



CITY OF BEND, OREGON

2017-2019 ADOPTED BIENNIAL BUDGET

For Budget Period July 1, 2017 - June 30, 2019



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CITY OF BEND

BUILDING ON OUR PAST
SERVING THE PRESENT
SHAPING BEND'S FUTURE

2017-2019 Adopted Biennial Budget

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*Distinguished
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For the Biennium Beginning

July 1, 2015

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bend, Oregon for its biennial budget for the biennium beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Table of Contents

READER’S GUIDE9

QUICK REFERENCE GUIDE 11

CITY OF BEND ORGANIZATIONAL CHART 12

CITY MANAGER’S BUDGET MESSAGE 13

Introductory Section

The City of Bend, Oregon25

Statistical Information:

2016 Demographic Highlights29

Economic Comparisons30

Population Trends and Housing Comparisons31

City Government32

The Budget Process34

2017-2019 Budget Development Calendar36

Fiscal Policies37

Fund Accounting53

Budget Organization61

Council Goal Setting and Strategic Plan63

Financial Section

2017-2019 Adopted Biennial Budget Summary by Service Area85

Combined Summary of Financial Sources and Uses87

Resource and Requirement Summaries88

Summary of Financial Sources and Uses Three Period Comparison:

General Fund89

Water Fund90

Water Reclamation Fund91

Nonmajor Funds92

All Funds93

Fund Balance Summary Years 2013-2019:

All Funds94

Summary of Governmental Funds95

Summary of Proprietary Funds96

Fund Balance Detail Years 2013-2019:

By Governmental Fund Type97

By Proprietary Fund Type102

Analysis of Changes in Fund Balance \geq 10% for Governmental Funds104

Analysis of Revenue Sources:	
<i>Revenue Highlights</i>	107
<i>Property Taxes</i>	111
<i>Room Taxes</i>	112
<i>Franchise Fees</i>	113
<i>State Allocated Revenues</i>	114
<i>System Development Charges</i>	115
<i>Development Fees and Permits</i>	116
<i>Utility User Fees</i>	117
<i>Fines and Forfeits</i>	118
Debt Overview and Analysis	119
Projected Statement of Indebtedness: Long-Term Debt Outstanding.....	124
Schedule of Future Debt Service as of June 30, 2017.....	126

Adopted Budgets

General Fund

<i>Service Area Structure</i>	131
<i>General Fund Budget Summary</i>	133
<i>General Fund Revenue Stabilization Fund</i>	141

Public Safety Service Area

<i>Service Area Structure</i>	145
<i>Police</i>	147
<i>Fire/EMS</i>	161
<i>Municipal Court</i>	169
<i>Helen E. Lorenz Estate</i>	173

Infrastructure Service Area

<i>Service Area Structure</i>	177
<i>Water</i>	179
<i>Water Reclamation</i>	195
<i>Stormwater</i>	213
<i>Utilities Laboratory</i>	221
<i>Engineering, Infrastructure & Planning</i>	227
<i>Streets & Operations</i>	231
<i>Transportation Construction</i>	239
<i>General Obligation Bond</i>	243
<i>Accessibility</i>	249
<i>Cemetery</i>	257
<i>System Development Charges (SDC's)</i>	263
<i>Local Improvement District</i>	265

Community & Economic Development Service Area

<i>Service Area Structure</i>	269
<i>Community Development Department (CDD) Administration</i>	271
<i>Building</i>	275
<i>Planning</i>	281
<i>Private Development Engineering</i>	285
<i>Code Enforcement</i>	289
<i>Growth Management</i>	293
<i>Community Development Block Grant (CDBG)</i>	297
<i>Affordable Housing</i>	301
<i>Business Advocacy</i>	305
<i>Tourism</i>	309
<i>Economic Improvement District</i>	311
<i>Bend Urban Renewal Area (BURA)</i>	313
<i>Airport</i>	327
<i>Parking & Downtown</i>	333

Administration & Central Services Service Area

<i>Service Area Structure</i>	339
<i>Administrative & Financial Services</i>	341
<i>Information Technology</i>	367
<i>Facilities Management</i>	373
<i>Garage</i>	381
<i>Insurance & Risk Management</i>	385
<i>PERS Debt Service</i>	389
<i>Energy ARRA</i>	393

Supplemental Information

Capital Improvement Program Overview	397
Summary of Infrastructure Capital Projects	401
Detail of Capital Projects:	
<i>Water</i>	403
<i>Water Reclamation</i>	429
<i>Stormwater</i>	477
<i>Transportation:</i>	
<i>Transportation Construction</i>	489
<i>General Obligation Bond Construction</i>	509
<i>Accessibility Construction</i>	517
<i>BURA Murphy Crossing Construction</i>	523
<i>Airport</i>	527
<i>Facilities</i>	539
Acronyms.....	563

Glossary.....	567
Personnel Services Graphical Analysis	578
Full Time Equivalents (FTE) by Service Area	579
2017-2019 Adopted Biennial Budget in Brief	580
Resolutions, Public Notices and Tax Certification:	
<i>City of Bend Resolution No. 3073 to Adopt 2017-2019 Biennial Budget.....</i>	<i>594</i>
<i>Reconciliation of Budget Committee Approved Budget to Adopted Budget</i>	<i>603</i>
<i>City of Bend Resolution No. 3076 to Levy Taxes for 2017-2018.....</i>	<i>608</i>
<i>City of Bend Required Public Notices and Tax Certifications.....</i>	<i>610</i>
<i>BURA Resolution No. 115 to Adopt 2017-2019 Biennial Budget</i>	<i>621</i>
<i>BURA Resolution No. 116 to Levy Taxes for 2017-2018</i>	<i>624</i>
<i>BURA Required Public Notices and Tax Certifications.....</i>	<i>626</i>

Reader's Guide

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

1. **A Policy Document:** The City's biennial budget addresses two primary kinds of policies: policies that are under development (usually stated as goals to be accomplished) that may change how the City operates in the future, and policies that are already in place. The City Manager's Budget Message, found at the beginning of the document, provides the background, sets the stage for the specific work plan that will be accomplished during the coming budget period, and identifies the policy issues that are important in the community as identified by the City Council through their goal setting process. Each budget narrative will discuss how the 2017-2019 budget reflects implementation of Council's goals and policy direction set forth by the City Council.

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 City Manager's Budget Message provides a concise discussion of the major priorities of the City; the financial and program information included in the Adopted 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 most programs 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 established through policy direction and goals established by the City Council.

- a. **The Budget by Service Area:** The budget document is organized into 5 Service Areas: General Fund, Public Safety, Infrastructure, Community & Economic Development, and Administration & Central Services. The budget organization charts provide a summary of the funds and programs reported under each service area. A financial summary by service area can be found at the beginning of the Financial Section. This document provides a brief summary of the more detailed financial data found later in the budget document. The budget information by fund located at the beginning of each Adopted Budget section also indicates the service area for each fund.
- b. **The Budget by Fund:** Summaries of the City's adopted budget by fund can be found in the Adopted Budgets section. Like other government entities, the City uses a fund structure as the primary method of accounting for financial operations. A fund can be thought of as a "business", with all revenues in the fund specifically associated with the expenditures in the fund. In most cases, there is a legal restriction on the use of the revenue in a fund. The General Fund is used as a catch-all fund, and is specifically defined as the fund used to account for the discretionary/non-restricted revenues of the City.
- c. **The Budget by Program:** This biennial budget shows the continuation of the City moving towards program-based budgeting. The program designation is used to group a set of like activities to enhance the opportunities for operational efficiencies, or to take advantage of

professional qualifications of staff to work on multiple types of projects. Within the City's various funds, programs were identified and established for budgeting purposes. A fund can just have one program, like the Tourism Fund. In this case, the fund has a fairly singular focus in its work that does not cross into other work areas. A fund can also have multiple programs, like Streets & Operations that has multiple programs operating within it. In this case each program is used to either manage specific work, allow the ability to cost specific services for which customers are charged a fee for service, or report to the City Council, citizens, or outside agencies.

- d. The Budget by Type / Category: The City's budget also includes different types of revenues and expenditures which overlay the budget by fund and program. Comparing the budget by types can help a reader understand how major sources of revenue or major costs are treated across the organization. Operating revenues include types such as: Property Taxes, Room Taxes, Licenses and Permits, Charges for Services, System Development Charges, Intergovernmental Revenues, Fines and Forfeitures, and Miscellaneous Revenues. Non-Operating Revenue types include Interfund Transfer Activity, Issuance of Long Term Debt, or Sale of Capital Assets. Expenditure categories include: Personnel Services (includes salaries and wages plus all associated benefits), Materials and Services, Interfund Transfers, Debt Service and Capital Outlay. Other types of requirements include Contingencies, (which are appropriated) and Reserves (which are not appropriated), neither of which can be used without authorization by the City Council.

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

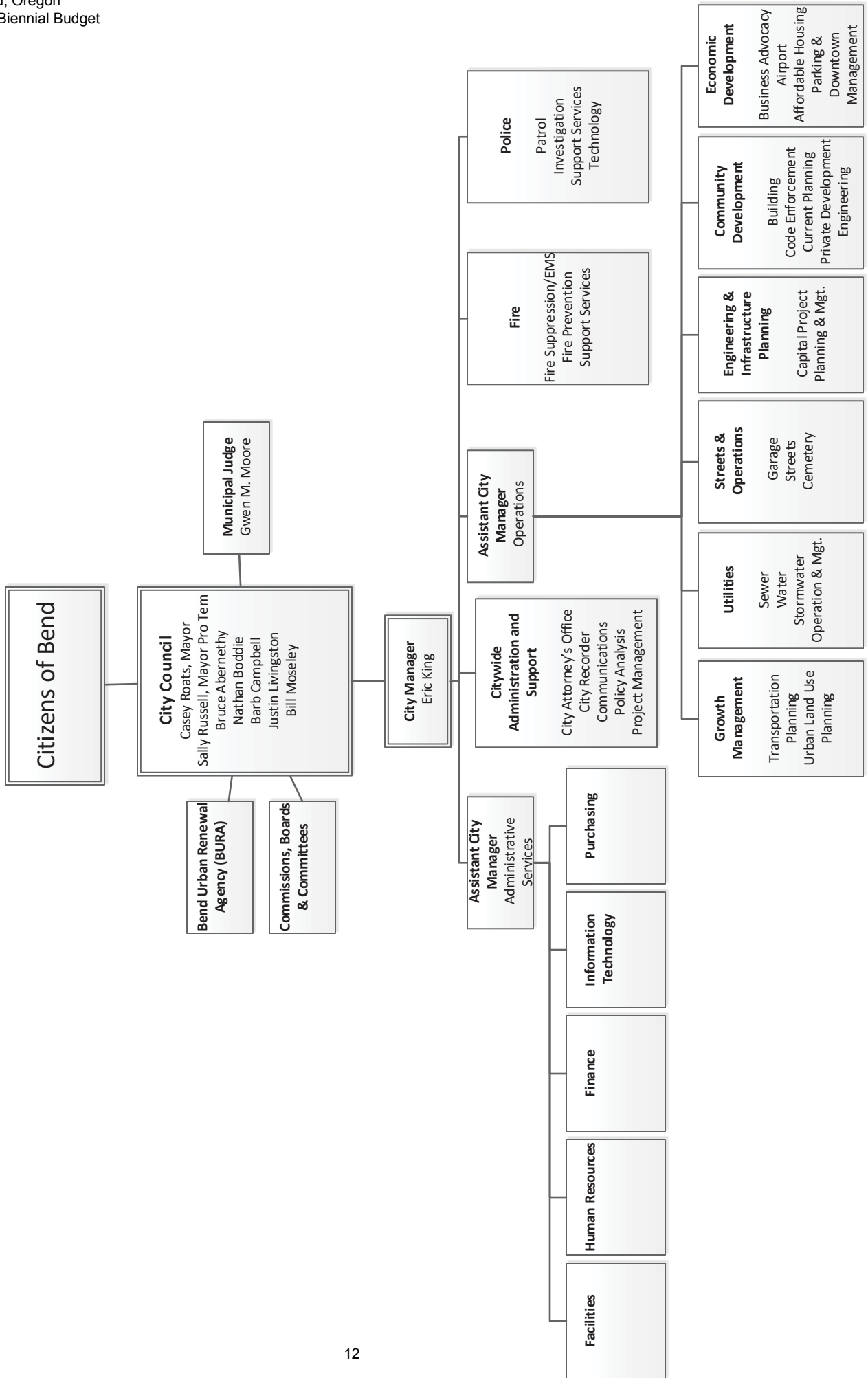
Quick Reference Guide

If You Have This Question	Reference Tab	Page(s)
How much is in the 2017-19 Budget?	Budget Message, Financial Section,	13-21, 83-126
How much is in each program budget?	Adopted Budgets	127-394
What are the primary sources of revenue for the City of Bend?	Financial Section	85-88
What does the City spend money on?	Budget Message, Financial Section	13-21, 83-126
How is the budget prepared?	Introductory Section	34-36
What are the City's fiscal policies?	Introductory Section	37-52
What are the proposed rate and fee increases?	Financial Section	107-108
What are some long term fiscal challenges for the City of Bend?	Budget Message	13-21
What areas are the City Council focused on?	2017-2019 Strategic Plan	64-82
What infrastructure projects are being planned?	Adopted Budgets, Capital Improvement Program	175-266, 395-559
What are the City's current debt obligations?	Financial Section	119-126
Does the City have a "rainy day" fund?	Introductory Section, Adopted Budgets	54, 131, 141-142
What does the General Fund pay for?	Adopted Budgets	131-142
What are the current staffing levels of the Public Safety programs?	Adopted Budgets, Other Section	148-170, 579
How much does the City spend on street maintenance?	Adopted Budgets Streets & Operations	20, 231- 234



CITY OF BEND

City of Bend Organizational Chart





**City Manager's Budget Message
2017-2019 Adopted Biennial Budget**

May 3, 2017

CITY OF BEND

To the City of Bend Budget Committee:

With this letter I present a balanced budget for the 2017-2019 biennium. As recently noted in the press, Bend is the fastest growing metropolitan area on the west coast. To address that growth, this budget reflects a significant transition from planning projects to executing them. Council goals continue to drive resource allocation and represent a renewed focus on core services: public safety, infrastructure investment, and community and economic development.

Bend is routinely on the top 10 list of cities for places to retire, start a business or enjoy a craft brew. With this attention comes a great deal of pressure on the allocation of limited city resources. There are roads to build, sidewalks to improve, sewer and water lines to be constructed, and additional police officers and firefighters needed to protect our growing population. This budget reflects a 5.5% increase for the first fiscal year and a 4.6% increase for the second, which accounts for the city's core revenues (taxes, licenses, permits, rates and fees). The adopted budget includes a net increase in staffing of 4.2% from current levels with the majority related to increases in infrastructure spending to accommodate growth and address existing deficiencies.

Recently the Bend Metropolitan Statistical Area (MSA) was named the best small performing city in the U.S., which is largely based on employment and wage growth. This ranking, although notable and worth celebrating, is also evidence of continued pressure to keep Bend "in balance." Yes, wages are growing, but are they growing in concert with housing prices? Yes, the local economy is performing well, but is it sustainable? Yes, Bend is an attractive and 'intentional' community, but how do we align community expectations with available revenue to maintain and operate the infrastructure we have as well as build needed improvements?

These questions provide a gut check for policy makers and Bend residents as we review the 2017-2019 Budget. We are financially challenged by a uniquely low tax rate that was imposed by the state of Oregon in the 1990's, by shrinking state and federal resources for infrastructure improvements, by the expenses associated with long-term liability with Oregon Public Employees Retirement System (PERS), by ever-increasing employee training and development costs, and by the many costs associated with operating and maintaining infrastructure.

However, with these structural operating and expense challenges comes creativity and innovation in tackling our City's most important issues. Strategies such as public/private partnerships, coordination with other government agencies, and new cost-effective public safety program models are key to our success and are embedded throughout the 2017-2019 Council Goals, which include:

- Implement a growth plan that is consistent with community goals for the economy, environment and affordability
- Move people and products around Bend efficiently, safely and reliably
- Increase affordable housing options
- Keep residents safe with innovative and cost-effective public safety services
- Modernize and professionalize how City government operates

A summary of the resources and strategies being deployed through this budget are highlighted below for each goal. In order to implement the ambitious amount of projects below, it is imperative that the staffing needs identified above are met in short order. The job market is tight for some of the most crucial positions the City needs. In addition to the necessary staff resources to manage these projects, many of these projects are accompanied by land use/legal, design and public processes that can introduce complexity and time to implementation. Lastly, some of the identified projects are building blocks for executing large scale public improvements (such as design for Murphy Road).

1. Implement a growth plan that is consistent with community goals for the economy, environment and affordability

The City's recently approved Urban Growth Boundary (UGB) has set the stage for accommodating an estimated 30,000 new residents that are planned to arrive over the next decade. This plan includes a 10% increase in the City's land supply as well as targeted areas inside the current UGB to accommodate this growth. This plan provides the necessary policy framework to achieve local support and ultimately state approval outlining a vision for Bend.

Now the work turns from planning toward implementation. The first phases in staff's work plan focus on annexation policies and minor updates to infrastructure masterplans as well as continued data analysis to determine where and how best to focus additional public investments in infrastructure and land use planning. This work will result in Council deciding which additional land use planning efforts will go first, including opportunities for public/private partnerships.

Additional objectives under this goal include assisting residents with the conversion from aging septic systems to sewer, as envisioned by State law. An advisory committee will help guide decision making over the next few years to balance the needs of residents with state requirements. The committee will consider tools such as Local Improvement Districts (LIDs) and other creative financing strategies.

The growth plan will benefit current residents in driving toward a vision of complete communities by more broadly distributing commercial, employment and recreational activities throughout the City as well as improving East/West connectivity to ease traffic congestion (refer to the transportation goal in section 2 below for more information).

A few highlights in the adopted budget to implement this goal include:

- *Additional staffing in the Engineering & Infrastructure Planning (EIPD), Community Development, Growth Management and Purchasing Departments.* An increased amount of infrastructure projects means a significant increase in the number of contracts that require additional project managers and increased procurement capacity. As building and development activity increases to implement the growth plan, additional staff in the Community Development Department are needed to process building and land use permits in a timely fashion. The new positions needed to implement the growth plan include a mix of full-time and contract employees. The resources required to meet this additional capacity will come from enterprise funds such as utility rates at planned increases or from an increase in permit activity.
- *Continued Investments in Infrastructure.* The Water, Water Reclamation (Sewer), and Stormwater utility Capital Improvement Programs (CIP) total \$62.2 million of spending over the biennium. The CIP balances the needs of executing masterplan projects that either correct existing deficiencies or improve the capacity of the system. For example, the Southeast Interceptor, a \$73 million project, as well as the North Area Sewer improvements and Water Reclamation Facility expansion will be complete by the end of the biennium. Design work will begin on the North and East Interceptors to help prepare Urban Growth Boundary (UGB) expansion areas.

2. Move people and products around Bend efficiently, safely and reliably

Continued efforts to improve the condition of Bend's roads as well as execute capital projects aimed at reducing congestion, improving safety and providing more choices for users are reflected in this budget. Many of these efforts will be guided by a newly created citizen advisory committee that will be tasked with updating the City's Transportation System Plan (TSP) as well as providing recommendations to Council on a variety of transportation related policy items. This plan will connect the transportation projects needed to accommodate growth and existing deficiencies that align to a community accepted level of service and a corresponding funding strategy.

Transportation needs have outpaced available funding. More creative and community-supported solutions are needed to move people and products more efficiently. It should be noted that many of the efforts to improve the transportation system, such as additional street preservation funding, are being accomplished through use of one-time revenues and reserves or reductions to central services and are not sustainable solutions. The short-term strategies included in the adopted budget are aimed at building the community support needed for more long-term, sustainable solutions to Bend's transportation challenges.

A few highlights in the adopted budget to implement this goal include:

- *Approximately \$6.5 million of annual funding for street preservation.* Through a multi-pronged strategy developed with Council direction, additional temporary funding has been allocated to improve the system-wide Pavement Condition Index (PCI), with a focus on higher priority streets. Much of Downtown Bend will be repaved this construction season, as well as key corridors throughout the City. A total of 88 lane miles will be treated in 2017 and similar amounts in 2018.
- *\$16.2 million dedicated to Transportation Capital Improvement Projects.* The projects included in the 2011 voter-approved General Obligation Bond will come to a close in the biennium, which include rebuilding portions of 27th Street following construction of the Southeast Interceptor and reconstructing NW 14th Street from rural to urban standards. Several improvements along Highway 20 and 3rd Street are either underway or will begin in 2017 to improve pedestrian safety and accessibility. Intersection improvements at NE Neff and Purcell along with the design of Murphy and Empire corridor extensions will improve connectivity, safety and relieve congestion. A key objective in developing the CIP is to leverage projects that attract private investment.
- *Additional staffing for street maintenance, project management and planning.* Additional staff are being requested due to increases with the accompanied need for ADA curb ramps, utility coordination, and other preparatory work for overlay contracts as a result of increased street preservation funding. The additional staff will also help improve overall service levels including snow removal and improved signage and curb painting, all of which are needed as Bend becomes more urban. Project Managers in EIPD will be matched to the project needs identified in the CIP and an additional Transportation Planner will be needed to restructure the previously mentioned citizen transportation committee and manage the TSP update.

3. Increase affordable housing options

Perhaps the greatest stress currently facing Bend is the lack of available housing, especially for those individuals and households earning below median family income, which for Bend is about \$60,000 annually for a family of four. Bend's desirability and its high growth rate have resulted in increased land costs, driving up for-sale and rental property prices at a rapid rate. Over the past three years, there has been a dramatic increase in the construction of multi-family housing; nearly 1,500 units have been built or are somewhere in the due diligence pipeline, which should begin to ease market pressures.

The City of Bend has been a leader in creating housing units that are affordable at 60% of area median income (AMI). In fact, Bend has produced more units per capita than any other city in Oregon and is second in total units behind only Portland. These units have been developed in large part with the City's unique affordable housing fee that was created in 2006 and has leveraged over \$77.6 million in state and federal funding and over \$28.4 million in private equity. Work began in 2014 to expand the City's strategy to

increase the supply of affordable housing, including incentives, reducing costs by exempting system development fees for certain projects, disposing of public property, and developing new housing models such as a cottage code and easing restrictions on accessory dwelling units.

In coordination with the UGB expansion, Council also required certain properties to guarantee the development of affordable housing through deed restrictions. More work will be explored over the biennium in connection with the growth plan to prioritize infrastructure investments and the development of annexation policies that incentivize additional supply. Policies will also be explored to encourage the private market to produce different types of housing models that are affordable to a broad set of incomes—also known as “the missing middle”.

A few highlights in the adopted budget to implement this goal include:

- *Anticipated \$3.5 million being deployed through the Affordable Housing and Community Development Block Grant funding (CDBG) programs.* The continued leverage of this local funding source is anticipated to contribute towards the construction of 200 housing units over the biennium. The allocation of these funds is based on the City’s Consolidated Plan and reviewed by the City’s Affordable Housing Committee.
- *Additional staffing capacity for the Affordable Housing Program.* Given Council’s interest in expanding policies that promote the additional supply of affordable housing and as a succession strategy, an additional staff person was added in the current fiscal year and an overlap of two positions will exist in the biennium to meet the objectives under this Council goal. This position is funded through the revenue received from the Affordable Housing fee.

4. Keep residents safe with innovative and cost-effective public safety services

As Bend grows and changes it is imperative that our core services keep pace. Police and Fire budgets are nearly 80% of the expenditures in the General Fund, which is heavily impacted by structural revenue and expenditure challenges. As we grow, how to prioritize the limited general Fund dollars used to support a variety of core services will continue to be a challenging conversation. Solutions to these challenges lie with the State Legislature. However, there are opportunities at the local level to find more cost effective ways to deliver these services.

The creation of the Basic Life Support (BLS) and Quick Response Vehicle (QRV) Programs in the Fire Department are recent examples. The programs increased levels of staffing through use of limited-term employees that has resulted in quicker response times, which makes Bend safer, while reducing costs.

The Police Department has also been instituting alternative delivery models such as the Mental Health Crisis Team and use of community-based problem solving that involve stakeholders such as neighborhood associations and the Downtown Business Association. These collaborative models have the potential to drive down 'calls for service' by using crime data to strategically deploy resources and engaging community organizations in crime prevention efforts. However, Bend's fast growth and changing demographics place a high demand on public safety staff, and vigilance is required to keep resources and service levels matched with community expectations.

A few highlights in the adopted budget to implement this goal include:

- *Two Additional Community Service Officers (CSOs).* Community Service Officers provide valuable expertise and assistance in handling animal complaints, City ordinance violations, and other support that allows patrol officers to concentrate on even higher priority calls. Community Service Officers are vital in providing better services to our community and more efficient use of personnel. The costs to train and employ CSOs are significantly lower than a full time sworn officer and represents an alternative model in deploying limited resources.
- *Renewal of the Fire/EMS Operating Levy.* In 2014, voters approved a 20 cent per \$1,000 of Tax Assessed Value (TAV) 5-year operating levy. This levy expires at the end of the 2017-2019 biennium. The levy has allowed response times to decrease from 9 minutes to 7 minutes as promised to voters via the BLS unit as described above. Staff is recommending to Council that voters have an opportunity to renew this levy during the biennium.
- *Construction of a 6th Fire Station.* As Bend urbanizes and a greater percentage of calls for emergency medical services are within the core of the City, the need for a sixth fire station has become necessary to prevent response times from increasing. The City owns land on the Pilot Butte Campus (location of Streets & Operations and Police Departments) that is available to construct a small EMS only station. The building will be paid for and owned by the Rural Fire Protection District with the Fire Department. The City will lease the space when completed; however, it is not anticipated that construction will be complete during the 2017-2019 biennium therefore lease payments will not begin until 2019-20.

5. Modernize and professionalize how City government operates

As Bend transitions into a City of nearly 100,000 residents, it needs to pay close attention to its governance structure, its systems and processes and its potential for continued operational efficiencies, and it needs to evaluate its effectiveness and make changes that evolve with the community and organization's needs.

Council has indicated support for reviewing the City's Charter and at a minimum, evaluate: how the Mayor is elected, a potential ward system and additional staff capacity that may be needed to support Council in their policy work. As outlined in the goals and objectives on page 38, a Citizen committee has been appointed this summer to study

these questions and make recommendations to Council. Any changes will ultimately need to be approved by voters. In parallel with this effort, Council Rules will be reviewed and updated to address such topics as Council agenda development, strategic planning, staff/Council roles, and other areas meant to streamline and improve Council meetings and interactions.

Internally, the City of Bend will be addressing four strategic objectives under this goal including: improving the consistency of project management, employee performance, resource management, and replacing the City's operating software as a key driver for business processes improvements. These objectives were the result of employee input and are aimed at improving alignment between policy objectives and operations, creating cross-departmental teams that solve problems, and leveraging technology to improve efficiency and access to services for the community.

A few highlights in the adopted budget to implement this goal include:

- *Limited Term (LTE) positions and software procurement related to the Enterprise Resource Planning (ERP) Replacement Project also known as LEAP: Leading Effective Applications and Processes.* The remaining phases of the software replacement project include completing the payroll/time keeping and human resources information system, replacing the City's land permitting and licensing, utility billing, and municipal court software. In addition to software and costs associated with additional limited term staff needed to complete the project, the budget includes consulting for quality control, change management, and integration services. Total estimated costs for the project over the biennium are budgeted at \$4.3 million.
- *Centralized property management.* Upon conducting an inventory of City departments involved in lease management, property maintenance, and other real estate transactions it was determined that a centralized property management system would improve quality control and efficiency. An existing staff position has been moved from the Economic Development Department and a new position is budgeted for the second year of the biennium to free up staff capacity in various departments.
- *Engagement with an Energy Services Company (ESCO).* A Request for Proposals has been issued to solicit firms to assist the City in identifying opportunities for energy efficiency. The City recently participated in the State of Oregon Strategic Energy Management Program, which resulted in an 11% reduction of energy that will save the City nearly \$40,000 per year. To continue this trend, industry expertise is needed to identify additional energy savings as well as opportunities to finance initial investments through a third party arrangement. Minimal costs are included in the budget to help manage this project.

Summary

The budget has been developed with strategic input from Council, including direction on General Fund priorities, utility rates, CIP priorities, resource needs and a short term strategy to improve roads. The budget has also been well vetted with the City of Bend's Leadership Team that includes all Departments to determine how to achieve Council goals and objectives with the necessary staffing and resources to complete key deliverables.

A major theme through the Council Goals and corresponding biennial budget is the need to focus on core services such as transportation, public safety and keeping pace with needed infrastructure and land use planning. The challenge, as stated, is that community needs and expectations exceed available resources. This is particularly acute for public safety and transportation needs.

Although short-term strategies aimed at improving the condition of roads as well as transportation projects that relieve congestion and improve safety are embedded in this budget, much of the funding is derived from one-time sources, including drawing down reserves or temporarily shifting funds and reducing service levels. This cannot be sustained. Much work is needed over the next two years to focus on community-supported, long-term funding solutions, especially for transportation. This budget allocates \$6.5 million of funding for street maintenance, but the annual funding needed to eliminate deferred maintenance is actually \$8 million per year. Similarly, Council has developed a strategy to deploy a projected \$35 million in Transportation Construction Funds over the next six years that is far below the estimated \$280 million of improvements needed over the next decade. The key to deploying these short term strategies is to create a more unified Council and community in developing long term solutions.


There are also risks that come with developing any budget, especially one that relies heavily on deploying one-time funding strategies. This budget assumes forecasted growth in property taxes revenues at 5.25% and 5.0% in the first and second year of the biennium respectively, and moderate growth in room tax revenues. And with a net increase in citywide staffing at 4.2% over the next two years, much of this revenue growth has been earmarked for infrastructure projects. As the fastest growing city on the west coast, this revenue growth is not able to meet community demands for service and with little local control on the ability to change the City's permanent tax rate or affect other main General Fund revenue streams, the need for prioritization and vigilance in exploring community supported solutions is ongoing. This challenge is exacerbated by the fact that infrastructure funding from the federal and state governments has declined significantly with little sign of change. Additionally, PERS rates are steadily increasing and further adding to these structural fiscal challenges.

However, with challenges come opportunities to be creative. This budget relies heavily on partnerships with organizations such as the Rural Fire Protection District to meet facility needs within the Fire Department and continued coordination with Central Oregon Intergovernmental Council (COIC) to sustain transit funding and continue to improve service, providing relief to the City's General Fund challenges. Additionally, this budget executes growth strategies that leverage private investment in completing infrastructure

projects that not only prepare the City for growth but also benefit our existing residents. Finally, this budget offers new and innovative ways to deliver public safety services and investing in technology solutions that drive process and efficiency improvements in planning and permitting.

I'd like to thank the City's Budget Team as well as all City Department Directors for their dedication to fiscal discipline, teamwork, and creative thinking that has produced a budget that is responsive to the goals of City Council. I look forward to sharing this work with the Budget Committee and continuing our collective efforts to build the right budget for Bend.

Respectfully submitted,

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

Eric King
Budget Officer / City Manager

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INTRODUCTORY SECTION

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The City of Bend, Oregon



Bend City Hall

History

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

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

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

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

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

Mountain Range and is the region's principal tourism, wood products, professional services, retail, medical and governmental service center.



Old Mill District
Photo courtesy of Nick Braun Media

2016 Central Oregon Principal Private & Public Employers	Product or Services	Number of Employees	Percent of Total City Employment
St. Charles Medical Center	Health Care	2,468	3.0%
Bend-Lapine School Dist. No. 1	Education	1,797	2.2%
Deschutes County	Government	1,062	1.3%
COCC - Bend Campus	Education	884	1.1%
Mt. Bachelor Ski Resort	Recreation	769	0.9%
Bend Memorial Clinic	Health Care	679	0.8%
City of Bend	Government	596	0.7%
Dept of Forestry	Government	550	0.7%
IBEX Global (formerly iSKY)	Call Center	545	0.7%
Jeld Wen Window and Doors	Manufacturing	517	0.6%
	Total	9,867	12.0%

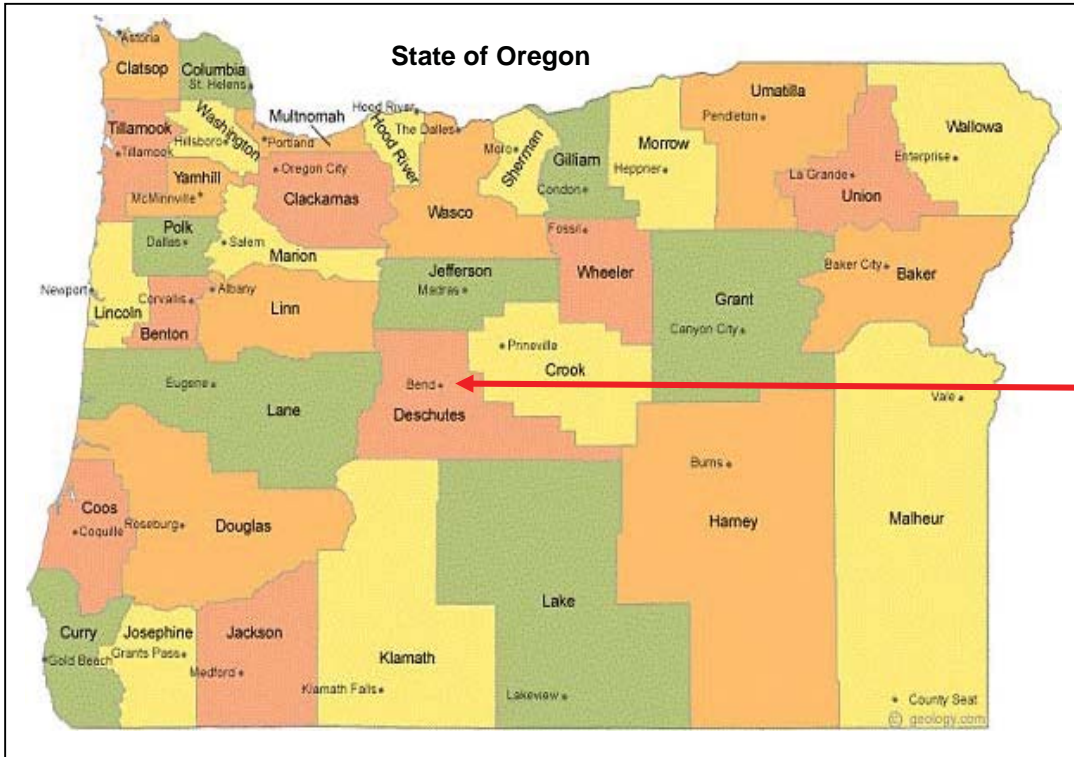
Source:
Economic Development for Central Oregon, 2016 Bend Profile.

Note:
The above listing of principal employers represents major employers in Bend, Oregon

(1) Percent of total city employment represents percent of employer's employees to total employment for the Bend Metropolitan Statistical Area

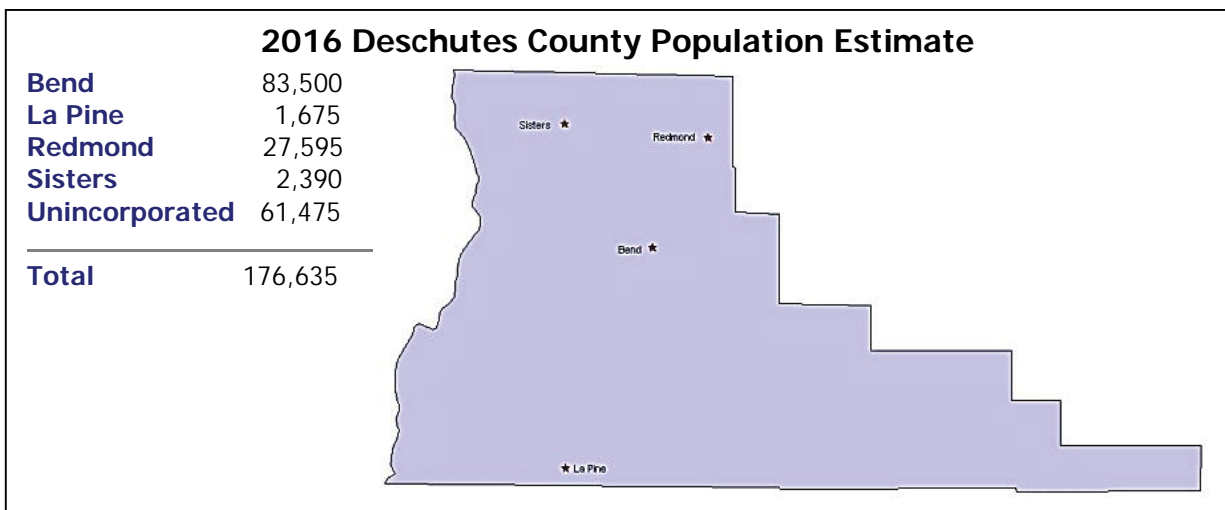
Bend Today

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



**City of Bend,
Deschutes County**

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



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

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



Wall Street
©2006 Dustin Mitsch / Alpen Exposure

Local Attractions

Local attractions in Central Oregon include:

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

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

Activities

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

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



Bill Healy Memorial Bridge
©2006 Dustin Mitsch / Alpen Exposure

Statistical Information – 2016 Demographic Highlights

General Facts

Date of incorporation:	1905
Form of government:	Council/Manager
Population:	83,500
Area in square miles:	32.5
Full Time Equivalents:	601*

Public Safety

Fire Responses:	1,781
Ambulance Responses:	7,928
Number of physical arrests:	3,453
Number of traffic violations:	10,717
Number of calls for Police service:	48,763

Infrastructure

Street lane miles:	1,143
City owned traffic signals:	35

Miles of water mains:	479
Number of fire hydrants:	5,285
Water service connections:	24,997
Total Reservoir Capacity: (in millions of gallons)	30.5 mgd
Maximum daily demand of water system (in millions of gallons):	27.1 mgd
Miles of sanitary sewer lines:	457
Sewer service connections:	30,095
Daily average treatment:	5.8 mgd
Maximum daily capacity of treatment plant (in millions of gallons):	20.8 mgd



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

Community Development**

New residential permits processed:	962
New commercial permits processed:	57
Land use applications processed:	839
Building inspections completed:	51,593

* FTE approved for FY 2016-17

** Data provided by City of Bend Community Development Department

Note: These statistics are compiled from the City of Bend 2015-16 CAFR unless otherwise noted.

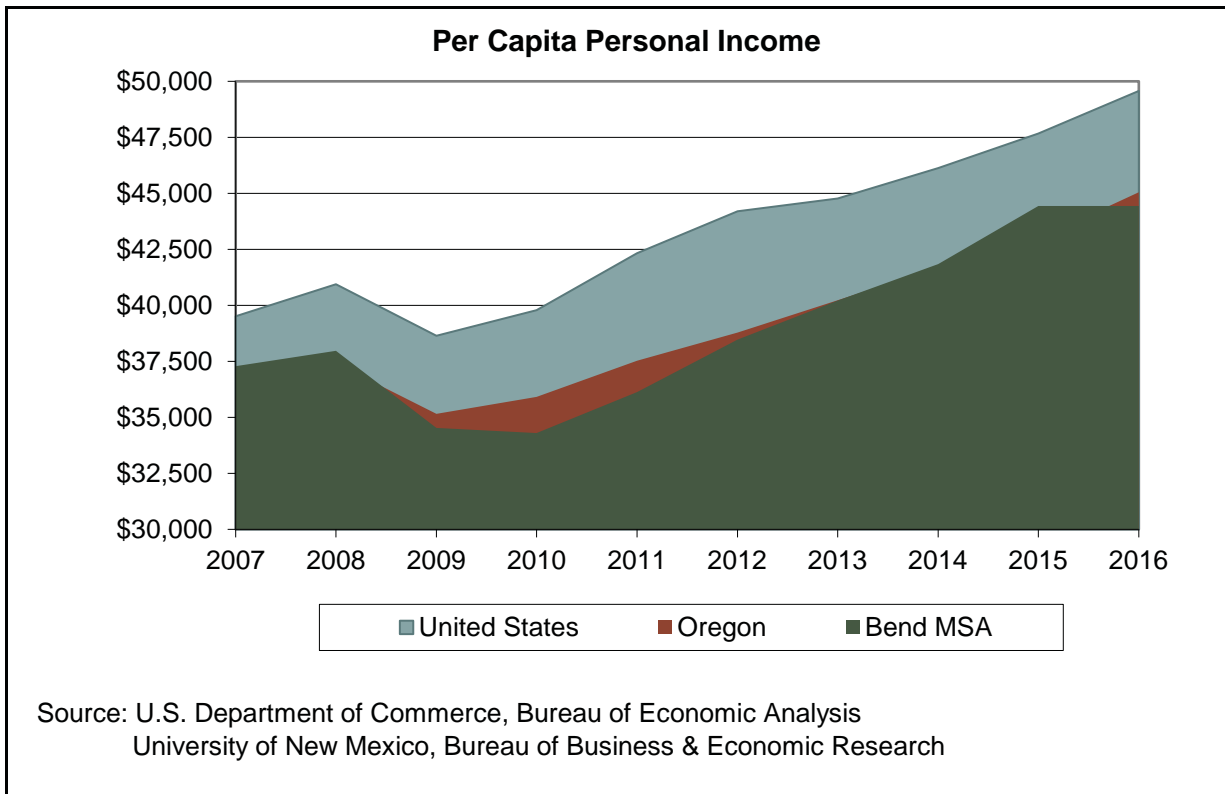
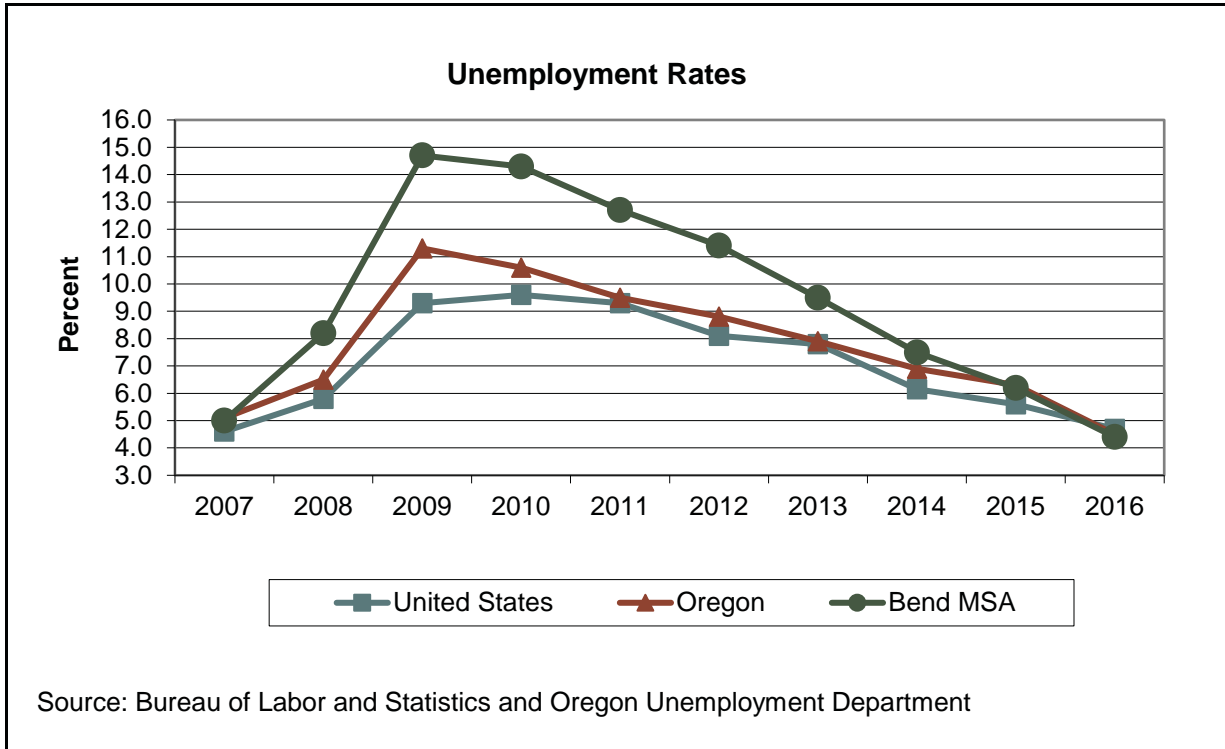
Statistical Information – 2016-17 Principal Taxpayers

Taxpayer	Type	Taxable Assessed Valuation (in 000's)	Percent of Total Valuation
TDC Baja Broadband LLC	Cable utility	\$ 67,747	0.7%
Touchmark at Mount Bachelor Village	Retirement community	45,800	0.4%
Pacificorp (PP& L)	Electric utility	43,164	0.4%
CVSC LLC	Shopping center	40,163	0.4%
Suterra LLC	Biorational Products	45,299	0.4%
Deschutes Brewery Inc	Microbrew manufacturer	37,999	0.4%
Forum Holdings LLC	Shopping center	27,121	0.3%
Cascade Natural Gas Corporation	Gas utility	27,477	0.3%
Deschutes Properties LLC	Real estate developer	23,722	0.2%
Bend Research Inc.	Pharmaceutical	23,615	0.2%
TOTAL		\$382,107	3.7%

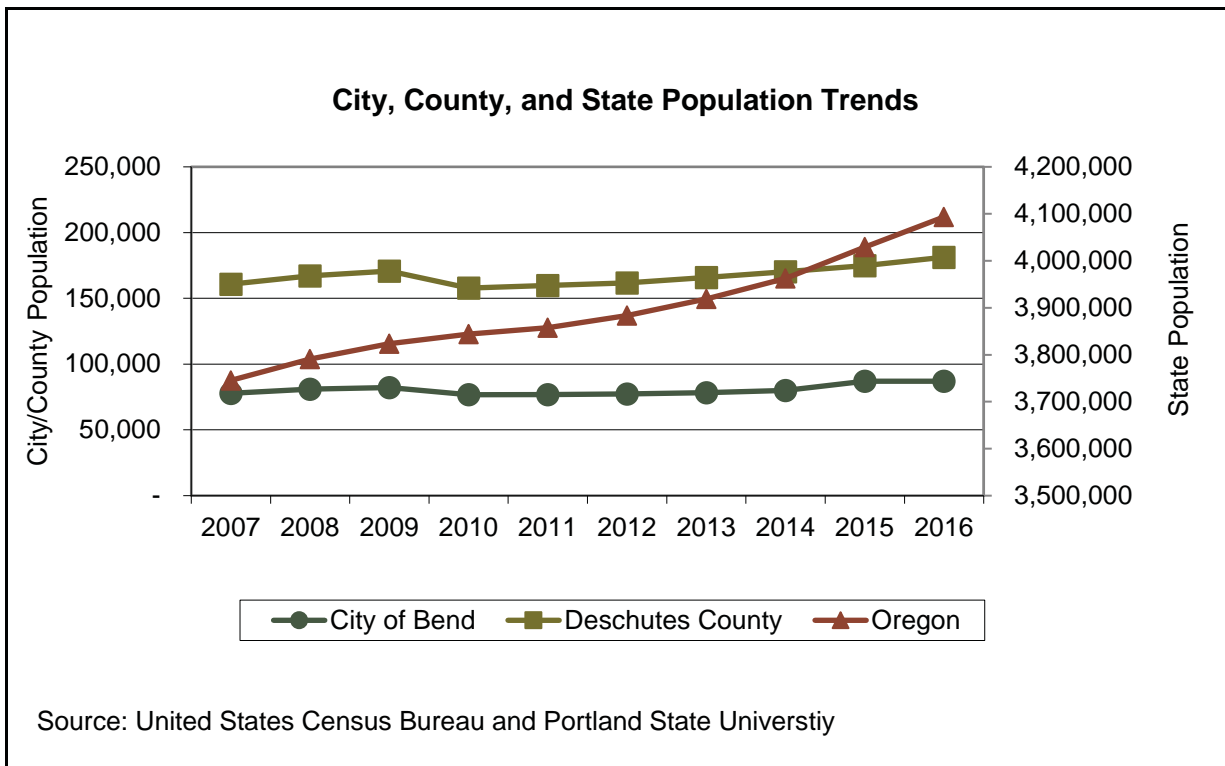
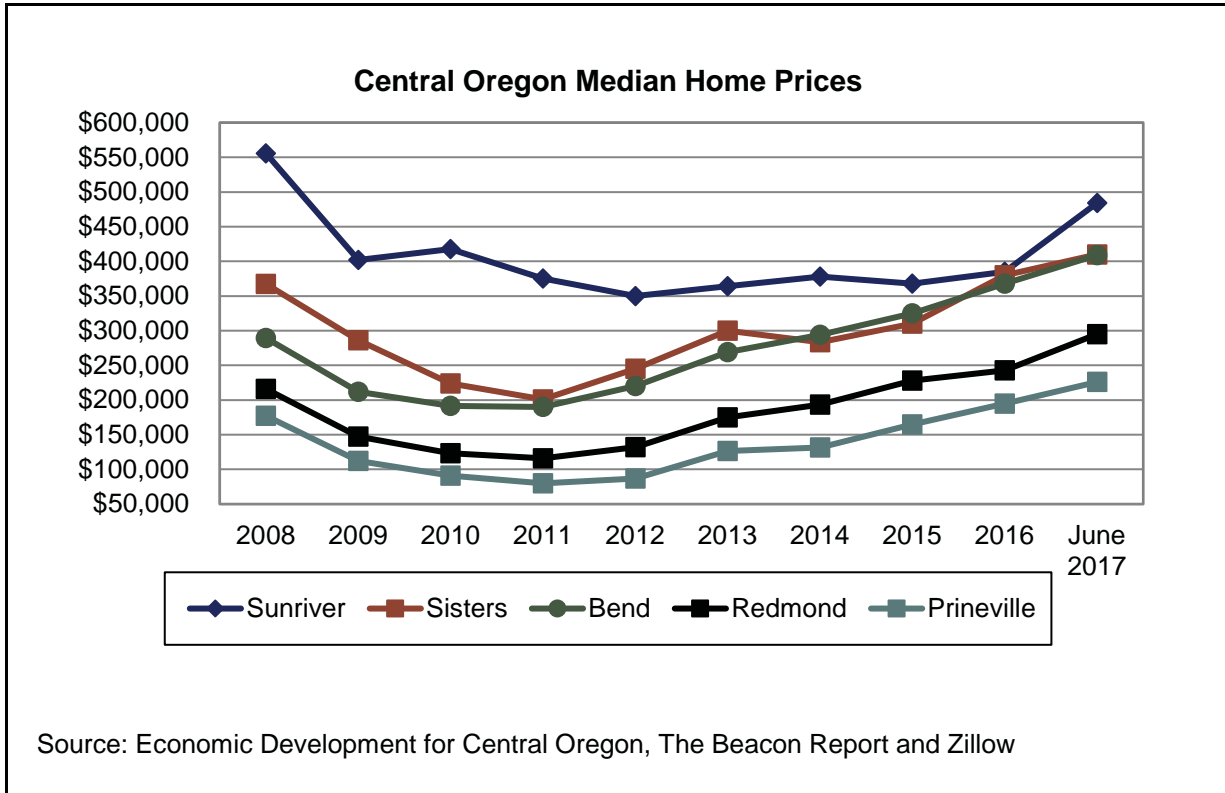
Total 2016-17 Taxable Assessed Valuation for all taxpayers in the City of Bend was \$10.3 billion.

Source: Deschutes County Assessor's Office

Statistical Information - Economic Comparisons



Statistical Information - Population Trends and Housing Comparisons



City Government

Form of Government

The City of Bend was founded by a ballot measure in November 1904 and incorporated in 1905. Organized under a council/manager form of government, the City is served by a seven-member City Council, elected to terms of four years, who elect from among themselves a mayor for a term of two years. A full-time City Manager administers the affairs of the City for the City Council.

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

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

Meetings

The City Council meets the first and third Wednesday of each month at 7:00 pm. Meetings are held in the Council Chambers in City Hall. If a Council meeting day falls on a legal holiday, the meeting will be held on the next regular business day. All City Council meetings are open to the public, televised, and archived on the City's website www.bendoregon.gov for greater citizen access. Additional meetings may be held as necessary and are advertised as to time, place and agenda prior to the meeting. Work sessions are held prior to each Council meeting. They are televised starting at 6:00 pm.

Council Agenda

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



Old Mill
©2006 Dustin Mitsch / Alpen Exposure

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 is filed by the City Recorder.

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

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

Initiative and Referendum

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

- ✧ Referendum Process: Before an ordinance becomes a law, it may be referred to a vote of the people through the referendum process. Any registered voter may do this by sponsoring a petition. A certain number of valid signatures must be gathered and verified within thirty days of the passage of the ordinance.
- ✧ Initiative Drive: If an ordinance has already gone into effect, an initiative drive can be brought before the voters to repeal the ordinance. In this case, more time is allotted to gather signatures. However, more names are required for the petition to be valid.
- ✧ Voter Approval: The City Council may refer any proposed ordinance to the voters.

The Budget Process

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

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

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

Preparing the Budget

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

Budget Committee Approval of Proposed Budget

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

Advertising and Holding Hearings

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

City Council Adoption of the Budget

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

Procedures for Amending the Adopted Budget

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

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

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

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

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

2017-2019 Budget Development Calendar

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

NOVEMBER
<ul style="list-style-type: none">▪ Budget Kick-off – the budget calendar, process, instructions, and manual for the 2017-2019 Biennial Budget are reviewed▪ Estimates for special I.T. and Facility projects and personnel requests are submitted

MARCH
<ul style="list-style-type: none">▪ Five-year vehicle/equipment plans and Capital Improvement Programs are submitted to budget office▪ Budget office reviews budget, performs analyses and makes changes in order to balance the budget▪ Budget officer reviews budget

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

APRIL
<ul style="list-style-type: none">▪ Budget office updates 2017-2019 changes made by the Budget Officer▪ Publish Notice of Budget Committee Meeting in the Bend Bulletin and on the City's website

JANUARY
<ul style="list-style-type: none">▪ 2017-2019 Personnel Services (salaries and benefits) budgets are completed▪ 2017-2019 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed

MAY
<ul style="list-style-type: none">▪ 2017-2019 Proposed Budget distributed to Budget Committee and made available for public review▪ Budget Committee deliberates, receives public comments, and approves the 2017-2019 Biennial Budget

FEBRUARY
<ul style="list-style-type: none">▪ 2016-2017 materials and services year end expenditure projections submitted by the departments▪ 2017-2019 expenditure requests submitted by the departments

JUNE
<ul style="list-style-type: none">▪ Notice of Budget Hearing and Budget Summary is published▪ City Council holds a Public Hearing and adopts the 2017-2019 Biennial Budget▪ The 2017-2019 Biennial Budget goes into effect July 1, 2017

Fiscal Policies

The following fiscal policies were originally adopted by the City Council on November 18, 2009 and most recently revised by the City Council on June 21, 2017.

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

1. Provide an adequate financial base to sustain a sufficient level of municipal services to maintain the social well-being and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and also to assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other related professional financial standards.
7. Fully comply with finance related legal mandates, laws and regulations.
8. Promote intergenerational equity for the City's taxpayers and ratepayers by spreading the cost of new or upgraded City infrastructure over time so that generations benefitting from such infrastructure contribute to its cost.

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

REVENUE POLICIES

1. The City will strive for and maintain a diversified and stable revenue system to prevent undue or unbalanced reliance on any one source of funds. This revenue diversity will shelter the City from short-run fluctuations in any one revenue source.
2. When evaluating new revenue sources, the following elements will be taken into consideration: sustainability of the revenues to the programs they are intended to support, administrative costs, operational and maintenance costs, acceptability to the community, and the impact on economic competitiveness relative to other communities.
3. One-time and non-recurring revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund mainstream services or for budget balancing purposes.
4. User fees and charges will be established for services provided that benefit specific individuals or organizations. Cost of service analyses will be prepared so that user fees and charges can or will be set at a level sufficient to recover full cost of service whenever practical to minimize subsidization by taxpayers. The City will systematically review user fees and charges to take into account the number of customers served, changes in methods or levels of service delivery as well as changes in cost of living/inflationary increases.
5. Unless prohibited by law, certain fees may be deferred by Council action when it can be demonstrated that a direct public benefit will be obtained. In addition, the Council may direct that certain fees be paid on behalf of applicants and Council's action will include a determination of the source of funds to pay such fees.
6. All fees, charges or assessments that are deferred for later payment will be evidenced by a promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.
7. Water, Water Reclamation (Sewer) and Stormwater funds will be self-supporting through user fees. Fee adjustments will be based on long term financial plans that include a forecast period of no less than five years. The water and water reclamation utility rates should be set to yield a minimum 1.50 debt service coverage ratio or a debt service coverage ratio sufficient to maintain the credit rating of the Water and Water Reclamation systems.
8. To emphasize and facilitate long-range financial planning, the City will maintain current projections of revenues and expenditures in the General Fund and other major funds for the succeeding five years.
9. All potential grants shall be evaluated for matching requirements and on-going resource requirements and balanced with the benefits of the grant before acceptance. Grants may be rejected to avoid commitments beyond available funding.
10. The City will not respond to long-term revenue shortfalls with deficit financing and borrowing to support on-going operations. Expenses will be reduced to conform to the long-term revenue forecasts and/or revenue increases will be considered.

11. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively; explanations of the underlying assumptions and risks to the forecast, including both upside and downside risks, will be provided. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.
12. The cost of revenue collection efforts should not exceed the marginal additional revenue obtained and should not absorb a large percentage of the amount collected.
13. Use of General Fund revenues is at the City Council's discretion and unless otherwise noted, discretionary revenues are not earmarked for specific purposes. Exceptions include:
 - a. Grants or other revenues that are legally restricted for specific purposes.
 - b. Beginning in fiscal year 2017-18, 75% of General Fund franchise fee revenues will be dedicated to street maintenance and preservation activities in the Streets & Operations Fund.
14. Before the City sells any major asset or relinquishes any operating or capital arrangements that involved fixed revenue, the implications of such a sale or arrangements will be fully determined for impact on current and future year revenue estimates.

OPERATING BUDGET POLICIES

1. The City will prepare a biennial budget with the participation of all Departments.
2. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the district must equal the total of all expenditures and all requirements for the district. Budgets for all City funds will be prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles.
3. The budget process will allocate resources to achieve Council goals and city-wide strategic plans. Department goals and objectives will be identified and incorporated into the budget.
4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects to reflect the full cost of providing services. The cost allocation plan will be submitted to the Department of Housing and Urban Development (or other designated agency) for review and approval when required by an outside party, including other government agencies.
5. A budget preparation calendar is crucial for successful budget preparation and execution. Finance department staff will prepare a detailed budget schedule for internal use that ensures the biennial budget is approved by the Budget Committee and adopted by the City Council no later than June 30 of odd numbered years. A summary of primary budget milestones by month will be included in the proposed and adopted budget documents.

6. The biennial budget will be constrained to the total amount approved by the Budget Committee and as adjusted, adopted, and amended by the City Council.
7. The City Council shall adopt the budget for each fund or program as required by budget law.
8. Performance measures will be used and reported in department budgets. The City will prepare trends, comparisons to other cities, and/or other financial management tools to monitor and improve service delivery in City programs.
9. Essential services will receive first priority for funding. The City will attempt to maintain current service levels for all essential services. The quality of existing core services will be maintained before the City adds new services unless there is an explicit decision to lower the quality of existing services in favor of providing a new service. Essential services for the City are defined as follows (based on ORS 221.760 which determines if a city is eligible to receive state shared revenues):
 - a. Police protection
 - b. Fire protection
 - c. Street construction, maintenance, and lighting
 - d. Sewer
 - e. Stormwater
 - f. Water utility
 - g. Planning, zoning, and subdivision control
10. The summary of full time equivalents (FTE), which includes regular and limited term employees (LTE) for each operating fund or department, shall be brought before City Council for adoption with the budget, and any mid-budget cycle increases to the total number of positions must be approved by City Council by resolution. The City Manager may reassign positions among departments, restructure departments, and convert LTEs to FTEs without Council approval, so long as the total number of positions adopted on the FTE schedule is not increased.
11. All supplemental appropriations for programs requested after the original budget is approved will be analyzed by the City Manager's Office and Finance Department and will only be presented to Council for approval after consideration of availability of revenues.
12. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance Department, at the direction of the City Manager's Office, for Council approval to ensure compliance with budget laws.
13. A mid-biennial review process will be conducted by the City Manager in order to make any necessary adjustments to the adopted biennial budget.
14. The City will submit the Adopted Budget Document to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).
15. Monthly reports comparing actual to budgeted expenditures will be prepared by the Finance Department and distributed to the City Manager and City Council. Significant budget to actual variances will be investigated and explained.

EXPENDITURE CONTROL POLICIES

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of his/her department/division/program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division/program budget for compliance with spending limitations.
2. The City Council will adopt the budget by fund at the category or program level. Expenditures anticipated to be in excess of these levels require approval of a Council resolution.
3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State and Federal laws and regulations.
4. Before the City purchases any major asset or undertakes any operating or capital arrangements that create fixed costs or ongoing operational expenses, the implications of such purchases or arrangements will be fully determined for current and future years.
5. All compensation planning and collective bargaining will include analyses of total cost of compensation which includes analysis of salary increases, health benefits, pension contributions, fringe benefits and other personnel costs. The City will only propose operating personnel costs which can be supported by on-going operating revenues.
6. The City will make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient.

CAPITAL IMPROVEMENT POLICIES

1. A five year Capital Improvement Program (CIP) encompassing all City facilities shall be prepared and updated annually. A public hearing will be held to provide for public input on the CIP. The five year CIP will be incorporated into the City's budget and long range financial planning processes. The CIP will be balanced; estimated resources will be available for capital spending identified in the five year plan.
2. Projects included in the CIP shall have complete information on the need for the project, description and scope of work, total cost estimates, future operating and maintenance costs and how the project will be funded.
3. An objective process for evaluating CIP projects with respect to the overall needs of the City will be established through a ranking of CIP projects. The ranking of projects will be used to allocate resources to ensure priority projects are completed effectively and efficiently. CIP master plans will be created consistent with Oregon Land Use Laws. Twenty year master plans will be prepared for the water, sewer and stormwater utilities as well as the transportation system. The priorities and timelines established in those master plans will guide updates of the five year CIP. Public involvement is encouraged during

- project prioritization and at a minimum, is required during the master planning process.
4. Changes to the CIP such as addition of new projects, project goals, changes in scope and costs of a project or reprioritization of projects will require City Council or City Manager approval. Furthermore, City staff will provide master plan and CIP updates to Council annually at a minimum with information about new projects that have emerged as well as changes to scope, estimated costs and/or schedule of projects already on the list with estimated impacts on user charges and fees.
 5. Every CIP project will have a project manager who will prepare the project proposals, coordinate as necessary with operations and maintenance staff, ensure that required phases are completed on schedule, authorize project expenditures, ensure that all regulations and laws are observed, and periodically report project status.
 6. The City will maintain its physical assets at a level adequate to protect the City's capital investment, meet any and all regulatory requirements and minimize future operating maintenance and replacement costs. The City recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the budget will provide for adequate maintenance and the orderly replacement of capital plant and equipment from the appropriate combination of current revenues, cash reserves, and debt.
 7. If project costs at the time of the bid award for construction are less than the budgeted amount the balance will be unappropriated and returned to reserves for future capital projects or allocated to another project. If project costs at the time of bid award are greater than budgeted amounts, the following options will be considered:
 - a. Re-scope or change the phasing of the project to come within existing budget amounts
 - b. Transfer funding from another, lower priority project
 - c. Decrease reserves for future capital projects to provide for an increase in budget appropriations
 - d. Defer the project to the next biennial budget period
 - e. Eliminate the project
 8. The City will determine the least costly funding method for its capital projects and will obtain grants, contributions and low cost state or federal loans whenever possible.
 9. The City will establish capital equipment reserves to provide for funding of vehicles and equipment. The City will also establish major repairs and replacement (R&R) reserves to provide for funding of major repairs and replacements. R&R reserves will be used for significant system or facility repairs, replacement or maintenance costs that are unanticipated and exceed ongoing repair and maintenance expenditures in the fund's operating budget. Long term forecasts will be used to determine available capacity to fund repair and replacement of capital assets and infrastructure and avoid a significant unfunded liability from deferred maintenance. If resources are not sufficient to fully fund R&R reserves without program impacts, alternatives will be presented to the City Council during the budget process.
 10. The City will utilize "pay-as-you-go" funding for capital improvement expenditures considered recurring, operating or maintenance in nature. The City may also utilize "pay-as-you-go" funding for capital improvements when current revenues and adequate fund balances are available, when issuing debt would unduly affect the City's credit rating, or

when market conditions are unstable or suggest difficulties in marketing a debt.

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

FINANCIAL PLANNING POLICIES

1. The City will prepare a long term financial plan to promote responsible planning for the use of resources. The long term financial plan will include projected revenues, expenditures and reserve balances for a minimum of the next five years. Financial plans will extend beyond five years when specific issues call for a longer time horizon. Financial challenges and possible solutions will be identified, if not implemented, with structural balance as a goal.
2. The City's financial plan should be strategic, meeting regulatory requirements and reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations.

ECONOMIC DEVELOPMENT FUNDING POLICIES

1. The City may employ economic development incentives to encourage value-added development and accrue public benefits to the City of Bend. Public benefits may include but not limited to, the following:
 - a. A benefit that increases the City's employment base or materially enhances the financial position of the City by increasing assessed valuation.
 - b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone
 - c. A benefit that increases access to other public services
2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, exemption or deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be fully evaluated by the Finance Department and Economic Development Department as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.

3. The fiscal impact evaluation will be presented to Council along with City Manager's recommendation. The City Council shall make the final decision concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.
4. Funding for economic development incentives must be identified before approval of all such incentives.
5. A development incentive shall not be provided if the development does not provide sufficient public benefit or if the cost and risks to the City will have a materially adverse impact on the City's finances or operations.

PENSION AND RETIREMENT FUNDING POLICIES

1. The City is an employer-participant in the State of Oregon Public Employees Retirement System (PERS). Actuarial valuations of PERS are performed for the Public Employees Retirement Board (PERB) to evaluate PERS' assets and liabilities and indicate its current and prospective financial condition. The PERB determines employer-participant contribution rates, which are then used to calculate each employer-participant's annual required contribution. It is the City's policy to make contributions at no less than the rate established by PERB and required by ORS 238.225. All current pension liabilities shall be funded on an annual basis.
2. In addition to providing pension benefits, the City provides certain health and dental care benefits for retired employees. Funding the liability for future retiree benefits will be determined by City Council action.

CASH MANAGEMENT AND INVESTMENT POLICIES

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

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

1. The City will comply with the following accounting and reporting standards:
 - a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board,
 - b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA),
 - c. Government Accounting Standards, issued by the Comptroller General of the United States,
 - d. Oregon Revised Statutes relating to Municipal finance and
 - e. U.S. Office of Management and Budget (OMB) Circular A-133.
2. The primary responsibility for the City's financial reporting and internal controls rests with senior management as overseen by the City Council. The Council shall appoint three members to serve on an Audit Committee. The purpose of the Audit Committee is to provide oversight of the City's audit functions as well as other investigations. The Audit Committee's authority includes retention of the City's external auditors, investigation of any matter brought to its attention with complete and unrestricted access to all books, records, documents, facilities, and personnel of the City, and retention of outside counsel, auditors, investigators, or other experts in the fulfillment of its responsibilities.
3. Monthly financial reports summarizing financial activity by fund will be presented to the City Manager and City Council.
4. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.
5. In accordance with State law, a comprehensive financial audit including an audit of federal grants will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the City's financial statements and assessing the accounting principles used and evaluating the internal controls in place.
6. The City will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.
7. The Finance Department will prepare a Comprehensive Annual Financial Report (CAFR) and submit its CAFR to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.
8. All departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify the Municipal Securities Rulemaking Board's Electronic Municipal Market Access (EMMA) database of these significant events.

9. The City's asset capitalization policy is to capitalize and depreciate assets greater than \$5,000 with a useful life beyond one year. Capital assets costing less than \$5,000 or having a useful life of one year or less will be treated as operating expenditures. The asset capitalization threshold will be applied to individual assets rather than to groups of assets (i.e. office furniture, computer equipment, radio equipment, etc.)

DEBT MANAGEMENT POLICIES

1. The debt management policy sets forth comprehensive guidelines for the financing of capital expenditures. It is the objective of the policies that:
 - a. The City obtain financing only when prudent,
 - b. The process for identifying the timing and amount of debt or other financing be as efficient as possible,
 - c. The most favorable interest rate and other related costs be obtained,
 - d. When appropriate, future financial flexibility be maintained.
2. In conjunction with the City's debt financing team including but not limited to bond counsel and financial advisors, the Finance Director structures and recommends to the City Manager and City Council all debt issuances and oversees the on-going management of all City debt. Debt includes voter approved general obligation bonds, tax increment financing, full faith and credit bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, lines and letter of credit, interfund borrowings, variable rate debt, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
3. No debt shall be issued for which the City is not confident that a sufficient specifically identified revenue source is available for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.
4. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that are more appropriately funded from current resources.
5. The City will issue advance refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings is a minimum of three percent of the purchase price of the refunding bonds (defined as the par amount of the refunding bonds, plus net original issue premium, or less net original issue discount). The City will issue current refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings exceed \$100,000. Refundings may also be undertaken for other reasons when legally permissible, prudent and when in the best interests of the City.
6. The City may utilize short-term debt or interfund loans as permitted, to cover temporary shortage due to timing of cash flows which may result from delay in receiving grant proceeds or other revenues and delay in issuance of long term debt.
7. When issuing long-term debt, the City will ensure that the debt is soundly financed by:
 - a. Incurring debt only when necessary for capital improvements not appropriate to be financed from current available resources
 - b. Insuring that capital projects financed through long term debt shall be financed for

- a period not to exceed the useful life of the project. This precludes future generations of rate payers or taxpayers from paying debt service on an asset that no longer provides benefit and prevents debt capacity from being tied up servicing a defunct asset in the event the asset needs replacing.
- c. Determining that the benefits of financing exceeds the cost of financing
 - d. Analyzing source of repayment, debt service coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long term debt.
 - e. Amortizing debt on a level payment plan to the extent practical considering the forecasted available pledged revenues and impact on the City's aggregate overall debt payment schedules.
8. The City may issue debt on either a competitive or negotiated basis. Bank placements and other private offerings are authorized under circumstances such as interim financings or to avoid the cost of a public sale for smaller issuances. The Finance Director will recommend the most appropriate method of sale in light of financial, market, transaction specific, and issuer-related conditions. If a negotiated public sale is determined to be in the City's best interest, the underwriter should typically be selected through a request for proposal (RFP) process.
 9. All bond issuances and promissory notes will be authorized by resolution of the City Council.
 10. The City will comply with all statutory debt limitations imposed by the Oregon Revised Statutes.
 11. ORS 287A.050 establishes a limitation on the amount of general obligation bonds the City may issue. This limitation is 3% of the City's Real Market Value as certified by the Deschutes County Assessor. "General obligation bonds" are defined by ORS 287A.010(10) to mean exempt bonded indebtedness, as defined in ORS 310.140, that is secured by a commitment to levy ad valorem taxes outside the limits of sections 11 and 11b, Article XI, of the Oregon Constitution (i.e., voter approved, unlimited tax general obligation bonds). Additionally, ORS 287A.050(3) excludes certain types of general obligation bonded indebtedness from being included in the limitation, including for example general obligation bonds issued for water supply, treatment or distribution or sanitary or storm sewage collection or treatment. The City is not required to include full faith and credit obligations when computing its statutory general obligation bond debt limit. However the City's policy is to limit full faith and credit obligations to 3% of Real Market Value as certified by the Deschutes County Assessor.
 12. The City will strive to maintain its current credit ratings which are (as provided by Moody's Investor Services): Aa2 for General Obligation Bonds, Aa3 for Full Faith and Credit Obligations, Aa2 for Water Revenue Bonds, and Aa2 for Sewer Revenue Bonds.
 13. The City will strive to maintain debt service coverage ratios and percentages that uphold the City's credit rating. Water and Water Reclamation (Sewer) debt coverage ratios should be maintained at a minimum of 1.50 or at a level sufficient to protect the credit rating of the Water and Water Reclamation systems.
 14. The City will comply with all bond covenants, arbitrage requirements, disclosure and other requirements specified by law.
 - a. Post Debt Issuance Tax Compliance

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

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

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

- ii. Arbitrage Rebate and Yield—Unless the Tax Certificate documents that arbitrage rebate will not be applicable to an issue of Bonds, the Finance Director, or persons reporting to the Finance Director shall be responsible for:
 - either (a) engaging the services of a Rebate Service Provider and, prior to each rebate calculation date, causing the trustee or other financial institution to deliver periodic statements concerning the investment of Bond proceeds to the Rebate Service Provider, or (b) undertaking rebate calculations itself and retaining or obtaining periodic statements concerning the investment of Bond proceeds;
 - providing to the Rebate Service Provider additional documents and information reasonably requested by the Rebate Service Provider;
 - monitoring efforts of the Rebate Service Provider;
 - assuring payment of required rebate amounts, if any, no later than 60 days after each 5-year anniversary of the issue date of the Bonds, and no later than 60 days after the last Bond of each issue is redeemed;
 - during the construction period of each capital project financed in whole or in part by Bonds, monitoring the investment and expenditure of Bond proceeds and consulting with the Rebate Service Provider to determine compliance with any applicable exceptions from the arbitrage rebate requirements during each 6-month spending period up to 6 months or 18 months, as applicable, following the issue date of the Bonds; and
 - retaining copies of all arbitrage reports, investment records and trustee statements.
- iii. Use of Bond Proceeds and Bond-Financed or Refinanced Assets—The

City's Finance Director, or persons under the supervision of the Finance Director, shall be responsible for:

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

b. Continuing Disclosure Policies

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

RESERVE POLICIES

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:
 - a. Mitigate short-term volatility in revenues and makeup the temporary shortfall in revenue
 - b. Mitigate short-term economic downturns (2 years or less)
 - c. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process
 - d. Sustain city services in the event of an emergency
 - e. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues
 - f. Absorb minor claim or litigation settlements
 - g. Purchase vehicle and equipment without the need to finance such purchases
 - h. Meet routine facility and equipment repair needs
 - i. Meet requirements for debt service reserves
 - j. Maintain good standing with rating agencies
2. General Fund Reserves – the City will maintain General Fund unassigned reserves of at least 17% of the operating budget of the General Fund for the 2017-2019 biennium. Reserve balances in the General Fund Stabilization Fund will be considered when evaluating total General Fund reserve levels. Funding of General Fund reserves will generally come from excess revenues over expenditures or one-time revenues. Ending reserve levels will be evaluated annually and undesignated reserve balances in excess of the 17% target will be dedicated to improving the condition of the City's street and transportation system.
3. Development Funds – The City will maintain undesignated reserves of at least 50% (or 6 months) of the operating budget for development related funds.
4. Insurance Fund – The City will maintain reserves in its Insurance Fund for self-insurance and major accidents, disasters and catastrophic events. Use of such reserves will be limited to significant expenditures not covered by the City's insurance and that are too large to be absorbed in the department or fund's operating budget or reserves.
5. Water, Water Reclamation and Stormwater Funds – The City will maintain undesignated reserves of at least 25% (or 3 months) of the operating budget for its utility funds. The Water and Water Reclamation Funds will also have rate stabilization reserves no less than \$1.5 million and \$1 million respectively to protect against volatility of revenues. Ending fund balance and reserves in the Water and Water Reclamation utility funds will be prioritized as follows:
 - a. Required debt service reserves
 - b. Operating reserves
 - c. Rate stabilization reserves
 - d. Repair & replacement (R&R) reserves which have been identified as a minimum of \$5 million for both the Water and Water Reclamation funds. Refer to the Capital

Improvement Policies section for more information on R&R reserves.

6. All Other Operating Funds – The City will maintain undesignated reserves of at least 16% (or 2 months) of the operating budget in all other operating funds unless it can be demonstrated that less than 16% is adequate to meet the needs of the operation.
7. The City will use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds decrease to levels below the levels established by this policy, the City will develop a plan to restore reserves to the required levels. If feasible, minimum reserve balances shall be replenished in the following year of use and no longer than within five years.

GENERAL FUND STABILIZATION FUND POLICY

1. The City will maintain and manage a General Fund Stabilization Fund in accordance with this policy.
2. The purpose of the General Fund Stabilization Fund will be to provide for severe economic downturns or major unforeseen events (as determined by Council action) where a significant portion of revenues supporting critical basic operations are projected to decline for more than 2 years or permanently, and such decline cannot be absorbed by the department or fund. In these events, the City will need time to affect reductions, consolidate operations, reprioritize critical programs or implement an alternate revenue source. The General Fund Stabilization Fund will provide temporary support to minimize the impacts to citizens who rely on these critical operations.
3. The General Fund Stabilization Fund will also be maintained to protect and enhance the City's credit rating. In the event that the City's General Fund Reserves temporarily fall below desired levels, the General Fund Stabilization Fund will serve to ensure that the City's credit rating is not adversely affected.
4. The General Fund Stabilization Fund will be funded annually as follows:
 - a. 50% of investment earnings of the General Fund
 - b. 50% of investment earnings of all other funds except as prohibited by law
 - c. Excess revenues and/or additional allocations from the General Fund as recommended by the Finance Director and/or City Manager and approved by City Council. Examples of excess revenues include one-time payments from franchisees as a result of an audit, refunds or other one-time discretionary payments not anticipated to be needed for current operations.
5. The General Fund Stabilization Fund will only be used to provide temporary support for critical basic services and operations meeting the criteria established by this policy. In no event will the General Fund Stabilization Fund be used to fund new programs or to fund expenditures that should otherwise be funded with operating revenues, contingencies and reserves.
6. All request for use of the General Fund Stabilization Fund will include the following:
 - a. Projection of revenues indicating decline for more than 2 years or permanent

- decline as a result of economic downturn or unforeseen event
 - b. Analysis that revenue decline is so significant that it cannot be absorbed in the department or fund's operating budget through increases in other revenues or reduction of current expenditures
 - c. Determination that critical basic services and operations will be affected and citizens will be negatively impacted
 - d. Determination that request meets any other criteria determined by Council
 - e. Plan of action and long term financial solution to address the revenue shortfall
7. All requests for use of the General Fund Stabilization Fund will be presented to Council along with City Manager's recommendation. The City Council shall make the final decisions concerning appropriation of funds from the General Fund Stabilization Fund.

Fund Accounting

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

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

Governmental Funds (Governmental Activities)

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

Proprietary Funds (Business-Type Activities)

6. Enterprise
7. Internal Service

Fiduciary Funds (Fiduciary Activities)

8. Agency

The fund descriptions in this section only include those funds with a 2017-2019 biennial budget. Funds that are no longer active are not included in this section.

Governmental Funds - Governmental Activities

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

General Fund

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

Bend Urban Renewal Agency (BURA) General Fund

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

Special Revenue Funds

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

General Fund Revenue Stabilization Fund

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

Police Grant Fund

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

Police Reserves Fund

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

Fire/EMS Fund

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

Streets & Operations Fund

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

System Development Charges (SDC) Fund

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

Helen Lorenz Estate Fund

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

Building Fund

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

Special Revenue Funds - continued

Planning Fund

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

Private Development Engineering Fund

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

Community Development Block Grant (CDBG) Fund

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

Affordable Housing Fund

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

Business Advocacy Fund

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

Tourism Fund

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

Economic Improvement District (EID) Fund

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

Energy ARRA Grant Fund

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

Debt Service Funds

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

Fire Station Debt Service Fund

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

General Obligation Bond Debt Service Fund

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

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

This fund accounts for the debt service associated with debt to be issued for the Juniper Ridge urban renewal area construction projects. The principal source of revenue to pay the debt comes from property taxes on new growth or assessed value increment within the Juniper Ridge urban renewal area.

Bend Urban Renewal Agency (BURA) - Murphy Crossing Debt Service Fund

This fund accounts for the debt service associated with debt issued for the Murphy Crossing urban renewal area construction projects. The principal source of revenue to pay the debt comes from property taxes on new growth or assessed value increment within the Murphy Crossing urban renewal area.

PERS Debt Service Fund

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

Capital Project Funds

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

Transportation Construction Fund

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

General Obligation Bond Construction Fund

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

Capital Projects Funds - continued

Accessibility Construction Fund

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

Local Improvement District (LID) Fund

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

BURA - Juniper Ridge Construction Fund

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

BURA – Murphy Crossing Construction Fund

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

Permanent Fund

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

Cemetery Permanent Maintenance Fund

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

Proprietary Funds – Business-Type Activities

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

Enterprise Funds

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

Water Fund

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

Enterprise Funds - continued

Water Reclamation Fund

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

Stormwater Fund

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

Airport Fund

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

Parking & Downtown Fund

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

Cemetery Fund

This fund accounts for the operation of the Pilot Butte cemetery, which is City owned and operated. The principal sources of revenue are burial and lot sales. Expenditures are for the operation of the cemetery.

Internal Service Funds

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

Departmental Internal Service Fund

Utilities Laboratory Division

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

Engineering & Infrastructure Planning Division

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

Internal Service Funds - continued

Public Works Administration Division

This division previously accounted for public works management and administration support services provided to the City's public works operations. Revenue was generated from overhead allocation through the City's Cost Allocation Plan to the departments or funds receiving service. Effective July 1, 2015 the Public Works Administration fund was dissolved and these functions were absorbed in the Streets & Operations and Utility Departments previously served by Public Work Administration.

Community Development Department Administration Division

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

City-wide Internal Service Fund

Administrative and Financial Services Division

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

Information Technology Division

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

Facilities Management Division

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

Garage Division

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

Insurance & Risk Management Division

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

Fiduciary Funds – Fiduciary Activities

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

Agency Fund

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

Basis of Budgeting

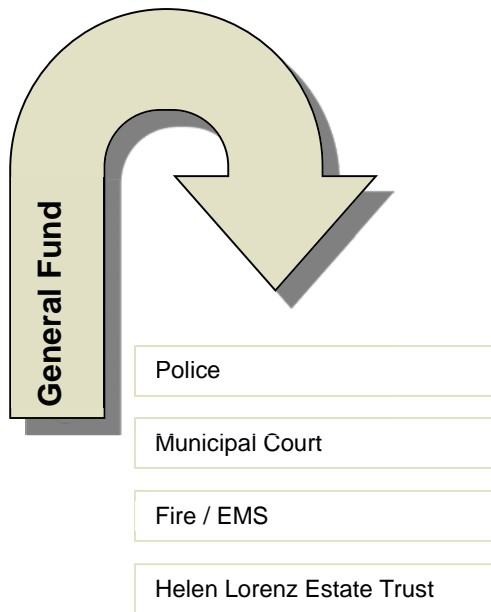
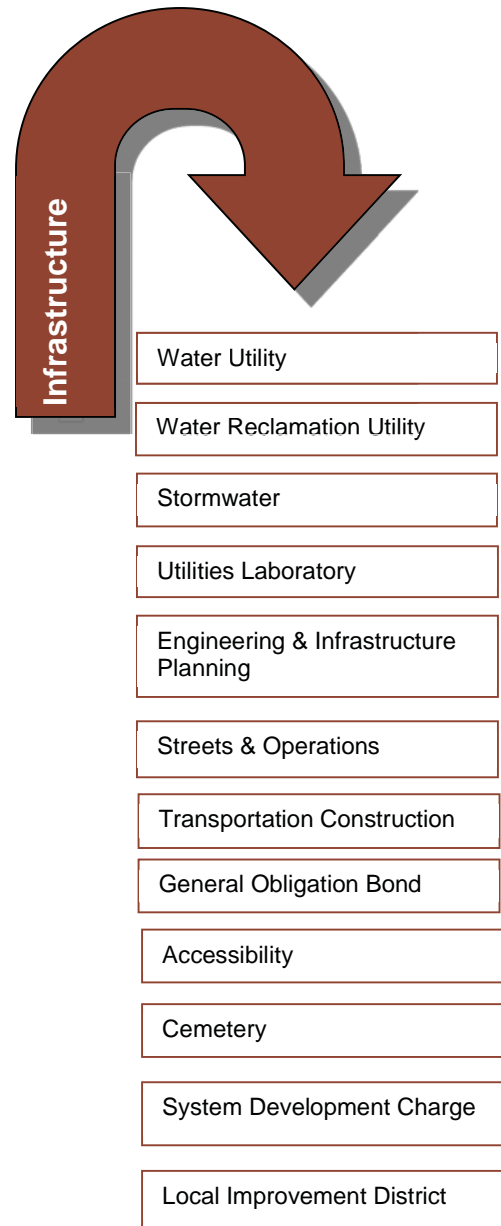
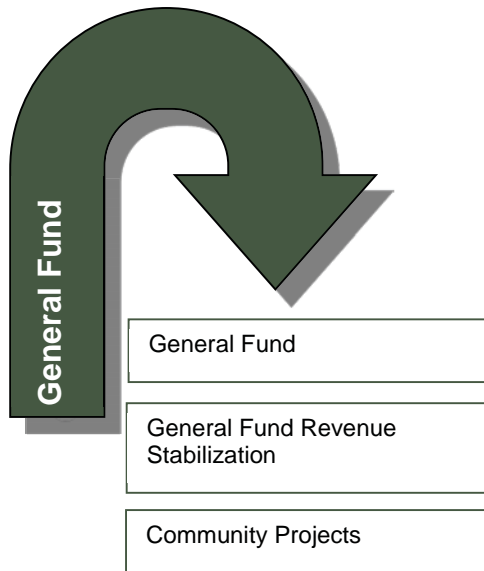
The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and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

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

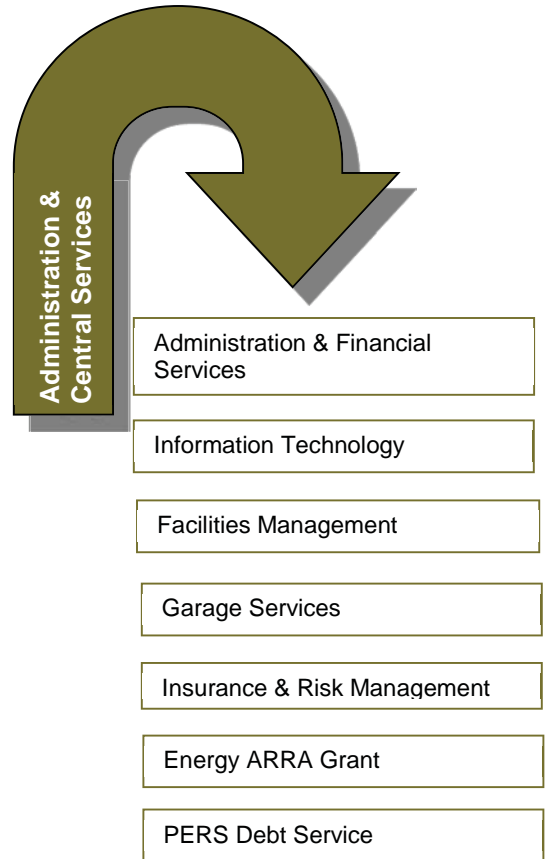
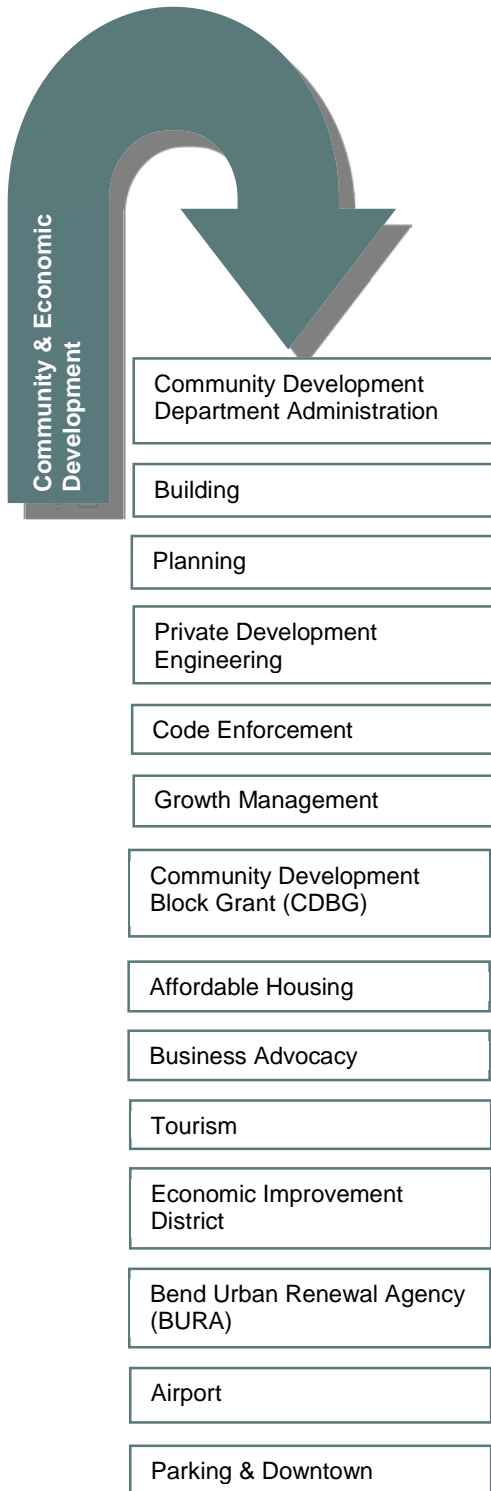
- Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP;
- Proceeds from debt issues are considered budgetary resources while under GAAP, debt issued is recorded as a liability. Likewise, debt principal payments are a reduction in the liability under GAAP reporting but show as expenditures for budget purposes.
- Amortization and non-cash transactions are other examples of transactions that are not reported under the budget basis but are reported in GAAP-basis financial reporting.

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

Budget Organization



Budget Organization



Council Goal Setting and Strategic Plan

2017-2019

The City Council met at the beginning of 2017 to set goals and to prioritize objectives/projects to serve as a guide to achieve the higher priority goals for the upcoming biennium. The resulting document is the 2017 - 2019 Council Goals and Objectives and Strategic Plan that can be found on subsequent pages.

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

1. Implement a growth plan that is consistent with community goals for the economy, environment and affordability
2. Move people around Bend efficiently, safely, and reliably
3. Increase affordable housing options
4. Keep residents safe with innovative and cost-effective public safety services
5. Modernize and professionalize how City government operates

The document on the following pages includes details and objectives for each goal area. The 2017-2019 biennial budget was developed in alignment with these goals and objectives.

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



CITY OF BEND

2017 - 2019 STRATEGIC PLAN

July 2017



CITY MANAGER'S OVERVIEW



2017-2019 Biennial Budget

Bend is the fastest growing metropolitan area on the west coast. To address that growth, the City is transitioning from planning projects to executing them. Council goals continue to drive resource allocation and represent a renewed focus on core services: public safety, infrastructure investment, and community and economic development.

Bend is routinely on the top 10 list of cities for places to retire, start a business or enjoy a craft brew. With this attention comes a great deal of pressure on the allocation of limited City resources. There are roads to build, sidewalks to improve, sewer and water lines to be constructed, and additional police officers and firefighters needed to protect our growing population. This budget reflects a 5.5% increase for the first fiscal year and a 4.6% increase for the second, which accounts for the city's core revenues (taxes, licenses, permits, rates and fees). The proposed budget includes a net increase in staffing of 2.7% from current levels with the majority related to increases in infrastructure spending to accommodate growth and address existing deficiencies.

Recently the Bend Metropolitan Statistical Area (MSA) was named the best small performing city in the U.S., which is largely based on employment and wage growth. This ranking, although notable and worth celebrating, is also evidence of continued pressure to keep Bend "in balance." Yes, wages are growing, but are they growing in concert with housing prices? Yes, the local economy is performing well, but is it sustainable? Yes, Bend is attractive and people choose to live here, but how do we align community expectations with available revenue to maintain and operate the infrastructure we have as well as build needed improvements?

We are financially challenged by a uniquely low tax rate that was imposed by the state of Oregon in the 1990's, by shrinking state and federal resources for infrastructure improvements, by the expenses associated with long-term liability with Oregon Public Employees Retirement System (PERS), by ever-increasing employee training and development costs, and by the many costs associated with operating and maintaining infrastructure.

However, with these challenges comes creativity and innovation in tackling our City's most important issues. Strategies such as public/private partnerships, coordination with other government agencies, and new cost-effective public safety program models are key to our success and are embedded throughout the 2017-2019 Council Goals.



Eric King
BUDGET OFFICER / CITY
MANAGER

OVERVIEW OF 2017-2019 COUNCIL GOALS



1. Implement a growth plan that is consistent with community goals for the economy, environment and affordability

OBJECTIVES

- Complete foundational policy and planning work necessary to implement the approved plan
- Prioritize planning and infrastructure investments in the “expansion” and “opportunity” areas
- Develop a communication system to connect The City with OSU-Cascades and Neighborhoods
- Develop fair and cost effective options to help residents required to convert from septic to sewer
- Employ energy efficiency and fossil fuel reduction policies to guide City operations and growth plans

2. Move people and products around Bend efficiently, safely and reliably

OBJECTIVES

- Improve road conditions and update winter operations policies
- Develop a short term capital improvement strategy, including use of Transportation Fund reserves
- Involve residents and key stakeholders in developing policies that relieve congestion, improve ease of travel and safety, and identify funding options for desired levels of service
- Expand transit service and work towards sustainable funding

3. Increase affordable housing options

OBJECTIVES

- Quantify housing needs through a data-driven approach
 - Prioritize land-use and infrastructure planning that maximizes identified supply needs
 - Increase the inventory of affordable housing through incentives, removing regulatory barriers, and increasing land supply and funding options
 - Connect community partners that provide housing and services for people who are chronically homeless
-

OVERVIEW OF 2017-2019 COUNCIL GOALS



4. Keep residents safe with innovative and cost-effective public safety services

OBJECTIVES

- Continue to develop innovative service models that improve response times at a lower cost
- Implement the Community Engagement Program in the Police Department
- Build an additional Fire/EMS Station in the central core of the City to improve response times
- Obtain approval for the Fire/EMS Operating Levy renewal

5. Modernize and professionalize how City government operates

OBJECTIVES

- Propose a City Charter amendment to voters
- Update Council Rules to improve meeting efficiency and councilor expectations
- Increase capacity of the Neighborhood Association system
- Replace the City's operating software as a key driver for business process improvement in land use, permitting, billing and central services
- Create systems to assist staff and Council in prioritizing and monitoring resources
- Elevate consistency and quality of project management skills across the organization
- Promote and improve the City's employee performance management systems

COUNCIL GOAL #1



IMPLEMENT A GROWTH PLAN THAT IS CONSISTENT WITH COMMUNITY GOALS FOR THE ECONOMY, ENVIRONMENT AND AFFORDABILITY

The City's recently approved Urban Growth Boundary (UGB) has set the stage for accommodating an estimated 30,000 new residents that are planned to arrive over the next decade. This plan includes a 10% increase in the City's land supply as well as targeted areas inside the current UGB to accommodate this growth.

Now the work turns from planning toward implementation. The first phases in staff's work plan focus on annexation policies and minor updates to infrastructure masterplans as well as additional data analysis that will result in Council deciding which areas will develop first.

Additional objectives under this goal include assisting residents with the conversion from aging septic systems to sewer, as envisioned by State law. An advisory committee will help guide decision making over the next few years to balance the needs of residents with state requirements. The committee will consider tools such as Local Improvement Districts (LIDs) and other creative financing strategies.

The growth plan will create complete communities and more broadly distribute commercial, employment and recreational activities throughout the City. It will also improve East/West connectivity to ease traffic congestion.

COUNCIL GOAL #1



WORK PLAN

OBJECTIVE

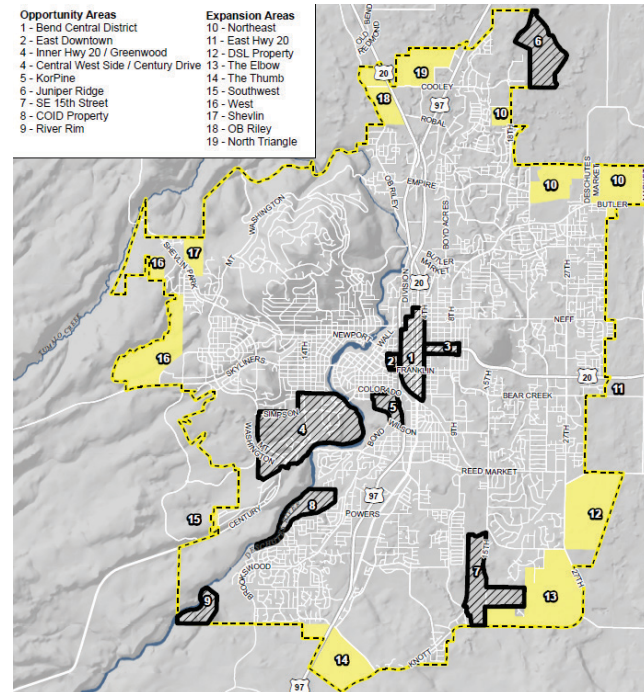
Complete foundational policy and planning work necessary to implement the approved plan

ACTION/PROJECT	ESTIMATED TIMING
Return on Investment Study: Urban Renewal, Area Plan, Housing Tax Credit programs	Fall 2017 - Winter 2018
First Expansion Area Plan	Spring 2018 - Winter 2019
Second Expansion Area Plan	Winter 2019 - Winter 2019
Update Existing Urban Renewal Plans	Fall 2017 - Spring 2018
New Urban Renewal Plans	Summer 2018 - Spring 2019
Enabling ordinance for housing tax credit program(s)	Spring 2018 - Winter 2018
Annexation codes	Spring 2017 - Summer 2017
Joint Management Agreement (Deschutes County), Title 19	Fall 2017 - Winter 2017

OBJECTIVE

Prioritize planning and infrastructure investments in the “expansion” and “opportunity” areas

ACTION/PROJECT	ESTIMATED TIMING
Post Acknowledgment Plan Amendment for Collection System Master Plan	Fall 2017 - Spring 2018
Update Sewer System Development Charges List	Fall 2017 - Spring 2018
Water Master Plan Amendment	Winter 2017 - Winter 2018
Update Water System Development Charges Project List	Winter 2017 - Winter 2018
Update Water Reclamation Facility Plan	Fall 2017 - Spring 2018
Stormwater Education With Advisory Committee	Spring 2017 - Fall 2018
Collection Sewer Master Plan Update	Winter 2019 - Winter 2019
Stormwater Master Plan	Winter 2019 - Winter 2019



COUNCIL GOAL #1



WORK PLAN

OBJECTIVE

Develop a communication system to connect The City with OSU-Cascades and Neighborhoods

ACTION/PROJECT

Establish a Town/Gown Committee

ESTIMATED TIMING

Spring 2019 - 2020 beyond

OBJECTIVE

Develop fair and cost effective options to help residents required to convert from septic to sewer

ACTION/PROJECT

Complete design, finance, and implementation plan for Septic to Sewer Solutions Project

ESTIMATED TIMING

Spring 2017 - Winter 2019

OBJECTIVE

Employ energy efficiency and fossil fuel reduction policies to guide City operations and growth plans

ACTION/PROJECT

Establish targets and identify energy efficiency and fossil fuel use reduction actions for City facilities and operations

ESTIMATED TIMING

Spring 2017 - Winter 2019

Conduct Community Greenhouse Gas Emission Inventory

Spring 2017 - Winter 2019

Integrated Land Use and Transportation Planning, City Council support of Cascades East Transit, fundraising for climate action planning

Fall 2017 - Winter 2019

PERFORMANCE TARGETS

ACTION/PROJECT

By December 31, 2017, complete annexation codes and other related foundational planning work needed to entertain development applications in UGB expansion areas

NEW: By January 31, 2018, create a quarterly tracking mechanism to illustrate key housing and economic development metrics

[NOTE: Additional targets will be developed upon completion of foundational planning work]

COUNCIL GOAL #2



MOVE PEOPLE AND PRODUCTS AROUND BEND EFFICIENTLY, SAFELY AND RELIABLY

This plan includes additional resources to improve the condition of Bend's roads, projects aimed at reducing congestion, improving safety and providing more choices for users. A newly created citizen advisory committee will be tasked with updating the City's Transportation System Plan (TSP) as well as providing recommendations to Council on a variety of transportation related policies. This plan will align a community-accepted level of service with a corresponding funding strategy.

Transportation needs have outpaced available funding. More creative and community-supported solutions are needed to move people and products more efficiently. It should be noted that many of the efforts to improve the transportation system, such as additional street preservation funding, are being accomplished through use of one-time revenues and reserves or reductions to central services and are not sustainable solutions. The short-term strategies included in the proposed budget are aimed at building the community support needed for more long-term, sustainable solutions to Bend's transportation challenges.

COUNCIL GOAL #2



WORK PLAN

OBJECTIVE

Improve road conditions and update winter operations policies

ACTION/PROJECT

ESTIMATED TIMING

Improve Pavement Condition Index with additional resources focusing on high-priority corridors	Winter 2017 - 2020 Beyond/Ongoing
Implement Latex Modified Slurry Seal program for low volume road treatments	Spring 2017 - Beyond/Ongoing
Utilize new innovative equipment (sweeper & portable hot mix asphalt recycler)	Winter 2017 - Winter 2018
Create synergy projects and leverage investments with other City departments	Winter 2017 - 2020 Beyond/Ongoing
Implement targeted curb painting program	Fall 2017 - Beyond/Ongoing
Implement snow removal best practices	Fall 2017
Review policy recommendations for Snow and Ice Removal Plan Update with City Council	Summer 2017
Implement GPS technology for routing efficiencies & accountability for street sweeping and plowing	Summer 2017

OBJECTIVE

Develop a short term capital improvement strategy, including use of Transportation Fund reserve

ACTION/PROJECT

ESTIMATED TIMING

Propose alternate delivery methods to expedite key transportation projects	Fall 2017 - 2020 beyond
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COUNCIL GOAL #2



WORK PLAN

OBJECTIVE

Involve residents and key stakeholders in developing policies that relieve congestion, improve ease of travel and safety, and identify funding options for desired levels of service

ACTION/PROJECT

ESTIMATED TIMING

Create the new Transportation Committee to:

Fall 2017 - 2020 beyond

- Update plans
- Review and modify goals and policies
- Create priorities and funding strategies
- Incorporate Central Westside Plan
- Update transportation system development charges

OBJECTIVE

Expand transit service and work towards sustainable funding

ACTION/PROJECT

ESTIMATED TIMING

Support enabling legislation to create sustainable funding and governance structures for transit

Spring 2017 - 2020 beyond

Implement a downtown connector shuttle during the summer season

Summer 2017

PERFORMANCE TARGETS

ACTION/PROJECT

Improve Citywide Pavement Condition Index (PCI) to 73 (a 3 point increase) by October 31, 2019

Complete 75% of the Transportation System Plan update by June 30, 2018

NEW: By March 31, 2018, create a measurement of travel time reliability by mode, e.g., average time to get from downtown to 4 corners of Bend, measured monthly on a Thursday at 4:00 P.M.

COUNCIL GOAL #3



INCREASE AFFORDABLE HOUSING OPTIONS

Perhaps the greatest stress currently facing Bend is the lack of available housing, especially for those individuals and households earning below median family income, which for Bend is about \$60,000 annually for a family of four. Bend's desirability and its high growth rate have resulted in increased land costs, driving up sale and rental property prices at a rapid rate. Over the past three years, there has been a dramatic increase in the construction of multi-family housing; nearly 1,500 units have been built or are in the pipeline, which should begin to ease market pressures.

The City of Bend has been a leader in creating housing units that are affordable at 60% of area median income (AMI). In fact, Bend has produced more units per capita than any other city in Oregon and is second in total units behind only Portland. These units have been developed in large part with the City's unique affordable housing fee that was created in 2006 and has leveraged over \$77.6 million in state and federal funding and over \$28.4 million in private equity. Work began in 2014 to expand the City's strategy to increase the supply of affordable housing, including incentives, reducing costs by exempting system development fees for certain projects, disposing of public property, and developing new housing models such as a cottage code and easing restrictions on accessory dwelling units.

In coordination with the UGB expansion, Council also required certain properties to guarantee the development of affordable housing through deed restrictions. More work will be explored over the biennium in connection with the growth plan to prioritize infrastructure investments and the development of annexation policies that incentivize additional supply. Policies will also be explored to encourage the private market to produce different types of housing models that are affordable to a broad set of incomes.

COUNCIL GOAL #3



WORK PLAN

OBJECTIVE

Quantify housing needs through a data-driven approach

ACTION/PROJECT

ESTIMATED TIMING

Use UGB Housing Needs Assessment to verify housing need and identify where policy gaps exist	Winter 2017 - 2020 beyond
Ensure that city's data governance project assimilates data needs for tracking future affordable housing needs	Winter 2017 - 2020 beyond

OBJECTIVE

Prioritize land-use and infrastructure planning that maximizes identified supply needs

ACTION/PROJECT

ESTIMATED TIMING

Use Return on Investment Study (Goal 1) to identify locations that can accommodate the highest number of units in 12 months	Spring 2018 - 2020 beyond
Identify street, water, sewer improvements needed to develop those locations	Spring 2018 - 2020 beyond
Recommend to City Council policy changes that will achieve highest number of units built in least amount of time in the locations identified	Spring 2018 - 2020 beyond

OBJECTIVE

Increase the inventory of affordable housing through incentives, removing regulatory barriers, and increasing land supply and funding options

ACTION/PROJECT

ESTIMATED TIMING

Identify group of possible incentives for affordable housing, Development Code changes that allow for additional affordable units, and new funding sources or new ways to deploy existing funding	Summer 2017 - Winter 2019
Bring City Council package of policy options and subsequent work plan with input from the Collaborative Housing Work Group	Summer 2017 - Winter 2019

OBJECTIVE

Connect community partners that provide housing and services for people who are chronically homeless

ACTION/PROJECT

ESTIMATED TIMING

Convene stakeholders group to connect housing and service providers, and develop policy and funding strategies	Summer 2017 - 2020 beyond
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COUNCIL GOAL #3



PERFORMANCE TARGETS

ACTION/PROJECT

Fund the construction of 200 affordable housing units

.....
Leverage \$10,000,000 of State, Federal, and private funding in the construction of affordable housing units

.....
Identify up to 7 properties to surplus for affordable housing

.....
Implement 3 policy packages to remove regulatory barriers by February 2018

COUNCIL GOAL #4



KEEP RESIDENTS SAFE WITH INNOVATIVE AND COST-EFFECTIVE PUBLIC SAFETY SERVICES

As Bend grows and changes it is imperative that our core services keep pace. Police and Fire budgets are nearly 80% of the expenditures in the General Fund. As we grow, how to prioritize the limited General Fund dollars to support a variety of core services will continue to be challenging. Many of the solutions to these challenges lie with the State Legislature. However, there are opportunities at the local level to find more cost effective ways to deliver these services.

The creation of the Basic Life Support (BLS) and Quick Response Vehicle (QRV) Programs in the Fire Department are recent examples. The programs increased levels of staffing through use of limited-term employees that has resulted in quicker response times, which makes Bend safer, while reducing costs.

The Police Department has also been instituting innovative models such as the Mental Health Crisis Team and use of community-based problem solving that involve stakeholders such as neighborhood associations and the Downtown Bend Business Association. These collaborative models have the potential to drive down 'calls for service' by using data to strategically deploy resources and engaging community organizations in crime prevention efforts. However, Bend's fast growth and changing demographics place a high demand on public safety staff, and innovation is required to match resources and service levels with community expectations.

COUNCIL GOAL #4



WORK PLAN

OBJECTIVE

Continue to develop innovative service models that improve response times at a lower cost

ACTION/PROJECT	ESTIMATED TIMING
Use new staffing to reduce response times, and recommend program changes based on data	Spring 2017 - Fall 2018
Continue newly developed tiered system that includes 1-person quick response units and cost effective basic life support EMTs	Fall 2017 - Fall 2018

OBJECTIVE

Implement the Community Engagement Program in the Police Department

ACTION/PROJECT	ESTIMATED TIMING
Monitor Police Association Contract and quantify proactive policy measures	Spring 2017 - Fall 2018

OBJECTIVE

Build an additional Fire/EMS Station in the central core of the City to improve response times

ACTION/PROJECT	ESTIMATED TIMING
Complete Station architectural design	Fall 2017
Construction of Station	Summer 2018 - Winter 2018



OBJECTIVE

Obtain approval for the Fire/EMS Operating Levy renewal

ACTION/PROJECT	ESTIMATED TIMING
Community Survey to assess support for levy	Fall 2017
City Council and Rural Fire Protection District Board check in to request approval of resolutions to go to voters May 2018	Winter 2017

COUNCIL GOAL #4



PERFORMANCE TARGETS

ACTION/PROJECT

Achieve and sustain an average of 8.7 calls for service per primary officer per shift

Achieve and sustain an average response time of 6 minutes for all emergency calls for service in the City and 9 minutes for the Rural District

Retain a survivability rate of over 50% for all cardiac arrests

Maintain the cost for all 911 dispatch calls for service at less than \$1,700

COUNCIL GOAL #5



CITY HALL

MODERNIZE AND PROFESSIONALIZE HOW CITY GOVERNMENT OPERATES

As Bend transitions into a City of nearly 100,000 residents, it needs to pay close attention to its governance structure, systems, processes and potential for continued efficiencies to ensure it evolves with the community's and organization's needs.

Council has indicated support for reviewing the City's Charter and at a minimum, evaluate: how the Mayor is elected, a potential ward system and additional staff capacity that may be needed to support Council in their policy work. A citizen committee will be appointed to study these questions and make recommendations to Council. Any changes will ultimately need to be approved by voters. In parallel with this effort, Council Rules will be reviewed and updated to address such topics as Council agenda development, strategic planning, staff/Council roles, and other areas meant to streamline and improve Council meetings and interactions.

Internally, the City of Bend will be addressing four internal strategic objectives under this goal including: improving the consistency of project management, employee performance, resource management, and replacing the City's outdated operating software. These objectives are aimed at leveraging technology to improve efficiency and access to services for the community.

