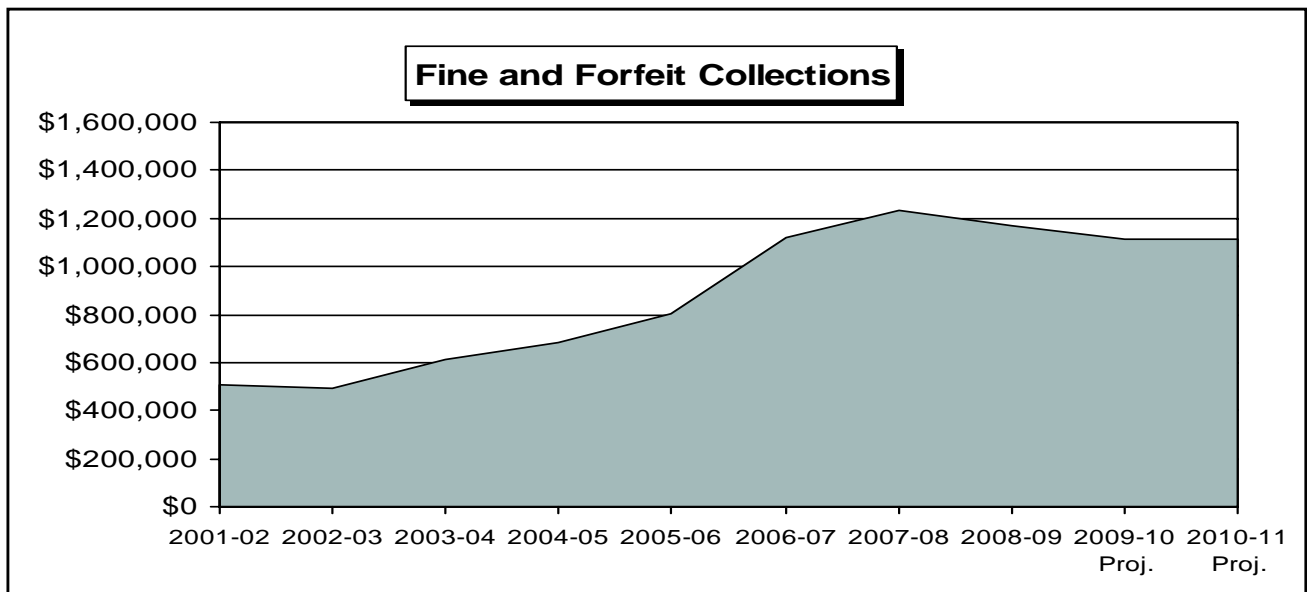
Fines and Forfeits are collected by the City's Municipal Court and all of the revenues are allocated to the General Fund for support of municipal court and police operations.

* projected amounts

Assumptions

Collection of municipal court fines is projected to decrease 4.5% in the first year of the biennium. Given the current economic conditions, the Police Department has shifted its focus from traffic violations to more serious crimes. In addition, the number of officers has also been reduced from prior years due to attrition and a hiring freeze. The number of violations cited by the Police Department is projected to decrease through 2009-10. Fine revenues are projected to increase slightly in the second year of the biennium as a slow economic recovery is projected.

Fines and Forfeits



Debt Overview and Analysis

Debt Rating

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	A1
Water revenue bond rating	A1
Sewer revenue bond rating	A1

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 rating scale ranges from "Aaa" on the high end to "C" on the low end. Rating definitions that apply to the City of Bend are as follows:

Aa - Issuers or issues rated Aa demonstrate very strong creditworthiness relative to other US municipal or tax-exempt issuers or issues.

A - Issuers or issues rated A present above-average creditworthiness relative to other US municipal or tax-exempt issuers or issues.

On April 7, 2009, Moody's Investors Service assigned a negative outlook to the entire tax-backed local government sector. The negative outlook does not mean that Moody's is considering downgrades for each credit, rather, the environment for local governments is viewed as particularly challenging over the next 12 to 18 months. Moody's plans to give heightened scrutiny to four particular risks – exposure to short-term credit market, dependence on economically cyclical revenues, exposure to hard-hit economic sectors, and high fixed and mandated costs.

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

The City issues debt for significant infrastructure improvements and capital assets that provide long-term benefits and that are too large to be funded by current resources. Debt issues are structured such that the debt does not extend beyond the useful life of the assets financed and repayment schedules do not put excessive burdens on operating expenditures. Debt is not used to balance operating budgets.

Types of Debt

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

- ✧ 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 6/30/09	Repayment Source
Fire stations (1999 series)	\$ 3,225,000	Property taxes
Airport improvements (1999 series)	1,070,000	Airport revenues
Transportation improvements (2000 series)	4,275,000	SDCs
Police facility (2002 series)	5,560,000	Property taxes
Airport 1993 refinance (2003 series)	138,500	Airport revenues
Fire truck (2003 series)	325,300	Property taxes
Transportation improvements (2003 series)	8,831,200	SDCs
PERS debt (2004 series)	13,675,000	City-wide revenues
Purchase of Bulletin land (2005 series)	4,780,000	Property taxes
Police expansion/Ambulances (2006 series)	4,725,000	Property taxes
Fire engine (2008 series)	175,000	Property taxes
Police expansion (2008 series)	485,000	Property taxes
Cooley road improvements (2008 series)	3,725,000	Tax increment rev.
Stormwater equipment (2008 series)	<u>225,000</u>	Stormwater rev.
	<u>\$ 51,215,000</u>	

- ✧ 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 water and sewer revenue bonds outstanding. These bonds impose a 1.25 debt ratio covenant on the City’s Water and Water Reclamation operations.

	Outstanding Balance at 6/30/09
Water improvements (2000 series)	\$ 2,840,000
Sewer improvements (2000 series)	635,000
Sewer improvements (2002 series)	4,265,000
Sewer refunding bonds (2005 series)	6,950,000
Sewer improvements (2008 series)	<u>10,000,000</u>
	<u>\$ 24,690,000</u>

- ✧ Limited Tax Improvement Bonds – The City issues limited tax improvement bonds under the Oregon Bancroft Bonding Act to finance infrastructure improvements that benefit a specific area defined as a local improvement district (LID). Because the benefit is largely enjoyed by properties within the LID, a special assessment to pay debt service is levied on all properties within the LID.

	Outstanding Balance at 6/30/09
Woodriver, Romaine LIDs (2003 series)	\$ 164,000

- ✧ Tax Increment Financing (TIF) Bonds – TIF bonds are used to promote economic development within a given geographic area. Debt service payments on TIF bonds are derived from tax revenues generated as a result of economic growth in the district. Bend Urban Renewal Agency utilizes Tax Increment Financing.

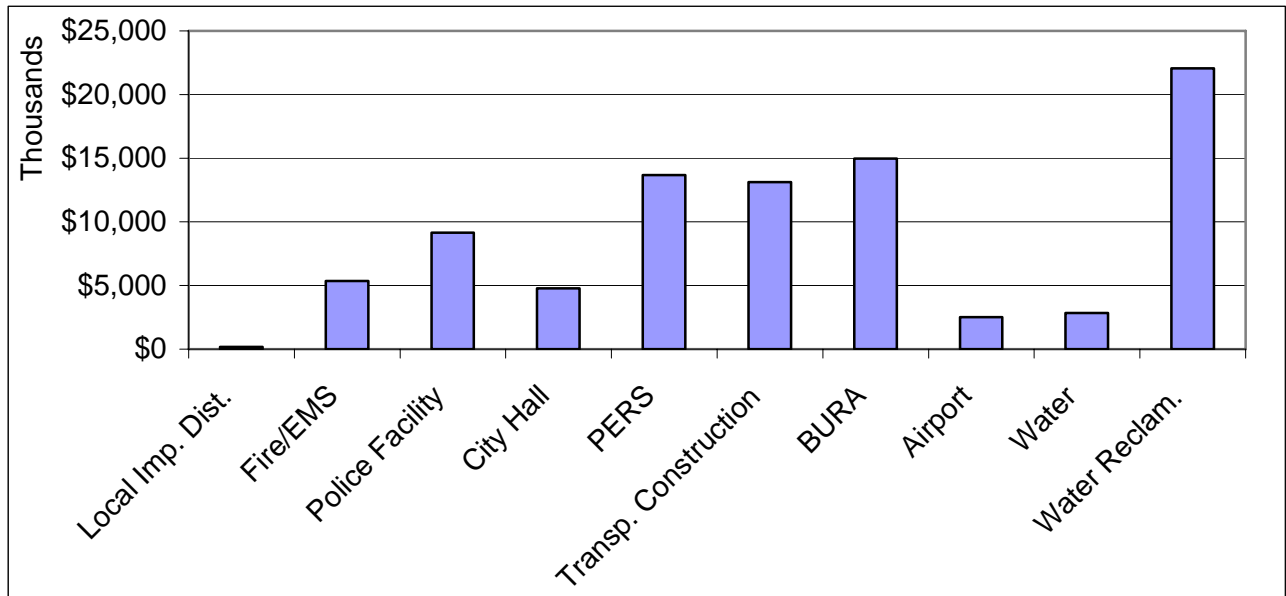
	Outstanding Balance at 6/30/09
Refunding tax increment bonds (1998 series)	\$ 4,155,000
Parking structure (2004 series)	<u>7,085,000</u>
	<u>\$ 11,240,000</u>

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

	Outstanding Balance at 6/30/09
Airport improvements (1997)	\$ 471,587
Woodriver sewer system (2002)	216,893
Eastside airport improvements (2006)	<u>826,036</u>
	<u>\$ 1,514,516</u>

Current Debt by Fund

Outstanding debt by fund at 6/30/09 is as follows:



Proposed Debt Issues for the 2009-11 Biennial Budget

Proposed in the 2009-11 biennial budget are debt issues to finance accessibility improvements and water and water reclamation infrastructure identified in the City’s Capital Improvement Program. Short term debt is also proposed to refinance existing debt that was issued for purchase of the Bulletin land and development costs for Juniper Ridge.

Debt issues proposed are as follows:

	<u>2009-10</u>	<u>2010-11</u>	<u>2009-11 Biennium</u>
Full Faith & Credit Obligations:			
Accessibility improvements	\$ 3,200,000	\$ 0	\$ 3,200,000
Refinance Bulletin land debt	3,600,000	0	3,600,000
Refinance Juniper Ridge development costs	6,000,000	0	6,000,000
Additional Juniper Ridge development costs	500,000	0	500,000
	<u>13,300,000</u>	<u>0</u>	<u>13,300,000</u>
Revenue Bonds:			
Water improvements	6,000,000	4,500,000	10,500,000
Water Reclamation improvements	3,500,000	10,500,000	14,000,000
	<u>9,500,000</u>	<u>15,000,000</u>	<u>24,500,000</u>
Total Debt Proposed	<u>\$22,800,000</u>	<u>\$15,000,000</u>	<u>\$37,800,000</u>

Debt for the accessibility improvements are expected to be repaid from the General Fund while debt for the Bulletin Land and Juniper Ridge development costs is expected to be repaid from land sale proceeds.

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 2008-09 is \$17,084,263,858 providing for a legal debt margin of \$512,527,916.

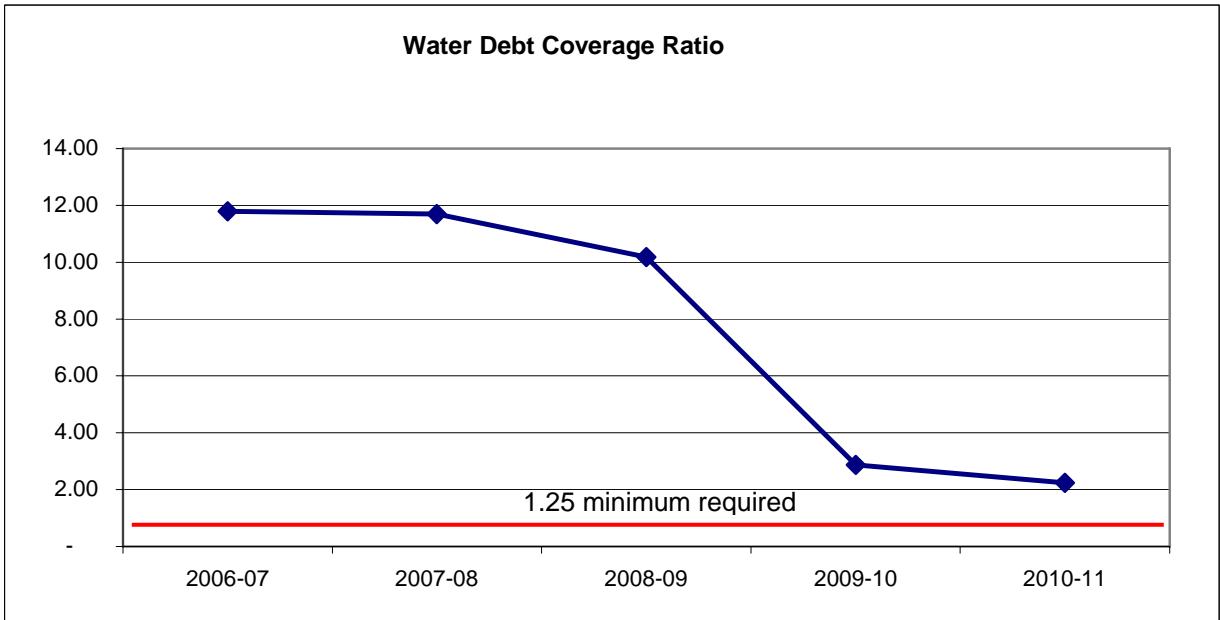
Debt Capacity and Coverage Ratios

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 \$10.5 million which reduces the debt service coverage ratio from 10.18 at the beginning of the biennium to 2.24 at the end of 2010-11. The City’s target ratio is 1.50 and the minimum required by bond covenants is 1.25.

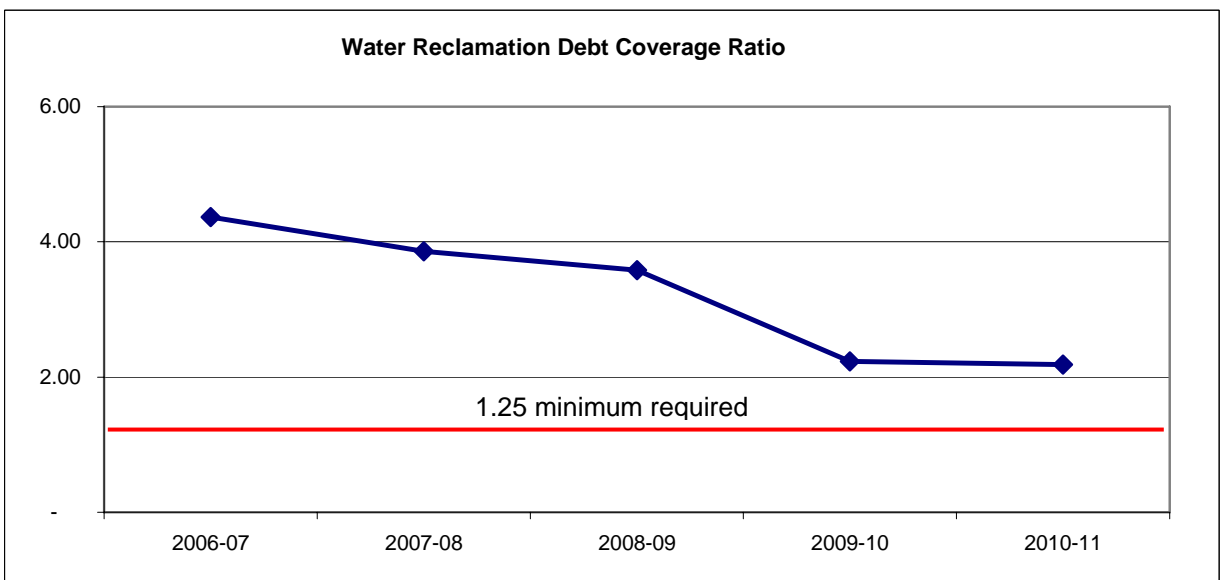
	Actual 2006-07	Actual 2007-08	Estimate 2008-09	Projected 2009-10	Projected 2010-11
Water debt service coverage ratio	11.79	11.69	10.18	2.87	2.24



Water Reclamation Debt Coverage Ratio

Sewer revenue bonds proposed for the biennium total \$14 million which reduces the debt service coverage ratio to 2.18. The City's target ratio is 1.50 and the minimum required is 1.25.

	Actual 2006-07	Actual 2007-08	Estimate 2008-09	Projected 2009-10	Projected 2010-11
Water Reclamation debt service coverage ratio	4.37	3.86	3.58	2.23	2.18



**Projected Statement of Indebtedness
Long-Term Debt Outstanding**

	Principal Balance June 30, 2009	Proposed New Issues	Principal Amount Due 2009-10	Interest Amount Due 2009-10	Principal Balance June 30, 2010
<i>City of Bend</i>					
General Obligation Bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2009	-	3,200,000	270,000	150,000	2,930,000
	-	3,200,000	270,000	150,000	2,930,000
Fire/EMS Fund					
Full Faith & Credit Bonds 1999*	495,000	-	15,000	23,485	480,000
Full Faith & Credit Bonds 2003	325,300	-	77,100	10,036	248,200
Full Faith & Credit Bonds 2006	1,635,000	-	150,000	66,028	1,485,000
Full Faith & Credit Bonds 2008	175,000	-	25,000	4,875	150,000
	2,630,300	-	267,100	104,423	2,363,200
Debt Service/Construction Funds					
Full Faith & Credit Bonds 1999	2,730,000	-	130,000	128,743	2,600,000
Limited Tax Improve. Bonds 2003	164,000	-	103,000	6,950	61,000
Pension Obligation Bonds 2004	13,675,000	-	85,000	818,443	13,590,000
	16,569,000	-	318,000	954,136	16,251,000
Transportation Construction Fund					
Full Faith & Credit Bonds 2000	4,275,000	-	265,000	216,028	4,010,000
Full Faith & Credit Bonds 2003	8,831,200	-	482,200	345,576	8,349,000
	13,106,200	-	747,200	561,603	12,359,000
Airport Fund					
Full Faith & Credit Bonds 1999	1,070,000	-	70,000	56,678	1,000,000
Ore. Econ. Dev. - Pacific Aviation Composite	471,587	-	42,016	23,705	429,571
Full Faith & Credit Bonds 2003	138,500	-	25,700	4,458	112,800
Ore. Econ. Dev. - Eastside Development	826,036	-	23,806	34,867	802,230
	2,506,123	-	161,522	119,707	2,344,601
Water Fund					
Revenue Bonds 2000	2,840,000	-	175,000	144,245	2,665,000
Revenue Bonds 2009	-	6,000,000	180,000	300,000	5,820,000
Revenue Bonds 2010	-	-	-	-	-
	2,840,000	6,000,000	355,000	444,245	8,485,000
Water Reclamation Fund					
Oregon Econ. Dev. - Woodriver Village	216,893	-	12,150	10,201	204,743
Revenue Bonds 2000	635,000	-	310,000	22,963	325,000
Revenue Bonds 2002	4,265,000	-	230,000	183,218	4,035,000
Revenue Bonds 2005	6,950,000	-	285,000	237,455	6,665,000
Revenue Bonds 2008	10,000,000	-	335,000	397,838	9,665,000
Revenue Bonds 2009	-	3,500,000	105,000	175,000	3,395,000
Revenue Bonds 2010	-	-	-	-	-
	22,066,893	3,500,000	1,277,150	1,026,674	24,289,743
Stormwater Fund					
Full Faith & Credit Bonds 2008	225,000	-	55,000	5,925	170,000
	225,000	-	55,000	5,925	170,000
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2002	5,560,000	-	200,000	258,914	5,360,000
Full Faith & Credit Bonds 2005	4,780,000	-	4,780,000	162,520	-
Full Faith & Credit Bonds 2006	3,090,000	-	85,000	124,413	3,005,000
Full Faith & Credit Bonds 2008	485,000	-	20,000	16,974	465,000
Full Faith & Credit Bonds 2009	-	3,600,000	-	-	3,600,000
	13,915,000	3,600,000	5,085,000	562,820	12,430,000
Bend Urban Renewal Agency (BURA)					
Tax Increment Adv. Refund. Bonds 1998*	4,155,000	-	385,000	191,688	3,770,000
Tax Increment Bonds 2004	7,085,000	-	1,125,000	277,900	5,960,000
Full Faith & Credit Bonds 2008	3,725,000	-	-	133,390	3,725,000
Full Faith & Credit Bonds 2009	-	6,500,000	-	-	6,500,000
	14,965,000	6,500,000	1,510,000	602,978	19,955,000
Total Other Indebtedness Outstanding	\$ 88,823,516	\$ 22,800,000	\$ 10,045,972	\$ 4,532,510	\$ 101,577,544
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 88,823,516	\$ 22,800,000	\$ 10,045,972	\$ 4,532,510	\$ 101,577,544

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

**Projected Statement of Indebtedness
Long-Term Debt Outstanding**

	Principal Balance June 30, 2010	Proposed New Issues	Principal Amount Due 2010-11	Interest Amount Due 2010-11	Principal Balance June 30, 2011
<i>City of Bend</i>					
General Obligation Bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2009	2,930,000	-	270,000	150,000	2,660,000
	<hr/> 2,930,000	<hr/> -	<hr/> 270,000	<hr/> 150,000	<hr/> 2,660,000
Fire/EMS Fund					
Full Faith & Credit Bonds 1999*	480,000	-	20,000	22,848	460,000
Full Faith & Credit Bonds 2003	248,200	-	79,800	7,283	168,400
Full Faith & Credit Bonds 2006	1,485,000	-	155,000	59,928	1,330,000
Full Faith & Credit Bonds 2008	150,000	-	30,000	4,050	120,000
	<hr/> 2,363,200	<hr/> -	<hr/> 284,800	<hr/> 94,108	<hr/> 2,078,400
Debt Service/Construction Funds					
Full Faith & Credit Bonds 1999	2,600,000	-	135,000	123,218	2,465,000
Limited Tax Improve. Bonds 2003	61,000	-	61,000	1,725	-
Pension Obligation Bonds 2004	13,590,000	-	130,000	814,270	13,460,000
	<hr/> 16,251,000	<hr/> -	<hr/> 326,000	<hr/> 939,212	<hr/> 15,925,000
Transportation Construction Fund					
Full Faith & Credit Bonds 2000	4,010,000	-	280,000	201,040	3,730,000
Full Faith & Credit Bonds 2003	8,349,000	-	503,600	328,271	7,845,400
	<hr/> 12,359,000	<hr/> -	<hr/> 783,600	<hr/> 529,311	<hr/> 11,575,400
Airport Fund					
Full Faith & Credit Bonds 1999	1,000,000	-	70,000	52,915	930,000
Ore. Econ. Dev. - Pacific Aviation Composite	429,571	-	42,330	21,605	387,241
Full Faith & Credit Bonds 2003	112,800	-	26,600	3,540	86,200
Ore. Econ. Dev. - Eastside Development	802,230	-	23,958	33,914	778,272
	<hr/> 2,344,601	<hr/> -	<hr/> 162,888	<hr/> 111,974	<hr/> 2,181,713
Water Fund					
Revenue Bonds 2000	2,665,000	-	185,000	135,649	2,480,000
Revenue Bonds 2009	5,820,000	-	190,000	290,000	5,630,000
Revenue Bonds 2010	-	4,500,000	135,000	225,000	4,365,000
	<hr/> 8,485,000	<hr/> 4,500,000	<hr/> 510,000	<hr/> 650,649	<hr/> 12,475,000
Water Reclamation Fund					
Oregon Econ. Dev. - Woodriver Village	204,743	-	12,238	9,703	192,505
Revenue Bonds 2000	325,000	-	325,000	7,800	-
Revenue Bonds 2002	4,035,000	-	235,000	175,658	3,800,000
Revenue Bonds 2005	6,665,000	-	295,000	228,755	6,370,000
Revenue Bonds 2008	9,665,000	-	345,000	383,375	9,320,000
Revenue Bonds 2009	3,395,000	-	110,000	170,000	3,285,000
Revenue Bonds 2010	-	10,500,000	315,000	525,000	10,185,000
	<hr/> 24,289,743	<hr/> 10,500,000	<hr/> 1,637,238	<hr/> 1,500,291	<hr/> 33,152,505
Stormwater Fund					
Full Faith & Credit Bonds 2008	170,000	-	55,000	4,275	115,000
	<hr/> 170,000	<hr/> -	<hr/> 55,000	<hr/> 4,275	<hr/> 115,000
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2002	5,360,000	-	210,000	250,714	5,150,000
Full Faith & Credit Bonds 2005	-	-	-	-	-
Full Faith & Credit Bonds 2006	3,005,000	-	85,000	121,013	2,920,000
Full Faith & Credit Bonds 2008	465,000	-	20,000	16,374	445,000
Full Faith & Credit Bonds 2009	3,600,000	-	100,000	170,000	3,500,000
	<hr/> 12,430,000	<hr/> -	<hr/> 415,000	<hr/> 558,100	<hr/> 12,015,000
Bend Urban Renewal Agency (BURA)					
Tax Increment Adv. Refund. Bonds 1998*	3,770,000	-	400,000	175,325	3,370,000
Tax Increment Bonds 2004	5,960,000	-	1,250,000	226,738	4,710,000
Full Faith & Credit Bonds 2008	3,725,000	-	155,000	131,065	3,570,000
Full Faith & Credit Bonds 2009	6,500,000	-	1,100,000	240,000	5,400,000
	<hr/> 19,955,000	<hr/> -	<hr/> 2,905,000	<hr/> 773,128	<hr/> 17,050,000
Total Other Indebtedness Outstanding	<hr/> \$ 101,577,544	<hr/> \$ 15,000,000	<hr/> \$ 7,349,526	<hr/> \$ 5,311,048	<hr/> \$ 109,228,018
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	<hr/> \$ 101,577,544	<hr/> \$ 15,000,000	<hr/> \$ 7,349,526	<hr/> \$ 5,311,048	<hr/> \$ 109,228,018

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

Schedule of Future Debt Service *
June 30, 2009

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
2009/10	\$ 1,620,000	\$ 1,460,718	\$ 6,838,000	\$ 2,533,433	\$ 1,587,972	\$ 538,360	\$ 10,045,972	\$ 4,532,510	\$ 14,578,482
2010/11	2,135,000	2,141,237	3,486,000	2,702,526	1,728,526	467,285	7,349,526	5,311,048	12,660,574
2011/12	1,425,000	877,191	2,070,000	2,059,988	1,899,108	389,978	5,394,108	3,327,157	8,721,265
2012/13	1,480,000	824,214	2,215,000	1,975,795	2,094,717	304,646	5,789,717	3,104,655	8,894,372
2013/14	1,540,000	767,415	2,205,000	1,885,157	2,286,329	210,809	6,031,329	2,863,381	8,894,710
2014/15	1,600,000	706,628	2,330,000	1,789,457	582,090	148,518	4,512,090	2,644,602	7,156,692
2015/16	1,670,000	640,994	2,460,000	1,684,448	607,888	121,211	4,737,888	2,446,653	7,184,541
2016/17	1,735,000	570,623	2,620,000	1,567,203	633,729	92,160	4,988,729	2,229,986	7,218,715
2017/18	1,810,000	496,914	2,645,000	1,443,310	669,619	61,544	5,124,619	2,001,768	7,126,387
2018/19	1,575,000	424,878	2,825,000	1,314,883	48,619	29,158	4,448,619	1,768,919	6,217,538
2019/20	1,645,000	353,022	2,885,000	1,174,892	48,993	27,049	4,578,993	1,554,963	6,133,956
2020/21	1,720,000	277,644	3,080,000	1,030,506	54,390	24,886	4,854,390	1,333,036	6,187,426
2021/22	925,000	220,041	2,825,000	886,506	59,812	22,453	3,809,812	1,129,000	4,938,812
2022/23	965,000	179,519	2,965,000	744,147	36,373	19,734	3,966,373	943,399	4,909,772
2023/24	585,000	147,000	2,320,000	611,371	36,644	18,188	2,941,644	776,558	3,718,202
2024/25	605,000	123,200	2,200,000	485,598	41,929	16,612	2,846,929	625,410	3,472,339
2025/26	630,000	98,500	2,395,000	363,776	42,232	14,778	3,067,232	477,053	3,544,285
2026/27	660,000	72,700	2,610,000	230,211	42,549	12,930	3,312,549	315,841	3,628,390
2027/28	685,000	44,944	1,380,000	96,307	47,879	11,069	2,112,879	152,319	2,265,198
2028/29	715,000	15,194	180,000	27,844	48,224	8,974	943,224	52,011	995,235
2029/30	-	-	185,000	20,316	48,584	6,864	233,584	27,180	260,764
2030/31	-	-	195,000	12,478	53,959	4,739	248,959	17,217	266,176
2031/32	-	-	205,000	4,228	54,351	2,378	259,351	6,606	265,957
2032/33	-	-	-	-	-	-	-	-	-
2033/34	-	-	-	-	-	-	-	-	-
TOTAL	\$ 25,725,000	\$ 10,442,573	\$ 53,119,000	\$ 24,644,377	\$ 12,754,516	\$ 2,554,323	\$ 91,598,516	\$ 37,641,273	\$129,239,789

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

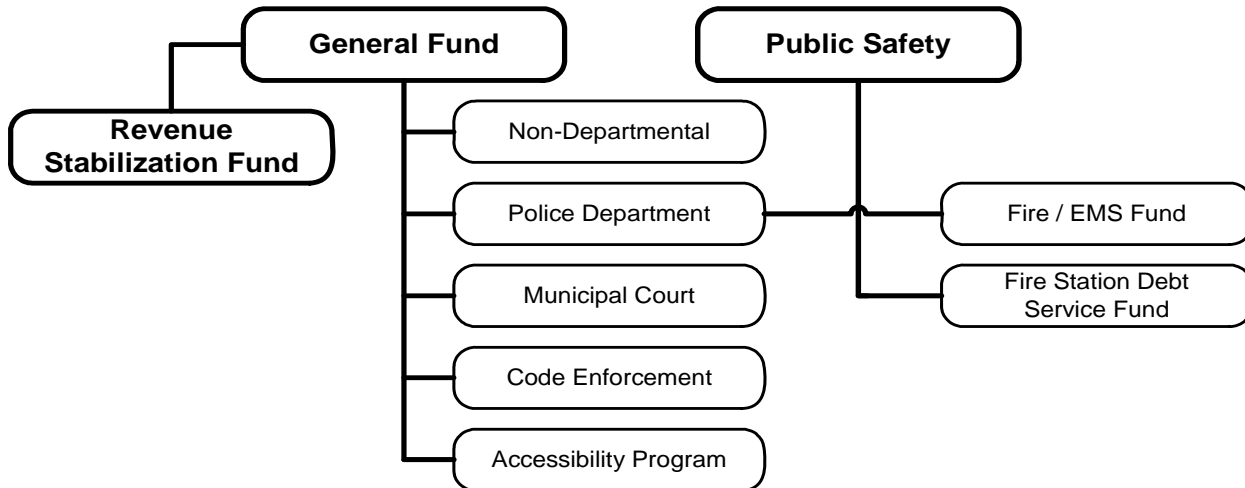
(1) Includes Water and Sewer Revenue Bonds

(2) Includes Limited Tax Improvement Bonds and Full Faith and Credit Bonds

(3) Includes loans from the Oregon Economic Community Development Department, as well as BURA Tax Increment Bonds

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GENERAL FUND AND PUBLIC SAFETY FUND STRUCTURE



General Fund - Non-departmental

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 - Public Safety - Police Department

The expenditures of the City's police department are accounted for in the General Fund. Divisions of the police department include field services/patrol, criminal investigation, support services and training.

General Fund - Municipal Court division

The expenditures of the City's municipal court division are accounted for in the General Fund. 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.

General Fund - Code Enforcement division

Expenditures related to Code Enforcement 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.

General Fund - Accessibility Program division

The goal of the Accessibility Program is to provide equal access to all City-sponsored services, programs, and activities for citizens and employees with disabilities.

Public Safety - Fire/EMS Fund

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

Public Safety - Fire Station Debt Service Fund

This fund accounts for the debt service of bonds issued for the construction of fire stations.

General Fund - Revenue Stabilization Fund

This 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.

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General Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 7,131,582	\$ 7,999,481	\$ 8,468,400	\$ 8,180,109	\$ 5,431,600	\$ 5,431,600	\$ 5,452,600
Property taxes	16,444,477	18,097,072	40,105,700	39,554,278	42,912,950	42,912,950	42,912,950
Transient room taxes	2,227,569	2,335,158	5,158,700	4,502,161	3,593,300	3,593,300	3,593,300
Franchise fees	4,566,561	5,061,463	11,413,100	11,079,296	11,178,600	11,178,600	11,178,600
Intergovernmental revenues	1,614,887	1,756,704	3,811,600	3,962,541	4,220,400	4,220,400	4,220,400
Licenses and permits	112,858	278,286	542,900	627,423	610,100	610,100	610,100
Charges for services	144,972	248,296	361,200	402,010	400,000	400,000	400,000
Interfund charges	8,100	9,000	359,000	365,840	427,200	427,200	427,200
Fines and forfeitures	917,343	1,119,302	2,509,500	2,402,467	2,228,700	2,228,700	2,228,700
Investment income	339,185	479,959	532,800	570,777	201,200	201,200	201,200
Sale of capital assets	591,795	245,965	6,445,500	5,447,931	7,319,200	7,319,200	7,319,200
Interfund loan repayments	80,000	1,030,921	652,000	859,079	135,000	135,000	135,000
Interfund transfers	-	-	-	90,423	-	-	-
Miscellaneous	38,893	9,033	21,200	70,671	6,000	6,000	6,000
TOTAL RESOURCES	\$ 34,218,222	\$ 38,670,640	\$ 80,381,600	\$ 78,115,006	\$ 78,664,250	\$ 78,664,250	\$ 78,685,250

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 10,593,033	\$ 11,905,422	\$ 27,013,208	\$ 25,705,691	\$ 28,699,348	\$ 28,699,348	\$ 28,699,348
Materials and services	1,939,657	1,485,835	3,888,703	3,432,907	3,195,616	3,195,616	3,216,616
Interfund transfers	13,374,033	16,624,545	44,434,500	42,968,760	41,190,500	41,190,500	41,190,500
Capital outlay:							
Vehicle/equipment	312,018	474,729	586,800	555,007	849,000	849,000	849,000
Contingency	-	-	4,458,389	-	4,729,786	4,729,786	4,729,786
TOTAL REQUIREMENTS	\$ 26,218,741	\$ 30,490,531	\$ 80,381,600	\$ 72,662,365	\$ 78,664,250	\$ 78,664,250	\$ 78,685,250

<i>By Division:</i>							
Municipal court	\$ 319,173	\$ 358,652	\$ 1,126,087	\$ 1,045,001	\$ 1,132,729	\$ 1,132,729	\$ 1,132,729
Police	13,347,471	15,158,662	34,707,624	33,138,159	35,431,580	35,431,580	35,452,580
Code enforcement	-	-	-	-	204,766	204,766	204,766
Accessibility	-	-	-	-	581,189	581,189	581,189
Non-departmental	12,552,097	14,973,217	40,089,500	38,479,205	36,584,200	36,584,200	36,584,200
Contingency	-	-	4,458,389	-	4,729,786	4,729,786	4,729,786
TOTAL REQUIREMENTS	\$ 26,218,741	\$ 30,490,531	\$ 80,381,600	\$ 72,662,365	\$ 78,664,250	\$ 78,664,250	\$ 78,685,250

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**General Fund
Non-Departmental**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
General Fund Subsidies:							
Fire/EMS	\$ 7,617,500	\$ 8,393,700	\$ 18,109,100	\$ 18,123,642	\$ 19,699,300	\$ 19,699,300	\$ 19,699,300
Street Operations	1,654,000	2,530,004	5,020,000	5,020,000	2,200,000	2,200,000	2,200,000
Building (Code Enforcement)	-	139,996	-	-	-	-	-
Long Range Planning	-	-	2,640,000	2,640,000	1,500,000	1,500,000	1,500,000
Private Development Engineering	-	-	510,000	510,000	-	-	-
Affordable Housing	-	51,000	-	-	-	-	-
Public Transit	520,000	1,138,004	2,885,000	2,885,000	2,116,500	2,116,500	2,116,500
Airport	90,000	90,000	340,000	143,200	650,000	650,000	650,000
Stormwater	346,000	330,000	-	-	-	-	-
Accessibility Program	-	-	70,000	70,000	-	-	-
Accessibility Construction	-	200,000	1,062,700	1,062,700	900,000	900,000	900,000
Internal Service Fund:							
Administration & Finance	145,000	160,000	-	-	-	-	-
Facilities Management	500,000	1,244,000	567,000	767,000	432,600	432,600	432,600
Engineering	-	-	855,000	855,000	1,000,000	1,000,000	1,000,000
Economic Development							
Administration	77,000	14,000	195,000	195,000	-	-	-
Community Development							
Admin. (Accessibility)	-	-	198,200	198,200	-	-	-
Community Development							
Admin. (Code Enforce.)	-	-	100,000	100,000	-	-	-
	\$ 10,969,500	\$ 14,290,704	\$ 32,552,000	\$ 32,569,742	\$ 28,498,400	\$ 28,498,400	\$ 28,498,400
General Fund Loans:							
Public Transit	\$ -	\$ 385,000	\$ -	\$ -	\$ -	\$ -	\$ -
Tourism Fund	33,000	125,000	145,000	185,000	-	-	-
Metropolitan Planning							
Organization	30,000	50,000	80,000	65,000	100,000	100,000	100,000
Juniper Ridge Constr. Fund	550,000	-	180,000	-	-	-	-
Airport Fund	400,000	-	252,000	152,000	-	-	-
	\$ 1,013,000	\$ 560,000	\$ 1,157,000	\$ 402,000	\$ 100,000	\$ 100,000	\$ 100,000
Other:							
Materials and services	\$ 569,597	\$ 118,162	\$ 525,600	\$ 292,988	\$ 160,000	\$ 160,000	\$ 160,000
Transfer land sale proceeds							
to Juniper Ridge	-	-	5,854,900	5,210,501	7,319,200	7,319,200	7,319,200
Interfund transfers	-	4,351	-	3,974	6,600	6,600	6,600
Transfer to General Fund							
Revenue Stabilization Fund	-	-	-	-	500,000	500,000	500,000
TOTAL REQUIREMENTS	\$ 12,552,097	\$ 14,973,217	\$ 40,089,500	\$ 38,479,205	\$ 36,584,200	\$ 36,584,200	\$ 36,584,200

GENERAL FUND
Non-departmental Division

Overview

The Non-departmental Division of the General Fund accounts for the allocation of general discretionary revenues to the various city operations that require financial support 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 and general expenditures not accounted for in any other fund.

Significant Changes from the 2007 - 2009 Biennial Budget

General Fund Subsidies:

The following programs are accounted for as divisions of the General Fund and as such, their use of general discretionary revenues does not show as a transfer out of the General Fund. Nonetheless, these departments rely on General Fund discretionary revenues to provide their services.

- ✧ Police Department
 - In this 2009 – 2011 Biennial Budget, General Fund support of the Police Department is \$35.4 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 is shown separately within this fund and provides for the full budget for policing services.

- ✧ Municipal Court
 - The Bend Municipal Court provides a local forum for the resolution of minor traffic infractions, parking citations, and city ordinance violations. The Municipal Court is accounted for as a division of the General Fund, with a 2009 – 2011 budget of \$1.1 million.

- ✧ Code Enforcement
 - During the prior biennial budget, a General Fund subsidy was transferred to the Community Development Department to fund the Code Enforcement Program. This program has now been moved to the General Fund, with a budget of approximately \$205,000 this biennium.

- ✧ Accessibility
 - The operations portion of the Accessibility program used to reside in the administrative division of Community Development; however this program has been moved to the General Fund for the 2009 - 2011 biennium. The Accessibility program's main goal is improving the level of accessibility of City services to City of Bend citizens. Approximately \$581,000 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).

The following funds all receive a General Fund subsidy which is reflected as a transfer out of the General Fund, into the funds listed below:

✧ Fire/EMS

- 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 thousand dollars of taxable assessed valuation. In the 2009 – 2011 Biennial Budget, a total of \$19.7 million is allocated to Fire/EMS services over the biennium.

✧ Street Operations

- During the last biennial budget, General Fund discretionary revenues provided approximately one-third of the funding needed for street and right-of-way maintenance. Included in this 2009 – 2011 Biennial Budget is \$2.2 million of General Fund support (\$1.1 million for each year). This amount represents approximately one-seventh of the funding needed for street and right-of way maintenance.

✧ Long Range Planning

- The housing market meltdown has greatly reduced revenues in the Building, Planning, and Engineering funds and substantial budget reductions have been made in these three areas. In order to continue the City's urban growth boundary expansion and annexation efforts, \$1.5 million of General Fund subsidy is proposed for support of long range planning services.

✧ Public Transit

- Discretionary revenues support transit operations and also provide the matching requirement for federal and state grant funds received for transit operations and capital purchases. Approximately \$2.1 million of subsidy is budgeted this biennium, compared to \$2.9 million of subsidy budgeted during the 2007 – 2009 biennium.

✧ Airport

- A General Fund subsidy of \$650,000 has been budgeted for the 2009 – 2011 Biennial Budget. These revenues support airport operations and also provide the matching grant requirements.

✧ 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.

✧ Facilities Management

- General Fund support provided to the Facility Management fund for the 2009 – 2011 Biennial Budget is \$432,600 to fund principal and interest payments on the Bulletin Land.

- ✧ Transportation Engineering & Support
 - As stated above, the housing market meltdown has greatly reduced revenues generated by development activity, including system development charges. Included in this 2009 – 2011 Biennial Budget is \$1 million of General Fund support for transportation engineering services in order to provide essential transportation engineering services for the city.
- ✧ General Fund Revenue Stabilization Fund
 - A new special revenue fund, the General Fund Revenue Stabilization Fund, is established for the 2009 – 2011 Biennial Budget. Resources will be set aside in this new fund to ensure the continued delivery of City services by having funds available for emergency situations, temporary revenue shortfalls, or provide stability during economic cycles. \$250,000 of General Fund discretionary revenues will be transferred to the new Revenue Stabilization Fund during each year of the biennium to provide initial funding.
- ✧ BURA Juniper Ridge Construction Fund
 - Property sale proceeds are projected in the biennial budget from land sales at Juniper Ridge. Since the City is the legal owner of the land, the sale proceeds are recorded in the General Fund and transferred out to the Juniper Ridge Construction Fund. Property sale proceeds for the 2009-2011 biennium are estimated to be \$7.3 million.

Materials and Services and Other Requirements:

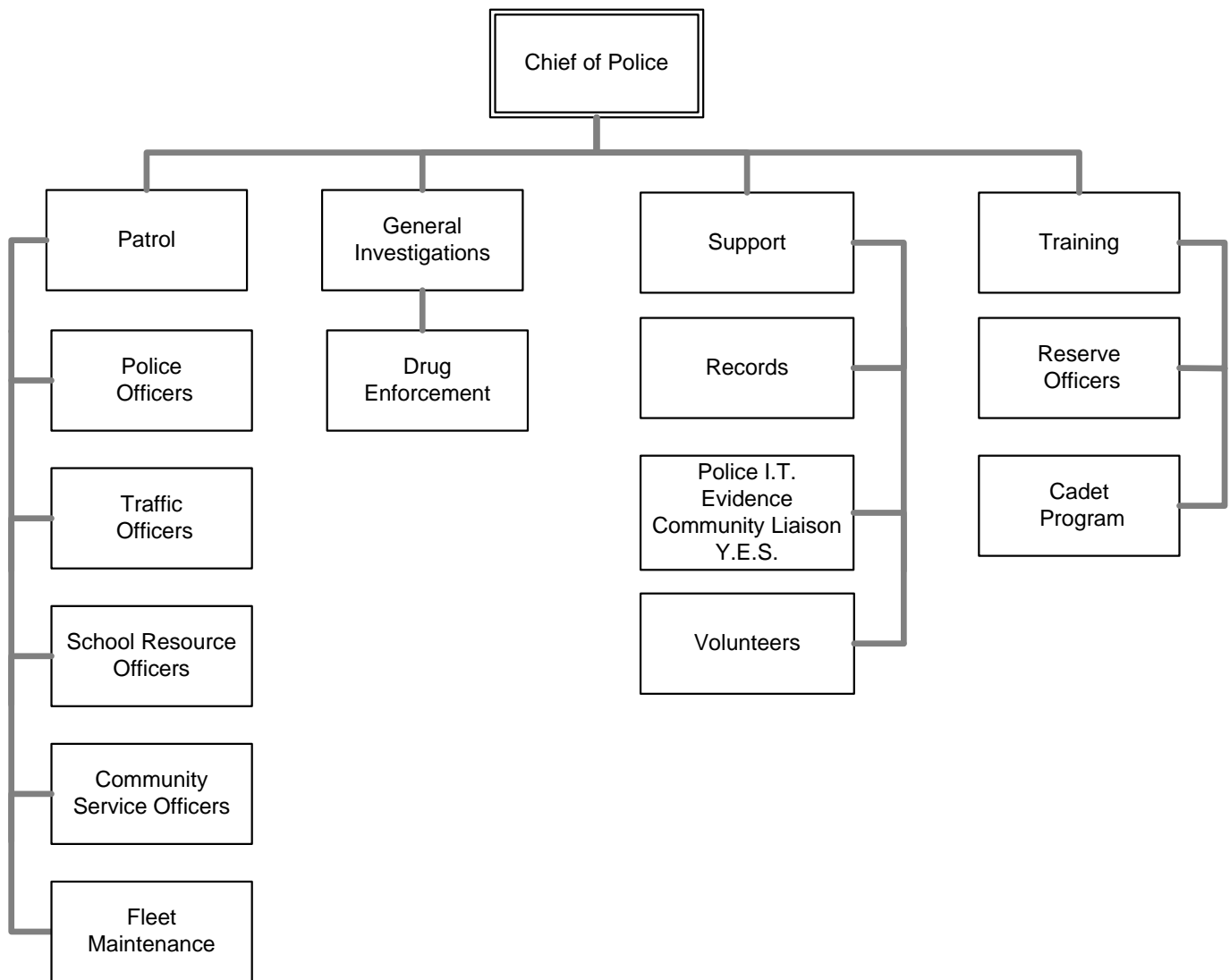
- ✧ In addition to the General Fund subsidies discussed above, the 2009 – 2011 Non-departmental Division budget includes the following expenditures not accounted for in any other fund:
 - \$160,000 for Economic Development for Central Oregon (EDCO)
 - \$100,000 for short term, year end operating loans to the Bend Metropolitan Planning Organization
 - \$6,600 for miscellaneous expenditures

PUBLIC SAFETY POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE

Mission

We are the professional police officers empowered and trusted by the citizens of Bend. Our fundamental charge is the safety and quality of life of our community. To that end, we commit ourselves to service through partnership with those we serve.

Organizational Chart



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**General Fund
Police Department**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 10,351,797	\$ 11,625,584	\$ 26,205,747	\$ 24,937,046	\$ 27,553,440	\$ 27,553,440	\$ 27,553,440
Materials and services	1,354,723	1,337,559	3,257,977	3,069,040	2,861,540	2,861,540	2,882,540
Interfund transfers	1,328,933	1,720,790	4,657,100	4,577,066	4,167,600	4,167,600	4,167,600
Capital outlay:							
Vehicle/equipment	312,018	474,729	586,800	555,007	849,000	849,000	849,000
TOTAL REQUIREMENTS	\$ 13,347,471	\$ 15,158,662	\$ 34,707,624	\$ 33,138,159	\$ 35,431,580	\$ 35,431,580	\$ 35,452,580
By Division:							
Support services	\$ 3,690,409	\$ 5,184,233	\$ 12,393,427	\$ 12,011,047	\$ 11,836,981	\$ 11,836,981	\$ 11,857,981
Field services/ patrol	8,099,057	7,900,731	17,888,831	16,797,616	18,881,215	18,881,215	18,881,215
Criminal investigation	1,558,005	1,463,916	3,186,013	3,276,827	3,623,252	3,623,252	3,623,252
Training	-	609,782	1,239,353	1,052,669	1,090,132	1,090,132	1,090,132
TOTAL REQUIREMENTS	\$ 13,347,471	\$ 15,158,662	\$ 34,707,624	\$ 33,138,159	\$ 35,431,580	\$ 35,431,580	\$ 35,452,580

PUBLIC SAFETY **Police Department**

Overview

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 regulate both criminal and non-criminal conduct. This 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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Provide quality police services to the citizens of Bend
- ✧ Pursue lasting partnerships with other regulatory agencies, organizations, and the citizens of Bend
- ✧ Complete & implement Strategic Planning Process
- ✧ Prepare current staff for future management/leadership positions
- ✧ Build on current sustainability practices

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Increase percentage of cases cleared through the department
- ✧ Complete data entry within two days of submitted reports
- ✧ Replace Records Management System
- ✧ Restructure Supervision of Patrol Teams
- ✧ Improve management of department's fleet by implementing maintenance plan
- ✧ Purchase efficient, environmental-friendly staff vehicles
- ✧ Maintain allocated FTE levels
- ✧ Complete installation of Emergency Operation Center equipment & train potential users
- ✧ Identify & improve patrol schedule
- ✧ Accreditation Re-Certification
- ✧ Implementation of Lexipol Policy Program

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Completed Police Facility expansion project
- ✧ Streamlined report writing process
- ✧ Maintained level of service despite decrease in staffing (rotated / changed schedules)
- ✧ Completed Federally mandated Incident Command System training
- ✧ Developed and implemented computer crimes forensic program
- ✧ Reduced overtime expenses by increasing on-duty training
- ✧ Use of volunteers to decrease call load for officers
- ✧ Increased cases cleared by 2%

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Reduction in staffing level through attrition
- ✧ Increase in State and Federal mandated training requirements
- ✧ Increase in facility costs due to building expansion
- ✧ Increased costs for vehicle maintenance, ammunition, and firearms range safety issues
- ✧ Increased cost for body armor due to 2005 recall
- ✧ Increase in technology expenditures to keep police department current

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Adding one Police Officer on special assignment to the Bend Park and Recreation District

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - Nine (9) replacement patrol vehicles
 - One (1) replacement sport utility / watch commander vehicle
 - One (1) replacement community service truck
 - One (1) networked DVD/CD duplicator printer
 - One (1) annual IES Range 3000 warranty
- ✧ 2010-2011
 - Nine (9) replacement patrol vehicles
 - One (1) sport utility / watch commander vehicle
 - One (1) detective vehicle
 - One (1) annual IES Range 3000 warranty
 - One (1) software interface to records management system



Photography: ©2006 Dustin Mitsch / Alpen Exposure

Bend Police Department Traffic Officers

Key Statistics

**Bend Police Department
10-Year Statistical Comparison**

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Population	35,635	50,650	52,800	55,080	57,750	62,900	65,300	72,200	75,851	77,780	80,995
Calls for Service	35,477	40,275	43,292	49,249	52,298	55,537	56,735	59,093	57,184	58,765	56,168
Total Activity	69,713	73,798	72,751	78,278	82,805	86,809	89,550	89,482	90,458	98,914	96,237
Part I Offenses*	3,181	3,095	3,071	3,901	3,477	3,780	3,424	3,168	3,474	3,722	3,017
Part II Offenses*	4,639	4,977	4,469	4,422	4,768	4,391	3,801	5,154	3,821	4,112	3,292
Part I Offenses Cleared*	36%	33%	29%	26%	23%	24%	28%	26%	28%	33%	35%
Part II Offenses Cleared*	69%	71%	68%	63%	64%	59%	70%	57%	50%	54%	58%
Total Offenses per 1,000 Population	219	160	142	151	143	136	117	110	96	100	103
# Sworn Officers	62	63	65	66	68	72	76	81	87	89	86
# Of Activities per Ofc.	1,190	1,171	1,118	1,186	1,217	1,202	1,176	1,104	1,039	1,111	1,119
# Of Calls for Service per Ofc.	572	639	666	746	769	769	747	730	657	660	653

PUBLIC SAFETY
Police Department

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
Output Measures:					
Calls for Service	57,184	58,765	56,168	56,168	56,168
Total Activity	90,458	98,914	96,237	96,237	96,237
Part I Offenses*	3,474	3,722	3,017	3,017	3,017
Part II Offenses*	3,821	4,112	3,292	3,292	3,292
Effectiveness Measures:					
Part I Offenses Cleared	28%	33%	35%	36%	36%
Part II Offenses Cleared	50%	54%	58%	59%	59%
Total Offenses Per 1,000 Population	96	100	78	78	78
Efficiency Measures:					
Number of Activities Per Officer	1,039	1,111	1,119	1,119	1,119
Number of Calls for Service Per Officer	657	660	653	653	653

- * 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

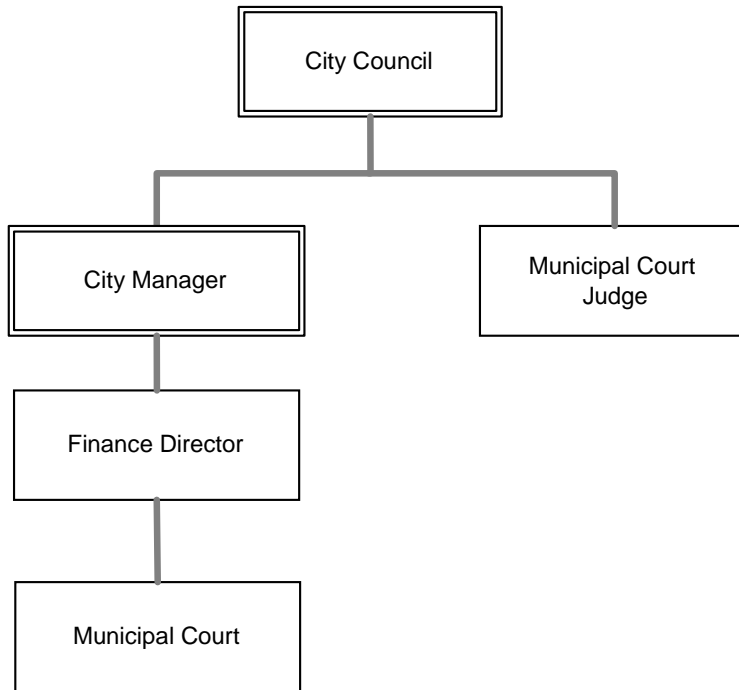
	2009-10	2010-11	2011-12	2012-13	2013-14
(9) Replacement patrol vehicles	\$ 306,000	\$ 306,000	\$ -	\$ -	\$ -
(1) Replacement sport utility	40,000	40,000	40,000	40,000	40,000
(1) Replacement CSO truck	40,000	-	40,000	-	40,000
(1) Replacement detective vehicle	-	25,000	-	-	25,000
(10) Replacement patrol vehicles	-	-	340,000	340,000	340,000
(2) Replacement motorcycles	-	-	48,000	48,000	-
(2) Replacement detective vehicles	-	-	-	50,000	-
(1) Networked dvd/cd duplicator printer	10,000	-	-	-	-
(1) Annual IES Range 3000 warranty	11,000	11,000	11,000	11,000	11,000
(1) Replace records management system	-	60,000	-	-	-
Furniture/office set-ups	-	-	8,000	8,000	8,000
Total	\$ 407,000	\$ 442,000	\$ 487,000	\$ 497,000	\$ 464,000

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**GENERAL FUND
MUNICIPAL COURT
ORGANIZATIONAL STRUCTURE**

The mission of the City of Bend Municipal Court is to maintain and preserve court records and effectively facilitate and process the tracking, payment and coordination of sanctions imposed by the Municipal Court Judge for those individuals found in violation of State and local traffic laws and City ordinances.

Organizational Chart



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**General Fund
 Municipal Court Division**

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 241,236	\$ 279,838	\$ 807,461	\$ 768,645	\$ 731,261	\$ 731,261	\$ 731,261
Materials and services	15,337	30,114	105,126	70,879	110,968	110,968	110,968
Interfund transfers	62,600	48,700	213,500	205,477	290,500	290,500	290,500
TOTAL REQUIREMENTS	\$ 319,173	\$ 358,652	\$ 1,126,087	\$ 1,045,001	\$ 1,132,729	\$ 1,132,729	\$ 1,132,729

GENERAL FUND **Municipal Court Division**

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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ To impose default judgments and issue suspensions on “failure to appear” cases two weeks after the scheduled appearance date
- ✧ Assign cases to the collection agency within 30 days of default or failure to pay Court assessed fines and fees

Key Operational Objectives for the 2009 – 2011 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

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Moved the Court to a new location with minimal impact to the City and citizens
- ✧ Court staff have more efficient work stations
- ✧ Reduce court costs by minimizing number of Court days per week (number of sessions reduced from three to two per week)
- ✧ Spanish interpreter is available each Court session
- ✧ Filing legal judgments within 5 days of receiving documents to increase debt collection
- ✧ Utilize scanning tools to reduce paper document storage

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Although cases continue to be of a complex nature, a reduction of citations issued by Bend Police Department has been experienced, while the number of Diamond Parking violations has increased.
- ✧ Court has experienced a reduction in the collection of fines and fees, which has been attributed to the economic downturn and loss of jobs.
- ✧ Court staff continues to treat debt collection as a priority. Individuals are being sent to the collections agency in a timely manner.

Staffing Changes for the 2009 – 2011 Biennial Budget

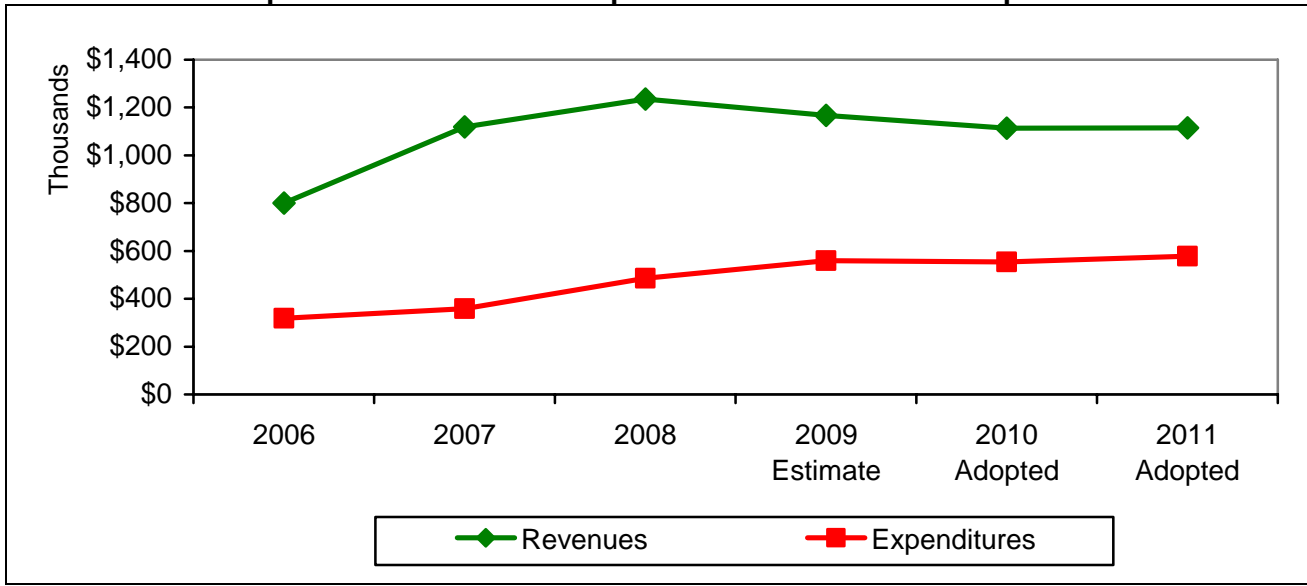
- ✧ Reduction of one (1) FTE - Municipal Court Clerk

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

Key Statistics

Municipal Court Historical Comparison of Revenues and Expenditures



PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
Output Measures:					
Cases/Violations Filed	11,409	13,340	12,200	12,000	12,000
Cases Closed	10,758	12,311	13,164	12,500	12,500
Effectiveness Measures:					
Percentage of cases cleared within 30 days	94%	94%	96%	97%	97%
Efficiency Measures:					
Cost per case filed (Court Costs/Cases Filed)	\$31.44	\$36.41	\$45.85	\$46.21	\$48.18
Change in cost per case	-11.2%	15.8%	25.9%	0.8%	4.3%
Increase in total court costs	12.40%	35.40%	15.20%	-0.9%	4.3%

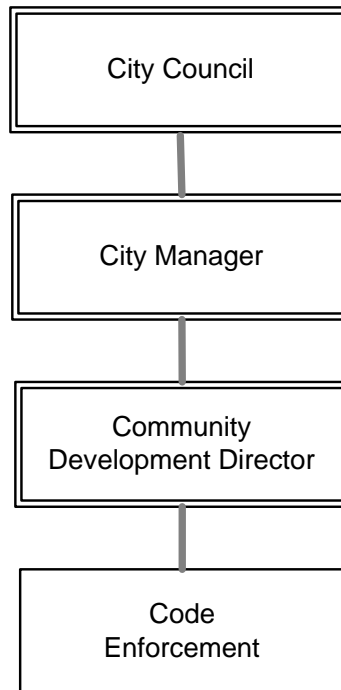
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**GENERAL FUND
CODE ENFORCEMENT
ORGANIZATIONAL STRUCTURE**

Mission

The mission 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 the City of Bend's land use, environmental and building codes.

Organizational Chart



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**General Fund
Code Enforcement Division**

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ 280,089	\$ 448,916	\$ 405,134	\$ 176,026	\$ 176,026	\$ 176,026
Materials and services	-	10,728	36,818	10,306	2,540	2,540	2,540
Interfund transfers	-	-	126,300	128,586	26,200	26,200	26,200
TOTAL REQUIREMENTS	\$ -	\$ 290,817	\$ 612,034	\$ 544,026	\$ 204,766	\$ 204,766	\$ 204,766

Note:

Starting in FY 2009-10, the Code Enforcement Program will be 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.

GENERAL FUND
Code Enforcement Division

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 punishing code violators who do not comply.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Manage increased case load due to a 75% staff reduction and the state of the economy
- ✧ 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 2009 – 2011 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 2007 – 2009 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

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Significant reduction in fuel budget, which decreases the amount of proactive field inspection
- ✧ Other budget reductions such as the loss of Mobile Data Terminals have decreased field efficiencies

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

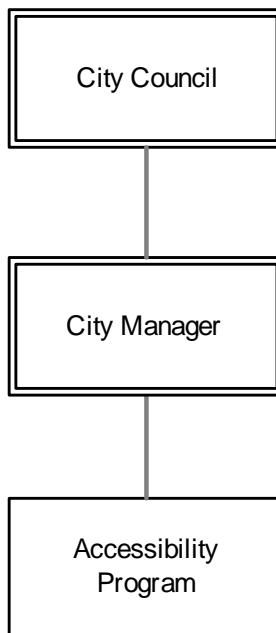
- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

**GENERAL FUND
ACCESSIBILITY PROGRAM
ORGANIZATIONAL STRUCTURE**

Mission

To make every reasonable effort to provide City-sponsored services, programs, and activities with equal access for all citizens and employees

Organizational Chart



Accessibility Program Fund

(This fund will be closed at the end of FY 2008-09. Starting in FY 2009-10, the Accessibility Program will be accounted for as a separate division of the General Fund. See Note below.)

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services	-	-	186,700	174,000	-	-	-
General fund subsidy	-	-	70,000	70,000	-	-	-
Interfund transfers	-	-	-	2,600	-	-	-
Miscellaneous	-	-	-	16,500	-	-	-
TOTAL RESOURCES	\$ -	\$ -	\$ 256,700	\$ 263,100	\$ -	\$ -	\$ -

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ -	\$ 138,705	\$ 138,300	\$ -	\$ -	\$ -
Materials and services	-	-	45,795	37,725	-	-	-
Interfund transfers	-	-	61,900	87,075	-	-	-
Contingency	-	-	10,300	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 256,700	\$ 263,100	\$ -	\$ -	\$ -

Note:

Starting in FY 2009-10, the Accessibility Program will be accounted for as a separate division of the General Fund, and this special revenue fund, the Accessibility Program Fund, will no longer be used.

**General Fund
Accessibility Program Division**

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ 123,427	\$ 432,396	\$ 458,479	\$ 238,621	\$ 238,621	\$ 238,621
Materials and services	-	52,601	110,285	68,829	60,568	60,568	60,568
Interfund transfers	-	10,787	99,700	130,130	282,000	282,000	282,000
Contingency	-	-	10,300	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ 186,815	\$ 652,681	\$ 657,437	\$ 581,189	\$ 581,189	\$ 581,189

NoteS:

Starting in FY 2009-10, the Accessibility Program will be 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.

Resources and requirements for the Accessibility Program special revenue fund are shown on the previous page. This fund will be closed at the end of FY 2008-09 with a residual equity transfer out to the General Fund.



GENERAL FUND Accessibility Division

Overview

The Accessibility operations division manages accessibility compliance under Title II of the Americans with Disabilities Act of 1990 (ADA) and the Americans with Disabilities Amendments Act of 2008 (ADAA). In addition, the Accessibility Department strives to improve access to City services, activities, programs, facilities, and events throughout the city. The department also ensures that accessibility is an essential element of both City business and throughout the entire community. Council Resolution #2511, adopted in April 2005, provides guidance to the department to meet or exceed accessibility requirements.

Goals for the 2009 – 2011 Biennial Budget

- ✘ Provide the Department of Justice (DOJ) and Disability Rights Oregon (DRO) with required reporting documentation on behalf of the City, in conformance with settlement agreements reporting requirements, in conjunction with all impacted City departments
- ✘ Continue to improve access for people with disabilities and ensure accessibility is an essential element in the City's facilities, programs, services, and activities, as well as throughout the community
- ✘ Implement accessibility policies, procedures, and processes throughout the City's operations to ensure access for all
- ✘ Develop and maintain relationships with people in the community with disabilities, as well as with seniors and others who are impacted

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✘ Monitor and communicate progress on the DOJ and DRO settlement agreements and other accessibility issues
- ✘ Collaborate with Public Works to improve access to curb ramps, transit stops, sidewalks, and downtown parking
- ✘ Collaborate with Public Works to resolve barrier removal requests involving the public rights-of-way in a timely manner
- ✘ Collaborate with the Building Division to resolve barrier removal requests involving places of public accommodation
- ✘ Increase opportunities for participation and cooperation 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
- ✘ Work with the Communications Division to facilitate accessibility improvements to the City's website and other forms of communication
- ✘ Collaborate with Human Resources to implement the Equal Employment Opportunity Policy to ensure appropriate accommodations are made for employees with disabilities
- ✘ Implement the recommendations in the updated Self-Evaluation

Major Accomplishments during the 2007 – 2009 Biennium

- ✘ Improved internal and external communications related to accessibility (Committee on Accessible Transportation, City Accessibility Committee, Central Oregon Coalition for Access, Tri-County Vulnerable Populations Working Group, special events organizers)
- ✘ Resolved a number of barrier removal requests

- ✧ Applied for and was awarded Community Development Block Grant (CDBG) funding to address barrier removal requests at 27th and Grand Way and 4th and Revere
- ✧ Increased education and learning opportunities (sponsored, hosted, delivered trainings, teleconferences, meetings, printed information on topics related to accessibility)
- ✧ Provided input at identification, design, review, construction, inspection stages of various projects for access in City facilities and places of public accommodation
- ✧ Improved access to Title II programs, services, and activities (captioning of Council meetings and City Edition on YouTube, modified several City facilities)
- ✧ Improved access to community events by working closely with special events organizers prior to each event and providing post-event suggestions
- ✧ Provided information to the building community in an effort to increase awareness regarding accessibility elements
- ✧ Prepared emergency planning and preparedness guidelines for people with disabilities for inclusion in the City's Emergency Operations Plan
- ✧ Began to implement recommendations in the updated Self-Evaluation

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Various changes in reporting structure and City staff involved in accessibility related work
- ✧ Significant reductions in materials and services budget

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects/Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None



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City Employee Participating in Disability for a Day 2009

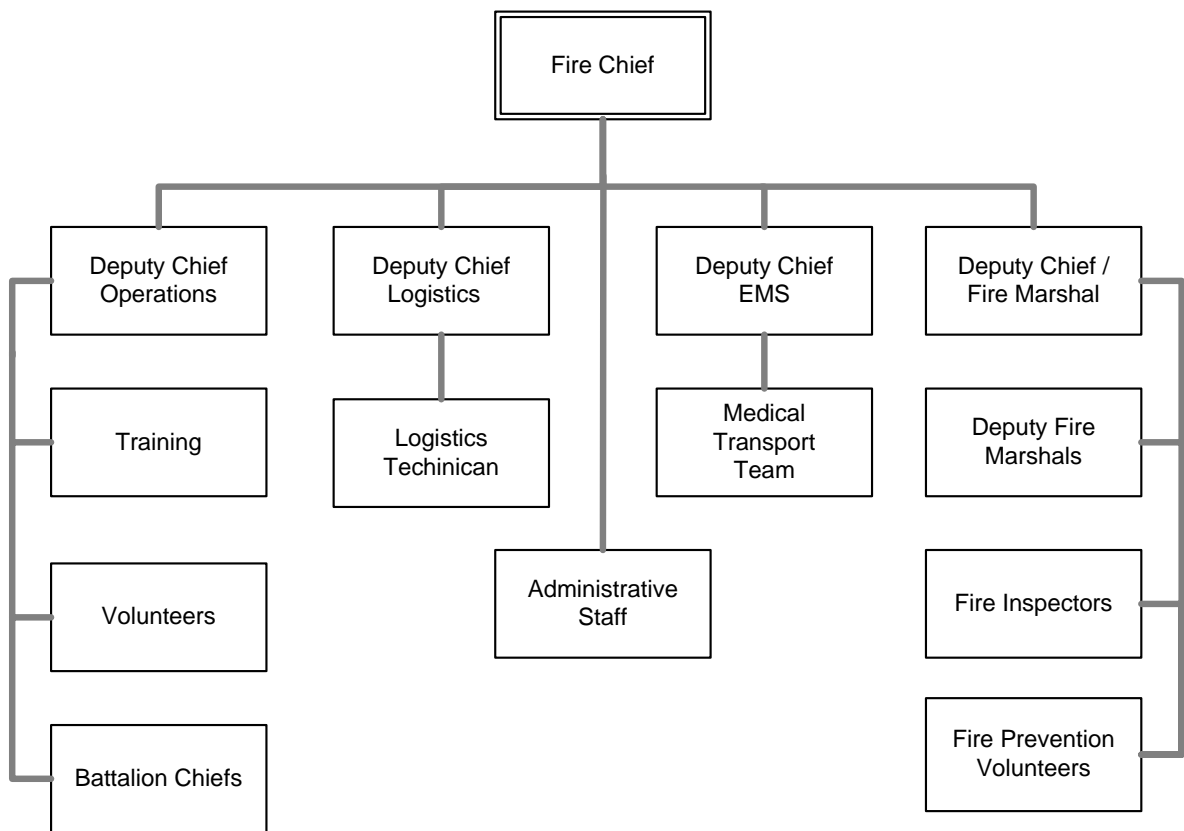
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**PUBLIC SAFETY
FIRE DEPARTMENT
ORGANIZATIONAL STRUCTURE**

Mission

To protect our community through excellence in service

Organizational Chart



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Fire/EMS Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 208,164	\$ 434,624	\$ 2,888,100	\$ 2,788,147	\$ 1,160,100	\$ 1,160,100	\$ 1,160,100
Intergovernmental revenues	2,265,458	2,287,172	4,485,300	4,515,554	4,613,100	4,613,100	4,613,100
General fund subsidy	7,617,500	8,393,700	18,109,100	18,123,642	19,699,300	19,699,300	19,699,300
Charges for services	1,815,183	1,965,819	3,867,300	3,797,127	4,155,600	4,155,600	4,155,600
Interfund charges	150,100	362,100	605,000	496,250	-	-	-
Investment income	1,066	80,651	82,380	85,599	24,900	24,900	24,900
Miscellaneous	2,688	7,125	39,100	30,811	13,000	13,000	13,000
Issuance of long term debt	-	1,811,297	200,000	200,751	-	-	-
TOTAL RESOURCES	\$ 12,060,159	\$ 15,342,488	\$ 30,276,280	\$ 30,037,881	\$ 29,666,000	\$ 29,666,000	\$ 29,666,000

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 8,842,345	\$ 9,595,441	\$ 21,815,369	\$ 20,877,425	\$ 22,536,878	\$ 22,536,878	\$ 22,536,878
Materials and services	1,385,380	1,093,442	2,515,446	2,448,828	2,539,690	2,539,690	2,539,690
Interfund transfers	869,416	1,190,393	2,698,600	2,462,527	2,430,200	2,430,200	2,430,200
Capital outlay:							
Vehicle/equipment	65,414	228,020	2,217,800	2,155,097	60,000	60,000	60,000
Debt service	462,980	447,045	938,400	933,885	950,800	950,800	950,800
Contingency	-	-	15,665	-	385,432	385,432	385,432
Reserves for future capital	-	-	-	-	663,000	663,000	663,000
Reserves for maintenance	-	-	75,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 11,625,535	\$ 12,554,341	\$ 30,276,280	\$ 28,877,762	\$ 29,666,000	\$ 29,666,000	\$ 29,666,000
By Division:							
Support services	\$ 1,269,711	\$ 1,647,075	\$ 3,853,235	\$ 3,615,621	\$ 3,892,838	\$ 3,892,838	\$ 3,892,838
Fire suppression	9,534,446	10,159,203	24,616,656	23,529,996	22,676,046	22,676,046	22,676,046
Fire prevention	821,378	748,063	1,715,724	1,732,145	1,948,684	1,948,684	1,948,684
Contingency	-	-	15,665	-	385,432	385,432	385,432
Reserves for future capital	-	-	-	-	663,000	663,000	663,000
Reserves for maintenance	-	-	75,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 11,625,535	\$ 12,554,341	\$ 30,276,280	\$ 28,877,762	\$ 29,666,000	\$ 29,666,000	\$ 29,666,000

PUBLIC SAFETY **Fire Department**

Overview

The Fire Department is responsible for providing fire suppression, public education and prevention services for the City of Bend and the Deschutes Rural Fire Protection District No. 2 (DCRFPD #2), which contracts for protection. Through private fire contracts, the City also provides fire service to the High Desert Museum, Seventh Mountain Resort, Mt. Bachelor ski area and several residential properties. The total fire protection area is 131 square miles. In addition the department's Emergency Medical Services Division is responsible for more than 1,450 square miles, including the City and the DCRFPD #2.

Fire Department operational services include Structural Fire Suppression, Emergency Medical Service, Special Rescue Operations and Wildland Fire Suppression, which service a district of over 100,000 people. 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 fast, efficient and effective fire suppression and emergency medical aid program to the DCRFPD #2 as well as other entities that contract for services with the City. Continual operational review is conducted to ensure the most efficient and effective service is provided to the community. Creative and innovative staffing plans have been utilized to maximize available staffing and meet the growing demands of the community.

The Fire Prevention Division 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 the minimum requirements of the Oregon Fire Code
- ✧ Investigate all uncontrolled fires to establish where the fire originated and to determine the cause

Goals for the 2009 – 2011 Biennial Budget

- ✧ Maintain and continue to enhance the City's standards for the delivery of emergency services
- ✧ Maintain Fire Prevention and Life Safety services
- ✧ Promote and protect the safety, security and health of the Bend Community
- ✧ Maintain the department's physical plant and equipment
- ✧ Maintain and enhance efficiencies and relationships with cooperating agencies and jurisdictions
- ✧ Complete implementation of wireless mobile data system for first line emergency apparatus
- ✧ Complete upgrade of radio system to meet mandated Federal Communications Commission (FCC) changes
- ✧ Maintain a high level of customer satisfaction
- ✧ Maintain sufficient reserves in the Fire Fund

Key Objectives for 2009 – 2011 Biennial Budget

- ✧ Maintain the current Insurance Services Office (ISO) insurance rating in the City and the DCRFPD #2
- ✧ Maintain fire training, performance standards, and operational accountability
- ✧ Maintain staffing to meet critical task requirements for structure fire response
- ✧ Maintain or improve current emergency response times in the City of Bend and Rural Fire District
- ✧ 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 customer service to our constituents through program collaboration and partnerships with the City of Bend Building, Planning, Engineering and Public Works departments
- ✧ Offer alternative methods for the removal of vegetation from a homeowner's property
- ✧ Maintain the Bend Fire Department Smoke Alarm Program to offer free specialized smoke alarms to those who are hard of hearing

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Completed 100% of accessibility modifications to all departmental facilities (ahead of schedule)
- ✧ Improved emergency response times for Fire and EMS call for service
- ✧ Continued four year project to update the two-way radio communication system to meet new Federal standards and enhance "interoperability"
- ✧ Placed in service two Wildland Interface Fire Engines and six replacement Ambulances
- ✧ Implemented electronic field reporting for Fire & Life Safety Inspections
- ✧ Implemented wireless mobile data system for first line emergency apparatus
- ✧ Continued partnership with AirLink of Oregon for marketing of the FireMed Program
- ✧ Completed and adopted the City's Emergency Response Plan revision

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ No significant changes in programming levels

Staffing Changes for 2009 – 2011 Biennial Budget

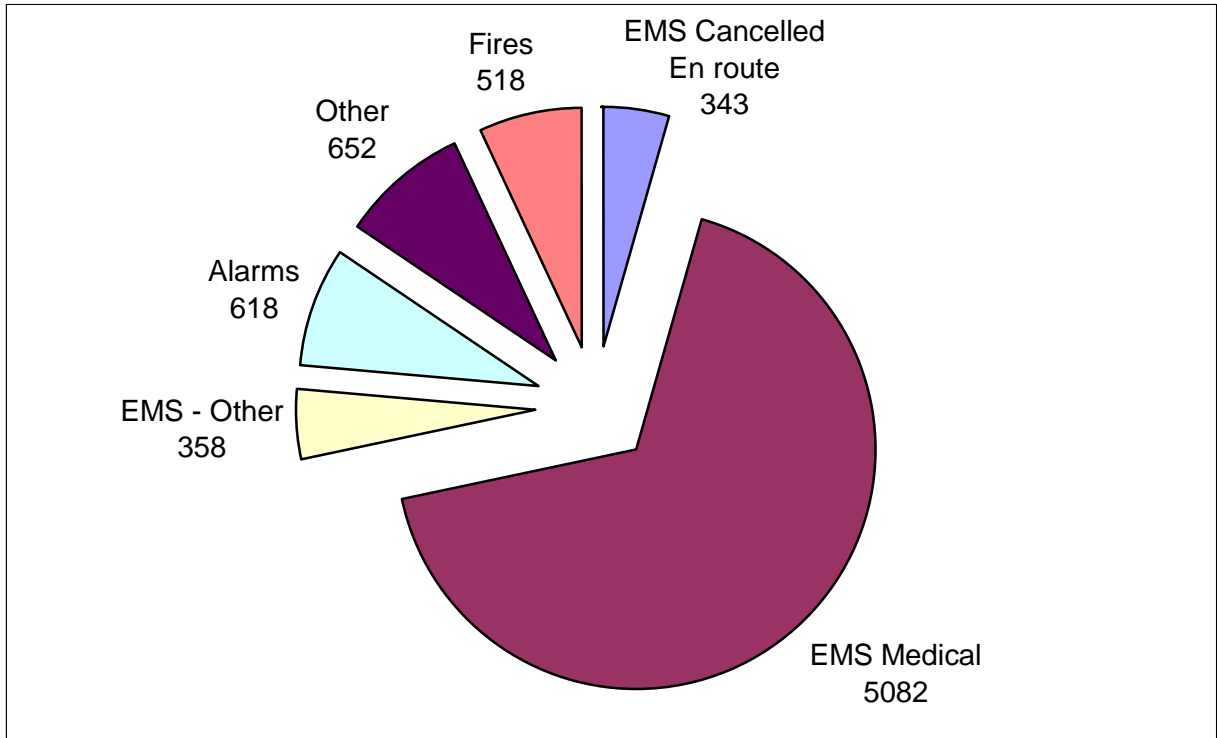
- ✧ Fill four (4) vacant Firefighter/Paramedic positions in Spring 2011

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - One (1) replacement staff vehicle
- ✧ 2010-2011
 - One (1) replacement support vehicle

Key Statistics

Fire Department Number of Calls For Service
(Fiscal Year 2008-09)



**PUBLIC SAFETY
Fire Department**

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
Output Measures:					
Total Calls For Service	7,645	7,744	7,687	8,000	8,500
Public Education Programs Delivered	377	281	325	293	278
Plan Reviews Conducted	488	254	168	151	158
Fire Safety Inspections Conducted	8,510	3,255	3,420	3,489	3,558
Effectiveness Measures:					
City Emergency Responses Under 6.5 Minutes	50%	50%	50%	50%	50%
Rural Emergency Responses Under 8 Minutes	<50%	<50%	<50%	<50%	<50%
Efficiency Measures:					
Calls For Service Per Firefighter	105	106	111	116	123

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
Command & Support Vehicles	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Replace Radio Repeater System	-	-	50,000	-	-
Engine Peplacement	-	-	-	-	3,500,000
Total	\$ 30,000	\$ 30,000	\$ 80,000	\$ 30,000	\$ 3,530,000

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Fire Station Debt Service Fund

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
RESOURCES							
Beginning working capital	\$ 3,414	\$ 4,272	\$ 5,900	\$ 5,400	\$ 7,200	\$ 7,200	\$ 7,200
Intergovernmental revenues	258,088	258,687	517,700	517,971	516,900	516,900	516,900
Interfund charges	3,800	3,900	11,700	11,700	12,000	12,000	12,000
Investment income	858	1,028	900	1,672	200	200	200
TOTAL RESOURCES	\$ 266,160	\$ 267,887	\$ 536,200	\$ 536,743	\$ 536,300	\$ 536,300	\$ 536,300

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 600	\$ 600	\$ 1,400	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
Interfund transfers	3,200	3,200	10,300	10,300	10,900	10,900	10,900
Debt service	258,088	258,687	518,000	517,973	517,100	517,100	517,100
Reserves for debt service	-	-	6,500	-	7,000	7,000	7,000
TOTAL REQUIREMENTS	\$ 261,888	\$ 262,487	\$ 536,200	\$ 529,573	\$ 536,300	\$ 536,300	\$ 536,300

PUBLIC SAFETY
Fire Station Debt Service Fund

Overview

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

Under the City's agreement with the District, the fire stations are owned by the District and leased to the City for approximately \$245,000 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

General Fund Revenue Stabilization Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	\$ -	-	-	-	500,000	500,000	500,000
Investment income	-	-	-	-	10,100	10,100	10,100
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 510,100	\$ 510,100	\$ 510,100

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Reserve	\$ -	\$ -	\$ -	\$ -	\$ 510,100	510,100	510,100
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ 510,100	\$ 510,100	\$ 510,100

GENERAL FUND
General Fund Revenue Stabilization Fund

Overview

The General Fund Revenue Stabilization Fund is a new special revenue fund that will be 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. Individual operating funds will continue to build and maintain their own contingencies and reserves within each fund. This Revenue Stabilization Fund will serve as the City's "rainy day fund" for the General Fund and use of reserves will not be permitted without Council approval.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Fund the newly created Revenue Stabilization Fund with \$250,000 of General Fund discretionary revenues each year of the biennium

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Develop a policy to be adopted by Council governing the funding and use of reserves in this fund

COMMUNITY DEVELOPMENT DEPARTMENT ORGANIZATIONAL STRUCTURE

Mission

The Community Development Department is dedicated and committed to the best possible public service by serving our community in a professional and ethical manner. Our mission is to ensure the health, safety and welfare of each individual who lives in our beautiful city. This is accomplished through our programs for building, planning and engineering under the policy direction of the City Council.

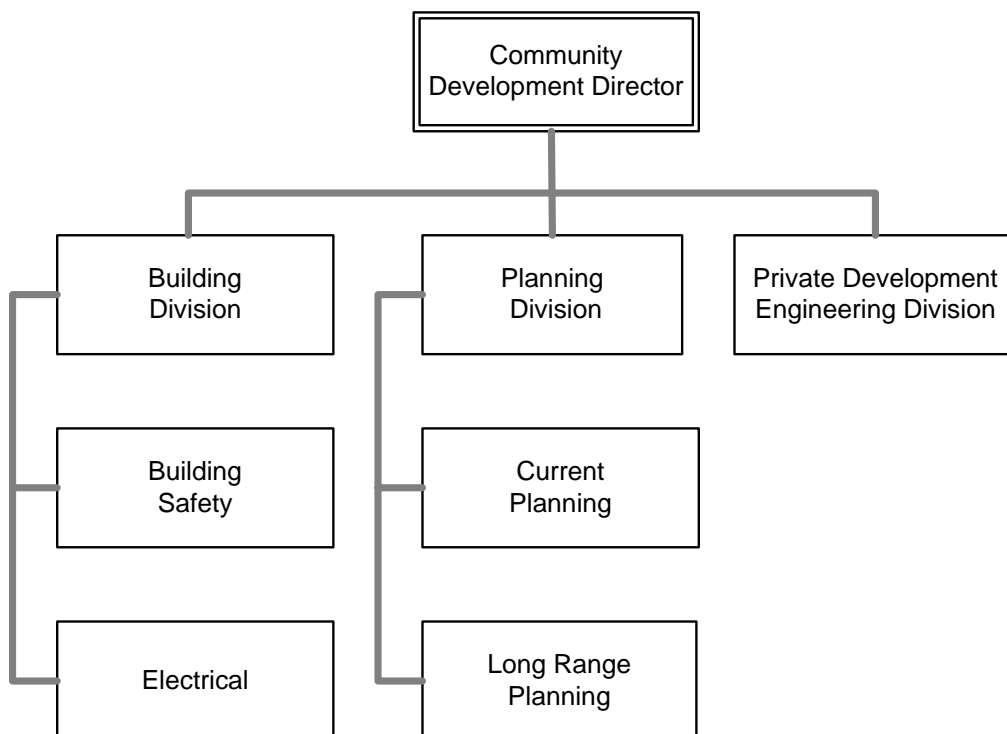
Building safety, planning and engineering all work as a team to provide development services to the community through the Bend Permit Center. Their processes are interrelated and coordinated through common permit tracking and e-plan review which provides an incredible level of efficiency. By performing as a single team, CDD is able to offer streamlined services and programs to our customers, such as expedited reviews, concurrent processing of permits, concurrent construction of public and private improvements, and deferred fee payments.

In the pursuit of excellence and commitment to our customers we will evaluate the type of service we deliver, our method of delivery and the resources needed to perform our duties. We are accountable to the community we serve and we are responsible for our actions.

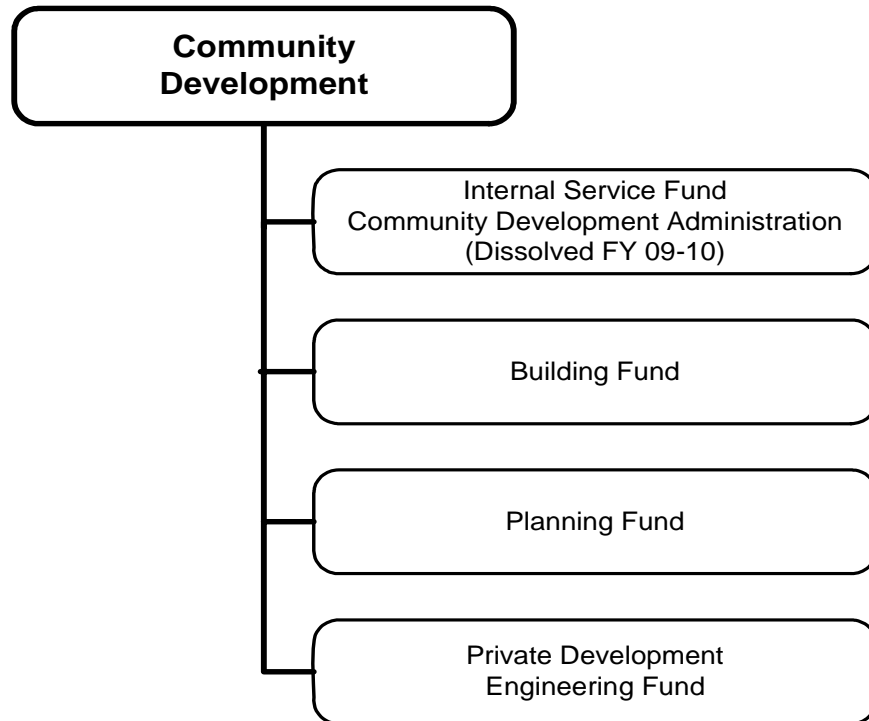
In order to meet our commitment, we will continually seek ways to serve with integrity, fairness and compassion. We will promote sustainability, actively seek ways to maximize resources, and present a positive attitude.

Friendly, fast, fair and flexible customer service!

Organizational Chart



COMMUNITY DEVELOPMENT FUND STRUCTURE



Internal Service Fund - Community Development Administration Division

The Community Development Administration division provided support services to the City's Planning and Building and Private Development Engineering departments. This fund will be dissolved in FY 2009-10 and the expenditures of this division, consisting mainly of personnel, will be absorbed by the other Community Development funds.

Building Fund

This fund accounts for the City's Building Department which manages building inspections and permitting.

Planning Fund

This fund accounts for the City's current planning and long-range planning activities.

Private Development Engineering Fund

This fund accounts for the City's engineers that work with private development. The staff reviews new development plans, plats and partitions for compliance with the City of Bend standards and specifications.

Internal Service Fund
Community Development Administration Division

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ 22,500	\$ 191,528	\$ 242,200	\$ 242,200	\$ 242,200
Charges for services	-	126,203	258,100	327,619	-	-	-
Interfund charges	-	782,975	1,211,000	1,036,000	-	-	-
General fund subsidy	-	-	298,200	298,200	-	-	-
Investment income	-	5,170	9,000	29,277	-	-	-
Miscellaneous	-	2,454	-	1,849	-	-	-
TOTAL RESOURCES	\$ -	\$ 916,802	\$ 1,798,800	\$ 1,884,473	\$ 242,200	\$ 242,200	\$ 242,200

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ -	\$ 561,614	\$ 1,382,931	\$ 1,342,013	\$ -	\$ -	\$ -
Materials and services	-	73,273	130,680	92,120	-	-	-
Interfund transfers	-	90,387	203,100	208,154	242,200	242,200	242,200
Contingency	-	-	82,089	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ 725,274	\$ 1,798,800	\$ 1,642,287	\$ 242,200	\$ 242,200	\$ 242,200
By Division:							
Administrative services	\$ -	\$ 538,459	\$ 1,220,730	\$ 1,151,715	\$ 242,200	\$ 242,200	\$ 242,200
Accessibility	-	186,815	395,981	394,337	-	-	-
Code enforcement	-	-	100,000	96,235	-	-	-
Contingency	-	-	82,089	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ 725,274	\$ 1,798,800	\$ 1,642,287	\$ 242,200	\$ 242,200	\$ 242,200

Note:

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

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Building Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 4,441,678	\$ 4,811,859	\$ 3,526,600	\$ 3,476,615	\$ 823,100	\$ 823,100	\$ 823,100
License and permits	5,161,339	3,642,582	6,044,100	6,102,510	4,700,600	4,700,600	4,700,600
Charges for services	89,167	164,053	385,300	298,288	6,300	6,300	6,300
General fund subsidy	-	140,000	-	-	-	-	-
Interfund transfers	-	-	-	66,037	142,200	142,200	142,200
Investment income	231,289	236,592	125,400	188,900	30,800	30,800	30,800
Miscellaneous	1,318	14,109	2,500	4,658	2,000	2,000	2,000
TOTAL RESOURCES	\$ 9,924,791	\$ 9,009,195	\$ 10,083,900	\$ 10,137,008	\$ 5,705,000	\$ 5,705,000	\$ 5,705,000

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 3,790,009	\$ 3,696,346	\$ 6,679,763	\$ 6,437,225	\$ 3,936,826	\$ 3,936,826	\$ 3,936,826
Materials and services	187,568	182,783	443,618	245,613	157,525	157,525	157,525
Interfund transfers:	1,028,804	1,528,280	2,886,000	2,590,923	1,141,600	1,141,600	1,141,600
Capital outlay:							
Vehicle/equipment	106,551	125,171	51,900	40,154	-	-	-
Contingency	-	-	22,619	-	469,049	469,049	469,049
TOTAL REQUIREMENTS	\$ 5,112,932	\$ 5,532,580	\$ 10,083,900	\$ 9,313,915	\$ 5,705,000	\$ 5,705,000	\$ 5,705,000
By Division:							
Administration	\$ 556,788	\$ (923)	\$ -	\$ -	\$ -	\$ -	\$ -
Code enforcement	-	290,817	560,677	478,030	-	-	-
Building	4,556,144	5,242,686	8,252,291	7,705,790	4,520,493	4,520,493	4,520,493
Electrical	-	-	1,248,313	1,130,095	715,458	715,458	715,458
Contingency	-	-	22,619	-	469,049	469,049	469,049
TOTAL REQUIREMENTS	\$ 5,112,932	\$ 5,532,580	\$ 10,083,900	\$ 9,313,915	\$ 5,705,000	\$ 5,705,000	\$ 5,705,000

COMMUNITY DEVELOPMENT **Building Division**

Overview

Building Safety serves as the clearinghouse for all construction permitting through shared permitting software platforms with Planning, Engineering 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: plan review, permit issuance, code interpretation, inspections, enforcement actions, and over the counter information. City staff obtains and maintains proper certifications including required continuing education credits.

Goals for the 2009 – 2011 Biennial Budget

- ✘ Ensure that all buildings in Bend are safely constructed to the State building code standard
- ✘ Ensure that all construction outside of the public rights-of-way provide full accessibility consistent with the State building code
- ✘ Maintain consistent plan review and inspection procedures that conform to all aspects of the State law
- ✘ Continue education and training forums for our building community and Central Oregon 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
- ✘ Implement all of the efficiency measures identified in the efficiency audit
- ✘ 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
- ✘ Implement e-permitting and web-based permit payment options
- ✘ Combine 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 and engineering permitting to provide a seamless development permitting process for our customers, by using e-permitting and a shared permit tracking platform

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✘ To implement the statewide building permitting system at the local level, 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

Major Accomplishments during the 2007 – 2009 Biennium

- ✘ Implemented 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

Significant Changes from the 2007 – 2009 Biennial Budget

- ✘ Elimination of seven (7) positions during the 2009-2011 biennium
- ✘ Code enforcement program moved to the General Fund.
- ✘ Implemented efficiency measures such as electronic plan review, installed laptops in inspector vehicles and cross trained staff

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✘ Reduction of seven (7) FTE during the 2009-2011 biennium – one (1) Administrative Manager, three (3) Building Inspectors, three (3) Building Permit Technicians/Office Support

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✘ 2009-2010
 - None
- ✘ 2010-2011
 - None

Key Statistics

Fiscal Year	Single Family & Multi-Family Permits*	Selected Non-residential Permits*
2000-01	987	173
2001-02	1035	107
2002-03	1357	75
2003-04	1628	98
2004-05	2100	126
2005-06	2124	73
2006-07	965	97
2007-08	432	109
2008-09 estimate	215	32
2009-10 projection	210	30
2010-11 projection	210	30

90% decrease 

* Excludes remodels and additions

COMMUNITY DEVELOPMENT DEPARTMENT
Building Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Permits issued	10,492	8,128	4,730	4,730	4,777
Plans reviewed	7,373	5,329	1,143	1,143	1,154
Inspections performed	61,353	42,342	26,669	26,670	26,940
<i>Effectiveness Measures:</i>					
Cost per permit	\$527	\$718	\$735	\$573	\$529
Cost per plan review	\$750	\$1,095	\$3,042	\$2,370	\$2,190
<i>Efficiency Measures:</i>					
Commercial plan reviews within 6 weeks	70%	80%	90%	90%	90%
Residential plan reviews within 3 weeks	75%	85%	90%	90%	90%
Inspections performed next day	98%	99%	99%	90%	90%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
<u>Building</u>					
(2) Replacement SUV's	\$ -	\$ -	\$ 54,000	\$ 54,000	\$ 54,000
Total	\$ -	\$ -	\$ 54,000	\$ 54,000	\$ 54,000

Planning Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 222,039	\$ 961,137	\$ 1,095,200	\$ 448,450	\$ 484,500	\$ 484,500	\$ 484,500
Intergovernmental revenues	82,258	46,855	55,600	67,414	16,000	16,000	16,000
License and permits	-	-	300	-	238,100	238,100	238,100
Charges for services	2,717,177	3,355,285	2,535,400	3,394,764	2,977,000	2,977,000	2,977,000
General fund subsidy	-	-	2,640,000	2,640,000	1,500,000	1,500,000	1,500,000
Interfund charges	395,400	261,500	74,600	3,000	5,700	5,700	5,700
Interfund transfers	-	-	126,000	196,600	100,000	100,000	100,000
Investment income	21,695	54,358	40,200	36,009	20,000	20,000	20,000
Miscellaneous	6,341	986	2,900	753	-	-	-
TOTAL RESOURCES	\$ 3,444,910	\$ 4,680,121	\$ 6,570,200	\$ 6,786,990	\$ 5,341,300	\$ 5,341,300	\$ 5,341,300

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 1,726,554	\$ 2,218,584	\$ 4,264,267	\$ 4,143,580	\$ 3,506,957	\$ 3,506,957	\$ 3,506,957
Materials and services	448,919	834,097	829,624	696,623	482,847	482,847	482,847
Interfund transfers	308,300	1,111,958	1,444,400	1,462,224	846,300	846,300	846,300
Capital outlay:							
Vehicle/equipment	-	67,032	-	-	-	-	-
Contingency	-	-	31,909	-	505,196	505,196	505,196
TOTAL REQUIREMENTS	\$ 2,483,773	\$ 4,231,671	\$ 6,570,200	\$ 6,302,427	\$ 5,341,300	\$ 5,341,300	\$ 5,341,300
By Division:							
Current planning	\$ 1,747,204	\$ 2,753,991	\$ 4,067,336	\$ 3,974,288	\$ 2,822,227	\$ 2,822,227	\$ 2,822,227
Long-range planning	736,569	1,477,680	2,470,955	2,328,139	2,013,877	2,013,877	2,013,877
Contingency	-	-	31,909	-	505,196	505,196	505,196
TOTAL REQUIREMENTS	\$ 2,483,773	\$ 4,231,671	\$ 6,570,200	\$ 6,302,427	\$ 5,341,300	\$ 5,341,300	\$ 5,341,300

COMMUNITY DEVELOPMENT **Planning Division**

Overview

The City of Bend planning program is primarily responsible for implementing state mandated requirements for comprehensive planning and zoning, transportation planning and development review. The program comprises two divisions designated to accomplish this work: Long-Range Planning and Current Planning.

The Long-Range Planning Division has primary responsibility for 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 recently adopted urban growth boundary amendment. These projects shape the City's future growth, and help to ensure an adequate long-term supply of buildable land for employment and for housing. Long-Range Planning staff also conduct special purpose projects as directed by the City Council such as refinement plans, sub-area plans, and amendments to development regulations, such as the Bend Development Code. All of these activities must be carried out in compliance with State statutes and administrative rules and City policy. The Long-Range Planning Division 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 entitle land within the City's jurisdiction with urban development rights and are the basis for review and approval of all proposed land development.

The Current Planning Division administers the land use permitting portion of the development services provided by the City of Bend, primarily through the Bend Development Code. The essential services include front counter customer assistance and processing property owner initiated applications for land divisions, as well as commercial, industrial and multi-family construction. Current Planning staff work with other City departments and partner agencies to ensure that private development is coordinated and integrated with the public infrastructure and consistent with adopted plans and ordinances. The Current Planning Division will work closely with the Private Development Engineering Division staff, who provides permitting and inspection services for the public infrastructure that is built to support private development projects.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Continue to maintain and update the City's long-range planning program, including the Bend Area General Plan, the Transportation System Plan, and related planning tools
- ✧ Maintain a reliable and stable funding source
- ✧ Continue the consolidation of the application processing program to produce consistent, reliable and predictable land use decisions in a timely manner
- ✧ Strive to provide a high-quality, mixed-use built environment while protecting the natural environment, through the implementation of the Bend 2030 Action Plan, in coordination with other policies and standards of the City

Key Operational Objectives for the 2009 - 2011 Biennial Budget

- ✧ Guide the recently adopted Urban Growth Boundary (UGB) amendments through the acknowledgement process with the State of Oregon
- ✧ Carry out 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

- ✧ Carry out urban reserve planning for future UGB expansions
- ✧ Complete an intergovernmental agreement with Deschutes County for jurisdiction of the urbanizable area
- ✧ Complete an annexation policy that determines the conditions under which land will transition from unincorporated to incorporated
- ✧ Assist Council in pursuing annexation of the Bend Municipal Airport
- ✧ Update the long-range planning work program to prioritize tasks, allocate workloads and establish timelines for completion
- ✧ Modify organization of the Long-Range Planning Division to increase efficiency
- ✧ Address Development Code remand issues and propose related corrections for City Council approval
- ✧ Initiate a planning project to re-evaluate existing commercial and industrial Plan Map and zoning designations
- ✧ Maintain and update the Bend Area General Plan and related plans (e.g. Transportation System Plan and Public Facilities Plan)
- ✧ Support Juniper Ridge planning work
- ✧ Initiate a planning project for the redevelopment of the 3rd Street corridor
- ✧ Coordinate work of the Bend Metropolitan Planning Organization (BMPO) with work of the Long-Range Planning Division
- ✧ 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
- ✧ Offer coordinated front counter service between Building, Planning and Engineering at one counter
- ✧ Issue decisions on planning applications within 60 days of submittal
- ✧ Facilitate the Planning Commission's objectives to help focus their volunteer work on the overarching planning needs and issues prescribed by the City Council
- ✧ Improve the opportunities for public participation in the planning process by better 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 2007 - 2009 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
- ✧ Completed and adopted an Economic Opportunities Analysis, containing updated City strategies for supporting long-term economic development
- ✧ Updated and adopted General Plan chapters and policies dealing with housing, employment, and economic development
- ✧ Adoption of an updated Transportation Facilities Plan to support adoption of the amended UGB
- ✧ Preparation and adoption of a land use Framework Plan, designating conceptual locations for future residential, commercial, and industrial areas in the UGB expansion area
- ✧ Prepared short-term implementation plan for the Central Area Plan
- ✧ Completed amendments to the Transportation System Plan (TSP) to resolve remand issues related to the initial adoption of the TSP in 2000

- ✧ Accomplished UGB expansion and related planning work while reducing Long-Range Planning staff capacity by 2 FTE
- ✧ Merged Private Development Engineering into the Community Development Department in order to provide consistent customer service and communication during construction projects from the initial permit to final inspection
- ✧ Combined the Building, Planning and Engineering front counters into one consolidated permit center

Significant Changes from the 2007 - 2009 Biennial Budget

- ✧ Reduction of (2) two positions in the Current Planning Division

Staffing Changes for 2009 – 2011 Biennial Budget

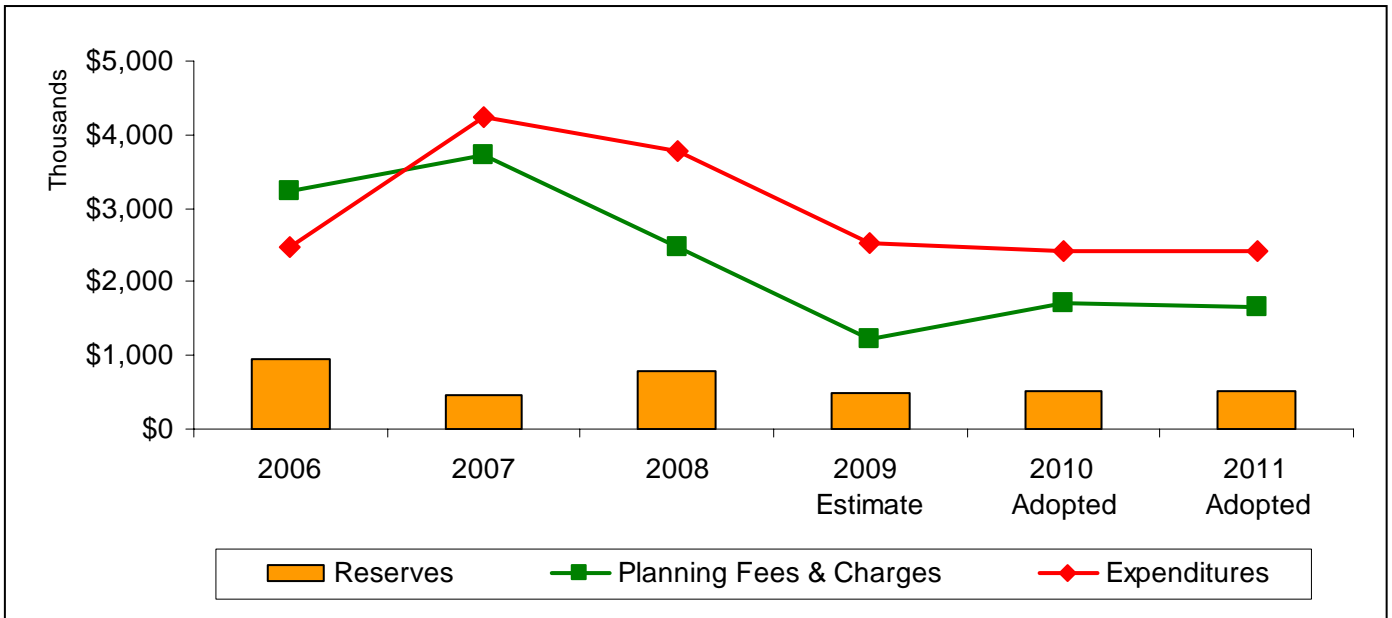
- ✧ Reduction of two (2) FTE during the 2009-2011 biennium

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

Key Statistics

Planning Fund Historical Comparison of Revenues, Expenditures and Reserves
(Revenues are shown without support from the General Fund)



COMMUNITY DEVELOPMENT DEPARTMENT
Planning Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Number of land use permits processed	830	603	350	350	350
Number of customers helped at counter	6,033	4,677	3,000	3,000	3,000
<i>Effectiveness Measures:</i>					
Applications per planner	69 (12 FTE)	67 (9 FTE)	50 (7 FTE)	70 (5 FTE)	70 (5 FTE)
<i>Efficiency Measures:</i>					
Average turn around time (# of days)	70	65	45	65	65

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
<u>Long-range planning</u>					
(1) AWD passenger vehicle	\$ -	\$ -	\$ -	\$ 27,000	\$ -
Total	\$ -	\$ -	\$ -	\$ 27,000	\$ -

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Private Development Engineering Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ 111,500	\$ 111,500	\$ 111,500
General fund subsidy	-	-	510,000	510,000	-	-	-
Licenses and permits	-	-	5,340	46,200	117,300	117,300	117,300
Charges for services	-	-	360,260	370,400	940,200	940,200	940,200
Interfund transfers	-	-	200,000	200,000	-	-	-
Investment income	-	-	2,000	(3,000)	7,400	7,400	7,400
TOTAL RESOURCES	\$ -	\$ -	\$ 1,077,600	\$ 1,123,600	\$ 1,176,400	\$ 1,176,400	\$ 1,176,400

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ -	\$ 702,481	\$ 669,400	\$ 670,764	\$ 670,764	\$ 670,764
Materials and services	-	-	80,319	74,259	51,690	51,690	51,690
Interfund transfers	-	-	294,300	268,400	306,800	306,800	306,800
Contingency	-	-	500	-	147,146	147,146	147,146
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 1,077,600	\$ 1,012,059	\$ 1,176,400	\$ 1,176,400	\$ 1,176,400
<i>By Division:</i>							
Community Development							
Private Engineering	\$ -	\$ -	\$ 323,672	\$ 316,742	\$ 1,029,254	\$ 1,029,254	\$ 1,029,254
Public Works							
Engineering Inspection	-	-	753,428	695,317	-	-	-
Contingency	-	-	500	-	147,146	147,146	147,146
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 1,077,600	\$ 1,012,059	\$ 1,176,400	\$ 1,176,400	\$ 1,176,400

Note:

For the FY 2007-08 and prior, private engineering activity was accounted for in the Public Works Private Engineering division. Please refer to the Public Works Engineering tab for FY 2006-07 and FY 2007-08 amounts.

COMMUNITY DEVELOPMENT
Private Development Engineering Division

Overview

The Community Development Engineering Division integrates its work with current planning and building to ensure the timely completion of development projects within the City. This division is primarily responsible for the review and approval of all public infrastructure constructed in association with a planning approval and building permit. This division is also responsible for right-of-way permits and ensures that all right-of-way construction meets the standards and specifications of the City.

Goals for the 2009 – 2011 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

Key Operational Objectives for the 2009 – 2011 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 four 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 2007 – 2009 Biennium

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

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Inclusion of engineering staff into the Community Development - Private Development Engineering personal services budget

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Private Development Engineering budget supports three (3) FTE – one (1) Engineering Technician, one (1) Inspector, and one (1) Engineer

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

COMMUNITY DEVELOPMENT
Private Development Engineering Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Review time for private development projects	2 weeks	3 weeks	4 weeks	4 weeks	4 weeks
<i>Effectiveness Measures:</i>					
	This division did not exist in Community Development prior to 2008-09				
<i>Efficiency Measures:</i>					
	None				

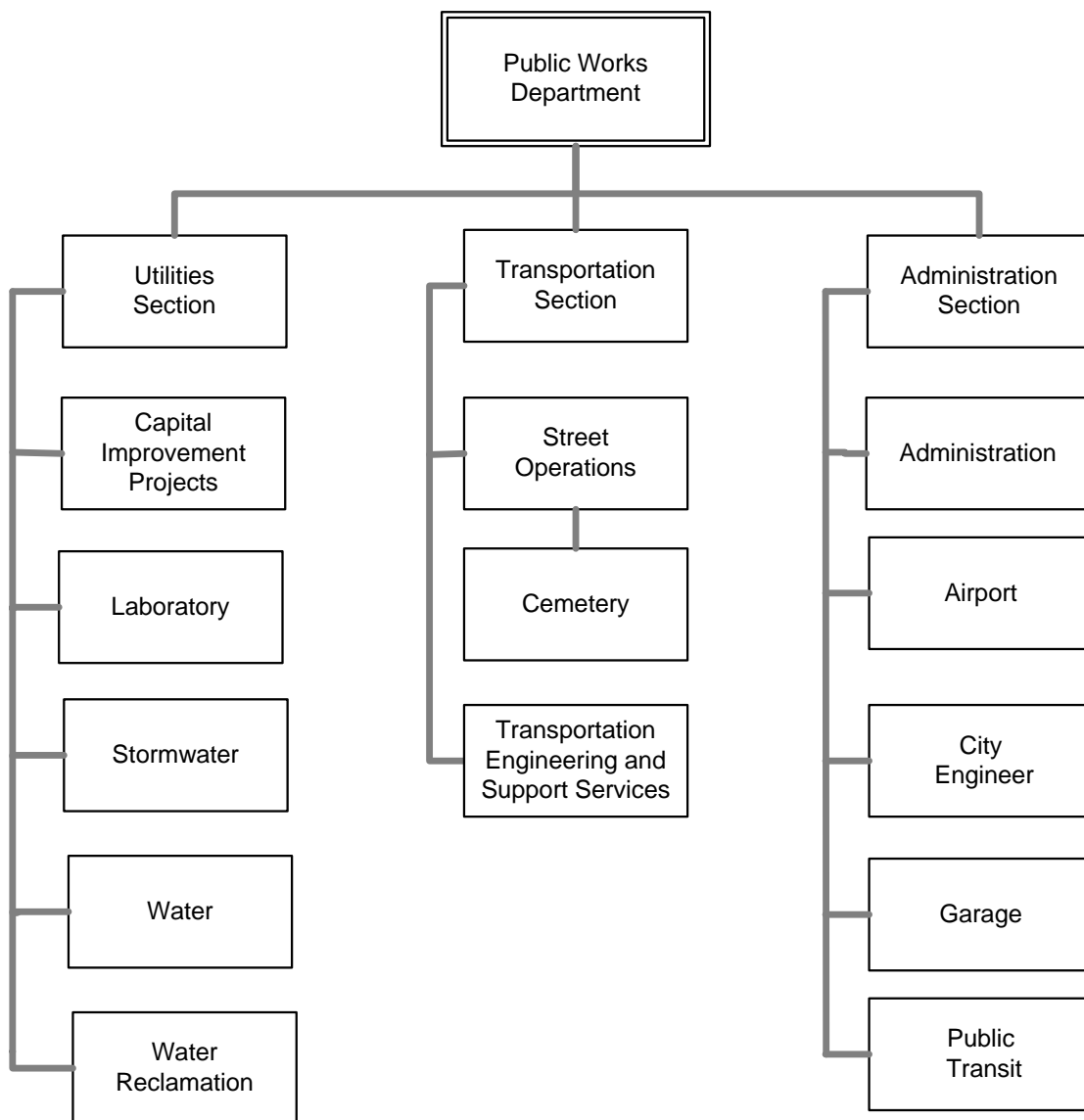
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PUBLIC WORKS ORGANIZATIONAL STRUCTURE

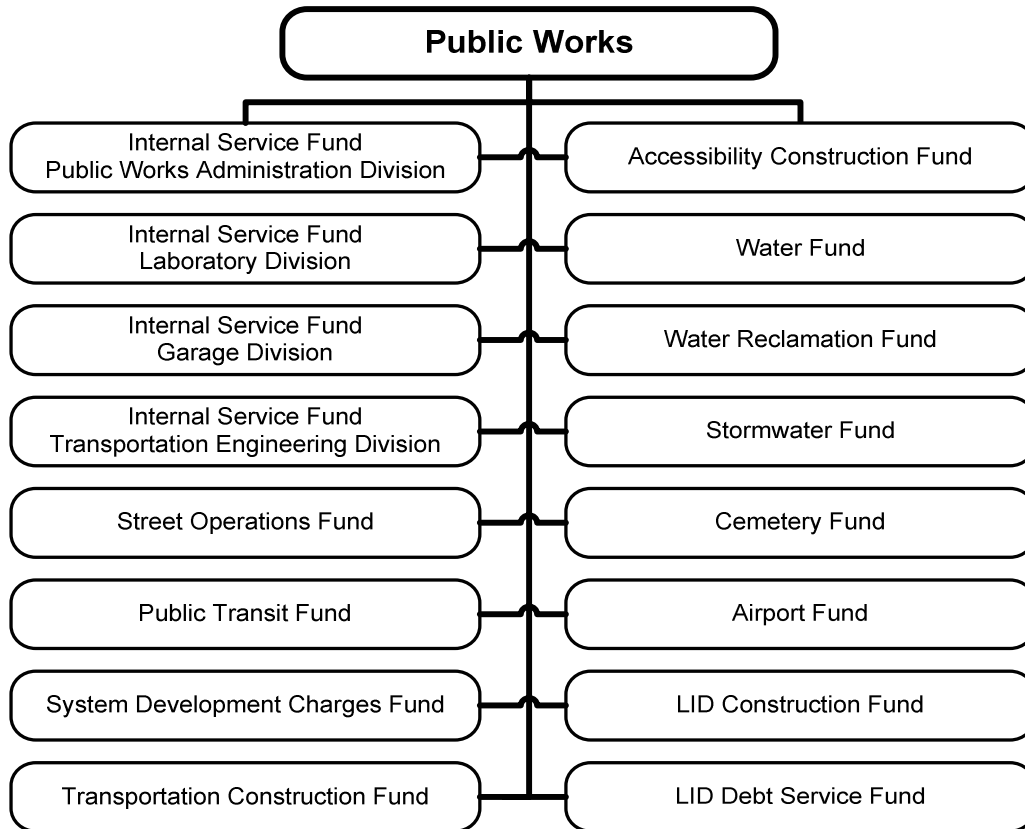
Mission

Pursue excellence in providing infrastructure and community services while enhancing our quality of life and protecting our natural resources

Organizational Chart



PUBLIC WORKS FUND STRUCTURE



Internal Service Fund Divisions (PW Administration, Laboratory, Garage and Transportation Engineering)

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

Street Operations and Public Transit Funds

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

System Development Charges (SDC) Fund

This fund 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 Funds.

Transportation and Accessibility Construction Funds

These funds account for transportation and accessibility construction activity respectively.

Water, Water Reclamation, Stormwater and Cemetery Funds

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

Local Improvement District (LID) Construction and 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.

Airport Fund

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

Internal Service Fund
Public Works Administration Division

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 595,916	\$ 678,914	\$ 470,500	\$ 732,508	\$ 972,900	\$ 972,900	\$ 972,900
Interfund charges	2,434,600	2,636,600	5,044,300	5,044,300	3,986,700	3,986,700	3,986,700
Investment income	26,777	40,076	32,900	81,580	29,000	29,000	29,000
Miscellaneous	2,693	328	3,500	2,468	-	-	-
TOTAL RESOURCES	\$ 3,059,986	\$ 3,355,918	\$ 5,551,200	\$ 5,860,856	\$ 4,988,600	\$ 4,988,600	\$ 4,988,600

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 1,635,875	\$ 2,059,594	\$ 3,531,332	\$ 3,161,257	\$ 3,270,923	\$ 3,270,923	\$ 3,270,923
Materials and services	268,801	261,773	946,843	814,449	409,996	409,996	409,996
Interfund transfers	476,396	293,533	868,400	847,247	768,500	768,500	768,500
Capital outlay:							
Vehicle/equipment	-	8,510	122,000	65,000	25,000	25,000	25,000
Contingency	-	-	82,625	-	514,181	514,181	514,181
TOTAL REQUIREMENTS	\$ 2,381,072	\$ 2,623,410	\$ 5,551,200	\$ 4,887,953	\$ 4,988,600	\$ 4,988,600	\$ 4,988,600
<i>By Division:</i>							
Administration & support	\$ 1,905,269	\$ 2,105,187	\$ 3,877,021	\$ 3,514,674	\$ 4,359,419	\$ 4,359,419	\$ 4,359,419
Laboratory	475,803	518,223	1,591,554	1,373,279	115,000	115,000	115,000
Contingency	-	-	82,625	-	514,181	514,181	514,181
TOTAL REQUIREMENTS	\$ 2,381,072	\$ 2,623,410	\$ 5,551,200	\$ 4,887,953	\$ 4,988,600	\$ 4,988,600	\$ 4,988,600

Note:

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. The \$115,000 expenditure for 2009-10 represents equity transfer to the new internal services division.

PUBLIC WORKS **Administration Division**

Overview

The Public Works Administration Division provides oversight, management and administrative support to the Public Works Department. This Division also interfaces with the public and provides information and general assistance to the citizens of Bend.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Provide project support and leadership for the Public Works Department
- ✧ Provide quality service to the public and the divisions within the Public Works Department
- ✧ Maintain national accreditation through the use of best practices in an effort to sustain a professional organization
- ✧ Seek to improve operational and maintenance capabilities through increased efficiencies and investments in technology

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✧ Continue supporting the American Public Works Association (APWA) Self-Assessment and Accreditation process
- ✧ 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
- ✧ Implement Infor Call Center software to assist the department in more efficiently monitoring customer service calls and complaints
- ✧ Provide internal assistance for the implementation of vehicle and equipment training programs

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Implemented a base line model for budgeting process and provided additional budget support to each Public Works division
- ✧ Completed, with the support of the Street Operations Division, the first internal snow removal training class for staff
- ✧ Implemented "Push to Talk" phones for staff
- ✧ Provided administrative assistance for the Utility realignment process
- ✧ Reduced the cost of the Public Works 2-way radio system by over 50%
- ✧ Maintained high levels of service despite budget reductions
- ✧ Achieved a successful start to realigning Public Works operational areas

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Addition of a Safety/Training Program Coordinator to help develop and implement a strong safety and training plan within Public Works
- ✧ Addition of the Airport as a fund and an operational area within the Public Works Department

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Addition of one (1) FTE – Safety and Training Program Manager
- ✧ Reduction of two (2) FTE – City Engineer and Administrative Assistant

Major Capital Projects /Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - One (1) new vehicle for the Assistant Public Works Director

PUBLIC WORKS
Administration Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Number of work orders processed	4,074	4,200	4,500	4,600	4,625
Number or purchase orders processed	2,743	3,000	3,300	3,500	3,650
Purchase order line items received	14,226	14,500	14,800	15,000	15,200
Water and hydrant meter purchases processed at the front desk	846	900	1,000	1,100	1,200
<i>Effectiveness Measures:</i>					
None					
<i>Efficiency Measures:</i>					
Number of staff as a percentage of total Public Works staff	6.00%	6.00%	5.90%	6.00%	6.00%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
One (1) new staff vehicle	\$ -	\$ 25,000	\$ -	\$ -	\$ -
Total	\$ -	\$ 25,000	\$ -	\$ -	\$ -

**Internal Service Fund
Public Works Laboratory Division**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund charges	-	-	-	-	1,873,600	1,873,600	1,873,600
Interfund transfer	-	-	-	-	115,000	115,000	115,000
Investment income	-	-	-	-	6,700	6,700	6,700
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 1,995,300	\$ 1,995,300	\$ 1,995,300

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 310,115	\$ 345,693	\$ 835,954	\$ 766,448	\$ 972,444	\$ 972,444	\$ 972,444
Materials and services	135,088	120,231	486,800	406,300	494,800	494,800	494,800
Interfund transfers	30,600	52,300	146,800	122,467	244,600	244,600	244,600
Capital outlay:							
Vehicle/equipment	-	-	122,000	78,064	103,000	103,000	103,000
Contingency	-	-	-	-	180,456	180,456	180,456
TOTAL REQUIREMENTS	\$ 475,803	\$ 518,223	\$ 1,591,554	\$ 1,373,279	\$ 1,995,300	\$ 1,995,300	\$ 1,995,300

Note:

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.

PUBLIC WORKS
Laboratory Division

Overview

The 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.

Goals for the 2009 – 2011 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 2009 – 2011 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 OPS SQL database management system for the Water and Water Reclamation division and data integration with LIMS

Major Accomplishments during the 2007 – 2009 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

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Became a stand alone division of the Internal Service Fund

Staffing Changes for the 2009 – 2011 Biennial Budget

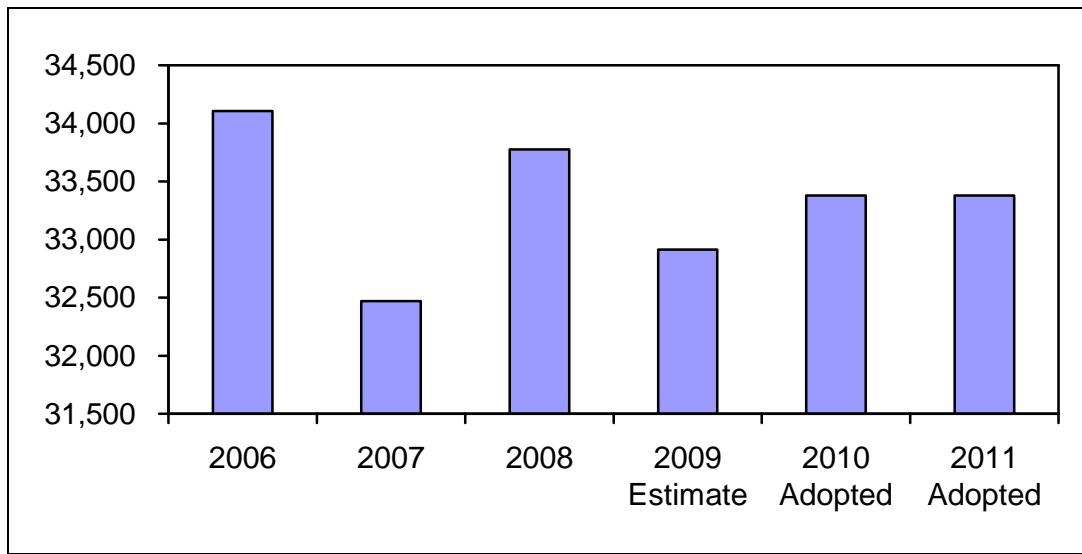
- ✧ None

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - Mobile Laboratory and interior upgrade
- ✧ 2010-2011
 - Automated Metals Digester
 - YSI Data Logger (Sonde)

Key Statistics

Number of Wastewater Tests Performed by the Laboratory Division



PUBLIC WORKS DEPARTMENT
Laboratory Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
1) # of Drinking Water Tests/Activities	2,473	2,552	2,474	2,500	2,545
- Potable water	1,814	1,762	1,800	1,800	1,800
- State / EPA Water Quality Monitoring	-	33	49	30	75
- Source water	326	353	350	350	350
- Operation & maintenance	137	239	200	200	200
- New mains	196	165	75	120	120
2) # of Wastewater Tests/Activities	32,470	33,776	32,912	33,378	33,378
- 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	109	60	Performed by IPP Staff	
3) # of Stormwater activities	65	114	165	340	340
- Samples collected	4	7	5	10	10
- Sample analyses / data management	61	107	330	330	330
4) # of Water Quality Monitoring Tests/Activities	2,199	1,973	2,928	2,928	2,928
- Deschutes River samples collected	140	131	144	144	144
- Deschutes River sample analyses	1,338	1,283	2,160	2,160	2,160
- Bridge Creek samples collected	57	53	48	48	48
- Bridge Creek sample analyses	664	506	576	576	576
5) # of HazWaste Mgmt. Tests/Activities	10	10	22	10	10
- On-site inspections	8	8	11	8	8
- Sample Collection / Laboratory testing	-	-	9	-	-
- HazWaste generator status reports	2	2	2	2	2
<i>Effectiveness Measures:</i>					
1) NELAC Accreditation	Yes	Yes	Yes	Yes	Yes
2) Change in HazWaste status	No	No	No	No	No
<i>Efficiency Measures:</i>					
Total activities	37,217	38,425	38,501	39,156	39,201
FTE hours	8,320	8,320	8,664	8,320	8,320
Activities/hour	4.47	4.62	4.44	4.71	4.71

PUBLIC WORKS DEPARTMENT
Laboratory Division

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
Mobile lab: utility vehicle/van	\$ 54,000	\$ -	\$ -	\$ -	\$ -
Mobile lab: interior upgrade	6,000	-	-	-	-
Laboratory vehicle	-	-	-	30,000	-
YSI data logger (Sonde)	-	9,000	9,000	9,000	9,000
Automated metals digester	-	34,000	-	-	-
Automated "Discrete Analyzer"	-	-	42,000	-	-
DuoPUR acid purification system	-	-	-	16,000	-
Total	\$ 60,000	\$ 43,000	\$ 51,000	\$ 55,000	\$ 9,000

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**Internal Service Fund
Garage Division**

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
RESOURCES							
Beginning working capital	\$ 122,755	\$ (31,059)	\$ 20,400	\$ 130,672	\$ 104,200	\$ 104,200	\$ 104,200
Charges for services	2,870	2,889	6,000	7,145	-	-	-
Interfund charges	1,739,840	2,452,245	5,588,900	4,772,543	4,658,800	4,658,800	4,658,800
Investment income	1,460	3,169	3,800	19,329	5,700	5,700	5,700
Miscellaneous	3,707	7,190	17,800	16,968	18,500	18,500	18,500
TOTAL RESOURCES	\$ 1,870,632	\$ 2,434,434	\$ 5,636,900	\$ 4,946,657	\$ 4,787,200	\$ 4,787,200	\$ 4,787,200

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 491,260	\$ 508,512	\$ 1,416,033	\$ 1,373,766	\$ 1,407,349	\$ 1,407,349	\$ 1,407,349
Materials and services	1,165,831	1,457,950	3,305,229	2,719,150	2,352,700	2,352,700	2,352,700
Interfund transfers	244,600	337,300	747,200	749,475	803,200	803,200	803,200
Capital outlay:							
Vehicle/equipment	-	-	-	-	5,000	5,000	5,000
Contingency	-	-	168,438	-	218,951	218,951	218,951
TOTAL REQUIREMENTS	\$ 1,901,691	\$ 2,303,762	\$ 5,636,900	\$ 4,842,391	\$ 4,787,200	\$ 4,787,200	\$ 4,787,200

PUBLIC WORKS
Garage Division

Overview

The Garage Division 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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ To provide an ongoing Preventative Maintenance Program that meets the changing needs of each division with safe, reliable transportation and equipment
- ✧ Maintain a changing Transit and Dial-a-Ride (DAR) fleet that will travel over 470,000 miles per year
- ✧ 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

Key Operational Objectives for the 2009 – 2011 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 constraints
- ✧ Continue to schedule maintenance and repairs for the City's fleet and provide billing to all City Departments, 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 2007 – 2009 Biennium

- ✧ Maintained over 565 pieces of equipment, built by over 50 different manufacturers
- ✧ Performed over 4,800 repairs (of which over 1,600 were preventative maintenance jobs)
- ✧ Maintained a fuel system and fuel pump site (at Public Works Pilot Butte Campus) that processed over 17,000 fuel transactions and 290,000 gallons of fuel
- ✧ Maintained a City fleet that travels over 2.35 million miles per year

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Reduction of one (1) FTE - Maintenance Technician in 2009 due to reduction in workload

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects/Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - One (1) vehicle hoist

PUBLIC WORKS DEPARTMENT
Garage Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
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	290,000	304,500
Scheduled preventive maintenance job orders	1,421	1,851	1,650	1,650	1,650
Total job orders	4,583	5,320	4,800	4,800	5,300
Total fuel cost	\$ 729,201	\$ 865,440	\$ 780,000	\$ 800,000	\$ 860,000
<i>Effectiveness Measures:</i>					
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
<i>Efficiency Measures:</i>					
Fuel transactions processed	18,400	19,334	18,000	18,000	19,000
MPG for all City fleet	8.07	8.18	8.01	8.02	7.64
Percent increase in miles per year	4.00%	4.85%	-6.65%	0.00%	0.00%
Percentage of fuel transaction billed to City departments	100.00%	100.00%	100.00%	100.00%	100.00%
Percentage of repair and maintenance billed	100.00%	100.00%	100.00%	100.00%	100.00%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
Shop truck	\$ -	\$ -	\$ 40,000	\$ -	\$ -
Vehicle hoist	-	5,000	-	-	5,000
Shop air compressor	-	-	-	10,000	-
Total	\$ -	\$ 5,000	\$ 40,000	\$ 10,000	\$ 5,000

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Internal Service Fund
Transportation Engineering & Support Division

(previously referred to as the Engineering Division)

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
RESOURCES							
Beginning working capital	\$ 1,240,753	\$ 1,087,389	\$ 422,800	\$ 332,826	\$ 98,100	\$ 98,100	\$ 98,100
License and permits	95,930	73,040	89,500	30,540	-	-	-
Charges for services	2,238,377	2,518,388	1,794,800	1,758,287	61,000	61,000	61,000
General fund subsidy	-	-	455,000	855,000	1,000,000	1,000,000	1,000,000
Interfund charges	1,130,081	914,579	2,732,900	2,354,174	730,000	730,000	730,000
Interfund transfers	-	-	216,200	246,200	369,000	369,000	369,000
Investment income	55,777	78,859	13,500	69,143	8,500	8,500	8,500
Miscellaneous	555	2,251	2,000	302	-	-	-
TOTAL RESOURCES	\$ 4,761,473	\$ 4,674,506	\$ 5,726,700	\$ 5,646,472	\$ 2,266,600	\$ 2,266,600	\$ 2,266,600

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 2,672,912	\$ 3,097,092	\$ 4,149,631	\$ 4,131,413	\$ 1,460,197	\$ 1,460,197	\$ 1,460,197
Materials and services	273,304	344,295	478,113	329,898	98,946	98,946	98,946
Interfund transfers	680,317	838,978	1,089,900	1,082,131	474,800	474,800	474,800
Capital outlay:							
Vehicle/equipment	47,551	61,315	6,000	5,000	-	-	-
Contingency	-	-	3,056	-	232,657	232,657	232,657
TOTAL REQUIREMENTS	\$ 3,674,084	\$ 4,341,680	\$ 5,726,700	\$ 5,548,442	\$ 2,266,600	\$ 2,266,600	\$ 2,266,600
By Division:							
Private engineering	\$ 3,674,084	\$ 3,623,079	\$ 1,952,953	\$ 1,940,546	-	\$ -	\$ -
Transportation engineering	-	709,128	1,499,150	1,483,641	2,033,943	2,033,943	2,033,943
CIP engineering	-	9,473	2,271,541	2,124,255	-	-	-
Contingency	-	-	3,056	-	232,657	232,657	232,657
TOTAL REQUIREMENTS	\$ 3,674,084	\$ 4,341,680	\$ 5,726,700	\$ 5,548,442	\$ 2,266,600	\$ 2,266,600	\$ 2,266,600

Note:

Starting in FY 2008-09 private engineering is being accounted for as a separate fund under Community Development and starting in 2009-10 CIP engineering division is being reorganized to the water, water reclamation and stormwater operations.

PUBLIC WORKS
Transportation Engineering and Support Division

The Engineering Division of Public Works has been restructured and absorbed into other divisions. Specifically, Private Development Engineering is now under the Community Development Department. The Capital Improvement Program (CIP) has been distributed to respective utilities under Public Works. Water, Water Reclamation and Stormwater have their own engineers and inspectors as part of the new Utility Services Division. Similarly, the CAD/GIS group has been moved to the Utility Services Division to improve efficiencies. Please refer to those specific budget areas for detailed information regarding engineering related goals, performance measures and key operational objectives.

The Transportation Engineering Division remains a separate Division, but will be relocated to the Public Works Pilot Butte Campus. This will improve coordination with the Street Operations Division and provide opportunities for shared resources and other efficiencies as depicted below.

Overview

The Transportation Engineering and Support Division will align itself in the Public Works Department with the Street Operations Division to form the Transportation Section at the Pilot Butte Campus. This will create better fiscal and operational efficiencies. The Transportation Engineering Division is primarily responsible for long range transportation planning which includes the Bend Metropolitan Planning Organization (BMPO), private development land use and plan reviews, the Transportation Construction Fund, and Traffic Operations.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Seek transportation revenue options to create financial and organizational stability
- ✧ Develop implementation strategies and programs to more efficiently measure and provide safer and cost effective multi-modal transportation projects
- ✧ Integration of Transportation and Street Operations Division work functions and tasks similar to the Utilities realignment

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Further develop the division with the transfer in of a project manager and a transportation planner
- ✧ Seek grant funding for transportation projects
- ✧ Improve Transportation comments on land use and private development engineering plans
- ✧ Continue to collaborate with the Oregon Department of Transportation (ODOT) to conduct and implement a solution for Highway 97 / 20
- ✧ Provide an adequate level of customer service regarding citizen requests for traffic safety
- ✧ Attempt to provide the needed opportunities for the professional development of division staff

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Reorganized the division due to budget reductions and included the MPO duties and functions
- ✧ Constructed the Awbrey Road and 4th and Thurston Safety projects
- ✧ Addressed about 5-10 citizen service requests per week
- ✧ The Murphy Road/Highway 97 interchange was selected for potential federal funding

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ The division is at a minimum staffing level which is a potential traffic liability to the City – there are no allowances for seasonal or work peaks because there is no redundancy in the Division to cover essential work tasks

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ Reduction of two (2) FTE over the biennium – Engineering Construction Supervisor and Traffic Engineer / Planner

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None



City of Bend Engineering Staff

PUBLIC WORKS DEPARTMENT
Transportation Engineering Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Turnaround time for land use plans and traffic studies	N/A	N/A	3 weeks	3 weeks	2 weeks
Turnaround time for private development plans	N/A	N/A	2 weeks	2 weeks	2 weeks
Turnaround time for Citizen Service Requests	N/A	N/A	5 days	8 days	8 days
<i>Effectiveness Measures:</i>					
Project management skills for CIP projects	N/A	N/A	100%	100%	100%
Provide professional training courses for staff	N/A	N/A	100%	50%	25%
<i>Efficiency Measures:</i>					
Performance goals for work tasks	N/A	N/A	80%	60%	50%
Performance goals for major projects and tasks	N/A	N/A	80%	60%	50%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
(1) Replacement staff vehicle	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000
	\$ -	\$ -	\$ 18,000	\$ -	\$ 18,000

Street Operations Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
RESOURCES							
Beginning working capital	\$ 1,987,087	\$ 1,139,380	\$ 1,524,000	\$ 1,595,812	\$ 891,400	\$ 891,400	\$ 891,400
Franchise fees	433,559	477,951	1,032,900	972,519	956,400	956,400	956,400
Intergovernmental revenues	3,841,569	3,881,691	8,108,600	7,456,139	7,400,400	7,400,400	7,400,400
Charges for services	-	-	-	-	2,800,000	2,800,000	2,800,000
General fund subsidy	1,654,000	2,530,000	5,020,000	5,020,000	2,200,000	2,200,000	2,200,000
License and permits	226,935	184,305	273,800	132,968	128,400	128,400	128,400
Interfund charges	217,300	156,400	283,000	339,731	918,000	918,000	918,000
Investment income	39,506	56,525	80,200	31,665	71,200	71,200	71,200
Miscellaneous	42,302	14,267	21,700	89,458	71,000	71,000	71,000
Issuance of long-term debt	-	-	560,000	-	-	-	-
TOTAL RESOURCES	\$ 8,442,258	\$ 8,440,519	\$ 16,904,200	\$ 15,638,292	\$ 15,436,800	\$ 15,436,800	\$ 15,436,800

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 2,168,392	\$ 2,222,000	\$ 5,092,033	\$ 5,005,235	\$ 5,075,565	\$ 5,075,565	\$ 5,075,565
Materials and services	1,927,309	1,226,735	3,639,143	3,640,435	2,468,500	2,468,500	2,468,500
Interfund transfers	1,404,908	1,418,497	3,348,000	2,713,610	3,198,000	3,198,000	3,198,000
Capital outlay:							
Vehicle/equipment	384,273	385,014	638,000	497,621	25,000	25,000	25,000
Construction/infrastructure	1,154,703	1,329,439	2,657,000	2,534,505	2,669,700	2,669,700	2,669,700
Total capital outlay	1,538,976	1,714,453	3,295,000	3,032,126	2,694,700	2,694,700	2,694,700
Debt service	263,293	263,022	369,600	355,565	-	-	-
Contingency	-	-	1,160,424	-	2,000,035	2,000,035	2,000,035
TOTAL REQUIREMENTS	\$ 7,302,878	\$ 6,844,707	\$ 16,904,200	\$ 14,746,971	\$ 15,436,800	\$ 15,436,800	\$ 15,436,800
By Division:							
Administration	\$ -	\$ 898,722	\$ 2,729,351	\$ 2,198,682	\$ 2,353,113	\$ 2,353,113	\$ 2,353,113
Street maintenance	6,201,833	4,870,336	11,049,802	10,547,677	9,458,114	9,458,114	9,458,114
Right-of-way maintenance	781,390	756,312	1,324,623	1,278,067	735,538	735,538	735,538
Street lighting	319,655	319,337	640,000	722,545	890,000	890,000	890,000
Contingency	-	-	1,160,424	-	2,000,035	2,000,035	2,000,035
TOTAL REQUIREMENTS	\$ 7,302,878	\$ 6,844,707	\$ 16,904,200	\$ 14,746,971	\$ 15,436,800	\$ 15,436,800	\$ 15,436,800

PUBLIC WORKS
Street Operations Division

Overview

The Street Operations Division is 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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Work toward compliance with the Department of Justice agreement related to accessibility standards for curb ramps and sidewalks
- ✧ Street preservation and safety
- ✧ Strive to maintain adequate service levels

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Street Maintenance
 - Maintain a City-wide Pavement Condition index (PCI) with the goal of scoring in the 70's
 - Chip seal approximately 28 lane miles of street in partnership with Deschutes County
 - Resurface (overlay) approximately 9 lane miles using 33,480 tons of asphalt
 - Work on meeting deadlines identified by the Department of Justice settlement agreement related to accessibility, making 300 ramps compliant with the overlay program
- ✧ Right-of-Way Maintenance
 - Landscape maintenance 24 sites for Water Department
 - Landscape maintenance 4 sites and vegetation control 31 sites for Water Reclamation
 - Maintain bare minimum staffing for safety related responses for landscape city wide

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Street Maintenance
 - Completed 175 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
 - Right-of-way maintenance
 - Maintained the ability to respond to emergency issues

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Reductions in operational budget
 - Reducing all right-of-way maintenance except for bare minimum for public safety response
 - Reduce landscape maintenance
 - Reduce irrigation in right-of-way
 - Reduce temporary help for street preservation and landscape/right-of-way maintenance

Staffing Changes for the 2009 – 2011 Biennial Budget

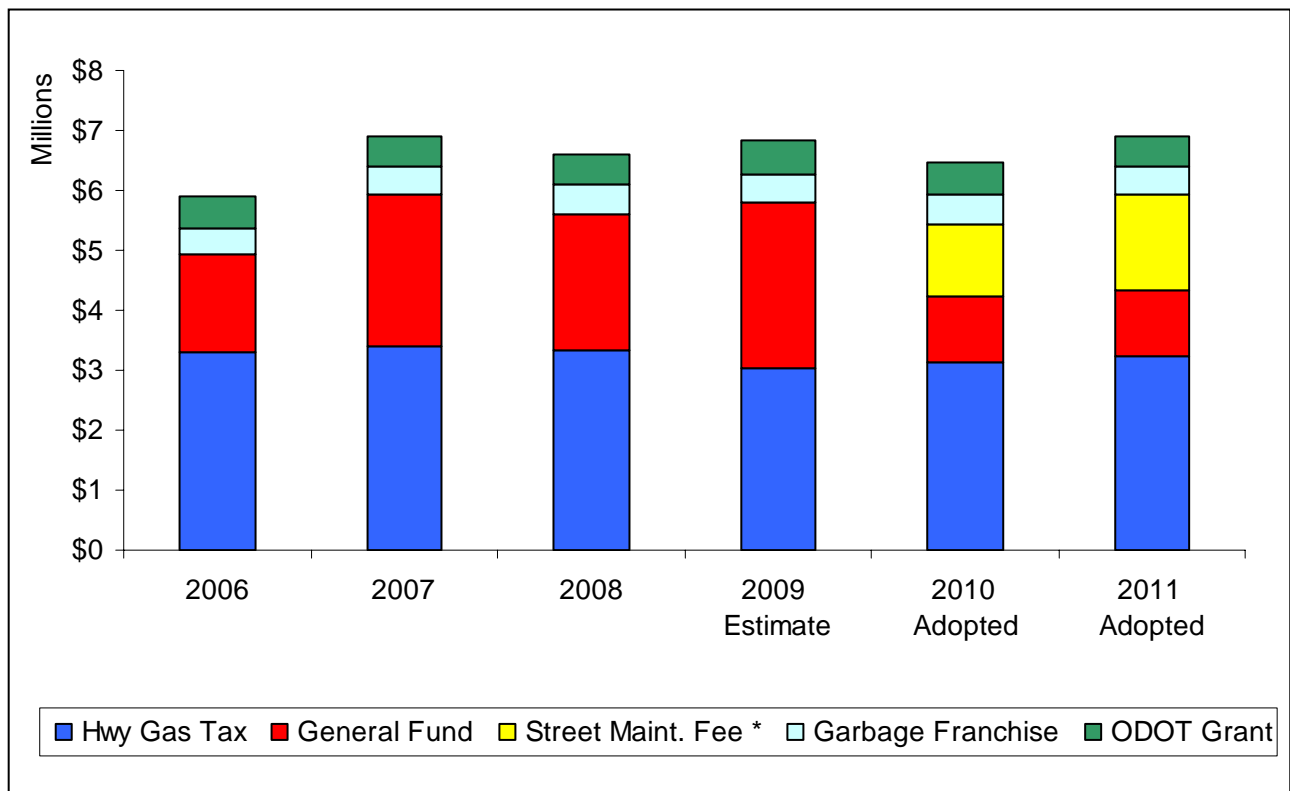
- ✧ Transfer three and one-half (3.5) FTE to Stormwater to support street sweeping efforts for water quality Best Management Practice
- ✧ Reduction of one (1) FTE – vacant Utility Worker
- ✧ Addition of one-half (1/2) FTE – Engineering Inspector

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - Convert one sander to a dump truck
- ✧ 2010-2011
 - None

Key Statistics

Street Operations Fund Revenues by Funding Source



* The 2009-2011 Adopted Budget included revenues from the proposed Street Maintenance Fee. In July 2009, the City Council voted against implementation of this new revenue source. Additional revenues are anticipated from the State's allocation of Highway Gas Tax and Vehicle Registration fees.

PUBLIC WORKS DEPARTMENT
Street Operations Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
Output Measures:					
Lane miles of chip seal	22.31	19.96	14.53	14.10	14.10
Lane miles of road overlays	22.83	22.50	11.87	20.00	5.00
Curb miles of street cleaned	34,573	36,475	35,000	35,000	36,000
Yards of cinders	2,432	8,495	8,000	8,500	8,500
Gallons of magnesium chloride	90,898	137,125	115,000	115,000	100,000
Painting of lines (miles)	595	610	613	610	610
Signs repaired/replaced	2,452	2,576	2,600	2,000	2,000
Acres rehabilitated (weed control)	12.30	13.00	13.00	0.00	0.00
Acres rehabilitated (water conservation)	45.30	30.20	15.10	0.00	0.00
Effectiveness Measures:					
Overall street system ration	74	74	74	73	72
Percentage of road hazards responded to within 24 hours	90%	90%	90%	70%	70%
Percentage of traffic control painting occurring within designated cycle (March 1 thru June 30)	100%	90%	90%	80%	85%
Percentage of tree complaints from proactive tree survey	25%	25%	25%	0%	0%
Efficiency Measures:					
Average cost per lane mile of road repaired (chip seal)	\$9,856	\$10,560	\$14,150	\$14,500	\$15,000
Average cost per lane mile of road maintained in excellent condition (overlay)	\$30,251	\$46,980	\$45,456	\$46,000	\$46,000
Number of hazardous trees removed or treated	\$123	\$161	\$142	\$10	\$10
Percent reduction in water usage from Smart Controllers in rehabilitated areas*	41%	20%	15%	0%	0%

*(Irrigation will be turned off for 2009-2011)

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
Convert sander to dump truck	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Sander/dump truck	-	-	-	400,000	-
Grader/paver	-	-	-	-	400,000
Total	\$ 25,000	\$ -	\$ -	\$ 400,000	\$ 400,000

Public Transit Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 535,499	\$ 134,144	\$ 391,900	\$ 348,435	\$ 93,300	\$ 93,300	\$ 93,300
Intergovernmental revenues	858,094	1,611,717	2,822,000	2,585,430	3,057,000	3,057,000	3,057,000
General fund subsidy	520,000	1,138,000	2,885,000	2,885,000	2,116,500	2,116,500	2,116,500
General fund loan	-	385,000	-	-	-	-	-
Charges for services	113,290	157,779	441,900	406,600	450,200	450,200	450,200
Interfund charges	-	80,000	10,000	-	-	-	-
Investment income	126	(10,293)	5,700	(6,690)	-	-	-
Miscellaneous	-	15,190	1,600	19,523	18,000	18,000	18,000
TOTAL RESOURCES	\$ 2,027,009	\$ 3,511,537	\$ 6,558,100	\$ 6,238,298	\$ 5,735,000	\$ 5,735,000	\$ 5,735,000

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 57,857	\$ 94,010	\$ 218,696	\$ 216,999	\$ 231,528	\$ 231,528	\$ 231,528
Materials and services	1,337,065	1,635,268	3,357,593	3,399,187	2,982,340	2,982,340	2,982,340
Interfund transfers	497,943	970,566	2,023,200	1,909,300	1,626,800	1,626,800	1,626,800
Capital outlay:							
Vehicle/equipment	-	359,472	695,000	608,326	410,000	410,000	410,000
Construction/infrastructure	-	103,786	-	11,200	452,000	452,000	452,000
Total capital outlay	-	463,258	695,000	619,526	862,000	862,000	862,000
Contingency	-	-	263,611	-	32,332	32,332	32,332
TOTAL REQUIREMENTS	\$ 1,892,865	\$ 3,163,102	\$ 6,558,100	\$ 6,145,012	\$ 5,735,000	\$ 5,735,000	\$ 5,735,000

PUBLIC WORKS

Public Transit Division

Overview

Bend Area Transit offers six regular fixed routes that currently serve the public from 6:15am to 6:15pm, Monday through Friday, and 7:15am to 5:15pm on Saturday. For eleven weeks each summer, the Ride the River route is available to encourage safe use of the Deschutes River through Downtown Bend, with shuttle service six hours daily Friday-Monday. The Ride the River service is available, due to the generosity of local area sponsors who cover all operating costs beyond fares collected.

Bend Area Transit also offers Bend Dial-a-Ride, a demand response shared ride service currently available seven days a week. Bend Dial-a-Ride fulfills the Americans with Disabilities Act (ADA) paratransit requirement for public transportation. This is accomplished by transporting persons with a disability who cannot use the regular bus system and are within ¾ mile of a fixed route, through a ride reservation program. Bend Dial-a-Ride fills all remaining available rides with ride requests by persons with a disability, who are beyond the ¾ mile radius but within the city limits, and then finally to low-income seniors without disabilities.

All twenty-six transit and Dial-a-Ride vehicles are ADA accessible and assist Bend residents to get to work, medical and personal appointments, shop, and participate in community activities. Bend Area Transit promotes a healthful lifestyle, environmental awareness, connections to multiple modes of public transportation, tourism, and reduces roadway congestion.