COUNCIL GOAL #5



WORK PLAN

OBJECTIVE

Propose a City Charter amendment to voters

ACTION/PROJECT

ESTIMATED TIMING

Conduct a public process to consider and recommend Charter Amendments to the voters by May 2018. Determine scope, committee selection, develop recommendations

Spring 2017 - Winter 2018

OBJECTIVE

Update Council Rules to improve meeting efficiency and councilor expectations

ACTION/PROJECT

ESTIMATED TIMING

Convene a subcommittee of the Council to review rules and make recommendations to the full Council

Winter 2017 - Fall 2017

OBJECTIVE

Increase capacity of the Neighborhood Association system

ACTION/PROJECT

ESTIMATED TIMING

Increase communications via e-newsletter; coordinate monthly Neighborhood Association roundtable City presentations

Spring 2017 - Winter 2019

Provide quarterly best practices trainings

Spring 2017 - Winter 2019

OBJECTIVE

Replace the City's operating software as a key driver for business process improvement in land use, permitting, billing and central services

ACTION/PROJECT

ESTIMATED TIMING

Manage the implementation of new integrated:

Spring 2017 - Winter 2019

- Licensing, permitting, inspection and land management software
- Payroll/human resources software
- Extended financial modules for fleet management, facilities, work orders, inventory and property file
- Replacement software for utility billing and court administration

COUNCIL GOAL #5



WORK PLAN

OBJECTIVE

Create systems to assist staff and Council in prioritizing and monitoring resources

ACTION/PROJECT	ESTIMATED TIMING
Develop a performance dashboard to monitor progress towards meeting adopted goals	Fall 2017 - Winter 2019
Create governance structures for project approval and prioritization	Fall 2017 - Winter 2019

OBJECTIVE

Elevate consistency and quality of project management skills across the organization

ACTION/PROJECT	ESTIMATED TIMING
Leadership, project management, and technical skills training with COCC	Fall 2017 - Winter 2019
Charter all inter-departmental projects	Fall 2017 - Winter 2019
Continue Project Management Institute training	Fall 2017 - Winter 2019

OBJECTIVE

Promote and improve the City's employee performance management systems

ACTION/PROJECT	ESTIMATED TIMING
Continue the Believe, Build, Become a Better Bend (B3) program by implementing Cornerstone software	Winter 2017 - Winter 2019
Improved systems and training for performance accountability	Spring 2017 - Summer 2017

PERFORMANCE TARGETS

ACTION/PROJECT

- 75% of respondents of a statistically valid community survey conducted in 2018 give the City an "A or B" grade for performance
- NEW: By December 31, 2017, create a cost of city government metric base on typical median single family property tax and utility bill in relation to median household income
- Issue new single family residential permits within an average of 35 calendar days

FINANCIAL SECTION

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**2017-2019 Adopted Biennial Budget
Summary by Service Area**

	General Fund	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2017-19 Total Biennial Budget City and BURA
	<i>(Includes General Fund Revenue Stabilization Fund)</i>					
RESOURCES						
Beginning working capital	\$ 11,270,239	\$ 5,164,372	\$ 138,302,298	\$ 25,892,531	\$ 14,538,776	\$ 195,168,217
Property taxes	60,563,500	4,336,800	3,780,200	2,547,200	-	71,227,700
Room taxes	13,067,700	395,300	-	6,114,100	-	19,577,100
Marijuana taxes	1,000,000	-	-	-	-	1,000,000
Franchise fees	12,687,600	-	4,394,100	-	-	17,081,700
Intergovernmental revenues	5,197,367	8,295,200	11,689,037	4,675,400	-	29,857,004
Licenses and permits	232,000	-	-	13,699,000	-	13,931,000
Charges for services	547,700	8,389,400	102,239,500	14,198,200	548,051	125,922,851
System development charges (SDC's)	-	-	32,170,984	-	-	32,170,984
Fines and forfeitures	2,151,300	-	-	463,600	-	2,614,900
Assessments	-	-	-	341,000	-	341,000
Investment income	379,700	149,300	2,032,300	665,399	425,900	3,652,599
Loan repayments	-	-	182,000	214,200	-	396,200
Contributions	-	122,000	-	-	-	122,000
Rent revenues	-	-	257,800	2,573,900	102,600	2,934,300
Miscellaneous	1,185,300	1,800	114,400	715,800	324,000	2,341,300
Debt Proceeds	-	406,000	35,593,800	-	8,934,400	44,934,200
Interfund activity:						
General fund subsidy	-	26,293,000	13,905,200	1,447,000	-	41,645,200
General fund revenues allocated to:						
Police	(48,748,039)	48,748,039	-	-	-	-
Accessibility program	(539,790)	-	539,790	-	-	-
Code enforcement	(1,233,225)	-	-	1,233,225	-	-
Municipal court	(1,304,736)	1,304,736	-	-	-	-
Growth management	(3,049,242)	-	-	3,049,242	-	-
Interfund charges & transfers	627,550	93,600	48,507,144	4,266,027	43,430,662	96,924,983
TOTAL RESOURCES	\$ 54,034,924	\$ 103,699,547	\$ 393,708,553	\$ 82,095,824	\$ 68,304,389	\$ 701,843,238

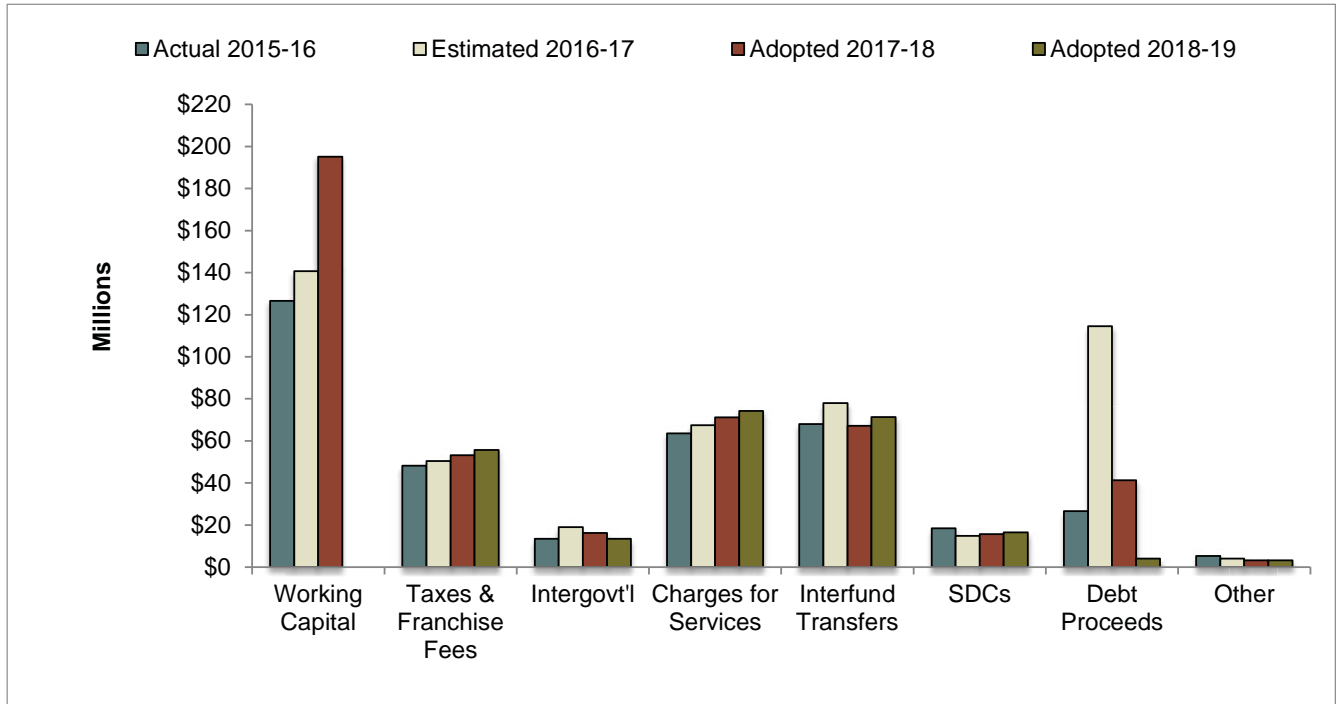
**2017-2019 Adopted Biennial Budget
Summary by Service Area**

	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2017-19 Total Biennial Budget City and BURA
REQUIREMENTS						
Personnel services	\$ -	\$ 74,623,900	\$ 45,041,600	\$ 23,991,800	\$ 22,841,600	\$ 166,498,900
Materials & services	2,813,000	7,783,820	27,943,851	16,197,617	16,740,863	71,479,151
Capital outlay:						
Vehicle/equipment	-	1,853,440	2,960,800	126,000	550,700	5,490,940
Repair & replacement	-	-	9,413,000	100,000	-	9,513,000
Construction/infrastructure	-	-	94,638,410	3,406,600	906,000	98,951,010
Intangibles	-	39,350	260,000	-	1,910,500	2,209,850
Total capital outlay	-	1,892,790	107,272,210	3,632,600	3,367,200	116,164,800
Debt service	-	1,641,752	27,416,100	2,821,943	10,112,468	41,992,263
Interfund activity:						
General fund subsidies	41,645,200	-	-	-	-	41,645,200
Interfund transfers	959,050	11,002,060	68,676,756	8,663,736	4,796,280	94,097,882
Contingency	5,614,234	5,980,228	10,463,133	21,644,211	878,998	44,580,804
Reserves	3,003,440	774,997	106,894,904	5,143,917	9,566,980	125,384,238
TOTAL REQUIREMENTS	\$ 54,034,924	\$ 103,699,547	\$ 393,708,553	\$ 82,095,825	\$ 68,304,389	\$ 701,843,238

Combined Summary of Financial Sources and Uses

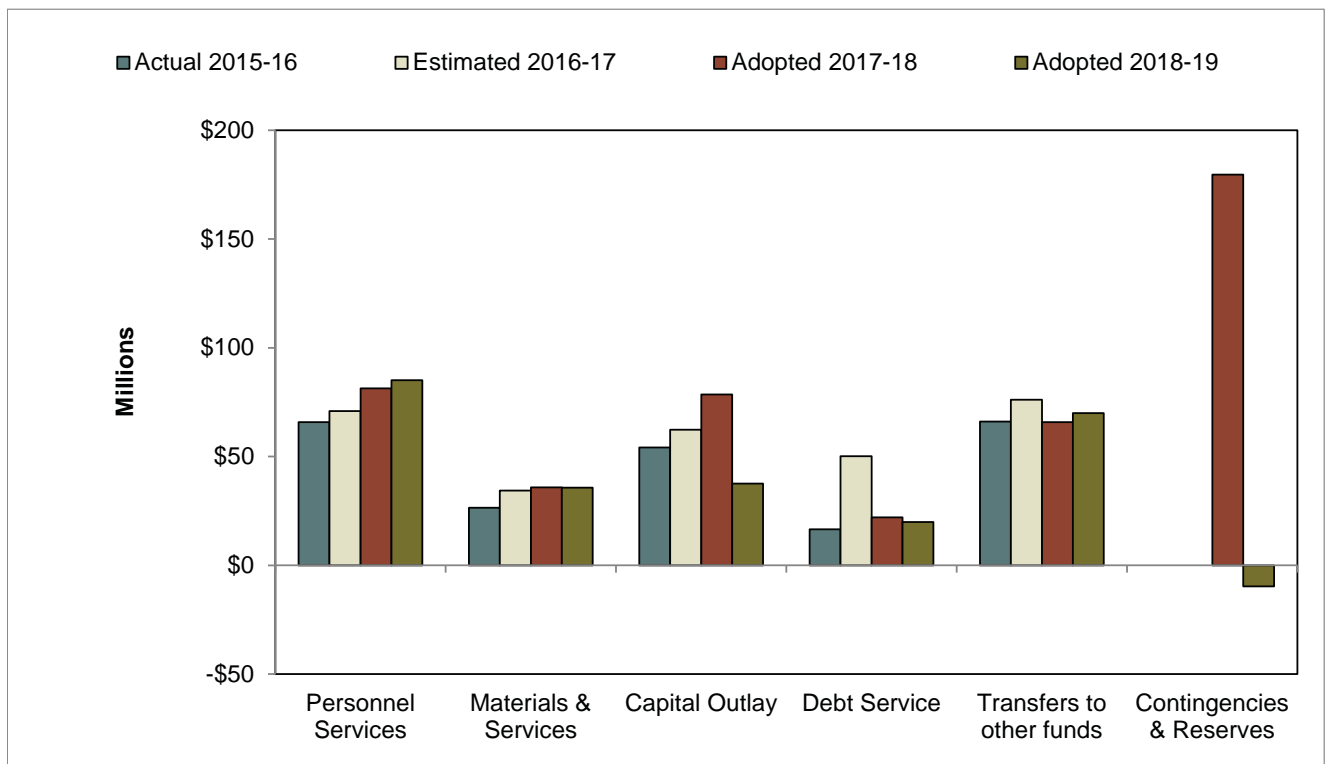
2017-2019 Resources

All Funds - \$701.8 Million

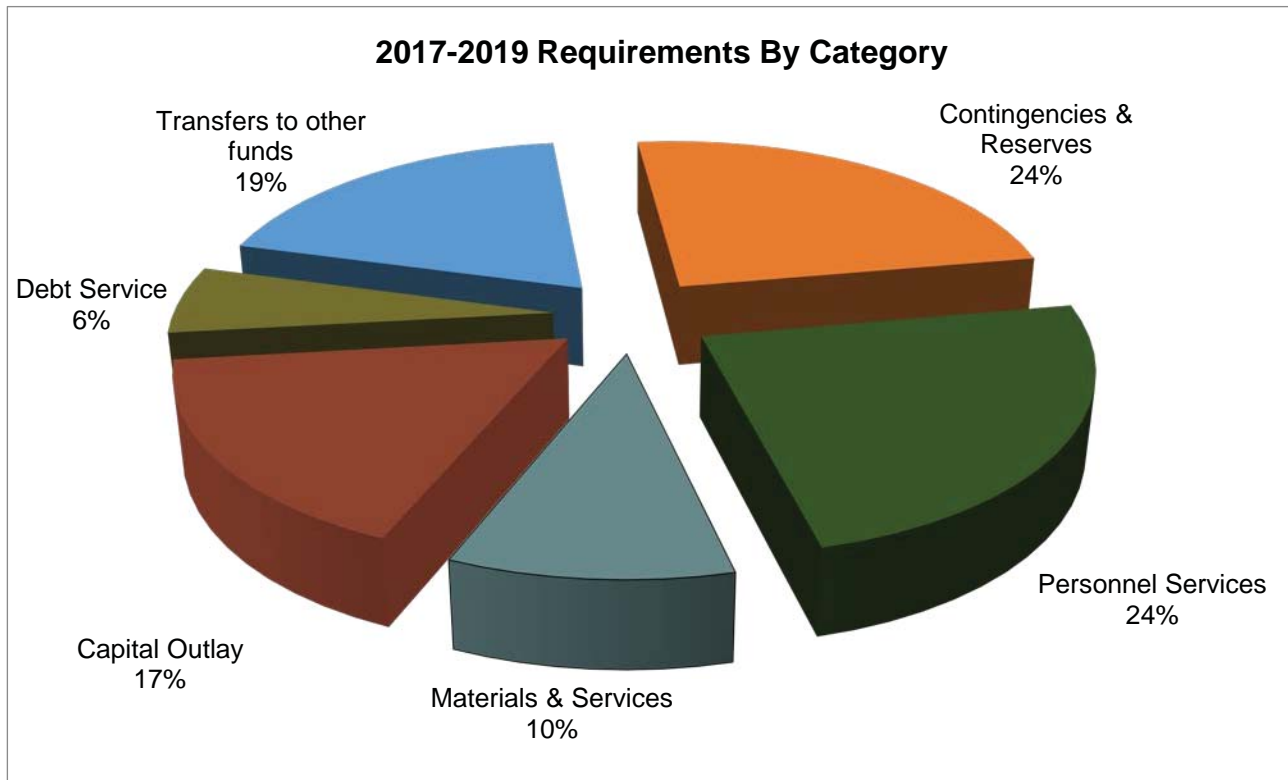
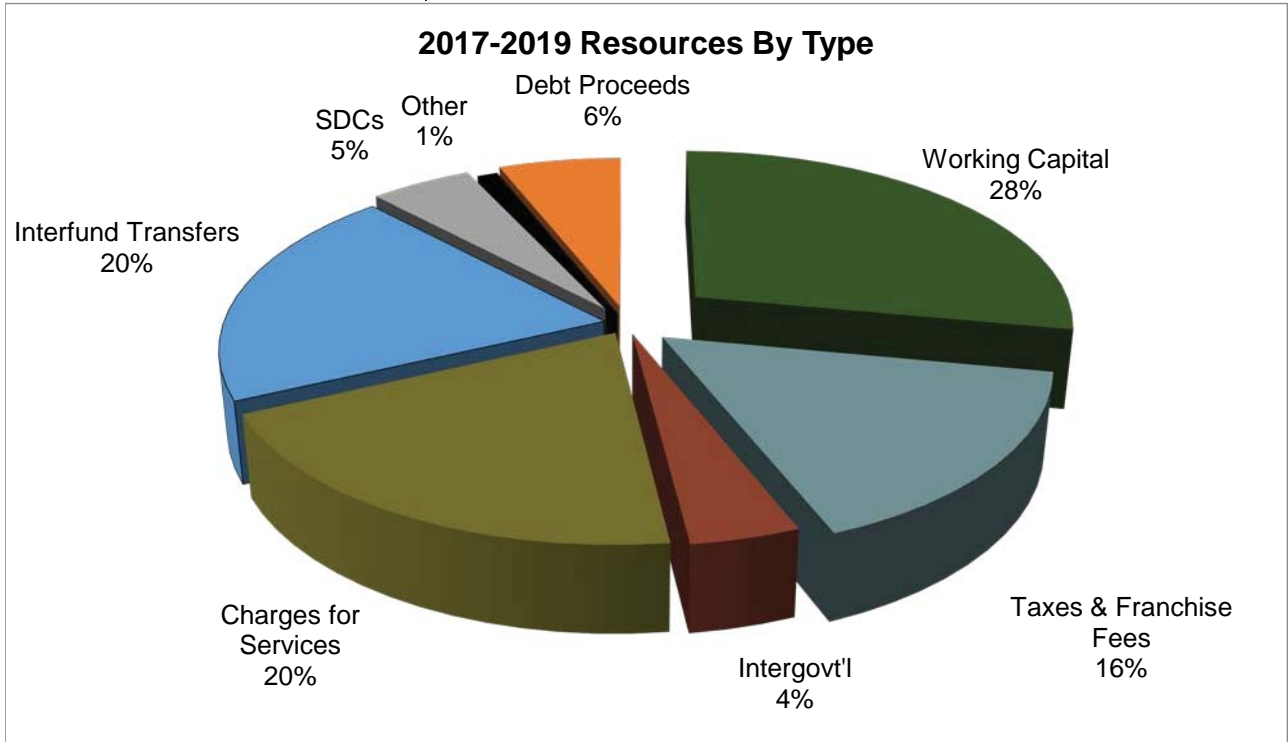


2017-2019 Requirements

All Funds - \$701.8 Million



Resource and Requirement Summaries



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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-15	2015-17	2017-18	2018-19	2017-19
Revenues					
Taxes and franchise fees	\$ 68,676,419	\$ 78,081,929	\$ 42,603,800	\$ 44,715,000	\$ 87,318,800
Intergovernmental revenues	4,815,487	4,935,382	2,546,120	2,651,247	5,197,367
Charges for services **	2,418,012	2,797,225	1,449,800	1,481,200	2,931,000
Transfers from other funds	642,870	1,126,800	616,500	705,800	1,322,300
Other	301,258	421,045	180,800	173,300	354,100
Total Revenues	76,854,045	87,362,380	47,397,020	49,726,547	97,123,567
TOTAL AVAILABLE RESOURCES	\$ 76,854,045	\$ 87,362,380	\$ 47,397,020	\$ 49,726,547	\$ 97,123,567
Expenditures					
Personnel services	\$ 30,851,231	\$ 34,522,890	\$ 20,056,700	\$ 21,136,500	\$ 41,193,200
Materials & services	6,886,835	8,506,011	4,194,340	3,984,652	8,178,992
Capital outlay	1,358,841	1,248,296	633,974	449,466	1,083,440
Transfers to other funds	37,006,561	44,966,024	24,488,200	25,348,450	49,836,650
TOTAL USE OF RESOURCES	\$ 76,103,468	\$ 89,243,221	\$ 49,373,214	\$ 50,919,068	\$ 100,292,282
Net Increase/(Decrease) in Fund Balance	\$ 750,576	\$ (1,880,841)	\$ (1,976,194)	\$ (1,192,521)	\$ (3,168,715)
Beginning Fund Balance (1)	9,913,214	10,663,791	8,782,949	-	8,782,949
Ending Fund Balance	\$ 10,663,791	\$ 8,782,950	\$ 6,806,755	\$ (1,192,521)	\$ 5,614,234

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

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

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

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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-15	2015-17	2017-18	2018-19	2017-19
Revenues					
Intergovernmental revenues	\$ 114,214	\$ 85,240	\$ 40,700	\$ 38,900	\$ 79,600
Charges for services	34,580,096	38,294,859	20,425,100	21,304,800	41,729,900
Transfers from other funds	370,427	1,211,919	190,700	180,500	371,200
System development charges	5,361,387	7,114,804	3,539,900	3,738,100	7,278,000
Other	223,014	950,039	345,000	378,400	723,400
Total Revenues	40,649,138	47,656,861	24,541,400	25,640,700	50,182,100
Other Financing Sources					
Debt proceeds	-	62,373,034	-	-	-
Loan Repayments	-	-	91,000	91,000	182,000
Total Other Financing Sources	-	62,373,034	91,000	91,000	182,000
TOTAL AVAILABLE RESOURCES	\$ 40,649,138	\$ 110,029,895	\$ 24,632,400	\$ 25,731,700	\$ 50,364,100
Expenditures					
Personnel services	\$ 6,293,029	\$ 8,454,445	\$ 4,766,200	\$ 5,015,700	\$ 9,781,900
Materials & services	6,559,079	8,155,929	4,968,500	4,758,100	9,726,600
Capital outlay	3,063,230	6,934,636	4,748,000	2,620,000	7,368,000
Debt Service	1,555,476	35,117,148	4,144,200	4,141,600	8,285,800
Transfers to other funds	12,518,422	30,363,994	3,976,670	4,119,380	8,096,050
TOTAL USE OF RESOURCES	\$ 29,989,236	\$ 89,026,152	\$ 22,603,570	\$ 20,654,780	\$ 43,258,350
Net Increase/(Decrease) in Fund Balance	\$ 10,659,903	\$ 21,003,743	\$ 2,028,830	\$ 5,076,920	\$ 7,105,750
Beginning Fund Balance (1)	8,798,313	19,458,215	40,461,959	-	40,461,959
Ending Fund Balance	\$ 19,458,215	\$ 40,461,959	\$ 42,490,789	\$ 5,076,920	\$ 47,567,709

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

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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-15	2015-17	2017-18	2018-19	2017-19
Revenues					
Intergovernmental revenues	\$ 411,257	\$ 393,268	\$ 185,700	\$ 177,600	\$ 363,300
Charges for services	38,706,516	45,833,956	25,762,700	27,270,200	53,032,900
Transfers from other funds	37,502	924,470	40,100	26,200	66,300
System development charges	5,901,254	11,935,340	6,072,700	6,412,800	12,485,500
Other	736,669	731,660	259,600	229,600	489,200
Total Revenues	45,793,198	59,818,694	32,320,800	34,116,400	66,437,200
Other Financing Sources					
Debt proceeds	3,362,690	46,489,918	31,250,000	2,250,000	33,500,000
Loan repayments	4,917	(1,406)	-	-	-
Total Other Financing Sources	3,367,607	46,488,512	31,250,000	2,250,000	33,500,000
TOTAL AVAILABLE RESOURCES	\$ 49,160,805	\$ 106,307,207	\$ 63,570,800	\$ 36,366,400	\$ 99,937,200
Expenditures					
Personnel services	\$ 8,666,416	\$ 10,384,282	\$ 5,991,000	\$ 6,270,100	\$ 12,261,100
Materials & services	4,794,346	6,331,019	3,875,300	3,595,320	7,470,620
Capital outlay	6,799,115	47,122,450	47,680,900	15,840,400	63,521,300
Debt service	6,995,379	9,552,252	4,685,200	6,831,500	11,516,700
Transfers to other funds	14,086,445	11,646,337	5,767,850	5,991,650	11,759,500
TOTAL USE OF RESOURCES	\$ 41,341,700	\$ 85,036,340	\$ 68,000,250	\$ 38,528,970	\$ 106,529,220
Net Increase/(Decrease) in Fund Balance	\$ 7,819,105	\$ 21,270,866	\$ (4,429,450)	\$ (2,162,570)	\$ (6,592,020)
Beginning Fund Balance (1)	24,721,794	32,540,898	53,811,765	-	53,811,765
Ending Fund Balance	\$ 32,540,898	\$ 53,811,765	\$ 49,382,315	\$ (2,162,570)	\$ 47,219,745

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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-15	2015-17	2017-18	2018-19	2017-19
Revenues					
Taxes and franchise fees	\$ 15,235,639	\$ 20,593,945	\$ 10,572,800	\$ 10,994,900	\$ 21,567,700
Intergovernmental revenues	20,098,251	26,951,081	13,540,137	10,676,600	24,216,737
Charges for services **	34,665,025	44,074,271	23,529,807	24,179,444	47,709,251
Transfers from other funds	106,899,115	141,508,996	66,378,341	70,406,042	136,784,383
System development charges	8,067,339	14,182,031	6,034,900	6,372,584	12,407,484
Other	4,044,937	4,486,100	2,444,400	2,445,800	4,890,198
Total Revenues	189,010,306	251,796,426	122,500,385	125,075,370	247,575,753
Other Financing Sources					
Debt proceeds	72,861,254	29,972,511	9,836,300	1,623,900	11,460,200
Loan repayments	3,453,505	2,237,568	107,100	107,100	214,200
Sale of capital assets	-	2,709,253	-	-	-
Total Other Financing Sources	76,314,759	34,919,333	9,943,400	1,731,000	11,674,400
TOTAL AVAILABLE RESOURCES	\$ 265,325,065	\$ 286,715,759	\$ 132,443,785	\$ 126,806,370	\$ 259,250,153
Expenditures					
Personnel services	\$ 66,986,611	\$ 83,406,330	\$ 50,531,350	\$ 52,731,350	\$ 103,262,700
Materials & services	29,960,503	37,766,725	22,764,847	23,338,092	46,102,938
Capital outlay	103,316,334	61,165,438	25,501,572	18,690,488	44,192,060
Debt service	24,593,956	22,045,223	13,249,946	8,939,817	22,189,763
Transfers to other funds	40,962,671	54,116,040	31,529,020	34,521,862	66,050,882
TOTAL USE OF RESOURCES	\$ 265,820,074	\$ 258,499,756	\$ 143,576,735	\$ 138,221,609	\$ 281,798,343
Net Increase/(Decrease) in Fund Balance	\$ (495,009)	\$ 28,216,003	\$ (11,132,951)	\$ (11,415,239)	\$ (22,548,190)
Beginning Fund Balance (1)	64,391,049	63,896,040	92,111,545	-	92,111,545
Ending Fund Balance	\$ 63,896,040	\$ 92,112,043	\$ 80,978,594	\$ (11,415,239)	\$ 69,563,355

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

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Summary of Financial Sources and Uses
Three Period Comparison
All Funds

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2013-15	2015-17	2017-18	2018-19	2017-19
Revenues					
Taxes and franchise fees	\$ 83,912,058	\$ 98,675,874	\$ 53,176,600	\$ 55,709,900	\$ 108,886,500
Intergovernmental revenues	25,439,209	32,364,972	16,312,657	13,544,347	29,857,004
Charges for services **	110,369,648	131,000,310	71,167,407	74,235,644	145,403,051
Transfers from other funds	107,949,913	144,772,186	67,225,641	71,318,542	138,544,183
System development charges	19,329,980	33,232,176	15,647,500	16,523,484	32,170,984
Other	5,305,878	6,588,844	3,229,800	3,227,100	6,456,898
Total Revenues	352,306,686	446,634,361	226,759,605	234,559,017	461,318,620
Other Financing Sources					
Debt proceeds	76,223,944	138,835,463	41,086,300	3,873,900	44,960,200
Loan repayments *	3,458,422	2,236,163	198,100	198,100	396,200
Sale of capital assets	-	2,709,253	-	-	-
Total Other Financing Sources	79,682,366	143,780,879	41,284,400	4,072,000	45,356,400
TOTAL AVAILABLE RESOURCES	\$ 431,989,053	\$ 590,415,241	\$ 268,044,005	\$ 238,631,017	\$ 506,675,020
Expenditures					
Personnel services	\$ 112,797,287	\$ 136,767,946	\$ 81,345,250	\$ 85,153,650	\$ 166,498,900
Materials & services	48,200,763	60,759,685	35,802,987	35,676,164	71,479,150
Capital outlay	114,537,520	116,470,821	78,564,446	37,600,354	116,164,800
Debt service	33,144,810	66,714,623	22,079,346	19,912,917	41,992,263
Transfers to other funds	104,574,099	141,092,394	65,761,740	69,981,342	135,743,082
TOTAL USE OF RESOURCES	\$ 413,254,478	\$ 521,805,469	\$ 283,553,769	\$ 248,324,427	\$ 531,878,195
Net Increase/(Decrease) in Fund Balance	\$ 18,734,574	\$ 68,609,772	\$ (15,509,765)	\$ (9,693,410)	\$ (25,203,175)
Beginning Fund Balance (1)	107,824,370	126,558,945	195,168,218	-	195,168,218
Ending Fund Balance	\$ 126,558,945	\$ 195,168,716	\$ 179,658,453	\$ (9,693,410)	\$ 169,965,043

* Includes Loan Repayments and Interfund General Fund Loan Repayments.

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

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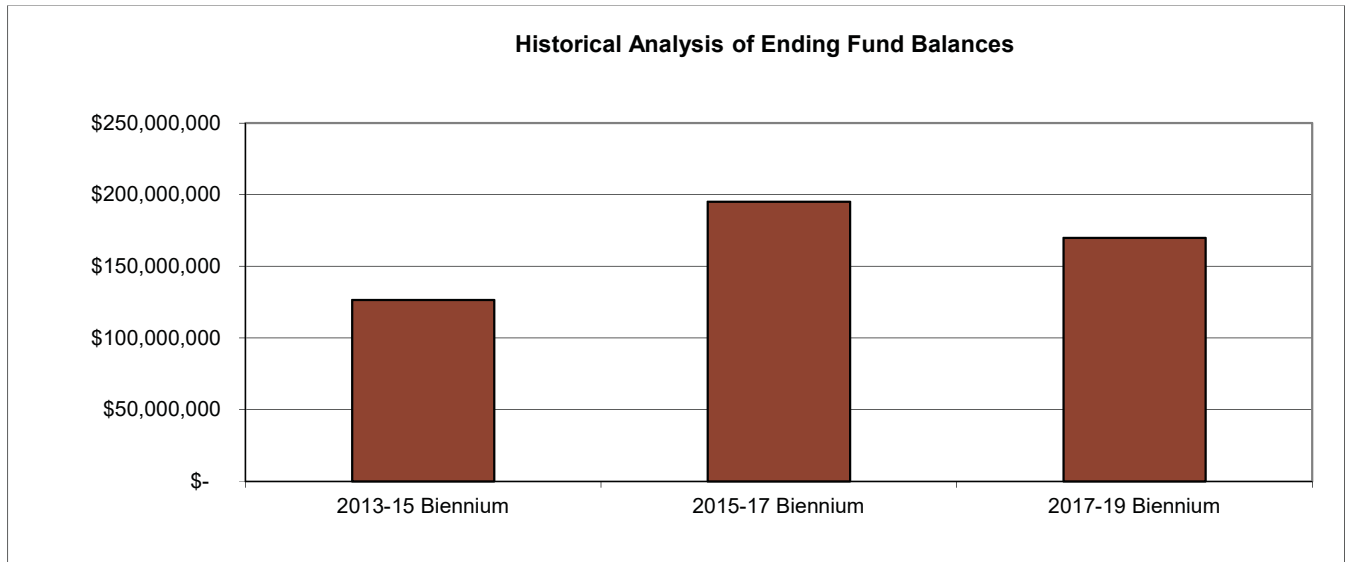
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Fund Balance Summary Years 2013 - 2019 All Funds

	ACTUALS		ADOPTED BUDGET			2017-19 % Change From Prior Period
	2013-15	ESTIMATE 2015-17	2017-18	2018-19	2017-19	
Total Governmental Funds						
Beginning Fund Balance	\$ 58,117,912	\$ 65,351,376	\$ 78,049,780	\$ -	\$ 78,049,780	
Revenues	212,241,927	250,592,420	135,256,197	141,764,243	277,020,440	
Expenditures	205,008,463	237,893,517	144,239,918	149,788,083	294,028,001	
Net Change	7,233,464	12,698,903	(8,983,721)	(8,023,840)	(17,007,561)	
Ending Fund Balance	\$ 65,351,376	\$ 78,050,279	\$ 69,066,059	\$ (8,023,840)	\$ 61,042,219	-22%
Total Proprietary Funds						
Beginning Fund Balance	\$ 49,706,458	\$ 61,207,568	\$ 117,118,438	\$ -	\$ 117,118,438	
Revenues	220,755,653	340,949,066	132,787,807	96,866,774	229,654,581	
Expenditures	209,254,543	285,038,197	139,313,852	98,536,343	237,850,195	
Net Change	11,501,110	55,910,869	(6,526,045)	(1,669,569)	(8,195,614)	
Ending Fund Balance	\$ 61,207,568	\$ 117,118,437	\$ 110,592,393	\$ (1,669,569)	\$ 108,922,824	-7%
TOTAL CITY OF BEND AND BEND URBAN RENEWAL AGENCY						
Beginning Fund Balance *	\$ 107,824,370	\$ 126,558,945	\$ 195,168,218	\$ -	\$ 195,168,218	
Revenues	432,997,580	591,541,486	268,044,004	238,631,017	506,675,021	
Expenditures	414,263,005	522,931,714	283,553,769	248,324,427	531,878,196	
Net Change	18,734,574	68,609,772	(15,509,766)	(9,693,410)	(25,203,175)	
Ending Fund Balance	\$ 126,558,945	\$ 195,168,716	\$ 179,658,453	\$ (9,693,410)	\$ 169,965,043	-13%



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Fund Balance Summary Years 2013 - 2019
Summary of Governmental Funds

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2017-19 % Change From Prior Period			
	2013-15		2015-17		2017-18	2018-19	2017-19				
City of Bend General Fund											
Beginning Fund Balance	\$	9,913,214	\$	10,663,791	\$	8,782,949	\$	-	\$	8,782,949	
Revenues		76,854,044		87,362,380		47,397,020		49,726,547		97,123,567	
Expenditures		76,103,468		89,243,221		49,373,214		50,919,068		100,292,282	
Net Change		750,576		(1,880,841)		(1,976,194)		(1,192,521)		(3,168,715)	
Ending Fund Balance	\$	10,663,791	\$	8,782,950	\$	6,806,755	\$	(1,192,521)	\$	5,614,234	-36%
BURA General Fund											
Beginning Fund Balance	\$	463,582	\$	398,503	\$	317,554	\$	-	\$	317,554	
Revenues		21,988		7,303		3,500		2,600		6,100	
Expenditures		87,068		88,251		147,960		135,100		283,060	
Net Change		(65,080)		(80,949)		(144,460)		(132,500)		(276,960)	
Ending Fund Balance	\$	398,503	\$	317,554	\$	173,094	\$	(132,500)	\$	40,594	-87%
Special Revenue Funds											
Beginning Fund Balance	\$	14,550,515	\$	28,460,873	\$	48,409,304	\$	-	\$	48,409,304	
Revenues		102,164,573		141,108,112		74,094,983		74,493,972		148,588,955	
Expenditures		88,254,215		121,159,181		75,902,202		80,590,580		156,492,782	
Net Change		13,910,358		19,948,931		(1,807,219)		(6,096,608)		(7,903,827)	
Ending Fund Balance	\$	28,460,873	\$	48,409,804	\$	46,602,085	\$	(6,096,608)	\$	40,505,477	-16%
Debt Service Funds											
Beginning Fund Balance	\$	3,132,391	\$	5,544,153	\$	6,573,683	\$	-	\$	6,573,683	
Revenues		10,108,171		11,777,154		4,828,720		4,929,512		9,758,232	
Expenditures		7,696,409		10,747,625		4,096,786		4,346,157		8,442,943	
Net Change		2,411,762		1,029,530		731,934		583,355		1,315,289	
Ending Fund Balance	\$	5,544,153	\$	6,573,682	\$	7,305,617	\$	583,355	\$	7,888,972	20%
Capital Project Funds											
Beginning Fund Balance	\$	29,462,258	\$	19,667,661	\$	13,330,064	\$	-	\$	13,330,064	
Revenues		23,016,449		10,276,107		8,901,274		12,580,012		21,481,286	
Expenditures		32,811,046		16,613,705		14,698,756		13,776,178		28,474,934	
Net Change		(9,794,597)		(6,337,598)		(5,797,482)		(1,196,166)		(6,993,648)	
Ending Fund Balance	\$	19,667,661	\$	13,330,063	\$	7,532,582	\$	(1,196,166)	\$	6,336,416	-52%
Permanent Funds											
Beginning Fund Balance	\$	595,952	\$	616,397	\$	636,226	\$	-	\$	636,226	
Revenues		76,702		61,364		30,700		31,600		62,300	
Expenditures		56,257		41,535		21,000		21,000		42,000	
Net Change		20,445		19,830		9,700		10,600		20,300	
Ending Fund Balance	\$	616,397	\$	636,226	\$	645,926	\$	10,600	\$	656,526	3%
TOTAL GOVERNMENTAL FUNDS											
Beginning Fund Balance	\$	58,117,912	\$	65,351,376	\$	78,049,780	\$	-	\$	78,049,780	
Revenues		212,241,927		250,592,420		135,256,197		141,764,243		277,020,440	
Expenditures		205,008,463		237,893,517		144,239,918		149,788,083		294,028,001	
Net Change		7,233,464		12,698,903		(8,983,721)		(8,023,840)		(17,007,561)	
Ending Fund Balance	\$	65,351,376	\$	78,050,279	\$	69,066,059	\$	(8,023,840)	\$	61,042,219	-22%

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

Fund Balance Summary Years 2013 - 2019
Summary of Proprietary Funds

FUND	ACTUALS 2013-15	ESTIMATE 2015-17	ADOPTED BUDGET			2017-19 % Change From Prior Period
			2017-18	2018-19	2017-19	
Internal Service Funds						
Beginning Fund Balance	\$ 9,256,182	\$ 11,826,290	\$ 15,799,584	\$ -	\$ 15,799,584	
Revenues	48,246,112	67,083,814	34,236,857	28,103,174	62,340,031	
Expenditures	45,676,003	63,110,521	38,922,002	31,357,013	70,279,015	
Net Change	2,570,109	3,973,293	(4,685,145)	(3,253,839)	(7,938,984)	
Ending Fund Balance	\$ 11,826,290	\$ 15,799,583	\$ 11,114,439	\$ (3,253,839)	\$ 7,860,600	-50%
Enterprise Funds						
Beginning Fund Balance	\$ 40,450,277	\$ 49,381,278	\$ 101,318,854	\$ -	\$ 101,318,854	
Revenues	172,509,541	272,739,007	98,550,950	68,763,600	167,314,550	
Expenditures	163,578,539	220,801,431	100,391,850	67,179,330	167,571,180	
Net Change	8,931,001	51,937,577	(1,840,900)	1,584,270	(256,630)	
Ending Fund Balance	\$ 49,381,278	101,318,854	\$ 99,477,954	\$ 1,584,270	\$ 101,062,224	0%
TOTAL PROPRIETARY FUNDS						
Beginning Fund Balance	\$ 49,706,458	\$ 61,207,568	\$ 117,118,438	\$ -	\$ 117,118,438	
Revenues	220,755,653	339,822,821	132,787,807	96,866,774	229,654,581	
Expenditures	209,254,543	283,911,951	139,313,852	98,536,343	237,850,195	
Net Change	11,501,110	55,910,869	(6,526,045)	(1,669,569)	(8,195,614)	
Ending Fund Balance	\$ 61,207,568	\$ 117,118,437	\$ 110,592,393	\$ (1,669,569)	\$ 108,922,824	-7%

**Fund Balance Detail Years 2013 - 2019
By Governmental Fund Type**

FUND	ACTUALS		ESTIMATE 2015-17	ADOPTED BUDGET			2017-19 % Change From Prior Period
	2013-15			2017-18	2018-19	2017-19	
SPECIAL REVENUE FUNDS							
Police Grant Fund							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	55,319	-	-	-	-	-	
Expenditures	55,319	-	-	-	-	-	
Net Change	-	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Police Reserves Fund							
Beginning Fund Balance	\$ 620,017	\$ 629,888	\$ 645,348	\$ -	\$ 645,348		
Revenues	9,871	15,459	8,400	8,400	16,800		
Expenditures	-	-	-	-	-		
Net Change	9,871	15,459	8,400	8,400	16,800		
Ending Fund Balance	\$ 629,888	\$ 645,348	\$ 653,748	\$ 8,400	\$ 662,148		3%
General Fund Revenue Stabilization Fund							
Beginning Fund Balance	\$ 1,641,404	\$ 2,092,473	\$ 2,487,290	\$ -	\$ 2,487,290		
Revenues	451,068	395,317	261,850	254,300	516,150		
Expenditures	-	-	-	-	-		
Net Change	451,068	395,317	261,850	254,300	516,150		
Ending Fund Balance	\$ 2,092,473	\$ 2,487,790	\$ 2,749,140	\$ 254,300	\$ 3,003,440		21%
Fire/EMS Fund							
Beginning Fund Balance	\$ 2,921,006	\$ 3,891,449	\$ 4,508,176	\$ -	\$ 4,508,176		
Revenues	34,891,855	47,668,795	23,133,999	24,706,600	47,840,599		
Expenditures	33,921,411	47,052,068	22,723,048	23,545,499	46,268,547		
Net Change	970,443	616,727	410,952	1,161,101	1,572,052		
Ending Fund Balance	\$ 3,891,449	\$ 4,508,176	\$ 4,919,127	\$ 1,161,101	\$ 6,080,228		35%
Helen E. Lorenz Estate Fund							
Beginning Fund Balance	\$ -	\$ 1,266	\$ 2,739	\$ -	\$ 2,739		
Revenues	63,316	176,709	62,000	62,000	124,000		
Expenditures	62,050	175,236	61,000	61,000	122,000		
Net Change	1,266	1,473	1,000	1,000	2,000		
Ending Fund Balance	\$ 1,266	\$ 2,739	\$ 3,739	\$ 1,000	\$ 4,739		73%
Building Fund							
Beginning Fund Balance	\$ 2,407,582	\$ 7,418,818	\$ 12,845,883	\$ -	\$ 12,845,883		
Revenues	12,066,477	16,431,710	6,903,100	6,932,800	13,835,900		
Expenditures	7,055,241	11,004,645	6,908,504	8,084,632	14,993,136		
Net Change	5,011,236	5,427,065	(5,404)	(1,151,832)	(1,157,236)		
Ending Fund Balance	\$ 7,418,818	\$ 12,845,883	\$ 12,840,479	\$ (1,151,832)	\$ 11,688,647		-9%
Planning Fund							
Beginning Fund Balance	\$ 1,013,683	\$ 2,846,615	\$ 3,701,937	\$ -	\$ 3,701,937		
Revenues	5,928,611	5,765,865	3,169,100	3,240,000	6,409,100		
Expenditures	4,095,680	4,910,542	2,696,125	2,821,088	5,517,213		
Net Change	1,832,932	855,323	472,975	418,912	891,887		
Ending Fund Balance	\$ 2,846,615	\$ 3,701,937	\$ 4,174,912	\$ 418,912	\$ 4,593,824		24%

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

**Fund Balance Detail Years 2013 - 2019
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE 2015-17	ADOPTED BUDGET			2017-19 % Change From Prior Period
	2013-15			2017-18	2018-19	2017-19	
Private Development Engineering Fund*							
Beginning Fund Balance	\$ 376,288	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	-	-	3,799,816	2,811,400	6,611,216		
Expenditures	376,288	-	2,146,662	2,191,065	4,337,727		
Net Change	(376,288)	-	1,653,154	620,335	2,273,489		
Ending Fund Balance	\$ -	\$ -	\$ 1,653,154	\$ 620,335	\$ 2,273,489		100%
Streets & Operations							
Beginning Fund Balance	\$ 2,685,268	\$ 3,160,081	\$ 6,254,187	\$ -	\$ 6,254,187		
Revenues	19,090,879	24,509,939	15,328,917	13,949,588	29,278,505		
Expenditures	18,616,066	21,415,833	18,232,144	16,757,746	34,989,890		
Net Change	474,813	3,094,106	(2,903,227)	(2,808,158)	(5,711,385)		
Ending Fund Balance	\$ 3,160,081	\$ 6,254,187	\$ 3,350,960	\$ (2,808,158)	\$ 542,802		-91%
Community Development Block Grant Fund							
Beginning Fund Balance	\$ 88,100	\$ 492,085	\$ 451,178	\$ -	\$ 451,178		
Revenues	1,750,229	1,486,644	860,400	865,400	1,725,800		
Expenditures	1,346,244	1,527,551	856,700	860,900	1,717,600		
Net Change	403,985	(40,907)	3,700	4,500	8,200		
Ending Fund Balance	\$ 492,085	\$ 451,178	\$ 454,878	\$ 4,500	\$ 459,378		2%
Affordable Housing Fund							
Beginning Fund Balance	\$ 1,468,319	\$ 1,935,191	\$ 2,067,085	\$ -	\$ 2,067,085		
Revenues	3,080,257	2,811,794	1,243,900	1,247,700	2,491,600		
Expenditures	2,613,385	2,679,900	1,487,100	1,513,800	3,000,900		
Net Change	466,872	131,894	(243,200)	(266,100)	(509,300)		
Ending Fund Balance	\$ 1,935,191	\$ 2,067,085	\$ 1,823,885	\$ (266,100)	\$ 1,557,785		-25%
Tourism							
Beginning Fund Balance	\$ 138,125	\$ 301,650	\$ 257,224	\$ -	\$ 257,224		
Revenues	3,622,997	5,883,619	2,938,100	3,176,000	6,114,100		
Expenditures	3,459,472	5,928,045	3,195,324	3,176,000	6,371,324		
Net Change	163,525	(44,426)	(257,224)	-	(257,224)		
Ending Fund Balance	\$ 301,650	\$ 257,224	\$ -	\$ -	\$ -		-100%
Business Advocacy Fund							
Beginning Fund Balance	\$ -	\$ 88,036	\$ 154,670	\$ -	\$ 154,670		
Revenues	848,262	762,242	402,900	410,100	813,000		
Expenditures	760,225	695,608	423,050	403,050	826,100		
Net Change	88,036	66,634	(20,150)	7,050	(13,100)		
Ending Fund Balance	\$ 88,036	\$ 154,670	\$ 134,520	\$ 7,050	\$ 141,570		-8%
Economic Improvement District Fund							
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -		
Revenues	340,539	341,815	170,900	170,900	341,800		
Expenditures	340,539	341,815	170,900	170,900	341,800		
Net Change	-	-	-	-	-		
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -		0%

* In 2013-15, Private Development Engineering was a separate fund, consolidated into Engineering within the Internal Service Fund in fiscal year 2014. During the 2015-17 biennium Private Development Engineering was accounted for as a division of Engineering within the Internal Service Fund.

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

**Fund Balance Detail Years 2013 - 2019
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2017-19 % Change From Prior Period			
	2013-15		2015-17		2017-18	2018-19	2017-19				
System Development Charges Fund											
Beginning Fund Balance	\$	1,132,524	\$	5,525,202	\$	14,934,634	\$	-	\$	14,934,634	
Revenues		19,889,261		34,830,735		15,811,100		16,658,784		32,469,884	
Expenditures		15,496,583		25,421,303		16,902,191		21,004,900		37,907,091	
Net Change		4,392,678		9,409,432		(1,091,091)		(4,346,116)		(5,437,207)	
Ending Fund Balance	\$	5,525,202	\$	14,934,634	\$	13,843,543	\$	(4,346,116)	\$	9,497,427	-36%
Energy ARRA Grant Fund											
Beginning Fund Balance	\$	58,199	\$	78,119	\$	98,954	\$	-	\$	98,954	
Revenues		75,633		27,469		500		-		500	
Expenditures		55,713		6,633		99,454		-		99,454	
Net Change		19,920		20,836		(98,954)		-		(98,954)	
Ending Fund Balance	\$	78,119	\$	98,954	\$	-	\$	-	\$	-	-100%
TOTAL SPECIAL REVENUE FUNDS											
Beginning Fund Balance	\$	14,550,515	\$	28,460,873	\$	48,409,304	\$	-	\$	48,409,304	
Revenues		102,164,573		141,108,112		74,094,983		74,493,972		148,588,955	
Expenditures		88,254,215		121,159,181		75,902,202		80,590,580		156,492,782	
Net Change		13,910,358		19,948,931		(1,807,219)		(6,096,608)		(7,903,827)	
Ending Fund Balance	\$	28,460,873	\$	48,409,804	\$	46,602,085	\$	(6,096,608)	\$	40,505,477	-16%
DEBT SERVICE FUNDS											
Fire Station Debt Service Fund											
Beginning Fund Balance	\$	5,751	\$	7,200	\$	8,110	\$	-	\$	8,110	
Revenues		475,366		494,862		249,000		252,000		501,000	
Expenditures		473,918		493,952		249,000		252,000		501,000	
Net Change		1,449		910		-		-		-	
Ending Fund Balance	\$	7,200	\$	8,110	\$	8,110	\$	-	\$	8,110	0%
PERS Debt Service Fund											
Beginning Fund Balance	\$	1,465,470	\$	2,713,429	\$	2,745,919	\$	-	\$	2,745,919	
Revenues		3,478,170		2,453,865		1,377,020		1,449,212		2,826,232	
Expenditures		2,230,211		2,421,375		1,287,600		1,340,500		2,628,100	
Net Change		1,247,960		32,490		89,420		108,712		198,132	
Ending Fund Balance	\$	2,713,429	\$	2,745,919	\$	2,835,339	\$	108,712	\$	2,944,051	7%
General Obligation Bond Debt Service Fund											
Beginning Fund Balance	\$	775,837	\$	996,956	\$	1,170,988	\$	-	\$	1,170,988	
Revenues		3,899,720		3,847,781		1,905,100		1,905,500		3,810,600	
Expenditures		3,678,600		3,673,750		1,838,600		1,839,500		3,678,100	
Net Change		221,120		174,031		66,500		66,000		132,500	
Ending Fund Balance	\$	996,956	\$	1,170,988	\$	1,237,488	\$	66,000	\$	1,303,488	11%

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

**Fund Balance Detail Years 2013 - 2019
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE 2015-17	ADOPTED BUDGET			2017-19 % Change From Prior Period
	2013-15			2017-18	2018-19	2017-19	
BURA Juniper Ridge Debt Service Fund							
Beginning Fund Balance	\$ 648,221	\$	1,315,605	\$ 2,140,116	\$ -	\$ 2,140,116	
Revenues	1,859,224		4,495,578	1,043,800	1,061,500	2,105,300	
Expenditures	1,191,840		3,671,066	477,786	670,457	1,148,243	
Net Change	667,384		824,512	566,014	391,043	957,057	
Ending Fund Balance	\$ 1,315,605	\$	2,140,116	\$ 2,706,130	\$ 391,043	\$ 3,097,173	45%
BURA Murphy Crossing Debt Service Fund							
Beginning Fund Balance	\$ 237,113	\$	510,963	\$ 508,550	\$ -	\$ 508,550	
Revenues	395,691		485,068	253,800	261,300	515,100	
Expenditures	121,841		487,481	243,800	243,700	487,500	
Net Change	273,850		(2,413)	10,000	17,600	27,600	
Ending Fund Balance	\$ 510,963	\$	508,550	\$ 518,550	\$ 17,600	\$ 536,150	5%
TOTAL DEBT SERVICE FUNDS							
Beginning Fund Balance	\$ 3,132,391	\$	5,544,153	\$ 6,573,683	\$ -	\$ 6,573,683	
Revenues	10,108,171		11,777,154	4,828,720	4,929,512	9,758,232	
Expenditures	7,696,409		10,747,625	4,096,786	4,346,157	8,442,943	
Net Change	2,411,762		1,029,530	731,934	583,355	1,315,289	
Ending Fund Balance	\$ 5,544,153	\$	6,573,682	\$ 7,305,617	\$ 583,355	\$ 7,888,972	20%
CAPITAL PROJECTS FUNDS							
Transportation Construction Fund							
Beginning Fund Balance	\$ 7,926,361	\$	7,808,649	\$ 8,338,923	\$ -	\$ 8,338,923	
Revenues	13,280,121		7,808,173	7,477,008	11,473,472	18,950,480	
Expenditures	13,397,832		7,277,900	9,717,661	12,440,565	22,158,226	
Net Change	(117,712)		530,274	(2,240,653)	(967,093)	(3,207,746)	
Ending Fund Balance	\$ 7,808,649	\$	8,338,923	\$ 6,098,270	\$ (967,093)	\$ 5,131,177	-38%
Accessibility Construction Fund							
Beginning Fund Balance	\$ 552,137	\$	911,066	\$ 1,080,609	\$ -	\$ 1,080,609	
Revenues	2,244,355		2,290,903	1,077,285	1,086,740	2,164,025	
Expenditures	1,885,425		2,121,359	1,393,456	1,186,913	2,580,369	
Net Change	358,930		169,543	(316,171)	(100,173)	(416,344)	
Ending Fund Balance	\$ 911,066	\$	1,080,609	\$ 764,438	\$ (100,173)	\$ 664,265	-39%
General Obligation Bond Construction Fund							
Beginning Fund Balance	\$ 20,375,591	\$	8,600,574	\$ 3,212,118	\$ -	\$ 3,212,118	
Revenues	718,476		116,136	318,921	-	318,921	
Expenditures	12,493,492		5,504,593	3,515,039	16,000	3,531,039	
Net Change	(11,775,017)		(5,388,457)	(3,196,118)	(16,000)	(3,212,118)	
Ending Fund Balance	\$ 8,600,574	\$	3,212,118	\$ 16,000	\$ (16,000)	\$ -	-100%

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

**Fund Balance Detail Years 2013 - 2019
By Governmental Fund Type - Continued**

FUND	ACTUALS		ESTIMATE	ADOPTED BUDGET			2017-19 % Change From Prior Period
	2013-15			2015-17	2017-18	2018-19	
Local Improvement District Construction Fund							
Beginning Fund Balance	\$ 582,983	\$	592,432	\$ 606,966	\$ -	\$ 606,966	
Revenues	9,449		14,534	7,900	7,900	15,800	
Expenditures	-		-	54,300	127,700	182,000	
Net Change	9,449		14,534	(46,400)	(119,800)	(166,200)	
Ending Fund Balance	\$ 592,432	\$	606,966	\$ 560,566	\$ (119,800)	\$ 440,766	-27%
BURA Juniper Ridge Construction Fund							
Beginning Fund Balance	\$ 25,187	\$	417	\$ 40	\$ -	\$ 40	
Revenues	3,759,934		26,432	8,260	-	8,260	
Expenditures	3,784,703		26,810	8,300	-	8,300	
Net Change	(24,770)		(377)	(40)	-	(40)	
Ending Fund Balance	\$ 417	\$	40	\$ -	\$ -	\$ -	-100%
BURA Murphy Crossing Construction Fund							
Beginning Fund Balance	\$ -	\$	1,754,522	\$ 91,408	\$ -	\$ 91,408	
Revenues	3,004,115		19,929	11,900	11,900	23,800	
Expenditures	1,249,593		1,683,043	10,000	5,000	15,000	
Net Change	1,754,522		(1,663,115)	1,900	6,900	8,800	
Ending Fund Balance	\$ 1,754,522	\$	91,408	\$ 93,308	\$ 6,900	\$ 100,208	10%
TOTAL CAPITAL PROJECTS FUNDS							
Beginning Fund Balance	\$ 29,462,258	\$	19,667,661	\$ 13,330,064	\$ -	\$ 13,330,064	
Revenues	23,016,449		10,276,107	8,901,274	12,580,012	21,481,286	
Expenditures	32,811,046		16,613,705	14,698,756	13,776,178	28,474,934	
Net Change	(9,794,597)		(6,337,598)	(5,797,482)	(1,196,166)	(6,993,648)	
Ending Fund Balance	\$ 19,667,661	\$	13,330,063	\$ 7,532,582	\$ (1,196,166)	\$ 6,336,416	-52%
Permanent Funds							
Cemetery Permanent Maintenance Fund							
Beginning Fund Balance	\$ 595,952	\$	616,397	\$ 636,226	\$ -	\$ 636,226	
Revenues	76,702		61,364	30,700	31,600	62,300	
Expenditures	56,257		41,535	21,000	21,000	42,000	
Net Change	20,445		19,830	9,700	10,600	20,300	
Ending Fund Balance	\$ 616,397	\$	636,226	\$ 645,926	\$ 10,600	\$ 656,526	3%

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

**Fund Balance Detail Years 2013 - 2019
By Proprietary Fund Type**

FUND	ACTUALS		ESTIMATE		ADOPTED BUDGET			2017-19 % Change From Prior Period
	2013-15	2015-17	2017-18	2018-19	2017-19			
Internal Service Funds								
Internal Service Fund								
Beginning Fund Balance	\$ 9,256,182	\$ 11,826,290	\$ 15,799,583	\$ -	\$ 15,799,583			
Revenues	48,246,112	67,083,814	34,236,857	28,103,174	62,340,031			
Expenditures	45,676,003	63,110,521	38,922,002	31,357,013	70,279,015			
Net Change	2,570,109	3,973,293	(4,685,145)	(3,253,839)	(7,938,984)			
Ending Fund Balance	\$ 11,826,290	\$ 15,799,583	\$ 11,114,438	\$ (3,253,839)	\$ 7,860,599			-50%
Enterprise Funds								
Airport Fund								
Beginning Fund Balance	\$ 773,005	\$ 401,937	\$ 430,957	\$ -	\$ 430,957			
Revenues	2,110,731	9,137,126	4,605,000	1,582,600	6,187,600			
Expenditures	2,481,798	9,108,106	4,594,890	1,596,590	6,191,480			
Net Change	(371,067)	29,020	10,110	(13,990)	(3,880)			
Ending Fund Balance	\$ 401,937	\$ 430,957	\$ 441,067	\$ (13,990)	\$ 427,077			-1%
Cemetery Fund								
Beginning Fund Balance	\$ 14,879	\$ 3,038	\$ 20,005	\$ -	\$ 20,005			
Revenues	241,049	266,818	226,000	202,300	428,300			
Expenditures	252,890	249,851	240,950	202,250	443,200			
Net Change	(11,841)	16,966	(14,950)	50	(14,900)			
Ending Fund Balance	\$ 3,038	\$ 20,005	\$ 5,055	\$ 50	\$ 5,105			-74%
Water Fund								
Beginning Fund Balance	\$ 8,798,313	\$ 19,458,215	\$ 40,461,959	\$ -	\$ 40,461,959			
Revenues	40,649,138	110,029,895	24,632,400	25,731,700	50,364,100			
Expenditures	29,989,236	89,026,152	22,603,570	20,654,780	43,258,350			
Net Change	10,659,903	21,003,743	2,028,830	5,076,920	7,105,750			
Ending Fund Balance	\$ 19,458,215	\$ 40,461,959	\$ 42,490,789	\$ 5,076,920	\$ 47,567,709			18%
Bridge Creek Pipeline Construction Fund								
Beginning Fund Balance	\$ -	\$ (7,868,335)	\$ -	\$ -	\$ -			
Revenues	36,056,033	22,929,930	-	-	-			
Expenditures	43,924,368	15,061,595	-	-	-			
Net Change	(7,868,335)	7,868,335	-	-	-			
Ending Fund Balance	\$ (7,868,335)	\$ -	\$ -	\$ -	\$ -			0%
Water Reclamation Fund								
Beginning Fund Balance	\$ 24,721,794	\$ 32,540,898	\$ 53,811,765	\$ -	\$ 53,811,765			
Revenues	49,160,805	106,307,207	63,570,800	36,366,400	99,937,200			
Expenditures	41,341,700	85,036,340	68,000,250	38,528,970	106,529,220			
Net Change	7,819,105	21,270,867	(4,429,450)	(2,162,570)	(6,592,020)			
Ending Fund Balance	\$ 32,540,898	\$ 53,811,765	\$ 49,382,315	\$ (2,162,570)	\$ 47,219,745			-12%
Secondary Expansion Construction Fund								
Beginning Fund Balance	\$ -	\$ 521	\$ -	\$ -	\$ -			
Revenues	31,175,391	3,752,895	-	-	-			
Expenditures	31,174,870	3,753,416	-	-	-			
Net Change	521	(521)	-	-	-			
Ending Fund Balance	\$ 521	\$ -	\$ -	\$ -	\$ -			0%

**Fund Balance Detail Years 2013 - 2019
By Proprietary Fund Type - Continued**

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2017-19 % Change From Prior Period
	2013-15	2015-17	2017-18	2018-19	2017-19	
Southeast Interceptor Construction Fund						
Beginning Fund Balance	\$ -	\$ (480,097)	\$ -	\$ -	\$ -	
Revenues	6,324,853	11,435,296	-	-	-	
Expenditures	6,804,951	10,955,198	-	-	-	
Net Change	(480,097)	480,097	-	-	-	
Ending Fund Balance	\$ (480,097)	\$ -	\$ -	\$ -	\$ -	0%
Downtown & Parking Fund						
Beginning Fund Balance	\$ 1,100,471	\$ 1,586,340	\$ 1,815,813	\$ -	\$ 1,815,813	
Revenues	1,598,967	1,840,002	972,900	1,000,700	1,973,600	
Expenditures	1,113,097	1,610,528	1,015,290	1,027,040	2,042,330	
Net Change	485,869	229,473	(42,390)	(26,340)	(68,730)	
Ending Fund Balance	\$ 1,586,340	\$ 1,815,813	\$ 1,773,423	\$ (26,340)	\$ 1,747,083	-4%
Stormwater Fund						
Beginning Fund Balance	\$ 5,041,815	\$ 3,738,760	\$ 4,778,355	\$ -	\$ 4,778,355	
Revenues	5,192,573	7,039,839	4,543,850	3,879,900	8,423,750	
Expenditures	6,495,629	6,000,244	3,936,900	5,169,700	9,106,600	
Net Change	(1,303,055)	1,039,595	606,950	(1,289,800)	(682,850)	
Ending Fund Balance	\$ 3,738,760	\$ 4,778,355	\$ 5,385,305	\$ (1,289,800)	\$ 4,095,505	-14%
TOTAL ENTERPRISE FUNDS						
Beginning Fund Balance	\$ 40,450,277	\$ 49,381,278	\$ 101,318,854	\$ -	\$ 101,318,854	
Revenues	172,509,541	272,739,007	98,550,950	68,763,600	167,314,550	
Expenditures	163,578,539	220,801,431	100,391,850	67,179,330	167,571,180	
Net Change	8,931,001	51,937,577	(1,840,900)	1,584,270	(256,630)	
Ending Fund Balance	\$ 49,381,278	\$ 101,318,854	\$ 99,477,954	\$ 1,584,270	\$ 101,062,224	0%

Fund Balance Detail Years 2013 - 2019
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

CITY OF BEND GENERAL FUND

The City Council made a commitment to increase Street Preservation efforts; therefore, the City's fiscal policies were amended to reduce General Fund reserves from 20% to 17% and redirect these funds to support street preservation and maintenance.

BEND URBAN RENEWAL AGENCY GENERAL FUND

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

SPECIAL REVENUE FUNDS

General Fund Revenue Stabilization Fund

The General Fund Revenue Stabilization Fund was created to ensure the continued delivery of City services. These funds will be available for emergency situations, temporary revenue shortfalls or to provide stability during economic cycles. Reserves will continue to be built up and no expenditures are planned out of this fund during the 2017 - 2019 biennium.

Fire/EMS Fund

The increase in reserves in the Fire/EMS fund is attributable to an increase in Ambulance Service Revenue, as well as a strategy to build reserves prior to renewing a five-year Operational Levy, which will occur during the 2017-2019 biennium.

Helen E. Lorenz Estate Fund

The Helen E. Lorenz Estate Fund is a special revenue fund that was established in September 2013. The special revenue fund accounts for annual grants to be received from the Oregon Community Foundation and are reserved specifically for the Police and Fire departments. While the grants are fully passed through to Police and Fire, the increase in the ending fund balance is due to the accumulation of interest income.

Planning Fund

The Planning Program is experiencing revenue growth due to the increase in development activity including Oregon State University development, a hospital expansion and new school bonds. Additionally, the Planning department is building reserves to be in line with the State's recommendation of maintaining reserves between 12 and 24 months of operating costs.

Private Development Engineering (PDE) Fund

Private Development Engineering activities used to be a sub-program of the Engineering division within the Internal Service Fund, but will be accounted for in a separate fund beginning in the 2017-2019 biennium. Additionally, the PDE department is building reserves to be in line with the State's recommendation of maintaining reserves between 12 and 24 months of operating costs.

Fund Balance Detail Years 2013 - 2019
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

Streets & Operations Fund

The declining balance in the Streets & Operations program is due to increased spending for Street Preservation projects in an effort to improve the system wide Pavement Condition Index (PCI) by 3 points over the biennium.

Affordable Housing Fund

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

Tourism Fund

The Tourism Fund accounts for the collection and use of the portion of Room Taxes that are dedicated to the promotion of tourism, which the City contracts through Visit Bend. The declining fund balance is attributable to the City budgeting that all revenues estimated in the 2017-2019 biennium will be passed through to Visit Bend, less the Administrative Fee the City retains for the administration of room tax collections.

System Development Charges (SDC) Fund

There is a significant increase in Capital Improvement Projects funded out of the Transportation Construction Fund during the 2017-2019 biennium. These projects are primarily funded by System Development Charges; therefore, SDC reserves for transportation projects are being drawn down by approximately \$5.6M.

Energy ARRA Grant Fund

This grant program was established in November 2009 to improve City facilities and partner with other community organizations for residential energy improvements. Reserves from prior year grants were historically used for residential renewable energy loans. The City of Bend obtained approval from the Office of Energy Efficiency and Renewable Energy to repurpose those funds in the 2017-2019 biennium for other energy efficiency and renewable energy goals.

DEBT SERVICE FUNDS

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

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

BURA Juniper Ridge Debt Service Fund

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

Fund Balance Detail Years 2013 - 2019
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

CAPITAL PROJECTS FUNDS

Transportation Construction Fund

There is a significant increase in Capital Improvement Projects in the Transportation Construction Fund during the 2017-2019 biennium thereby reducing overall reserves.

Accessibility Construction Fund

There is an increase in Capital Improvement Projects for Accessibility during the 2017-2019 biennium therefore reducing reserves.

General Obligation Bond Construction Fund

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

Local Improvement District (LID) Construction Fund

The City is engaged in a project to design a sewer system and develop a financing strategy that will provide sewer service to approximately 550 homes. As such, the 2017-2019 budget includes the use of reserves to hire an LID Coordinator if it is recommended by the citizen advisory committee.

BURA Juniper Ridge Construction Fund

Change in reserves is \geq 10%; however, the amount of the decrease is \$40 and immaterial.

BURA Murphy Crossing Construction Fund

Reserves are increasing slightly as not all of the debt proceeds along with investment income will be needed for the remaining designated transportation construction project during the biennium.

Analysis of Revenue Sources

Revenue Highlights

Overview

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

Revenue assumptions for the 2017-2019 biennial budget are based on current or historical revenue trends and analyses, projections from the State of Oregon Office of Economic Analysis, Oregon Department of Transportation, and other relevant forecasts for Central Oregon. The City also utilizes economic information obtained from various sources including the Oregon Economic Forum when developing revenue assumptions.

New Revenues, Fee Increases and Notable Changes to Revenues

New revenues and fee increases included in the 2017-2019 biennial budget are as follows:

- Water rate increases of 2.0% in 2017-2018 and 3.0% in 2018-2019, water reclamation (sewer) rate increases of 6.0% per year and stormwater increases of 3.0% per year are included in the budget as well as additional rate increases for customers in the Extra Strength Charge (ESC) program as part of the Council approved phased in approach.
- Water, water reclamation and transportation system development charge (SDC) revenues were projected to increase 5.6% per year based on 2% projected increase in development activity and a projected increase in the Engineering News Record (ENR) representing inflation on construction costs of 3.6%. The actual increase in ENR resulted in a 3.7% increase for 2017-18 resulting in a revenue increase of 5.7%.
- The adopted budget reflects a change in the allocation of franchise fees at the direction of Council. Effective July 1, 2017 the 50% Water and Water Reclamation franchise fees allocated to the Transportation Construction fund will be redirected to the Streets & Operations Fund. This is a temporary allocation for the 2017-2019 biennium to provide \$800,000 of additional funding for street maintenance.
- The adopted budget reflects a change in the allocation of room tax revenue per an amendment to Bend Code 12.0.080 that was adopted by Council through Ordinance NS-2291 on May 3, 2017. The amendment reduces the overall allocation of room tax revenues for tourism promotion from 35.4% to 31.2%, which accomplishes two objectives: increasing discretionary General Fund revenues which would be available for street maintenance or other purposes, while remaining in compliance with state law. Based on estimated room tax collections for the current fiscal year, the reallocation of room tax revenues will result in approximately \$350,000 of additional discretionary General Fund revenues per year.

- The Community Development Department conducted a fee study to determine appropriate levels of fees for building, planning and private development engineering. The results from the fee study will not significantly increase overall revenues but will adjust specific fees to be more in line with the cost of services provided.
- Cemetery fee increases are included in the budget to capture the cost of existing services as well as align fees to the market.
- Increases to fees for Ambulance services in the Fire/EMS Fund are included in the budget to capture the cost of providing service. Ambulance fees were last updated in 2015. Fees will be phased in over the biennium to reflect 80% cost recovery in 2017-2018, 90% cost recovery in 2018-2019 and full cost recovery beginning July 1, 2019.
- The voter approved local 3% marijuana tax became effective in January 1, 2017. The City anticipates that the local tax will generate approximately \$500,000 per year in revenue which will be accounted for as discretionary revenue in the General Fund.

Property Taxes

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

1. Measure 5 introduced limits, starting in 1991-1992, on the taxes paid by individual properties. The limits of \$5 per \$1,000 real market value for school taxes and \$10 per \$1,000 real market value for general government taxes apply only to operating taxes, not bonds. If either the school or general government taxes exceeded its limit, then each corresponding taxing district had its tax rate reduced proportionately until the tax limit was reached. This reduction in taxes to the limits is called "compression." In 2016-2017, there was limited compression loss of the City's permanent rate due to the tax rate limitation.
2. Measure 50 reduced property taxes in 1997-98 and controlled their future growth. It achieved these goals by making three changes: switching to permanent rates, reducing assessed values, and limiting annual growth of assessed value to 3%. Measure 50 changed the concepts of both assessed values and tax rates. Assessed value is no longer equal to real market value. For existing property, Measure 50 limited the annual growth in assessed value to 3 percent. For new property (e.g., newly constructed homes), assessed value is calculated by multiplying the new property's real market value by the ratio of assessed value to real market value of similar property. This approach to assigning values to a new property assures that it is taxed consistently with similar existing properties. Measure 50 also stipulates that assessed value may not exceed real market value. As a result, if the real market value of a property falls below its assessed value, the taxable value will be set at the real market value.

City of Bend Permanent Tax Levy

Property taxes from the City's operating levy comprise approximately 63% of the City's General Fund revenues and are used to support police, fire, and other essential services. The City's permanent rate is \$2.8035 per \$1,000 taxable assessed value (TAV). Total City TAV for 2016-2017 is \$10.3 billion. The City's TAV is projected to increase 5.25% in 2017-18 and 5.0% in 2018-2019 due to the rise in property values and new construction. The collection rate for the 2017-2019 biennium is projected to be 95.0%.

	<u>2017-18</u>	<u>2018-19</u>	<u>2017-19 Biennium</u>
Projected TAV	\$ 10,873,745,700	\$ 11,417,433,000	\$ 22,291,178,700
Change in TAV from prior yr.	5.25%	5.0%	
Tax Rate (per \$1,000 TAV)	2.8035	2.8035	
Tax levy	30,484,500	32,008,800	62,493,300
Collection rate	95.0%	95.0%	

	<u>2017-18</u>	<u>2018-19</u>	<u>2017-19 Biennium</u>
Current tax revenues	\$ 28,960,300	\$ 30,408,300	\$ 59,368,600
Delinquent taxes	579,200	608,200	1,187,400
Interest	3,700	3,800	7,500
Total tax revenues-City	\$ <u>29,543,200</u>	\$ <u>31,020,300</u>	\$ <u>60,563,500</u>

General Obligation Bond Levy

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

	<u>2017-18</u>	<u>2018-19</u>	<u>2017-19 Biennium</u>
Current tax revenues	\$ 1,840,000	\$ 1,840,000	\$ 3,680,000
Delinquent taxes and interest	50,100	50,100	100,200
Total tax revenues-G.O. Bond	\$ <u>1,890,100</u>	\$ <u>1,890,100</u>	\$ <u>3,780,200</u>

City of Bend Local Option Levy

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

	<u>2017-18</u>	<u>2018-19</u>	<u>2017-19 Biennium</u>
Current tax revenues	\$ 2,087,500	\$ 2,191,900	\$ 4,279,400
Delinquent taxes and interest	28,000	29,400	57,400
Total tax revenues-LOL	<u>\$ 2,115,500</u>	<u>\$ 2,221,300</u>	<u>\$ 4,336,800</u>

Urban Renewal Tax Levies

The Bend Urban Renewal Agency (BURA) has 2 urban renewal areas (URA): Juniper Ridge URA and Murphy Crossing URA. These URAs, or tax increment financing districts, levy property taxes on the new growth, or incremental assessed value, to finance improvement projects within the respective URA.

Juniper Ridge Urban Renewal Area

The Juniper Ridge URA was adopted in 2005. Property tax estimates include the incremental assessed values from properties that were developed after the URA was adopted. The URA's TAV is projected to increase 1.5% in both 2017-18 and 2018-19.

	<u>2017-18</u>	<u>2018-19</u>	<u>2017-19 Biennium</u>
Current tax revenues	\$ 1,001,900	\$ 1,016,700	\$ 2,018,600
Delinquent taxes and interest	13,300	13,500	26,800
Total tax revenues-Juniper Ridge	<u>\$ 1,015,200</u>	<u>\$ 1,030,200</u>	<u>\$ 2,045,400</u>

Murphy Crossing Urban Renewal Area

The Murphy Crossing URA was adopted in August 2008. Property tax estimates include the incremental assessed values from two commercial properties that were developed after the URA was adopted. The URA's TAV is projected to increase 1.0% in both 2017-18 and 2018-19.

	<u>2017-18</u>	<u>2018-19</u>	<u>2017-19 Biennium</u>
Current tax revenues	\$ 243,900	\$ 251,200	\$ 495,100
Delinquent taxes and interest	3,200	3,300	6,500
Total tax revenues-Juniper Ridge	<u>\$ 247,100</u>	<u>\$ 254,500</u>	<u>\$ 501,600</u>

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

Property Taxes

Allocation of Revenues 10 Year Trend of Permanent Tax Levy

	Year	Amount	% Change
	(in 000's)		
<p>The City's permanent operating tax rate is \$2.8035 per \$1,000 of Taxable Assessed Value (TAV). Property taxes collected are allocated to the General Fund as discretionary revenues to support public safety and other General Fund operations.</p> <p>Measure 50 limits future growth of TAV to 3% per year plus the value of new construction. Local governments with operating tax rates may not increase the amount provided on a permanent basis. They may only request that voters approve a limited term levy for operations or capital expenditures (local option levies and general obligation bond levies).</p> <p>Bend voters approved a \$30 million General Obligation Bond for transportation improvements in May 2011, and approved a 5 year \$0.20 Local Option Levy to support Fire/EMS operations in May 2014.</p>	2018-19 *	\$ 32,009	5.0%
	2017-18 *	30,485	5.3%
	2016-17	28,964	4.5%
	2015-16	27,708	7.1%
	2014-15	25,879	6.4%
	2013-14	24,332	5.3%
	2012-13	23,110	2.5%
	2011-12	22,547	-0.5%
	2010-11	22,669	1.1%
	2009-10	22,412	4.1%

* projected amounts for 2017-2019 biennium

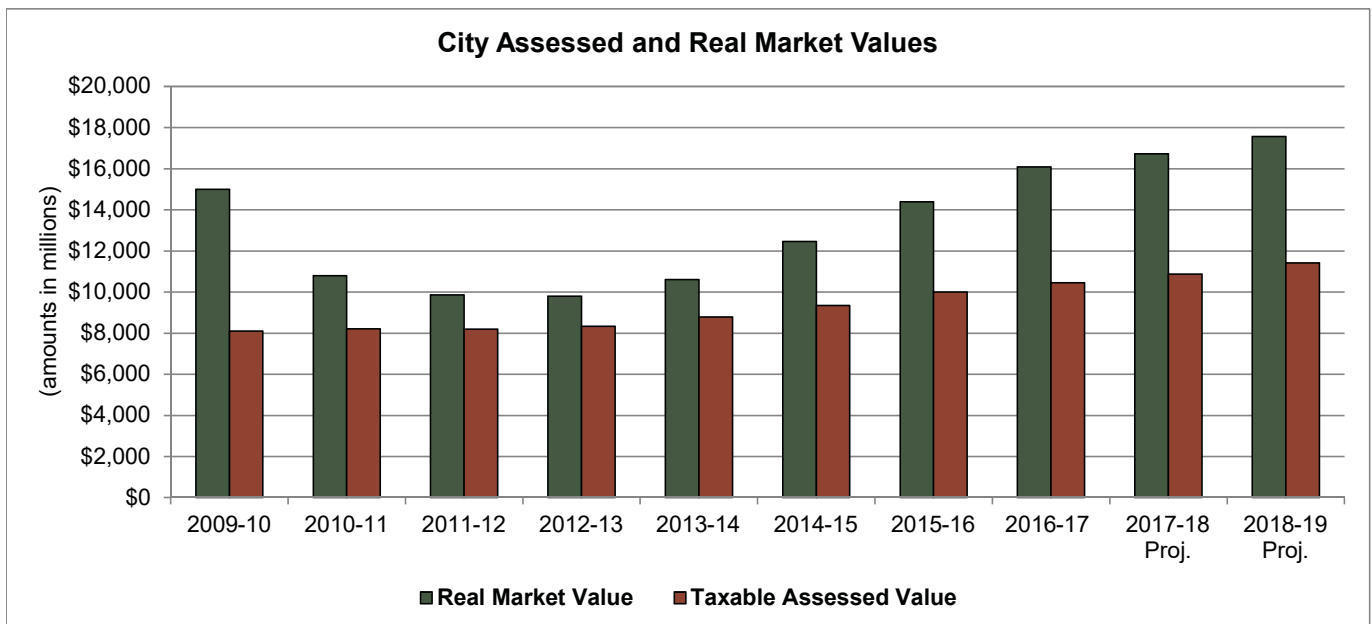
Assumptions

	Taxable Assessed Valuation (in 000's)	Gross Property Tax Levy (in 000's)	Collection Rate
2017-2019 Biennial Budget projection for 2018-19	\$ 11,417,433 *	\$ 32,009	95.0%
2017-2019 Biennial Budget projection for 2017-18	10,873,746 *	30,485	95.0%
2015-2017 Biennial Budget Actuals for 2016-17	10,331,350 **	28,964	94.9%
2015-2017 Biennial Budget Actuals for 2015-16	9,883,281 **	27,708	95.3%

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

The City's TAV is projected to increase by 5.25% in 2017-18 and 5.0% in 2018-19. The collection rate is projected to be 95.0% in both years of the biennium.

Property Taxes



Room Taxes

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

(in 000's)

The 2017-2019 biennial budget reflects a 10.4% tax rate levied upon lodging properties within the City of Bend. Historically the room tax rate was 9%. In November 2013, voters approved an increase in the room tax rate to 10.4%.

2018-19 *	\$ 10,170	8.1%
2017-18 *	9,408	8.1%
2016-17 *	8,703	12.0%
2015-16	7,772	23.4%
2014-15	6,297	34.0%
2013-14	4,701	19.2%
2012-13	3,944	10.4%
2011-12	3,574	4.9%
2010-11	3,407	14.9%
2009-10	2,966	1.0%

Oregon Revised Statutes (ORS) require that cities allocate a portion of room tax for tourism promotion. In accordance with ORS and as adopted by the Bend Code, the first 9% of room tax funds were allocated 30% to the Tourism Fund for tourism promotion and 70% to the General Fund as discretionary revenues. Room tax revenues generated from the 1.4% increase approved in November 2013 were allocated 70% to the Tourism Fund and 30% to support Fire and Police operations. This resulted in a total of 35.4% of room tax revenue allocated to tourism promotion. Based on Council actions in Spring 2017, the 2017-2019 biennial budget reflects a reallocation of the first 9% of room tax revenues to tourism promotion from 30% to 25.2%, which results in an allocation of total revenues to tourism promotion of 31.2%.

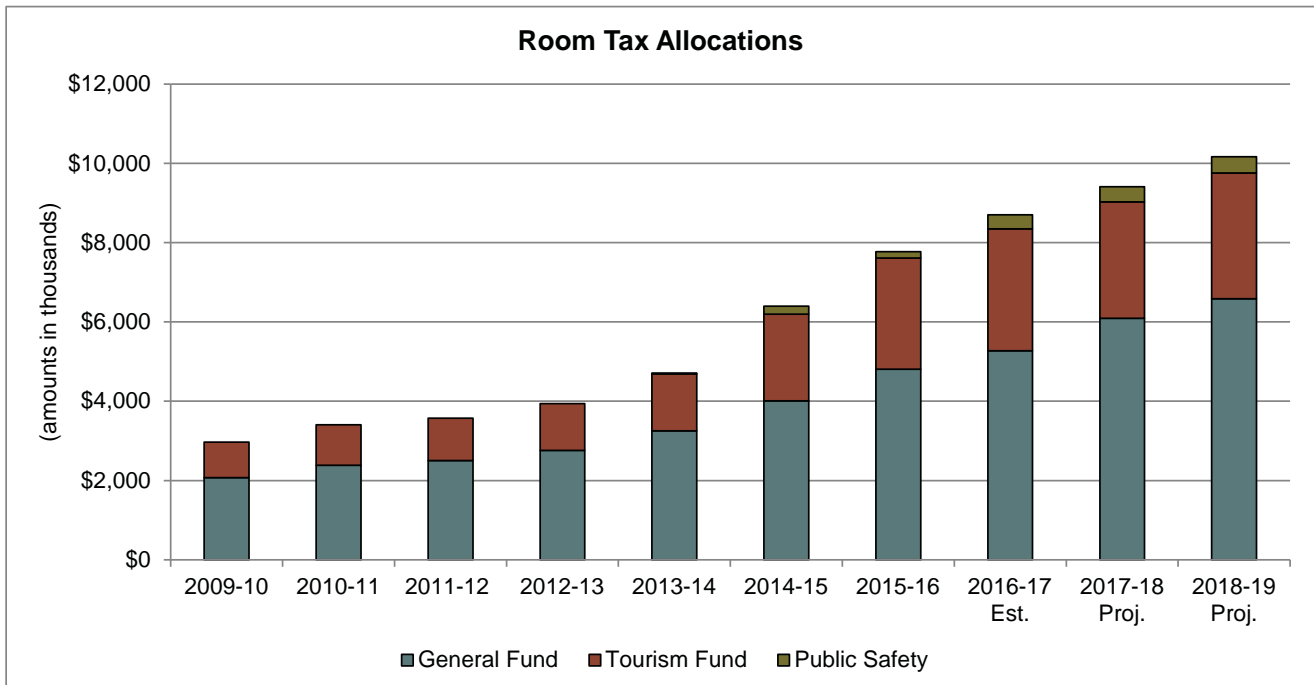
The Tourism Fund is used to account for the promotion of tourism, with much of the funds allocated to Visit Bend on a contracted basis.

* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

Assumptions

Revenue projections included in the 2017-2019 biennium are based on current trends and discussions with Visit Bend, an organization contracted for marketing and promoting tourism in Bend. The City of Bend's 2017-2019 biennial budget includes Room Tax revenues of \$9,407,700 and \$10,169,500 respectively. Lodging property owners retain 0.5% of tax revenues collected for administration expenses, as allowed by Bend Code.

Room Taxes



Franchise Fees

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

(in 000's)

Franchise fees are charged to utility companies for use of the public right of way. These fees are typically passed on to the utility customers. The majority of franchise fees are allocated to the General Fund as discretionary revenues.

Per City Council ordinance, garbage franchise fees collected are allocated to the Streets & Operations Fund to support Street Operations. Water and Water Reclamation utility franchise fees were historically designated by Council to the Transportation Construction Fund to fund transportation projects. Effective July 1, 2013, 50% of the Water and Water Reclamation franchise fees were allocated to the Accessibility Construction Fund to fund accessibility improvements. Effective July 1, 2017 50% of the Water and Water Reclamation franchise fees previously allocated to the Transportation Construction Fund will be redirected to the Streets & Operations Fund. This is a temporary allocation for the 2017-2019 biennium to provide additional funding for street maintenance.

2018-19 *	\$ 8,624	2.0%
2017-18 *	8,458	1.6%
2016-17 *	8,325	0.5%
2015-16	8,280	3.9%
2014-15	7,973	4.3%
2013-14	7,641	6.8%
2012-13	7,154	-0.5%
2011-12	7,188	-0.3%
2010-11	7,211	-3.2%
2009-10	7,447	5.4%

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

	Rate
Pacific Power	5.00%
Central Electric Co-op	5.00%
Cascade Gas	5.00%
CenturyLink (formerly Qwest)	7.00%
TDS Baja (formerly Bend Broadband)	5.00%
Garbage Haulers	4.00%
Water/Water Reclamation	3.00%

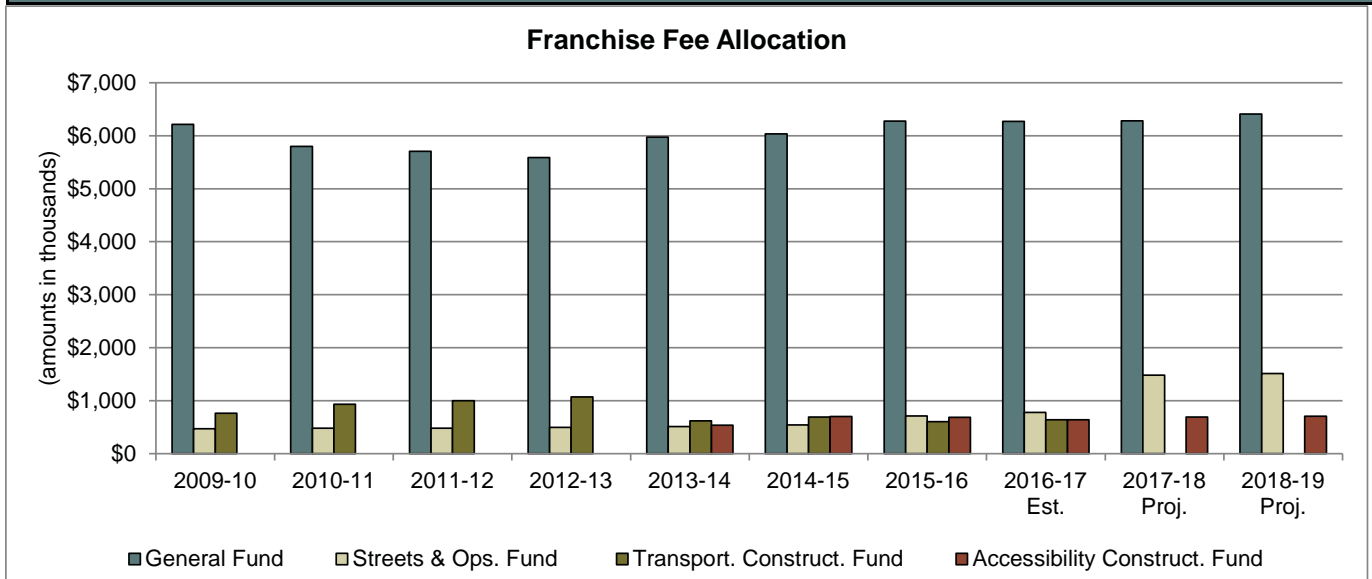
* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

Assumptions

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

Total franchise fee revenues are anticipated to grow approximately 1.6% in 2017-18 and 2.0% in 2018-19.

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 for street maintenance. The use of all State Highway Trust Fund dollars is restricted to road-related purposes according to Section 3 of Article IX of the Oregon Constitution.	2018-19 *	\$ 4,919,300	\$ 1,377,100	\$ 98,600	\$ 964,000	2.0%
	2017-18 *	4,880,900	1,311,600	102,100	918,100	1.1%
	2016-17 *	4,904,500	1,249,100	105,600	874,400	4.5%
	2015-16	4,777,300	1,161,300	98,000	787,800	3.4%
	2014-15	4,577,900	1,144,000	105,600	769,400	3.3%
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.	2013-14	4,452,500	1,091,600	104,800	738,200	5.4%
	2012-13	4,223,500	1,029,200	109,600	697,700	1.6%
	2011-12	4,184,900	981,300	112,200	684,800	4.5%
	2010-11	3,963,900	955,700	121,500	664,600	11.8%
	2009-10	3,398,500	922,600	119,300	662,600	5.4%

* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

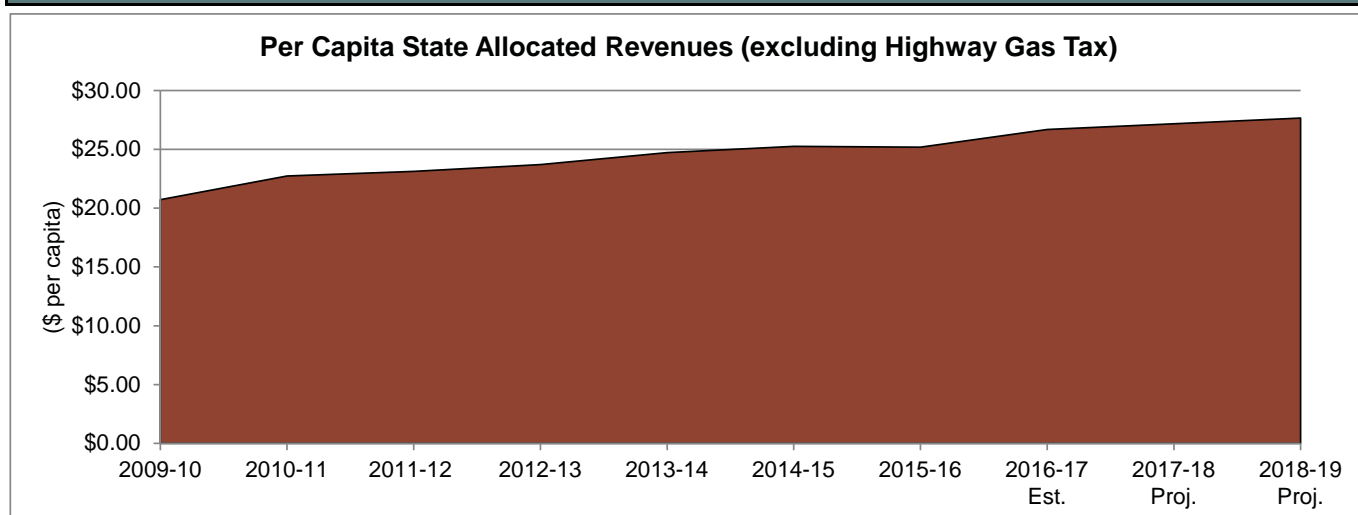
Assumptions

Cigarette, Liquor Taxes and State Shared revenues are distributed by the State on a per capita basis. The State uses the July 1st Portland State University (PSU) certified populations to effect distributions of state allocated revenues. The City used a weighted average population figure to project these revenues.

The Highway Gas Tax revenues collected by the State are allocated to cities on a monthly basis from net receipts collected by the following divisions of the Oregon Dept. of Transportation (ODOT): Division of Motor Vehicles, Highway Division, and Motor Carrier Transportation Branch. The revenue distribution contains several components, but is also distributed on a per capita basis.

The revenue estimates proposed in the biennial budget were developed using the December 2016 *Oregon Economic and Revenue Forecast* prepared by the State of Oregon Office of Economic Analysis, estimates provided by the League of Oregon Cities, and the Oregon Department of Transportation's *Summary of Transportation Economic and Revenue Forecasts* (released December 2016).

State Allocated Revenues



System Development Charges

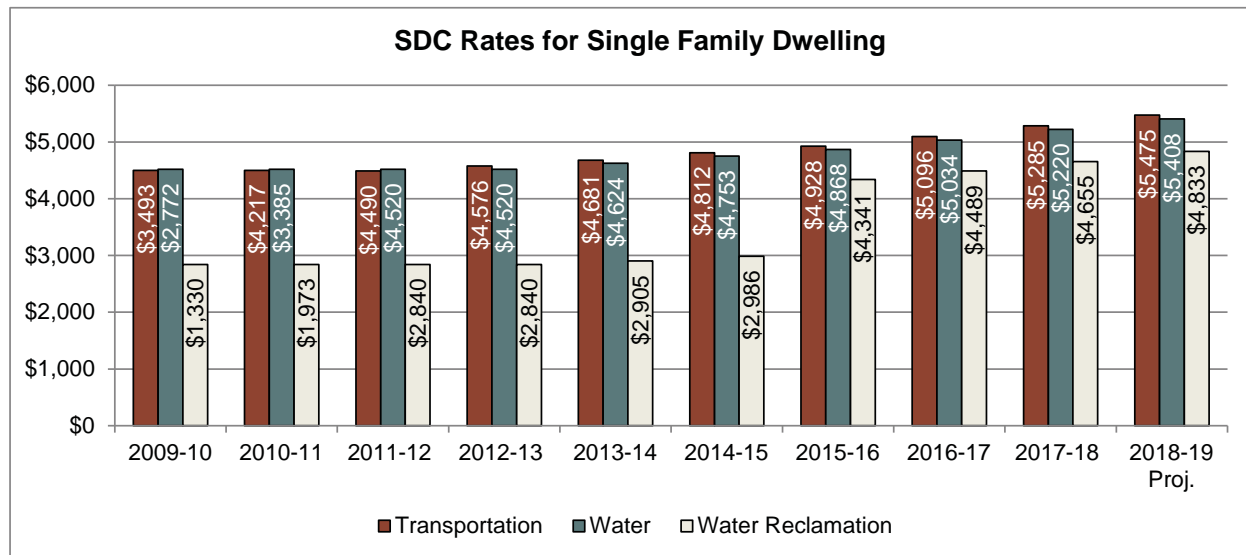
Allocation of Revenues	Year	10 Year Trend of Collections			%
		Amount	Amount	Amount	Change
		Transportation	Water	Water Reclamation	Total SDCs
System Development Charges (SDC) are restricted by ORS for capital improvement projects. A special revenue fund, the SDC fund, has been established to account for SDC revenue collections. The use of these revenues are shown as a transfer out of the SDC fund to the Transportation Construction Fund, the Water and Water Reclamation Funds respectively.	2018-19 *	\$ 6,054,700	\$ 3,813,584	\$ 6,655,200	5.6%
	2017-18 *	5,733,800	3,611,400	6,302,300	5.6%
	2016-17 *	5,429,900	3,420,000	5,968,100	-19.5%
	2015-16	8,565,700	3,722,977	6,125,515	79.8%
	2014-15	4,258,300	2,906,375	3,074,600	12.6%
	2013-14	3,757,300	2,469,985	2,863,400	27.8%
	2012-13	2,948,000	2,015,700	2,149,800	72.1%
	2011-12	1,984,300	968,900	1,179,300	23.7%
	2010-11	1,386,700	866,500	1,087,900	47.7%
	2009-10	1,039,300	532,600	689,800	-17.0%

* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

Assumptions

System Development Charges (SDCs) are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on Engineering News Record, a construction cost index. The City last updated its Transportation SDC methodology in 2011-12, Water methodology in 2008-09 and Water Reclamation methodology in 2014-2015. SDC revenues are projected to increase 5.6% per year based on 2% projected growth in development activity and a projected increase in the Engineering News Record (ENR) representing inflation on construction costs of 3.6%. The actual increase in ENR resulted in a 3.7% increase for 2017-18 resulting in a revenue increase of 5.7%. Both the Water and Transportation SDC methodologies will be updated during the 2017-2019 biennium.

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, Planning and Private Development Engineering fee and permit revenues are allocated to their respective funds within the Community Development Department (CDD). Planning and Engineering fees do not have specific restrictions on their uses, but Building permit fees may only be used to support the operation of the Building Division.	2018-19 *	\$ 6,777,300	0.5%	\$ 2,607,200	2.0%	\$ 2,448,000	5.0%
	2017-18 *	6,743,500	0.5%	2,556,100	2.0%	2,331,500	5.2%
	2016-17 *	6,710,000	-13.7%	2,506,100	18.4%	2,216,100	41.7%
	2015-16	7,777,300	22.3%	2,116,873	-0.6%	1,563,400	37.2%
	2014-15	6,359,000	19.6%	2,130,500	-8.9%	1,139,800	22.6%
	2013-14	5,315,100	38.8%	2,338,800	42.2%	929,600	173.4%
	2012-13	3,829,800	45.6%	1,644,800	94.9%	340,000	37.1%
	2011-12	2,630,400	4.8%	843,800	-8.6%	248,000	3.6%
	2010-11	2,510,000	35.8%	923,300	9.0%	239,300	-2.0%
	2009-10	1,848,900	-8.6%	846,900	-37.2%	244,200	-35.9%

* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

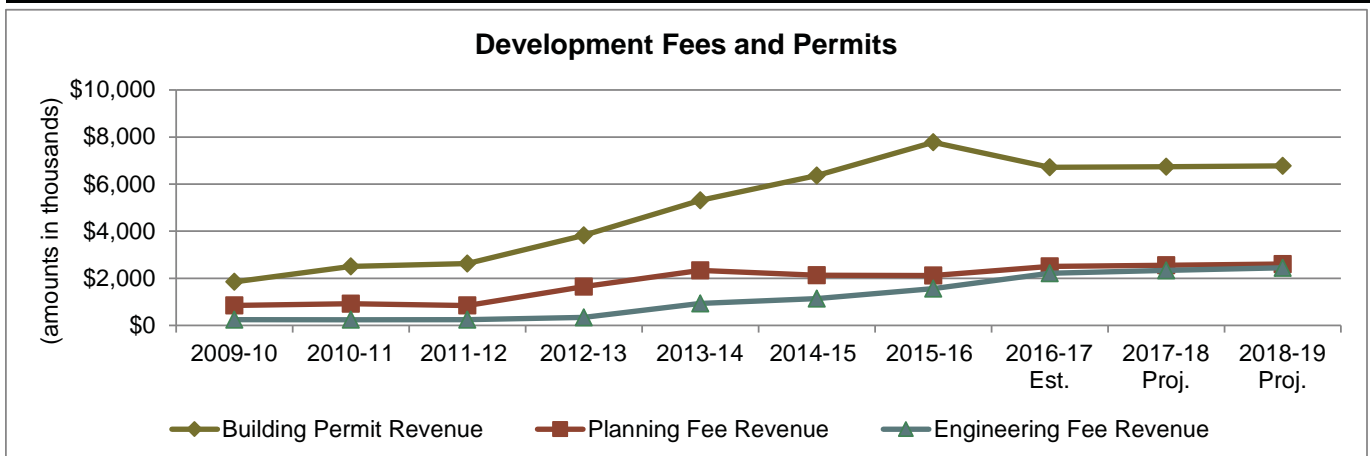
Assumptions

The City of Bend experienced a significant increase in development activity during the 2015-2017 biennium. CDD anticipates that fee based revenue will remain steady over the course of the next biennium. Additionally, a fee study has been conducted to review Building, Engineering, and Planning functions to ensure rates and fees are set at appropriate levels resulting in increases in fees for Planning of 2% and Private Development Engineering of 5%. There are no significant changes to overall development revenues anticipated as a result of the study.

Summary of proposed fee changes and changes in development activity levels reflected in the 2017-2019 budget are as follows:

	2017-18		2018-19	
	Fee Incr.	Activity Level	Fee Incr.	Activity Level
Building	0.0%	0.5%	0.0%	0.5%
Current Planning	2.0%	0.0%	2.0%	0.0%
Private Development Engineering	5.0%	0.0%	5.0%	0.0%

Development Fees and Permits



Utility User Fees

Allocation of Revenues	Year	10 Year Trend of Revenues		Amount	% Change	Amount	% Change
		Amount	% Change				
(amounts in 000's)							
Utility user fees are used to provide for the on-going operation and maintenance of the Water, Water Reclamation and Stormwater Systems as well as to pay for capital projects and debt service used to finance capital construction. Utility user fees are allocated to the respective Water, Water Reclamation and Stormwater funds. The City utilizes 20 year rate models to project revenue requirements and utility rates needed.		Water	Water Reclamation			Stormwater	
	2018-19 *	\$20,212	4.3%	\$ 26,892	5.9%	\$ 3,807	4.4%
	2017-18 *	19,374	3.3%	25,383	5.9%	3,645	4.2%
	2016-17 *	18,756	7.4%	23,959	12.8%	3,497	8.8%
	2015-16	17,468	5.3%	21,240	6.0%	3,214	24.5%
	2014-15	16,586	3.0%	20,043	9.2%	2,581	2.3%
	2013-14	16,105	9.5%	18,352	8.1%	2,524	0.2%
	2012-13	14,711	6.1%	16,984	7.9%	2,519	0.6%
	2011-12	13,862	5.8%	15,738	10.5%	2,504	0.9%
	2010-11	13,100	12.3%	14,243	11.8%	2,482	2.5%
2009-10	11,667	7.8%	12,737	12.2%	2,421	0.7%	

* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

Assumptions

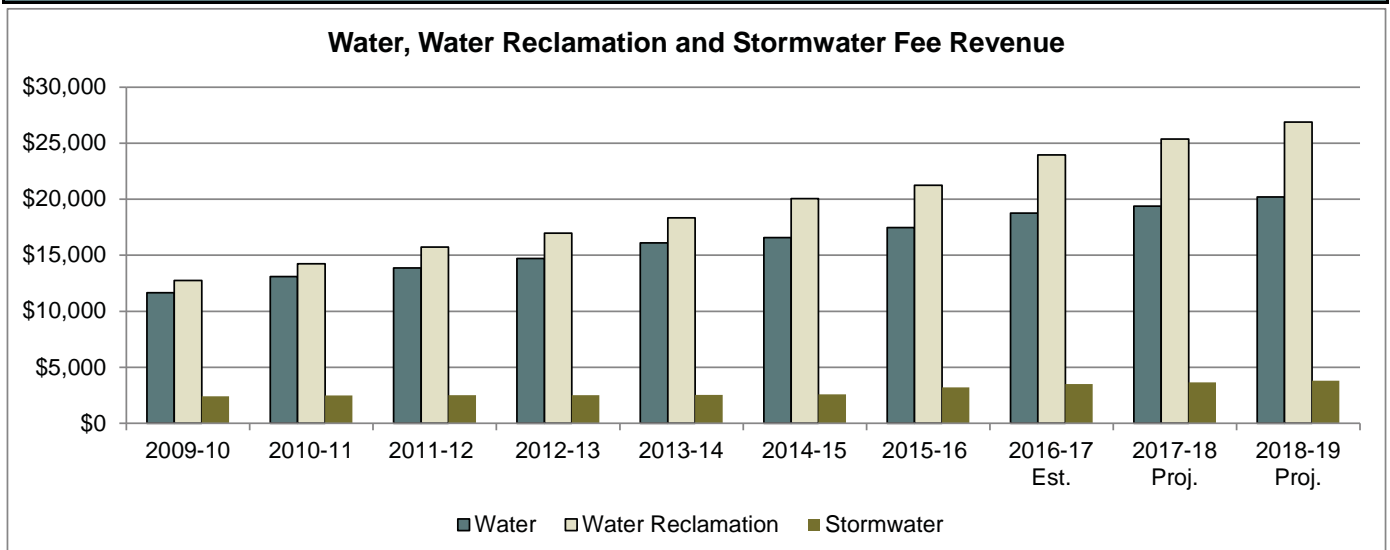
The City has contracted with FCS Group, to assist the City in developing 20 year financial plans for the water, water reclamation (sewer) and stormwater utilities. Rate models are updating annually to ensure projected rate increases are adequate to cover operations & maintenance and capital expenditures,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

The 2017-2019 biennial budget reflects rate increases of 2% in the first year of the biennium and 3% in the second year of the biennium for water, 6% per year for water reclamation, and 3% per year for stormwater, plus additional increases for Sewer Extra Strength Charge (ESC) customers as part of the Council approved phased in approach for that program.

	Rate Adjustments		
	Water	Water Reclamation	Storm Water
2018-19 *	3.0%	6.0%	3.0%
2017-18 *	2.0%	6.0%	3.0%
2016-17	2.0%	4.0%	3.0%
2015-16	3.0%	4.0%	25.0%
2014-15	5.0%	9.0%	
2013-14	5.0%	6.0%	
2012-13	5.0%	6.0%	
2011-12	7.0%	10.0%	
2010-11	7.1%	8.8%	
2009-10	8.3%	14.5%	

* projected rate adjustment

Utility User Fees



Fines and Forfeits

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

Fines and Forfeits are collected by the Bend Municipal Court and all of the revenues are allocated to the General Fund as discretionary revenues that support public safety, municipal court and other General Fund operations.

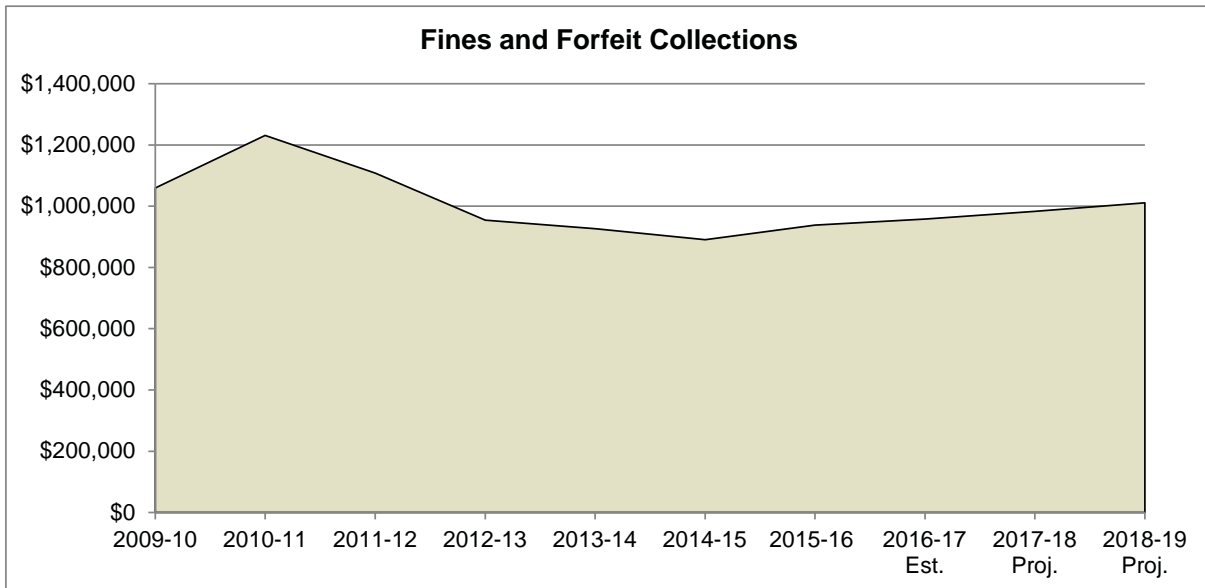
2018-19 *	\$ 1,010,800	2.8%
2017-18 *	983,500	2.7%
2016-17 *	958,000	2.1%
2015-16	938,113	5.3%
2014-15	890,691	-3.9%
2013-14	926,907	-2.9%
2012-13	954,629	-13.8%
2011-12	1,108,100	-10.0%
2010-11	1,231,200	16.2%
2009-10	1,059,400	1.7%

* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

Assumptions

Legislation changes that took effect during the 2011-2013 biennium had a significant reduction on court fine revenues. Violations and citations issued decreased in 2014-15, but revenue started to increase in 2015-16 due to an increase to fees amounts. Revenues are expected to increase at rates commensurate with increases in population.

Fines and Forfeits



Debt Overview and Analysis

Overview

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

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

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

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

The full faith and credit obligations were upgraded by Moody's from Aa3 to Aa2 in February 2017.

The 2016 Water revenue bonds are also rated by Standard & Poor's as AA, which is comparable with Moody's rating of Aa2.

Debt Policies

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

Types of Debt Currently Outstanding

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

- ✧ Revenue Bonds – Bonds issued to finance facilities that have a definable user or revenue base such as water and sewer facilities. These debt instruments are secured by a specific source of funds, either from the operations of the project being financed or from a dedicated revenue stream, rather than the general taxing powers of the City. The City 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.

	<u>Est. Outstanding Balance at 6/30/17</u>
Sewer refunding bonds (2008 series)	\$ 6,925,000
Water revenue bonds (2016 series)	<u>49,910,000</u>
	<u>\$ 56,835,000</u>

- Full Faith and Credit Obligations – These debt issuances are for infrastructure improvements and capital assets that provide long-term benefits to the community as a whole. These bonds are secured by the full faith and credit 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 obligations. The City currently has the following full faith and credit obligations outstanding:

	Est. Outstanding Balance at 6/30/17	Repayment Source
Pension obligation bonds (2004 series)	\$ 11,530,000	Department budgets
Cooley road improvements (2008 series)	190,000	Urban renewal taxes
Police Expansion (2008 series)	25,000	General fund
Airport improvements 1999 refinance (2010 series)	262,000	Airport revenues
Transportation improv. 2000 refinance (2010 series)	1,623,000	Transportation SDCs
RZEDB - Accessibility improvements (2010 series)	1,790,000	General fund
RZEDB - Water/Sewer improvements (2010 series)	10,584,999	Water/Sewer revenues
Fire stations 1999 refinance (2010 series)	1,510,000	Property taxes from DCRFPD #2
Fire equipment (2010 series)	215,000	Fire/EMS revenues
Sewer 2002 refinance (2012 series)	1,985,000	Sewer revenues
Street equipment (2012 series)	580,000	Street operations rev.
Police facility refinance (2012 series)	3,340,000	General fund
Transportation 2003 refinance (2013 series)	3,719,300	Transportation SDCs
Juniper Ridge line of credit refinance (2013 series)	2,468,293	Urban renewal taxes
Murphy Crossing urban renewal bonds (2015 series)	2,565,082	Urban renewal taxes
Fire engine replacement (series 2015)	2,574,985	Fire/EMS revenues
Police expansion/ambulances refinance Real Estate (series 2016)	9,865,000	General fund / Fire/EMS revenues/Interfund Transfers from Dept buddets
	<u>\$ 54,827,659</u>	

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

	<u>Est. Outstanding Balance at 6/30/17</u>
Transportation improvements (2012)	<u>\$ 21,680,000</u>

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

	<u>Est. Outstanding Balance at 6/30/17</u>
OBDD-Airport improvements (1997)	\$ 66,357
OBDD-Eastside airport improvements (2006)	615,964
*DEQ-CWSRF Secondary Expansion	59,800,000
*DEQ-CWSRF Collection System Master Plan	3,939,246
*DEQ-CWSRF Colorado Lift Station	13,620,000
*DEQ-CWSRF SE Interceptor	28,144,891
*DEQ-CWSRF Plant Interceptor Project	5,450,000
*DEQ-CWSRF North Area Force Main	7,895,000
	<u>\$ 119,531,458</u>

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

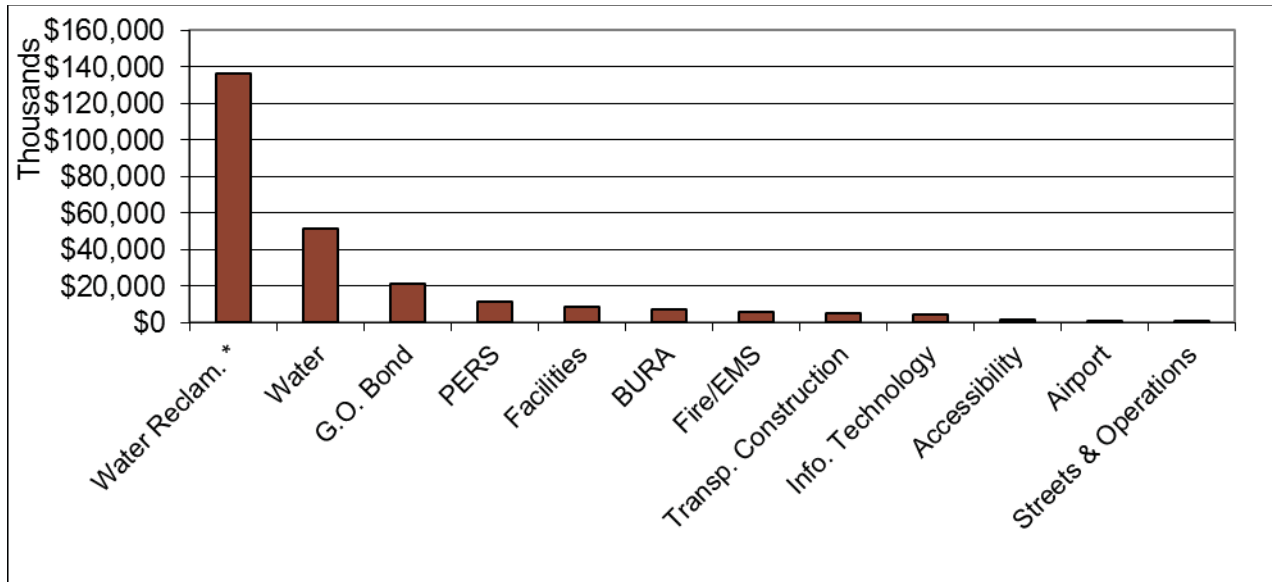
- ✧ Lines of Credit – These short-term credit facilities are issued with the intent to be refinanced by long-term issuances.

	<u>Est. Outstanding Balance at 6/30/17</u>
Enterprise Resource Planning (ERP) software replacement	<u>\$ 4,385,117</u>

During 2014-15 the City entered into a 3 year, \$5 million draw down facility with Bank of the Cascades to finance the cost of replacing the City's enterprise resource planning (ERP) system as part of the Leading Effective Applications and Processes (LEAP) project. The interim financing draw down facility provides the City with the ability to manage cash flow with the progress payments planned over the next 3 years until the project is completed. The interim financing will be converted to long term debt during the first year of the 2017-2019 biennium. This loan is secured by the City's full faith & credit.

Current Debt by Fund

Estimated outstanding debt by fund as of 6/30/17 is as follows:



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

Budgeted Debt Issues for the 2017-19 Biennial Budget

The following new debt issues are anticipated in the 2017-2019 Biennial Budget:

	<u>2017-18</u>	<u>2018-19</u>	<u>2017-19 Biennium</u>
Full Faith & Credit Obligations:			
Fire engine replacement (2)	\$ -	\$ 406,000	\$ 406,000
ERP software (LEAP Project)*	7,729,500	1,204,900	8,934,400
Water reclamation capital projects	31,250,000	2,250,000	33,500,000
Stormwater Equipment	820,000	-	820,000
Streets & Operations Equipment	1,273,800	-	1,273,800
Total Debt Proposed	\$ 41,073,300	\$ 3,860,900	\$ 44,934,200

* Debt proceeds in 2017-18 reflect payoff of the Bank of the Cascades Line of credit (LOC) and converting that LOC to long term debt.

Legal Debt Limitation

Oregon Revised Statutes (ORS) 287A.050 provides that a city may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds 3% of the real market value (RMV) of the taxable property within its boundaries. This statute also excludes certain types of general obligation bonded indebtedness from being included in the limitation, including general obligation bonds issued for water supply, treatment or distribution. The City’s RMV for 2016-17 was \$15,548,715,360 providing for a legal debt margin of \$466,461,461. The City is in compliance with its legal debt limitation.

Debt Capacity and Coverage Ratios

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

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

Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2017	Budgeted New Issues	Principal Amount Due 2017-18	Interest Amount Due 2017-18	Principal Balance June 30, 2018
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ 21,680,000	\$ -	\$ 1,135,000	\$ 703,100	\$ 20,545,000
<u>Other Indebtedness</u>					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	1,790,000	-	225,000	83,500	1,565,000
	1,790,000	-	225,000	83,500	1,565,000
Fire/EMS Fund					
Full Faith & Credit Bonds 2010	215,000	-	30,000	8,100	185,000
Full Faith & Credit Bonds 2015	2,574,985	-	292,900	66,400	2,282,085
Full Faith & Credit Bonds 2016	1,862,475	-	137,499	41,076	1,724,976
	4,652,460	-	460,399	115,576	4,192,061
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	11,530,000	-	565,000	698,500	10,965,000
Full Faith & Credit Bonds 2010	1,510,000	-	185,000	56,500	1,325,000
	13,040,000	-	750,000	755,000	12,290,000
Transportation Construction Fund					
Transportation 2003 Refinance - 2013	3,719,300	-	805,100	52,800	2,914,200
Transportation 2000 Refinance - 2010	1,623,000	-	385,000	62,300	1,238,000
	5,342,300	-	1,190,100	115,100	4,152,200
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	66,357	-	66,357	3,400	-
Ore. Econ. Dev. - Eastside Development	615,964	-	30,300	26,500	585,664
Full Faith & Credit Bonds 2010	262,000	-	130,000	10,500	132,000
	944,321	-	226,657	40,400	717,664
Water Fund					
Economic Development RZB 2010	1,868,419	-	112,100	95,600	1,756,319
Revenue Bonds 2016	49,910,000	-	1,545,000	2,391,500	48,365,000
	51,778,419	-	1,657,100	2,487,100	50,121,319
Water Reclamation Fund					
Revenue Bonds 2008	6,925,000	-	455,000	273,400	6,470,000
Economic Development RZB 2010	8,716,580	-	523,000	445,700	8,193,580
Full Faith & Credit Bonds 2012	1,985,000	-	305,000	65,400	1,680,000
Oregon DEQ Loan R14510 - Secondary Expansion *	5,482,336	-	225,000	183,500	5,257,336
Oregon DEQ Loan R14511 - Secondary Expansion *	14,484,130	-	-	-	14,484,130
Oregon DEQ Loan R14512 - Secondary Expansion *	18,833,534	-	-	728,300	18,833,534
Oregon DEQ Loan R14513 - Collec. Sys. Master Plan *	3,939,246	-	859,300	39,500	3,079,946
Oregon DEQ Loan R14514 - Secondary Expansion *	21,000,000	-	-	-	21,000,000
Oregon DEQ Loan R14515 - Colorado Lift Station *	13,620,000	-	294,800	287,300	13,325,200
Oregon DEQ Loan R14516 - Southeast Interceptor *	28,144,891	-	-	-	28,144,891
Oregon DEQ Loan R14517 - North Area Force Main *	7,895,000	-	-	-	7,895,000
Oregon DEQ Loan R14518 - Plant Interceptor Project *	5,450,000	-	-	-	5,450,000
	136,475,717	-	2,662,100	2,023,100	133,813,617
Stormwater Fund					
Full Faith & Credit Bonds 2018	-	820,000	-	-	820,000
	-	820,000	-	-	820,000
Streets & Operations Fund					
Full Faith & Credit Bonds 2012	580,000	-	185,000	14,700	395,000
Full Faith & Credit Bonds 2018	-	1,273,800	-	-	1,273,800
	580,000	1,273,800	185,000	14,700	1,668,800
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2008	25,000	-	-	-	25,000
Full Faith & Credit Bonds 2012	3,340,000	-	280,000	120,800	3,060,000
Enterprise Resource Planning (ERP) Software LOC **	4,385,117	614,883	5,000,000	140,605	-
Full Faith & Credit Bonds 2016	5,568,477	-	500,295	124,085	5,068,182
Full Faith & Credit Bonds 2018	-	7,114,617	-	-	7,114,617
	13,318,594	7,729,500	5,780,295	385,490	15,267,799
<i>Bend Urban Renewal Agency (BURA)</i>					
Full Faith & Credit Bonds 2008	190,000	-	-	-	190,000
Full Faith & Credit Bonds 2013	2,468,293	-	364,400	35,700	2,103,893
Murphy Crossing - 2015	2,565,082	-	176,900	66,900	2,388,182
Full Faith & Credit Bonds 2016	2,434,048	-	22,206	55,480	2,411,842
	7,657,423	-	563,506	158,080	7,093,917
Total Other Indebtedness Outstanding	\$ 235,579,234	\$ 9,823,300	\$ 13,700,157	\$ 6,178,046	\$ 231,702,377
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 257,259,234	\$ 9,823,300	\$ 14,835,157	\$ 6,881,146	\$ 252,247,377

* Oregon DEQ loans are drawn on a reimbursement-basis. Amount outstanding at June 30, 2017 reflects the full amount the City is authorized to draw. \$31,250,000 is budgeted to be drawn in 2017-2018.

** Reflects payoff of the Bank of Cascades Line of Credit (LOC) and converting that LOC to long term debt (Full Faith & Credit Bonds 2018)

Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2018	Budgeted New Issues	Principal Amount Due 2018-19	Interest Amount Due 2018-19	Principal Balance June 30, 2019
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ 20,545,000	\$ -	1,170,000	669,000	\$ 19,375,000
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Bonds 2010	1,565,000	-	235,000	74,200	1,330,000
	1,565,000	-	235,000	74,200	1,330,000
Fire/EMS Fund					
Full Faith & Credit Bonds 2010	185,000	-	30,000	6,900	155,000
Full Faith & Credit Bonds 2015	2,282,085	-	300,700	58,600	1,981,385
Full Faith & Credit Bonds 2016	1,724,976	-	146,148	37,829	1,578,828
Full Faith & Credit Bonds 2019	-	406,000	-	-	406,000
	4,192,061	406,000	476,848	103,329	4,121,213
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	10,965,000	-	650,000	664,900	10,315,000
Full Faith & Credit Bonds 2010	1,325,000	-	195,000	49,100	1,130,000
	12,290,000	-	845,000	714,000	11,445,000
Transportation Construction Fund					
Transportation 2003 Refinance - 2013	2,914,200	-	817,200	40,700	2,097,000
Transportation 2000 Refinance - 2010	1,238,000	-	398,000	46,900	840,000
	4,152,200	-	1,215,200	87,600	2,937,000
Airport Fund					
Ore. Econ. Dev. - Pacific Aviation Composite	-	-	-	-	-
Ore. Econ. Dev. - Eastside Development	585,664	-	30,500	25,300	555,164
Full Faith & Credit Bonds 2010	132,000	-	132,000	5,300	-
	717,664	-	162,500	30,600	555,164
Water Fund					
Economic Development RZB 2010	1,756,319	-	113,900	91,400	1,642,419
Revenue Bonds 2016	48,365,000	-	1,600,000	2,336,300	46,765,000
	50,121,319	-	1,713,900	2,427,700	48,407,419
Water Reclamation Fund					
Revenue Bonds 2008	6,470,000	-	475,000	255,300	5,995,000
Economic Development RZB 2010	8,193,580	-	531,200	426,300	7,662,380
Full Faith & Credit Bonds 2012	1,680,000	-	315,000	56,100	1,365,000
Oregon DEQ Loan R14510 - Secondary Expansion *	5,257,336	-	232,600	174,800	5,024,736
Oregon DEQ Loan R14511 - Secondary Expansion *	14,484,130	-	291,100	709,200	14,193,030
Oregon DEQ Loan R14512 - Secondary Expansion *	18,833,534	-	764,700	502,000	18,068,834
Oregon DEQ Loan R14513 - Collec. Sys. Master Plan *	3,079,946	-	868,400	30,400	2,211,546
Oregon DEQ Loan R14514 - Secondary Expansion *	21,000,000	-	-	-	21,000,000
Oregon DEQ Loan R14515 - Colorado Lift Station *	13,325,200	-	329,000	583,200	12,996,200
Oregon DEQ Loan R14516 - Southeast Interceptor *	28,144,891	-	-	287,200	28,144,891
Oregon DEQ Loan R14517 - North Area Force Main *	7,895,000	-	-	-	7,895,000
Oregon DEQ Loan R14518 - Plant Interceptor Project *	5,450,000	-	-	-	5,450,000
	133,813,617	-	3,807,000	3,024,500	130,006,617
Stormwater Fund					
Full Faith & Credit Bonds 2018	820,000	-	127,100	29,100	692,900
	820,000	-	127,100	29,100	692,900
Streets & Operations Fund					
Full Faith & Credit Bonds 2012	395,000	-	195,000	9,000	200,000
Full Faith & Credit Bonds 2018	1,273,800	-	112,900	38,000	1,160,900
	1,668,800	-	307,900	47,000	1,360,900
Intra-Governmental Services Fund					
Full Faith & Credit Bonds 2008	25,000	-	-	-	25,000
Full Faith & Credit Bonds 2012	3,060,000	-	290,000	112,200	2,770,000
Full Faith & Credit Bonds 2016	5,068,182	-	331,229	116,854	4,736,953
Full Faith & Credit Bonds 2018	7,114,617	-	346,000	172,000	6,768,617
Full Faith & Credit Bonds 2019	-	1,204,900	-	-	1,204,900
	15,267,799	1,204,900	967,229	401,054	15,505,470
<i>Bend Urban Renewal Agency (BURA)</i>					
Full Faith & Credit Bonds 2008	190,000	-	-	-	190,000
Full Faith & Credit Bonds 2013	2,103,893	-	369,900	30,200	1,733,993
Murphy Crossing - 2015	2,388,182	-	181,600	62,100	2,206,582
Full Faith & Credit Bonds 2016	2,411,842	-	217,623	52,734	2,194,219
	7,093,917	-	769,123	145,034	6,324,794
Total Other Indebtedness Outstanding	\$ 231,702,377	\$ 1,610,900	\$ 10,626,800	\$ 7,084,117	\$ 222,686,477
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 252,247,377	\$ 1,610,900	\$ 11,796,800	\$ 7,753,117	\$ 242,061,477

* Oregon DEQ loans are drawn on a reimbursement-basis. \$2,250,000 is budgeted to be drawn in 2018-2019, but not reflected in Budgeted New Issues as Principal Balance as of June 30, 2017 reflects total amount authorized by DEQ versus amount drawn.

Schedule of Future Debt Service as of June 30, 2017 *

Fiscal Year	Revenue Supported Bonds (1)		General Bonded Debt (2)		All Other Debt (3)		Total Annual Payments		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Debt Service
2017-18	\$ 3,379,100	\$ 3,903,500	\$ 6,359,400	\$ 2,807,141	\$ 5,096,657	\$ 170,505	\$ 14,835,157	\$ 6,881,146	\$ 21,716,303
2018-19	4,560,800	4,878,400	7,205,500	2,849,417	30,500	25,300	11,796,800	7,753,117	19,549,917
2019-20	8,171,366	5,358,073	5,749,670	1,860,344	30,634	24,039	13,951,670	7,242,456	21,194,126
2020-21	8,376,980	5,115,168	5,786,432	1,680,533	35,867	22,775	14,199,279	6,818,476	21,017,754
2021-22	8,604,466	4,853,737	5,184,666	1,483,641	36,113	21,269	13,825,245	6,358,646	20,183,891
2022-23	8,180,059	4,575,305	4,933,557	1,299,022	36,373	19,734	13,149,989	5,894,060	19,044,049
2023-24	8,049,323	4,298,288	4,998,617	1,106,577	36,644	18,188	13,084,584	5,423,053	18,507,637
2024-25	8,285,521	4,017,297	4,479,944	904,587	41,929	16,612	12,807,394	4,938,496	17,745,890
2025-26	8,533,699	3,725,383	4,363,322	733,438	42,232	14,778	12,939,253	4,473,599	17,412,852
2026-27	8,798,902	3,421,818	4,614,145	557,364	42,549	12,930	13,455,596	3,992,111	17,447,708
2027-28	9,066,175	3,104,843	3,495,092	377,020	47,879	11,069	12,609,146	3,492,931	16,102,077
2028-29	9,345,571	2,774,430	2,371,262	254,033	48,224	8,974	11,765,057	3,037,436	14,802,494
2029-30	8,892,138	2,447,025	2,287,213	187,414	48,584	6,864	11,227,935	2,641,303	13,869,238
2030-31	9,165,931	2,122,612	2,255,000	123,920	53,959	4,739	11,474,890	2,251,271	13,726,161
2031-32	8,501,998	1,815,276	2,325,000	59,733	54,351	2,378	10,881,349	1,877,387	12,758,736
2032-33	8,765,392	1,525,946	-	-	-	-	8,765,392	1,525,946	10,291,338
2033-34	8,868,027	1,225,422	-	-	-	-	8,868,027	1,225,422	10,093,449
2034-35	8,926,427	924,092	-	-	-	-	8,926,427	924,092	9,850,519
2035-36	9,208,995	616,018	-	-	-	-	9,208,995	616,018	9,825,013
2036-37	9,498,681	296,187	-	-	-	-	9,498,681	296,187	9,794,868
2037-38	3,657,483	65,039	-	-	-	-	3,657,483	65,039	3,722,522
2038-39	792,162	7,922	-	-	-	-	792,162	7,922	800,084
TOTAL	\$ 169,629,196	\$ 61,071,778	\$ 66,408,820	\$ 16,284,184	\$ 5,682,495	\$ 380,152	\$ 241,720,511	\$ 77,736,113	\$ 319,456,624

* Amounts in this schedule do not include principal and interest payments on proposed debt that has not been issued. It also does not include principal and interest payments on the unused credit facilities that have yet to be drawn.

- (1) Includes Water/Sewer Revenue Bonds and loans from the Oregon Department of Environmental Quality
- (2) Includes Full Faith and Credit and General Obligation Bonds as well as bank loans that are secured by the City's full faith and credit.
- (3) Includes loans from the Oregon Business Development Department (formerly known as the Oregon Economic Community Development Dept.) and Short Term Lines of Credit (LOC).

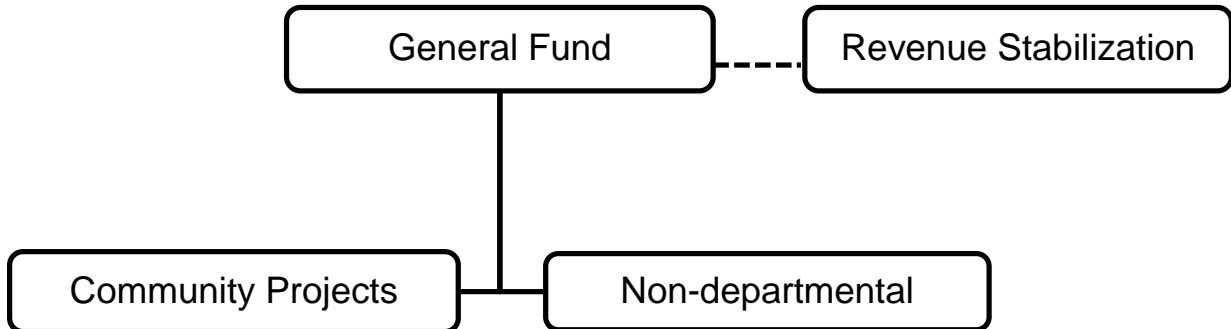
ADOPTED BUDGETS

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GENERAL FUND

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GENERAL FUND STRUCTURE



General Fund Operational Divisions

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

- * Police Division - Program details can be found under the Public Safety Service Area
- * Municipal Court Division - Program details can be found under the Public Safety Service Area
- * Accessibility Division - Program details can be found under the Infrastructure Service Area
- * Growth Management Division - Program details can be found under the Community and Economic Development Service Area.
- * Code Enforcement Division - Program details can be found under the Community and Economic Development Service Area.
- * Community Projects Division - Expenditures related to Community Projects activities, such as support to Central Oregon Intergovernmental Council for transit service, are accounted for in the General Fund.

General Fund - Non-departmental Division

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

General Fund Revenue Stabilization Fund

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

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General Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 9,913,214	\$ 10,663,800	\$ 10,663,791	\$ 8,575,934	\$ 8,575,934	\$ 8,782,949
Property taxes	49,294,640	54,713,700	54,951,145	60,563,500	60,563,500	60,563,500
Room taxes	7,374,684	9,808,820	10,417,842	13,067,700	13,067,700	13,067,700
Marijuana taxes	-	250,000	250,000	1,000,000	1,000,000	1,000,000
Franchise fees	12,007,095	12,724,700	12,462,941	12,687,600	12,687,600	12,687,600
Intergovernmental revenues	4,815,487	5,257,220	4,935,382	5,197,367	5,197,367	5,197,367
Licenses and permits	233,442	219,300	245,168	232,000	232,000	232,000
Charges for services	214,377	456,400	510,985	547,700	547,700	547,700
Interfund charges	1,144	15,600	22,200	121,000	121,000	121,000
Fines and forfeitures	1,970,193	1,939,200	2,041,072	2,151,300	2,151,300	2,151,300
Investment income	206,365	166,700	365,549	318,100	318,100	318,100
Interfund loan repayments	609,151	880,000	222,000	1,149,300	1,149,300	1,149,300
Interfund transfers	32,575	1,080,180	882,600	52,000	52,000	52,000
Miscellaneous	94,893	11,800	55,496	36,000	36,000	36,000
TOTAL RESOURCES	\$ 86,767,259	\$ 98,187,420	\$ 98,026,171	\$ 105,699,501	\$ 105,699,501	\$ 105,906,516

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Public Safety:						
Police	\$ 33,240,517	\$ 37,822,083	\$ 36,344,068	\$ 42,766,224	\$ 42,562,324	\$ 42,769,339
Municipal court	809,906	1,006,494	913,962	956,636	950,636	950,636
Total Public Safety	34,050,423	38,828,577	37,258,030	43,722,860	43,512,960	43,719,975
Infrastructure:						
Accessibility	326,100	384,819	351,135	394,690	393,890	393,890
Community & Econ. Dev.:						
Growth management	1,865,484	3,314,873	2,796,393	1,997,442	2,491,642	2,491,642
Code enforcement	456,698	860,925	860,638	1,043,125	1,037,125	1,037,125
Community projects	2,334,394	3,143,000	3,011,001	2,813,000	2,813,000	2,813,000
Total Community & Econ. Dev.	4,656,576	7,318,798	6,668,032	5,853,567	6,341,767	6,341,767
Interfund Transfers	37,006,561	45,568,500	44,966,024	49,341,150	49,836,650	49,836,650
Contingency	-	6,086,726	-	6,387,234	5,614,234	5,614,234
TOTAL REQUIREMENTS	\$ 76,103,468	\$ 98,187,420	\$ 89,243,221	\$ 105,699,501	\$ 105,699,501	\$ 105,906,516
<i>By Category:</i>						
Personnel services	\$ 30,851,231	\$ 35,884,837	\$ 34,522,890	\$ 41,415,700	\$ 41,193,200	\$ 41,193,200
Materials and services	6,886,835	9,336,903	8,506,011	7,644,327	8,144,327	8,178,992
Capital outlay:						
Construction/infrastructure	68,609	-	53,650	-	-	-
Vehicle/equipment	1,290,232	1,310,454	1,194,646	911,090	911,090	1,083,440
Total capital outlay	1,358,841	1,310,454	1,248,296	911,090	911,090	1,083,440
Interfund transfers	37,006,561	45,568,500	44,966,024	49,341,150	49,836,650	49,836,650
Contingency	-	6,086,726	-	6,387,234	5,614,234	5,614,234
TOTAL REQUIREMENTS	\$ 76,103,468	\$ 98,187,420	\$ 89,243,221	\$ 105,699,501	\$ 105,699,501	\$ 105,906,516

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**General Fund
Subsidies, Loans & Transfers**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
General Fund Subsidies:						
Fire/EMS	\$ 21,576,733	\$ 24,162,000	\$ 24,224,200	\$ 26,293,000	\$ 26,293,000	\$ 26,293,000
Streets & Operations	5,450,000	10,917,042	10,916,900	12,604,000	13,099,500	13,099,500
Transportation Planning	60,000	-	-	-	-	-
Planning	1,132,400	1,050,900	1,050,900	1,123,000	1,123,000	1,123,000
Private Development Engineering	58,100	238,300	238,300	152,000	152,000	152,000
Accessibility Construction	900,000	821,000	821,000	670,000	670,000	670,000
Business Advocacy	140,000	150,000	150,000	172,000	172,000	172,000
Administration & Finance	140,000	-	-	-	-	-
Facilities Management	480,000	-	-	-	-	-
Cemetery	72,000	110,000	56,407	135,700	135,700	135,700
	\$ 30,009,233	\$ 37,449,242	\$ 37,457,707	\$ 41,149,700	\$ 41,645,200	\$ 41,645,200
General Fund Year End Loans:						
Metropolitan Planning Organization	\$ 95,000	\$ 140,000	\$ 92,000	\$ 100,000	\$ 100,000	\$ 100,000
Community Development Block Grant	25,000	200,000	100,000	200,000	200,000	200,000
Airport	93,891	500,000	250,000	500,000	500,000	500,000
	\$ 213,891	\$ 840,000	\$ 442,000	\$ 800,000	\$ 800,000	\$ 800,000
General Fund Transfers:						
Internal Service - Overhead	\$ 5,316,622	\$ 6,238,308	\$ 6,238,308	\$ 6,808,300	\$ 6,808,300	\$ 6,808,300
Internal Service - Garage	454,850	701,200	383,723	424,100	\$ 424,100	\$ 424,100
Internal Service - Special Purpose	433,826	256,350	278,830	-	-	-
PERS Debt Service Fund	277,672	-	-	-	-	-
GF Revenue Stabilization Fund	300,468	83,400	165,455	159,050	159,050	159,050
	\$ 6,783,438	\$ 7,279,258	\$ 7,066,317	\$ 7,391,450	\$ 7,391,450	\$ 7,391,450
TOTAL REQUIREMENTS	\$ 37,006,561	\$ 45,568,500	\$ 44,966,024	\$ 49,341,150	\$ 49,836,650	\$ 49,836,650

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**General Fund
Community Projects**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
Community Projects	\$ 2,334,394	\$ 3,143,000	\$ 3,011,001	\$ 2,813,000	\$ 2,813,000	\$ 2,813,000
Interfund transfers	-	125,000	125,000	-	-	-
TOTAL REQUIREMENTS	\$ 2,334,394	\$ 3,268,000	\$ 3,136,001	\$ 2,813,000	\$ 2,813,000	\$ 2,813,000
<i>By Category:</i>						
Personnel services	\$ -	\$ 16,000	\$ 26,400	\$ -	\$ -	\$ -
Materials and services - COIC	2,155,577	2,858,000	2,789,598	2,713,000	2,713,000	2,713,000
Materials and services - Other	160,207	254,000	193,863	100,000	100,000	100,000
Capital outlay:						
Vehicle/equipment	-	15,000	-	-	-	-
Construction/infrastructure	18,609	-	1,140	-	-	-
Total capital outlay	18,609	15,000	1,140	-	-	-
Interfund transfers	-	125,000	125,000	-	-	-
TOTAL REQUIREMENTS	\$ 2,334,394	\$ 3,268,000	\$ 3,136,001	\$ 2,813,000	\$ 2,813,000	\$ 2,813,000

Note:

Community Project activities are accounted for in the Community & Economic Development Program of the General Fund.

GENERAL FUND

Overview

The City's General Fund is the primary operating fund of the City, accounting for operations of the Police department, Municipal Court, Accessibility, Growth Management, Code Enforcement and other activities not accounted for in any other fund. The General Fund also allocates monies to Fire/EMS, Streets & Operations and Community and Economic Development. General Fund expenditures are allocated 79% to public safety, 14% to Streets & Operations and the remaining 7% to community and economic development and other general city funding needs. The City's goal is to ensure the financial stability of the General Fund and to provide long term funding for public safety and transportation operation needs.

General Fund Programs

The following programs are charged directly to the General Fund because they rely almost solely on general discretionary revenues in the General Fund. Budget and program details for each of these programs are presented under one of the City's major service areas in accordance with the organization of this budget. (This budget document is organized by the City's service areas: Public Safety, Infrastructure, Community & Economic Development, and Administration & Central Services).

- ✧ Police
 - In this 2017-2019 Biennial Budget, General Fund support of the Police Department is \$48.7 million. The allocation of discretionary revenues to the Police Department continues to be a City Council priority. The Police Department budget and program details are presented under the City's "Public Safety Service Area".
- ✧ Municipal Court
 - The Bend Municipal Court provides resolution and collection services for minor traffic infractions, parking citations, and city ordinance violations. The Municipal Court with a 2017-2019 budget of \$1.3 million, is accounted for as a program of the General Fund as it is funded solely by General Fund discretionary revenues. The budget and program details are presented under the City's "Public Safety Service Area".
- ✧ Accessibility
 - The Accessibility Program's main goal is improving the level of accessibility of City services, addressing barrier removal needs and coordination of accessibility infrastructure projects. The Accessibility Program budget totals approximately \$540,000 in the 2017-2019 biennium and is funded by general discretionary revenues. Program details are presented under the City's "Infrastructure Service Area".
- ✧ Growth Management
 - The Growth Management Program was created to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning. The Growth Management division of the General Fund has a budget of approximately \$3.0 million this biennium and is presented under the City's "Community and Economic Development Service Area".
- ✧ Code Enforcement
 - The City's Code Enforcement Program ensures compliance with Bend's land use, environmental, building, and city code. The Code Enforcement division of the General Fund has a budget of approximately \$1.2 million this biennium and is presented under the City's "Community and Economic Development Service Area".

Subsidies, Transfers & Loans

The General Fund allocates general discretionary revenues to the various city operations that require support of such revenues to provide services. General Fund discretionary revenues consist primarily of property taxes, franchise fees, 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 General Fund also makes loans to other funds, transfers, and captures general expenditures not accounted for in any other fund.

General Fund subsidies and loans are described below:

✧ Fire/EMS

- The General Fund supports over half of the Fire/EMS operating budget. The City provides fire protection and emergency medical services in partnership with the Deschutes County Rural Fire Protection District #2 (DCRFPD#2). Through a contract between the City and DCRFPD#2, each entity contributes to the partnership at a funding rate of \$1.185 per \$1,000 of taxable assessed valuation (TAV). In the 2017-2019 biennium the City's contribution will be reduced by \$200,000 per year and redirected to Streets & Operations for street preservation efforts. The City also contributes approximately \$140,000 per year to the Fire/EMS fund to cover fire station rent expense. Total allocation to Fire/EMS over the 2017-2019 biennium is \$26.3 million. Budget and program details of the City's Fire/EMS program are presented under the City's "Public Safety Service Area".

✧ Streets & Operations

- Street operations are primarily funded by an allocation of General Fund revenues, State Highway apportionment, garbage franchise fees and grants. In order to increase the overlay and street preservation work needed to improve the Pavement Condition Index (PCI), the 2017-2019 biennial budget includes a General Fund subsidy of \$13.1 million. This amount reflects the additional \$1.6 million of support approved by Council at the April 5, 2017 work session and an additional \$495,500 of discretionary revenue that was redirected to Street Preservation efforts by the Budget Committee on May 11, 2017. Street operations are accounted for in the Streets & Operations Fund, which is presented under the City's "Infrastructure Service Area".

✧ Current Planning

- The City's Planning program is primarily supported by planning fees and General Fund discretionary revenues for general services provided by the Planning program as prescribed in Bend Code Section 12. Services supported by the General Fund, and the related subsidies for the 2017-2019 biennium, are:
 - 100% of City initiated General Plan/Development Code amendments - \$286,000
 - 100% of cost of pre-application meetings - \$240,800
 - 50% of Sign Permits program - \$118,000
 - 50% of Planning general services - \$478,200
- The Planning program details are presented under the City's "Community & Economic Development Service Area".

✧ Private Development Engineering

- The Private Development Engineering Fund is primarily supported by engineering fees. As set forth in the Bend Code, General Fund discretionary revenues are provided to cover the cost of services related to the pre-application meetings. The General Fund

subsidy for the 2017-2019 biennium is \$152,000. The Private Development Engineering Fund details are presented under the City's "Community & Economic Development Service Area".

- ✧ Accessibility Construction
 - A total of \$670,000 will be transferred from the General Fund to the Accessibility Construction Fund to fund debt service and a portion of administrative costs. The Accessibility Construction Fund receives additional funding from Water and Sewer Franchise Fees that are used to fund accessibility improvements. The Accessibility Construction program is presented under the City's "Infrastructure Service Area".
- ✧ Business Advocacy
 - The 2017-2019 Biennial Budget includes a \$172,000 contribution to the Business Advocacy program for support of Economic Development of Central Oregon (EDCO). The Business Advocacy program is presented under the "Community & Economic Development Service Area".
- ✧ Cemetery
 - Included in the 2017-2019 Biennial Budget is General Fund support of \$135,700 for operation of the City owned Cemetery. The Cemetery program is presented under the City's "Infrastructure Service Area".
- ✧ General Fund Loans
 - The 2017-2019 Biennial Budget includes the following short term, year-end operating loans that are necessary to provide cash flow for operations before grant funds are received on a reimbursement basis:
 - \$100,000 to the Bend Metropolitan Planning Organization (MPO)
 - \$200,000 to the Community Development Block Grant (CDBG) Fund
 - \$500,000 to the Airport
- ✧ Transfer to the General Fund Revenue Stabilization Fund
 - The City created a General Fund Revenue Stabilization Fund in 2009-2010 to provide reserves for future unanticipated events. The stabilization fund is funded by half of the interest earnings in the General Fund and other funds. For the 2017-2019 biennium, \$159,050 is expected to be transferred to the Revenue Stabilization Fund.

Community Projects Division

The 2017-2019 General Fund budget includes the following expenditures not accounted for in any other fund:

- ✧ \$2.7 million paid to Central Oregon Intergovernmental Council (COIC) for operation of the Bend Area Transit system
- ✧ \$100,000 for miscellaneous studies and analysis

General Fund Revenue Stabilization Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,641,404	\$ 2,047,900	\$ 2,092,473	\$ 2,487,290	\$ 2,487,290	\$ 2,487,290
Investment income	32,343	42,600	53,487	61,600	61,600	61,600
Interfund transfers	418,725	228,300	341,330	454,550	454,550	454,550
TOTAL RESOURCES	\$ 2,092,473	\$ 2,318,800	\$ 2,487,290	\$ 3,003,440	\$ 3,003,440	\$ 3,003,440

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Reserves for:						
Operations	\$ -	\$ 2,318,800	\$ -	\$ 3,003,440	\$ 3,003,440	\$ 3,003,440
TOTAL REQUIREMENTS	\$ -	\$ 2,318,800	\$ -	\$ 3,003,440	\$ 3,003,440	\$ 3,003,440

GENERAL FUND
General Fund Revenue Stabilization Fund

Overview

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

Goals for the 2017 – 2019 Biennial Budget

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

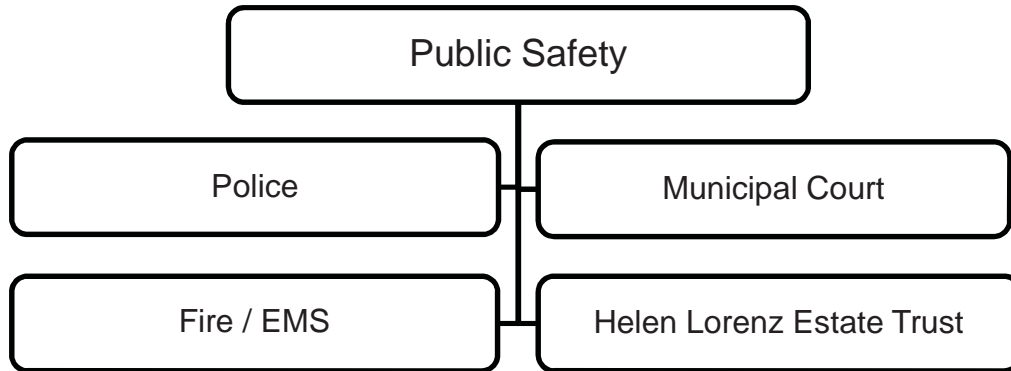
Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Increased the General Fund Stabilization Fund balance to approximately \$2.5 million

PUBLIC SAFETY

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PUBLIC SAFETY SERVICE AREA



Police

Police Program

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

Police Grant Fund

The Police Grant Fund accounts for police department grants.

Police Reserve Fund

The Police Reserves Fund accounts for the police reserves.

Fire / Emergency Medical Services (EMS) Funds

Fire/EMS Fund

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

Fire Station Debt Service Fund.

This fund accounts for debt service related to full faith and credit obligation bonds were issued by the City to finance Fire facilities.

Municipal Court

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

Helen Lorenz Estate Trust

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

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**General Fund
Police**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety:						
Patrol Program	\$ 21,856,259	\$ 24,315,074	\$ 22,177,234	\$ 26,895,872	\$ 26,756,772	\$ 26,889,122
Support Services Program	6,164,895	7,679,418	8,707,997	8,250,492	8,217,892	8,217,892
Criminal Investigation Program	5,219,362	5,827,591	5,458,837	6,252,203	6,223,703	6,223,703
Technology Program	-	-	-	1,367,657	1,363,957	1,438,622
Total	33,240,517	37,822,083	36,344,068	42,766,224	42,562,324	42,769,339
Interfund transfers	5,604,612	5,884,514	5,587,627	5,978,700	5,978,700	5,978,700
TOTAL REQUIREMENTS	\$ 38,845,129	\$ 43,706,597	\$ 41,931,695	\$ 48,744,924	\$ 48,541,024	\$ 48,748,039
By Category:						
Personnel services	\$ 28,738,104	\$ 32,354,052	\$ 31,129,030	\$ 37,986,600	\$ 37,782,700	\$ 37,782,700
Materials and services	3,212,181	4,228,577	3,993,532	3,898,534	3,898,534	3,933,199
Capital outlay:						
Vehicle/equipment	1,290,232	1,239,454	1,168,996	881,090	881,090	1,053,440
Construction/infrastructure	-	-	52,510	-	-	-
Total Capital outlay	1,290,232	1,239,454	1,221,506	881,090	881,090	1,053,440
Interfund transfers	5,604,612	5,884,514	5,587,627	5,978,700	5,978,700	5,978,700
TOTAL REQUIREMENTS	\$ 38,845,129	\$ 43,706,597	\$ 41,931,695	\$ 48,744,924	\$ 48,541,024	\$ 48,748,039

Note:

Police activities are accounted for in the Public Safety Program of the General Fund.

PUBLIC SAFETY Police

Overview

The Police Program is funded through the General Fund. Police service is part of the governmental process that provides public safety through the protection of life, property, and the preservation of peace. The Police Department has a responsibility to govern both criminal and non-criminal conduct, which is accomplished through the enforcement of a wide-variety of state and local laws, ordinances, and regulations.

The City of Bend Police Department is a state-accredited agency that meets the highest standards for excellence in law enforcement. The Department provides exemplary, year-round, twenty-four-hour service to its citizens, and adheres to the highest standards of ethical behavior. The Department's primary objective is to provide a safe community environment in Bend with the highest level of services possible. Emphasis is placed on prevention and problem-solving through community and neighborhood involvement. The organization is committed to safeguarding the quality of life that makes Bend a great place to live, work and play by protecting and serving the community, with teamwork, integrity and excellence.

Patrol Program

The Patrol Program provides twenty-four-hour police services to the City of Bend. The focus is on protecting the lives, property and rights of all people by providing a uniformed police response to both emergency and non-emergency calls-for-service. Officers are charged with enforcing federal, state, and local laws and city ordinances. Community and professional partners are utilized to identify, address and overcome issues related to daily patrol functions.

Officers assigned to the Patrol Program responded to approximately 87,000 calls-for-service last year. Special units such as the Traffic Team, K-9 Program, Community Response Team, Problem Oriented Policing Team, and the Tri-County Central Oregon Emergency Response Team (CERT) are included in the Patrol Division. These teams work in collaboration to cost effectively focus resources on issues that directly impact the community on a daily basis.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 9,984,015	\$	10,386,600	\$ 12,139,400	\$ 12,869,800	\$ 25,009,200
Materials and services	393,633		374,431	495,357	492,591	987,947
Capital outlay:						
Vehicle/equipment	606,660		431,895	502,575	389,400	891,975
Patrol Program	\$ 10,984,308	\$	11,192,926	\$ 13,137,332	\$ 13,751,791	\$ 26,889,122
Full Time Equivalents	84.00		84.00	84.76	84.76	84.76

Goals for the 2017 – 2019 Biennial Budget

- ✧ To continue our commitment to community-based policing through professional and personal service and partnership within the community through positive interaction
- ✧ To continue to provide a safe and livable community by enforcing laws
- ✧ To continue to work in partnership with citizens, businesses, and other agencies to increase community awareness and confidence
- ✧ To continue being proactive in preparing for the changing needs of the community

- ✧ To continue to provide safe movement of traffic within the City through outreach, education, and enforcement

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ To maintain current Patrol division staffing by utilizing innovative and cost effective policing models such as Community Service Officers, Information Led Policing and Problem Oriented Policing
- ✧ To increase Community Service Officers positions, reducing lower priority call loads for sworn Officers
- ✧ To utilize Information Led Policing and Problem Oriented Policing to focus patrol efforts, by identifying crime patterns and or similarities
- ✧ To elevate community presence through involvement of the community enhancement program
- ✧ To allocate traffic enforcement resources addressing five main risk factors: DUII, speed, distracted driving, pedestrian safety and crashes
- ✧ To continue allocating resources to support the increasing mental health calls through the employment of Community Response Officers

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Continued commitment to community policing, focusing on “why we do what we do”, and the importance of understanding that as it relates to the department’s mission, values and vision
- ✧ Renewed commitment to internal understanding of how all of police divisions operate toward the same goal
- ✧ Continued development of crisis intervention officers in order to better respond to those with mental or behavioral health problems
- ✧ Implementation of a community enhancement program
- ✧ The successful implementation of the Community Response Team to work within the community in a proactive manner and effectively reduce calls for service
- ✧ Initial integration of Information Led Policing focusing patrol efforts by identifying crime patterns and similarities.
- ✧ Implementation of E-ticketing and elimination of the need for paper tickets.

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Two (2) new Community Service Officers in 2017-18
- ✧ Four (4) new budget neutral recruitment positions to reduce Police Officer vacancies in 2017-18

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

Support Services Program

The Support Services program provides essential support services for the other divisions. These services include: administrative personnel, training, evidence, reserve/cadet program, records division, Public Information Officer, budget overview, Payroll/Human Resource liaison, department accreditation, policy, fleet, facilities, hiring and promotions and volunteers.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 2,830,521	\$ 2,689,000	\$ 3,120,500	\$ 3,266,500	\$ 6,387,000		
Materials and services	1,266,865	1,794,073	910,380	920,512	1,830,892		
Capital outlay:							
Vehicle/equipment	67,128	7,900	-	-	-		
Construction/infrastructure	-	52,510	-	-	-		
Program Total	4,164,514	4,543,483	4,030,880	4,187,012	8,217,892		
Interfund transfers	2,791,933	2,795,694	2,829,300	3,149,400	5,978,700		
Support Services Program	\$ 6,956,447	\$ 7,339,177	\$ 6,860,180	\$ 7,336,412	\$ 14,196,592		
Full Time Equivalents	19.00	19.00	23.24	23.24	23.24		

* Note that the Training Division was consolidated with Support Services for 2017-19. Historical data has been consolidated for comparability.

Goals for the 2017 – 2019 Biennial Budget

- ✧ To aid internal and external customers by supporting field operations and customer service functions
- ✧ To recruit and hire new employees and facilitate regular, promotional, and specialty assignment processes
- ✧ To train and track ongoing and specialized training of department members
- ✧ To make innovative and cost effective decisions regarding training, personnel, and budget
- ✧ To seek out additional resources and partnerships to enhance the department's capabilities
- ✧ To support accreditation through policy management and consistent processes

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ To continue to monitor and evaluate department expenses to ensure resources are being used in the most cost-effective way
- ✧ To continue to modernize department processes to ensure efficiencies
- ✧ To recruit and hire the most qualified sworn and professional staff
- ✧ To enhance recruitment in an effort to reduce sworn officer vacancy rate
- ✧ To ensure successful succession planning for future management/leadership positions
- ✧ To provide training and professional development so mandatory training requirements are maintained
- ✧ To accurately transcribe, distribute, and process all reports, citations, and documents to allow for investigative follow-up and timely prosecution of offenders
- ✧ To handle and process evidence in a manner which protects the property rights of citizens and guards the integrity of the department
- ✧ To promote a healthy culture through a well-rounded wellness program
- ✧ To maintain robust Volunteer, Reserve, and Honor Guard programs to cost effectively support the department
- ✧ To enhance the Cadet Program to mentor youth and improve community focused recruitment
- ✧ To maintain safe, secure, and orderly learning environments for student, teachers, and staff through the employment of School Resource Officers
- ✧ To continue implementation of LEAP; a City wide systematic upgrade that will focus on time and attendance, fleet, facilities, training and human resources in 2017-19
- ✧ To conduct department's biennial citizen survey
- ✧ To expand the department's use of social media and increase visibility

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Implementation of Lexipol, an electronic policy manual
- ✘ External customer satisfaction survey with results received by end of April 2017
- ✘ Implemented a wellness program that includes yoga, mindfulness and functional fitness based instruction resulting in a 40% reduction in work place injury claims
- ✘ Provided specialized officer and spouse training focused on officer and family well-being, suicide prevention and team building
- ✘ Implementation of a shared (Police and Fire) mental health provider resulting in 33 staff initiated contacts with psychologist for consultation and 17 treatment referrals to community clinicians
- ✘ Creation of the Force Tactics Instruction Team which consolidated Firearm Instructors, Defensive Tactics Instructors and Confrontational Simulation Instructors to form one cohesive cross trained team, enhancing the scenario based training plan with emphasis on de-escalation skills
- ✘ Incorporation of a “Skid Car” training aid to improve officer driving skills and provide outreach for community education
- ✘ Implementation of the “Below 100” program to enhance officer awareness and safety
- ✘ Implementation and training of all police officers on opioid overdose medication “Naloxone”. Resulting in ten deployments, seven of which were life saving
- ✘ Implementation of the Individual First Aid Kit (IFAK) for rapid deployment in the field
- ✘ Collaboration with Bend Fire to train all officers in advanced CPR techniques
- ✘ Collaboration with State and local police and fire agencies to develop a Regional Training Center
- ✘ Purchase and implementation of new Project 25 compliant digital radios system (to be completed June 2017)

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ The Training Program is now included in the Support Services Program
- ✘ Technology expenses that were included in the Support Services Program are now recorded in the newly created Technology Program

Criminal Investigation Program

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

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 2,650,594	\$ 2,588,300	\$ 2,830,700	\$ 2,972,800	\$ 5,803,500		
Materials and services	64,708	99,823	151,035	147,703	298,738		
Capital outlay:							
Vehicle/equipment	55,412	-	61,399	60,066	121,465		
Criminal Investigation Program	\$ 2,770,714	\$ 2,688,123	\$ 3,043,134	\$ 3,180,569	\$ 6,223,703		
Full Time Equivalents	19.00	19.00	16.00	16.00	16.00		

Goals for the 2017 – 2019 Biennial Budget

- ✧ To continue to provide quality investigations of serious crimes against persons and property
- ✧ To ensure effective and efficient follow-up of all major crimes
- ✧ To provide investigative support and assistance to patrol, other divisions within the police department, and outside law enforcement agencies
- ✧ To continue participation in the Central Oregon Drug Enforcement Team
- ✧ To continue investigations of mid to upper level Drug Trafficking Organizations operating in the Central Oregon region

Key Operational Objectives for the 2017– 2019 Biennial Budget

- ✧ To continue to aggressively investigate all serious crimes
- ✧ To update the department's technology and forensic capabilities
- ✧ To continue to analyze crime data to identify patterns and trends of criminal activity
- ✧ To continue to proactively investigate and arrest persons involved in criminal drug activity

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Had a significant role in a multi-jurisdictional homicide investigation and continue to serve on prosecution task force
- ✧ Investigated a homicide which ended in arrest and plea agreement
- ✧ Solved numerous sexual abuse cases
- ✧ Implemented an investigation tracking system in SharePoint for the Major Crime Team
- ✧ Successfully investigated, solved and arrested suspects on three armed robberies
- ✧ Joined community partners to establish a local group to combat human trafficking
- ✧ Assisted or led four officer involved shooting investigations
- ✧ Served on several boards with our partner agencies to prepare training and best practice for investigating domestic violence, child abuse, sexual assault, and human trafficking
- ✧ Provided specialized training to detectives in the areas of cell phone processing and analysis, global positioning system data analysis, and human trafficking
- ✧ The CODE team opened 310 cases, initiated 20 investigations into Drug Trafficking Organizations, executed 138 warrants, and affected 360 arrests.
- ✧ The CODE team seized over \$700,000 in assets, 70 firearms, 20 pounds of methamphetamine, one and half pounds of heroin, and over a pound of cocaine.
- ✧ The CODE team dismantled a drug trafficking organization after the seizure of 2.5 pounds of methamphetamine and a residence valued at \$225,000
- ✧ The CODE team disrupted a drug trafficking and money laundering organization in after the seizure of over 3.5 pounds of methamphetamine and a firearm

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

Technology Program

The Technology program coordinates and deploys the department's information technology resources to support and enable effective policing. The program provides for the administration of the department's information systems. Standards for information processing procedures are also developed and maintained to ensure adequate information interchange between the department and other entities such as Deschutes County 911 Services District.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ -	\$ -	-	\$ 280,700	\$ 302,300	\$ 583,000
Materials and services	-	-	-	443,338	372,284	815,622
Capital outlay:						
Vehicle/equipment	-	-	-	40,000	-	40,000
Technology Program	\$ -	\$ -	-	\$ 764,038	\$ 674,584	\$ 1,438,622
Full Time Equivalents	-	-	-	2.00	2.00	2.00

Goals for the 2017 – 2019 Biennial Budget

- ✘ To utilize technology to be as efficient as possible
- ✘ To expand the department’s technology capabilities
- ✘ To ensure adequate information interchange between the department and other law enforcement and public safety entities

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ To maintain, tune, and update new Project 25 compliant radios which will allow for digital radio communication between North American agencies in emergency situations
- ✘ To research and implement new technology capabilities involving on body cameras, modern defensive training systems, global positioning system, radio repeaters, and unmanned aerial vehicle
- ✘ To reduce technology complaints by developing real time problem solving by riding with patrol on set schedules to address technology issues and to improve line staff learning of new technology
- ✘ To provide monthly updates and training to department staff

Significant Changes from the 2017 – 2019 Biennial Budget

- ✘ The Technology program is now accounted for in its own program. Prior to this biennium, program requirements were included in the Patrol program, Support Services program, and Criminal Investigation program.

PUBLIC SAFETY
Police

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Number of incidents dispatched	46,870	47,768	50,133	51,528	52,961
Number of officer-initiated calls for service	39,057	40,353	37,080	38,112	39,172
<i>Total calls for service</i>	<i>85,927</i>	<i>88,121</i>	<i>87,213</i>	<i>89,639</i>	<i>92,133</i>
Number of mental health and suicidal subject calls	1,143	1,224	1,688	2,328	3,210
Number of citizen online reports	1,467	1,898	1,506	1,549	1,593
Number of calls for service per sworn staff	965	948	928	954	980
Number of non-sworn staff per sworn staff	0.29	0.29	0.30	0.32	0.32
Effectiveness Measures:					
Number of Part 1 (major) crimes* per 1,000 residents	47	47	36	36	36
Number of Part 2 crimes** per 1,000 residents	80	60	58	58	58
Number of Part 1 person crimes per 1,000 residents	2	2	1	1	1
Number of Part 1 property crimes per 1,000 residents	45	45	35	35	35
Number of collisions per 1,000 residents	28	29	29	29	29
Number of force incidents	57	56	65	67	69
Efficiency Measures: ***					
Percentage of residents who have confidence in the Bend Police Department	Not Available		80.5%	80.5%	80.5%
Percentage of residents who feel safe walking alone in their neighborhood during the day	Not Available		97.8%	97.8%	97.8%
Percentage of residents who feel safe walking alone in their neighborhood at night	Not Available		81.4%	81.4%	81.4%
Percentage of residents who feel safe walking alone downtown during the day	Not Available		90.2%	90.2%	90.2%
Percentage of residents who feel safe walking alone downtown at night	Not Available		58.4%	63.4%	68.4%
Average travel time to E911 calls in minutes	10:51	11:02	12:11	11:02	11:02

Note: Police data is collected on a calendar year basis

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

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

*** Data collected through a community survey conducted by Portland State University in March 2017.

PUBLIC SAFETY
Police

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
<u>Patrol</u>					
One (1) Negotiator vehicle replacement	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Total Station	82,350	-	-	-	-
One (1) Community Service Officer truck replacement	56,625	-	-	69,400	-
One (1) Community Service Officer vehicle new	39,000	-	-	-	-
Four (4) SUV vehicles replacements	249,600	-	-	305,771	-
K9 replacement	25,000	-	26,523	-	28,138
Six (6) SUV vehicles replacements	-	389,400	-	-	-
One (1) SUV vehicles new	-	-	71,442	76,443	81,794
One (1) CERT Lieutenant truck replacement	-	-	64,830	-	-
One (1) Traffic motorcycle replacement	-	-	39,590	-	-
One (1) K9 SUV vehicle replacement	-	-	71,500	76,505	-
Three (3) SUV vehicles replacements	-	-	214,325	-	-
One (1) Police command vehicle replacement	-	-	42,747	-	-
Two (2) Traffic motorcycle replacements	-	-	-	79,180	-
Two (2) SUV vehicles replacements	-	-	-	-	163,587
One (1) Command post replacement	-	-	-	-	350,000
	502,575	389,400	530,956	607,298	623,519
<u>Support</u>					
One (1) IT vehicle replacement	-	-	40,072	-	-
One (1) Police Aid truck replacement	-	-	64,830	-	-
One (1) Training Lieutenant truck replacement	-	-	64,830	-	-
	-	-	169,731	-	-
<u>Criminal</u>					
One (1) Unmarked vehicle replacement	37,500	39,950	42,747	-	-
Universal forensics extraction device replacement	23,899	-	-	-	-
Car seat camera	-	20,116	-	-	-
Two (2) Unmarked vehicle replacements	-	-	-	91,478	97,881
	61,399	60,066	42,747	91,478	97,881
<u>Technology</u>					
Radio Equipment	40,000	-	-	-	-
Digital Image Management System replacement	-	-	30,000	-	-
Drone replacement	-	-	-	-	20,000
	40,000	-	30,000	-	20,000
Total	\$ 603,974	\$ 449,466	\$ 773,434	\$ 698,776	\$ 741,400

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Police Grant Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental revenues	55,181	80,713	-	-	-	-
Investment income	138	-	-	-	-	-
TOTAL RESOURCES	\$ 55,319	\$ 80,713	\$ -	\$ -	\$ -	\$ -

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Public Safety Program:						
Police Grant	\$ 55,319	\$ 80,713	\$ -	-	-	-
TOTAL REQUIREMENTS	\$ 55,319	\$ 80,713	\$ -	\$ -	\$ -	\$ -
<i>By Category:</i>						
Materials and services	\$ 55,319	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Capital outlay:						
Vehicle/equipment	-	20,713	-	-	-	-
TOTAL REQUIREMENTS	\$ 55,319	\$ 80,713	\$ -	\$ -	\$ -	\$ -

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Police Reserve Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 620,017	\$ 629,200	\$ 629,888	\$ 645,348	\$ 645,348	\$ 645,348
Investment income	9,871	12,600	15,459	16,800	16,800	16,800
TOTAL RESOURCES	\$ 629,888	\$ 641,800	\$ 645,348	\$ 662,148	\$ 662,148	\$ 662,148

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Reserves for:						
Operations	\$ -	\$ 641,800	\$ -	\$ 662,148	\$ 662,148	\$ 662,148
TOTAL REQUIREMENTS	\$ -	\$ 641,800	\$ -	\$ 662,148	\$ 662,148	\$ 662,148

PUBLIC SAFETY
Police Grant Fund

Overview

The Police Grant Fund is a special revenue fund that was established in October 2009 for Justice Assistance Grant (JAG) funds allocated to the Bend Police Department. The JAG funds are to be utilized for one-time equipment and technology expenditures. Night vision scopes, remote lighting systems, and a generator trailer are some examples of the expenditures these funds have been used for. There are currently no active grants to budget for at this time.

PUBLIC SAFETY
Police Reserve Fund

Overview

The Police Reserve Fund is a special revenue fund that was established in June 2010 to set aside operating reserves for the Police Department. These funds may be utilized for sustaining services in the event of an emergency and absorb unanticipated operating needs that arise during the year but were not anticipated during the budget process. Use of these reserves requires approval by City Council. The adopted biennial budget includes four new budget neutral full time equivalents (FTEs) for Police to reduce officer vacancies which will be funded by the Police Reserve Fund if filled.

Fire/EMS Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 2,921,006	\$ 2,955,200	\$ 3,891,449	\$ 4,508,176	4,508,176	4,508,176
Intergovernmental revenues	5,876,255	7,606,063	7,649,989	7,809,600	7,809,600	7,809,600
General fund subsidy	21,576,733	24,162,000	24,224,200	26,293,000	26,293,000	26,293,000
Charges for services	5,360,662	5,983,561	6,261,894	8,389,400	8,389,400	8,389,400
Property taxes	1,790,035	3,930,100	3,936,808	4,336,800	4,336,800	4,336,800
Room taxes	109,038	284,200	334,274	395,300	395,300	395,300
Interfund charges	5,912	6,800	8,320	9,000	9,000	9,000
Interfund transfers	53,435	187,000	94,692	70,000	70,000	70,000
Investment income	31,986	56,100	101,103	129,700	129,700	129,699
Sale of capital assets	-	180,000	83,000	-	-	-
Insurance proceeds	-	-	51,220	-	-	-
Miscellaneous	32,799	111,500	120,294	1,800	1,800	1,800
Issuance of long-term debt	55,000	4,923,000	4,803,000	406,000	406,000	406,000
TOTAL RESOURCES	\$ 37,812,860	\$ 50,385,524	\$ 51,560,244	\$ 52,348,776	\$ 52,348,776	\$ 52,348,776

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety:						
Support services	\$ 2,076,662	\$ 2,919,564	\$ 2,939,830	\$ 3,353,217	\$ 3,338,517	\$ 3,338,517
Fire prevention	1,751,462	3,133,621	2,462,804	2,566,683	2,556,383	2,556,383
Fire operations	25,767,435	36,919,458	36,659,387	34,834,635	34,684,835	34,684,835
Total Public Safety Program - Fire/EMS	29,595,559	42,972,643	42,062,020	40,754,535	40,579,735	40,579,735
Debt Service	577,434	1,481,000	1,327,773	1,156,152	1,156,152	1,156,152
Interfund Transfers	3,748,418	3,843,400	3,662,275	4,357,860	4,532,660	4,532,660
Contingency	-	1,988,481	-	5,980,228	5,980,228	5,980,228
Reserves	-	100,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 33,921,411	\$ 50,385,524	\$ 47,052,068	\$ 52,348,776	\$ 52,348,776	\$ 52,348,776
By Category:						
Personnel services	\$ 26,212,321	\$ 32,896,290	\$ 32,713,765	\$ 36,146,000	\$ 35,971,200	\$ 35,971,200
Materials and services	2,924,635	3,950,490	3,834,684	3,769,185	3,769,185	3,769,185
Capital outlay:						
Vehicle/equipment	458,603	6,125,863	5,471,921	800,000	800,000	800,000
Construction/infrastructure	-	-	26,000	-	-	-
Intangibles	-	-	15,650	39,350	39,350	39,350
Total capital outlay	458,603	6,125,863	5,513,571	839,350	839,350	839,350
Debt service	577,434	1,481,000	1,327,773	1,156,152	1,156,152	1,156,152
Interfund transfers	3,748,418	3,843,400	3,662,275	4,357,860	4,532,660	4,532,660
Contingency	-	1,988,481	-	5,980,228	5,980,228	5,980,228
Reserves for:						
Major Maintenance	-	100,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 33,921,411	\$ 50,385,524	\$ 47,052,068	\$ 52,348,776	\$ 52,348,776	\$ 52,348,776

PUBLIC SAFETY
Fire / EMS Fund

Overview

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

Support Services Program

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

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 943,057	\$ 1,100,300	\$ 1,234,400	\$ 1,272,800	\$ 2,507,200		
Materials and services	404,093	476,729	394,850	397,117	791,967		
Capital outlay:							
Intangibles	-	15,650	39,350	-	39,350		
Total Program	1,347,150	1,592,679	1,668,600	1,669,917	3,338,517		
Interfund transfers	1,598,537	1,592,190	1,920,200	2,028,560	3,948,760		
Support Services	\$ 2,945,688	\$ 3,184,869	\$ 3,588,800	\$ 3,698,477	\$ 7,287,277		
Full Time Equivalents	9.70	9.70	10.50	10.50	10.50		

Goals for the 2017 – 2019 Biennial Budget

- ✧ During the 2017-2019 biennium, the Fire Department will be asking the City of Bend and DCRFPD#2 residents to renew the five-year Operational Levy
- ✧ Collaborate with DCRFPD#2 to construct an additional Fire/EMS station in the central core of the City

Key Objectives for 2017– 2019 Biennial Budget

- ✧ Continue to evaluate the use of technology to reduce and improve response times
- ✧ Support Operation and Prevention programs to protect and serve the residents and visitors of Bend

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Successfully implemented the Tiered EMS/Fire response matrix which will reduce response times and is a more cost effective way to deliver service

- ✧ Promoted over 29 individuals to Captain or Engineer
- ✧ Successfully negotiated the Labor contract which was ratified in October 2016

Major Capital Projects/Equipment Purchases for 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

Fire Prevention Program

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

- ✧ Community awareness and educational programs geared toward changing behaviors and attitudes in an effort to promote fire and home safety
- ✧ Review of development plans for commercial buildings and residential subdivisions to ensure conformity with fire prevention codes and local fire protection ordinances
- ✧ Conducting periodic fire safety inspections to meet the minimum requirements of the Oregon Fire Code
- ✧ Investigate all uncontrolled fires to establish where the fire originated and to determine the cause

Assist the Fire EMS/Operations Program to meet the demands for emergency response

	ACTUALS		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 1,170,970	\$ 1,202,300	\$ 1,170,300	\$ 1,201,400	\$ 2,371,700
Materials and services	22,684	33,350	28,033	36,650	64,683
Capital outlay:					
Vehicle/equipment	-	33,500	60,000	60,000	120,000
Fire Prevention	\$ 1,193,654	\$ 1,269,150	\$ 1,258,333	\$ 1,298,050	\$ 2,556,383
Full Time Equivalents	8.00	8.00	7.00	7.00	7.00

Goals for the 2017 – 2019 Biennial Budget

- ✧ Promote and protect the safety, security and health of the Bend community within the capabilities of the available resources
- ✧ Maintain the highest possible level of customer satisfaction

Key Objectives for 2017 – 2019 Biennial Budget

- ✧ Align the Fire Prevention Program with the Office of State Fire Marshall “Plan of Cooperation Program” per ORS 476.060, OAR 837-039-0120 and OAR 837-039-110
- ✧ Plan and organize the Prevention Division per National Fire Protection Association (NFPA) 1730: Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations
- ✧ Manage the FEMA Fire Prevention and Safety Grant for the Kitchen and Fire Sprinkler Demonstration Trailer

- ✧ Partner with the American Red Cross Central & Eastern Oregon Chapter Home Fire Safety Campaign
- ✧ Support the LEAP- Integrated Inspections Permitting Applications (IIPA) implementation as it relates to inspections and plan review

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Implemented “The Compliance Engine” a web-based service to track and drive code compliance, reduce false alarm activity, and provide safer community through third party inspection reporting and maintenance
- ✧ Adopted the 2014 Oregon Fire Code
- ✧ Implemented Special Response Vehicle (SRV) Unit coverage 7 days a week including holidays

Significant Changes from the 2015 - 2017 Biennial Budget

- ✧ Implement Fire Prevention Fee Study

Major Capital Projects/Equipment Purchases for 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

Fire/EMS Operations Program

Fire Department emergency services include: structural fire suppression, emergency medical service and transport, special rescue operations, and wild land fire suppression. The fire department works through a series of cooperative agreements with adjoining jurisdictions and cooperating agencies to maximize efficiency and service delivery. Bend Fire responds to approximately 10,000 calls for service each year.

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

	ACTUALS		ADOPTED BUDGET		
	2015-16	ESTIMATE 2016-17	2017-18	2018-19	2017-19
Personnel services	\$13,739,838	\$ 14,557,300	\$ 15,338,000	\$15,754,300	\$31,092,300
Materials and services	1,276,927	1,620,900	1,436,840	1,475,695	2,912,535
Capital outlay:					
Vehicle/equipment	3,538,421	1,900,000	240,000	440,000	680,000
Construction/infrastructure	-	26,000	-	-	-
Total Program	18,555,187	18,104,200	17,014,840	17,669,995	34,684,835
Debt service	438,399	889,374	575,975	580,177	1,156,152
Interfund transfers	234,747	236,800	285,100	298,800	583,900
Fire Operations	\$19,228,333	\$ 19,230,374	\$ 17,875,915	\$18,548,972	\$36,424,887
Full Time Equivalents	112.00	107.00	102.60	102.60	102.60

Goals for the 2017 – 2019 Biennial Budget

- ✘ Improve station response reliability
- ✘ Reduce emergency response times
- ✘ Maintain the highest possible level of customer satisfaction
- ✘ Implement new Countywide 800 Mhz radio system which will improve communication between crews, units and other agencies in Central Oregon
- ✘ Maintain high-quality command and operational fire and EMS training

Key Objectives for 2017 – 2019 Biennial Budget

- ✘ Continued evaluation of tiered EMS delivery system, which transports low priority patients to the hospital to help lower response times on high priority patients, and provide increased availability of the fire units
- ✘ Utilize response data to increase efficiency of resource deployment
- ✘ Improve quality of Fire and EMS training and accountability utilizing increased training staff and technology

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Implemented tiered EMS deployment model
- ✘ Hired and trained new staff, including six new firefighter/paramedics, and 26 limited term Ambulance Operators
- ✘ Added Fire and EMS Training Captain positions
- ✘ Placed six new Type-1 fire engines in service, placed six new Ambulances in service, placed one new Quick Response vehicle in service, replaced four command vehicles and two prevention vehicles

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ Increase in annual debt service due to financing of engine and ambulance fleet in 2015-2017
- ✘ Increase fees for Ambulance services to capture full cost of providing service. Fees will be phased in over the biennium to reflect 80% of cost recovery in 2017-2018, 90% cost recovery in 2018-2019 and full cost recovery beginning July 1, 2019.
- ✘ Reduction in FTE in the above table does not represent a reduction in staff or service level. When the 2015-2017 biennial budget was adopted, it was unknown how many Ambulance Operators would be required to operate the new Basic Life Support (BLS) program that is funded by the operating levy. The original 2015-2017 budget included 112 FTE in the Fire Operations program. Now that the BLS program is fully operational, only 102.60 FTE are necessary to maintain the improved level of service. Five authorized FTE positions were transferred to other funds or programs in 2016-2017 and the remaining 4.4 FTE that were authorized but not filled will no longer be reflected in the FTE schedule.

Major Capital Projects/Equipment Purchases for 2017 – 2019 Biennial Budget

- ✘ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

**PUBLIC SAFETY
Fire/EMS Fund**

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
911 Initiated calls for service	9,247	9,709	10,200	10,700	11,200
Public Education programs delivered	102	67	90	100	100
Plan reviews conducted	1,324	1,011	1,200	1,300	1,400
Fire safety inspections conducted	2,063	2,030	2,250	2,400	2,500
Effectiveness Measures:					
City emergency response under 7 minutes	66%	67%	68%	80%	80%
Rural Fire District emergency responses under 8 minutes	31%	36%	40%	50%	50%
% of survey respondents who are "very satisfied" or "somewhat satisfied" with City Fire and EMS Services	89%	90%	93%	93%	93%
Crew Availability for Emergency Calls in the City	87%	88%	90%	92%	93%
Crew Reliability for Emergency Calls in the Rural Fire District	88%	89%	92%	92%	93%
Insurance Service Office (ISO) rating in the City of Bend *	3	3	3	3	3
ISO rating in the Rural Fire District *	5	5	5	5	5
Efficiency Measures:					
Safety Inspections per Fire Inspector	344	338	375	400	416

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

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Two (2) Special Response Vehicle replacements	\$ -	\$ -	\$ 90,000	\$ -	\$ 50,000
Three (3) Command Vehicle replacements	80,000	-	-	-	-
Two (2) Command Vehicle replacement	-	-	90,000	-	-
One (1) Command Vehicle replacements	-	-	-	50,000	50,000
Two (2) Prevention Vehicle replacements	60,000	60,000	-	-	-
One (1) Service Vehicle replacement	-	40,000	40,000	-	-
Two (2) Staff Vehicle replacements	60,000	-	-	65,000	-
Two (2) Water Tenders	-	-	-	500,000	-
One (1) Aerial Apparatus	-	-	-	-	900,000
Two (2) Interface Fire Engine replacements	-	400,000	-	-	-
New Station Alerting System	100,000	-	-	-	-
Building and Training Grounds Upgrade	-	-	85,000	-	-
Electronic Patient Care Reporting (EPCR) Implementation	39,350	-	-	-	-
Total	\$ 339,350	\$ 500,000	\$ 305,000	\$ 615,000	\$ 1,000,000

Fire Station Debt Service Fund

	ACTUALS 2013-15	ADJUSTED	ESTIMATE 2015-17	BIENNIAL BUDGET		
		BUDGET 2015-17		PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 5,751	\$ 7,150	\$ 7,200	\$ 8,110	\$ 8,110	\$ 8,110
Intergovernmental revenues	462,194	479,000	478,775	485,600	485,600	485,600
Interfund transfers	12,800	16,000	15,300	14,600	14,600	14,600
Investment income	372	-	787	800	800	800
TOTAL RESOURCES	\$ 481,118	\$ 502,150	\$ 502,062	\$ 509,110	\$ 509,110	\$ 509,110

	ACTUALS 2013-15	ADJUSTED	ESTIMATE 2015-17	BIENNIAL BUDGET		
		BUDGET 2015-17		PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety Program:						
Debt Service Administration	\$ 472	\$ 1,400	\$ 577	\$ 800	\$ 800	\$ 800
Debt service	461,246	479,000	478,775	485,600	485,600	485,600
Interfund transfers	12,200	14,600	14,600	14,600	14,600	14,600
Reserves	-	7,150	-	8,110	8,110	8,110
TOTAL REQUIREMENTS	\$ 473,918	\$ 502,150	\$ 493,952	\$ 509,110	\$ 509,110	\$ 509,110
By Category:						
Materials and services	\$ 472	\$ 1,400	\$ 577	\$ 800	\$ 800	\$ 800
Debt service	461,246	479,000	478,775	485,600	485,600	485,600
Interfund transfers	12,200	14,600	14,600	14,600	14,600	14,600
Reserves for debt service	-	7,150	-	8,110	8,110	8,110
TOTAL REQUIREMENTS	\$ 473,918	\$ 502,150	\$ 493,952	\$ 509,110	\$ 509,110	\$ 509,110

PUBLIC SAFETY
Fire Station Debt Service Fund

Overview

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

Under the City's agreement with the District, the fire stations are owned by the District and leased to the City for approximately \$240,000 annually adjusted for inflation each year. The City is responsible for repayment of the bonds and collects funds from the District to make those debt service payments.

Note: The debt for the East fire station was issued directly by the District through the Oregon Bond Bank and the debt service payments for that issue are made directly by the District.



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City of Bend Fire Station Number 301

**General Fund
Municipal Court**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Public Safety:						
Municipal Court	\$ 809,906	\$ 1,006,494	\$ 913,962	\$ 956,636	\$ 950,636	\$ 950,636
Interfund transfers	329,056	365,431	365,978	354,100	354,100	354,100
TOTAL REQUIREMENTS	\$ 1,138,962	\$ 1,371,925	\$ 1,279,940	\$ 1,310,736	\$ 1,304,736	\$ 1,304,736
<i>By Category:</i>						
Personnel services	\$ 739,066	\$ 919,758	\$ 832,678	\$ 876,000	\$ 870,000	\$ 870,000
Materials and services	70,840	86,736	81,284	80,636	80,636	80,636
Interfund transfers	329,056	365,431	365,978	354,100	354,100	354,100
TOTAL REQUIREMENTS	\$ 1,138,962	\$ 1,371,925	\$ 1,279,940	\$ 1,310,736	\$ 1,304,736	\$ 1,304,736

Note:

Municipal Court activities are accounted for in the Public Safety Program of the General Fund.

PUBLIC SAFETY **Municipal Court**

Overview

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

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 382,478	\$	450,200	\$ 424,500	\$ 445,500	\$ 870,000
Materials and services	37,856		43,428	40,447	40,189	80,636
Program Total	420,334		493,628	464,947	485,689	950,636
Interfund transfers	187,697		178,281	164,200	189,900	354,100
Municipal Court	\$ 608,031	\$	671,909	\$ 629,147	\$ 675,589	\$ 1,304,736
Full Time Equivalents	4.00		4.00	4.00	4.00	4.00

Goals for the 2017 – 2019 Biennial Budget

- ✘ To enhance efficiencies and provide better reporting of information for decision making, the Court will explore new court software to improve and modernize processes, practices and capabilities, taking into account integration and the ability to coordinate with other criminal justice agencies and City enterprise software
- ✘ Develop an on-line forum to allow customers to enter their plea and pay on line, reducing the number of individuals appearing in Court
- ✘ Implement CourTools from the National Center for State Courts for measuring court performance
- ✘ Explore and implement a customer satisfaction survey to collect public perceptions on fairness and access to justice

Key Operational Objectives for the 2017-2019 Biennial Budget

- ✘ Implement new court software in order to create efficiencies in file management, case resolution and an improved reporting system
- ✘ Handle cases in a well-organized and professional manner and to expedite closure of those cases through the judicial process, having cases arraigned or defaulted for 100% of cases filed with the Court within 21 days of an individual's court appearance date

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ In partnership with the Bend Police Department, the Court has transitioned to electronically issued citations, reducing data entry for records staff, providing for fewer citation errors and allowing to be received in a timelier manner
- ✘ Implemented an internal payment plan to increase collection of fines and fees prior to sending to an outside collection agency
- ✘ In partnership with Diamond Parking Enforcement, reached compliance with ORS 221.333 regarding Court appearance dates

- ✧ Installed new software and implemented the DMV “Meterskip” process to obtain registered owner information for all parking citations, reducing the cost of records request from \$4.00 a record to \$0.02
- ✧ Transitioned to holding Court sessions one day a week in order to improve the customer experience by offering consistent hours of operation

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Purchasing software to improve and modernize processes, practices and capabilities through the city-wide LEAP project

PUBLIC SAFETY
Municipal Court

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Cases/Violations filed per 1,000 population	122	111	121	129	132
Cases closed	13,582	9,091	10,572	11,500	12,000
<i>Effectiveness Measures:</i>					
Cases filed per court clerk	3,241	3,005	3,358	3,143	3,286
<i>Efficiency Measures:</i>					
Cost per case filed	\$ 59.57	\$ 67.45	\$ 66.69	\$ 57.46	\$ 59.02

Helen E. Lorenz Estate Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ 1,300	\$ 1,266	\$ 2,739	\$ 2,739	\$ 2,739
Donations/Contributions	26,492	196,000	175,236	122,000	122,000	122,000
Interfund transfers	35,558	-	-	-	-	-
Investment income	1,266	-	1,473	2,000	2,000	2,000
TOTAL RESOURCES	\$ 63,316	\$ 197,300	\$ 177,975	\$ 126,739	\$ 126,739	\$ 126,739

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Category:						
Materials and services	\$ 1,240	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers to:						
Transfer to Police	7,375	140,000	117,944	52,000	52,000	52,000
Transfer to Fire/EMS	53,435	56,000	57,292	70,000	70,000	70,000
Contingency	-	1,300	-	-	-	-
Reserves for:						
Operations	-	-	-	4,739	4,739	4,739
TOTAL REQUIREMENTS	\$ 62,050	\$ 197,300	\$ 175,236	\$ 126,739	\$ 126,739	\$ 126,739

PUBLIC SAFETY
Helen E. Lorenz Estate Fund

Overview

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

Police & Fire Department approved uses

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

Police Department specific approved uses

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

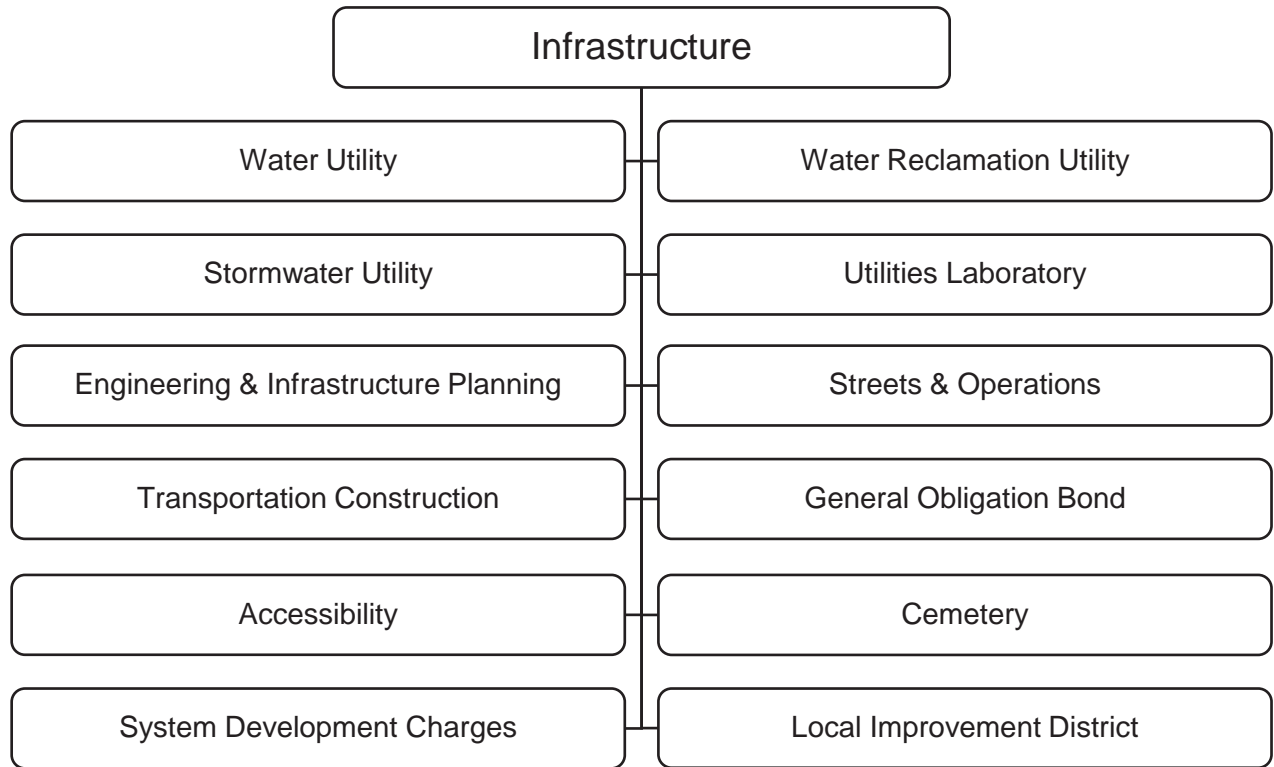
Fire Department specific approved uses

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

INFRASTRUCTURE

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INFRASTRUCTURE SERVICE AREA



Water, Water Reclamation and Stormwater Utilities

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

Utilities Laboratory and Engineering & Infrastructure Planning

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

Streets & Operations

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

Transportation Construction

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

General Obligation Bond

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

Accessibility

The goal of the accessibility program (accounted for as a division of the General Fund) is to provide equal access to all City-sponsored services, programs, and activities for citizens and employees with disabilities. The Accessibility Construction Fund accounts for construction activity and capital accessibility improvements.

Continued on the next page

Cemetery

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

System Development Charges (SDC)

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

Local Improvement District (LID)

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

Water Utility Fund

	ACTUALS 2013-15	ADJUSTED	ESTIMATE 2015-17	BIENNIAL BUDGET		
		BUDGET 2015-17		PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 8,798,313	\$ 19,028,400	\$ 19,458,215	\$ 40,271,959	\$ 40,271,959	\$ 40,461,959
Charges for services	34,349,660	37,492,400	38,049,825	41,472,100	41,472,100	41,472,100
Intergovernmental revenues	114,214	82,700	85,240	79,600	79,600	79,600
Loan repayments	-	-	-	182,000	182,000	182,000
Transfer from SDC fund	5,361,387	6,570,200	7,114,804	7,278,000	7,278,000	7,278,000
Interfund charges	370,427	416,300	304,174	355,800	355,800	355,800
Interfund transfers	-	180,670	907,746	15,400	15,400	15,400
Investment income	102,377	156,000	437,601	691,000	691,000	691,000
Rent revenues	230,435	227,000	245,034	257,800	257,800	257,800
Miscellaneous	120,637	24,500	512,438	32,400	32,400	32,400
Issuance of long-term debt	-	65,236,000	62,373,034	-	-	-
TOTAL RESOURCES	\$ 49,447,451	\$ 129,414,170	\$ 129,488,111	\$ 90,636,059	\$ 90,636,059	\$ 90,826,059

	ACTUALS 2013-15	ADJUSTED	ESTIMATE 2015-17	BIENNIAL BUDGET		
		BUDGET 2015-17		PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Support services	\$ 2,455,398	\$ 4,112,239	\$ 3,452,129	\$ 3,421,100	\$ 3,404,200	\$ 3,404,200
Water filtration facility	162,714	1,279,824	1,477,721	3,039,500	3,025,600	3,025,600
Water operations/maint.	11,052,402	16,557,116	14,360,970	16,972,000	16,943,800	16,943,800
Capital infrastructure	1,276,769	6,725,000	2,873,531	1,860,000	1,860,000	2,050,000
Water resources	968,055	1,627,963	1,380,659	1,458,200	1,452,900	1,452,900
Total	15,915,338	30,302,142	23,545,010	26,750,800	26,686,500	26,876,500
Debt service	1,555,476	37,121,500	35,117,148	8,285,800	8,285,800	8,285,800
Interfund transfers	12,518,422	31,451,830	30,363,994	8,031,750	8,096,050	8,096,050
Contingency	-	3,300,000	-	4,394,000	4,394,000	4,394,000
Reserves	-	27,238,698	-	43,173,709	43,173,709	43,173,709
TOTAL REQUIREMENTS	\$ 29,989,236	\$ 129,414,170	\$ 89,026,152	\$ 90,636,059	\$ 90,636,059	\$ 90,826,059

<i>By Category:</i>						
Personnel services	\$ 6,293,029	\$ 9,100,496	\$ 8,454,445	\$ 9,846,200	\$ 9,781,900	\$ 9,781,900
Materials and services	6,559,079	9,516,146	8,155,929	9,726,600	9,726,600	9,726,600
Capital outlay:						
Vehicle/equipment	1,045,750	698,000	629,782	470,000	470,000	470,000
Repair & replacement	39,701	2,310,000	2,386,647	5,148,000	5,148,000	5,148,000
Construction/infrastructure	1,977,780	8,677,500	3,918,207	1,560,000	1,560,000	1,750,000
Total capital outlay	3,063,230	11,685,500	6,934,636	7,178,000	7,178,000	7,368,000
Debt service	1,555,476	37,121,500	35,117,148	8,285,800	8,285,800	8,285,800
Interfund transfers	12,518,422	31,451,830	30,363,994	8,031,750	8,096,050	8,096,050
Contingency	-	3,300,000	-	4,394,000	4,394,000	4,394,000
Reserves for:						
Future construction	-	21,838,698	-	36,673,709	36,673,709	36,673,709
Rate stabilization	-	1,500,000	-	1,500,000	1,500,000	1,500,000
Debt service	-	3,900,000	-	-	-	-
Repair and replacement	-	-	-	5,000,000	5,000,000	5,000,000
TOTAL REQUIREMENTS	\$ 29,989,236	\$ 129,414,170	\$ 89,026,152	\$ 90,636,059	\$ 90,636,059	\$ 90,826,059

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Bridge Creek Pipeline Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ (7,868,500)	\$ (7,868,335)	\$ -	\$ -	\$ -
Interfund transfers	6,068,490	23,724,900	22,908,259	-	-	-
Investment income	(22,380)	-	-	-	-	-
Miscellaneous	9,923	-	21,670	-	-	-
Issuance of long-term debt	30,000,000	-	-	-	-	-
TOTAL RESOURCES	\$ 36,056,033	\$ 15,856,400	\$ 15,061,595	\$ -	\$ -	\$ -

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Materials and services	\$ 48,283	\$ 10,000	\$ 1,028	\$ -	\$ -	\$ -
Interfund transfers	2,395,266	1,032,900	1,032,900	-	-	-
Capital outlay:						
Vehicle/equipment	22,440	-	230	-	-	-
Intangibles	12,359	-	-	-	-	-
Construction/infrastructure	41,446,021	14,213,500	13,681,637	-	-	-
Total capital outlay	41,480,819	14,213,500	13,681,867	-	-	-
Debt service	-	600,000	345,800	-	-	-
TOTAL REQUIREMENTS	\$ 43,924,368	\$ 15,856,400	\$ 15,061,595	\$ -	\$ -	\$ -

Note:

This fund was consolidated into the Water Fund when the new financial system was implemented during 2016-17.

INFRASTRUCTURE

Water Utility Fund

Overview

The City's potable water system derives its primary source from the pristine spring fed waters of Bridge Creek, and a secondary source from groundwater contained in the Deschutes Regional Aquifer. The City currently operates 23 wells, 16 reservoirs and three pump stations; and delivers water to over 24,000 customer accounts through over 470 miles of water mains.

The Bend Water Utility's core function is to provide safe and reliable drinking water and fire protection for the citizens of Bend through the prudent and efficient use of ratepayer funds.

The Utility Department has several major required regulatory programs which include:

- ✧ Bend Safe Drinking Water Program for cross connection control and backflow prevention
- ✧ Water Quality Program for source water protection and water quality compliance programs
- ✧ Water Resources Program comprised of the Water Rights, Watershed and WaterWise Conservation programs

All of these programs have numerous benefits to the ratepayers by ensuring that Bend's award-winning water continues to protect public health, provide fire protection, support the economy and remains a key part of our Bend quality of life today and into the future. The City maintains a 20-year water rate model to project the financial needs of the Water Utility Fund. The City's goal is to ensure the financial stability of the Water Utility Fund while continuing to evaluate the affordability of rates for ratepayers while meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Utility Fund within this budget cycle will be addressing the aging system, specifically the approximately 72 miles of aging cast iron, galvanized iron and steel pipes. Replacement work is prioritized based on the age of the pipe and type of materials, as well as coordination with Street Operations and private utility projects. The enhancement of the leak detection program is providing results that will also be considered during project prioritization.

The Utility Department has adopted the One Water model of operation to gain efficiencies by cross training across all three disciplines of the Utility: Water, Water Reclamation and Stormwater. The cross training of staff was a concept borne out of necessity during the recession when the Utility Department of Public Works, along with all other City Departments, was required to reduce or flat line staffing, but provide the same level of service. Having staff trained to perform in all three areas allows the Utility Department to not only be more efficient, but to be more adaptable to changing regulations, operational and maintenance needs, community values and internal City goals and objectives. This new model has changed the budgeting process as many employees are now being paid for by all three funds.

Support Services Program

The Support Services Program is comprised of four groups:

- ✧ The Administration Service group performs all administrative duties related to the Utility Department. These duties include:
 - Overall management, including strategic and long term planning
 - General administrative support including purchasing, human resources and financial analysis & management
 - Internal and external communications

- ✧ The Safety Program performs all safety related activities including:
 - Safety training development and scheduling, including emergency management for Utilities and Street Operations departments
 - Operational program analysis and operator certification training
 - Oversight of the Internal Services Departments safety program

- ✧ The Data Services group manages the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS) and computer-aided design (CAD) software programs, as well as as-built file archives. The utility data is provided to internal and external customers in both database and mapping functions for use in field operations, design and construction services. The Data Services group also manages the flow of water use data within the Automated Meter Infrastructure (AMI) data collection software system. This group installs and maintains the data interface with each water meter in the system and provides timely water use data to utility billing, engineering, operations and others as requested.

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

	ACTUALS		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 1,162,111	1,220,300	1,288,900	1,321,300	2,610,200
Materials and services	223,317	481,762	393,100	392,900	786,000
Capital outlay:					
Vehicle/equipment	33,731	98,000	8,000	-	8,000
Construction/infrastructure	132,908	100,000	-	-	-
Program Total	1,552,067	1,900,062	1,690,000	1,714,200	3,404,200
Debt service	397,048	4,666,900	4,144,200	4,141,600	8,285,800
Interfund transfers	3,372,074	3,918,660	3,724,170	3,866,880	7,591,050
Support Services	\$ 5,321,189	\$ 10,485,622	\$ 9,558,370	\$ 9,722,680	\$ 19,281,050
Full Time Equivalents	11.16	11.16	10.58	10.38	10.38

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Develop a written asset management plan that includes all Utility programs and can be validated (or adopted) by City executive leadership
- ✧ Revise the Utility Department Strategic Plan to align with City Council goals and priorities, as well as meet internal Utility Department Objectives
- ✧ In coordination with Utility Billing, roll out the WaterSmart water meter data analytics and customer engagement software application to all City of Bend water customers

- ✧ Support the LEAP project through HR implementation, Extended Financials implementation, IIPA implementation and planning for the Utility Billing implementation
- ✧ Develop and implement a robust internal training program that can provide required continuing education units (CEUs) for operations staff, and enhance the skill sets of Utility employees
- ✧ Develop a manageable fleet replacement program in coordination with the City's Fleet Manager

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Supported the LEAP project through Core Financials implementation and HR development
- ✧ Strong financial management kept operations and maintenance expenses in alignment with 2015 – 2017 budget estimates
- ✧ Acquired and began implementation of WaterSmart water meter data analytics and customer engagement software application
- ✧ Successfully transitioned the former Juniper Utility water system to Avion Water Company and Roats Water System, Inc.
- ✧ Implemented an internal communications program that has improved information flow within the Utility Department
- ✧ Developed annual public outreach and event coordination plans to improve the public's understanding of the City's Utility Department core responsibilities
- ✧ Began utilizing SharePoint to manage information and enhance project collaboration
- ✧ Successfully trained Utility staff to utilize the City's new mapping application, enhancing the mobile technology environment
- ✧ Provided significant support for the City's transition to a new website platform

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The Water Fund will begin paying debt service of \$4.1M per year related to the issuance of long term debt in 2016-2017.

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

Water Filtration Facility

The Water Treatment Plant Operations and Maintenance Program accounts for operations of the new Water Filtration Facility (WFF). The facility became operational in spring 2016. This program accounts for the maintenance and operations expenses for the treatment facility and ensures safe treatment of drinking water from our Bridge Creek water source.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Deliver best-tasting, safest water to Bend customers
- ✧ Efficiently operate the Water Filtration Facility within compliance of Oregon Health Authority regulation and without disruption

	ACTUALS		ESTIMATE		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 457,323	458,800	1,018,900	1,074,700	\$ 2,093,600
Materials and services	183,898	377,700	432,500	432,500	865,000
Capital outlay:					
Vehicle/equipment	-	-	57,000	10,000	67,000
Water Filtration Facility	\$ 641,221	\$ 836,500	\$ 1,508,400	\$ 1,517,200	\$ 3,025,600
Full Time Equivalents	3.84	3.84	9.00	9.00	9.00

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Optimize maintenance and operation of the new WFF
- ✘ Refine the maintenance program for the new WFF after completion of the warranty period

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Successfully commissioned the new WFF
- ✘ Integrated all new assets with the WFF into the INFOR asset management program
- ✘ Ensured operations and maintenance staff were fully trained and certified for the membrane treatment facility start-up and commissioning
- ✘ Relocated staff into the new operations building at the Outback site
- ✘ Successfully switched surface water disinfection process from using chlorine gas to using sodium hypochlorite

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ Expenses for WFF operation are based on actual expenses from 2016 operation, rather than expenses based on design engineer's estimates
- ✘ Expenses relative to all Water Operations employees are captured in this program, rather than being funded out of multiple Water programs

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✘ Refer to Five Year Vehicle & Equipment Plan on following page for details

Water Operations and Maintenance Program

The Water Operations and Maintenance Program is comprised of five groups:

- ✘ The Water Operations group carries out the daily tasks required to provide water to all customers. They are responsible for operating the Bridge Creek Intake, water distribution system, groundwater wells, disinfection, reservoirs, pump stations and pressure regulating systems to deliver safe water, on demand, at appropriate pressures throughout the City.
- ✘ The Repair and Replacement (R&R) program provides field services and oversight in repairing and replacing water piping. They are also responsible for the operation and maintenance of all valves, hydrants, pressure reducing valve (PRV) vaults and other appurtenances associated with the water distribution system. This service group responds to leaks, pipe breaks and other related emergency events.

- ✧ The Safe Drinking Water Program’s Metering and Backflow Service Group provides services to all the customers at the point of contact. Their responsibility ensures that no point-source contamination of the City water system occurs. They are also responsible for maintaining the associated water meter system and optimizing the wireless networked meter reading system.
- ✧ The Pumping Systems Program provides mechanical maintenance and repair services to the entire mechanical water utility infrastructure. This service group maintains City of Bend well and water pumping sites.
- ✧ The ICE program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 2,249,505	2,268,300	2,013,100	2,159,500	\$ 4,172,600		
Materials and services	2,703,325	3,136,375	3,719,300	3,508,900	7,228,200		
Capital outlay:							
Vehicle/equipment	146,507	320,500	285,000	110,000	395,000		
Repairs and maintenance	68,047	2,318,600	2,648,000	2,500,000	5,148,000		
Construction/infrastructure	1,139,712	10,100	-	-	-		
Water Operations/Maint.	\$ 6,307,095	\$ 8,053,875	\$ 8,665,400	\$ 8,278,400	\$ 16,943,800		
Full Time Equivalents	23.08	23.08	17.35	17.85	17.85		

Goals for the 2017 – 2019 Biennial Budget

- ✧ Deliver the best-tasting, safest water to Bend customers
- ✧ Efficiently operate the water distribution system within compliance of Oregon Health Authority regulations and with zero customer complaints
- ✧ Perform necessary upgrades to Wonderware SCADA system
- ✧ Upgrade aging equipment to increase system reliability at water pump stations

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Continue the development and implementation of the City’s reservoir inspection, cleaning and maintenance program
- ✧ Refine and improve the valve turning program
- ✧ Coordinate all planned waterline upgrades with paving schedules and other utility planned work
- ✧ Improve reliability of meter system with: implementation of the WaterSmart meter data analytics software, improvements to the meter testing program, and the meter transmission unit (MTU) replacement project
- ✧ Fully integrate asset management into the water maintenance program
- ✧ Automate two pressure reducing valves (PRVs)
- ✧ Conduct security assessments and complete security improvements at all remote facilities
- ✧ Improve production metering with new meters installed at six well locations
- ✧ Complete hierarchy determinations for water distribution assets in INFOR Enterprise Asset Management System

- ✧ Complete installation of video surveillance at several remote water sites to enhance site security
- ✧ Upgrade programmable logic controllers and radio communication systems at key remote water sites and reservoirs to improve system performance and reliability
- ✧ Install / upgrade hatch alarms on water reservoirs
- ✧ Complete SCADA improvements at the Water Filtration Facility
- ✧ Improve backup communication link from the Water Filtration Facility

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Refined and improved the City's hydrant maintenance and systematic flushing programs
- ✧ Fully integrated the WFF SCADA with the existing water operations SCADA and telemetry system
- ✧ Development and implementation of the reservoir maintenance program
- ✧ Upgraded aging waterlines and relocated water services at multiple locations within the City
- ✧ Replaced two larger domestic meters at The Pines Mobile Home Park
- ✧ Implementation of "Wonderware In-touch access anywhere" to allow remote monitoring / control of water facilities utilizing iPads and tablet PC's
- ✧ Implementation of new remote access software for vendors to access City control systems, resulting in improved access control and increased system security

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Increased funding for aging, undersized waterline replacement, coordinated with Street Operations street preservation program and private utility company projects
- ✧ Increased funding for reservoir maintenance projects and inspections
- ✧ Reprioritized budget from SCADA/Telemetry capital projects to repair and maintenance where it can more appropriately be used for necessary maintenance activities
- ✧ Reallocated costs for some Water personnel from other water programs to the Water Filtration Facility Program

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ Refer to Repair & Replacement Capital Project Plan on the following page for details

Capital Infrastructure Program

The Water Capital Improvement Program (CIP) implements projects that are identified in the Water Master Plan and other operational needs. Projects for water will be reviewed once the water master plan is updated in 2018. New projects will likely arise as a result of evaluated synergy opportunities with other projects.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19			
Personnel services	\$ -	\$ -	\$ -	\$ -	\$ -			
Materials and services	149,516	412,000	150,000	150,000	300,000			
Capital outlay:								
Vehicle/equipment	-	-	-	-	-			
Construction/infrastructure	-	2,312,015	1,750,000	-	1,750,000			
Program Total	149,516	2,724,015	1,900,000	150,000	2,050,000			
Debt service	-	30,053,200	-	-	-			
Interfund transfers	4,452,400	18,620,859	252,500	252,500	505,000			
Capital Infrastructure	\$ 4,601,916	\$ 51,398,074	\$ 2,152,500	\$ 402,500	\$ 2,555,000			
Full Time Equivalents	-	-	-	-	-			

Goals for the 2017 - 2019 Biennial Budget

- ✘ Continue to deliver water infrastructure projects on schedule, within scope as budgeted
- ✘ Continue to seek synergy with other projects (e.g., Century Drive and Galveston)
- ✘ Complete an update to the 2011 master plan study to address current needs and future growth needs

Key Operational Objectives for the 2017 - 2019 Biennial Budget

- ✘ Prepare technical updates and amendment to the Water System Master Plan and analyze water and sewer SDC projects lists in support of the UGB implementation

Major Accomplishments during the 2015 - 2017 Biennium

- ✘ Added nearly \$74 million in infrastructure improvements with the completion of Surface Water Improvement Project, comprised of several sub-projects including the Heidi Lansdowne Intake Facility, Bridge Creek Pipeline, and the Water Treatment Facility on Bridge Creek
- ✘ Recipient of the American Council of Engineering Companies 2017 Engineering Excellence Grand Award for the Bridge Creek Improvement Project, and national honor award

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✘ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

Water Resources Program

The Water Resources Program provides for long term sustainable water supply for Bend including: planning, acquisition, management and compliance for the entire water rights portfolio including the Deschutes Basin Groundwater Mitigation program. The Water Resources Program is comprised of the Water Rights, Watershed Management and WaterWise subprograms. Water Resources also provides the liaison and government affairs coordination for irrigation districts, the US Forest Service and the Oregon Water Resource Department along with related legislative policy work and coordination with key water stakeholders.

- ✘ The Watershed Management Program is continuing to evolve this budget cycle and is responsible for developing processes and projects to meet all new regulatory requirements associated with the USFS Special Use Permits for the Bend Municipal Watershed.

- ✧ The WaterWise subprogram is the public face of our award winning water conservation program and is designed to comply with the requirements related to conditions of our various water rights, customer profiles and related demand management goals which are required within our approved Water Management and Conservation Plan (WMCP). These are legal conditions of our existing water rights.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 263,406	\$	374,700	\$ 445,300	\$ 460,200	\$ 905,500
Materials and services	190,036		298,000	273,600	273,800	547,400
Capital outlay:						
Vehicle/equipment	31,045		-	-	-	-
Construction/infrastructure	123,472		100,000	-	-	-
Water Resources	\$ 607,959	\$	772,700	\$ 718,900	\$ 734,000	\$ 1,452,900
Full Time Equivalents	2.00		3.00	3.50	3.50	3.50

Goals for the 2017 – 2019 Biennial Budget

- ✧ Implement all monitoring and related conditions of the new Watershed Special Use Permit and operating agreement
- ✧ Prepare for renewal of 2019 special use permits at Prowell Springs and related monitoring requirements
- ✧ Begin the update process of the Source Water Protection Plan for Bend Municipal Watershed
- ✧ Provide support for the planned update to the Water Master Plan and Water Management and Conservation Plan led by EIPD
- ✧ Successfully implement water conservation benchmarks per Water Management and Conservation Plan (WMCP)
- ✧ Conduct independent third party review of the M36 Water Audit Process

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Implement landscape water efficiency upgrades at 15 Utility Department field sites
- ✧ Conduct 200 residential sprinkler inspections annually
- ✧ Provide training and ongoing coordination and support to internal utility teams related to water rights, reporting and groundwater mitigation
- ✧ Conduct ongoing training and related water budget development for our Large Landscape partners

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Conducted annual AWWA water audit of potable distribution system
- ✧ Launch of Sprinkler Inspection Program
- ✧ Landscape water efficiency upgrades at Utility Department Boyd Acres Facility
- ✧ Launch of WaterWise Workshop Series / New WaterWise Publications and Web Site Upgrades
- ✧ Hiring of new Utility Program Compliance Specialist
- ✧ Key support for completion of Bridge Creek Pipeline, Intake and Water Filtration Facility
- ✧ Secured new operating Permit for Bend municipal watershed and implemented monitoring program
- ✧ Ongoing participation in Upper Deschutes Basin Study

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Conversion of a temporary position to a regular 0.5 FTE (Utility Program Compliance Specialist) for the WaterWise Program

INFRASTRUCTURE
Water Utility Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Surface/groundwater produced (million gallons/annually)	4,537	4,742	4,800	4,820	4,840
Peak day usage (million gallons per day)	25.9	27.1	27.3	27.5	27.7
% of annual water produced from Surface Water ¹	37%	15%	54%	54%	54%
Number of hydrants maintained	4,111	2,635	2,600	2,700	2,700
Number of valves rotated	0 ⁴	2,443	6,000	6,000	6,000
Number of Backflow Assembly Devices tested	26,028	26,788	29,793	30,493	31,193
Effectiveness Measures:					
Number of breaks/leaks per hundred miles pipe ²	0.21	1.87	1.24	1.87	1.87
Sprinkler Inspection Program - number inspections	N/A	N/A	167	200	200
Efficiency Measures:					
O&M Cost of Potable Water Services (\$/MG)	\$ 2,795	\$ 2,703	\$ 2,602	\$ 2,775	\$ 2,814
Service Connections/FTE	567	581	584	592	594
Average monthly residential bill ³	\$ 29.95	\$ 37.68	\$ 38.46	\$ 39.23	\$ 40.41

¹ Surface water production was lower than average in 2014-15 and 2015-16 due to Bridge Creek pipeline construction project.

² Difference between 2014-15 and 2015-16 is the implementation of a proactive leak detection program

³ Using 800 CF/month and 3/4" meter charge

⁴ In 2014-15 the City experienced a water curtailment alert that necessitated a change in operational priorities.

N/A = not available

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
<u>Support Services</u>					
One (1) Ground penetrating radar unit replacement	\$ 8,000	\$ -	\$ -	\$ -	\$ -
One (1) Leak detection unit replacement	-	-	3,000	-	-
One (1) Large-format plotter/scanner replacement	-	-	6,000	-	-
	<u>\$ 8,000</u>	<u>\$ -</u>	<u>\$ 9,000</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Water Filtration Facility</u>					
One (1) Work truck replacement	\$ 45,000	\$ -	\$ -	\$ -	\$ -
V-snow plow	12,000	-	-	-	-
Tandem axle dump trailer-6x12	-	10,000	-	-	-
Equipment/membrane replacements	-	-	50,000	50,000	50,000
	<u>\$ 57,000</u>	<u>\$ 10,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>
<u>Operations and Maintenance</u>					
One (1) Construction emergency repair trailer	\$ 5,000	\$ -	\$ -	\$ -	\$ -
One (1) Dump truck replacement	135,000	-	135,000	-	-
One (1) Work truck replacement	-	30,000	-	-	-
One (1) Hoe Pak unit	10,000	-	-	-	-
One (1) Rock Hammer	15,000	-	-	-	-
One (1) Valve rotation unit	35,000	-	-	-	-
One (1) Work truck replacement	-	40,000	-	-	-
One (1) Work truck replacement	-	-	50,000	-	-
Snow Cat and trailer	-	-	-	-	150,000
Well Equipment Replacement	-	-	150,000	150,000	150,000
Two (2) Work truck replacements	75,000	-	-	-	-
One (1) Work truck replacement	-	-	35,000	-	-
One (1) Work Truck replacement	-	40,000	-	-	-
Conduit threader & accessories	6,000	-	-	-	-
Thermal Imager (50% sewer)	4,000	-	-	-	-
	<u>\$ 285,000</u>	<u>\$ 110,000</u>	<u>\$ 370,000</u>	<u>\$ 150,000</u>	<u>\$ 300,000</u>
<u>Water Resources</u>					
One (1) work vehicle replacement	\$ -	\$ -	\$ 30,000	\$ -	\$ -
Total	\$ 350,000	\$ 120,000	\$ 459,000	\$ 200,000	\$ 350,000

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
<u>Operations and Maintenance</u>					
<u>Pumping</u>					
PRV Automation projects (1 per year)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<u>Reservoir Maintenance Program</u>					
Reservoir assessments & critical design work	\$ 90,000	\$ 100,000	\$ 350,000	\$ 350,000	\$ 350,000
Overturf 2 - Engineering & construction	300,000	-	-	-	-
Flow Meter - Outback 1	35,000	-	-	-	-
Outback 1 safety ladders & hardware replacement	-	150,000	-	-	-
Rockbluff - recoating specifications	-	50,000	-	-	-
Surface water treatment/ reservoir optimization	-	-	100,000	-	-
<u>Well Rehab</u>					
Pilot Butte 1 Well Rehabilitation	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Flow Meter Install at Outback 6 & Pilot Butte 1	80,000	-	-	-	-
Flow Meter Install at Outback 3,4,5	-	100,000	-	-	-
New Flowmeters CT Basin / Outback Reservoirs	-	-	100,000	100,000	100,000
Asset Hierarchy - Distribution Assets	-	90,000	-	-	-
<u>Waterline replacement</u>					
Saginaw & 2nd	\$ 230,000	\$ -	\$ -	\$ -	\$ -
Roosevelt Ave Phase 2	475,000	-	-	-	-
Rimrock Phases 1 & 2	268,000	-	-	-	-
Broadway & Riverside	10,000	-	-	-	-
ODOT Hwy 20 Waterline Improvements	50,000	-	-	-	-
Water Line replacement projects	-	900,000	1,000,000	1,000,000	1,000,000
Meter Box replacement	960,000	960,000	1,000,000	1,000,000	1,000,000
<u>Instrumentation, Control & Electrical</u>					
SCADA	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
Total	\$ 2,648,000	\$ 2,500,000	\$ 2,950,000	\$ 2,800,000	\$ 2,800,000

Capital Improvement Program 2018-2022

Water

Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1WS3W South 3rd St. Water Portion Phase II	4	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
1WSDC Water SDC Methodology Study	N/A	60,000	-	-	-	-	60,000
1WEWL Egypt Waterline	2	590,000	-	-	-	-	590,000
1WMP1 Water Master Plan Update	N/A	550,000	-	-	-	-	550,000
1WAWP Awbrey Well Supply Expansion	5	-	-	2,021,760	-	-	2,021,760
1WCPS College Parallel Pipe Study	N/A	-	-	1,215,760	-	-	1,215,760
1WLPF Lafayette Pipe Enlargement	5	-	-	250,640	-	-	250,640
1WVSS Valves Operational System Study	N/A	-	-	78,000	78,000	78,000	234,000
1WSPP Parallel Piping Brookwood to Brosterhous	5	-	-	-	1,596,400	-	1,596,400
1WSSC New Water Well – Near NE Shirley Court	5	-	-	-	2,830,464	-	2,830,464
1WRBO Parallel Piping Rock Bluff to Brookwood	5	-	-	-	-	2,940,000	2,940,000
1WSWO New Water Well Shiloh Site	5	-	-	-	-	2,721,600	2,721,600
Total Water CIP		\$ 1,750,000	\$ -	\$ 3,566,160	\$ 4,504,864	\$ 5,739,600	\$ 15,560,624

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

Water Reclamation Utility Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 24,721,794	\$ 32,049,630	\$ 32,540,898	\$ 49,398,765	\$ 49,398,765	\$ 53,811,765
Charges for services	38,706,516	45,525,100	45,833,956	53,032,900	53,032,900	53,032,900
Intergovernmental revenues	411,257	386,200	393,268	363,300	363,300	363,300
Transfer from SDC fund	5,901,254	6,873,300	11,935,340	12,485,500	12,485,500	12,485,500
Investment income	385,557	545,000	656,325	451,200	451,200	451,200
Loan repayments	4,917	-	(1,406)	-	-	-
Interfund transfers	-	207,630	878,726	15,400	15,400	15,400
Interfund charges	37,502	45,700	45,745	50,900	50,900	50,900
Miscellaneous	351,112	236,000	75,335	38,000	38,000	38,000
Issuance of long-term debt	3,362,690	59,949,800	46,489,918	33,500,000	33,500,000	33,500,000
TOTAL RESOURCES	\$ 73,882,599	\$ 145,818,360	\$ 138,848,105	\$ 149,335,965	\$ 149,335,965	\$ 153,748,965

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Support services	\$ 2,515,675	\$ 3,961,599	\$ 3,168,722	\$ 3,500,400	\$ 3,482,500	\$ 3,482,500
Environmental compliance	605,662	1,093,022	1,043,013	1,141,400	1,136,400	1,136,400
Water reclamation facility O&M	5,668,613	6,548,297	5,951,394	6,343,420	6,319,720	6,319,720
Collection system O&M	5,998,058	8,962,172	8,356,632	10,666,400	10,631,400	10,631,400
Capital infrastructure	5,471,869	59,675,700	45,317,990	57,270,000	57,270,000	61,683,000
Total	20,259,877	80,240,790	63,837,750	78,921,620	78,840,020	83,253,020
Debt service	6,995,379	18,234,500	9,552,252	11,516,700	11,516,700	11,516,700
Interfund transfers	14,086,445	13,119,660	11,646,337	11,677,900	11,759,500	11,759,500
Contingency	-	3,450,000	-	3,870,300	3,870,300	3,870,300
Reserves	-	30,773,410	-	43,349,445	43,349,445	43,349,445
TOTAL REQUIREMENTS	\$ 41,341,700	\$ 145,818,360	\$ 85,036,339	\$ 149,335,965	\$ 149,335,965	\$ 153,748,965

By Category:						
Personnel services	\$ 8,666,416	\$ 11,324,536	\$ 10,384,281	\$ 12,342,700	\$ 12,261,100	\$ 12,261,100
Materials and services	4,794,346	7,118,054	6,331,019	7,470,620	7,470,620	7,470,620
Capital outlay:						
Vehicle/equipment	276,264	1,259,000	1,151,157	263,300	263,300	263,300
Repair & replacement	43,283	1,573,000	1,673,283	3,775,000	3,775,000	3,775,000
Construction/infrastructure	6,479,569	58,966,200	44,298,011	55,070,000	55,070,000	59,483,000
Total capital outlay	6,799,115	61,798,200	47,122,450	59,108,300	59,108,300	63,521,300
Debt service	6,995,379	18,234,500	9,552,252	11,516,700	11,516,700	11,516,700
Interfund transfers	14,086,445	13,119,660	11,646,337	11,677,900	11,759,500	11,759,500
Contingency	-	3,450,000	-	3,870,300	3,870,300	3,870,300
Reserves for:						
Future construction	-	25,873,410	-	35,396,945	35,396,945	35,396,945
Rate stabilization	-	1,000,000	-	1,000,000	1,000,000	1,000,000
Debt service	-	3,900,000	-	1,952,500	1,952,500	1,952,500
Repair and replacement	-	-	-	5,000,000	5,000,000	5,000,000
TOTAL REQUIREMENTS	\$ 41,341,700	\$ 145,818,360	\$ 85,036,339	\$ 149,335,965	\$ 149,335,965	\$ 153,748,965

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Secondary Expansion Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ 521	\$ -	\$ -	\$ -
Interfund transfers	1,783,686	2,395,200	1,095,850	-	-	-
Investment income	(34,868)	-	-	-	-	-
Miscellaneous	4,411	-	-	-	-	-
Issuance of long-term debt	29,422,162	2,000,000	2,657,045	-	-	-
TOTAL RESOURCES	\$ 31,175,391	\$ 4,395,200	\$ 3,753,416	\$ -	\$ -	\$ -

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Interfund transfers	\$ 1,435,379	\$ 1,095,200	\$ 1,088,877	\$ -	\$ -	\$ -
Capital outlay:						
Vehicle/equipment	164,518	-	4,365	-	-	-
Intangibles	1,875	-	-	-	-	-
Construction/infrastructure	29,573,099	3,300,000	2,660,174	-	-	-
TOTAL REQUIREMENTS	\$ 31,174,870	\$ 4,395,200	\$ 3,753,416	\$ -	\$ -	\$ -

Note:

This fund was consolidated into the Water Reclamation Fund when the new financial system was implemented during 2016-17.

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Southeast Interceptor Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ (480,700)	\$ (480,097)	\$ -	\$ -	\$ -
Interfund transfers	6,212,596	753,000	918,750	-	-	-
Intergovernmental revenues	113,255	-	-	-	-	-
Investment income	(998)	-	-	-	-	-
Issuance of long-term debt	-	11,663,700	10,516,546	-	-	-
TOTAL RESOURCES	\$ 6,324,853	\$ 11,936,000	\$ 10,955,198	\$ -	\$ -	\$ -

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Materials and services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	680,600	432,000	431,044	-	-	-
Capital outlay:						
Vehicle/equipment	24,972	-	-	-	-	-
Construction/infrastructure	6,099,379	11,504,000	10,524,155	-	-	-
TOTAL REQUIREMENTS	\$ 6,804,951	\$ 11,936,000	\$ 10,955,198	\$ -	\$ -	\$ -

Note:

This fund was consolidated into the Water Reclamation Fund when the new financial system was implemented during 2016-17.

INFRASTRUCTURE

Water Reclamation Utility Fund

Overview

The Water Reclamation Fund within the Utility Department is organized into several interactive functional Service Groups: Support Services, Environmental Compliance, Water Reclamation Facility and Operations and Maintenance. Several of these service groups, for efficiency purposes, also support the water and stormwater programs.

The above mentioned service groups are responsible for collecting and conveying wastewater from customers to the treatment plant in a well maintained collection system, free of blockages and overflows. The wastewater collection system includes over 450 miles of wastewater pipes and 416 wastewater pumping stations and “lift stations”. The lift stations provide a means of moving wastewater from areas lacking gravity sewer lines to an adjacent area where gravity lines exist.

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

Another critical service performed by the Water Reclamation Program is maintenance of the wastewater collection system, including the pump stations and pipes. The wastewater collection system serves over 30,000 customers. The Utility Department responds to customer requests, performs regularly scheduled line inspections, cleans wastewater mains to prevent blockages or pipe collapses, and makes repairs as required.

The most significant challenge facing the Water Reclamation Fund in this budget is financing the significant infrastructure needs. The City maintains a 20-year sewer model to project the financial needs of the Water Reclamation Utility Program. Rate projections for the next five years will be subject to much discussion as a result of the short and long term collection system options chosen as part of the update to the Collection System Master Plan (CSMP) and the expansion of the Urban Growth Boundary (UGB). The City continues to work on reducing these rate impacts while ensuring the financial stability of the Water Reclamation Fund.

The Utility Department has adopted the One Water model of operation to gain efficiencies by cross training across all three disciplines of the Utility: Water, Water Reclamation and Stormwater. The cross training of staff was a concept borne out of necessity during the recession when the Utility Department of Public Works, along with all other City Departments, was required to reduce or flat line staffing, but provide the same level of service. Having staff trained to perform in all three areas allows the Utility Department to not only be more efficient, but to be more adaptable to changing regulations, operational and maintenance needs, community values and internal City goals and objectives. This new model has changed the budgeting process as many employees are now being paid for by all three funds.

Support Services Program

The Support Services Program is comprised of four groups:

- ✧ The Administration Service group performs all administrative duties related to the Utility Department. These duties include:
 - Overall management, including strategic and long term planning
 - General administrative support including purchasing, human resources and financial analysis & management
 - Internal and external communications
- ✧ The Safety Program performs all safety related activities including:
 - Safety training development and scheduling, including emergency management for Utilities and Street Operations departments
 - Operational program analysis and operator certification training
 - Oversight of the Internal Services Departments safety program
- ✧ The Data Services group manages the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS) and computer-aided design (CAD) software programs, as well as as-built file archives. The utility data is provided to internal and external customers in both database and mapping functions for use in field operations, design and construction services.
- ✧ Customer Service operates with the understanding of all the external and internal customer needs and affords prompt and thorough service to all. This group provides timely response to all customers and closes all communication loops inside, and outside, the organization. By having a single point of contact to respond to an issue the customer benefits by effectively receiving a definitive answer and prompt service.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 1,104,430	\$ 1,239,600	\$ 1,367,600	\$ 1,406,500	\$ 2,774,100		
Materials and services	238,052	356,078	338,800	361,600	700,400		
Capital outlay:							
Vehicle/equipment	-	53,500	8,000	-	8,000		
Construction/infrastructure	102,062	75,000	-	-	-		
Program Total	1,444,544	1,724,178	1,714,400	1,768,100	3,482,500		
Debt service	7,023,652	2,528,600	4,685,200	6,831,500	11,516,700		
Interfund transfers	4,093,787	3,767,350	5,665,350	5,889,150	11,554,500		
Support Services	\$ 12,561,983	\$ 8,020,128	\$ 12,064,950	\$ 14,488,750	\$ 26,553,700		
Full Time Equivalents	11.41	11.41	11.48	11.28	11.28		

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Develop a written asset management plan that includes all Utility programs and can be validated by the City's executive leadership
- ✘ Revise the Utility Department Strategic Plan to align with City Council goals and priorities as well as meet internal Utility Department objectives
- ✘ Support the LEAP project through HR implementation, Extended Financials implementation, IIPA implementation and the planning for Utility Billing implementation
- ✘ Develop and implement a robust internal training program that can provide required continuing education units (CEUs) for operations staff, and enhance the skill sets of Utility employees
- ✘ Develop a manageable fleet replacement program in coordination with the City's Fleet Manager

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Supported the LEAP project through Core Financials implementation and HR development
- ✘ Strong financial management kept operations and maintenance expenses in alignment with 2015 – 2017 budget estimates
- ✘ Implemented an internal communications program that has improved information flow within the Utility Department
- ✘ Developed annual public outreach and event coordination plans to improve the public's understanding of the City's Utility Department core responsibilities
- ✘ Began utilizing SharePoint to manage information and enhance project collaboration
- ✘ Successfully trained Utility staff to utilize the City's new mapping application, enhancing the mobile technology environment
- ✘ Provided significant support for the City's transition to a new website platform
- ✘ Identified over 800 unbilled sewer accounts that are now being added to the billing system

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ The Water Reclamation Fund will begin paying debt service in 2017-2019 related to the issuance of DEQ debt authorized in prior fiscal years.