Ridership of the fixed routes continues to rise, as does bike use by transit riders. However, due to fuel costs falling since September 2008 and lower maintenance costs from newer more efficient vehicles, the cost per ride and cost per mile continue to improve. Bend Area Transit's cost per ride, on fixed route, is average for mass transit in the United States. However, the cost for paratransit rides is almost \$5.00 less than the national average. The proposed budget represents a decrease of approximately 27% in general fund support over the biennium, an increase in Federal funding of transit, inclusion of Federal Stimulus money for mainly capital projects, and the loss of all weekend services.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Reduce the level of General Fund transfer for Transit Division by approximately 27% from the 2007-09 biennium, but maintain local funding required for match on state and federal grants
- ✧ Build the transit reserve account
- ✧ Continue to improve Bend Area Transit's passenger connections with other regional transportation modes and providers
- ✧ Work in collaboration with City departments, city-wide businesses and organizations, and citizens to provide the best, safest, and most cost effective transit program
- ✧ Effectively utilize the federal stimulus funding for transit on the identified projects to enhance safety/security, replace aging Dial-a-Ride vehicles with smaller more efficient vans, and significantly improve, if not complete, the ADA compliant Bus Stop Program

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Work closely with citizens, other City departments and divisions, organizations and advocacy groups to improve access to BAT services

- ✧ Implement the Route 11 redesign to greatly improve transit availability and transit use in SW Bend
- ✧ Increase the public's awareness of the BAT system through marketing and public outreach
- ✧ Supply as many operational service hours as possible within current funding levels
- ✧ Increase ridership through marketing, neighborhood and community outreach
- ✧ Add amenities such as benches and trash cans across the system

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Developed a vehicle replacement plan, acquired grant funding and began replacing an aging fleet with new, operationally effective, environmentally friendly vehicles that have reduced the operations costs for delivering service
- ✧ Worked with stakeholders and regulatory agencies on policy development
- ✧ Supported the efforts of the City Council and the Future of Transit Committee and ballot measure 9-60 to create a transportation district and property tax support (the measure was defeated by just over 3%)
- ✧ Built a new transit operations and maintenance center with a transit grant from Connect Oregon I in November, 2008
- ✧ 11% growth in ridership and an 8.3% increase in passengers per service hour
- ✧ Created the Central Oregon Intermodal Center Project, gathered community support, and garnered \$2,800,000 in state funding
- ✧ Facilitated agreement with ODOT/Central Oregon Intergovernmental Council (COIC)/City of Bend, for COIC to be the project owner with the facility opening expected in 2010
- ✧ Published a request for proposals for contracted services (which is the largest expense in the Transit Division budget) and awarded a new three-year contract to Paratransit Services. This contract included cost control factors and represented a lower per service hour cost

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ The division's budget reflects a 27% decrease in General Fund dollars from the 2007-2009 biennium
- ✧ The 2009-2011 capital budget reflects equipment, vehicle, and construction spending related to the new federal stimulus funds, and zero capital projects requiring local match
- ✧ Service reductions include the loss of Sunday public transit services, which means elimination of current fixed route and Dial-a-Ride on Sunday

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - Six (6) Dial-a-Ride vans
 - Bus stop pad construction
 - Security cameras (onboard bus and at facility)
- ✧ 2010-2011
 - None

PUBLIC WORKS DEPARTMENT
Public Transit Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Total passengers transported	293,000	325,607	360,000	350,500	352,000
Hours of service provided	37,000	39,000	39,000	35,500	35,500
Ride denials	220	237	524	600	750
Service miles	401,120	409,655	365,000	334,000	334,000
<i>Effectiveness Measures:</i>					
Passengers transported per hour (DAR)	3.1	3.08	3.12	3.1	3.1
Passengers transported per hour (BAT)	12.00	18.31	19.83	21.00	21.50
<i>Efficiency Measures:</i>					
Operating cost per trip (DAR)	\$16.13 *	\$21.39	\$19.48	\$19.75	\$20.50
Operating cost per trip (BAT)	Not Available	5.44	5.15	4.95	4.50

*2006-07 rate did not include city overhead

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
Video security cameras (facility & buses)*	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Six (6) eleven-passenger vans for DAR*	310,000	-	-	-	-
Fixed Route Bus	-	-	130,000	130,000	-
Dial-a-Ride Bus	-	-	-	-	68,000
Dial-a-Ride Van	-	-	-	-	55,000
Total	\$ 410,000	\$ -	\$ 130,000	\$ 130,000	\$ 123,000

* all 100% Federal Stimulus funded projects

Transportation SDC Fund

(This fund was replaced by the Transportation Construction Fund and System Development Charges Fund. See Note below.)

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 7,533,099	\$ 6,669,874	\$ 6,720,500	\$ 6,635,281	\$ -	\$ -	\$ -
Franchise fees	18,352	105,242	-	-	-	-	-
Intergovernmental revenues	3,851,673	1,081,174	-	-	-	-	-
Transportation SDCs	7,310,883	5,616,371	-	-	-	-	-
Interfund transfers from:							
Downtown Urban Renewal	-	250,000	-	-	-	-	-
Water/Water Reclamation	141,959	562,657	-	-	-	-	-
Contributions	30,962	451,225	-	-	-	-	-
Investment income	571,220	497,947	-	-	-	-	-
Miscellaneous	42,071	50,197	-	-	-	-	-
Sale of capital assets	86,841	188,834	-	-	-	-	-
TOTAL RESOURCES	\$ 19,587,060	\$ 15,473,521	\$ 6,720,500	\$ 6,635,281	\$ -	\$ -	\$ -

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 8,268	\$ 9,396	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	1,253,791	491,605	6,720,500	6,635,281	-	-	-
Capital outlay:							
Construction/infrastructure	10,326,980	7,013,361	-	-	-	-	-
Debt service	1,328,147	1,323,878	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 12,917,186	\$ 8,838,240	\$ 6,720,500	\$ 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 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.

System Development Charges Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Transportation SDCs	-	-	10,123,800	8,004,723	2,727,600	2,727,600	2,727,600
Water SDCs	-	-	5,270,000	1,974,065	1,061,200	1,061,200	1,061,200
Water Reclamation SDCs	-	-	6,900,000	2,638,596	1,692,400	1,692,400	1,692,400
Loan repayments	-	-	29,500	170,745	186,300	186,300	186,300
Investment income	-	-	173,100	395,768	98,900	98,900	98,900
Interfund transfer	-	-	6,305,800	-	1,083,200	1,083,200	1,083,200
TOTAL RESOURCES	\$ -	\$ -	\$ 28,802,200	\$ 13,183,897	\$ 7,849,600	\$ 7,849,600	\$ 7,849,600

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ -	\$ -	\$ 137,000	\$ 30,867	\$ 100,000	\$ 100,000	\$ 100,000
Transfers to:							
Transportation Construction							
Fund	-	-	8,153,400	7,362,703	3,559,700	3,559,700	3,559,700
Water Fund	-	-	4,068,800	2,054,964	1,260,200	1,260,200	1,260,200
Water Reclamation Fund	-	-	6,189,700	2,735,396	1,834,500	1,834,500	1,834,500
Contingency	-	-	10,253,300	-	1,095,200	1,095,200	1,095,200
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 28,802,200	\$ 12,183,930	\$ 7,849,600	\$ 7,849,600	\$ 7,849,600

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.

PUBLIC WORKS
System Development Charges Fund

Overview

The System Development Charges (SDC) Fund is a special revenue fund used to account for the collection of Transportation, Water and Water Reclamation SDCs. These SDCs are recorded as revenues in the SDC Fund. The use of the revenues is accounted for as a transfer out from the SDC fund to the Transportation Construction, Water and Water Reclamation Funds respectively.

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 the Engineering News Record (ENR), a construction inflation index. The 2009-2010 SDCs for a single family dwelling are as follows:

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

Goals for the 2009 - 2011 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 and SDC fees should be at a level sufficient to cover the cost of capital improvements caused by new developments

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✧ Complete Transportation SDC methodology updates

SDC Revenues

During the past few years, Bend has seen a significant slow down in the housing market, which has pushed up housing inventory levels and reduced residential construction greatly. This past year, the slowdown was evident in the commercial and industrial construction activity levels as well. The 2009-2011 Biennial Budget assumed ENR increases of 1% and 1.6% for 2010 and 2011, respectively. The actual increase in SDCs for 2010 was 1.5%. Building activity for the biennium is projected to be the same as Fiscal Year 2008-09.

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Transportation Construction Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
RESOURCES							
Beginning working capital	\$ 7,533,099	\$ 6,669,874	\$ -	\$ -	\$ 3,097,600	\$ 3,097,600	\$ 3,747,600
Franchise fees	18,352	105,242	247,700	230,254	1,818,125	1,818,125	1,818,125
Intergovernmental revenues	3,851,673	1,081,174	429,700	127,500	127,500	127,500	127,500
Interfund transfers from:							
Old Transp. SDC Fund	7,310,883	5,616,371	3,277,200	4,903,295	-	-	-
SDC Fund	-	-	6,047,800	7,054,103	3,350,700	3,350,700	3,350,700
Water/Water Recl. Fund	141,959	562,657	1,286,000	1,264,073	-	-	-
Downtown Urban Renewal	-	250,000	-	-	-	-	-
Contributions	30,962	451,225	-	396,932	-	-	-
Investment income	571,220	497,947	247,000	338,912	79,500	79,500	79,500
Miscellaneous	42,071	50,197	42,900	85,559	40,200	40,200	40,200
Sale of capital assets	86,841	188,834	1,055,000	74,885	-	-	-
Issuance of long-term debt	-	-	21,785,000	-	-	-	-
Loan repayments	-	-	67,800	36,030	27,300	27,300	27,300
TOTAL RESOURCES	\$ 19,587,060	\$ 15,473,521	\$ 34,486,100	\$ 14,511,543	\$ 8,540,925	\$ 8,540,925	\$ 9,190,925

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 8,268	\$ 9,396	\$ 435,900	\$ 117,422	\$ 226,400	\$ 226,400	\$ 226,400
Interfund transfers	1,253,791	491,605	746,200	654,093	621,900	621,900	621,900
Capital outlay:							
Construction/infrastructure	10,326,980	7,013,361	23,009,200	7,362,335	2,255,000	2,255,000	2,905,000
Debt service	1,328,147	1,323,878	3,245,600	2,630,098	2,621,900	2,621,900	2,621,900
Contingency	-	-	4,049,200	-	815,725	815,725	815,725
Reserves for future construction	-	-	3,000,000	-	1,300,000	1,300,000	1,300,000
Reserves for developer exactions	-	-	-	-	700,000	700,000	700,000
TOTAL REQUIREMENTS	\$ 12,917,186	\$ 8,838,240	\$ 34,486,100	\$ 10,763,948	\$ 8,540,925	\$ 8,540,925	\$ 9,190,925

Note:

For the FY 2006-07 and prior, 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 2005-06 and 2006-07 amounts are presented here for comparison purposes only.

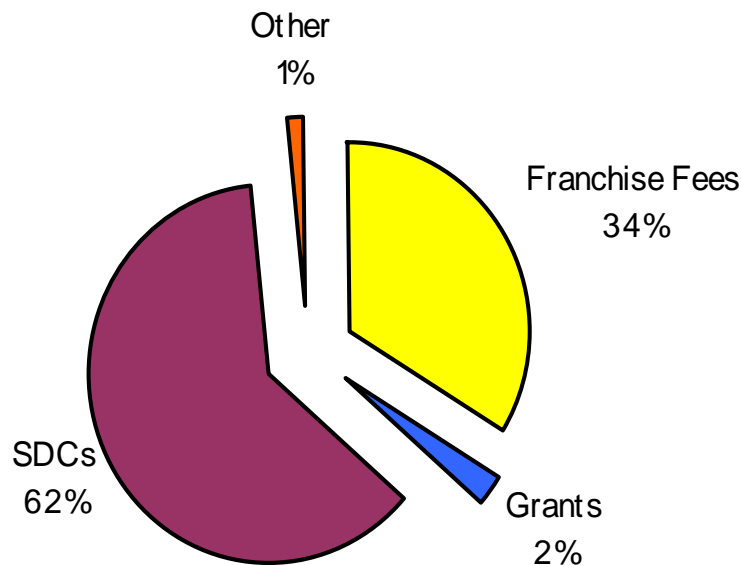
PUBLIC WORKS
Transportation Construction Fund

Overview

The Transportation Construction Fund is a capital projects fund that was created in the 2007-2009 Biennial Budget to account for the construction of transportation capital projects. This Transportation Construction fund provides for better reporting and tracking of transportation construction funding and expenditures.

Transportation Funding

Transportation construction is primarily funded by SDCs. Other funding sources include water and water reclamation utility franchise fees, grants, developer contributions and property sales. For the 2009-2011 biennium, funding is projected to come from the following sources:



Goals for the 2009 - 2011 Biennial Budget

- ✧ Develop and implement funding sources and financing strategies for the necessary transportation improvement projects identified in the Capital Improvement Program (CIP)

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✧ Carry out capital projects planned in the Capital Improvement Program (CIP) which include significant projects such as the Empire Extension, Reed Market and Murphy Road improvements, and Butler Market / Brinson Intersection improvements (detail of each project is listed in the CIP included in the supplemental information section of this budget)

Accessibility Construction Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ 100,000	\$ 2,089	\$ 127,600	\$ 127,600	\$ 127,600
General fund subsidy	-	200,000	1,062,700	1,062,700	900,000	900,000	900,000
Interfund charges	-	70,000	-	-	-	-	-
Interfund transfers	-	-	35,000	-	-	-	-
Investment income	-	2,455	-	14,441	26,200	26,200	26,200
Issuance of long term debt	-	-	1,250,000	-	3,200,000	3,200,000	3,200,000
Short-term note payable	-	-	-	900,000	-	-	-
TOTAL RESOURCES	\$ -	\$ 272,455	\$ 2,447,700	\$ 1,979,230	\$ 4,253,800	\$ 4,253,800	\$ 4,253,800

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Materials and services:							
Barrier removal	\$ -	\$ -	\$ -	\$ 50,000	\$ 90,000	\$ 90,000	\$ 90,000
Bond sale expense	-	-	-	-	70,000	70,000	70,000
Bond registrar fees	-	-	-	-	200	200	200
Equipment < \$5,000	-	-	-	13,957	-	-	-
Interfund transfers	-	-	37,900	37,900	478,600	478,600	478,600
Capital outlay:							
Construction/infrastructure	-	270,366	2,209,800	1,749,762	1,786,000	1,786,000	1,786,000
Debt service	-	-	100,000	-	1,740,100	1,740,100	1,740,100
Contingency	-	-	100,000	-	88,900	88,900	88,900
TOTAL REQUIREMENTS	\$ -	\$ 270,366	\$ 2,447,700	\$ 1,851,619	\$ 4,253,800	\$ 4,253,800	\$ 4,253,800

PUBLIC WORKS
Accessibility Construction Fund

Overview

Accessibility Construction is responsible for coordinating the Five-Year Accessibility Capital Improvement Program, which includes project management of the phases of development, including design through construction, in the City's rights-of-way. Construction then reports progress made on improving infrastructure commensurate with the Department of Justice (DOJ) settlement agreement and the Disability Rights Oregon (DRO) settlement agreement.

Goals for the 2009 – 2011 Biennial Budget

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

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Complete the Phase 1 ADA Improvement Project, which includes addressing curb ramps, bus stops, and paths of travel in three high-use corridors of the City, utilizing the priorities identified by the Committee on Accessible Transit to the greatest extent possible
- ✧ Begin planning the Phase 2 ADA Improvement Project through collaboration with internal and external stakeholders, including bus stops, curb ramps, sidewalks, and other rights-of-way
- ✧ Complete construction of 4th and Revere improvements
- ✧ Complete construction of 27th and Grand Way improvements
- ✧ Begin the design and construction process for the remaining on-street accessible parking improvements in the downtown area
- ✧ Utilize the 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) where access barriers have been identified within both jurisdictions (Highway 97/3rd Street/Highway 20)

Major Accomplishments during the 2007 - 2009 Biennium

- ✧ Received Community Development Block Grant funding to address two high-use corridors in the City that have received various barrier removal requests (Design will be completed by the end of June 2009 with construction occurring during the 2009 construction season).
 - 27th Street and Grand Way
 - 4th Street and Revere Avenue
- ✧ Assessed more than one thousand curb ramps
- ✧ Completion of ten identified on-street accessible parking locations in the downtown area
- ✧ Assessed bus stops and accessible routes (finding 18 compliant)
- ✧ Issued the first Request for Proposal (RFP) for a large capital improvement project to address curb ramp, bus stop, and sidewalk compliance with the ADA

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Various changes in reporting structure and City staff involved in internal processes as a result of staff reductions

Staffing Changes for 2009 – 2011 Biennial Budget

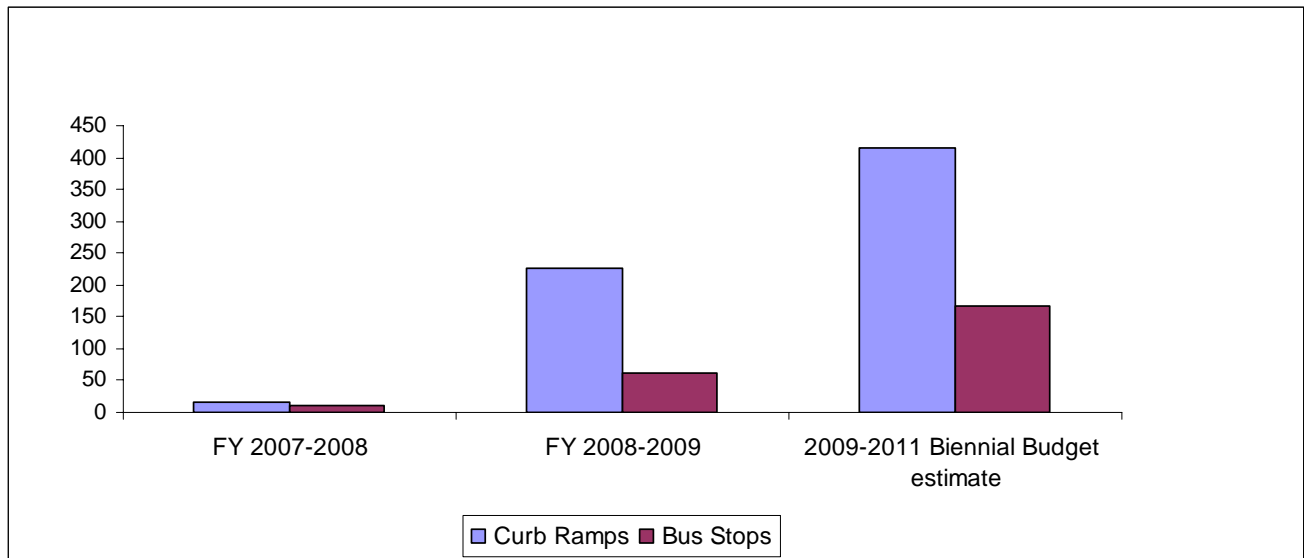
✧ None

Major Capital Projects/Equipment Purchases for 2009 – 2011 Biennial Budgets

✧ Refer to the Accessibility Construction Fund 5-Yr Capital Improvement Project Schedule

Key Statistics

Number of Facilities to be Completed



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Water Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 8,436,718	\$ 4,594,526	\$ 1,328,400	\$ 4,021,961	\$ 1,914,500	\$ 1,914,500	\$ 2,787,250
Franchise fees	90,372	296,118	666,300	651,190	-	-	-
Charges for services	10,084,701	10,554,949	23,885,800	22,524,156	25,615,100	25,615,100	25,615,100
System development charges	3,530,299	2,341,188	-	-	-	-	-
Transfer from SDC fund	-	-	5,417,300	2,058,464	1,260,200	1,260,200	1,260,200
Interfund charges	-	-	3,500	3,500	492,500	492,500	492,500
Investment income	369,588	606,344	217,000	685,608	105,100	105,100	105,100
Miscellaneous	320,073	121,044	270,900	222,629	297,800	297,800	297,800
Issuance of revenue bonds	-	-	15,000,000	-	10,500,000	10,500,000	10,500,000
TOTAL RESOURCES	\$ 22,831,751	\$ 18,514,169	\$ 46,789,200	\$ 30,167,508	\$ 40,185,200	\$ 40,185,200	\$ 41,057,950

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 2,100,313	\$ 2,315,238	\$ 5,854,939	\$ 5,552,005	\$ 7,274,596	\$ 7,274,596	\$ 7,274,596
Materials and services	2,810,442	3,238,902	8,888,646	6,599,705	9,423,484	9,423,484	9,423,484
Interfund transfers	2,220,090	4,429,580	5,610,300	5,344,287	5,614,850	5,614,850	5,772,600
Capital outlay:							
Vehicle/equipment	160,501	312,713	1,425,000	994,617	793,000	793,000	793,000
Construction/infrastructure	10,628,529	3,875,347	17,865,100	8,247,484	11,890,000	11,890,000	12,605,000
Total capital outlay	10,789,030	4,188,060	19,290,100	9,242,101	12,683,000	12,683,000	13,398,000
Debt service	317,350	320,428	1,081,500	642,146	1,960,000	1,960,000	1,960,000
Contingency	-	-	5,740,715	-	2,906,270	2,906,270	2,906,270
Reserves for debt service	-	-	323,000	-	323,000	323,000	323,000
TOTAL REQUIREMENTS	\$ 18,237,225	\$ 14,492,208	\$ 46,789,200	\$ 27,380,244	\$ 40,185,200	\$ 40,185,200	\$ 41,057,950

By Program:							
Administration	\$ 8,292,425	\$ 2,866,979	\$ 8,476,601	\$ 6,725,047	\$ 11,507,997	\$ 11,507,997	\$ 11,665,747
Watershed/ surface water	144,949	146,769	382,247	358,367	260,152	260,152	260,152
Wells	1,648,346	2,881,066	8,270,900	5,152,101	1,627,547	1,627,547	1,797,547
Disinfection	151,541	193,025	1,008,139	810,333	443,654	443,654	443,654
Water resources	-	2,136	1,751,214	1,263,299	1,579,430	1,579,430	1,924,430
Capital expansion					11,090,703	11,090,703	11,090,703
Transmission mains	31,210	40,600	160,022	145,345	-	-	-
Reservoirs	1,931,334	707,890	2,478,749	829,189	325,290	325,290	325,290
Distribution mains	2,751,450	4,406,221	11,590,952	6,652,305	3,589,988	3,589,988	3,789,988
Water services	2,261,636	2,639,924	5,676,691	4,604,057	5,836,675	5,836,675	5,836,675
Pumping system	1,024,334	607,598	929,970	840,201	694,494	694,494	694,494
Contingency	-	-	5,740,715	-	2,906,270	2,906,270	2,906,270
Reserves	-	-	323,000	-	323,000	323,000	323,000
TOTAL REQUIREMENTS	\$ 18,237,225	\$ 14,492,208	\$ 46,789,200	\$ 27,380,244	\$ 40,185,200	\$ 40,185,200	\$ 41,057,950

PUBLIC WORKS

Water Division

Overview

The City's water system derives its source from both deep ground water wells and surface water. The surface water originates in the watershed and an intake is located on Bridge Creek, approximately 11.5 miles from Bend. The City currently operates 22 wells and 15 reservoirs, and delivers water to over 23,000 customers through approximately 450 miles of water mains.

The Water Division's 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. During the previous fifteen years, many routine maintenance programs were deferred due to demands from growth. Maintaining pace with growth and coordinating daily operations remains one of the division's greatest challenges. One of the division's major operational achievements during the last budget year was completing a thorough inspection of the systems 15,000 valves and 4,800 fire hydrants, which had not been systematically done since the early 1990's.

The Water Division has several major required regulatory programs which include: cross connection, Water Management and Conservation programs, source water protection, water right regulatory conditions, 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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Provide the best tasting and safest water possible to the citizens of Bend
- ✧ Meet American Water Works Association benchmarks for an efficient system
 - 70% scheduled maintenance to 30% urgent response
- ✧ Utilize advances in technology to increase efficiency within the water system

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Complete surface water study and design of treatment plant (required for LT2 compliance by 2012)
- ✧ Continue systematic flushing at each pressure level
- ✧ Replace and upgrade water mains in the southern portion of the city
- ✧ Repair hundreds of valves and fire hydrants in the water system
- ✧ Complete the optimization study and modeling (will reduce both operational and capital costs)
- ✧ Complete Pilot Butte Well #4
- ✧ Implement the Infor Computerized Maintenance Management System (CMMS)
- ✧ Upgrade the telemetry and Supervisory Control and Data Acquisition (SCADA) systems
- ✧ Pursue a fixed based system of automated meter reading
- ✧ Develop a meter replacement program

- ✧ Continue with premise isolation in high risk areas
- ✧ Begin an update of the 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 2007 – 2009 Biennium

- ✧ Completed entire system flushing
- ✧ Completed Standard Operating Procedures for all major water facilities
- ✧ Completed inspection of all valves and hydrants in the system
- ✧ Continued water conservation awareness through a comprehensive public education campaign
- ✧ Developed a water rights master plan and increase protected water rights from 0.8% to 29%
- ✧ Rebuilt Pilot Butte Well #3, Copperstone Well and both Bear Creek Wells
- ✧ Completed the Wyndemere waterline upgrade
- ✧ Completed connection of Avion intertie to serve the Airport saving approximately six million dollars in CIP work
- ✧ Completed an Initial Distribution System Evaluation (IDSE) study for EPA compliance
- ✧ Participated in the creation of the Central Oregon Water Bank
- ✧ Continued partnering with the Deschutes Water Alliance (DWA) in Basin Wide Water issues
- ✧ Converted a static water model to a dynamic geographic information system (GIS) based water model
- ✧ Significantly reduced overtime costs related to operations in the former Juniper Utility
- ✧ Upgraded the telemetry system software
- ✧ Completed a Supervisory Control And Data Acquisition (SCADA) assessment
- ✧ Completed an asset inventory
- ✧ Significantly cut costs and increased efficiency by using push to talk cell communications rather than radio
- ✧ Staffed Central Oregon Cities Organization (COCO) water committee and completed Deschutes Ground Water Mitigation Program: House Bill 3494 (HB3494) report to legislature
- ✧ Obtained and relocated to the new Boyd Acres facility
- ✧ Began realignment of utilities to maximize efficiencies in staff and equipment
- ✧ Began new hydrant meter program
- ✧ Installed two pay fill stations
- ✧ Completed a rate study and public process
- ✧ Identified 1,400 new backflow assemblies and have a 92% compliance rate on 17,000 devices

Significant Changes from the 2007 – 2009 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
- ✧ Increasing funding for the water resource group
- ✧ Creation of the new Utility Support Division resulted in the consolidation of Utility Workers that were previously assigned to either Water or Water Reclamation services. Personnel costs for these employees are now shared equally among the Water and Water Reclamation funds.

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Addition of three (3) FTE – Utility Workers funded equally by Water and Water Reclamation
- ✧ Addition of one (1) FTE – Cross Connection Conservation Specialist

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

✧ 2009-2010

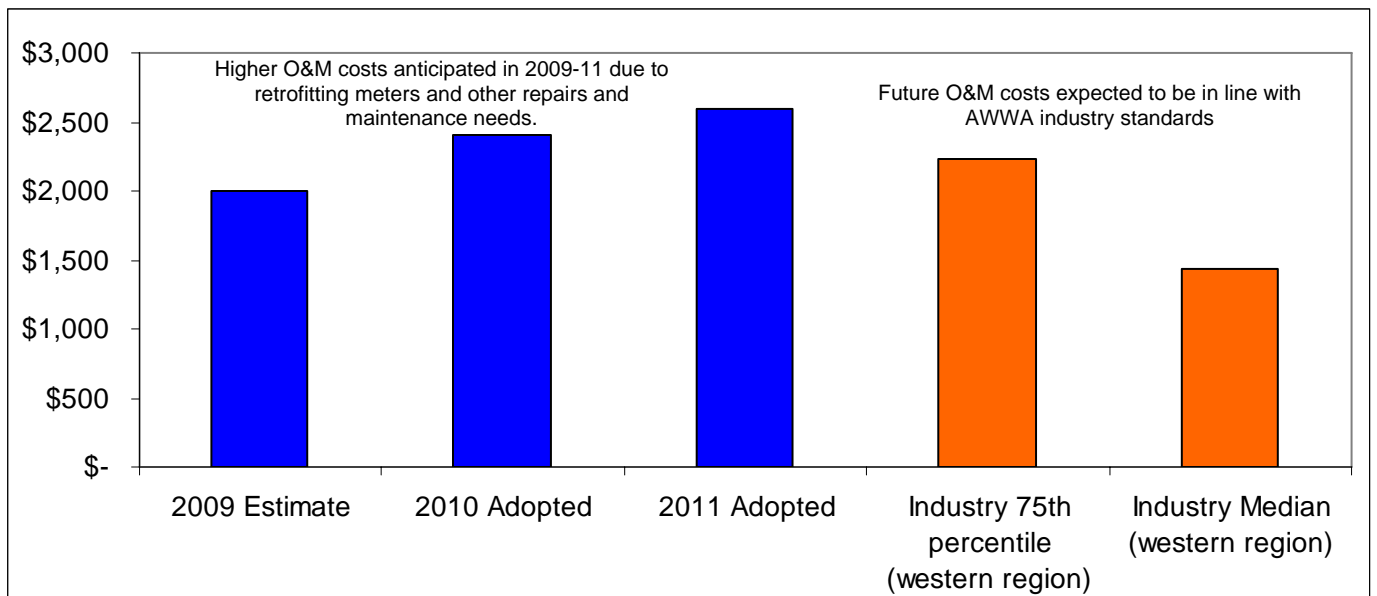
- (1) Replacement truck
- Shoring boxes/shields
- (1) Ten yard dump truck
- Conversion to a fixed based meter reading program
- Replace aging vehicles with smaller more fuel efficient vehicles
- Telemetry/SCADA/OPS software upgrades
- New Infrastructure: Pilot Butte Well #4, Murphy to Timber Ridge Water Line, Upsize Mountain High water line, modifications to infrastructure to increase fire flow in Tillicum HOA
- Optimization study reducing both CIP and Operational costs
- Begin design of surface water alternative
- Repaint Overturf and Outback #3 Tanks
- Reuse Study
- Water disinfection improvements
- Complete the water rights master plan and certification process for remaining water rights

✧ 2010-2011

- (1) Replacement truck
- (1) Replacement dump truck trailer
- Shoring boxes/shields
- Telemetry/SCADA/OPS upgrades
- Begin construction of surface water project including transmission mains from the Intake facility to the Outback facility
- New infrastructure: Outback Well #7, numerous water line upgrades to increase fire protection
- Continue to acquire mitigation credits as required by Oregon Water Rights District (OWRD) through the Central Oregon Water Bank
- South Area reservoir study and construction
- Water Management and Conservation Plan Update

Key Statistics

Water Operations & Maintenance (O&M) Costs per Gallons Distributed



PUBLIC WORKS DEPARTMENT
Water Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Surface/groundwater produced (million gallons/annually)	4,300	4,309	4,322	4,325	4,335
Peak day usage (million gallons per day)	26.80	27.00	27.60	27.80	28.00
Average number of service orders per month	1,637	2,000	2,100	2,200	2,300
Average number of work orders per month	2,500	4,000	4,000	4,000	4,000
Number of locates	5,637	5,920	5,650	5,750	5,900
Number of valves exercised	500	3,000	12,500	5,300	5,300
Number of hydrants verified operational and/or repaired	1,340	1,100	3,850	2,500	2,500
<i>Effectiveness Measures:</i>					
Number of main breaks (annually)	145	277	295	315	330
Ductile	1	1	1	1	1
Cast	1	3	4	4	4
Steel	1	4	4	4	4
Galvanized	5	11	12	14	16
Plastic	40	146	162	177	185
Irrigation	97	112	112	115	120
<i>Efficiency Measures:</i>					
Average number of service/work orders per employee per month	230	273	324	340	360

PUBLIC WORKS DEPARTMENT
Water Division

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
<u>Operations and Maintenance</u>					
(1) Dump truck trailer	\$ -	\$ 35,000	\$ -	\$ -	\$ -
(1) Replacement truck	35,000	35,000	80,000	50,000	-
(2) Replacement trucks	-	-	-	-	100,000
Shoring boxes/shields	18,000	15,000	9,000	20,000	15,000
(2) Trailers	-	-	10,000	-	12,000
(1) Valve turning unit	-	-	-	80,000	-
(1) Backhoe/Trac hoe	-	-	-	130,000	-
(1) Generator	-	-	-	400,000	-
(1) 10 yd dump truck	80,000	-	100,000	-	-
	<u>\$ 133,000</u>	<u>\$ 85,000</u>	<u>\$ 199,000</u>	<u>\$ 680,000</u>	<u>\$ 127,000</u>
<u>Utility Services</u>					
Fixed base meter system	\$ 250,000	\$ -	\$ -	\$ -	\$ -
(1) Utility vehicle replacement with fabricated boxes	30,000	-	-	-	-
(1) SUV replacement	20,000	-	-	-	-
SCADA equipment	125,000	150,000	150,000	150,000	150,000
(1) Utility vehicle replacement with fabricated hoist	-	-	35,000	-	-
(1) Hybrid vehicle replacement	-	-	25,000	25,000	25,000
(1) Utility vehicle replacement with liftgate	-	-	-	35,000	-
(1) Replacement van	-	-	-	-	35,000
	<u>\$ 425,000</u>	<u>\$ 150,000</u>	<u>\$ 210,000</u>	<u>\$ 210,000</u>	<u>\$ 210,000</u>
Total	\$ 558,000	\$ 235,000	\$ 409,000	\$ 890,000	\$ 337,000

Water Reclamation Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 8,075,191	\$ 6,984,251	\$ 2,232,500	\$ 6,141,907	\$ 5,370,600	\$ 5,370,600	\$ 8,548,350
Franchise fees	85,048	259,630	601,500	614,952	-	-	-
Charges for services	8,427,142	9,039,084	20,668,600	21,828,871	28,146,100	28,146,100	28,146,100
Intergovernmental revenues	-	-	250,000	250,000	-	-	-
System development charges	3,139,225	2,492,854	-	-	-	-	-
Transfer from SDC fund	-	-	6,995,300	2,735,396	1,834,500	1,834,500	1,834,500
Investment income	358,434	575,298	185,500	551,048	130,700	130,700	130,700
Loan repayments	389,000	210,000	760,500	832,500	572,400	572,400	572,400
Interfund transfers	-	-	5,600	11,200	72,000	72,000	72,000
Interfund charges	-	-	-	-	37,600	37,600	37,600
Miscellaneous	290,800	60,361	62,700	73,253	45,400	45,400	45,400
Issuance of revenue bonds	7,585,000	-	22,000,000	10,000,000	14,000,000	14,000,000	14,000,000
TOTAL RESOURCES	\$ 28,349,840	\$ 19,621,478	\$ 53,762,200	\$ 43,039,127	\$ 50,209,300	\$ 50,209,300	\$ 53,387,050

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 1,840,167	\$ 2,094,822	\$ 5,938,769	\$ 5,596,415	\$ 7,515,209	\$ 7,515,209	\$ 7,515,209
Materials and services	2,366,912	1,911,239	4,631,543	3,933,318	4,621,484	4,621,484	4,621,484
Interfund transfers	2,351,082	4,572,320	6,570,800	6,063,101	6,428,250	6,428,250	6,586,000
Capital outlay:							
Vehicle/equipment	490,342	839,005	1,587,500	1,152,782	1,225,000	1,225,000	1,225,000
Construction/infrastructure	5,737,197	2,773,143	21,462,400	14,879,087	22,377,600	22,377,600	25,397,600
Total capital outlay	6,227,539	3,612,148	23,049,900	16,031,869	23,602,600	23,602,600	26,622,600
Debt service	8,579,889	1,289,042	3,455,800	2,866,058	5,442,000	5,442,000	5,442,000
Contingency	-	-	9,593,888	-	2,078,257	2,078,257	2,078,257
Reserves for debt service	-	-	521,500	-	521,500	521,500	521,500
TOTAL REQUIREMENTS	\$ 21,365,589	\$ 13,479,571	\$ 53,762,200	\$ 34,490,761	\$ 50,209,300	\$ 50,209,300	\$ 53,387,050

<i>By Program:</i>							
Administration	\$ 15,068,680	\$ 4,572,744	\$ 10,798,095	\$ 9,417,090	15,547,441	\$ 15,547,441	\$ 15,735,191
Treatment	1,934,378	1,530,083	3,667,987	3,570,333	3,352,598	3,352,598	3,352,598
Sludge handling	185,930	176,301	488,240	410,156	419,142	419,142	419,142
Industrial pretreatment	-	79,526	466,892	399,605	423,009	423,009	423,009
Treatment plant maintenance	573,141	755,235	1,988,090	1,740,973	1,559,300	1,559,300	1,559,300
Sewerline maintenance	549,971	1,247,105	2,545,055	1,760,397	2,473,168	2,473,168	2,573,168
Pump station maintenance	1,226,009	991,515	2,919,053	2,551,546	2,050,255	2,050,255	2,050,255
Capital expansion	1,827,480	4,127,062	20,773,400	14,640,661	21,784,630	21,784,630	24,674,630
Contingency	-	-	9,593,888	-	2,078,257	2,078,257	2,078,257
Reserves for debt service	-	-	521,500	-	521,500	521,500	521,500
TOTAL REQUIREMENTS	\$ 21,365,589	\$ 13,479,571	\$ 53,762,200	\$ 34,490,761	\$ 50,209,300	\$ 50,209,300	\$ 53,387,050

PUBLIC WORKS

Water Reclamation Division

Overview

The City's Water Reclamation Treatment Plant is a conventional activated sludge plant built in 1980, with a maximum daily capacity of 7.0 million gallons. Presently the City experiences an average flow of 6.4 million gallons per day. The water reclamation system is comprised of approximately 450 miles of sanitary sewer lines, over 350 pump stations, and services over 26,000 customers.

The Water Reclamation Division is organized into four functional teams: Collections, Treatment Plant Operations, Maintenance and Industrial Pretreatment.

The Water Reclamation Collections team is 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 Treatment Plant 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 Water Reclamation 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 Industrial Pretreatment section administers the Industrial Pretreatment Program (IPP) which monitors and permits industrial and commercial flows into the city's collection and treatment systems.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Serve the citizens of Bend with the most effective and efficient form of wastewater collection and treatment
- ✧ Utilize management tools and advances in technology to increase system efficiency
- ✧ Initiate expansion of the Water Reclamation Facility (WRF) as determined in the WRF Facilities Master Plan in an effort to serve the growing needs of the City

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Continue implementing the Collections System Master Plan (CSMP) to begin mitigating capacity needs and concerns in the system
- ✧ Continue implementing the Water Reclamation Facility (WRF) Master Plan, which addressed the need for increased capacity at the plant
- ✧ Expand the use of the Computerized Maintenance Management System (CMMS) from the WRF into other areas of Public Works including wastewater collections and water treatment and distribution

- ✧ Continue a substantial upgrade to the telemetry and Supervisory Control and Data Acquisition (SCADA) systems to enhance operability
- ✧ Complete the IPP Fats, Oils and Grease (FOG) program as required by the Department of Environmental Quality, in an effort to monitor and control present and future sewer pipe blockages and sewage spills

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ The City Council adopted the completed Collections System Master Plan
- ✧ Operated the Water Reclamation Facility within the Department of Environmental Quality (DEQ) permitted limits
- ✧ Relocated utilities staff to the Boyd Acres Public Works Annex
- ✧ Began the re-alignment of responsibilities as a utility between the Water and Water Reclamation Divisions
- ✧ Added inspections and engineering staff to support utility initiatives
- ✧ Began self performing excavation and pipe replacement processes to maximize capital dollars

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Financial impacts related to personal services are a result of staffing reclassifications and additions as dictated by the utility re-alignment process
- ✧ Creation of the new Utility Support Division resulted in the consolidation of Utility Workers that were previously assigned to either Water or Water Reclamation services. Personnel costs for these employees are now shared equally among the Water and Water Reclamation funds.
- ✧ WRF treatment expansion and the Southeast Interceptor have been determined as the key capital projects for the next biennium

Staffing Changes for 2009 – 2011 Biennial Budget

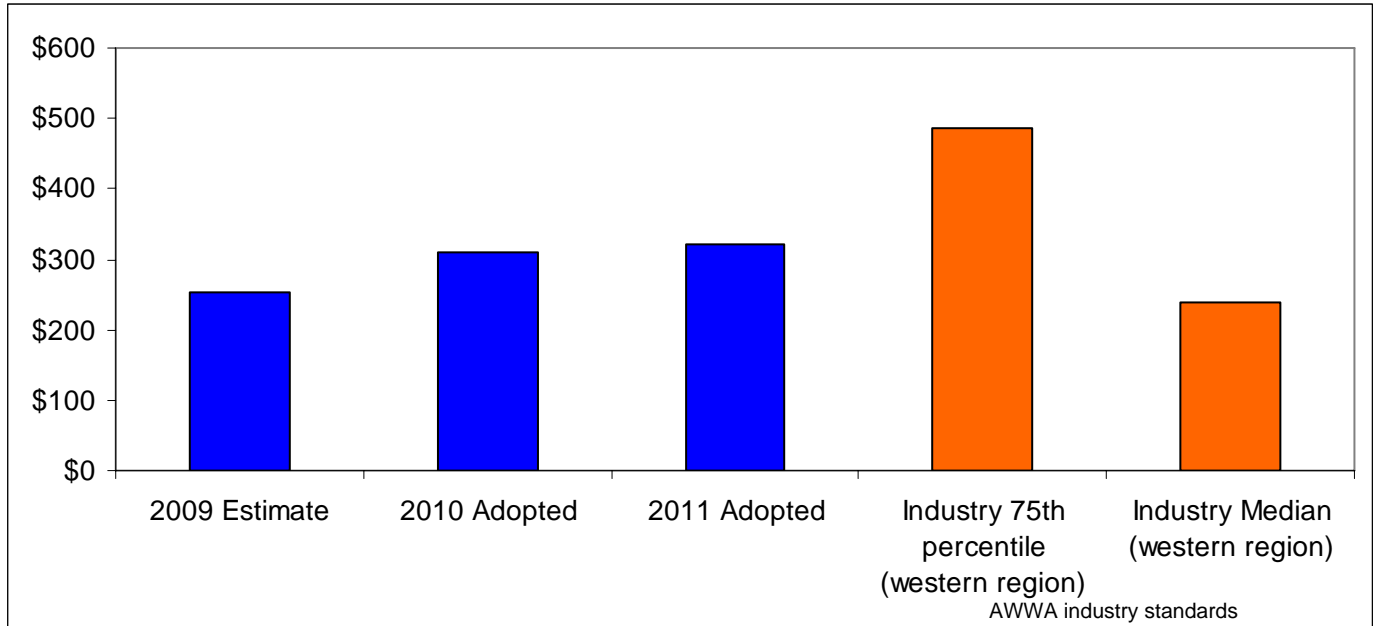
- ✧ Addition of three (3) FTE – Utility Workers funded equally by Water and Water Reclamation

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009/2010
 - Telemetry/SCADA/operational software upgrades
 - One (1) sludge truck
 - One (1) Utility vehicle
 - Pumps, belt presses, motors for WRF
 - Three (3) vehicles (pickup truck or SUV)
 - Generators and portable pumps
 - Communication equipment
 - Miscellaneous equipment and software
 - Continue Implementation of the Sewer Master Plan
 - Design and construction of major sewer interceptors (Southeast)
 - Design and construction of Regional Sewage Pump Station
- ✧ 2010/2011
 - Telemetry/SCADA/operational software upgrades
 - One (1) Utility vehicle
 - One (1) backhoe
 - Three (3) vehicles (pickup truck or SUV)
 - Generators and portable pumps
 - Miscellaneous equipment and software

Key Statistics

Water Reclamation O&M Costs per Account



PUBLIC WORKS DEPARTMENT
Water Reclamation Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Percentage of sewer system cleaned	10%	15%	17%	20%	20%
Percentage of sewer system inspected	3%	10%	12%	10%	12%
Average daily flow (Mg/D)	5.75	5.92	6.10	6.60	6.75
Percentage of plant removal efficiency	99%	99%	99%	99%	99%
Septic waste treated (million gallons)	2.00	2.00	2.00	2.00	2.00
Level 4 reuse distribution (million gallons)	17.00	19.00	20.00	20.00	20.00
<i>Effectiveness Measures:</i>					
Annual dry tons of biosolids hauled to agricultural land	1,300	1,400	1,500	1,700	1,700
Sewer overflow rate (# of overflows/mi. of line x 100)	1	0	0	0	0
Number of odor complaints*	3	2	0	15	10
<i>Efficiency Measures:</i>					
Preventive vs. reactive service order ratio (%)	70%	75%	80%	80%	80%
Sewer stoppages per 100 miles of pipe	1.80	1.50	1.50	1.50	1.50

*Better tracking system implemented in 09-10 therefore the recorded complaints are anticipated to increase.

PUBLIC WORKS DEPARTMENT
Water Reclamation Division

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
<u>Plant</u>					
SCADA Equipment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
(1) Sludge Truck	160,000	-	-	-	-
(1) Operations Utility Vehicle	10,000	10,000	10,000	-	-
(2) Dump truck replacements	-	-	-	-	-
(1) Backhoe	-	140,000	-	-	-
(1) Replacement pickup/SUV	-	30,000	30,000	-	-
(1) Front end loader replacement	-	-	-	50,000	-
(1) Mower replacement	-	-	-	-	-
Pumps, belt presses, motors for WRF	125,000	100,000	100,000	100,000	100,000
	<u>\$ 345,000</u>	<u>\$ 330,000</u>	<u>\$ 190,000</u>	<u>\$ 200,000</u>	<u>\$ 150,000</u>
<u>Collections</u>					
(1) Pickup replacement	\$ 45,000	\$ -	\$ -	\$ -	\$ -
(1) Pickup replacement	30,000	-	-	-	-
(1) Pickup replacement 1 ton	40,000	-	-	-	-
(1) Pickup replacement 1 ton 4X4	-	45,000	-	-	-
(1) New pickup with utility box	-	40,000	-	-	-
(1) Vactor replacement	-	-	350,000	-	-
(1) Pickup replacement	-	-	-	40,000	-
(1) TV Van replacement	-	-	-	300,000	-
Generators and portable pumps	50,000	50,000	50,000	100,000	100,000
SCADA Equipment	100,000	100,000	150,000	150,000	150,000
(1) Cornell pump replacement	-	-	50,000	-	-
Computerized Maintenance Management Software Equipment (CMMS)	50,000	-	-	-	-
	<u>\$ 315,000</u>	<u>\$ 235,000</u>	<u>\$ 600,000</u>	<u>\$ 590,000</u>	<u>\$ 250,000</u>
<u>Maintenance</u>					
(1) Pickup replacement	\$ -	\$ -	\$ -	\$ -	\$ -
(2) Utility van replacements	-	-	60,000	-	-
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ -</u>
Total	\$ 660,000	\$ 565,000	\$ 850,000	\$ 790,000	\$ 400,000

Stormwater Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
RESOURCES							
Beginning working capital	\$ -	\$ 162,077	\$ 267,400	\$ 312,751	\$ 2,132,200	\$ 2,132,200	\$ 2,686,200
Charges for services	-	-	4,029,700	4,929,364	4,829,400	4,829,400	4,829,400
General fund subsidy	346,000	330,000	-	-	-	-	-
Contributions	-	160,000	-	-	-	-	-
Internal charges	-	-	-	-	34,400	34,400	34,400
Internal transfers	-	-	-	-	72,000	72,000	72,000
Investment income	3,283	13,063	46,500	80,442	81,600	81,600	81,600
Miscellaneous	-	280	200	200	-	-	-
Issuance of long-term debt	-	-	305,500	276,033	-	-	-
TOTAL RESOURCES	\$ 349,283	\$ 665,420	\$ 4,649,300	\$ 5,598,790	\$ 7,149,600	\$ 7,149,600	\$ 7,703,600

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 89,767	\$ 89,960	\$ 838,796	\$ 844,788	\$ 1,911,558	\$ 1,911,558	\$ 1,911,558
Materials and services	57,139	105,450	700,466	362,010	825,400	825,400	825,400
Interfund transfers	30,800	26,700	958,900	874,548	1,115,100	1,115,100	1,115,100
Capital outlay:							
Vehicle/equipment	-	-	350,000	307,801	-	-	-
Construction/infrastructure	9,500	130,559	1,060,700	462,361	1,060,000	1,060,000	1,614,000
Total capital outlay	9,500	130,559	1,410,700	770,162	1,060,000	1,060,000	1,614,000
Debt service	-	-	70,000	61,096	120,300	120,300	120,300
Contingency	-	-	670,438	-	2,117,242	2,117,242	2,117,242
TOTAL REQUIREMENTS	\$ 187,206	\$ 352,669	\$ 4,649,300	\$ 2,912,604	\$ 7,149,600	\$ 7,149,600	\$ 7,703,600

PUBLIC WORKS **Stormwater Division**

Overview

The Stormwater Division has the primary responsibility of maintaining, repairing, and expanding the Stormwater system while complying with mandates from the federal 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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Educate City staff, as well as citizens of Bend, about the Stormwater system's purpose 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
- ✧ Ensure interdepartmental coordination and focused planning in an effort to increase program efficiency

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Complete the Stormwater Master Plan
- ✧ 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 Stormwater program requirements
- ✧ Update the Central Oregon Stormwater Manual as a design guidance manual

Major Accomplishments during the 2007 – 2009 Biennial Budget

- ✧ Successfully created the Stormwater utility
- ✧ Developed the draft Stormwater Master Plan
- ✧ Created and convened a Stormwater Quality Public Advisory Group
- ✧ Created and convened an internal multi-divisional Stormwater action team to coordinate Stormwater activities
- ✧ Initiated and maintained compliance with the Phase II NPDES Stormwater Permit
- ✧ Performed a system wide assessment and Geographic Information System (GIS) location for all Stormwater facilities

- ✧ Monitored and maintained Stormwater treatment controls at Newport Bridge, Pilot Butte Middle School, and NE 27th Street between Forum Shopping Center and Neff Road
- ✧ Finalized a review and provided recommendations to City regulations (development code, City policies, etc)
- ✧ Encouraged DEQ to prepare a WPCF permit template by way of negotiations and comments to initial drafts
- ✧ Initiated creation of an illicit discharge pollution prevention program
- ✧ Negotiated and entered into an Intergovernmental Agreement (IGA) with ODOT regarding Stormwater management

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Dedicated, centralized resources for the Stormwater program
- ✧ Implementation of the Integrated Stormwater Management Plan
- ✧ Expanded capital improvement projects
- ✧ Increased equipment needs
- ✧ Increased educational/training needs

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ Transfer of three and one-half (3.5) FTE from Street Operations
- ✧ Addition of two (2) FTE – Utility Workers

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - Upgrade of the Third Street underpass stormwater pump station and installation of pipe and swale to handle future flooding
 - Complete construction of Stormwater pump station, pipe and swale at Drake/ Dohema
 - Complete installations of Stormwater facilities at Westside Meadows development
- ✧ 2010-2011
 - Fix five to ten (5 – 10) “Hot-Spots”
 - Hot-Spots are areas that have been identified by City staff as highly problematic areas for stormwater drainage



Storm Drain

PUBLIC WORKS DEPARTMENT
Stormwater Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Catch basins cleaned	3,000	3,500	4,000	6,500	9,000
Total hours worked - clean, repair, install and GPS	3,300	4,000	4,500	7,000	9,500
<i>Effectiveness Measures:</i>					
Number of stormwater surcharges (flooding)	3	0	0	0	0
<i>Efficiency Measures:</i>					
None					

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
(1) Street Broom	\$ -	\$ -	\$ 260,000	\$ -	\$ 260,000
(1) Excavator	-	-	-	75,000	-
Total	\$ -	\$ -	\$ 260,000	\$ 75,000	\$ 260,000

Cemetery Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 533,013	\$ 470,135	\$ 439,300	\$ 441,949	\$ 346,800	\$ 346,800	\$ 346,800
Burial and lot fees	73,351	79,627	156,100	110,938	89,900	89,900	89,900
Permanent maintenance fees	18,909	31,667	53,900	40,315	35,100	35,100	35,100
Investment income	18,906	24,214	29,500	29,627	13,000	13,000	13,000
Miscellaneous	94	71	200	-	-	-	-
TOTAL RESOURCES	\$ 644,273	\$ 605,714	\$ 679,000	\$ 622,829	\$ 484,800	\$ 484,800	\$ 484,800

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 74,446	\$ 78,666	\$ 165,952	\$ 169,666	\$ 60,359	\$ 60,359	\$ 60,359
Materials and services	31,691	28,065	65,138	55,077	5,600	5,600	5,600
Interfund transfers	45,422	25,515	50,500	51,197	109,900	109,900	109,900
Capital outlay:							
Vehicle/equipment	22,579	31,519	-	-	-	-	-
Contingency	-	-	34,510	-	-	-	-
Reserves for perm. maint.	-	-	362,900	-	308,941	308,941	308,941
TOTAL REQUIREMENTS	\$ 174,138	\$ 163,765	\$ 679,000	\$ 275,940	\$ 484,800	\$ 484,800	\$ 484,800

PUBLIC WORKS
Cemetery Division

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 Street Operations Division.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Provide necessary maintenance in a cost effective manner
- ✧ 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

Key Operational Objectives for the 2009 – 2011 Biennial Budget

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

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ 71 full burials
- ✧ 45 ash burials
- ✧ Continued to provide a maintained landscape

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Cemetery Fund will pay for irrigation water consumption through an internal transfer to the Water fund, which adds a significant expense to the 2009 – 2011 budget

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Staffing level reduced from one (1) FTE to one-third (.3) FTE – existing staff reassigned to the Streets Division

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

PUBLIC WORKS DEPARTMENT
Cemetery Division

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<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 services held per request	100%	100%	100%	100%	100%
Percentage of acreage in excellent condition	95%	95%	95%	85%	85%
<i>Efficiency Measures:</i>					
None					

**Local Improvement District
Construction Fund**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 84,458	\$ 53,687	\$ 12,900	\$ 41,045	\$ -	\$ -	\$ -
Investment income	(8,139)	(6,399)	-	(18,838)	-	-	-
Contribution from Water							
Reclamation fund	305,867	157,925	200,000	150,000	512,800	512,800	512,800
Loan from Water							
Reclamation fund	210,000	200,000	435,500	607,700	-	-	-
Issuance of long term debt	-	-	2,400,000	-	-	-	-
TOTAL RESOURCES	\$ 593,307	\$ 405,213	\$ 3,048,400	\$ 779,907	\$ 512,800	\$ 512,800	\$ 512,800

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Materials and services	\$ -	\$ 13,476	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Interfund transfers	417,100	302,300	770,900	570,900	312,800	312,800	312,800
Capital outlay:							
Construction/infrastructure	122,520	48,392	2,149,800	208,960	200,000	200,000	200,000
Contingency	-	-	27,700	-	-	-	-
TOTAL REQUIREMENTS	\$ 539,620	\$ 364,168	\$ 3,048,400	\$ 779,860	\$ 512,800	\$ 512,800	\$ 512,800

**Local Improvement District
Debt Service Fund**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 1,027,311	\$ 1,054,507	\$ 956,100	\$ 946,884	\$ 802,000	\$ 802,000	\$ 802,000
Assessment loan repayments	491,544	243,880	435,000	220,326	101,300	101,300	101,300
Charges for services	94,809	56,850	79,000	65,175	79,000	79,000	79,000
Investment income	37,961	55,136	64,700	62,440	31,200	31,200	31,200
TOTAL RESOURCES	\$ 1,651,625	\$ 1,410,373	\$ 1,534,800	\$ 1,294,825	\$ 1,013,500	\$ 1,013,500	\$ 1,013,500

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Interfund transfers	\$ 22,300	\$ 66,500	\$ 66,800	\$ 66,800	\$ 37,500	\$ 37,500	\$ 37,500
Debt service	574,818	396,989	526,100	426,014	172,800	172,800	172,800
Reserves for debt service	-	-	941,900	-	803,200	803,200	803,200
TOTAL REQUIREMENTS	\$ 597,118	\$ 463,489	\$ 1,534,800	\$ 492,814	\$ 1,013,500	\$ 1,013,500	\$ 1,013,500

PUBLIC WORKS
Local Improvement District (LID) Funds

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 these LIDs are governed by Oregon Revised Statutes 223.205 to 223.295. In recent years, 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 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 Improvement District 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%. The Improvement District Debt Service fund accounts for the collection of assessments and repayment of the related Bancroft bonds.

Airport Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 396,517	\$ 438,718	\$ 2,076,200	\$ 790,634	\$ 97,700	\$ 97,700	\$ 97,700
Intergovernmental revenues	1,145,328	1,910,144	6,538,300	7,937,523	5,727,900	5,727,900	5,727,900
Lease revenues	556,708	637,150	1,283,800	1,217,893	1,348,500	1,348,500	1,348,500
General fund subsidy	90,000	90,000	340,000	143,200	650,000	650,000	650,000
General fund loan	400,000	-	152,000	152,000	-	-	-
Investment income	(11,883)	2,977	6,400	(31,959)	5,900	5,900	5,900
Miscellaneous	-	64,487	81,600	165,531	124,900	124,900	124,900
Debt proceeds	-	120,335	-	-	-	-	-
Short-term note payable	200,000	1,000,000	2,402,700	200,000	-	-	-
TOTAL RESOURCES	\$ 2,776,670	\$ 4,263,811	\$ 12,881,000	\$ 10,574,822	\$ 7,954,900	\$ 7,954,900	\$ 7,954,900

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 117,936	\$ 120,692	\$ 253,750	\$ 177,955	\$ 317,779	\$ 317,779	\$ 317,779
Materials and services	114,313	86,685	200,557	154,095	140,655	140,655	140,655
Interfund transfers	121,960	537,774	638,700	622,374	427,800	427,800	427,800
Capital outlay:							
Construction/infrastructure	1,163,430	2,298,068	8,943,800	7,990,910	6,008,600	6,008,600	6,008,600
Debt service	820,313	429,958	1,545,700	1,531,776	756,900	756,900	756,900
Contingency	-	-	1,298,493	-	303,166	303,166	303,166
TOTAL REQUIREMENTS	\$ 2,337,952	\$ 3,473,177	\$ 12,881,000	\$ 10,477,110	\$ 7,954,900	\$ 7,954,900	\$ 7,954,900

PUBLIC WORKS

Airport

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 soon to be constructed on the east side, more than sixty (60) hangars and industrial buildings, and parking facilities for aircraft and vehicles. Eighteen (18) aviation related businesses are located at the airport, currently employing more than 800 people. The Bend Municipal Airport is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport, with approximately 209 based aircraft and an estimated 50,000 operations in 2008.

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 brought a dramatic increase in the level of activity at the Airport. The corresponding demand for new services and facilities 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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ To 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 2009 – 2011 Biennial Budget

- ✧ Construct the eastside parallel Taxiway B which will span a two year period
- ✧ Continue to enhance Airport revenues by development of approximately 40 acres of Airport property for aviation related industrial and general aviation uses, including hangars and aviation business properties
- ✧ Develop comprehensive Airport Maintenance Program
- ✧ Proceed with work for the updated Airport Master Plan

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Received grant funding approval from the Federal Aviation Administration (FAA) in the amount of approximately \$48,693 for starting the design/engineering of the eastside parallel Taxiway B
- ✧ Received preliminary approval from the Federal Aviation Administration (FAA) in the amount of approximately \$6,000,000 for the final design/engineering/construction of Taxiway B
- ✧ Completed construction of Runway 16-34 and safety areas

- ✧ Completed construction of the new Electrical Room and the Papis and Reils for Runway 16-34
- ✧ Completed relocation of the Automated Weather Observation System (AWOS) to the north end of the airport

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ None

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ The 2009 - 2011 Biennial Budget includes approximately \$6 million of capital projects, with design/construction of Taxiway B being the primary focus. Other major improvements needed in the near future are as follows:
 - Master Plan
 - AWOS Freezing Rain Sensor
 - Helicopter Parking Pads



Photography: ©2008 Dustin Mitsch / Alpen Exposure

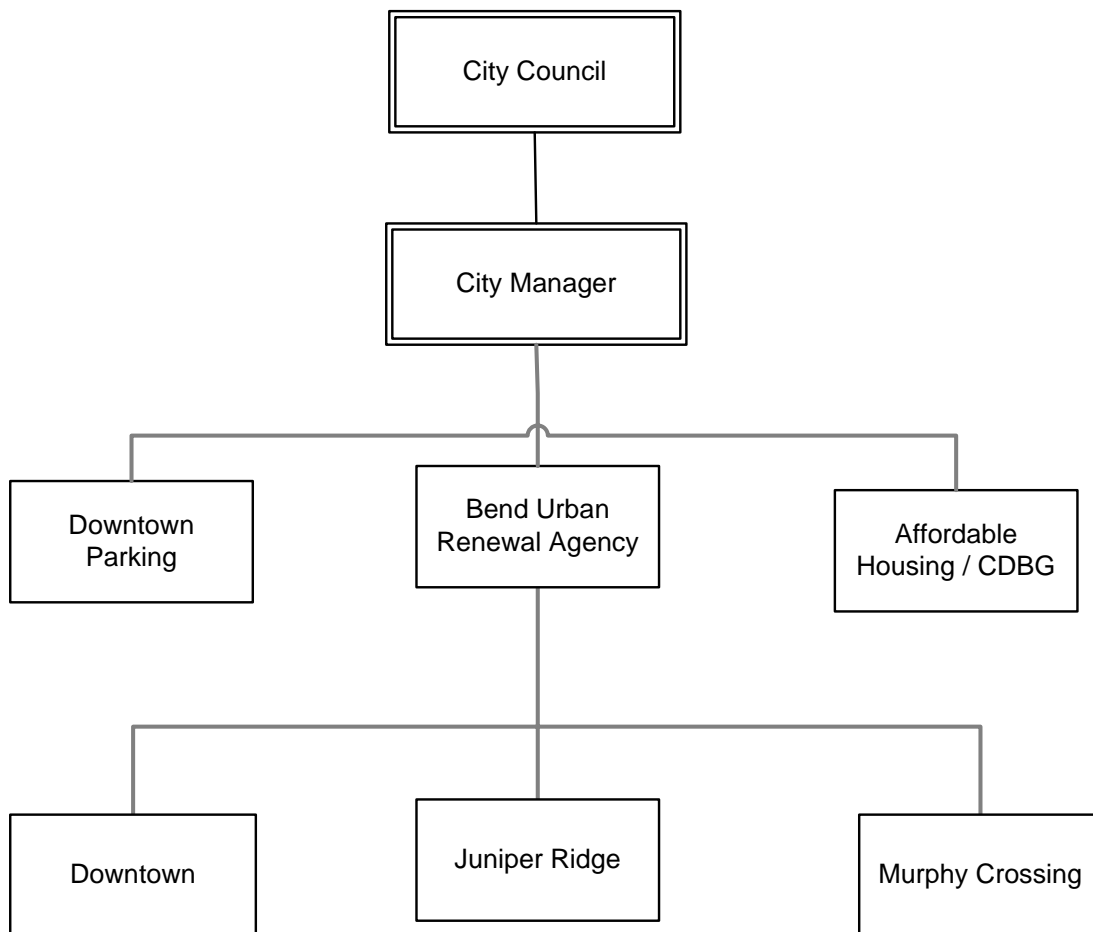
Aerial view of the Bend Municipal Airport

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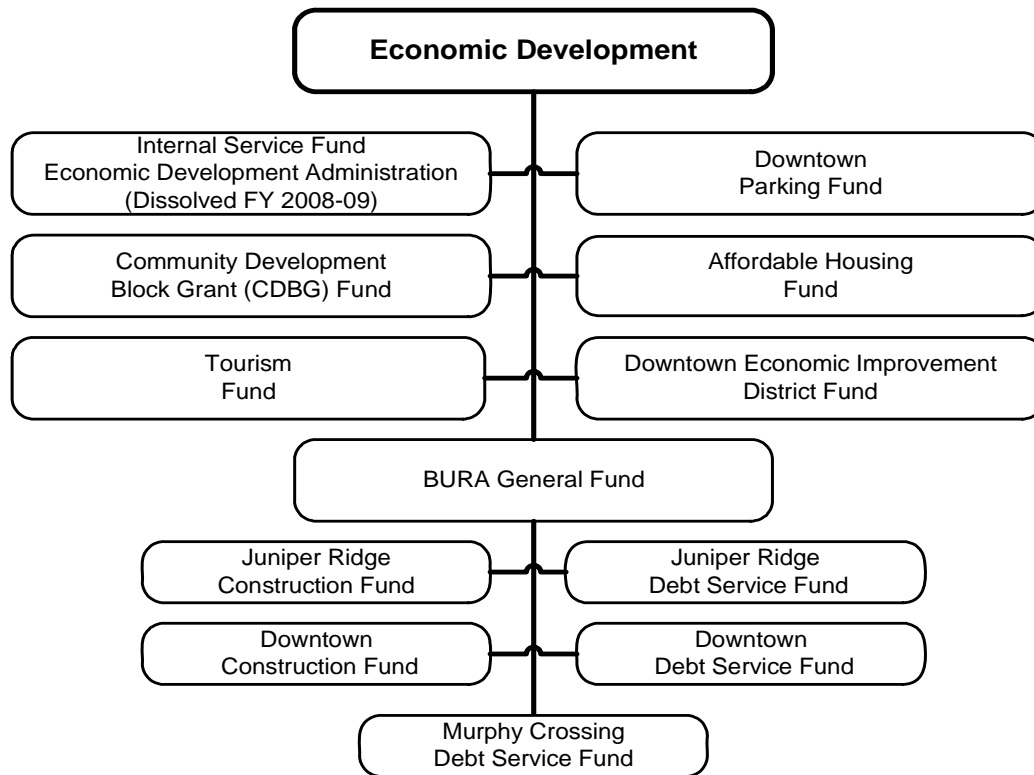
ECONOMIC DEVELOPMENT ORGANIZATIONAL STRUCTURE

Mission

To maximize the benefit to the city-wide local economy, including a focus on providing family wage jobs and affordable housing, quality investments in downtown, and development of Juniper Ridge and Murphy Crossing urban renewal areas



ECONOMIC DEVELOPMENT FUND STRUCTURE



Internal Service Fund - Economic Development Administration Division

The Economic Development Administration division provided support services to the City's economic development functions which include real estate management, downtown operations, the Bend Urban Renewal Agency and also the City's affordable housing and community development block grant programs. This fund will be dissolved at the end of FY 2008-09 and the expenditures of this division, consisting primarily of personnel, will be absorbed in the budgets of the other Economic Development funds.

Downtown Parking Fund

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

Community Development Block Grant (CDBG) Fund

This fund accounts for the City's Community Development Block Grant program which is funded by CDBG direct entitlement funds allocated through the U.S. Department of Housing and Urban Development.

Affordable Housing Fund

This fund accounts for the City's Affordable Housing program which is funded by an affordable housing fee assessed on building permits.

Tourism Fund

This fund accounts for the expenditure of transient room taxes dedicated to tourism.

Downtown Economic Improvement District (EID) Fund

This fund accounts for collection and payment of assessments for the Downtown Economic Improvement District created for the maintenance and beautification of downtown Bend.

Bend Urban Renewal Agency

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.

Internal Service Fund
Economic Development Administration Division

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 28,935	\$ 36,466	\$ 88,800	\$ 51,613	\$ -	\$ -	\$ -
Interfund charges	318,012	422,869	825,800	674,636	-	-	-
General fund subsidy	77,000	14,000	195,000	195,000	-	-	-
Investment income	784	1,719	1,500	4,966	-	-	-
Miscellaneous	-	-	300	1,054	-	-	-
TOTAL RESOURCES	\$ 424,731	\$ 475,054	\$ 1,111,400	\$ 927,269	\$ -	\$ -	\$ -

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 340,786	\$ 359,695	\$ 743,327	\$ 626,094	\$ -	\$ -	\$ -
Materials and services	11,879	14,146	87,185	74,499	-	-	-
Interfund transfers	35,600	49,600	248,500	226,695	-	-	-
Contingency	-	-	32,388	-	-	-	-
TOTAL REQUIREMENTS	\$ 388,265	\$ 423,441	\$ 1,111,400	\$ 927,288	\$ -	\$ -	\$ -
By Division:							
Real estate	\$ 123,212	\$ 132,315	\$ 256,293	\$ 141,624	\$ -	\$ -	\$ -
Administration	265,053	291,126	822,719	785,664	-	-	-
Contingency	-	-	32,388	-	-	-	-
TOTAL REQUIREMENTS	\$ 388,265	\$ 423,441	\$ 1,111,400	\$ 927,288	\$ -	\$ -	\$ -

Note:

The Economic Development Administration Division of the Internal Service Fund has historically been 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 will be eliminated at the end of FY 2008-09, with the administrative costs absorbed by the departments receiving service.

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Downtown Parking Fund

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
RESOURCES							
Beginning working capital	\$ 1,464,068	\$ 429,275	\$ 501,000	\$ 248,505	\$ 965,800	\$ 965,800	\$ 965,800
Fines and permit revenues	327,726	386,587	984,300	1,007,042	939,300	939,300	1,035,300
Rent revenues	-	-	376,000	244,726	231,800	231,800	231,800
Parking improvement fees	(79,500)	144,000	300,000	823,926	-	-	-
Investment income	72,178	21,748	54,100	50,354	37,900	37,900	37,900
Donations	-	-	400,000	400,000	-	-	-
Miscellaneous	-	-	-	6,308	5,000	5,000	5,000
TOTAL RESOURCES	\$ 1,784,472	\$ 981,610	\$ 2,615,400	\$ 2,780,861	\$ 2,179,800	\$ 2,179,800	\$ 2,275,800

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET		2007-09	PROPOSED	APPROVED
					2009-11	2009-11	2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 32,803	\$ 62,183	\$ 198,904	\$ 207,319	\$ 151,309	\$ 151,309	\$ 256,520
Materials and services	223,460	325,778	724,644	694,177	690,602	690,602	610,414
Interfund transfers	1,098,934	331,718	531,100	537,515	300,200	300,200	300,200
Capital outlay:							
Vehicle/equipment	-	-	70,000	45,019	-	-	-
Construction/infrastructure	-	13,426	620,000	331,042	50,000	50,000	50,000
Total capital outlay	-	13,426	690,000	376,061	50,000	50,000	50,000
Contingency	-	-	320,752	-	70,489	70,489	141,466
Reserves for:							
Future construction	-	-	150,000	-	-	-	-
Parking improvement fees	-	-	-	-	624,700	624,700	624,700
Unspent grant/donations	-	-	-	-	292,500	292,500	292,500
TOTAL REQUIREMENTS	\$ 1,355,197	\$ 733,105	\$ 2,615,400	\$ 1,815,072	\$ 2,179,800	\$ 2,179,800	\$ 2,275,800

By Division:							
Parking	\$ 1,355,197	\$ 415,732	517,355	530,052	542,384	\$ 542,384	\$ 491,991
Centennial parking structure	-	317,373	1,627,293	1,285,020	649,727	649,727	725,143
Contingency	-	-	320,752	-	70,489	70,489	141,466
Reserves for:							
Future construction	-	-	150,000	-	-	-	-
Parking improvement fees	-	-	-	-	624,700	624,700	624,700
Unspent grant/donations	-	-	-	-	292,500	292,500	292,500
TOTAL REQUIREMENTS	\$ 1,355,197	\$ 733,105	\$ 2,615,400	\$ 1,815,072	\$ 2,179,800	\$ 2,179,800	\$ 2,275,800

ECONOMIC DEVELOPMENT

Downtown Parking

Overview

The Downtown Parking Fund accounts for the operations of the Downtown Parking program. 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.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Address the growing demand for available parking for customers 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, Chamber of Commerce and business/property owners 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

Key Operational Objectives for the 2009 – 2011 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
- ✧ Coordinate efforts for neighborhood parking permit program to mitigate the impact of vehicles in the neighborhoods surrounding downtown
- ✧ 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 2007 – 2009 Biennium

- ✧ Completed final construction projects for the Bend Centennial Parking Plaza including:
 - Completion of tenant improvements for the US Post Office Downtown station
 - Completion of improvements associated with the retail space on the ground floor
 - Continued improvements associated with the adjacent development of the Oxford Hotel and Putnam Pointe mixed use development

- ✧ Approximately two thirds of the 551 parking spaces in the structure, which opened at the end of 2006, are currently being sold as permit spaces to downtown employees
- ✧ Continuation of comprehensive pricing study to include 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 2007 – 2009 Biennial Budget

- ✧ The security service contract for the Centennial Parking Plaza was reduced from \$49,500 in 2008 – 2009 to \$31,500 in 2009 – 2010, and janitorial services were reduced from \$40,000 to \$20,000
- ✧ The Economic Development Administration (EDD) Division of the Internal Service Fund has historically been used to account for the management and administration support services provided to the City’s Economic Development functions. This EDD fund will be eliminated at the end of FY 2008-09, with the administrative costs absorbed by the departments receiving service, thus eliminating the need for departmental overhead interfund transfers.

Staffing Changes for the 2009 – 2011 Biennial Budget

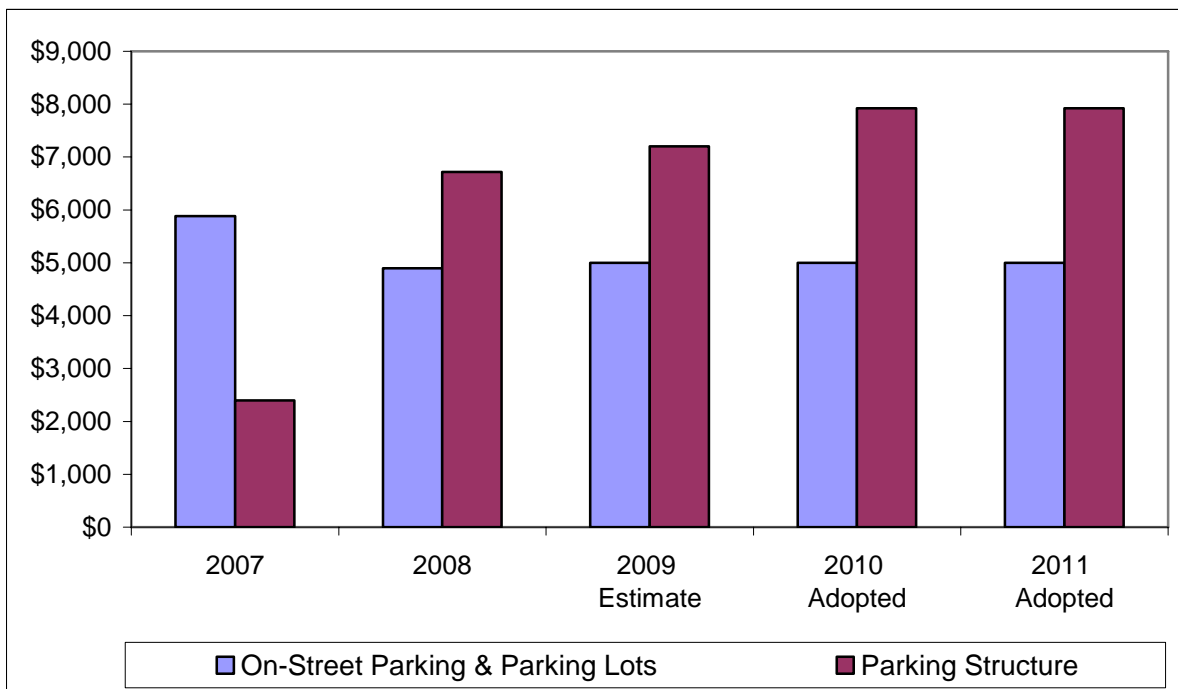
- ✧ No staffing changes

Major Capital Projects / Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - Construction of sidewalk and alley improvements adjacent to the Oxford Hotel
- ✧ 2010-2011
 - None

Key Statistics

Parking Revenue per Permit



ECONOMIC DEVELOPMENT

Downtown Parking

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Parking Permit- Quantity/\$ (On-Street, Parking Lots)	5,885	4,896	5,000	5,000	5,000
Parking Permit- Quantity/\$ (Parking Structure)	2,394	6,720	7,200	7,920	7,920
Violation Revenue- Quantity/\$	2,492	4,114	4,200	4,500	4,500
<i>Effectiveness Measures:</i>					
Parking Permit Sales cost/unit (On-Street, Parking Lots)	\$2.32	\$2.02	\$1.98	\$1.93	\$1.93
Parking Permit Sales cost/unit (Parking Structure)	\$2.18	\$1.95	\$1.88	\$1.82	\$1.82
Violations (Cost per citations issued)	\$7.59	\$4.07	\$4.10	\$4.07	\$4.07
<i>Efficiency Measures:</i>					
Parking Permit Sales (On-Street, Parking Lots) (1)	54%	50%	70%	80%	90%
Parking Permit Sales (Parking Structure) (1)	80%	70%	80%	100%	100%
Violation Revenue (2)	48%	49%	50%	50%	50%

(1) Efficiency on permit sales based on number sold vs. total spaces

(2) Efficiency on Violations based on % collected vs. issued

**Community Development
Block Grant Fund**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 41,960	\$ (5,438)	\$ 5,300	\$ 253,553	\$ 1,100	\$ 1,100	\$ 1,100
Intergovernmental revenues	409,381	720,917	1,502,883	1,058,076	962,300	962,300	1,062,300
Loan repayments	38,626	22,960	50,200	56,055	56,400	56,400	56,400
Investment income	(356)	(629)	7,417	2,314	1,200	1,200	1,200
Interfund transfer	-	-	-	7,000	-	-	-
TOTAL RESOURCES	\$ 489,611	\$ 737,810	\$ 1,565,800	\$ 1,376,998	\$ 1,021,000	\$ 1,021,000	\$ 1,121,000

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 104,062	\$ 60,931	\$ 127,833	\$ 115,658	\$ 199,493	\$ 199,493	\$ 209,493
Materials and services	352,387	356,370	1,323,811	1,185,513	725,422	725,422	815,422
Interfund transfers	38,600	66,956	108,900	74,676	38,300	38,300	38,300
Contingency	-	-	5,256	-	57,785	57,785	57,785
TOTAL REQUIREMENTS	\$ 495,049	\$ 484,257	\$ 1,565,800	\$ 1,375,847	\$ 1,021,000	\$ 1,021,000	\$ 1,121,000

ECONOMIC DEVELOPMENT

Community Development Block Grant (CDBG)

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 2008-2009 budget allocation was \$430,383.

The stated purpose of the program is:

“The development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income.”

Goals for the 2009 – 2011 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 2009 – 2011 Biennial Budget

- ✧ Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report
- ✧ Implementation of Council-adopted 2009 annual action plan for Bend
- ✧ Development and completion of five-year Consolidated Plan
- ✧ Monitoring of program grants and loans
- ✧ Management of the U.S. Department of Housing and Urban Development (HUD) financial tracking system
- ✧ Management of CDBG pass-through grants from the state
- ✧ Management of the Neighborhood Stabilization Program pass-thru grants from the state

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Completed the 2007 and 2008 Action Plans
- ✧ Completed an Analysis of Impediments to Fair Housing in Bend
- ✧ Contracted out both years’ funding allocations

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ The Economic Development Administration (EDD) Division of the Internal Service Fund has historically been used to account for the management and administration support services provided to the City's Economic Development functions. This EDD fund will be eliminated at the end of FY 2008-09, with the administrative costs absorbed by the departments receiving service, thus eliminating the need for departmental overhead interfund transfers.

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

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Affordable Housing Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ 695,700	\$ 622,667	\$ 742,400	\$ 742,400	\$ 742,400
Affordable housing fee	-	675,889	2,753,400	1,412,465	897,400	897,400	897,400
General fund subsidy	-	51,000	-	-	-	-	-
Investment income	-	13,190	71,400	80,623	32,900	32,900	32,900
Loan repayments	-	-	-	1,100	516,100	516,100	516,100
TOTAL RESOURCES	\$ -	\$ 740,079	\$ 3,520,500	\$ 2,116,855	\$ 2,188,800	\$ 2,188,800	\$ 2,188,800

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ 51,763	\$ 122,635	\$ 115,508	\$ 76,837	\$ 76,837	\$ 76,837
Materials and services	-	65,512	2,039,979	1,160,524	901,688	901,688	901,688
Interfund transfers	-	137	122,200	98,400	112,900	112,900	112,900
Contingency	-	-	1,235,686	-	1,097,375	1,097,375	1,097,375
TOTAL REQUIREMENTS	\$ -	\$ 117,412	\$ 3,520,500	\$ 1,374,432	\$ 2,188,800	\$ 2,188,800	\$ 2,188,800

ECONOMIC DEVELOPMENT **Affordable Housing**

Overview

The City Council approved an ordinance in June 2006 that made the City of Bend the first city in the State of Oregon to implement a fee on new development to aid in the funding of Affordable Housing. This program is funded by a fee of 1/3 of 1% of the total Building Permit Valuation for all building permits issued by the City.

The objective of this program as stated in the Ordinance is:

“All funding from this source must be targeted for housing opportunities for residents at or below 80% of median income.”

Goals for the 2009 – 2011 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 2009 – 2011 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 2007 – 2009 Biennium

- ✧ Request for Proposals were issued in the Fall of 2007 and Spring of 2008
- ✧ Four projects were approved for funding during the Fall 2007 funding cycle in the amount of \$613,551.
- ✧ Five projects were approved for funding during the Spring 2008 funding cycle in the amount of \$971,600.

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Due to the economic climate, there has been a significant drop in the revenue generated for this fund that affects the number of projects that can be funded
- ✧ The Economic Development Administration (EDD) Division of the Internal Service Fund has historically been used to account for the management and administration support services provided to the City’s Economic Development functions. This EDD fund will be eliminated at the end of FY 2008-09, with the administrative costs absorbed by the departments receiving service, thus eliminating the need for departmental overhead interfund transfers.

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None

- ✧ 2010-2011
 - None

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Tourism Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 107,625	\$ 87,432	\$ 109,800	\$ 116,613	\$ 116,100	\$ 116,100	\$ 116,100
Transient room taxes	879,803	967,584	2,195,600	1,929,211	1,540,000	1,540,000	1,540,000
General fund loan	33,000	125,000	80,000	185,000	-	-	-
Investment income	1,087	(2,962)	5,100	(1,592)	4,700	4,700	4,700
TOTAL RESOURCES	\$ 1,021,515	\$ 1,177,054	\$ 2,390,500	\$ 2,229,232	\$ 1,660,800	\$ 1,660,800	\$ 1,660,800

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Materials and services:							
Tourism - Contracted Svc.	\$ 738,000	\$ 811,800	\$ 1,661,000	\$ 1,581,000	\$ 1,453,400	\$ 1,453,400	\$ 1,453,400
Tourism - City	90,500	116,000	175,000	80,000	-	-	-
Other	83,283	81,941	155,900	147,991	-	-	-
Interfund transfers	22,300	17,700	39,100	39,100	41,600	41,600	41,600
Interfund loan repayment	-	33,000	225,000	265,000	45,000	45,000	45,000
Contngency	-	-	134,500	-	120,800	120,800	120,800
TOTAL REQUIREMENTS	\$ 934,083	\$ 1,060,441	\$ 2,390,500	\$ 2,113,091	\$ 1,660,800	\$ 1,660,800	\$ 1,660,800

ECONOMIC DEVELOPMENT

Tourism Fund

Overview

The Tourism Fund accounts for the collection and use of that portion of transient room taxes 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 fraction of a percent is allowed to be retained by lodging providers for the administration of the tax.

The City contracts with Visit Bend, formerly the Bend Visitors' & Convention Bureau, 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 2009 – 2011 Biennial Budget

- ✧ Tourism Promotion within the City of Bend

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✧ Proper contractual administration of the Visit Bend contract
- ✧ Meet financial objective of maintaining this fund in a positive cash position

Major Accomplishments during the 2007-2009 Biennium

- ✧ Reviewed and approved annual contract with Visit Bend
- ✧ Modified contract with Visit Bend to provide for the transfer of 30% of the actual transient room tax receipts (less city overhead and repayment to the General Fund for any previous shortfalls), thereby removing an obligation on the City to cover the Visit Bend contract when TRT receipts are below projections

Significant Changes from 2007 - 2009 Biennial Budget

- ✧ Due to the downturn in the economy, transient room tax revenues are projected to come in at approximately 30% less than the total projected during the last biennium

**Downtown Economic Improvement
District Fund**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ 13,394	\$ 75,800	\$ 57,750	\$ -	\$ -	\$ -
Assessments	83,374	88,387	219,800	204,149	240,000	240,000	240,000
Investment income	534	1,284	460	1,764	-	-	-
TOTAL RESOURCES	\$ 83,908	\$ 103,065	\$ 296,060	\$ 263,663	\$ 240,000	\$ 240,000	\$ 240,000

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Materials and services	\$ 66,988	\$ 43,049	\$ 269,060	\$ 252,494	\$ 228,000	\$ 228,000	\$ 228,000
Interfund transfers	3,526	2,266	9,800	11,200	12,000	12,000	12,000
Contingency	-	-	17,200	-	-	-	-
TOTAL REQUIREMENTS	\$ 70,514	\$ 45,315	\$ 296,060	\$ 263,694	\$ 240,000	\$ 240,000	\$ 240,000

ECONOMIC DEVELOPMENT

Downtown Economic Improvement District (EID)

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 is proposed for assessment at fifteen cents per square foot for 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 Bend Downtown Business Association 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 2009 – 2011 Biennial Budget

- ✧ Provide a funding program for the maintenance of downtown Bend improvements and beautification efforts by the Bend Downtowner's Association
- ✧ Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- ✧ Provide oversight for the collection and distribution of assessments.

Key Operational Objectives for 2009 – 2011 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 2007 – 2009 Biennium

- ✧ Operated successfully for the 2007 – 2009 term, accomplishing the objectives for the programs identified in the ordinance

Significant Changes from the 2007 - 2009 Biennial Budget

- ✧ Addition of four cent per square foot of commercial assessment to fund new marketing, events and advertising to promote downtown with a proposed total annual budget of \$114,000

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

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**Bend Urban Renewal Agency
General Fund**

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses and permits	\$ -	-	-	3,200	4,000	4,000	4,000
Rent revenues	-	-	51,900	37,700	51,300	51,300	51,300
Interfund charges	-	-	42,700	42,700	-	-	-
BURA downtown subsidy	-	-	-	5,951	83,247	83,247	83,247
TOTAL RESOURCES	\$ -	\$ -	\$ 94,600	\$ 89,551	\$ 138,547	\$ 138,547	\$ 138,547

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ -	\$ 17,773	\$ 17,543	\$ 32,488	\$ 32,488	\$ 32,488
Materials and services	-	-	15,510	25,208	34,259	34,259	34,259
Interfund transfers	-	-	57,100	46,800	71,800	71,800	71,800
Contingency	-	-	4,217	-	-	-	-
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 94,600	\$ 89,551	\$ 138,547	\$ 138,547	\$ 138,547

Note:

The Bend Urban Renewal Agency (BURA) General Fund is a new fund 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.

**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 a new fund created in the current fiscal year, 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. The Downtown Area is operating with minimal staff support for the biennium (.15 FTE); however, as rent revenues are not sufficient to cover personnel and other operating costs of this program, an operating subsidy from the BURA Downtown Construction fund is necessary.

Goals for the 2009 – 2011 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 2009 – 2011 Biennial Budget

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

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Creation of the new BURA General Fund

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ N/A

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Staff support has been reduced from .30 FTE to .15 FTE

Major Capital Projects for the 2009 – 2011 Biennial Budget

- ✧ None

**Bend Urban Renewal Agency
Downtown Construction Fund**

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
RESOURCES							
Beginning working capital	\$ 7,839,640	\$ 840,983	\$ 8,200	\$ 60,387	\$ 572,600	\$ 572,600	\$ 572,600
Rent revenues	68,397	64,025	51,200	55,385	-	-	-
Interfund transfers	953,834	250,000	372,700	372,700	-	-	-
Investment income	231,603	36,454	16,400	38,782	21,400	21,400	21,400
Sale of real property	543,750	586,493	176,000	165,136	-	-	-
Short-term note payable	1,042,809	-	-	14,510	-	-	-
TOTAL RESOURCES	\$ 10,752,460	\$ 1,777,955	\$ 624,500	\$ 706,900	\$ 594,000	\$ 594,000	\$ 594,000

	ACTUALS		ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 34,340	\$ 40,613	\$ 17,326	\$ 17,462	\$ -	\$ -	\$ -
Materials and services	110,590	25,898	215,004	41,745	-	-	-
Interfund transfers	182,652	540,437	69,400	74,182	83,247	83,247	83,247
Capital outlay:							
Construction/infrastructure	9,583,895	1,110,620	5,500	892	-	-	-
Contingency	-	-	317,270	-	510,753	510,753	510,753
TOTAL REQUIREMENTS	\$ 9,911,477	\$ 1,717,568	\$ 624,500	\$ 134,281	\$ 594,000	\$ 594,000	\$ 594,000

Note:

A new fund, 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. Rent revenues are not sufficient to cover personnel and other operating costs of the program, therefore an operating subsidy from the BURA Downtown Construction Fund to the new BURA General Fund is required. The interfund transfer of \$83,247 reflects the level of subsidy required each year of the biennium (\$45,231 and \$38,016, respectively).

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

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 3,000,255	\$ 2,749,250	\$ 3,581,200	\$ 3,557,789	\$ 5,643,800	\$ 5,643,800	\$ 5,643,800
Property taxes	2,179,152	2,341,135	5,359,400	5,453,202	5,986,000	5,986,000	5,986,000
Investment income	129,603	180,436	292,200	321,786	127,200	127,200	127,200
TOTAL RESOURCES	\$ 5,309,010	\$ 5,270,821	\$ 9,232,800	\$ 9,332,777	\$ 11,757,000	\$ 11,757,000	\$ 11,757,000

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Debt service	\$ 2,559,760	\$ 1,713,032	\$ 3,689,200	\$ 3,688,999	\$ 9,829,400	\$ 9,829,400	\$ 9,829,400
Reserves for debt service	-	-	5,543,600	-	1,927,600	1,927,600	1,927,600
TOTAL REQUIREMENTS	\$ 2,559,760	\$ 1,713,032	\$ 9,232,800	\$ 3,688,999	\$ 11,757,000	\$ 11,757,000	\$ 11,757,000

**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 - currently estimated to occur in 2018, unless bonds are retired earlier.

BURA owns two properties being held for future development consistent with the Downtown Plan. These properties are the Greenwood/Wall lot and the commercial building at the corner of Franklin and Wall Street. At one time, the value of the Greenwood/Wall property was estimated by a local real estate company to range from \$430-600 per square foot or \$6.0 - \$8.4 million. This estimate was made at the peak of downtown real estate values. In the current economy, the market value is significantly less. These lots will either be redeveloped or sold and the proceeds used towards completing other projects in the Downtown Area, including potential development of additional parking and/or Heritage Square.

Goals for the 2009 – 2011 Biennial Budget

✧ None

Key Operational Objectives for 2009 – 2011 Biennial Budget

✧ None

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Relocation of the Carlon House
- ✧ Coordination/support to redevelopment projects, including Oxford Hotel and Putnam Pointe (formerly referred to as Lava Court)

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ A new BURA General Fund was created in fiscal year 2008–09, to account for general services within BURA not accounted for in the debt and construction funds. The principal source of operating revenue is rent received from BURA owned properties in the Downtown Area. As rent revenues are not sufficient to cover personnel and other operating costs in the BURA General Fund, transfer of reserves from the BURA Downtown Construction Fund to the BURA General Fund is necessary.

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ Staff support for the BURA Downtown Urban Renewal Area has been reduced from .30 FTE to .15 FTE and is now accounted for in the BURA General Fund

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

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

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ 168,949	\$ 914,900	\$ 35,232	\$ 69,600	\$ 69,600	\$ 69,600
General fund loan	550,000	-	200,000	-	-	-	-
Investment income	(3,275)	161	57,000	(72,531)	12,200	12,200	12,200
Interfund transfers	-	-	2,300,000	5,210,501	7,319,200	7,319,200	7,319,200
Issuance of long-term debt	-	1,300,000	12,812,000	9,738,988	6,000,000	6,000,000	6,000,000
Short-term note payable	-	-	-	930,000	500,000	500,000	500,000
Miscellaneous	-	-	-	17,900	-	-	-
TOTAL RESOURCES	\$ 546,725	\$ 1,469,110	\$ 19,953,900	\$ 15,860,090	\$ 13,901,000	\$ 13,901,000	\$ 13,901,000

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09		2007-09	PROPOSED 2009-11	APPROVED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 41,946	\$ 107,979	\$ 314,408	\$ 299,413	\$ 149,555	\$ 149,555	\$ 149,555
Materials and services	161,230	13,117	446,057	424,743	298,202	298,202	298,202
Interfund transfers	174,600	582,492	541,000	540,103	1,694,500	1,694,500	1,694,500
Capital outlay:							
Construction/infrastructure	-	712,368	12,163,402	13,160,766	2,933,100	2,933,100	2,933,100
Debt service	-	17,922	1,764,000	1,365,561	8,390,000	8,390,000	8,390,000
Contingency	-	-	4,725,033	-	435,643	435,643	435,643
TOTAL REQUIREMENTS	\$ 377,776	\$ 1,433,878	\$ 19,953,900	\$ 15,790,586	\$ 13,901,000	\$ 13,901,000	\$ 13,901,000

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

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ 123,300	\$ 118,479	\$ 287,600	\$ 287,600	\$ 287,600
Property taxes	-	114,874	481,400	325,693	610,600	610,600	610,600
Investment income	-	3,605	15,400	16,570	16,500	16,500	16,500
TOTAL RESOURCES	\$ -	\$ 118,479	\$ 620,100	\$ 460,742	\$ 914,700	\$ 914,700	\$ 914,700

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Debt service	\$ -	\$ -	\$ 357,100	\$ 173,100	\$ 419,500	\$ 419,500	\$ 419,500
Reserves for debt service	-	-	263,000	-	495,200	495,200	495,200
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 620,100	\$ 173,100	\$ 914,700	\$ 914,700	\$ 914,700

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

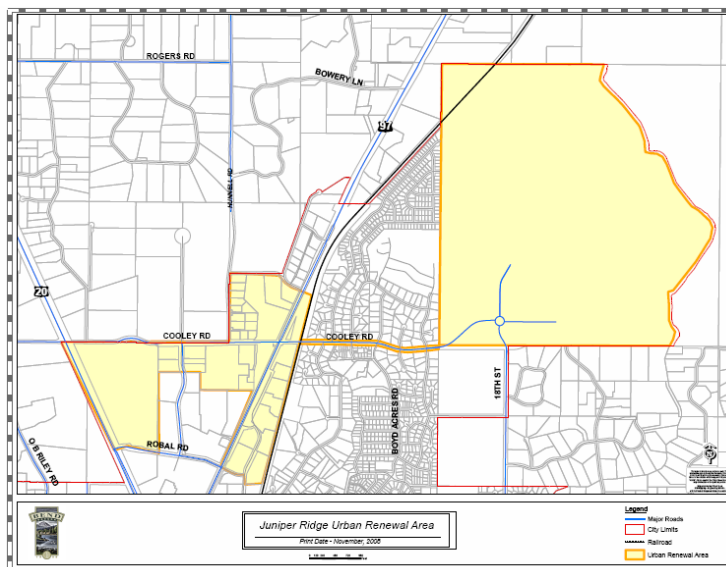
Overview

On August 29, 2005, the Juniper Ridge Urban Renewal Plan was adopted 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 to serve development in the first phase of Juniper Ridge. The City has sold approximately 29 acres to two private businesses, and is in the process of designing and constructing other local infrastructure to serve these businesses.

The first phase of Juniper Ridge includes approximately 250 acres of Employment land for light industrial and limited commercial use. The City is in the process of 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 will also develop Codes, Covenants & Restrictions, design standards, traffic studies and other requirements to complete the master plan. The first phase is expected to be entitled in the 2009-11 biennium. Construction of a new offsite sewer force main down 18th Street is also planned for the 2009-11 biennium.



Goals for the 2009 – 2011 Biennial Budget

- ✧ Complete the master plan and entitling of the first phase of Juniper Ridge
- ✧ Complete the offsite sewer force main
- ✧ Create platted land ready for development

Key Operational Objectives for 2009 - 2011 Biennial Budget

- ✧ Continue development of traffic studies, the Special Plan Area zoning code amendment, Codes, Covenants & Restrictions, design standards, and other planning and engineering studies required for the master plan
- ✧ Facilitate development of the Suterra and Pacific Power & Light sites and other developments in the first phase of Juniper Ridge
- ✧ Complete a detailed project pro-forma and cash flow analysis, and implement a funding and financing strategy for the Juniper Ridge project

Major Accomplishments during the 2007 - 2009 Biennium

- ✧ Entered into purchase and sale agreements with Suterra and Pacific Power & Light for the sale of land totaling 21 acres
- ✧ Formed the Juniper Ridge Management Advisory Board (consisting of volunteer citizens with development backgrounds) to provide guidance and direction for the project
- ✧ Hired an experienced development management consultant to manage the project

Significant Changes from the 2007 - 2009 Biennial Budget

- ✧ FY09-11 budget includes refinancing of the \$6 million line-of-credit and borrowing of an additional \$500,000
- ✧ FY09-11 budget includes \$692,300 in consulting costs mainly to complete the master plan and \$2.026 million in construction costs for various infrastructure
- ✧ Sale proceeds included in the first year of the 2009-11 biennium represent remaining lease payments from Suterra and proceeds from Pacific Power and Light. In the second year of the biennium, sale of 10 acres at \$7/sq ft is assumed
- ✧ Repayment of \$1.1 million of the line of credit and payment of SDCs are included in the second year of the 2009-11 biennium based on sale of 10 acres

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ Reduction of staffing of 1 FTE

Major Capital Projects for the 2009 – 2011 Biennial Budget

Capital expenditures for the 2009-11 biennial budget are primarily for the completion of consultant work associated with the master planning, development of the Special Plan Area zoning code amendment, and zone change; completion of the roadway construction for the Suterra project, off-campus reinforcement costs for Cascade Natural Gas, grading of the Pacificorp service center site (required by purchase agreement), and the city's contribution to the lowering of the proposed COID canal pipeline.

Future major improvements needed for the development of Juniper Ridge are as follows:

- ✧ 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



Photography: ©2008 Dustin Mitsch / Alpen Exposure

Aerial view of the Les Schwab Headquarters and 18th Street/Cooley Road Roundabout at Juniper Ridge

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

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property taxes	-	-	-	-	47,800	47,800	47,800
Investment income	-	-	-	-	900	900	900
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 48,700	\$ 48,700	\$ 48,700

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Reserves for debt service	\$ -	\$ -	\$ -	\$ -	\$ 48,700	\$ 48,700	\$ 48,700
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ -	\$ 48,700	\$ 48,700	\$ 48,700

**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, shown in below, 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 Plan anticipates issuing the debt within the limits of the maximum indebtedness in twenty five years. 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 current economic downturn, tax increment revenue from the Murphy Crossing Urban Renewal Area is expected to be minimal for the 2009 – 2011 biennium. Accordingly, the City has put on hold any work on the Murphy Crossing Refinement Plan that is to be funded by the Urban Renewal Area.

Goals for the 2009 – 2011 Biennial Budget

✧ None

Key Operational Objectives for the 2009 – 2011 Biennial Budget

✧ None

Major Accomplishments during the 2007 – 2009 Biennium

✧ Adoption of the Murphy Crossing Urban Renewal Plan

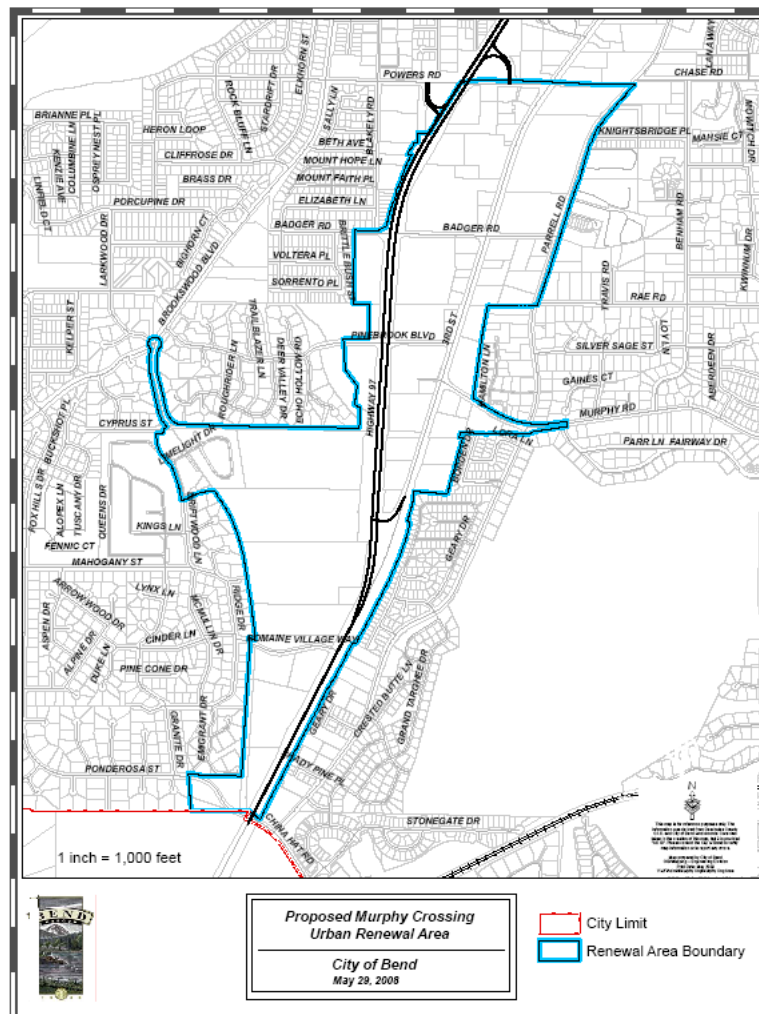
Significant Changes from the 2007 – 2009 Biennial Budget

✧ N/A

Major Capital Projects for the 2009 – 2011 Biennial Budget

✧ None

Murphy Crossing Boundary



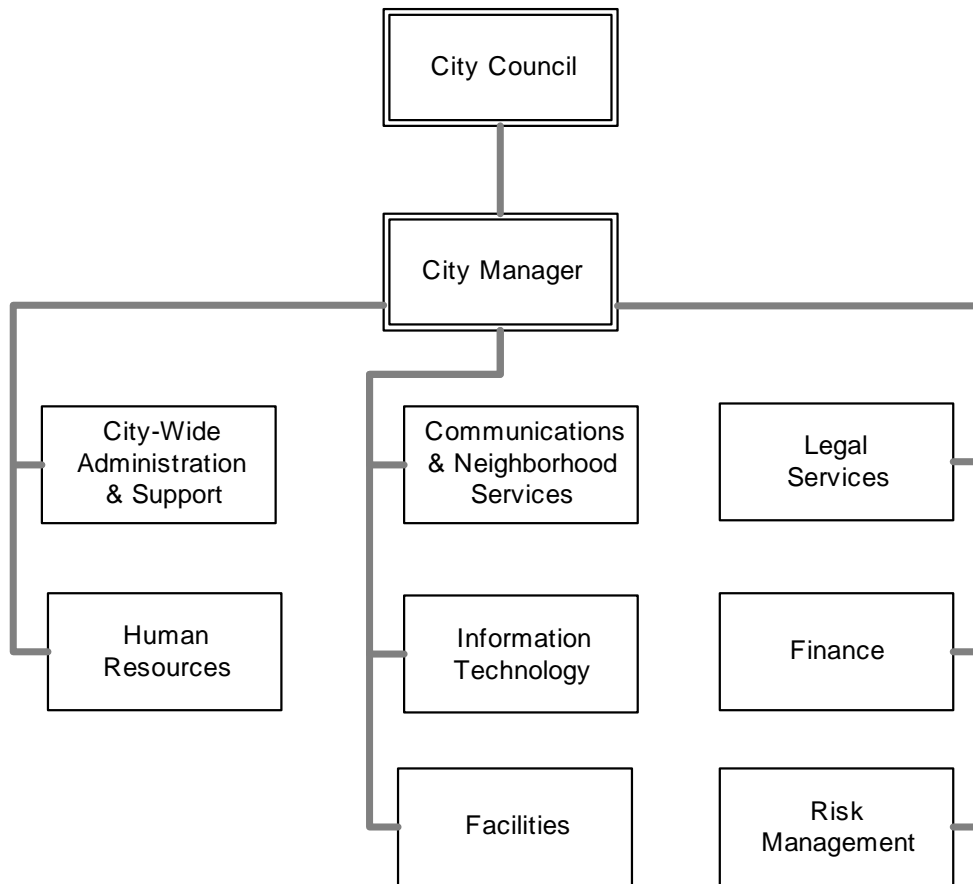
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CITY-WIDE ADMINISTRATION & SUPPORT ORGANIZATIONAL STRUCTURE

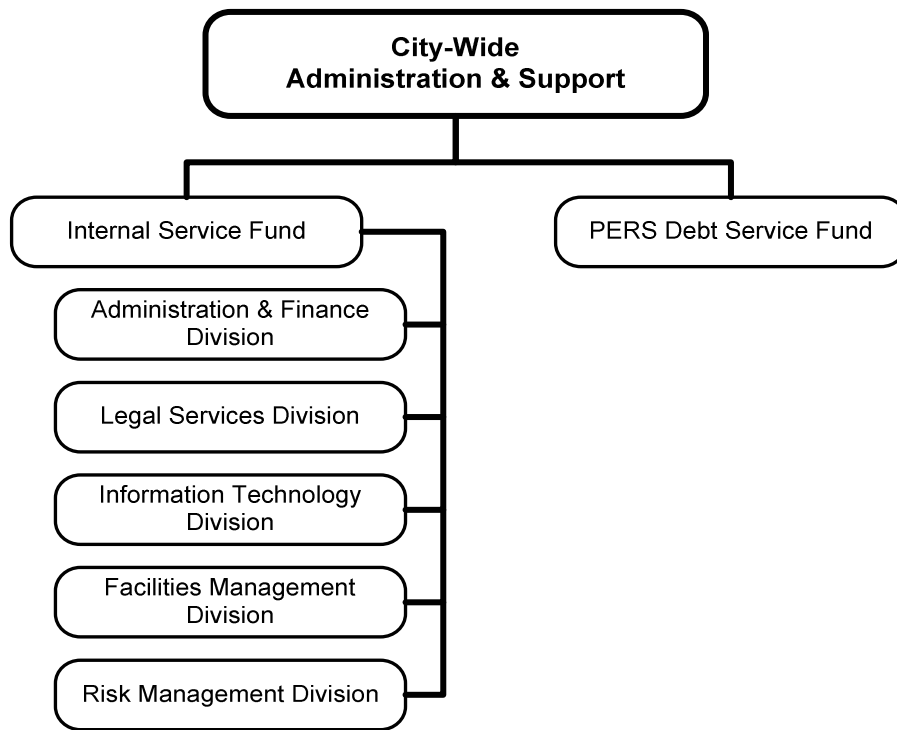
Mission

To serve as a link between City Council's policy decisions and staff's role in administration and implementation, to ensure that goals are prioritized and accomplished in the most balanced and efficient manner possible

Organizational Chart



CITY-WIDE ADMINISTRATION & SUPPORT FUND STRUCTURE



Internal Service Fund

Internal Service Fund divisions are used to account for departments or functions that serve other City departments. Costs incurred by these internal service fund divisions are charged to other departments as City-wide overhead through the City's cost allocation plan.

Administration & Finance Division

This division accounts for the activities of the City Council, City Manager's office, Human Resources, Communications and Finance.

Legal Services Division

This division accounts for the activities of the City Attorney's office.

Information Technology Division

This 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 Division

This division accounts for the maintenance and construction activities of City Hall (including Wall Street plaza), the Bond and Franklin Annexes, Public Works buildings, the Police Building and the Transit Operations facility.

Risk Management Division

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

PERS Debt Service Fund

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

**Internal Service Fund
Administration & Finance Division**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 607,608	\$ 600,659	\$ 274,100	\$ 446,723	\$ 879,900	\$ 879,900	\$ 879,900
Charges for services	77,484	85,998	188,400	158,572	16,600	16,600	16,600
Interfund charges	3,496,926	3,857,166	9,674,500	9,700,700	9,172,500	9,172,500	9,172,500
General fund subsidy	145,000	160,000	-	-	-	-	-
Investment income	23,875	30,614	26,800	59,402	15,400	15,400	15,400
Miscellaneous	13,031	734	3,200	7,819	2,200	2,200	2,200
TOTAL RESOURCES	\$ 4,363,924	\$ 4,735,171	\$ 10,167,000	\$ 10,373,216	\$ 10,086,600	\$ 10,086,600	\$ 10,086,600

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Personal services	\$ 2,450,962	\$ 2,789,862	\$ 6,495,695	\$ 6,065,341	\$ 6,834,859	\$ 6,834,859	\$ 6,834,859
Materials and services	972,660	1,090,147	2,474,229	2,400,583	1,849,842	1,849,842	1,849,842
Interfund transfers	339,643	408,439	1,078,600	1,027,319	1,345,400	1,345,400	1,345,400
Contingency	-	-	118,476	-	56,499	56,499	56,499
TOTAL REQUIREMENTS	\$ 3,763,265	\$ 4,288,448	\$ 10,167,000	\$ 9,493,243	\$ 10,086,600	\$ 10,086,600	\$ 10,086,600
By Division:							
City council	\$ 324,553	\$ 312,807	\$ 391,337	\$ 361,413	\$ 346,886	\$ 346,886	\$ 346,886
City manager	672,934	815,685	2,175,407	2,147,087	1,998,734	1,998,734	1,998,734
Communications	329,552	367,742	871,828	751,291	710,413	710,413	710,413
Human resources	424,022	497,147	1,115,422	1,011,884	1,364,024	1,364,024	1,364,024
Finance	2,012,204	2,295,067	5,144,530	5,098,266	5,383,044	5,383,044	5,383,044
Legal services	-	-	350,000	123,302	227,000	227,000	227,000
Contingency	-	-	118,476	-	56,499	56,499	56,499
TOTAL REQUIREMENTS	\$ 3,763,265	\$ 4,288,448	\$ 10,167,000	\$ 9,493,243	\$ 10,086,600	\$ 10,086,600	\$ 10,086,600

Note:

Legal Services was created in FY 2008-09 as a new division of the Administration & Finance Division 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. The \$227,000 expenditure in 2009-11 represents an equity transfer to the new internal services division in the first year of the biennium.

CITY-WIDE 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: Oran Teater, Jodie Barram, Tom Greene, Kathie Eckman, Mark Capell, Jim Clinton, and Jeff Eager

Kathie Eckman was elected to City Council in November 2008 and was appointed Mayor by City Council on January 7, 2009.

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 once before, in 1991. 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.

Mark Capell was elected to City Council in November 2006 and was appointed Mayor Pro Tem on January 7, 2009.

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 families' travel agencies in central and southern Oregon.

Jodie Barram was appointed to City Council in 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.

Oran Teater was appointed to City Council in February 2009.

Oran is a long time resident of Bend and served two previous terms on the Council. He served as Mayor in 2003 and 2004. Oran holds a Bachelor of Science Degree from Southern Oregon State College. He has been an investment advisor since 1983 and is a member of the Greater Bend Rotary Club. Oran has served on the State Economic Development Council, the Cascade Middle School Site Council, the Bend School Foundation, and the Bend Chamber of Commerce.

Jeff Eager was elected to City Council in November 2008.

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.

Jim Clinton was elected to City Council in November 2008.

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.

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.

Goals for the 2009 – 2011 Biennial Budget

The following focus areas were identified, by the City Council, at a goal setting retreat in February 2009:

- ✧ Financial Stability
- ✧ Growth Management
- ✧ Economic Development
- ✧ Priority Programs, including Accessibility, Bend Area Transit and Mirror Pond

Significant Changes from the 2007 - 2009 Biennial Budget

- ✧ The amount budgeted for consultants used for meeting facilitation and special projects has been reduced
- ✧ The budget for sponsorships and awards has been reduced
- ✧ Advertising expenditures, formerly used to publish agenda ads in the Bend Bulletin, has been cut
- ✧ Meeting expenses, which includes Council meals, has also been reduced

The following is a breakdown of the membership dues:

<u>Organization</u>	2009-10	2010-11
League of Oregon Cities	\$ 50,000	\$ 50,000
Central Oregon Cities	28,000	30,000
National League of Cities	5,000	5,000
Bend Chamber of Commerce	1,300	1,500
Central Oregon Intergovernmental Council	19,000	20,000
Oregon Mayors	200	200
Total:	<hr/> \$ 103,500	<hr/> \$ 106,700

CITY-WIDE ADMINISTRATION & SUPPORT **City Manager's Office**

Overview

The City Manager and Recorder's Offices are charged with the following duties:

- ✧ General administration and management of the City
- ✧ Community relations
- ✧ Ombudsmanship
- ✧ City Council coordination
- ✧ Implementation of Council programs
- ✧ Lobbying activities
- ✧ Interagency coordination
- ✧ Elections
- ✧ Public meetings and records coordination
- ✧ Various special projects and other duties as assigned by the City Council
- ✧ Resource for general information for the City, other community organizations, and the citizens of Bend

Goals for the 2009 – 2011 Biennial Budget

- ✧ Serve at the direction of the Bend City Council
- ✧ Provide information to the citizens of Bend, and continue to work cooperatively with other agencies and organizations in Central Oregon and throughout the State
- ✧ Maintain records and vital statistics for the City
- ✧ Ongoing maintenance of the general Business Licensing program and Payday Lender Licensing requirements as adopted by the City Council

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✧ Provide information to, and pursue special projects as directed by, the Bend City Council
- ✧ Continue to provide community relations, ombudsmanship, and general information to City Council, staff, and citizens
- ✧ Foster an environment for interagency coordination and cooperation

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Permanent City Manager hired with a team building and proactive approach to economic downturn.
- ✧ Leadership through three budget reductions in 2008 and changes in City leadership in the Public Works, Police, Fire, and Communications Departments.
- ✧ Communications Manager hired and new communications tools implemented to improve information flow while reducing the cost of this service.
- ✧ Council approval of the Urban Growth Boundary.
- ✧ Establishment of the Juniper Ridge Management Board to provide leadership for the project. Collaboration with stakeholders in transportation and planning issues. Contracted with a project manager.

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Assistant City Manager position was eliminated from the budget

- ✧ Budget for consultants contracted to assist with special projects has been reduced
- ✧ Dues and subscriptions have been reduced by eliminating the number of memberships purchased for professional organizations

Staffing Changes for 2007 – 2009 Biennial Budget

- ✧ None

Major Capital Projects/Equipment Purchases for 2007 – 2009 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

CITY-WIDE ADMINISTRATION & SUPPORT

Human Resources

Overview

The Human Resources Division 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 160 employees in Public Works, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #939, representing 72 fire and ambulance personnel; and the Police Association, which represents 96 police employees.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Support all City departments in their efforts to recruit and retain the most highly qualified employees possible by providing competitive compensation, benefits and professional development opportunities
- ✧ Ensure City workplaces, personnel policies and practices promote safety, productivity and innovation and comply with all 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 2009 – 2011 Biennial Budget

- ✧ Develop a City-wide training program for core supervisory competencies
- ✧ Working with an interdepartmental Training Group, create a training program and set a training schedule for subjects applicable to all City employees, such as ethics, discrimination, accessibility and harassment
- ✧ Continue to develop and/or update personnel policies and procedures. High priority policies include: Family Medical Leave Act/Oregon Family Leave Act, volunteers, discrimination, use of City resources and equipment, and performance evaluations
- ✧ Expand the use of technology to increase efficiency by continuing to expand the use of the City's intranet to include user friendly forms, job descriptions, benefits information, etc.
- ✧ Research alternate health insurance plans for active and retired employees; interim objective is to implement a high deductible plan with a health savings account (HSA plan) for Fire Association members in 2009 – 2010
- ✧ Expand the Post Employment Health Plan (PEHP) to additional employee groups
- ✧ Assist Public Works with the reorganization of operations by analyzing work allocation, creating new/revising current job descriptions, conducting compensation studies, and recommending pay rates
- ✧ Investigate human resources information systems (HRIS) in coordination with the Information Technology and major user departments to improve efficiency and access to information by employees and managers

- ✧ Research human resources organizational structures and service delivery models

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Developed and updated personnel policies and procedures related to Equal Employment (EEO), Americans with Disabilities (ADA), harassment, administrative leave, employment of relatives, vacation, and domestic partner.
- ✧ Negotiated successor COBEA collective bargaining agreement for 2008 – 2011
- ✧ Negotiated successor Police Association collective bargaining agreement for 2009 – 2012
- ✧ Negotiated successor Fire Association collective bargaining agreement for 2009 – 2012
- ✧ Expanded the flexible spending plan to include unreimbursed medical expenses
- ✧ Launched process of making compensation, benefits, and policy information and forms more available to employees through use of the City's Intranet
- ✧ Implemented City employment application form that can be electronically transmitted as first of many forms that will be converted
- ✧ Assisted department staff to recruit and hire 55 new employees during the 2007 – 2009 biennium
- ✧ Facilitated the layoff of more than 40 employees in the first layoff in the history of the organization which involved the creation of procedures, interpretation and application of untested union contract and policy provisions, and coordination with managers and employee groups
- ✧ Implemented classification and compensation study, which began in 2006, of more than sixty (60) COBEA and related nonrepresented positions affecting 175 employees
- ✧ Participated in the newly created Labor Management Committee
- ✧ Formed a Human Resources liaison group made up of staff from throughout the organization to improve efficiency, communications, and consistency in the application of personnel policies and procedures
- ✧ Formed an interdepartmental Training Group to develop a supervisory training program

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ None

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Assistant Human Resources Manager position increased from part time to full time

Major Capital Projects/Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

CITY-WIDE ADMINISTRATION & SUPPORT
Human Resources

PERFORMANCE MEASURES

	ACTUALS 2006-07	ACTUALS 2007-08	ESTIMATE 2008-09	TARGET 2009-10	TARGET 2010-11
<i>Output Measures:</i>					
Job Postings (internal promotional & external)	67	71	28	30	45
Applications received	1,883	1,504	765	775	950
Workers compensation claims processed	46	63	56	55	55
FMLA/OFLA claims processed	75	82	76	75	75
Drug and alcohol test referrals	114	96	65	65	80
<i>Effectiveness Measures:</i>					
% Personnel Action Forms processed in 5 days	95%	99%	99%	99%	99%
% Recruitments posted by requested date	90%	95%	95%	100%	100%
Turnover rate - regular status employees *	8.3%	6.3%	10.0%	7.0%	7.0%
<i>Efficiency Measures:</i>					
Ratio of HR staff to total employees (standard is 1.0/100)	.8/100	.8/100	.9/100	1.0/100	1.0/100

* 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.

CITY-WIDE ADMINISTRATION & SUPPORT **Communications & Neighborhood Services**

Overview

The Communications Division provides the following services to the City Council, staff, and citizens: provides information and education about the City of Bend's government programs, services and activities; provides effective, timely, and accurate communication and information services to those audiences and to the media. The Communications Division also provides limited administrative support and training for the City of Bend's thirteen Neighborhood Associations.

Goals for the 2009 – 2011 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
- ✧ Provide limited administrative support and training for the City of Bend's thirteen Neighborhood Associations

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✧ Conduct a citizen survey in Fall 2010 to gather input from Bend residents on City programs and services, as well as expectations about the City's long-term future. The City will commission an outside public opinion research firm to conduct the survey
- ✧ 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
- ✧ Research trends, explore and implement best practices for using technology to communicate proactively with citizens and businesses, the media, and other stakeholders
- ✧ 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
- ✧ Assist Neighborhood Associations in effectively communicating with their members

Major Accomplishments during the 2007 - 2009 Biennium

- ✧ 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 inserted and 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 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
- ✧ Initiated social marketing initiatives on Facebook, iTunes via video podcast, Twitter and YouTube
- ✧ Closed-captioning service added to all City Edition videos posted to YouTube
- ✧ Updated Graphic Identity Standards Manual
- ✧ Held two “OpenLine with the Bend City Council” citizen participation events

Significant Changes from the 2007 - 2009 Biennial Budget

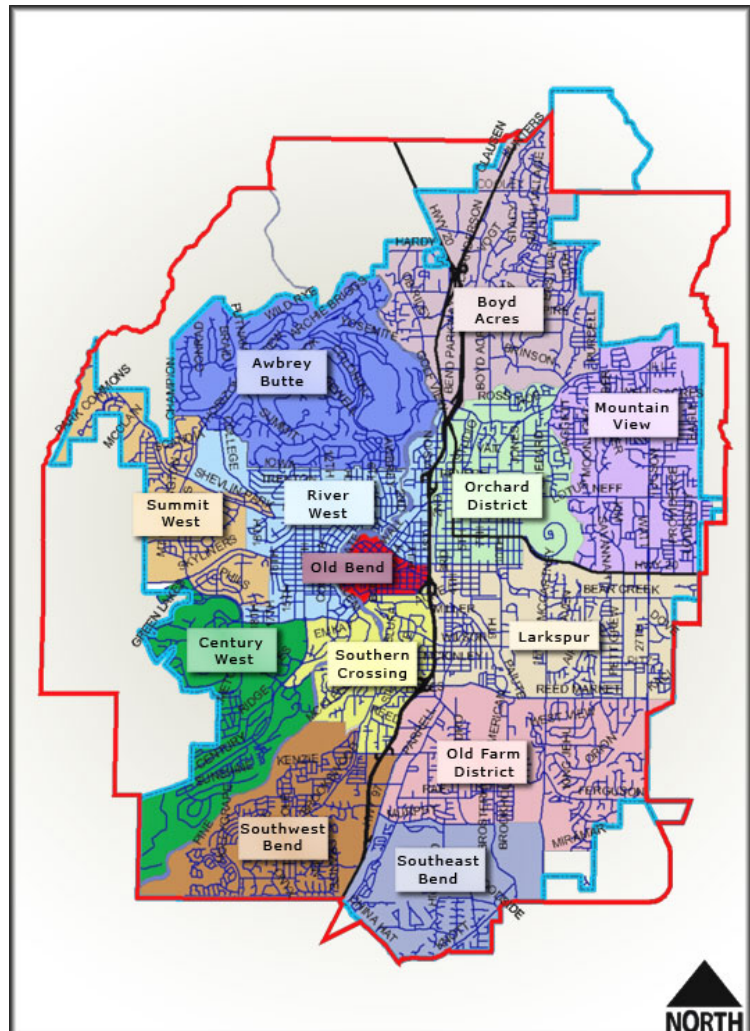
- ✧ Continue to support the City’s neighborhood associations, but at reduced levels
 - Due to citywide budget cuts, Neighborhood Association grants were reduced in the Fiscal Year 2008 – 2009 budget, with additional reductions budgeted for 2009 – 2010
- ✧ Increase in materials and services for the cost for the 2010 citizen survey
- ✧ Overall communications budget reduced ten (10) percent

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None



Neighborhood Associations within the City

CITY-WIDE ADMINISTRATION & SUPPORT
Communications & Neighborhood Services

PERFORMANCE MEASURES

	ACTUALS	ACTUALS	ESTIMATE	TARGET	TARGET
	2006-07	2007-08	2008-09	2009-10	2010-11
<i>Output Measures:</i>					
Inform Media (Media Notices)	125	80	80	75	75
Cable Programming (Council, other programs)	35	48	48	48	48
Public Information (Ads & Newsletters)	16	15	20	24	24
<i>Effectiveness Measures:</i>					
Number of City Edition segments	24	24	48	48	48
Number of Neighborhood Associations	12	13	13	13	13
<i>Efficiency Measures:</i>					
None					

CITY-WIDE ADMINISTRATION & SUPPORT

Finance

Overview

The Finance Department is organized into the following functions:

Accounting and Reporting – Performs accounting, financial reporting, treasury and debt management, payroll and accounts payable processing, risk management, and grant billing and reporting services. The City produces a monthly financial report that compares actual to budget and also the Comprehensive Annual Financial Report (CAFR) which has earned the distinguished reporting and presentation award from the Government Finance Officer's Association since 1993.

Budgeting and Analysis – Prepares the City's Biennial Budget and Long Term Financial Plan. 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.

Utility Billing and Collections – Performs billing, collection and account maintenance functions for the City's utility customers, ambulance customers, business licenses and other miscellaneous receivable accounts.

Purchasing – Performs city-wide acquisition of goods and services and oversees bidding and contracting for construction and other services.

Municipal Court – Processes traffic and parking ticket citations, and ordinance violations. Although the Municipal Court is a division of the Finance Department, it is accounted for in the General Fund as a public safety function for budget and reporting purposes.

Goals for the 2009 - 2011 Biennial Budget

- ✧ Develop financing and funding strategies for the City's operations and infrastructure needs
- ✧ Oversee the finances of the City to protect bond rating and ensure financial position of the City does not deteriorate
- ✧ Complete Long Term Financial Plan
- ✧ Enhance customer service through the use of technology

Key Operational Objectives for 2009 - 2011 Biennial Budget

- ✧ *Financial Management* – Oversee finances of the City and ensure compliance with financial policies and goals
- ✧ *Internal Controls* – Ensure adequate internal controls for proper recording, handling and safeguarding of the City's financial assets
- ✧ *Financial Reporting* – Provide accurate and timely information regarding City financial, budgetary and operational performance to the City Council, Budget Officer, department managers and citizens of Bend
- ✧ *Revenue Collection* – Ensure the accurate and timely collection of all amounts owed to the City for water, sewer, stormwater, ambulance, leases and other billable services
- ✧ *Disbursements* – Provide accurate and timely processing of payroll and vendor invoices
- ✧ *Cash Management* – Ensure proper management of the city's cash, including collateralization and investment of surplus funds
- ✧ *Debt Management* – Manage the City's debt and ensure timely payment of debt service

- ✧ *Financial Analysis* – Provide financial analysis and other relevant assistance to departments
- ✧ *Budget Preparation* – Prepare the Biennial Budget for adoption, ensuring that it addresses the operational needs of the City while also complying with State statutes
- ✧ *Purchasing* – Ensure city-wide compliance with purchasing policies and State and local laws. Process purchase orders and contracts in accordance with City purchasing policies

Major Accomplishments during the 2007-2009 Biennium

- ✧ Received the Government Finance Officers Association (GFOA) awards for the 2007 – 2009 Biennial Budget and the FY 2007-08 Comprehensive Annual Financial Report (CAFR)
- ✧ Maintained bond ratings during economic downturn due to pro-active financial management (General Obligation Bonds are rated Aa3 while Full Faith & Credit and Water and Sewer Revenue Bonds are rated A1)
- ✧ Issued \$4.7 million of full faith & credit obligations during 2007 – 2008 to provide funding for police expansion, Fire/EMS engines, stormwater equipment, and transportation infrastructure improvements.
- ✧ Issued \$10 million Sewer Revenue Bonds during 2008 – 2009 to provide funding for completion of the Headworks facility, digester upgrades, and various other sewer projects.

Significant Changes from the 2007 - 2009 Biennial Budget

- ✧ Merchant fees – With the increase in credit card transactions, merchant fees charged by the credit card companies have increased steadily. Customers can use credit cards to pay for court fines, utility bills, ambulance charges, and development fees and permits, including system development charges. In 2008 – 2009, merchant fees are projected to exceed \$145,000, a significant increase from the \$8,000 incurred when we began accepting credit card payments in 2005 – 2006. This expense will be moved from the Finance budget to the funds that benefit from each transaction.
- ✧ Reduction in staffing levels (see below)

Staffing Changes for 2009 – 2011 Biennial Budget

- ✧ Addition of one-half (.5) FTE – increase one existing Accounting Tech I from part-time to full-time in the customer service call center
- ✧ Reduction of two (2) FTE – one (1) vacant Accounting Tech I position in the billing and collections division and one (1) Municipal Court Clerk (this position is accounted for in the Municipal Court division of the General Fund)

Major Capital Projects/Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

CITY-WIDE ADMINISTRATION & SUPPORT
Finance

PERFORMANCE MEASURES

	ACTUALS	ACTUALS	ESTIMATE	TARGET	TARGET
	2006-07	2007-08	2008-09	2009-10	2010-11
<i>Output Measures:</i>					
Accounts Payable checks issued	8,942	8,780	8,700	8,750	8,800
Purchase orders issued	5,207	4,656	4,560	4,600	4,660
Payroll disbursements issued	12,148	12,838	11,910	11,500	11,600
Utility customers billed	26,111	29,243	29,500	29,750	30,000
<i>Effectiveness Measures:</i>					
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	Yes
GFOA Certificate of Achievement Award (CAFR)	Yes	Yes	Yes	Yes	Yes
City bond rating	A1	A1	A1	A1	A1
<i>Efficiency Measures:</i>					
None					

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**Internal Service Fund
Legal Services Division**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund charges	-	-	-	-	674,300	674,300	674,300
Interfund transfers	-	-	-	-	227,000	227,000	227,000
Investment income	-	-	-	-	4,300	4,300	4,300
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ 905,600	\$ 905,600	\$ 905,600

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ -	\$ -	\$ 305,000	\$ 77,900	\$ 711,751	\$ 711,751	\$ 711,751
Materials and services	-	-	45,000	45,402	83,908	83,908	83,908
Interfund transfers	-	-	-	-	3,900	3,900	3,900
Contingency	-	-	-	-	106,041	106,041	106,041
TOTAL REQUIREMENTS	\$ -	\$ -	\$ 350,000	\$ 123,302	\$ 905,600	\$ 905,600	\$ 905,600

Note:

In FY 2008-09, Legal Services was accounted for as a separate division of the Administration & Finance Division 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. Historical expenditure amounts are shown for comparison purposes only.

CITY-WIDE ADMINISTRATION & SUPPORT

Legal Services

Overview

The City's Legal Counsel is 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

Goals for the 2009 – 2011 Biennial Budget

- ✧ Continue to refine the growing, internal Legal Services Division
- ✧ Add an additional staff attorney in order to more fully protect the City's interests

Key Operational Objectives for 2009 – 2011 Biennial Budget

- ✧ Provide information to, and pursue special projects, as directed by the Bend City Council
- ✧ Draft or review drafts of ordinances, code amendments, resolutions, and agreements as directed by the City Manager or Council to protect the City's interests as it conducts its business
- ✧ Draft or revise leases, contracts, deeds and other legal documents as needed; negotiate or assist in the negotiation of contracts and real estate transactions as needed
- ✧ Continue to provide community relations, ombudsmanship, and general information to City Council, staff, and citizens
- ✧ Foster an environment for interagency coordination and cooperation
- ✧ Represent the City's positions persuasively and help build consensus among agencies, coworkers, and stakeholders
- ✧ Aim to reduce the litigation-related expenses of the City with earlier involvement and advice in decision-making processes.

Major Accomplishments during the 2007 - 2009 Biennium

- ✧ The City's legal services were brought in-house, and a new Legal Counsel was hired to oversee the City's new Legal Services Division.

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ The City's legal services were brought in-house and are no longer accounted for by hourly charges for services.
- ✧ The Legal Services budget receives its revenue based on the Cost Allocation Plan and special transfers from Department/Division budgets.

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ Hire additional legal staff that were deferred in 2008 – 2009
 - One (1) FTE – Assistant City Attorney
 - One-half (.5) part-time FTE – Administrative Assistant

Major Capital Projects / Equipment Purchases for 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - None
- ✧ 2010-2011
 - None

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**Internal Service Fund
Information Technology Division**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 600,141	\$ 509,220	\$ 456,900	\$ 688,780	\$ 735,800	\$ 735,800	\$ 735,800
Interfund charges	1,518,900	1,653,000	5,008,500	4,634,996	3,965,600	3,965,600	3,985,600
Investment income	21,751	28,958	12,200	45,121	31,100	31,100	31,100
Miscellaneous	962	1,406	4,100	4,595	-	-	-
TOTAL RESOURCES	\$ 2,161,754	\$ 2,192,584	\$ 5,481,700	\$ 5,373,492	\$ 4,732,500	\$ 4,732,500	\$ 4,752,500

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Personal services	\$ 700,202	\$ 610,028	\$ 1,387,557	\$ 1,199,869	\$ 1,330,295	\$ 1,330,295	\$ 1,330,295
Materials and services	677,811	723,610	1,999,008	1,650,247	1,614,130	1,614,130	1,614,130
Interfund transfers	45,262	62,718	239,100	294,522	252,800	252,800	252,800
Capital outlay:							
Vehicle/equipment	229,259	107,448	1,692,100	1,493,150	708,500	708,500	728,500
Contingency	-	-	163,935	-	326,775	326,775	326,775
Reserves for future capital	-	-	-	-	500,000	500,000	500,000
TOTAL REQUIREMENTS	\$ 1,652,534	\$ 1,503,804	\$ 5,481,700	\$ 4,637,788	\$ 4,732,500	\$ 4,732,500	\$ 4,752,500

<i>By Division:</i>							
Information Technology	\$ 1,652,534	\$ 1,503,804	\$ 5,142,588	\$ 4,515,764	\$ 3,684,892	\$ 3,684,892	\$ 3,704,892
GIS	-	-	175,177	142,024	220,833	220,833	220,833
Contingency	-	-	163,935	-	326,775	326,775	326,775
Reserves for future capital	-	-	-	-	500,000	500,000	500,000
TOTAL REQUIREMENTS	\$ 1,652,534	\$ 1,503,804	\$ 5,481,700	\$ 4,657,788	\$ 4,732,500	\$ 4,732,500	\$ 4,752,500

CITY-WIDE ADMINISTRATION & SUPPORT INFORMATION TECHNOLOGY

Overview

The mission of the Information Technology (IT) Department continues to be: “to provide information technology that is reliable, recoverable, and that makes City staff more efficient at achieving 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.

This budget represents the minimum amount of resources required to keep existing systems running, and a small investment in additional technologies to improve efficiency and service. Staffing levels have been reduced, through attrition, by about 25% from the level that was originally budgeted for the 2007-2009 biennium. This reduction in staffing is resulting in a diminished level of service and support to City staff. This budget also represents a minimal re-investment in existing equipment and infrastructure, and creates an accumulation of ‘deferred maintenance’. These measures are intended to reduce expenses as much as possible in an effort to help the City through very challenging economic times. It is hoped that future budgets will be able to provide a higher funding level so that appropriate service levels, infrastructure maintenance, and new technology investments can be achieved.

The biggest challenge faced by the IT Department is that, although the City is experiencing reduced revenues and attempting to cut expenses in all areas, the demand for new technologies that produce more efficiencies is continuing to grow. This budget proposes the implementation of a number of new technologies with significantly reduced resources to support them.

Included in this budget is a significant change in the approach to the allocation of IT costs. In the past, more expenses were placed into an ‘allocation pool’ and distributed based on the number of computers and users in each division. This budget has new account numbers, and as much as possible, costs of services that are used exclusively by one program or division, are identified as such. These expenditures are budgeted in the IT fund, and the benefiting division makes a corresponding entry in their transfer account to fund the expense. This approach provides the recipient divisions with more accurate information about the cost of the program, which in turn allows the division to manage the program better, while IT is still able to coordinate technologies across the enterprise. This change may make it more difficult to compare expenses with previous years, but it will provide for better management of programs.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Keep existing systems running and updated to current releases with minimal down time
- ✧ Provide adequate systems security to prevent significant disruptions in an increasingly challenging environment.
- ✧ Build enterprise level systems that provide easy access to needed information for all staff and the public.
- ✧ Increase opportunities for self service access to information and transactions
- ✧ Implement new technologies and expand use of existing technologies as budgeted
- ✧ Improve electronic document processing to increase efficiency and sustainability.

Key Operational Objectives for the 2009 – 2011 Biennial Budget

- ✧ Complete the implementation of an enterprise Geographic Information System (GIS) system and data management plan
- ✧ Assist Public works with expanding the use of the work/facility management program to water, collections, streets, and citizen request tracking
- ✧ Assist the Police Department and the regional task force with the implementation of a regional police records system
- ✧ Assist Fire and Finance with the implementation of new EMS billing software
- ✧ Assist Human Resources with the implementation of new HR software
- ✧ Assist Finance with evaluation and decisions regarding the next generation of financial software
- ✧ Assist Community Development and Public Works with the expansion of the ePlans program into Planning and Engineering
- ✧ Upgrade online access to account information, payments and applications
- ✧ Implement an enterprise document management system
- ✧ Adopt a comprehensive security policy
- ✧ Author a systems recovery plan

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Kept existing systems running and updated to current releases with minimal down time
- ✧ Adopted an Acceptable Use Policy
- ✧ Assisted the Building Division with the initial implementation of electronic plans processing (ePlans)
- ✧ Implemented “real time”, out of state transaction logging for disaster recovery of core financial and operations services
- ✧ Started the foundation of an enterprise GIS system and data management plan
- ✧ Implemented an e-mail archive system that will reduce liability and improve response to information requests
- ✧ Assisted the Police department and Municipal Court with provisioning the building expansion at the Police Station, and moving the Municipal Court to that location
- ✧ Assist Public Works with the initial implementation of new facility management software and an expansion of the telemetry system
- ✧ Equipped an additional twelve Public Works vehicles for mobile computing
- ✧ Served on the team formed to provide recommendations to the 911 board for the implementation of a regional public safety records system
- ✧ Assisted the Police Department with upgrading the mobile computing equipment in existing police cars and equipped additional vehicles
- ✧ Implemented mobile computing equipment for Fire Inspectors and tested mobile computing equipment in fire response vehicles
- ✧ Implemented numerous measures to reduce power consumption and improve sustainability
- ✧ Replaced numerous re-occurring cost data circuits with nonre-occurring cost fiber connections (primary network is now all private fiber)

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Staffing level reductions of about 25% from original 2007 – 2009 budget
- ✧ Direct association of expenses to benefiting programs/divisions
- ✧ Increased focus on security

Staffing Changes for the 2009 – 2011 Biennial Budget

✧ None

Major Capital Projects/Equipment Purchases for the 2009 – 2011 Biennial Budget

✧ 2009-2010

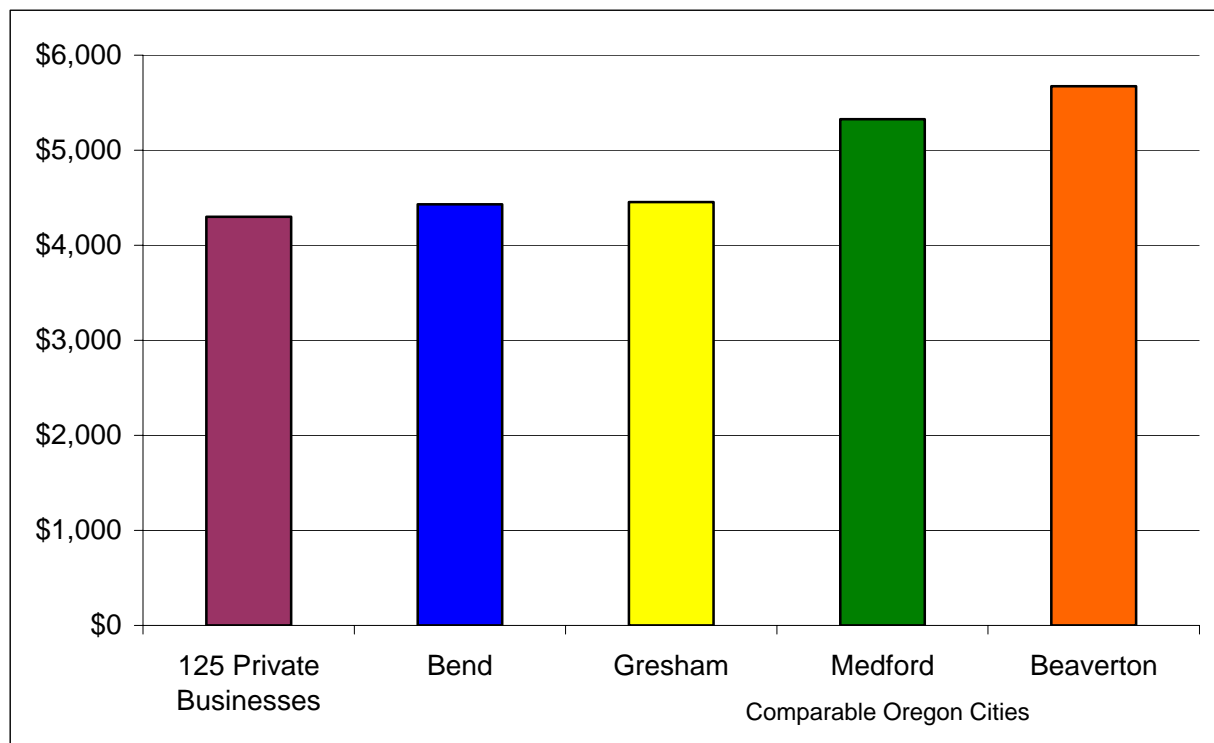
- Network and storage infrastructure maintenance: \$133,000
- HR software: \$40,000
- EMS billing software: \$37,000
- Mobile computing for Public Works: \$30,000
- Enterprise desktop software upgrade: \$75,000

✧ 2010-2011

- Network and storage infrastructure maintenance: \$131,000
- HR software continued: \$30,000
- Enterprise document management system: \$75,000

Key Statistics

Cost of Information Technology Services per Employee



CITY-WIDE ADMINISTRATION & SUPPORT
Information Technology

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
Operating Departments					
Fire Dept - ambulance video	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -
Fire Dept - billing software and hardware for ambulance	37,000	-	-	-	-
Fire Dept - Alsea geospatial mapping software to all MDT	7,000	-	-	-	-
Public Works 15th Street Campus	-	-	-	150,000	100,000
Public Works Admin. - CIP bid package software	10,000	-	-	-	-
Public Works Infor Software Installation	20,000	-	-	-	-
Transportation Engineering - toughbook mobile (4)	24,000	-	-	-	-
Stormwater - plotter	12,000	-	-	-	-
Human Resources - software and on line applications	30,000	30,000	-	-	-
	140,000	30,000	50,000	200,000	100,000
I.T. Department					
Replace aging coloc fiber switch	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Replace aging CX300 City Hall SAN & increase cap	40,000	-	-	-	-
VMWare server replacements blade server encl.	26,000	-	-	-	-
Add storage to puw cx3-10 san	12,000	-	-	-	-
SEIM (security event info mgmt)appliance *	40,000	-	-	-	-
Helpdesk	7,500	-	-	-	-
Central fax server	8,000	-	-	-	-
Microsoft software applications upgrade path	75,000	-	-	-	-
Online payment software upgrade govnow	25,000	-	-	-	-
Windows server upgrades	-	5,000	-	-	-
Add storage for SAN growth	-	10,000	-	-	-
Replace old network components for Bond Annex	-	10,000	-	-	-
Printer replacements	-	5,000	-	-	-
IT iSeries server upgrades	-	-	75,000	-	-
Document management and retention software	-	-	125,000	-	-
Campus wireless 50 ap controller	-	14,000	-	-	-
Upgrade Sun Web servers internet/web	-	10,000	-	-	-
ACS radius appliance security authentication	-	10,000	-	-	-
Upgrade spyware filter	-	20,000	-	-	-
SEIM security enhancements	-	15,000	-	-	-
Minor iSeries server upgrade	-	15,000	-	-	-
Web load sharing appliance	-	12,000	-	-	-
Web application firewall appliance	-	15,000	-	-	-
SAN switch replacement	-	20,000	-	-	-
VMWare site recovery mgr	-	15,000	-	-	-
Enterprise content management	-	75,000	-	-	-
File archiving	-	15,000	-	-	-
VOIP contact center ipcc water billing	-	24,000	-	-	-
VOIP solution enhancements	-	20,000	-	-	-
Electronic document processing for planning	-	-	-	100,000	50,000
Electronic surveillance equipment for Police and P.W.	-	-	50,000	50,000	100,000
Unified messaging	-	-	-	-	150,000
Image based system upgrades	-	-	-	-	250,000
Enterprise Compli	-	-	35,000	30,000	30,000
Enterprise project management software	-	-	75,000	-	-

CITY-WIDE ADMINISTRATION & SUPPORT
Information Technology

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2009-10	2010-11	2011-12	2012-13	2013-14
I.T. Department - continued					
Equip additional field vehicles	-	-	100,000	100,000	100,000
Equipment replacement	-	-	300,000	300,000	250,000
GIS system upgrade	-	-	50,000	50,000	50,000
Hand held mobile devices	-	-	50,000	100,000	50,000
HR applicant tracking system	-	-	50,000	-	-
Mobile wireless upgrades	-	-	50,000	75,000	50,000
Network admission control	-	-	-	50,000	-
Next generation technology implementation	-	-	200,000	-	-
On line meeting software	-	-	-	-	25,000
Police office video device	-	-	50,000	-	-
Primary NOC upgrade	-	-	-	-	-
Redundant iSeries server	-	-	150,000	-	-
SAN upgrade	-	-	-	100,000	-
Security enhancements	-	-	25,000	25,000	25,000
Storage infrastructure upgrades for video etc.	-	-	100,000	-	75,000
Telemetry expansion	-	-	150,000	100,000	150,000
Video conference room	-	-	-	100,000	-
Web page overhaul	-	-	75,000	-	25,000
Web services "portal" environment	-	-	70,000	-	-
	248,500	310,000	1,780,000	1,180,000	1,380,000
Total	\$ 388,500	\$ 340,000	\$ 1,830,000	\$ 1,380,000	\$ 1,480,000

**Internal Service Fund
Facilities Management Division**

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	BIENNIAL BUDGET		
				PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES						
Beginning working capital	\$ 976,563	\$ 1,746,741	\$ 7,206,600	\$ 2,525,200	\$ 2,525,200	\$ 3,029,200
Interfund charges	1,889,400	1,919,503	5,349,200	5,702,100	5,702,100	5,702,100
Interfund transfers	-	4,400,000	-	-	-	-
Intergovernmental revenues	-	59,898	4,239,600	-	-	-
Rent revenues	-	-	72,656	132,300	132,300	132,300
General fund subsidy	500,000	1,244,000	567,000	432,600	432,600	432,600
Investment income	53,647	332,954	418,184	66,100	66,100	66,100
Miscellaneous	1,434	429	400	-	-	-
Sale of real property	-	972,590	6,220,000	-	-	-
Issuance of long-term debt	4,780,000	3,175,000	500,000	3,600,000	3,600,000	3,600,000
TOTAL RESOURCES	\$ 8,201,044	\$ 13,851,115	\$ 24,573,640	\$ 12,458,300	\$ 12,458,300	\$ 12,962,300

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	BIENNIAL BUDGET		
				PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS						
By Type:						
Personal services	\$ 198,970	\$ 239,619	\$ 781,666	\$ 922,983	\$ 922,983	\$ 922,983
Materials and services	617,159	584,297	1,787,633	2,396,445	2,396,445	2,396,445
Interfund transfers	40,346	102,404	782,200	279,300	279,300	279,300
Capital outlay:						
Vehicle/equipment	-	-	26,100	-	-	-
Construction/infrastructure	5,021,730	4,797,422	12,797,029	696,000	696,000	1,200,000
Total capital outlay	5,021,730	4,797,422	12,823,129	696,000	696,000	1,200,000
Debt service	576,098	693,084	6,334,000	6,621,400	6,621,400	6,621,400
Contingency	-	-	1,754,812	782,172	782,172	782,172
Reserves for future construction	-	-	-	330,000	330,000	330,000
Reserves for maintenance	-	-	310,200	430,000	430,000	430,000
TOTAL REQUIREMENTS	\$ 6,454,303	\$ 6,416,826	\$ 24,573,640	\$ 12,458,300	\$ 12,458,300	\$ 12,962,300

By Division:						
Central Services	\$ 200,426	\$ 336,566	\$ 1,080,273	\$ 1,156,028	\$ 1,156,028	\$ 1,156,028
City Hall	5,406,550	469,222	6,130,326	5,849,700	5,849,700	5,849,700
Wall Street Plaza	-	171,847	591,500	591,900	591,900	591,900
Public Works Boyd Acres	210,848	4,122,717	1,502,650	1,025,100	1,025,100	1,320,600
Public Works 15th St.	-	352,482	986,100	355,400	355,400	563,900
Bond Annex	69,663	58,124	332,700	32,800	32,800	32,800
Franklin Annex	185,828	63,941	97,400	8,000	8,000	8,000
Police Facility	380,988	782,029	6,489,000	1,651,200	1,651,200	1,651,200
Transit Facility	-	59,898	5,298,679	246,000	246,000	246,000
Contingency	-	-	1,754,812	782,172	782,172	782,172
Reserves for future construction	-	-	-	330,000	330,000	330,000
Reserves for maintenance	-	-	310,200	430,000	430,000	430,000
TOTAL REQUIREMENTS	\$ 6,454,303	\$ 6,416,826	\$ 24,573,640	\$ 12,458,300	\$ 12,458,300	\$ 12,962,300

Note:

The Facilities Management Division accounts for City Hall, Public Works buildings, the Bond and Franklin Annexes, the Police Facility, the new Transit Facility and facilities personnel. The budget is adopted at the Facilities Management Division level as presented here.

CITY-WIDE ADMINISTRATION & SUPPORT
Facilities Management

Overview

The Facilities Management program is responsible for cleaning, maintenance, repair and small construction projects in City-owned facilities. In addition, they 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, Transit Operations Center and some Wastewater facilities. 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 and property sales. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Goals for the 2009 – 2011 Biennial Budget

- ✧ Complete shower/locker room renovations at the Public Works-Boyd Acres facility
- ✧ Design and renovate the first floor of City Hall to accommodate Community Development employees who are currently located at Franklin Annex
- ✧ Design and renovate the main building at the Public Works Complex to accommodate the Engineering Department employees who are currently located at Bond Annex.
- ✧ Pursue minor modifications to Bond Annex to provide storage for all departments.
- ✧ Develop a plan for the relocation of the Finance and IT Departments upon the fulfillment of the Wall Street Annex lease agreement
- ✧ Complete accessibility improvements to all City Facilities by 9/15/09

Key Operational Objectives for the 2009 – 2011 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
- ✧ Develop a component replacement plan for aging equipment in all City-owned facilities

Major Accomplishments during the 2007 – 2009 Biennium

- ✧ Updated all Fire/Life safety systems at Public Works Complex
- ✧ Renovations of the Public Works-Boyd Acres facility to accommodate the Water and Water Reclamation Departments
- ✧ Construction of the new Transit Operations Center
- ✧ Completion of the Police Department addition
- ✧ Re-roof the main building at the Public Works Complex
- ✧ Installed new carpet in the main building of the Public Works Complex on the first floor
- ✧ Construction of the interim Permit Center at City Hall
- ✧ Installed an ADA compliant fire alarm system for the administration building at the Public Works-Boyd Acres facility

Significant Changes from the 2007 – 2009 Biennial Budget

- ✧ Consolidation of employees into City Hall and the Public Works Complex, closing Franklin and Bond Annex
- ✧ Construction of Permit Center in City Hall
- ✧ Construction and operational costs associated with the completion of the shower/locker room facility at Public Works-Boyd Acres
- ✧ Operational costs associated with the completion of the Transit Operations Center

Staffing Changes for the 2009 – 2011 Biennial Budget

- ✧ None

Major Capital Projects/Equipment Purchases for the 2009 – 2011 Biennial Budget

- ✧ 2009-2010
 - Shower/Locker room facility at the Public Works-Boyd Acres facility
- ✧ 2010-2011
 - None

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**Internal Service Fund
Risk Management Division**

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ 1,306,011	\$ 1,417,054	\$ 1,670,600	\$ 1,567,614	\$ 2,207,000	\$ 2,207,000	\$ 2,207,000
Charges for services	411,961	426,344	1,039,300	777,290	956,800	956,800	956,800
Interfund charges	7,564,900	7,665,175	19,068,800	17,714,141	20,504,000	20,504,000	20,504,000
Insurance settlements	21,986	50,135	42,300	37,485	32,000	32,000	32,000
Investment income	33,298	53,974	140,700	111,334	94,800	94,800	94,800
TOTAL RESOURCES	\$ 9,338,156	\$ 9,612,682	\$ 21,961,700	\$ 20,207,864	\$ 23,794,600	\$ 23,794,600	\$ 23,794,600

	ACTUALS	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2005-06	2006-07	BUDGET 2007-09	2007-09	PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
By Type:							
Materials and services	\$ 7,078,069	\$ 8,045,068	\$ 19,593,500	\$ 18,000,878	\$ 21,250,100	\$ 21,250,100	\$ 21,250,100
Contingency	-	-	100,000	-	100,000	100,000	100,000
Reserves for insurance	-	-	2,268,200	-	2,444,500	2,444,500	2,444,500
TOTAL RESOURCES	\$ 7,921,102	\$ 8,045,068	\$ 21,961,700	\$ 18,000,878	\$ 23,794,600	\$ 23,794,600	\$ 23,794,600

CITY-WIDE ADMINISTRATION & SUPPORT
Risk Management

Overview

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 building and contents limit \$30,000,000; a public employee dishonesty bond in the amount of \$250,000; a fidelity bond at \$100,000 covering the Finance Director; and various real, personal and inland marine property coverage for replacement costs. 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. As a general rule, a catastrophic event for a department would be out of pocket costs exceeding 2% of their operating budget. Costs incurred above this limit are to be absorbed by the risk management fund. The City also carries \$1,000,000 commercial insurance for workers' compensation and \$10,000,000 for airport liability. Employee health, life and disability coverages are also maintained.