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✘ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✘ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

Environmental Compliance Program

The Industrial Pretreatment Program (IPP) ensures compliance with all federal, state and local pretreatment laws. The program is developed to ensure the health and safety of the collection system workers, to protect the City's expensive infrastructure and to guard the biological process at the City's water reclamation facility. This program also supports the Extra Strength Charge (ESC) program.

	ACTUALS		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 476,654	\$ 453,000	\$ 462,500	\$ 478,600	\$ 941,100
Materials and services	61,460	51,900	66,500	68,000	134,500
Capital outlay:					
Vehicle/equipment	-	-	10,400	50,400	60,800
Environmental Compliance	\$ 538,113	\$ 504,900	\$ 539,400	\$ 597,000	\$ 1,136,400
Full Time Equivalents	5.00	5.00	4.00	4.00	4.00

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Continue sampling/inspections of all needed industries
- ✧ Coordinate with EIPD on flow monitoring
- ✧ Continue monitoring and inspections of FOG, auto industry and breweries

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Completed all requirements for DEQ required IPP program
- ✧ Maintained FOG Program Inspections
- ✧ Continued development and execution of Auto Inspection Program, ESC Program and Flow Monitoring Program

Significant Changes from the 2015 – 2017 Biennial Budget

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

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

Water Reclamation Facility (WRF) Operations and Maintenance Program

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

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 1,181,387	\$ 1,392,800		\$ 1,593,100	\$ 1,664,600	\$ 3,257,700
Materials and services	1,277,287	1,465,400		1,424,200	1,302,820	2,727,020
Capital outlay:						
Vehicle/equipment	279,519	355,000		30,000	30,000	60,000
Repairs and maintenance	-	-		175,000	100,000	275,000
Water Reclamation Facility O&M	\$ 2,738,194	\$ 3,213,200		\$ 3,222,300	\$ 3,097,420	\$ 6,319,720
Full Time Equivalents	14.00	14.00		14.50	14.50	14.50

Goals for the 2017 – 2019 Biennial Budget

- ✘ Operate the WRF efficiently and within DEQ permit limits during the Capacity Improvements project
- ✘ Support the Capacity Improvements project and ensure a positive performance certification
- ✘ Further integrate asset management into the WRF maintenance program
- ✘ Continue researching technologies for solids handling operations

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Continue to train operations and maintenance staff on the new Integrated Fixed Activated Sludge (IFAS) treatment process and equipment, UV Disinfection and Sodium Hypochlorite systems and all new equipment from the Capacity Improvements project
- ✘ Operate the WRF within permitted limits
- ✘ Update the Biosolids Management Plan, Recycled Water Plan, and Groundwater Monitoring Plan and renew the Wastewater Pollutant Control Facility (WPCF) permit
- ✘ Begin the Solids Handling Study to advise solids handling practices at the facility for the next 20 years
- ✘ Implement and refine the WRF Apprenticeship program

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Supported the Secondary Expansion construction project
- ✘ Ongoing improvements made to the Biosolids Application Program with approved Class A product and a strengthened regulatory compliance program
- ✘ Investigated process efficiency improvement with the Magnesium Hydroxide pilot test
- ✘ Hired and trained two new operators

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ Increased electrical costs are estimated during the biennium. This increase is partially offset by energy savings from new turbo blowers, but includes increased energy required for UV disinfection, and anticipated energy from running the integrated fixed film activated sludge (IFAS) process and increased capacity of the WRF.
- ✘ Increased budget for equipment >\$5,000 is included in the budget to replace equipment that was intended to be replaced with the completion of the Secondary Expansion project that has been on hold since December 2015
- ✘ New .5 FTE Office Specialist II to support the 20 operations and technical staff at the WRF

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✘ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✘ Refer to Repair & Replacement Capital Project Plan on the following page for details

Wastewater Collection System Operations and Maintenance Program

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

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

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 2,197,292	\$ 2,338,800		\$ 2,567,800	\$ 2,720,400	\$ 5,288,200
Materials and services	1,196,620	1,567,600		1,945,800	1,762,900	3,708,700
Capital outlay:						
Vehicle/equipment	155,038	308,100		104,500	30,000	134,500
Repairs and maintenance	3,183	590,000		600,000	900,000	1,500,000
Collection System O&M	\$ 3,552,132	\$ 4,804,500		\$ 5,218,100	\$ 5,413,300	\$ 10,631,400
Full Time Equivalents	21.18	21.18		21.85	22.35	22.35

Goals for the 2017 – 2019 Biennial Budget

- ✘ Support the Southeast Interceptor, Drake Lift Station, Riverhouse Lift Station, Plant Interceptor and North Force Mains construction projects
- ✘ Safely convey wastewater from households to the Water Reclamation Facility
- ✘ Reduce sanitary sewer overflows to less than 10 per year
- ✘ Further integrate Infor Asset Management into the Collection System maintenance program
- ✘ Replace aging lift stations, and decommission lift stations associated with new interceptor projects
- ✘ Upgrade aging equipment to increase system reliability at sewer lift / pump stations

- ✧ Install video surveillance and enhance site security at remote sewer locations
- ✧ Perform necessary upgrades to the Wonderware SCADA system
- ✧ Support the Capacity Improvements Project at the WRF

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Work collectively with the Fats, Oils and Grease (FOG) Program to reduce sanitary sewer overflows and FOG, which requires increased sewerline maintenance by City staff
- ✧ Continue to develop and implement the root control and smoke testing programs
- ✧ Work to improve sewer infrastructure in the former Juniper Utility service area
- ✧ Upgrade and standardize wastewater lift stations to improve reliability and safety, reduce equipment down time, and decrease potential of sanitary sewer overflows
- ✧ Complete upgrades identified in the CSMP
- ✧ Coordinate collection system repair work with paving schedules and right of way work planned by other utilities
- ✧ Continue to develop and implement the manhole rehabilitation program
- ✧ Coordinate the inspection of large sewer pipe systems, as recommended in the CSMP
- ✧ Develop a formal odor control program and implement, as recommended in the CSMP
- ✧ Continue to develop and implement training programs for increased utilization of Collections staff
- ✧ Utilize trenchless technology programs for collection system rehabilitation in the downtown area
- ✧ Design / engineer and complete replacement of the Digester Programmable Logic Controllers (PLCs) at the Water Reclamation Facility
- ✧ PLC/radio/SCADA upgrades at sites identified as critical by Collections staff

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Provided significant technical review and operational assistance in support of the design and construction phases of the Southeast Interceptor, Plant Interceptor, Bend South Sewer Analysis, Wood River Village Sewer Analysis and North Force Mains projects
- ✧ Supported CIP projects including the Colorado Lift Station Project, Valhalla Odor Control Project, and Secondary Expansion Project
- ✧ Implemented upgrades to several lift stations
- ✧ Completed identification and prioritization of Collection System repairs and completed collection system repair work
- ✧ Completed cleaning and CCTV inspection of one fourth of the City sewer pipeline
- ✧ Completed upgrades to standard specifications for lift stations and concrete coating
- ✧ Developed procurement specifications for trenchless technology for collections pipe lining
- ✧ Completed asset hierarchy determination and new asset entry in INFOR asset management program
- ✧ Integration of mobile technology for SCADA, allowing remote access by Operations staff
- ✧ Replacement of aging equipment throughout the facility, to include drives, meters and analytical equipment

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ Refer to Repair & Replacement Capital Project Plan on the following page for details

Capital Infrastructure Program

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

In addition to CIP Projects, EIPD is responsible for 102 Water Reclamation Repair and Replacement (R&R) projects identified in the Collection System Master Plan and organized under the Collection System Enhancement Program. The projects are prioritized in collaboration with the Utilities department and with CDD Private Development Engineering as needed.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19	2017-18	2018-19	2017-19
Personnel services	\$ 319	\$ -	\$ -	\$ -	\$ -			
Materials and services	10,123	106,500	100,000	100,000	200,000			
Capital outlay:								
Repair & replacement	80,100	1,000,000	1,000,000	1,000,000	2,000,000			
Construction/infrastructure	8,890,049	35,230,900	45,753,000	13,730,000	59,483,000			
Program Total	8,980,590	36,337,400	46,853,000	14,830,000	61,683,000			
Interfund transfers	2,052,100	1,733,100	102,500	102,500	205,000			
Capital Infrastructure	\$ 11,032,690	\$ 38,070,500	\$ 46,955,500	\$ 14,932,500	\$ 61,888,000			

Goals for the 2017 - 2019 Biennial Budget

- ✘ Continue to deliver water reclamation infrastructure projects on schedule, within scope as budgeted
- ✘ Continue to seek synergy with other projects

Key Operational Objectives for the 2017 - 2019 Biennial Budget

- ✘ Prepare technical updates and amendment to the Collection System Master and analyze water and sewer SDC projects lists in support of the UGB implementation
- ✘ Continue to work with Environmental Compliance Division on flow monitoring to review the timing and need of projects identified in the CSMP

Major Accomplishments during the 2015 - 2017 Biennium

- ✘ Added \$33.8 million in infrastructure improvements
- ✘ Received recognition in the "Oregon DEQ Annual Update" for managing over \$100 million in loans from the Department of Environmental Quality (DEQ) on six water reclamation projects through the Clean Water State Revolving Fund (CWSRF) loan program
- ✘ Achieved substantial completion on Colorado Pump Station and Force Main projects
- ✘ Achieved substantial completion on Valhalla Odor Control
- ✘ Achieved substantial completion on SEI Segments F&G and 4&5R

Significant Changes from the 2015 - 2017 Biennial Budget

- ✘ Dissolution of the Secondary Expansion and the Southeast Interceptor Construction funds to form a single Water Reclamation fund
- ✘ De-scoping WRF Secondary Expansion and repackaging of the Water Reclamation Facility Projects

- ✧ Escalated North Interceptor with new alignment and updated costs identified by the optimization as part of the UGB expansion analysis
- ✧ Increased cost for East Interceptor due to realignment, increased scope and coordinated design to be completed in conjunction with the North Interceptor
- ✧ Added Southeast Bend Septic Solutions as directed by Council
- ✧ Added SEI Phase I Extension

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ Refer to Repair & Replacement Capital Project Plan on the following page for details
- ✧ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

INFRASTRUCTURE
Water Reclamation Utility Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Average daily flow (Mg/D)	5.76	5.82	6.02	6.20	6.30
Annual dry tons of biosolids produced	1,394	1,354	1,400	1,450	1,450
<i>Effectiveness Measures:</i>					
Number of odor complaints	41	49	32	30	25
Number of sanitary sewer overflows (SSOs) per year	6	6	14	10	10
% of Permitted Industries sampled and inspected	100%	100%	100%	100%	100%
Service Connections/FTE	627	627	653	655	658
Planned Maintenance hours (%) ¹	52%	40%	50%	58%	58%
<i>Efficiency Measures:</i>					
O&M Cost of Wastewater Treatment Services (\$/MG)	\$ 1,255	\$ 1,157	\$ 1,149	\$ 1,342	\$ 1,299
Average monthly residential bill ²	\$ 49.81	\$ 50.96	\$ 52.18	\$ 53.84	\$ 55.37

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

² Using Winter Quarter Average

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
<u>Support Services</u>					
One (1) Work Truck replacement	\$ -	\$ -	\$ 40,000	\$ -	\$ -
One (1) Leak Detection Unit replacement	-	-	3,000	-	-
One (1) GPR Unit replacement	8,000	-	-	-	-
	<u>\$ 8,000</u>	<u>\$ -</u>	<u>\$ 43,000</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Environmental Compliance</u>					
One (1) Work Truck replacement	\$ -	\$ 40,000	\$ -	\$ -	\$ -
One (1) Laser Flow monitor	10,400	10,400	-	-	-
One (1) Flow monitor (laser or ultrasonic) equipment	-	-	10,400	10,400	10,400
	<u>\$ 10,400</u>	<u>\$ 50,400</u>	<u>\$ 10,400</u>	<u>\$ 10,400</u>	<u>\$ 10,400</u>
<u>Water Reclamation Facility O&M</u>					
Significant equipment replacement (due to project delay)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
<u>Water Collection System O&M</u>					
One (1) Constr. Emergency Repair Trailer	\$ 5,000	\$ -	\$ -	\$ -	\$ -
One (1) TV Van replacement	-	-	-	300,000	-
One (1) Vactor replacement	-	-	450,000	-	-
One (1) Work Truck- new	-	-	-	50,000	-
Small Sewer Cleaning Machine (Easement areas)	-	-	60,000	-	-
One (1) Trailer mounted hot jetter unit	40,500	-	-	-	-
Lift Station Large Pump upgrades	40,000	30,000	40,000	40,000	40,000
Emergency Diesel Bypass Pump- Westside LS	-	-	250,000	-	-
One (1) Work Truck- new	-	-	-	50,000	-
Temperature block calibrator (for WRF)	9,000	-	-	-	-
Conduit threader & accessories	6,000	-	-	-	-
Thermal Imager (split 50% w water)	4,000	-	-	-	-
	<u>\$ 104,500</u>	<u>\$ 30,000</u>	<u>\$ 800,000</u>	<u>\$ 440,000</u>	<u>\$ 40,000</u>
Total	\$ 152,900	\$ 110,400	\$ 883,400	\$ 480,400	\$ 80,400

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
<u>Water Reclamation Facility</u>					
Replace automated front gate	\$ 75,000	\$ -	\$ -	\$ -	\$ -
WRF plant upgrades	100,000	100,000	100,000	100,000	100,000
	<u>\$ 175,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>
<u>Water Collection System O&M</u>					
CIPP Sewerline Rehabilitation Projects	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 700,000
Collection Lift Station upgrades	50,000	50,000	100,000	100,000	100,000
WRF Panel upgrades-design	50,000	50,000	100,000	100,000	100,000
WRF Panel upgrades-construction	-	300,000	-	-	-
	<u>\$ 600,000</u>	<u>\$ 900,000</u>	<u>\$ 800,000</u>	<u>\$ 800,000</u>	<u>\$ 900,000</u>
<u>Capital Infrastructure Program</u>					
Collection System Enhancement Projects	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Total	<u>\$ 1,775,000</u>	<u>\$ 2,000,000</u>	<u>\$ 1,900,000</u>	<u>\$ 1,900,000</u>	<u>\$ 2,000,000</u>

Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1SPSD Pump Station Decommissions Program	5	\$ 350,000	\$ 1,165,000	\$ -	\$ -	\$ -	\$ 1,515,000
1SP1X SEI Phase 1 Extension	5	8,000,000	-	-	-	-	8,000,000
1S2S3 SEI Schedule 2S&3	1	11,300,000	-	-	-	-	11,300,000
1S45R SEI Schedule 4\$5R	1	3,000,000	-	-	-	-	3,000,000
1SNAF North Area Force Main	1	1,700,000	-	-	-	-	1,700,000
1SNAS North Area Gravity Main	1	1,100,000	-	-	-	-	1,100,000
1SRLS Riverhouse Lift Station Hydraulic Upgrade	3	400,000	-	-	-	-	400,000
1SCAP Capacity Improvements	5	7,998,000	-	-	-	-	7,998,000
1SPSO Parallel Sewer on Olney Avenue	5	605,000	-	-	-	-	605,000
1SWRF Secondary Expansion	1	1,500,000	1,000,000	-	-	-	2,500,000
1SPIR Plant Interceptor Rehabilitation	5	5,150,000	5,515,000	-	-	-	10,665,000
1SBSS Southeast Bend Septic Solutions	5	1,150,000	800,000	-	-	-	1,950,000
1S036 Drake Lift Station Condition Upgrade	5	1,000,000	1,000,000	-	-	-	2,000,000
1SEIP East Interceptor	5	1,000,000	1,000,000	-	-	-	2,000,000
1SAMM Amethyst Mahogany Street Sewer	5	250,000	1,000,000	1,250,000	-	-	2,500,000
1SSHI Solids Handling Improvement Project	5	250,000	250,000	2,500,000	2,500,000	-	5,500,000
1SNIP North Interceptor	5	1,000,000	1,000,000	7,000,000	7,000,000	7,000,000	23,000,000
1SHWK Headworks	5	-	1,000,000	-	-	-	1,000,000
1SOC1 Odor Control Master Plan	N/A	-	-	1,050,000	-	-	1,050,000
1SSLA Sewer Storage - Land Acquisition	N/A	-	-	730,000	-	-	730,000
1SPIC Plant Interceptor Condition Assessment	5	-	-	630,000	-	-	630,000
1SMP1 Collection System Master Plan (Years 6-10)	N/A	-	-	750,000	-	-	750,000
1SFPU Facilities Plan Update	N/A	-	-	500,000	-	-	500,000
1SSFU Support Facilities Upgrade	N/A	-	-	1,250,000	1,250,000	-	2,500,000
1SGPA Gravity Pipe Condition Assessment	5	-	-	200,000	200,000	200,000	600,000
Total Water Reclamation CIP		\$ 45,753,000	\$ 13,730,000	\$ 15,860,000	\$ 10,950,000	\$ 7,200,000	\$ 93,493,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

Stormwater Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 5,041,815	\$ 3,457,200	\$ 3,738,760	\$ 4,778,355	\$ 4,778,355	\$ 4,778,355
Charges for services	5,105,375	6,592,900	6,711,055	7,452,000	7,452,000	7,452,000
Interfund charges	29,724	34,400	37,342	39,300	39,300	39,300
Interfund transfers	-	39,840	189,212	350	350	350
Investment income	53,921	61,500	102,230	112,100	112,100	112,100
Miscellaneous	3,553	1,800	-	-	-	-
Issuance of long-term debt	-	-	-	820,000	820,000	820,000
TOTAL RESOURCES	\$ 10,234,389	\$ 10,187,640	\$ 10,778,599	\$ 13,202,105	\$ 13,202,105	\$ 13,202,105

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Operations and maintenance	\$ 2,681,514	\$ 3,388,607	\$ 2,812,015	\$ 4,373,200	\$ 4,331,800	\$ 4,331,800
Regulatory program	-	947,583	762,191	960,200	947,600	947,600
Capital Infrastructure	2,099,875	1,027,000	546,689	952,000	952,000	952,000
Total	4,781,389	5,363,190	4,120,895	6,285,400	6,231,400	6,231,400
Debt service	-	-	-	156,200	156,200	156,200
Interfund transfers	1,714,240	1,923,470	1,879,350	2,665,000	2,719,000	2,719,000
Contingency	-	800,000	-	800,000	800,000	800,000
Reserves	-	2,100,980	-	3,295,505	3,295,505	3,295,505
TOTAL REQUIREMENTS	\$ 6,495,629	\$ 10,187,640	\$ 6,000,244	\$ 13,202,105	\$ 13,202,105	\$ 13,202,105
<i>By Category:</i>						
Personnel services	\$ 1,771,384	\$ 2,562,220	\$ 2,310,502	\$ 2,756,700	\$ 2,702,700	\$ 2,702,700
Materials and services	646,264	1,103,970	701,914	1,236,700	1,236,700	1,236,700
Capital outlay:						
Vehicle/equipment	260,277	420,000	390,141	850,000	850,000	850,000
Repair & replacement	3,589	250,000	171,649	490,000	490,000	490,000
Construction/infrastructure	2,099,875	1,027,000	546,689	952,000	952,000	952,000
Total capital outlay	2,363,741	1,697,000	1,108,478	2,292,000	2,292,000	2,292,000
Debt service	-	-	-	156,200	156,200	156,200
Interfund transfers	1,714,240	1,923,470	1,879,350	2,665,000	2,719,000	2,719,000
Contingency	-	800,000	-	800,000	800,000	800,000
Reserves for:						
Future construction	-	2,100,980	-	3,295,505	3,295,505	3,295,505
TOTAL REQUIREMENTS	\$ 6,495,629	\$ 10,187,640	\$ 6,000,244	\$ 13,202,105	\$ 13,202,105	\$ 13,202,105

INFRASTRUCTURE **Stormwater Utility Fund**

Overview

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

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

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

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

The Utility Department has adopted the One Water model of operation to gain efficiencies by cross training across all three disciplines of the Utility: Water, Water Reclamation and Stormwater. The cross training of staff was a concept borne out of necessity during the recession when the Utility Department of Public Works, along with all other City Departments, was required to reduce or flat line staffing, but provide the same level of service. Having staff trained to perform in all three areas allows the Utility Department to not only be more efficient, but to be more adaptable to changing regulations, operational and maintenance needs, community values and internal City goals and objectives. This new model has changed the budgeting process as many employees are now being paid for by all three funds.

Stormwater Operations and Maintenance Program

The Stormwater Operations and Maintenance program provides for the maintenance and repair of stormwater infrastructure, including pipe and catch basin repair, drill hole reconditioning, water quality controls, and system cleaning. This program pays for system operation, including emergency response during flooding events. This program funds three full time employees within the City street sweeping program, which removes sediment from streets and stormwater runoff thereby protecting catch basin and drill hole operations from prematurely failing.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19			
Personnel services	\$ 775,256	\$ 996,200	\$ 988,100	\$ 1,031,000	\$ 2,019,100			
Materials and services	187,327	343,600	493,500	479,200	972,700			
Capital outlay:								
Vehicle/equipment	307,983	30,000	500,000	350,000	850,000			
Repairs and maintenance	21,649	150,000	340,000	150,000	490,000			
Program Total	1,292,215	1,519,800	2,321,600	2,010,200	4,331,800			
Debt service	-	-	-	156,200	156,200			
Interfund transfers	1,031,150	848,200	815,200	843,800	1,659,000			
Operations and Maintenance	\$ 2,323,364	\$ 2,368,000	\$ 3,136,800	\$ 3,010,200	\$ 6,147,000			
Full Time Equivalents	9.56	9.56	9.53	9.53	9.53			

Goals for the 2017 – 2019 Biennial Budget

- ✘ Efficiently operate and maintain the Stormwater system
- ✘ Complete all maintenance as required by the WPCF and NPDES permits
- ✘ Implement the Stormwater Capital Improvement Plan
- ✘ Fully integrate Asset Management into the Stormwater Maintenance Plan

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Complete drill hole reconditioning including pretreatment at ten localized flooding sites
- ✘ Complete Open-top Dry Well replacement project
- ✘ Complete system repair according to integrated capital maintenance plan
- ✘ Begin maintenance of stormwater systems at City owned facilities (Police, Fire, Downtown Campus, and Boyd Acres Campus)
- ✘ Prioritize and implement improvements from the South Awbrey Butte Drainage Study
- ✘ Complete the UIC upgrade project for open grate drywells

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Cleaned and/or inspected all stormwater facilities, meeting permit compliance needs
- ✘ Reconditioned eighteen drill holes to reduce flooding in localized areas
- ✘ Updated, ranked and prioritized flooding response to better help coordinate City flood response
- ✘ Responded during several flood events, preventing damage to properties and improving street safety
- ✘ Innovated new internal cleaning methods for drill holes and devices to keep sediment out of the storm system
- ✘ Completed cross- training of Stormwater Utility staff with Collection System staff to increase efficiencies across Utility Departments
- ✘ Supported modelling and design of the South Awbrey Butte Drainage Study and Galveston Storm line improvement project
- ✘ Completed improvements for localized flooding on Shevlin Drive and 5th and Roanoke
- ✘ Completed the Drake and Dohema stormwater lift station project

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ Increased funding for swale maintenance

- ✧ Purchase of new street sweeper and replacement of one hydro-excavator (Vactor) will be funded by long term debt

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ Refer to Repair & Replacement Capital Project Plan on the following page for details

Stormwater Regulatory Program

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

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 270,746	\$	268,300	\$ 337,300	\$ 346,300	\$ 683,600
Materials and services	75,887		95,100	152,800	111,200	264,000
Capital outlay:						
Vehicle/equipment	24,858		27,300	-	-	-
Regulatory program	\$ 371,491	\$	390,700	\$ 490,100	\$ 457,500	\$ 947,600
Full Time Equivalents	2.70		2.70	2.87	2.77	2.77

Goals for the 2017 – 2019 Biennial Budget

- ✧ Negotiate the reissuance of the City's NPDES Municipal Separate Storm Sewer System (MS4) permit and begin implementation
- ✧ Comply with the City's permits and regulations related to stormwater pollution prevention
- ✧ Prepare for Total Maximum Daily Load development and requirements

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Implement Integrated Stormwater Management Plan 2022
- ✧ Improve inspection/enforcement recordkeeping with implementation of LEAP project
- ✧ Increase understanding of location and types of private stormwater facilities for use in increasing closure efficiency during public emergencies, and for improving understanding for regulatory negotiation and compliance
- ✧ Be innovative in conducting outreach and public participation program to address multiple regulatory requirements in an incentive-based community-based social marketing manner to increase effectiveness

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ City has completed regulatory requirements and provided all regulatory submittals on time
- ✧ City conducted successful Clean Water Works community education and outreach pilot project

Capital Infrastructure Program

The Stormwater Capital Improvement Program focuses on implementing the projects identified in the 2014 Stormwater Master Plan update. These projects are coordinated and prioritized with other projects such as the Galveston reconstruction, 3rd Street Accessibility project, and many others.

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Capital outlay:					
Construction/infrastructure	\$ 121,689	\$ 425,000	\$ 10,000	\$ 942,000	\$ 952,000
Program Total	121,689	425,000	10,000	942,000	952,000
Interfund transfers	-	-	300,000	760,000	1,060,000
Capital Infrastructure	\$ 121,689	\$ 425,000	\$ 310,000	\$ 1,702,000	\$ 2,012,000

Goals for the 2017 - 2019 Stormwater Biennial Budget

- ✧ Prepare technical updates and amendment to the Stormwater Master Plan applying engineering standards developed during the 2014 Collection System Master Plan Update to create consistency between master planning documents
- ✧ Continue to seek synergy projects that address critical stormwater needs with transportation, water, and sewer projects

Key Operational Objectives for the 2017 - 2019 Stormwater Biennial Budget

- ✧ Implement the findings for the South Awbrey Butte Drainage Study

Major Accomplishments during the 2015 - 2017 Biennium

- ✧ Added over \$3.5 million in infrastructure improvements with the completion of South 3rd Street Stormwater Phase I, South 3rd Street Stormwater Phase II and Third Street Underpass

Significant Changes from the 2015 - 2017 Biennial Budget

- ✧ Added Galveston Storm Sewer Upgrades
- ✧ Added Franklin & Greenwood Underpass
- ✧ Added Roosevelt & McKinley

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

INFRASTRUCTURE
Stormwater Utility Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
% Regulatory submittals completed on time	100%	100%	100%	100%	100%
Yards of debris removed	214	234	576	500	500
Storm drains cleaned/inspected	8,677	8,417	9,866	10,130	10,130
UICs cleaned/inspected	5,281	5,001	5,915	5,929	5,929
# Swales maintained	508	673	1,048	1,062	1,062
<i>Effectiveness Measures:</i>					
Average number of work orders per employee per month	481	519	500	500	500
Planned Maintenance hours (%) ¹	32%	31%	53%	58%	58%
<i>Efficiency Measures:</i>					
Customers per FTE	5,320	4,648	4,175	4,233	4,291
Stormwater Fee per Equivalent Dwelling Unit	\$ 4.00	\$ 5.00	\$ 5.15	\$ 5.30	\$ 5.46

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

INFRASTRUCTURE
Stormwater Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vactor replacement	\$ 450,000	\$ -	\$ 450,000	\$ -	\$ -
One (1) Sweeper new	-	350,000	-	-	-
One (1) work truck	50,000	-	-	-	-
Total	\$ 500,000	\$ 350,000	\$ 450,000	\$ -	\$ -

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
System Repair - Flooding projects	\$ 190,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000
Pioneer Park Stormwater Improvements	150,000	-	-	-	-
Total	\$ 340,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000

Capital Improvement Program 2018-2022

**Stormwater
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1RMP1 Stormwater Master Plan Update	N/A	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
1RABD South Awbrey Butte Drainage Study	N/A	10,000	-	-	-	-	10,000
1RNPR Newport Pipe Replacement Design	5	-	442,000	-	-	-	442,000
1RFGU Franklin & Greenwood Underpass	5	-	-	-	120,000	600,000	720,000
1RRMC Roosevelt & McKinley	5	-	-	-	104,000	475,000	579,000
Total Stormwater CIP		\$ 10,000	\$ 942,000	\$ -	\$ 224,000	\$ 1,075,000	\$ 2,251,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

**Internal Service Fund - Departmental Administration
Utilities Laboratory**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 34,971	\$ 284,900	\$ 304,413	\$ 549,890	\$ 549,890	\$ 549,890
Charges for services	428	860	2,750	1,600	1,600	1,600
Interfund transfers	2,076,162	2,667,755	2,319,129	2,242,300	2,242,300	2,242,300
Investment income	4,264	37,400	39,553	-	-	-
TOTAL RESOURCES	\$ 2,115,825	\$ 2,990,915	\$ 2,665,846	\$ 2,793,790	\$ 2,793,790	\$ 2,793,790

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Utilities Laboratory	\$ 1,540,237	\$ 2,256,377	\$ 1,873,032	\$ 2,424,300	\$ 2,423,200	\$ 2,423,200
Interfund transfers	271,174	578,474	242,923	236,000	237,100	237,100
Contingency	-	156,064	-	133,490	133,490	133,490
TOTAL REQUIREMENTS	\$ 1,811,411	\$ 2,990,915	\$ 2,115,956	\$ 2,793,790	\$ 2,793,790	\$ 2,793,790
By Category:						
Personnel services	\$ 1,250,383	\$ 1,660,922	\$ 1,435,273	\$ 1,786,000	\$ 1,773,400	\$ 1,773,400
Materials and services	281,010	452,000	314,894	379,800	391,300	391,300
Capital outlay:						
Vehicle/equipment	8,845	143,455	122,865	258,500	258,500	258,500
Interfund transfers	271,174	578,474	242,923	236,000	237,100	237,100
Contingency	-	156,064	-	133,490	133,490	133,490
TOTAL REQUIREMENTS	\$ 1,811,411	\$ 2,990,915	\$ 2,115,956	\$ 2,793,790	\$ 2,793,790	\$ 2,793,790

INFRASTRUCTURE **Utilities Laboratory**

Overview

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

- ✧ Drinking water analysis
- ✧ Wastewater / reuse water / biosolids analysis
- ✧ Industrial user waste discharge analysis
- ✧ Water Quality Monitoring Program (Deschutes River, Bridge Creek and Tumalo Creek)
- ✧ Stormwater sampling / analysis and telemetry
- ✧ Hazardous waste management for the Utilities and Streets & Operations Departments
- ✧ Specially requested analysis in conjunction with capital improvement projects
- ✧ Technical support including data analysis, database management and reporting
- ✧ Preparation and distribution of annual water quality report to all Bend water consumers

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

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 703,773	\$ 731,500	\$ 867,900	\$ 905,500	\$ 1,773,400		
Materials and services	135,357	179,538	189,600	201,700	391,300		
Capital outlay:							
Vehicle/equipment	77,865	45,000	108,500	150,000	258,500		
Program Total	916,995	956,038	1,166,000	1,257,200	2,423,200		
Interfund transfers	121,223	121,700	115,500	121,600	237,100		
Utilities Laboratory	\$ 1,038,218	\$ 1,077,738	\$ 1,281,500	\$ 1,378,800	\$ 2,660,300		
Full Time Equivalents	7.00	7.00	7.00	7.00	7.00		

Goals for the 2017 – 2019 Biennial Budget

- ✧ Perform, manage and report all required testing for all utility divisions
- ✧ Maintain The NELAC Institute (TNI) and Oregon Laboratory Accreditation Program (ORELAP) accreditation
- ✧ Utilize the LIMS (Laboratory Information Management System) with existing database systems to leverage process efficiencies and improve data availability and quality
- ✧ Continue to explore new technologies and automated instrumentation to meet anticipated regulatory mandates and further enhance quality, quantity and efficiency as well as lower operational expenditures

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Expand list of TNI / ORELAP accredited analysis methods to further ensure regulatory compliance

- ✧ Develop method and gain TNI / ORELAP accreditation for the Inductively Coupled Plasma Spectrometer/Mass Selective Detector (ICP-MS) used for the analysis of metals in drinking and surface water, domestic and industrial wastewater, stormwater, soil and biosolids
- ✧ Utilize the City's SharePoint technology to gain document management and collaborative work flow efficiencies
- ✧ Continue to promote and increase the use of the HACH-WIMS (Hach Water Information Management Solution) database management system for Water Operations, Water Reclamation, Stormwater, Industrial Pretreatment and the Water Resources divisions, as well as data integration with LIMS

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Established Field Sampling and Monitoring program to improve and regulate sample gathering, sample receiving and field instrument data for all field activities
- ✧ Maintained TNI / ORELAP accreditation resulting from recertification procedures and on-site audits
- ✧ Maintained all State of Oregon Drinking Water Program and United States Environmental Protection Agency (US EPA) regulated drinking water sampling, management, analysis, reporting and data management
- ✧ Maintained Oregon Department of Environmental Quality (OR-DEQ) Conditionally Exempt Hazardous Waste Generator Status for all registered location
- ✧ Continued and expanded Water Quality Monitoring Program and data reporting and analysis
- ✧ Continued to maintain and integrate the HACH WIMS database to improve required reporting and data analyses functions in cooperation with the Water Reclamation Facility (WRF) and Water divisions
- ✧ Conducted Quanti Tray 2000 enumeration study in cooperation with manufacturer in order to gain approval for use of Quanti Tray analyses for Total Coliforms and E. Coli detection and compliance in reuse water

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

INFRASTRUCTURE
Utilities Laboratory

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
# of Drinking Water Tests	2,950	2,894	3,072	3,115	3,255
- Potable water					
- State / EPA Water Quality Monitoring Tests					
- Source water					
- Operation & maintenance					
- New mains					
# of Wastewater Tests	11,006	10,850	10,505	10,900	11,500
- State Reported / Ops Control tests					
- IPP Local Limits Tests					
- IPP Commercial/industrial Tests					
# of Stormwater Tests	149	155	145	160	175
- Samples collected					
- Sample analyses / data management					
# of Water Quality Monitoring Tests	1,655	1,516	1,510	1,550	1,610
- Deschutes River samples collected					
- Deschutes River sample analyses					
- Bridge Creek samples collected					
- Bridge Creek sample analyses					
Effectiveness Measures:					
NELAC Accreditation	Yes	Yes	Yes	Yes	Yes
Efficiency Measures:					
Tests/hour/person	1.78	1.74	1.72	1.78	1.87

INFRASTRUCTURE
Utilities Laboratory

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
¹ One (1) YSI ExO Multi-parameter Sonde	\$ 18,500	\$ -	\$ 19,500	\$ 20,500	\$ -
² One (1) Replacement FS3000	90,000	-	-	-	-
³ One (1) Replacement ICP-MS	-	150,000	-	-	-
⁴ One (1) 6' Lab Fume Hood, installed	-	-	17,500	-	19,000
⁵ One (1) Replacement Chromatograph	-	-	75,000	-	-
One (1) Replacement SUV	-	-	-	28,000	-
One (1) Replacement Van	-	-	-	-	30,000
Total	\$ 108,500	\$ 150,000	\$ 112,000	\$ 48,500	\$ 49,000

Analytical Instrument definition (Items 1 through 5)

- ¹ Multiparameter instrument for field analysis of pH, nutrients chloride, conductivity, turbidity, temperature, dissolved oxygen, etc...
- ² Flow injection auto-analyzer for nutrients in drinking water, wastewater, stormwater
- ³ Laboratory instrument for analyzing trace metals in drinking water, wastewater, stormwater
- ⁴ Laboratory ventilation system
- ⁵ Laboratory instrument for analyzing ions (e.g., fluoride, chloride, nitrate, nitrite, sulfate, lithium, sodium, ammonium, potassium, calcium, and magnesium) in drinking water, wastewater, stormwater

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

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 456,028	\$ 1,502,300	\$ 1,900,042	\$ 3,555,790	\$ 3,555,790	\$ 3,555,790
Licenses and permits	53,265	915,400	787,008	-	-	-
Charges for services	2,069,364	3,214,200	3,337,471	-	-	-
General fund subsidy	118,100	238,300	238,300	-	-	-
Interfund charges	620,839	173,800	154,947	45,000	45,000	45,000
Interfund transfers	6,362,335	9,592,751	6,996,500	6,353,700	6,353,700	6,353,700
Investment income	26,579	-	-	-	-	-
Miscellaneous	373	-	-	-	-	-
TOTAL RESOURCES	\$ 9,706,883	\$ 15,636,751	\$ 13,414,267	\$ 9,954,490	\$ 9,954,490	\$ 9,954,490

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
EIPD	\$ 4,205,702	\$ 6,413,844	\$ 5,230,172	\$ 7,574,842	\$ 7,564,742	\$ 7,564,742
Private Development Engineering	1,648,619	2,781,209	2,458,893	-	-	-
Transportation Planning	399,663	-	-	-	-	-
Total	6,253,984	9,195,053	7,689,065	7,574,842	7,564,742	7,564,742
Interfund transfers	1,552,857	4,651,042	2,169,412	2,279,616	2,289,716	2,289,716
Contingency	-	1,790,656	-	100,032	100,032	100,032
TOTAL REQUIREMENTS	\$ 7,806,841	\$ 15,636,751	\$ 9,858,477	\$ 9,954,490	\$ 9,954,490	\$ 9,954,490

By Category:						
Personnel services	\$ 5,716,782	\$ 7,774,453	\$ 6,963,276	\$ 7,001,600	\$ 6,960,300	\$ 6,960,300
Materials and services	438,573	982,857	572,139	310,242	341,442	341,442
Capital outlay:						
Vehicle/equipment	98,629	202,743	153,650	28,000	28,000	28,000
Intangibles	-	235,000	-	235,000	235,000	235,000
Total capital outlay	98,629	437,743	153,650	263,000	263,000	263,000
Interfund transfers	1,552,857	4,651,042	2,169,412	2,279,616	2,289,716	2,289,716
Contingency:						
EIPD	-	1,015,656	-	100,032	100,032	100,032
Private Development Engineering	-	775,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 7,806,841	\$ 15,636,751	\$ 9,858,477	\$ 9,954,490	\$ 9,954,490	\$ 9,954,490

INFRASTRUCTURE
Engineering and Infrastructure Planning Department

Overview

The Engineering and Infrastructure Planning Department (EIPD) is responsible for implementing the Capital Improvement Program (CIP) as well as master plans. EIPD provides professional services related to capital infrastructure project development and delivery in order to meet current and future needs of the community.

EIPD is responsible for coordinating between the Community Development, Utilities, Streets and Operations, Growth Management, and Legal Departments to ensure infrastructure development is consistent with current and long-term needs. The CIP focuses on ensuring that the planned Transportation, Stormwater, Water, and Water Reclamation infrastructure is constructed to meet the economic growth needs of our community.

Over the next 5 years, EIPD will oversee nearly \$157 million of the \$228 million planned infrastructure improvements on 56 projects in the following programs:

- ✧ Transportation, which is comprised of several programs focused on Safety, Bicycle and Pedestrian projects as well as Accessibility issues. These include Transportation Construction, BURM Crossing Construction, General Obligation Bond Construction, and Accessibility Construction funds
- ✧ Stormwater
- ✧ Water
- ✧ Water Reclamation

Additional information on projects can be found in the CIP section.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17		2017-18	2018-19	2017-19
Personnel services	\$ 2,377,362	\$ 2,567,900	\$ 3,413,100	\$ 3,547,200	\$ 6,960,300	
Materials and services	88,258	142,345	172,995	168,447	341,442	
Capital outlay:						
Vehicle/equipment	27,848	26,460	28,000	-	28,000	
Intangibles	-	-	235,000	-	235,000	
Program Total	2,493,467	2,736,705	3,849,095	3,715,647	7,564,742	
Interfund transfers	555,543	540,100	598,599	581,000	1,179,599	
EPD	\$ 3,049,010	\$ 3,276,805	\$ 4,447,694	\$ 4,296,647	\$ 8,744,341	
Full Time Equivalents	21.11	21.11	25.75	25.75	25.75	

Goals for the 2017 - 2019 Biennial Budget

- ✧ Provide support for continued expansion and upgrading of City infrastructure systems through development and implementation of public and private projects
- ✧ Provide engineering/planning assistance and expertise to internal and external clients
- ✧ Coordinate with various stakeholders and citizen committees to develop comprehensive, stable and long-term infrastructure financial plans
- ✧ Provide focused efforts for community outreach
- ✧ Look for public private partnerships, or other alternative delivery methods (design build, contract engineering services, etc.) for implementing infrastructure needs

Key Operational Objectives for the 2017 - 2019 Biennial Budget

- ✧ Implement capital projects as planned by the Capital Improvement Program
- ✧ Continue to coordinate with internal City departments to deliver Capital Improvement Program projects to the maximum benefit of rate payers
- ✧ Work with Human Resources Department to recruit and retain key staff
- ✧ Achieve adequate staffing levels needed to complete emerging Urban Growth Boundary (UGB) projects as well as the existing projects planned in the 5 Year CIP
- ✧ Monitor and measure objectives through monthly reporting updates
- ✧ Complete a new project management manual for the City
- ✧ Acquire and implement project management software that tracks scope, schedule, budget, along with all reports and communication for each project in a single location
- ✧ Develop a strategy for updating the *City of Bend Public Improvement Construction Procedures* (Standard & Specifications)

Major Accomplishments during the 2015 - 2017 Biennium

- ✧ Completed 20 projects with infrastructure improvements of nearly \$140 million
- ✧ Collaborated with Internal Service Divisions to implement the Project Modules for new core financial software implementation (Tyler Munis)
- ✧ Established a monthly report to communicate changes in scope, schedule and cost information on current and future CIP Projects
- ✧ Partnered with Oregon State University's Civil Engineering Co-op Program by providing an annual internship opportunity to selected students
- ✧ Designated a project engineer to focus on the management of transportation and accessibility projects
- ✧ Worked with Purchasing Department to improve how the City procures services for construction on large-scale projects
- ✧ Continued coordination with the Utility and Finance Departments to develop a more comprehensive long term rate model for utilities to stabilize rates in the future
- ✧ Worked with the Growth Management Department to develop the UGB infrastructure needs and update of associated planning documents
- ✧ Department relocated to City Hall Campus to improve interdepartmental coordination and reduce loss of productivity and travel related costs

Significant Changes from the 2015 - 2017 Biennial Budget

- ✧ Private Development Engineering Program will be accounted for in a new special revenue fund beginning July 1, 2017
- ✧ Adding five (5) Engineering FTE in the upcoming biennium to support continued expansion and upgrades to City infrastructure
- ✧ Established coordination with Growth Management, Utilities, Private Development Engineering, and Street & Operations to identify synergy projects to maximize efforts and mitigate construction disruptions to the community

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

INFRASTRUCTURE
Engineering and Infrastructure Planning Department (EIPD)

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Total # CIP Projects Budgeted	60	59	60	65	65
# Budgeted Projects in Active Status	27	27	29	44	33
Total cost of work scheduled	\$ 78,812,700	\$ 80,451,082	\$ 64,260,100	\$ 51,504,000	\$ 18,948,000
<i>Efficiency Measures:</i>					
Planned project value per project manager	\$ 9,851,588	\$ 10,056,385	\$ 7,140,011	\$ 3,678,857	\$ 1,353,429
Projects per project manager	3.4	3.4	3.2	4.0	2.2
Projects per Inspector	6.8	6.8	7.3	11.0	8.3

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) vehicle replacement	\$ 28,000	\$ -	\$ -	\$ -	\$ -
Project Portfolio Management Software	235,000	-	-	-	-
Total	\$ 263,000	\$ -	\$ -	\$ -	\$ -

Streets & Operations Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 2,685,268	\$ 3,160,100	\$ 3,160,081	\$ 5,064,187	\$ 5,064,187	\$ 6,254,187
Franchise fees	1,056,800	1,111,100	1,492,568	2,194,100	2,994,100	2,994,100
Intergovernmental revenues	10,931,191	10,691,900	11,046,826	11,180,237	11,180,237	11,180,237
General fund subsidy	5,450,000	10,924,833	10,916,900	12,604,000	13,099,500	13,099,500
Licenses and permits	305,818	297,100	40,112	-	-	-
Sale of capital assets	304,233	-	10,967	-	-	-
Interfund charges	934,302	518,000	608,276	496,000	496,000	496,000
Interfund transfers	1,014	197,770	217,667	28,000	62,268	62,268
Investment income	35,788	37,100	125,800	128,600	128,600	128,600
Miscellaneous	71,732	35,200	50,823	44,000	44,000	44,000
Issuance of long-term debt	-	-	-	1,273,800	1,273,800	1,273,800
TOTAL RESOURCES	\$ 21,776,146	\$ 26,973,103	\$ 27,670,020	\$ 33,012,924	\$ 34,342,692	\$ 35,532,692

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Support services	\$ 1,770,265	\$ 3,354,280	\$ 3,072,929	\$ 3,587,700	\$ 3,574,400	\$ 3,574,400
Street maintenance	12,161,166	17,884,318	13,313,076	22,750,572	24,101,440	25,291,440
Landscaping	501,327	971,270	905,892	1,445,720	1,437,920	1,437,920
Total	14,432,758	22,209,868	17,291,897	27,783,992	29,113,760	30,303,760
Debt service	401,225	401,000	400,525	554,600	554,600	554,600
Interfund transfers	3,782,083	4,025,383	3,723,411	4,131,530	4,131,530	4,131,530
Contingency	-	336,852	-	542,802	542,802	542,802
TOTAL REQUIREMENTS	\$ 18,616,066	\$ 26,973,103	\$ 21,415,833	\$ 33,012,924	\$ 34,342,692	\$ 35,532,692
<i>By Category:</i>						
Personnel services	\$ 6,079,847	\$ 7,712,248	\$ 7,209,310	\$ 9,300,500	\$ 9,236,700	\$ 9,236,700
Materials and services	3,289,897	4,348,791	4,339,308	5,245,019	5,245,019	5,245,019
Capital outlay:						
Vehicle/equipment	402,458	431,628	391,625	1,070,000	1,070,000	1,070,000
Construction/Infrastructure: ¹						
Street Preservation	4,660,556	9,717,201	5,351,655	10,393,476	11,787,044	12,977,044
ADA Curb Ramps	-	-	-	1,749,997	1,749,997	1,749,997
Construction/Infrastructure	4,660,556	9,717,201	5,351,655	12,143,473	13,537,041	14,727,041
Intangibles	-	-	-	25,000	25,000	25,000
Total capital outlay	5,063,014	10,148,829	5,743,280	13,238,473	14,632,041	15,822,041
Debt service	401,225	401,000	400,525	554,600	554,600	554,600
Interfund transfers	3,782,083	4,025,383	3,723,411	4,131,530	4,131,530	4,131,530
Contingency	-	336,852	-	542,802	542,802	542,802
TOTAL REQUIREMENTS	\$ 18,616,066	\$ 26,973,103	\$ 21,415,833	\$ 33,012,924	\$ 34,342,692	\$ 35,532,692

¹ The City's new Core Financial system provides the capability for more detailed project tracking. Reporting of construction costs as Street Preservation vs. Curb Ramps is not readily available for the prior budget reporting periods.

INFRASTRUCTURE **Streets and Operations Fund**

Overview

The Streets and Operations Department is responsible for street preservation, legends and markings, conducting winter sanding and plowing operations, landscape maintenance and vegetation control of public right of ways, sweeping services, street surface and sidewalk management/maintenance, accessibility construction improvements, traffic control, traffic signal program/maintenance, and bridge program/maintenance. The City of Bend has 850 lane miles, or 406 centerline miles. Approximately 230 lane miles are arterials and collectors, while 620 lane miles are local residential roadways.

Support Services Program

The Support Services program supports all Streets and Operations programs. The program includes a licensed transportation engineer who studies, plans and implements traffic control devices for Bend's transportation system. Other programmatic examples of Support Services include: upgrading and creating signal timing plans along major signal corridors, the bridge improvement program, traffic signal program, street light utility billing, street maintenance oversight and on-going signal timing and traffic control upgrade projects. In addition, the program works in conjunction with private development dealing with the on-going management and maintenance of lane closures, right of way and revocable permits as well as citizen service requests. Support Services also includes budget development and implementation, purchasing, staffing and work plans, and community outreach.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 776,043	\$ 785,300	\$ 1,105,500	\$ 1,154,100	\$ 2,259,600		
Materials and services	661,921	849,665	657,400	657,400	1,314,800		
Program Total	1,437,964	1,634,965	1,762,900	1,811,500	3,574,400		
Interfund transfers	833,902	812,633	904,800	871,800	1,776,600		
Support Services	\$ 2,271,866	\$ 2,447,598	\$ 2,667,700	\$ 2,683,300	\$ 5,351,000		
Full Time Equivalents	8.40	9.40	8.80	8.80	8.80		

Goals for the 2017 – 2019 Biennial Budget

- ✘ Continue to assess and refine the duties and needs of the support service program in conjunction with the transportation focus and implementation of the UGB
- ✘ Support the design, construction, and management of Streets & Operations programs and projects that relieve congestion, improve connectivity, improve safety, and create additional transportation system options for the community
- ✘ Provide and maintain an efficient and safe multimodal transportation system for all users, ages and abilities
- ✘ Seek cost effective strategies to improve safety and operations
- ✘ Maintain adequate service levels, such as responding to initial inquiries within 24-48 hours
- ✘ Improve the Customer service request program

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Assess operations and procedures for potential cost effective, efficient process improvements.

- ✧ Optimize signal timing on major corridors
- ✧ Implement projects as a result of the bridge inventory and bridge condition status, including Archie Briggs Bridge and Portland Avenue Bridge
- ✧ Update and revise standard operating procedures for traffic practices in line with goals of City Council and UGB growth plan
- ✧ Respond in a timely and professional manner to citizen service requests

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Created and implemented a cost effective slurry seal program for the lower traffic volume roads within the City
- ✧ Programmed staff and work schedules through the largest winter storm in 25 years for effective winter operations.
- ✧ Documented assets in the right of way with INFOR asset management program.
- ✧ Staff support and transition to a new Core Financial System (Tyler Munis)

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Redefine the Transportation Engineer position and include a Transportation Engineering Associate to support the City transportation improvement needs, UGB implementation and improve the customer service requests program
- ✧ The increase in Personnel costs in 2017-18 compared to the 2016-17 estimate reflects the Transportation Engineer and Transportation Engineering Associate vacancies during 2015-2017 of approximately \$250,000. Additionally, funding for .60 FTE was reallocated to Cemetery, Garage Services and Utilities.

Street Maintenance Program

This program provides field services in repairing and maintaining the overall condition of the City's streets. This includes several areas: concrete, sweeping, landscape, legends and markings, winter operations and street preservation.

- ✧ The Preservation program maintains the condition of the streets by providing crackseal, chipseal, slurry seal, overlay, pothole patching services and other street preservation methods
- ✧ The Accessibility program maintains and makes improvements to infrastructure including accessible ramps, curbs and sidewalks
- ✧ The Street Sweeping program consists of cleaning the City's streets for debris removal, which contributes to water and air quality improvements and improved surface conditions for all modes of transportation in the City
- ✧ The Signs & Markings program includes, but is not limited to, installing and maintaining signs, striping and other markings providing a safe transportation network
- ✧ The Winter Operations program oversees the division's response to snow and ice conditions, flooding, wind and other acts of nature

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19			
Personnel services	\$ 2,352,523	\$ 2,618,500	\$ 2,933,300	\$ 3,070,100	\$ 6,003,400			
Materials and services	779,312	1,819,462	1,789,771	1,771,228	3,560,999			
Capital outlay:								
Vehicle/equipment	31,625	360,000	675,000	300,000	975,000			
Construction/Infrastructure: ¹								
Street Preservation	2,069,054	3,282,601	7,206,656	5,770,388	12,977,044			
ADA Curb Ramps	-	-	874,997	875,000	1,749,997			
Construction/Infrastructure	2,069,054	3,282,601	8,081,653	6,645,388	14,727,041			
Intangibles	-	-	25,000	-	25,000			
Program Total	5,232,513	8,080,563	13,504,724	11,786,716	25,291,440			
Debt service	200,425	200,100	199,700	354,900	554,600			
Interfund transfers	857,258	793,900	942,000	987,500	1,929,500			
Street Maintenance	\$ 6,290,196	\$ 9,074,563	\$ 14,646,424	\$ 13,129,116	\$ 27,775,540			
Full Time Equivalents	27.44	27.44	27.77	27.77	27.77			

¹ The City's new Core Financial system provides the capability for more detailed project tracking. Reporting of construction costs as Street Preservation vs. Curb Ramps is not readily available for the prior budget reporting periods.

Goals for the 2017 – 2019 Biennial Budget

- ✘ The 2017-2019 biennial budget includes infrastructure funding of approximately \$14.7 million of which \$1.8 million is related to accessible ramp replacements and approximately \$12.9 million is street preservation related. These investments along with work performed through private development and City capital costs are anticipated to increase the system wide pavement condition index (PCI) by 3 points over the biennium from 70 to 73.
- ✘ Work with the City's accessibility division and accessibility advocates to improve sidewalks and accessibility in the City
- ✘ Continue coordinated efforts on CIP projects for synergy and efficiency in addressing the street conditions
- ✘ Upgrade signage annually to meet the Manual on Uniform Traffic Control Devices (MUTCD) standards
- ✘ Implementation and refinement of the Neighborhood Association Speed Radar sign program
- ✘ Review and update the Snow and Ice removal plan for increased level of service in winter operations
- ✘ Complete implementation of sign and legend asset management into the INFOR asset management system
- ✘ Reinstate a targeted curb painting program
- ✘ Implement GPS technology for winter operations and sweeping program for gained efficiency, effectiveness, routing, records, and accountability
- ✘ Improve sweeping program to gain efficiency and effectiveness
- ✘ Implementation and utilization of slurry seal program for lower traffic volume roadways

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Program and utilize the most cost effective street preservation and maintenance treatments to maintain our streets
- ✘ Implementation and utilization of slurry seal program for lower traffic volume roadways
- ✘ Target grind and inlay or overlay of 45+/- lane miles of arterial and collectors roads annually

- ✧ Target the cost effective chip seal and slurry seal treatments of 40+ lane miles of lower volume roads annually
- ✧ Construct 350 curb ramps each construction season
- ✧ Construct 2,640 linear feet of sidewalk each year
- ✧ Sweep the equivalent of 30,000 lane miles of roadway annually
- ✧ Continue Deschutes County partnership through the Intergovernmental Agreement for Best Management Practices as well the sharing of equipment, resources and purchasing agreements

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Though the local fuel tax effort was unsuccessful, the City raised awareness and needs of the Street Maintenance program, resulting substantial increases in funding, including one-time funds, for street preservation over the biennium
- ✧ Street Maintenance Funding Committee formed and worked with staff and Council to recommend a street preservation target funding of \$6M annually
- ✧ Programmed, managed, and implemented an increase in funding for street preservation efforts
- ✧ Programmed street preservation treatment of 156 lane miles resulting in turning around the deteriorating street conditions trend with an improvement in PCI from 68 to 70
- ✧ Overlaid or grind and inlaid 69 lane miles
- ✧ Chip Sealed 42 lane miles
- ✧ Created and programmed a new Slurry Seal program for 57 lane miles
- ✧ Constructed approximately 377 curb ramps across the biennium
- ✧ Constructed/repared over a mile of sidewalk over the biennium
- ✧ Repaired over 7,500 potholes
- ✧ Proactive winter operations response to the largest winter snowfall in 25 years
- ✧ Successful coordination and synergy with CIP projects to benefit the community and streets conditions including Southeast Interceptor (27th St) and Colorado Lift Station (Arizona)
- ✧ Coordination and implementation on multi-modal and safety enhancements, such as the buffered bike lane on Wall Street
- ✧ Development of Street Pave Back policies for all construction impacts to streets including franchise utility, private development, and City projects, to benefit the street conditions and life of the street
- ✧ Assist Code Enforcement in site clean ups eliminating the need for contracted services in some cases, which has generated savings for the Code Enforcement program

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Increased funding for street maintenance and preservation reflects implementation of Council fiscal policies to dedicate 75% of General Fund Franchise Fees to street maintenance, as well as additional funding authorized at the April 5, 2017 work session and the May 11, 2017 budget deliberations.
- ✧ Aging fleet and equipment is causing excessive repairs and maintenance costs. The 2017-2019 biennial budget includes needed equipment replacement, upgrades, and new devices to increase level of service for the community. The majority of the equipment will be funded with long term debt.
- ✧ Increase in Street preservation projects requires additional government standards to maintain compliance such as Manual on Uniform Traffic Control Devices (MUTCD), Public Rights of Way Access Board (PROWAG), and American Association of State Highway and Transportation Officials (AASHTO), and therefore impacts other Streets & Operations programs such as accessibility, signing and striping, landscaping, and street maintenance to support street preservation
- ✧ Funded FTEs in the above table include the addition of two (2) Street Utility Workers to support the street preservation effort. However, funding for approximately 1.17 FTE has been reallocated to

the Landscaping program in order to support increased work in relation to street preservation efforts. Additionally, funding for a vacant .50 FTE Private Development Inspector was included in the 2016-17 budget, but is no longer funded out of the Street & Operations Fund.

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

Landscaping Program

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

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 318,344	\$	358,600	\$ 476,200	\$ 497,500	\$ 973,700
Materials and services	100,648		128,300	182,360	186,860	369,220
Capital outlay:						
Vehicle/equipment	-		-	50,000	45,000	95,000
Program Total	418,992		486,900	708,560	729,360	1,437,920
Interfund transfers	215,738		209,980	209,460	215,970	425,430
Landscaping	\$ 634,730	\$	696,880	\$ 918,020	\$ 945,330	\$ 1,863,350
Full Time Equivalents	3.73		3.73	4.90	4.90	4.90

Goals for the 2017 – 2019 Biennial Budget

- ✧ Sustainable funding for the implementation of water conservation efforts to comply with City Water Wise standards
- ✧ Sustainable funding to keep pace with the increase in additional right of way areas such as Reed Market and Murphy Road becoming the Streets and Operations responsibility as they come out of warranty, increased equipment and material costs, and additional street preservation efforts.

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Continue to respond in a timely and professional manner to citizen service requests on site clearance and code enforcement compliance
- ✧ Continue Deschutes County Sheriff’s Department partnership through the Intergovernmental Agreement for Best Management Practices
- ✧ Increased utilization of Deschutes County spray program and inmate crews for cost effective landscape service
- ✧ Upgrade equipment in 2017-2019 as listed below on subsequent pages

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Increased support to the substantial increase in Street Preservation projects
- ✧ Landscaping work to complement Street Preservation capital improvement projects
- ✧ Improved partnership with Code Enforcement which provides better communication with residents regarding landscape and vegetation trimming for fire safety, pedestrian safety, and clear site vision needs

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The increase in FTE assigned to the Landscaping Program compared to the 2015-2017 biennium reflects reallocation of funding of 1.17 positions from the Street Maintenance program. Streets staff were able to absorb the additional landscaping work during 2015-2017, but the additional Street Preservation funding in 2017-2019 necessitates the allocation of additional staff to the landscaping program to perform the landscaping work required for street preservation and maintenance efforts.

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

**INFRASTRUCTURE
Streets and Operations Fund**

PERFORMANCE MEASURES

	ACTUAL 2014-15	ACTUAL 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Lane miles of chip seal	29	27	15	22	31
Lane miles of road paved (overlays or grind/inlays)	16	41	28	49	44
Lane miles of road slurry sealed	0	12	45	18	27
Miles of street cleaned / sweeping	30,000	19,912	30,000	30,000	30,000
Number of self-performed curb ramps constructed	215	177	200	350	350
Lineal Footage of self-performed Sidewalk Constructed	2,640	3,361	2,640	2,640	2,640
Total number of pot holes repaired	1,482	2,597	5,000	3,000	3,300
Total number of pot hole Customer Service Requests	201	331	200	340	350
Total number of Department Citizen Service Requests	2,273.0	2,641	4,500	3,000	3,000
Effectiveness Measures:					
Overall street system rating (PCI)	69	68	70	72	73
Efficiency Measures:					
Average cost per lane mile of road repaired (chip seal)	\$ 16,772	\$ 11,954	\$ 15,000	\$ 16,000	\$ 17,000
Average cost per lane mile of road repaired (slurry seal)	N/A	N/A	\$ 20,000	\$ 20,000	\$ 20,000
Average cost per lane mile of road repaired (overlay)	\$ 75,776	\$ 96,239	\$ 95,134	\$ 96,000	\$ 97,000

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Sweeper Replacement	\$ 360,000	\$ -	\$ -	\$ -	\$ -
One (1) Bobcat Utility Vehicle w/ attachments	60,000	-	-	-	-
One (1) Landscape / Wood Chipper	50,000	-	-	-	-
Two (2) Magnesium Chloride Storage Tanks	20,000	-	-	-	-
Three (3) Work Truck replacements	120,000	-	-	-	-
Two (2) Work Truck replacements	-	80,000	-	-	-
Two (2) Truck Mounted Plow replacements	30,000	-	-	-	-
Two (2) Mag Tanks	-	20,000	-	-	-
One (1) Sander \ Dump Truck replacement	-	200,000	-	-	-
One (1) Power Wheel Barrow	-	30,000	-	-	-
One (1) Landscape Mower Replacement	-	15,000	-	-	-
One (1) Asphalt Recycler / Portable Hot Mix Plant	85,000	-	-	-	-
One (1) PB Truck Mounted Loader	-	-	300,000	-	-
One (1) Sweeper Replacement	-	-	380,000	-	-
Paint Truck Retrofit Upgrade	-	-	100,000	-	-
One (1) Mini Excavator with Attachments	-	-	-	75,000	-
Two (2) Work Truck Replacement	-	-	-	80,000	-
One (1) Skid Steer	-	-	-	75,000	-
One (1) Loader	-	-	-	-	270,000
Vehicle GPS Fleet Tracking Software	25,000	-	-	-	-
Total	\$ 750,000	\$ 345,000	\$ 780,000	\$ 230,000	\$ 270,000

Transportation Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 7,926,361	\$ 6,722,800	\$ 7,808,649	\$ 8,088,923	\$ 8,088,923	\$ 8,338,923
Franchise fees	1,313,890	1,311,600	1,285,845	800,000	-	-
Charges for services	-	-	-	-	-	-
Intergovernmental revenues	967,593	77,800	77,800	-	-	-
Interfund charges	113,367	231,100	32,893	34,289	34,289	34,289
Transfer from SDC fund	3,583,484	7,279,800	5,876,888	17,358,691	17,358,691	17,358,691
Interfund transfers	14,059	-	25,000	1,360,000	1,360,000	1,360,000
Contributions	521,451	-	153,538	-	-	-
Investment income	116,442	132,000	216,870	197,500	197,500	197,500
Rent revenues	25,911	10,400	1,600	-	-	-
Miscellaneous	103,594	155,500	13,640	-	-	-
Sale of capital assets	230,069	389,600	124,100	-	-	-
Issuance of long-term debt	6,283,391	-	-	-	-	-
Loan repayments	6,869	-	-	-	-	-
TOTAL RESOURCES	\$ 21,206,481	\$ 16,310,600	\$ 15,616,822	\$ 27,839,403	\$ 27,039,403	\$ 27,289,403

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Transportation Construction	\$ 2,501,819	\$ 5,984,322	\$ 3,227,187	\$ 17,608,041	\$ 17,214,541	\$ 17,464,541
Debt service	8,960,396	2,612,000	2,610,087	2,608,000	2,608,000	2,608,000
Interfund transfers	1,935,617	1,642,500	1,440,626	2,077,185	2,085,685	2,085,685
Contingency	-	600,000	-	607,404	607,404	607,404
Reserves	-	5,471,778	-	4,938,773	4,523,773	4,523,773
TOTAL REQUIREMENTS	\$ 13,397,832	\$ 16,310,600	\$ 7,277,900	\$ 27,839,403	\$ 27,039,403	\$ 27,289,403
<i>By Category:</i>						
Personnel services	\$ 241,848	\$ 912,210	\$ 818,587	\$ 1,508,100	\$ 1,499,600	\$ 1,499,600
Materials and services	469,647	2,087,112	1,012,621	2,484,611	2,484,611	2,484,611
Capital outlay:						
Vehicle/equipment	-	35,000	35,000	-	-	-
Construction/infrastructure	1,790,324	2,950,000	1,360,979	13,615,330	13,230,330	13,480,330
Total capital outlay	1,790,324	2,985,000	1,395,979	13,615,330	13,230,330	13,480,330
Debt service	8,960,396	2,612,000	2,610,087	2,608,000	2,608,000	2,608,000
Interfund transfers	1,935,617	1,642,500	1,440,626	2,077,185	2,085,685	2,085,685
Contingency	-	600,000	-	607,404	607,404	607,404
Reserves for:						
Debt service	-	1,309,000	-	-	-	-
Future construction	-	2,848,978	-	3,831,594	3,416,594	3,416,594
Developer exactions	-	1,313,800	-	1,107,179	1,107,179	1,107,179
TOTAL REQUIREMENTS	\$ 13,397,832	\$ 16,310,600	\$ 7,277,900	\$ 27,839,403	\$ 27,039,403	\$ 27,289,403

INFRASTRUCTURE

Transportation Construction Fund

Overview

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

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

The Transportation Planning Program includes management and implementation of transportation planning, state and federal rules, and Council transportation and land use goals and policies. Funding for this sub-program of Growth Management is accounted for in the City's Transportation Construction Fund. Refer to the Growth Management narrative in the Community & Economic Development service area for more detail.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 387,487	\$ 431,100	\$ 743,900	\$ 755,700	\$ 1,499,600		
Materials and services	282,141	730,480	1,383,078	1,101,533	2,484,611		
Capital outlay:							
Vehicle/equipment	-	35,000	-	-	-		
Construction/Infrastructure	354,729	1,006,250	5,115,330	8,365,000	13,480,330		
Program Total	1,024,357	2,202,830	7,242,308	10,222,233	17,464,541		
Debt service	1,307,087	1,303,000	1,305,200	1,302,800	2,608,000		
Interfund transfers	817,501	623,125	1,170,153	915,532	2,085,685		
Transportation Construction	\$ 3,148,945	\$ 4,128,955	\$ 9,717,661	\$ 12,440,565	\$ 22,158,226		
Full Time Equivalents	3.35	3.35	5.52	5.45	5.45		

Goals for the 2017 - 2019 Biennial Budget

- ✘ Complete the Capital Improvement Program (CIP) projects in design
- ✘ Develop short-term capital improvement strategy, including use of Transportation Fund reserves
- ✘ Create citywide committee to formulate sustainable transportation funding strategies to: relieve congestion, improve connectivity and safety and create additional options as well as update the Transportation Systems Plan and improve the process for responding to citizen requests.
- ✘ Execute blended approach option that funds CIP projects with reserves, cash funds other future projects, evaluates participation in public/private partnerships and preserves debt capacity for future construction
- ✘ Update Transportation System Development Charges (SDC) methodology

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Implement capital projects as planned by the Capital Improvement Program
- ✘ Continue partnership with Streets & Operations department to implement sidewalk, safety and operations projects
- ✘ Continue to seek grant funding for safety and bike and pedestrian projects

- ✧ Advance major corridor and intersection projects to project development and design stages in order to be eligible for grant funding opportunities
- ✧ Implement the UGB transportation goals and policies

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ A full time Project Engineer specializing in transportation projects was hired. This position is funded by the Transportation Construction Fund and the Accessibility Construction Fund.
- ✧ Completed Downtown and City Wide Parking Study
- ✧ Hired a GIS Analyst and Executive Assistant: GIS Analyst will create new and revised land use and infrastructure data bases to monitor and assess progress for meeting recently adopted goals and policies of UGB project
- ✧ Completed the Central Westside Plan –transportation and land use plan. This was a Council goal that amended, along with the UGB, the comprehensive plan for a mixed use area that includes an innovative way to measure the transportation and land use system with alternative performance measures and financing that will be explored in phase 2 of the Central Westside Plan.
- ✧ Completed Multimodal Count Program, which is a comprehensive approach to counting all types of travel on the transportation system. The counts are important in order to measure how the transportation system works in relation to goals, policies and benchmarks and provides the data needed to design and implement projects.
- ✧ Completed the Bridge Program

Significant Changes for the 2017 – 2019 Biennial Budget

- ✧ Significant increase in capital spending over the next 5 years
- ✧ One (1) new FTE Transportation Planner in 2017-18
- ✧ Extending a Senior Planner position through 2017-19, a three-month succession planning Senior Planner position, and a Program Intern
- ✧ Temporary reallocation of Water/Sewer Franchise Fee revenue to Streets and Operations for street preservation efforts

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Capital Improvement Program (CIP) on following page for details

Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1T14R 14th St. Reconstruction	5	\$ 901,330	\$ 150,000	\$ -	\$ -	\$ -	\$ 1,051,330
1TCSI Citywide Safety Improvements	4	2,219,000	775,000	-	-	-	2,994,000
1TGC Galveston Corridor Improvements	5	520,000	-	-	-	-	520,000
1TBKE Bicycle Greenways	5	225,000	225,000	225,000	225,000	-	900,000
1TNPS Neff and Purcell Intersection	5	50,000	350,000	300,000	3,300,000	-	4,000,000
1TSDP Complete Street Corridors	5	200,000	600,000	-	-	-	800,000
1TEMP Empire Corridor Improvements	5	500,000	3,465,000	5,665,000	3,000,000	3,000,000	15,630,000
1TMPY Murphy Corridor Improvements	5	500,000	1,500,000	2,000,000	3,000,000	3,000,000	10,000,000
1T14B 14th St. Reconstruct Phase II Newport to Galveston	5	-	1,300,000	1,300,000	-	-	2,600,000
Total Transportation Construction CIP		\$ 5,115,330	\$ 8,365,000	\$ 9,490,000	\$ 9,525,000	\$ 6,000,000	\$ 38,495,330

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

General Obligation Bond Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 20,375,591	\$ 9,187,860	\$ 8,600,574	\$ 3,212,118	\$ 3,212,118	\$ 3,212,118
Investment income	243,733	45,600	116,136	42,100	42,100	42,100
Interfund transfers	110,946	-	-	276,821	276,821	276,821
Miscellaneous	363,796	-	-	-	-	-
TOTAL RESOURCES	\$ 21,094,066	\$ 9,233,460	\$ 8,716,711	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Construction CIP	\$ 12,493,492	\$ 9,233,460	\$ 5,504,593	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039
TOTAL REQUIREMENTS	\$ 12,493,492	\$ 9,233,460	\$ 5,504,593	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039
<i>By Category:</i>						
Materials and services	\$ 1,000	\$ 1,800	\$ 1,400	\$ -	\$ -	\$ -
Capital outlay:						
Construction/infrastructure	12,492,492	9,231,660	5,503,193	3,531,039	3,531,039	3,531,039
TOTAL REQUIREMENTS	\$ 12,493,492	\$ 9,233,460	\$ 5,504,593	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039

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General Obligation Bond Debt Service Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 775,837	\$ 981,400	\$ 996,956	\$ 1,170,988	\$ 1,170,988	\$ 1,170,988
Property taxes	3,876,951	3,780,200	3,812,890	3,780,200	3,780,200	3,780,200
Investment income	22,769	20,800	34,892	30,400	30,400	30,400
TOTAL RESOURCES	\$ 4,675,556	\$ 4,782,400	\$ 4,844,738	\$ 4,981,588	\$ 4,981,588	\$ 4,981,588

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Materials and services	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Debt service	3,678,600	3,678,000	3,673,750	3,677,100	3,677,100	3,677,100
Debt service reserve	-	1,104,400	-	1,303,488	1,303,488	1,303,488
TOTAL REQUIREMENTS	\$ 3,678,600	\$ 4,782,400	\$ 3,673,750	\$ 4,981,588	\$ 4,981,588	\$ 4,981,588

INFRASTRUCTURE **General Obligation Bond**

Overview

In May 2011, the City of Bend voters passed a \$30 million bond measure to improve safety, mobility and access on major street corridors and intersections. The City's significant growth in the last 15 years has impacted the transportation system and the measure was proposed so that street infrastructure improvements can be made before there are further impacts from growth. 14th Street, Brookwood/Powers and Reed Market are the only remaining active projects from the original projects that were funded as noted below:

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

Goals for the 2017 - 2019 Biennial Budget

- ✧ Complete design and construction on 14th Street Reconstruction
- ✧ Close out Brookwood/Powers and Reed Market projects

Key Operational Objectives for the 2017 – 2019 Budget

- ✧ Achieve final closeout, including plant establishment period for all projects and close the GO Bond Fund

Major Accomplishments during the 2015 - 2017 Biennium

- ✧ Completed approximately \$25 million in infrastructure improvements with the completion of three (3) Roundabout projects and two (2) Reed Market Corridor Improvement projects
- ✧ Recipient of the Oregon Chapter America Concrete Institute and Oregon Concrete & Aggregate Producers Association Excellence in Concrete for Reed Market Rd.
- ✧ Completed construction on Reed Market (Newberry to 3rd) under budget

Significant Changes from the 2015 - 2017 Biennial Budget

- ✧ Approximately \$1 million of remaining 14th Street work will be funded by the Transportation Construction Fund

Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1T14R 14th St. Reconstruction	4	\$ 3,305,039	\$ -	\$ -	\$ -	\$ -	\$ 3,305,039
1TPWP Powers & Brookwood Roundabout Phase II	2	50,000	-	-	-	-	50,000
1TR3N Reed Mkt: 3rd to Newberry	1	160,000	16,000	-	-	-	176,000
Total GO Bond CIP		\$ 3,515,039	\$ 16,000	\$ -	\$ -	\$ -	\$ 3,531,039

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

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**General Fund
Accessibility**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Accessibility	\$ 326,100	\$ 384,819	\$ 351,135	\$ 394,690	\$ 393,890	\$ 393,890
Interfund transfers	119,926	155,351	155,346	145,900	145,900	145,900
TOTAL REQUIREMENTS	\$ 446,026	\$ 540,170	\$ 506,481	\$ 540,590	\$ 539,790	\$ 539,790
<i>By Category:</i>						
Personnel services	\$ 312,442	\$ 344,779	\$ 334,922	\$ 308,400	\$ 307,600	\$ 307,600
Materials and services	13,658	40,040	16,214	86,290	86,290	86,290
Interfund transfers	119,926	155,351	155,346	145,900	145,900	145,900
TOTAL REQUIREMENTS	\$ 446,026	\$ 540,170	\$ 506,481	\$ 540,590	\$ 539,790	\$ 539,790

Note:

Accessibility costs are accounted for in the Infrastructure Program of the General Fund.

INFRASTRUCTURE Accessibility

Overview

The Accessibility Program strives to improve access to City services, activities, programs, facilities, and events throughout Bend. It is designed to assist City staff in understanding the intent and application of the Americans with Disabilities Act (ADA) of 1990 and all related codes, standards and guidelines is an important aspect of this citywide program resource.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 166,822	\$ 168,100	\$ 168,100	\$ 152,200	\$ 155,400	\$ 307,600
Materials and services	6,867	9,346	9,346	43,145	43,145	86,290
Program Total	173,689	177,446	177,446	195,345	198,545	393,890
Interfund transfers	75,605	79,741	79,741	71,700	74,200	145,900
Accessibility	\$ 249,293	\$ 257,187	\$ 257,187	\$ 267,045	\$ 272,745	\$ 539,790
Full Time Equivalents	1.30	1.30	1.30	1.05	1.05	1.05

Goals for the 2017 – 2019 Biennial Budget

- ✘ Maintain and continue working to improve relationships with various community accessibility groups
- ✘ Identify noncompliant curb ramps to be reconstructed and work with the Streets and Operations program to ensure self-performed work is compliant
- ✘ Maintain and grow effective working relationship with Streets and Operations program and engineering staff on all public right-of-way needs relating to connectivity and access
- ✘ Maintain and update the City's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way* document on a bi-annual basis to demonstrate the to-date curb ramp compliance and identify steps to continue to increase compliance across the city
- ✘ Continue to research and submit applications for various funding sources to continue curb ramp work
- ✘ Maintain and grow identified work plans developed through the efforts of the City of Bend Accessibility Advisory Committee (COBAAC), which was established in April 2010
- ✘ Continue to improve access for people with disabilities throughout the City's facilities, programs, services, and activities, as well as throughout the community
- ✘ Work with other City staff in developing an overall city sidewalk program contingent on council approval and funding
- ✘ Manage the Customer Service Request for Barrier Removal process to resolve citizen requests as they are submitted to the City of Bend

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Increase opportunities for participation and partnerships with people with disabilities in the community
- ✘ Provide education and training internally and externally to increase understanding and awareness about the importance of an accessible City
- ✘ Implement accessibility policies, procedures, and processes throughout the City's operations to ensure access for all citizens

- ✧ Continue to provide input on plans submitted for permit through the Community Development department and other departments, as needed, to ensure projects incorporate all applicable accessibility codes and guidelines and support external stakeholder accessibility design needs
- ✧ Periodically report to Council on implemented programs

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Continued management of the COBAAC to assist and advise the City on the most appropriate means by which to make its programs, services, activities and facilities accessible to Bend's citizens
- ✧ Resolved a number of citizen requests for barrier removal including curb ramps and sidewalks to enhance access. Of the approximate 150 barrier removal requests submitted by the Central Oregon Coalition for Access in September of 2015, 75% have been closed or are planned for construction. 27 barrier removal requests were submitted during 2015 and 2016, 18 have been closed or are planned for construction, nine were addressed via other means (did not require City construction).
- ✧ Collaborated with Human Resources (HR) to implement the Equal Employment Opportunity Policy to ensure appropriate accommodations are made for employees with disabilities. Provided prompt confidential support and follow through to all requests from HR for an employee who may need a workplace accommodation.
- ✧ Continue working on building a partnership with HR and Abilitree (Central Oregon's Independent Living Facility) to further increase employment of individuals with disabilities within the City of Bend
- ✧ City of Bend received two employment awards for inclusive employment, one from Abilitree for being a community partner and the other from the Central Oregon Employment First campaign
- ✧ Collaborated with the City Project Manager on the South 3rd St. Pedestrian Improvement Project on the design of accessible sidewalks and curb ramps.
- ✧ Creation of four snow removal educational materials (flyers) for business corridors, business/shopping complexes, apartments/hotels and motels, and residential neighborhoods
- ✧ Increased education and learning opportunities through hands-on trainings for interdepartmental needs such as with the new hire orientation academies in the Fire and Police departments
- ✧ Increased the number of compliant curb ramps City-wide via street overlay and other street reconstruction projects, as well as, areas needing curb ramp improvements recommended by COBAAC and the Accessibility Manager. It is estimated that by the end of 2017, the City will have approximately 53% of their curb ramps compliant with the U.S. Access Boards' Public Right-of-Way Accessibility Guidelines.

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Accessibility Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 552,137	\$ 802,200	\$ 911,066	\$ 1,080,609	\$ 1,080,609	\$ 1,080,609
Franchise fees	1,236,027	1,311,600	1,363,707	1,400,000	1,400,000	1,400,000
Intergovernmental revenues	89,484	78,200	79,813	65,900	65,900	65,900
General fund subsidy	900,000	821,000	821,000	670,000	670,000	670,000
Interfund charges	-	-	3,030	6,225	6,225	6,225
Interfund transfers	-	-	-	-	-	-
Investment income	17,258	19,700	23,352	21,900	21,900	21,900
Miscellaneous	1,586	-	-	-	-	-
TOTAL RESOURCES	\$ 2,796,491	\$ 3,032,700	\$ 3,201,969	\$ 3,244,634	\$ 3,244,634	\$ 3,244,634

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Accessibility Construction	\$ 636,771	\$ 1,866,986	\$ 1,258,763	\$ 1,668,969	\$ 1,668,569	\$ 1,668,569
Debt service	609,035	617,000	615,683	617,700	617,700	617,700
Interfund transfers	639,619	248,300	246,914	293,700	294,100	294,100
Contingency	-	300,414	-	10,000	10,000	10,000
Reserves	-	-	-	654,265	654,265	654,265
TOTAL REQUIREMENTS	\$ 1,885,425	\$ 3,032,700	\$ 2,121,359	\$ 3,244,634	\$ 3,244,634	\$ 3,244,634
<i>By Category:</i>						
Personnel services	\$ -	\$ 136,819	\$ 98,473	\$ 123,600	\$ 123,200	\$ 123,200
Materials and services	18,384	12,960	4,268	30,369	30,369	30,369
Capital outlay:						
Construction/infrastructure	618,388	1,717,207	1,156,022	1,515,000	1,515,000	1,515,000
Debt service	609,035	617,000	615,683	617,700	617,700	617,700
Interfund transfers	639,619	248,300	246,914	293,700	294,100	294,100
Contingency	-	300,414	-	10,000	10,000	10,000
Reserves						
Future construction	-	-	-	654,265	654,265	654,265
TOTAL REQUIREMENTS	\$ 1,885,425	\$ 3,032,700	\$ 2,121,359	\$ 3,244,634	\$ 3,244,634	\$ 3,244,634

INFRASTRUCTURE **Accessibility Construction**

Overview

The Accessibility Construction Program is responsible for overseeing the phases of development from design through construction for the City's rights-of-way and to facilitate goals of the Accessibility Program.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 41,773	\$	56,700	\$ 60,100	\$ 63,100	\$ 123,200
Materials and services	2,338		1,930	15,156	15,213	30,369
Capital outlay:						
Construction/infrastructure	461,022		695,000	865,000	650,000	1,515,000
Program Total	505,133		753,630	940,256	728,313	1,668,569
Debt service	308,983		306,700	308,500	309,200	617,700
Interfund transfers	175,614		71,300	144,700	149,400	294,100
Accessibility Construction	\$ 989,729	\$	1,131,630	\$ 1,393,456	\$ 1,186,913	\$ 2,580,369
Full Time Equivalents	0.50		0.50	0.50	0.50	0.50

Goals for the 2017 – 2019 Biennial Budget

- ✘ Continue to work toward meeting the ADA infrastructure requirements related to curb ramps and related sidewalks within the City of Bend's jurisdiction
- ✘ Respond to citizen requests for barrier removal involving the public rights-of-way in a timely manner
- ✘ Develop Sidewalk Improvement program as funding becomes available

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Continued coordination of curb ramp improvements self-performed by Streets and Operations staff and support design of City CIP projects, which include curb ramps and related accessible rights-of-way issues
- ✘ Continue with design and construction of various Citywide Accessibility Construction improvement projects

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ A full time Project Engineer specializing in transportation projects was hired. This position is funded by the Transportation Construction Fund and the Accessibility Construction Fund. This position assists the Accessibility Manager to resolve barrier removal requests by creating and managing key infrastructure projects impacting accessibility throughout the City.
- ✘ Collaborated with various City projects, such as the Galveston Corridor Project, 14th St. Project, South 3rd Pedestrian Project, Citywide Accessibility Improvement Projects, to ensure accessibility is incorporated in all phases of project development
- ✘ Continued increasing the number of compliant curb ramps citywide via street alteration projects, as well as areas needing curb ramps improvements recommended by COBAAC and the Accessibility Manager. It is estimated that by the end of 2017 the City will have approximately 53% of their curb ramps be compliant with the U.S. Access Boards' Public Right-of-Way Accessibility Guidelines.

- ✧ Council continued to direct 50% of the Water and Sewer Franchise Fees be allocated to the Accessibility Construction Fund to provide funding for curb ramps and accessibility improvements. The 2017-2019 biennial budget reflects the continuation of this funding.
- ✧ Project Manager has designed key accessibility projects improving corridor connectivity and resolving numerous barrier removal requests that were submitted by and on behalf of citizens with disabilities. Construction of these areas will occur in the summer of 2017 with further design and construction of other areas in need.

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1A3AA South 3rd Street Pedestrian Improvements	1	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
1ACAI Citywide Accessibility Improvements (Includes Barrier Removal)	2	850,000	-	-	-	-	850,000
Dean Swift Road Corridor	5	-	150,000	-	-	-	150,000
NE Division Street Corridor	5	-	500,000	-	-	-	500,000
Lodge Pole Drive Corridor	5	-	-	315,000	-	-	315,000
Poplar Street Corridor	5	-	-	250,000	-	-	250,000
SW Truman Hill Taft Silver Lake Corridor	5	-	-	-	440,000	-	440,000
SW Cleveland Avenue Corridor	5	-	-	-	190,000	-	190,000
NW Delaware Avenue Corridor	5	-	-	-	-	500,000	500,000
NW Hill Street Corridor	5	-	-	-	-	250,000	250,000
NW Seismore Street Corridor	5	-	-	-	-	125,000	125,000
Total Accessibility Construction CIP		\$ 865,000	\$ 650,000	\$ 565,000	\$ 630,000	\$ 875,000	\$ 3,585,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

Cemetery Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 14,879	\$ 3,200	\$ 3,038	\$ 20,005	\$ 20,005	\$ 20,005
Burial and lot fees	114,436	156,900	176,674	260,600	260,600	260,600
General fund subsidy	72,000	110,000	56,407	135,700	135,700	135,700
Interfund transfers	46,771	32,026	33,323	31,200	31,200	31,200
Investment income	50	-	414	800	800	800
Miscellaneous	7,792	-	-	-	-	-
TOTAL RESOURCES	\$ 255,929	\$ 302,126	\$ 269,856	\$ 448,305	\$ 448,305	\$ 448,305

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Cemetery	\$ 197,615	\$ 234,481	\$ 200,086	\$ 354,200	\$ 353,200	\$ 353,200
Interfund transfers	55,275	61,000	49,765	89,000	90,000	90,000
Contingency	-	6,645	-	5,105	5,105	5,105
TOTAL REQUIREMENTS	\$ 252,890	\$ 302,126	\$ 249,851	\$ 448,305	\$ 448,305	\$ 448,305
<i>By Category:</i>						
Personnel services	\$ 134,647	\$ 147,891	\$ 146,114	\$ 214,100	\$ 213,100	\$ 213,100
Materials and services	62,968	86,590	53,972	119,100	119,100	119,100
Capital outlay:						
Vehicle/equipment	-	-	-	21,000	21,000	21,000
Interfund transfers	55,275	61,000	49,765	89,000	90,000	90,000
Contingency	-	6,645	-	5,105	5,105	5,105
TOTAL REQUIREMENTS	\$ 252,890	\$ 302,126	\$ 249,851	\$ 448,305	\$ 448,305	\$ 448,305

INFRASTRUCTURE Cemetery Fund

Overview

The Pilot Butte Cemetery was established in 1913. The property consists of 40 acres of land with 13 acres that have been developed and are maintained by the City of Bend Streets & Operations Department.

Cemetery revenues have been suffering over the last several years as many of the prime lots have been sold, and consumers have opted for cremation over full burials. Limited operating revenues coupled with the steady increase in operating & maintenance costs has necessitated a General Fund subsidy from the Street Division to maintain the current service levels at the Cemetery. Fees are being updated to reflect the cost of service as well as align to the market; however, to remain competitive, fees were not increased to a level that would eliminate the need for a subsidy from the General Fund.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 69,814	76,300	\$ 104,900	\$ 108,200	\$ 213,100		
Materials and services	27,772	26,200	71,050	48,050	119,100		
Capital outlay:							
Vehicle/equipment	-	-	21,000	-	21,000		
Program Total	97,586	102,500	196,950	156,250	353,200		
Interfund transfers	23,665	26,100	44,000	46,000	90,000		
Cemetery	\$ 121,251	\$ 128,600	\$ 240,950	\$ 202,250	\$ 443,200		
Full Time Equivalent	0.66	0.66	1.00	1.00	1.00		

Goals for the 2017-2019 Biennial Budget

- ✘ Implement Cemetery Fee Study
- ✘ Complete expansion of Block "W" which will provide more desirable and marketable lots
- ✘ Begin construction of Cemetery property fence
- ✘ Improve overall road condition within the Cemetery
- ✘ Upgrade Cemetery Facility to comply with ADA
- ✘ Maintain necessary staffing levels for Cemetery upkeep
- ✘ Institute a yearly tree condition/ safety rehab schedule

Key Operational Objectives for the 2017-2019 Biennial Budget

- ✘ Use fee study to update current Cemetery fee schedule
- ✘ Install irrigation and seed Block "W"
- ✘ Repave all existing roads within the Cemetery
- ✘ Stripe and install signage for ADA parking
- ✘ Track all Street Division staff that supports Cemetery
- ✘ Replace obsolete mower

Major Accomplishments during the 2015-2017 Biennium

- ✧ Public survey updated with corner posts added on North & East side of Cemetery (South & West are City of Bend Right of Way)
- ✧ North Street paved by generous donation (work self-performed by Street Division)
- ✧ Paved ADA parking stalls (work self-performed by Street Division)

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Liner sale and use discontinued by the Cemetery as this service is better coordinated with the funeral home
- ✧ Fees are being updated to reflect the cost of service as well as align to the market

Major Equipment Purchases for the 2017-2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

INFRASTRUCTURE
Cemetery Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
# of acres maintained	13	13	13	14	14
Efficiency Measures:					
Operating revenue per acre of Cemetery maintained	\$ 5,385	\$ 8,244	\$ 5,346	\$ 9,200	\$ 9,414

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Industrial Mower Replacement	\$ 21,000	\$ -	\$ -	\$ -	\$ -
Second Industrial Mower Replacement	-	-	-	25,000	-
Cemetery Work Truck replacement	-	-	35,000	-	-
Total	\$ 21,000	\$ -	\$ 35,000	\$ 25,000	\$ -

Cemetery Permanent Maintenance Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 595,952	\$ 656,200	\$ 616,397	\$ 636,226	\$ 636,226	\$ 636,226
Permanent maintenance fees	8,801	9,100	19,830	20,300	20,300	20,300
Investment income	67,901	40,000	41,535	42,000	42,000	42,000
TOTAL RESOURCES	\$ 672,654	\$ 705,300	\$ 677,761	\$ 698,526	\$ 698,526	\$ 698,526

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Cemetery Maintenance	\$ 9,486	\$ 12,000	\$ 10,191	\$ 10,800	\$ 10,800	\$ 10,800
Interfund transfers	46,771	31,350	31,344	31,200	31,200	31,200
Reserves	-	661,950	-	656,526	656,526	656,526
TOTAL REQUIREMENTS	\$ 56,257	\$ 705,300	\$ 41,535	\$ 698,526	\$ 698,526	\$ 698,526
<i>By Category:</i>						
Materials and services	\$ 9,486	\$ 12,000	\$ 10,191	\$ 10,800	\$ 10,800	\$ 10,800
Interfund transfers	46,771	31,350	31,344	31,200	31,200	31,200
Reserves for:						
Permanent Maintenance	-	661,950	-	656,526	656,526	656,526
TOTAL REQUIREMENTS	\$ 56,257	\$ 705,300	\$ 41,535	\$ 698,526	\$ 698,526	\$ 698,526

INFRASTRUCTURE
Cemetery Permanent Maintenance Fund

Overview

The City operates a municipal cemetery registered as an endowment cemetery under Oregon Revised Statutes (ORS) 97.810. The ORS requires the City to establish, maintain, and operate an endowment care fund for the cemetery and also requires that no less than 15% of cemetery lot sales be deposited into the fund as permanent maintenance fees.

In accordance with ORS 97.830, investment income earned, and realized, by this fund will be transferred to the Cemetery program to be used for the general care and maintenance of the cemetery property. Transfer of investment earnings from the cemetery permanent maintenance trust are limited to actual cash earnings (interest and dividends) received by the trust. Additional investment earnings from fluctuations in market-value are held in trust until the investment is sold or matures.

System Development Charges (SDC) Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,132,524	\$ 5,934,000	\$ 5,525,202	\$ 14,934,634	\$ 14,934,634	\$ 14,934,634
Transportation SDCs	8,015,622	14,647,000	13,995,584	11,788,500	11,788,500	11,788,500
Water SDCs	5,376,360	8,193,500	7,142,977	7,424,984	7,424,984	7,424,984
Water Reclamation SDCs	5,937,998	11,245,000	12,093,615	12,957,500	12,957,500	12,957,500
Loan repayments	415,872	155,500	1,233,523	-	-	-
Investment income	139,594	165,300	365,036	298,900	298,900	298,900
TOTAL RESOURCES	\$ 21,017,969	\$ 40,340,300	\$ 40,355,937	\$ 47,404,518	\$ 47,404,518	\$ 47,404,518

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Transfers to:						
Building Fund	\$ 286,372	\$ 267,000	\$ 245,250	\$ -	\$ -	\$ -
CDD Administration		-	-	392,450	392,450	392,450
Admin/Financial Services	165,086	267,000	249,021	392,450	392,450	392,450
Transport. Planning / Growth Mgmt	99,500	-	-	-	-	-
Transportation Construction Fund	3,682,984	11,678,800	5,876,888	17,358,691	17,358,691	17,358,691
Water Fund	5,361,387	8,170,200	7,114,804	7,278,000	7,278,000	7,278,000
Water Reclamation Fund	5,901,254	11,073,300	11,935,340	12,485,500	12,485,500	12,485,500
Contingency						
Transportation SDC	-	8,884,000	-	-	-	-
Reserves for:						
Future construction	-	-	-	9,497,427	9,497,427	9,497,427
TOTAL REQUIREMENTS	\$ 15,496,583	\$ 40,340,300	\$ 25,421,303	\$ 47,404,518	\$ 47,404,518	\$ 47,404,518

INFRASTRUCTURE
System Development Charges

Overview

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

The 2017-2019 Adopted Biennial Budget assumed Engineering News Record (ENR), a construction cost inflation index, increases of 3.6% per fiscal year. The actual increase in ENR resulted in a 3.7% increase for 2017-18. Increases to SDCs are based on the 20-city national average.

SDC Methodologies

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

	2016-17 Actuals	2017-18 Actuals	2018-19 Estimate
Transportation SDC	\$5,096	\$5,285	\$5,475
Water SDC	\$5,034	\$5,220	\$5,408
Water Reclamation SDC	\$4,489	\$4,655	\$4,833

Goals for the 2017 - 2019 Biennial Budget

- ✧ Update the Water and Transportation SDC methodologies

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

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 582,983	\$ 591,900	\$ 592,432	\$ 606,966	\$ 606,966	\$ 606,966
Investment income	9,449	11,900	14,534	15,800	15,800	15,800
TOTAL RESOURCES	\$ 592,432	\$ 603,800	\$ 606,966	\$ 622,766	\$ 622,766	\$ 622,766

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Category:						
Personnel services	\$ -	\$ -	\$ -	\$ -	\$ 182,000	\$ 182,000
Reserves for:						
Future LID's	-	603,800	-	622,766	440,766	440,766
TOTAL REQUIREMENTS	\$ -	\$ 603,800	\$ -	\$ 622,766	\$ 622,766	\$ 622,766

INFRASTRUCTURE Local Improvement District (LID) Program

Overview

Local Improvement Districts (LIDs) are formed for the construction of infrastructure to provide direct benefit to property owners in the LID. The construction and financing of LIDs are governed by Oregon Revised Statutes 223.205 to 223.295. In the past, property owners have petitioned the City to form LIDs for wastewater infrastructure to be constructed in areas within the City of Bend that are on septic systems. City engineering staff work with property owners to design the infrastructure, and if the cost is feasible and the assessments to the property owners are affordable, then the City will build the infrastructure and assessments will be levied to the properties that receive benefit.

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

Currently there are no active LIDs. The City is engaged in a project to design a sewer system and develop a financing strategy that will provide sewer service to approximately 550 homes that currently rely on septic systems for wastewater disposal. A citizen advisory committee has been formed and will meet over the biennium to help develop project policy and financial strategies that result in a recommendation to the City Council. During 2017-2019 budget deliberations, the Budget Committee made a recommendation to use some of the reserves in this fund to hire an LID Coordinator on a limited term contract, if a recommendation comes out of the advisory committee that the City should pursue an LID as a solution to that issue. No hiring decisions will be made until recommendations are made from the advisory committee to the City Council about how to proceed with the septic to sewer issue.

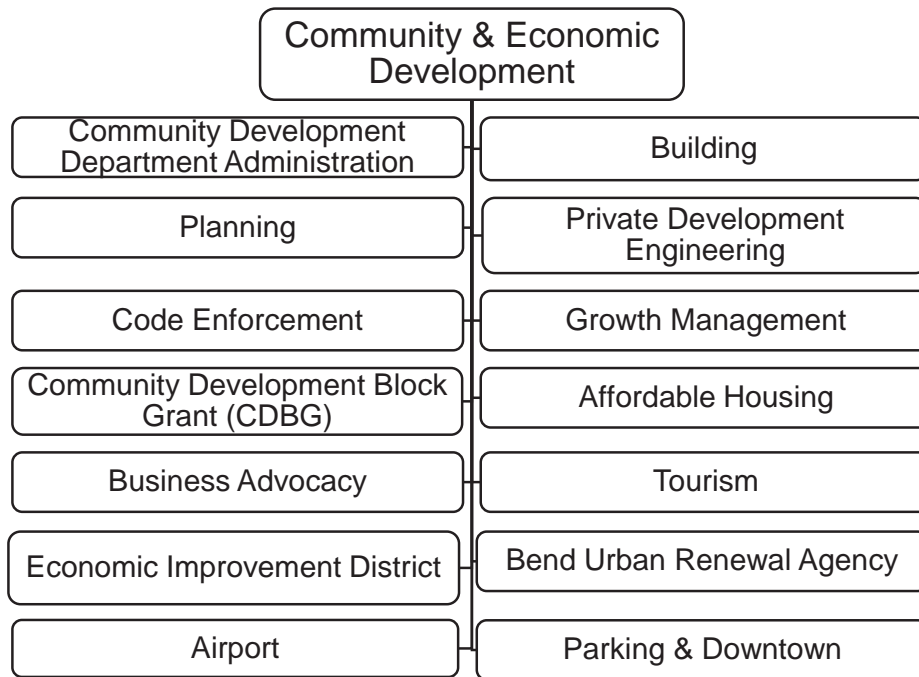
The remaining reserve balance in this fund will be used for future LIDs.

	ESTIMATE		ADOPTED BUDGET		
	2016-17	2015-17	2017-18	2018-19	2017-19
Personnel services	\$ -	\$ -	\$ 54,300	\$ 127,700	\$ 182,000
LID Construction	\$ -	\$ -	\$ 54,300	\$ 127,700	\$ 182,000
Full Time Equivalents	-	-	1.00	1.00	1.00

COMMUNITY & ECONOMIC DEVELOPMENT

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COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA



Community Development Department (CDD) Administration

This Internal Service Fund division accounts for the administrative support of the various Community Development departments and functions.

Building and Planning

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

Private Development Engineering

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

Code Enforcement

Expenditures related to the Code Enforcement fund are accounted for in the General Fund. Code Enforcement's mission is to protect the safety and health of the City's residents and visitors by ensuring compliance with the City's land use and building codes.

Growth Management

Growth Management identifies and manages activities of a long-term nature including land use, public facility and transportation planning.

Community Development Block Grant (CDBG)

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

Affordable Housing

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

Business Advocacy

This fund is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan.

Tourism

This fund accounts for the expenditure of room tax revenues dedicated to tourism promotion.

Continued on the next page

Economic Improvement District (EID)

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

Bend Urban Renewal Agency (BURA)

These funds account for the activities of the City's urban renewal districts. The BURA General Fund accounts for general services within BURA not accounted for within another fund. The Juniper Ridge Construction and Debt Service Funds account for the activities of the City's Juniper Ridge urban renewal district. The Murphy Crossing Construction and Debt Service Funds account for the activities of the City's Murphy Crossing urban renewal district.

Airport

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

Parking & Downtown

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

**Internal Service Fund - Departmental Administration
Community Development Department (CDD) Administration**

	-	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	ACTUALS	BUDGET		PROPOSED	APPROVED	ADOPTED
	2013-15	2015-17	2015-17	2017-19	2017-19	2017-19
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	-	-	-	1,980,200	1,980,200	1,980,200
Licenses and permits	-	-	-	385,900	385,900	385,900
Interfund charges	-	-	-	392,450	392,450	392,450
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ 2,758,550	\$ 2,758,550	\$ 2,758,550

	-	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	ACTUALS	BUDGET		PROPOSED	APPROVED	ADOPTED
	2013-15	2015-17	2015-17	2017-19	2017-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
CDD Administration	\$ -	\$ -	\$ -	\$ 2,390,600	\$ 2,384,000	\$ 2,414,100
Interfund transfers	-	-	-	212,700	219,300	219,300
Contingency	-	-	-	155,250	155,250	125,150
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 2,758,550	\$ 2,758,550	\$ 2,758,550
By Category:						
Personnel services	\$ -	\$ -	\$ -	\$ 2,226,300	\$ 2,210,900	\$ 2,241,000
Materials and services	-	-	-	164,300	164,300	173,100
Interfund transfers	-	-	-	212,700	228,100	219,300
Contingency	-	-	-	155,250	155,250	125,150
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 2,758,550	\$ 2,758,550	\$ 2,758,550

Notes:

CDD Administration is a new program in the 2017-2019 biennium. Refer to budget narrative for additional information.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

Overview

CDD Administration has recently been reorganized to provide support services to the operational divisions within CDD: Building, Planning, and Private Development Engineering. Through this consolidated support model, CDD Administration enables CDD to work as one coordinated department, while allowing each division to focus on its specific regulatory areas of authority and expertise. The primary roles of CDD Administration are to administer the human, physical, digital and data resources of CDD, to facilitate data-driven decision-making by CDD management, to operate the CDD Permit Center, and to manage City addressing, licensing and special programs.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ -	\$ -	\$ 1,067,200	\$ 1,173,800	\$ 2,241,000		
Materials and services	-	-	87,700	85,400	173,100		
Program Total	-	-	1,154,900	1,259,200	2,414,100		
Interfund transfers	-	-	109,900	109,400	219,300		
CDD Administration	\$ -	\$ -	\$ 1,264,800	\$ 1,368,600	\$ 2,633,400		
Full Time Equivalents	-	-	9.15	9.65	9.65		

Goals for the 2017 – 2019 Biennial Budget

- ✘ Handle administrative functions including budget administration, purchasing, fleet management, human resources management and payroll administration, as well as coordination with the IT Department to support CDD's permitting software and data systems
- ✘ Provide on-demand data, reporting and GIS mapping for CDD
- ✘ Use data and analysis to provide insight into budget forecasting, departmental assessments, and strategic planning
- ✘ Manage the operations and cashiering functions of the CDD Permit Center, a “one-stop shop” for development permitting
- ✘ Administer several permitting and licensing programs that affect or require review by multiple City departments: addressing, business registration, licensing for marijuana businesses, short term rentals and vehicles for hire, special events and noise variance permits, and liquor license endorsements
- ✘ Coordinate, execute and monitor development agreements for large development projects
- ✘ Assess Systems Development Charges (SDCs) that help fund City capital improvements

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Coordinate CDD's participation in the LEAP project, particularly Integrated Inspections and Permitting Applications (IIPA) by assigning a member of CDD Admin to serve as the functional lead for this phase of the LEAP project
- ✘ Replace legacy address management system with a GIS-based solution that integrates with LEAP software
- ✘ Develop the City's nascent Licensing Program to act as a central hub for all licensing activities, previously housed in multiple departments
- ✘ Formalize processes governing the administration of development agreements and SDCs
- ✘ Perform parking pass audit in conjunction with Economic Development

- ✧ Assist Human Resources with wage and compensation study for Program Manager and Program Coordinator roles
- ✧ Assist Human Resources with wage and compensation study for Planning divisions series
- ✧ Digitize historical paper plan sets to ensure better access and better integration with applications
- ✧ Help develop data governance program to build standard and repeatable processes, reduce costs and increase effectiveness through coordination of efforts, and protect the needs of data stakeholders
- ✧ Process business licenses for Economic Development

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ CDD has been reorganized to provide support services to the operational divisions within CDD, supported by FTE that have been transferred in from the now dissolved Permit Center that was accounted for in the Building Fund
- ✧ One (1) new Admin Specialist FTE in 2017-18

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
# of new and renewed business licenses issued	5,016	5,184	5,459	5,500	5,655
Special Event Permits issued	69	37	45	48	50
Marijuana Licenses issued ¹	n/a	n/a	20	60	70
SDC reviews ²	n/a	355	367	400	415
Short Term Rental Licenses issued ²	n/a	652	675	700	725
Address reviews	66	297	320	344	348
Front Counter visits	11,635	13,722	13,670	14,200	14,300
<i>Effectiveness Measures:</i>					
Average days to issue Business License	7.0	6.5	5.0	5.0	5.0
Average days to issue Special Events Permit	37.0	69.0	67.0	60.0	55.0
Average days to issue Marijuana License ¹	n/a	n/a	180.0	150.0	90.0
Average days to review SDC application ²	n/a	5.0	4.0	3.8	3.5
Average days to issue Short Term Rental License ²	n/a	30.0	21.0	14.0	14.0
Average days to review Addresses	1.4	2.9	2.7	2.5	2.5
<i>Efficiency Measures:</i>					
Average front counter customer visit (minutes) ²	n/a	17.7	34.9	30.0	30.0
% overdue Business License payments	38%	40%	42%	39%	25%

¹ Marijuana licensing program during 2016-17

² Performance measure data not available for 2014-15. Tracking began in 2015-16

Building Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 2,407,582	\$ 6,878,700	\$ 7,418,818	\$ 12,845,883	\$ 12,845,883	\$ 12,845,883
Licenses and permits	8,974,576	10,563,540	11,347,953	10,557,800	10,557,800	10,557,800
Charges for services	2,706,210	2,852,040	3,143,276	2,963,000	2,963,000	2,963,000
Interfund charges	286,372	1,680,000	1,669,850	-	-	-
Investment income	82,281	158,300	264,844	311,100	311,100	311,100
Miscellaneous	17,038	8,500	5,787	4,000	4,000	4,000
TOTAL RESOURCES	\$ 14,474,059	\$ 22,141,080	\$ 23,850,528	\$ 26,681,783	\$ 26,681,783	\$ 26,681,783

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
Community & Econ. Dev.:						
Community & Econ. Development Program:						
Building Services	\$ 6,023,721	\$ 9,450,113	\$ 7,272,496	\$ 11,124,336	\$ 11,063,736	\$ 12,167,336
Permit Center	-	2,349,825	2,130,483	-	-	-
Total	6,023,721	11,799,938	9,402,978	11,124,336	11,063,736	12,167,336
Interfund transfers	1,031,519	1,628,900	1,601,667	2,765,200	2,825,800	2,825,800
Contingency	-	8,712,242	-	12,792,247	12,792,247	11,688,647
TOTAL REQUIREMENTS	\$ 7,055,241	\$ 22,141,080	\$ 11,004,645	\$ 26,681,783	\$ 26,681,783	\$ 26,681,783

By Category:						
Personnel services	\$ 5,355,443	\$ 9,459,299	\$ 8,404,685	\$ 9,028,100	\$ 8,967,500	\$ 10,071,100
Materials and services	545,819	1,960,639	762,779	2,064,236	2,064,236	2,064,236
Capital outlay:						
Vehicle/equipment	122,460	380,000	235,514	32,000	32,000	32,000
Interfund transfers	1,031,519	1,628,900	1,601,667	2,765,200	2,825,800	2,825,800
Contingency	-	8,712,242	-	12,792,247	12,792,247	11,688,647
TOTAL REQUIREMENTS	\$ 7,055,241	\$ 22,141,080	\$ 11,004,645	\$ 26,681,783	\$ 26,681,783	\$ 26,681,783

COMMUNITY & ECONOMIC DEVELOPMENT Building Fund

Overview

The Building Program is comprised of the Building Safety and Electrical programs and serves as the clearinghouse for all construction permitting through a shared permitting software platform that includes coordination with Planning, Engineering, Utilities, Fire, State of Oregon Department of Environmental Quality, Deschutes County Environmental Health and Sanitation, and State of Oregon Department of Agriculture. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

Building Program

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

	ACTUALS		ADOPTED BUDGET		
	2015-16	ESTIMATE 2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 2,943,121	\$ 3,378,900	\$ 4,925,700	\$ 5,145,400	\$ 10,071,100
Materials and services	287,705	427,255	593,004	1,471,232	2,064,236
Capital outlay:					
Vehicle/equipment	188,514	47,000	-	32,000	32,000
Program Total	3,419,341	3,853,155	5,518,704	6,648,632	12,167,336
Interfund transfers	579,067	551,400	1,389,800	1,436,000	2,825,800
Building Services	\$ 3,998,408	\$ 4,404,555	\$ 6,908,504	\$ 8,084,632	\$ 14,993,136
Full Time Equivalents	25.60	27.10	39.18	39.18	39.18

Goals for the 2017 – 2019 Biennial Budget

- ✧ Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- ✧ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Reduce average daily inspections per inspector down to 15 inspections per inspector, as recommended by the State of Oregon
- ✧ Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- ✧ Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Integrated two (2) FTE from the dissolution of the permit center which helped improve the efficiency of the department
- ✘ Implemented new building workflows to provide transparency
- ✘ Averages less than 10 business days to turn around residential plan reviews
- ✘ Managed commercial workloads equal to that of 2006-2007 activity levels with less staff
- ✘ Helped OSU through building process in order for the campus to open on time
- ✘ Met the demand to permit several new businesses from “seed to sale” for cannabis businesses
- ✘ Reviewed, inspected and approved 49 multifamily buildings, resulting in 939 new housing units

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ Materials and services budget includes a digital conversation project that is budgeted for \$1M in 2019
- ✘ Three (3) new Building Inspector FTE in 2017-18
- ✘ Two (2) new Plans Examiner FTE in 2017-18

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✘ Refer to Five Year Vehicle & Equipment Plan on following page for details

Permit Center

As of July 1, 2017, the Community Development Permit Center program will be dissolved into the following funds: Building, Planning and Community Development Department (CDD) Administration. The Community Development Permit Center will continue to operate within Community Development by providing technical support to Planning, Private Development Engineering and Building and at the counter where they issue over-the-counter permits and assist the general public.

	ACTUALS		ESTIMATE		
	2015-16	2016-17	ADOPTED BUDGET		
			2017-18	2018-19	2017-19
Personnel services	\$ 968,164	\$ 1,114,500	\$ -	\$ -	\$ -
Materials and services	35,119	12,700	-	-	-
Capital outlay:					
Vehicle/equipment	-	-	-	-	-
Program Total	1,003,283	1,127,200	-	-	-
Interfund transfers	230,700	240,500	-	-	-
Permit Center	\$ 1,233,983	\$ 1,367,700	\$ -	\$ -	\$ -
Full Time Equivalents	13.00	19.00	-	-	-

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Improve permit review times by dedicating staff to specific tasks and job functions thus allowing for more streamlined work and major reductions in review times
- ✘ Through analyzing data and workflows the Permit Center created specific key performance indicators for the 2017-2019 biennial budget in order to create team and individual division goals that are measurable

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The program has been dissolved and FTE will be transferred into CDD Administration, Building, Planning and Private Development Engineering (PDE) in 2017-18

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19	
Output Measures:						
Average inspection per day	175	206	180	175	175	
Commercial/Industrial plans examined	342	381	370	375	380	
Residential plans examined	1,250	1,344	1,411	1,450	1,500	
Effectiveness Measures:						
Daily inspections per inspector	19	19	16	15	15	
Plans examined per staff	177	173	178	183	188	
Efficiency Measures:						
Single Family building permits issued within the following targets:						
% of reviews within 30 days (target 50%)	data not available	39%	50%	55%	50%	
% of reviews within 40 days (target 60%)		53%	61%	63%	58%	
% of reviews within 50 days (target 70%)		65%	69%	69%	63%	
Commercial building permits issued within the following targets:						
% of reviews within 30 days (target 50%)		46%	50%	52%	48%	
% of reviews within 40 days (target 60%)		53%	57%	57%	51%	
% of reviews within 50 days (target 75%)	63%	62%	71%	64%		

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ -	\$ 32,000	\$ 32,000	\$ 32,000	\$ -
Total	\$ -	\$ 32,000	\$ 32,000	\$ 32,000	\$ -

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Planning Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,013,683	\$ 2,349,800	\$ 2,846,615	\$ 3,701,937	\$ 3,701,937	\$ 3,701,937
Intergovernmental revenues	-	13,000	10,699	20,000	20,000	20,000
Licenses and permits	118,992	128,600	163,383	151,900	151,900	151,900
Charges for services	4,351,747	4,108,700	4,459,843	5,011,400	5,011,400	5,011,400
General fund subsidy	1,132,400	1,050,900	1,050,900	1,123,000	1,123,000	1,123,000
Interfund charges	24,000	-	-	-	-	-
Interfund transfers	264,044	-	-	-	-	-
Investment income	36,586	43,300	66,540	102,800	102,800	102,800
Miscellaneous	842	700	14,500	-	-	-
TOTAL RESOURCES	\$ 6,942,295	\$ 7,695,000	\$ 8,612,480	\$ 10,111,037	\$ 10,111,037	\$ 10,111,037

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Planning	\$ 2,740,306	\$ 3,802,619	\$ 3,649,464	\$ 4,368,613	\$ 4,344,413	\$ 4,344,413
Long-range planning	611,949	-	-	-	-	-
Interfund transfers	743,425	1,302,550	1,261,078	1,148,600	1,172,800	1,172,800
Contingency	-	2,589,831	-	4,593,824	4,593,824	4,593,824
TOTAL REQUIREMENTS	\$ 4,095,680	\$ 7,695,000	\$ 4,910,542	\$ 10,111,037	\$ 10,111,037	\$ 10,111,037
By Category:						
Personnel services	\$ 3,052,392	\$ 3,343,793	\$ 3,187,614	\$ 3,857,100	\$ 3,832,900	\$ 3,832,900
Materials and services	299,863	458,826	461,850	479,513	479,513	479,513
Capital outlay:						
Vehicle/equipment	-	-	-	32,000	32,000	32,000
Interfund transfers	743,425	1,302,550	1,261,078	1,148,600	1,172,800	1,172,800
Contingency	-	2,589,831	-	4,593,824	4,593,824	4,593,824
TOTAL REQUIREMENTS	\$ 4,095,680	\$ 7,695,000	\$ 4,910,542	\$ 10,111,037	\$ 10,111,037	\$ 10,111,037

COMMUNITY & ECONOMIC DEVELOPMENT

Planning Fund

Overview

The Planning Fund establishes and maintains the land use framework within which businesses and residents conduct their daily activities. It is responsible for implementing state-mandated requirements for comprehensive planning and zoning, public facilities planning, and development review. The program comprises multiple sub-programs designated to accomplish this work: Development Review, Sign Code Permitting, Historic Preservation and Code administration and amendments. This program ensures the City's compliance with the Oregon Revised Statutes, Oregon Administrative Rules, and Oregon case law, Bend Comprehensive Plan, Transportation System Plan, and the Bend Development Code.