The Risk Management Division in the City's Internal Service Fund accounts for funding of premiums and self-insurance reserves for catastrophic losses. All funds of the City participate in the Risk Management Division.

PERS Debt Service Fund

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
RESOURCES							
Beginning working capital	\$ -	\$ 596,954	\$ 951,800	\$ 893,560	\$ 1,057,600	\$ 1,057,600	\$ 1,057,600
Interfund charges	444,710	995,091	1,951,100	1,770,357	2,325,200	2,325,200	2,325,200
Investment income	15,890	43,001	80,500	79,146	51,700	51,700	51,700
Miscellaneous	-	-	-	1,160	-	-	-
TOTAL RESOURCES	\$ 1,303,633	\$ 1,635,046	\$ 2,983,400	\$ 2,744,223	\$ 3,434,500	\$ 3,434,500	\$ 3,434,500

	ACTUALS 2005-06	ACTUALS 2006-07	ADJUSTED BUDGET 2007-09	ESTIMATE 2007-09	BIENNIAL BUDGET		
					PROPOSED 2009-11	APPROVED 2009-11	ADOPTED 2009-11
REQUIREMENTS							
<i>By Type:</i>							
Interfund transfers	\$ -	\$ -	\$ 32,600	\$ 32,600	\$ 34,600	\$ 34,600	\$ 34,600
Debt service	706,679	741,486	1,656,800	1,654,005	1,847,800	1,847,800	1,847,800
Reserves for debt service	-	-	1,294,000	-	1,552,100	1,552,100	1,552,100
TOTAL REQUIREMENTS	\$ 706,679	\$ 741,486	\$ 2,983,400	\$ 1,686,605	\$ 3,434,500	\$ 3,434,500	\$ 3,434,500

CITY-WIDE ADMINISTRATION & SUPPORT
PERS Debt Service

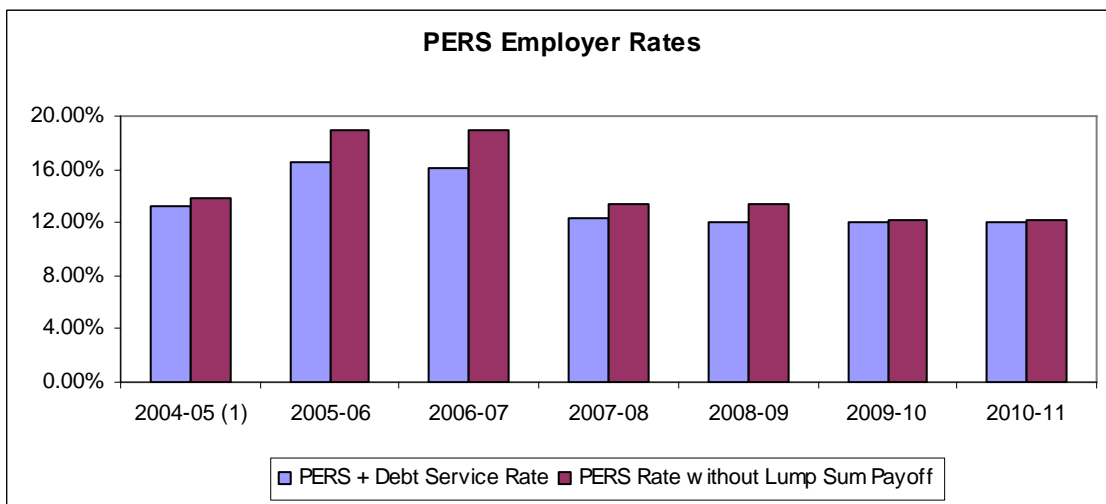
Overview

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 for the Tier I & Tier II employees' OPERF. 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 (2)</u>	<u>Total Rate</u>	<u>PERS Rate without Lump Sum Payoff (3)</u>
2004-05 (1)	9.66%	3.64%	13.30%	13.83%
2005-06	12.63%	3.89%	16.52%	18.90%
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%

- (1) PERS debt issued and employer rate was reduced by 4.17% effective June 1, 2004
- (2) Debt service rate represents rate charged to departments to pay principal and interest on the PERS debt
- (3) Represents rate that City would be charged if PERS debt was not issued to pay off unfunded liability



Capital Improvement Program

The Capital Improvement Program (CIP) is coordinated with the Community Development and Public Works Departments, along with input from the Deschutes County Bike and Pedestrian Committee, and the Bend Traffic 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 306.

The transportation portion of the CIP includes projects that address all modes of transportation. The Bend Traffic Safety Advisory Committee has identified projects that will address traffic calming needs.

A number of projects are identified for funding during the 2009-11 biennium. Many of the projects outlined in the facility plans will be complex, multi-year projects involving corridor improvements to water, wastewater, transportation and accessibility infrastructure. Examples of these corridors include the Reed Market Road corridor, Murphy Road Corridor, Empire Avenue improvements, replacement of the water transmission mains from the intake house, and several projects related to increasing capacity of the sewer system and the reclamation facility.

This CIP includes Transportation, Water, Water Reclamation, Stormwater, Airport, Accessibility, and Urban Renewal (Juniper Ridge) projects. The 2009-2014 Capital Improvement Program was presented to the City of Bend Budget Committee and the Bend City Council as part of the 2009-11 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 2009-11 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, 2009-11 budgeted costs and funding sources is included on pages 303-305. Capital program schedules begin on page 307 and are included for the following funds:

Transportation Capital Budgets

Street Operations Fund - Repair and Maintenance: includes expenditures for overlay projects, traffic management devices, and fleet and equipment replacement.

Transportation Construction Fund - Growth Related: provides for various street, sidewalk and traffic management construction projects funded through a variety of means.

The five-year Transportation Funds capital budgets were based on the funding to be received under the current Transportation SDC methodology last updated in FY 2002-2003. An updated methodology is expected to be completed in 2009-10. The Transportation System Development charge methodology contains an Improvement Fee component designed to be applied to capital improvements which increase the capacity of the system and a Reimbursement Fee component designed to recover the cost of capacity on existing facilities. Transportation SDC revenues are projected to be \$1,353,500 and \$1,374,100 in 2009-10 and 2010-11 respectively.

Historically, the repair and maintenance category consisted mainly of the annual asphalt overlay program with State gas tax and Federal intermodal dollars being used for funding. The adopted Street Operations budget included \$1.2 million and \$1.1 million for overlay projects in 2009-10 and 2010-11, respectively. In July 2009, the proposed transportation utility fee was not passed by City Council and the overlay budget will be revised. The five-year Transportation CIP includes \$3.8 million of projects.

Water Fund 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 \$88 million over the next five years for system improvements and \$1 million for repair and maintenance. User fees, system development charges, and revenue bonds all provide potential sources of revenues to address these projects. Proposed debt issues in the biennium include \$10.5 million of water revenue bonds. In September 2009, the City accepted \$5.6 million of stimulus funds from the American Reinvestment and Recovery Act (ARRA) for certain CIP projects. These projects are the Shiloh Well, Pilot Butte Well #4, Timber Ridge Water Line Replacement and for Fixed Based Meter Reading System and Meter Replacement.

Water Reclamation Fund 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 water reclamation 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 investment schedule of the water reclamation CIP schedule for the next five years calls for improvement expenditures of \$24.5 million dollars at the Water Reclamation Facility and approximately \$53.9 million of sewer collection system improvements. Additionally, \$3.4 million will be required for repair and maintenance. User fees, system development charges, and revenue bonds all provide potential sources of revenues to address these projects. Proposed debt issues in the biennium include \$14.0 million of water reclamation revenue bonds. The City will not receive any ARRA stimulus funds for these projects.

Stormwater Fund Capital Budget

Growth Related: provides for the improvements needed to meet state and federal regulatory requirements.

Many of the existing stormwater facilities within the City do not meet regulatory permit requirements and need to be improved or decommissioned. \$4 million of projects are listed on the 2009-2014 CIP for the stormwater system with \$1.6 million of those scheduled during the 2009-11 biennium.

Airport Capital Budget

Growth Related: provides for the improvements needed to continue airport development and expansion.

The Airport CIP schedule calls for an investment of over \$15 million for projects to enhance safety and security issues. Over \$5 million of the funds needed have been secured through a FAA grant for the Eastside taxiway. Additional funding through the FAA, the Department of Homeland Security and the State of Oregon are being pursued.

Accessibility Construction Capital Budget

Growth Related and Repair and Maintenance: provides for the improvements required to comply with the Americans with Disabilities Act.

The Accessibility Construction Fund was created to allocate specific funds toward construction projects to improve accessibility and track the City of Bend's compliance with the Americans with Disabilities Act. The 2009-2011 budget includes \$1.8 million of projects that will be funded with the issuance of Full Faith and Credit Obligation Bonds.

Juniper Ridge Capital Budget

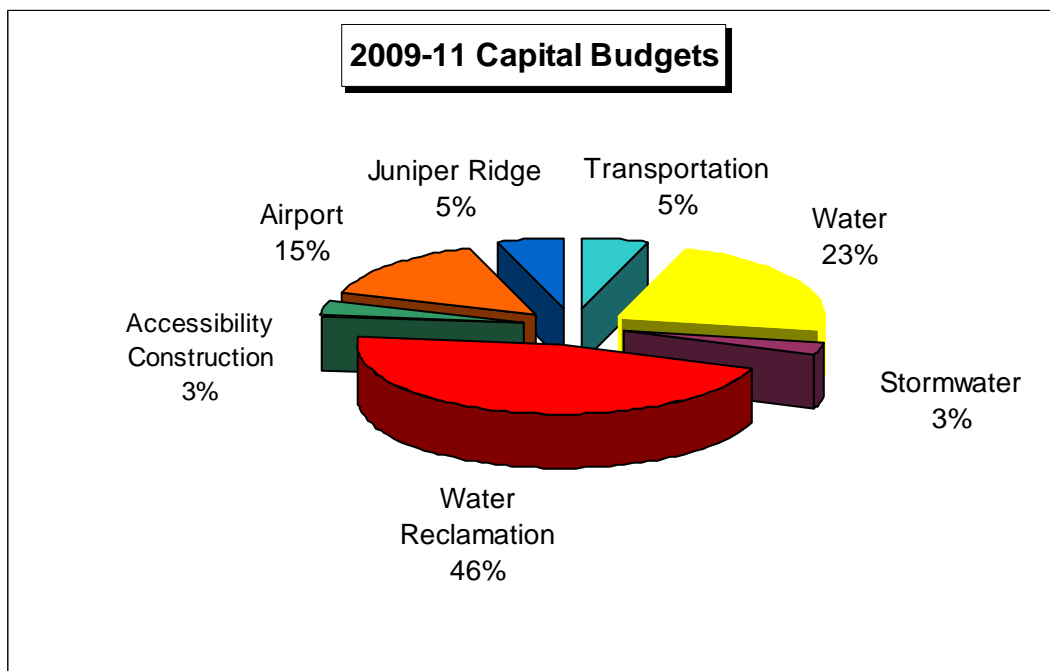
Growth Related: includes projects that address the need for extending services for Les Schwab and other initial developments at Juniper Ridge.

\$2.9 million of projects are included in the 2009-2011 budget. These projects include the completion of consultant work associated with the master planning, development of the Special Plan Area zoning code amendment, and zone change. It also includes for the completion of the roadway construction of the Suterra project, off-campus reinforcement costs for Cascade Natural Gas, grading of the Pacificorp service center site, and the city's contribution to the lowering of the proposed COID canal pipeline.

Capital improvements for funds other than the ones included in these capital budgets are paid for through transfers or lease options of user funds, or Bancroft bonding and are scheduled as part of a yearly review as funds become available.

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 Apr-09	Multi Year Project Yes/No	Capital Outlay Budget 2009-11	Project Detail on Page #'s
	Intergovernmental	Franchise Fees	User Fees	SDC's	Urban Renewal	Other					
TRANSPORTATION CONSTRUCTION FUND											
ST0411 Reed Market Corridor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	\$ 1,160,000	Yes	\$ 35,000	308-309
ST0618 Reed Market 15th Roundabout	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	652,000	Yes	5,000	310-311
ST0602 Murphy Road, Brookwood to 15th	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	983,500	Yes	165,000	312-313
ST0526 Empire Avenue Extension, 18th to Butler Market	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	833,200	Yes	100,000	314-315
UR801 Cooley Road & Highway 97 Intersection	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	39,800	Yes	20,000	316-317
ST0903 18th and Empire Roundabout	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	73,002	Yes	50,000	318-319
ST0611 Butler Market/Brinson Signal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	722,500	Yes	600,000	320-321
ST0506 Neff Road Corridor, 8th to 27th St.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	79,900	Yes	30,000	322-323
SDC Overlay and Update Study	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	60,000	No	60,000	324
ST0806 Signal-Intelligent Transport System (ITS)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	331,200	Yes	240,000	325
ST09SA Bridge Improvements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	435,000	Yes	165,000	326
ST0614 Arterial/Collector Traffic Safety	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	1,497,500	Yes	755,000	327
ST0807 Corridor Safety Studies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	130,300	Yes	40,000	328
ST0808 Safe Routes to School	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	80,600	Yes	80,000	329
ST0809 Street Light Safety Improvements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	114,500	Yes	35,000	330
ST0811 Bike/Pedestrian Project	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	305,700	Yes	250,000	331
ST09HA TSAC Local Street Safety Projects	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	371,000	Yes	275,000	332
Total for Transportation Construction Fund										\$ 2,905,000	
WATER FUND											
WA0508 Rock Bluff #2 - New Reservoir #2	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	\$ 1,996,000	Yes	\$ -	334-335
WA0704 Shiloh Well	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	515,000	Yes	-	336-337
WA0706 Timber Rd/Murphy Rd	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	1,253,500	Yes	1,220,000	338-339
Juniper Ridge Reservoir	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	2,854,000	Yes	-	340-341
Outback #3 Reservoir	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	100,000	No	100,000	342-343
WA10CA Tillicum Village Projects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	515,000	No	515,000	344-345
WA0707 Well #4 Pilot Butte Well	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	2,039,000	Yes	1,630,000	346-347
Pilot Butte Well (#5, #6, #7, #8)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	4,950,000	Yes	-	348-349
WA09DA Pilot Butte Well #3	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	459,555	Yes	100,000	350
WA09AA Avion 12"	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	776,462	Yes	70,000	351
WA0422 Water Rights Acquisition	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	2,959,800	Yes	845,000	352
WA0808 Water Modeling	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	593,000	Yes	200,000	353
WA09FA Optimization	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	401,900	Yes	400,000	354
WA0902 Watershed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	70,721,000	Yes	6,900,000	355
Water Mgmt & Conservation Plan Update	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	200,000	Yes	100,000	356
Water Re-Use Feasibility	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	75,000	No	75,000	357
Total for Water Fund										\$ 12,155,000	
WATER RECLAMATION FUND											
SW0705 Digester Upgrade	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	\$ 1,928,700	Yes	\$ 950,000	360-361
SW0802 Secondary Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	23,360,200	Yes	6,700,000	362-363

Summary of Infrastructure Capital Projects

FUND / Description	Funding Source						Impact on Annual Operating Budget	Total Project Estimate Apr-09	Multi Year Project Yes/No	Capital Outlay Budget 2009-11	Project Detail on Page #'s
	Intergovernmental	Franchise Fees	User Fees	SDC's	Urban Renewal	Other					
WATER RECLAMATION FUND, continued											
SW0601 WWCP Headworks Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	\$ 8,869,497	Yes	\$ 24,000	364
SW09BA Miscellaneous Plan Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	150,000	No	150,000	365
Addison Pump Station	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Slight	1,200,000	No	1,200,000	366-367
Awbrey Pump Station Upgrade	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	2,000,000	No	-	368-369
Bend River Mall Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	1,423,300	No	-	370-371
Brooks St to Olney Ave Sewer Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	1,100,000	No	-	372-373
Drake Pump Station Upgrade	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	1,050,000	No	1,050,000	374-375
Fred Meyers Sewer Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	510,000	No	510,000	376-377
Murphy Road Sewer Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	2,125,000	Yes	-	378-379
North Interceptor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	6,604,100	No	-	380-381
Parrell & Empire PS Projects	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	69,000	No	-	382-383
South Village Pump Station Removal	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	88,000	No	-	384-385
Westside Interceptor	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	4,178,500	No	-	386-387
Westside Pump Station Improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	5,000,000	No	-	388-389
ST10AA Yeoman Interceptor Rehab Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	9,185,100	Yes	30,000	390-391
SW0707 Interceptor/Trunk Sewer/Regional Pump Station	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	18,142,800	Yes	13,105,600	392
SW0708 Collection Pump Station Upgrades/Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	362,065	Yes	198,000	393
Pump Station Upgrades	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	1,818,500	No	-	394
Total for Water Reclamation Fund									\$ 23,917,600		
STORMWATER FUND											
SR0703 Westside Meadows Mitigation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	\$ 385,000	Yes	\$ 310,000	396-397
SR0802 Drake and Dohema	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	351,182	Yes	220,000	398-399
SR09BA Franklin Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	513,000	Yes	513,000	400-401
SR09CA Greenwood Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	850,000	Yes	65,000	402-403
SR09AA Third Street Underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	286,810	Yes	250,000	404-405
Archie Briggs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	728,000	Yes	-	406-407
Fairway Heights at Awbrey Butte	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	20,000	No	-	408-409
Romaine Village	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	250,000	No	250,000	410-411
Westside Village Shopping Center	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	835,000	Yes	-	412-413
SR0701 Stormwater Master Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	216,295	Yes	6,000	414
Total for Stormwater Fund									\$ 1,614,000		
AIRPORT CONSTRUCTION FUND											
Airport East Side Taxiway	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	\$ 5,853,026	Yes	\$ 5,615,000	416-417
Relocate/Replace Beacon	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	5,300	Yes	-	418
Pave Aircraft Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	41,000	Yes	-	419
Airport Security Fence	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Negligible	2,000,000	No	-	420
Airport West Side Taxiway	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	7,100,000	No	-	421
Butler Market Turn Lane	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Positive	393,600	No	393,600	422
Total for Airport Construction Fund									\$ 6,008,600		

Summary of Infrastructure Capital Projects

FUND / Description	Funding Source						Impact on Annual Operating Budget	Total Project Estimate Apr-09	Multi Year Project Yes/No	Capital Outlay Budget 2009-11	Project Detail on Page #'s
	Intergovernmental	Franchise Fees	User Fees	SDC's	Urban Renewal	Other					
ACCESSIBILITY CONSTRUCTION FUND											
AA0704 Bus Stops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1 Positive	\$ 102,800	Yes	\$ 22,800	424
AA0801 Accessibility Improvement Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	1 Positive	1,763,200	Yes	1,763,200	425
Total for Accessibility Construction Fund										\$ 1,786,000	
BURA JUNIPER RIDGE PLAN AREA CONSTRUCTION FUND											
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2 Positive	\$ 20,574,050	Yes	\$ 2,933,100	428-429
Total for Juniper Ridge Fund										\$ 2,933,100	
<p>1. To be funded with Full Faith and Credit Obligations with the annual debt service to be funded by the General Fund.</p> <p>2. To be funded with land sales and line of credit.</p>											

Sample CIP Project Submittal Form

City of Bend

**Capital Improvement Projects
2009/10 - 2013/14**

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

Comments:

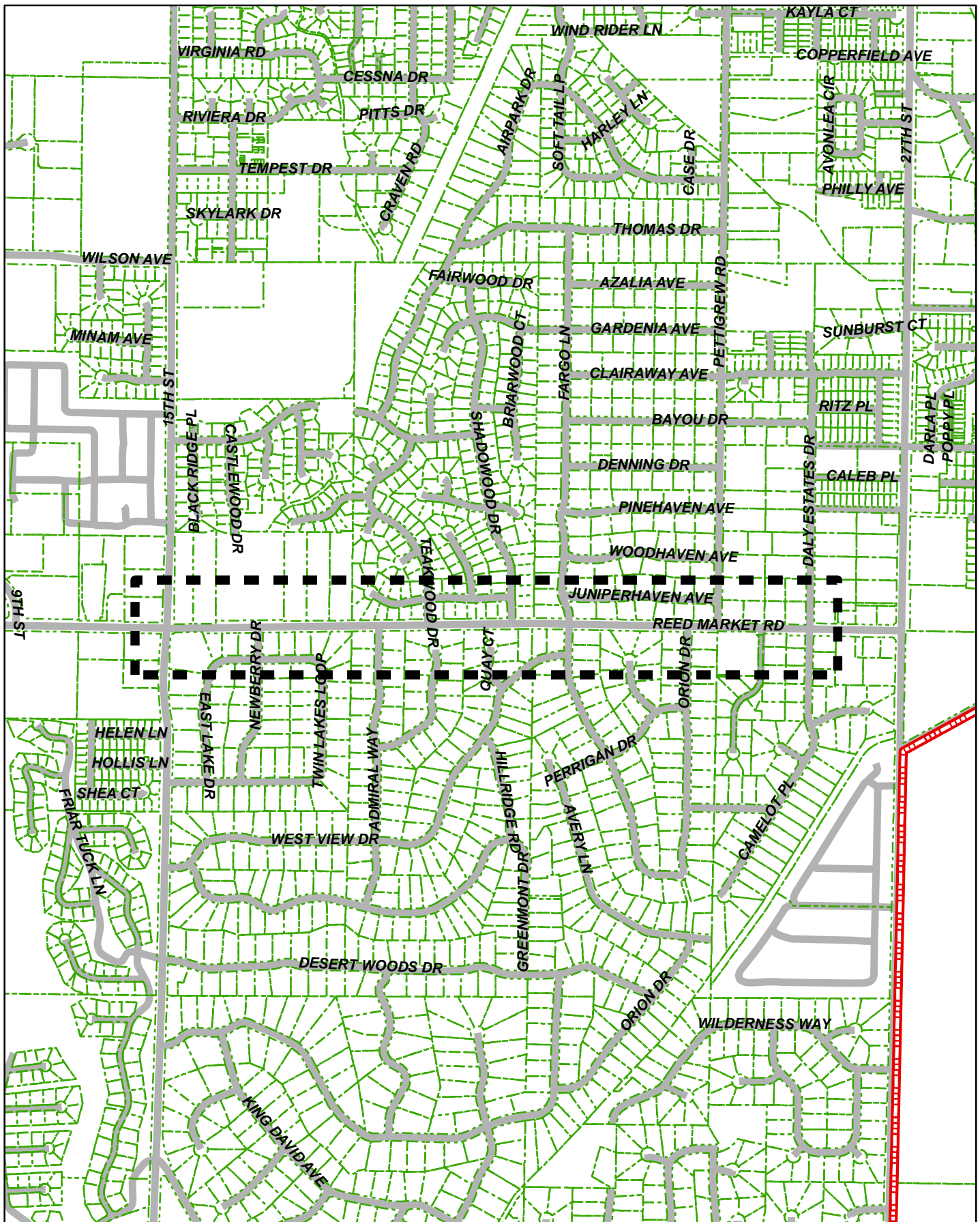
Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$0

Impact on Annual Operating Budget:	
<input style="width: 90%; height: 20px;" type="text"/>	

Method of Financing	
Type	Amount
	\$0
Total	\$0

Transportation Construction Five Year Capital Improvement Program (CIP)

Type of Project	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
GROWTH RELATED					
Continuing Projects:					
<u>Major Projects</u>					
ST0411 Reed Market Road, 9th St. to 3rd St.	\$ 30,000	\$ 5,000	\$ -	\$ -	\$ -
ST0602 Reed Market Road/15th ST. RAB	5,000	-	75,000	-	-
ST0602 Murphy Road Corridor Brookwood Blvd. to 15th St.	145,000	20,000	-	-	-
ST0526 Empire Ave. Extension, 18th ST. to Butler Mkt. Rd	80,000	20,000	-	-	-
UR801 Hwy 97/Cooley Rd. Proj Dev - NE Trans Plan	10,000	10,000	-	-	-
ST0903 18th and Empire Roundabout	50,000	-	-	-	-
SDC Overlay and Update Study	60,000	-	-	-	-
<u>Congestion and Safety Projects</u>					
ST0611 Butler Market Rd/Brinson Blvd. Intrscn	\$ 600,000	\$ -	\$ -	\$ -	\$ -
ST0506 Neff Corridor, 8th St. to 27th St.	30,000	-	-	-	-
ST0806 Intelligent Transportation Systems Loop Det. Repair	160,000	80,000	30,000	30,000	-
ST09SA Bridge Improvements	70,000	95,000	90,000	90,000	90,000
<u>Neighborhood TSAC Projects</u>					
ST0614 Arterial/Collector Traffic Safety/Streetlight Improvements	\$ 520,000	\$ 235,000	\$ 85,000	\$ 85,000	\$ 85,000
ST0807 Corridor Safety Studies	30,000	10,000	30,000	30,000	30,000
ST0808 Safe Routes to School	70,000	10,000	-	-	-
ST0809 Street Light Safety	20,000	15,000	25,000	25,000	25,000
ST0811 Bike Ped Grant	250,000	-	-	-	-
ST09HA TSAC Local Street Safety Projects	215,000	60,000	30,000	30,000	25,000
TOTAL FIVE YEAR CIP - TRANSPORTATION	\$ 2,345,000	\$ 560,000	\$ 365,000	\$ 290,000	\$ 255,000



ST0411 - Reed Market Corridor

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:
Reed Market Corridor (ST0411)

Project Description:
The current project includes the completed corridor study, the ongoing design and construction of the corridor from Newberry east to Daly Estates and the design of the 15th Street roundabout. The construction of the 15th Street Roundabout will be completed by Pahlisch Homes under ST0618.

Need/Justification:
Corridor is at or over capacity, there are high accident rates, and lack of sidewalks, bike lanes, drainage and other City 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.

Project Related To:
The ongoing need for improvements along the length of the corridor that includes the 15th Street Roundabout ST0618.

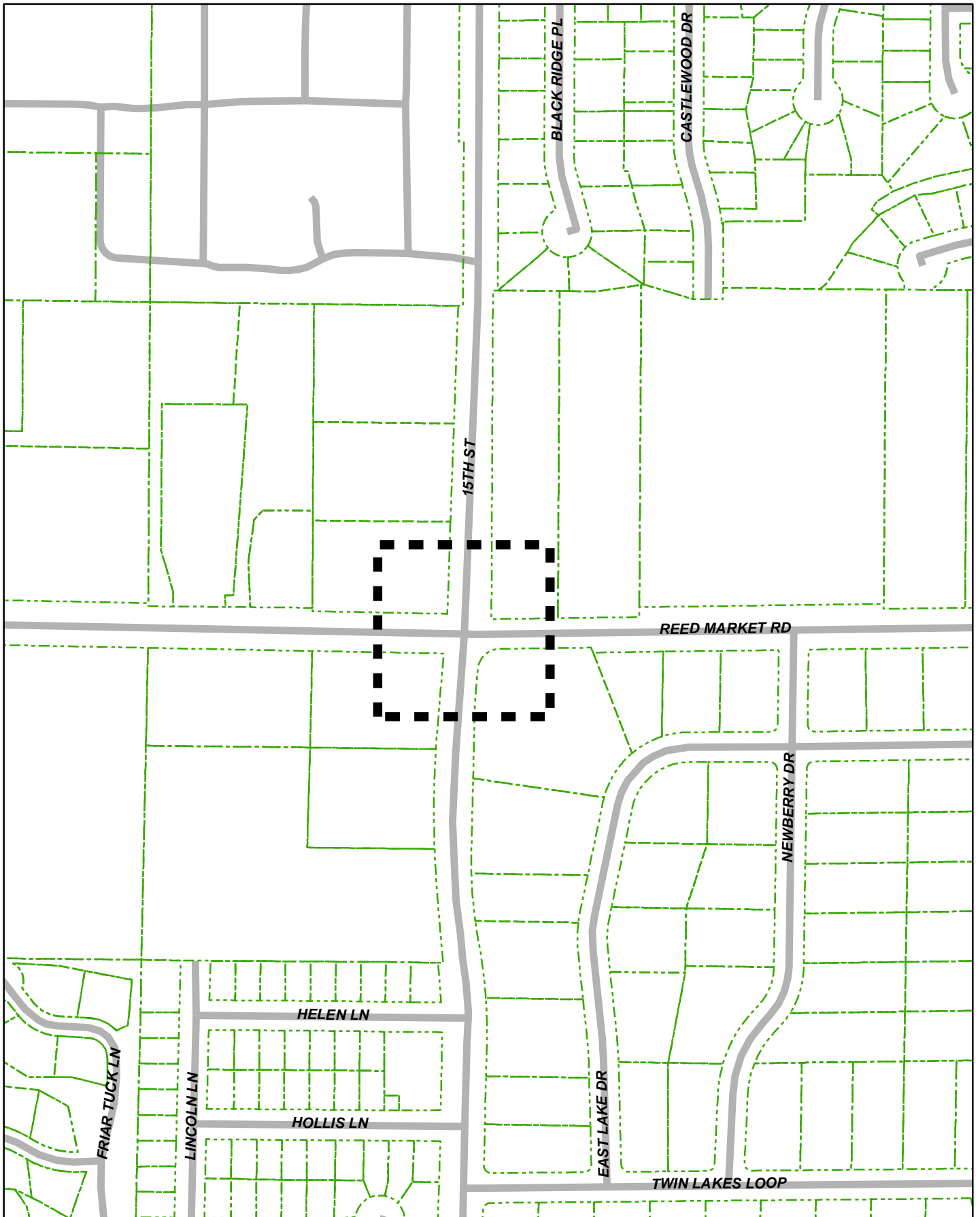
Comments:
The 15th Street roundabout is at 30% design while the design for the Reed Market section from 15th to Daley Estates is complete and ready for bid. The estimated construction cost of the multi lane roundabout at 15th Street is \$2.5 million and the three lane section between Newberry and Daley Estates streets is \$ 5.2 million.

Cost Schedule	
Prior to 2009/10	\$1,125,000
2009/10	30,000
2010/11	5,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$1,160,000

Impact on Annual Operating Budget: \$10,000

The road section will need an overlay in about ten to fifteen years.

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$1,160,000
Total	\$1,160,000



ST0618 - Reed Market/15th Street Roundabout

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund | Street Construction ▼

Category | Growth Related ▼

Department | Public Works ▼

Budget Period: 2009-11

Project Name:

Reed Market / 15th Street Roundabout (ST0618)
Construction only. (Construction by Pahlisch Homes)

Project Description:

This project includes the construction of the multi-lane roundabout, related approaches and Reed Market to 9th Street improvements. Design, right-of-way and other project costs are identified under project (ST0411).

Need/Justification:

The intersection is served by a signal that is not to City standards for an intersection that is at capacity and experiencing a high crash rate. This project is one of many improvement projects identified in the corridor study. The intersection must be improved to meet land use conditions of approval and agreement with the City by Pahlisch Homes.

Benefits:

Increased intersection capacity and level of service. Improves safety for all modes of travel. Reduces traffic crashes and maintenance.

Consequences of Delaying/Eliminating this Project:

Travel delays will increase, shifting vehicle trips to alternate routes and crashes will increase. Project costs increase over time.

Project Related To:

Project is related to the ongoing major corridor projects program for east Bend.

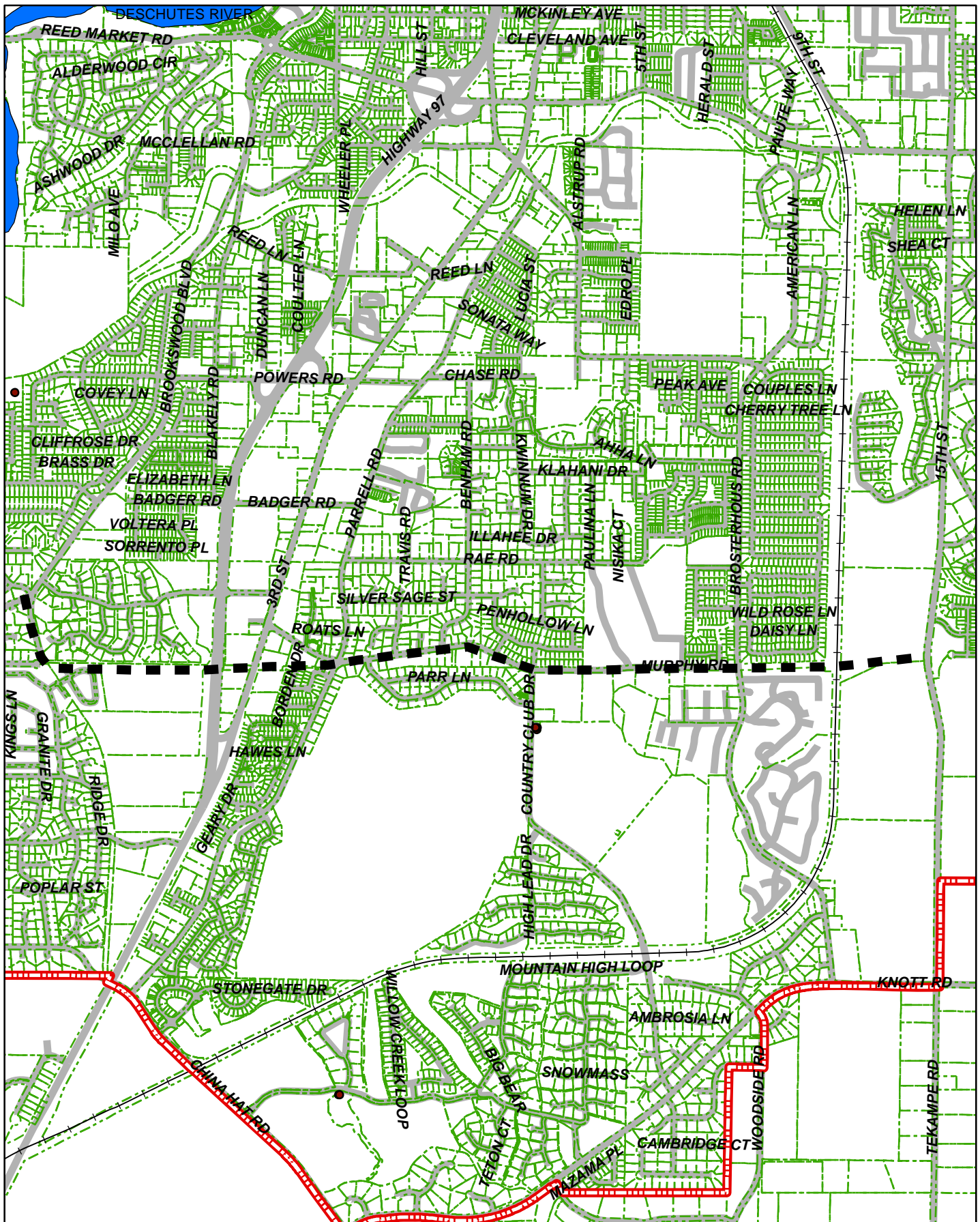
Comments:

Pahlisch Homes will be constructing the project according to land use conditions and a developer agreement with the City. The estimated cost at 30% design level is \$2.5 million.

Cost Schedule	
Prior to 2009/10	\$572,000
2009/10	5,000
2010/11	0
2011/12	75,000
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$652,000

Impact on Annual Operating	
Budget:	\$10,000
<p>The roundabout will decrease maintenance costs over time -- more efficient than a traffic signal.</p>	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$652,000
Total	\$652,000



ST0602 - Murphy Road Corridor, Brookwood to 15th

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

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
 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 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. Possibility of joint private/public funding of projects.

Consequences of Delaying/Eliminating this Project:

The Murphy Road refinement land use plan will be delayed and the planning and design work for the potential federal earmark will be delayed.

Project Related To:

Murphy Crossing Refinement Plan and ODOT South Parkway Refinement Plan.

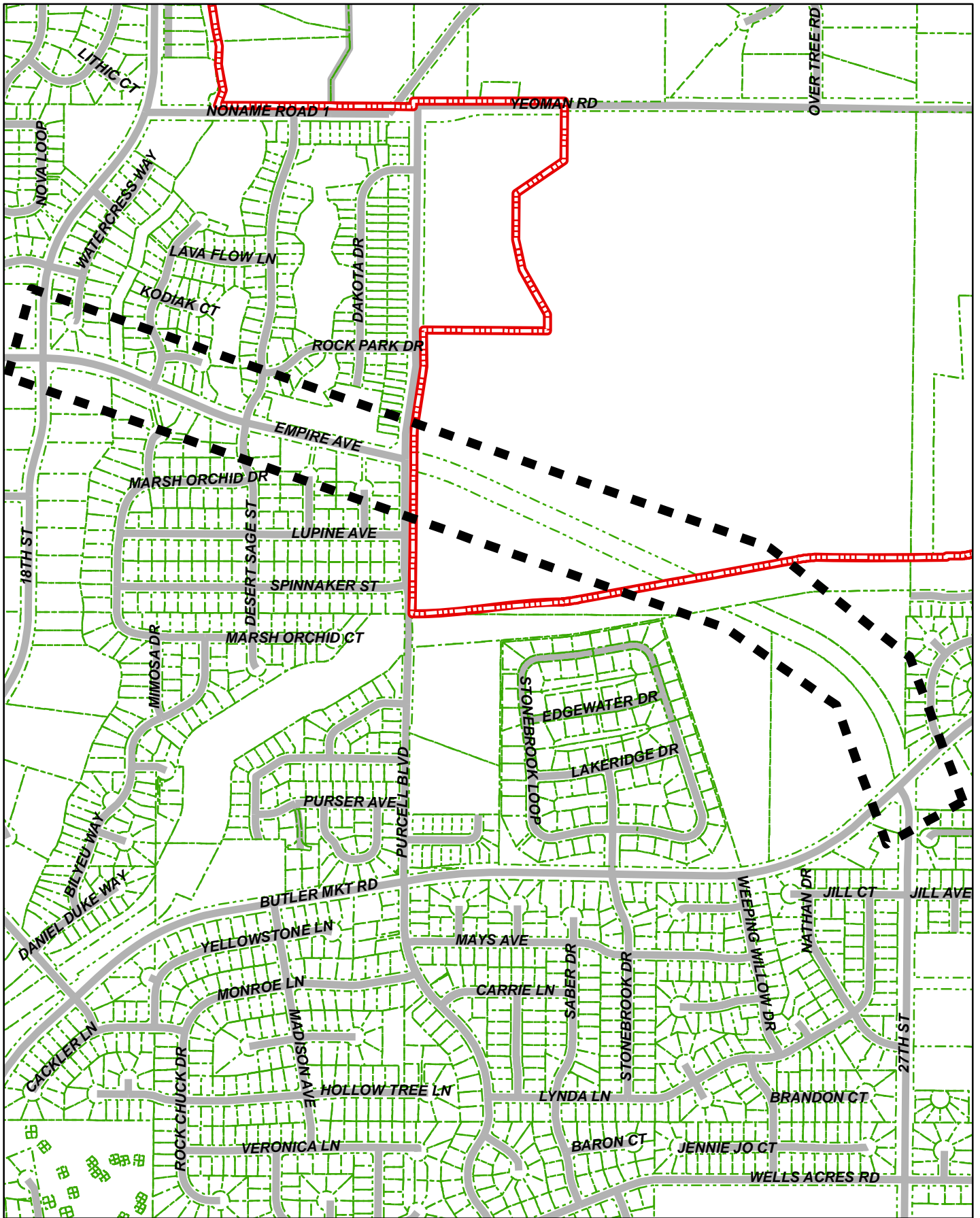
Comments:

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.

Cost Schedule	
Prior to 2009/10	\$818,500
2009/10	145,000
2010/11	20,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$983,500

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	\$983,500
Total	\$983,500



ST0526 - Empire Avenue Extension

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

Empire Avenue Extension (ST0526)

Project Description:

This project will provide for the design and construction of a three lane section of Empire Avenue between 18th and Butler Market. The project will consist of roadway, median, bike lanes and sidewalks, and multi-lane roundabouts at the intersections. The project also includes a canal crossing at the North Unit Main Canal.

Need/Justification:

The project is necessary to complete a major NE arterial and complete a significant project identified in the NE Traffic Study that reduces demand to Highway 97. Empire Avenue in this corridor is not to City standards.

Benefits:

Improved vehicle, bicycle and pedestrian safety and connectivity for NE Bend, providing a major arterial connection between the Parkway and 27th Street and reducing the demand on Highway 97.

Consequences of Delaying/Eliminating this Project:

Increased traffic congestion at the current Empire intersections, reduced multi modal access and safety along the corridor.

Project Related To:

This project is one of the major street corridors in east Bend.

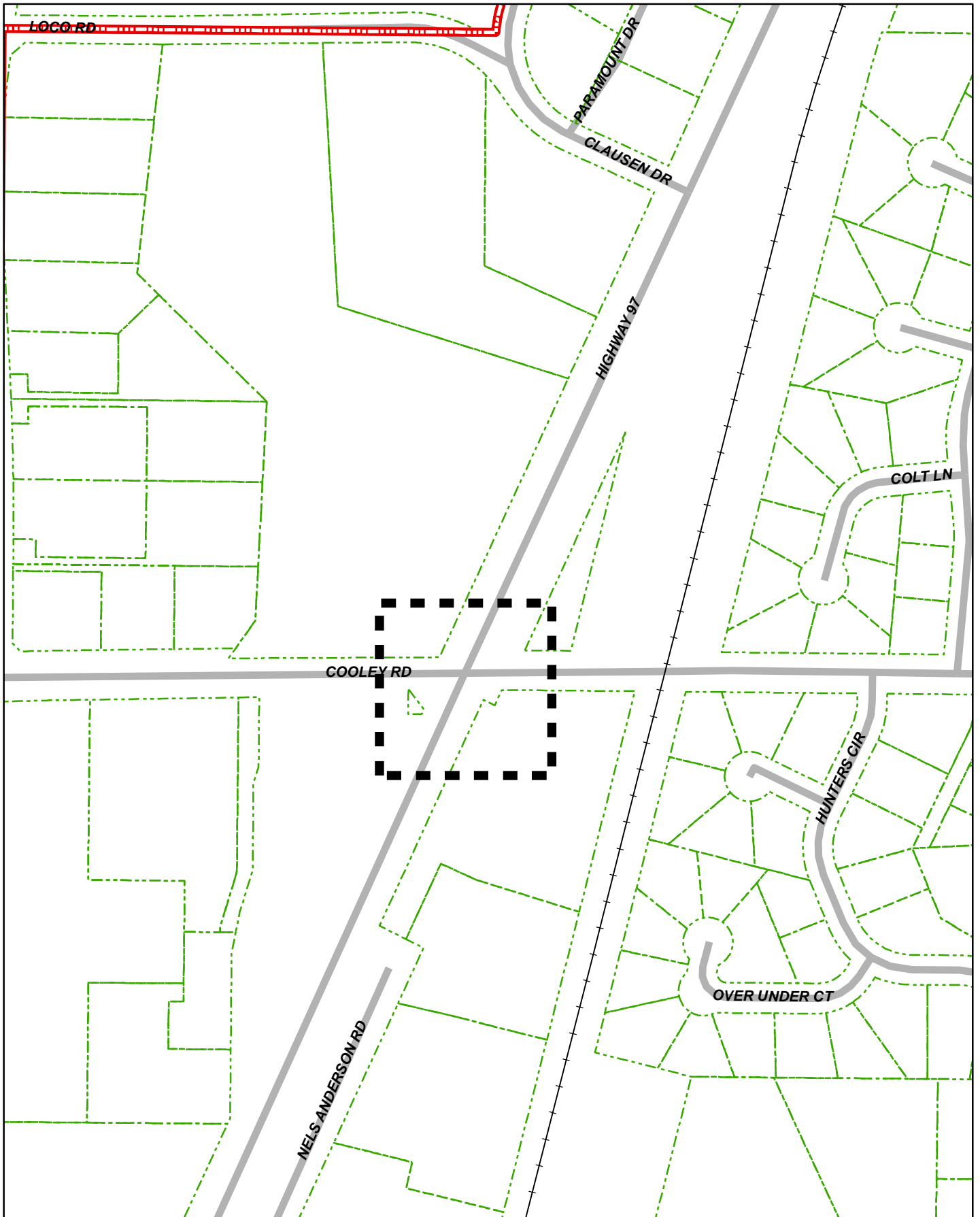
Comments:

This project is delayed for lack of funding and is at 30% design. The estimated cost for the corridor from 18th to Butler Market is \$14 million. The first phase of the project is to finish the design and construction for the 18th and Empire roundabout estimated at \$2 million.

Cost Schedule	
Prior to 2009/10	\$ 733,200
2009/10	80,000
2010/11	20,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$ 833,200

Impact on Annual Operating	
Budget:	\$10,000
There is no annual impact until the project is built, then there will be needed overlays every ten to fifteen years.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$833,200
Total	\$833,200



UR0801 - Cooley Road/Highway 97 Intersection

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund | Street Construction ▼

Category | Growth Related ▼

Department | Public Works ▼

Budget Period:

Project Name:

Cooley and HWY 97 Intersection (UR0801)

Project Description:

This project would improve the Highway 97 and Cooley Road intersection with a grade separation of the highway and the rail crossing at Cooley Road, as well as realignment of the highway with additional high capacity signals.

Need/Justification:

This intersection has reached capacity and in order for further commercial and employment lands to develop the intersection must be improved, in addition this location is identified by ODOT as a high crash site.

Benefits:

Improved safety and access to regional employment and commercial areas.

Consequences of Delaying/Eliminating this Project:

Juniper Ridge development and surrounding commercial development will be restricted, causing significant development delays.

Project Related To:

Cooley Road improvements and multi-lane roundabout at 18th, and ODOT's Highway 97 and 20 Interchange NEPA process.

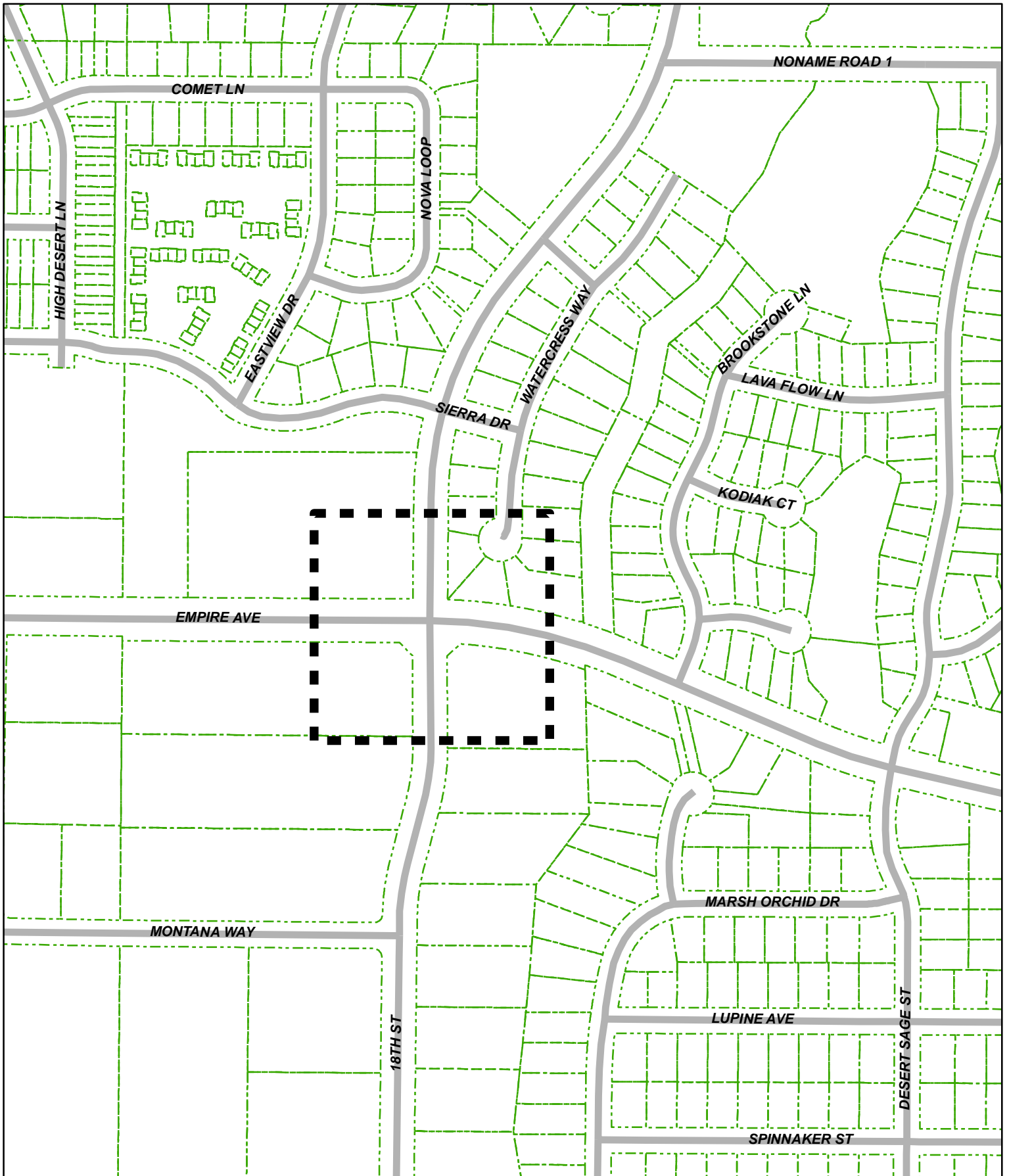
Comments:

The City and ODOT are working on an IGA concerning the development impacts from Juniper Ridge traffic and the proposed mitigation at this intersection.

Cost Schedule	
Prior to 2009/10	\$19,800
2009/10	10,000
2010/11	10,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$39,800

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$0"/>
No impact on annual operating budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$39,800
Total	\$39,800



ST0903 - Empire/18th Roundabout

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Project Name:

18th and Empire Roundabout (ST0903)

Project Description:

Improve the 18th and Empire intersection by designing and constructing a multi-lane roundabout.

Need/Justification:

The intersection is currently controlled with a two-way stop sign that is substandard for the volume and speeds of the PM peak hour traffic.

Benefits:

The multi-lane roundabout will improve the safety and operations of the intersection for all modes of transportation.

Consequences of Delaying/Eliminating this Project:

Delaying the project will likely result in an increase in crashes, as well as longer delays and congestion at this intersection.

Project Related To:

Project is related to present and future growth in the east side of Bend and to the major employment area at Juniper Ridge.

Comments:

The project is at a 30% design level of detail. Additional funding is required to complete the design to 100%.

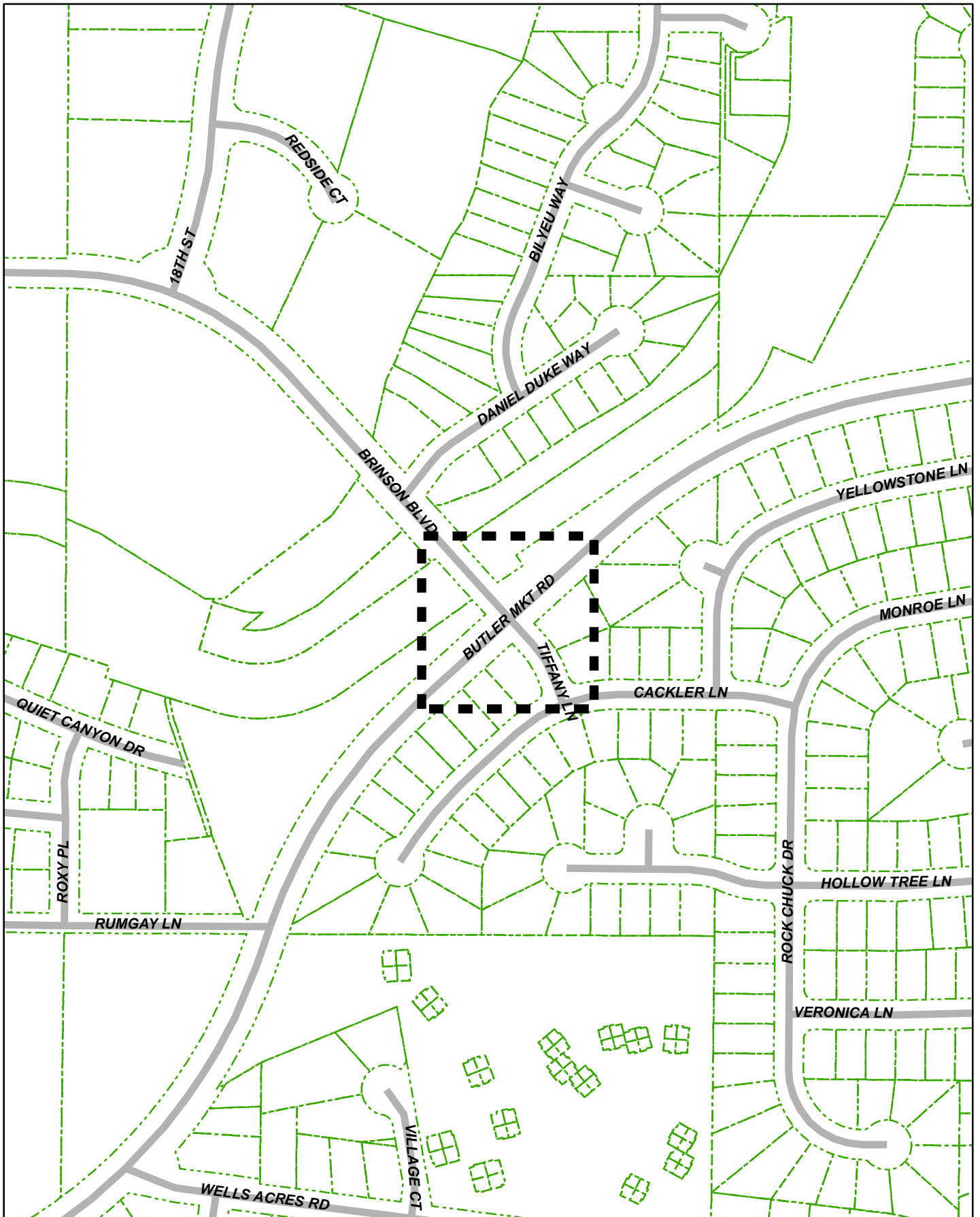
Budget Period: 2009-11

Priority Rating:

Cost Schedule	
Prior to 2009/10	\$23,002
2009/10	50,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$73,002

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$73,002
Total	\$73,002



ST0611 - Butler Market/Brinson Signal

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund ▼

Category ▼

Department ▼

Budget Period:

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

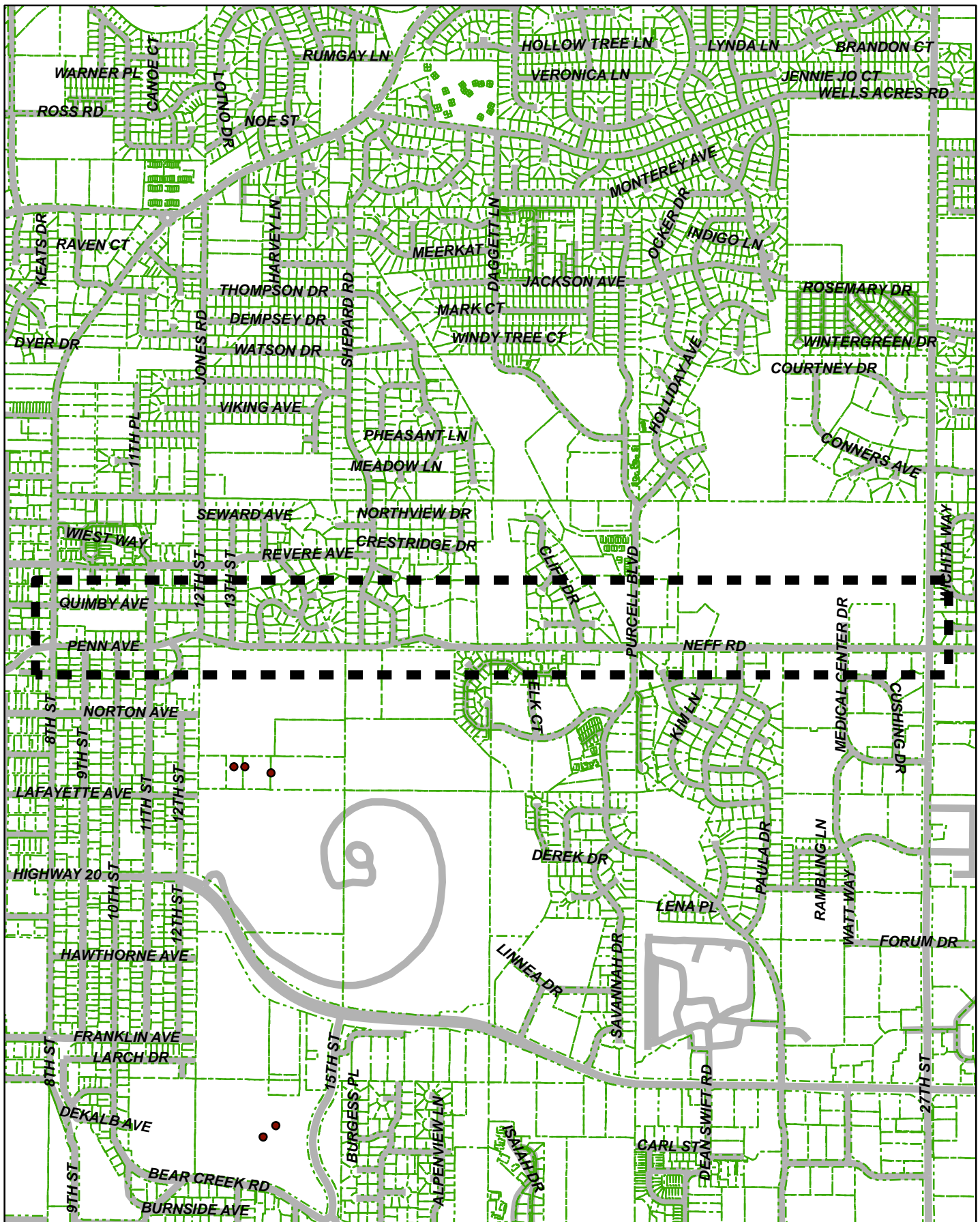
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$122,500
2009/10	600,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$722,500

Impact on Annual Operating	
Budget:	<input type="text" value="\$1,000"/>
<input type="text" value="Routine maintenance for traffic signal."/>	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$722,500
Total	\$722,500



ST0506 - Neff Road Corridor, 8th to 27th

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund | Street Construction ▼

Category | Growth Related ▼

Department | Public Works ▼

Budget Period: 2009-11

Project Name:

Neff Road Corridor, 8th to 27th Street (ST0506)

Project Description:

Improve the signalized intersection at Neff and Purcell and the Neff and Sheppard intersection.

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 accident rate, improved capacity, improved emergency services access to St. Charles Medical Center, and the Neff and Purcell signal improvement will reduce crashes.

Consequences of Delaying/Eliminating this Project:

Increase in crashes at the Neff/Purcell intersection and continued capacity issues at Sheppard and the Purcell intersections.

Project Related To:

Project related to the TSAC recommendation to improve the intersection.

Comments:

The project is at 30% design level and is estimated to be over \$2 million for the Purcell and the Sheppard intersection projects. There are significant stormwater improvement costs involved which is escalating the price of the project.

Cost Schedule	
Prior to 2009/10	\$49,900
2009/10	30,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$79,900

Impact on Annual Operating	
Budget:	\$1,000
There will be annual signal maintenance at Neff and Purcell.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$79,900
Total	\$79,900

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period:

Project Name:

SDC Overlay and Update Study

Project Description:

This is a study and update of the Transportation SDC methods, projects and process that includes possible SDC overlay areas.

Need/Justification:

The SDC methods, project costs, and process must be updated to reflect new cost estimates, fees, completed projects and possible alternative methods such as overlay districts for financing major transportation projects.

Benefits:

The study will produce a more accurate estimate for Transportation SDC fees and projects in order to finance transportation projects.

Consequences of Delaying/Eliminating this Project:

The City will lose revenue and the development community will not have accuracy in calculating Transportation SDCs.

Project Related To:

Related to on-going efforts to update SDC project list and how to finance major transportation projects in City regional and employment areas.

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	60,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$60,000

Impact on Annual Operating	
Budget:	<input type="text" value="\$0"/>
No impact on annual budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$60,000
Total	\$60,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Signal - Intelligent Transportation System (ITS) (ST0806)

Project Description:

Capacity enhancing projects to the City signal system. The project is coordinated with the on-going implementation of the regional ITS plan with ODOT and in response to street maintenance and citizen concerns for better signal efficiencies.

Need/Justification:

Project will improve the efficiency of the existing signal system and will increase the capacity of the road. The City is continually needing to improve its signal system based on safety and capacity issues.

Benefits:

Reduces delay, queuing, emissions and increased capacity with existing road geometry.

Consequences of Delaying/Eliminating this Project:

City signal system will not deliver the capacity it is capable of providing which increases congestion and safety issues.

Project Related To:

Related to the regional ITS plan.

Comments:

Cost Schedule	
Prior to 2009/10	\$31,200
2009/10	160,000
2010/11	80,000
2011/12	30,000
2012/13	30,000
2013/14	0
After 2013/14	
Total Cost	\$331,200

Impact on Annual Operating	
Budget:	\$500
There should not be a significant impact to the street operating budget over what is currently spent for the signal system.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$331,200
Total	\$331,200

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Project Name:

Bridge Improvements (ST09SA)

Project Description:

Improve bridges in the City from an identified list of bridge projects created by ODOT inspections. The project will determine which bridges are routine maintenance and what bridges must be improved for safety and capacity.

Need/Justification:

The City must continue a bridge improvement program for safety, access, and connectivity of the transportation system.

Benefits:

Improved safety, access, and connectivity.

Consequences of Delaying/Eliminating this Project:

Delaying the project or eliminating this project will create community safety issues.

Project Related To:

The project is related to the annual ODOT Bridge Reports conducted for the City that identify needed bridge improvements.

Comments:

Budget Period: 2009-11
Priority Rating:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	70,000
2010/11	95,000
2011/12	90,000
2012/13	90,000
2013/14	90,000
After 2013/14	
Total Cost	\$435,000

Impact on Annual Operating	
Budget:	\$0
This project is an annual program to improve bridge capacity and safety and will likely reduce long term higher maintenance costs.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$435,000
Total	\$435,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Arterial/Collector Traffic Safety Improvements (ST0614)

Project Description:

Includes multiple traffic safety projects throughout the year, as identified and recommended by the Traffic Safety Advisory Committee (TSAC) through a criteria based process. There are currently five projects in design listed below in Comments.

Need/Justification:

Needs are identified by citizens, TSAC and staff, and assessed and ranked with a methodology and criteria approved by TSAC. Staff is currently working on the top ten projects as funding is available.

Benefits:

Reductions in the number of crashes and injuries and improvements in vehicle, pedestrian and bicycle safety on arterial and collector streets.

Consequences of Delaying/Eliminating this Project:

High probability of crashes in problem areas, with continuing risk of injury to pedestrians, bicyclists and motorists.

Project Related To:

Projects are related to the bike and pedestrian projects.

Comments:

Current Projects:
Galveston (14th to Lindsay Ct)
Hwy 20/12th Street (ODOT grant)
Century Drive crossing/sidewalks
Galveston (14th to Riverside)
14th (Commerce to Galveston)

Cost Schedule	
Prior to 2009/10	\$487,500
2009/10	520,000
2010/11	235,000
2011/12	85,000
2012/13	85,000
2013/14	85,000
After 2013/14	
Total Cost	\$1,497,500

Impact on Annual Operating	
Budget:	\$1,000
Over time the sidewalks, curbs, signs, and striping will be maintained by the Street Operations division.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$1,497,500
Total	\$1,497,500

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund | Street Construction ▼

Category | Growth Related ▼

Department | Public Works ▼

Budget Period: 2009-11

Project Name:

Corridor Safety Studies (ST0807)

Project Description:

This project will create corridor safety studies in order to define safety and operation issues and solutions for streets in the City that over the years have proven to have significant safety issues but relatively few improvement options.

Need/Justification:

The need and justification for the studies comes from the Local Street Safety and the Arterial and Collector Street programs that the Traffic Safety Advisory Committee and Transportation Division staff have reviewed over the years and have found that some streets continue to rate high but there are no feasible solutions.

Benefits:

From the studies the City will be able to define the issues, solutions, and cost estimates for difficult safety and operation problems on roads that historically have significant safety issues.

Consequences of Delaying/Eliminating this Project:

The staff and community will continue to have questions and issues about safety issues on roads that staff has little or no solutions.

Project Related To:

Collector and Arterial Street Project Program

Comments:

Cost Schedule	
Prior to 2009/10	\$300
2009/10	30,000
2010/11	10,000
2011/12	30,000
2012/13	30,000
2013/14	30,000
After 2013/14	
Total Cost	\$130,300

Impact on Annual Operating	
Budget:	\$0
This project has no effect on the annual operating budget.	

Method of Financing	
Type	Amount
Franchise fees	\$130,300
Total	\$130,300

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund | Street Construction | ▼
Category | Growth Related | ▼

Budget Period:

Department | Public Works | ▼

Project Name:

Safe Routes to School (ST0808)

Project Description:

This project will provide the City staff time and minor costs for the ODOT funded Safe Routes to School Program. Currently the City has a funded project on Bear Creek Road (Cessna to Craven) for the walking corridor for Bear Creek Elementary School.

Need/Justification:

The project is needed to provide safer and increased capacity for school children walking and biking to school. The project is justified in order to enhance the safety, mobility, and access for school children.

Benefits:

The project will improve the safety, access, and mobility of all users of the multi-modal improvement and predominantly the children that attend Bear Creek Elementary School.

Consequences of Delaying/Eliminating this Project:

Delaying the supporting City funds for the Safe Routes to School Program will not enable the City to apply for the grant.

Project Related To:

Collector and Arterial Safety Projects that are recommended by TSAC. TSAC reviews and recommends potential projects for the program.

Comments:

The City is applying for Safe Routes to School Projects. City has received funds for a project on Bear Creek Road and continues to meet with local agencies in an effort to jointly apply for more projects from the state.

Cost Schedule	
Prior to 2009/10	\$600
2009/10	70,000
2010/11	10,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$80,600

Impact on Annual Operating	
Budget:	<input type="text" value="\$500"/>
There are minor sidewalk repairs over an extended period of time -- sidewalks constructed with concrete will last a significant amount of time without repairs if constructed to City standards.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees/	\$80,600
ODOT Grant	
Total	\$80,600

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund | Street Construction ▼

Category | Growth Related ▼

Department | Public Works ▼

Budget Period: 2009-11

Project Name:

Street Light Safety Improvements (ST0809)

Project Description:

This project will install street lighting at arterial and collector intersections in order to improve safety and capacity for motorists, bicyclists, and pedestrians.

Need/Justification:

There are many poorly lighted arterial and collector intersections that should have better lighting installed.

Benefits:

Improved safety and capacity at poorly lit intersections.

Consequences of Delaying/Eliminating this Project:

Safety issues will continue to persist at poorly lighted intersections.

Project Related To:

This project is coordinated with other arterial and collector CIP projects.

Comments:

Cost Schedule	
Prior to 2009/10	\$4,500
2009/10	20,000
2010/11	15,000
2011/12	25,000
2012/13	25,000
2013/14	25,000
After 2013/14	
Total Cost	\$114,500

Impact on Annual Operating	
Budget:	\$500
Minor maintenance costs.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$114,500
Total	\$114,500

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period:

Project Name:

Bike/Ped Project (ST0811)

Project Description:

Project will install bike lanes and sidewalks on Galveston from 14th to Lindsey Court. This project is an ODOT grant funded project in 08/09. The project will be funded with a \$255,000 ODOT Bike and Pedestrian grant and supplemented with \$280,000 of City funds in FY08-09 and FY09-10.

Need/Justification:

Improves safety for bicyclists and pedestrians on a street that currently lacks bike lanes and sidewalks.

Benefits:

Improved safety for bicyclists and pedestrians.

Consequences of Delaying/Eliminating this Project:

City will lose grant money from ODOT if not used. The project must be completed by October 30, 2009 and is currently in a design and public involvement process.

Project Related To:

This is a project that was recommended by TSAC and is coordinated with two adjacent sidewalk and bike lane projects on Galveston and 14th streets.

Comments:

Cost Schedule	
Prior to 2009/10	\$55,700
2009/10	250,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	
Total Cost	\$305,700

Impact on Annual Operating	
Budget:	<input type="text" value="\$1,000"/>
No impact on annual operating budget.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees/	\$305,700
ODOT Grant	
Total	\$305,700

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Street Construction ▼
Category Growth Related ▼

Budget Period: 2009-11
Priority Rating:

Department Public Works ▼

Project Name:
TSAC Local Street Safety Projects (ST09HA)

Project Description:
These capital projects are Local Street Safety improvements that improve safety and road capacity. The projects are in various locations in the City based on criteria and recommendations from the Traffic Safety Advisory Committee (TSAC).

Need/Justification:
The improvements are needed to improve safety and traffic flow on local streets that is typically the result of the increased growth in traffic speeds and volumes in neighborhoods due to land use growth.

Benefits:
The projects reduce speeds and cut-through traffic on local streets and appropriately guide traffic to collector streets.

Consequences of Delaying/Eliminating this Project:
Traffic speeds on local streets that need an engineering solution will not be reduced.

Project Related To:
Projects are related to one of two capital programs that TSAC makes recommendations for safety projects.

Comments:

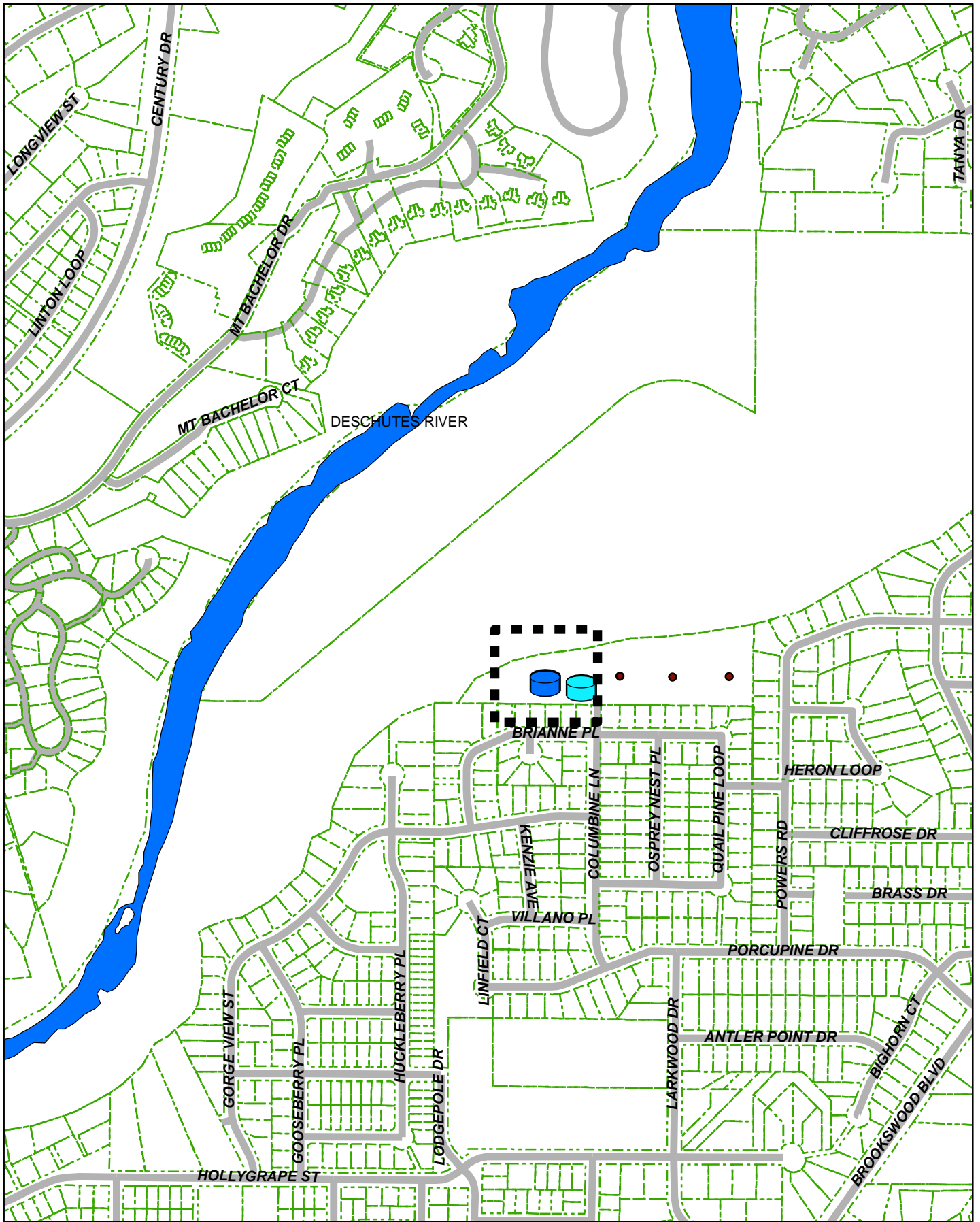
Cost Schedule	
Prior to 2009/10	\$11,000
2009/10	215,000
2010/11	60,000
2011/12	30,000
2012/13	30,000
2013/14	25,000
After 2013/14	
Total Cost	\$371,000

Impact on Annual Operating	
Budget:	\$ 1,000
Over time the street maintenance budget is used to repair minor curb damage or fallen signs.	

Method of Financing	
Type	Amount
SDCs/Franchise Fees	\$371,000
Total	\$371,000

Water Improvements Five Year Capital Improvement Program (CIP)

Type of Project	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
REPAIR & MAINTENANCE					
Communications	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
GROWTH RELATED					
<u>Continuing Projects:</u>					
WA0508 Rock Bluff Reservoir #2	\$ -	\$ -	\$ 1,109,000	\$ 725,000	\$ -
WA0704 Shiloh Well	-	-	500,000	-	-
WA0706 Timber Rd./Murphy Rd.	1,220,000	-	-	-	-
WA0707 Pilot Butte Well #4	1,630,000	-	-	-	-
WA09DA Pilot Butte Well #3	100,000	-	-	-	-
WA09AA Avion 12"	70,000	-	-	-	-
WA0422 Water Rights Acquisition	595,000	250,000	500,000	500,000	500,000
WA0808 Water Modeling	100,000	100,000	100,000	100,000	100,000
WA09FA Optimization	400,000	-	-	-	-
WA0902 Watershed	1,900,000	5,000,000	22,100,000	29,200,000	12,500,000
<u>New Projects:</u>					
Juniper Ridge Reservoir	\$ -	\$ -	\$ 150,000	\$ 2,704,000	\$ -
Outback #3 Reservoir	100,000	-	-	-	-
Tillicum Village Projects	515,000	-	-	-	-
Pilot Butte Well (#5, #6, #7, #8)	-	-	1,250,000	2,450,000	1,250,000
Water Mgmt & Conservation Plan Update	50,000	50,000	100,000	-	-
Water Re-Use Feasibility	-	75,000	-	-	-
Total Growth Related	\$ 6,680,000	\$ 5,475,000	\$ 25,809,000	\$ 35,679,000	\$ 14,350,000
TOTAL FIVE YEAR CIP - WATER IMPROVEMENTS	\$ 6,930,000	\$ 5,675,000	\$ 26,009,000	\$ 35,879,000	\$ 14,550,000



Rock Bluff Reservoir #2
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Rock Bluff Reservoir #2 (WA0508)

Project Description:

Design and construction of a new steel water reservoir at the Rock Bluff site. The reservoir will have a capacity of 3 million gallons. Final storage at the site will be 7 million gallons, as set forth in the Water Master Plan Update. A flow meter will also be installed in the discharge piping leaving the reservoir site. Flow and water level measurements will be connected to existing site control buildings.

Need/Justification:

The additional storage capacity is necessary to meet projected peak day demands and additional fire flows within the pressure level service area. Flow metering is needed to efficiently manage water flow distribution throughout the system.

Benefits:

Maintain current service levels for all City water customers.

Consequences of Delaying/Eliminating this Project:

Potential for decreased service and inability to meet fire flow demands.

Project Related To:

The Water Master Plan for the City determined needs and priorities prior to design.

Comments:

Planning and design of this project was initiated in FY 04/05 Design was completed in FY 06/07 and the reservoir will be constructed during the last half of FY 11/12 and the summer of FY 12/13.

Cost Schedule

Prior to 2009/10	\$162,000
2009/10	0
2010/11	0
2011/12	1,109,000
2012/13	725,000
2013/14	0
After 2013/14	0
Total Cost	\$1,996,000

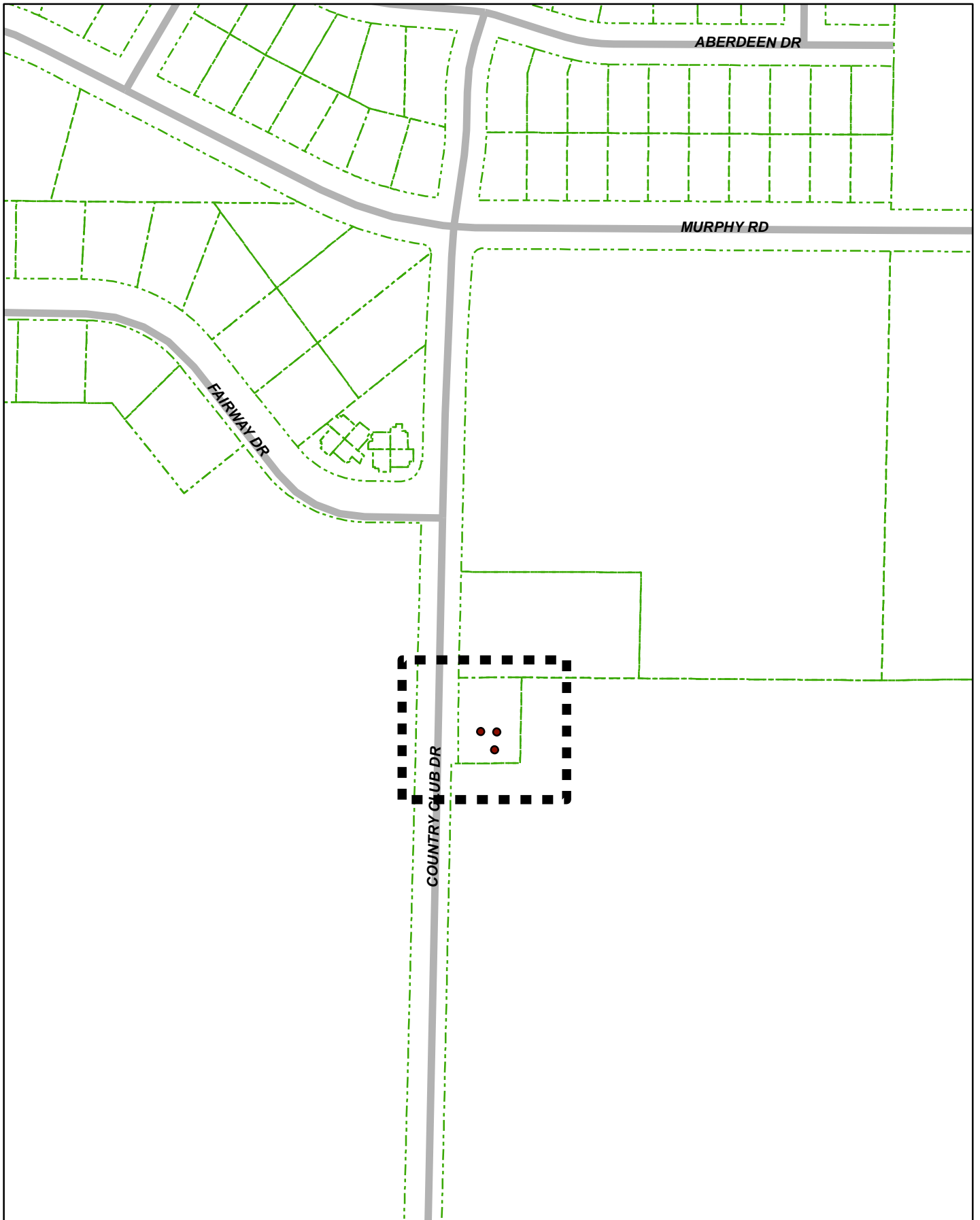
Impact on Annual Operating

Budget: \$5,000

Minor maintenance cost increase for annual reservoir cleaning and reservoir painting approximately once every 20 years.

Method of Financing

Type	Amount
Rates/SDCs	\$1,996,000
Total	\$1,996,000



Shiloh Well - WA0704

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Shiloh Well (WA0704)

Project Description:

This project will reconstruct the substandard Shiloh Well building to provide upgraded chlorination facilities, building facilities, and associated piping.

Need/Justification:

The current Shiloh Well building and chlorination facilities are substandard. The well cannot currently be effectively utilized.

Benefits:

Chlorination system upgrade, secure and usable facility, and reduced maintenance and operational issues.

Consequences of Delaying/Eliminating this Project:

Lack of ability to effectively use well.

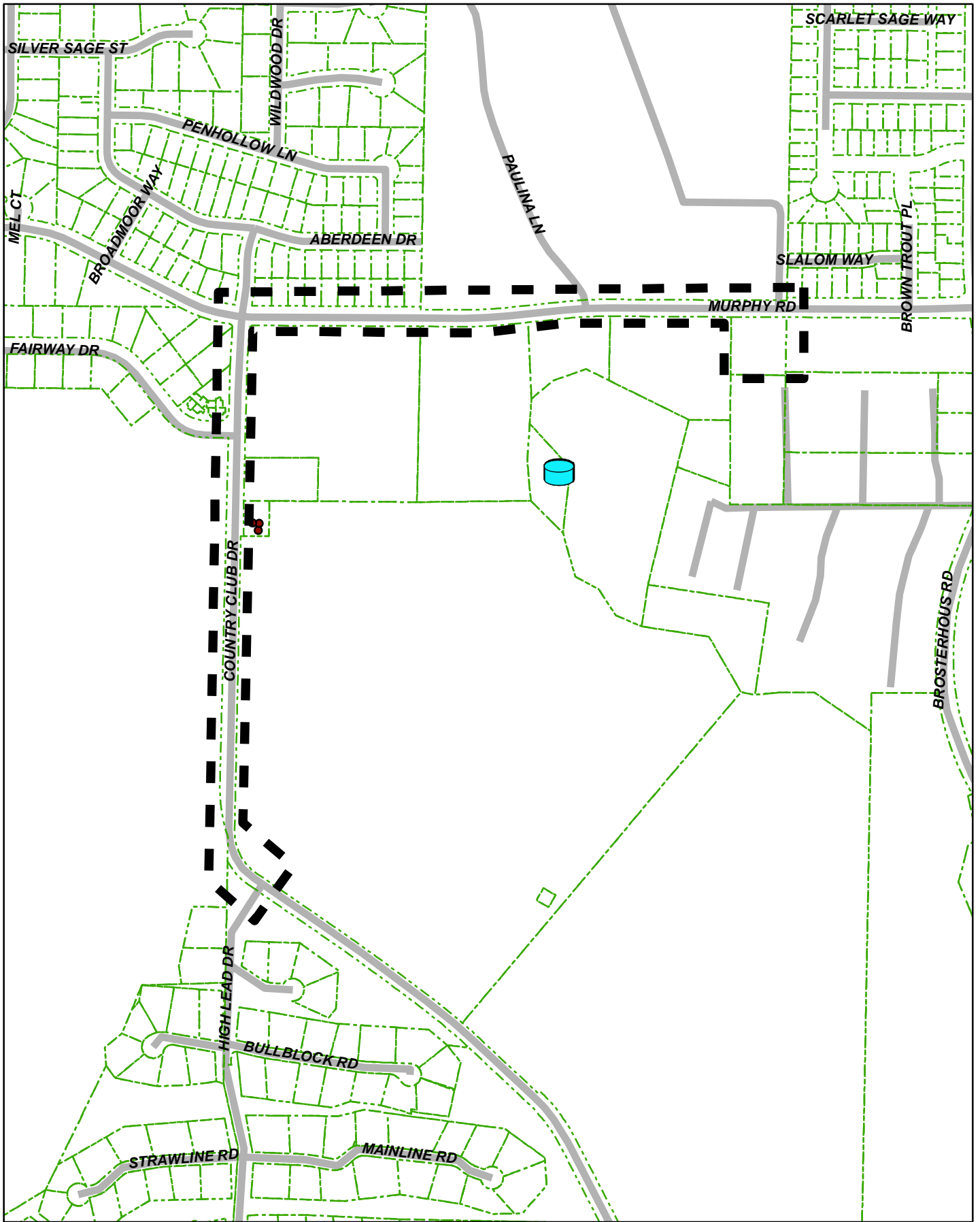
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$15,000
2009/10	0
2010/11	0
2011/12	500,000
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$515,000

Impact on Annual Operating	
Budget:	\$10,000
Reduced O & M costs associated with aging facility. Increased power costs if well use increases	

Method of Financing	
Type	Amount
Rates/SDCs	\$515,000
Total	\$515,000



Timber Ridge-Murphy Pump Station - WA0706

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Timber Rd./Murphy (WA0706)

Project Description:

This project will construct approximately 3800 lineal feet of 16 inch ductile iron water main from Murphy Pump Station west to Country Club Road and south on Country Club Road to the entrance of the Timber Ridge Subdivision.

Need/Justification:

This project is identified in the current Water System Master Plan Update as needed to provide adequate fire flow capacity to areas served in south Bend.

Benefits:

This project will result in increased fire flow to south Bend, reduced maintenance due to replacement of substandard Juniper Utility pipe, and relocation of a water main out of private property into City of Bend right of way.

Consequences of Delaying/Eliminating this Project:

Continued operational and maintenance issues.

Project Related To:

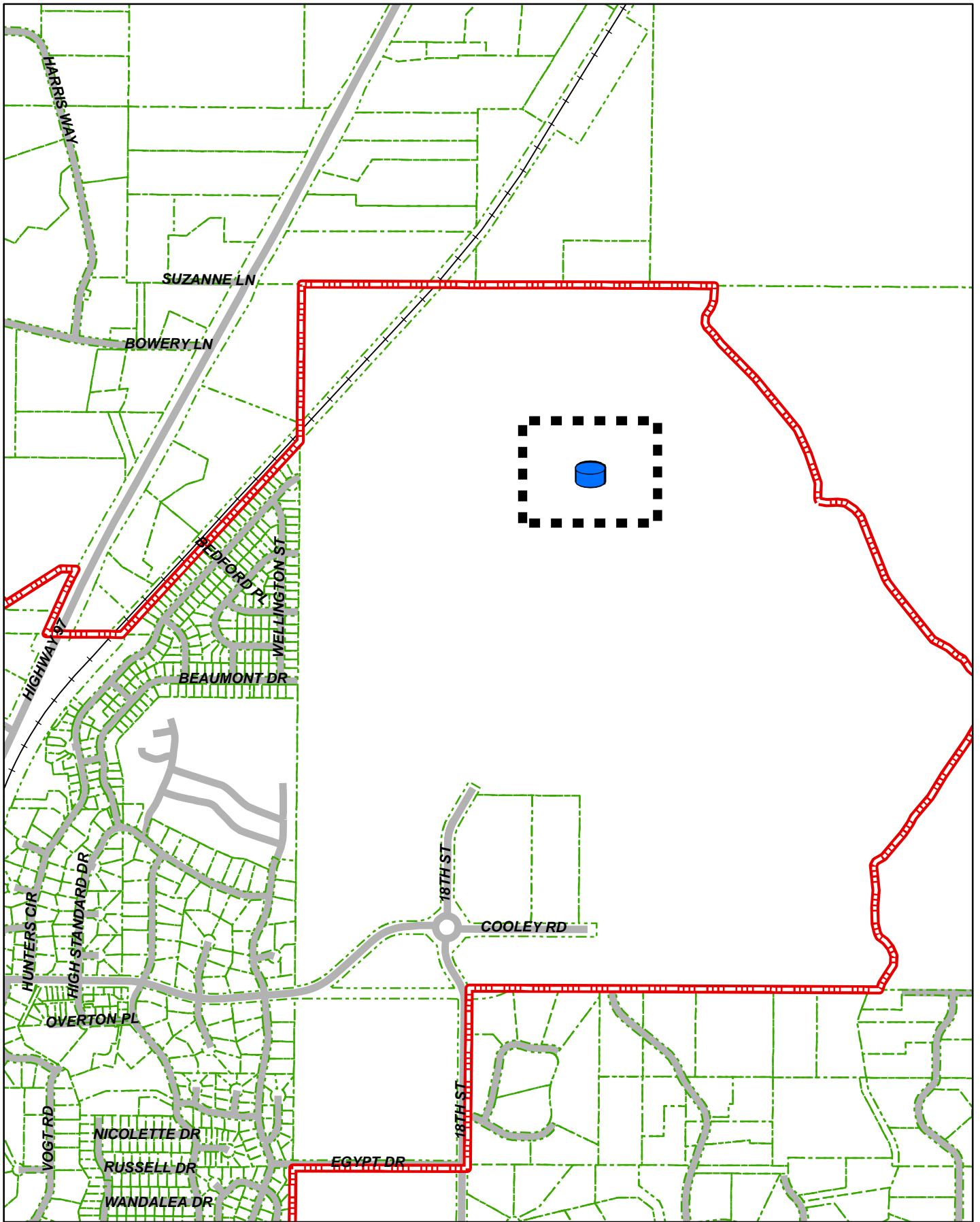
Murphy Road Sewer Project

Comments:

Cost Schedule	
Prior to 2009/10	\$33,500
2009/10	1,220,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$1,253,500

Impact on Annual Operating	
Budget:	\$0
Annual operating budget will be reduced by eliminating a section of Juniper Utility water piping that currently requires a high amount of maintenance.	

Method of Financing	
Type	Amount
Rates/SDCs	\$1,253,500
Total	\$1,253,500



Juniper Ridge Reservoir
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Juniper Ridge Reservoir

Project Description:

Design and construction of a new steel water reservoir at the Juniper Ridge development, as set forth in the Water Master Plan Update.

Need/Justification:

The additional storage capacity is necessary to meet projected peak day demands and additional fire flows within the pressure level service area.

Benefits:

Provide water service to Juniper Ridge water customers.

Consequences of Delaying/Eliminating this Project:

Missed opportunity to support growth and development.

Project Related To:

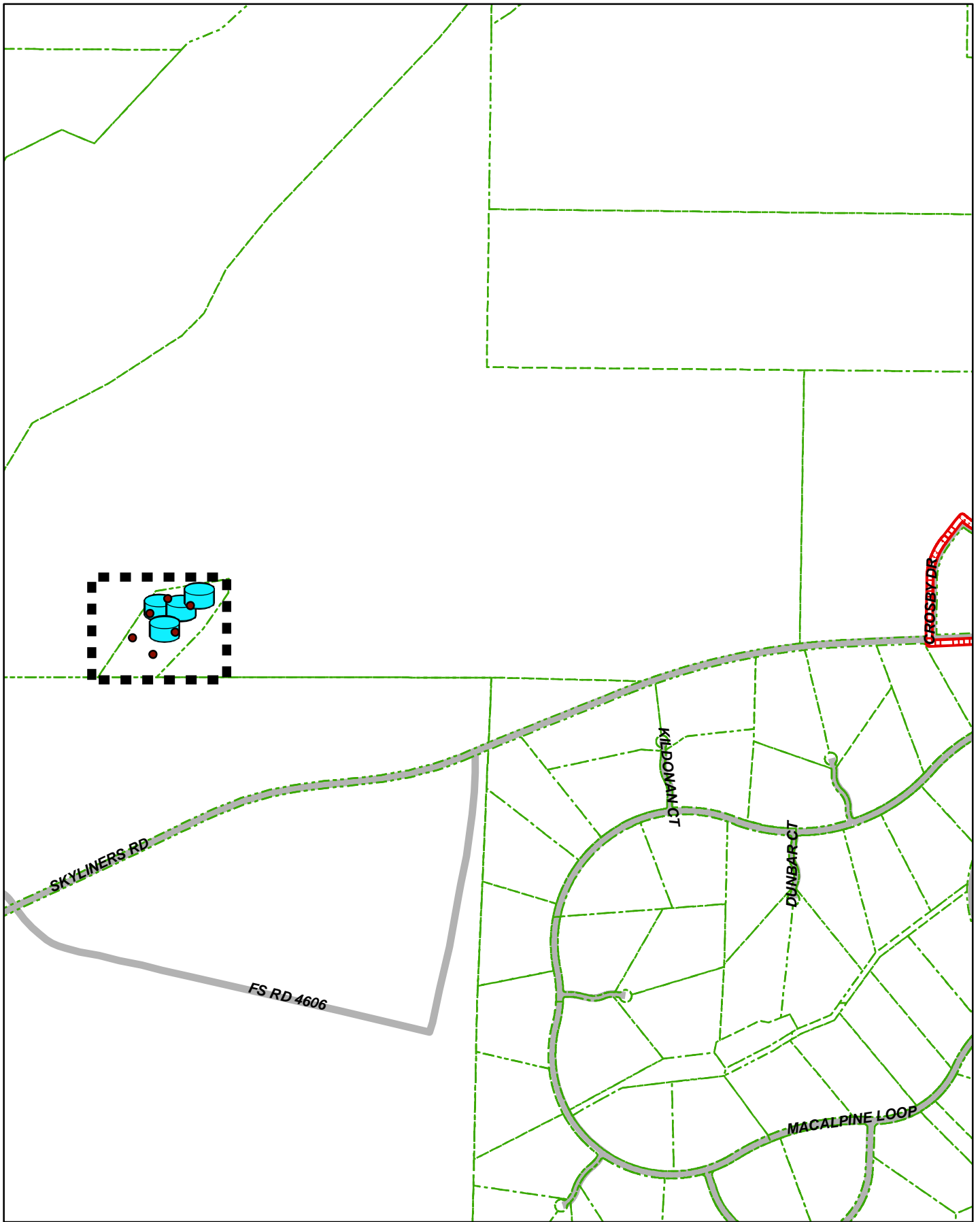
The Water Master Plan Update for the City determined needs and priorities prior to design.

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	150,000
2012/13	2,704,000
2013/14	0
After 2013/14	0
Total Cost	\$2,854,000

Impact on Annual Operating	
Budget:	\$5,000
Minor maintenance cost increase for annual reservoir cleaning and reservoir painting approximately once every 20 years.	

Method of Financing	
Type	Amount
Rates/SDCs	\$2,854,000
Total	\$2,854,000



Outback Reservoir #3
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Outback Reservoir #3

Project Description:

Settlement of claim on warranty issue for failing inside and outside paint on new Outback Reservoir #3. Project will most likely include legal costs as well as some portion of costs to repaint the reservoir.

Need/Justification:

Paint failure.

Benefits:

Reservoir painted in "as new" condition.

Consequences of Delaying/Eliminating this Project:

Reservoir painting continues to deteriorate.

Project Related To:

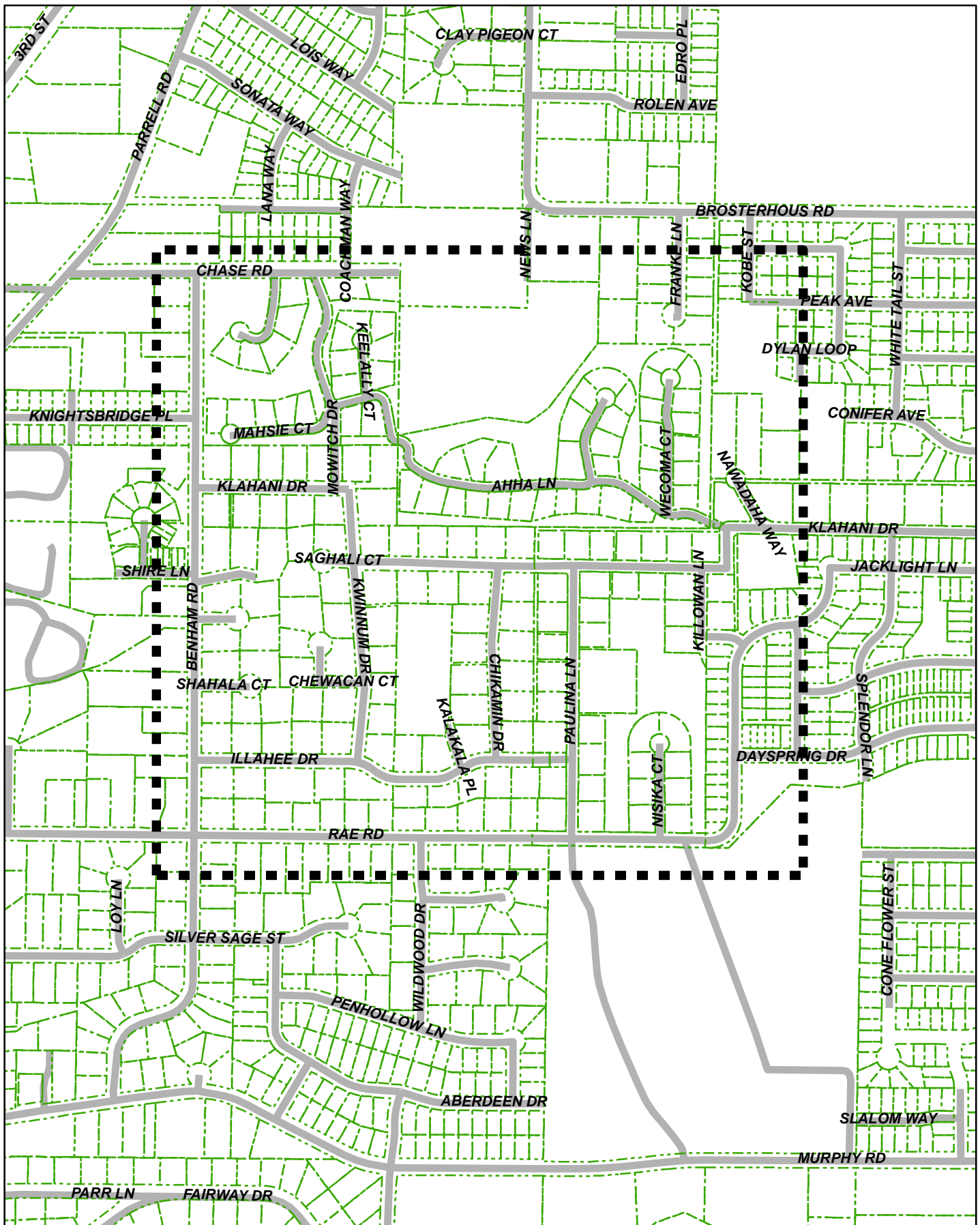
Outback Reservoir #3 CIP project, WA0416.

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	100,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$100,000

Impact on Annual Operating Budget:	
Budget:	\$5,000
Annual cleaning and maintenance.	

Method of Financing	
Type	Amount
Rates/SDCs	\$100,000
Total	\$100,000



Tillicum Village Projects
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water

Category Repair and Maintenance

Department Public Works

Budget Period:

Project Name:

Project Description:
This project includes construction of approximately 3200 lineal feet of new 8 inch water main from the existing 16 inch main on Chase Road into Tillicum Village via Mowitch Drive and Klahani Drive. This main will replace existing 2 and 6 inch Juniper Utility water pipes. The project will also include four tie-in connections into City pressure zone 4E (Rock Bluff Reservoir) around the perimeter of Tillicum Village.

Need/Justification:
Increased capacity as identified in the Water System Master Plan Update.

Benefits:
Significantly reduces pumping costs associated with providing current pressure levels into Tillicum Village from Murphy Pump Station. Provides adequate fireflow in Tillicum Village as identified in the Water System Master Plan Update.

Consequences of Delaying/Eliminating this Project:
Continued pumping costs at Murphy Pump Station and continued maintenance issues on substandard Juniper Utility infrastructure.

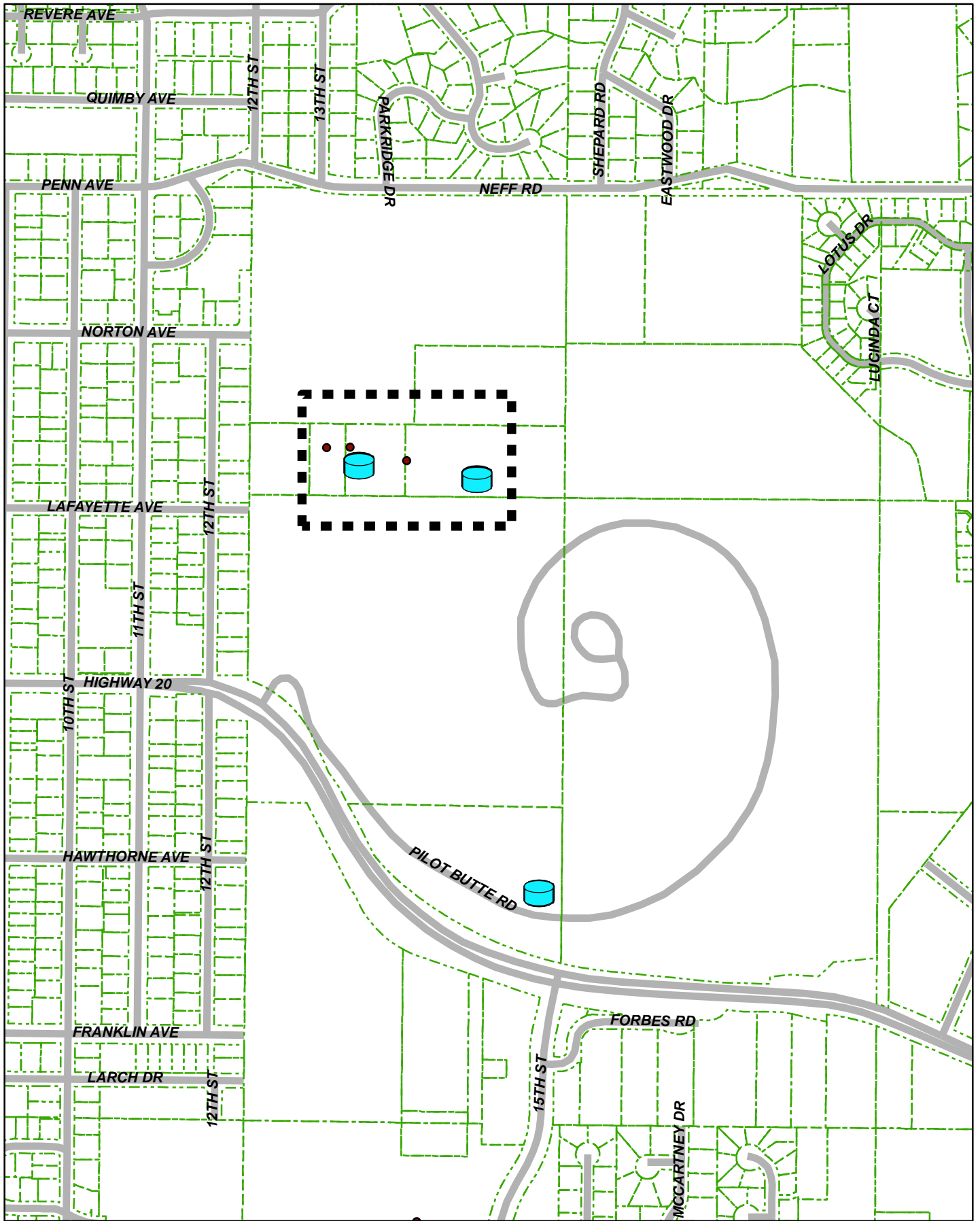
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	515,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$515,000

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$0"/>
Decrease in annual operating budget by reduction in pumping costs at Murphy pump station. Decrease in maintenance issues by replacement of substandard Juniper Utility infrastructure.	

Method of Financing	
Type	Amount
Rates/SDCs	\$515,000
Total	\$515,000



WA0707 - Pilot Butte Well #4

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Pilot Butte Well #4 (WA0707)

Project Description:

This project consists of drilling Pilot Butte Well #4, and constructing a pump and control building that will provide power, chlorination, and instrumentation and control facilities for three future Pilot Butte Wells and Well #4. Also as part of this project the facility effluent line size will be increased from a 12-inch to a 16-inch in accordance with the Water Master Plan Update.

Need/Justification:

As the City continues to grow, new wells are needed to increase the source supply of water to maintain current water service levels and to meet fire flow demands.

Benefits:

Adequate service levels and fire flow demands will be met.

Consequences of Delaying/Eliminating this Project:

Lower levels of service, reduced system reliability and decreased ability to meet fire flows.

Project Related To:

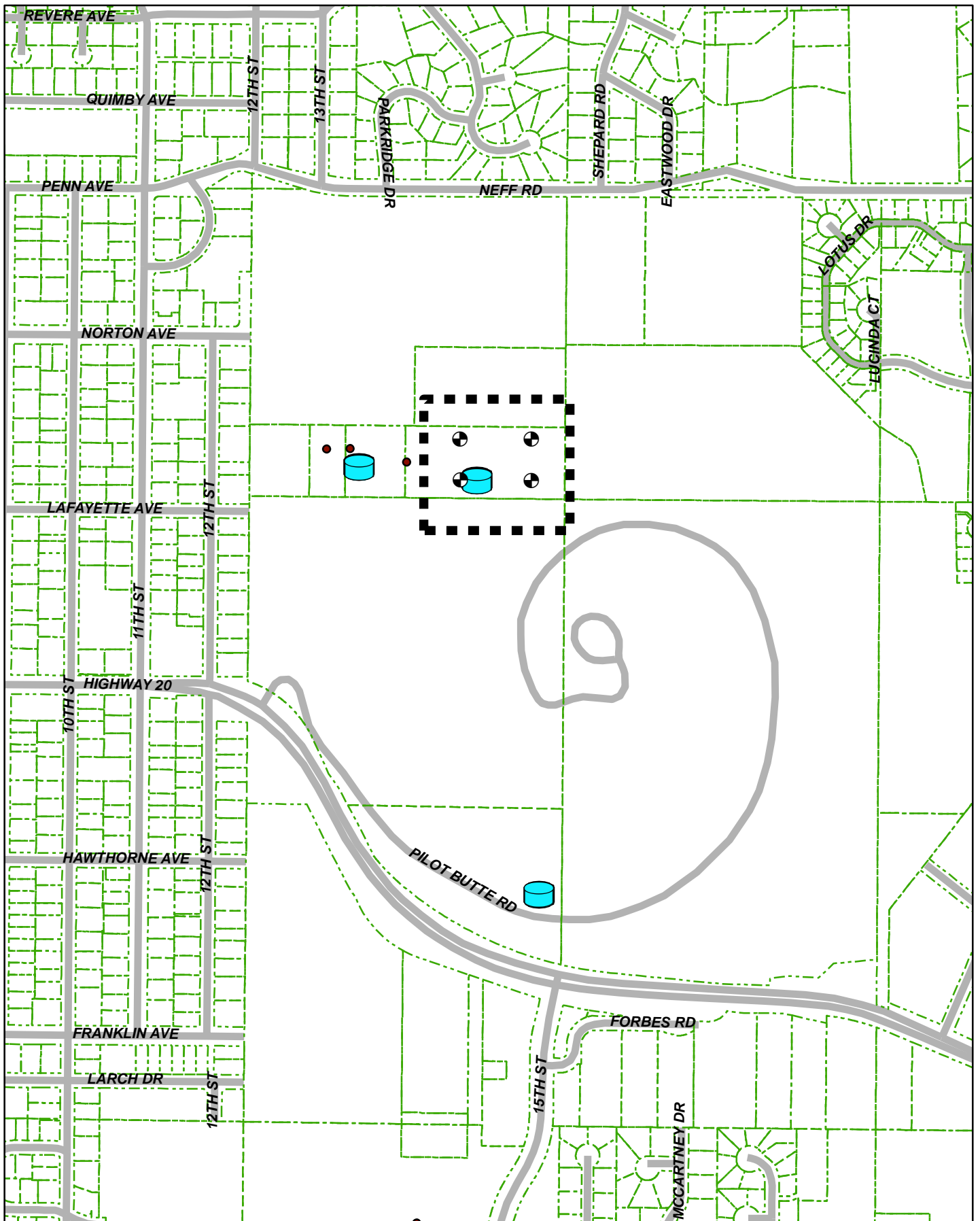
Water Master Plan Update

Comments:

Cost Schedule	
Prior to 2009/10	\$409,000
2009/10	1,630,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$2,039,000

Impact on Annual Operating	
Budget:	\$10,000
Annual operating budget will increase due to pumping costs for additional water supply.	

Method of Financing	
Type	Amount
Rates/SDCs	\$2,039,000
Total	\$2,039,000



Pilot Butte Wells, #5, 6, 7, 8
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Pilot Butte Wells (#5, #6, #7, #8)

Project Description:

This project provides for four new wells at Pilot Butte over a three year period to provide an additional 4 million gallons per day (MGD) of water capacity.

Need/Justification:

The new water supply is necessary to meet projected demands.

Benefits:

After wells are developed they 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 service during periods of peak demands.

Project Related To:

Water Master Plan Update

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	1,250,000
2012/13	2,450,000
2013/14	1,250,000
After 2013/14	0
Total Cost	\$4,950,000

Impact on Annual Operating Budget:	
Budget:	\$40,000
Power costs will increase significantly as each well comes on line.	

Method of Financing	
Type	Amount
Rates/SDCs	\$4,950,000
Total	\$4,950,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Pilot Butte Well #3 Repair (WA09DA)

Project Description:

This project provides for repair of a well at Pilot Butte to maintain adequate water capacity.

Need/Justification:

The water supply is necessary to meet current and projected demands.

Benefits:

Consistent and adequate water supply.

Consequences of Delaying/Eliminating this Project:

Lack of capacity and redundancy in the water supply system could result in inadequate service during periods of peak demands.

Project Related To:

Water Master Plan Update

Comments:

Cost Schedule	
Prior to 2009/10	\$359,555
2009/10	100,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$459,555

Impact on Annual Operating Budget:	
Budget:	\$0
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$459,555
Total	\$459,555

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water

Budget Period: 2009-11

Category Repair and Maintenance

Department Public Works

Project Name:
Avion 12" Airport Line (WA09AA)

Project Description:
This project provides for a waterline to increase water capacity at the Bend Airport.

Need/Justification:
The new water supply is necessary to meet current and projected demands.

Benefits:
Adequate water supply to the Bend Airport.

Consequences of Delaying/Eliminating this Project:

Project Related To:
Water Master Plan Update

Comments:

Cost Schedule	
Prior to 2009/10	\$706,462
2009/10	70,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$776,462

Impact on Annual Operating Budget:	
Budget:	\$0
Avion line, no impact to City operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$776,462
Total	\$776,462

City of Bend

**Capital Improvement Projects
2009/10 - 2013/14**

Fund Water

Budget Period: 2009-11

Category Repair and Maintenance

Department Public Works

Project Name:

Water Rights Acquisition (WA0422)

Project Description:

This project consists of purchasing water rights from willing sellers to be used in the form of direct transfer or mitigation credits. The budget shown under the heading "ROW" is for the purchase of water rights and/or the purchase or lease of mitigation credits.

Need/Justification:

Surface water and groundwater have been closed to further appropriation by the State without mitigation credits or the transfer of an existing water right. The City will not be able to obtain permits for new wells (beyond the Lava Island permit) without these credits or a water right transfer.

Benefits:

Continued progress in securing ample 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:

Mitigation of New Groundwater Permits, Project WA0303.
Watershed Sourcewater Project WA0902.

Comments:

Financing is currently from rates. Will be moved into SDCs after SDC analysis.

Cost Schedule	
Prior to 2009/10	\$614,800
2009/10	595,000
2010/11	250,000
2011/12	500,000
2012/13	500,000
2013/14	500,000
After 2013/14	
Total Cost	\$2,959,800

Impact on Annual Operating Budget:	
Budget:	\$0
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Rates	\$2,959,800
Total	\$2,959,800

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Water Modeling (WA0808)

Project Description:

Annual consulting for water modeling to perform fire flow and capacity upgrade analyses.

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.

Consequences of Delaying/Eliminating this Project:

System deficiency upgrade costs resulting from development will be borne by City and existing rate payers

Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$93,000
2009/10	100,000
2010/11	100,000
2011/12	100,000
2012/13	100,000
2013/14	100,000
After 2013/14	0
Total Cost	\$593,000

Impact on Annual Operating Budget:	
Budget:	\$0
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$593,000
Total	\$593,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Water Master Optimization Plan (WA09FA)

Project Description:

Optimization analysis and evaluation of the March 2007 City of Bend Water System Master Plan Update to determine the best hydraulically viable capital and operational improvement plan to enable the City of Bend to sufficiently meet the demands of system growth, challenges of current and future supply and operations, and water quality requirements in the most cost effective manner.

Need/Justification:

Current Water System Master Plan Update identifies CIP but does not prioritize or provide for implementation plan of identified projects. Current water system has not been analyzed for optimal operations.

Benefits:

Optimization of City wide water system will result in most efficient system operations to minimize operation and maintenance costs. Final plan will also provide staged implementation plan for next 10 year CIP based on this optimized water system.

Consequences of Delaying/Eliminating this Project:

Lack of optimal operation of existing system.

Project Related To:

Comments:

Optimization study also includes flushing program evaluation and "Consequences of Failure" evaluation. Flushing program evaluation will provide for optimal flushing. Failure evaluation will result in understanding and reduction of potential risk with existing system.

Cost Schedule	
Prior to 2009/10	\$1,900
2009/10	400,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$401,900

Impact on Annual Operating	
Budget:	\$0
Upon implementation of optimization plan annual operating budget for energy costs, operation costs and maintenance costs should decrease.	

Method of Financing	
Type	Amount
Rates/SDCs	\$401,900
Total	\$401,900

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Watershed Improvements (WA0902)

Project Description:

This alternatives analysis study is to develop the best alternative(s) for continued use of the surface water source that would be most economic over time and meet upcoming federal water treatment requirements.

Need/Justification:

New 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 and in poor condition. Risk of a stand replacement fire in surface water watershed is significant due to at least 40% standing dead timber.

Benefits:

Gravity fed water system provides water source without power costs to pump. Potential for hydro facility to capture elevation energy resulting in revenue. Reduced risk of transmission main failure. Water treatment to meet EPA requirements, reduce/eliminate impact from fire in watershed. Dual water source (surface and wells) is good for the City.

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

Project Related To:

WA0422 Water Rights Acquisition

Comments:

Cost Schedule	
Prior to 2009/10	\$21,000
2009/10	1,900,000
2010/11	5,000,000
2011/12	22,100,000
2012/13	29,200,000
2013/14	12,500,000
After 2013/14	0
Total Cost	\$70,721,000

Impact on Annual Operating Budget:	
Budget:	\$0
Impact on annual operating costs are unknown at this time. A determination will be able to be made after the study is completed.	

Method of Financing	
Type	Amount
Rates/SDCs	\$70,721,000
Total	\$70,721,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Water Management & Conservation Plan Update

Project Description:

Plan update documenting the City of Bend's water management and conservation strategies.

Need/Justification:

Plan required by the State of Oregon to be updated every 5 years. Plan is required to maintain existing water rights and for development of any new water rights.

Benefits:

Meets State requirements related to water rights.

Consequences of Delaying/Eliminating this Project:

Out of compliance with State regulations.

Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	50,000
2010/11	50,000
2011/12	100,000
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$200,000

Impact on Annual Operating Budget:	
Budget:	\$0
No effect on the annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$200,000
Total	\$200,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Water ▼

Budget Period: 2009-11

Category Repair and Maintenance ▼

Department Public Works ▼

Project Name:

Water Re-Use Feasibility Study

Project Description:

Study to evaluate the feasibility of reusing treated effluent.

Need/Justification:

Required by the current Water Management and Conservation Plan, by the State of Oregon.

Benefits:

Water conservation.

Consequences of Delaying/Eliminating this Project:

Out of compliance with State regulations.

Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	75,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$75,000

Impact on Annual Operating Budget:	
Budget:	\$0
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$75,000
Total	\$75,000

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Water Reclamation Improvements Five Year Capital Improvement Program (CIP)

Type of Project	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
REPAIR & MAINTENANCE					
Collection Line Rehabilitation	\$ 550,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
Communications	280,000	200,000	200,000	200,000	200,000
Total Repair & Maintenance	\$ 830,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
GROWTH RELATED					
<u>Continuing Projects:</u>					
SW0705 Digester Upgrade	\$ 950,000	\$ -	\$ -	\$ -	\$ -
SW0802 Secondary Expansion	3,970,000	2,730,000	5,800,000	2,950,000	7,910,000
SW0601 WWCP Headworks Expansion	24,000	-	-	-	-
SW09BA Misc. Plant Expansion	150,000	-	-	-	-
SW0707 Interceptors, Trunk Sewers & Regional pump stations	5,398,000	7,707,600	4,262,700	-	-
SW0708 Collection Pump Station Upgrades & Expansion	198,000	-	-	-	-
<u>New Projects:</u>					
Addison Pump Station	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -
Awbrey Pump Station Upgrade	-	-	2,000,000	-	-
Bend River Mall Project	-	-	-	-	1,423,300
Brooks St. to Olney Ave. Sewer Project	-	-	-	1,100,000	-
Drake Pump Station Upgrade	-	1,050,000	-	-	-
Fred Meyers Sewer Project	-	510,000	-	-	-
Murphy Road Sewer Project	-	-	1,125,000	1,000,000	-
North Interceptor	-	-	-	6,604,100	-
Pump Station Upgrades	-	-	-	-	1,818,500
South Village Pump Station Removal	-	-	-	88,000	-
Westside Interceptor	-	-	-	-	4,178,500
Westside Pump Station Improvements	-	-	5,000,000	-	-
ST10AA Yeoman Interceptor Rehab Project	30,000	-	3,051,700	3,051,700	3,051,700
Parrell & Empire PS Projects	-	-	-	69,000	-
Total Growth Related	\$ 10,720,000	\$ 13,197,600	\$ 21,239,400	\$ 14,862,800	\$ 18,382,000
TOTAL FIVE YEAR CIP -					
WATER RECLAMATION IMPROVEMENTS	\$ 11,550,000	\$ 13,847,600	\$ 21,889,400	\$ 15,512,800	\$ 19,032,000



SW0705 - Digester Upgrade (WRF)

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

Digester Upgrade (SW0705)

Project Description:

This project is currently half way through construction. The current digester upgrade project is due to be completed in Fall 2009.

Need/Justification:

The consistent increase in population requires either additional digester capacity or improvements to the current mixing system. The 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 facilities.

Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$978,700
2009/10	950,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$1,928,700

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$1,928,700
Total	\$1,928,700



SW0802 - Secondary Expansion (WRF)

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:
Secondary Expansion (SW0802)

Project Description:
This project would provide additional capacity to the primary and secondary treatment processes at the Water Reclamation Plant. These processes are currently nearing capacity and must be expanded to ensure the City meet the permitted treatment requirements. The project would add an aeration basin, disinfection improvements, solids handling reliability, increased RAS pumping and secondary piping modifications.

Need/Justification:
The WRF Facilities Plan concluded that the capacity of the secondary processes must be expanded within this budget period to maintain the effluent quality necessary to comply with permit driven waste discharge requirements.

Benefits:
Capacity to serve population growth. Without this additional treatment, future development will be 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 population is connected to the system.

Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$200
2009/10	3,970,000
2010/11	2,730,000
2011/12	5,800,000
2012/13	2,950,000
2013/14	7,910,000
After 2013/14	0
Total Cost	\$23,360,200

Impact on Annual Operating Budget:

Budget: \$0

No impact on annual operating budget.

Method of Financing	
Type	Amount
Rates/SDCs	\$23,360,200
Total	\$23,360,200

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

WWCP Headworks Expansion (SW0601)

Project Description:

This project will replace the existing headworks at the wastewater treatment plant. The new headworks will have increased hydraulic capacity to convey future flows, new raw sewage screening equipment and provisions for future odor control facilities. The entire headworks facility will be enclosed.

Need/Justification:

The existing headworks facility is reaching capacity. The channels are undersized for current peak flow rates. Screening and grit facilities are becoming ineffective due to age. Building and equipment are corroding due to incomplete removal of corrosive gases released from the sewage.

Benefits:

In addition to providing increased capacity, the new headworks will provide a safer work environment for staff, will more effectively remove rags and solids from the sewage flow, and control odors and corrosion.

Consequences of Delaying/Eliminating this Project:

Sewage overflows could occur due to inadequate hydraulic capacity. Downstream treatment processes impacted due to poor rag removal. Corrosion reduces facility life.

Project Related To:

Needed capacity and proper operation of the wastewater treatment plant.

Comments:

Cost Schedule	
Prior to 2009/10	\$8,845,497
2009/10	24,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$8,869,497

Impact on Annual Operating Budget:	
Budget:	\$0
No effect on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$8,869,497
Total	\$8,869,497

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

SW09BA Miscellaneous Plant Expansion

Project Description:

This project would provide additional capacity to the primary and secondary treatment processes at the Water Reclamation Plant. These processes are currently nearing capacity and must be expanded to ensure the City meet the permitted treatment requirements. The project would add an aeration basin, disinfection improvements, solids handling reliability, increased RAS pumping and secondary piping modifications.

Need/Justification:

The WRF Facilities Plan concluded that the capacity of the secondary processes must be expanded within this budget period to maintain the effluent quality necessary to comply with permit driven waste discharge requirements.

Benefits:

Capacity to serve population growth. Without this additional treatment future development will be 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 population is connected to the system.

Project Related To:

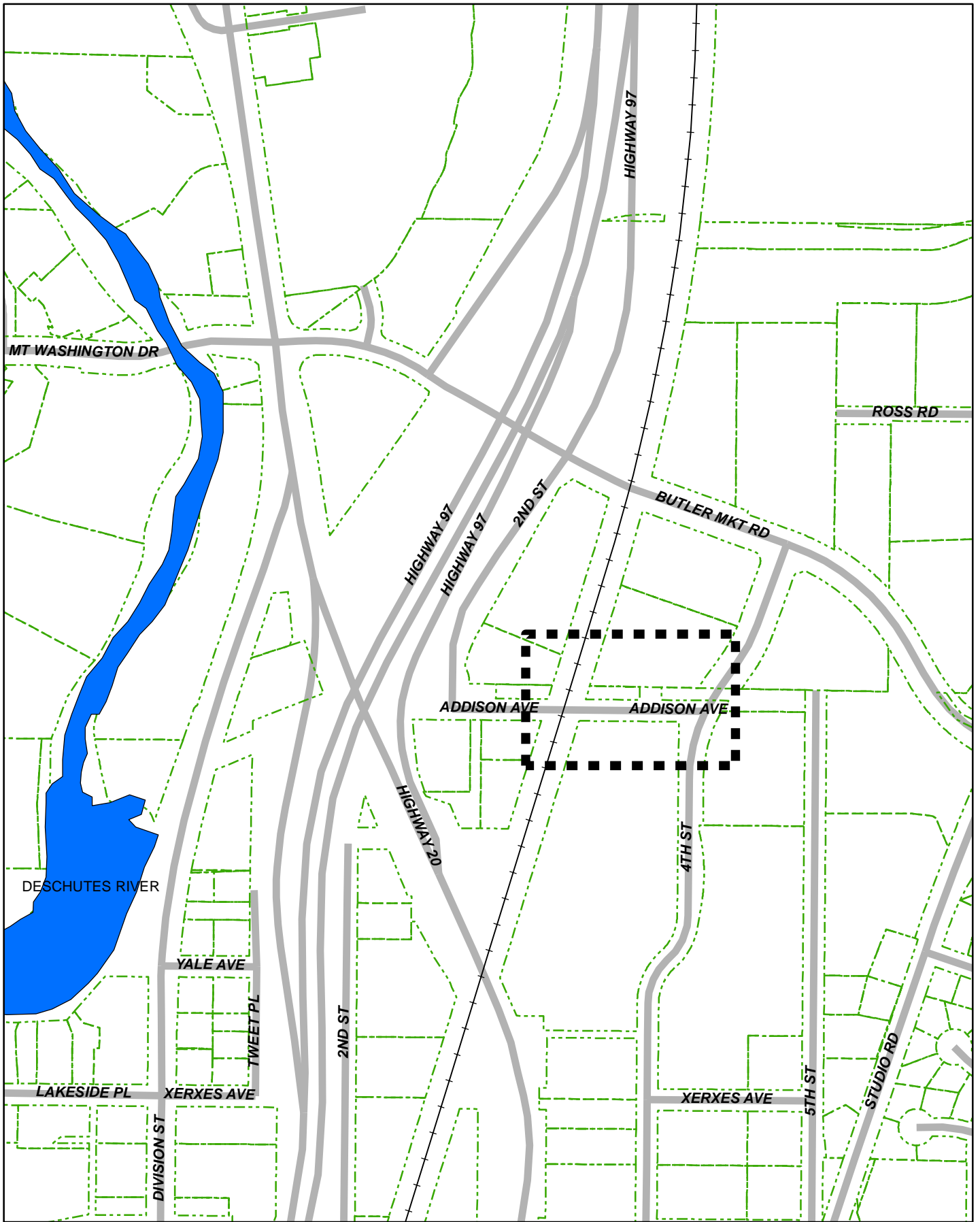
SW0802 Secondary Expansion

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	150,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$150,000

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$150,000
Total	\$150,000



Addison Sewer Pump Station

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Addison Pump Station

Project Description:

This project provides for a new sewage pump station at this location. The need to construct a pump station at this site was identified in the Sewer Master Plan. The consulting and design work was initiated in 2008-09.

Need/Justification:

The Sewer Master Plan identified this as the #1 priority for a new pump station.

Benefits:

Replacement and/or expansion of pump stations is a necessary preventative measure to prevent failure and/or environmental impacts.

Consequences of Delaying/Eliminating this Project:

Undersized, poorly designed and constructed pump stations can be a hazard to public health as well as City staff. Due to the surcharging, this location is a high liability risk site. Delays in this work could impact service to current customers and delay anticipated residential and commercial growth.

Project Related To:

Sewer Master Plan - Implementation Plan

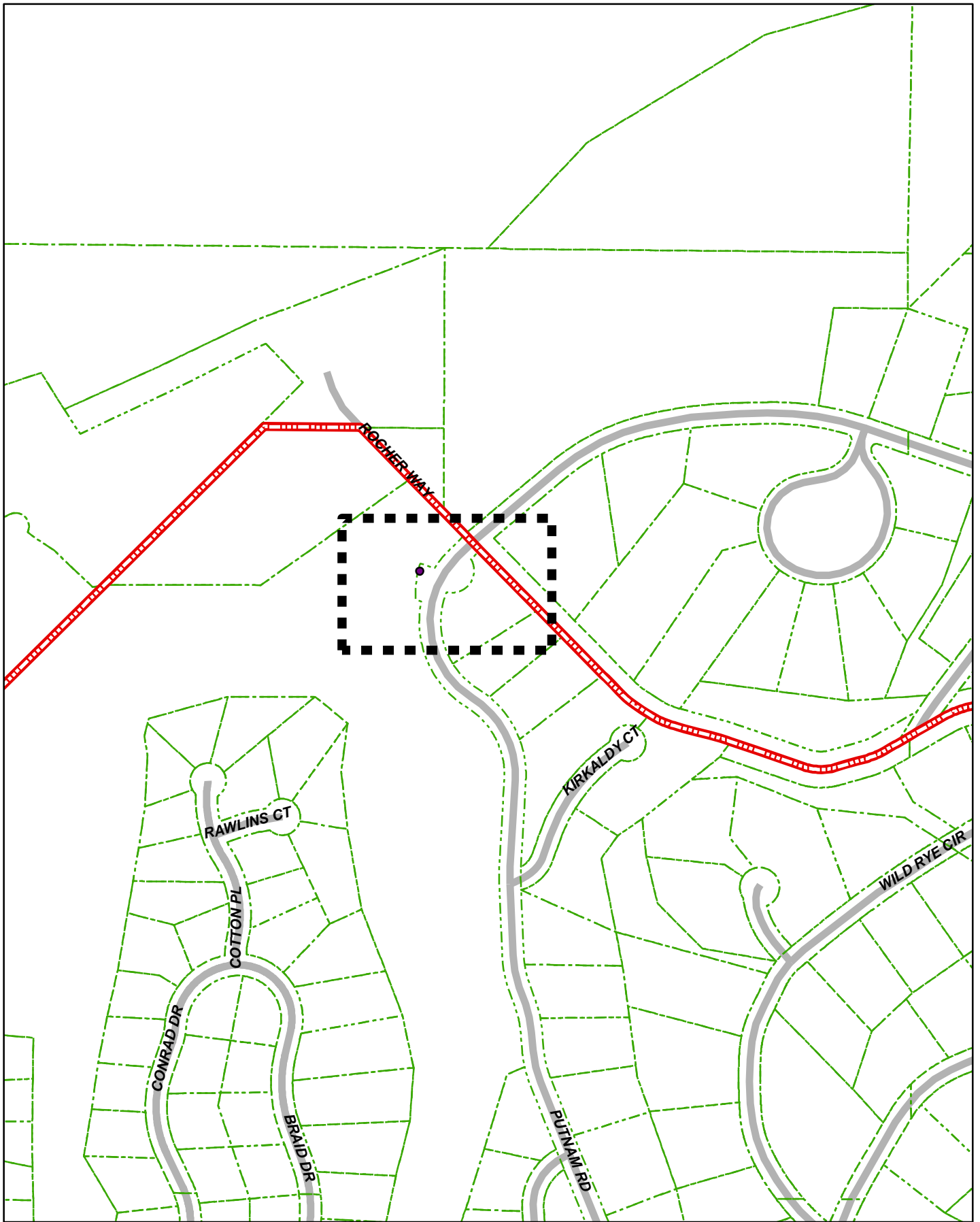
Comments:

The expense of timely preventative maintenance measures are typically less than the costs associated with emergency projects due to unreliable or inadequate facilities failing.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	1,200,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$1,200,000

Impact on Annual Operating Budget:	
Budget:	\$10,000
Increase operational costs, but lower sewer line maintenance costs and reduced risk liability.	

Method of Financing	
Type	Amount
Rates/SDCs	\$1,200,000
Total	\$1,200,000



Awbrey Sewer Pump Station

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Awbrey Pump Station Upgrade

Project Description:

This project provides for the upgrade and expansion of the Awbrey sewage pump station identified in the Sewer Master Plan.

Need/Justification:

The Sewer Master Plan identified this pump station to be upgraded.

Benefits:

Replacement and/or expansion of pump stations is a necessary preventative measure to prevent failure and/or environmental impacts.

Consequences of Delaying/Eliminating this Project:

This station is near the end of its useful life and is in need of substantial work. Undersized, poorly designed and constructed pump stations can be a hazard to public health as well as City staff. Delays in this work could impact service to current customers and delay anticipated residential and commercial growth.

Project Related To:

Sewer Master Plan - Implementation Plan

Comments:

The expense of timely preventative maintenance measures are typically less than the costs associated with emergency projects due to unreliable or inadequate facilities failing.

Cost Schedule

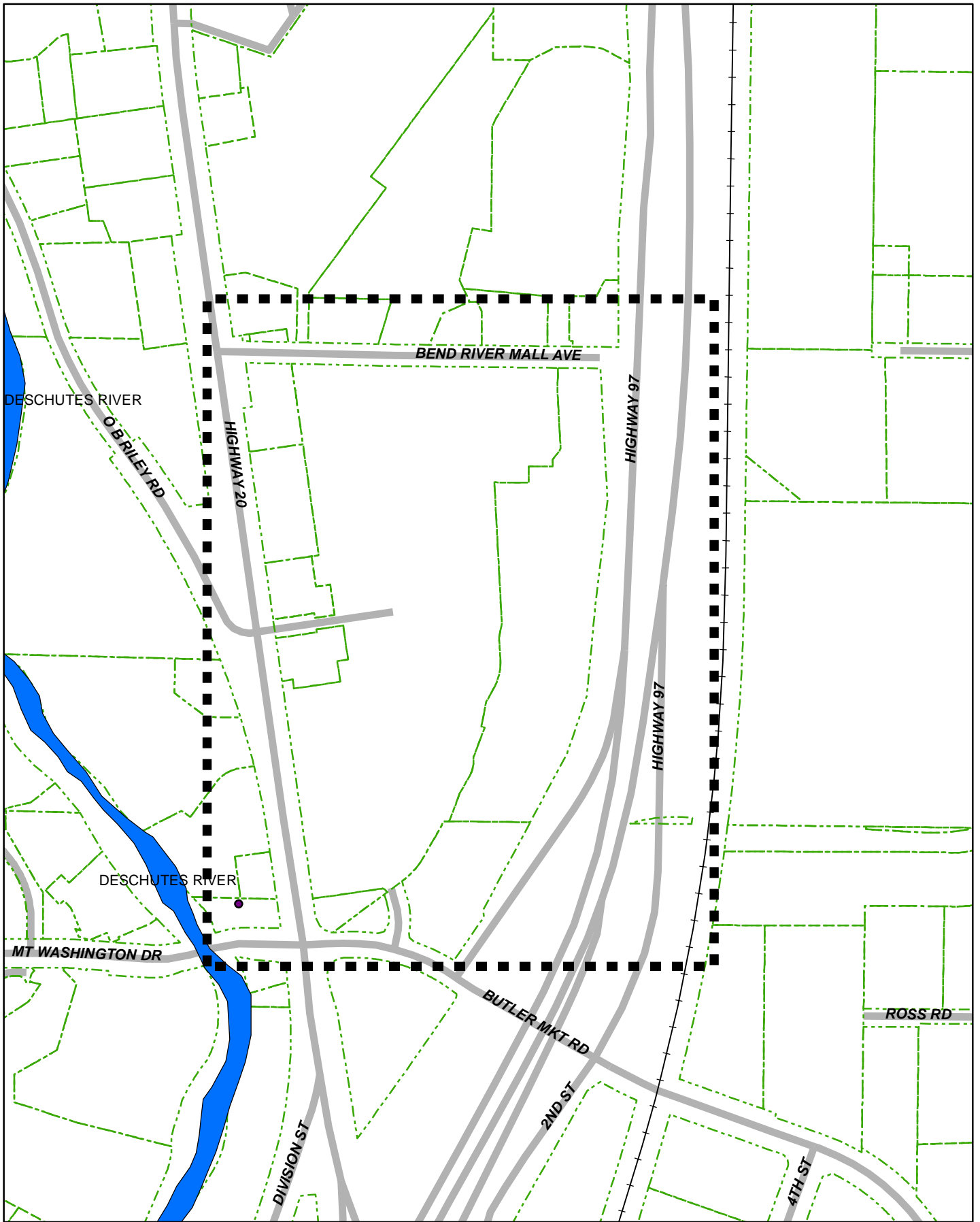
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	2,000,000
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$2,000,000

Impact on Annual Operating

Budget:	\$0
Decreased maintenance costs.	

Method of Financing

Type	Amount
Rates/SDCs	\$2,000,000
Total	\$2,000,000



Bend River Mall Sewer Project

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

Bend River Mall Sewer Project

Project Description:

This sewage collection pipeline is in an area that has had significant development in the past few years and is at capacity.

Need/Justification:

The pipeline is in a heavily developed area on the north side of town and is at capacity.

Benefits:

Providing additional conveyance capacity will enable the City to continue to provide service as the community increases in population.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve the expanding population.

Project Related To:

Update of the Sewer Master Plan

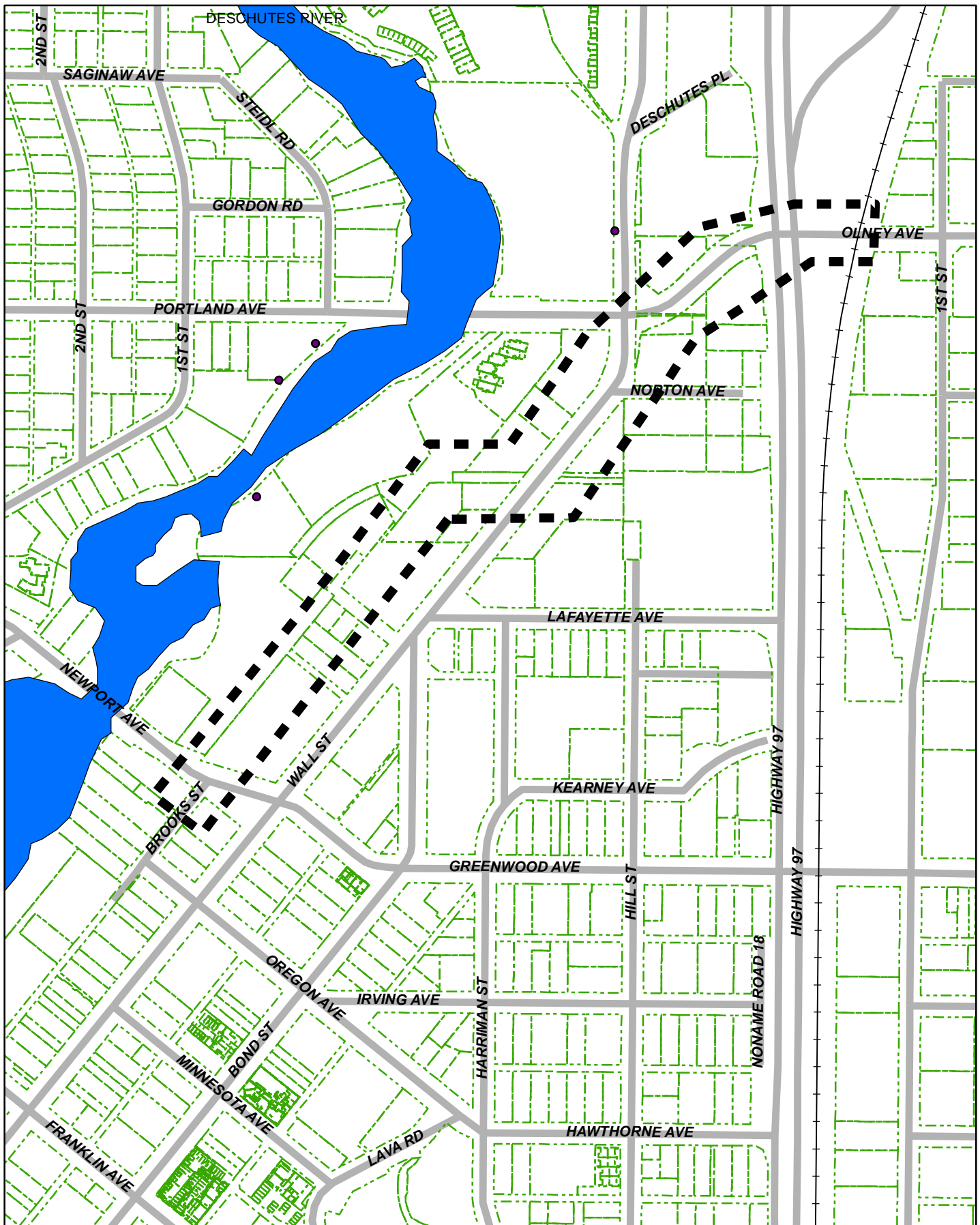
Comments:

The master plan included an alternative analysis to determine the highest priority projects that also provide the best benefits to the system in relation to the least amount of expense based upon the sewer system implementation plan. This project is a high priority based upon the analysis.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	0
2013/14	1,423,300
After 2013/14	0
Total Cost	\$1,423,300

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$1,423,300
Total	\$1,423,300



Brooks to Olney Sewer Project
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Brooks to Olney Sewer Project

Project Description:

This sewage collection pipeline is in an area that has had significant development in the past few years and is at capacity.

Need/Justification:

The pipeline is in a heavily developed area of town and is at capacity.

Benefits:

Providing additional conveyance capacity will enable the City to continue to provide service as the community increases in population.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve the expanding population.

Project Related To:

Update of the Sewer Master Plan

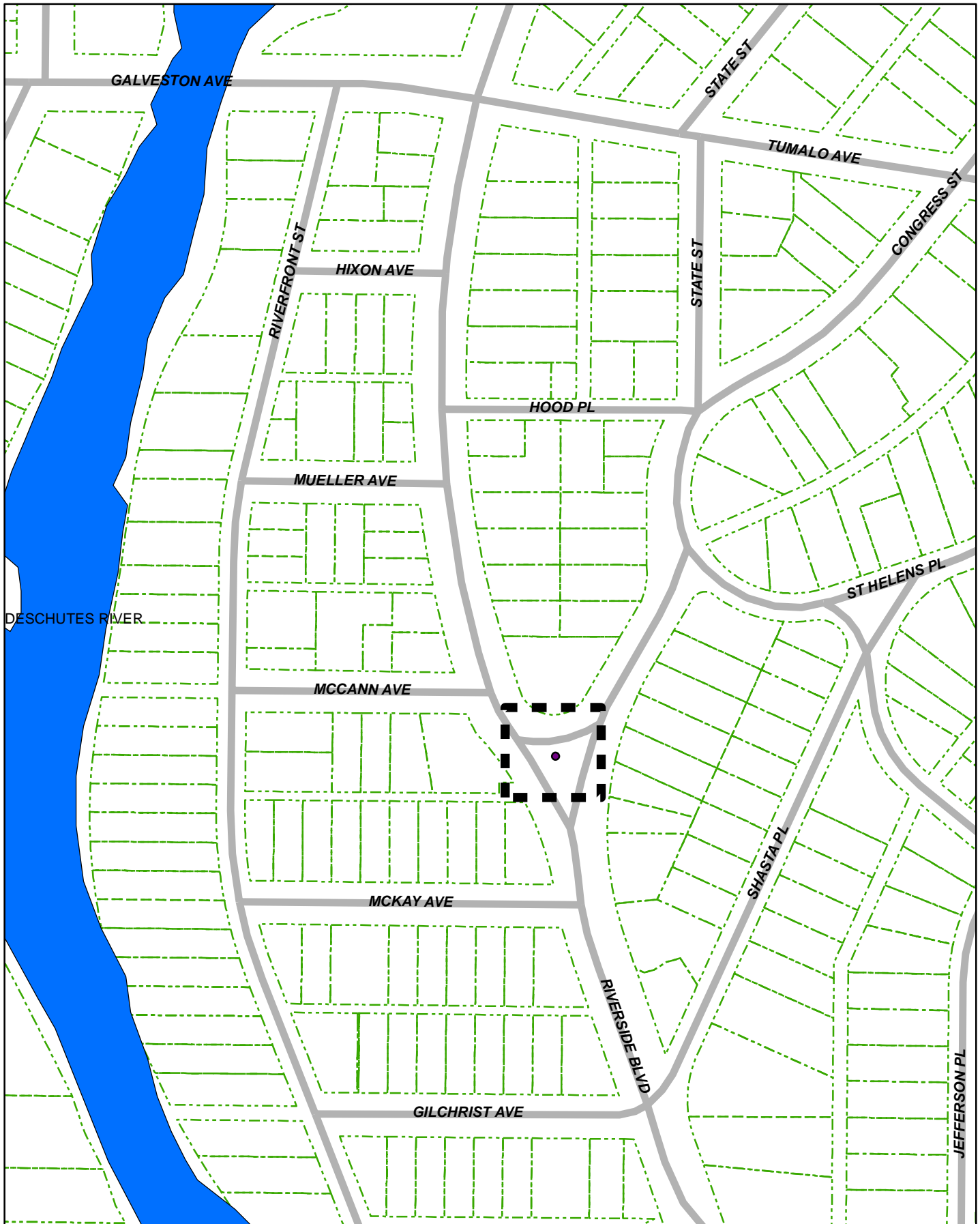
Comments:

The master plan included an alternative analysis to determine the highest priority projects that also provide the best benefits to the system in relation to the least amount of expense based upon the sewer system implementation plan. This project is a high priority based upon the analysis.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	1,100,000
2013/14	0
After 2013/14	0
Total Cost	\$1,100,000

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$1,100,000
Total	\$1,100,000



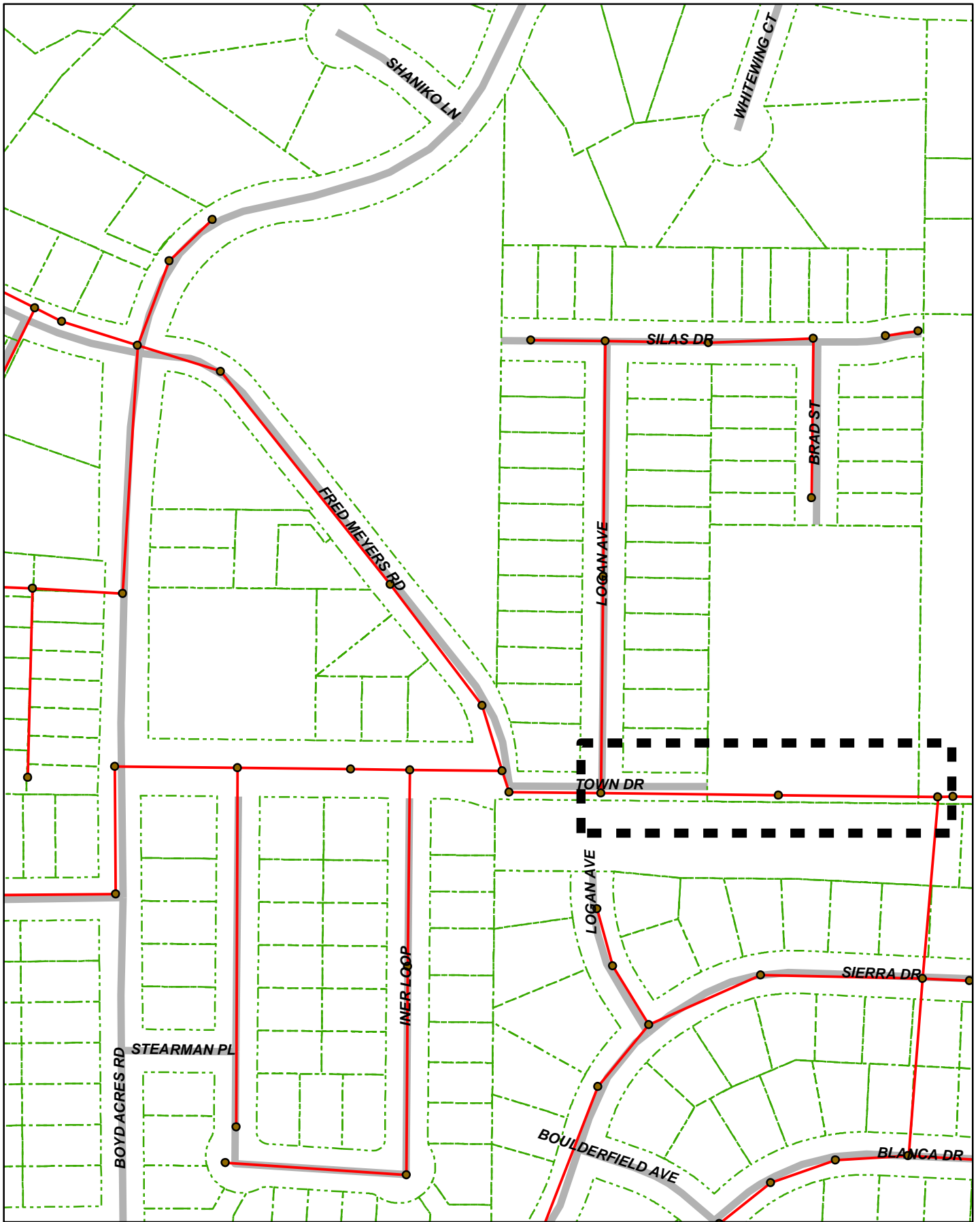
Drake Pump Station Upgrade

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only



Fred Meyers Rd. Sewer Project

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

**Capital Improvement Projects
2009/10 - 2013/14**

Fund Sewer ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

Fred Meyers Sewer Project

Project Description:

This sewage collection pipeline is in an area that has had significant development in the past few years and is at capacity.

Need/Justification:

The pipeline is in a heavily developed area on the north side of town and is at capacity.

Benefits:

Providing additional conveyance capacity will enable the City to continue to provide service as the community increases in population.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve the expanding population.

Project Related To:

Update of the Sewer Master Plan

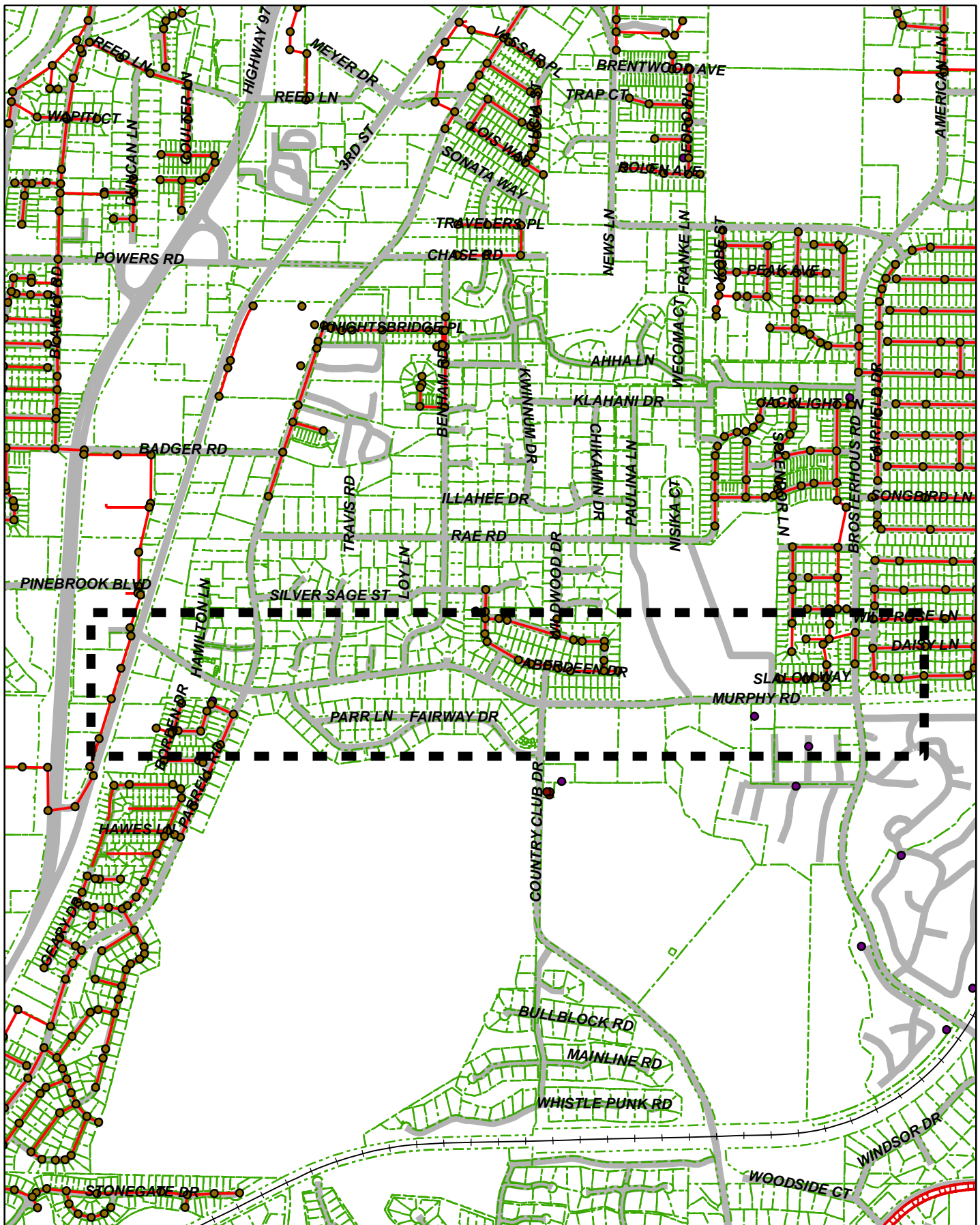
Comments:

The master plan included an alternative analysis to determine the highest priority projects that also provide the best benefits to the system in relation to the least amount of expense based upon the sewer system implementation plan. This project is a high priority based upon the analysis.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	510,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$510,000

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$510,000
Total	\$510,000



Murphy Road Sewer Project
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Murphy Road Sewer Project

Project Description:

These funds are to complete several projects associated with the Murphy Road portion of the Southeast Interceptor.