The Planning Fund provides a vital economic development role in the city by providing the land use permits necessary for commercial and residential construction and for land divisions. This program is continually working to streamline processes and minimize unnecessary regulations to reduce delay and eliminate uncertainty from the permitting process. The program:

- ✧ Reviews all land development in the City
- ✧ Creates and responds to economic development opportunities
- ✧ Is the venue for public participation and due process in land development
- ✧ Provides property and land use information at the Community Development customer counter
- ✧ Maintains and updates the Bend Development Code, Landmarks Code and Sign Code
- ✧ Oversees the Historic Preservation Program
- ✧ Provides initial investigations and seeks compliance for Development Code enforcement
- ✧ Administers the City's Sign Code including permitting and assistance with code enforcement
- ✧ Interacts with developers of potential large scale projects to foster economic development opportunities

In performing these duties, Planning staff work with citizens, business owners, developers and other city departments and partner entities such as Oregon Department of Transportation, Deschutes County, irrigation districts and private utility providers. This coordination ensures that new development is compatible with existing neighborhoods, is efficiently provided with the full range of urban services and that future economic development opportunities are preserved.

The Sign Code Program is a component of the Planning Fund and implements the City Council's policies related to aesthetics and appearance in regards to the size, type and placement of signs. The program administers the Sign Code by providing sign permitting services and Sign Code enforcement. In performing these duties, Planning staff work with citizens, business owners and developers to ensure that new signs comply with the Sign Code.

The Historic Preservation Program is a component of the Planning Fund. Activities in this area include permit review for alterations to any of the City's 42 locally designated historic structures as well as development/alterations in the City's two historic districts. Staff coordinate with the State Historic Preservation Office to ensure compliance with state regulations, which allow the City to obtain approximately \$10,000 per year in grant funding and to maintain the City's Landmarks Commission as a Certified Local Government.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 1,463,214	\$ 1,724,400		\$ 1,879,300	\$ 1,953,600	\$ 3,832,900
Materials and services	155,882	305,968		238,525	240,988	479,513
Capital outlay:						
Vehicle/equipment	-	-		-	32,000	32,000
Program Total	1,619,096	2,030,368		2,117,825	2,226,588	4,344,413
Interfund transfers	685,078	576,000		578,300	594,500	1,172,800
Planning	\$ 2,304,174	\$ 2,606,368		\$ 2,696,125	\$ 2,821,088	\$ 5,517,213
Full Time Equivalents	11.88	11.88		15.53	15.53	15.53

Goals for the 2017 – 2019 Biennial Budget

- ✧ Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- ✧ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- ✧ Focus efforts on supporting urban renewal planning and funding
- ✧ Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Process 80% of Type 1 applications with an average review time of 30 days
- ✧ Process 80% of Type 2 applications with an average review time of 60 Days
- ✧ Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- ✧ Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Implemented new planning workflow to provide transparency and create better project tracking
- ✧ Averaged under 10 days to turn around residential plan reviews
- ✧ Maintained Development Review timelines within development community expectations
- ✧ Provided planning and legal support to assist OSU Cascades Phase One construction
- ✧ Aided in the adoption of the new Urban Growth Boundary
- ✧ Amended the Development Code to create the Short Term rental permitting program, adopt regulations for recreational and medical marijuana, revise and modernize the Master Planning chapter, institute affordable housing directive from Council to create density bonuses, cottage housing, streamline ADU permitting, allow murals in the Maker's District as requested by the ABC Committee

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ One (1) new FTE Associate Planner in 2017-18

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

**COMMUNITY & ECONOMIC DEVELOPMENT
Planning Fund**

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Applications received	966	840	848	890	875
Sign Permits issued	364	292	295	290	296
Effectiveness Measures:					
Applications per planner	138	120	106	99	97
Efficiency Measures:					
Planning applications					
# of days to process Type 1 application (target 30 days)		21	20	21	22
# of days to process Type 2 application (target 60 days)		39	54	58	58
Single Family building permit review					
% of reviews within 30 days (target 50%)		39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permit review					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%

data not available

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ -	\$ 32,000	\$ -	\$ 32,000	\$ -
Total	\$ -	\$ 32,000	\$ -	\$ 32,000	\$ -

Private Development Engineering Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 376,288	\$ 202,509	\$ -	\$ -	\$ -	\$ -
General fund subsidy	118,100	238,300	238,300	152,000	152,000	152,000
Licenses and permits	53,265	915,400	787,008	951,400	951,400	951,400
Charges for services	2,069,364	3,214,200	3,337,471	3,828,100	3,828,100	3,828,100
Interfund transfers	-	1,075,000	280,000	1,670,116	1,670,116	1,670,116
Interfund charges	-	-	-	-	-	-
Investment income	-	-	-	9,600	9,600	9,600
TOTAL RESOURCES	\$ 2,617,017	\$ 5,645,409	\$ 4,642,779	\$ 6,611,216	\$ 6,611,216	\$ 6,611,216

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
Private Development Engineering	\$ 1,648,619	\$ 2,781,209	\$ 2,458,893	\$ 3,306,327	\$ 3,286,627	\$ 3,571,027
Interfund transfers	255,221.61	2,089,200	1,073,770	747,000	766,700	766,700
Contingency	-	775,000	-	2,557,889	2,557,889	2,273,489
TOTAL REQUIREMENTS	\$ 1,903,841	\$ 5,645,409	\$ 3,532,663	\$ 6,611,216	\$ 6,611,216	\$ 6,611,216
<i>By Category:</i>						
Personnel services	\$ 1,469,135	\$ 2,218,359	\$ 2,018,014	\$ 2,999,000	\$ 2,979,300	\$ 3,263,700
Materials and services	104,039.50	412,850	341,536	275,327	275,327	275,327
Capital outlay:						
Vehicle/equipment	75,445	150,000	99,342	32,000	32,000	32,000
Interfund transfers	255,222	2,089,200	1,073,770	747,000	766,700	766,700
Contingency	-	775,000	-	2,557,889	2,557,889	2,273,489
TOTAL REQUIREMENTS	\$ 1,903,841	\$ 5,645,409	\$ 3,532,663	\$ 6,611,216	\$ 6,611,216	\$ 6,611,216

Note:

Private Development Engineering is accounted for in a new special revenue fund in the 2017-2019 biennium. During the 2015-2017 biennium this program was accounted for as a division of the Engineering Division of the Internal Service Fund. During the 2013-2015 biennium the program was accounted for partially as a division of the Engineering Division of the Internal Service Fund and partially in a separate special revenue fund. Amounts for the 2013-2015 and 2015-2017 bienniums have been included for illustrative purposes. Refer to budget narrative for additional information.

COMMUNITY & ECONOMIC DEVELOPMENT **Private Development Engineering Fund**

Overview

Private Development Engineering (PDE) staff are dedicated to ensuring that new development in the City of Bend meets the goals of the community while protecting the City's vital infrastructure. This process works through collaborative efforts between the Planning, Building and Utility Departments. Staff works closely with engineering consulting firms, land developers, and private landowners, helping to provide guidance through the City of Bend development processes, and extend services to coordinate new development efforts with other local, state, and federal agencies.

PDE staff review all new development plans, plats, and partitions for engineering accuracy and compliance with the City of Bend standards and specifications. New development in Bend that is reviewed by staff includes all commercial and industrial sites, residential subdivisions, schools, and parks. PDE is generally responsible for parts of most types of building and planning permits as well as all Right of Way (ROW) permits within City limits.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 861,314	\$ 1,156,700	\$ 1,595,100	\$ 1,668,600	\$ 3,263,700		
Materials and services	204,739	136,798	141,962	133,365	275,327		
Capital outlay:							
Vehicle/equipment	49,342	50,000	32,000	-	32,000		
Program Total	1,115,395	1,343,498	1,769,062	1,801,965	3,571,027		
Interfund transfers	545,820	527,950	377,600	389,100	766,700		
Private Development Engineering	\$ 1,661,215	\$ 1,871,448	\$ 2,146,662	\$ 2,191,065	\$ 4,337,727		
Full Time Equivalents	8.79	8.79	13.34	13.34	13.34		

Note:

Starting in 2017-18, Private Development Engineering revenue and expenditure will be reallocated from the Engineering & Infrastructure Planning division of the Internal Service Fund to a separate special fund. 2015-16 and 2016-17 actuals are shown for illustrative purposes.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- ✧ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- ✧ Focus efforts on urban renewal planning and funding
- ✧ Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Process 80% of applications with an average review time for Type 1 in 30 days
- ✧ Process 80% of applications with an average review time for Type 2 in 60 Days
- ✧ Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- ✧ Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

- ✧ Process 80% of Tier 1 applications with an average review time of 15 days, Tier 2 applications with an average review time of 25 days, and Tier 3 applications with an average review time of 90 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Integrated one and a half (1.5) FTE from the dissolution of the permit center
- ✧ Implemented new workflow to provide transparency and create better project tracking
- ✧ Hired a Construction Manager with the main focus on actively managing ROW permitting and inspections
- ✧ Updated code to reflect changes in community needs and promote diversity of building demands
- ✧ Helped with the adoption of the new Urban Growth Boundary
- ✧ Implemented fee study and new fees
- ✧ Hired new City Engineer and staffed department according to workloads

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The PDE division will no longer be included in Engineering and Infrastructure Planning Division of the Internal Services Fund and will be accounted for in a separate special revenue fund
- ✧ A one-time transfer of \$1,110,116 will be made in 2017-18 to transfer the PDE ending fund balance from the Internal Service Fund to the new special revenue fund
- ✧ Two (2) new Project Engineer FTE in 2017-18
- ✧ One (1) new Engineering Inspector FTE in 2017-18

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle and Equipment Plan on following page for details

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Applications received	179	220	231	250	260
Inspections	2,967	3,999	4,100	4,160	4,170
Effectiveness Measures:					
Inspections per inspector	742	1,000	1,025	1,040	1,043
Efficiency Measures:					
Planning applications					
# of days to process Type 1 application (target 30 days)		21	20	21	22
# of days to process Type 2 application (target 60 days)		39	54	58	58
Single Family building permit review					
% of reviews within 30 days (target 50%)		39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permit review					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%
# of days to process Type 1 application (target 15 days)	14	19	17	16	14
# of days to process Type 2 application (target 25 days)	11	23	20	18	17
# of days to process Type 2 application (target 90 days)	n/a	78	90	74	68

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ 32,000	\$ -	\$ 32,000	\$ -	\$ 32,000
Total	\$ 32,000	\$ -	\$ 32,000	\$ -	\$ 32,000

General Fund

Community & Economic Development Program - Code Enforcement

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
Code Enforcement	\$ 456,698	\$ 860,925	\$ 860,638	\$ 1,043,125	\$ 1,037,125	\$ 1,037,125
Interfund transfers	107,318	151,258	155,129	196,100	196,100	196,100
TOTAL REQUIREMENTS	\$ 564,016	\$ 1,012,183	\$ 1,015,767	\$ 1,239,225	\$ 1,233,225	\$ 1,233,225
<i>By Category:</i>						
Personnel services	\$ 442,653	\$ 779,125	\$ 805,502	\$ 944,500	\$ 938,500	\$ 938,500
Materials and services	14,045	25,800	29,485	68,625	68,625	68,625
Capital outlay:						
Vehicle/equipment	-	56,000	25,651	30,000	30,000	30,000
Interfund transfers	107,318	151,258	155,129	196,100	196,100	196,100
TOTAL REQUIREMENTS	\$ 564,016	\$ 1,012,183	\$ 1,015,767	\$ 1,239,225	\$ 1,233,225	\$ 1,233,225

Note:

Code Enforcement activities are accounted for in the Community & Economic Development Program of the General Fund.

COMMUNITY & ECONOMIC DEVELOPMENT **Code Enforcement**

Overview

The duties of the City of Bend's Code Enforcement program are to protect the health and safety of the City's residents and visitors and the livability of the community by ensuring compliance with Bend's land-use, environmental and building codes. The City will ensure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

This program ensures compliance with the Bend Municipal Code, Bend Development Code and State of Oregon Specialty Codes. City Code Enforcement staff provides the following customer services: inspections, enforcement actions, and over the counter information. In order to provide a professional level of service to Bend's residents, City staff obtains and maintains proper certifications including required continuing education credits.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16		2016-17		2017-18	2018-19	2017-19
Personnel services	\$ 393,392	\$	412,111	\$	451,500	\$ 487,000	\$ 938,500
Materials and services	12,345		17,140		33,095	35,530	68,625
Capital outlay:							
Vehicle/equipment	25,651		-		30,000	-	30,000
Program Total	431,387		429,251		514,595	522,530	1,037,125
Interfund transfers	79,221		75,908		101,900	94,200	196,100
Code Enforcement	\$ 510,609	\$	505,159	\$	616,495	\$ 616,730	\$ 1,233,225
Full Time Equivalents	4.00		4.00		4.00	4.00	4.00

Goals for the 2017 – 2019 Biennial Budget

- ✘ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- ✘ Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software
- ✘ 100% of staff to attain International Fire Code Certification

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Maintain average case turnaround time of 50 days for 80% of total cases
- ✘ 60% of cases are proactive

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Proactively managed temporary sign code violations
- ✘ Helped implement the Short Term Rental program
- ✘ Reestablished temporary Sign Permitting program
- ✘ 50% of staff attained International Fire Code Certification
- ✘ Maintained voluntary compliance levels above 98%
- ✘ Recovered over \$75,000 in liens and penalties
- ✘ Processed over 1,000 snow removal cases

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✘ Refer to Five Year Vehicle & Equipment Plan on following page for detail

COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
New cases received	1,081	1,151	2,175	2,197	2,219
<i>Efficiency Measures:</i>					
Cases per FTE	284	288	544	549	555
% of cases closed in 50 days (target 80%)	72%	81%	86%	80%	83%
% of proactive cases (target 60%)	60%	70%	72%	68%	68%

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 30,000	\$ -	\$ -	\$ -	\$ -

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**General Fund
Growth Management**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Growth Management	\$ 1,865,484	\$ 3,314,873	\$ 2,796,393	\$ 1,997,442	\$ 2,491,642	\$ 2,491,642
Interfund transfers	215,157	473,054	477,782	557,600	557,600	557,600
TOTAL REQUIREMENTS	\$ 2,080,641	\$ 3,787,927	\$ 3,274,174	\$ 2,555,042	\$ 3,049,242	\$ 3,049,242
By Category:						
Personnel services	\$ 618,967	\$ 1,471,123	\$ 1,394,357	\$ 1,300,200	\$ 1,294,400	\$ 1,294,400
Materials and services	1,246,517	1,843,750	1,402,035	697,242	1,197,242	1,197,242
Interfund transfers	215,157	473,054	477,782	557,600	557,600	557,600
TOTAL REQUIREMENTS	\$ 2,080,641	\$ 3,787,927	\$ 3,274,174	\$ 2,555,042	\$ 3,049,242	\$ 3,049,242

Note:

Growth Management activities are accounted for in the Community & Economic Development Program of the General Fund.

COMMUNITY & ECONOMIC DEVELOPMENT

Growth Management

Overview

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

The Program:

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

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

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

Land Use Planning

As part of the General Fund program, the Growth Management land use planning program promotes community and economic development by maintaining and updating the City's long-range planning elements, including the Bend Area Comprehensive Plan, the Transportation System Plan, and the Water and Wastewater Public Facilities Plans (PFPs). Amendments to the Comprehensive Plan and its functional plans are often major efforts with far-reaching impacts, such as the recent Water PFP adoption and subsequent Remand Order from the State of Oregon Land Use Board of Appeals regarding the Urban Growth Boundary (UGB). These projects provide and maintain a larger, on-going supply of buildable land for employment and needed housing and infrastructure plans. The program ensures that these buildable lands are zoned properly, are in the best locations, and are adequately served with public facilities.

Growth Management staff also conduct special purpose projects as directed by the City Council, such as refinement plans and data forecasting. The Central Westside Plan and Population forecasting in collaboration with Portland State University are examples of these types of efforts. All of these activities are carried out in compliance with State statutes and Administrative Rules and City policy.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 677,157	\$ 717,200	\$ 657,200	\$ 637,200	\$ 1,294,400		
Materials and services	988,996	413,039	548,544	648,698	1,197,242		
Program Total	1,666,154	1,130,239	1,205,744	1,285,898	2,491,642		
Interfund transfers	248,148	229,634	281,000	276,600	557,600		
Growth Management	\$ 1,914,301	\$ 1,359,873	\$ 1,486,744	\$ 1,562,498	\$ 3,049,242		
Full Time Equivalents	5.15	5.15	4.25	4.25	4.25		

Goals for the 2017 - 2019 Biennial Budget

- ✘ Implement a growth plan that is consistent with community goals for the economy, environment and affordability
- ✘ Move people and products around Bend efficiently, safely and reliably

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Update TSP
- ✘ Create Citywide Transportation Committee
- ✘ Create UGB Expansion plans
- ✘ Conduct land use refinement and financing plans

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Completed the UGB Remand
- ✘ Hired a GIS Analyst and Executive Assistant: GIS Analyst will create new and revised land use and infrastructure data bases to monitor and assess progress for meeting recently adopted goals and policies of UGB project

Significant Changes for the 2017 – 2019 Biennial Budget

- ✘ With completion of UGB, related costs are decreasing in the upcoming biennium
- ✘ During budget deliberations on May 11, 2017, the Budget Committee approved an additional \$500,000 to be redirected from General Fund reserves to fund additional area plans.

Transportation Planning

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

Duties include:

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

The program also implements the projects and programs in the Transportation Capital Improvement Program (CIP) and the CIP Program Strategy. The program also manages the short range planning functions such as development review concerning transportation studies and implementation and coordinates with the Bend Metropolitan Planning Organization (MPO) to develop regional transportation strategies. Refer to the Transportation Construction Fund in the Infrastructure service area for more details.

**Community Development
Block Grant (CDBG) Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 88,100	\$ 491,600	\$ 492,085	\$ 451,178	\$ 451,178	\$ 451,178
Intergovernmental revenues	1,052,183	1,200,000	831,722	1,288,200	1,288,200	1,288,200
General fund loan	25,000	200,000	100,000	200,000	200,000	200,000
Loan repayments	544,441	436,000	414,200	16,200	16,200	16,200
Investment income	1,605	7,700	5,515	6,400	6,400	6,400
Miscellaneous	-	-	206	-	-	-
Interfund transfers	127,000	130,000	135,000	215,000	215,000	215,000
TOTAL RESOURCES	\$ 1,838,329	\$ 2,465,300	\$ 1,978,728	\$ 2,176,978	\$ 2,176,978	\$ 2,176,978

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
CDBG Administration	\$ 1,191,968	\$ 1,908,036	\$ 1,468,651	\$ 1,488,600	\$ 1,486,500	\$ 1,486,500
Debt service	75,000	200,000	25,000	200,000	200,000	200,000
Interfund transfers	79,276	33,900	33,900	29,000	31,100	31,100
Contingency	-	323,364	-	459,378	459,378	459,378
TOTAL REQUIREMENTS	\$ 1,346,244	\$ 2,465,300	\$ 1,527,551	\$ 2,176,978	\$ 2,176,978	\$ 2,176,978
<i>By Category:</i>						
Personnel services	\$ 238,332	\$ 296,826	\$ 262,564	\$ 357,200	\$ 355,100	\$ 355,100
Materials and services	953,636	1,611,210	1,206,087	1,131,400	1,131,400	1,131,400
Debt service; Interfund loan repayment	75,000	200,000	25,000	200,000	200,000	200,000
Interfund transfers	79,276	33,900	33,900	29,000	31,100	31,100
Contingency	-	323,364	-	459,378	459,378	459,378
TOTAL REQUIREMENTS	\$ 1,346,244	\$ 2,465,300	\$ 1,527,551	\$ 2,176,978	\$ 2,176,978	\$ 2,176,978

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant (CDBG) Fund

Overview

Signed into law by President Ford in August 1974, Title I of the Housing and Community Development Act created a federal block grant funding program. It became effective January 1, 1975. Since then, the Community Development Block Grant (CDBG) fund has been continually reauthorized by Congress.

CDBG is funded by the U.S. Department of Housing and Urban Development (HUD). The CDBG Fund provides, on an annual basis, an allocation of funds to local governments for a wide-range of eligible housing and community development activities. These funds are allocated each year to cities and urban counties with populations in excess of 50,000.

The City of Bend, along with over 1,100 other cities in the country, is an “entitlement city” which means it automatically receives the federal money based on a formula that takes into consideration the community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas. The total funds available to the City of Bend vary each year.

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

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 130,464	\$ 132,100	\$ 174,200	\$ 180,900	\$ 355,100		
Materials and services	1,021,076	185,011	566,900	564,500	1,131,400		
Program Total	1,151,540	317,111	741,100	745,400	1,486,500		
Interfund loan repayment	25,000	-	100,000	100,000	200,000		
Interfund transfers	16,600	17,300	15,600	15,500	31,100		
CDBG Administration	\$ 1,193,140	\$ 334,411	\$ 856,700	\$ 860,900	\$ 1,717,600		
Full Time Equivalents	0.90	1.40	1.28	1.28	1.28		

Goals for the 2017 – 2019 Biennial Budget

- ✘ Implement the CDBG Entitlement Program in Bend through efficient allocation of funds in the annual Action Plan, with public involvement and project evaluation led by the Affordable Housing Advisory Committee
- ✘ Meet federal requirements in the management of CDBG funded programs, including project monitoring and fiscal reporting

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report
- ✘ Implementation of Council-adopted 2017 annual action plan for Bend
- ✘ Coordinate the ongoing monitoring of program grants and loans
- ✘ Effective management of the U.S. Department of Housing and Urban Development (HUD) financial tracking system

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Council approved and completed the 2015 and 2016 Action Plans
- ✧ Twelve projects initiated in 2016
- ✧ Ten projects initiated in 2017

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ One (1) new Affordable Housing Coordinator position being recruited in 2016-17; will not have a full year of costs until 2017-18. This position will be funded between the CDBG and Affordable Housing Funds.

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

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATED 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Affordable Housing Units created	68	220	38	100	100
Affordable Housing Units preserved	-	-	-	40	40
Affordable Housing Units rehabilitated	90	16	-	10	10
Persons assisted with homeownership	6	13	2	50	50
Homeless assisted with a variety of services	2,100	3,273	326	250	250
<i>Effectiveness Measures:</i>					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	\$ 8,169,133	\$ 13,084,538	\$ 17,185,586	\$ 5,000,000	\$5,000,000

Affordable Housing Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,468,319	\$ 951,300	\$ 1,935,191	\$ 2,067,085	\$ 2,067,085	\$ 2,067,085
Affordable housing fee	1,394,114	1,677,000	2,105,634	2,235,600	2,235,600	2,235,600
Sale of capital assets	-	-	82,400	-	-	-
Loan repayments	1,659,228	1,990,000	564,137	198,000	198,000	198,000
Investment income	26,915	12,700	59,622	58,000	58,000	58,000
TOTAL RESOURCES	\$ 4,548,575	\$ 4,631,000	\$ 4,746,985	\$ 4,558,685	\$ 4,558,685	\$ 4,558,685

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
Affordable Housing	\$ 2,463,105	\$ 4,176,507	\$ 2,512,100	\$ 2,751,300	\$ 2,749,500	\$ 2,749,500
Interfund transfers	150,280	170,800	167,800	249,600	251,400	251,400
Contingency	-	283,693	-	1,557,785	1,557,785	1,557,785
TOTAL REQUIREMENTS	\$ 2,613,385	\$ 4,631,000	\$ 2,679,900	\$ 4,558,685	\$ 4,558,685	\$ 4,558,685
<i>By Category:</i>						
Personnel services	\$ 148,150	\$ 172,961	\$ 170,121	\$ 291,800	\$ 290,000	\$ 290,000
Materials and services	2,314,955	4,003,546	2,341,979	2,459,500	2,459,500	2,459,500
Interfund transfers	150,280	170,800	167,800	249,600	251,400	251,400
Contingency	-	283,693	-	1,557,785	1,557,785	1,557,785
TOTAL REQUIREMENTS	\$ 2,613,385	\$ 4,631,000	\$ 2,679,900	\$ 4,558,685	\$ 4,558,685	\$ 4,558,685

COMMUNITY & ECONOMIC DEVELOPMENT **Affordable Housing Fund**

Overview

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

The objective of this program as stated in the ordinance is: *“All funding from this source must be targeted for housing opportunities for residents at or below 100% of median income.”*

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 84,321	\$	85,800	\$ 142,000	\$ 148,000	\$ 290,000
Materials and services	425,091		1,916,888	1,231,900	1,227,600	2,459,500
Program Total	509,412		2,002,688	1,373,900	1,375,600	2,749,500
Interfund transfers	90,900		76,900	113,200	138,200	251,400
Affordable Housing	\$ 600,312	\$	2,079,588	\$ 1,487,100	\$ 1,513,800	\$ 3,000,900
Full Time Equivalents	0.56		1.06	1.08	1.08	1.08

Goals for the 2017 – 2019 Biennial Budget

- ✘ Implement funding and policy strategies to provide affordable housing in Bend
- ✘ Implement new programs and policies to meet 2017-2019 Council Goals

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Continue to use Request for Proposals (RFP) process, with public involvement and project evaluation, will be led by the Affordable Housing Advisory Committee in an effort to allocate funding
- ✘ Monitor loan program to ensure program compliance
- ✘ Work with Affordable Housing providers to use code and policy changes to increase total units built
- ✘ Continue work on System Development Charges (SDC) exemptions

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Seven (7) projects were approved for funding in 2016 using 2015-16 funds in the amount of \$1.4M,
- ✘ Two (2) projects were approved for funding in 2017 using 2016-17 funds in the amount of \$600,000 another \$600,000 was awarded to previous projects to meet funding gaps
- ✘ Council approved a cottage code, allowing more units to be built on a small plot of land by arranging open space differently than is traditionally done with single family residential developments
- ✘ Council approved limited System Development Charge exemptions, which allows qualified affordable housing projects to reduce their development cost by removing the System Development Charge expenses
- ✘ Council approved changes to Accessory Dwelling Unit code, which allows more single family residential lot owners to have the ability to build accessory dwelling units on their property
- ✘ Council approved a density bonus which allows developments to build more units if the multi-family development agrees to build some affordable units
- ✘ Nearly every proposal submitted in the 2016-17 funding cycle took advantage of one of these code changes resulting in a great number of housing units approved for funding

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ One (1) new Affordable Housing Coordinator position being recruited in 2016-17; will not have a full year of costs until 2017-18. This position will be funded between the CDBG and Affordable Housing Funds.

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

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATED 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Affordable Housing Units created	68	220	38	100	100
Affordable Housing Units preserved	-	-	-	40	40
Affordable Housing Units rehabilitated	90	16	-	10	10
Persons assisted with homeownership	6	13	2	50	50
Homeless assisted with a variety of services	2,100	3,273	326	250	250
<i>Effectiveness Measures:</i>					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	\$ 8,169,133	\$ 13,084,538	\$ 17,185,586	\$ 5,000,000	\$5,000,000

Business Advocacy Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ 76,900	\$ 88,036	\$ 154,670	\$ 154,670	\$ 154,670
Business licenses	575,465	626,100	607,435	637,200	637,200	637,200
Charges for services	225	-	-	-	-	-
Loan repayments	9,000	-	-	-	-	-
General fund subsidy	140,000	150,000	150,000	172,000	172,000	172,000
Interfund charges	10,677	-	-	-	-	-
Interfund transfers	107,289	-	-	-	-	-
Miscellaneous	4,623	-	2,139	-	-	-
Investment income	983	1,100	2,668	3,800	3,800	3,800
TOTAL RESOURCES	\$ 848,262	\$ 854,100	\$ 850,278	\$ 967,670	\$ 967,670	\$ 967,670

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Business Advocacy	\$ 618,745	\$ 705,434	\$ 608,938	\$ 730,400	\$ 728,500	\$ 728,500
Interfund transfers	141,481	87,200	86,670	95,700	97,600	97,600
Contingency	-	61,466	-	141,570	141,570	141,570
TOTAL REQUIREMENTS	\$ 760,225	\$ 854,100	\$ 695,608	\$ 967,670	\$ 967,670	\$ 967,670
By Category:						
Personnel services	\$ 371,987	\$ 319,037	\$ 271,173	\$ 404,900	\$ 403,000	\$ 403,000
Materials and services	246,757	386,397	337,765	325,500	325,500	325,500
Interfund transfers	141,481	87,200	86,670	95,700	97,600	97,600
Contingency	-	61,466	-	141,570	141,570	141,570
TOTAL REQUIREMENTS	\$ 760,225	\$ 854,100	\$ 695,608	\$ 967,670	\$ 967,670	\$ 967,670

COMMUNITY & ECONOMIC DEVELOPMENT

Business Advocacy Fund

Overview

The purpose of the Business Advocacy Fund is to advocate for businesses – their needs and their interests - in all of the City's departments. The City's Business Advocate is tasked with providing the business community with regular communication, a single point of contact for questions or concerns, and an avenue for feedback on city policies and processes.

The Business Advocate is staff to the City's Business and Economic Development Advisory Board (BEDAB) which provides policy input and direction to the Bend City Council.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 103,473	\$	167,700	\$ 197,500	\$ 205,500	\$ 403,000
Materials and services	169,044		168,721	177,100	148,400	325,500
Program Total	272,517		336,421	374,600	353,900	728,500
Interfund transfers	44,970		41,700	48,450	49,150	97,600
Business Advocacy	\$ 317,487	\$	378,121	\$ 423,050	\$ 403,050	\$ 826,100
Full Time Equivalents	1.63		1.63	1.85	1.85	1.85

Goals for the 2017 - 2019 Biennial Budget

- ✘ Coordinate resources to grow, recruit and retain businesses
- ✘ Create an environment where businesses thrive
- ✘ Provide the City with business perspective recommendations

Key Operational Objectives for 2017 - 2019 Biennial Budget

- ✘ Advocate for initiatives that support the BEDAB's aims for 2017-2019, as outlined in their goal-setting presentation to Council. Those focus areas are:
 - Housing availability and affordability,
 - Development of transportation infrastructure and options
 - Urban Growth Boundary (UGB) implementation and facilities plans
 - Developing or expanding infrastructure to serve employment lands
 - Initiate business facing interaction and communication to support the development and rollout of a new permitting and planning system outlined in the Integrated Inspections and Permitting Applications (IIPA) phase of the LEAP ERP system upgrade.

Major Accomplishments during the 2015 - 2017 Biennium

- ✘ Hired a new Business Advocate in January 2016
- ✘ Expanded program communications offerings with regular updates on BendforBusiness.com, weekly emails to BEDAB members, and monthly electronic newsletters for Business Registration holders
- ✘ BEDAB adopted a set of agreed upon Economic Development Outcomes that will drive the development of an updated BEDAB strategic plan

- ✧ Continued to see growth in Business Registrations, reflecting increased compliance and economic growth
- ✧ BEDAB provided feedback on numerous process and policy issues
- ✧ Improved alignment between the City of Bend and the Economic Development for Central Oregon (EDCO)
- ✧ City management and City Council recognize positive assistance of/input from BEDAB on issues
- ✧ Support of recruitment and retention of businesses-marketing efforts
- ✧ Increased community awareness of BEDAB program and Business Advocate position
- ✧ Successfully fulfilled role assigned by council to oversee VB business plan

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Funding to the Community Development Department for administration of the Business License program was reduced from .55 FTE to .50 FTE of Senior Administration Assistant
- ✧ Allocated funding for direct administrative support of the Business Advocacy program

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Number of new & renewed business licenses issued	5,016	5,184	5,459	5,500	5,655
Annual increase in business license revenue	3%	2%	5%	2%	2%
Number of businesses assisted - Direct	250	105	300	315	325
Number of businesses assisted - Indirect	275	170	325	335	350
Number of businesses assisted	525	275*	625	650	675
<i>Effectiveness Measures:</i>					
Avg. monthly e-newsletters to Business Registration holders	0.25	0.25*	1.25	1.50	2.00
Open rate (how many recipients open an email, target 25%)	n/a	30%	28%	30%	30%
Click-through rate (how many recipients click through to email links, target 5%)	n/a	3%	2%	5%	5%
<i>Efficiency Measures:</i>					
Cost of program administration per business license	\$12	\$8*	\$9	\$9	\$9

*Business Advocate Position staffed for only 6 months in 2015/16

Tourism Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 138,125	\$ 301,700	\$ 301,650	\$ 257,224	\$ 257,224	\$ 257,224
Room taxes	3,622,614	5,920,900	5,881,044	6,114,100	6,114,100	6,114,100
Investment income	383	2,600	2,575	-	-	-
TOTAL RESOURCES	\$ 3,761,122	\$ 6,225,200	\$ 6,185,270	\$ 6,371,324	\$ 6,371,324	\$ 6,371,324

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Tourism Promotion	\$ 3,389,996	\$ 5,975,250	\$ 5,820,545	\$ 6,198,824	\$ 6,198,824	\$ 6,198,824
Interfund transfers	69,476	116,250	107,500	172,500	172,500	172,500
Contingency	-	133,700	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,459,472	\$ 6,225,200	\$ 5,928,045	\$ 6,371,324	\$ 6,371,324	\$ 6,371,324
By Category:						
Materials and services	\$ 3,389,996	\$ 5,975,250	\$ 5,820,545	\$ 6,198,824	\$ 6,198,824	\$ 6,198,824
Interfund transfers	69,476	116,250	107,500	172,500	172,500	172,500
Contingency	-	133,700	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,459,472	\$ 6,225,200	\$ 5,928,045	\$ 6,371,324	\$ 6,371,324	\$ 6,371,324

COMMUNITY & ECONOMIC DEVELOPMENT

Tourism Fund

Overview

The Tourism Fund accounts for the collection and use of the portion of transient room taxes (TRT) that are dedicated to the promotion of tourism, as required by Oregon Revised Statutes. Hotels and motels are required to levy the applicable tax rate on room revenues as a transient room tax and remit the proceeds to the City on a monthly basis; a rebate of 5% of the taxes is allowed to be retained by lodging providers for the administration of the tax.

The City contracts for the ongoing efforts to promote tourism. Additionally, City sponsored tourism promotion events or projects may be specifically approved by the City Council through a grant process or by direct appropriation. On November 5th, 2013, the voters of the City of Bend approved a ballot measure that increased the transient room tax rate levied from 9% to 10% as of June 1, 2014, with a subsequent increase from 10% to 10.4% on June 1, 2015.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Promote tourism to increase the number of overnight stays and gross lodging taxes collected in the City of Bend

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Continue proper administration of the Visit Bend contract

Major Accomplishments during the 2015-2017 Biennium

- ✧ The Bend Economic Development Advisory Board (BEDAB) successfully provided oversight for the tourism promotion contract with Visit Bend
- ✧ Extended contract with Visit Bend
- ✧ Approved local ordinance change to support continued growth in the tourism industry

Significant Changes from the 2015-2017 Biennium

- ✧ On May 3, 2017 the City Council is set to approve a new local ordinance which reallocates a portion of the room tax revenues to General Fund. This ordinance will allocate 31.2 percent of the gross lodging taxes to the Tourism Fund and restricts use of the Tourism Fund for tourism promotion only.

Economic Improvement District (EID) Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EID Assessments	340,231	341,700	341,458	341,000	341,000	341,000
Investment income	308	200	357	800	800	800
TOTAL RESOURCES	\$ 340,539	\$ 341,900	\$ 341,815	\$ 341,800	\$ 341,800	\$ 341,800

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Improvement	\$ 323,527	\$ 324,800	\$ 324,767	\$ 324,800	\$ 324,800	\$ 324,800
Interfund transfers	17,012	17,100	17,048	17,000	17,000	17,000
TOTAL REQUIREMENTS	\$ 340,539	\$ 341,900	\$ 341,815	\$ 341,800	\$ 341,800	\$ 341,800
By Category:						
Materials and services	\$ 323,527	\$ 324,800	\$ 324,767	\$ 324,800	\$ 324,800	\$ 324,800
Interfund transfers	17,012	17,100	17,048	17,000	17,000	17,000
TOTAL REQUIREMENTS	\$ 340,539	\$ 341,900	\$ 341,815	\$ 341,800	\$ 341,800	\$ 341,800

COMMUNITY & ECONOMIC DEVELOPMENT **Economic Improvement District (EID) Fund**

Overview

The Economic Improvement District (EID) was created by the City Council at the request of Downtown property owners to provide a funding program for maintenance by the Downtown Bend Business Association (DBBA). The initial formation of the District was an assessment of eleven cents per square foot of commercial space for two consecutive years. The EID was renewed in May 2009 with an assessment of fifteen cents per square foot. The EID was renewed again in May 2012 with an assessment of eighteen cents per square foot. The 2012 EID expired on April 30th, 2015, and the downtown property owners took action to extend the EID for another 3 years at eighteen cents per square foot, with final City Council approval on May 6, 2015. The current EID will expire in May 2018, during the 2017-2019 biennium.

The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the DBBA for the implementation of the EID's work plan. A 5% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Provide a funding program for the maintenance of downtown beautification efforts by the DBBA
- ✧ Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- ✧ Provide oversight for the collection and distribution of assessments
- ✧ Identify long-term funding for improvements and maintenance for our growing downtown

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Renew EID for another three- or five-year term
- ✧ The EID work plan provides for the following programs for Downtown Bend:
 - Flower baskets
 - Beautified planters
 - Sidewalk snow removal
 - Sidewalk sweeping and debris removal
 - Graffiti removal
 - Tree lights & holiday wreaths
 - Banners
 - Benches
 - Trash receptacles-maintain
 - Marketing downtown to promote business
 - Management of the Downtown Dollars Gift Certificate Program
 - Events drawing customers to the District - Art Walk, Art Hop, Sidewalk Sale, Christmas Tree Lighting, Oktoberfest.
 - Advertising, in order to draw customers to the district, to include radio, television, print, internet and other outlets

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Operated successfully during the 2015 – 2017 biennium, accomplishing the objectives for the programs identified in the ordinance

**Bend Urban Renewal Agency (BURA)
General Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 463,582	\$ 395,300	\$ 398,503	\$ 317,554	\$ 317,554	\$ 317,554
Loan repayments	15,266	-	-	-	-	-
Investment income	6,722	6,100	7,303	6,100	6,100	6,100
TOTAL RESOURCES	\$ 485,570	\$ 401,400	\$ 405,805	\$ 323,654	\$ 323,654	\$ 323,654

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
BURA Administration	\$ 17,592	\$ 85,140	\$ 49,351	\$ 264,400	\$ 264,400	\$ 264,400
Interfund transfers	69,476	94,400	38,900	18,660	18,660	18,660
Reserves	-	221,860	-	40,594	40,594	40,594
TOTAL REQUIREMENTS	\$ 87,068	\$ 401,400	\$ 88,251	\$ 323,654	\$ 323,654	\$ 323,654
<i>By Category:</i>						
Personnel services	\$ -	\$ 27,780	\$ 27,767	\$ 129,300	\$ 128,700	\$ 128,700
Materials and services	17,592	57,360	21,584	135,100	135,700	135,700
Interfund transfers	69,476	94,400	38,900	18,660	18,660	18,660
Reserves	-	221,860	-	40,594	40,594	40,594
TOTAL REQUIREMENTS	\$ 87,068	\$ 401,400	\$ 88,251	\$ 323,654	\$ 323,654	\$ 323,654

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
BURA General Fund**

Overview

The purpose of urban renewal is to improve specific areas of a city that are poorly or under developed (such as areas that have deteriorated buildings) or lack adequate public infrastructure. These conditions are defined as blight according to ORS 457.460.

The Bend Urban Renewal Agency (BURA) was first established in 1984 to address redevelopment of an area in downtown Bend known as the Central Bend Development Program Area (or Downtown Plan Area). The policies of BURA are established by a seven member board, the Bend Urban Renewal Agency Board, consisting of members of the Bend City Council. BURA utilizes tax increment financing to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund is used to account for the general services within BURA not accounted for in the BURA debt service or construction funds. Reserves held in the BURA General Fund will be set aside for future development projects.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Focus resources on future urban renewal planning to accomplish Growth Plan objectives

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Economic Development Director will increase time spent on Urban Renewal efforts to accomplish Council goals. Allocation of Director time will increase from 8.34% to 30%.
- ✧ The budget also reflects 12.5% of additional administrative staff support

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 13,067	\$ 14,700	\$ 14,700	\$ 62,900	\$ 65,800	\$ 128,700
Materials and services	9,734	11,850	11,850	71,800	63,900	135,700
Program Total	22,801	26,550	26,550	134,700	129,700	264,400
Interfund transfers	17,900	21,000	21,000	13,260	5,400	18,660
BURA Administration	\$ 40,701	\$ 47,550	\$ 47,550	\$ 147,960	\$ 135,100	\$ 283,060
Full Time Equivalents	0.08	0.08	0.08	0.42	0.42	0.42

**Bend Urban Renewal Agency (BURA)
Juniper Ridge Construction Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 25,187	\$ 2,800	\$ 417	\$ 40	\$ 40	\$ 40
Investment income	(66)	-	(68)	-	-	-
BURA General fund subsidy	40,000	82,000	26,500	8,260	8,260	8,260
Interfund transfers	20,000	-	-	-	-	-
Issuance of long-term debt	3,700,000	-	-	-	-	-
TOTAL RESOURCES	\$ 3,785,121	\$ 84,800	\$ 26,849	\$ 8,300	\$ 8,300	\$ 8,300

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Development	\$ 60,083	\$ 82,000	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300
Debt Service	3,708,850	-	-	-	-	-
Interfund Transfers	15,770	-	-	-	-	-
Contingency	-	2,800	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,784,703	\$ 84,800	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300
By Category:						
Materials and services	\$ 60,083	\$ 82,000	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300
Debt service	3,708,850	-	-	-	-	-
Interfund transfers	15,770	-	-	-	-	-
Contingency	-	2,800	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,784,703	\$ 84,800	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300

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

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 648,221	\$ 1,309,900	\$ 1,315,605	\$ 2,140,116	\$ 2,140,116	\$ 2,140,116
Property taxes	1,841,099	1,901,800	2,012,923	2,045,600	2,045,600	2,045,600
Investment income	18,125	31,500	43,655	59,700	59,700	59,700
Issuance of long-term debt	-	2,439,000	2,439,000	-	-	-
TOTAL RESOURCES	\$ 2,507,445	\$ 5,682,200	\$ 5,811,183	\$ 4,245,416	\$ 4,245,416	\$ 4,245,416

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Debt Administration	\$ -	\$ 20,000	\$ 19,812	\$ -	\$ -	\$ -
Debt Service	1,191,840	3,795,600	3,651,254	1,148,243	1,148,243	1,148,243
Reserves	-	1,866,600	-	3,097,173	3,097,173	3,097,173
TOTAL REQUIREMENTS	\$ 1,191,840	\$ 5,682,200	\$ 3,671,066	\$ 4,245,416	\$ 4,245,416	\$ 4,245,416
By Category:						
Materials and services	\$ -	\$ 20,000	\$ 19,812	\$ -	\$ -	\$ -
Debt service	1,191,840	3,795,600	3,651,254	1,148,243	1,148,243	1,148,243
Reserves for:						
Debt Service	-	1,866,600	-	3,097,173	3,097,173	3,097,173
TOTAL REQUIREMENTS	\$ 1,191,840	\$ 5,682,200	\$ 3,671,066	\$ 4,245,416	\$ 4,245,416	\$ 4,245,416

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

Overview

The Juniper Ridge Urban Renewal Plan was adopted in 2005 for development of an area northeast of Bend known as the Juniper Ridge Urban Renewal Area. Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of Bend, east of Highway 97 and north of Cooley road. Of the 1,500 acres, approximately 700 acres is within the Juniper Ridge Urban Renewal District. Approximately 500 acres of Juniper Ridge is within the Urban Growth Boundary. Roughly 300 acres are within the Juniper Ridge Overlay zoning district which is geared towards accommodating light industrial and employment based businesses. Roughly 200 acres are within the Urban Area Reserve zoning district which is primarily an urban holding zone.

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

The 1,500-acre Juniper Ridge property is intended to be developed into a mixed-use master-planned community, with a variety of employment uses supported by housing and commercial uses and potentially an institution of higher learning. To date, the City has constructed an extension of Cooley Road, a roundabout at Cooley Road and 18th Street and sewer forcemain to serve development in the first phase of Juniper Ridge. The City has sold approximately 33 acres to three private businesses. In addition, the City developed seven lots within Juniper Ridge ranging in size from 1.5 to 6.3 acres. The City has been working on a strategy to encourage development of larger portions of the property.

The first phase of Juniper Ridge includes approximately 300 acres of employment land for light industrial and limited commercial use. The process of entitling this land included development of a Special Plan Area zoning code amendment, a zone change, and partitioning of a portion of the land. The City has also developed Codes, Covenants & Restrictions, design standards, traffic studies and other requirements to guide the development of the property. As mentioned above, the City has completed developed 7 lots that are ready for sale and development.

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

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

Goals for the 2017– 2019 Biennial Budget

- ✧ Continue marketing and sell additional lots
- ✧ Search for master developer, public/private partnership or other appropriate approach for future development of land
- ✧ Update Urban Renewal Plan to accommodate new alignment of infrastructure projects and new financial projections

Key Operational Objectives for 2017 - 2019 Biennial Budget

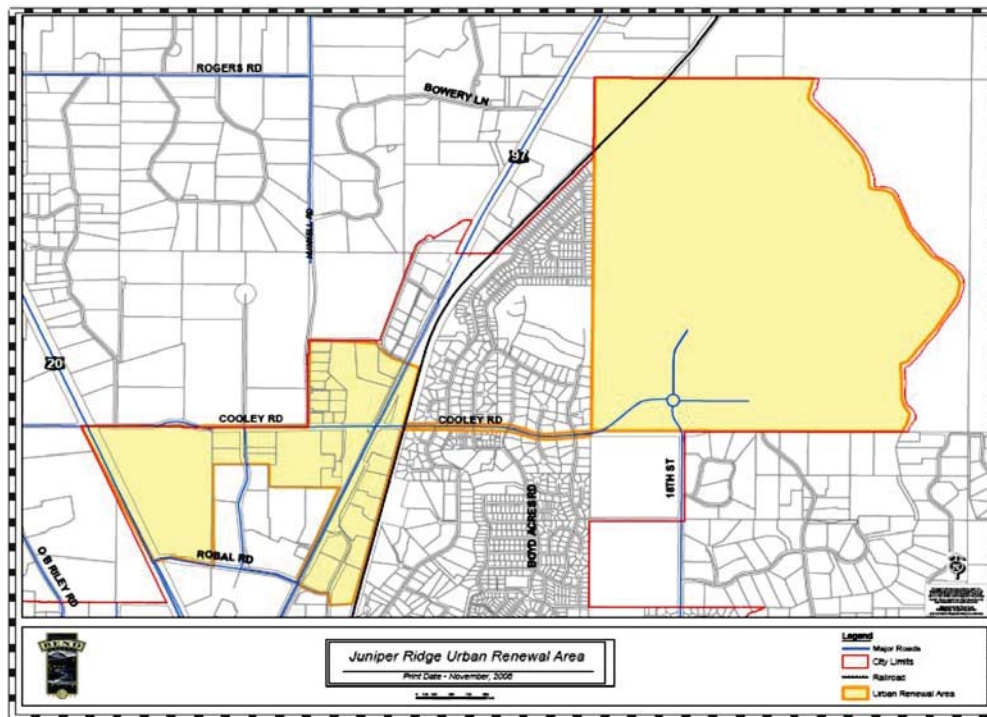
- ✧ Adopt an Updated Urban Renewal Plan for Juniper Ridge
- ✧ Consider an expansion of the Urban Renewal Area to accommodate new urban growth boundary

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Increased interest from local and relocating companies to locate business operations in Juniper Ridge
- ✧ Increase in development activity in and around the Urban Renewal Area
- ✧ Debt refunding completed resulting in debt service savings

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Budget includes consulting funds to update the Urban Renewal Plan



Boundary of Juniper Ridge Urban Renewal Area

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**Bend Urban Renewal Agency (BURA)
Murphy Crossing Construction Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ 1,754,522	\$ 1,754,522	\$ 91,408	\$ 91,408	\$ 91,408
Issuance of long-term debt	2,997,500	-	-	-	-	-
Investment income	6,615	500	19,929	23,800	23,800	23,800
TOTAL RESOURCES	\$ 3,004,115	\$ 1,755,022	\$ 1,774,451	\$ 115,208	\$ 115,208	\$ 115,208

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Development	\$ 1,249,593	\$ 1,755,022	\$ 1,683,043	\$ 15,000	\$ 15,000	\$ 15,000
Contingency	-	-	-	100,208	100,208	100,208
TOTAL REQUIREMENTS	\$ 1,249,593	\$ 1,755,022	\$ 1,683,043	\$ 115,208	\$ 115,208	\$ 115,208
By Category:						
Materials and services	\$ 23,105	\$ -	\$ -	\$ -	\$ -	\$ -
Capital outlay:						
Construction/infrastructure	1,226,488	1,755,022	1,683,043	15,000	15,000	15,000
Contingency	-	-	-	100,208	100,208	100,208
TOTAL REQUIREMENTS	\$ 1,249,593	\$ 1,755,022	\$ 1,683,043	\$ 115,208	\$ 115,208	\$ 115,208

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**Bend Urban Renewal Agency (BURA)
Murphy Crossing Debt Service Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 237,113	\$ 497,950	\$ 510,963	\$ 508,550	\$ 508,550	\$ 508,550
Property taxes	389,185	569,300	473,887	501,600	501,600	501,600
Investment income	6,506	10,800	11,182	13,500	13,500	13,500
TOTAL RESOURCES	\$ 632,803	\$ 1,078,050	\$ 996,031	\$ 1,023,650	\$ 1,023,650	\$ 1,023,650

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Category:						
Debt service	\$ 121,841	\$ 492,000	\$ 487,481	\$ 487,500	\$ 487,500	\$ 487,500
Reserves for:						
Debt service	-	586,050	-	536,150	536,150	536,150
TOTAL REQUIREMENTS	\$ 121,841	\$ 1,078,050	\$ 487,481	\$ 1,023,650	\$ 1,023,650	\$ 1,023,650

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Murphy Crossing Urban Renewal Area**

Overview

The Murphy Crossing Urban Renewal Plan (the “Plan”) is the culmination of years of study of the Murphy Crossing area, where access and circulation have been negatively affected by the location and configuration of the Bend Parkway. In the summer of 2001, the South Bend Parkway Refinement Study was started to look specifically at the safety and function of the Bend Parkway and to develop a detailed improvement and management plan for the southern section of the Bend Parkway from Powers Road to Bend’s southern urban growth boundary. In 2003, the Oregon Transportation Commission (OTC) and the City of Bend selected Alternative H-Modified with Option 1 for the South Parkway Refinement.

This alternative came with several conditions to select various road alignments and identify improvements prior to implementing the H-Modified Design. To meet those conditions, in March 2005, the City of Bend accepted a Transportation and Growth Management (TGM) Quick Response Grant for Murphy Crossing. Over a three month period, significant public input was sought through stakeholder and property owner interviews and public meetings. A preferred design alternative emerged from this public process. The preferred plan proposed a local street plan consistent with the OTC conditions and a land use plan that required new zoning designations within the study area. Based on the preferred alternative plan that came out of the study, the City Council authorized staff to proceed with the initiation and adoption of a refinement plan for the Murphy Crossing area in August of 2005. The Murphy Crossing Refinement Plan was adopted by the City Council in November of 2006.

The Murphy Crossing Urban Renewal Plan implements the decisions made through these years of study of the area. The Plan contains goals, objectives and projects for the development of the Murphy Crossing Urban Renewal Area (“Area”). The Area consists of approximately 230 acres of land in the vicinity of the southern convergence of the Bend Parkway and Southeast 3rd Street.

The overall purpose of the Plan is to use tax increment financing to overcome obstacles to proper development of the Area by assisting with the funding of access and utility improvements, including the overcrossing of the Bend Parkway at Murphy Road and a system of local streets. The maximum amount of indebtedness (amount of tax increment financing for projects and programs) that may be issued for the Plan is \$52,600,000.

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

Goals for the 2017 – 2019 Biennial Budget

- ✧ Complete plant establishment of roundabout at Murphy & Parrell Roads

Major Accomplishments during the 2015– 2017 Biennium

- ✧ Substantial completion of roundabout at Murphy & Parrell Roads
- ✧ Roundabout construction completed internally at lower cost than original contract

Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1TMPR Murphy & Parrell Roundabout	1	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 20,000
Total BURA Construction CIP		\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 20,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

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Airport Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 773,005	\$ 465,400	\$ 401,937	\$ 430,957	\$ 430,957	\$ 430,957
Intergovernmental revenues	220,000	9,739,839	6,775,457	3,367,200	3,367,200	3,367,200
Charges for services	132,110	130,400	149,515	160,100	160,100	160,100
Interfund transfers		-	52,000	-	-	-
General fund loan	93,891	500,000	250,000	500,000	500,000	500,000
Investment income	6,158	8,800	6,076	24,800	24,800	24,800
Rent revenues	1,653,219	1,819,700	1,889,294	2,124,500	2,124,500	2,124,500
Miscellaneous	5,353	4,300	14,784	11,000	11,000	11,000
Debt proceeds	-	1,000,000	-	-	-	-
TOTAL RESOURCES	\$ 2,883,736	\$ 13,668,439	\$ 9,539,063	\$ 6,618,557	\$ 6,618,557	\$ 6,618,557

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Support Services	\$ 571,730	\$ 626,249	\$ 675,095	\$ 789,800	\$ 784,500	\$ 784,500
Airport Operations	159,895	329,620	277,750	246,100	246,100	246,100
Airport Construction	256,913	10,778,239	6,883,128	3,393,000	3,393,000	3,393,000
Total	988,538	11,734,108	7,835,973	4,428,900	4,423,600	4,423,600
Debt service	940,896	887,600	573,175	960,200	960,200	986,200
Interfund transfers	552,365	717,000	698,959	776,380	781,680	781,680
Contingency	-	329,731	-	453,077	453,077	427,077
TOTAL REQUIREMENTS	\$ 2,481,798	\$ 13,668,439	\$ 9,108,106	\$ 6,618,557	\$ 6,618,557	\$ 6,618,557
By Category:						
Personnel services	\$ 406,696	\$ 555,789	\$ 536,962	\$ 645,800	\$ 640,500	\$ 640,500
Materials and services	334,890	383,480	327,304	291,500	291,500	291,500
Capital outlay:						
Vehicle/equipment	-	25,000	21,390	-	-	-
Repair & replacement	-	116,671	73,400	100,000	100,000	100,000
Construction/infrastructure	246,952	10,653,168	6,876,917	3,391,600	3,391,600	3,391,600
Total capital outlay	246,952	10,794,839	6,971,706	3,491,600	3,491,600	3,491,600
Debt service	532,005	537,600	533,175	460,200	460,200	486,200
Debt service; Interfund loan repayment	408,891	350,000	40,000	500,000	500,000	500,000
Interfund transfers	552,365	717,000	698,959	776,380	781,680	781,680
Contingency	-	329,731	-	453,077	453,077	427,077
TOTAL REQUIREMENTS	\$ 2,481,798	\$ 13,668,439	\$ 9,108,106	\$ 6,618,557	\$ 6,618,557	\$ 6,618,557

COMMUNITY AND ECONOMIC DEVELOPMENT Airport Fund

Overview

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

The Bend Municipal Airport is located on 415 acres, situated five miles east of Bend’s city limits. Owned by the City of Bend, the airport is located within Deschutes County and is outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length; a full parallel taxiway on the west side, and a second taxiway constructed on the east side; more than 72 hangars and industrial buildings; and parking facilities for aircraft and vehicles. Fifteen aviation related businesses are located at the airport. The Bend Municipal Airport is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport, with 234 based aircraft and an estimated 147,000 operations in 2017. An operation is defined by the Federal Aviation Administration (FAA) as either a takeoff or a landing and is the basis for capacity projections and future CIP projects.

Total operations are expected to increase to approximately 160,000 by 2020. The number of large aircraft using the Bend Municipal Airport passed the FAA threshold of 500 in 2015 and in 2016 increased to over 600. This is the FAA’s justification for the early update to the Airport Master plan to evaluate the need for a longer runway.

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

Goals for the 2017 – 2019 Biennial Budget

- ✧ Maintain the airport as a fully self-sufficient entity
- ✧ Meet existing and near term demand for aircraft hangar space, tie-down space and business needs
- ✧ Complete the Helicopter Operations Area project to both increase safety and enhance the efficiency of rotor and fixed wing operations at the airport
- ✧ Complete County Airport Master Plan adoption

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 245,862	\$ 291,100	\$ 314,600	\$ 325,900	\$ 640,500		
Materials and services	86,394	240,910	143,900	147,600	291,500		
Capital outlay:							
Vehicle/equipment	21,390	-	-	-	-		
Repair & replacement	-	73,400	50,000	50,000	100,000		
Construction/Infrastructure	659,317	6,217,600	3,236,000	155,600	3,391,600		
Program Total	1,012,963	6,823,010	3,744,500	679,100	4,423,600		
Debt service	308,675	264,500	280,100	206,100	486,200		
Debt service; Interfund loan repayment	-	-	250,000	250,000	500,000		
Interfund transfers	345,569	353,390	320,290	461,390	781,680		
Airport	\$ 1,667,206	\$ 7,440,900	\$ 4,594,890	\$ 1,596,590	\$ 6,191,480		
Full Time Equivalents	2.33	2.58	2.39	2.39	2.39		

Key Operational Objectives for 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Completed the Helicopter Operations Area Environmental Assessment
- ✧ Secured a \$1.1M ConnectOregon VI grant to help fund the FAA-match required to design and construct the Helicopter Operations Area
- ✧ Secured a \$966,670 FAA grant for the design and construction of the Helicopter Operations Area
- ✧ Secured a \$5,674,997 FAA grant to construct the Helicopter Operations Area
- ✧ Began Construction of the Helicopter Operations Area
- ✧ Reconfigured Airport traffic pattern to address Rotor and Fixed conflicts and noise complaints

Significant Changes from the 2015 – 2017 Biennium

- ✧ Invest funds to upgrade and/or repair city-owned hangars
- ✧ Review office space needs for Airport personnel and address space limitations

Major Capital Projects for 2017 – 2019 Biennial Budget

- ✧ Refer to Fiver Year Capital Improvement Program (CIP) schedule on following page for details

COMMUNITY AND ECONOMIC DEVELOPMENT
Airport Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Total # of operations (take offs and landings)	137,513	140,000	150,000	153,615	157,317
Total Instrument Flight Rules (IFR) operations	1,250	1,737	2,220	2,841	3,636
Total # jobs at Airport*	297	368	431	504	589
Total # of aircraft based at Airport	254	234	239	244	249
Total payroll generated from airport businesses *	\$14,116,000	\$17,490,717	\$21,338,675	\$26,033,183	\$31,760,483
Annual fuel sales by type and gallons per calendar year:					
Jet A	313,193	330,827	340,752	350,975	361,504
100LL	328,550	293,817	302,632	311,710	321,062
Total	641,743	624,644	643,384	662,685	682,566
<i>Effectiveness Measures:</i>					
Square footage of new hangars or commercial buildings constructed annually	33,000	33,000	30,000	40,000	40,000
Number of operations (take offs and landings) per Airport FTE	55,005	56,000	60,000	61,446	62,927

*From the Master Plan Strategic Positioning & Employment Lands Analysis (SPELA)

Capital Improvement Program 2018-2022

Airport Five Year Capital Improvement Program (CIP) Schedule

*Project numbers may change	Classification *	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	5 Year Total
AP13A Helicopter Operations Area Phase 1	1	\$ 59,200	\$ -	\$ -	\$ -	\$ -	\$ 59,200
AP18A Helicopter Operations Area Phase II	1	1,215,900	-	-	-	-	1,215,900
AP16A West Apron	3	1,645,300	-	-	-	-	1,645,300
AP15D Wildlife Hazard Assessment	NA	4,500	-	-	-	-	4,500
*APXX Master Plan Update	NA	311,100	155,600	-	-	-	466,700
*APXX South Hangar Taxilane Rehab	5	-	-	500,000	-	-	500,000
*AP19XX Runway Ext. EA Phase I Environmental	NA	-	-	250,000	-	-	250,000
*AP19XX Runway Ext. EA Phase II Environmental	NA	-	-	250,000	-	-	250,000
*AP20XX Runway Ext. Design/Property Acquisition	5	-	-	-	10,000,000	-	10,000,000
*AP21XX Runway Construction	5	-	-	-	-	10,000,000	10,000,000
Total Airport CIP		\$ 3,236,000	\$ 155,600	\$ 1,000,000	\$ 10,000,000	\$ 10,000,000	24,391,600

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

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

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Parking & Downtown Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,100,471	\$ 1,559,600	\$ 1,586,340	\$ 1,815,813	\$ 1,815,813	\$ 1,815,813
Fines and forfeitures	452,712	473,800	480,561	463,600	463,600	463,600
Licenses and permits	737,771	837,242	929,172	1,014,800	1,014,800	1,014,800
Rent revenues	386,464	404,400	387,097	449,400	449,400	449,400
Investment income	20,939	32,100	41,960	45,000	45,000	45,000
Miscellaneous	1,080	700	1,212	800	800	800
TOTAL RESOURCES	\$ 2,699,438	\$ 3,307,842	\$ 3,426,342	\$ 3,789,413	\$ 3,789,413	\$ 3,789,413

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Parking Administration	\$ 466,928	\$ 766,317	\$ 727,746	\$ 945,450	\$ 943,550	\$ 943,550
Parking Structure	385,440	423,831	441,214	559,100	558,200	558,200
Downtown Operations	-	-	-	95,600	95,200	95,200
Total	852,368	1,190,148	1,168,960	1,600,150	1,596,950	1,596,950
Debt service	15,260	-	-	-	-	-
Interfund transfers	245,469	442,700	441,569	442,180	445,380	445,380
Contingency	-	204,994	-	277,083	277,083	277,083
Reserves	-	1,470,000	-	1,470,000	1,470,000	1,470,000
TOTAL REQUIREMENTS	\$ 1,113,097	\$ 3,307,842	\$ 1,610,528	\$ 3,789,413	\$ 3,789,413	\$ 3,789,413

By Category:						
Personnel services	\$ 146,087	\$ 75,830	\$ 108,993	\$ 536,100	\$ 532,900	\$ 532,900
Materials and services	706,282	1,073,818	1,026,427	1,064,050	1,064,050	1,064,050
Capital outlay:						
Construction/infrastructure	-	40,500	33,541	-	-	-
Interfund transfers	245,469	442,700	441,569	442,180	445,380	445,380
Interfund loan repayment	15,260	-	-	-	-	-
Contingency	-	204,994	-	277,083	277,083	277,083
Reserves for:						
Future construction	-	1,270,000	-	1,270,000	1,270,000	1,270,000
Major Maintenance	-	200,000	-	200,000	200,000	200,000
TOTAL REQUIREMENTS	\$ 1,113,097	\$ 3,307,842	\$ 1,610,528	\$ 3,789,413	\$ 3,789,413	\$ 3,789,413

COMMUNITY AND ECONOMIC DEVELOPMENT
Parking & Downtown Fund

Overview

The Parking & Downtown Fund supports on-street downtown parking, the Bend Centennial Parking Plaza (Parking Structure), and the Downtown coordination efforts. This fund provides parking management/enforcement services, operations and maintenance of the downtown parking structure and off-street surface parking lots, parking signage within the downtown area, as well as downtown permitting and coordination. Additional services include administration of the parking permit system, coordination with special events for parking issues, security services for the downtown parking structure as well as property management for the commercial spaces in the parking structure.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 35,993		\$ 73,000	\$ 265,400	\$ 267,500	\$ 532,900
Materials and services	477,293		549,134	531,700	532,350	1,064,050
Capital outlay:						
Construction/infrastructure	33,541		-	-	-	-
Program Total	546,826		622,134	797,100	799,850	1,596,950
Interfund transfers	217,479		224,090	218,190	227,190	445,380
Parking & Downtown	\$ 764,304		\$ 846,224	\$ 1,015,290	\$ 1,027,040	\$ 2,042,330
Full Time Equivalents	0.28		0.28	2.19	2.19	2.19

Goals for the 2017 – 2019 Biennial Budget

- ✘ Implement the parking management strategies adopted in the 2017 Downtown Parking Study
- ✘ Improve safety and accessibility of downtown parking facilities for employees, property owners and visitors
- ✘ Hire Parking Demand Manager

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Support and management of parking structure building systems maintenance
- ✘ Maintenance and management of leasehold spaces in the parking structure
- ✘ Promote the downtown employee parking permit program to increase permit revenue
- ✘ Increase parking citation collection rate
- ✘ Maintain parking facilities using industry best practice
- ✘ Improve communication between Municipal Court, Economic Development, Streets & Operations and downtown parking enforcement to improve parking experience for employees and visitors

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Installed new signs in the Parking Structure
- ✘ Installed skateboard deterrents in Parking Structure
- ✘ Installed new lighting in the Parking Structure
- ✘ Made minor changes to doors and stairwells in Parking Structure in response to users' request
- ✘ Established working relationship with Bend Police Department to improve the safety of city-owned parking facilities
- ✘ Initiated and completed the 2017 Downtown Parking study
- ✘ Improved business process with Municipal Court for collection of unpaid parking citations

- ✧ Formalized relationship with property owners along Brooks Alley for use of the four garbage enclosures in the Mirror Pond Parking lots
- ✧ Approved a new Parking Enforcement contract that improves level of parking enforcement service and instituted use of industry best practice
- ✧ Installed three new parking meters with “pay by plate” functionality that will improve customer experience
- ✧ Improved the permit review process for Sidewalk Café and Street Vendor permits

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Created a new Downtown Operations program to account for work that occurs downtown that is not related to parking, i.e. Sidewalk Café and Street Vendor permit program oversight
- ✧ Hire a Parking Demand Manager
- ✧ Hire 0.5 FTE in Municipal Court that will be funded by the Parking & Downtown Fund
- ✧ Increase Economic Development Director staffing allocation to 30% to reflect workload associated with supporting parking and downtown operations

COMMUNITY AND ECONOMIC DEVELOPMENT
Parking and Downtown Fund

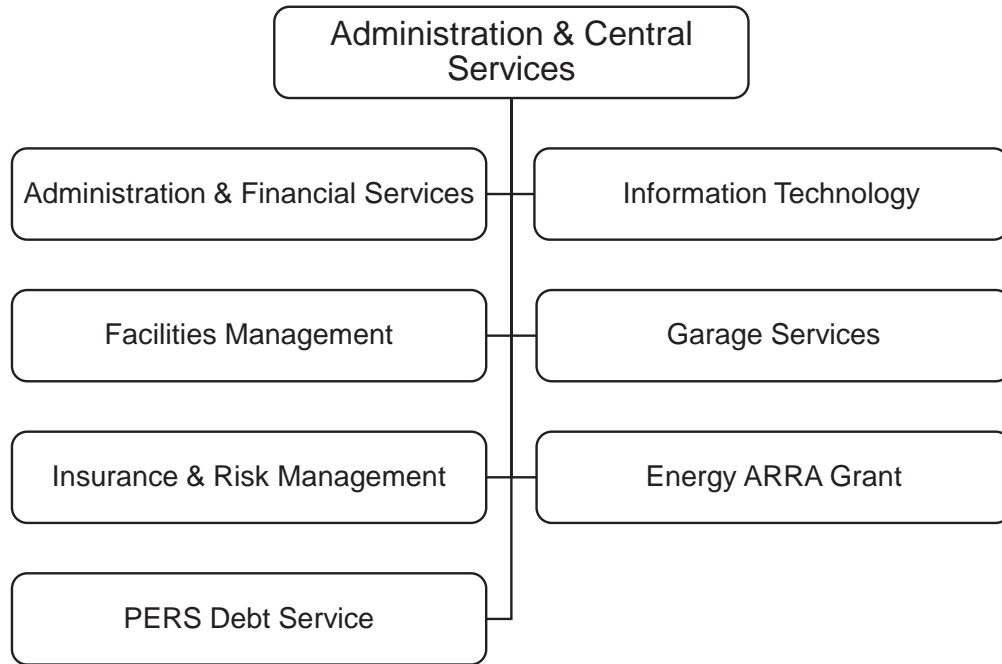
PERFORMANCE MEASURES

	ACTUALS	ACTUALS	ESTIMATE	TARGET	TARGET
	2014-15	2015-16	2016-17	2017-18	2018-19
<i>Output Measures:</i>					
Parking Permits Issued - On-Street, Parking Lots	5,112	5,994	6,636	6,824	6,960
Parking Permits Issued - Parking Structure	3,815	4,053	4,764	4,907	4,956
Average monthly rental revenue per commercial sq ft in Parking Structure	\$1.79	\$1.73	\$1.82	\$1.98	\$2.13
Street Vendor Permits Issued	12	16	10	11	13
Sidewalk Café Permits Issued	19	54	40	43	46
# of Parking Citations	13,671	15,271	15,200	15,400	15,800
# of Parking Citations paid	10,317	11,610	8,500	8,976	9,209
<i>Effectiveness Measures:</i>					
Average Annual Collection Rate for Citations	75%	76%	56%	58%	58%
% of Available Parking Spaces Permitted; on-street parking and parking lots	28%	54%	66%	75%	85%
% of Available Parking Spaces Permitted; Centennial Parking Garage	58%	62%	73%	85%	95%
<i>Efficiency Measures:</i>					
Revenue Permits - On-street and Parking Lots	\$180,003	\$229,687	\$236,500	\$243,200	\$248,000
Revenue Permits - Parking Structure	\$213,607	\$235,885	\$232,800	\$239,800	\$240,000
Revenue Parking Citation Fines - On-street, Parking Lots	\$200,300	\$242,553	\$192,000	\$203,500	\$215,700
Revenue Parking Citation Fines - Parking Structure	\$15,857	\$21,409	\$24,600	\$25,300	\$19,100
Cost for Enforcement Services	\$239,000	\$225,129	\$255,800	\$263,500	\$271,400
Cost of Parking Enforcement Program as a % of Total Citation and Permit Revenue	39%	31%	37%	37%	38%

ADMINISTRATION & CENTRAL SERVICES

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ADMINISTRATION & CENTRAL SERVICES SERVICE AREA



Administration & Financial Services

These Internal Service Fund divisions account for the activities of the following departments: City Council, City Manager's office, Communications, Volunteerism, Human Resources, Financial Services, Purchasing, and the City Attorney's office.

Information Technology

This Internal Service Fund division accounts for the activities of the Information Technology (IT) department which maintains and manages the City's computer software and equipment and phone systems. Costs of the Enterprise Resource Planning Project are also accounted for in the IT department budget.

Facilities Management

This Internal Service Fund division accounts for the maintenance and construction activities of City-owned facilities, including the 15th Street Campus, Downtown Campus, Utilities Campus at Boyd Acres, and the Police building.

Garage Services

This Internal Service Fund division accounts for Garage Services, which provides garage repairs, preventative maintenance, and fueling for the city-wide fleet of equipment. Costs incurred by this internal division are charged to other City departments or functions through direct billings.

Insurance & Risk Management

This Internal Service Fund division accounts for the City's commercial liability insurance, workers compensation insurance, and risk management functions.

Energy ARRA Grant

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

PERS Debt Service

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

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**Internal Service Fund - City Wide Administration
Administration & Financial Services**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 921,187	\$ 371,400	\$ 878,562	\$ 2,804,279	\$ 2,804,279	\$ 2,804,280
Charges for services	387,175	374,200	534,907	548,051	548,051	548,051
Licenses and permits	15,220	221,100	374,706	-	-	-
Interfund charges	245,951	366,600	340,630	475,480	475,480	475,480
Interfund transfers	11,963,238	16,469,044	17,174,270	15,303,200	15,303,200	15,303,200
General fund subsidy	140,000	-	-	-	-	-
Investment income	22,169	6,600	90,920	263,500	263,500	263,500
Miscellaneous	1,856	2,300	10,244	4,000	4,000	4,000
TOTAL RESOURCES	\$ 13,696,797	\$ 17,811,244	\$ 19,404,239	\$ 19,398,510	\$ 19,398,510	\$ 19,398,511

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
City Council	\$ 299,231	\$ 451,980	\$ 444,331	\$ 432,936	\$ 432,936	\$ 432,936
City Manager	2,008,250	2,940,550	2,804,643	2,766,860	2,753,460	2,753,460
Communications	823,149	1,010,109	885,564	1,076,404	1,071,104	1,071,104
Volunteerism	192,476	230,326	239,473	272,865	271,065	271,065
Human Resources	1,194,665	2,032,208	1,854,664	2,131,873	2,123,473	2,123,473
Finance	4,912,501	6,735,692	6,467,579	7,956,663	7,912,663	7,912,663
Purchasing	402,968	853,511	851,743	1,111,780	1,105,780	1,105,780
Legal Services [^]	888,178	1,278,088	1,254,337	1,295,450	1,289,450	1,289,450
Total	10,721,417	15,532,464	14,802,335	17,044,831	16,959,931	16,959,931
Interfund transfers	1,778,308	1,757,740	1,797,625	2,223,950	2,308,850	2,308,850
Contingency	-	521,040	-	129,729	129,729	129,730
TOTAL REQUIREMENTS	\$ 12,499,724	\$ 17,811,244	\$ 16,599,960	\$ 19,398,510	\$ 19,398,510	\$ 19,398,511

By Category:						
Personnel services	\$ 8,595,151	\$ 12,335,413	\$ 11,721,616	\$ 13,571,300	\$ 13,486,400	\$ 13,486,400
Materials and services	2,126,265	3,197,051	3,080,719	3,473,531	3,473,531	3,473,531
Interfund transfers	1,778,308	1,757,740	1,797,625	2,223,950	2,308,850	2,308,850
Contingency	-	521,040	-	129,729	129,729	129,730
TOTAL REQUIREMENTS	\$ 12,499,724	\$ 17,811,244	\$ 16,599,960	\$ 19,398,510	\$ 19,398,510	\$ 19,398,511

[^] Shown for illustrative purposes. Legal services moved in to Administration & Financial Services in FY 2016-17. Prior to that, Legal and Risk Management were in a separate fund.

ADMINISTRATION & CENTRAL SERVICES City Council

Overview

The City Council is the policy making board elected by the citizens of Bend. The role of the Council is to determine public policy as it relates to the decisions made and actions taken for the City of Bend. The City is served by seven Councilors who are elected to staggered, four-year terms. The Councilors appoint a Mayor from among the elected body for a term of two years.



Left to Right: Mayor Pro Tem Sally Russell, Justin Livingston, Mayor Casey Roats, Bruce Abernethy, Barb Campbell, Nathan Boddie, and Bill Moseley

Casey Roats was elected to City Council in November 2014. He was selected by the Council to serve as Mayor in January 2017.

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

Sally Russell was elected to City Council in November 2012 and again in November 2016. She was selected as Mayor ProTem in January 2015 and January 2017.

A resident of Bend since 1984, Sally was Director of Marketing for Broken Top Limited Partnership and Executive Director of the Cascade Festival of Music. Her extensive volunteer experience includes service on the Tower Theatre Board and the Bend Planning Commission. Current volunteer work includes the Deschutes County Committee on Recreation Assets and the Galveston Revitalization Committee. Her passions include Nordic skiing, mountain biking, running a community garden and enjoying life with her two daughters. Sally attended Smith College for undergraduate studies, and earned a MBA in marketing from Portland State University.

Nathan Boddie was elected to City Council in November 2014.

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

Barb Campbell was elected to City Council in November 2014.

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

Justin Livingston was elected in November 2016 and seated on the City Council in January 2017.

Justin studied at Chemeketa Community College and graduated from Salem Academy High School.

Justin is a real estate broker at Berkshire Hathaway NW Real Estate and partner in Genesis Construction Group, LLC. His previous employment includes being a Production Manager at Jet Porter Inc. (Aviation Ground Support Company) and he was once a professional motocross racer.

He has been involved with a number of civic organizations including the City's Affordable Housing Advisory Committee, the Street Maintenance Funding Committee, Old Farm District Neighborhood Association and Central Oregon Association of Realtors Government Affairs Committee.

Bill Moseley was elected in November 2016 and seated on the City Council in January 2017.

First in his extended family to receive higher education, Bill earned a master's in Public Administration - City Management, Juris Doctorate and Bachelors of Arts in Economics and Political Science from the University of Kansas.

Bill Moseley is CEO of GL Solutions, a software company he founded in 1997. Prior to GL Solutions, Bill worked for the Oregon Department of Justice, consulted municipalities on public nuisance law and worked as a private attorney in Kansas.

Bill moved to Bend in 1999. He is married to Renee and has four daughters.

He is interested in growing the local economy through technology groups, Economic Development for Central Oregon (EDCO), Looking Forward and other organizations. As a Councilor, Bill plans on

focusing on four main issues: a strong economy, strategic leadership, affordable housing and basic services.

Bruce Abernethy was elected in November 2016 and seated on the City Council in January 2017.

Bruce received his BA in Economics and Political Science from Swarthmore College and holds a master's degree in Public Policy from the John F. Kennedy School of Government at Harvard University.

Bruce Abernethy, grant writer for the Bend La Pine School District, Central Oregon Community College board member and active Rotary Club of Greater Bend member, moved to Bend in 1992. He has served on the boards of the Bend-La Pine School District, the Bend Park and Recreation District and the Bend City Council (2000-2008, including a stint as Mayor).

Bruce is married to Dr. Mary Meador and has two adult daughters.

His top issues include affordable housing and homelessness. Bruce has been involved in educational initiatives including Children's Forest of Central Oregon, Camp Tamarack (outdoor school), Better Together, Cascades Commitment and TeachOregon.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 18,153	\$	20,800	\$ 21,300	\$ 21,300	\$ 42,600
Materials and services	214,929		190,450	193,450	196,886	390,336
Program Total	233,081		211,250	214,750	218,186	432,936
Interfund transfers	53,400		57,500	60,100	62,600	122,700
City Council	\$ 286,481	\$	268,750	\$ 274,850	\$ 280,786	\$ 555,636

Goals for the 2017– 2019 Biennial Budget

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

Goal 1: Execute a growth plan that preserves community values

- ✘ Complete foundational planning work to create a more predictable process
- ✘ Prioritize planning and infrastructure investments in expansion areas and opportunity sites
- ✘ Leverage private sector development activity through a cross-functional rapid response team
- ✘ Enhance communication between City, University, and Neighborhoods
- ✘ Develop fair and cost effective options for residents converting from septic to sewer
- ✘ Employ energy efficiency and fossil fuel use reduction policies to guide operations and growth plans

Goal 2: Move people around Bend efficiently, safely, and reliably

- ✘ Improve street maintenance and update Snow Removal policies
- ✘ Develop a short term capital improvement strategy, including use of Transportation Fund reserves
- ✘ Reformat the Transportation Safety Advisory Committee with the charge of providing long term sustainable funding that:
 - Relieves congestion, improves connectivity and safety, and creates additional options
 - Updates the Transportation System Plan
 - Improves the process for responding to Neighborhood requests
- ✘ Expand transit service and work towards sustainable funding

Goal 3: Increase affordable housing options

- ✘ Develop metrics of housing needs based on income that leverage funding and supply strategies

Goal 3: Increase affordable housing options

- ✧ Develop metrics of housing needs based on income that leverage funding and supply strategies
- ✧ Prioritize land use and infrastructure planning that maximize the supply of affordable housing
- ✧ Increase supply of affordable housing through a package of incentives, removing regulatory barriers, and increased land supply and funding options
- ✧ Work with community partners to provide housing plus services for people who are chronically homeless due to mental health and substance abuse issues

Goal 4: Keep residents safe with innovative and cost-effective Public Safety services

- ✧ Deploy alternative, more cost effective service models
- ✧ Implement the Community Engagement Program in the Police Department
- ✧ Construct an additional Fire/EMS Station in the central core of the City
- ✧ Prepare for the Fire/EMS Operating Levy renewal

Goal 5: Modernize and professionalize how City government runs

- ✧ Conduct a City Charter review to explore provisions identified by Council
- ✧ Review Council Rules
- ✧ Align City Boards and Committees to Council Goals
- ✧ Increase capacity of the Neighborhood Association system
- ✧ Replace the City's operating software as a key drive for business process improvements
- ✧ Create systems to improve, prioritize and monitor resource allocation
- ✧ Elevate consistency and quality of project management skills across the organization
- ✧ Promote and improve the City's performance management systems

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office

Overview

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

The responsibilities of the City Manager's Office include the provision of professional leadership in the administration and execution of policies and objectives formulated by City Council, the development and recommendation of alternative solutions to community problems for Council consideration, the planning and development of new programs to meet future needs of the City, preparation of the biennial budget, community relations, interagency coordination and fostering community pride in City government through excellent customer service. Assistant City Managers oversee operations and internal services. Primarily, the Operations Departments focus on provision of streets, sewer and water infrastructure, maintenance of such infrastructure, managing community growth including planning and building permits as well as fostering a healthy environment for economic development opportunities. Internal Services support the mission of those same operating departments, plus the Fire and Police departments, providing advice and delivery of services in the areas of: Communications, Facility Management, Finance, Legal, Human Resources, Information Technology, Insurance, Purchasing and Garage.

Within the City Manager's Office, the City Recorder's Office ensures access to public records, coordinates public meetings, and oversees the election process for the City of Bend. Two Senior Policy Analysts review and make recommendations on City wide policy issues such as transportation and water utility infrastructure, land use planning, rates and fees, and natural resource issues. In addition, they support a variety of complex projects and programs on behalf of the City Manager's Office. City wide economic development support is also accounted for as a division of the City Manager's Office.

	ACTUALS		ESTIMATE	ADOPTED BUDGET						
	2015-16		2016-17	2017-18	2018-19	2017-19				
Personnel services	\$	1,244,953	\$	1,356,500	\$	1,286,400	\$	1,331,200	\$	2,617,600
Materials and services		86,613		116,577		68,270		67,590		135,860
Program Total		1,331,566		1,473,077		1,354,670		1,398,790		2,753,460
Interfund transfers		170,783		160,200		229,500		227,700		457,200
City Manager	\$	1,502,349	\$	1,633,277	\$	1,584,170	\$	1,626,490	\$	3,210,660
Full Time Equivalents		8.72		8.72		8.18		8.18		8.18

Goals for the 2017 – 2019 Biennial Budget

- ✘ Carry out the policy directives of the Bend City Council
- ✘ Provide City leadership and direct departments and programs
- ✘ Maintain records and vital statistics for the City
- ✘ Coordinate elections in the City of Bend
- ✘ Respond to public records requests in a timely manner
- ✘ Continue to pursue efficiencies in operations within all areas of the City
- ✘ Provide information to, and pursue special projects, as directed by the City Manager

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Oversee the achievement of City Council Goals and Objectives (see the City Council Budget Narrative for the list of 2017-2019 Goals)
- ✧ Work in partnership with the City Council to increase Bend's involvement in state and federal legislative processes
- ✧ Work in partnership with the City Council and the community to develop a community growth plan that includes infrastructure, financial and land use planning components
- ✧ Facilitate the City's strategic planning efforts to encourage full-scale development that coordinate strategic plans with programs and performance measures
- ✧ Encourage cross-departmental team work and communications through further implementation of our training program
- ✧ Continue development and refinement of program based budgeting and performance based management strategies for the City
- ✧ Improve access to city ordinances and resolutions; maintain the City Code
- ✧ Prepare and distribute City Council agendas; attend and assist in conducting City Council meetings
- ✧ Provide support to the City Council and advisory boards as appropriate
- ✧ Sponsor and guide the Leading Effective Applications and Processes (LEAP) project to modernize the City's enterprise resource planning (ERP) software capability

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Proactively and effectively managed City finances and operations
- ✧ Completed the Urban Growth Boundary (UGB) Remand, including major update to the City's Comprehensive Plan
- ✧ Completed key infrastructure projects including the Colorado Sewer Lift Station and Surface Water Project under budget
- ✧ Partnered with St. Charles, Central Oregon Community College (COCC), Oregon State University (OSU)-Cascades and Central Oregon Intergovernmental Council (COIC) to expand the Transit System
- ✧ Implemented new laws regarding recreational and medical marijuana
- ✧ Developed 20-year Needs Analysis for major City campus areas
- ✧ Created opportunities for Transportation Network Companies (TNCs) to operate in Bend
- ✧ Successful "Go Live" of new Core Financial Software and accompanied business process improvements on time and within budget
- ✧ Successful negotiation of the City of Bend Employee Association (COBEA) and Police Association Collective Bargaining Agreements
- ✧ Aligned internal resources to develop a Climate Action Plan policy framework that is integrated with City Operations

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Transferred administrative programs to the Community Development Department (Short Term Rental Operating License, Marijuana Operators License, Noise Variance, and Oregon Liquor Control Commission (OLCC)).

ADMINISTRATION & CENTRAL SERVICES Communications

Overview

Communications is a part of the Administration Division within the City-Wide Internal Services Fund.

Communication Services Program

The Communications Services Program provides information and education to the public and media about the City of Bend's programs, services and activities.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 253,191	\$	268,900	\$ 390,100	\$ 410,000	\$ 800,100
Materials and services	167,003		196,471	137,890	133,114	271,004
Program Total	420,193		465,371	527,990	543,114	1,071,104
Interfund transfers	31,707		32,300	60,800	59,600	120,400
Communications	\$ 451,901	\$	497,671	\$ 588,790	\$ 602,714	\$ 1,191,504
Full Time Equivalents	2.00		3.00	3.00	3.00	3.00

Goals for the 2017- 2019 Biennial Budget

- ✘ 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, to reach and involve all segments of the community
- ✘ Provide the framework (internally and externally) to guide citizen outreach programs, activities and educational programs of the City
- ✘ Continue to expand opportunities to engage the public in City government and empower neighborhood associations and other community partners
- ✘ Develop and provide the citizens of Bend with opportunities to become involved in and knowledgeable about their role in City government and in the community
- ✘ Foster a universally positive image and facilitate trust in City government
- ✘ Improve City-wide consistency in messaging through the development of key messages and a formalized liaison program with all departments and projects
- ✘ Assist departments in proactively developing messages and outreach strategies that help departments portray an efficient, responsive, innovative, professional and responsible City government

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Develop and manage web governance policies and graphic templates to ensure a more professional and consistent web presence
- ✘ Launch new online citizen survey and engagement tools to gather input from Bend residents, which will replace a traditionally outsourced biennial survey
- ✘ Update the Citywide Communications Plan and develop new social media policies to protect the City and to better reflect the rapidly changing nature of social media

- ✧ Provide graphic design services internally, including templates for regular outreach such as postcards and brochures, to reduce dependence on graphic design outsourcing and improve consistency in our materials, further advancing the goal of portraying a professional organization
- ✧ Develop an online newsletter template and program to supplement and eventually replace the outsourced printed newsletter, in conjunction with Utility billing's move toward e-billing
- ✧ Continue to develop and distribute professional, high-quality videos that incorporate consistent key messages, tell the City's stories and portray an efficient, innovative and responsible City government
- ✧ Support a variety of outreach needs for all departments, including UGB implementation, transportation and development projects, utility and other infrastructure project construction, and more
- ✧ Support Councilors' communications and assist Councilors in obtaining information and data needed to respond to constituents

Major Accomplishments during the 2015- 2017 Biennium

- ✧ Completed the City's website redesign project that provides a more user-friendly web interface for residents and visitors
- ✧ Continued social marketing initiatives on Facebook (over 10,600 "Likes"), iTunes via video podcast, Twitter (about 6,000 followers) and YouTube (about 346,700 video views) and participation in Nextdoor, an online social media platform for neighborhoods (more than 7,000 participants)
- ✧ Responded to an average of about 10 citizen contacts per day, a number that is increasing due to an improved website, with a goal of a next-day response time
- ✧ Developed content and managed the production and distribution of our monthly newsletter, which is sent out to all utility customers with utility bills (approximately 384,000 newsletters mailed each year)
- ✧ Coordinated, publicized and attended weekly City Council office hours to improve community access to their elected body
- ✧ Developed messages for and coordinated four City Edition videos each month (48 per year) to spotlight key projects, community issues, and the services provided by City government

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The Web and Graphics Coordinator position was added in 2016-2017. Funding for this position is partially offset by removing the outsourced biennial survey and reducing graphic design expenditures from the City budget.

Neighborhood Association Program

The City of Bend has thirteen (13) recognized Neighborhood Associations that provide a link between the City and residents who may have an interest in various local matters, including land use decisions, capital improvement projects, and other services and programs offered by the City.

Neighborhood Association Program funds are allocated based on the number of tax lots within the Association, and may be used for communication-related expenditures. These include printing of meeting agendas, special meeting notices, fliers for Neighborhood Association sponsored events, annual meeting reminder postcards and expenses, and newsletters. Bulk mailing expenses for annual meeting notices and pre-approved purchases of communications equipment are also authorized expenses.

Key Operational Objectives for the 2017 - 2019 Biennial Budget

- ✘ Additional dedicated Neighborhood Association support from the Community Relations Manager, including focus on supporting the revival of inactive Neighborhood Associations and coordinating additional training services
- ✘ Facilitate City staff involvement with and presentations at Neighborhood Association membership meetings
- ✘ Administer Neighborhood Association funds and manage a rollover grant program for community-building projects initiated by Neighborhood Associations

Significant Changes from the 2015 - 2017 Biennial Budget

- ✘ The Community Relations Manager job description added support for Neighborhood Associations and key partner community groups in accordance with council goals.

ADMINISTRATION & CENTRAL SERVICES
Communications

PERFORMANCE MEASURES

	ACTUAL 2014-15	ACTUAL 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Annual City Edition Views through YouTube and Facebook	63,670	78,431	51,900	25,000	18,600
Annual mailings of New sletter (mailed in utility bills) ends June 2017	343,342	353,507	384,000	n.a.	n.a.
Digital email new sletter, new in 2017-2018				8,000	10,000
<i>Efficiency Measures:</i>					
Cost per City Edition video production	\$975	\$988	\$988	\$988	\$988
Cost per video view	\$1.33	\$1.63	\$1.08	\$1.25	\$1.24
Annual Costs of New sletter design, printing and mailing	\$22,000	\$23,000	\$24,000	n.a.	n.a.
Cost per Utility Bill New sletter mailed	\$0.06	\$0.07	\$0.06	n.a.	n.a.

ADMINISTRATION & CENTRAL SERVICES Volunteerism

Overview

The Volunteerism Program is a part of the Administration Division within the City-Wide Internal Services Fund.

This program seeks to develop and enhance community partnerships, promote standards for excellence in external and internal customer service, and serve as ombudsmen for the community.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16		2016-17		2017-18	2018-19	2017-19
Personnel services	\$ 104,773	\$	105,960	\$	108,950	\$ 111,650	\$ 220,600
Materials and services	6,820		21,920		27,975	22,490	50,465
Program Total	111,593		127,880		136,925	134,140	271,065
Interfund transfers	-		12,000		900	900	1,800
Volunteerism	\$ 111,593	\$	139,880	\$	137,825	\$ 135,040	\$ 272,865
Full Time Equivalents	1.00		1.00		1.00	1.00	1.00

Goals for the 2017 - 2019 Biennial Budget

- ✘ Provide information to the citizens of Bend, and continue to work cooperatively with other agencies and organizations in Central Oregon and throughout the State
- ✘ Continue to provide community relations, ombudsmanship, and general information to City Council, staff, and citizens
- ✘ Foster an environment for interagency coordination and cooperation

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Expand opportunities for departments in the City to utilize volunteers
- ✘ Continue to provide customer service training for City employees

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Expanded the Bend Beautification Program to supplement against reductions in the landscaping maintenance program
- ✘ Fostered greater stewardship, ownership and ambassadors for the City in many of these volunteer efforts (roundabouts, community garden, stormwater/environmental stewardship, public safety, etc.)
- ✘ Continued development and expansion of volunteer program throughout multiple departments at the City of Bend
- ✘ Although not the intent of the volunteer program, given the high caliber and experience of volunteers who have been boarded with the City through the volunteer program, several volunteers have subsequently been hired by the City of Bend throughout multiple departments
- ✘ Communication and Outreach: Stormwater/Clean water efforts, Dismount Zone (downtown Bend), further development of accessories at Franklin's Corner Community Garden (toolshed construction and material donation)
- ✘ Coordinated the first annual Bend Business Meeting for City employees

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Centralized coordination of community outreach and City-Wide events including Bend Business Meeting, City Quest (winter and summer), and Octoberfest

ADMINISTRATION & CENTRAL SERVICES
Volunteerism

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Effectiveness Measures:</i>					
Total number of regular volunteers	200	220	240	260	300
Total number of volunteer hours per year	20,800	22,880	24,960	27,560	31,800
Estimated dollar value of volunteer work	\$ 473,200	\$ 530,930	\$ 590,781	\$ 665,367	\$ 783,086

ADMINISTRATION & CENTRAL SERVICES
Human Resources

Overview

The Human Resources Program is a part of the Administration Division within the City-Wide Internal Services Fund.

Human Resources guides the establishment and implementation of effective, city-wide employment policies and practices. Human resource management includes recruitment and selection of new employees, personnel policy development and implementation, wage and benefit administration, employee/labor relations, employee safety, and training.

The policies and procedures that determine pay, benefits, and working conditions of City employees varies depending on whether or not the employee belongs to a labor union. Non-represented employees' pay, benefits, and other conditions of employment are established by personnel policies, whereas the terms of employment for represented employees are determined by labor contracts negotiated between the City and the bargaining unit to which an employee belongs. The bargaining units representing City employees are: the City of Bend Employees Association (COBEA), which represents approximately two hundred thirteen (213) employees in Utilities, Streets & Operations, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #227, representing approximately eighty four (84) fire personnel; and the Police Association, which represents approximately one hundred and one (101) police employees.¹

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 730,702	\$ 795,100	\$ 709,800	\$ 872,800	\$ 1,582,600		
Materials and services	143,107	185,755	223,972	316,901	540,873		
Program Total	873,809	980,855	933,772	1,189,701	2,123,473		
Interfund transfers	113,608	73,100	84,700	76,700	161,400		
Human Resources	\$ 987,417	\$ 1,053,955	\$ 1,018,472	\$ 1,266,401	\$ 2,284,873		
Full Time Equivalents	6.00	6.00	6.00	7.00	7.00		

Goals for the 2017 – 2019 Biennial Budget

- ✧ Create an organizational culture that calls for high standards of performance and aligns employee efforts with the City's mission, vision, and business strategy through full implementation of the performance management program: B³ – Believe, Build, Become a Better Bend
- ✧ Develop labor/management relationships and processes that are built on mutual trust and respect and result in collaborative partnerships committed to achieving the City's mission, vision, and program goals
- ✧ Negotiate a successor agreement with the Fire Association
- ✧ Support leaders at all levels in effectively managing their teams by assisting departments with navigating organizational changes related to staffing and workforce planning
- ✧ Advocate for strategic staff development, including effective onboarding, career development, planning, and timely and appropriate recognition
- ✧ Improve the City's ability to attract and retain the highest quality talent in order to enhance the City's services to our community
- ✧ Ensure City workplaces, personnel policies and practices promote safety, productivity and innovation, and comply with applicable state and federal regulations

- ✧ Provide quality professional development for all levels and professions throughout the organization
- ✧ Improve Human Resources access and analysis of employee data through development of a Human Resource Information System (HRIS) in conjunction with the new Enterprise Resource Planning (ERP) Replacement Project software
- ✧ Explore and refine existing benefit plans and adjust to the new regulations and programs brought on by the Affordable Health Care Act and research opportunities to enhance quality and control cost of existing insurance programs
- ✧ Continue work with all departments identifying issues regarding risk, potential loss and programs to mitigate, control and lower exposures
- ✧ Work closely with finance department to identify and develop meaningful budgets for workers' compensation risk allotment and savings
- ✧ Continue working with all departments and represented employee associations to identify and develop meaningful benefit programs that promote and ensure employee/family health that help control medical-benefit costs
- ✧ Continue work with City departments and partner with public agencies providing impactful and meaningful supervisory, managerial, professional development and compliance training programs

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Deploy the Performance Management program (B³) to leverage the discretionary efforts of employees towards organizational goals and objectives that incorporate multiple incentive strategies and tools, and Incorporate Cornerstone to support program goals
- ✧ Implement the HRIS, Time and Attendance, and Payroll functions of the ERP project
- ✧ Expand partnership with regional agencies toward reduction in cost, quality improvements, and diversity of services available

Major Accomplishments during the 2015– 2017 Biennial Budget

- ✧ Continued to decrease the City's insurance premium expense via a high deductible medical insurance plan with a health reimbursement account (HRA) and a voluntary employee benefit association (VEBA) account program for all employees of the City
- ✧ Incorporated a telemedicine program to control insurance premium cost
- ✧ Implemented phase one of the City's Cornerstone Performance Management software to include goal setting, mid-term check-in tasks, and performance reviews
- ✧ Implemented Citywide Insurance and Wellness Committees
- ✧ Amended the City of Bend Employee Handbook
- ✧ Conducted occupational classification studies in the Utility and Community Development Departments resulting in new job classification families
- ✧ Implemented a new Employee Survey methodology that focuses on improving overall organizational performance
- ✧ Negotiated successor agreements with COBEA and the Police Association
- ✧ Continued to expand "at-will" employment agreements for managerial executive positions within the organization
- ✧ Updated the records administration procedures to provide higher quality recordkeeping and ensure continuity of services in the event of a structural failure due to fire
- ✧ Implemented Leadership Program, including six partnership agencies (Deschutes County, Bend Parks and Recreation District, Central Oregon Community College, Deschutes Public Library, and City of Redmond)
- ✧ Represented the City at key workers' compensation claims settlement discussions, closing claims and mitigating City department future loss amounts

Significant Changes from the 2015 - 2017 Biennial Budget

- ✘ One (1) FTE transferred to Leading Effective Applications and Processes (LEAP) Project budget during the City's migration to a new financial system will be returned to the Human Resources budget in 2018-19
- ✘ Will eliminate one (1) limited term employee (LTE) position hired during the City's migration to a new HR and payroll system in 2018-19

¹ Number of employees represented by a bargaining unit as of 4/22/17

ADMINISTRATION & CENTRAL SERVICES
Human Resources

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
One-year turnover count *					
# of voluntary resignations	30	31	32	30	32
# of involuntary resignations	5	6	2	4	5
# of retirements	14	16	12	30	40
Total resignations	49	53	46	64	77
Total # of new hires	95	104	45	70	75
Total # of promotions/transfers	87	65	20	40	50
<i>Effectiveness Measures:</i>					
# of separations within first 12 months	5	15	5	5	5
Percentage of total separations	10%	28%	11%	10%	10%
<i>Efficiency Measures:</i>					
Ratio of HR staff to total employees (standard is 1.0/100)	1.09/100	1.01/100	1/100	0.97/100	0.97/100
Cost of HR services per City-Wide FTE	\$ 1,382	\$ 1,665	\$ 1,790	\$ 1,660	\$ 2,055
Workers' Compensation claims filed	46	37	32	35	37
# of Disabling Claims	15	9	10	10	11
# of Claims with Permanent Partial Disability	2	3	-	-	-
Total Paid Claims Cost	\$ 115,061	\$ 124,651	\$ 34,313	\$ 40,000	\$ 42,000

* Turnover rate is a measurement of ability to retain employees. A moderate rate indicates that compensation, benefits and working conditions are sufficient to avoid undue disruption of service caused by extended vacancies and the impact of new inexperienced staff. Any significant variation in turnover rate should be analyzed.

ADMINISTRATION & CENTRAL SERVICES

Finance

Overview

The Finance Department is a part of the Administration Division within the City-Wide Internal Service Fund.

The Finance Department promotes sound financial management and provides an umbrella of accountable, effective and efficient financial services for our citizens and City departments.

Financial Services

This program performs the following functions: accounting, budgeting, financial reporting and analysis, treasury and debt management, payroll and accounts payable processing, oversees compliance and prepares reports for federal grants, grant billing and reporting services. The City produces a monthly financial report that compares budget to actual as well as the Comprehensive Annual Financial Report (CAFR) which has earned the distinguished reporting and presentation award from the Government Finance Officers Association (GFOA) since 1993. This program also prepares the City's Biennial Budget and Long Term Financial Plans. It also performs financial analyses and financial planning for the City. The City's budget has earned the distinguished budget presentation award from the GFOA since 1999.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 1,556,021	\$ 1,650,400	\$ 1,650,400	\$ 1,892,300	\$ 1,878,100	\$ 3,770,400
Materials and services	284,424	588,416	588,416	479,882	513,011	992,893
Program Total	1,840,445	2,238,816	2,238,816	2,372,182	2,391,111	4,763,293
Interfund transfers	249,512	269,650	269,650	339,700	325,150	664,850
Financial Services	\$ 2,089,957	\$ 2,508,466	\$ 2,508,466	\$ 2,711,882	\$ 2,716,261	\$ 5,428,143
Full Time Equivalents	16.00	17.00	17.00	15.00	15.00	15.00

Goals for the 2017 - 2019 Biennial Budget

- ✘ Protect City's bond rating and ensure City's financial stability
- ✘ Modernize procedures through the use of technology
- ✘ Develop long term financial plan and funding strategies for various City operations
- ✘ Participate in the implementation of a new Enterprise Resource Planning (ERP) system

Key Operational Objectives for 2017 - 2019 Biennial Budget

- ✘ Oversee finances of the City and ensure compliance with financial policies and goals
- ✘ Provide accurate and timely information regarding City financial, budgetary and operational performance to the City Council, City Manager, department managers and citizens of Bend
- ✘ Provide accurate and timely processing of payroll and vendor invoices
- ✘ Ensure proper management of the city's cash, including collateralization and investment of surplus funds
- ✘ Manage the City's debt and ensure timely payment of debt service
- ✘ Provide financial analysis and other relevant assistance to departments including identification of funding alternatives for Transportation and Southeast Septic to Sewer conversions
- ✘ Provide financial review of transportation related issues, including street funding options, Capital Improvement Program (CIP) projects, System Development Charge (SDC) project lists and methodology review as needed

- ✧ Prepare the Biennial Budget for adoption, ensuring that it addresses the operational needs of the City while also complying with state statutes

Major Accomplishments during the 2015 - 2017 Biennial Budget

- ✧ Completed implementation of ERP Core Financial modules including General Ledger, Project Ledger, Budget, Purchasing, Contract Management, Accounts Payable, Cash Management and Fixed Assets
- ✧ Completed annual financial strategy session with City Council and department managers to consider city-wide financial strategies
- ✧ Received the GFOA awards for the 2015 – 2017 Biennial Budget, the 2014 – 2015 CAFR and submitted the 2015 – 16 to the GFOA for award consideration
- ✧ Utilized CaseWare software to produce the 2015 – 16 CAFR
- ✧ Entered into five Clean Water State Revolving Fund Loans (CWSRF) through the Oregon Department of Environmental Quality (DEQ) to provide funding needed for improvements to critical water reclamation infrastructure at low interest rates. This funding is being used for the following projects:
 - Secondary Expansion Project for up to \$21 million in addition to the \$18.8 previously awarded for this project;
 - The Southeast Interceptor project for \$28.1 million with an additional \$63 million authorized if needed for this project at the same loan terms;
 - The Colorado lift station and force main for \$13.6 million;
 - The North Area Force Main project for \$7.9 million; and,
 - The Plant Interceptor project for \$5.5 million
- ✧ Issued Water Revenue Bonds in amount of \$49.9 million to finance the costs of additions, replacements, expansions and improvements to the City's water system infrastructure, to pay off the City's \$30 million interim financing note, and refund the balance of the 2009 Safe Drinking Water Loan for \$2.4 million
- ✧ Issued Full Faith and Credit and Refunding Bonds in the amount of \$9.9 million to acquire property adjacent to City Hall, reimburse the City for the acquisition of property adjacent to the Utilities campus, reimburse costs associated with the acquisition of ambulances and public safety equipment, and refund outstanding 2006 and 2008 obligations
- ✧ Refunded the balance of the 2005 Sewer Revenue bonds in the amount of \$3.7 million
- ✧ Contracted with Government Portfolio Advisors (GPA) to manage the City's investments and revise our Investment Policy

Significant Changes from the 2015 - 2017 Biennial Budget

- ✧ Created an Assistant Finance Director position to manage internal Finance department operations
- ✧ Eliminated two of the four limited term employee (LTE) positions during the first year of the biennium that were hired to support the City during the ERP implementation of the Core Financial modules and a third LTE position will be eliminated in the second year of the biennium after completion of the Human Resources and Payroll modules implementation
- ✧ One (1) temporary Payroll Specialist in 2017-18 to support the Human Resources and Payroll modules system implementation

Billing and Customer Service

This program performs billing, collection, account maintenance and customer service support for the City's water, wastewater and stormwater utility customers, ambulance customers, airport tenants and other miscellaneous receivable accounts.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 788,469	\$ 818,900	\$ 818,900	\$ 1,049,300	\$ 1,147,800	\$ 2,197,100
Materials and services	310,149	470,800	470,800	462,830	489,440	952,270
Program Total	1,098,618	1,289,700	1,289,700	1,512,130	1,637,240	3,149,370
Interfund transfers	226,842	170,600	170,600	259,000	243,400	502,400
Support Services	\$ 1,325,461	\$ 1,460,300	\$ 1,460,300	\$ 1,771,130	\$ 1,880,640	\$ 3,651,770
Full Time Equivalents	10.50	10.50	10.50	11.63	11.63	11.63

Goals for the 2017 - 2019 Biennial Budget

- ✘ Enhance customer service through the use of technology including implementation of new Utility and General Billing modules
- ✘ Ensure the accurate and timely collection of all amounts owed to the City for water, sewer, stormwater, ambulance, leases and other billable services
- ✘ Continued support for ongoing discussions and collaboration with business partners around rate modernization
- ✘ Participate in the implementation of the ERP system to enhance the City's financial, billing and customer service systems

Key Operational Objectives for 2017 - 2019 Biennial Budget

- ✘ Continue to review and update policies, procedures and workflows to identify and implement business process improvements to gain efficiencies and streamline billing and collections
- ✘ Provide timely response to all customer service requests by effectively managing customer lobby and phone traffic

Major Accomplishments during the 2015 - 2017 Biennial Budget

- ✘ Implementation of new rate structure and Extra-Strength program
- ✘ Enhanced relationships and worked collaboratively with other water providers
- ✘ Redesigned utility bill to improve customer readability
- ✘ Implemented electronic statement option for customers which allows faster delivery of the bill and additional time to review before payment is due as well as reduced mailing costs and use of paper
- ✘ Implemented Selectron phone system upgrade allowing customers to obtain account information, pay by phone, and provide outbound courtesy calls to customers
- ✘ Developed and implemented winter quarter average appeal process
- ✘ Created Customer Service Training Manual
- ✘ Transitioned Juniper Utility customers to other water service providers

Significant Changes from the 2015 - 2017 Biennial Budget

- ✘ One (1) new FTE Performance/Data Analyst in 2017-18 that will focus on preparing data to convert to our new billing systems
- ✘ Increase existing part-time Accounting Technician position from 20 to 25 hours a week which results in an additional 0.125 FTE for the first year of the biennium

ADMINISTRATION & CENTRAL SERVICES
Finance

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Total Utility Billing calls handled	41,658	41,012	40,272	39,668	38,875
<i>Effectiveness Measures:</i>					
Secured GFOA Budget Award	Yes	Yes	Yes	Yes	Yes
Secured GFOA CAFR Award	Yes	Yes	Yes	Yes	Yes
<i>Efficiency Measures:</i>					
Percent of utility payments made electronically	18.0%	24.2%	29.0%	29.4%	30.0%
Number of utility customers per customer service representative	7,980	8,134	8,296	8,462	8,631
Number of utility bills sent electronically	n/a	n/a	3,500	6,770	8,650

ADMINISTRATION & CENTRAL SERVICES Purchasing

Overview

The Purchasing Program is a part of the Administration Division within the City-Wide Internal Services Fund.

The Purchasing Program provides the central purchasing function for the City of Bend. Items such as office supplies, fuel, construction work, engineering services, heavy equipment and many other services and products for all departments are procured through competitive public contracting processes. Services include procurement of goods and services for City departments, developing and managing invitation for bids and requests for proposals, providing guidance and assistance to other City staff in helping to define needs, evaluating and understanding supplier contracting terms and conditions, conducting price and terms negotiations, ensuring compliance with applicable procurement laws, and providing for fair and equitable treatment of City suppliers. Centralization of purchasing authorization provides for internal control of City expenditures and reduces contracting risk while still affording City staff the ability to specify the products and services needed.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 369,369	\$	431,900	\$ 505,000	\$ 523,800	\$ 1,028,800
Materials and services	8,605		41,868	40,740	36,240	76,980
Program Total	377,975		473,768	545,740	560,040	1,105,780
Interfund transfers	69,915		66,600	101,500	97,300	198,800
Purchasing	\$ 447,890	\$	540,368	\$ 647,240	\$ 657,340	\$ 1,304,580
Full Time Equivalents	4.00		4.00	4.00	4.00	4.00

Goals for the 2017 - 2019 Biennial Budget

- ✧ Ensure city-wide compliance with purchasing policies and state and local laws
- ✧ Provide the best value for citizens by guiding efficient procurement processes that are, and are seen to be, fair and equitable
- ✧ Facilitate the efficient and economical disposal of surplus property

Key Operational Objectives for 2017 - 2019 Biennial Budget

- ✧ Support inventory and work order module implementation as part of the Enterprise Resource Planning (ERP) replacement project
- ✧ Implement an electronic bidding solution to increase efficiencies and competition
- ✧ Implement a secure electronic signature process to increase efficiencies

Major Accomplishments during the 2015 - 2017 Biennial Budget

- ✧ Reviewed and updated business processes as part of the ERP replacement project
- ✧ Implemented Procurement and Contracts modules of Munis as part of the ERP replacement project
- ✧ Conducted a record number of successful formal procurements including contracts for construction of the Southeast Interceptor, the North Area Sewer Capacity Improvements, and Colorado Lift Station

ADMINISTRATION & CENTRAL SERVICES
Purchasing

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
# of formal procurements completed	24	35	35	50	50
<i>Effectiveness Measures:</i>					
# of formal protests determined valid	-	-	1	-	-
% of purchases from Oregon businesses	new measure to be tracked starting this biennial budget				
<i>Efficiency Measures:</i>					
Average time to requisition approval	new measure to be tracked starting this biennial budget				
# of formal procurements per FTE	8	9	9	13	13

ADMINISTRATION & CENTRAL SERVICES
Legal

Overview

The Legal Department is a part of the City-Wide Internal Services Fund.