Need/Justification:

This sewer pipeline is necessary to help convey sewage away from the older, core downtown system to meet the population projected for the year 2030. The sewer system computer model of the existing collection system clearly shows that this system is inadequate to meet future needs.

Benefits:

Improve the effectiveness of sewage flow in the southern portion of the city as well as reducing costs by removing several pumping stations from operation.

Consequences of Delaying/Eliminating this Project:

Potential health and safety issues with improper sewage collection. The high costs of operating, maintaining and replacing pump stations.

Project Related To:

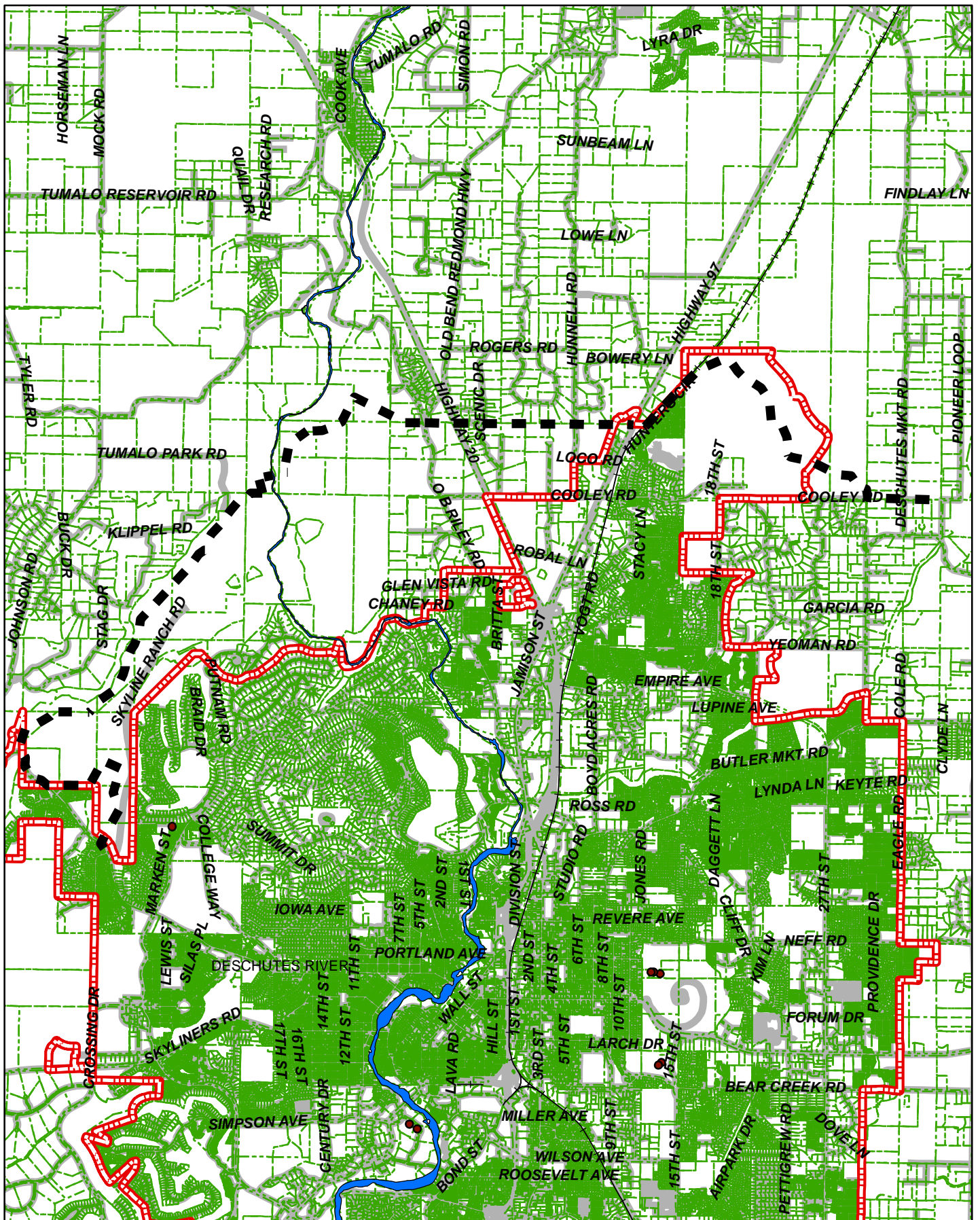
Update of the Sewer Master Plan

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	1,125,000
2012/13	1,000,000
2013/14	0
After 2013/14	0
Total Cost	\$2,125,000

Impact on Annual Operating	
Budget:	\$0
Reduced pump station maintenance costs by removing several pumping stations.	

Method of Financing	
Type	Amount
Rates/SDCs	\$2,125,000
Total	\$2,125,000



North Interceptor
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

North Interceptor

Project Description:

This project provides for the implementation of recommendations mentioned in the Sewer Master Plan. The Sewer Master Plan recommended additional facilities to increase capacity of the collection system to serve future populations. This project will develop another sewer interceptor from the Water Reclamation Facility (WRF) to the Juniper Ridge area.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	6,604,100
2013/14	0
After 2013/14	0
Total Cost	\$6,604,100

Need/Justification:

New interceptor sewer to convey sewage from the population projected for the year 2030. The sewer system computer model of the existing collection system clearly shows that this system is inadequate to meet future needs.

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Benefits:

Providing additional conveyance capacity will enable the City to continue to provide service as the community increases in population.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve the expanding population.

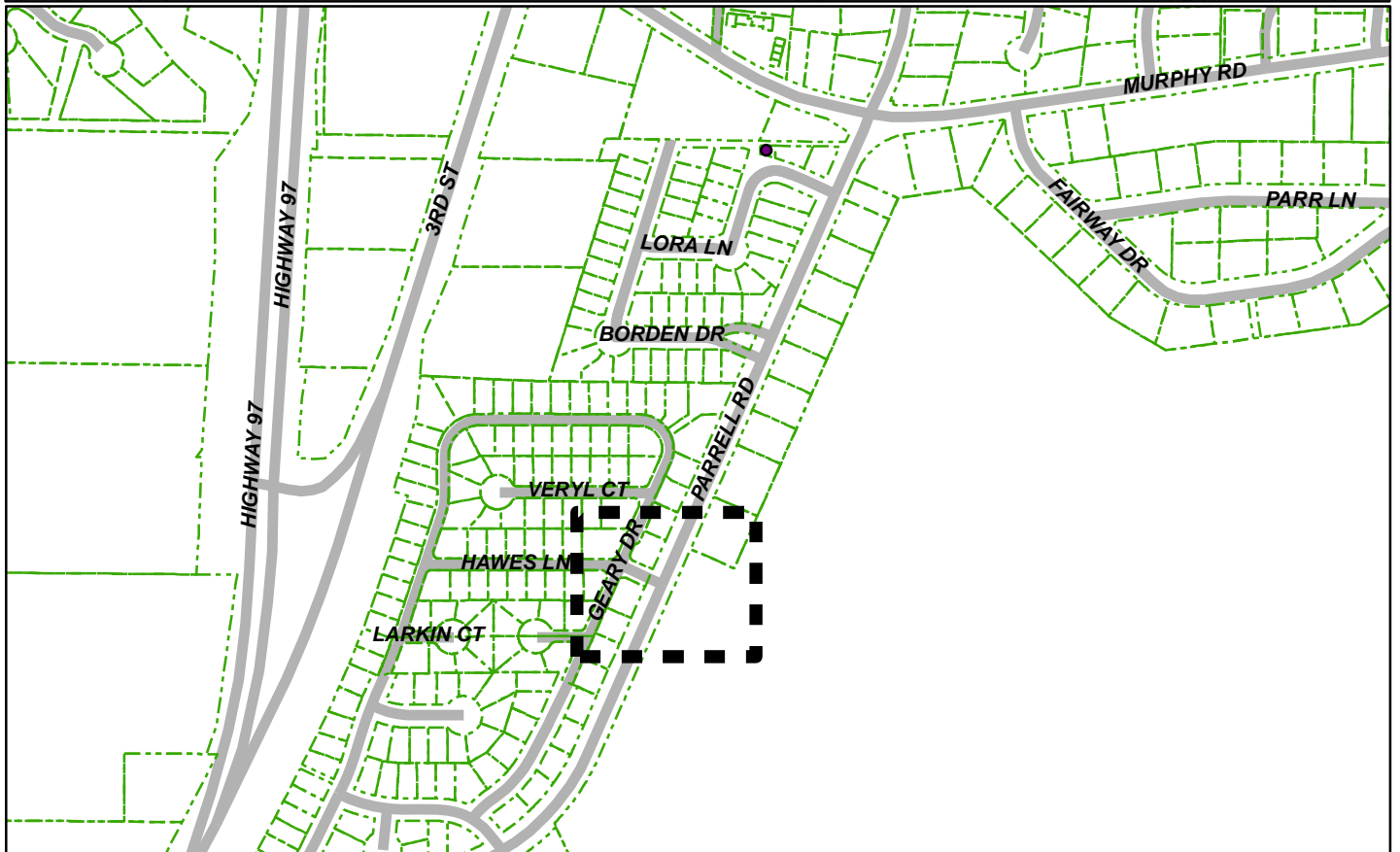
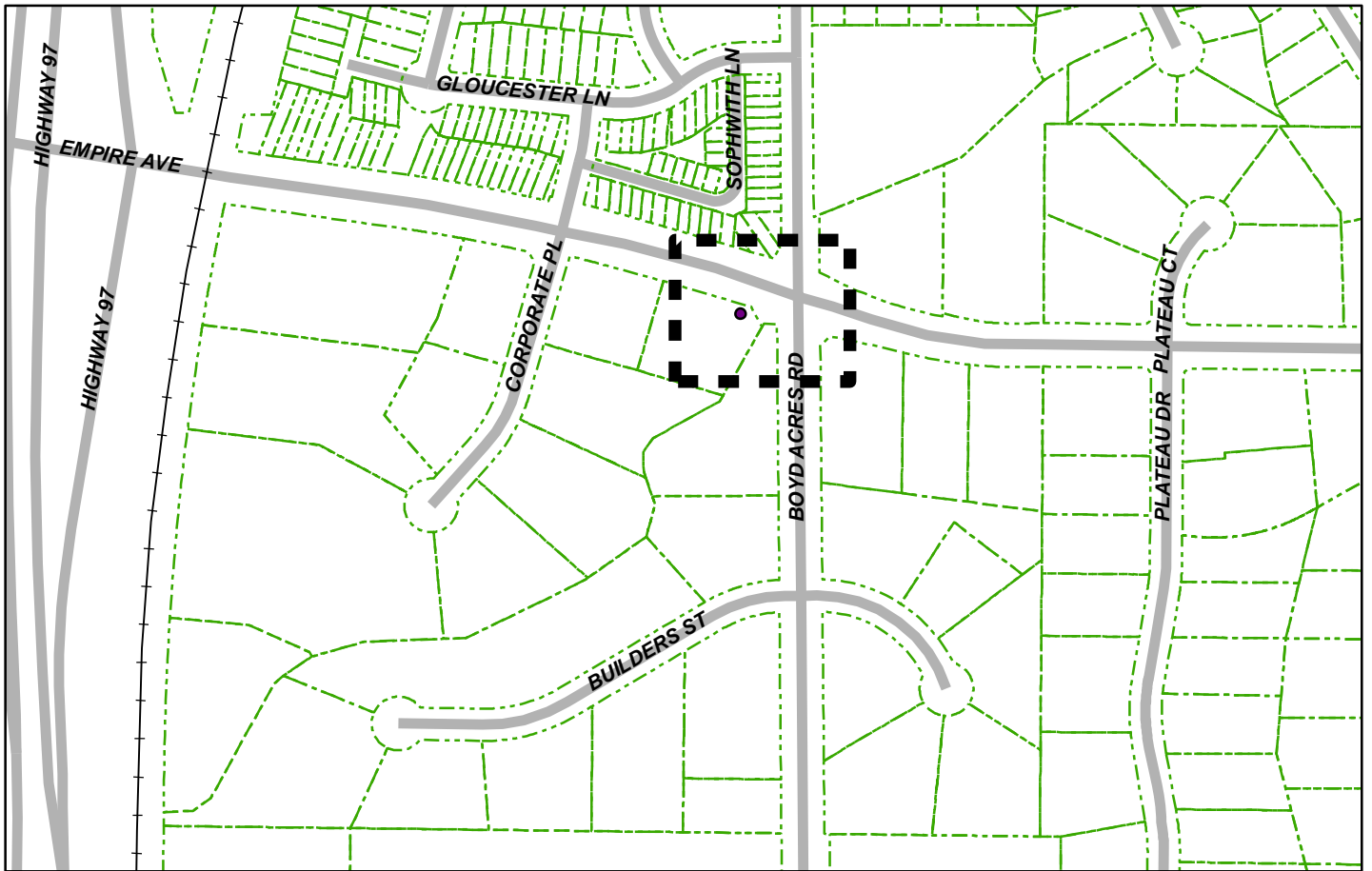
Project Related To:

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/SDCs	\$6,604,100
Total	\$6,604,100



Parrell and Empire Pump Station Projects

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

Parrell & Empire Pump Station Projects

Project Description:

This project provides for replacement, upgrades and/or expansion of sewage pump stations identified in the Sewer Master Plan.

Need/Justification:

The Sewer Master Plan identified pump stations that can be taken off line or upgraded.

Benefits:

Replacement and/or expansion of pump stations is a necessary preventative measure to prevent failure and/or environmental impacts.

Consequences of Delaying/Eliminating this Project:

Undersized, poorly designed and constructed pump stations can be a hazard to public health as well as City staff. Delays in this work could impact service to current customers and delay anticipated residential and commercial growth.

Project Related To:

Sewer Master Plan - Implementation Plan

Comments:

The expense of timely preventative maintenance measures are typically less than the costs associated with emergency projects due to unreliable or inadequate facilities failing.

Cost Schedule

Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	69,000
2013/14	0
After 2013/14	0
Total Cost	\$69,000

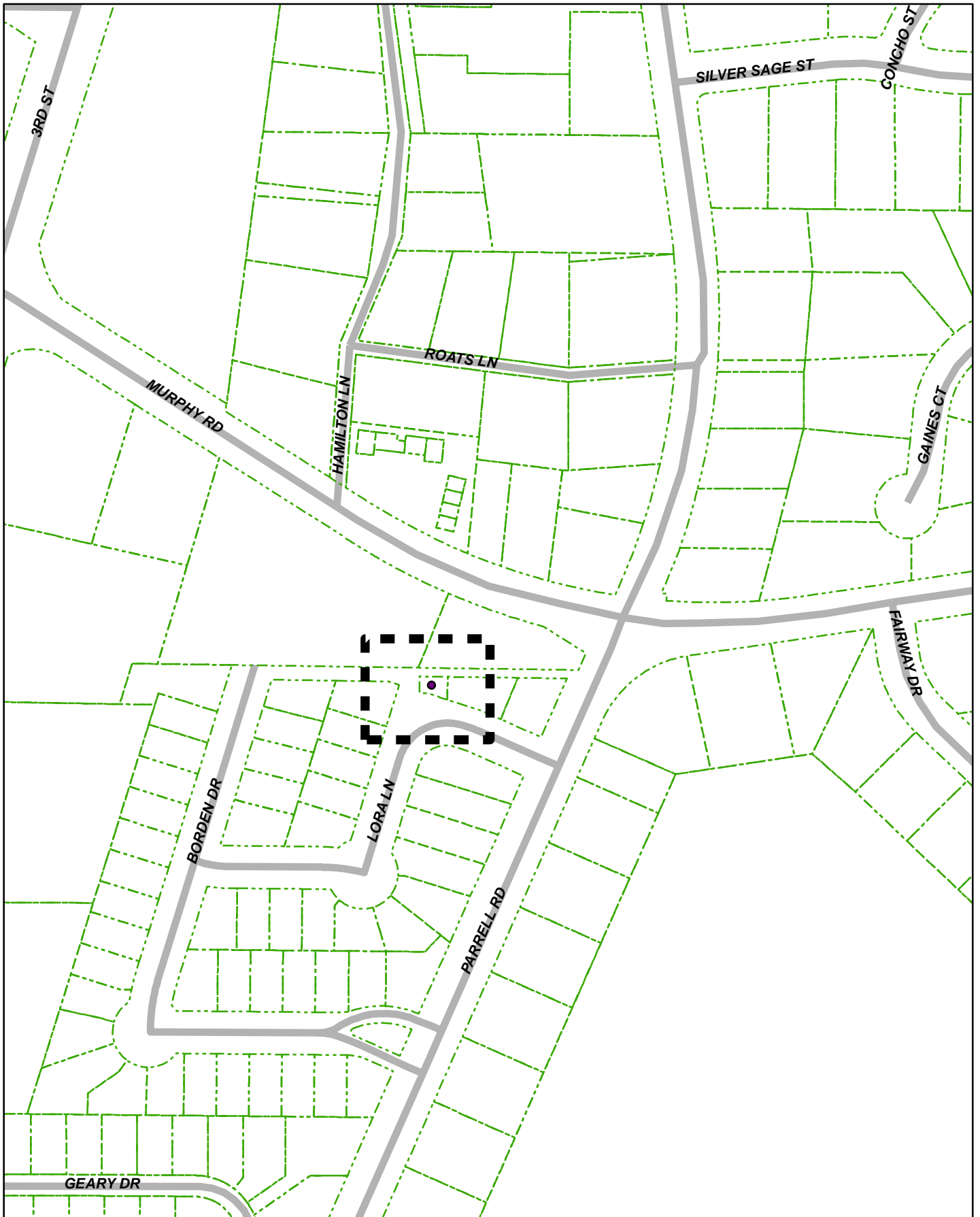
Impact on Annual Operating

Budget: \$0

Reduced pump station operations and maintenance costs.

Method of Financing

Type	Amount
Rates/SDCs	\$69,000
Total	\$69,000



South Village Pump Station Removal

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

South Village Pump Station Removal

Project Description:

This project provides for removal of the South Village sewage pump station identified in the Sewer Master Plan.

Need/Justification:

The Sewer Master Plan identified pump stations that can be taken off line as part of the Murphy Road Sewer Project.

Benefits:

Replacement and/or expansion of pump stations is a necessary preventative measure to prevent failure and/or environmental impacts. The removal of this station would eliminate all operations, maintenance, and future capital costs.

Consequences of Delaying/Eliminating this Project:

Undersized, poorly designed and constructed pump stations can be a hazard to public health as well as City staff. Delays in this work could impact service to current customers and delay anticipated residential and commercial growth.

Project Related To:

Sewer Master Plan - Implementation Plan

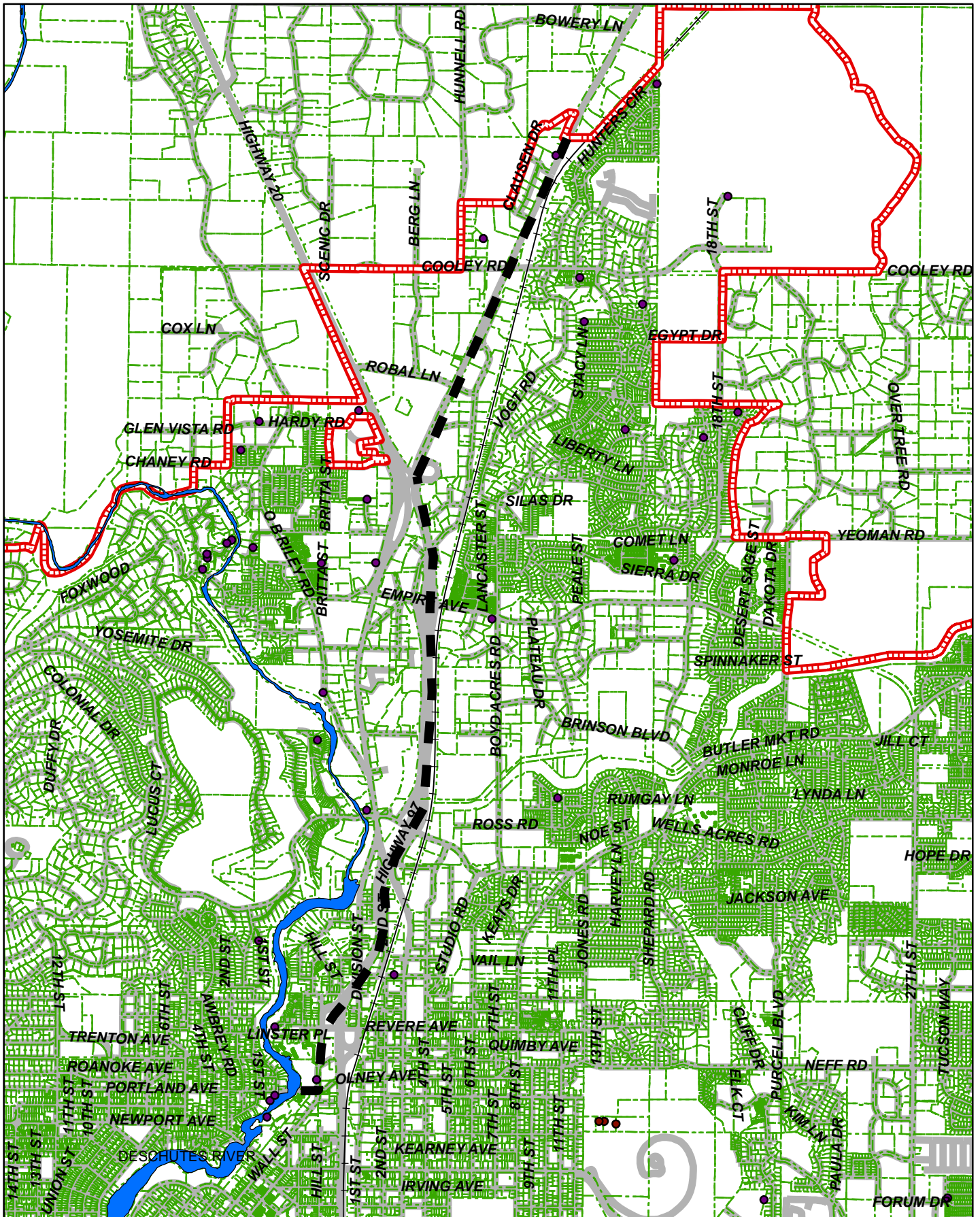
Comments:

The expense of timely preventative maintenance measures are typically less than the costs associated with emergency projects due to unreliable or inadequate facilities failing.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	88,000
2013/14	0
After 2013/14	0
Total Cost	\$88,000

Impact on Annual Operating Budget:	
Budget:	\$0
Reduced pump station operations and maintenance.	

Method of Financing	
Type	Amount
Rates/SDCs	\$88,000
Total	\$88,000



Westside Interceptor
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Westside Interceptor

Project Description:

The Westside sewer project will replace the failing, existing pipeline network that currently carries Bend's westside and downtown core system sewage flows.

Need/Justification:

New Westside interceptor sewer will be necessary to convey sewage from the population projected for the year 2030. The sewer system computer model of the existing collection system clearly shows that this system is inadequate to meet future needs.

Benefits:

Providing additional conveyance capacity will enable the City to continue to provide service as the community increases in population.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve the expanding population.

Project Related To:

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.

Cost Schedule

Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	0
2013/14	4,178,500
After 2013/14	0
Total Cost	\$4,178,500

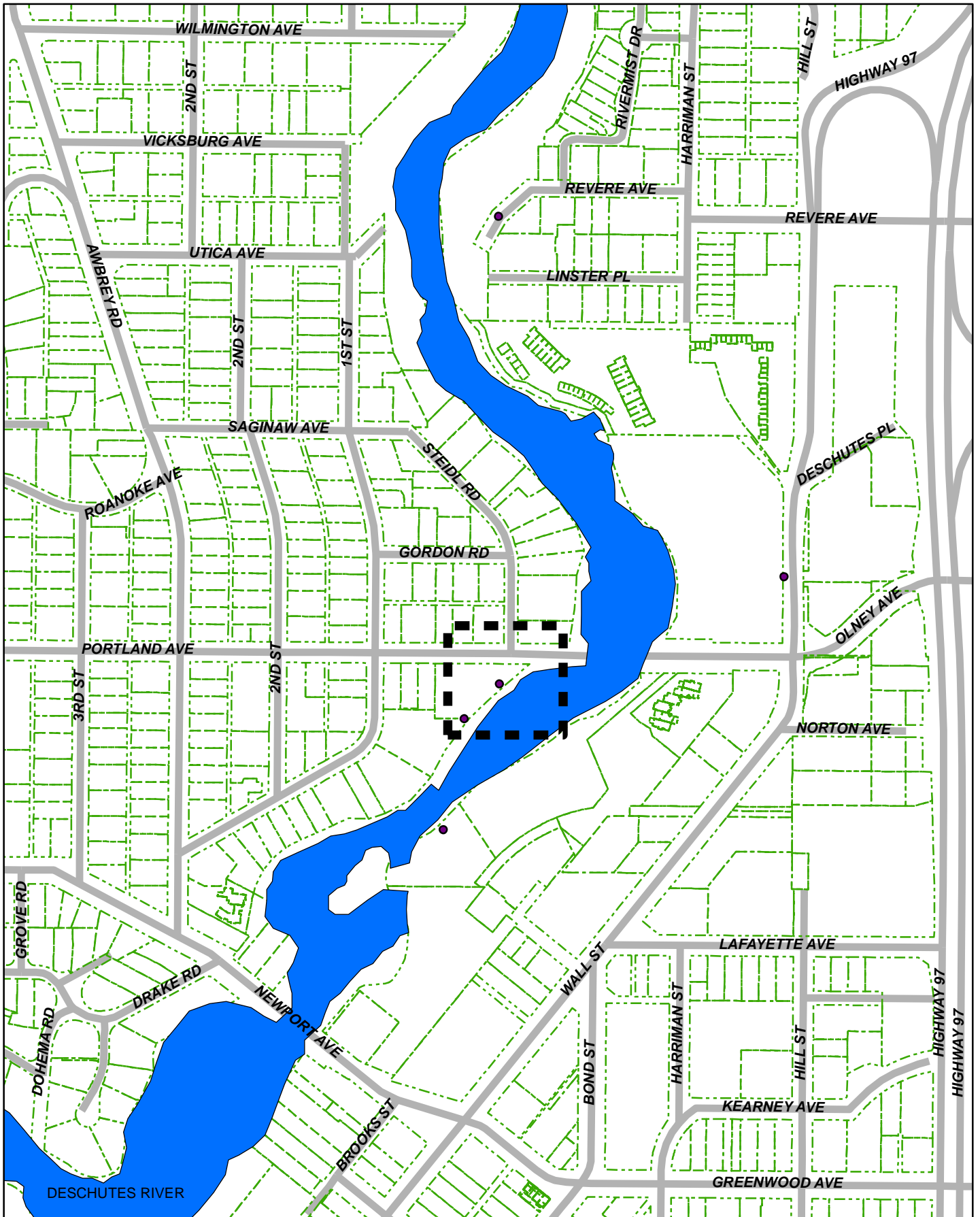
Impact on Annual Operating

Budget: \$0

Reduces operations and maintenance costs on the sewer collections system and pump stations.

Method of Financing

Type	Amount
Rates/SDCs	\$4,178,500
Total	\$4,178,500



Westside Pump Station Improvements

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Westside Pump Station Improvements

Project Description:

This project provides for upgrade and expansion of the Westside sewage pump station identified in the Sewer Master Plan. This is the City's largest pump station which conveys most of the sewage from Bend's westside.

Need/Justification:

The Sewer Master Plan identified this pump station as a priority pump station that need to be upgraded.

Benefits:

Replacement and/or expansion of pump stations is a necessary preventative measure to prevent failure and/or environmental impacts.

Consequences of Delaying/Eliminating this Project:

Undersized, poorly designed and constructed pump stations can be a hazard to public health as well as City staff. Delays in this work could impact service to current customers and stall anticipated residential and commercial growth.

Project Related To:

Sewer Master Plan - Implementation Plan

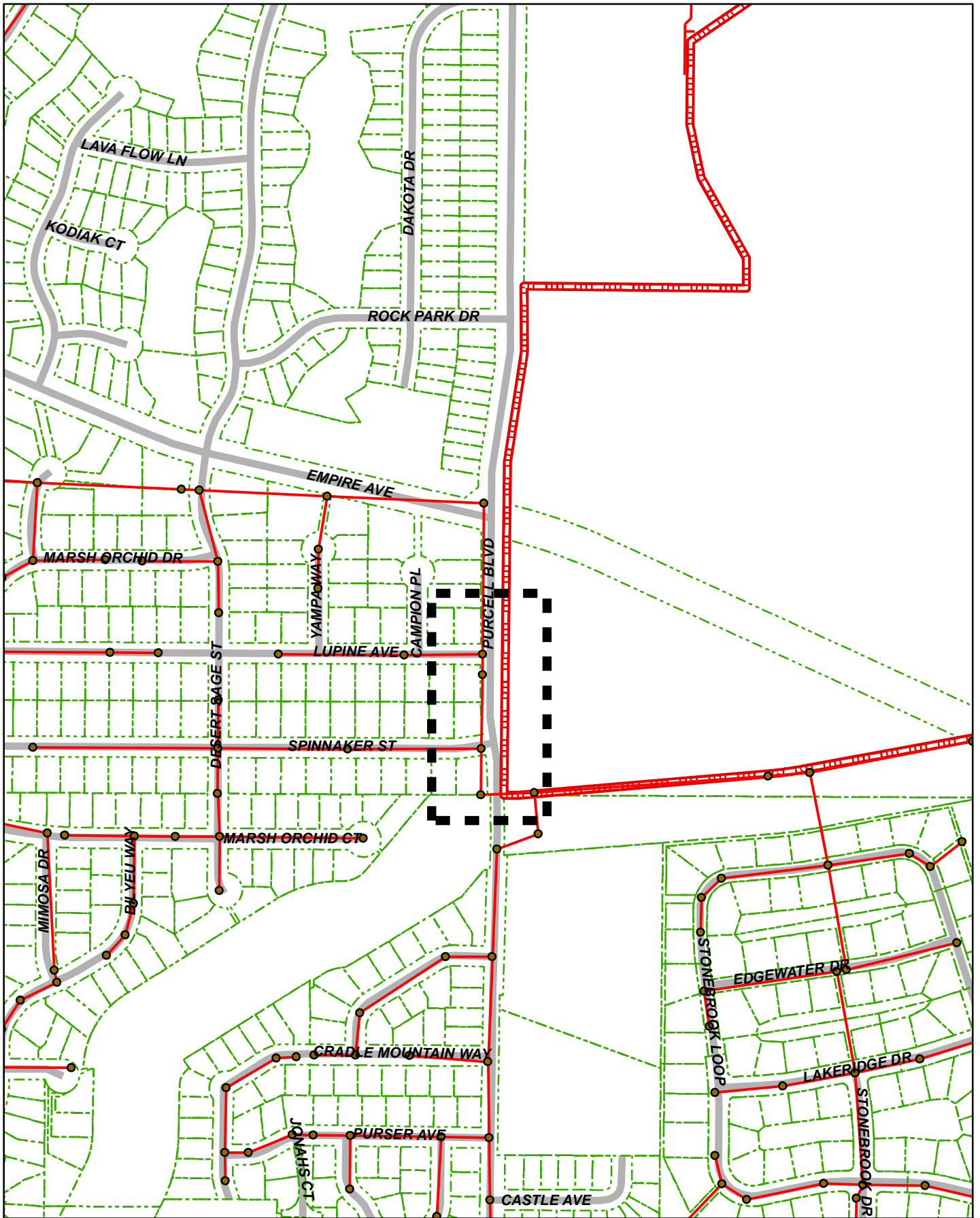
Comments:

The expense of timely preventative maintenance measures are typically less than the costs associated with emergency projects due to unreliable or inadequate facilities failing.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	5,000,000
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$5,000,000

Impact on Annual Operating Budget:	
Budget:	\$0
Reduces operations and maintenance costs due to older and more costly equipment.	

Method of Financing	
Type	Amount
Rates/SDCs	\$5,000,000
Total	\$5,000,000



Yeoman Interceptor Rehab Project

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer

Budget Period: 2009-11

Category Growth Related

Department Public Works

Project Name:

Yeoman Interceptor Rehab Project (ST10AA)

Project Description:

This project is a repair and partial replacement project of the Yeoman Interceptor. Yeoman is one of the main arteries of the City's sewage collection system. A recent camera study showed significant problems with the pipeline that need to be addressed.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	30,000
2010/11	0
2011/12	3,051,700
2012/13	3,051,700
2013/14	3,051,700
After 2013/14	0
Total Cost	\$9,185,100

Need/Justification:

This is one of the most important collection system pipelines in the City. The pipeline is in poor condition due to its age as well as the severe amount of usage. The City cannot afford to have this pipeline fail as it conveys a significant amount of the wastewater from downtown and the majority of the wastewater from the north end of the City.

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Benefits:

The completion of this project will allow for continued use 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

Comments:

Method of Financing	
Type	Amount
Rates/SDCs	\$9,185,100
Total	\$9,185,100

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

Interceptors, Trunk Sewers and Regional Pump Stations (SW0707)

Project Description:

This work will allow for a significant portion of sewage to be rerouted around the old, central core pipeline system to a new interceptor on the east side of the City. This sewage currently uses pipeline capacity in the core of the City. The master plan included an alternative analysis to determine the most appropriate method of providing additional conveyance capacity.

Need/Justification:

New interceptor sewers, trunk lines and regional pump stations will be necessary to convey sewage from the population projected for the year 2030. The sewer system computer model of the existing collection system clearly shows that this system is inadequate to meet future needs.

Benefits:

Providing additional conveyance capacity will enable the City to continue to provide service as the community increases in population.

Consequences of Delaying/Eliminating this Project:

Inadequate sewage conveyance capacity to serve the expanding population.

Project Related To:

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.

Cost Schedule	
Prior to 2009/10	\$774,500
2009/10	5,398,000
2010/11	7,707,600
2011/12	4,262,700
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$18,142,800

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$18,142,800
Total	\$18,142,800

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Category Growth Related ▼

Department Public Works ▼

Budget Period: 2009-11

Project Name:

SW0708 Collection Pump Station Upgrades and Expansion

Project Description:

This project provides for the replacement, upgrading and/or expansion of sewage pump stations which have been identified during the current updating of the Sewer Master Plan.

Need/Justification:

Many of the City's sewage pump stations have reached, or are approaching, their original capacity. Others are nearing their life expectancy and require replacement. Capacities must be increased to prevent overflows and older facilities must be replaced or upgraded to maintain system reliability.

Benefits:

Properly operating pump stations provide for the health and safety of our customers. Replacement and/or expansion of pump stations is a necessary preventative measure to prevent failure and/or environmental impacts.

Consequences of Delaying/Eliminating this Project:

Aging and undersized pump stations can be a hazard to public safety and the environment. Delays could impact service to current customers and postpone anticipated residential and industrial growth.

Project Related To:

Sewer Master Plan analysis and recommendations.

Comments:

The expense of timely preventative maintenance measures are typically less than the costs associated with emergency projects due to unreliable or inadequate facilities failing.

Cost Schedule	
Prior to 2009/10	\$164,065
2009/10	198,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$362,065

Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDCs	\$362,065
Total	\$362,065

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Sewer ▼

Budget Period: 2009-11

Category Growth Related ▼

Department Public Works ▼

Project Name:

Pump Station Upgrades

Project Description:

This project provides for replacement, upgrades and/or expansion of sewage pump stations identified in the Sewer Master Plan. These funds will be utilized to upgrade several pumping stations that have become unreliable and pose a health and safety hazard to the field staff and nearby customers.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	0
2013/14	1,818,500
After 2013/14	0
Total Cost	\$1,818,500

Need/Justification:

The City of Bend has over 90 pump stations to operate and maintain. As a comparison, the City of Seattle has roughly 35 pump stations. The Sewer Master Plan identified pump stations that can be taken off line or upgraded.

Impact on Annual Operating	
Budget:	\$0
Reduced pump station operations and maintenance.	

Benefits:

Replacement and/or expansion of pump stations is a necessary preventative measure to prevent failure and/or environmental impacts.

Consequences of Delaying/Eliminating this Project:

Undersized, poorly designed and constructed pump stations can be a hazard to public health as well as City staff. Delays in this work could impact service to current customers and delay anticipated residential and commercial growth.

Method of Financing	
Type	Amount
Rates/SDCs	\$1,818,500
Total	\$1,818,500

Project Related To:

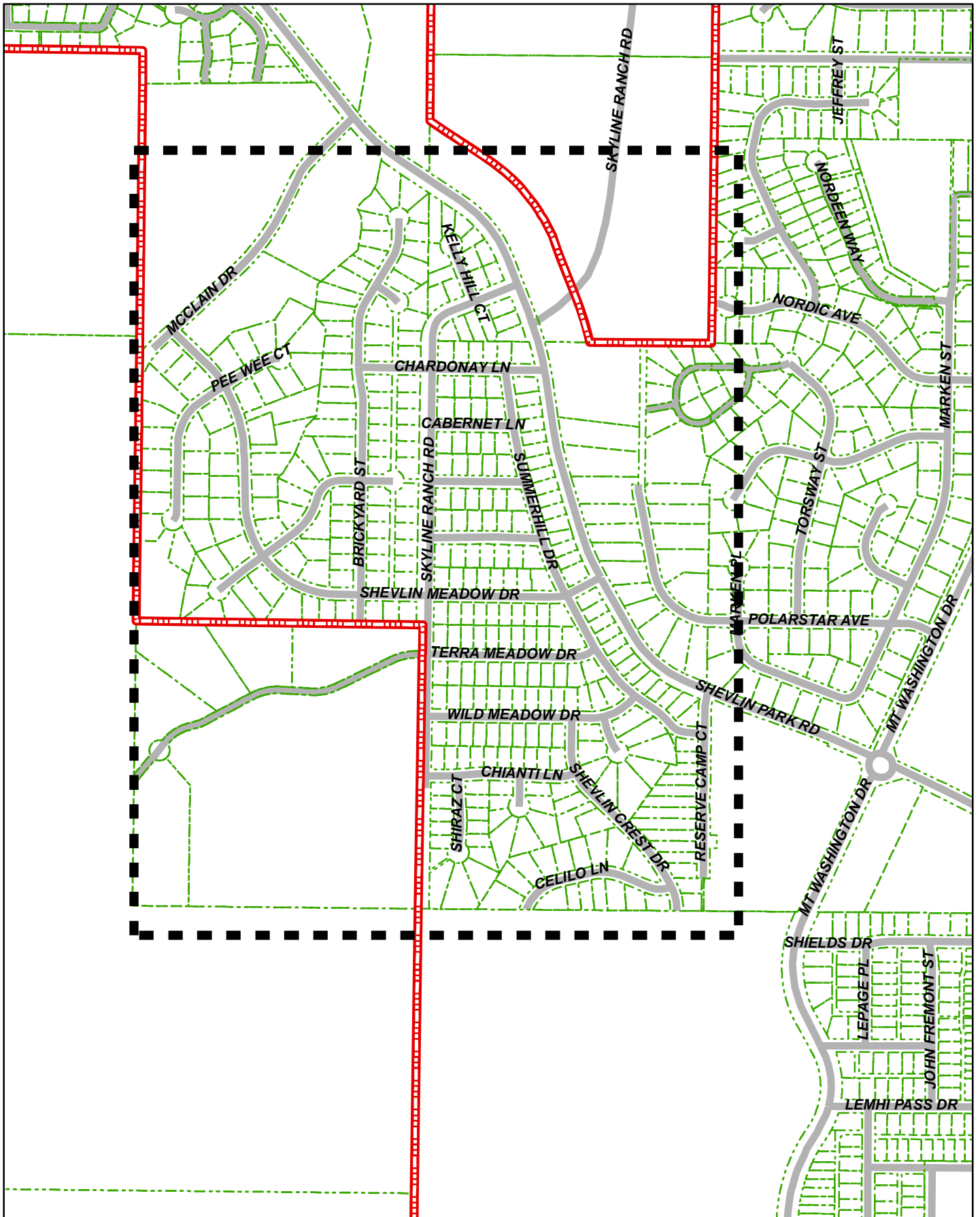
Sewer Master Plan - Implementation Plan

Comments:

The expense of timely preventative maintenance measures are typically less than the costs associated with emergency projects due to unreliable or inadequate facilities failing.

Stormwater Five Year Capital Improvement Program (CIP)

Type of Project	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
GROWTH RELATED					
<u>Continuing Projects:</u>					
SR0703 Westside Meadows	\$ 310,000	\$ -	\$ -	\$ -	\$ -
SR0802 Drake and Dohema	220,000	-	-	-	-
SR09BA Franklin Underpass	38,000	475,000	-	-	-
SR09CA Greenwood Underpass	15,000	50,000	785,000	-	-
SR09AA Third Street Underpass	250,000	-	-	-	-
SR0701 Stormwater Master Plan	6,000	-	-	-	-
<u>New Projects:</u>					
Archie Briggs	\$ -	\$ -	\$ -	\$ 20,000	\$ 708,000
Fairway Heights at Awbrey Butte	-	-	-	-	20,000
Romaine Village	250,000	-	-	-	-
Westside Village Shopping Center	-	-	50,000	785,000	-
TOTAL FIVE YEAR CIP - STORMWATER	\$ 1,089,000	\$ 525,000	\$ 835,000	\$ 805,000	\$ 728,000



SR0703 - Westside Meadows - Stormwater Project

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

Need/Justification:

Benefits:

Consequences of Delaying/Eliminating this Project:

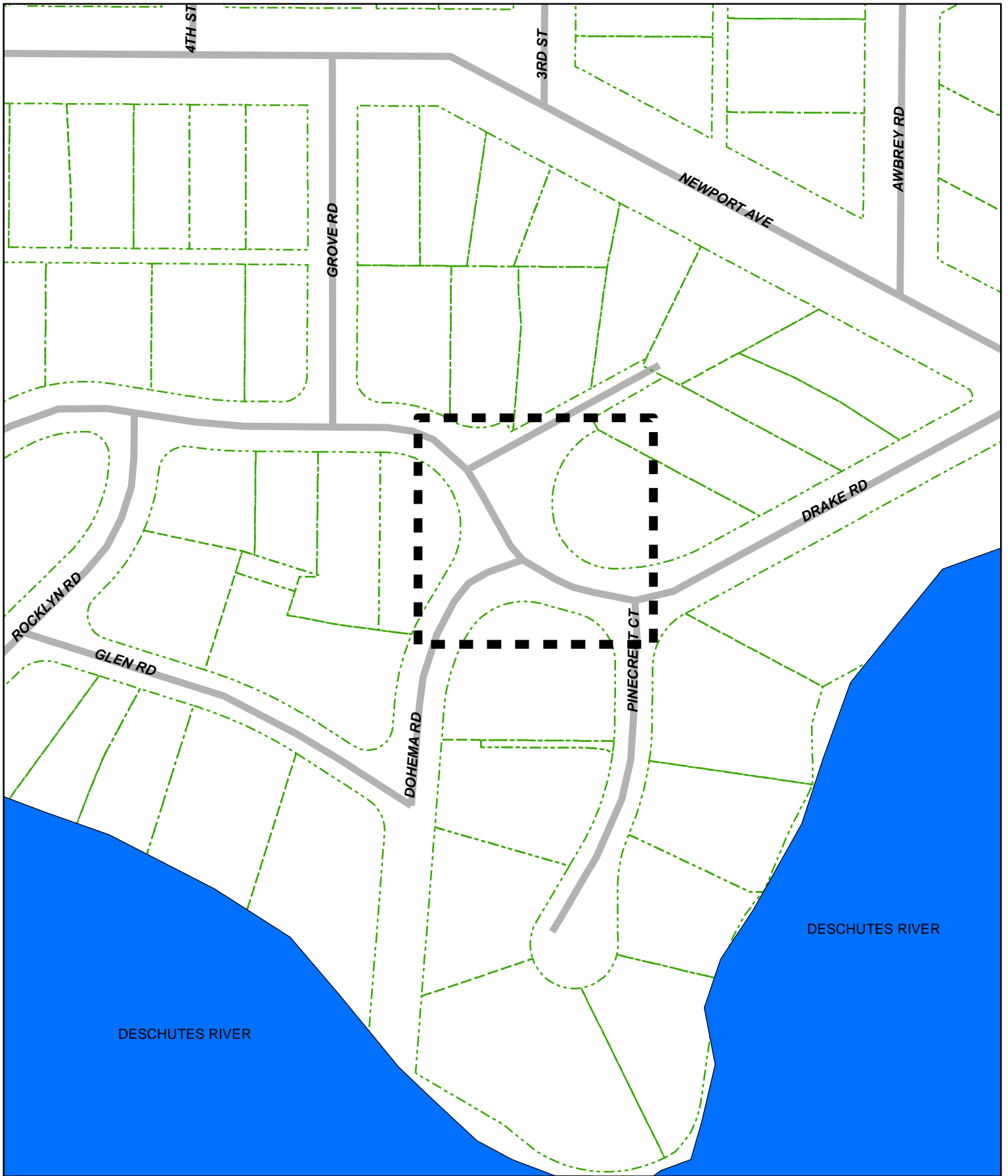
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$75,000
2009/10	310,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$385,000

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$2,000"/>
Estimated cost for repair and maintenance of new infrastructure.	

Method of Financing	
Type	Amount
Rates/SDC's	\$385,000
Total	\$385,000



SR0802 - Drake/Dohema - Stormwater Project

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

The project consists of installing a new gravity stormwater collection system, and construction of a stormwater pump station. The pump station will pump water to a new infiltration pond.

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 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.

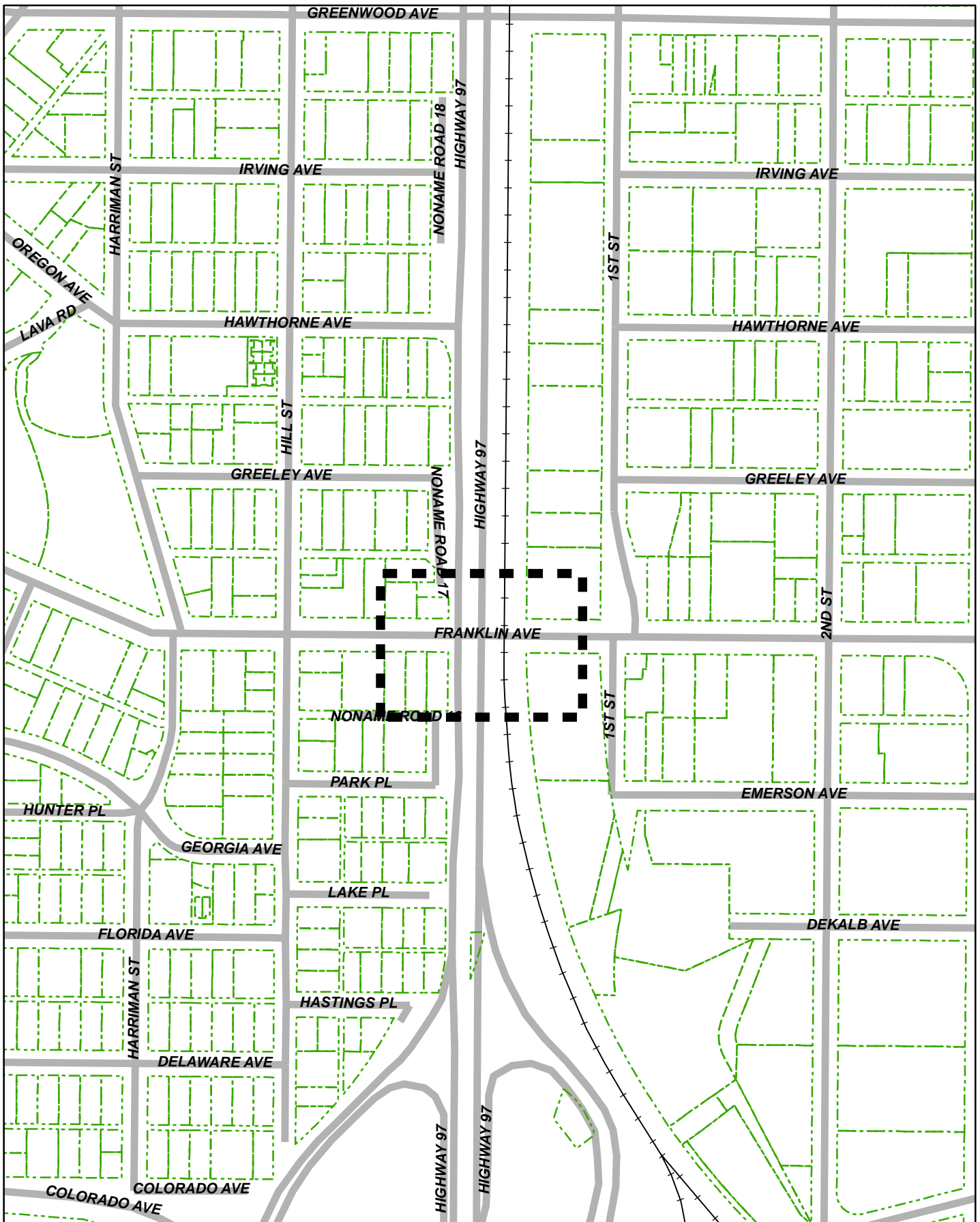
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$131,182
2009/10	220,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$351,182

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$0"/>
No impact on annual operating budget.	

Method of Financing	
Type	Amount
Rates/SDC's	\$351,182
Total	\$351,182



SR09BA - Franklin Underpass - Stormwater Project

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Category ▼

Department ▼

Budget Period:

Project Name:

Project Description:

This project will include construction of a new pump station, force main and an infiltration swale. The City has an agreement that allows the City of Bend to use ODOT property to dispose of stormwater. The City is proposing to pump stormwater from both Franklin and Greenwood to the Colorado interchange. An infiltration swale will be constructed to treat stormwater runoff.

Need/Justification:

Franklin Ave. passes under the Parkway and the railroad. The underpass on average closes twice a year due to flooding. Dry wells and drill holes are unable to keep up with the volume of stormwater runoff even during small storm events. Flooding of this underpass creates a barrier and safety hazard for vehicles traveling on this busy street.

Benefits:

During large storm events crews respond to the underpass and setup portable pumps. This project will allow Franklin Underpass to remain open even during heavy rain fall events.

Consequences of Delaying/Eliminating this Project:

The underpass will continue to flood and require ongoing emergency pumping. Stormwater will continue to inundate the sanitary sewer. When Franklin Underpass closes emergency response time is impacted.

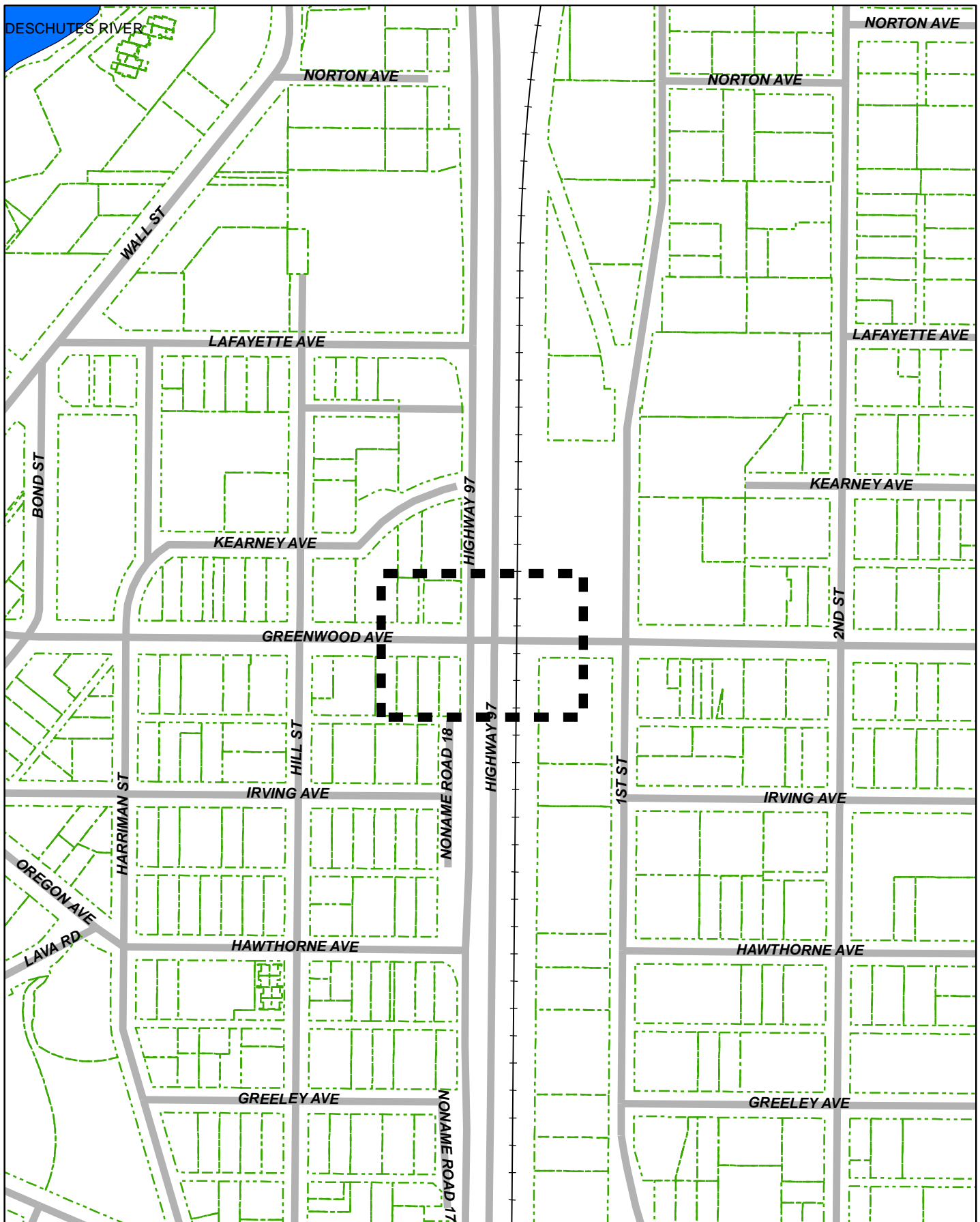
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	38,000
2010/11	475,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$513,000

Impact on Annual Operating	
Budget:	<input type="text" value="\$5,000"/>
Estimated cost for repair and maintenance of new infrastructure.	

Method of Financing	
Type	Amount
Rates/SDC's	\$513,000
Total	\$513,000



SR09CA - Greenwood Underpass - Stormwater Project

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

This project will include construction of a new pump station, force main and an infiltration swale. The City has an agreement that allows the City of Bend to use ODOT property to dispose of stormwater. The City is proposing to pump stormwater from both Franklin and Greenwood to the Colorado interchange. An infiltration swale will be constructed to treat stormwater as it infiltrates into the ground.

Need/Justification:

Greenwood Ave. passes under the Parkway and the Railroad. This underpass is closed due to flooding twice a year on average. Dry wells and drill holes are unable to keep up with the volume of stormwater runoff even during small storm events. Flooding of this underpass creates a barrier and safety hazard for vehicles traveling on this busy street.

Benefits:

During large storm events crews respond to the underpass and setup portable pumps. This project will allow Greenwood underpass to remain open even during heavy rain fall events.

Consequences of Delaying/Eliminating this Project:

The underpass will continue to flood and require ongoing emergency pumping. Stormwater will continue to inundate the sanitary sewer. When the underpass is closed emergency response time is impacted.

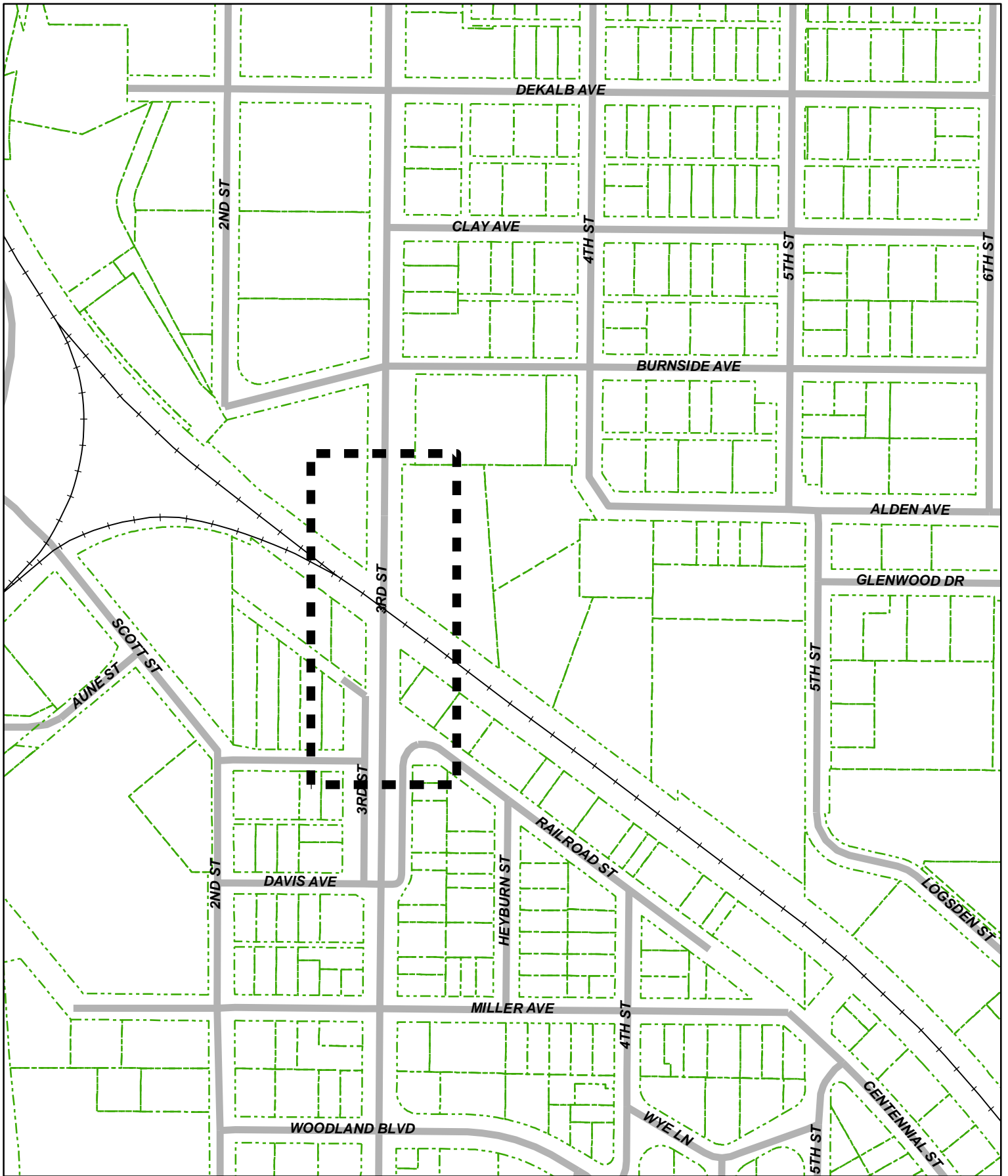
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	15,000
2010/11	50,000
2011/12	785,000
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$850,000

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$5,000"/>
Estimated cost for repair and maintenance of new infrastructure.	

Method of Financing	
Type	Amount
Rates/SDC's	\$850,000
Total	\$850,000



SR09AA - 3rd Street Underpass - Stormwater Project

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Category ▼

Department ▼

Budget Period:

Project Name:

Project Description:

Phase one of project includes constructing a 10" force main and stormwater treatment swale. The swale will be located on ODOT property near the Colorado interchange. The existing pump station will be connected into the new force main and a bypass pumping pool will be installed. The bypass port will allow emergency pumps to be connected during larger storm events.

Need/Justification:

As with other underpasses in the City, this site floods during heavy rainfall and impedes emergency vehicles. Detours are difficult and time consuming. Typically 1/4 inch of rain per hour over two hours will overwhelm this system. This area is also impacted by private water runoff from adjoining property.

Benefits:

During large storm events crews respond to the underpass and setup portable pumps. This project will allow the Third Street Underpass to remain open even during heavy rainfall events.

Consequences of Delaying/Eliminating this Project:

The underpass will continue to flood and require ongoing emergency pumping. Stormwater will continue to inundate the sanitary sewer. When Third Street Underpass closes emergency response time is impacted.

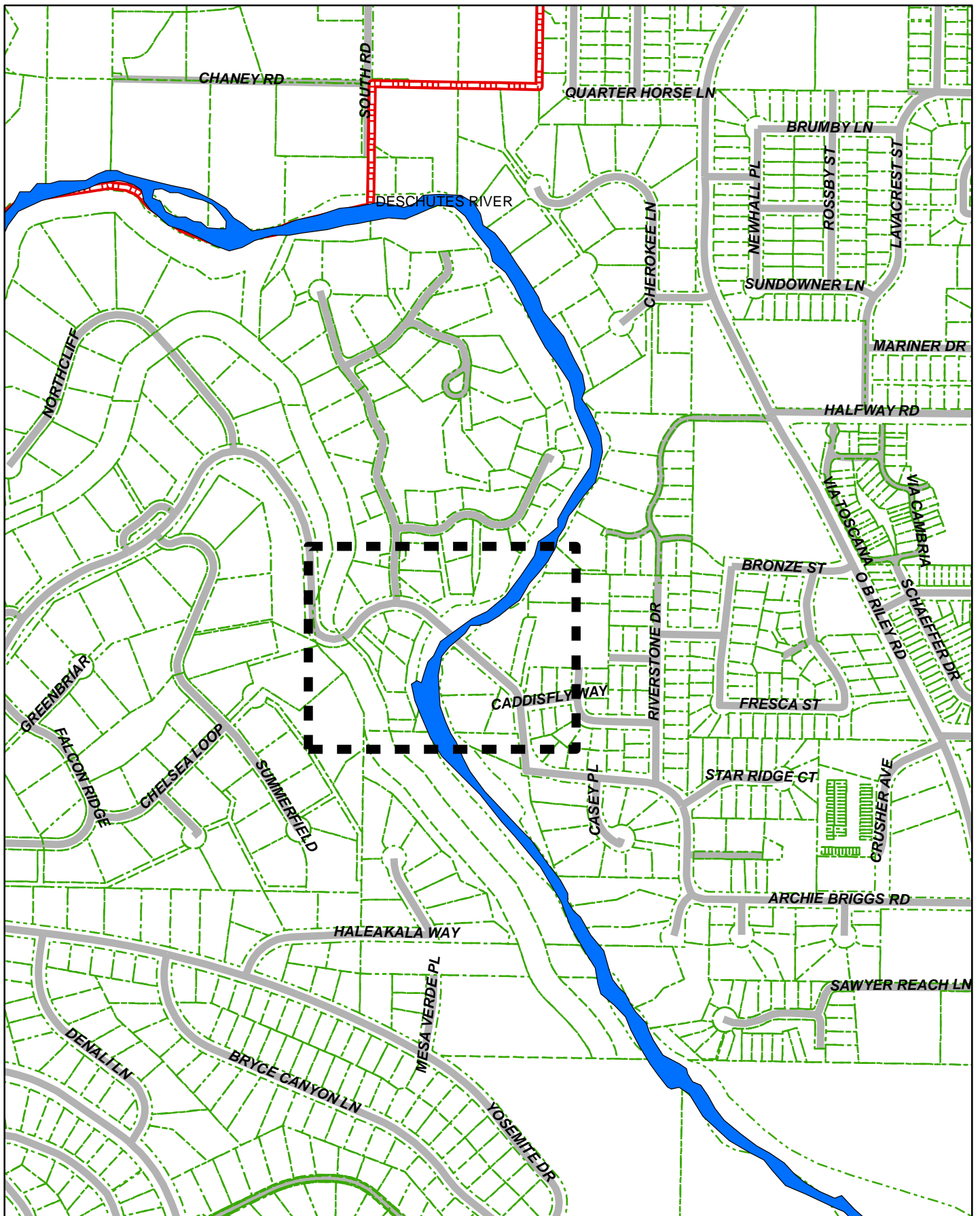
Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$36,810
2009/10	250,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$286,810

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$5,000"/>
Estimated cost for repair and maintenance of new infrastructure.	

Method of Financing	
Type	Amount
Rates/SDC's	\$286,810
Total	\$286,810



Archie Briggs - Stormwater Project

Capital Improvement Projects

2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

New drainage pipe along the roadway will be constructed underneath a new sidewalk. Project includes the installation of a water quality treatment system and an energy dissipater prior to discharging stormwater to the Deschutes River.

Need/Justification:

Archie Briggs has steep roadway slopes that collect water from an even steeper hillside. The roadways and the low areas flood, causing significant damages to the road way. Stormwater flooding blocks one lane of traffic, then flows across an uncurbed roadway and drains into residential property.

Benefits:

Prevent stormwater from damaging the road way. This project will also control the flow of stormwater and prevent erosion from neighboring property and improve water quality in the Deschutes River.

Consequences of Delaying/Eliminating this Project:

The street will continue to require added maintenance cost for repairing eroded road shoulders and saturated road base.

Project Related To:

NPDES permit requires treatment and best management practices for stormwater runoff that enters the Deschutes River.

Comments:

Cost Schedule

Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	20,000
2013/14	708,000
After 2013/14	0
Total Cost	\$728,000

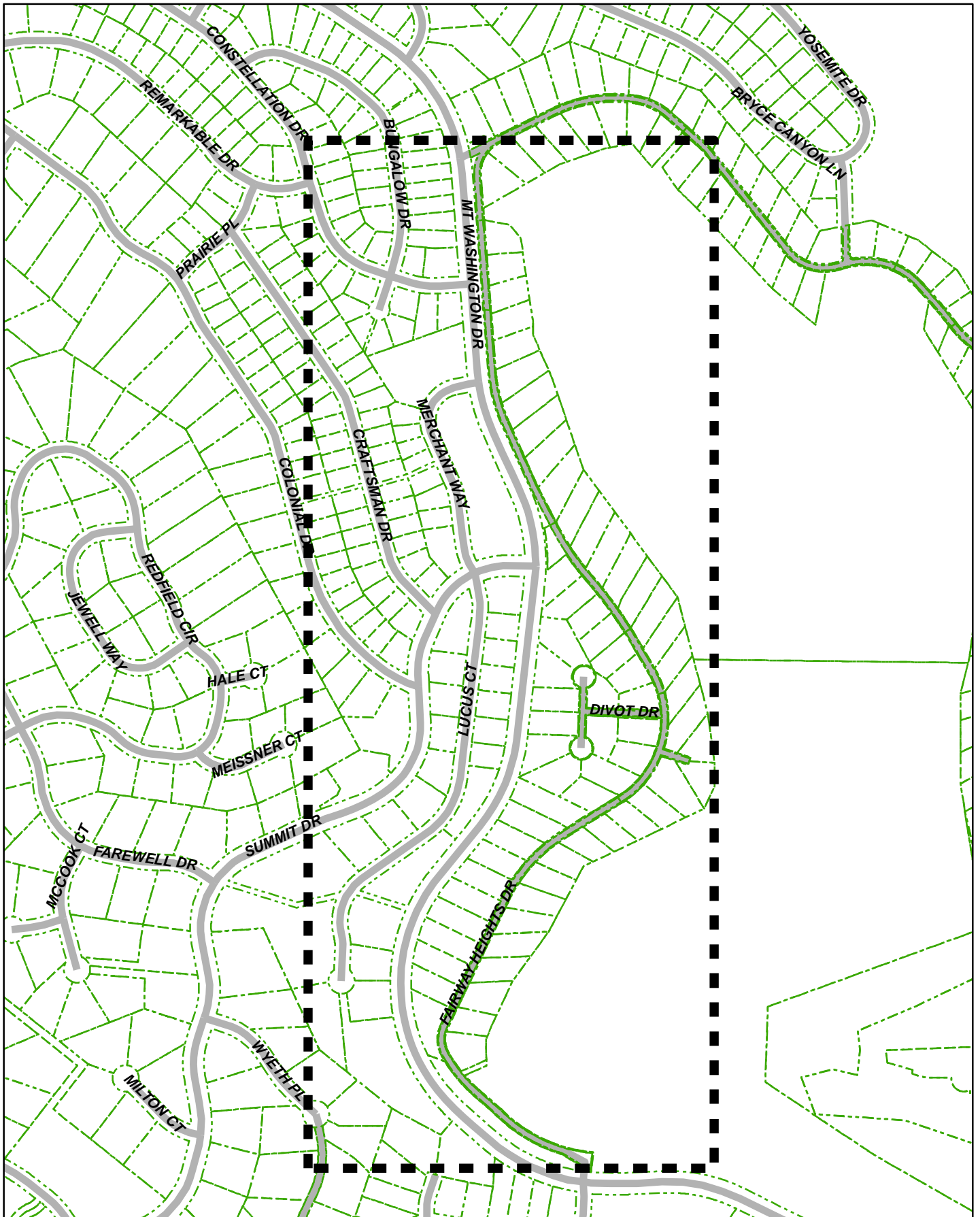
Impact on Annual Operating

Budget:

Estimated cost for repair and maintenance of new infrastructure.

Method of Financing

Type	Amount
Rates/SDC's	\$728,000
Total	\$728,000



Fairway Heights at Awbrey Butte - Stormwater Project

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

Construct a piped network to reduce flooding hazards for residential properties. Replace undersized culverts at Lucus Ct., Mt. Washington Dr., and Fairway Heights. Dr. Build water quality swale and detention facility at golf course to treat stormwater runoff.

Need/Justification:

Half of Awbrey Butte, about 110 acres, contributes to runoff problems in several locations. Drainage collects and travels down easements along the hillside and across public roadways. Although easements exist, some do not line up in a linear fashion and drainage detours through private property. This causes erosion to landscaping and flooding to properties.

Benefits:

This project will reduce flooding to residences on Awbrey Butte and erosion caused by stormwater runoff. The project will also provide a treatment swale to reduce the amount of pollutants that are injected into the groundwater.

Consequences of Delaying/Eliminating this Project:

Continued flooding and wet ground in the area, possibly diverting onto private property.

Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	0
2013/14	20,000
After 2013/14	0
Total Cost	\$20,000

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$1,000"/>
Estimated cost for repair and maintenance of new infrastructure.	
<input type="text"/>	

Method of Financing	
Type	Amount
Rates/SDC's	\$20,000
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
Total	\$20,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

The project is for the construction of a drainage swale within Romaine village. The swale will provide stormwater treatment for the entire drainage basin. The existing system consists of a series of catch basins and drill holes. The project's primary goal is to better protect ground water. Romaine Village is located within a drinking water protection area and this project will allow for the treatment of stormwater prior to infiltration.

Need/Justification:

Romaine Village is located within a drinking water protection area. It is also within the two year time of travel of a City drinking water well. The current system injects stormwater runoff directly into ground water.

Benefits:

This project will help better protect the drinking water and will also address the flooding in the area.

Consequences of Delaying/Eliminating this Project:

The area will continue to inject untreated stormwater into the ground and could potentially impact the drinking water supply.

Project Related To:

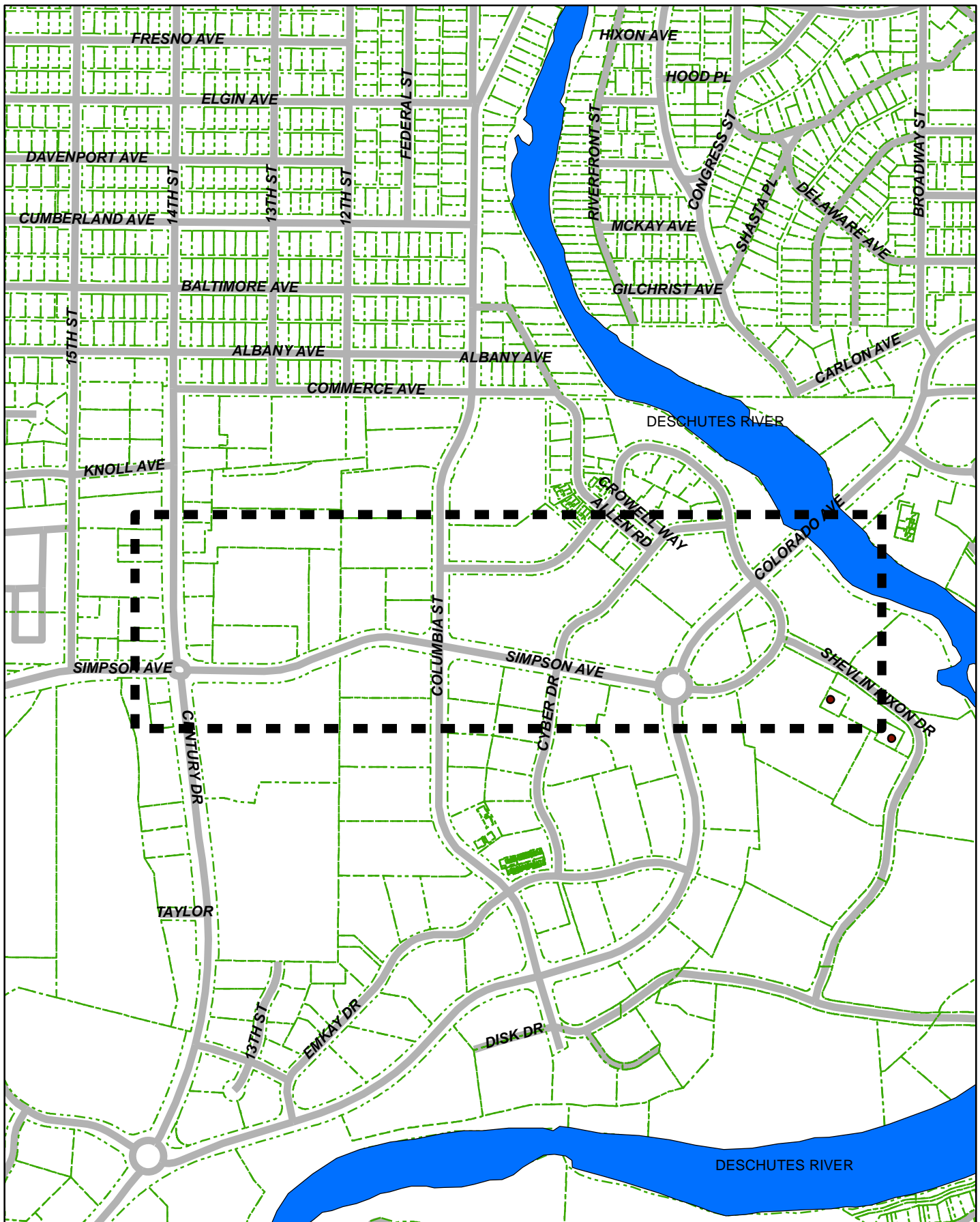
Department of Health and Services Drinking water protector area.