Legal Services

The mission of the City Attorney's office is to help the City achieve its policy goals and serve the public interest by providing excellent, objective, timely and economical legal advice and advocacy to the City Council, City Manager and all City departments, irrespective of politics or personal interest. The City's In-House Legal Department is charged with the following duties:

- ✧ Provide advice and serve as General Counsel for the City; provide legal services to the City Council, Bend Urban Renewal Agency, City Manager and all City Departments
- ✧ Reduce litigation and support innovative decision-making by early involvement and by taking a proactive approach in guiding the City toward legally sound decisions
- ✧ Draft or review ordinances, resolutions, contracts, issue summaries and other legal documents
- ✧ Provide legal support and interpretation of the law, City charter, State and Federal statutes and local ordinances, resolutions, policies and codes for the City Council, staff, boards and commissions, including quality written and oral legal analysis as requested
- ✧ Manage risk to the City related to legal liability and exposure; work with the City's insurance authority and provide oversight on tort claims
- ✧ Work with City Council, Planning Commission and their established citizen boards on long range and community planning and growth related issues and concerns, providing legal support and advice throughout the processes and defending the City's decisions as needed
- ✧ Represent the City in legal matters involving civil litigation and land use appeals at the local, State, and Federal levels
- ✧ Minimize use and cost of outside counsel, while assuring outside expertise is used when needed and maintaining reasonable job expectations for in-house attorneys; manage contracts and direct the work of outside contracted legal services as needed
- ✧ Provide legal advice and support to departments and work with HR department on employment law, personnel and labor issues
- ✧ Manage Accessibility Program and continue to foster and build positive relationship with people with disabilities, and advocates, provide advice to the public works, community development and other departments on accessibility issues and help the Accessibility Manager take a proactive approach to accessibility in the City's role as a Title II entity
- ✧ Work with the Purchasing Division on legal issues relating to contract solicitation and amendment
- ✧ Provide assistance to Municipal Court, and act as prosecutor of City violations if and when needed

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 547,325	\$	660,200	\$ 599,900	\$ 626,700	\$ 1,226,600
Materials and services	21,662		25,150	32,600	30,250	62,850
Program Total	568,987		685,350	632,500	656,950	1,289,450
Interfund transfers	20,208		19,700	42,500	36,800	79,300
Legal Services	\$ 589,195	\$	705,050	\$ 675,000	\$ 693,750	\$ 1,368,750
Full Time Equivalents	3.38		3.63	3.40	3.40	3.40

Goals for the 2017-2019 Biennial Budget

- ✧ Continue to strengthen relationship with all departments, especially Police and Human Resources, through greater legal involvement, proactive advice and employee training
- ✧ Maintain good communication and work closely with City Manager, management staff and City Council to identify matters that may lead to legal disputes and develop strategies that reduce risk of adverse decisions
- ✧ Re-engagement on sidewalk program at the policy level related to funding, maintenance and council level policy issues
- ✧ Continue to reduce the need for outside legal services and resolving legal matters internally, while effectively managing current litigation related to Water Reclamation Facility and Airport
- ✧ Continue to revise codes/procedures/policies/practices that are inefficient or outdated
- ✧ Continue to work to help ensure the success of the Accessibility Program for the City of Bend
- ✧ Work to provide long term legal solutions relating to leasing and other issues at Bend Municipal Airport
- ✧ Resolution of Surfacewater Project/NEPA Ninth Circuit Appeal and Litigation
- ✧ Implement the UGB Boundary Expansion, efficiency measures and newly adopted Comprehensive Plan Goals consistent with Council priorities and implementation planning
- ✧ Lead legal role in process for master planning code and implementation, including OSU/Cascade University process
- ✧ Legal involvement in implementing Southeast Interceptor sewer project and effective phased conversion from septic to sewer
- ✧ Implement council goals through drafting of responsive codes/ordinances, provide research and legal advice on council's direction and response to community concerns and vision

Key Operational Objectives for 2017-2019 Biennial Budget

- ✧ Continue building a strong working relationship with City Councilors, particularly the Mayor and Mayor Pro Team. Help City Council establish trust and positive relationships with City staff, facilitate legal review of processes for greater efficiency in conducting City business and to achieve council goals
- ✧ Work on succession planning and hiring/training of new attorney for continuity and quality of legal services to departments
- ✧ Continue to represent City and support Planning Department, Hearing Officer and Council Decisions in Land Use Board of Appeals (LUBA), help draft Findings, prepare briefing, and argue appeals, in-house
- ✧ Facilitate review of existing sidewalk program, adjoining owner responsibility, review innovative approaches from other cities, and coordinate departments to bring options to the City Council and community
- ✧ Provide legal oversight and management of risk management and accessibility departments, including review of department goals
- ✧ Legal review of transportation related issues, including street funding options, CIP projects, SDC project lists and methodology review as needed
- ✧ Work closely with current and long range planning departments and provide legal advice on urban growth planning and implementation of UGB related to efficiency measures, annexation, area and master planning, transportation and public facility planning; help identify and effectuate council priorities
- ✧ Continue to build and support legal internship program, providing training to law students and recent graduates
- ✧ Manage workload on airport-related tasks, including litigation and Federal Aviation Administration (FAA) Part 16 administrative procedure.

- ✧ Continue to act as lead supervising attorneys to guide and coordinate outside legal services for all aspects of the surface water project (National Environmental Policy Act appeal, amici, water rights issues); provide legal advice and strategic input to reduce legal risk related to the 2019 United States Forest Service Special Use Permit (USFS SUP)
- ✧ Continue to work with Private Development Engineering, Engineering and Infrastructure Planning, Public Works and Planning relating to planning and construction of infrastructure facilities
- ✧ Advice and strategic analysis for SE Interceptor project related to legal options, particularly local improvement districts, possible code amendments, DEQ requirements and other legal aspects of implementing a phased, efficient and responsible approach to septic to sewer transition
- ✧ Develop new Bend Code chapters for utilities use of right-of-ways and solid waste collection
- ✧ Provide legal guidance relating to transfer of water infrastructure in former Juniper Utility area
- ✧ Continue to build strong relationship with Police and Fire departments, providing ongoing proactive advice

Major Accomplishments during the 2015-2017 Biennium

- ✧ Lead counsel advising City in remand tasks for the Urban Growth Boundary expansion process; attended Technical Advisory Committee (TAC) and UGB steering committee meetings, provided legal strategy, consultation with long range planning/consultants and review of all adoption documents for compliance with remand, goals and statutes, without use of outside counsel. Adoption of efficiency measures.
- ✧ Hired a new paralegal and a new associate City Attorney who is proficient in labor and employment law, which has decreased the need for outside legal services
- ✧ Continuing a successful legal internship program with multiple law schools, greatly benefitting the law students and the City
- ✧ No employee grievances have gone to arbitration. Successfully resolved several difficult and demanding personnel issues and termination/settlements without litigation.
- ✧ Developed a more complete set of contract and public contracting forms, real property transaction documents (deeds, leases, easements, etc.)
- ✧ Successful resolution of OSU appeal before LUBA and Court of Appeals
- ✧ Worked through difficult ethics issues/concerns successfully
- ✧ Drafted resolution and other documents to place fuel tax on the ballot; successfully resolved challenge to fuel tax ballot explanatory statement
- ✧ Drafted code amendments for right-of-way permits to limit impacts on streets from street cuts and code provision for fuel tax if approved
- ✧ Gathered background information, produced memorandum and options for revisiting/revising current sidewalk program. Continue to organize interdepartmental staff meeting and devised plan for City Council engagement.
- ✧ Advice and work with staff on franchise agreement and right of way changes to code
- ✧ Attend Planning Commission meetings, providing ongoing advice and training; updated Bylaws and Rules of Procedure
- ✧ Prevailed in litigation in federal district court (Central Oregon Land Watch and Water Watch of Oregon v. USFS and City of Bend). Worked extensively with mediator in mediation process, as well as parties and City Council. Although not resolved through mediation, progress was made in relationships through the process. Have successfully engaged amici in appeal, to the benefit of the Forest Service and City, and managed outside counsel for Ninth Circuit briefing and worked with US Attorney.
- ✧ Working with Planning, City Manager's Office and Public Works staff to facilitate energy efficient, in-conduit hydroelectric energy projects within the City of Bend water pipelines at council direction
- ✧ Worked extensively with City Manager's office, community and City Council on legal options and compromise solutions for the Climate Action resolution

- ✧ Provided legal advice to citizen committee, drafted codes and provided advice (privileged and public) and legal memos to staff and City Council for short term rental land use and operational license code. Provided follow-up involvement with permitting and enforcement.
- ✧ Reviewed and monitored state regulations, provided legal advice to citizen committee, drafted land use and license code for new marijuana regulations. Continued providing advice to planning commission and City Council based on expertise from conferences, League of Oregon Cities participation, and review of updated regulations and legislation
- ✧ Taken the lead in formulating, reviewing and drafting temporary event regulations

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Risk Management costs will be accounted for in the Insurance Program in the new biennium (now renamed Insurance & Risk Management)

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**Internal Service Fund - City Wide Administration
Information Technology (IT)**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 2,335,991	\$ 2,043,500	\$ 1,823,587	\$ 1,620,389	\$ 1,620,389	\$ 1,620,389
Interfund transfers	7,040,585	7,734,990	7,716,442	8,535,700	8,535,700	8,535,700
Investment income	35,885	30,300	24,963	-	-	-
Miscellaneous	2,148	2,000	19,090	4,000	4,000	4,000
Issuance of long-term debt	403,200	3,106,400	3,981,920	8,934,400	8,934,400	8,934,400
TOTAL RESOURCES	\$ 9,817,809	\$ 12,917,190	\$ 13,566,002	\$ 19,094,489	\$ 19,094,489	\$ 19,094,489

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Admin. & Central Services:						
IT Operations	\$ 7,633,178	\$ 10,202,611	\$ 8,121,102	\$ 7,823,548	\$ 7,794,748	\$ 7,794,749
LEAP Project	-	-	1,305,579	3,263,003	3,256,603	3,256,603
GIS	107,765	-	-	-	-	-
Total	7,740,943	10,202,611	9,426,681	11,086,552	11,051,352	11,051,352
Debt service	1,827	144,500	89,058	5,658,605	5,658,605	5,658,605
Interfund transfers	251,452	2,430,200	2,429,874	1,605,100	1,640,300	1,640,300
Contingency	-	139,879	-	150,129	150,129	150,129
Reserves	-	-	-	594,103	594,103	594,103
TOTAL REQUIREMENTS	\$ 7,994,222	\$ 12,917,190	\$ 11,945,612	\$ 19,094,489	\$ 19,094,489	\$ 19,094,489

<i>By Category:</i>						
Personnel services	\$ 3,098,016	\$ 4,066,786	\$ 4,289,617	\$ 5,734,000	\$ 5,698,800	\$ 5,698,800
Materials and services	3,364,324	2,792,035	2,892,630	3,087,052	3,087,052	3,087,052
Capital outlay:						
Vehicle/equipment	594,433	683,908	494,277	355,000	355,000	355,000
Intangibles	684,170	2,659,882	1,750,158	1,910,500	1,910,500	1,910,500
Total capital outlay	1,278,603	3,343,790	2,244,435	2,265,500	2,265,500	2,265,500
Debt service	1,827	144,500	89,058	5,658,605	5,658,605	5,658,605
Interfund transfers	251,452	2,430,200	2,429,874	1,605,100	1,640,300	1,640,300
Contingency	-	139,879	-	150,129	150,129	150,129
Reserves for:						
IT LEAP Project	-	-	-	594,103	594,103	594,103
TOTAL REQUIREMENTS	\$ 7,994,222	\$ 12,917,190	\$ 11,945,612	\$ 19,094,489	\$ 19,094,489	\$ 19,094,489

ADMINISTRATION & CENTRAL SERVICES **Information Technology**

Overview

The Information Technology (IT) Program is part of the support division of the City-Wide Internal Service Fund.

Our mission is to partner with the City's business units to deliver quality and innovative technology solutions. The IT department manages the City's enterprise information systems, including Geographic Information Systems (GIS), software implementation and management, local and wide area networks and supporting infrastructure. IT supports the City, its citizens and employees through a variety of services and seeks to improve operational efficiency through effective use of technology.

IT Operations

The IT Operation consists of 3 teams:

- ✧ Service Desk team focused on the prompt restoration of service to end-user's technology solutions
- ✧ Infrastructure Operations team focused on supporting the City's employees and technology infrastructure (servers, storage and networks)
- ✧ Application Services team supports the City's needs for technology solution design and implementation, data architecture and management, and enterprise software maintenance and support

	ACTUALS		ADOPTED BUDGET		
	2015-16	ESTIMATE 2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 1,969,417	\$ 2,176,100	\$ 2,269,800	\$ 2,381,900	\$ 4,651,700
Materials and services	1,623,085	1,068,972	1,357,387	1,375,662	2,733,049
Capital outlay:					
Vehicle/equipment	417,277	77,000	205,000	130,000	335,000
Intangibles	749,402	39,850	-	75,000	75,000
Program Total	4,759,180	3,361,922	3,832,187	3,962,562	7,794,749
Debt service	23,695	-	-	-	-
Interfund transfers	804,774	214,100	309,000	278,300	587,300
IT Operations	\$ 5,587,649	\$ 3,576,022	\$ 4,141,187	\$ 4,240,862	\$ 8,382,049
Full Time Equivalents	22.00	22.00	18.00	18.00	18.00

Goals for the 2017 - 2019 Biennial Budget

- ✧ Support the Leading Effective Applications and Processes (LEAP) project with technology expertise to deliver a replacement of the city's Enterprise Resource Planning (ERP) systems
- ✧ Continue to increase the level of city employee efficiency thru increased anywhere access to key business systems
- ✧ Complete the conversion of the City's workstation fleet to a standardized Windows 10 environment
- ✧ Complete the implementation of the SharePoint system to address the City's content management and collaboration needs

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Continue to improve the level of business understanding in our customer's operations
- ✧ Reduce time and effort required to manage the city's workstation fleet with the modernization of tools to allow for remote and unsupervised management
- ✧ Increase the governance structure for key technology solutions to allow for greater end-user/organizational feedback in the management and future of these solutions
- ✧ Partner with the City's Data Officer to develop and implement a city-wide data governance environment
- ✧ Collaborate with department analysts to leverage technology to accurately collect key data elements critical to city operations and process improvement

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Improved communication with customers through an IT Office Hours program in each of the departments city-wide
- ✧ Completed a wireless based network backhaul to increase the redundancy of the city's network to ensure reliable operations
- ✧ Completed the selection and testing of a mobility platform for city users
- ✧ Delivered an upgrade and design refresh for the city's website
- ✧ Designed and developed a new public facing GIS/mapping tool for use by the public
- ✧ Managed and resolved 6 significant Cyber Security events

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Costs associated with the ERP replacement project are now accounted for in a separate subprogram of the IT budget, to improve budgeting and cost tracking for the LEAP project
- ✧ Individual department technology budgeting and expenses are accounted for in each departments financial organization to improve transparency and management by both Information Technology and department staff

Major Capital Projects / Equipment Purchases for 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

LEAP Project

In 2013, City Council established a goal to replace and modernize the City's operating software as a key driver for business process improvement. The City Manager's Office chartered the LEAP project as a city-wide ERP and process improvement project. For budgetary simplicity, the project's budget is managed out of Information Technology, but the LEAP Executive Steering Team (on which every City department is represented) emphasizes that LEAP is a business process improvement project with a software component; it is not an IT project.

In November 2016 the LEAP Project implemented a new financial software to replace a 26-year-old "green screen" system and related processes. The project team is two-thirds of the way to "Go-Live" for the City's first integrated payroll/human resources system. Implementation of the extended financials modules (fleet and facilities management, work orders, inventory) begins in the 2017-2019 biennium as does the Integrated Inspection and Permitting Applications (IIPA) software. Replacement software for municipal court administration and utility billing will also be implemented during the biennium.

The LEAP Project charter calls for adopting best business practices as embodied in the underlying software and recommended by industry experts. Doing so involves significant organizational change, so all departments are involved in configuring, testing and training on the new software packages. The assistant city managers in charge of organizational change management under the project are reviewing the techniques and approaches used internally for Phase 1 Core Financials, in hopes of better communicating to staff and citizens/customers both the substance and the reasons for the coming changes in City business processes.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ -	\$ 144,100		\$ 521,400	\$ 525,700	\$ 1,047,100
Materials and services	-	200,573		313,425	40,578	354,003
Capital outlay:						
Vehicle/equipment	-	-		20,000	-	20,000
Intangibles	-	960,906		1,279,000	556,500	1,835,500
Program Total	-	1,305,579		2,133,825	1,122,778	3,256,603
Debt service	-	65,363		5,140,605	518,000	5,658,605
Interfund transfers	-	1,411,000		768,000	285,000	1,053,000
LEAP Project	\$ -	\$ 2,781,942		\$ 8,042,430	\$ 1,925,778	\$ 9,968,208
Full Time Equivalents	-	-		4.00	4.50	4.50

Goals for the 2017 - 2019 Biennial Budget

- ✧ Manage the implementation of the City's new Payroll/Human Resources modules, extended financials modules of fleet, facilities, work orders, inventory and property file, and the IIPA systems
- ✧ Launch and (schedule permitting) implement replacement software for utility billing and municipal court administration

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Successful “Go-Live” of Phase 1 Core Financials on November 1, 2016
- ✧ Substantial progress toward January 2018 “Go-Live” of Phase 2 Payroll/Human Resources

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Staff assigned to the project full time will be paid for directly out of the LEAP project budget. Other specific staff that are not assigned to the project full time will be funded through interfund transfers based on time and costs tracked to the project.
- ✧ There are five (5) new limited term employee (LTE) positions requested in the budget to support the LEAP project. The request includes functional leads for upcoming modules, one project manager, one system administrator and one program coordinator that will provide general project support.
- ✧ In 2015 the City obtained a \$5 million, three year line of credit (LOC) for \$5 million from Bank of the Cascades to finance the LEAP project. The LOC will be repaid and converted to long-term debt during the first year of the biennium. Additional LOC financing will be obtained to finance remaining project costs, and will be converted to long-term debt upon completion of the LEAP project.

Major Capital Projects / Equipment Purchases for 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle, Equipment & Intangibles Plan on following page for details

ADMINISTRATION & CENTRAL SERVICES
Information Technology

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Effectiveness Measures:</i>					
Support requests per user	7.86	6.60	5.79	5.50	5.00
% of survey responses rated 'satisfied'	99%	98%	98%	99%	99%
<i>Efficiency Measures:</i>					
% of support requests resolved on the first customer call (15 mins)	8%	7%	10%	15%	20%

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
IT Operations:					
Primary Storage (SAN) upgrades	\$ 85,000	\$ -	\$ 20,000	\$ -	\$ 20,000
Network Switching lifecycle	30,000	114,000	25,000	35,000	15,000
Wireless LAN Controllers	30,000	-	-	-	-
Server Environment lifecycle	60,000	16,000	-	24,000	60,000
Firewall upgrades	-	-	25,000	-	-
City Website update	-	-	-	40,000	-
Cisco Prime Management	-	15,000	-	-	-
Aerial Imagery	-	60,000	-	-	-
IT Operations Total	\$ 205,000	\$ 205,000	\$ 70,000	\$ 99,000	\$ 95,000
LEAP Project:					
ERP Software	\$ 1,279,000	\$ 556,500	\$ -	\$ -	\$ -
Harris Blade Server	20,000	-	-	-	-
LEAP Project Total	\$ 1,299,000	\$ 556,500	\$ -	\$ -	\$ -
Total	\$ 1,504,000	\$ 761,500	\$ 70,000	\$ 99,000	\$ 95,000

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**Internal Service Fund - City Wide Administration
Facilities Management**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,879,585	\$ 1,408,100	\$ 1,431,892	\$ 1,415,020	\$ 1,415,020	\$ 1,415,020
Interfund charges	-	121,800	121,800	128,000	128,000	128,000
Interfund transfers	4,395,814	8,095,737	6,459,467	7,003,950	7,003,950	7,003,950
Sale of capital assets	-	2,278,500	2,000,787	-	-	-
Rent revenues	157,835	96,130	157,468	102,600	102,600	102,600
General fund subsidy	480,000	-	-	-	-	-
Investment income	24,602	20,100	21,287	-	-	-
Miscellaneous	10,374	-	45,001	15,000	15,000	15,000
Issuance of long-term debt	-	5,575,000	5,575,000	-	-	-
TOTAL RESOURCES	\$ 6,948,210	\$ 17,595,367	\$ 15,812,700	\$ 8,664,570	\$ 8,664,570	\$ 8,664,570

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
Central Services	\$ 917,781	\$ 1,205,867	\$ 1,134,448	\$ 1,821,544	\$ 1,811,044	\$ 1,811,044
Downtown Campus	1,014,764	2,926,198	2,020,885	2,085,700	2,085,700	2,085,700
Utilities - Boyd Acres	368,052	2,113,169	1,961,085	868,400	868,400	868,400
Streets & Ops - 15th Street	352,550	509,503	356,103	525,800	525,800	525,800
Police Station	559,309	671,950	664,362	617,500	617,500	617,500
Total	3,212,456	7,426,687	6,136,883	5,918,944	5,908,444	5,908,444
Debt service	2,101,999	5,343,000	5,394,287	1,875,463	1,875,463	1,875,463
Interfund transfers	201,862	4,263,967	2,866,511	189,930	200,430	200,430
Contingency	-	261,713	-	380,233	380,233	380,233
Reserves	-	300,000	-	300,000	300,000	300,000
TOTAL REQUIREMENTS	\$ 5,516,318	\$ 17,595,367	\$ 14,397,681	\$ 8,664,570	\$ 8,664,570	\$ 8,664,570
By Category:						
Personnel services	\$ 875,722	\$ 1,136,017	\$ 1,064,524	\$ 1,564,400	\$ 1,553,900	\$ 1,553,900
Materials and services	2,163,807	3,045,364	2,650,007	3,317,544	3,317,544	3,317,544
Capital outlay:						
Vehicle/equipment	23,044	64,106	46,537	136,000	136,000	136,000
Construction/infrastructure	149,883	3,181,200	2,375,815	901,000	901,000	901,000
Total capital outlay	172,927	3,245,306	2,422,351	1,037,000	1,037,000	1,037,000
Debt service	2,101,999	5,343,000	5,394,287	1,875,463	1,875,463	1,875,463
Interfund transfers	201,862	4,263,967	2,866,511	189,930	200,430	200,430
Contingency	-	261,713	-	380,233	380,233	380,233
Reserves	-	300,000	-	300,000	300,000	300,000
TOTAL REQUIREMENTS	\$ 5,516,318	\$ 17,595,367	\$ 14,397,681	\$ 8,664,570	\$ 8,664,570	\$ 8,664,570

ADMINISTRATION & CENTRAL SERVICES Facilities Management

Overview

Facilities Management is a division of the city-wide Internal Service Fund. Facilities Management is responsible for cleaning, maintenance, repair, small construction and capital improvement projects related to city-owned facilities. In addition, central service staff assist in the planning and design of future space needs in existing buildings or new city facilities. These facilities include City Hall, Bond Annex, Franklin Annex, Wall Annex, miscellaneous downtown city-owned buildings, Streets & Operations campus at 15th Street, Boyd Acres Utilities Annex, and Police Facility. Facilities also provides project management and maintenance services for the Parking and Airport Programs. Revenue is generated through the City's cost allocation plan from rent charges to the building tenants. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Central Services

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19			
Personnel services	\$ 504,224	\$ 560,300	\$ 692,100	\$ 861,800	\$ 1,553,900			
Materials and services	9,388	13,999	126,342	120,802	247,144			
Capital outlay:								
Vehicle/equipment	37,537	9,000	10,000	-	10,000			
Program Total	551,148	583,299	828,442	982,602	1,811,044			
Interfund transfers	46,077	42,500	50,400	53,500	103,900			
Central Services	\$ 597,226	\$ 625,799	\$ 878,842	\$ 1,036,102	\$ 1,914,944			
Full Time Equivalents	5.05	5.05	6.00	7.00	7.00			

Goals for the 2017 – 2019 Biennial Budget

- ✘ Provide appropriate work environments to accommodate department needs
- ✘ Maintain and preserve buildings as assets
- ✘ Continue to pursue opportunities for energy savings
- ✘ Pursue efforts towards 20-year Master Plan for Boyd Acres and Pilot Butte Campuses
- ✘ Perform comprehensive inventory of all City property and leases
- ✘ Identify surplus properties for disposition

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Pursue opportunities for cost savings at every facility in an effort to provide excellent work environments that are less expensive to operate over time
- ✘ Successfully manage, plan, design, maintain and preserve facilities for the people that use them
- ✘ Identify & deploy management efficiencies for all City property and leases

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Remodels at all campuses providing appropriate work environments to accommodate department needs
- ✘ 11.5% consumption reduction in electricity from 2013 to 2016
- ✘ Saved 542,180 kWh over the three years 2013 to 2016
- ✘ Downtown Campus Programming

- ✧ Fuel Station Decommissioning at Pilot Butte Campus
 - ✧ Property acquisition for Downtown and Boyd Acres Campuses
- Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Creating a separate Property division responsible for management and disposition of real property owned or leased by the City
- ✧ Transfer one (1) Program Coordinator FTE in 2017 – 18 from Economic Development department
- ✧ One (1) new Property Manager FTE in 2018 – 19

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details

Downtown Campus

The downtown campus includes City Hall, Bond Annex, Franklin Annex, Wall Annex and miscellaneous city-owned buildings.

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19			
Materials and services	\$ 462,531	\$ 739,020	\$ 851,900	\$ 665,800	\$ 1,517,700			
Capital outlay:								
Vehicle/equipment	-	-	8,000	-	8,000			
Construction/infrastructure	90,650	728,684	560,000	-	560,000			
Program Total	553,181	1,467,704	1,419,900	665,800	2,085,700			
Debt service	1,512,358	106,240	403,573	202,041	605,614			
Interfund transfers	952,253	395,210	11,590	11,990	23,580			
Downtown Campus	\$ 3,017,792	\$ 1,969,154	\$ 1,835,063	\$ 879,831	\$ 2,714,894			

Goals for the 2017 – 2019 Biennial Budget

- ✧ Provide appropriate work environments to accommodate department needs
- ✧ Maintain and preserve buildings as assets
- ✧ Continue to pursue opportunities for energy savings

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ City Hall Heating Ventilation and Cooling (HVAC) equipment replacement
- ✧ Community Development Permit Center remodel
- ✧ Conversion of re-located Network Operations Center to office space
- ✧ Wall Annex and Franklin Annex exterior painting

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Issued long term debt for the purchase of 740 NW Wall St. to accommodate need for additional office space

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ \$475,000 for the final payment of 740 NW Wall in 2017 - 18

Boyd Acres Utilities Annex

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Materials and services	\$ 220,648	\$	245,820	\$ 231,600	\$ 275,800	\$ 507,400
Capital outlay:						
Vehicle/equipment	-		-	50,000	-	50,000
Construction/infrastructure	1,494,617		-	205,000	106,000	311,000
Program Total	1,715,265		245,820	486,600	381,800	868,400
Debt service	-		15,465	118,606	116,659	235,265
Interfund transfers	90,412		1,597,533	13,630	14,130	27,760
Utilities - Boyd Acres	\$ 1,805,676	\$	1,858,818	\$ 618,836	\$ 512,589	\$ 1,131,425

Goals for the 2017 – 2019 Biennial Budget

- ✧ Provide appropriate work environments to accommodate department needs
- ✧ Maintain and preserve buildings as assets
- ✧ Continue to pursue opportunities for energy savings
- ✧ Pursue efforts towards 20-year Master Plan for site

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Issued long term debt to reimburse for expenses associated with the purchase of land adjacent to the Boyd Acres campus
- ✧ Tenant Improvement converting mezzanine storage to office space in Building “D”
- ✧ Exterior, parking lot and Building “D” lighting retrofit

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

15th Street Campus

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Materials and services	\$ 164,590	\$	168,650	\$ 237,600	\$ 190,200	\$ 427,800
Capital outlay:						
Vehicle/equipment	-		-	33,000	35,000	68,000
Construction/infrastructure	7,464		15,400	30,000	-	30,000
Program Total	172,053		184,050	300,600	225,200	525,800
Interfund transfers	675,072		80,305	17,120	17,830	34,950
Streets & Ops - 15th Street	\$ 847,126	\$	264,355	\$ 317,720	\$ 243,030	\$ 560,750

Goals for the 2017 – 2019 Biennial Budget

- ✧ Provide appropriate work environments to accommodate department needs
- ✧ Maintain and preserve buildings as assets
- ✧ Continue to pursue opportunities for energy savings
- ✧ Pursue efforts towards 20-year Master Plan for site

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Vacated office space converted to Training Room
- ✧ Parking lot and interior lighting retrofits

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

Police Facility

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Materials and services	\$ 262,042	\$ 363,320	\$ 313,500	\$ 304,000	\$ 617,500		
Capital outlay:							
Construction/infrastructure	-	39,000	-	-	-		
Program Total	262,042	402,320	313,500	304,000	617,500		
Debt service	544,898	3,215,326	503,001	531,583	1,034,584		
Interfund transfers	55,006	58,389	5,020	5,220	10,240		
Police Station	\$ 861,945	\$ 3,676,035	\$ 821,521	\$ 840,803	\$ 1,662,324		

Goals for the 2017 – 2019 Biennial Budget

- ✧ Provide appropriate work environments to accommodate department needs
- ✧ Maintain and preserve buildings as assets
- ✧ Continue to pursue opportunities for energy savings
- ✧ Pursue efforts towards 20-year Master Plan for site

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Refinanced outstanding 2006 and 2008 full faith and credit obligations to achieve debt service savings
- ✧ Exterior painting
- ✧ Charging solution for officer equipment
- ✧ Evidence Room remodel including exhaust system upgrade
- ✧ Parking lot lighting retrofit
- ✧ HVAC controls tune-up

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

- ✧ Refer to Five Year Vehicle & Equipment Plan on following page for details
- ✧ Refer to Five Year Capital Improvement Program (CIP) schedule on following page for details

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Number of work tickets completed per year	890	1,080	1,058	1,280	1,280
<i>Effectiveness Measures:</i>					
Facility FTE's per 100,000 sq/ft	2.34	2.93	2.93	3.51	4.10
Work tickets completed per Facilities Technician	305	382	353	427	427
<i>Efficiency Measures:</i>					
Facilities power consumption (KWH)	2,084,980	1,984,188	1,827,289	1,790,743	1,754,929

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
<u>Central Services</u>					
One (1) truck mount snow plow, two frames for trucks	\$ 10,000	\$ -	\$ -	\$ -	\$ -
<u>Downtown Campus</u>					
One (1) HVAC replacement	8,000	-	-	-	-
<u>Boyd Acres Utilities Annex</u>					
Five (5) Heating system replacements	50,000	-	-	-	-
<u>15th Street Campus</u>					
Five (5) HVAC replacements	33,000	-	-	-	-
One (1) Radiant Tube Heating system	-	35,000	-	-	-
<u>Police Facility</u>					
One (1) 30 ton RTU replacement	-	-	-	-	180,000
Total	\$ 101,000	\$ 35,000	\$ -	\$ -	\$ 180,000

Capital Improvement Program 2018-2022

**Facilities Management
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
FA18AX Site Development/Fuel Island - Boyd Acres**	5	\$ 160,000	\$ -	\$ 3,544,530	\$ -	\$ -	\$ 3,704,530
FA18BX Streets Building G Re-Insulate Re-Roof	3	30,000	-	-	-	-	30,000
FA18CX Boyd Acres Building C - Replace Roof	3	45,000	-	-	-	-	45,000
FA18DX 740 NW Wall Tenant Improvement	5	65,000	-	-	-	-	65,000
FA18EX 875 NW Brooks Re-Roof	3	20,000	-	-	-	-	20,000
FA19AX Boyd Acres Building D - Replace Roof	3	-	106,000	-	-	-	106,000
FA20AX Site Paving/Grading - Pilot Butte Campus**	5	-	-	6,375,600	-	-	6,375,600
FA21AX Vehicle Storage/Parking - Pilot Butte Campus**	5	-	-	-	8,528,400	-	8,528,400
FA22AX Fleet Building/Truck Wash - Pilot Butte Campus**	5	-	-	-	-	13,549,882	13,549,882
FA22BX Operations Building B Remodel - Boyd Acres**	5	-	-	-	-	1,097,712	1,097,712
Total Facilities Management CIP		\$ 320,000	\$ 106,000	\$ 9,920,130	\$ 8,528,400	\$ 14,647,594	\$ 33,522,124

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

Notes:

** These projects were generated as a result of the 20 year facilities plan created in February 2015.

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**Internal Service Fund - Departmental Administration
Garage Services**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 356,307	\$ 103,400	\$ 95,286	\$ 300,188	\$ 300,188	\$ 300,188
Charges for services	218,139	-	-	-	-	-
Interfund charges	3,940,564	4,754,000	3,728,931	4,477,800	4,477,800	4,477,800
Interfund transfers	-	1,040,714	254,811	28,500	28,500	28,500
Investment income	4,337	2,900	42,241	91,200	91,200	91,200
Miscellaneous	4,427	5,500	3,226	1,000	1,000	1,000
TOTAL RESOURCES	\$ 4,523,773	\$ 5,906,514	\$ 4,124,495	\$ 4,898,688	\$ 4,898,688	\$ 4,898,688

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Admin. & Central Services:						
Garage services	\$ 3,786,920	\$ 4,573,516	\$ 3,409,769	\$ 4,090,882	\$ 4,083,982	\$ 4,083,982
Interfund transfers	641,568	1,210,694	414,538	588,900	595,800	595,800
Contingency	-	122,304	-	218,906	218,906	218,906
TOTAL REQUIREMENTS	\$ 4,428,488	\$ 5,906,514	\$ 3,824,307	\$ 4,898,688	\$ 4,898,688	\$ 4,898,688
<i>By Category:</i>						
Personnel services	\$ 1,371,076	\$ 1,817,616	\$ 1,568,855	\$ 1,927,000	\$ 1,913,300	\$ 1,913,300
Materials and services	2,415,845	2,709,900	1,833,664	2,099,182	2,105,982	2,105,982
Capital outlay:						
Vehicle/equipment	-	46,000	7,250	59,700	59,700	59,700
Construction/infrastructure	-	-	-	5,000	5,000	5,000
Total capital outlay	-	46,000	7,250	64,700	64,700	64,700
Interfund transfers	641,568	1,210,694	414,538	588,900	595,800	595,800
Contingency	-	122,304	-	218,906	218,906	218,906
TOTAL REQUIREMENTS	\$ 4,428,488	\$ 5,906,514	\$ 3,824,307	\$ 4,898,688	\$ 4,898,688	\$ 4,898,688

ADMINISTRATION & CENTRAL SERVICES

Garage Services

Overview

The Garage Services Program is accounted for as a division of the Internal Service Fund – Departmental Administration and provides maintenance and services for all City-owned vehicles and heavy equipment. Revenue is generated by billing the departments and/or funds served at the time maintenance is performed. Major expenditures are for personnel, fuel and parts.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 756,355	\$ 812,500	\$ 812,500	\$ 941,000	\$ 972,300	\$ 1,913,300
Materials and services	841,811	991,853	991,853	1,047,782	1,058,200	2,105,982
Capital outlay:						
Vehicle/equipment	7,250	-	-	59,700	-	59,700
Construction/infrastructure	-	-	-	5,000	-	5,000
Program Total	1,605,416	1,804,353	1,804,353	2,053,482	2,030,500	4,083,982
Interfund transfers	198,038	216,500	216,500	328,450	267,350	595,800
Garage Services	\$ 1,803,453	\$ 2,020,853	\$ 2,020,853	\$ 2,381,932	\$ 2,297,850	\$ 4,679,782
Full Time Equivalents	7.81	7.81	7.81	7.63	7.63	7.63

Goals for the 2017 – 2019 Biennial Budget

- ✘ Provide an ongoing Preventative Maintenance Program that meets the changing needs of the City's fleet to ensure safe, reliable transportation and equipment
- ✘ Maintain a vehicle fleet efficiently and cost effectively that will travel approximately 1.5 million miles a year
- ✘ Hire a Fleet Manager that will be responsible for overseeing the activities and operations related to a wide-range of Citywide fleet initiatives, including fleet service operations, acquisition, maintenance, repair, overhauling, and scheduled replacement of City equipment and vehicles
- ✘ Full implementation of the fleet module in the new ERP system for maintenance and repair tracking, billing, and reporting

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Continue pursuing the Preventative Maintenance Program to ensure maximum efficiency in performance and operations are met, and maximum equipment life and condition are maintained within budgetary and operational limits
- ✘ Continue staff training for Emergency Vehicle Technician (EVT) certification for emergency vehicles.
- ✘ Successful recruitment of Fleet Manager position for a wide-range of Citywide fleet initiatives and succession planning for retirement of Equipment Maintenance Supervisor
- ✘ Continue maintaining a high level of customer service

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Supported all department in fleet needs and maintained over 600 pieces of equipment, built by over 70 different manufacturers
- ✘ Performed 5,784 repairs over the biennium (of which, 2,320 were preventive maintenance)
- ✘ Successful decommission of the aged City fuel system and fuel pump site at Pilot Butte Campus, with no contamination issues
- ✘ Conversion to a card lock fuel program
- ✘ Maintained a City fleet that traveled approximately 1.5 million miles a year

Major Capital Projects / Equipment Purchases for the 2017 – 2019 Biennial Budget

☒ Refer to Five Year Vehicle, Equipment & Capital Improvement Plan below for details

ADMINISTRATION & CENTRAL SERVICES
Garage Services

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Fleet miles driven	1,380,451	1,348,684	1,535,074	1,500,000	1,500,000
Gallons of fuel pumped	186,987	167,734	186,760	180,000	180,000
<i>Effectiveness Measures:</i>					
% of total jobs that are scheduled preventive maintenance	38%	40%	40%	40%	40%
% of Fleet Maintenance expenditures contracted out	16%	11%	6%	10%	10%

FIVE YEAR VEHICLE, EQUIPMENT & CAPITAL IMPROVEMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Oil Containment Area	\$ 5,000	\$ -	\$ -	\$ -	\$ -
One (1) Truck Mounted Crane	15,000	-	-	-	-
One (1) H-Frame Press new	8,000	-	-	-	-
One (1) Press Tig Welder	6,700	-	-	-	-
One (1) New Vehicle for Fleet Manager	30,000	-	-	-	-
Total	\$ 64,700	\$ -	\$ -	\$ -	\$ -

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**Internal Service Fund - City Wide Administration
Insurance & Risk Management**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 3,368,456	\$ 4,590,600	\$ 4,936,276	\$ 5,554,026	\$ 5,554,026	\$ 5,554,026
Interfund loan repayments	-	-	-	-	-	26,000
Interfund transfers	3,171,052	3,613,196	3,280,522	4,696,500	4,696,500	4,696,500
Investment income	58,197	92,600	61,327	-	-	-
Miscellaneous	422,123	181,000	1,188,197	600,000	600,000	600,000
TOTAL RESOURCES	\$ 7,019,829	\$ 8,477,396	\$ 9,466,322	\$ 10,850,526	\$ 10,850,526	\$ 10,876,526

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
Insurance & Risk Management	\$ 2,056,405	\$ 3,860,900	\$ 3,778,428	\$ 4,847,700	\$ 4,846,500	\$ 4,846,500
Risk Management	303,358	93,296	103,110	-	-	-
Total		3,954,196	3,881,538	4,847,700	4,846,500	4,846,500
Interfund transfers	42,299	1,101,100	30,758	-	1,200	1,200
Reserves	-	3,422,100	-	5,702,826	5,702,826	5,728,826
TOTAL REQUIREMENTS	\$ 2,402,063	\$ 8,477,396	\$ 3,912,296	\$ 10,550,526	\$ 10,550,526	\$ 10,576,526
By Category:						
Personnel services	\$ 245,379	\$ 78,496	\$ 96,538	\$ 190,400	\$ 189,200	\$ 189,200
Materials and services	2,114,384	3,875,700	3,785,000	4,657,300	4,657,300	4,657,300
Interfund transfers	42,299	1,101,100	30,758	-	1,200	1,200
Reserves	-	3,422,100	-	5,702,826	5,702,826	5,728,826
TOTAL REQUIREMENTS	\$ 2,402,063	\$ 8,477,396	\$ 3,912,296	\$ 10,550,526	\$ 10,550,526	\$ 10,576,526

Note:

Risk Management costs prior to the 2017-2019 biennium are shown for illustrative purposes as it was formerly reported as a division of the Legal program. Risk Management expenditures are now consolidated into the Insurance & Risk Management program for the 2017-2019 biennium.

ADMINISTRATION & CENTRAL SERVICES **Insurance and Risk Management**

The Insurance Program in the City's Internal Service Fund accounts for funding of commercial liability premiums, policy deductibles and self-insurance reserves for catastrophic losses.

The City is exposed to various risks of loss related to tort claims; theft, damage to, and destruction of assets; errors and omissions; information breach; injuries to employees; and natural disasters. The City obtains commercial insurance policies and annual premiums are paid for the following coverages: general liability limit of \$10,000,000 per occurrence, or \$30,000,000 in the aggregate; automobile liability with coverage up to \$10,000,000 (combined single limit); commercial property blanket including real, personal and inland marine property coverage for replacement costs with a limit of \$100,000,000; an employee dishonesty policy with a limit of \$500,000; a cyber liability policy in the amount of \$1,000,000; and a public official fidelity bond at \$100,000 covering the Finance Director and the Accounting Manager. The City also carries a no limit policy per employee per occurrence and a \$500,000 employer's liability limit for workers' compensation and a \$10,000,000 limit policy for airport liability.

Departments are responsible for paying all deductibles and the cost of accident related repairs not covered by insurance. Reserves in the Insurance and Risk Management Program are maintained to cover expenses not paid by insurance in the event of catastrophic losses. Use of such reserves will be limited to significant expenditures not covered by the City's insurance and that are too large to be absorbed in the department or fund's operating budget or reserves.

The City's Risk Management Program is responsible for the following:

- ✧ Provide oversight and manage risk to the City departments in liability, fleet operations and property
- ✧ Identify and mitigate, through operational change or insurance coverage, hazards and risks to the City
- ✧ Develop and implement programs, policies and procedures that increase awareness and lower potential loss to City employees, property, infrastructure and citizens
- ✧ Serve as city representative in proceedings with regulatory agencies dealing with safety, environmental and insurance matters
- ✧ Work with City insurance carriers to review and provide oversight on claims (tort, property, etc.)
- ✧ Work with City departments projects to insure proper insurance and lease language in place
- ✧ Provide planning and guidance for City Emergency Action Plan
- ✧ Plan and manage City-wide property and general liability loss control programs, identifying, evaluating and preventing potential exposure to risk and financial loss
- ✧ Work with the City's insurance carriers to identify, evaluate and analyze risk and makes recommendations to City Manager and City Attorney related to risk management, and to the Human Resources Department on training opportunities
- ✧ Process all incident and property liability claims (such as sewer back up, water pressure incidents, potholes, sidewalk claims, etc.) including working with departments to compile the necessary information, tracking, follow-up and notifying various entities
- ✧ Manages investigation and administration of tort claims filed against the City
- ✧ Process all insurance for special events and review auto liability insurance for submission to agent
- ✧ Process all restitution notices

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 43,338	\$ 53,200	\$ 92,800	\$ 96,400	\$ 189,200		
Materials and services	1,665,677	2,119,323	2,277,600	2,379,700	4,657,300		
Program Total	1,709,015	2,172,523	2,370,400	2,476,100	4,846,500		
Interfund transfers	25,358	5,400	600	600	1,200		
Insurance & Risk Management	\$ 1,734,373	\$ 2,177,923	\$ 2,371,000	\$ 2,476,700	\$ 4,847,700		
Full Time Equivalents	0.38	0.38	0.75	0.75	0.75		

Goals for the 2017-2019 Biennial Budget

- ✧ Continue to work with all departments to identify issues regarding risk, potential loss and programs to mitigate, control and lower exposures
- ✧ Identify and develop effective self-funding options for property, casualty and liability coverage
- ✧ Continue to work with the City's insurance provider to identify, evaluate and analyze risk
- ✧ Continue to process claims in a timely and effective manner
- ✧ Continue to manage and administer all tort claims
- ✧ Continue to develop and implement programs, policies and procedures that decrease potential losses to the City

Key Operational Objectives for 2017-2019 Biennial Budget

- ✧ Initiate the Request for Proposal (RFP) process for Insurance broker

Major Accomplishments during the 2015-2017 Biennium

- ✧ Drafted Emergency Action Plan at the direction of the City Manager
- ✧ Worked with the Police Department to draft and implement "Run, Hide, Fight" training
- ✧ Worked with various City departmental staff to determine areas within City facilities where staff felt that safety and security was lacking, and then worked with Facilities staff to modify work areas and implement various procedures and protocols to increase employee safety
- ✧ Developed renewal strategies for property, casualty, liability and workers compensation that recognized in-house savings for premiums and loss

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Risk Management, which was formerly reported under Legal, will be accounted for within the Insurance program for the 2017-2019 biennium
- ✧ The Insurance program will provide a \$1 million Capital loan to the Airport Fund for the purchase of infrastructure on the east side of the airport that will be repaid over 10 years with 1.3% interest

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PERS Debt Service Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,465,470	\$ 2,797,600	\$ 2,713,429	\$ 2,745,919	\$ 2,745,919	\$ 2,745,919
Interfund transfers	3,441,342	2,500,900	2,386,214	2,071,000	2,755,532	2,755,532
Investment income	36,828	57,000	67,651	70,700	70,700	70,700
TOTAL RESOURCES	\$ 4,943,640	\$ 5,355,500	\$ 5,167,294	\$ 4,887,619	\$ 5,572,151	\$ 5,572,151

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Category:						
Debt service	\$ 2,186,157	\$ 2,373,000	\$ 2,372,575	\$ 2,578,400	\$ 2,578,400	\$ 2,578,400
Interfund transfers	44,054	48,800	48,800	49,700	49,700	49,700
Reserves for:						
Debt service	-	2,933,700	-	2,259,519	2,944,051	2,944,051
TOTAL REQUIREMENTS	\$ 2,230,211	\$ 5,355,500	\$ 2,421,375	\$ 4,887,619	\$ 5,572,151	\$ 5,572,151

ADMINISTRATION & CENTRAL SERVICES
PERS Debt Service

Overview

The PERS Debt Service fund accounts for the payment of debt issued to fund a portion of the City's unfunded pension liability under the Oregon Public Employees' Retirement System (PERS) and the Oregon Public Service Retirement Plan. The City issued \$13,725,000 of pension obligation bonds during fiscal year 2003-04 and made a \$13,122,795 lump sum contribution towards its unfunded actuarial liability which was determined to be at a fair value of \$17,497,060 on June 1, 2004. The lump sum contribution is being amortized through June 1, 2028 to provide employer contribution rate relief.

In 2013 the Oregon Legislature approved Senate Bill (SB) 822, which reduced cost-of-living increases for members of the system and benefits for members who retire and live out of state. As a result, employer contribution rates for the 2013-2015 biennium were lower than originally budgeted. In 2013-14, a one-time transfer of approximately \$1 million was made from operating department personnel budget savings to the PERS debt service fund to provide future budget relief should PERS rates increase significantly in coming years. The PERS debt service rate charged to the City departments will be reduced from 2.75% to 2.00% in the 2017-2019 biennium to drawn down approximately \$500,000 of reserves and reduce the financial impact of the 2017-2019 PERS contribution rates on operating budgets.

During the initial 2017-2019 budget development, the City's health insurance premium increase was assumed to be 10% for fiscal year 2017-18. In late April, the City received confirmation that premiums would only be increasing 3.1%, which resulted in biennial budget savings of approximately \$1 million. The Budget Committee elected to redirect approximately \$685,000 of the savings to PERS Debt Service Fund Reserves in order to offset the financial impact of future PERS increases.

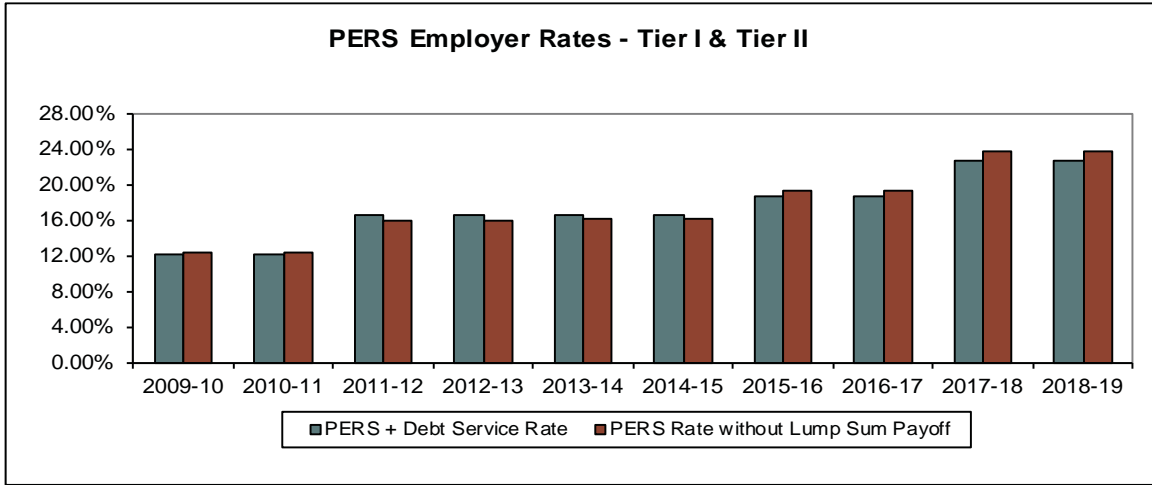
On April 30th, 2015 the Oregon Supreme Court overturned a key portion of the Oregon Legislature approved Senate Bill (SB) 822. In its unanimous opinion, the Oregon Supreme Court determined that it was unconstitutional to cut the cost-of-living adjustment retroactively. Employer contribution rates, as provided by PERS, for the 2017-2019 biennium reflect the Supreme Court's ruling.

<u>Fiscal Year</u>	<u>PERS Employer Rate*</u>	<u>Debt Service Rate (1)</u>	<u>Total Rate</u>	<u>PERS Rate without Lump Sum Payoff (2)</u>
2009-10	8.52%	3.50%	12.02%	12.24%
2010-11	8.52%	3.50%	12.02%	12.24%
2011-12	13.01%	3.50%	16.51%	16.00%
2012-13	13.01%	3.50%	16.51%	16.00%
2013-14	13.04%	3.50%	16.54%	16.07%
2014-15	13.04%	3.50%	16.54%	16.07%
2015-16	15.78%	2.75%	18.53%	19.32%
2016-17	15.78%	2.75%	18.53%	19.32%
2017-18	20.73%	2.00%	22.73%	23.59%
2018-19	20.73%	2.00%	22.73%	23.59%

(1) Debt service rate represents rate charged to departments to pay principal and interest on the PERS debt

(2) Represents rate that City would be charged if PERS debt was not issued to pay down unfunded liability

*PERS Tier 1 and Tier II employer rate



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Energy ARRA Grant Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 58,199	\$ 73,500	\$ 78,119	\$ 98,954	\$ 98,954	\$ 98,954
Intergovernmental revenues	9,663	-	-	-	-	-
Loan repayments	64,972	72,000	25,708	50,000	-	-
Investment income	998	1,300	1,760	700	500	500
TOTAL RESOURCES	\$ 133,831	\$ 146,800	\$ 105,587	\$ 149,654	\$ 99,454	\$ 99,454

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Category:						
Materials and services	\$ -	\$ 40,000	\$ -	\$ 20,000	\$ 99,454	\$ 99,454
Interfund transfers	55,713	106,800	6,633	68,954	-	-
TOTAL REQUIREMENTS	\$ 55,713	\$ 146,800	\$ 6,633	\$ 88,954	\$ 99,454	\$ 99,454

ADMINISTRATION & CENTRAL SERVICES
Energy ARRA Grant Fund

Overview

The Energy ARRA (American Recovery and Reinvestment Act) Grant Fund is a special revenue fund that was established in November 2009 for an Energy Efficiency and Conservation Block Grant. The monies received by this fund were historically used to improve City facilities and partner with other community organizations for residential energy improvements. The City of Bend obtained approval from the US Department of Energy to repurpose those funds in the 2017-2019 biennium for carbon neutrality and fossil fuel reduction activities.

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Community & Economic Development:					
Building loans	\$ 6,633	\$ -	\$ -	\$ -	\$ -
Residential renew able energy loans	-	-	-	-	-
Energy efficiency and renew able energy	-	-	99,454	-	99,454
Energy ARRA Grant	\$ 6,633	\$ -	\$ 99,454	\$ -	\$ 99,454

CAPITAL IMPROVEMENT PROGRAM

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Capital Improvement Program Overview

The Capital Improvement Program (CIP) identifies infrastructure improvement projects within a 5-year time period which are necessary to enhance service levels, address existing deficiencies, and provide for future growth. The 5-year CIP is updated annually along with the biennial budget and is coordinated with departments within the City.

The City continues to refine its CIP process as a means to enhance both financial planning and management decisions. Construction, repair, replacement and additions that will cost over \$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. The City also looks at both staffing resources needed to complete the projects identified and considers financial impacts to utility rates along with available funds to pay for projects.

A number of CIP projects were identified for funding during the 2017-2019 biennium. Many of the projects outlined in the CIP are complex, multi-year projects involving improvements to water, water reclamation, stormwater and transportation infrastructure. Examples of these improvements include the Southeast Interceptor, 14th Street Reconstruction, Empire and Murphy Corridor Improvements as well as Citywide Accessibility Improvements. The City of Bend looks for opportunities to align multiple projects to achieve economies of scale and lessen the impacts to the community.

This CIP includes projects in the Water, Water Reclamation, Stormwater, Transportation Construction, BURA Murphy Crossing, General Obligation Bond, Accessibility and Airport funds as well as the Facilities Management division of the Internal Service Fund – City Wide Administration. The 2018-2022 Capital Improvement Program was presented to the City of Bend Budget Committee and the Bend City Council as part of the 2017-2019 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 2017-2019 portion of the 2018-2022 CIP is an integral part of the overall City financial program and is included in the capital outlay category of the City's budget. A schedule that summarizes infrastructure projects by program, shows total estimated cost of the project, the 2017-2019 budgeted costs and funding sources is included in this budget document.

Water Capital Budget

The Water Capital Program implements projects that were identified in the 2011 Water Master Plan and other operational needs. Projects for water will be reviewed once the water master plan is updated in 2018. New projects will likely arise as a result of evaluated synergy opportunities with other projects.

Currently, the water capital program is primarily focused on providing for the City's current needs as well as address future growth.

The Water CIP schedule calls for an investment of \$15.6 million over the next five years for studies and system improvements. User fees, system development charges, and long-term debt all provide potential sources of revenue to address these projects. There are no proposed debt issues in the 2017-2019 biennium.

Water Reclamation Capital Budget

The Water Reclamation Program includes projects for the water reclamation facility as well as the collection systems that expand current capacity and extend service within the proposed urban growth boundary.

The most significant challenge facing the Water Reclamation program in this budget is financing the significant infrastructure needs. The City maintains a 20-year sewer model to project the financial needs of the Water Reclamation Utility Program. Rate projections for the next five years will be subject to much discussion as a result of the short and long term collection system options chosen as part of the update to the Collection System Master Plan (CSMP).

The capital improvement schedule for water reclamation for the next five years calls for expenditures of approximately \$93.5 million for sewer collection system improvements. This includes an interceptor rehabilitation project, capacity improvements, a pump station and gravity mains. User fees, system development charges, and long-term debt all provide potential sources of revenues to address these projects. Proposed debt issues in the biennium total \$33.5 million of approved DEQ loans. User rates, system development charges or other revenues of the sewer system will be used for debt service payments of these bonds.

Stormwater Capital Budget

The Stormwater CIP schedule calls for an investment of \$2.3 million over the next five years for system improvements and an update of the Stormwater Master Plan. The Stormwater program provides for the maintenance and repair of stormwater infrastructure, including pipe and catch basin repair, drill hole reconditioning, water quality controls, and system cleaning. This program pays for system operation, including emergency response during flooding events. The current Stormwater CIP emphasizes the Stormwater Master Plan Update, which will produce additional projects in future CIP schedules.

Transportation Capital Budgets

Transportation Construction Program: provides for improvements to the transportation system, including multi-modal projects, funded primarily through system development charges and franchise fees.

General Obligation Bond Construction Fund: includes projects, approved by the voters in May 2011, that improve major street corridors and intersections.

Accessibility Construction Fund: includes projects for the development of the City's right of way infrastructure from design through construction.

BURA Murphy Crossing Construction Fund: includes projects for the area of the southern convergence of the Bend Parkway and Southeast 3rd Street.

The current Transportation Construction schedule emphasizes the completion of CIP projects in design as well as projects to relieve congestion, improve connectivity and safety. The five-year Transportation Construction CIP includes \$38.5 million of projects.

The General Obligation (G.O.) Bond Construction Fund includes projects to improve safety, mobility, and access on major street corridors and intersections. The CIP program calls for the completion of all the G.O. Bond projects during the 2017-2019 biennium.

The Accessibility Construction Fund includes projects for the development of the City's right of way infrastructure from design through construction. Progress continues on improving infrastructure commensurate with the Americans with Disabilities Act (ADA) through the city's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way*. The five-year Accessibility Construction CIP includes \$3.6 million of projects.

The BURA Murphy Crossing Construction Fund includes projects that were identified after years of study of the Murphy Crossing Urban Renewal Area where access and circulation have been negatively affected by the location and configuration of the Bend Parkway. The Plan contains goals, objectives and projects for the development of the ("Area"). The Area consists of approximately 230 acres of land in the vicinity of the southern convergence of the Bend Parkway and Southeast 3rd Street. The Murphy & Parrell Roundabout is substantially complete with just \$20,000 remaining in the five-year BURA Murphy Crossing Construction CIP.

Airport Capital Budget

The Airport Capital Budget reflects the continued efforts to meet existing and near term demand, increase safety and enhance the efficiency of operations. In 2018 the last phase of the Helicopter Operations will be completed with the reconstruction/rehabilitation of the West side ramp, estimated at \$1.8M. In 2018 the Airport will also begin an Airport Master Plan update process to help guide airport growth and identify needed infrastructure improvements. The Update process will include an extensive, satellite-based, survey and analysis of an airport's ground and airspace features. FAA, Airport and State funding sources are available to fund the project, with costs estimated at \$500,000. The five-year Airport CIP includes \$24.4 million of projects.

Facilities Management Budget

The Facilities Management Capital budget accounts for maintenance, repair, small construction and Capital Improvement Projects related to City-owned facilities. In addition, Central Service Staff assist in the planning and design of future space needs in existing buildings or new City facilities. The five-year Facilities Management Construction CIP includes \$33.5 million of projects

Impacts on Annual Operating Budgets

The individual project summaries on the following pages indicate the impact the completed project will have on the operating budget (i.e. additional staffing, maintenance, debt service and operating costs). Financial impacts are determined using the following definitions and criteria:

- **Positive** - The project will result in annual operating cost savings or generate additional revenue.
- **None** - The project will not result in additional annual operating expenditures.
- **Negligible** - The project will increase annual operating expenditures by less than \$10,000 annually.
- **Minimal** - The project will increase annual operating expenditures by more than \$10,000, but less than \$50,000.
- **Moderate** - The project will increase annual operating expenditures by more than \$50,000, but less than \$100,000.
- **High** - The project will increase operating expenditures by more than \$100,000 annually.
- **Unknown** – The impacts of the project are unknown at this time.

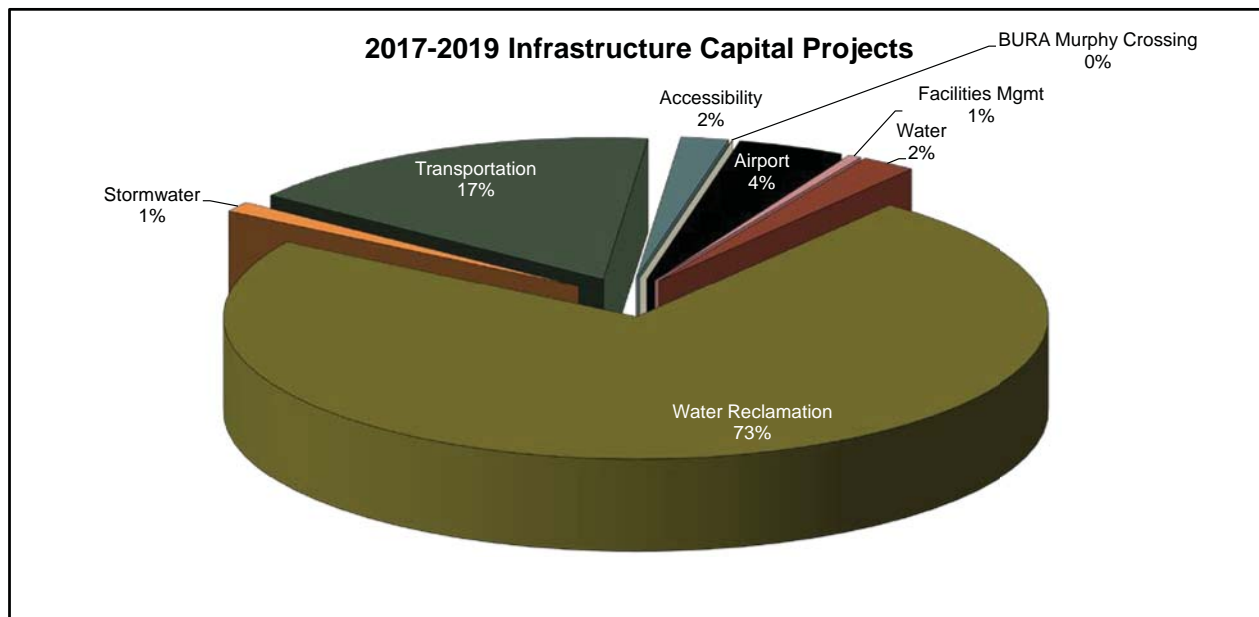
Summary of Infrastructure Capital Projects

FUND/Description	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes	Impact on Annual Operating Budget	Total Project Estimate Jun-17	Multi-Year Project? Yes/No	Capital Outlay 2017-2019 Biennium	Project Detail pg #
WATER FUND												
1WS3W South 3rd St. Water Portion Phase II								None	\$ 631,437	Yes	\$ 550,000	405
1WSDC Water SDC Methodology Study								None	60,578	Yes	60,000	407
1WEWL Egypt Waterline								Minimal	630,000	Yes	590,000	409
1WMP1 Water Master Plan Update								None	550,000	No	550,000	411
1WAWP Awbrey Well Supply Expansion								Minimal	2,021,760	No	-	413
1WCPS College Parallel Pipe Study								None	1,215,760	No	-	415
1WLPE Lafayette Pipe Enlargement								Minimal	250,640	No	-	417
1WVSS Valves Operational System Study								None	234,000	Yes	-	419
1WSPP Parallel Piping Brookwood to Brosterhaus								Minimal	1,596,400	No	-	421
1WSSC New Water Well – Near NE Shirley Court								Minimal	2,830,464	No	-	423
1WRBO Parallel Piping Rock Bluff to Brookwood								Minimal	2,940,000	No	-	425
1WSWO New Water Well Shiloh Site								Minimal	2,721,600	No	-	427
Total for Water Fund											\$ 1,750,000	
WATER RECLAMATION FUND												
1SPSD Pump Station Decommissions Program								None	\$ 1,515,000	Yes	\$ 1,515,000	431
1SP1X SEI Phase 1 Extension								Negligible	10,500,000	Yes	8,000,000	433
1S2S3 SEI Schedule 2S&3							1	Negligible	31,466,250	Yes	11,300,000	435
1S45R SEI Schedule 4&5R								Positive	15,277,365	Yes	3,000,000	437
1SNAF, 1SNAS & 1SRLS North Area Capital Improvements							1	None	8,806,862	Yes	3,200,000	439
1SCAP Capacity Improvements								Minimal	8,000,000	Yes	7,998,000	441
1SPSO Parallel Sewer on Olney Avenue								Positive	605,000	No	605,000	443
1SWRF Secondary Expansion								None	43,798,454	Yes	2,500,000	445
1SPIR Plant Interceptor Rehabilitation								Positive	10,692,918	Yes	10,665,000	447
1SBSS Southeast Bend Septic Solutions								None	2,000,000	Yes	1,950,000	449
1S036 Drake Lift Station Condition Upgrade								Positive	2,000,000	Yes	2,000,000	451
1SEIP East Interceptor								Positive	21,000,000	Yes	2,000,000	453
1SAMM Amethyst Mahogany Street Sewer								None	2,500,000	Yes	1,250,000	455
1SSHI Solids Handling Improvement Project								Positive	5,500,000	Yes	500,000	457
1SNIP North Interceptor								Positive	23,000,000	Yes	2,000,000	459
1SHWK Headworks								Minimal	1,000,000	No	1,000,000	461
1SOC1 Odor Control Master Plan								Unknown	1,050,000	No	-	463
1SSLA Sewer Storage - Land Acquisition								None	730,000	No	-	465
1SPIC Plant Interceptor Condition Assessment								None	630,000	No	-	467
1SMP1 Collection System Master Plan (Years 6-10)								None	750,000	No	-	469
1SFPU Facilities Plan Update								None	500,000	No	-	471
1SSFU Support Facilities Upgrade								Positive	2,500,000	Yes	-	451
1SGPA Gravity Pipe Condition Assessment								Positive	200,000 / yr	Yes	-	453
Total for Water Reclamation Fund											\$ 59,483,000	
STORMWATER FUND												
1RMP1 Stormwater Master Plan Update								None	\$ 500,000	No	\$ 500,000	479
1RABD South Awbrey Butte Drainage Study								None	283,194	Yes	10,000	481
1RNPR Newport Pipe Replacement Design								Positive	442,000	No	442,000	483
1RFGU Franklin & Greenwood Underpass								None	5,620,000	Yes	-	485
1RRMC Roosevelt & McKinley								None	579,000	Yes	-	487
Total for Stormwater Fund											\$ 952,000	
TRANSPORTATION CONSTRUCTION FUND												
1T14R 14th St. Reconstruction								Positive	\$ 6,193,242	Yes	\$ 1,051,330	491
1TCSI Citywide Safety Improvements								Minimal	3,534,289	Yes	2,994,000	493
1TGCI Galveston Corridor Improvements								Minimal	900,329	Yes	520,000	495
1TBKE Bicycle Greenways								High	900,000	Yes	450,000	497
1TNPS Neff and Purcell Intersection								Positive	4,000,000	Yes	400,000	499
1TSDP Complete Street Corridors								Minimal	801,000	Yes	800,000	501
1TEMP Empire Corridor Improvements								High	15,360,000	Yes	3,965,000	503
1TMPY Murphy Corridor Improvements								High	10,000,000	Yes	2,000,000	505
1T14B 14th St. Reconstruct Phase II Newport to Galveston								Positive	2,600,000	Yes	1,300,000	507
Total for Transportation Construction Fund											\$ 13,480,330	
GO BOND CONSTRUCTION FUND												
1T14R 14th St. Reconstruction							2	Positive	\$ 6,193,242	Yes	\$ 3,305,039	511
1TPWP Powers & Brookwood Roundabout Phase II							2	None	50,000	No	50,000	513
1TR3N Reed Mkt: 3rd to Newberry							2	Positive	13,808,664	Yes	176,000	515
Total for GO Bond Construction Fund											\$ 3,531,039	

FUND/Description	Intergovernmental	Franchise Fees	Rates	SDC's	Urban Renewal	Other	Notes	Impact on Annual Operating Budget	Total Project Estimate Jun-17	Multi-Year Project? Yes/No	Capital Outlay 2017-2019 Biennium	Project Detail on pg #'s
ACCESSIBILITY CONSTRUCTION FUND												
1A3AA South 3rd Street Pedestrian Improvements								None	\$ 812,874	Yes	\$ 15,000	519
1ACA1 Citywide Accessibility Improvements								Positive	3,876,000	Yes	1,500,000	521
Total for Accessibility Construction Fund											\$ 1,515,000	
BURA MURPHY CROSSING CONSTRUCTION FUND												
1TMPR Murphy & Parrell Roundabout								Positive	\$ 20,000	Yes	\$ 15,000	525
Total for BURA Murphy Crossing Construction Fund											\$ 15,000	
AIRPORT FUND												
AP13A Helicopter Operations Area Phase 1								3 None	\$ 393,000	Yes	\$ 59,200	528
AP18A Helicopter Operations Area Phase II								3 None	6,907,200	Yes	1,215,900	529
AP16A West Apron								3 None	1,833,400	Yes	1,645,300	530
AP15D Wildlife Hazard Assessment								3 None	25,268	Yes	4,500	531
*APXX Master Plan Update								3 None	466,700	Yes	466,700	532
*APXX South Hangar Taxilane Rehab								None	500,000	No	-	533
*AP19XX Runway Ext. EA Phase I Environmental								3 None	250,000	No	-	534
*AP19XX Runway Ext. EA Phase II Environmental								3 None	250,000	No	-	535
*AP20XX Runway Ext. Design/Property Acquisition								3 None	10,000,000	No	-	536
*AP21XX Runway Construction								3 None	10,000,000	No	-	537
Total for Airport Fund											\$ 3,391,600	
FACILITIES MANAGEMENT												
FA18AX Site Development/Fuel Island - Boyd Acres								4 High	\$ 3,704,530	Yes	\$ 160,000	541
FA18BX Streets Building G Re-Insulate Re-Roof								5 Minimal	30,000	No	30,000	543
FA18CX Boyd Acres Building C - Replace Roof								5 Minimal	45,000	No	45,000	545
FA18DX 740 NW Wall Tenant Improvement								5 None	65,000	No	65,000	547
FA18EX 875 NW Brooks Re-Roof								6 Minimal	20,000	No	20,000	549
FA19AX Boyd Acres Building D - Replace Roof								5 Minimal	106,000	No	106,000	551
FA20AX Site Paving/Grading - Pilot Butte Campus								4 High	6,375,600	No	-	553
FA21AX Vehicle Storage/Parking - Pilot Butte Campus								4 High	8,528,400	No	-	555
FA22AX Fleet Building/Truck Wash - Pilot Butte Campus								4 High	13,549,822	No	-	557
FA22BX Operations Building B Remodel - Boyd Acres								4 High	1,097,712	No	-	559
Total for Facilities Management											\$ 426,000	
CIP Total for 2017-2019 Biennial Budget											\$ 84,543,969	

Notes:

1. Projects partially funded by Streets & Operations Fund
2. Projects to be funded with voter approved General Obligation bond proceeds.
3. Funded by FAA and State of Oregon Grants and City Match to be funded with Airport revenues and General Fund subsidy if State of Oregon grants not available.
4. Projects will be funded by issuance of long term debt. Annual debt service payments will be made by operating departments at each site.
5. Projects will be funded by benefiting departments through cost allocations.
6. Projects will be funded by rent revenues.



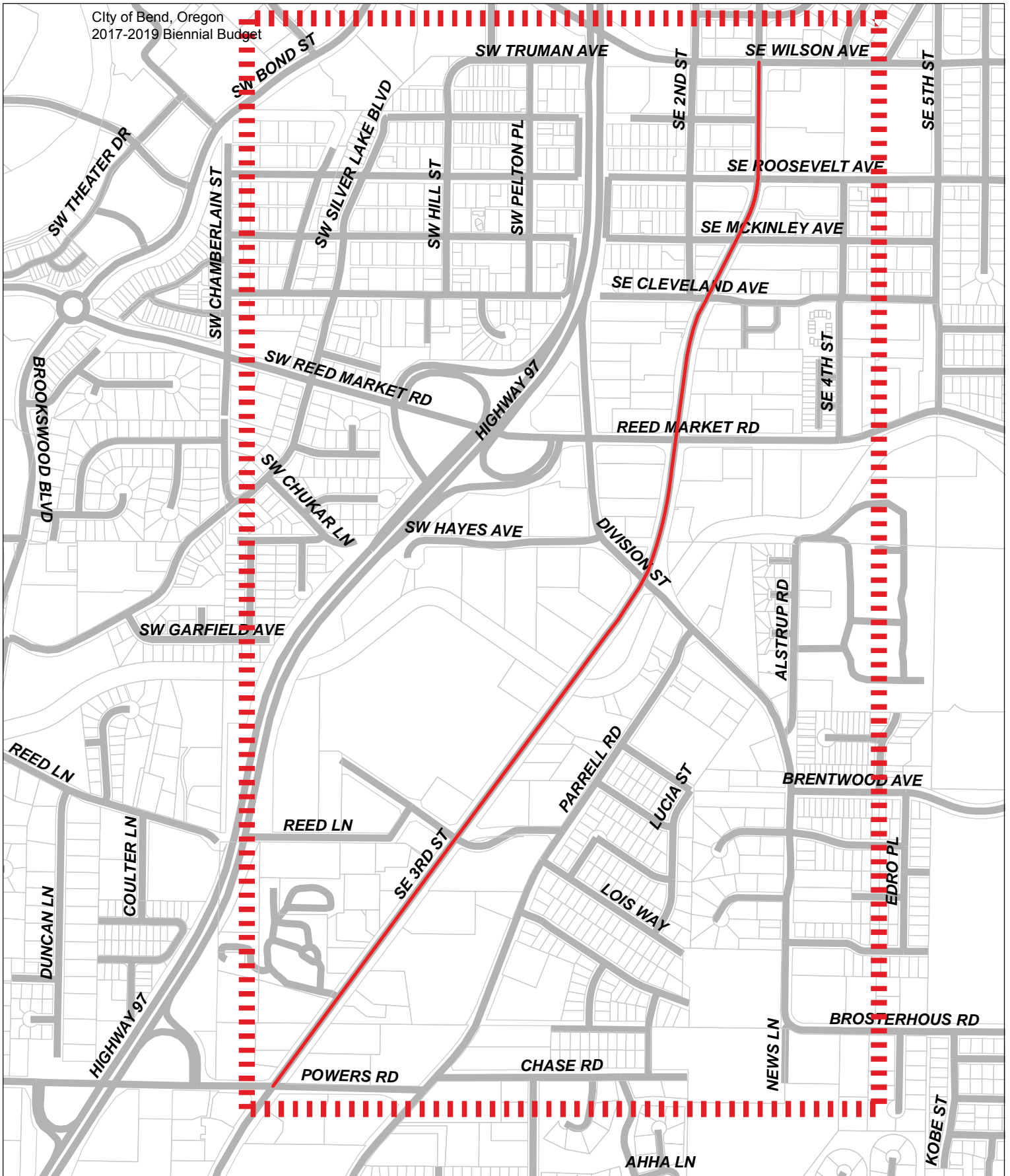
Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1WS3W South 3rd St. Water Portion Phase II	4	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
1WSDC Water SDC Methodology Study	N/A	60,000	-	-	-	-	60,000
1WEWL Egypt Waterline	2	590,000	-	-	-	-	590,000
1WMP1 Water Master Plan Update	N/A	550,000	-	-	-	-	550,000
1WAWP Awbrey Well Supply Expansion	5	-	-	2,021,760	-	-	2,021,760
1WCPS College Parallel Pipe Study	N/A	-	-	1,215,760	-	-	1,215,760
1WLPE Lafayette Pipe Enlargement	5	-	-	250,640	-	-	250,640
1WVSS Valves Operational System Study	N/A	-	-	78,000	78,000	78,000	234,000
1WSPP Parallel Piping Brookwood to Brosterhous	5	-	-	-	1,596,400	-	1,596,400
1WSSC New Water Well – Near NE Shirley Court	5	-	-	-	2,830,464	-	2,830,464
1WRBO Parallel Piping Rock Bluff to Brookwood	5	-	-	-	-	2,940,000	2,940,000
1WSWO New Water Well Shiloh Site	5	-	-	-	-	2,721,600	2,721,600
Total Water CIP		\$ 1,750,000	\$ -	\$ 3,566,160	\$ 4,504,864	\$ 5,739,600	\$ 15,560,624

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		



1WS3W South 3rd St Pedestrian-Water Portion

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South 3rd St. Water Portion Phase 2	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$631,437
Project Fund:	Water Fund	Target Start Date:	2016
Project #:	1WS3W	Target Completion:	Jun 2018
Project Manager:	Suhr, Jason	METHOD OF FINANCING	
Cost Estimate Classification:	4	TYPE	PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Design		

DESCRIPTION

Replace existing 2-inch, dead-end waterlines that are of non-standard material with 8-inch pipelines and add fire hydrants at appropriate intervals. Install new water service lines from the new main to reconnect service and abandon existing infrastructure.

NEED/JUSTIFICATION

Existing water mains have reached their design life and run the risk of failure. Relocating the lines from the back alleyways to the roadway in front allows improved access for maintenance and operation. Installation of hydrants provides fire flow protection where it is currently below standard. Looping the waterline along with increasing the pipeline diameter improves hydraulics and water quality within the service area.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact on operations budget.

Consequence of Delaying or Eliminating this Project: If the timing is delayed there is potential to have to dig into Third Street after the paving project occurs if a watermain break occurs.

Project Related To: Street preservation work

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$81,437	\$550,000	\$ -	\$ -	\$ -	\$ -	\$631,437

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Water SDC Methodology Study	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$60,578
Project Fund:	Water	Target Start Date:	2017
Project #:	1WSDC	Target Completion:	Dec 2017
Project Manager:	Hickmann	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Complete a Water System Development Charge (SDC) comprehensive methodology as a follow up to our water rate structure changes and update to the Water Master Plan. Alignment of master planning, rate analysis and SDC development allows for unity between future water system operational needs and the required water system funding.

NEED/JUSTIFICATION

Revisions have been made to water rate structures. This project will be coordinated with the water master plan update scheduled for 2017-18 to update the SDC methodology to reflect the current water system in order to provide equitable treatment to all users.

FINANCIAL NARRATIVE

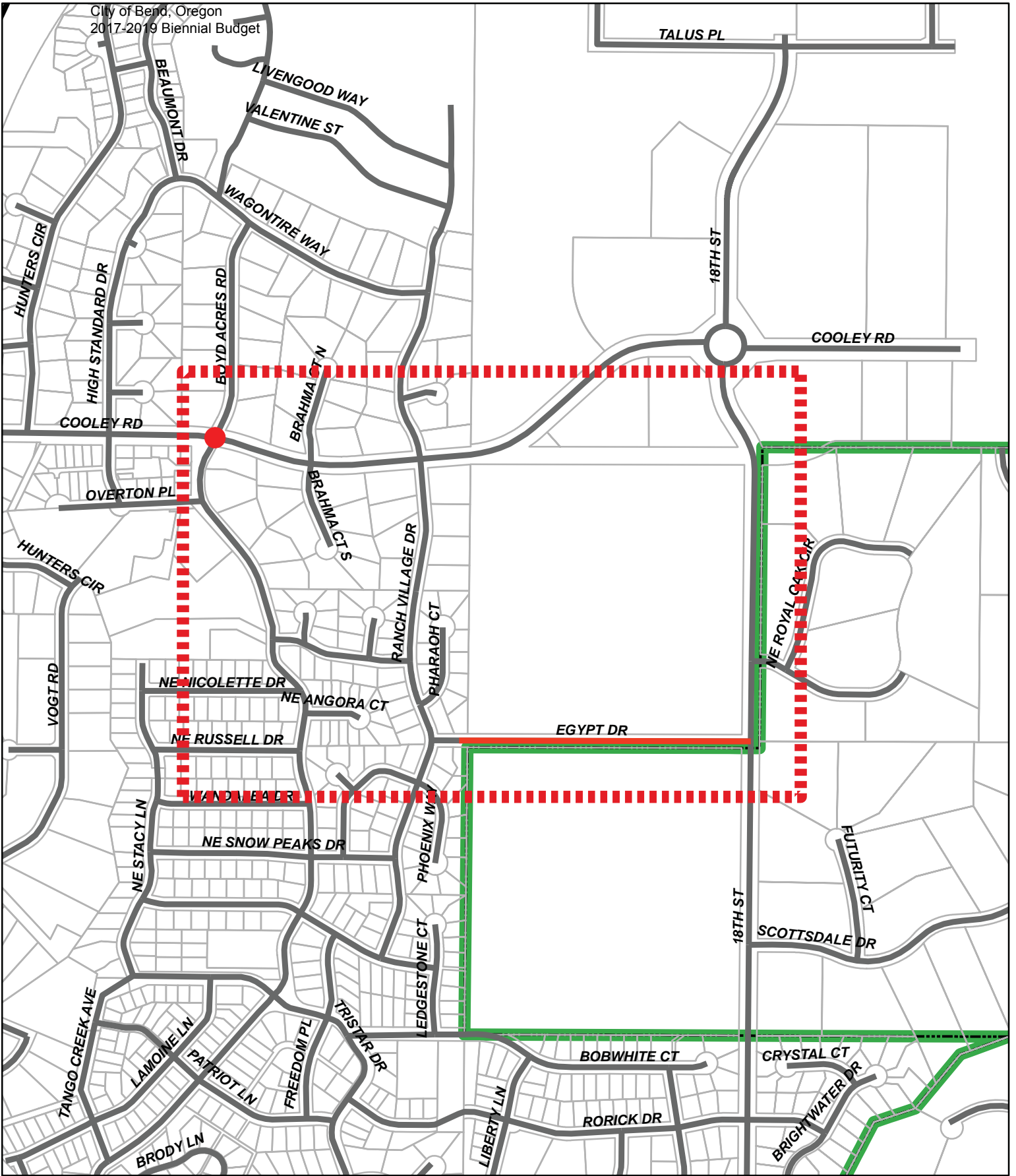
Impact on Annual Operating Budget: Changes SDC assessments

Consequence of Delaying or Eliminating this Project: Delays the possibility of improving cost recovery for growth related portion of system expansions.

Project Related To: 1WMP1 Water Master Plan update.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$578	\$60,000	\$ -	\$ -	\$ -	\$ -	\$60,578

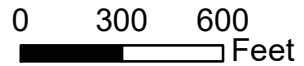


CITY OF BEND

1WEWL Egypt Waterline

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Egypt Waterline	Budget Period: 2017-2019
Project Type: Water	Total Project Est: \$630,000
Project Fund: Water Fund	Target Start Date: 2012
Project #: 1WEWL	Target Completion: Dec 2017
Project Manager: Webb	
Cost Estimate Classification: 2	
Status: Open	
Stage: Design	
METHOD OF FINANCING	
TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The scope of this project is to create a secondary water connection to the Juniper Ridge area. Currently, the City has a single pipeline that serves Juniper Ridge. A secondary connection is in the master plan, but the prescribed connection requires a pipe installation within 18th Street from Empire to Cooley Road, a significant distance. Avion Water Company already has a robust system within the vicinity of Juniper Ridge that can provide a secondary source of water, but only by means of manual activation. Lastly, there is an option to tie the City's Juniper Ridge system to the City's greater system in the Boyd Acres area. This would require changing the pressure zone that currently serves Juniper Ridge.

NEED/JUSTIFICATION

There is potential to connect to Avion's water system which is robust in this vicinity. A connection of this nature requires special attention to chlorine as Avion does not chlorinate their water. The connection would only be able to be exercised by manual operation with temporary chlorination tools in place. The City can provide a secondary connection by linking the Juniper Ridge system to the City's system within the Boyd Acres area. This would require a pressure level change for the Juniper Ridge area, but would have the advantage being active at all times, thus bolstering fire flows to Juniper Ridge and avoiding any auxiliary chlorination equipment.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal

Consequences of Delaying or Eliminating this Project: Currently there is no secondary or redundant water connection to Juniper Ridge. City would continue to rely on having one water source going to Juniper Ridge.

Project Related To: NA

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$40,000	\$590,000	\$ -	\$ -	\$ -	\$ -	\$630,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Water Master Plan Update	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$550,000
Project Fund:	Water Fund	Target Start Date:	2017
Project #:	1WMP1	Target Completion:	Dec 2017
Project Manager:	Martin, Skip	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The 2011 Water System Master Plan Optimization Study was a data-driven analysis of system needs that resulted in a set of improvements that meet future demands at the least cost, how to best operate the existing system and identified where the system is most vulnerable to pipe break events. It is industry best practice to update master plans every 5 years. The City will use the same optimization approach in the 2017 Water Master Plan Update as was used in 2011.

NEED/JUSTIFICATION

The existing Water Master Plan was completed in 2011 and is due to be updated in order to more accurately reflect current system conditions.

FINANCIAL NARRATIVE

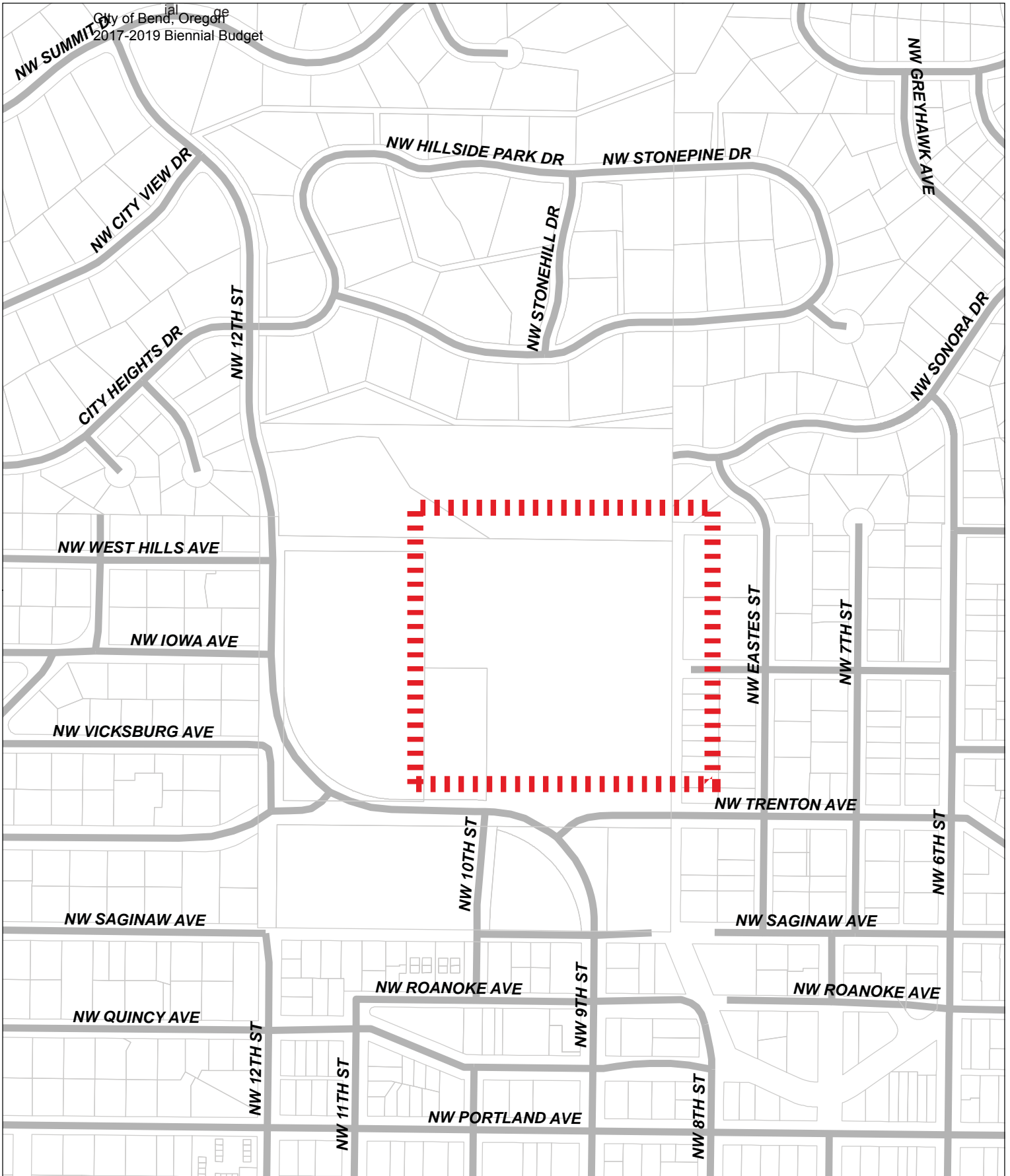
Impact on Annual Operating Budget: N/A

Consequence of Delaying or Eliminating this Project: Private development decisions and capital improvement project prioritization will be based on limited data which can lead to less than optimal use of both public and private resources.

Project Related To: 1WSDC Water SDC Methodology Study

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$550,000	\$ -	\$ -	\$ -	\$ -	\$550,000



1WAWP Awbrey Well Supply Expansion

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Awbrey Well Supply Expansion	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$2,021,760
Project Fund:	Water Fund	Target Start Date:	2019
Project #:	1WAWP	Target Completion:	Jun 2020
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The Awbrey Well is a new well to be constructed on Awbrey Butte and will be used to meet future demands related to growth. This project was determined to be needed by the City's 2011 Water Master Plan through its optimization study when the maximum day demand reaches, or approaches, 35 Million Gallons per Day (MGD).

NEED/JUSTIFICATION

To meet the needs of future growth and expand groundwater use capability to supplement surface water when needed.

FINANCIAL NARRATIVE

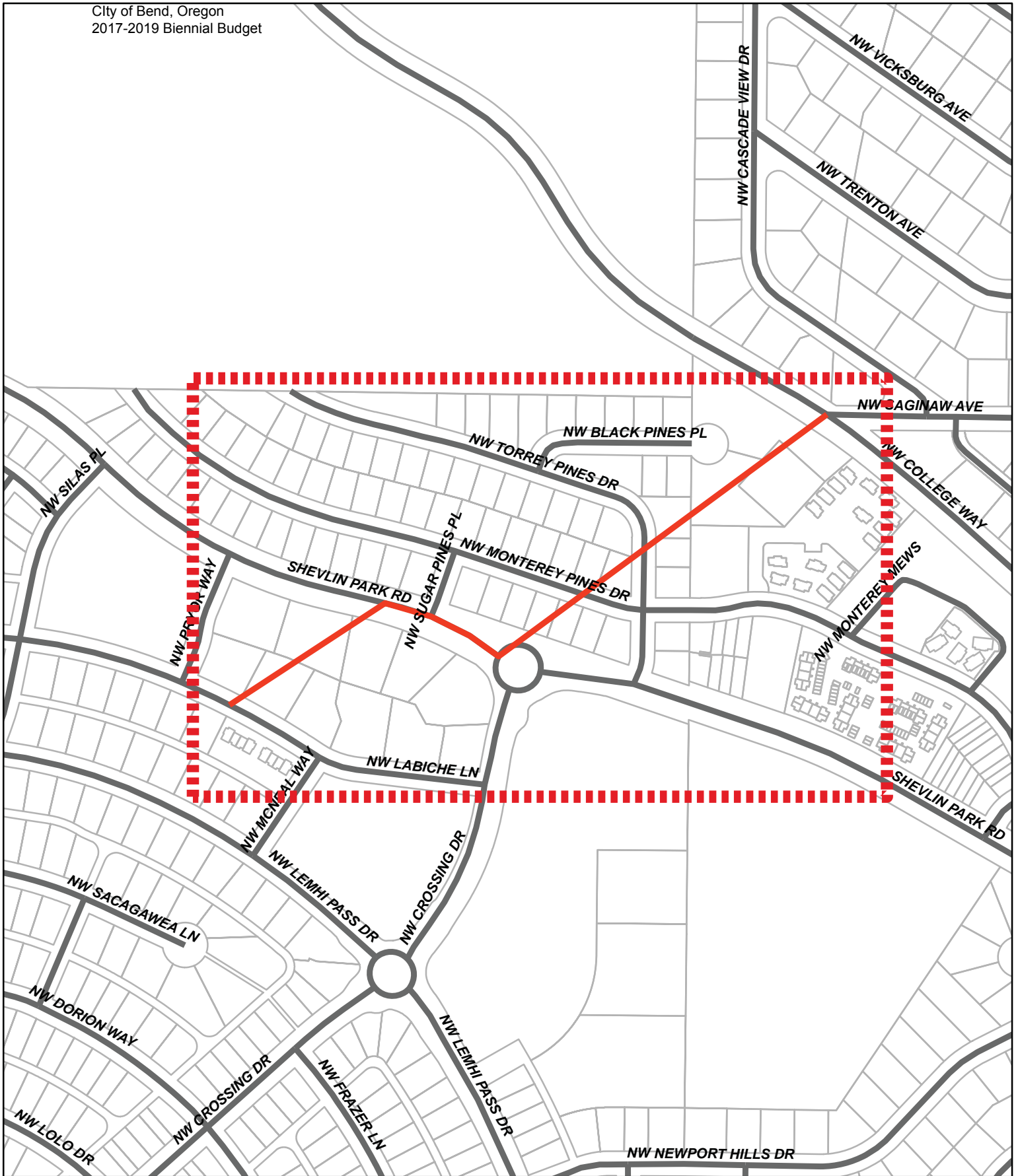
Impact to Annual Operating Budget: Increased operations and maintenance costs.

Consequences of Delaying or Eliminating this Project: If the City's demands rise to the point of triggering this investment, currently estimated at 2019, the City may not have sufficient supply to meet peak demands. This could trigger curtailment or water rationing should this occur.

Project Related to: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$2,021,760	\$ -	\$ -	\$2,021,760

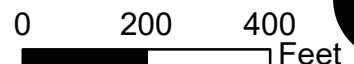


CITY OF BEND

1WCPS College Parallel Pipe Study

Capital Improvement Projects

2018⁴- 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	College Parallel Pipe Study	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$1,215,760
Project Fund:	Water	Target Start Date:	2019
Project #:	1WCPS	Target Completion:	Jun 2020
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The additional pipe will be needed to meet future demands related from growth.

NEED/JUSTIFICATION

Identified in 2011 master plan. The Water Master Plan Update (1WMP1) project, scheduled for the 2017-18 fiscal year, will determine the future for this project.

FINANCIAL NARRATIVE

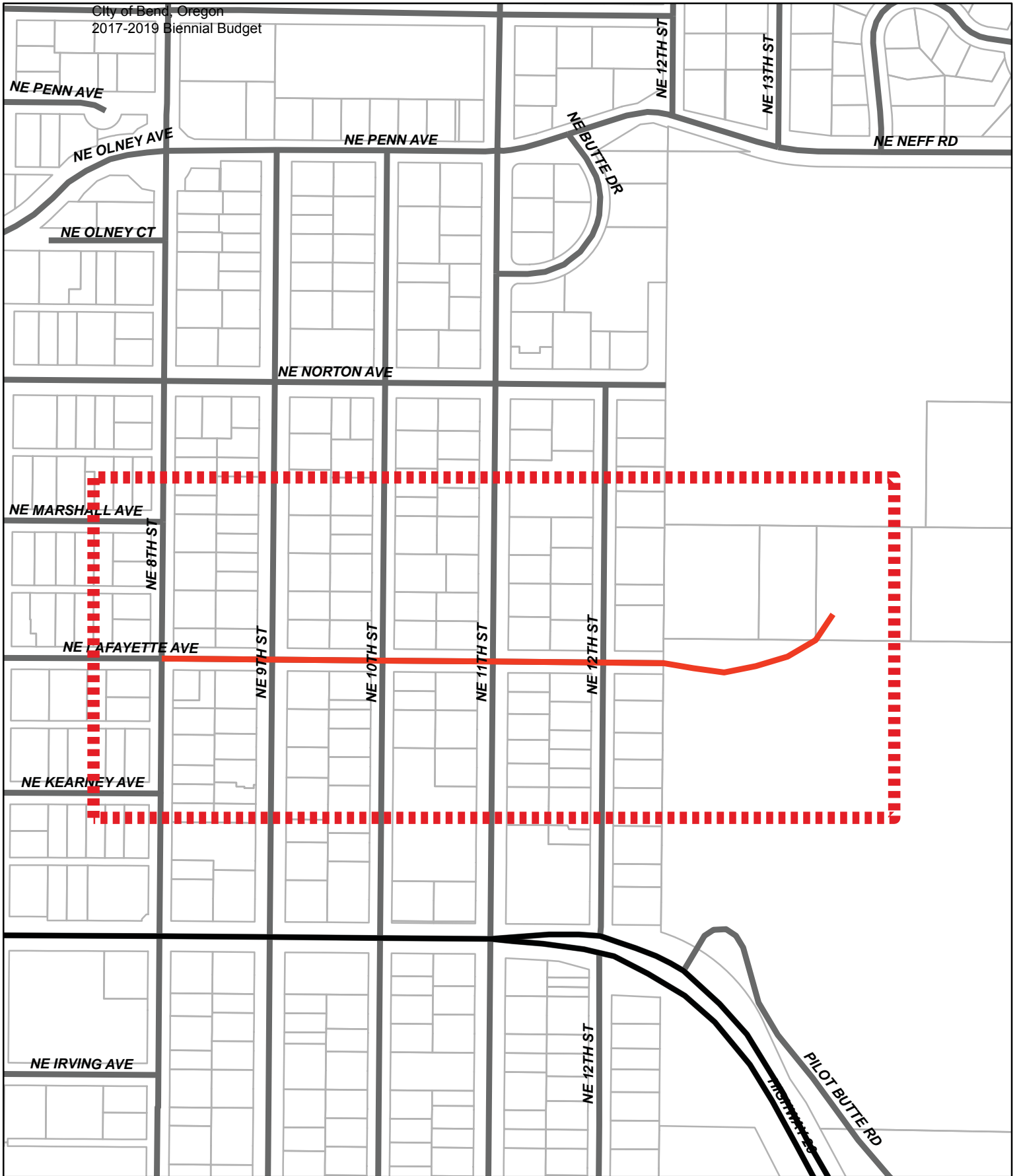
Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or Eliminating this Project: Reduced system efficiency

Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$1,215,760	\$ -	\$ -	\$1,215,760

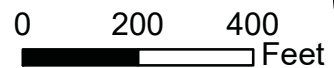


CITY OF BEND

1WLPE Lafayette Pipe Enlargement

Capital Improvement Projects

2018¹⁶- 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Lafayette Pipe Enlargement	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$250,640
Project Fund:	Water Fund	Target Start Date:	2019
Project #:	1WLPE	Target Completion:	Jun 2020
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Replace an existing water pipe line with a larger diameter pipe line adjacent to existing Pilot Butte wells and reservoirs.

NEED/JUSTIFICATION

To meet growing water system demands by increasing water distribution system capacity.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget: Minimal. Annual maintenance on a couple additional valves.
Consequences of Delaying or Eliminating this Project: Could result in water shortages or low water pressure in certain areas of the water distribution.

Project Related to: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$250,640	\$ -	\$ -	\$250,640

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Valves Operational System Study	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$234,000
Project Fund:	Water Fund	Target Start Date:	2020
Project #:	1WVSS	Target Completion:	Jun 2022
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

A study to review possible water system valving operational improvements.

NEED/JUSTIFICATION

To improve distribution system efficiencies and meet future water demands related to growth.

FINANCIAL NARRATIVE

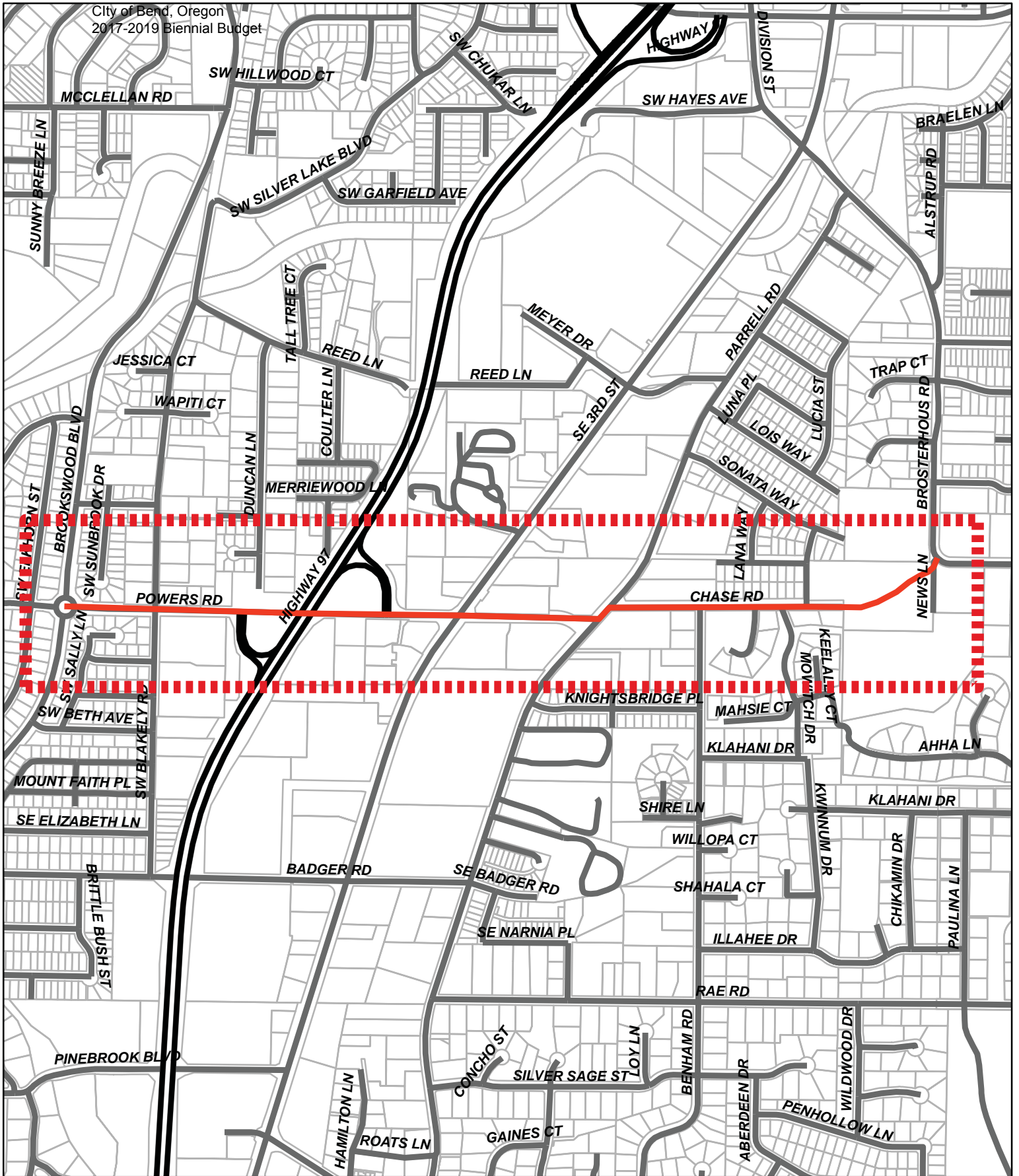
Impact to Annual Operating Budget: None

Consequences of Delaying or Eliminating this Project: Reduced system efficiency

Project Related to: 2011 City Water Master Plan

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$78,000	\$78,000	\$78,000	\$234,000

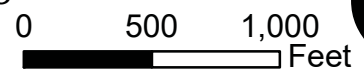


CITY OF BEND

1WSPP Parallel Piping Brookwood to Brosterhous

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Parallel Piping Brookwood to Brosterhous	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$1,596,400
Project Fund:	Water Fund	Target Start Date:	2020
Project #:	1WSPP	Target Completion:	Jun 2021
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The 2011 “Water System Master Plan Update – Optimization Study” identifies the need for a 42-inch diameter transmission pipeline (or 2x24-inch parallel pipes) between Brookwood Blvd. and Brosterhous Rd.

NEED/JUSTIFICATION

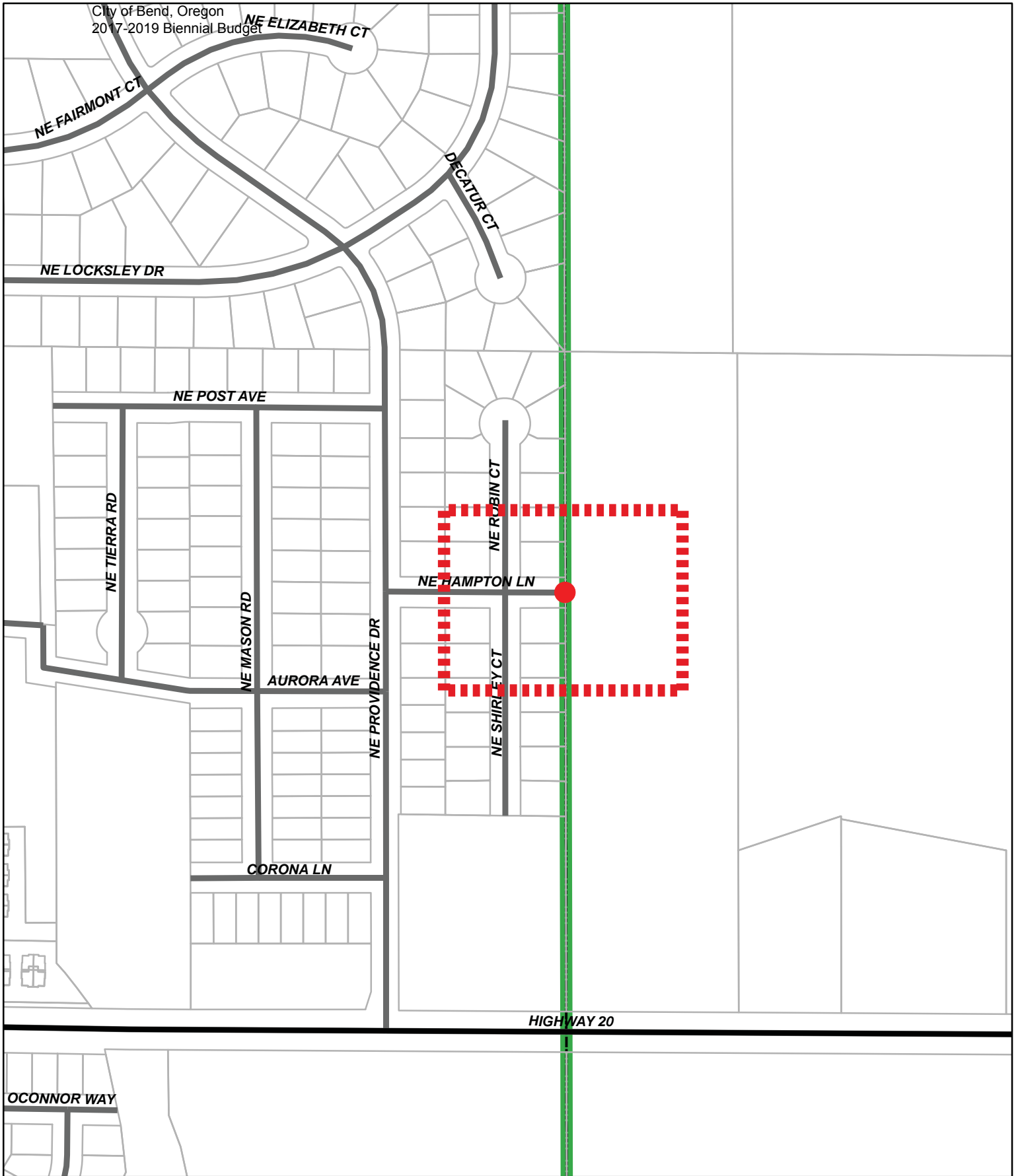
The large diameter transmission line(s) are needed to provide fire flow and domestic use capacity for the water system in the southern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the pipe(s) be installed in 2015. The second, and more important criteria, is based on actual system demand and actual need for the pipe(s). The triggers for this criteria are 39 MGD (Max Day Demand) and 17.3 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal
 Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited
 Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$1,596,400	\$ -	\$1,596,400

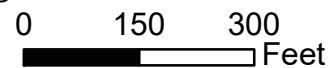


CITY OF BEND

1WSSC New Water Well - Near NE Shirley Ct

Capital Improvement Projects

2018-2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	New Water Well – Near NE Shirley Court	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$2,830,464
Project Fund:	Water Fund	Target Start Date:	2020
Project #:	1WSSC	Target Completion:	Jun 2021
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The 2011 “Water System Master Plan Update – Optimization Study” identifies the need for a new ground water well in the vicinity of NE Shirley Ct. (near NE Providence Drive and HWY 20).

NEED/JUSTIFICATION

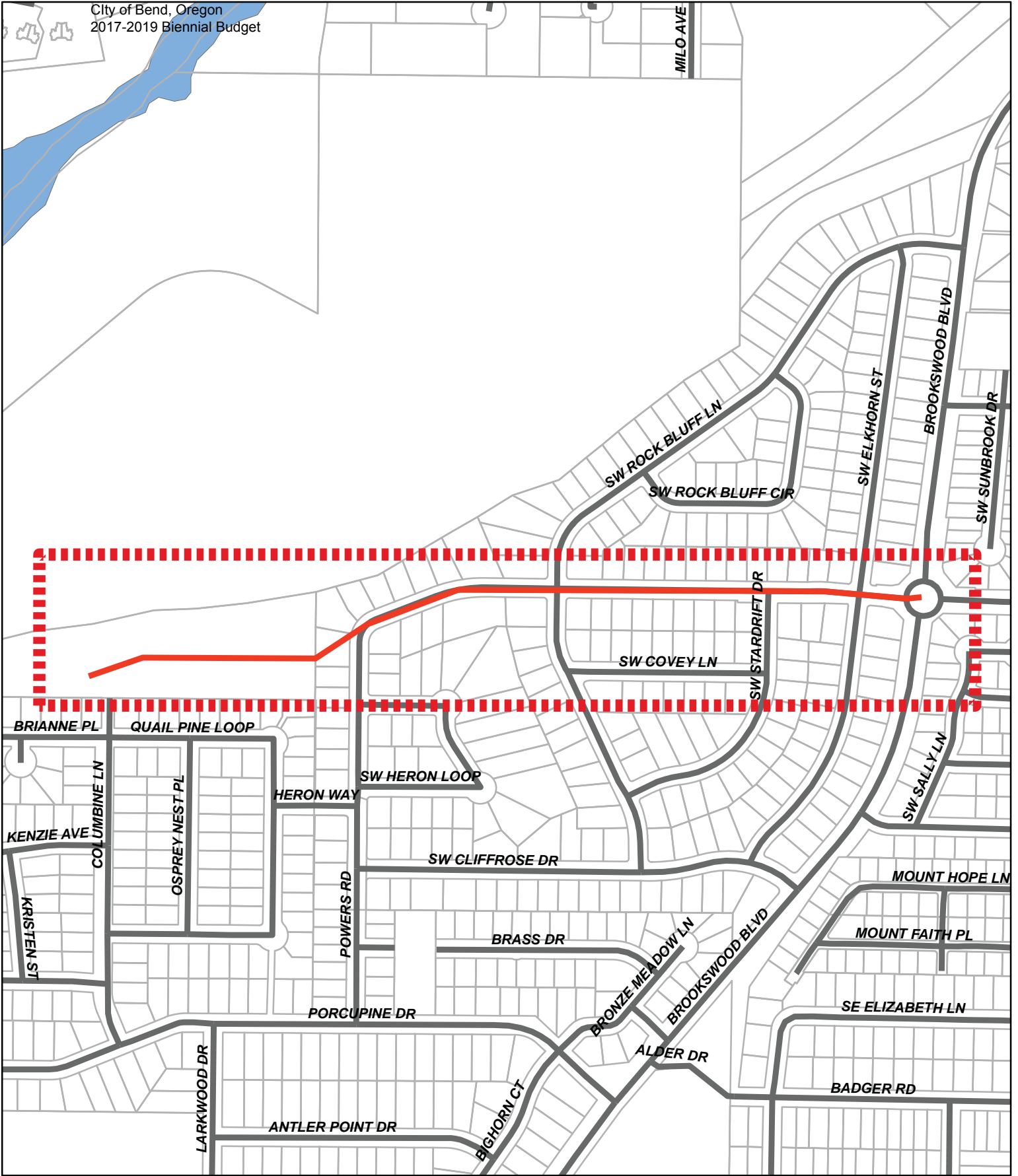
The well is needed to provide fire flow and domestic use capacity for the water system in the eastern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the well be installed in 2013. The second, and more important criteria, is based on actual system demand and actual need for additional water source. The triggers for this criteria are 35 MGD (Max Day Demand) and 15.6 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time (currently estimated to be FY 20/21).

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal
 Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited
 Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$2,830,464	\$ -	\$2,830,464

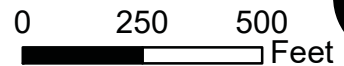


CITY OF BEND

1WRBO Parallel Piping Rock Bluff to Brookwood

Capital Improvement Projects

2018²⁴ - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Parallel Piping Rock Bluff to Brookwood	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$2,940,000
Project Fund:	Water Fund	Target Start Date:	2021
Project #:	1WRBO	Target Completion:	Jun 2022
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The 2011 “Water System Master Plan Update – Optimization Study” identifies the need for a 42-inch diameter transmission pipeline (or 2x24-inch parallel pipes) between the existing Rock Bluff storage reservoir and Brookwood Blvd.

NEED/JUSTIFICATION

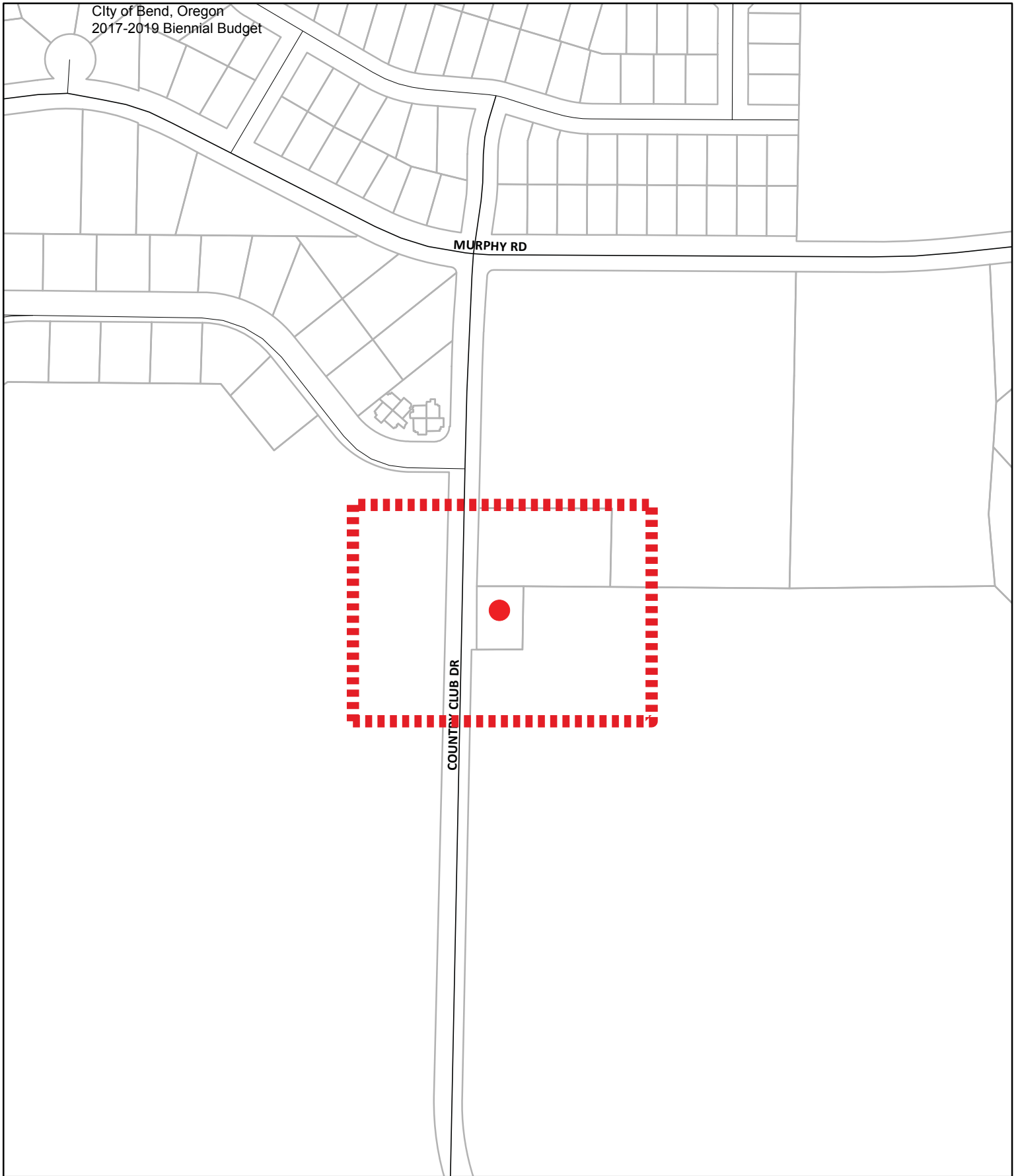
The large diameter transmission line(s) are needed to provide fire flow and domestic use capacity for the water system in the southern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the pipe(s) be installed in 2014. The second, and more important criteria, is based on actual system demand and actual need for the pipe(s). The triggers for this criteria are 37 MGD (Max Day Demand) and 16.4 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal
 Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited
 Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$2,940,000	\$2,940,000

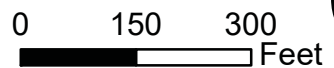


CITY OF BEND

1WSWO New Water Well Shiloh Site

Capital Improvement Projects

2018²⁶- 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	New Water Well Shiloh Site	Budget Period:	2017-2019
Project Type:	Water	Total Project Est:	\$2,721,600
Project Fund:	Water Fund	Target Start Date:	2021
Project #:	1WSWO	Target Completion:	Jun 2022
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The 2011 “Water System Master Plan Update – Optimization Study” identifies the need for a new ground water well at the existing Shiloh Site.