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	250,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$250,000

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$2,000"/>
Estimated cost for repair and maintenance of new infrastructure.	
<input type="text"/>	

Method of Financing	
Type	Amount
Rates/SDC's	\$250,000
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
Total	\$250,000



Westside Village Shopping Center - Stormwater Project

Capital Improvement Projects
2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

Install a gravity storm sewer pipe along Simpson Ave from Century Dr. to the Deschutes River. Project will include installation of treatment devices prior to discharging to the river.

Need/Justification:

This commercial area sits over shallow pink tuff where infiltration capacity is very low. Flooding is common in the area. The lack of adequate drainage causes the fire station to flood. The runoff then continues down an embankment, flooding a neighboring manufacturing plant.

Benefits:

The proposed project would prevent the fire station from flooding during large storm events. This project would also address the standing water at the Simpson roundabout. This project will allow for future expansion and provide a regional solution.

Consequences of Delaying/Eliminating this Project:

The fire station will continue to flood and crews will continue to respond with emergency pumps. The roads in the area will continue to require frequent pothole patching due to saturated road base.

Project Related To:

Comments:

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	50,000
2012/13	785,000
2013/14	0
After 2013/14	0
Total Cost	\$835,000

Impact on Annual Operating	
Budget:	<input type="text" value="\$5,000"/>
Estimated cost for repair and maintenance of new infrastructure.	
<input type="text"/>	

Method of Financing	
Type	Amount
Rates/SDC's	\$835,000
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
Total	\$835,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

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.

Need/Justification:

The City is developing a Stormwater Program and needs the guidance of a master plan.

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:

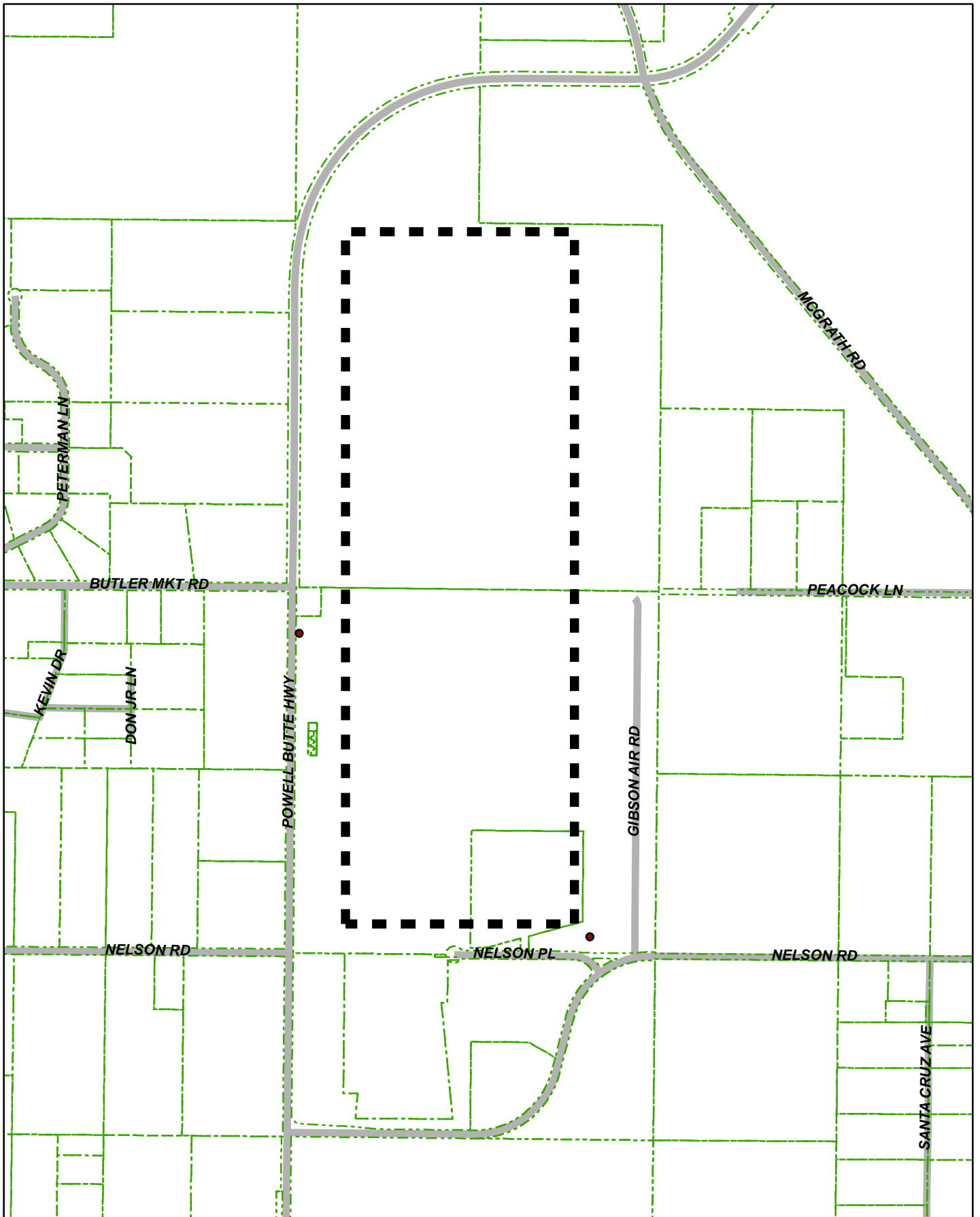
Cost Schedule	
Prior to 2009/10	\$210,295
2009/10	6,000
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$216,295

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$0"/>
No impact on annual operating budget	

Method of Financing	
Type	Amount
Rates/SDC's	\$216,295
Total	\$216,295

Airport Five Year Capital Improvement Program (CIP)

Type of Project	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
GROWTH RELATED					
<u>Continuing Projects:</u>					
Airport East Side Taxiway	\$ 2,150,000	\$ 3,465,000	\$ -	\$ -	\$ -
Relocate/Replace Beacon	-	-	5,000	-	-
Pave Aircraft Parking	-	-	20,000	20,000	-
<u>New Projects:</u>					
Airport Security Fence	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -
Airport West Side Taxiway	-	-	7,100,000	-	-
Butler Market Turn Lane	393,600	-	-	-	-
TOTAL FIVE YEAR CIP - AIRPORT	\$ 2,543,600	\$ 3,465,000	\$ 7,125,000	\$ 2,020,000	\$ -



Airport Taxiway
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

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 2009/10	\$238,026
2009/10	2,150,000
2010/11	3,465,000
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$5,853,026

Impact on Annual Operating	
Budget:	<input type="text" value="\$3,000"/>
<p>Once taxiway is constructed we will have approximately one more mile of surface to snowplow, sweep and maintain. Additional costs are an estimate only.</p>	

Method of Financing	
Type	Amount
95% FAA grant	\$5,560,375
5% local	\$292,651
Total	\$5,853,026

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

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 2009/10	\$300
2009/10	0
2010/11	0
2011/12	5,000
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$5,300

Impact on Annual Operating Budget:	
Budget:	(\$1,000)
Estimate in savings after initial install due to lower energy and maintenance costs.	

Method of Financing	
Type	Amount
User fees	\$5,300
Total	\$5,300

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Category ▼

Department ▼

Budget Period:

Project Name:

Project Description:

Identify and pave additional areas for aircraft parking and install tiedowns that meet FAA specifications.

Need/Justification:

The airport is at full capacity for aircraft parking and has started parking aircraft in undeveloped areas.

Benefits:

Increased parking revenue and greater capacity for based aircraft that buy fuel and pay tiedowns.

Consequences of Delaying/Eliminating this Project:

Current visitors/owners are finding it very difficult to properly secure their aircraft or even find a place to park. FBO space used for fuel customers is being infringed upon by transient aircraft looking for parking spaces.

Project Related To:

Capacity enhancement, safety of aircraft being tied down versus just left parked.

Comments:

Cost Schedule	
Prior to 2009/10	\$1,000
2009/10	0
2010/11	0
2011/12	20,000
2012/13	20,000
2013/14	0
After 2013/14	0
Total Cost	\$41,000

Impact on Annual Operating Budget:	
Budget:	\$0
Additional snow plowing and tiedown billing/maintenance/admin fees. Would be offset by additional tiedown areas available to lease.	
<input type="text"/>	

Method of Financing	
Type	Amount
User Fees	\$41,000
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
Total	\$41,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

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 2009/10	\$0
2009/10	0
2010/11	0
2011/12	0
2012/13	2,000,000
2013/14	0
After 2013/14	0
Total Cost	\$2,000,000

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$5,000"/>
<input type="text" value="Fence repair and maintenance."/>	

Method of Financing	
Type	Amount
Homeland security	\$2,000,000
Total	\$2,000,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

Taxiway move and reconstruct. Overall profile will be modified to match reconstructed runway.

Need/Justification:

Taxiway is in need of a total rehabilitation as the surfaces are deteriorating in spite of periodic maintenance. Taxiway will also be moved 12.5 feet to the west to allow airport to meet runway separation standards for C-II aircraft.

Benefits:

Surface and sub base will be upgraded to provide a stable taxing surface. Moving taxiway will allow safety margins for larger corporate class aircraft. Will ensure future access by West side tenants to runway.

Consequences of Delaying/Eliminating this Project:

Pavement can continue to be repaired but possibility of damage to aircraft will increase. Airport cannot go to C-II standards until taxiway is relocated, limiting growth and job potential.

Project Related To:

Infrastructure maintenance and improvement. Capacity enhancement.

Comments:

Anticipate FAA or other grant funds. City contribution is dependent on grant match. Project based on grant availability.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	0
2010/11	0
2011/12	7,100,000
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$7,100,000

Impact on Annual Operating	
Budget:	<input type="text" value="\$0"/>
No additional operating impacts. Newer taxiway will potentially decrease repair and maintenance costs.	

Method of Financing	
Type	Amount
FAA grant/	\$7,100,000
ConnectOregon Grant	
Local Match (depends on grant)	
Total	\$7,100,000

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category ▼

Department ▼

Project Name:

Project Description:

The Airport is working with the City and County to construct a left turn lane onto Butler Market to address traffic created by additional commercial activities at the airport.

Cost Schedule	
Prior to 2009/10	\$0
2009/10	393,600
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$393,600

Need/Justification:

Impact on Annual Operating	
Budget:	<input type="text" value="\$0"/>
This project will not result in any annual operating costs for the Bend Airport. The intersection will be maintained by the County.	

Benefits:

Consequences of Delaying/Eliminating this Project:

Project Related To:

Method of Financing	
Type	Amount
Grant/City Match	\$393,600
Total	\$393,600

Comments:

Accessibility Construction Five Year Capital Improvement Program (CIP)

Type of Project	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
REPAIR & MAINTENANCE					
<u>Continuing Projects:</u>					
AA0704 Bus Stops	\$ 22,800	\$ -	\$ -	\$ -	\$ -
AA0801 Accessibility Improvement Projects	881,600	881,600	-	-	-
TOTAL FIVE YEAR CIP - ACCESSIBILITY CONSTRUCTION	\$ 904,400	\$ 881,600	\$ -	\$ -	\$ -

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Accessibility Construction

Category Repair and Maintenance

Department Public Works

Budget Period: 2009-11

Project Name:

AA0704 Bus Stops

Project Description:

Complete construction of bus stops and curb ramps associated with the Disability Rights Oregon (DRO) settlement agreement.

Need/Justification:

Requirements in two settlement agreements related to compliance with the Americans with Disabilities Act (ADA). In 2005 the City Council passed a Resolution that the City would meet or exceed federal accessibility requirements.

Benefits:

Meet federal requirements for the accessibility of infrastructure in the City of Bend.

Consequences of Delaying/Eliminating this Project:

If the project were delayed or cancelled, the City would not be making progress toward meeting infrastructure requirements in two settlement agreements and federal law.

Project Related To:

Future phases of this project will be funded out of AA0801.

Comments:

The funds from the Bond issuance have not been finalized (may vary depending on the bond market and General Fund contribution). The Bond issuance will be used to fund approximately \$3.2M for Accessibility Construction Fund expenditures over 3 years (08-09/09-10/10-11).

Cost Schedule

Prior to 2009/10	\$80,000
2009/10	22,800
2010/11	0
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$102,800

Impact on Annual Operating

Budget: \$0

No impact on annual operating budget.

Method of Financing

Type	Amount
General Fund backed	\$102,800
Bond Issue	
Total	\$102,800

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund Accessibility Construction

Category Repair and Maintenance

Department Public Works

Budget Period: 2009-11

Project Name:

AA0801 ADA Improvement Project (Phases II & III)

Project Description:

Complete construction of curb ramps associated with the DRO and Department of Justice (DOJ) settlement agreements.

Need/Justification:

Requirements in two settlement agreements related to compliance with the Americans with Disabilities Act (ADA). In 2005 the City Council passed a Resolution that the City would meet or exceed federal accessibility requirements.

Benefits:

Meet federal requirements for the accessibility of infrastructure in the City of Bend.

Consequences of Delaying/Eliminating this Project:

If the project were delayed or cancelled, the City would not be making progress toward meeting infrastructure requirements in two settlement agreements and federal law.

Project Related To:

Previous Phase of this project funded out of AA0704

Comments:

The funds from the Bond issuance have not been finalized (may vary depending on the bond market and General Fund contribution). The Bond issuance will be used to fund approximately \$3.2M for Accessibility Construction Fund expenditures over 3 years (08-09/09-10/10-11).

Cost Schedule	
Prior to 2009/10	\$0
2009/10	881,600
2010/11	881,600
2011/12	0
2012/13	0
2013/14	0
After 2013/14	0
Total Cost	\$1,763,200

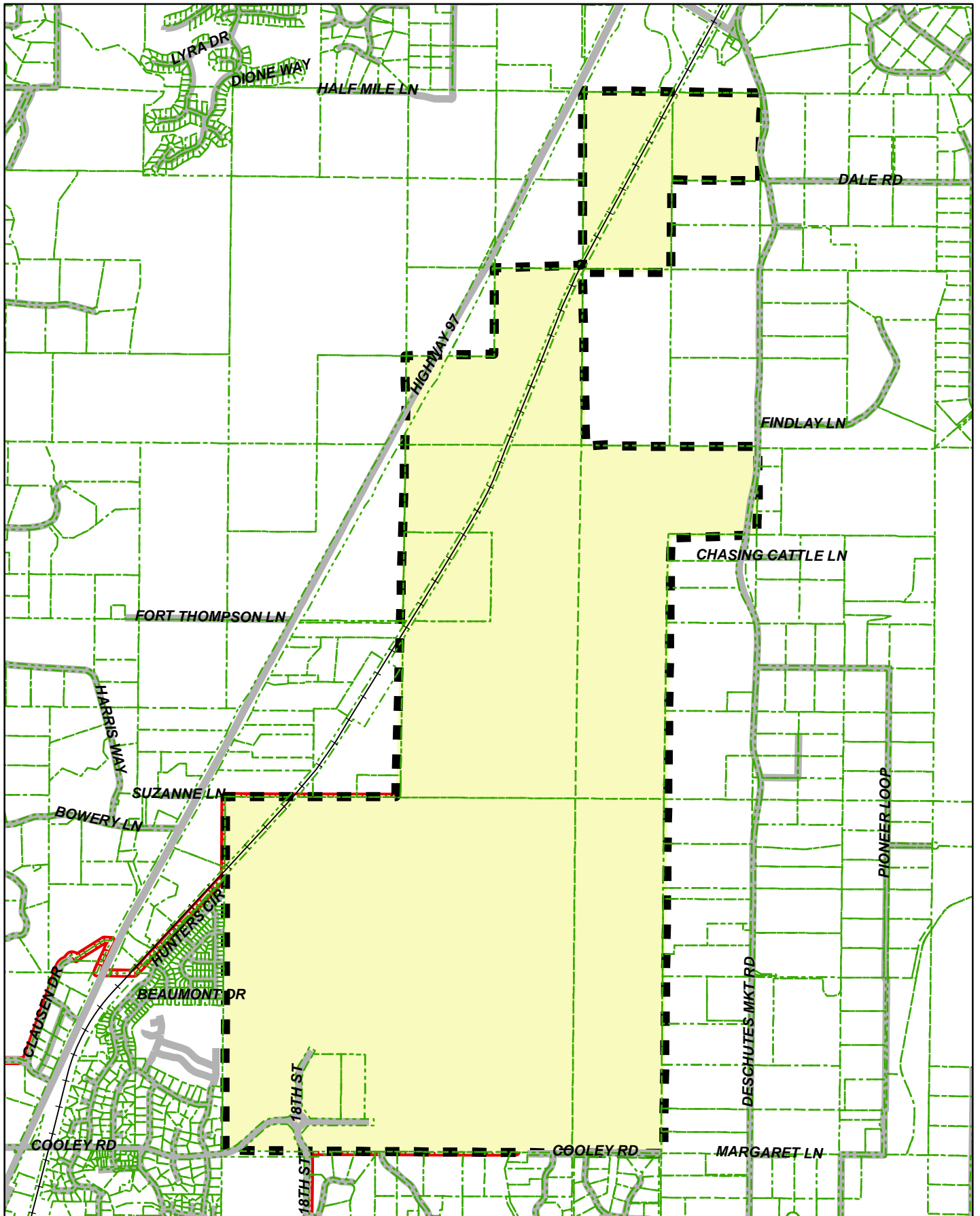
Impact on Annual Operating Budget:	
Budget:	\$0
No impact on annual operating budget.	

Method of Financing	
Type	Amount
General Fund backed	\$1,763,200
Bond Issue	
Total	\$1,763,200

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Juniper Ridge Five Year Capital Improvement Program (CIP)

Type of Project	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
GROWTH RELATED					
Master Planning	\$ 692,300	\$ 110,000	\$ -	\$ -	\$ -
Suterra Infrastructure Improvements	602,400	-	-	-	-
PP&L Service Center Site Grading	373,100	-	-	-	-
Egypt & Empire Force Main	650,000	-	-	-	-
Central Oregon Irrigation District Pipeline Project	400,300	-	-	-	-
City Internal Engineering	30,000	-	-	-	-
Legal Costs	75,000	-	-	-	-
TOTAL FIVE YEAR CIP - JUNIPER RIDGE	\$ 2,823,100	\$ 110,000	\$ -	\$ -	\$ -



Juniper Ridge
 Capital Improvement Projects
 2009/10 - 2013/14



For Display Purposes Only

City of Bend

Capital Improvement Projects 2009/10 - 2013/14

Fund

Budget Period:

Category

Department

Project Name:

Project Description:

Completion of Juniper Ridge Master Planning, Utility Infrastructure Planning, Zone Change application, Platting Costs, Traffic Analyses (various studies underway), Codes, Covenants & Restrictions document & related Design Guidelines, and associated third-party Development Management services.

Need/Justification:

All costs associated with this work are for contracts that are currently underway.

Benefits:

Successful completion of these projects will culminate in the City's ability to plat and sell property at Juniper Ridge, recouping its significant investment to date.

Consequences of Delaying/Eliminating this Project:

Delaying or eliminating these projects will halt all further development at Juniper Ridge, and would eliminate any possibility of the City recovering its investment or paying off lines of credit.

Project Related To:

All projects related to the larger Juniper Ridge development.

Comments:

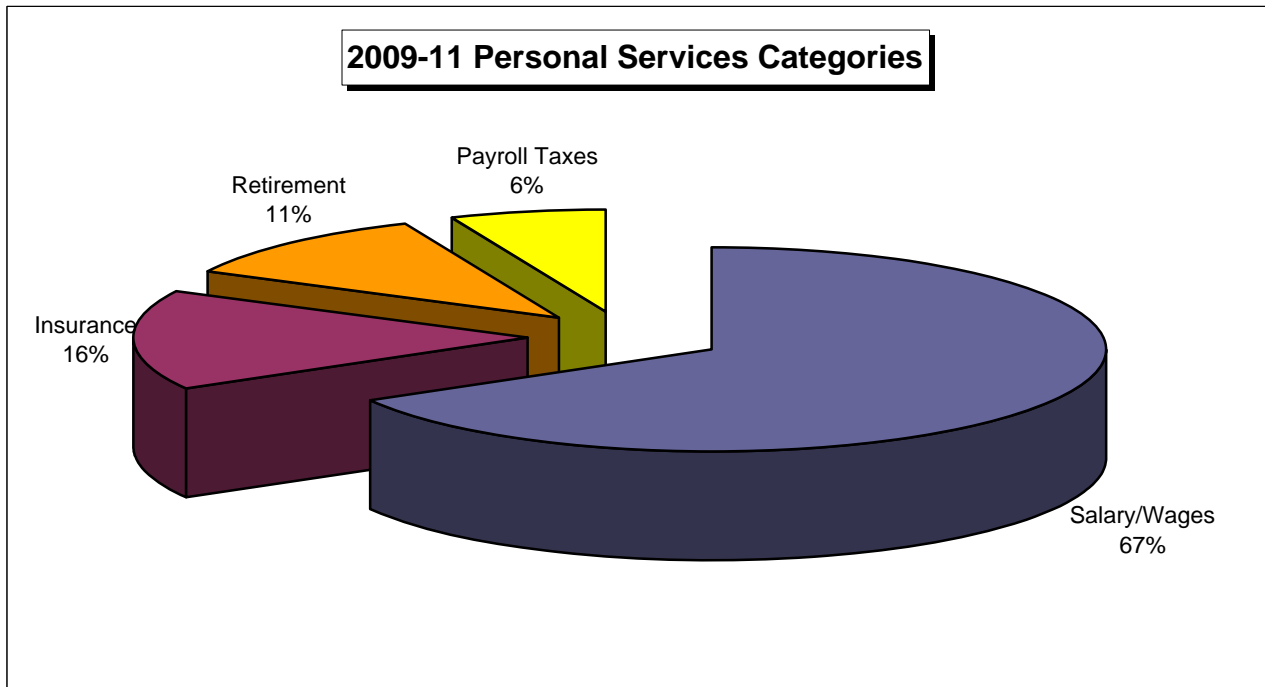
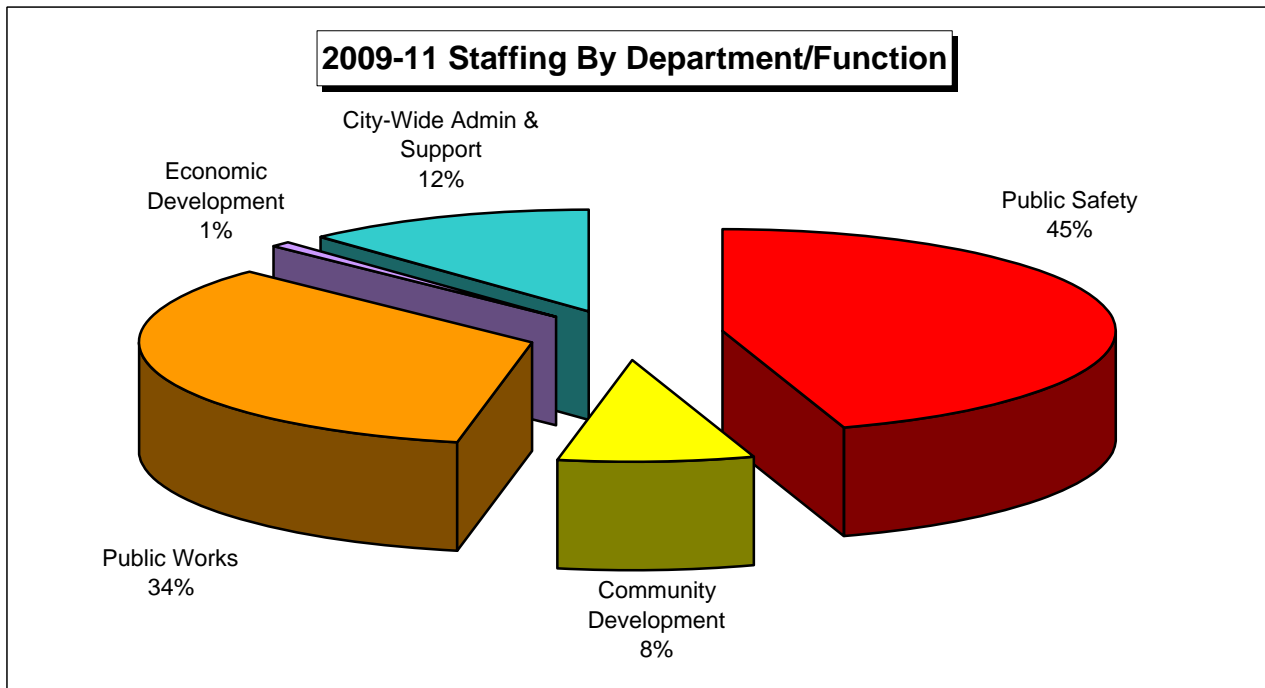
Cost Schedule	
Prior to 2009/10	\$ 17,640,950
2009/10	2,823,100
2010/11	110,000
2011/12	-
2012/13	-
2013/14	-
After 2013/14	-
Total Cost	\$ 20,574,050

Impact on Annual Operating Budget:	
Budget:	<input type="text" value="\$0"/>
No effect on annual operating budget	

Method of Financing	
Type	Amount
Land sales, tax	\$ 20,574,050
increment financing, and line of credit	
Total	\$ 20,574,050

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Personal Services Graphical Analysis



Full Time Equivalents (FTE) by Department

	ADOPTED			2009-10 Change			ADOPTED 2009-10	2010-11 Change			ADOPTED 2010-11	CHANGE FROM 2008-09
	2006-07	2007-08	2008-09	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
PUBLIC SAFETY												
<i>Police Department:</i>												
Chief	1.00	1.00	1.00				1.00				1.00	-
Deputy Police Chief	1.00	1.00	-				-				-	-
Captain	3.00	3.00	3.00			(1.00)	2.00				2.00	(1.00)
Assistant to Department Head	1.00	1.00	-				-				-	-
Administrative Assistant	1.00	1.00	-				-				-	-
Administrative Specialist	2.00	2.00	5.00				5.00				5.00	-
Records Supervisor	1.00	1.00	1.00				1.00				1.00	-
Records Specialist	8.00	9.00	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	7.00	6.00				6.00				6.00	-
Fleet Manager	-	1.00	-				-				-	-
Crime Analyst	-	-	-				-				-	-
Police Aide	2.50	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	45.00	51.00	47.00				47.00				47.00	-
Police Officer - Traffic	8.00	8.00	6.00				6.00				6.00	-
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	-
	111.50	121.00	110.00	1.00	-	(1.00)	110.00	-	-	-	110.00	-
<i>Fire Department:</i>												
Fire Chief	1.00	1.00	1.00				1.00				1.00	-
Deputy Fire Chief	3.00	3.00	4.00		1.00		5.00				5.00	1.00
Assistant to Department Head	1.00	1.00	-				-				-	-
Battalion Chief	3.00	3.00	3.00				3.00				3.00	-
EMS Coordinator	1.00	1.00	-				-				-	-
Fire Training Officer	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Fire Captain 56 hour	15.00	15.00	15.00				15.00				15.00	-
Fire Engineer	19.00	18.00	18.00				18.00				18.00	-
Firefighter, 56 hour	27.00	33.00	33.00				33.00	4.00			37.00	4.00
Firefighter, 40 hour	4.00	4.00	-				-				-	-
Deputy Fire Marshall	1.00	1.00	5.00				5.00		1.00		6.00	1.00
Fire Inspector I / II	5.00	6.00	1.00				1.00		(1.00)		-	(1.00)
Office Specialist	2.50	2.75	0.75				0.75				0.75	-
Administrative Specialist	-	-	3.00				3.00				3.00	-
Logistics/Emerg. Svc. Support Tech.	0.50	1.00	1.00				1.00				1.00	-
	84.00	90.75	85.75	-	-	-	85.75	4.00	-	-	89.75	4.00
<i>Municipal Court Division:</i>												
Court Clerk	3.00	4.00	4.00			(1.00)	3.00				3.00	(1.00)
Court Supervisor	1.00	1.00	1.00				1.00				1.00	-
	4.00	5.00	5.00	-	-	(1.00)	4.00	-	-	-	4.00	(1.00)
<i>Code Enforcement Division:</i>												
Code Enforcement Officer	-	-	-		1.00		1.00				1.00	1.00
PUBLIC SAFETY TOTAL	199.50	216.75	200.75	1.00	1.00	(2.00)	200.75	4.00	-	-	204.75	4.00

Full Time Equivalents (FTE) by Department

	ADOPTED			2009-10 Change			ADOPTED 2009-10	2010-11 Change			ADOPTED 2010-11	CHANGE FROM 2008-09
	2006-07	2007-08	2008-09	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
COMMUNITY DEVELOPMENT												
Community Development Administration Division:												
Community Development Director	1.00	1.00	1.00		(1.00)	-	-				-	(1.00)
Code Enforcement Officer	-	-	1.00		(1.00)	-	-				-	(1.00)
Administrative Manager	1.00	1.00	1.00		(1.00)	-	-				-	(1.00)
Office Specialist I / II / III	4.00	4.00	1.00		(1.00)	-	-				-	(1.00)
	6.00	6.00	4.00	-	(4.00)	-	-	-	-	-	-	(4.00)
Building Division:												
Community Development Director	-	-	-		1.00	1.00	1.00				1.00	1.00
Administrative Manager	-	-	-		1.00	(1.00)	-				-	-
Building Manager	1.00	1.00	1.00				1.00				1.00	-
Building Official	-	-	-				-				-	-
Asst. Building Official	2.00	2.00	1.00				1.00				1.00	-
Structural Engineer	-	-	-				-				-	-
Management Assistant	-	-	-				-				-	-
Support Services Supervisor	1.00	1.00	1.00				1.00				1.00	-
Assistant Support Services Supervisor	-	-	-				-				-	-
Building Inspector I / II / III	37.00	25.00	15.00			(2.00)	13.00		(1.00)	12.00	12.00	(3.00)
Code Enforcement Officer	5.00	3.00	-				-			-	-	-
Accounting Tech I	-	-	1.00				1.00			1.00	1.00	-
Community Develop. Tech I / II	0.50	1.00	-				-			-	-	-
Office Specialist I / II / III	8.00	4.00	1.00		1.00	(1.00)	1.00			1.00	1.00	-
Building Permit Tech	3.00	7.00	4.00			(1.00)	3.00		(1.00)	2.00	2.00	(2.00)
	57.50	44.00	24.00	-	3.00	(5.00)	22.00	-	-	(2.00)	20.00	(4.00)
Planning Division:												
Planning Manager	2.00	2.00	2.00				2.00			2.00	2.00	-
Development Services Coordinator	-	-	1.00				1.00			1.00	1.00	-
Senior Planner	8.00	8.00	5.00				5.00			5.00	5.00	-
Historic Planner	1.00	1.00	-				-			-	-	-
Associate Planner	8.00	8.00	4.00			(1.00)	3.00		(1.00)	2.00	2.00	(2.00)
Assistant Planner	2.00	3.00	1.00				1.00			1.00	1.00	-
Planning Advisor	-	1.00	-				-			-	-	-
Planning Technician	5.00	5.00	2.00				2.00			2.00	2.00	-
Office Specialist I / II / III	1.00	-	1.00				1.00			1.00	1.00	-
	27.00	28.00	16.00	-	-	(1.00)	15.00	-	-	(1.00)	14.00	(2.00)
Private Development Engineering:												
Civil Engineer	-	-	-	1.00			1.00			1.00	1.00	1.00
Engineering Inspector	-	-	-	1.00			1.00			1.00	1.00	1.00
Engineering Tech.	-	-	-		1.00		1.00			1.00	1.00	1.00
Engineering Inspector	-	-	-				-			-	-	-
	-	-	-	2.00	1.00	-	3.00	-	-	-	3.00	3.00
							-				-	-
COMMUNITY DEVELOPMENT TOTAL	90.50	78.00	44.00	2.00	-	(6.00)	40.00	-	-	(3.00)	37.00	(7.00)

Full Time Equivalents (FTE) by Department

	ADOPTED			2009-10 Change			ADOPTED 2009-10	2010-11 Change			ADOPTED 2010-11	CHANGE FROM 2008-09
	2006-07	2007-08	2008-09	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	3.00	2.00	1.00				1.00				1.00	-
Administrative Manager	-	-	-		1.00		1.00				1.00	1.00
City Engineer / Engineering Mgr.	1.00	1.00	1.00			(1.00)	-				-	(1.00)
Administrative Specialist	-	-	1.00		1.00	(1.00)	1.00				1.00	-
Administrative Assistant	-	-	-				-				-	-
Management Systems Analyst - Budget	-	1.00	-				-				-	-
Program Manager	-	-	1.00				1.00				1.00	-
Program Manager - Safety and Training	-	-	-	1.00			1.00				1.00	1.00
Program Technician	-	-	2.00				2.00				2.00	-
Management Assistant	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Public Process Management Analyst	-	1.00	-				-				-	-
Management Intern/Analyst	1.00	1.00	-				-				-	-
Program Specialist, HR	-	-	-		1.00		1.00				1.00	1.00
Office Specialist I / II / III	7.50	4.00	3.00		(1.00)		2.00				2.00	(1.00)
Technical Specialist	3.00	2.00	-				-				-	-
	17.50	14.00	11.00	1.00	1.00	(2.00)	11.00	-	-	-	11.00	-
Lab Division:												
Laboratory Manager	1.00	1.00	1.00				1.00				1.00	-
Chemist	2.00	2.00	2.00				2.00				2.00	-
Laboratory Technician	1.00	1.00	1.00		1.00		2.00				2.00	1.00
Laboratory Assistant	-	-	1.00		(1.00)		-				-	(1.00)
	4.00	4.00	5.00	-	-	-	5.00	-	-	-	5.00	-
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	-
Equipment Mechanic, Senior	4.00	4.00	4.00				4.00				4.00	-
Equipment Service Technician	1.00	1.00	-				-				-	-
Office Specialist I / II / III	-	1.00	1.00				1.00				1.00	-
Technical Specialist	-	1.00	1.00				1.00				1.00	-
	7.00	9.00	8.00	-	-	-	8.00	-	-	-	8.00	-
Utility Support Division:												
Water Utility Manager	1.00	1.00	1.00				1.00				1.00	-
Water Reclamation Manager	-	-	-		1.00		1.00				1.00	1.00
PW Construction Supervisor	-	-	-		1.00		1.00				1.00	1.00
PW Customer Service Supervisor	-	-	-		1.00		1.00				1.00	1.00
Principal Engineer	-	-	-		1.00		1.00				1.00	1.00
Civil Engineer	1.00	1.00	1.00				1.00				1.00	-
Engineering Technician CAD/GIS	3.00	3.00	3.00				3.00				3.00	-
Project Engineer	-	1.00	-		2.00		2.00				2.00	2.00
Engineering Technician	-	-	-		1.00		1.00				1.00	1.00
Engineering Inspector	-	-	-		2.00		2.00				2.00	2.00
Senior Engineering Technician	1.00	2.00	1.00				1.00				1.00	-
Senior Journeyman Electrician	1.00	1.00	1.00				1.00				1.00	-
Journeyman Electrician	2.00	3.00	2.00				2.00				2.00	-
Lead Utility Mechanic	-	-	-		3.00		3.00				3.00	3.00
Office Specialist I / II / III	-	1.50	1.50		1.00		2.50				2.50	1.00
Utility Mechanic I / II / III	-	-	-		1.00		1.00				1.00	1.00
Telemetry Specialist	2.00	3.00	2.00				2.00				2.00	-
Instrumentation & Control Specialist	-	-	-		1.00		1.00				1.00	1.00
Maintenance Supervisor	-	-	-		1.00		1.00				1.00	1.00
Utility Worker I / II / III	-	-	-				-	3.00			3.00	3.00
	11.00	16.50	12.50	-	16.00	-	28.50	3.00	-	-	31.50	19.00
PW Engineering - Transportation and Support												
Engineering Manager	1.00	1.00	2.00		(1.00)		1.00				1.00	(1.00)
Engineering Construction Supervisor	1.00	1.00	1.00			(1.00)	-				-	(1.00)
Administrative Assistant	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Principal / Transportation Eng. / Planner	5.00	5.00	4.00				4.00		(1.00)		3.00	(1.00)
Project Engineer	6.00	6.00	-				-				-	-
Engineering Inspector	7.00	7.00	3.00				3.00				3.00	-
Engineering Technician	7.00	8.00	3.00		(2.00)		1.00				1.00	(2.00)
Senior Engineering Technician	1.00	1.00	1.00				1.00				1.00	-
Civil Engineer	-	-	-				-				-	-
Office Specialist I / II / III	1.00	1.00	-				-				-	-
	30.00	31.00	15.00	-	(4.00)	(1.00)	10.00	-	-	(1.00)	9.00	(6.00)

Full Time Equivalents (FTE) by Department

	ADOPTED			2009-10 Change			ADOPTED 2009-10	2010-11 Change			ADOPTED 2010-11	CHANGE FROM 2008-09
	2006-07	2007-08	2008-09	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
Street Operations Division:												
Street Division Manager			1.00				1.00				1.00	-
Street Supervisor	1.00	1.00	3.00				3.00				3.00	-
Asst. Street Supervisor	3.00	3.00	-				-				-	-
Office Specialist I / II / III	-	-	1.00				1.00				1.00	-
Utility Worker I / II / III	27.00	27.00	27.00			(1.00)	26.00				26.00	(1.00)
Engineering Inspector	-	-	-	0.50			0.50				0.50	0.50
Cross Connection Water Conservation	1.00	-	-				-				-	-
	32.00	31.00	32.00	0.50	-	(1.00)	31.50	-	-	-	31.50	(0.50)
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	-
Water Division:												
Water Supervisor	-	2.00	3.00				3.00				3.00	-
Natural Resource Coordinator	-	-	1.00				1.00				1.00	-
Water Resource Coordinator	1.00	-	-				-				-	-
Asst. Water Supervisor	2.00	2.00	-				-				-	-
Lead Water Operator	-	-	-		1.00		1.00				1.00	1.00
Project Engineer	-	-	1.00		(1.00)		-				-	(1.00)
Engineering Inspector	-	-	1.00		(1.00)		-				-	(1.00)
Utility Worker I / II / III	19.00	23.00	23.00		(4.00)		19.00				19.00	(4.00)
Office Specialist I / II / III	-	1.00	2.00		(1.00)		1.00				1.00	(1.00)
Cross Connection Conserv. Spec.	3.00	1.00	-	1.00	1.00		2.00				2.00	2.00
	25.00	29.00	31.00	1.00	(5.00)	-	27.00	-	-	-	27.00	(4.00)
Water Reclamation Division:												
Water Reclamation Manager	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Water Reclamation Supervisor	-	-	-				-				-	-
Water Recl. Collection Operations Super.	-	-	1.00		(1.00)		-				-	(1.00)
Water Recl. Plant Operations Supervisor	-	1.00	1.00				1.00				1.00	-
Water Recl. Collection Sys. Supervisor	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Water Recl. Plant System Supervisor	1.00	-	-				-				-	-
Electrical & Controls Supervisor	-	-	1.00		(1.00)		-				-	(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	-
Project Engineer	-	-	1.00		(1.00)		-				-	(1.00)
Engineering Inspector	-	-	1.00		(1.00)		-				-	(1.00)
Ind. Pretreatment Program Technician	-	-	1.00				1.00				1.00	-
Environmental Technician	1.00	-	-				-				-	-
Instrumentation & Control Specialist	-	1.00	1.00		(1.00)		-				-	(1.00)
Plant Operator, Senior	1.00	1.00	1.00				1.00				1.00	-
Plant Operator I / II	5.00	5.00	5.00				5.00				5.00	-
Utility Mechanic	4.00	4.00	4.00				4.00				4.00	-
Utility Worker I / II / III	1.00	1.00	1.00		1.00		2.00				2.00	1.00
Senior Systems Maintenance	4.00	4.00	4.00		(3.00)		1.00				1.00	(3.00)
System Maintenance I / II	8.00	8.00	7.00		(1.00)		6.00				6.00	(1.00)
	27.00	28.00	32.00	-	(9.00)	-	23.00	-	-	-	23.00	(9.00)
Stormwater Division:												
Program Manager			2.00				2.00				2.00	-
Management Analyst	1.00	1.00	-				-				-	-
Stormwater Coordinator	-	1.00	-				-				-	-
Water Utility Worker I \ II \ III	-	2.00	2.00				2.00	2.00			4.00	2.00
	1.00	4.00	4.00	-	-	-	4.00	2.00	-	-	6.00	2.00
Cemetery Division:												
Street Utility Worker III	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		0.50				0.50	0.50
	-	-	-	-	1.50	-	1.50	-	-	-	1.50	1.50
PUBLIC WORKS TOTAL	156.50	168.50	152.50	2.50	0.50	(4.00)	151.50	5.00	-	(1.00)	155.50	3.00

Full Time Equivalents (FTE) by Department

	ADOPTED			2009-10 Change			ADOPTED 2009-10	2010-11 Change			ADOPTED 2010-11	CHANGE FROM 2008-09
	2006-07	2007-08	2008-09	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
ECONOMIC DEVELOPMENT												
Urban Renewal/Econ.Dev. Director	1.00	1.00	-				-				-	-
Assistant to Department Head	1.00	1.00	-				-				-	-
Administrative Specialist IV	-	-	1.00				1.00				1.00	-
Office Specialist II	0.50	0.50	0.50		(0.50)		-				-	(0.50)
Office Specialist III	-	-	-				-				-	-
Real Estate Manager	1.00	1.00	-				-				-	-
Airport Manager	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Airport Facilities Worker I	-	0.50	-				-				-	-
Downtown Manager	1.00	1.00	1.00				1.00				1.00	-
Downtown Redevelopment Manager	-	-	-				-				-	-
Parking Manager	-	-	-				-				-	-
CDBG/Affordable Housing Manager	1.00	1.00	1.00				1.00				1.00	-
Development Manager - Juniper Ridge	1.00	1.00	1.00			(1.00)	-				-	(1.00)
ECONOMIC DEVELOPMENT TOTAL	7.50	8.00	5.50	-	(1.50)	(1.00)	3.00	-	-	-	3.00	(2.50)
CITY-WIDE ADMINISTRATION & SUPPORT												
City Manager's Office:												
City Manager	1.00	1.00	1.00				1.00				1.00	-
Assistant City Manager	1.00	1.00	-				-				-	-
Special Projects Manager	-	-	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	-
Management Intern	1.00	-	-				-				-	-
Deputy Recorder	1.00	1.00	1.00		(1.00)		-				-	(1.00)
Administrative Specialist I / II / III / IV	1.00	2.00	2.00		1.00		3.00				3.00	1.00
Office Specialist	1.00	-	-				-				-	-
Part-time Clerical	-	-	-				-				-	-
	7.00	7.00	7.00	-	-	-	7.00	-	-	-	7.00	-
Legal Department												
Legal Counsel	-	-	1.00				1.00				1.00	-
City Attorney	-	-	1.00				1.00				1.00	-
Administrative Specialist	-	-	-	0.50			0.50				0.50	0.50
	-	-	2.00	0.50	-	-	2.50	-	-	-	2.50	0.50
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	-
HR Analyst	-	-	-				-				-	-
Program Specialist, HR	3.00	3.00	2.75				2.75				2.75	-
Admin. Specialist II	-	-	-				-				-	-
	4.00	4.00	4.75	-	-	-	4.75	-	-	-	4.75	-
Communications Division:												
Communications Manager	1.00	1.00	1.00				1.00				1.00	-
Administrative Assistant	1.00	1.00	-				-				-	-
	2.00	2.00	1.00	-	-	-	1.00	-	-	-	1.00	-
Finance Department:												
Finance Director	1.00	1.00	1.00				1.00				1.00	-
Assistant Finance Director	1.00	1.00	-				-				-	-
Finance Manager	1.00	1.00	3.00				3.00				3.00	-
Financial Accountant	3.20	4.00	2.00				2.00				2.00	-
Financial Analyst	-	-	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	13.50	11.00	11.50	0.50		(1.00)	11.00				11.00	(0.50)
Purchasing Manager	1.00	1.00	1.00				1.00				1.00	-
	22.70	21.00	21.50	0.50	-	(1.00)	21.00	-	-	-	21.00	(0.50)

Full Time Equivalents (FTE) by Department

	ADOPTED			2009-10 Change			ADOPTED 2009-10	2010-11 Change			ADOPTED 2010-11	CHANGE FROM 2008-09
	2006-07	2007-08	2008-09	New Positions	Transfers & Reclasses	Layoff & Vacancies		New Positions	Transfers & Reclasses	Layoff & Vacancies		
Information Technology Department:												
Information Technology Director	1.00	1.00	1.00				1.00				1.00	-
IT Assistant Manager	1.00	1.00	-				-				-	-
IT WAN Administrator	-	-	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	-
GIS - IT Technician III	-	-	1.00				1.00				1.00	-
IT Technician II / III	1.00	1.00	1.00				1.00				1.00	-
IT Technician I	1.00	1.00	-				-				-	-
IT Purchase & Inventory Specialist	-	-	-				-				-	-
IT Support Specialist	4.00	4.00	4.50				4.50				4.50	-
IT Software Support/Trainer	1.00	1.00	1.00				1.00				1.00	-
	11.00	12.00	12.50	-	-	-	12.50	-	-	-	12.50	-
Facilities Management:												
Facilities Manager	-	1.00	1.00				1.00				1.00	-
Facilities Coordinator	1.00	-	-				-				-	-
Facility Maintenance Worker III	-	-	-				-				-	-
Facility Maintenance Worker I	3.00	4.00	4.00				4.00				4.00	-
	4.00	5.00	5.00	-	-	-	5.00	-	-	-	5.00	-
Accessibility Program												
Accessibility Manager	1.00	1.00	1.00				1.00				1.00	-
Administrative Manager	-	1.00	-				-				-	-
Office Specialist I / II / III	1.00	1.00	-				-				-	-
Building Inspector I / II / III	-	-	-				-				-	-
Code Enforcement Officer	-	1.00	-				-				-	-
Engineering Technician CAD/GIS	1.00	1.00	-				-				-	-
	3.00	5.00	1.00	-	-	-	1.00	-	-	-	1.00	-
CITY-WIDE ADMINISTRATION & SUPPORT TOTAL												
	53.70	56.00	54.75	1.00	-	(1.00)	54.75	-	-	-	54.75	-
TOTAL PERMANENT POSITIONS	507.70	527.25	457.50	6.50	-	(14.00)	450.00	9.00	-	(4.00)	455.00	(2.50)

Salary Ranges by Position

	2009-10				2010-11			
	ADOPTED	PAY	RANGE OF		ADOPTED	PAY	RANGE OF	
	FTE	GRADE	HOURLY RATES		FTE	GRADE	HOURLY RATES	
PUBLIC SAFETY								
Police Department:								
Chief	1.00	34	\$ 41.57	\$ 57.34	1.00	34	\$ 42.42	\$ 58.50
Captain	2.00	31	36.04	49.68	2.00	31	36.77	50.68
Administrative Specialist	5.00	20	21.96	30.24	5.00	20	22.40	30.85
Records Supervisor	1.00	21	22.92	31.56	1.00	21	23.38	32.20
Records Specialist	6.00	660	17.82	21.67	6.00	660	18.17	22.10
Communication System Specialist	1.00	635	24.63	29.94	1.00	635	25.12	30.53
Youth Counselor	1.00	595	24.87	30.24	1.00	595	25.37	30.84
Community Service Officer	6.00	620	19.92	24.22	6.00	620	20.31	24.70
Police Aide	3.00	620	19.92	24.22	3.00	620	20.31	24.70
Police Lieutenant	6.00	28	31.32	43.18	6.00	28	31.96	44.05
Sergeant	8.00	600	28.48	44.65	8.00	600	29.05	45.53
Sergeant - Administrative	3.00	615	32.18	44.64	3.00	615	32.82	45.53
Police Officer - Patrol	47.00	590	24.46	35.63	47.00	590	24.94	36.34
Police Officer - Traffic	6.00	590	24.46	35.63	6.00	590	24.94	36.34
Police Officer - School Resource	3.00	610	27.62	38.30	3.00	610	28.17	39.06
Police Officer Sp. Assign. Parks & Rec.	1.00	610	27.62	38.30	1.00	610	28.17	39.06
Detective	9.00	610	27.62	38.30	9.00	610	28.17	39.06
Community Liaison	1.00	620	19.92	24.22	1.00	620	20.31	24.70
	110.00				110.00			
Fire Department:								
Fire Chief	1.00	34	41.57	57.34	1.00	34	42.42	58.50
Deputy Fire Chief	5.00	31	36.04	49.68	5.00	31	36.77	50.68
Battalion Chief	3.00	22	23.93	32.97	3.00	22	24.41	33.63
Fire Captain 56 hour	15.00	570	26.53	31.83	15.00	570	27.06	32.47
Fire Engineer	18.00	560	18.87	28.94	18.00	560	19.24	29.51
Firefighter, 56 hour	33.00	555	17.11	26.23	37.00	555	17.45	26.75
Deputy Fire Marshall	5.00	575	37.27	46.59	6.00	575	38.01	47.52
Fire Inspector I / II	1.00	583	27.17	38.14	-	583	27.71	38.90
Office Specialist	0.75	712	13.90	17.74	0.75	712	14.18	18.09
Administrative Specialist	3.00	20	21.96	30.24	3.00	20	22.40	30.85
Logistics/Emergency Svc. Support Tech.	1.00	14	17.18	23.64	1.00	14	17.53	24.12
	85.75				89.75			
Municipal Court Division:								
Court Clerk	3.00	716	15.33	19.56	3.00	716	15.63	19.95
Court Supervisor	1.00	21	22.92	31.56	1.00	21	23.38	32.20
	4.00				4.00			
Code Enforcement Division:								
Code Enforcement Officer	1.00	728	20.54	26.21	1.00	728	20.95	26.73
PUBLIC SAFETY TOTAL	200.75				204.75			

Salary Ranges by Position

	2009-10			2010-11		
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES
COMMUNITY DEVELOPMENT						
Building Division:						
Community Development Director	1.00	33	\$ 39.63 \$ 54.64	1.00	33	\$ 40.43 \$ 55.75
Building Manager	1.00	31	36.04 49.68	1.00	31	36.77 50.68
Asst. Building Official	1.00	27	29.92 41.23	1.00	27	30.53 42.07
Support Services Supervisor	1.00	24	26.13 36.00	1.00	24	26.66 36.73
Building Inspector I / II / III	13.00	515	22.83 27.76	12.00	515	23.29 28.31
Accounting Tech I	1.00	712	13.90 17.74	1.00	712	14.18 18.09
Office Specialist I / II / III	1.00	722	17.74 22.64	1.00	722	18.09 23.09
Building Permit Technician	3.00	500	19.95 24.26	2.00	500	20.35 24.74
		724	18.63 23.77		724	19.00 24.25
	22.00			20.00		
Planning Division:						
Planning Manager	2.00	31	36.04 49.68	2.00	31	36.77 50.68
Development Services Coordinator	1.00	27	29.92 41.23	1.00	27	30.53 42.07
Senior Planner	5.00	26	28.59 39.40	5.00	26	29.17 40.20
Associate Planner	3.00	22	23.93 32.97	2.00	22	24.41 33.63
Assistant Planner	1.00	728	20.54 26.21	1.00	728	20.95 26.73
Planning Technician	2.00	500	19.95 24.26	2.00	500	20.35 24.74
Office Specialist I / II / III	1.00	270	19.01 23.11	1.00	270	19.39 23.57
	15.00			14.00		
Private Development Engineering:						
Civil Engineer	1.00	23	25.00 34.45	1.00	23	25.51 35.14
Engineering Inspector	1.00	505	22.51 27.39	1.00	505	22.96 27.94
Engineering Technician	1.00	430	18.11 22.01	1.00	430	18.47 22.45
	3.00			3.00		
COMMUNITY DEVELOPMENT TOTAL	40.00			37.00		

Salary Ranges by Position

	2009-10				2010-11			
	ADOPTED	PAY	RANGE OF		ADOPTED	PAY	RANGE OF	
	FTE	GRADE	HOURLY RATES		FTE	GRADE	HOURLY RATES	
PUBLIC WORKS								
Public Works Administration Division:								
Director of Public Works	1.00	33	39.63	54.64	1.00	33	40.43	55.75
Asst. Public Works Director	1.00	31	36.04	49.68	1.00	31	36.77	50.68
Administrative Manager	1.00	24	26.13	36.00	1.00	24	26.66	36.73
Administrative Specialist	1.00	17	19.38	26.67	1.00	17	19.77	27.21
Program Manager	1.00	24	26.13	36.00	1.00	24	26.66	36.73
Program Manager - Safety and Training	1.00	24	26.13	36.00	1.00	24	26.66	36.73
Program Technician	2.00	728	20.54	26.21	2.00	728	20.95	26.73
Program Specialist, HR	1.00	16	18.59	25.60	1.00	16	18.97	26.12
Office Specialist I / II / III	2.00	180	16.41	19.95	2.00	180	16.74	20.35
	11.00				11.00			
Lab Division:								
Laboratory Manager	1.00	26	\$ 28.59	\$ 39.40	1.00	26	\$ 29.17	\$ 40.20
Chemist	2.00	21	22.92	31.56	2.00	21	23.38	32.20
Laboratory Technician	2.00	724	18.63	23.77	2.00	724	19.00	24.25
	5.00				5.00			
Garage Division:								
Equipment Maintenance Supervisor	1.00	24	26.13	36.00	1.00	24	26.66	36.73
Equipment Maintenance Asst. Supervisor	1.00	21	22.92	31.56	1.00	21	23.38	32.20
Equipment Mechanic, Senior	4.00	730	21.56	27.52	4.00	730	21.99	28.07
Office Specialist I / II / III	1.00	270	19.01	23.11	1.00	270	19.39	23.57
Technical Specialist	1.00	728	20.54	26.21	1.00	728	20.95	26.73
	8.00				8.00			
Utility Support Division:								
Water Utility Manager	1.00	28	31.32	43.18	1.00	28	31.96	44.05
Water Reclamation Manager	1.00	28	31.32	43.18	1.00	28	31.96	44.05
PW Construction Supervisor	1.00	23	25.00	34.45	1.00	23	25.51	35.14
PW Customer Service Supervisor	1.00	23	25.00	34.45	1.00	23	25.51	35.14
Principal Engineer	1.00	28	31.32	43.18	1.00	28	31.96	44.05
Civil Engineer	1.00	23	25.00	34.45	1.00	23	25.51	35.14
Engineering Technician CAD/GIS	3.00	510	20.96	25.47	3.00	510	21.37	25.98
Project Engineer	2.00	26	28.59	39.40	2.00	26	29.17	40.20
Engineering Technician	1.00	430	18.11	22.01	1.00	430	18.47	22.45
Engineering Inspector	2.00	505	22.51	27.39	2.00	505	22.96	27.94
Senior Engineering Technician	1.00	520	24.42	29.69	1.00	520	24.91	30.28
Senior Journeyman Electrician	1.00	740	27.52	35.13	1.00	740	28.07	35.82
Journeyman Electrician	2.00	732	22.64	28.90	2.00	732	23.09	29.47
Lead Utility Mechanic	3.00	732	22.64	28.90	3.00	732	23.09	29.47
Office Specialist I / II / III	2.50	270	19.01	23.11	2.50	270	19.39	23.57
Utility Mechanic I / II / III	1.00	730	21.56	27.52	1.00	730	21.99	28.07
Telemetry Specialist	2.00	545	23.63	28.73	2.00	545	24.10	29.30
Instrumentation & Control Specialist	1.00	530	24.82	30.17	1.00	530	25.31	30.77
Maintenance Supervisor	1.00	25	27.33	37.66	1.00	25	27.88	38.42
Utility Worker I / II / III	-	716	15.33	19.56	3.00	716	15.63	19.95
	28.50				31.50			
PW Engineering - Transportation and Support								
Engineering Manager	1.00	30	34.38	47.39	1.00	30	35.08	48.35
Principal / Transportation Eng. / Planner	4.00	28	31.32	43.18	3.00	28	31.96	44.05
Engineering Inspector	3.00	505	22.51	27.39	3.00	505	22.96	27.94
Engineering Technician	1.00	430	18.11	22.01	1.00	430	18.47	22.45
Senior Engineering Technician	1.00	520	24.42	29.69	1.00	520	24.91	30.28
	10.00				9.00			

Salary Ranges by Position

	2009-10				2010-11			
	ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES		ADOPTED FTE	PAY GRADE	RANGE OF HOURLY RATES	
Street Operations Division:								
Street Division Manager	1.00	27	\$ 29.92	\$ 41.23	1.00	27	\$ 30.53	\$ 42.07
Street Supervisor	3.00	23	25.00	34.45	3.00	23	25.51	35.14
Office Specialist I / II / III	1.00	270	19.01	23.11	1.00	270	19.39	23.57
Utility Worker I / II / III	26.00	716	15.33	19.56	26.00	716	15.63	19.95
Engineering Inspector	0.50	505	22.51	27.39	0.50	505	22.96	27.94
	31.50				31.50			
Public Transit Division:								
Transportation Mobility Manager	1.00	25	27.33	37.66	1.00	25	27.88	38.42
Water Division:								
Water Supervisor	3.00	23	25.00	34.45	3.00	23	25.51	35.14
Natural Resource Coordinator	1.00	25	27.33	37.66	1.00	25	27.88	38.42
Lead Water Operator	1.00	732	22.64	28.90	1.00	732	23.09	29.47
Utility Worker I / II / III	19.00	716	15.33	19.56	19.00	716	15.63	19.95
Office Specialist I / II / III	1.00	180	16.41	19.95	1.00	180	16.74	20.35
Cross Connection Conserv. Spec.	2.00	730	21.56	27.52	2.00	730	21.99	28.07
	27.00				27.00			
Water Reclamation Division:								
Water Recl. Plant Operations Supervisor	1.00	23	25.00	34.45	1.00	23	25.51	35.14
Technical Services Supervisor	1.00	23	25.00	34.45	1.00	23	25.51	35.14
Ind. Pretreatment Program Coordinator	1.00	20	21.96	30.24	1.00	20	22.40	30.85
Ind. Pretreatment Program Technician	1.00	730	21.56	27.52	1.00	730	21.99	28.07
Plant Operator, Senior	1.00	730	21.56	27.52	1.00	730	21.99	28.07
Plant Operator I / II	5.00	728	20.54	26.21	5.00	728	20.95	26.73
Utility Mechanic	4.00	730	21.56	27.52	4.00	730	21.99	28.07
Utility Worker I / II / III	2.00	720	16.90	21.56	2.00	720	17.23	21.99
Senior Systems Maintenance	1.00	730	21.56	27.52	1.00	730	21.99	28.07
System Maintenance I / II	6.00	720	16.90	21.56	6.00	720	17.23	21.99
	23.00	724	18.63	23.77	23.00	724	19.00	24.25
Stormwater Division:								
Program Manager	2.00	24	26.13	36.00	2.00	24	26.66	36.73
Water Utility Worker I \ II \ III	2.00	716	15.33	19.56	4.00	716	15.63	19.95
	4.00				6.00			
Cemetery Division:								
Street Utility Worker III	1.00	440	20.96	25.47	1.00	440	21.37	25.98
Airport Division:								
Airport Manager	1.00	27	29.92	41.23	1.00	27	30.53	42.07
Office Specialist II	0.50	180	16.41	19.95	0.50	180	16.74	20.35
	1.50				1.50			
PUBLIC WORKS TOTAL	151.50				155.50			

Salary Ranges by Position

	2009-10				2010-11			
	ADOPTED	PAY	RANGE OF		ADOPTED	PAY	RANGE OF	
	FTE	GRADE	HOURLY RATES		FTE	GRADE	HOURLY RATES	
ECONOMIC DEVELOPMENT								
Administrative Specialist IV	1.00	20	\$ 21.96	\$ 30.24	1.00	20	\$ 22.40	\$ 30.85
Downtown Manager	1.00	26	28.59	39.40	1.00	26	29.17	40.20
CDBG/Affordable Housing Manager	1.00	26	28.59	39.40	1.00	26	29.17	40.20
ECONOMIC DEVELOPMENT TOTAL	3.00				3.00			
CITY-WIDE ADMINISTRATION & SUPPORT								
City Manager's Office:								
City Manager	1.00	99	51.74	77.62	1.00	99	52.79	79.19
Special Projects Manager	1.00	31	36.04	49.68	1.00	31	36.77	50.68
City Recorder/Assistant to CM	1.00	28	31.32	43.18	1.00	28	31.96	44.05
Assistant to the City Manager	1.00	26	28.59	39.40	1.00	26	29.17	40.20
Administrative Specialist I / II / III / IV	3.00	20	21.96	30.24	3.00	20	22.40	30.85
	7.00				7.00			
Legal Department								
Legal Counsel	1.00	31	36.04	49.68	1.00	31	36.77	50.68
City Attorney	1.00	31	36.04	49.68	1.00	31	36.77	50.68
Administrative Specialist	0.50	13	16.52	22.73	0.50	13	16.86	23.19
	2.50				2.50			
Human Resources Department:								
Human Resources Manager	1.00	30	34.38	47.39	1.00	30	35.08	48.35
Assistant Human Resources Manager	1.00	25	27.33	37.66	1.00	25	27.88	38.42
Program Specialist, HR	2.75	16	18.59	25.60	2.75	16	18.97	26.12
	4.75				4.75			
Communications Division:								
Communications Manager	1.00	29	32.81	45.23	1.00	29	33.48	46.14
Finance Department:								
Finance Director	1.00	33	39.63	54.64	1.00	33	40.43	55.75
Finance Manager	3.00	25	27.33	37.66	3.00	25	27.88	38.42
Financial Accountant	2.00	21	22.92	31.56	2.00	21	23.38	32.20
Financial Analyst	1.00	22	23.93	32.97	1.00	22	24.41	33.63
Payroll Specialist	1.00	16	18.59	25.60	1.00	16	18.97	26.12
Accounting/Cust. Svc. Supervisor	1.00	19	21.05	28.98	1.00	19	21.47	29.57
Accounting Tech./ Office Spec. I / II / III	11.00	712	13.90	17.74	11.00	712	14.18	18.09
Purchasing Manager	1.00	25	27.33	37.66	1.00	25	27.88	38.42
	21.00				21.00			

Salary Ranges by Position

	2009-10				2010-11				
	ADOPTED	PAY	RANGE OF		ADOPTED	PAY	RANGE OF		
	FTE	GRADE	HOURLY RATES		FTE	GRADE	HOURLY RATES		
Information Technology Department:									
Information Technology Director	1.00	32	\$ 37.78	\$ 52.09	1.00	32	\$ 38.55	\$ 53.15	
IT WAN Administrator	1.00	26	28.59	39.40	1.00	26	29.17	40.20	
IT Network Security Administrator	1.00	24	26.13	36.00	1.00	24	26.66	36.73	
IT System Administrator	1.00	24	26.13	36.00	1.00	24	26.66	36.73	
GIS Coordinator	1.00	23	25.00	34.45	1.00	23	25.51	35.14	
GIS - IT Technician III	1.00	734	23.77	30.34	1.00	734	24.25	30.95	
IT Technician II / III	1.00	445	22.01	26.75	1.00	445	22.45	27.28	
IT Support Specialist	4.50	470	23.44	28.49	4.50	470	23.90	29.06	
IT Software Support/Trainer	1.00	480	23.44	28.50	1.00	480	23.91	29.06	
	12.50				12.50				
Facilities Management:									
Facilities Manager	1.00	24	26.13	36.00	1.00	24	26.66	36.73	
Facility Maintenance Worker I	4.00	724	18.63	23.77	4.00	724	19.00	24.25	
	5.00				5.00				
Accessibility Program									
Accessibility Manager	1.00	26	28.59	39.40	1.00	26	29.17	40.20	
	1.00				1.00				
CITY-WIDE ADMINISTRATION & SUPPORT TOTAL									
	54.75				54.75				
TOTAL PERMANENT POSITIONS									
	450.00				455.00				

Note:

The adopted budget included a 2% cost of living adjustment (COLA) for both years of the biennium, which is reflected in the rates above. For 2009-10, the majority of employees received 0% COLA, and the Police Association will receive 2% effective January 1, 2010. Therefore the rates adopted in the budget are estimates and do not reflect actual salary levels.

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carry- forwards	Budget Adopted by Council
City of Bend			
General Fund			
Municipal Court	\$ 1,132,729	\$ -	\$ 1,132,729
Police	35,431,580	21,000	35,452,580
Code Enforcement	204,766	-	204,766
Accessibility	581,189	-	581,189
Non-Departmental	36,584,200	-	36,584,200
Contingencies	4,729,786		4,729,786
General Fund	<u>78,664,250</u>	<u>21,000</u>	<u>78,685,250</u>
Street Operations Fund			
Expenditure	13,436,765	-	13,436,765
Contingencies	2,000,035	-	2,000,035
Street Operations Fund	<u>15,436,800</u>	<u>-</u>	<u>15,436,800</u>
Fire/EMS Fund			
Expenditure	28,517,568	-	28,517,568
Contingencies	385,432	-	385,432
Other Requirements	763,000	-	763,000
Fire/EMS Fund	<u>29,666,000</u>	<u>-</u>	<u>29,666,000</u>
System Development Charges Fund			
Expenditure	6,754,400	-	6,754,400
Contingencies	1,095,200	-	1,095,200
System Development Charges Fund	<u>7,849,600</u>	<u>-</u>	<u>7,849,600</u>
Building Fund			
Expenditure	5,235,951	-	5,235,951
Contingencies	469,049	-	469,049
Building Fund	<u>5,705,000</u>	<u>-</u>	<u>5,705,000</u>
Planning Fund			
Expenditure	4,836,104	-	4,836,104
Contingencies	505,196	-	505,196
Planning Fund	<u>5,341,300</u>	<u>-</u>	<u>5,341,300</u>
Private Development Engineering Fund			
Expenditure	1,029,254	-	1,029,254
Contingencies	147,146	-	147,146
Private Development Engineering Fund	<u>1,176,400</u>	<u>-</u>	<u>1,176,400</u>
Comm Dev Block Grant Fund			
Expenditure	963,215	100,000	1,063,215
Contingencies	57,785	-	57,785
Comm Dev Block Grant Fund	<u>1,021,000</u>	<u>100,000</u>	<u>1,121,000</u>

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carry- forwards	Budget Adopted by Council
Affordable Housing Fund			
Expenditures	1,091,425	-	1,091,425
Contingencies	1,097,375	-	1,097,375
Affordable Housing Fund	<u>2,188,800</u>	-	<u>2,188,800</u>
Public Transit Fund			
Expenditure	5,702,668	-	5,702,668
Contingencies	32,332	-	32,332
Public Transit Fund	<u>5,735,000</u>	-	<u>5,735,000</u>
Tourism Fund			
Expenditure	1,540,000	-	1,540,000
Contingencies	120,800	-	120,800
Tourism Fund	<u>1,660,800</u>	-	<u>1,660,800</u>
Economic Improvement Dist Fund			
Expenditure	<u>240,000</u>	-	<u>240,000</u>
General Fund Stabilization Fund			
Other Requirements	<u>510,100</u>	-	<u>510,100</u>
LID Debt Service Fund			
Expenditure	210,300	-	210,300
Other Requirements	803,200	-	803,200
LID Debt Service Fund	<u>1,013,500</u>	-	<u>1,013,500</u>
Fire Station Debt Service Fund			
Expenditure	529,300	-	529,300
Other Requirements	7,000	-	7,000
Fire Station Debt Service Fund	<u>536,300</u>	-	<u>536,300</u>
PERS Debt Service Fund			
Expenditures	1,882,400	-	1,882,400
Other Requirements	1,552,100	-	1,552,100
PERS Debt Service Fund	<u>3,434,500</u>	-	<u>3,434,500</u>
LID Construction Fund			
Expenditure	<u>512,800</u>	-	<u>512,800</u>
Accessibility Construction Fund			
Expenditure	4,164,900	-	4,164,900
Contingencies	88,900	-	88,900
Accessibility Construction Fund	<u>4,253,800</u>	-	<u>4,253,800</u>
Transportation Construction Fund			
Expenditure	5,725,200	650,000	6,375,200
Contingencies	815,725	-	815,725
Other Requirements	2,000,000	-	2,000,000
Transportation Construction Fund	<u>8,540,925</u>	<u>650,000</u>	<u>9,190,925</u>

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carry- forwards	Budget Adopted by Council
Airport Fund			
Expenditure	7,651,734	-	7,651,734
Contingencies	303,166	-	303,166
Airport Fund	<u>7,954,900</u>	<u>-</u>	<u>7,954,900</u>
Cemetery Fund			
Expenditure	175,859	-	175,859
Other Requirements	308,941	-	308,941
Cemetery Fund	<u>484,800</u>	<u>-</u>	<u>484,800</u>
Water Fund			
Expenditure	36,955,930	872,750	37,828,680
Contingencies	2,906,270	-	2,906,270
Other Requirements	323,000	-	323,000
Water Fund	<u>40,185,200</u>	<u>872,750</u>	<u>41,057,950</u>
Water Reclamation Fund			
Expenditure	47,609,543	3,177,750	50,787,293
Contingencies	2,078,257	-	2,078,257
Other Requirements	521,500	-	521,500
Water Reclamation Fund	<u>50,209,300</u>	<u>3,177,750</u>	<u>53,387,050</u>
Downtown Parking Fund			
Expenditure	1,192,111	25,023	1,217,134
Contingencies	70,489	70,977	141,466
Other Requirements	917,200	-	917,200
Downtown Parking Fund	<u>2,179,800</u>	<u>96,000</u>	<u>2,275,800</u>
Stormwater Fund			
Expenditure	5,032,358	554,000	5,586,358
Contingencies	2,117,242	-	2,117,242
Stormwater Fund	<u>7,149,600</u>	<u>554,000</u>	<u>7,703,600</u>
Internal Service Fund			
Garage Operations	4,568,249	-	4,568,249
Information Technology	3,905,725	20,000	3,925,725
Facilities Management	10,916,128	504,000	11,420,128
Transportation Engineering & Support	2,033,943	-	2,033,943
Public Works Administration	4,474,419	-	4,474,419
Public Works Laboratory	1,814,844	-	1,814,844
Risk Management	21,250,100	-	21,250,100
Administration & Financial Services	10,030,101	-	10,030,101
Legal Services	799,559	-	799,559
Community Development Admin	242,200	-	242,200
Contingency	2,517,732	-	2,517,732
Other Requirements	3,704,500	-	3,704,500
Internal Service Fund	<u>66,257,500</u>	<u>524,000</u>	<u>66,781,500</u>

Reconciliation of Budget Committee Approved Budget to Adopted Budget

	Budget Committee Approved Budget	Appropriation Carry- forwards	Budget Adopted by Council
Total City of Bend (excluding BURA)			
Expenditure	\$ 314,959,517	\$ 5,924,523	\$ 320,884,040
Contingency	21,537,917	70,977	21,608,894
Other Requirements	11,410,541	-	11,410,541
Total City of Bend	<u>\$ 347,907,975</u>	<u>\$ 5,995,500</u>	<u>\$ 353,903,475</u>
Bend Urban Renewal Agency (BURA)			
BURA General Fund			
Expenditure	<u>\$ 138,547</u>	<u>\$ -</u>	<u>\$ 138,547</u>
BURA Downtown Construction Fund			
Expenditure	83,247	-	83,247
Contingencies	510,753	-	510,753
BURA Downtown Construct. Fund	<u>594,000</u>	<u>-</u>	<u>594,000</u>
BURA Downtown Debt Service Fund			
Expenditure	9,829,400	-	9,829,400
Other Requirements	1,927,600	-	1,927,600
BURA Downtown Debt Service Fund	<u>11,757,000</u>	<u>-</u>	<u>11,757,000</u>
Juniper Ridge Debt Service Fund			
Expenditure	419,500	-	419,500
Other Requirements	495,200	-	495,200
Juniper Ridge Debt Service Fund	<u>914,700</u>	<u>-</u>	<u>914,700</u>
Juniper Ridge Construction Fund			
Expenditure	13,465,357	-	13,465,357
Contingencies	435,643	-	435,643
Juniper Ridge Construction Fund	<u>13,901,000</u>	<u>-</u>	<u>13,901,000</u>
Murphy Crossing Debt Service Fund			
Other Requirements	48,700	-	48,700
Murphy Crossing Debt Service Fund	<u>48,700</u>	<u>-</u>	<u>48,700</u>
Total Bend Urban Renewal Agency			
Expenditure	\$ 23,936,051	\$ -	\$ 23,936,051
Contingency	946,396	-	946,396
Other Requirements	2,471,500	-	2,471,500
Total Bend Urban Renewal Agency	<u>\$ 27,353,947</u>	<u>\$ -</u>	<u>\$ 27,353,947</u>
Total City of Bend and BURA			
Expenditure	\$ 338,895,568	\$ 5,924,523	\$ 344,820,091
Contingency	22,484,313	70,977	22,555,290
Other Requirements	13,882,041	-	13,882,041
Total City of Bend and BURA	<u>\$ 375,261,922</u>	<u>\$ 5,995,500</u>	<u>\$ 381,257,422</u>

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Acronyms

ADA Americans with Disabilities Act of 1990.

APWA American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

BAT Bend Area Transit, the City's fixed route transportation system.

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.

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.

EDD Economic Development Department, which includes the City of Bend's Urban Renewal Agencies, Downtown Parking, CDBG, Affordable Housing, Tourism, and Economic Improvement District funds.

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 Officer's 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.

ISTEA Federal Intermodal Surface Transportation Efficiency Act grant to encourage various types of transportation.

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 (including the Laboratory), Garage, Transportation Engineering and Support, Street Operations, System Development Charge Fund, Public Transit, Accessibility Construction, 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 Assessors Office in terms of what it would be worth on the open market.

SDC's Systems Development Charges, which are fees charged to join or to extend an existing utility system.

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 Assessors 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

TUF Transportation Utility Fee, a new fee proposed in the 2009-2011 biennium to fund street maintenance.

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.

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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 City’s fixed route transportation system.

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.

Budgetary 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, Information Technology, Facilities Management, Risk Management, and the PERS Debt Service Fund.

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.

EDD Abbreviation for the Economic Development Department, which includes the City of Bend's Urban Renewal Agencies, Downtown Parking, CDBG, Affordable Housing, Tourism, and Economic Improvement District funds.

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.

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.

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.

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.

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 (including the Laboratory), Garage, Transportation Engineering and Support, Street Operations, System Development Charge Fund, Public Transit, Accessibility Construction, 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.

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.

TUF Abbreviation for transportation utility fee, which is a new fee proposed in the 2009-2011 biennium to fund street maintenance.

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.

Working Capital Unspent resources that can be carried over to the following fiscal year and which are available for appropriation.

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