NEED/JUSTIFICATION

The well is needed to provide fire flow and domestic use capacity for the water system in the south-eastern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the well be installed in 2015. The second, and more important criteria, is based on actual system demand and actual need for additional water source. The triggers for this criteria are 39 MGD (Max Day Demand) and 17.3 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time (currently estimated to be FY 21/22).

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal
 Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited
 Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$2,721,600	\$2,721,600

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Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1SPSD Pump Station Decommissions Program		\$ 350,000	\$ 1,165,000	\$ -	\$ -	\$ -	\$ 1,515,000
Nottingham PS Connection to SEI	5	15,000	-	-	-	-	\$ 15,000
#17A+B Ridgewater #1	5	90,000	-	-	-	-	90,000
#18A+B Bridges at Shadow Glen	5	90,000	-	-	-	-	90,000
#6A Tri-Peaks	5	30,000	220,000	-	-	-	250,000
#13A+B Crown Villa #1	5	20,000	180,000	-	-	-	200,000
#14A+B Crown Villa #2	5	20,000	180,000	-	-	-	200,000
#15 Murphy	5	15,000	135,000	-	-	-	150,000
#16A+B Quail Ridge #2	5	10,000	90,000	-	-	-	100,000
#19A+B South Village	5	20,000	180,000	-	-	-	200,000
#20A+B Sun Meadow	5	10,000	90,000	-	-	-	100,000
#90A+B Quail Ridge #1	5	10,000	90,000	-	-	-	100,000
1SP1X SEI Phase 1 Extension	5	8,000,000	-	-	-	-	8,000,000
1S2S3 SEI Schedule 2S&3	1	11,300,000	-	-	-	-	11,300,000
1S45R SEI Schedule 4&5R	1	3,000,000	-	-	-	-	3,000,000
1SNAF North Area Force Main	1	1,700,000	-	-	-	-	1,700,000
1SNAS North Area Gravity Main	1	1,100,000	-	-	-	-	1,100,000
1SRLS Riverhouse Lift Station Hydraulic Upgrade	3	400,000	-	-	-	-	400,000
1SCAP Capacity Improvements	5	7,998,000	-	-	-	-	7,998,000
1SPSO Parallel Sewer on Olney Avenue	5	605,000	-	-	-	-	605,000
1SWRF Secondary Expansion	1	1,500,000	1,000,000	-	-	-	2,500,000
1SPIR Plant Interceptor Rehabilitation	5	5,150,000	5,515,000	-	-	-	10,665,000
1SBSS Southeast Bend Septic Solutions	5	1,150,000	800,000	-	-	-	1,950,000
1S036 Drake Lift Station Condition Upgrade	5	1,000,000	1,000,000	-	-	-	2,000,000
1SEIP East Interceptor	5	1,000,000	1,000,000	-	-	-	2,000,000
1SAMM Amethyst Mahogany Street Sewer	5	250,000	1,000,000	1,250,000	-	-	2,500,000
1SSHI Solids Handling Improvement Project	5	250,000	250,000	2,500,000	2,500,000	-	5,500,000
1SNIP North Interceptor	5	1,000,000	1,000,000	7,000,000	7,000,000	7,000,000	23,000,000
1SHWK Headworks	5	-	1,000,000	-	-	-	1,000,000
1SOC1 Odor Control Master Plan	N/A	-	-	1,050,000	-	-	1,050,000
1SSLA Sewer Storage - Land Acquisition	N/A	-	-	730,000	-	-	730,000
1SPIC Plant Interceptor Condition Assessment	5	-	-	630,000	-	-	630,000
1SMP1 Collection System Master Plan (Years 6-10)	N/A	-	-	750,000	-	-	750,000
1SFPU Facilities Plan Update	N/A	-	-	500,000	-	-	500,000
1SSFU Support Facilities Upgrade	N/A	-	-	1,250,000	1,250,000	-	2,500,000
1SGPA Gravity Pipe Condition Assessment	5	-	-	200,000	200,000	200,000	600,000
Total Water Reclamation CIP		\$ 45,753,000	\$ 13,730,000	\$ 15,860,000	\$ 10,950,000	\$ 7,200,000	\$ 93,493,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Pump Station Decommissions Projects	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$1,515,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1SPSD	Target Completion:	Jun 2019
Project Manager:	Murray, Oliver	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The project consists of decommissioning multiple sewer pump stations throughout the City where gravity sewer diversions have been determined to be viable.

NEED/JUSTIFICATION

The cost analysis in the Collection System Master Plan determined the following lift station decommissions: Nottingham Pump Station Connections to SEI, Ridgewater #1, Bridges at Shadow Glen, Tri-Peaks, Crown Villa #1 & #2, Muphy, Quail Ridge #1 & #2, South Village, and Sun Meadow.

FINANCIAL NARRATIVE

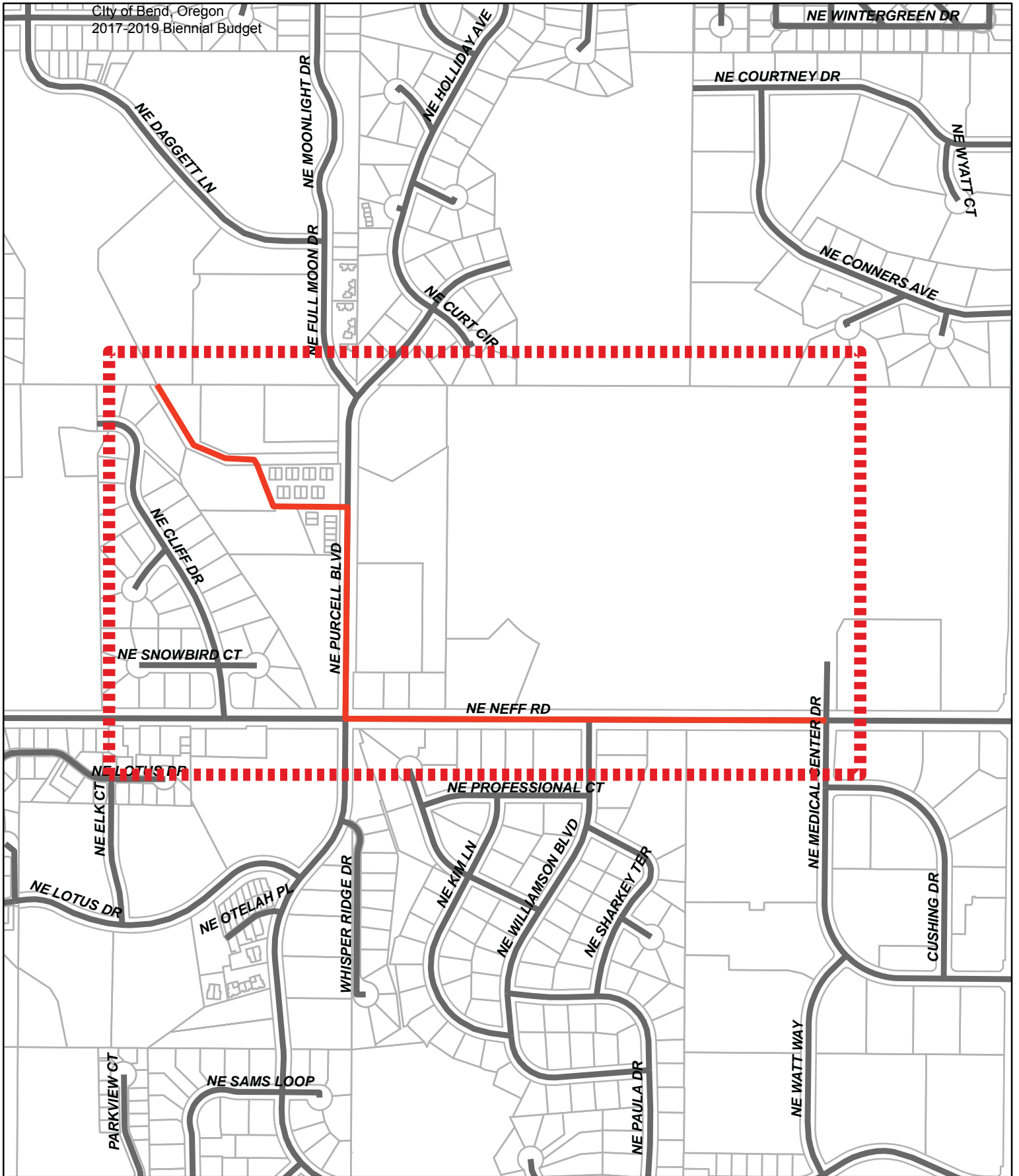
Impact on Annual Operating Budget: No impacts to operating budget.

Consequence of Delaying or Eliminating this Project: Cost-savings from pump station elimination lost. Leaves another component within the system to prone to failure.

Project Related To: 1XSEI Southeast Interceptor

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$350,000	\$1,165,000	\$ -	\$ -	\$ -	\$1,515,000

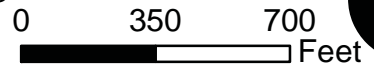


CITY OF BEND

1SPIX Southeast Interceptor Phase 1 Extension

Capital Improvement Projects

2018-2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Southeast Interceptor (SEI) Phase 1 Extension	Budget Period:	2017-2019
Project Type:		Total Project Est:	\$10,500,000
Project Fund:	Water Reclamation Water	Target Start Date:	2016
Project #:	Reclamation Fund 1SPIX	Target Completion:	Dec 2017
Project Manager:	Forster, Eric	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Construction		

DESCRIPTION

Downstream connection facility for SEI that activates use of the SEI. It comprises of a 24-inch line that runs from 27th Street to Moody Park. This project is essential in order for the SEI to reroute sewage away from the downtown and central sewer systems to the east side of the City in accordance with the Collection System Master Plan/UGB Expansion.

NEED/JUSTIFICATION

This project is essential in order for the SEI to reroute sewage away from the downtown and central sewer systems to the east side of the City in accordance with the Collection System Master Plan/UGB Expansion.

FINANCIAL NARRATIVE

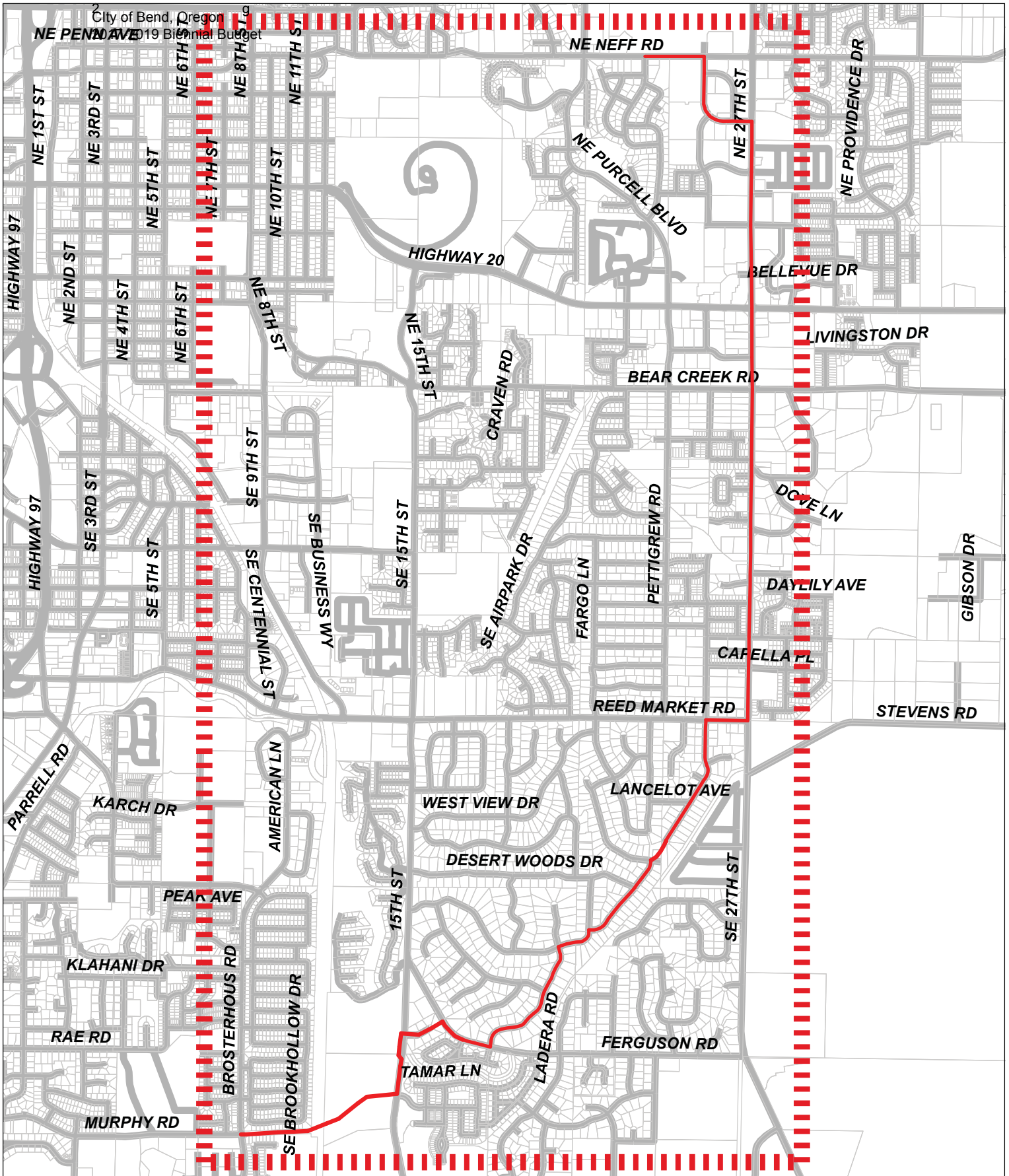
Impact on Annual Operating Budget: The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections.

Consequences of Delaying or Eliminating this Project: Inadequate sewage conveyance capacity to serve existing and future development. Possible building moratorium and increased likelihood of raw sewage spills resulting in public health risks and regulatory fines.

Project Related To: 1S2S3 Southeast Interceptor Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$2,500,000	8,000,000	\$ -	\$ -	\$ -	\$ -	\$10,500,000



SW0707 Southeast Interceptor Project

Capital Improvement Projects
2015/16 - 2019/20



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South East Interceptor Schedule 2S&3	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$31,466,250
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1S2S3	Target Completion:	Dec 2017
Project Manager:	Forster, Eric	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	DOLLAR PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Construction	Street Preservation	\$665,000

DESCRIPTION

Large diameter gravity sewer pipeline extending from the southwest quadrant to the northeast quadrant of the City. This project reroutes or intercepts a significant volume of sewage away from the downtown and central sewer systems to the east side of the City in accordance with the Collection System Master Plan.

NEED/JUSTIFICATION

This project is necessary to accommodate existing and future collection system demands and restore capacity to the older downtown and central core areas while providing service to a large area of un-serviced properties in the southeast quadrant. The collection system computer model clearly shows that the existing system is inadequate to meet future needs. Provides additional conveyance capacity that will enable the City to continue to provide service as the community increases in population. Extends ability to provide gravity sewer service to 1,000 un-serviced homes as well as ability to decommission 24 pump stations.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections. This should be more than mitigated by 12+ existing pump stations that will be taken off-line with subsequent projects related to this project.

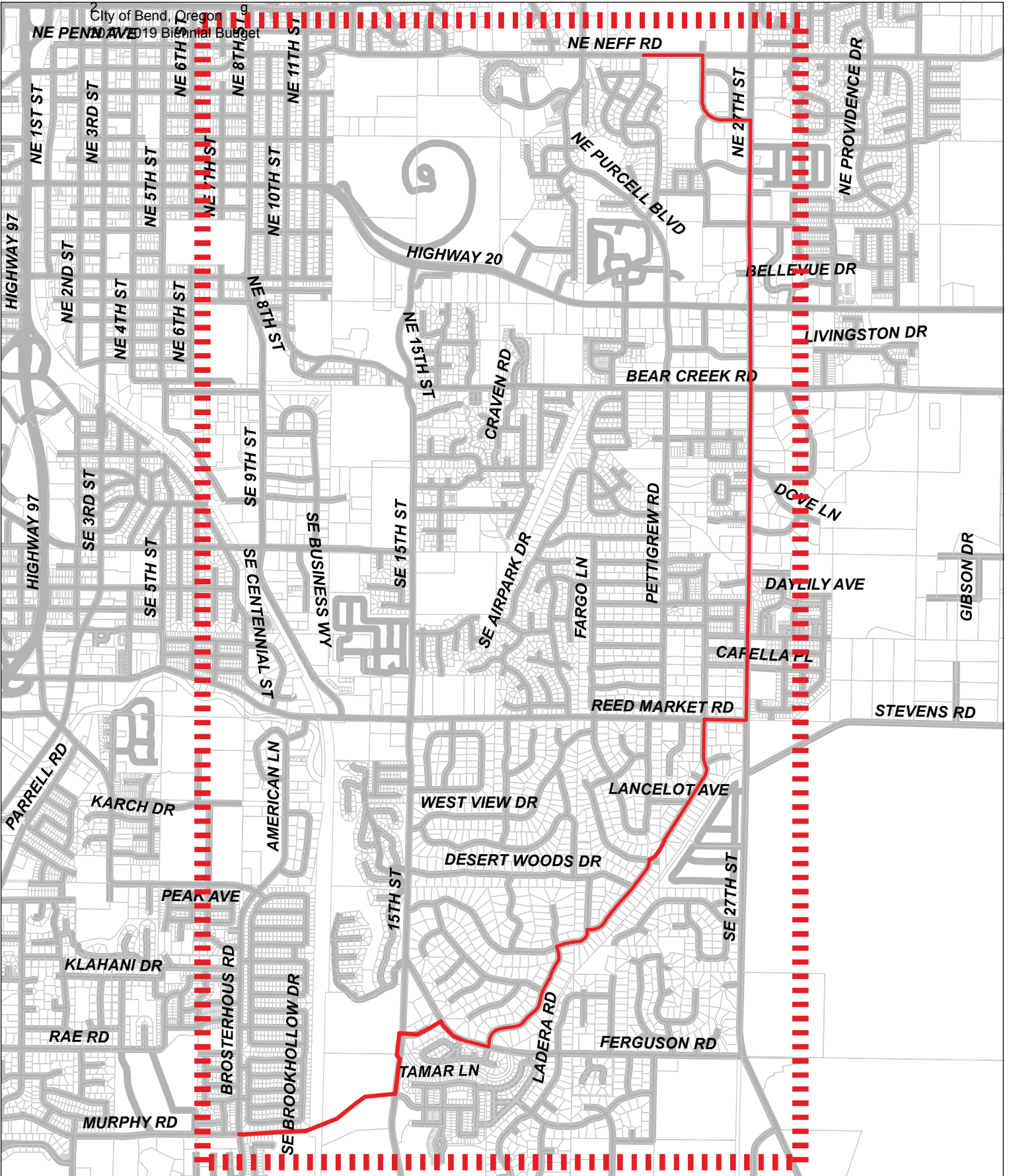
Consequences of Delaying or Eliminating this Project: Inadequate sewage conveyance capacity to serve existing and future development. Possible building moratorium and increased likelihood of raw sewage spills resulting in public health risks and regulatory fines.

Project Related To: 1XSEI Southeast Interceptor Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$20,166,250*	\$11,300,000	\$ -	\$ -	\$ -	\$ -	\$31,466,250

* Includes \$665,000 in funding provided by Street Operations for street preservation work



1S45R Southeast Interceptor Project

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: South East Interceptor 4 & 5R	Budget Period: 2017-2018
Project Type: Sewer	Total Project Est: \$15,277,365
Project Fund: Sewer	Target Start Date: 11/19/2015
Project #: 1S45R	Target Completion: 12/31/2017
Project Manager: Eric Forster PE	
Cost Estimate Classification:	
Status: Open	
Stage: Substantial Completion	

METHOD OF FINANCING	
TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

The project generally consists of construction of a gravity sewer pipeline including, but not limited to, trenching and installation of gravity sewer pipeline at depths of 7 to 24 feet, pipe diameters range in diameter of 8 inches to 30 inches, sewer manholes, gravity sewer services, temporary sewer bypass pumping, construction traffic control, street reconstruction, ADA ramp reconstruction, and general right of way restoration

NEED/JUSTIFICATION

Provides long term service to the upper reaches of the SEI to divert flows from the central core of Bend, provide the ability to service approximately 1,000 homes via gravity means that are currently on septic as well as service to significant undeveloped areas, and the ability to decommission 24 pump stations.

FINANCIAL NARRATIVE

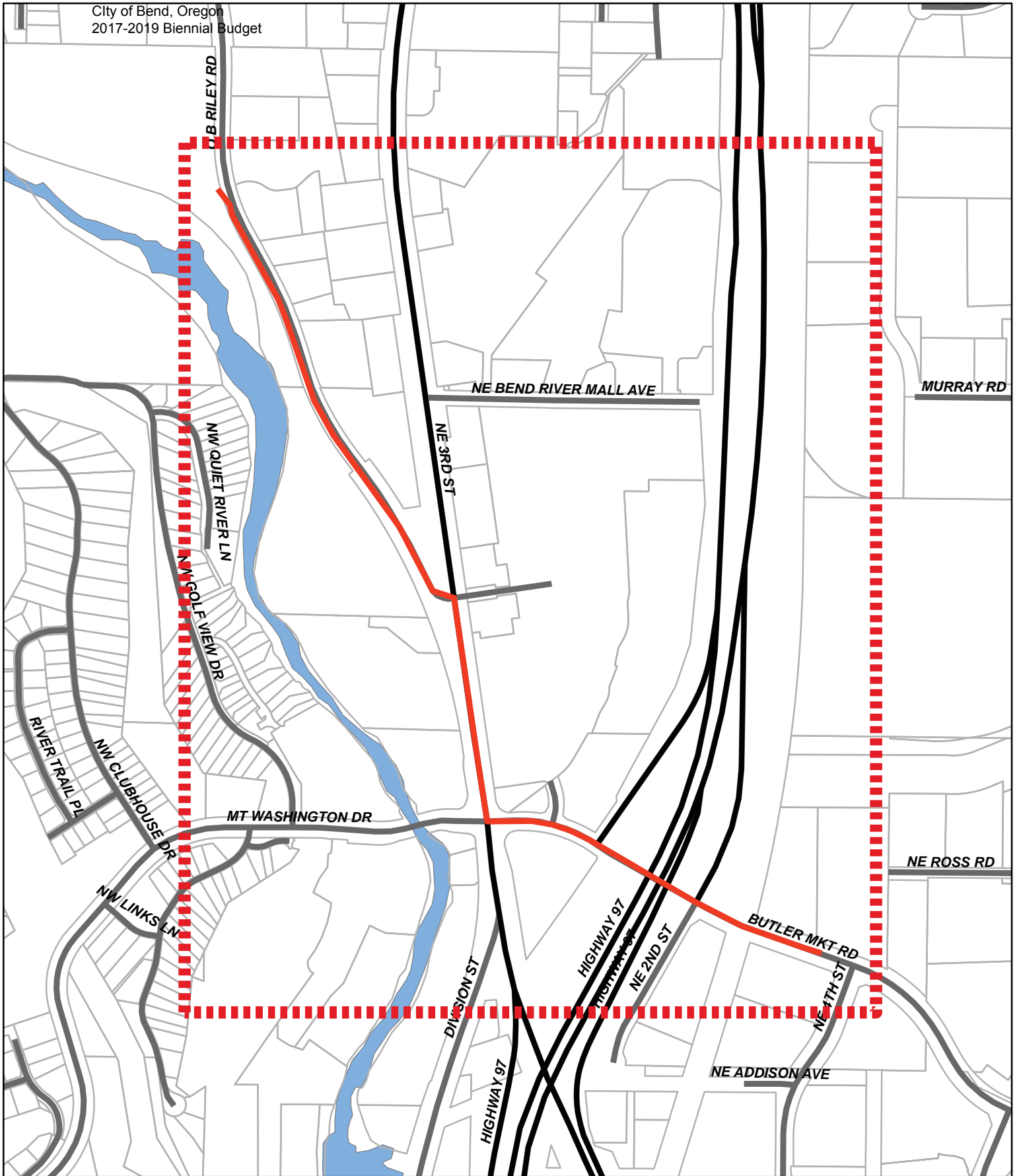
Impact on Annual Operating Budget: This new facility will require minimal maintenance. Savings (and risk) are reduced as pump stations are decommissioned due to the ability to provide collection via a gravity system.

Consequence of Delaying or Eliminating this Project: Higher potential for system overflows, Reduced capacities in other areas in the city.

Project Related To: The Southeast Interceptor, Phase I, Colorado Pump Station.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 YEP	2017-18	2018-19	2019-20	2020-21	2021-22	Total Estimated
\$12,277,365	\$3,000,000	\$ -	\$ -	\$ -	\$ -	\$15,277,365

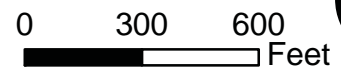


CITY OF BEND

1SNAF North Area Force Main

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	North Area Sewer Capacity Improvements	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$8,806,862
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1SNAF, 1SNAS, 1SRLS	Target Completion:	Jun 2018
Project Manager:	Franklet, George	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	DOLLAR PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Construction	Street Preservation	\$50,000

DESCRIPTION

This project will increase the capacity of the gravity main downstream of the multiple force main discharge point at manhole 3157 and reroute the force main discharge from several lift stations and the NE 3rd Street pressure sewer. It will also reconfigure the structure at Mervin Sampels Bypass and include modifications to both the Sawyer and Riverhouse lift stations.

NEED/JUSTIFICATION

As one of the short term solutions recommended by the Sewer Infrastructure Advisory Group (SIAG) through the CSMP project, this solution was developed to facilitate development by addressing capacity challenged areas of the City. This project is the force main portion of the North Area solutions (identified as Area 2 in the CSMP process). The North Area solutions are being separated into three projects: (1) force, (2) gravity, and (3) Riverhouse Lift Station. This project provides a plan to facilitate development in the North Area of Bend and addresses capacity issues evidenced by existing surcharging in the system. The force main project has more certainty of being a long-term solution and lower risk of stranded assets than the gravity solution.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget

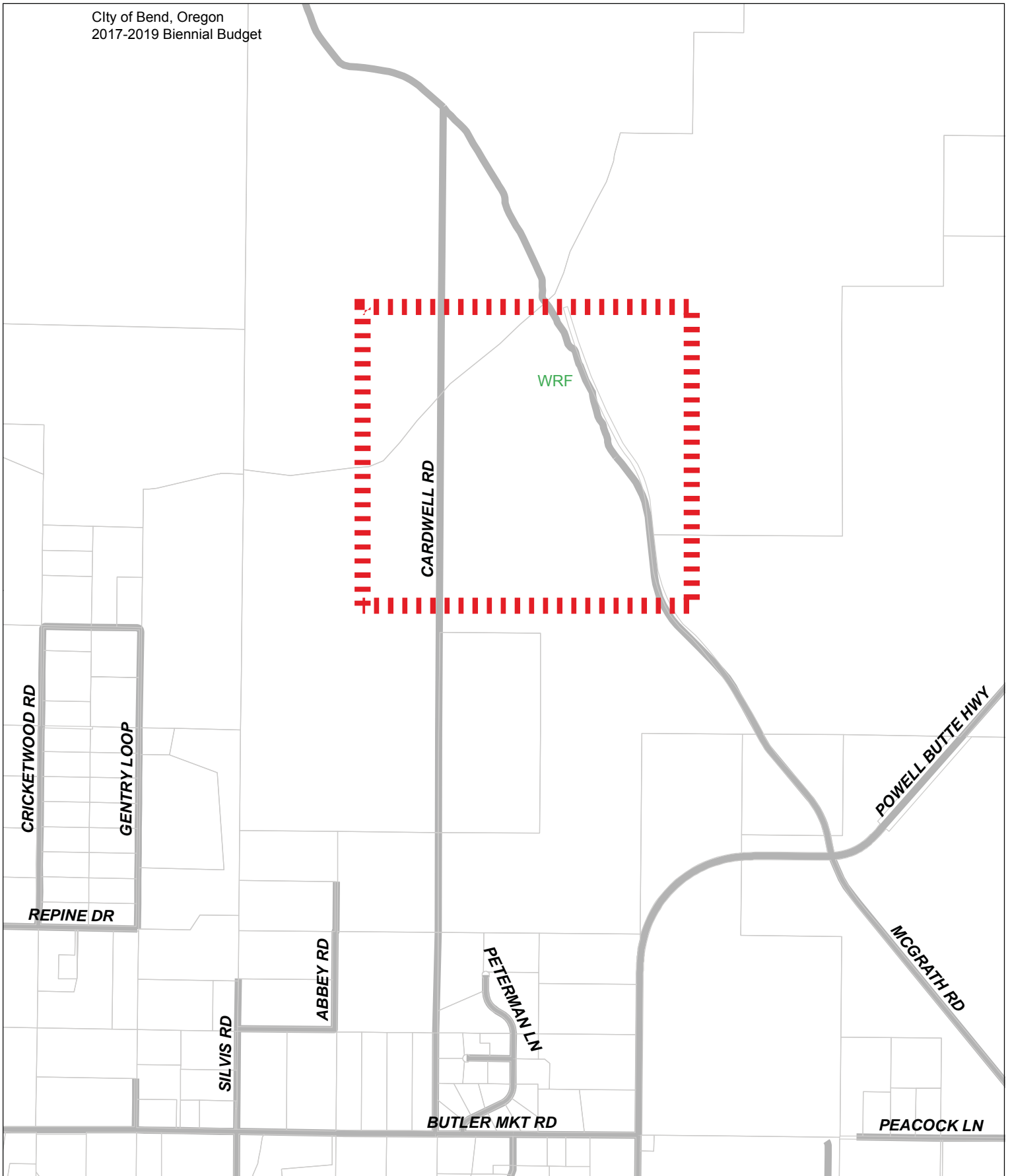
Consequences of Delaying or Eliminating this Project: Lack of capacity already results in surcharging of the collection system and could eventually result in overflows. Capacity issues also present challenges when addressing development pressures.

Project Related To: 1XNAS North Area Sewer Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$5,606,862*	\$3,200,000	\$ -	\$ -	\$ -	\$ -	\$8,806,862

* Includes \$50,000 in funding provided by Street Operations for street preservation work



1SCAP CAPACITY IMPROVEMENTS

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Capacity Improvements	Budget Period: 2017-2019
Project Type: Water Reclamation	Total Project Est: \$8,000,000
Project Fund: Water Reclamation Fund	Target Start Date: 2017
Project #: 1SCAP	Target Completion: Jun 2018
Project Manager: Robertson, Josh	
Cost Estimate Classification: 5	
Status: Pending	
Stage: Pending	

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

This project would add plant capacity by retrofitting existing aeration basins to Integrated Fixed-Film Activated Sludge (IFAS) operation, making hydraulic improvements to plant piping and starting up Ultra Violet disinfection systems to replace the current chlorine contact system.

NEED/JUSTIFICATION

Treatment capacity is needed to keep up with growth and increased flows. Advanced UV disinfection will also improve effluent quality allowing more consistent production of reclaimed water.

FINANCIAL NARRATIVE

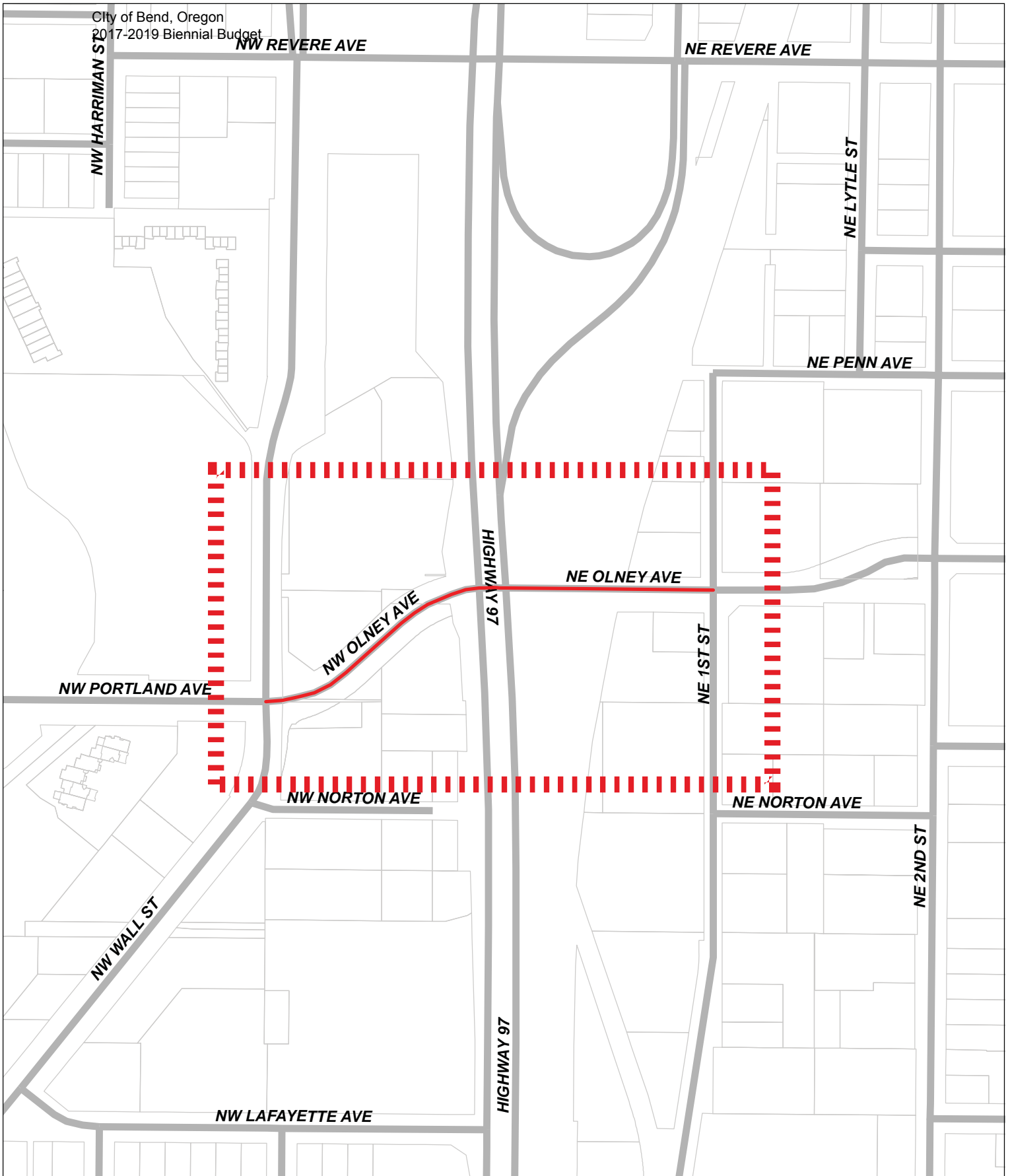
Impact on Annual Operating Budget: Minimal

Consequence of Delaying or Eliminating this Project: Unrealized treatment capacity and efficiency forgone

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$2,000	\$7,998,000	\$ -	\$ -	\$ -	\$ -	\$8,000,000



1SPSO Parallel Sewer on Olney Ave

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Parallel Sewer on Olney Avenue	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$605,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2018
Project #:	1SPSO	Target Completion:	Jun 2018
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Parallel 8-inch pipe along Olney Avenue between Wall Street and 1st Street, connecting to the existing 16-inch pipe at 1st Street and Olney Avenue intersection.

NEED/JUSTIFICATION

Eliminate City owned and maintained pump station at Pioneer Park.

FINANCIAL NARRATIVE

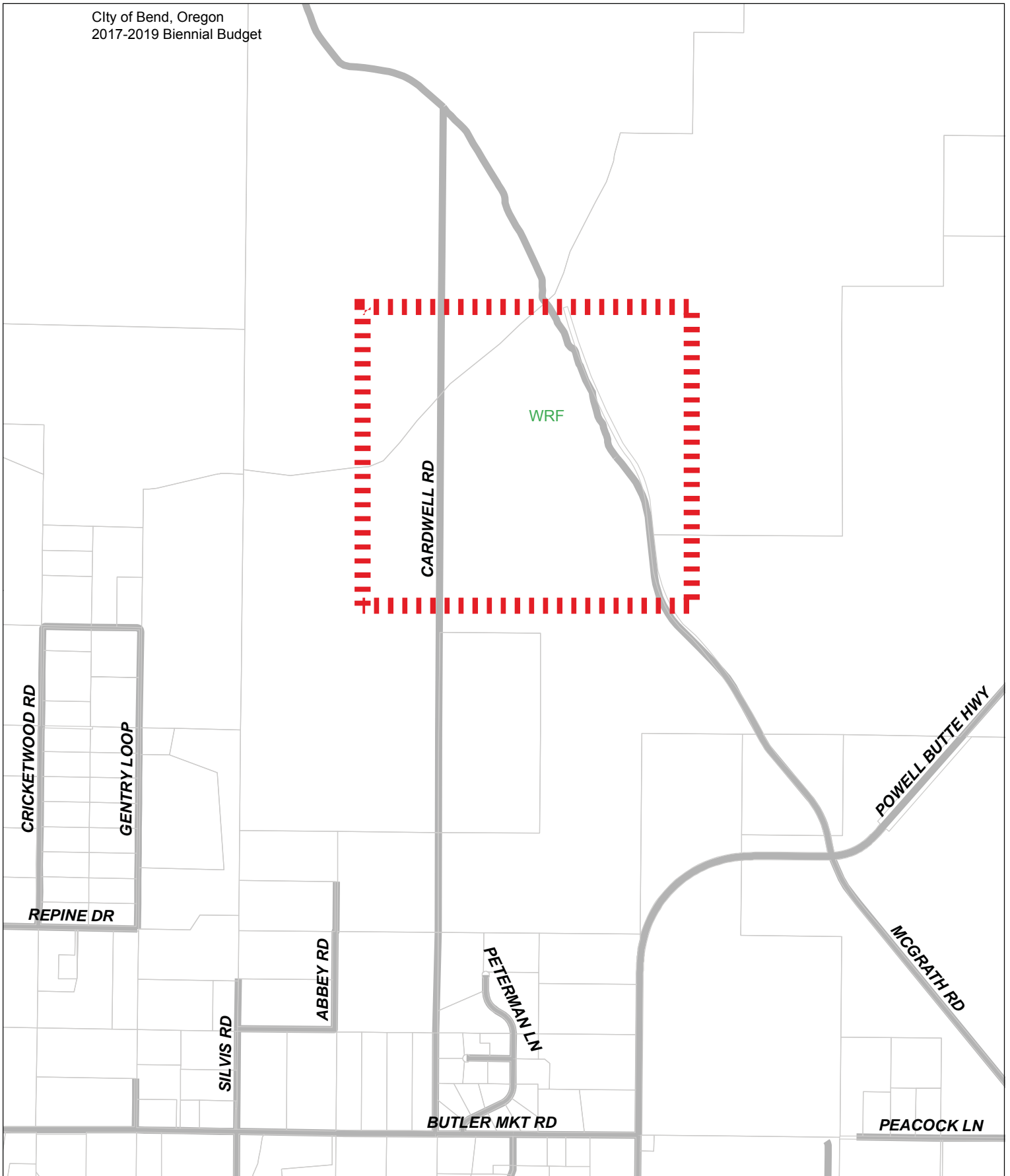
Impact on Annual Operating Budget: Reduced expense due to operation and maintenance of the pump station eliminated.

Consequence of Delaying or Eliminating this Project: Cost-savings from pump station elimination lost. Leaves another component within the system to prone to failure.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$605,000	\$ -	\$ -	\$ -	\$ -	\$605,000



1SWRF Secondary Expansion

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Secondary Expansion Water Reclamation Facility	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$43,798,454
Project Fund:	Water Reclamation Fund	Target Start Date:	2008
Project #:	1SWRF	Target Completion:	Dec 2018
Project Manager:	Robertson, Josh	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Construction		

DESCRIPTION

This project provides additional capacity to the primary and secondary treatment processes at the Water Reclamation Facility (WRF). These processes are currently nearing capacity and must be expanded to ensure the City meet the DEQ permitted treatment requirements. The project will add an aeration basin, primary clarifier, blower building, UV and sodium hypochlorite disinfection improvements, and piping modifications.

NEED/JUSTIFICATION

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

FINANCIAL NARRATIVE

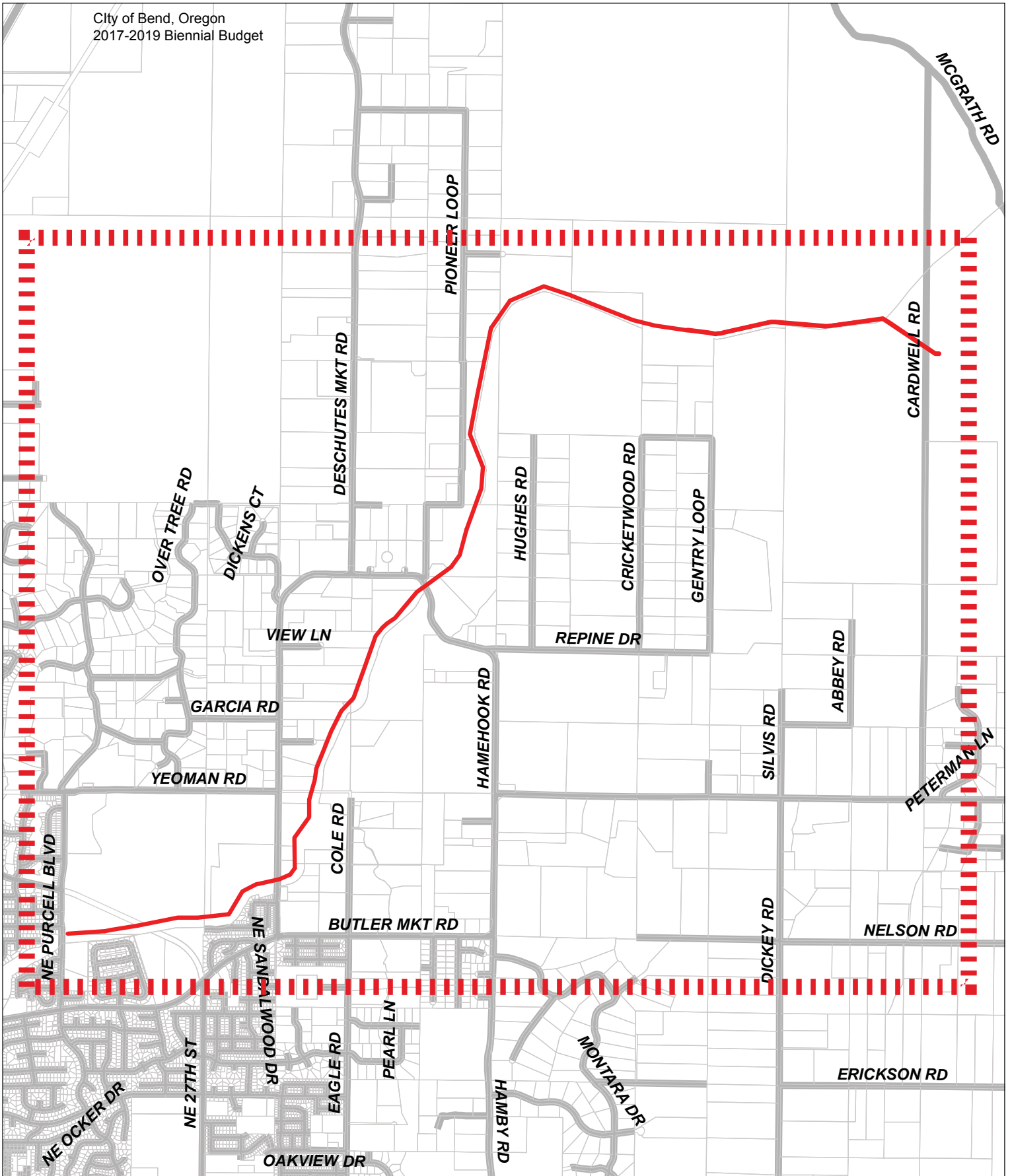
Impact on Annual Operating Budget: Due to substantial increase in capacity it is anticipated that operational and maintenance costs will increase at the facility. Energy and equipment sustainability are a key parameter in the design of the expansion in order to reduce additional operating and maintenance costs.

Consequences of Delaying or Eliminating this Project: Potential state fines and building moratoriums due to the inability to comply with waste discharge requirements as additional development is connected to the system.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$41,298,454	\$1,500,000	\$1,000,000	\$ -	\$ -	\$ -	\$43,798,454



1SPIR Plant Interceptor Rehabilitation

Capital Improvement Projects
2018-2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Plant Interceptor Rehabilitation	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$10,692,918
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1SPIR	Target Completion:	Jun 2019
Project Manager:	Suhr, Jason	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Design		

DESCRIPTION

This is a rehabilitation of the plant interceptor. Results of the 2010 condition assessment will be used to assist in developing the design. The recommendation that was provided includes installing a Cured-In-Place Pipe (CIPP) liner for the Grade 5 segments and sectional liners on all Grade 4 segments, upsizing 4 pipeline segments, replacing the existing siphon junction box, installing an air extraction system, and cleaning the double barreled siphons. The air extraction system will serve as a corrosion control system in that will extract air from the headspace of the pipe, drying it out and reducing the corrosion rate on the concrete. The rehabilitated pipe segments will be reclassified as Grade 3 or 2 upon installing the liner. This project includes the following CSMP projects: Project 7A-7E - Rehab of the interceptor, Project 24 & 69 - Upsizing of 4 pipe segments

NEED/JUSTIFICATION

This is one of the most important collection system pipelines in the City. The pipeline is deteriorating due to it's age as well as the extreme amount of usage. The City cannot afford to have this pipeline fail as it conveys all of the wastewater from the City to the Water Reclamation Facility. This project will rehabilitate the plant interceptor by designing and constructing a liner and corrosion control (air extraction) system. This solution provides protection for the worst portions of the pipe and keeps the other portions from deteriorating at the current rate.

FINANCIAL NARRATIVE

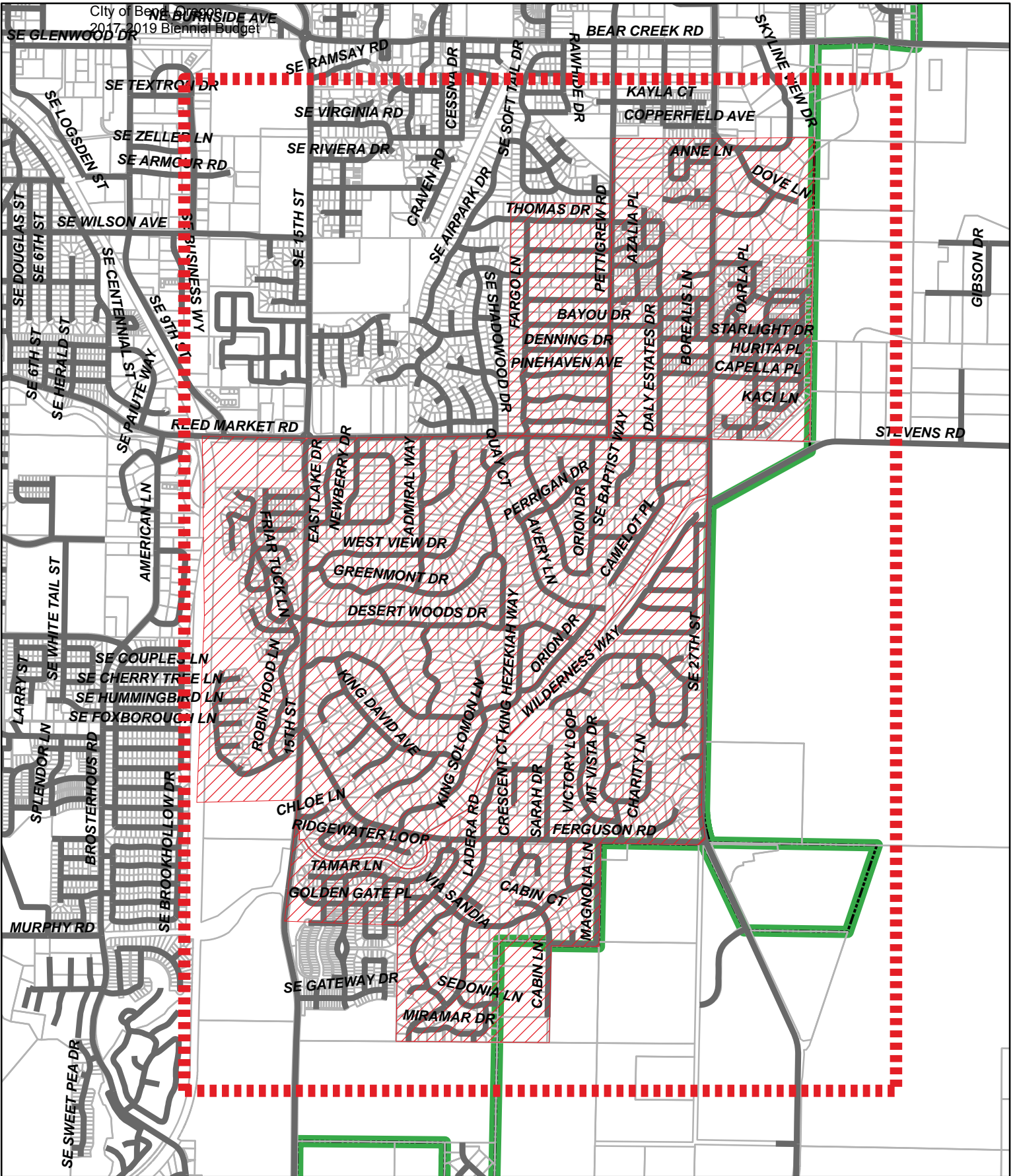
Impact on Annual Operating Budget: Project will reduce the annual operational needs.

Consequence of Delaying or Eliminating this Project: The deficient pipeline may suffer an emergency scenario such as a collapse in the pipeline causing sewage to not be able to be conveyed to the treatment plant and spilling out over the surrounding area.

Project Related To: CSMP projects 7A-E, 24, and 69

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$30,918	\$5,150,000	\$5,515,000	\$ -	\$ -	\$ -	\$10,692,918

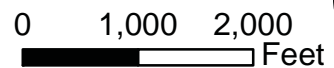


CITY OF BEND

1SBSS Southeast Bend Septic Solutions

Capital Improvement Projects

2018-2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Southeast Bend Septic Solutions	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$2,000,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1SBSS	Target Completion:	Jun 2019
Project Manager:	Martin, Skip	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Open	Rates	100%
Stage:	Design		

DESCRIPTION

Design 70,000 feet of gravity sewer throughout South East Bend area, near the Kings Forest neighborhood. If constructed, this project will enable existing residences, currently on septic systems, to eventually and systematically connect to the recently constructed South East Interceptor (SEI). This project will require phases to meet constructability limitations and to better meet community involvement requirements.

NEED/JUSTIFICATION

DEQ requires residential customers on septic systems to eventually connect to gravity sewers, if the gravity sewer is within 300 feet of their property line. Branch gravity sewers in South East Bend need to be designed and constructed to provide 4-inch lateral connections at the resident’s property lines.

FINANCIAL NARRATIVE

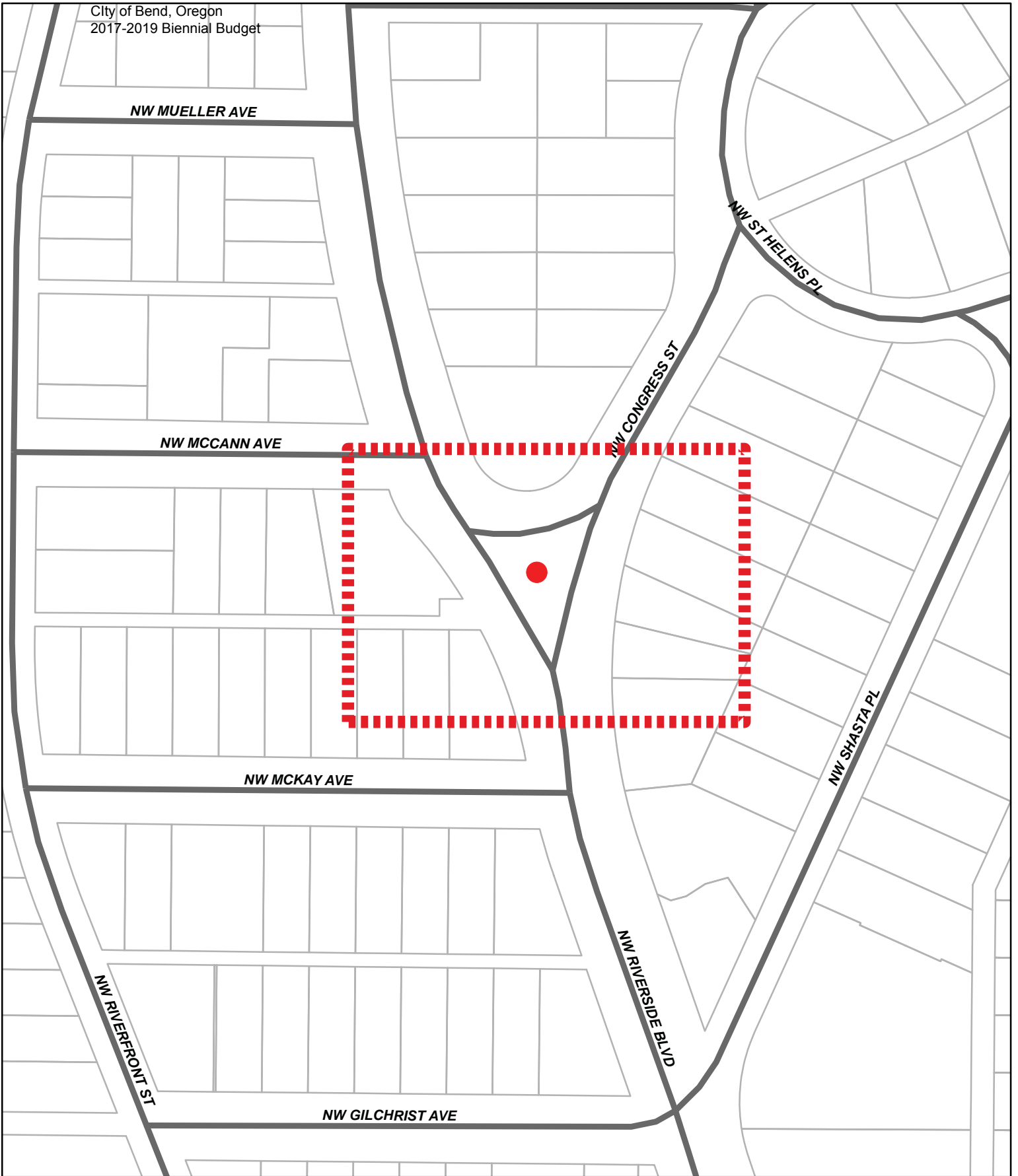
Impact on Annual Operating Budget: None

Consequence of Delaying or Eliminating this Project: Increases the risk of unplanned, ad hoc sewer connections by land owners required to connect to the City gravity sewers, because of their failed septic systems, and DEQ’s enforcement of the 300-foot rule. SEI will go online in approximately one year from now. If the City has no plan, then DEQ will no recourse, but to strictly enforce the 300-foot rule, and the land owners with failed septic system will have no design standard to follow.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$50,000	\$1,150,000	\$800,000	\$ -	\$ -	\$ -	\$2,000,000

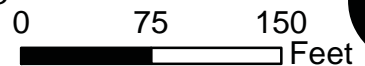


CITY OF BEND

1SO36 Drake Lift Station Condition Upgrade

Capital Improvement Projects

2018-2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	1S036 Drake Lift Station Condition Upgrade	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$2,000,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1S036	Target Completion:	Dec 2018
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Replacement of existing facility with a new lift station to address condition issues and site constraints. Project includes pumps, piping, electrical and control equipment, standby generator for back-up power, odor control equipment, wet or dry well, liquid level monitoring, pressure monitoring, flow monitoring, bypass pumping port and telemetry equipment.

NEED/JUSTIFICATION

The existing Drake lift station is at the end of its useful life. Replacement is necessary to address condition issues, capacity issues, and site constraints. The project includes pumps, piping, electrical and control equipment, standby generator for back-up power, odor control equipment, and telemetry/SCADA equipment.

FINANCIAL NARRATIVE

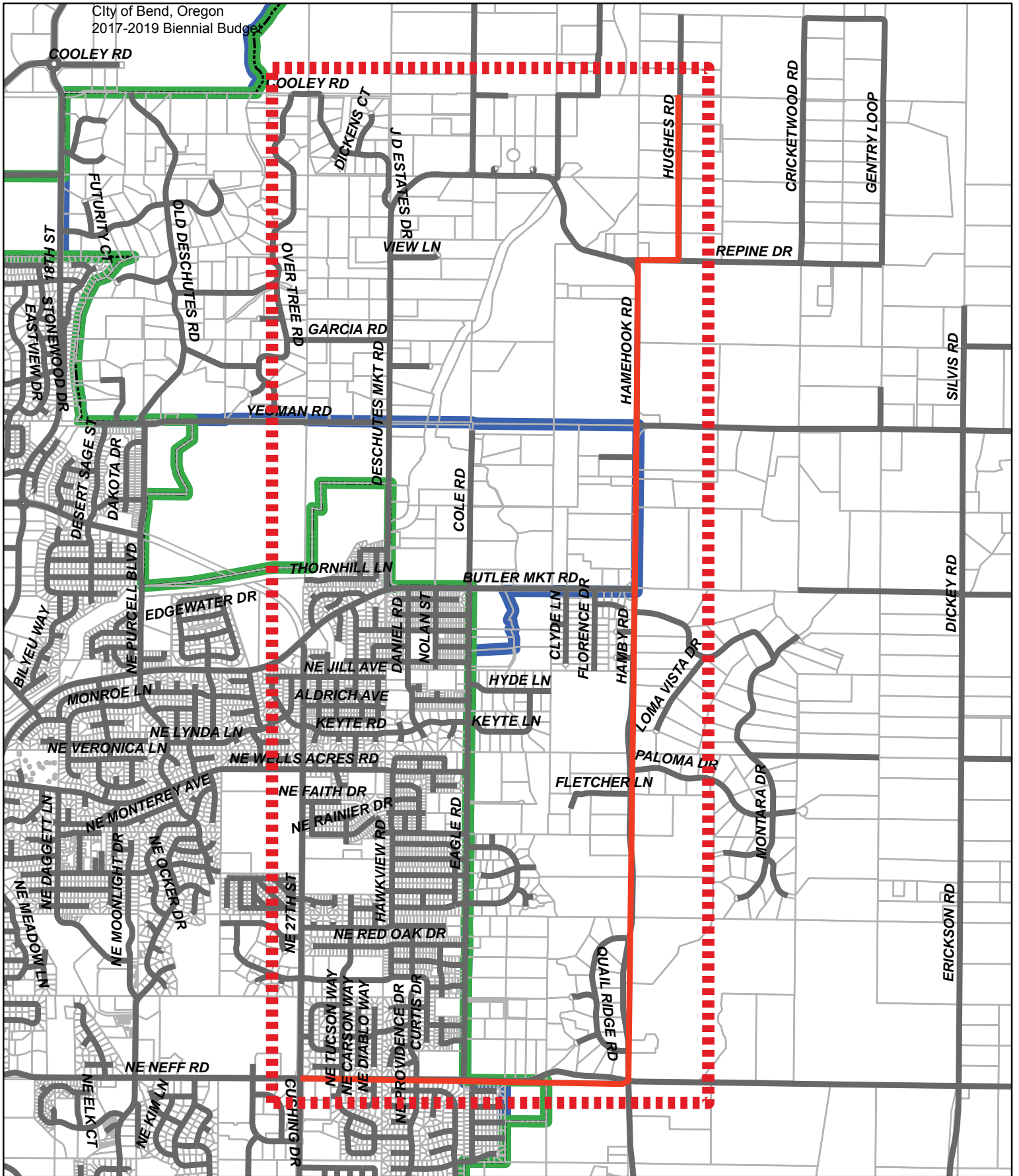
Impact on Annual Operating Budget: Reduced expense due to operation and maintenance of the pump station eliminated.

Consequence of Delaying or Eliminating this Project: Cost-savings from pump station elimination lost. Leaves another component within the system to prone to failure.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$1,000,000	\$1,000,000	\$ -	\$ -	\$ -	\$2,000,000

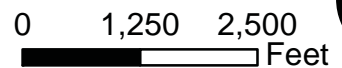


CITY OF BEND

1SEIP East Interceptor

Capital Improvement Projects

2018-2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	East Interceptor	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$21,000,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1SEIP	Target Completion:	Jun 2025
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

New 30-inch pipe along 27th Street between Mary Rose Place and Butler Market Road, then along Butler Market Road to Deschutes Market Road, then along Deschutes Market Road, connecting to existing 36-inch pipe north of Deschutes Market Road and Monticello Drive intersection. This project will be triggered by a specific flow value that will be metered in the Southeast Interceptor, phase I.

NEED/JUSTIFICATION

Provides long term service to the upper reaches of the SEI to divert flows from the central core of Bend, provide the ability to service approximately 1,000 homes via gravity means that are currently on septic as well as service to significant undeveloped areas, and the ability to decommission 24 pump stations. Project is initiated by dry weather peak flow trigger of 920 gpm at manhole CMH002318. See Project ID 9 in the Collection System Master Plan for more information on Flow Monitoring Program.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This new facility will require minimal maintenance. Savings (and risk) are reduced as pump stations are decommissioned due to the ability to provide collection via a gravity system

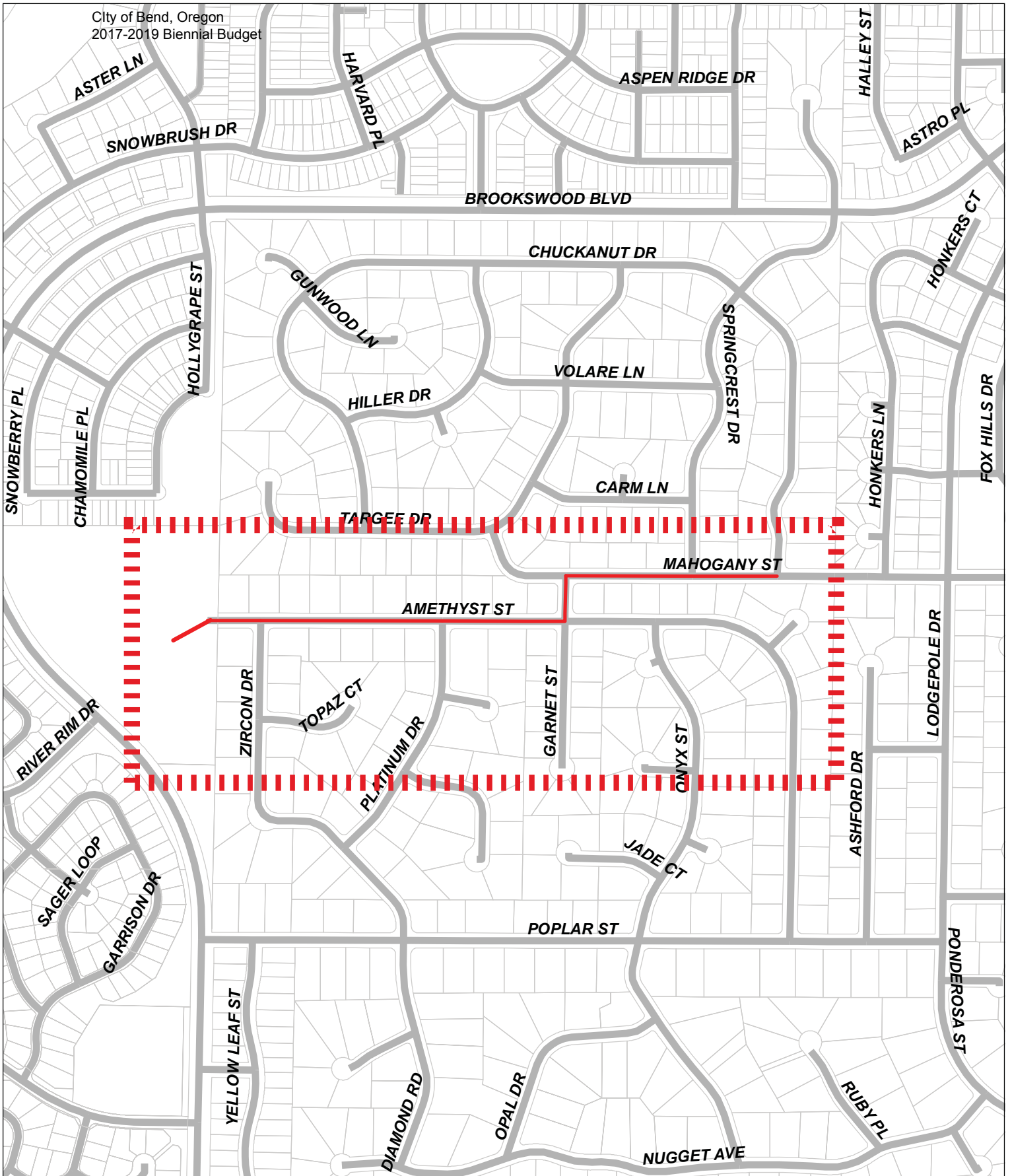
Consequence of Delaying or Eliminating this Project: Higher potential for system overflows, Reduced capacities in other areas in the city

Project Related To: 1XSE Southeast Interceptor, 1XCOL Colorado Pump Station, SNIP North Interceptor

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$1,000,000	\$1,000,000	\$ -	\$ -	\$ -	\$2,000,000*

* Project extends past current 5-Year CIP with \$19,000,000 estimated in 2022-23 and beyond.



1SAMM Amethyst/Mahogany Street Sewer

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Amethyst Mahogany Street Sewer	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$2,500,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2019
Project #:	1SAMM	Target Completion:	Dec 2019
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Parallel 8-inch pipe from Brookwood Boulevard and River Rim Drive intersection cross-country northeast to Amethyst Street, then east along Amethyst Street, connecting to the existing 10-inch pipe east of the Amethyst Street and Zircon Drive intersection.

Parallel 10-inch pipe along Amethyst Street east of Zircon Drive to Garnet Street, then along Garnet Street to Mahogany Street, then along Mahogany Street to Chuckanut Drive, connecting to the existing 12-inch pipe at Mahogany Street and Chuckanut Drive intersection.

Parallel 12-inch pipe along Granite Drive from Mahogany Street to Kings Lane, then along Kings Lane to Driftwood Lane, then along Driftwood Lane to Crystal Lane, then along Crystal Lane and cross-country, connecting to the existing 12-inch pipe northeast of the Crystal Lane and Driftwood Lane intersection.

NEED/JUSTIFICATION

Project is initiated by dry weather peak flow trigger of 270 gpm at manhole CMH002318. See Project ID 9 for more information on Flow Monitoring Program.

FINANCIAL NARRATIVE

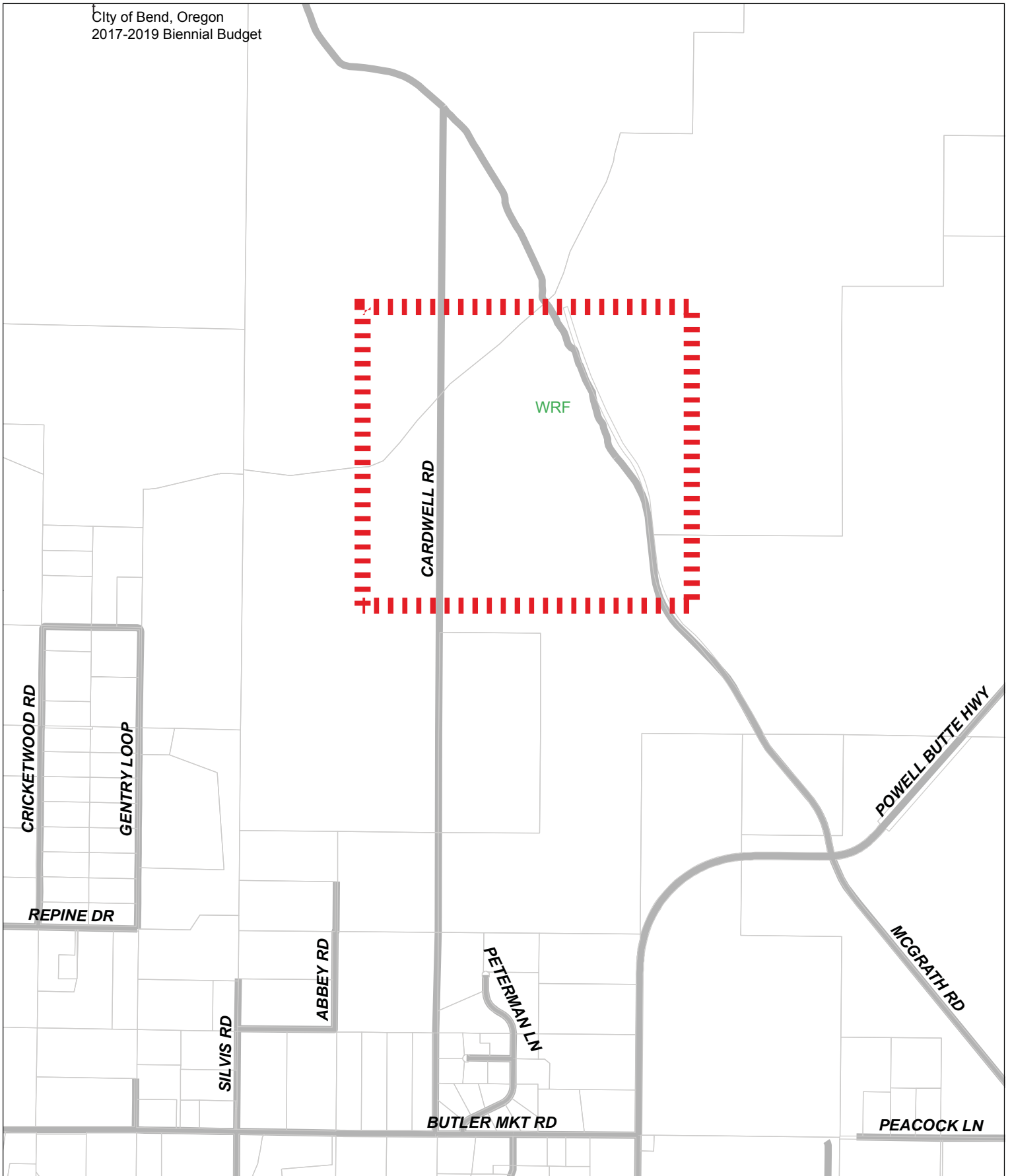
Impact on Annual Operating Budget: No impacts to operating budget.

Consequence of Delaying or Eliminating this Project: System capacity remains unchanged in the Amethyst/Mahogany area which may not keep up with expected growth in the area. The system capacity remaining the same increases the chances of a sanity sewer overflow (SSO), which violates our Water Pollution Control Facilities (WPCF) permit.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$250,000	\$1,000,000	\$1,250,000	\$ -	\$ -	\$2,500,000



1SSHI SOLIDS HANDLING IMPROVEMENT

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Solids Handling Improvement Project	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$5,500,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1SSHI	Target Completion:	Jun 2021
Project Manager:	Robertson, Josh	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The solids handling project was originally scheduled to be part of the Secondary Expansion Project. It became apparent to the Utility staff that combining the solids handling project with the secondary upgrades was too large of an endeavor to take on and keep the WRF properly operating and meeting permit. In addition, solids handling equipment is seeing major advances in technology. Staff felt further investigation into treatment technologies was appropriate. As the secondary expansion project enters its final phases, and evaluation will be conducted of the existing solids handling systems and work will commence on concepts for a new system that will maximize existing infrastructure use to improve solids handling efficiency.

NEED/JUSTIFICATION

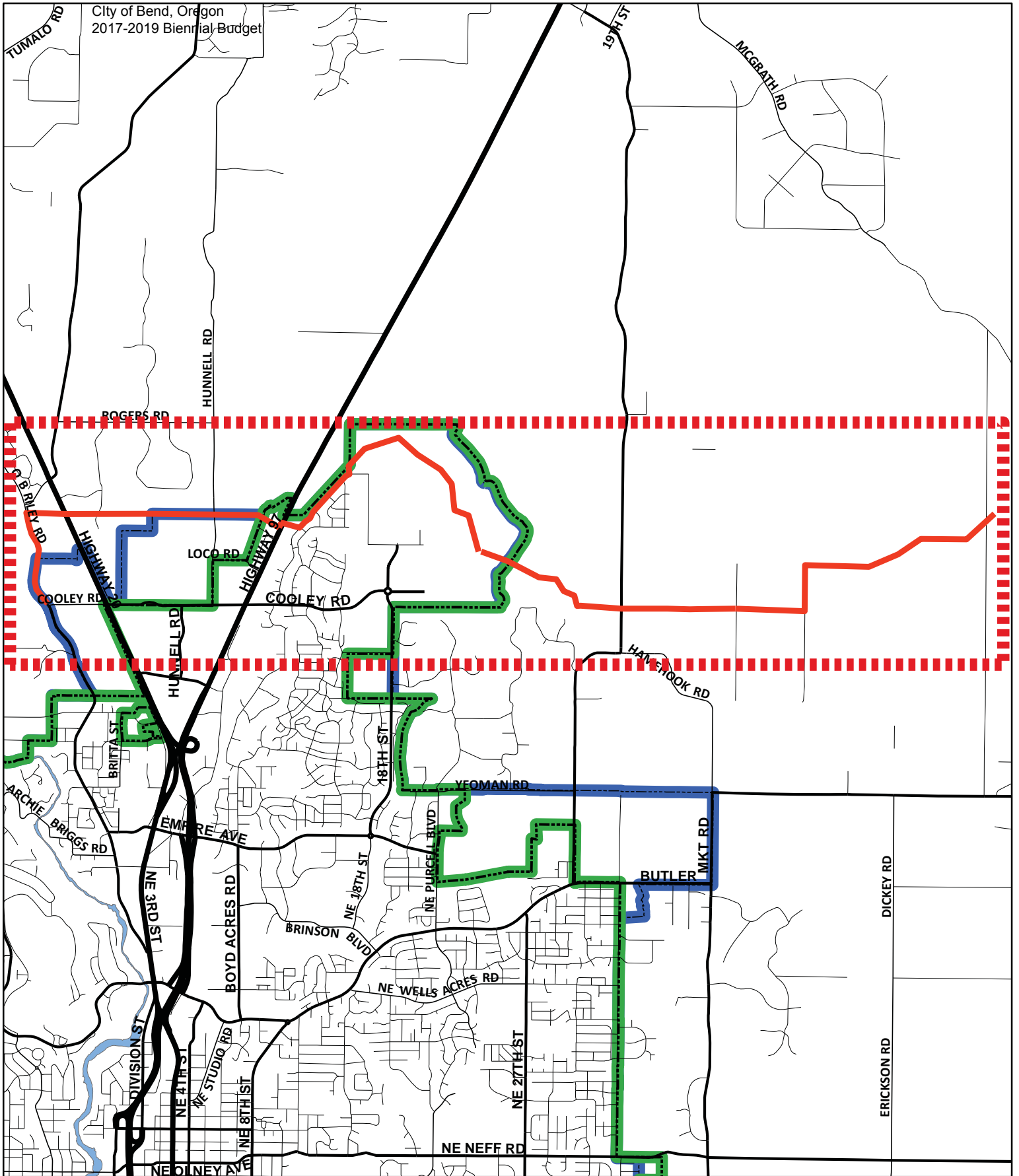
Maximize solids treatment and delivery efficiency so that the end user of the bioslids has a safe and effective product for their agricultural use.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Positive; Will reduce overall costs associated with solids handling
 Consequence of Delaying or Eliminating this Project: Unrealized efficiencies in solids handling foregone.
 Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$250,000	\$250,000	\$2,500,000	\$2,500,000	\$ -	\$5,500,000

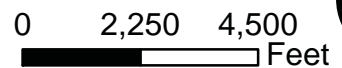


CITY OF BEND

1SNI North Interceptor

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	North Interceptor	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$23,000,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2017
Project #:	1SNIP	Target Completion:	Dec 2021
Project Manager:	Franklet, George	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

New large diameter trunk line that extends from water reclamation facility west to Highway 97.

NEED/JUSTIFICATION

Provides additional sewer conveyance capacity for the entire north area, including both existing growth areas and new growth areas.

FINANCIAL NARRATIVE

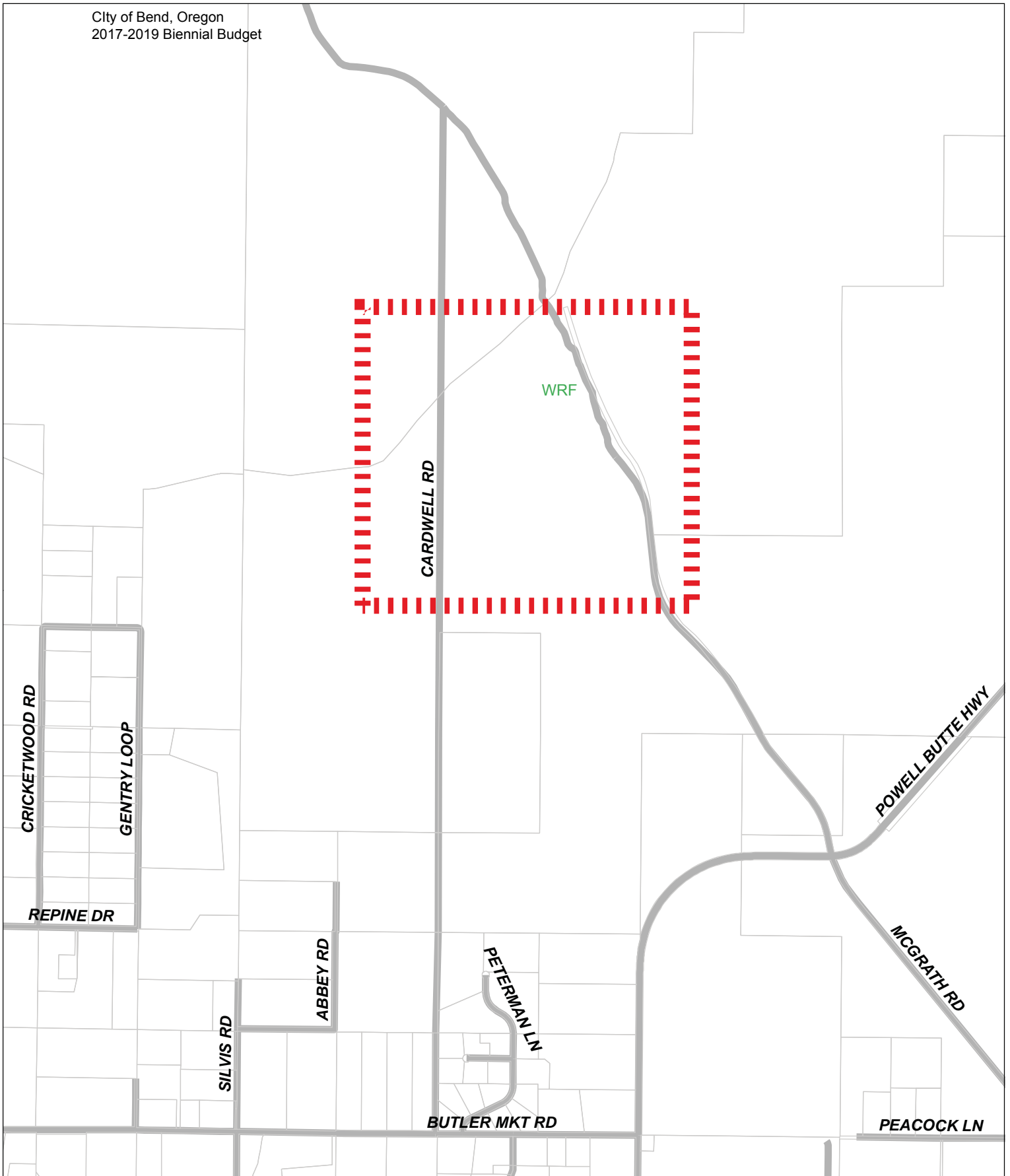
Impact on Annual Operating Budget: This new facility will require minimal maintenance. Savings (and risk) are reduced as pump stations are decommissioned due to the ability to provide collection via a gravity system

Consequence of Delaying or Eliminating this Project: Higher potential for system overflows, Reduced capacities in other areas in the city

Project Related To: 1SEIP East Interceptor Project

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$1,000,000	\$1,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$23,000,000



1SHWK HEADWORKS

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Headworks Upgrade	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$1,000,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2018
Project #:	1SHWK	Target Completion:	Jun 2019
Project Manager:	Robertson, Josh	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The existing headworks facility was designed and constructed in a manner which allows the installation of additional screening at such time as deemed necessary to meet the needs of the plant. It has been determined, based on current flow and loading, that the additional screening is now needed.

NEED/JUSTIFICATION

Add another screening mechanism at the headworks in order to increase Water Reclamation Facility primary treatment capacity as well as influent hydraulic capacity.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal
 Consequence of Delaying or Eliminating this Project: Reduced treatment capacity and efficiency
 Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$1,000,000	\$ -	\$ -	\$ -	\$1,000,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Odor Control Master Plan	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$1,050,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2019
Project #:	1SOCl	Target Completion:	Jun 2020
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates	100%
Stage:	Pending		

DESCRIPTION

Collection System Odor Master Plan will include study, documentation and evaluation of the collection system odors issues as well as recommend improvements and prepare a capital improvement program.

NEED/JUSTIFICATION

Develop a plan to effectively and efficiently reduce and/or eliminate offensive odors generated within the sewer collection system.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Odor control facilities recommended by this study will impact operational costs. Actual cost impacts are unknown at this time.

Consequence of Delaying or Eliminating this Project: On-going odor complaints and further deterioration of piping systems

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$1,050,000	\$ -	\$ -	\$1,050,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Sewer Storage - Land Acquisition	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$730,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2019
Project #:	1SSLA	Target Completion:	Jun 2020
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Central Sewer Storage: This project is for land acquisition that would be used in the future for offline underground storage of wet weather sewage flow. This project does not include design or construction of the storage facility. The future storage will connect to the gravity pipe in Studio Road (manhole CMH000543) to remove flow from the interceptor and pump the stored sewage back to the interceptor after the storm event has passed. The wet weather flow would cause deficiencies downstream of the storage facility if not captured. The future below ground storage tank will be approximately 0.25 million gallons.

Amethyst Street Sewer Storage: This project is for land acquisition that would be used in the future for offline underground storage of wet weather sewage flow. This project does not include design or construction of the storage facility. The future storage will connect to the gravity pipe in Amethyst Street (manhole CMH001642) to remove flow from the interceptor and pump the stored sewage back to the interceptor after the storm event has passed. The wet weather flow would cause deficiencies downstream of the storage facility if not captured. The future below ground storage tank will be approximately 0.1 million gallon.

Plant Interceptor Sewer Storage: This project is for land acquisition that would be used in the future for offline underground storage of wet weather sewage flow. This project does not include design or construction of the storage facility. The future storage will connect to the Plant Interceptor to remove flow from the interceptor and pump the stored sewage back to the interceptor after the storm event has passed. The wet weather flow would cause deficiencies downstream of the storage facility if not captured. The future below ground storage tank will be approximately 1.0 million gallons.

NEED/JUSTIFICATION

Secure land in order to site future sewage storage facilities as identified in the CSMP. The storage facility will mitigate peak flows and reduce pipe size requirements

FINANCIAL NARRATIVE

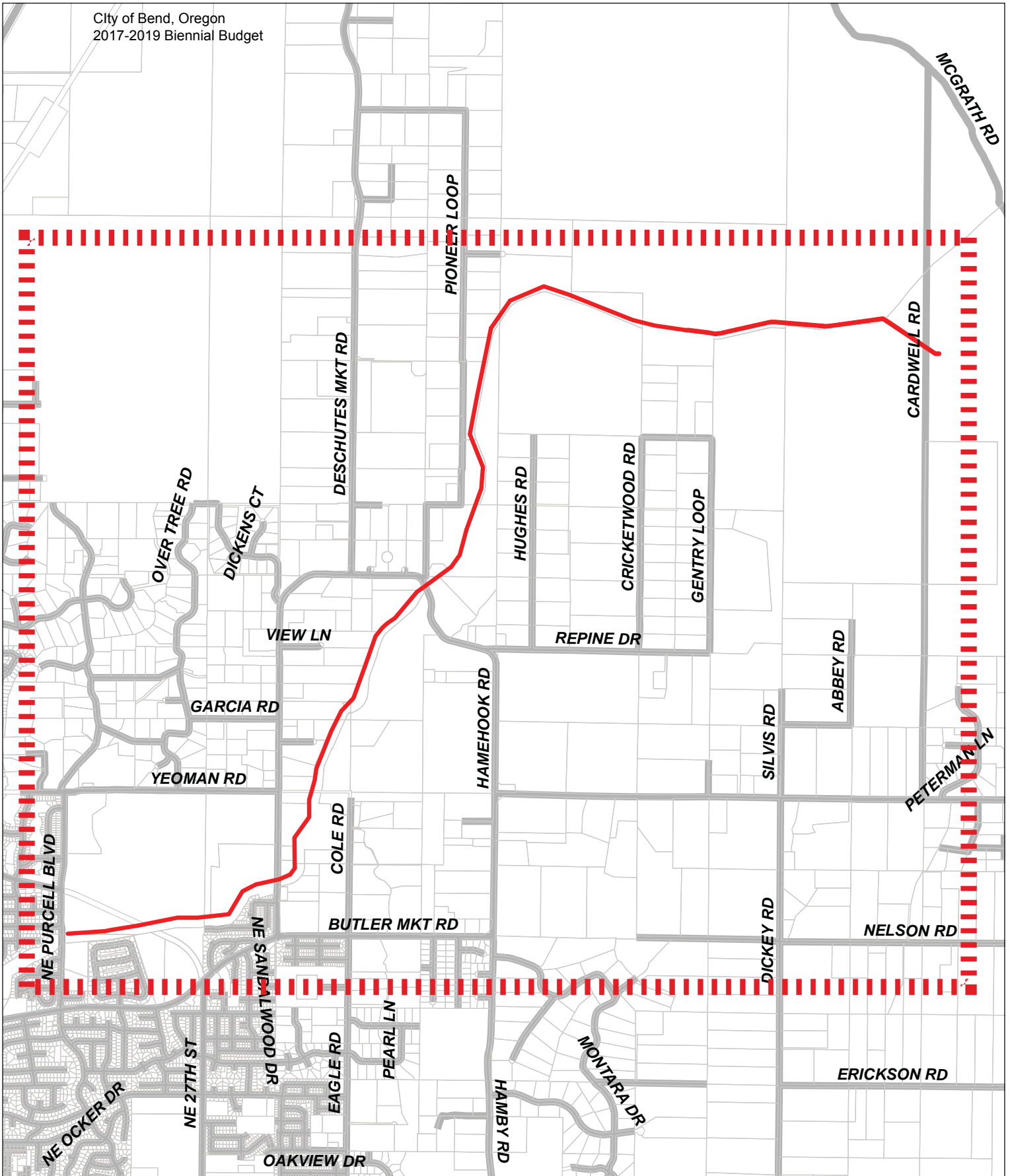
Impact on Annual Operating Budget: No impact to operations budget.

Consequence of Delaying or Eliminating this Project: Market fluctuations in land costs or unavailable land at a future date

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$730,000	\$ -	\$ -	\$730,000



1SPIC Plant Interceptor Condition Assessment

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Plant Interceptor Condition Assessment	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$630,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2019
Project #:	1SPIC	Target Completion:	Jun 2020
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Condition Assessment of the Plant Interceptor and Siphon. This inspection requires different equipment than is currently owned by the Utilities Operations & Maintenance Department and the budget is for the City to hire a consultant to assist with this project. The Plant Interceptor is approximately 20,200 feet of 30-, 36- and 42-inch gravity pipe. The Siphon is approximately 4,900 feet of 21-inch and 36-inch parallel pipe. This project does not include assessment of any piping other than the Plant Interceptor. This project will serve as an update to the assessment conducted in 2013.

NEED/JUSTIFICATION

Perform condition assessment of key collection system interceptors and trunk lines. Determine which pipes may need to be rehabilitated, to what extent, and when needed.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequence of Delaying or Eliminating this Project: Further unknown degradation of key collection system pipes

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$630,000	\$ -	\$ -	\$630,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Collection System Master Plan Update	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$750,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2019
Project #:	1SMP1	Target Completion:	Jun 2020
Project Manager:	Hickmann, Tom	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Open	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

This project will update the City's Collection System Master Plan to reflect current and future build out conditions. Most of the work and cost associated with this update will be for system modeling including field data acquisition, model calibration and project optimization. An additional significant portion of the cost is related to supporting the public involvement process.

NEED/JUSTIFICATION

The City's sewer collection system model provides an important measure for development approval and capital improvement project prioritization. The current model is based upon a limited amount of data and it does not meet its objectives in a manner that provides optimal accuracy. Additional field data and model calibration are needed in order to have a reliable and accurate system model. Provides an invaluable tool in determining existing and future capacity constraints. Enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or Eliminating this Project: Private development decisions and capital improvement project prioritization will be based on limited data which can lead to less than optimal use of both public and private resources.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$750,000	\$ -	\$ -	\$750,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Facilities Plan Update	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$500,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2019
Project #:	1SFPU	Target Completion:	Jun 2020
Project Manager:	Robertson, Josh	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

The objective of this project is to update the current facilities plan to reflect current insight with respect to the plant itself as well as revised growth projections. The current facilities plan was completed in 2008 with a year 2030 planning horizon. Since that time, several factors which influence the operation of the plant have changed including increased flow, increased waste loading, a major plant expansion, revised biological treatment process, and discharge permit requirements. It is typical for facilities plans to be updated every 5 to 10 years more or less depending on overall collection and treatment system dynamics.

NEED/JUSTIFICATION

The City's water reclamation facility (WRF) treats all of the sewage generated within the City of Bend. The WRF Plan is a facility planning document that summarizes existing, near-term, and anticipated long-term flow, loading, and process conditions. The plan is a useful tool for planning necessary facilities upgrades and improvements to the plant which are necessitated to meet the demands of growth in the community as well as federal/state regulatory requirements.

FINANCIAL NARRATIVE

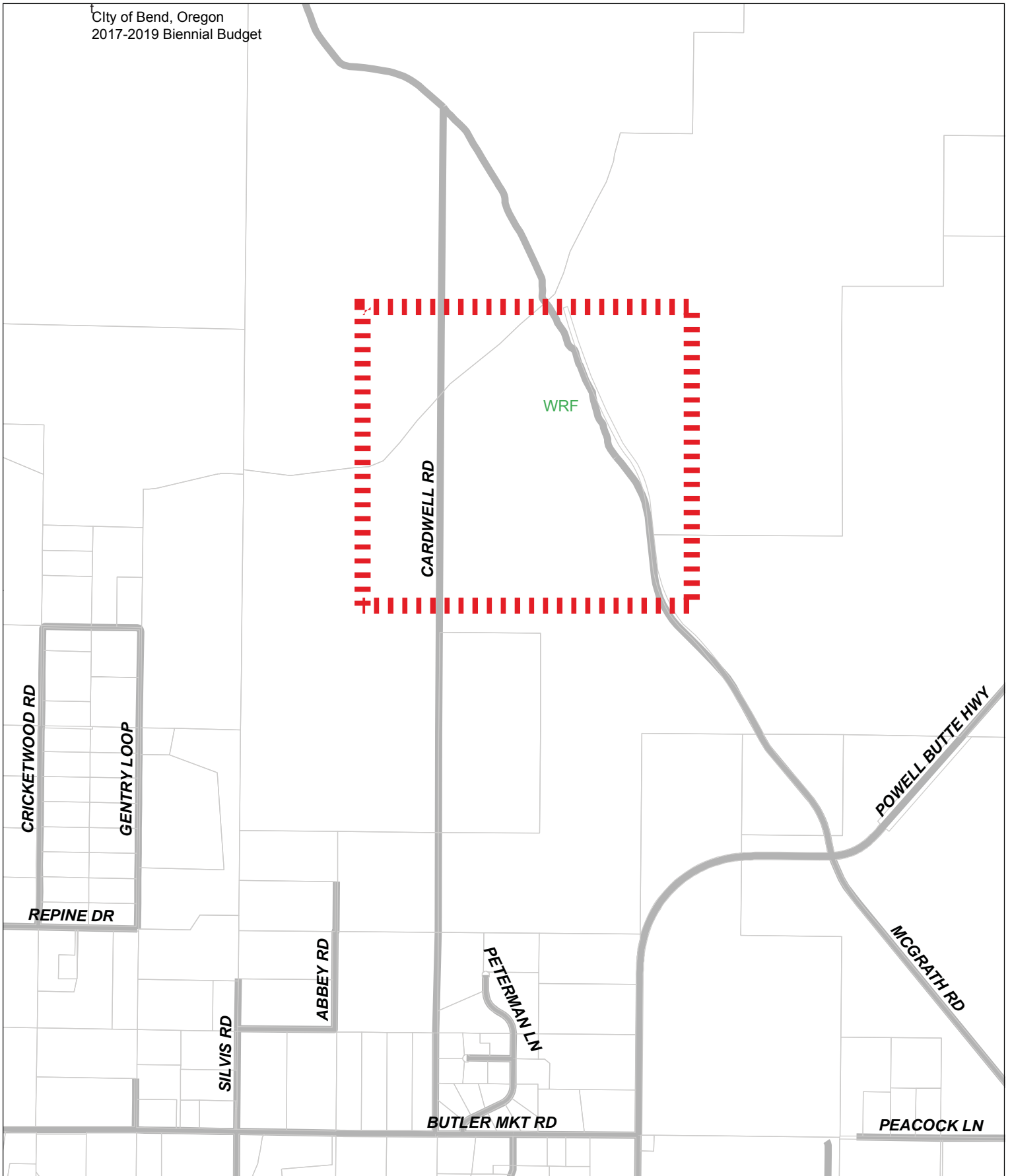
Impact on Annual Operating Budget: No impacts to operating budget.

Consequence of Delaying or Eliminating this Project: Facilities Plan is out of sync with actual plant facilities and operation

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$500,000	\$ -	\$ -	\$500,000



1SSFU FACILITIES SUPPORT UPGRADE

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Support Facilities Upgrade	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	\$2,500,000
Project Fund:	Water Reclamation Fund	Target Start Date:	2019
Project #:	1SSFU	Target Completion:	Jun 2021
Project Manager:	Robertson, Josh	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates	100%
Stage:	Pending		

DESCRIPTION

WRF support facilities include administration buildings, the laboratory, and various operations / maintenance building to house staff and materials / equipment. Several existing buildings were constructed as part of the original plant in 1980 and are in need of upgrades / remodeling. New buildings are also needed to meet the demands of a growing plant now and into the future.

NEED/JUSTIFICATION

The objective of the facility upgrades is to ensure the adequacy of support facilities at the plant to meet current and future needs.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Capital costs increase in order to construct upgrades but operational costs decrease due to increased efficiencies

Consequence of Delaying or Eliminating this Project: Decreased efficiencies

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$1,250,000	\$1,250,000	\$ -	\$2,500,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Gravity Pipe Condition Assessment	Budget Period:	2017-2019
Project Type:	Water Reclamation	Total Project Est:	Ongoing \$200,000/YR
Project Fund:	Water Reclamation Fund	Target Start Date:	2020
Project #:	1SGPA	Target Completion:	Ongoing
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates/SDC's	100%
Stage:	Pending		

DESCRIPTION

Establish a program to inspect the conditions of existing gravity trunk collection system with diameters greater than 15 inches (approximately 4% of collection system), grade the trunk system components, evaluate rehabilitation options and recommend the most effective solution.

NEED/JUSTIFICATION

Most of the existing major sanitary sewer main lines were installed in the late 1970s early 1980s as part of the project that provided sewer service from the old wastewater treatment plant to the new (current) plant. Many of these main lines are reconstructed of reinforced concrete pipe and have not had a through condition assessment in many years, if ever. Over the past several years, the City of Bend has seen a proliferation of pump stations in it's collection system. The waste stream in pressure sewer system generally elevates hydrogen sulfide production which in turn contributes to degradation of reinforced concrete pipe. it will be necessary to preform adequate condition assements on this pipelines and make recommendations for rehabilitation if necessary in order to ensure the overall integrity of the system.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Positive; Overall reduction in capital repair and replacement.

Consequence of Delaying or Eliminating this Project: Further deterioration of reinforced concrete pipe lines and increased risk of pipeline failures.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$200,000	\$200,000	\$200,000	\$600,000

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Capital Improvement Program 2018-2022

**Stormwater
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1RMP1 Stormwater Master Plan Update	N/A	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
1RABD South Awbrey Butte Drainage Study	N/A	10,000	-	-	-	-	10,000
1RNPR Newport Pipe Replacement Design	5	-	442,000	-	-	-	442,000
1RFGU Franklin & Greenwood Underpass	5	-	-	-	120,000	600,000	720,000
1RRMC Roosevelt & McKinley	5	-	-	-	104,000	475,000	579,000
Total Stormwater CIP		\$ 10,000	\$ 942,000	\$ -	\$ 224,000	\$ 1,075,000	\$ 2,251,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Stormwater Master Plan Update	Budget Period:	2017-2019
Project Type:	Stormwater	Total Project Est:	\$500,000
Project Fund:	Stormwater Fund	Target Start Date:	2018
Project #:	1RMP1	Target Completion:	Jun 2019
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Pending	Rates	100%
Stage:	Pending		

DESCRIPTION

Engineering services contract to update the current Master Plan, document changes in the system, update the system analysis and CIP. The update will ensure the City is utilizing up-to-date and accurate information regarding the condition of the collection system, flow projections, and applicable regulations.

NEED/JUSTIFICATION

Models should be updated every five years as they provide an invaluable tool in determining existing and future capacity constraints. Last master plan update was completed in 2014.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.
 Consequences of Delaying or Eliminating this Project: Reduced system efficiency
 Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$500,000	\$ -	\$ -	\$ -	\$500,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South Awbrey Butte Drainage Study	Budget Period:	2017-2019
Project Type:	Stormwater	Total Project Est:	\$283,194
Project Fund:	Stormwater Fund	Target Start Date:	2016
Project #:	1RABD	Target Completion:	Oct 2017
Project Manager:	Sabourin, Garrett	METHOD OF FINANCING	
Cost Estimate Classification:	NA	TYPE	PERCENTAGE
Status:	Open	Rates	100%
Stage:	Design		

DESCRIPTION

Complete a drainage basin study of South Awbrey as topography directs flows to the Newport Pipe Replacement Design (1RNPR) on next page, extending from College Way to the Deschutes River. The objective is to identify drainage system deficiencies, provide improvement solutions and preliminary estimates, as well as determine the proposed storm sewer sizing for replacement of the Newport Ave SS. This project is a precursor to the Newport Avenue Storm Sewer design, scheduled for 18/19 fiscal year.

NEED/JUSTIFICATION

The Stormwater Masterplan (SMP) identifies several segments of the Newport Avenue Storm Sewer for replacement due to the existing scouring, structural issues, and hydraulic capacity concerns. Prior to completing design an upstream basin analysis must be completed to quantify flows for sizing and address drainage issues, water quality and quantity. Upstream drainage issues will be formally identified with recommended solutions providing quantifiable results to reducing impacts on Newport Ave SS.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact on operations budget

Consequence of Delaying or Eliminating this Project: Continued erosion and other run-off related issues.

Project Related To: 1RNPR Newport Pipe Replacement Design

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$273,194	\$10,000	\$ -	\$ -	\$ -	\$ -	\$283,194



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Newport Pipe Replacement Design	Budget Period:	2017-2019
Project Type:	Stormwater	Total Project Est:	\$442,000
Project Fund:	Stormwater Fund	Target Start Date:	2018
Project #:	1RNPR	Target Completion:	Jun 2019
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates	100%
Stage:	Pending		

DESCRIPTION

Replace and Rehabilitate sections of existing stormwater piping that are in poor condition.

NEED/JUSTIFICATION

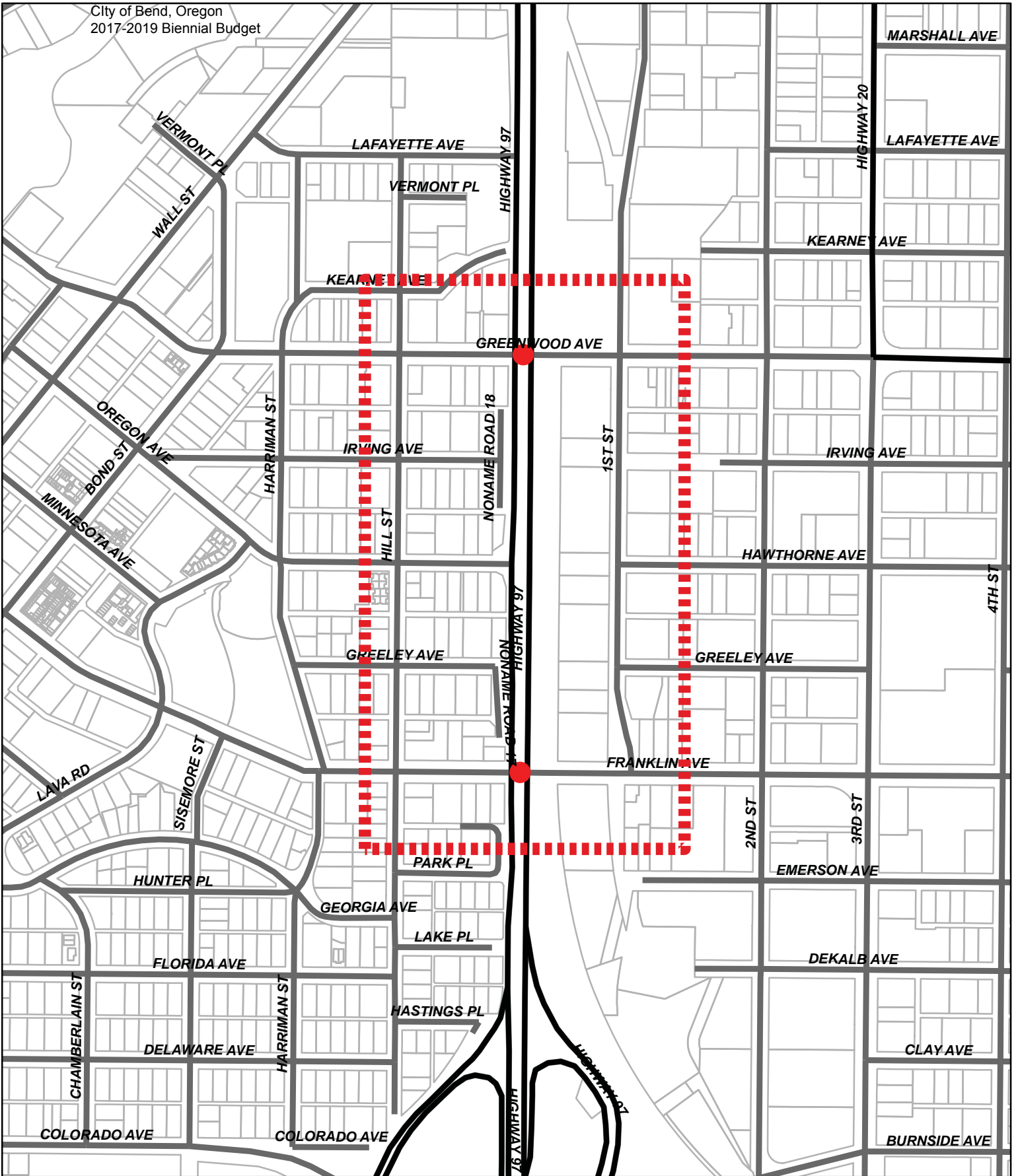
Replace and Rehabilitate sections of existing stormwater piping that are in poor condition.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Reduces costs of spot fixes to existing pipe line.
 Consequence of Delaying or Eliminating this Project: Further deterioration of existing pipeline and higher costs later
 Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$442,000	\$ -	\$ -	\$ -	\$442,000

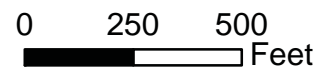


CITY OF BEND

1RFGU Franklin and Greenwood Underpasses

Capital Improvement Projects

2018-2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Franklin & Greenwood Underpass	Budget Period:	2017-2019
Project Type:	Stormwater	Total Project Est:	\$5,620,000
Project Fund:	Stormwater Fund	Target Start Date:	2021
Project #:	1RFGU	Target Completion:	Jun 2026
Project Manager:	Unassigned	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Rates	100%
Stage:	Pending		

DESCRIPTION

These projects will include construction of surface water swales to reduce the volume of water entering the underpass, larger capacity storm drains and a pump station to move water from the underpass to an off-site force main and an infiltration swale to retain and infiltrate stormwater.

NEED/JUSTIFICATION

Both Franklin Ave. and Greenwood Ave. are vital east-west corridors providing access to downtown and the West side. The underpasses close during moderate rainfall events blocking all traffic. Flooding of the underpasses create a barrier for emergency vehicles and the general public. The flooding creates a public Safety hazard and burden upon the City Staff to respond.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget

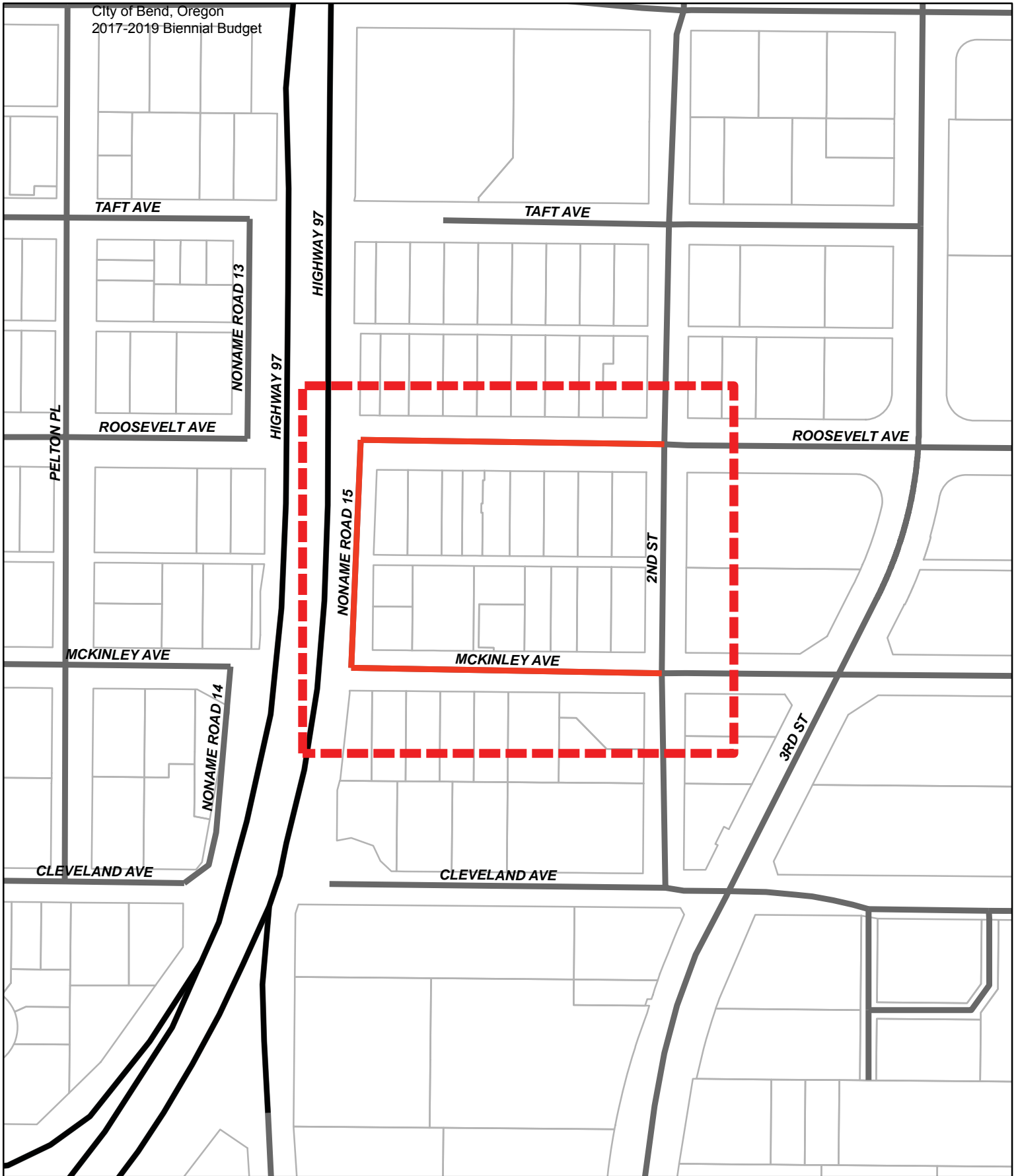
Consequences of Delaying or Eliminating this Project: Maintains the current risk the City has with localized flooding. During times of infrequent flooding, traffic through these east-west corridors backs up and other routes must be used. While this is an inconvenience to the general public, the biggest threat is to emergency vehicle response times.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$120,000	\$600,000	\$720,000*

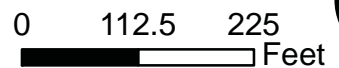
* Project extends past current 5-Year CIP with \$4,900,000 estimated in 2022-23 and beyond.



1RRMC Roosevelt and McKinley

Capital Improvement Projects

2018-2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Roosevelt & McKinley	Budget Period: 2017-2019
Project Type: Stormwater	Total Project Est: \$579,000
Project Fund: Stormwater Fund	Target Start Date: 2020
Project #: 1RRMC	Target Completion: Jun 2022
Project Manager: Unassigned	
Cost Estimate Classification: 5	
Status: Pending	
Stage: Pending	

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

Use City owned property to develop detention basins with safe overflow, as necessary, to help prevent flooding of three homes impacted by the development of the parkway.

NEED/JUSTIFICATION

Prevent private property damage resulting from drainage off public streets. Top 10 ranking in 2011 stormwater problem area prioritization plan.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or Eliminating this Project: Maintains the current risk the City has with localized flooding. During times of infrequent flooding, there is risk of damage to adjacent private property caused by storm water run-off leaving City right of way and entering onto private property.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$104,000	\$475,000	\$579,000

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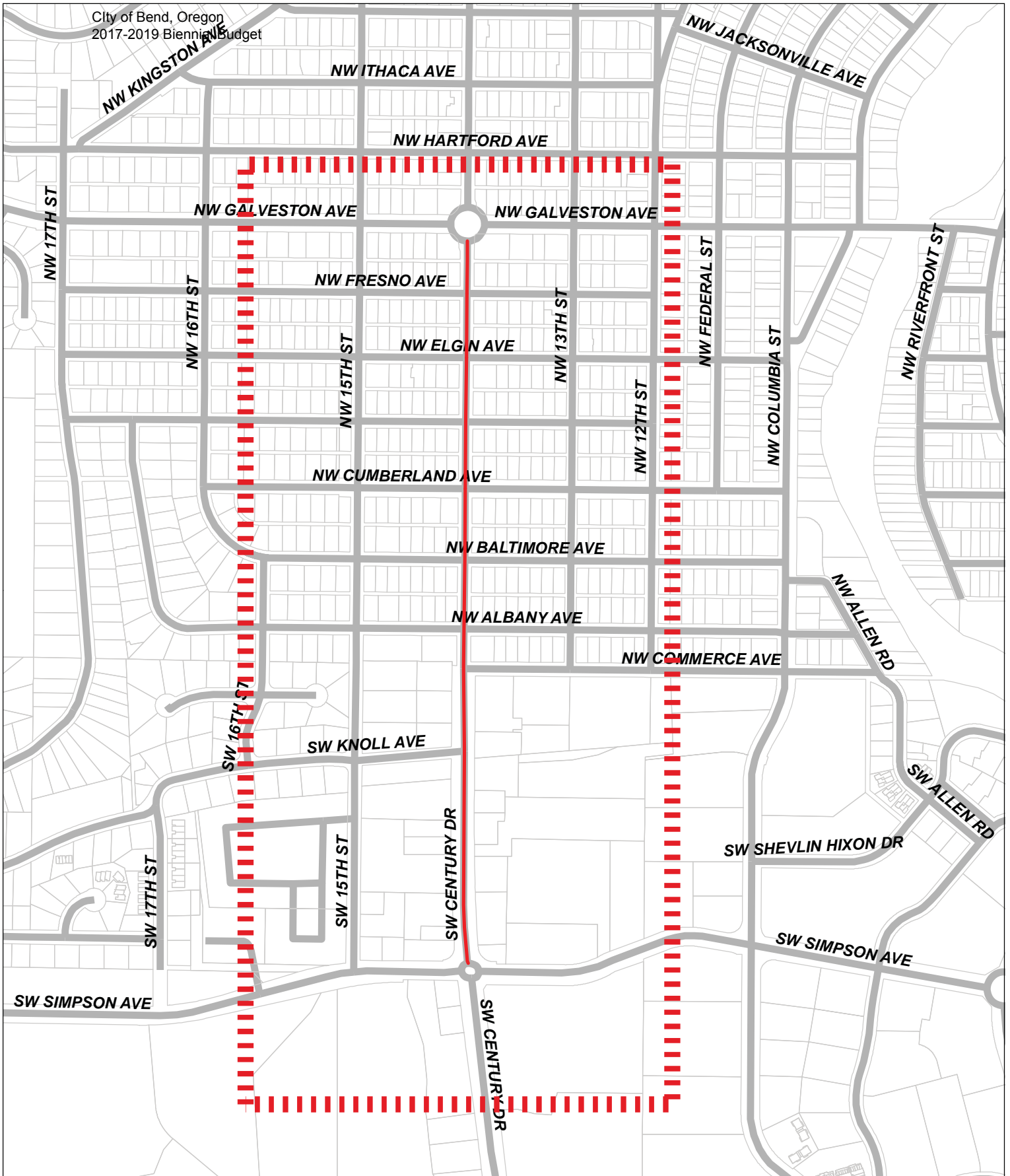
Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1T14R 14th St. Reconstruction	5	\$ 901,330	\$ 150,000	\$ -	\$ -	\$ -	\$ 1,051,330
1TCSI Citywide Safety Improvements	4	2,219,000	775,000	-	-	-	2,994,000
1TGC Galveston Corridor Improvements	5	520,000	-	-	-	-	520,000
1TBKE Bicycle Greenways	5	225,000	225,000	225,000	225,000	-	900,000
1TNPS Neff and Purcell Intersection	5	50,000	350,000	300,000	3,300,000	-	4,000,000
1TSDP Complete Street Corridors	5	200,000	600,000	-	-	-	800,000
1TEMP Empire Corridor Improvements	5	500,000	3,465,000	5,665,000	3,000,000	3,000,000	15,630,000
1TMPY Murphy Corridor Improvements	5	500,000	1,500,000	2,000,000	3,000,000	3,000,000	10,000,000
1T14B 14th St. Reconstruct Phase II Newport to Galveston	5	-	1,300,000	1,300,000	-	-	2,600,000
Total Transportation Construction CIP		\$ 5,115,330	\$ 8,365,000	\$ 9,490,000	\$ 9,525,000	\$ 6,000,000	\$ 38,495,330

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		



1T14R 14th St Reconstruction

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title: 14th St. Reconstruction	Budget Period: 2017 – 2019
Project Type: Transportation	Total Project Est: \$6,193,242
Project Fund: GO Bond / Transportation Construction	Target Start Date: 2016
Project #: 1T14R	Target Completion: Oct 2019
Project Manager: Sabourin, Garrett	
Cost Estimate Classification: 5	
Status: Open	
Stage: Design	
METHOD OF FINANCING	
TYPE	PERCENTAGE
GO Bond	83%
Transportation SDC's	17%

DESCRIPTION

14th Street is the 8th and final project to be completed under the 2011 voter approved General Obligation Fund Measure. Project limits extend from the intersection of Colorado Avenue to Newport Avenue. This project is intended to address sub-par infrastructure, multi-modal transportation, pedestrian safety, accessibility, stormwater, lighting, and align with objectives as established in the Central Westside Plan and Urban Growth Boundary Remand.

NEED/JUSTIFICATION

Voters approved this project as the eighth (8th) and final project to be completed under the GO Bond measure. The project was presented as a "bonus" project, only to be completed if substantial cost savings experienced on previous seven (7) projects. As of project initiation the estimated cost savings were approximately \$4 million, to be budgeted for design and construction. Costs in excess of GO Bond funding will be paid out of Transportation Const. Fund.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.
Consequences of Delaying or Eliminating this Project: Project is part of the voter approved General Obligation Bond.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$1,836,872	\$4,206,370	\$150,000	\$ -	\$ -	\$ -	\$ 6,193,242

Note: The project summary above reflects total project costs which are funded out of the General Obligation and Transportation Construction Funds. Refer to the 5 Year CIP for cost allocations by Fund for the 2017-2019 biennium.

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Citywide Safety Improvements	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$3,534,289
Project Fund:	Transportation Construction Fund	Target Start Date:	2016
Project #:	1TCSI	Target Completion:	Sep 2018
Project Manager:	Rowan, Rory	METHOD OF FINANCING	
Cost Estimate Classification:	4	TYPE	PERCENTAGE
Status:	Open	Transportation SDC's	100%
Stage:	Design		

DESCRIPTION

With the help of the community and a prior safety study, the city has identified multiple locations across the city where there have been a high number of crashes. Several treatments are proposed to make these locations safer for people walking, riding bicycles, and driving. This project will further develop the design of these treatments and construct them with additional community input.

NEED/JUSTIFICATION

This project focuses on providing a safe, accessible, and cost effective transportation system. The high benefit, low cost safety improvements proposed as part of this project have been specifically selected by the consultant team, through community input, the Oregon Department of Transportation (ODOT) and Bend Police Dept. to target high risk streets and intersections.

FINANCIAL NARRATIVE

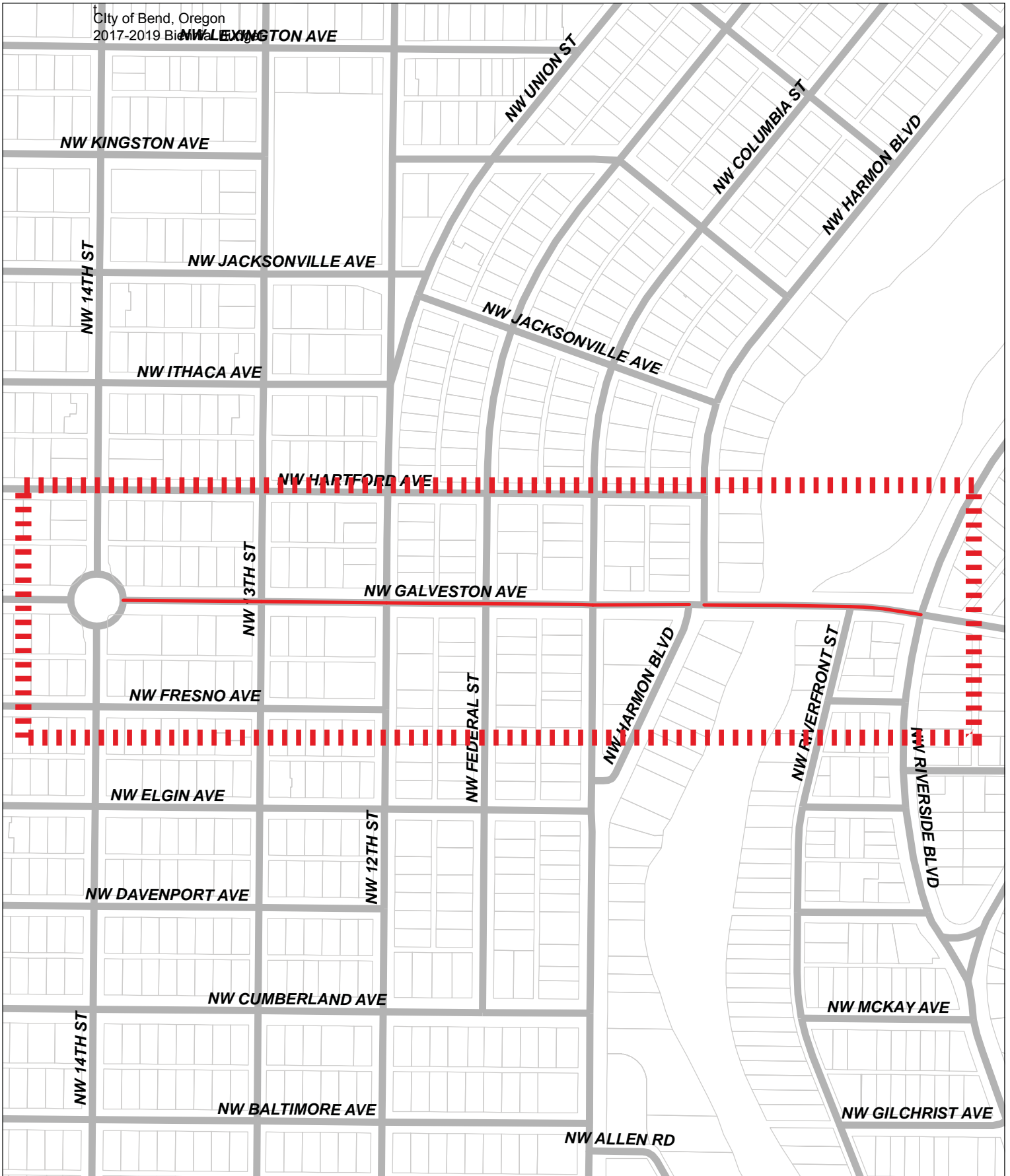
Impact on Annual Operating Budget: Some new pavement markings, signs, beacons, and lighting added will require minimal ongoing routine replacement and power costs.

Consequence of Delaying or Eliminating this Project: There is a high likelihood of continued crashes resulting in serious injuries and in some cases deaths.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$540,289	\$2,219,000	\$775,000	\$ -	\$ -	\$ -	\$3,534,289



1TGCI Galveston Corridor Improvements

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title: Galveston Corridor Improvements

Project Type: Transportation

Project Fund: Transportation Construction - CIP

Project #: 1TGCI

Project Manager: Sabourin, Garrett

Cost Estimate Classification: 5

Status: Open

Stage: Design

Budget Period: 2017 – 2019

Total Project Est: \$900,329

Target Start Date: 2011

Target Completion: Oct 2017

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's	100%

DESCRIPTION

In July 2015 City Council approved the recommended 3-lane hybrid concept, with minimal median treatment and authorized the project to proceed to 30% design. The 3-lane hybrid includes the reconstruction of the Galveston Ave right of way, 14th Street to Deschutes River. Improvements include full-depth reconstruction, stormwater mgmt, distribution system line upgrades, buffered bike lanes, accessible crossings, sidewalks, transit facilities, on-street parking, and several aesthetic improvements. Improvements are reflective of a typical complete street transportation project with add'l utility upgrades for economy of scale and maintenance purposes.

NEED/JUSTIFICATION

Galveston Avenue, from 14th Street to the Deschutes River, has long been a priority arterial for improvement as identified by the Traffic Safety Advisory Committee (TSAC) during the evaluation of arterial and collector street safety projects. The safety criteria rated projects based on crashes, pedestrian and bicycle use estimates, speeds, volumes and missing sidewalks. The sidewalks, storm drainage and general street infrastructure are currently substandard.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Additional maintenance for striping and pavement preservation.

Consequence of Delaying or Eliminating this Project: The project is currently being coordinated with a business and citizen task-force that is motivated to initiate a project. Delaying the design funding for the project may cause the task-force to cease their efforts.

Project Related To: Project related to TSAC and the Galveston Improvement Taskforce.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$380,329	\$520,000	\$ -	\$ -	\$ -	\$ -	\$900,329



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Bicycle Greenways	Budget Period: 2017-2019
Project Type: Transportation	Total Project Est: \$900,000
Project Fund: Transportation	Target Start Date: 2018
Project # 1TBKE	Target Completion: Oct 2021
Project Manager: N/A	
Cost Estimate Classification: 5	
Status: Pending	
Stage: Pending	
METHOD OF FINANCING	
TYPE	PERCENTAGE
Transportation SDC's	100%

DESCRIPTION

Design and construct four bike greenway projects.

NEED/JUSTIFICATION

The projects were identified as a priority in the 2014 Bike and Walking Priority Process. Council gave direction to staff to include projects in the CIP at the March 22, 2017 Council Financial Strategy session.

FINANCIAL NARRATIVE

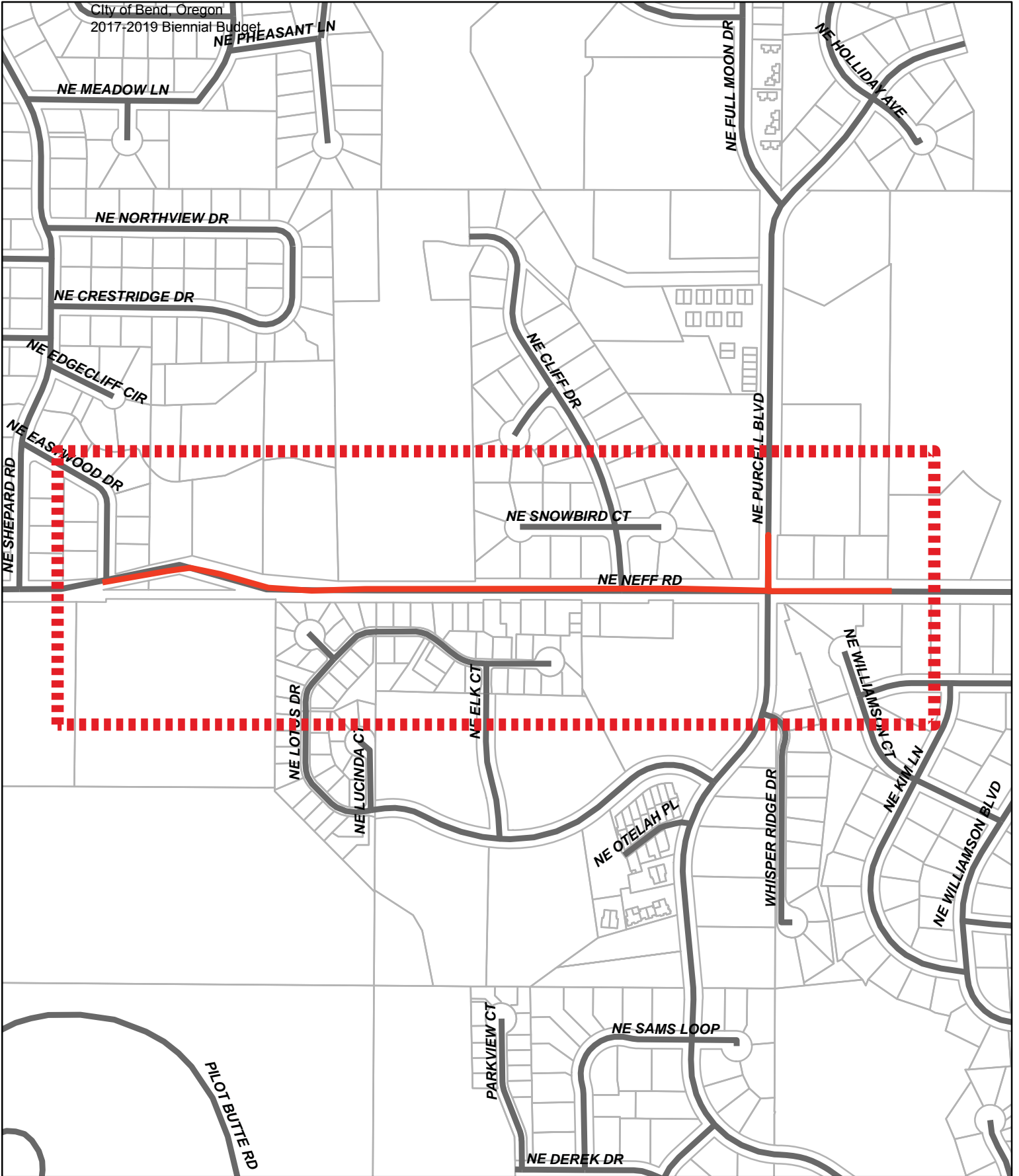
Impact on Annual Operating Budget: Growth Management Department requested a transportation planner to assist with possible evaluation of bike greenway concepts; EIPD has requested two project managers.

Consequence of Delaying or Eliminating the Project: There is no imminent safety or regulatory issue to delay the project; eliminating the project may cause issue with the state Department of Land Conservation and Development as the Bike Greenways was listed as a project in the City adopted Integrated Land Use and Transportation Plan to reduce vehicle miles travelled and supports the infill /opportunity areas development

Project Related to: Implementation of the Urban Growth Boundary assessment relating to infill/opportunity areas

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$225,000	\$225,000	\$225,000	\$225,000	\$ -	\$900,000

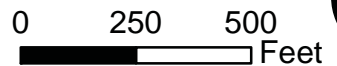


CITY OF BEND

1TNPS Neff & Purcell Intersection

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Neff and Purcell Intersection (Formerly Neff & Purcell Sidewalk)	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$4,000,000
Project Fund:	Transportation Construction Fund	Target Start Date:	2017
Project #:	1TNPS	Target Completion:	May 2021
Project Manager:	Rowan, Rory	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Transportation SDC's and Water/Sewer Franchise Fees	100%
Stage:	Pending		

DESCRIPTION

Public engagement, survey, design, and construction of missing sidewalks and a safer intersection for all users serving the surrounding medical, residential, and school properties. This intersection and corridor has been highly prioritized by members of the community serving on the City of Bend Accessibility Advisory Committee and a previous safety study.

NEED/JUSTIFICATION

This intersection and surrounding streets have been previously identified by the community and a safety study as one of the highest priority parts of the city needing safety improvements. The aging traffic signal at this intersection is in need of routine replacement and this coupled with the improved community connectivity will benefit users of all ages and abilities and the surrounding neighborhoods.

FINANCIAL NARRATIVE

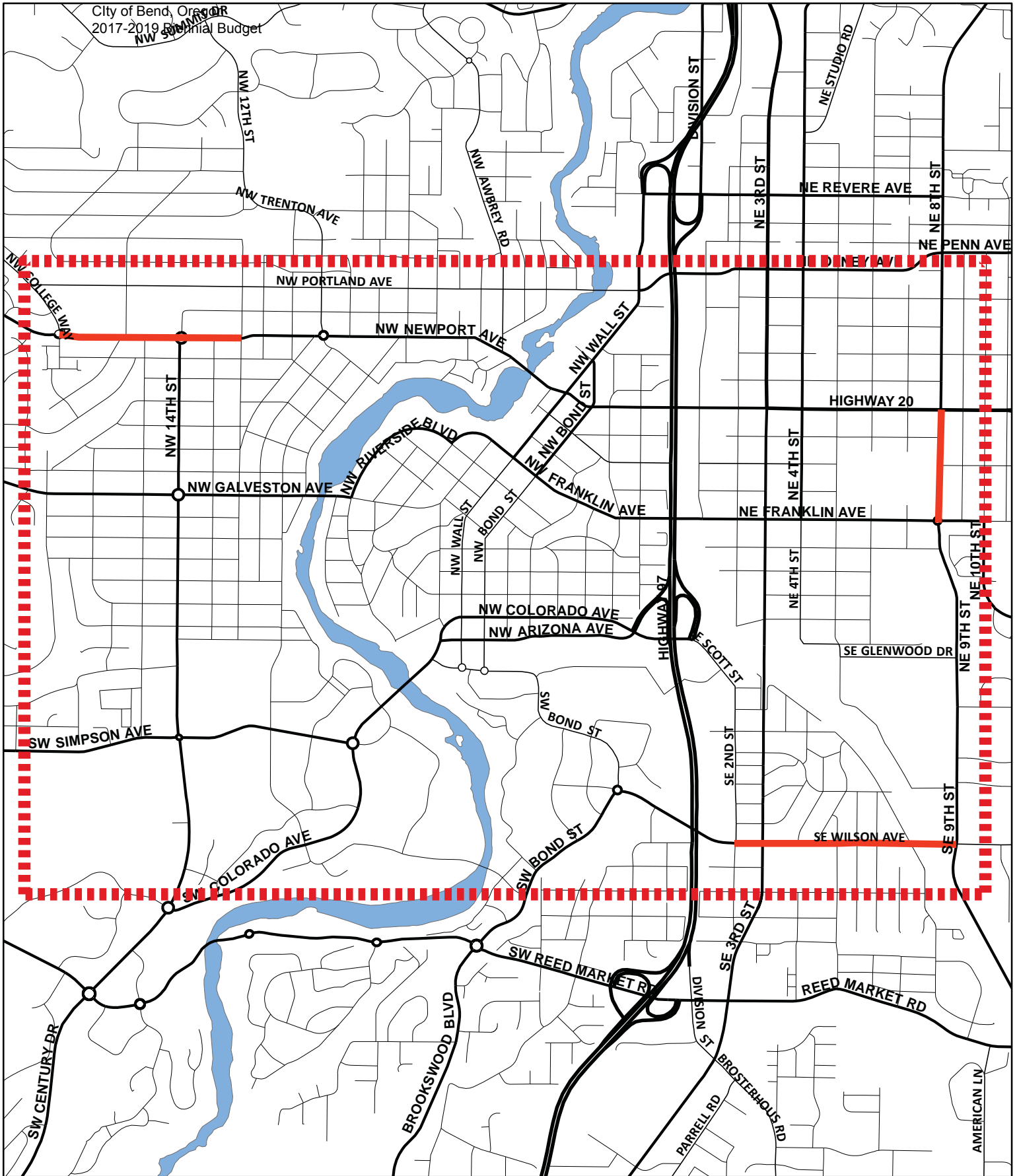
Impact on Annual Operating Budget: Could reduce operating costs if aging traffic signal is replaced and stormwater issues are addressed.

Consequence of Delaying or Eliminating this Project: One of the highest crash and most congested intersections in the community would remain.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$50,000	\$350,000	\$300,000	\$3,300,000	\$ -	\$4,000,000

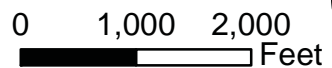


CITY OF BEND

1TSDP Complete Street Corridors

Capital Improvement Projects

2018 - 2022





Engineering & Infrastructure Planning Department Capital Improvement Program Project Summary

ENGINEERING

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title:	Complete Street Corridors (formerly Sidewalk Design & Projects)	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$801,000
Project Fund:	Transportation Construction - CIP	Target Start Date:	2017
Project #:	1TSDP	Target Completion:	Oct 2020
Project Manager:	Rowan, Rory	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Open	Transportation SDC's	100%
Stage:	Pending		

DESCRIPTION

Improve existing, if needed, and install key missing sidewalk links on primary collectors and arterials as recommended by City of Bend Accessibility Advisory Committee (COBAAC). Scope the following corridors: 8th Street, 27th Street, Newport Avenue and Wilson Avenue. There are also three pedestrian crossing locations from COBAAC: Neff/Williamson; 27th/Conners; 8th/Hawthorne.

NEED/JUSTIFICATION

Sidewalks are an integral part of the transportation system. The sidewalks recommended by COBAAC are missing sections that when built will complete the sidewalk corridor. The sidewalk projects are consistent with the Transportation Options Sidewalk Program reviewed and approved by COBAAC (2012). These sidewalk projects will increase pedestrian access, mobility, and safety.

FINANCIAL NARRATIVE

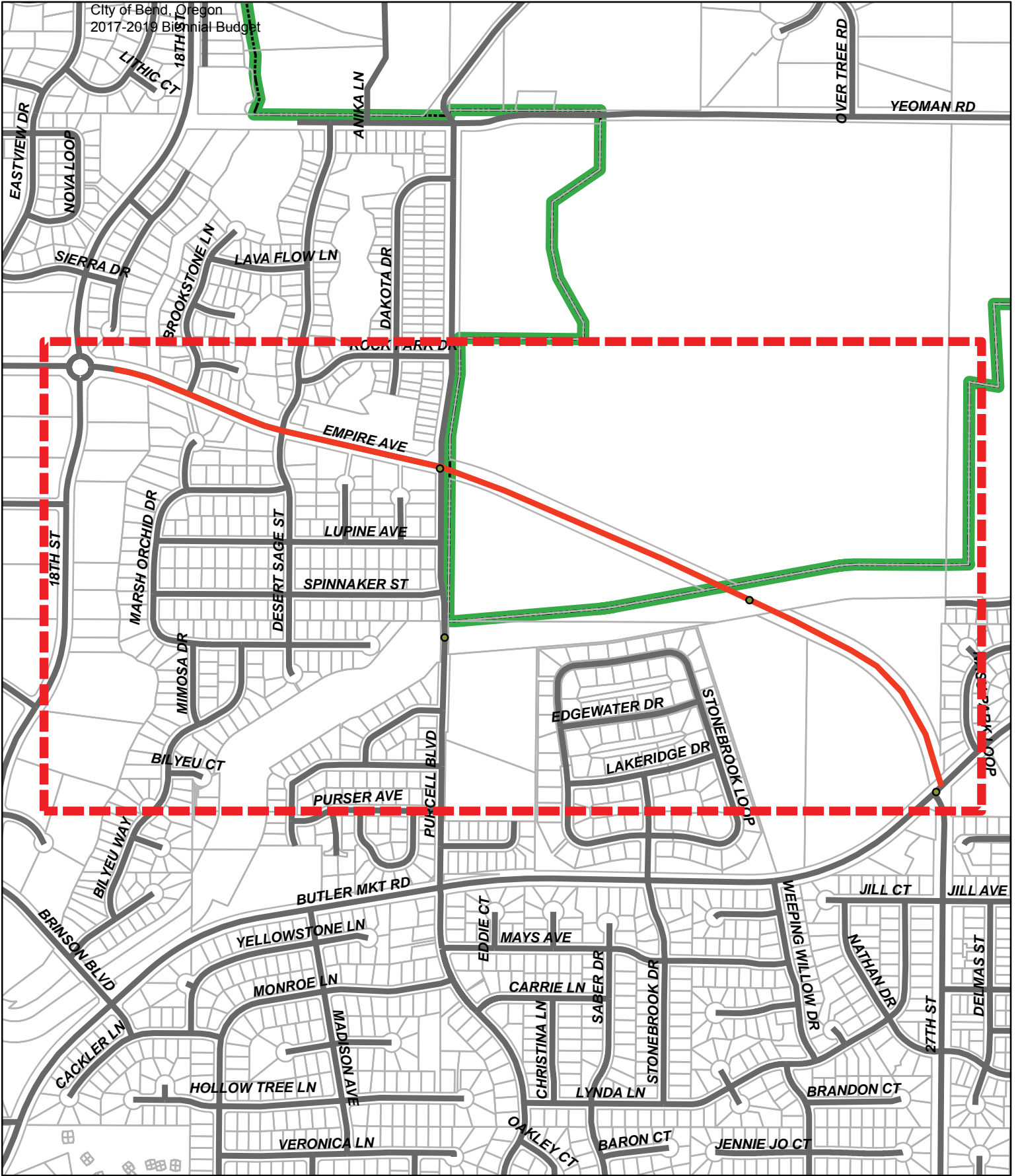
Impact on Annual Operating Budget: Concrete sidewalks will last about 30 years.

Consequences of Delaying or Eliminating this Project: Without these projects the City's risk and liability increases.

Project Related To: COBAAC reviewed and recommended the current sidewalk and pedestrian crossing improvements based on the Transportation Options program and sidewalk focus completed in 2012.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$1,000	\$200,000	\$600,000	\$ -	\$ -	\$ -	\$801,000

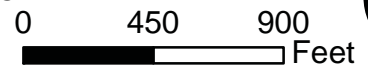


CITY OF BEND

1TECI Empire Corridor Improvements

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Empire Corridor Improvements	Budget Period: 2017-2019
Project Type: Transportation	Total Project Est: \$15,630,000*
Project Fund: Transportation	Target Start Date: 2018
Project :# 1TEMP	Target Completion: Dec 2022
Project Manager: N/A	
Cost Estimate Classification: 5	
Status: Pending	
Stage: Pending	
METHOD OF FINANCING	
TYPE	PERCENTAGE
Transportation SDC's and Water/Sewer Franchise Fees	100%

DESCRIPTION

Complete design and construction for the Empire Corridor (18th to 27th/Butler Market) that includes the Purcell Canal crossing south of the Empire/Purcell intersection.

NEED/JUSTIFICATION

Empire Corridor is a high priority project for the last ten years; a 30% design was completed in 2009 however funds were not available; the City Council at the March 22, 2017 financial retreat recommended staff conduct a 100% design.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: EIPD has requested two project engineers to assist with the design.

Consequence of Delaying or Eliminating the Project: There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled which was approved by the state as part of the UGB.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookwood)

PROJECT COST BY FISCAL YEAR

Paid to Date ** + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$500,000	\$3,465,000	\$5,665,000	\$3,000,000	\$3,000,000	\$15,630,000

*Project extends past current 5-Year CIP with \$20,000,000 estimated in 2022-23 and beyond.

** Does not include prior planning expenditures.

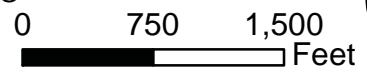


CITY OF BEND

1TMC1 Murphy Corridor Improvements

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Murphy Corridor Improvements	Budget Period: 2017-2019
Project Type: Transportation	Total Project Est: \$10,000,000*
Project Fund: Transportation	Target Start Date: 2018
Project #: 1TMPY	Target Completion: Dec 2022
Project Manager: N/A	
Cost Estimate Classification: 5	
Status: Pending	
Stage: Pending	
METHOD OF FINANCING	
TYPE	PERCENTAGE
Transportation SDC's and Water/Sewer Franchise Fees	100%

DESCRIPTION

Complete design and construction for the Murphy Corridor from Parrell to 15th.

NEED/JUSTIFICATION

The Murphy Corridor is a high priority for the last ten years; a preliminary design and corridor study was completed in 2010 however funds were not available; the City Council at the March 22, 2017 financial retreat recommended staff conducted a 100% design.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: EIPD has requested two project engineers to assist with the design.

Consequence of Delaying or Eliminating the Project: There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in SE Bend that includes emergency services. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled which was approved by the state as part of the UGB.

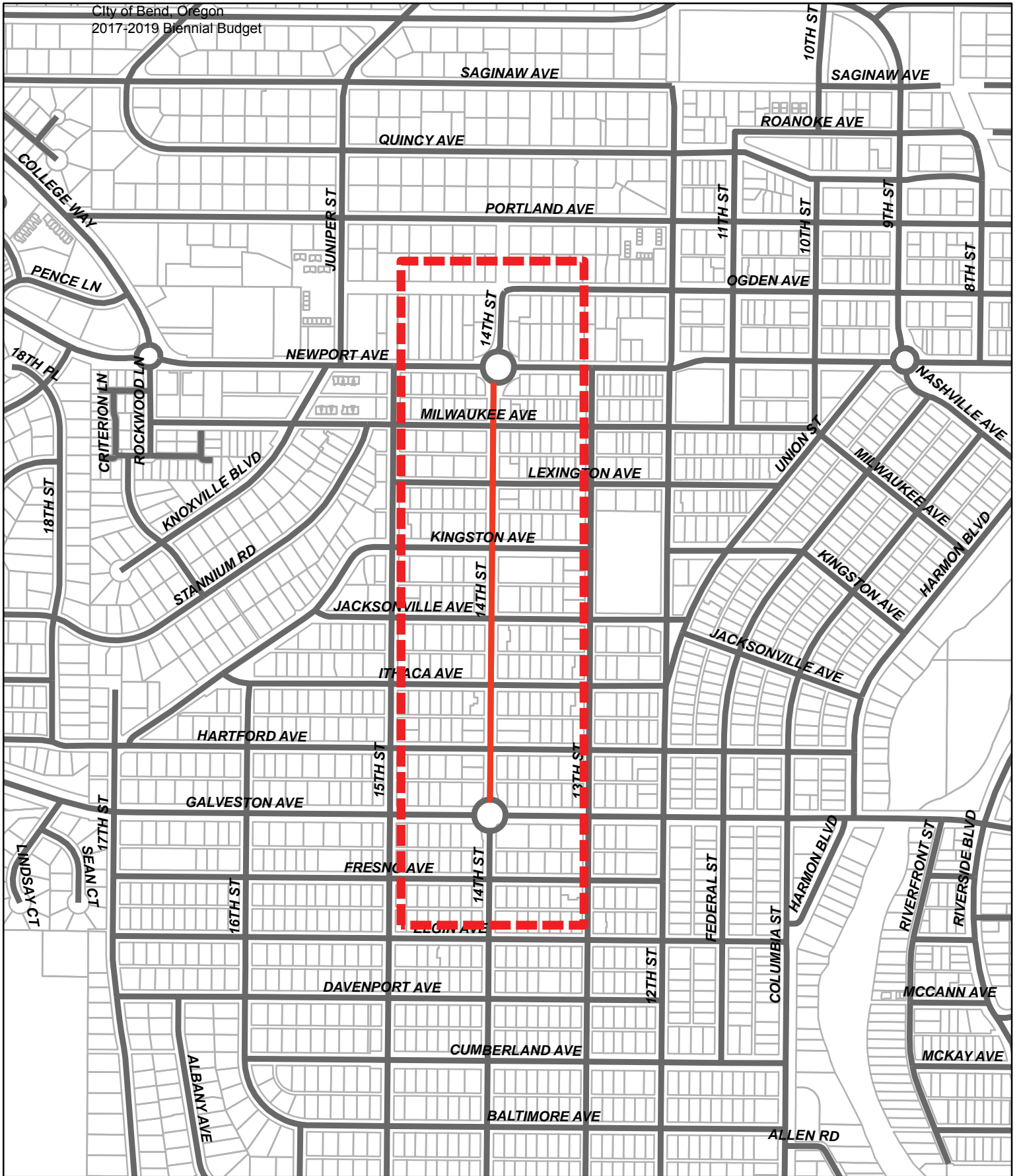
Project Related to: Implementation of the Urban Growth Boundary assessment relating to the SE Expansion and Opportunity areas.

PROJECT COST BY FISCAL YEAR

Paid to Date** + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$500,00	\$1,500,000	\$2,000,000	\$3,000,000	\$3,000,000	\$10,000,000

*Project extends past current 5-Year CIP with \$20,000,000 estimated in 2022-23 and beyond

** Does not include prior planning expenditures.

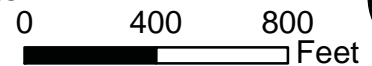


1T14B 14th St. Reconstruction - Sched B Newport to Galveston

Capital Improvement Projects

2018 - 2022

CITY OF BEND





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	14 th St. Reconstruction – Schedule B Newport to Galveston	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$2,600,000
Project Fund:	Transportation	Target Start Date:	2018
Project #:	1T14B	Target Completion:	Apr 2020
Project Manager:	Garrett Sabourin	METHOD OF FINANCING	
Cost Estimate Classification:	5	TYPE	PERCENTAGE
Status:	Pending	Transportation SDC's	100%
Stage:	Pending		

DESCRIPTION

The design of 14th Street, Newport to Galveston, was initiated in conjunction with the GO Bond 14th Street Reconstruction project. The GO Bond initially identified the segment from Galveston to Simpson. The project limits were extended north to Newport and south to Colorado under council approval. Newport to Galveston's segment of roadway will continue to be designed simultaneously and funded through a separate source. This project is intended to address subpar infrastructure, multi-modal transportation, pedestrian safety, accessibility, stormwater, lighting, and align with objectives as established in the Central Westside Plan and Urban Growth Boundary Remand.

NEED/JUSTIFICATION

This project closely aligns with project 1T14R outlined above. In addition, the extended limits, included with this project were given consideration and ultimately added due to sub-par existing infrastructure, recent development, future development, and planning priorities as outlined in the UGB remand and 2016 Central Westside Plan.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.

Consequence of Delaying or Eliminating the project: Once construction funding is identified for this segment the project team will begin coordinating with a large group of stakeholders to address Right of Way acquisition, encroaching private features, conflicting franchise utilities of concern, transportation detours, etc. If the project was delayed or eliminated the impact would be wide spread, and may include additional cost, schedule adjustments, contract amendments, etc. Some of the additional consequences, not as easily quantified, may include a reduced level of confidence and trust with external stakeholders which has the potential to affect future construction efforts and coordination.

Project Related to: 1T14R (14th Street Reconstruction – GO Bond). This segment will be construction with Transportation Construction Funding and will not be part of the GO Bond. The GO Bond segment currently includes Simpson RAB.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$1,300,000	\$1,300,000	\$ -	\$ -	\$2,600,000

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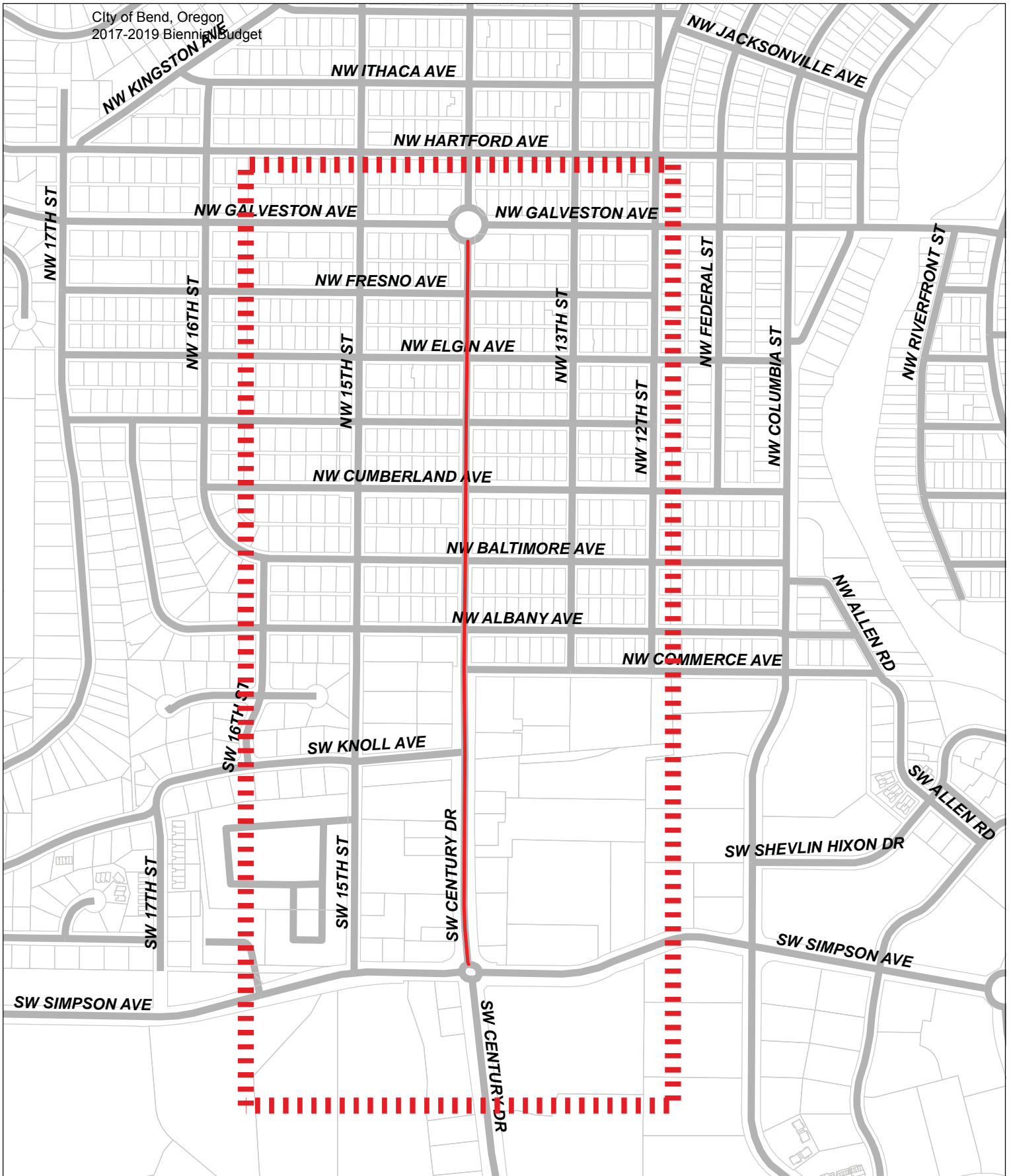
Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1T14R 14th St. Reconstruction	4	\$ 3,305,039	\$ -	\$ -	\$ -	\$ -	\$ 3,305,039
1TPWP Powers & Brookswood Roundabout Phase II	2	50,000	-	-	-	-	50,000
1TR3N Reed Mkt: 3rd to Newberry	1	160,000	16,000	-	-	-	176,000
Total GO Bond CIP		\$ 3,515,039	\$ 16,000	\$ -	\$ -	\$ -	\$ 3,531,039

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		



1T14R 14th St Reconstruction

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title: 14th St. Reconstruction	Budget Period: 2017 – 2019
Project Type: Transportation	Total Project Est: \$6,193,242
Project Fund: GO Bond / Trans Construction	Target Start Date: 2016
Project #: 1T14R	Target Completion: Oct 2019
Project Manager: Sabourin, Garrett	
Cost Estimate Classification: 5	
Status: Open	
Stage: Design	
METHOD OF FINANCING	
TYPE	PERCENTAGE
GO Bond	83%
Transportation SDC's	17%

DESCRIPTION

14th Street is the 8th and final project to be completed under the 2011 voter approved General Obligation Fund Measure. Project limits extend from the intersection of Colorado Avenue to Newport Avenue. This project is intended to address sub-par infrastructure, multi-modal transportation, pedestrian safety, accessibility, stormwater, lighting, and align with objectives as established in the Central Westside Plan and Urban Growth Boundary Remand.

NEED/JUSTIFICATION

Voters approved this project as the eighth (8th) and final project to be completed under the GO Bond measure. The project was presented as a "bonus" project, only to be completed if substantial cost savings experienced on previous seven (7) projects. As of project initiation the estimated cost savings were approximately \$4 million, to be budgeted for design and construction. Costs in excess of GO Bond funding will be paid out of Transportation Const. Fund.

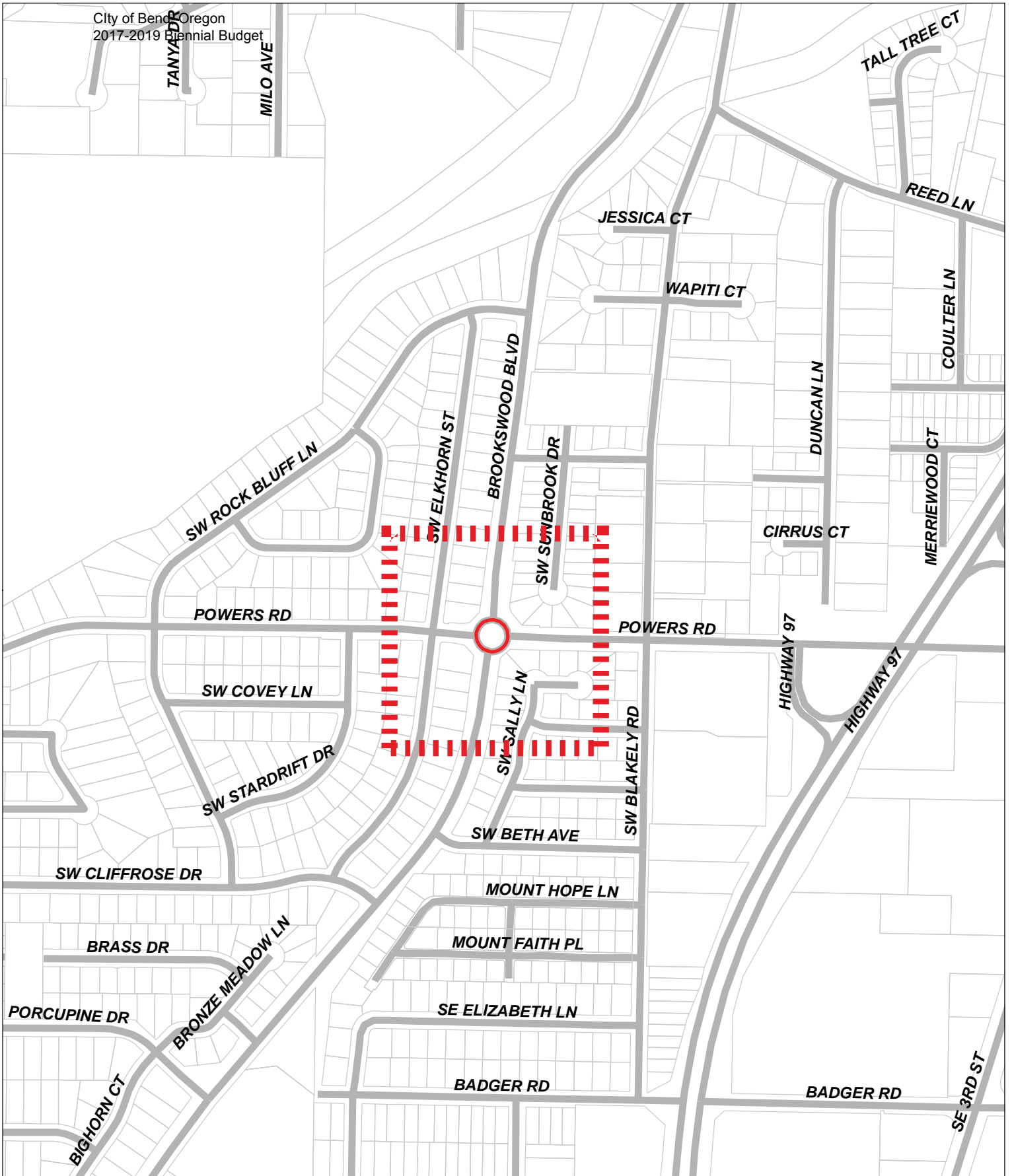
FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.
Consequences of Delaying or Eliminating this Project: Project is part of the voter approved General Obligation Bond. Project Related To: General Obligation Bond

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$1,836,872	\$4,206,370	\$150,000	\$ -	\$ -	\$ -	\$ 6,193,242

Note: The project summary above reflects total project costs which are funded out of the General Obligation and Transportation Construction Funds. Refer to the 5 Year CIP for cost allocations by Fund for the 2017-2019 biennium.



1TPWP Powers/Brookswood RAB

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Powers & Brookwood Roundabout Phase II	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$50,000
Project Fund:	General Obligation Bond Fund	Target Start Date:	2017
Project #:	1TPWP	Target Completion:	Oct 2017
Project Manager:	Sabourin, Garrett	METHOD OF FINANCING	
Cost Estimate Classification:	2	TYPE	PERCENTAGE
Status:	Open	GO Bond	100%
Stage:	Design		

DESCRIPTION

Re-construct check dams to convey water at appropriate velocity and location. Check dam height will also convert swale into retention ponds for increased retention capacity and sediment collection.

NEED/JUSTIFICATION

The stormwater from the newly constructed roundabout on Brookwood and Powers is conveyed to and drains into stormwater structures through a swale to the northeast of the roundabout. The Powers & Brookwood Roundabout Phase II Project intent is to rehabilitate this swale. This will be done by cleaning out the storm structures and re-constructing the check dams to convert the swale into a series of retention ponds. This will ensure proper erosion control and sediment collection.

FINANCIAL NARRATIVE

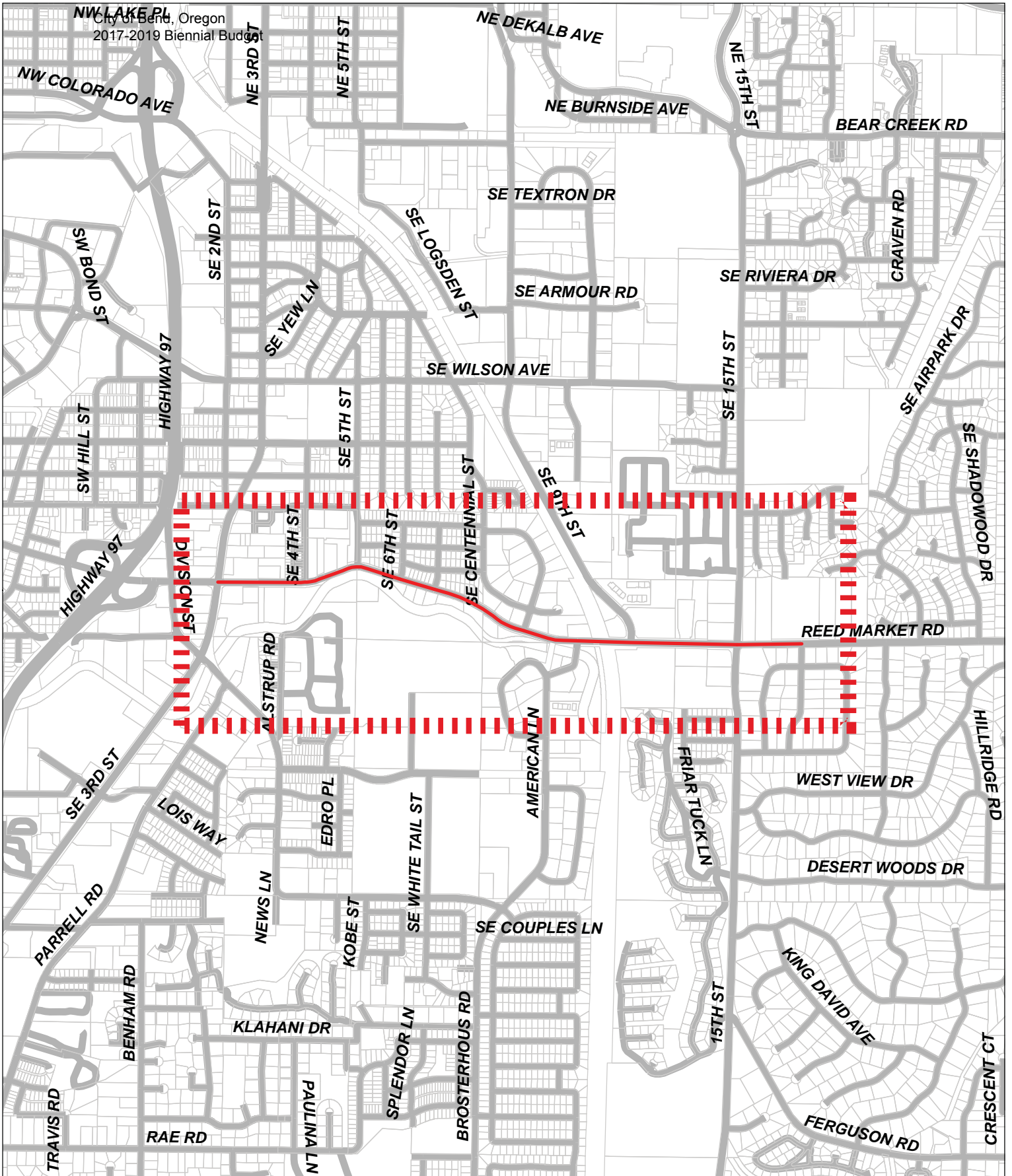
Impact on Annual Operating Budget: No impact on operating budget.

Consequences of Delaying or Eliminating this Project: Not applicable, project is substantially complete.

Project Related To: 1XGOB General Obligation Bond

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$50,000	\$ -	\$ -	\$ -	\$ -	\$50,000



1TR3N Reed Market: 3rd to Newberry

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	Reed Market: 3rd to Newberry	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$13,808,664
Project Fund:	General Obligation Bond Fund	Target Start Date:	2012
Project #:	1TR3N	Target Completion:	Oct 2018
Project Manager:	Sabourin, Garrett	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	PERCENTAGE
Status:	Open	GO Bond	100%
Stage:	Construction		

DESCRIPTION

Upgrade the existing roadway to current City of Bend standards to a major arterial. This includes two (2) travel lanes and a continuous center turn lane, six (6) foot shoulders and bike lanes, separated sidewalks and a landscape strip. This project also provides new stormwater facilities, signing, lighting, retaining walls and striping; upgrades the existing railroad crossing; and realigns American Lane to the west of the current location and reconstructs a bridge at the new location. At the intersection of Reed Market and 15th Street the existing signalized intersection will be upgraded to a roundabout.

NEED/JUSTIFICATION

Improved safety of the corridor for vehicular, pedestrian, and bicycle traffic. Reduced congestion in the corridor.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.
 Consequences of Delaying or Eliminating this Project: Project is part of the voter approved General Obligation Bond.
 Project Related To: 1XGOB General Obligation Bond

PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$13,632,664	\$160,000	\$16,000	\$ -	\$ -	\$ -	\$13,808,664

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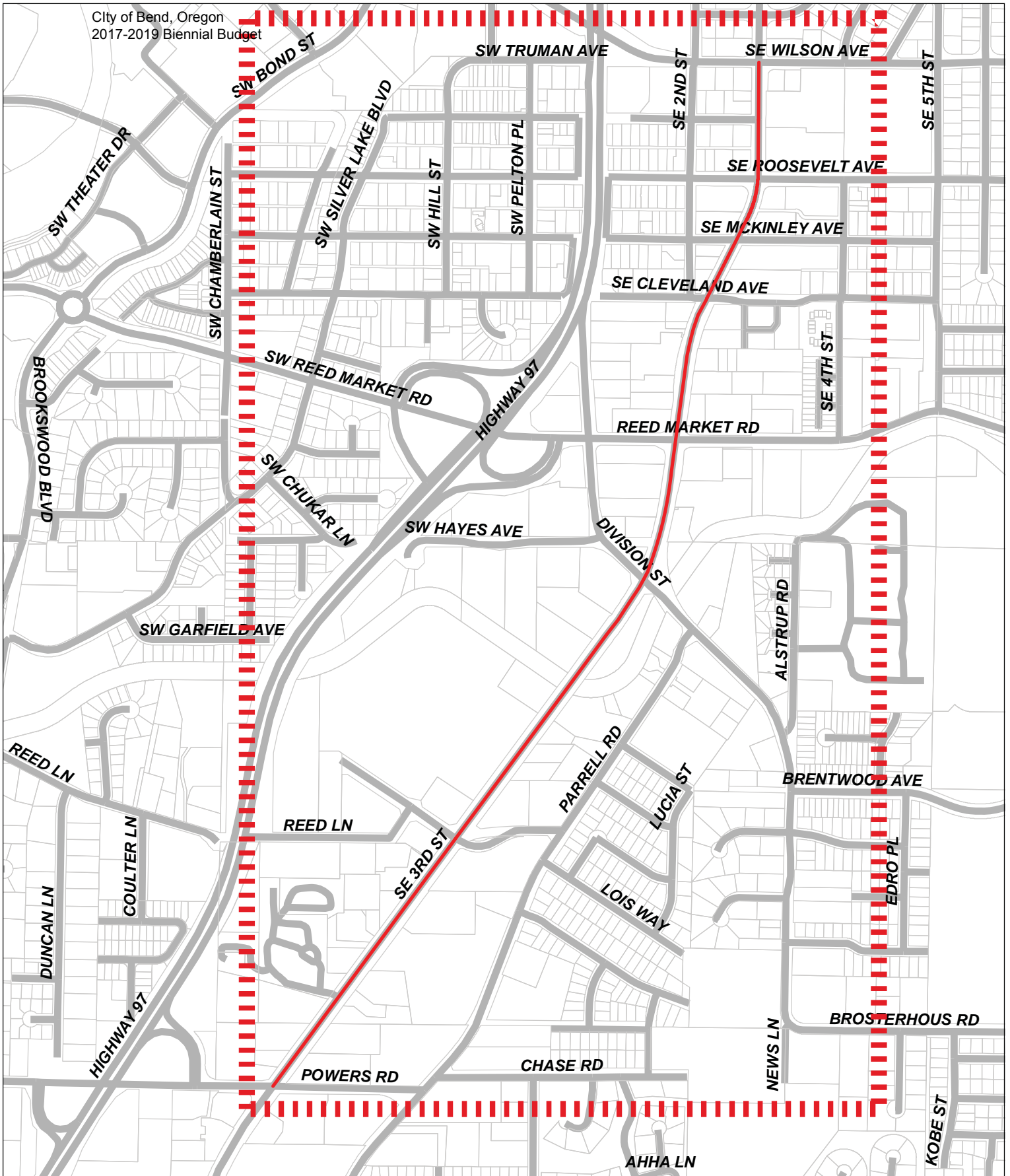
Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1A3AA South 3rd Street Pedestrian Improvements	1	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
1ACAI Citywide Accessibility Improvements Includes Barrier Removal	2	850,000	-	-	-	-	850,000
Dean Swift Road Corridor	5	-	150,000	-	-	-	150,000
NE Division Street Corridor	5	-	500,000	-	-	-	500,000
Lodge Pole Drive Corridor	5	-	-	315,000	-	-	315,000
Poplar Street Corridor	5	-	-	250,000	-	-	250,000
SW Truman Hill Taft Silver Lake Corridor	5	-	-	-	440,000	-	440,000
SW Cleveland Avenue Corridor	5	-	-	-	190,000	-	190,000
NW Delaware Avenue Corridor	5	-	-	-	-	500,000	500,000
NW Hill Street Corridor	5	-	-	-	-	250,000	250,000
NW Sisemore Street Corridor	5	-	-	-	-	125,000	125,000
Total Accessibility Construction CIP		\$ 865,000	\$ 650,000	\$ 565,000	\$ 630,000	\$ 875,000	\$ 3,585,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		



1A3AA South 3rd St Pedestrian Improvements

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South 3rd Street Pedestrian Improvements	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$812,874
Project Fund:	Accessibility Construction Fund	Target Start Date:	2011
Project #:	1A3AA	Target Completion:	Jul 2017
Project Manager:	Suhr, Burr	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	PERCENTAGE
Status:	Open	Water/Sewer Franchise Fees	100%
Stage:	Design		

DESCRIPTION

Project is a collaboration with ODOT to provide continuous pedestrian facilities along the 3rd Street corridor between Wilson Avenue and Powers Road by repairing existing facilities that are either non-existent, out of compliance, or deteriorated.

NEED/JUSTIFICATION

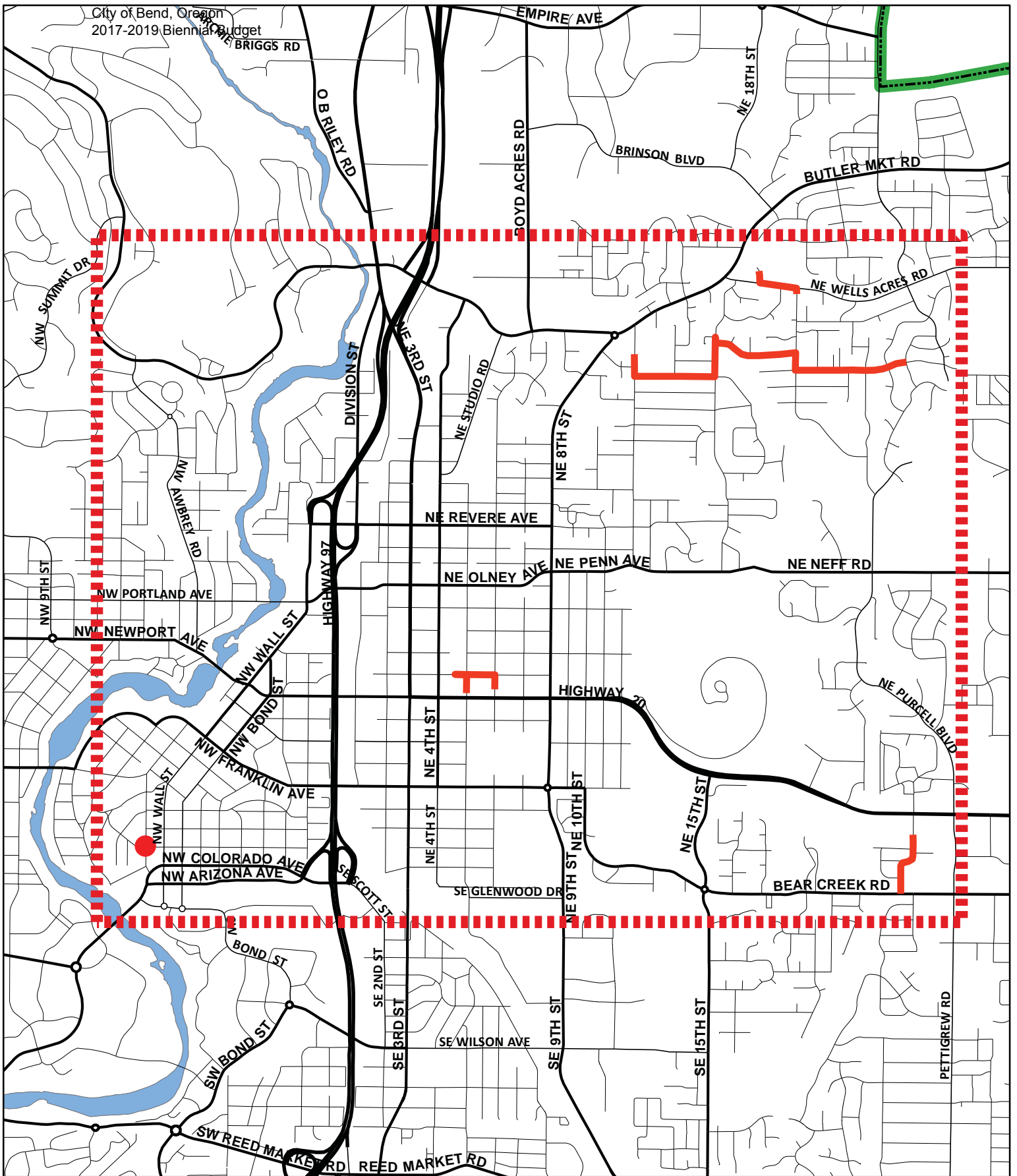
Sidewalks, curb ramps and bike lanes do not exist continually on the 3rd Street arterial. Curb ramps are required per DOJ settlement and bike lanes are required on arterials per state transportation rules. Sidewalks link curb ramps and transit stops. 3rd Street has several "high crash" locations for pedestrians and bicyclists according to Crash Study (2012). Significant multi modal access, mobility, and safety improvements.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact on operations budget
 Consequence of Delaying or Eliminating this Project: 3rd Street would remain an incomplete and non-compliant ADA pedestrian corridor. Cascade East Transit (CET) bus stops would remain unideal for pedestrian safety
 Project Related To: 1WSW3 South 3rd Street – Water portion

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$797,874	\$15,000	\$ -	\$ -	\$ -	\$ -	\$812,874

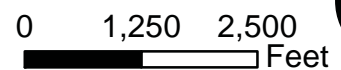


CITY OF BEND

1ACAI Citywide Accessibility Improvements

Capital Improvement Projects

2018 - 2022





ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Citywide Accessibility Improvements Includes Barrier Removal	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$3,876,000
Project Fund:	Accessibility Construction Fund	Target Start Date:	2016
Project #:	1ACAI	Target Completion:	June 2022
Project Manager:	Rowan, Rory	METHOD OF FINANCING	
Cost Estimate Classification:	2 - 5	TYPE	PERCENTAGE
Status:	Open	Water/Sewer Franchise Fees	100%
Stage:	Design		

DESCRIPTION

Through the help of dedicated volunteers on the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA), key corridors and neighborhoods across the city have been prioritized for accessibility improvements. This project will design, construct, or repair these curb ramps and sidewalks including those identified through the City's Barrier Removal Request process.

NEED/JUSTIFICATION

Under the terms of previous legal settlements, federal requirements, and the City's adopted ADA Transition Plan, barriers to accessibility in the public right of way must be addressed in a timely manner. These improvements do so by addressing specific Barrier Removal Requests previously submitted by the community as well as by reducing additional barriers to accessibility in comprehensive corridors. Refer to the 5-year Capital Improvement Program schedule for details of corridors identified for improvements.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Reduces operating costs by repairing existing damaged or non-compliant sidewalk and curb ramps.

Consequence of Delaying or Eliminating this Project: High priority Barrier Removal Requests submitted by the accessibility community would not be addressed.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$306,000	\$850,000	\$650,000	\$565,000	\$630,000	\$875,000	\$3,876,000

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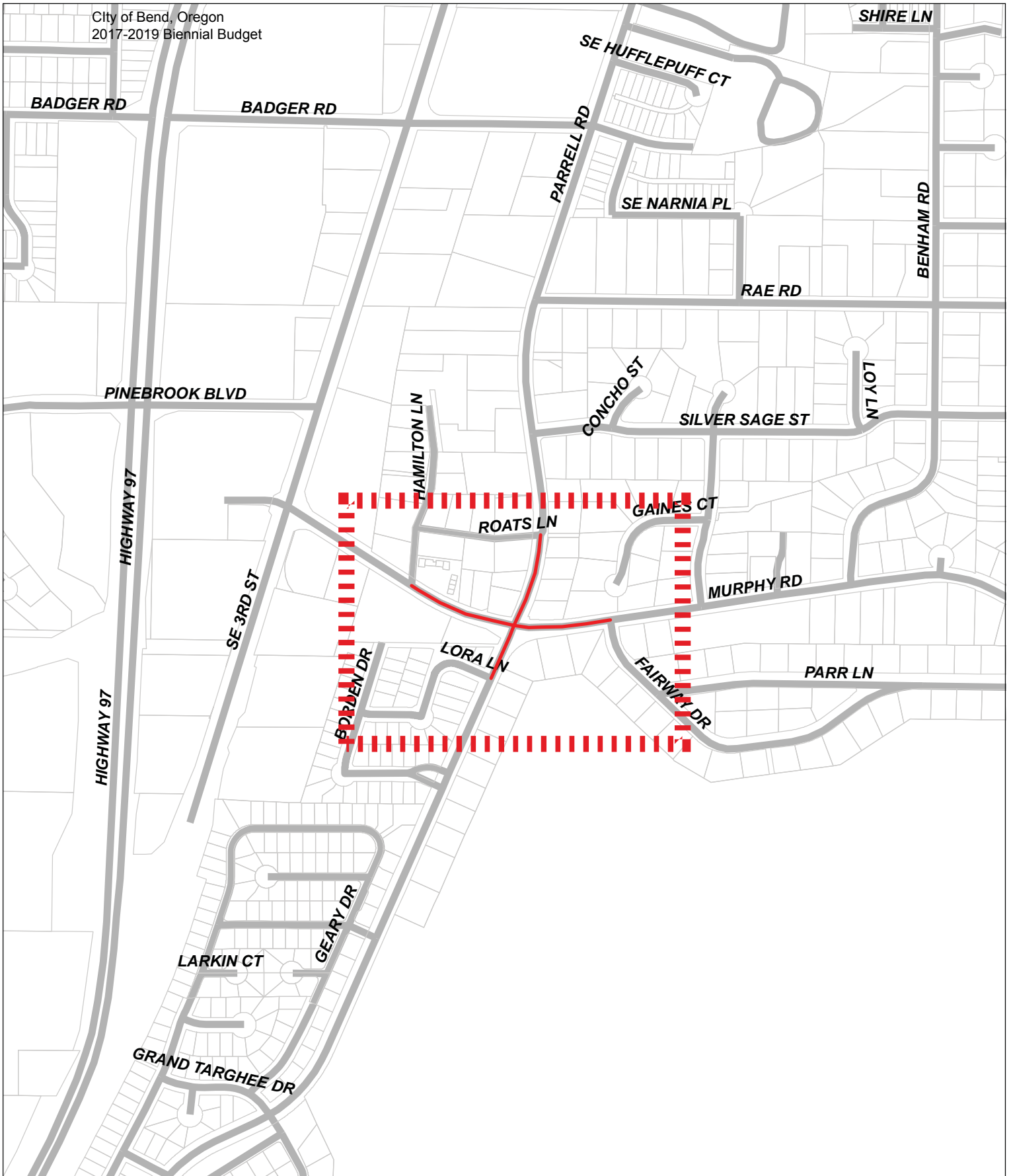
Capital Improvement Program 2018-2022

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

	Classification *	Classification					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1TMPR Murphy & Parrell Roundabout	1	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 20,000
Total BURA Construction CIP		\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 20,000

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		



1Tmpr Murphy & Parrell Roundabout

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Murphy & Parrell Roundabout	Budget Period:	2017-2019
Project Type:	Transportation	Total Project Est:	\$2,952,600
Project Fund:	BURA Construction Fund	Target Start Date:	2015
Project #:	1TMPR	Target Completion:	May 2020
Project Manager:	Sabourin, Garrett	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	PERCENTAGE
Status:	Open	Tax Increment/Urban Renewal Financing	100%
Stage:	Sub-complete		

DESCRIPTION

Construct a portion of Segment 5 of the SE Interceptor. Construct a roundabout, landscaping , stormwater facilities , illumination, signs and striping to current City standards.

NEED/JUSTIFICATION

This project will finalize the originally conceptualized extension of Murphy Road on the east side as a part of the Murphy Overcrossing Project and make the intersection safer for vehicles, pedestrians and bicycles.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The City roads will be constructed in concrete which reduces the need for street overlays and the landscaping will be drought tolerant and native to Central Oregon.

Consequence of Delaying or Eliminating this Project: The project is finished with only plant establishment remaining.

Project Related To: Murphy Crossing Refinement Plan

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$2,932,600	\$10,000	\$5,000	\$5,000	\$ -	\$ -	\$2,952,600

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Capital Improvement Program 2018-2022

Airport Five Year Capital Improvement Program (CIP) Schedule

*Project numbers may change	Classification *	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	5 Year Total
AP13A Helicopter Operations Area Phase 1	1	\$ 59,200	\$ -	\$ -	\$ -	\$ -	\$ 59,200
AP18A Helicopter Operations Area Phase II	1	1,215,900	-	-	-	-	1,215,900
AP16A West Apron	3	1,645,300	-	-	-	-	1,645,300
AP15D Wildlife Hazard Assessment	NA	4,500	-	-	-	-	4,500
*APXX Master Plan Update	NA	311,100	155,600	-	-	-	466,700
*APXX South Hangar Taxilane Rehab	5	-	-	500,000	-	-	500,000
*AP19XX Runway Ext. EA Phase I Environmental	NA	-	-	250,000	-	-	250,000
*AP19XX Runway Ext. EA Phase II Environmental	NA	-	-	250,000	-	-	250,000
*AP20XX Runway Ext. Design/Property Acquisition	5	-	-	-	10,000,000	-	10,000,000
*AP21XX Runway Construction	5	-	-	-	-	10,000,000	10,000,000
Total Airport CIP		\$ 3,236,000	\$ 155,600	\$ 1,000,000	\$ 10,000,000	\$ 10,000,000	24,391,600

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

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Helicopter Operations Area Phase I	Budget Period:	2017 – 2019
Project #:	AP13A	Total Project Est:	\$393,900
Project Type:	Airport	Target Start Date:	2016
Project Fund:	Airport Fund	Target Completion:	Dec 2017
Project Manager:	Judd, Gary	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	PERCENTAGE
Status:	Open	FAA Grant	90%
Stage:	Construction	Airport Revenues	1%
		ConnectOregon Grant	9%

DESCRIPTION

Construct a Rotor craft taxiway, helipad landing site and helicopter ramp on the east side of the Bend Airport.

NEED/JUSTIFICATION

The new Airport Master Plan update has identified a significant growth pattern for helicopter operations. The Airport does not currently have a dedicated facility that provides separation for fixed wing and rotor craft operations. This project will enhance safety and efficiency by providing increased separation from fixed wing aircraft; it will also allow for enhanced safety of operations based on the expected increase in numbers of helicopters and operations (FAA approved aviation activity forecast); and economic development. Once helicopters are moved from the west side, additional fixed wing parking capacity will be available for west side jet parking and allow for the re-construction of the West side parking ramp in front of the City owned Fixed Based Operator (FBO) building.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come from directly from airport funds, city general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal. A ConnectOregon grant has been approved for \$515,864 as part of the 10% required match.

Consequences of Delaying or Eliminating this Project: Currently, there is a potential of a fixed wing/rotor craft conflict while airborne or during ground operations and the overall efficiency of the operating environment would be reduced. Furthermore, delaying the project limits the growth of Airport revenue and job creation.

Project Related To: Airport Master Plan (AP10AA); FBO Ramp (AP16AA); Eastside Helipad Phase II (AP18AA)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$334,700	\$59,200	\$ -	\$ -	\$ -	\$ -	\$393,900



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Helicopter Operations Area Phase II	Budget Period:	2017 – 2019
Project #:	AP18A	Total Project Est:	\$6,907,200
Project Type:	Airport	Target Start Date:	2016
Project Fund:	Airport Fund	Target Completion:	Dec 2017
Project Manager:	Judd, Gary	METHOD OF FINANCING	
Cost Estimate Classification:	1	TYPE	PERCENTAGE
Status:	Open	FAA Grant	90%
Stage:	Construction	Airport Revenues	1%
		ConnectOregon Grant	9%

DESCRIPTION

Construct a Rotor craft taxiway, helipad landing site and helicopter ramp on the east side of the Bend Airport.

NEED/JUSTIFICATION

The new Airport Master Plan update has identified a significant growth pattern for helicopter operations. The Airport does not currently have a dedicated facility that provides separation for fixed wing and rotor craft operations. This project will enhance safety and efficiency by providing increased separation from fixed wing aircraft; it will also allow for enhanced safety of operations based on the expected increase in numbers of helicopters and operations (FAA approved aviation activity forecast); and economic development. Once helicopters are moved from the west side, additional fixed wing parking capacity will be available for west side jet parking and allow for the re-construction of the West side parking ramp in front of the City owned Fixed Based Operator (FBO) building.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come from directly from airport funds, city general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal. A ConnectOregon grant has been approved for \$515,864 as part of the 10% required match.

Consequences of Delaying or Eliminating this Project: Currently, there is a potential of a fixed wing/rotor craft conflict while airborne or during ground operations and the overall efficiency of the operating environment would be reduced. Furthermore, delaying the project limits the growth of Airport revenue and job creation.

Project Related To: Airport Master Plan (AP10AA); FBO Ramp (AP16A); Eastside Helipad Phase I (AP13A)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$5,691,300	\$1,215,900	\$ -	\$ -	\$ -	\$ -	\$6,907,200



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES				
Project Title:	West Apron	Budget Period:	2017 – 2019			
Project #:	AP16A	Total Project Est:	\$1,833,400			
Project Type:	Airport	Target Start Date:	2017			
Project Fund:	Airport Fund	Target Completion:	Jun 2018			
Project Manager:	Judd, Gary	METHOD OF FINANCING				
Cost Estimate Classification:	3	TYPE	PERCENTAGE			
Status:	Planning	FAA Grant	90%			
Stage:	Planning	ConnectOregon VI grant	10%			
DESCRIPTION						
Remove the existing asphalt, excavate existing base and reconstruct the ramp back to FAA standards. Re-pave and reconfigure parking area to FAA standards.						
NEED/JUSTIFICATION						
The asphalt in this area has been classified as “failed” by the documented state pavement maintenance program (PMP). Existing parking does not meet FAA standards or current needs. Ensures the pavement can support the weight of parked aircraft. Establishes a parking configuration that meets FAA standards for larger aircraft. Allows adjustments to parking to better meet the current needs. This project is part of the maintenance required by our FAA grant assurances.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds are available. The current planning costs will reimbursed under a combined planning/construction grant estimated to be issued in July, 2017 after bids for the construction segment are received.						
Consequences of Delaying or Eliminating this Project: Aircraft could break through the pavement causing damage to aircraft and/or personnel. Debris from deteriorating pavement can be picked up by propellers or jet intake. Parking is not optimal and it limits the efficient use of the area. Water infiltration will accelerate sub-base deterioration.						
Project Related To: Bend Airport safety; Eastside Helipad Phase I (AP13AA); Eastside Helipad Phase II (AP18A)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-20	2021-22	Total
\$ 188,100	\$1,645,300	\$ -	\$ -	\$ -	\$ -	\$1,833,400



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES				
Project Title:	Wildlife Hazard Assessment	Budget Period:	2017 – 2019			
Project #:	AP15D	Total Project Est.	\$25,268			
Project Type:	Airport	Target Start Date:	2015			
Project Fund:	Airport Fund	Target Completion:	Dec 2017			
		METHOD OF FINANCING				
Project Manager:	Judd, Gary	TYPE	PERCENTAGE			
Cost Estimate Classification:	N/A	FAA Grant	90%			
Status:	Open	Airport Revenues	10%			
Stage:	In Progress					
DESCRIPTION						
<p>A study required by the FAA to identify the potential hazards of wildlife at the airport. The study is complete and is being reviewed by the FAA. A Wildlife Hazard Management Plan may be required by the FAA and is included in the cost estimates.</p>						
NEED/JUSTIFICATION						
<p>Reduce the number of accidents or incidents caused by wildlife and aircraft collisions.</p>						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds are available. Initial cost estimates were substantially higher than the final bid price.</p> <p>Consequences of Delaying or Eliminating this Project- An FAA requirement and must be complied with in order to receive future FAA funding.</p> <p>Project Related to- Flight safety</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$20,768	\$4,500	\$ -	\$ -	\$ -	\$ -	\$25,268



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES				
Project Title:	Master Plan Update	Budget Period:	2017 – 2019			
Project #:	APXX	Total Project Est:	\$466,700			
Project Type:	Airport	Target Start Date:	2017			
Project Fund:	Airport Fund	Target Completion:	Jun 2019			
Project Manager: Judd, Gary		METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Pending	FAA Grant	90%			
Stage:	Planning	Airport Revenues	10%			
DESCRIPTION						
An update to the Airport Master Plan.						
NEED/JUSTIFICATION						
This would be performed prior to any actions regarding a runway extension.						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.</p> <p>Consequences of Delaying or Eliminating this Project- The project would only proceed if existing use justified the additional length. If the project was justified by the FAA, met the Environmental qualifications and was approved by the FAA for funding, a delay could cost the City all or a part of available FAA funds. The lack of a runway long enough to accommodate aircraft using it would create a safety concern. It would also limit the ability of the airport to serve the aircraft and businesses wishing to be based at or visit Bend.</p> <p>Project Related to- Flight safety and airport capacity</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$311,100	\$155,600	\$ -	\$ -	\$ -	\$466,700



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY				KEY DATES		
Project Title:	South Hangar Taxilane Rehab			Budget Period:	2017 – 2019	
Project #:	APXX			Total Project Est:	\$500,000	
Project Type:	Airport			Target Start Date:	2019	
Project Fund:	Airport Fund			Target Completion:	Jun 2020	
Project Manager:	Judd, Gary			METHOD OF FINANCING		
Cost Estimate Classification:	5			TYPE	PERCENTAGE	
Status:	Pending			Airport Revenues	100%	
Stage:	Planning					
DESCRIPTION						
Replacement of Deteriorated asphalt surfaces on taxilanes east and west the City owned south hangar complexes D-H						
NEED/JUSTIFICATION						
The surface's current condition is poor and will continue to deteriorate creating safety issues for access of aircraft to hangars.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget- At this time the project will be Airport funded as the FAA does not normally fund taxilane projects. Grants will be applied for to help defray the costs if available.						
Consequences of Delaying or Eliminating this Project- Taxilanes could become unusable.						
Project Related to- Safety and accessibility by aircraft to essential services. (aircraft hangaring)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$500,000	\$ -	\$ -	\$500,000



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES				
Project Title:	Runway Ext EA Phase I Environmental AP19XX	Budget Period:	2017 – 2019			
Project #:		Total Project Est.	\$250,000			
Project Type:	Airport	Target Start Date:	2019			
Project Fund:	Airport Fund	Target Completion:	Jun 2020			
Project Manager: Judd, Gary		METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Pending	FAA Grant	90%			
Stage:	Planning	Airport Revenues/grants	10%			
DESCRIPTION						
<p>The first phase of the environmental study required prior to proceeding with the actual design and construction of the extension. Phase I is an assessment of the areas that will be impacted, agencies to be contacted, jurisdictions that apply, the types and kinds of expected findings such as endangered species and historical or archaeological findings based on previous studies in similar areas in the regions. It is done in coordination with the FAA and their guidelines. No formal onsite inspections are done. Phase I lays out the outline of what Phase II will have to have included in the scope.</p>						
NEED/JUSTIFICATION						
<p>To determine the environmental affects and determine what, if any, steps should be taken to meet federal requirements.</p>						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds available at this time.</p> <p>Consequences of Delaying or Eliminating this Project- Without the environmental process the project cannot proceed.</p> <p>Project Related to- Runway Extension Environmental Assessment Phase II (AP19XX); Runway Extension /Design and Property Acquisition (AP20XX)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$250,000	\$ -	\$ -	\$250,000



CITY OF BEND

Economic Development Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES				
Project Title:	Runway Ext. EA Phase II Environmental AP19XX	Budget Period:	2017 – 2019			
Project #:		Total Project Est:	\$250,000			
Project Type:	Airport	Target Start Date:	2019			
Project Fund:	Airport Fund	Target Completion:	Jun 2020			
Project Manager:	Judd, Gary	METHOD OF FINANCING				
Cost Estimate Classification:	N/A	TYPE	PERCENTAGE			
Status:	Pending	FAA Grant	90%			
Stage:	Planning	Airport Revenues	10%			
DESCRIPTION						
<p>Second phase of the environmental study required prior to proceeding with the actual design and construction of the extension. Phase II is an “on the ground” investigation to determine what, if any, of the items identified in Phase I are present and to what extent. It also determines the next steps in the environmental process. Sometimes nothing is needed, additional studies indicated or extensive mitigation measures need to be taken. During this phase actual digging may occur, wildlife may be monitored and specialists will perform the tasks. The findings are passed along to the appropriate agencies such as Tribal, BLM, EPA etc. for their reviews. Ultimately the FAA determines what additional steps should be taken if needed.</p>						
NEED/JUSTIFICATION						
<p>To determine the environmental affects and determine what if any steps should be taken to meet federal requirements.</p>						
FINANCIAL NARRATIVE						
<p>Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, city general funds or other grant sources such as ConnectOregon if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.</p> <p>Consequences of Delaying or Eliminating this Project- Without the environmental process the project cannot proceed.</p> <p>Project Related to- Runway Extension Environmental Assessment Phase 1 (AP19XX); Runway Extension /Design and Property Acquisition (AP20XX)</p>						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$250,000	\$ -	\$ -	\$250,000



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES				
Project Title:	Runway Extension Design/Property Acquisition	Budget Period:	2017 – 2019			
Project #:	AP20XX	Total Project Est:	\$10,000,000			
Project Type:	Airport	Target Start Date:	2020			
Project Fund:	Airport Fund	Target Completion:	Jun 2022			
Project Manager:	Judd, Gary	METHOD OF FINANCING				
Cost Estimate Classification:	5	TYPE	PERCENTAGE			
Status:	Pending	FAA Grant	90%			
Stage:	Planning	Airport Revenues	10%			
DESCRIPTION						
The design of the actual runway extension and identifying what, if any, additional land would need to be acquired.						
NEED/JUSTIFICATION						
This would be performed prior to the actual bidding/construction of the extension and creates a basis for the “on the ground” construction.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.						
Consequences of Delaying or Eliminating this Project- The project would only proceed if existing use justified the additional length. If the project was justified by the FAA, met the Environmental qualifications and was approved by the FAA for funding, a delay could cost the City all or a part of available FAA funds. The lack of a runway long enough to accommodate aircraft using it would create a safety concern. It would also limit the ability of the airport to serve the aircraft and businesses wishing to be based at or visit Bend.						
Project Related to- Flight safety and airport capacity, Runway Construction (AP21XX)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	\$ -	\$10,000,000



CITY OF BEND

Economic Development Department Capital Improvement Program Project Summary

CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES				
Project Title:	Runway Extension Construction	Budget Period:	2017 – 2019			
Project #:	AP21XX	Total Project Est:	\$10,000,000			
Project Type:	Airport	Target Start Date:	2021			
Project Fund:	Airport Fund	Target Completion:	Jun 2022			
Project Manager: Judd, Gary		METHOD OF FINANCING				
Cost Estimate Classification:	5	TYPE	PERCENTAGE			
Status:	Pending	FAA Grant	90%			
Stage:	Planning	Airport Revenues	10%			
DESCRIPTION						
Construction of runway extension.						
NEED/JUSTIFICATION						
If the Airport Master Plan update indicates the need the runway extension is required to meet the safety and capacity needs of the current and forecast aircraft use.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.						
Consequences of Delaying or Eliminating this Project- The project would only proceed if existing use justified the additional length. If the project was justified by the FAA, met the Environmental qualifications and was approved by the FAA for funding, a delay could cost the City all or a part of available FAA funds. The lack of a runway long enough to accommodate aircraft using it would create a safety concern. It would also limit the ability of the airport to serve the aircraft and businesses wishing to be based at or visit Bend.						
Project Related to- Flight safety and airport capacity, Runway Extension Design Acquisition (AP20XX)						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$10,000,000	\$10,000,000

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Capital Improvement Program 2018-2022

**Facilities Management
Five Year Capital Improvement Program (CIP) Schedule**

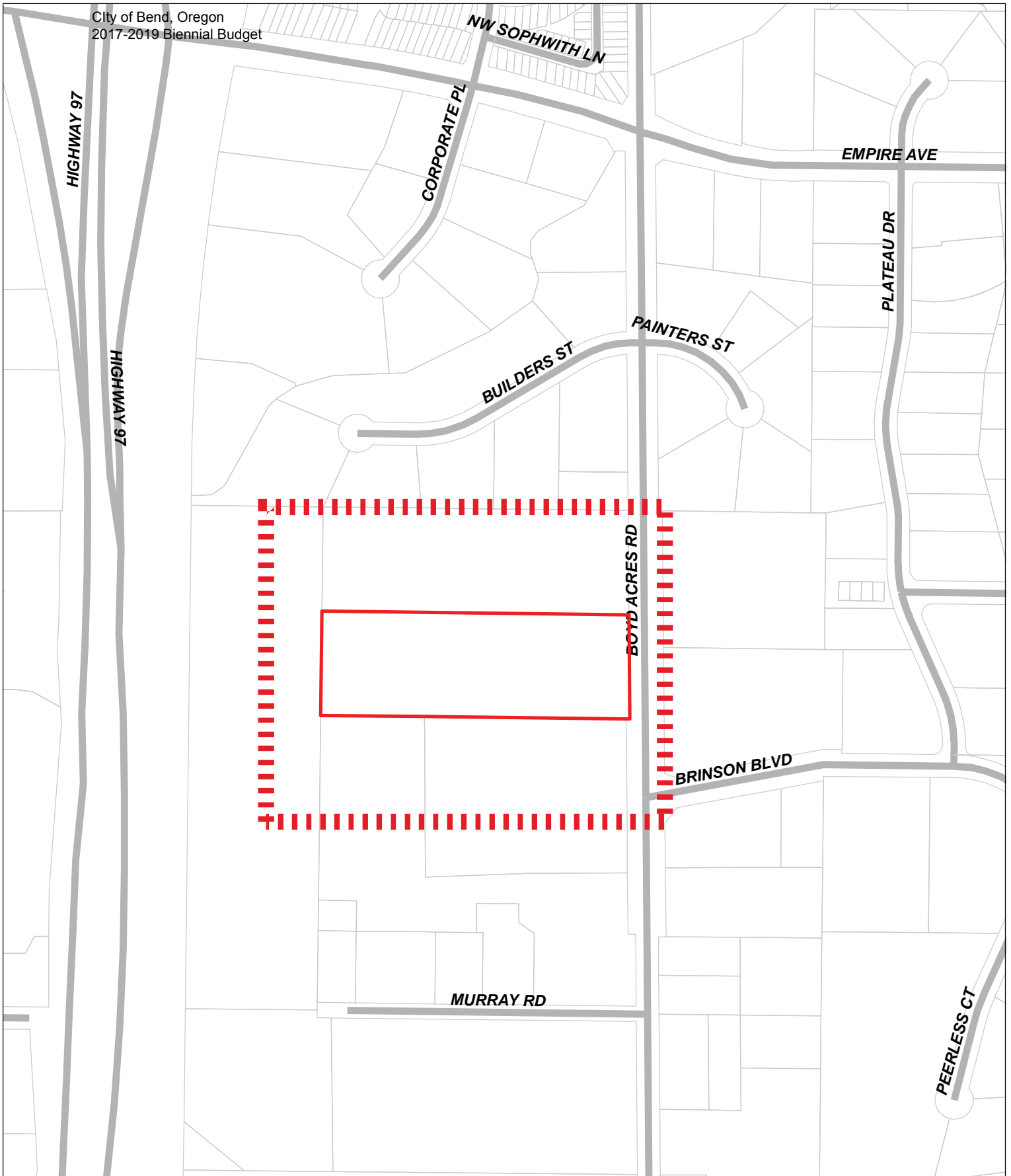
	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
FA18AX Site Development/Fuel Island - Boyd Acres**	5	\$ 160,000	\$ -	\$ 3,544,530	\$ -	\$ -	\$ 3,704,530
FA18BX Streets Building G Re-Insulate Re-Roof	3	30,000	-	-	-	-	30,000
FA18CX Boyd Acres Building C - Replace Roof	3	45,000	-	-	-	-	45,000
FA18DX 740 NW Wall Tenant Improvement	5	65,000	-	-	-	-	65,000
FA18EX 875 NW Brooks Re-Roof	3	20,000	-	-	-	-	20,000
FA19AX Boyd Acres Building D - Replace Roof	3	-	106,000	-	-	-	106,000
FA20AX Site Paving/Grading - Pilot Butte Campus**	5	-	-	6,375,600	-	-	6,375,600
FA21AX Vehicle Storage/Parking - Pilot Butte Campus**	5	-	-	-	8,528,400	-	8,528,400
FA22AX Fleet Building/Truck Wash - Pilot Butte Campus**	5	-	-	-	-	13,549,882	13,549,882
FA22BX Operations Building B Remodel - Boyd Acres**	5	-	-	-	-	1,097,712	1,097,712
Total Facilities Management CIP		\$ 320,000	\$ 106,000	\$ 9,920,130	\$ 8,528,400	\$ 14,647,594	\$ 33,522,124

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

Estimate Class	Purpose	Project Definition Level	Cost Est. Range
Class 5	Concept or Feasibility	0% to 2%	+100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+50% / -30%
Class 3	Semi-Detailed (30-60% Design)	10% to 40%	+30% / -20%
Class 2	Detailed (60-90% Design)	30% to 70%	+20% / -15%
Class 1	Final (100% Design)	50% to 100%	+15% / -10%
N/A	Not Applicable		

Notes:

** These projects were generated as a result of the 20 year facilities plan created in February 2015.



FA18AX Site Development/Fuel Island - Boyd Acres

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

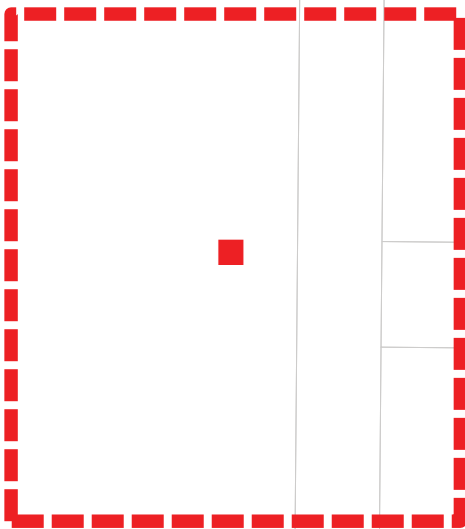
SUMMARY		KEY DATES				
Project Title:	Site Development/Fuel Island – Boyd Acres	Budget Period:	2017-2019			
Project #:	FA18AX	Total Project Est:	\$3,704,530			
Project Type:	Facilities Management	Target Start Date:	2017			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2020			
Project Manager: Unassigned		METHOD OF FINANCING				
Cost Estimate Classification: 5		TYPE	PERCENTAGE			
Status: Proposed		Debt Proceeds – Debt service paid by Utilities and operating departments that utilize the truck wash and possible fuel island	100%			
Stage: Planning						
DESCRIPTION						
This project will include site development and construction of a parking lot, truck wash and possibly a fuel island at the Boyd Acres site. This will improve operational efficiencies by making best use of existing buildings, have more efficient parking, and a more secure site.						
NEED/JUSTIFICATION						
Project is part of 20-year facilities plan. Utilities will have more effective operations.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will be funded by the issuance of long-term debt. Annual debt service payments will be funded by transfers from the operating departments that utilize the fuel island.						
Consequences of Delaying or Eliminating this Project – Operational inefficiencies as the department out-grows existing facilities.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ 160,000	\$ -	\$3,544,530	\$ -	\$ -	\$3,704,530

Pilot Butte Rd

HIGHWAY 20

NE Forbes Rd

NE 15TH ST

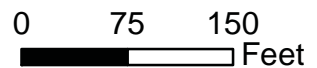


CITY OF BEND

FA18BX Streets Building G Re-Insulate Re-Roof/Coat

Capital Improvement Projects

2018-2022





CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary

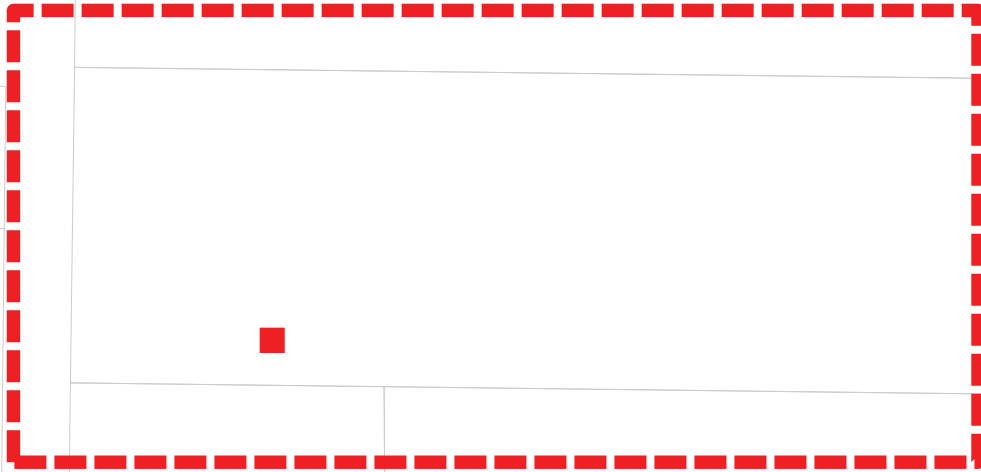
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES				
Project Title:	Streets Building G Re-Insulate Re-Roof	Budget Period:	2017-2019			
Project #:	FA18BX	Total Project Est:	\$ 30,000			
Project Type:	Facilities Management	Target Start Date:	2017			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2018			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	3	TYPE	PERCENTAGE			
Status:	Proposed	Cost Allocated – Cost allocations paid by Streets & Operations Department at Pilot Butte campus				
Stage:	Planned					
DESCRIPTION						
Outbuilding “G” roof replacement - Streets & Operations Department, Pilot Butte Campus						
NEED/JUSTIFICATION						
The roof of Outbuilding “G” is leaking and beyond lifecycle for replacement. As a result, the insulation has been saturated with moisture and is no longer effective. Equipment stored in Outbuilding “G” must be protected against freezing conditions.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will have minimal impact and is cost allocated to Streets & Operations.						
Consequences of Delaying or Eliminating this Project – Roof system and insulation will continue to deteriorate. Energy costs to maintain adequate frost protection increased.						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Builders St

BOYD ACRES RD

BRINSON BLVD

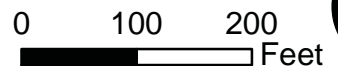


CITY OF BEND

FA18CX Boyd Acres Building C – Replace Roof

Capital Improvement Projects

2018-2022

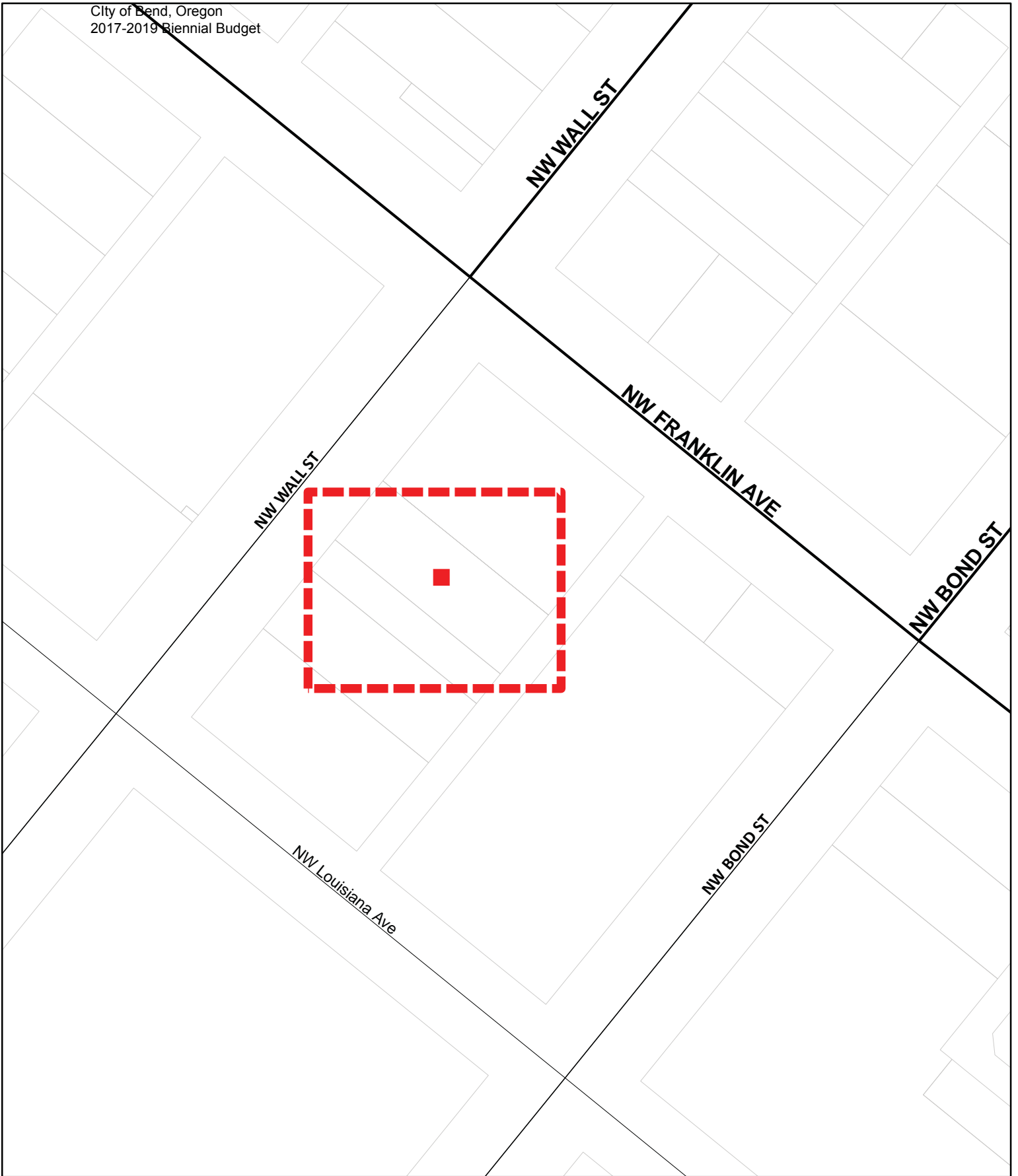




CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 – 2022

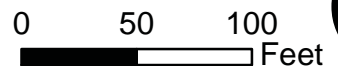
SUMMARY		KEY DATES				
Project Title:	Boyd Acres Building C – Replace Roof	Budget Period:	2017-2019			
Project #:	FA18CX	Total Project Est:	\$ 45,000			
Project Type:	Facilities Management	Target Start Date:	2017			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2018			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	3	TYPE	PERCENTAGE			
Status:	Proposed	Cost Allocated–Cost	100%			
Stage:	Planned	allocationspaid by operating departments at Boyd Acres Campus				
DESCRIPTION						
Building “C” roof replacement – Utility Department, Boyd Acres Campus						
NEED/JUSTIFICATION						
The roof of Building “C” is leaking and beyond lifecycle for replacement. Existing roof system allows for ice damming and water intrusion in occupied space to occur.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will have minimal impact and is cost allocated to the Utility Department.						
Consequences of Delaying or Eliminating this Project –Roof system will continue to deteriorate. Ice damming and water intrusion in occupied space to continue resulting in additional expenses for remediation and repair.						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000



CITY OF BEND

FA18DX 740 NW Wall TI

Capital Improvement Projects
2018-2022



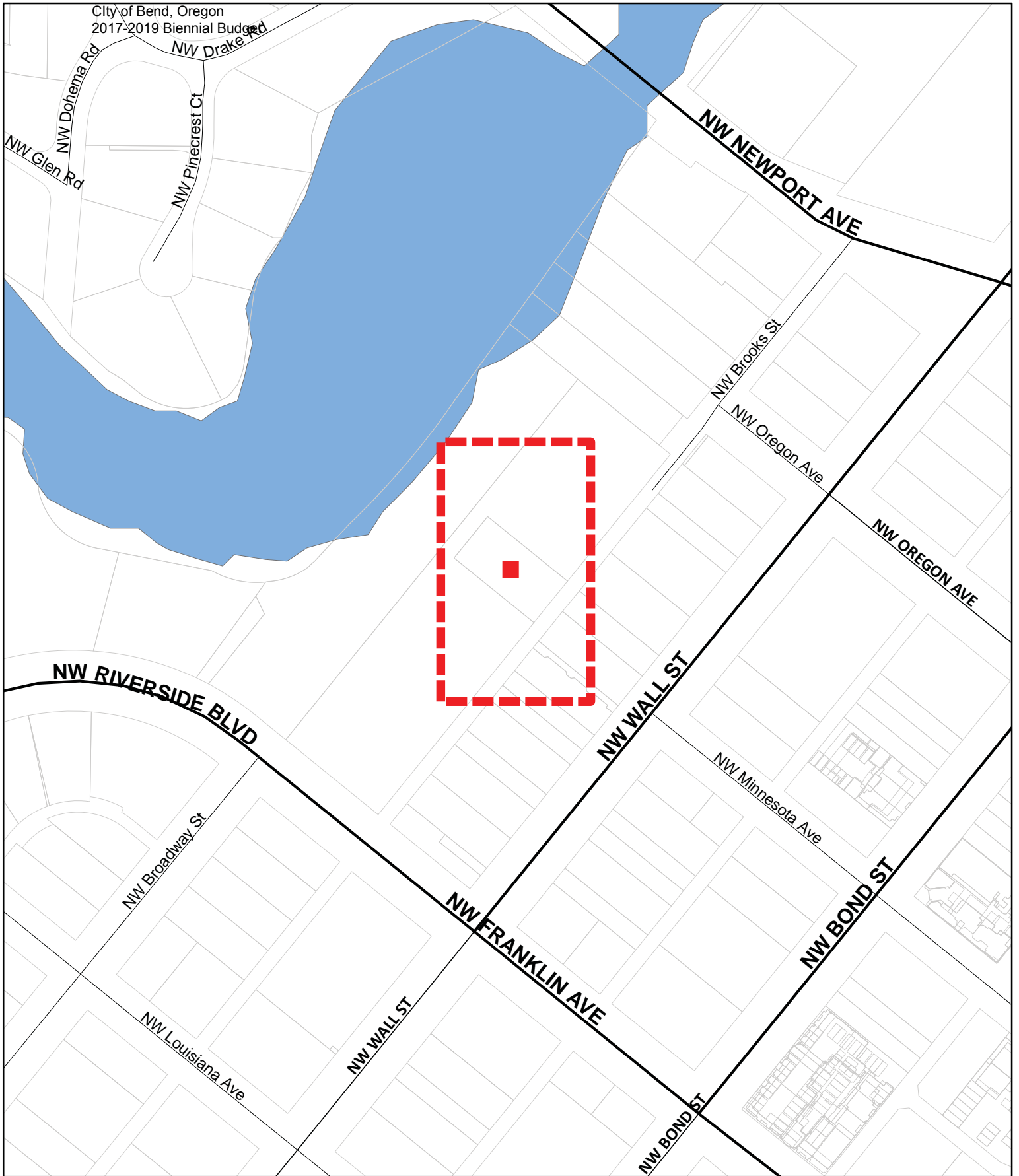


CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

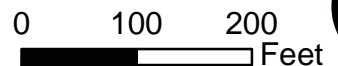
SUMMARY		KEY DATES				
Project Title:	740 NW Wall Tenant Improvement	Budget Period:	2017-2019			
Project #:	FA18DX	Total Project Est:	\$ 65,000			
Project Type:	Facilities Management	Target Start Date:	2017			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2018			
		METHOD OF FINANCING				
		TYPE	PERCENTAGE			
		Cost Allocated – Cost allocations paid by interdepartmental transfers.	100%			
DESCRIPTION						
740 NW Wall Tenant Improvements						
NEED/JUSTIFICATION						
The LEAP project team’s current space is not suitable for their space requirements. Tenant improvements will be necessary to 740 NW Wall Street property to provide sufficient space for upcoming module work and training environments.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This space is currently leased to a retail tenant. Relocating the LEAP team will require termination of the lease which will result in the loss of approximately \$31,000 in annual revenues.						
Consequences of Delaying or Eliminating this Project – LEAP project team will continue to operate in unsuitable environment. Training space necessary for implementation will be inadequate. Implementation will be delayed.						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000



CITY OF BEND

FA18EX 875 NW Brooks Re-Roof

Capital Improvement Projects
2018 - 2022



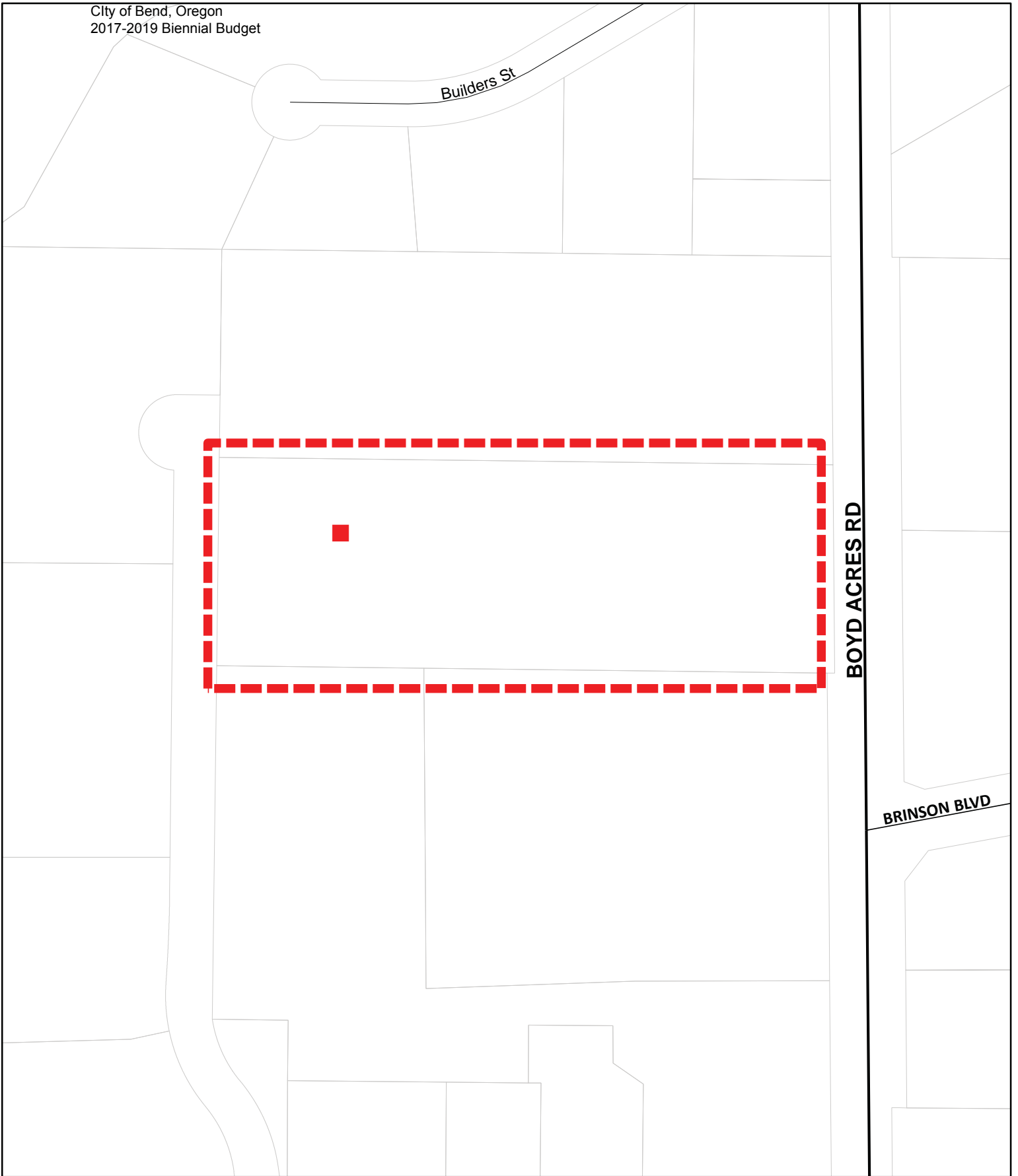


CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES				
Project Title:	875 NW Brooks Re-Roof	Budget Period:	2017-2019			
Project #:	FA18EX	Total Project Est:	\$ 20,000			
Project Type:	Facilities Management	Target Start Date:	2017			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2018			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	3	TYPE				PERCENTAGE
Status:	Proposed	Rent proceeds – Costs will be paid with rent proceeds from the property.				100%
Stage:	Planned					
DESCRIPTION						
875 NW Brooks Street Re-Roof						
NEED/JUSTIFICATION						
The roof of 875 NW Brooks Street is leaking at flashing areas and is beyond lifecycle for replacement.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will have minimal impact and will be paid for by rent proceeds.						
Consequences of Delaying or Eliminating this Project – Roof system will continue to deteriorate. Tenant’s business operations will be negatively impacted. Additional expenses for remediation and repair will be realized.						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

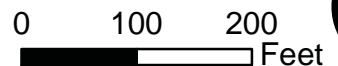


CITY OF BEND

FA19AX Boyd Acres Building D – Replace Roof

Capital Improvement Projects

2018 - 2022



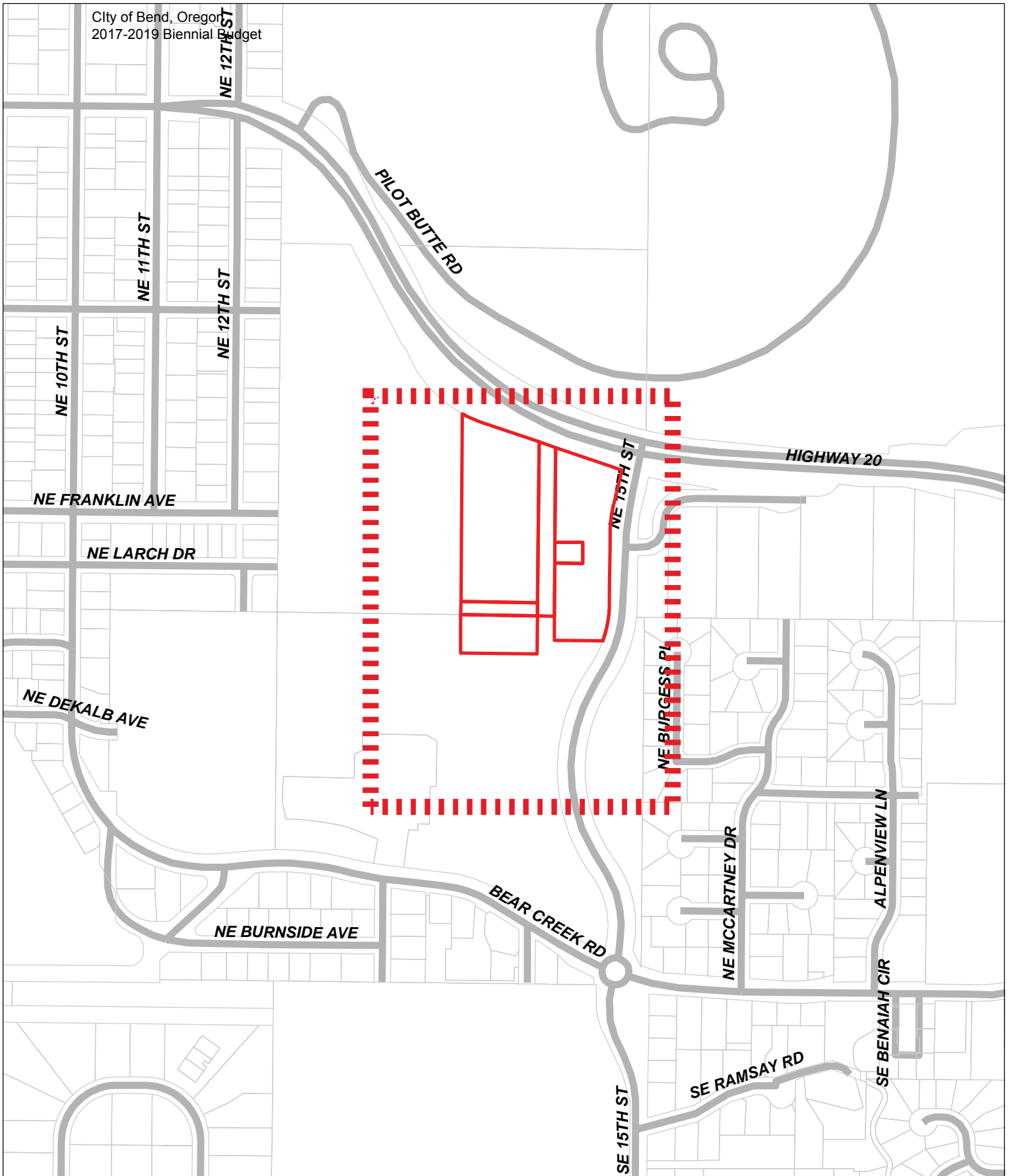


CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES				
Project Title:	Boyd Acres Building D – Replace Roof	Budget Period:	2017-2019			
Project #:	FA19AX	Total Project Est:	\$ 106,000			
Project Type:	Facilities Management	Target Start Date:	2018			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2019			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	3	TYPE	PERCENTAGE			
Status:	Proposed	Cost Allocated–Cost				100%
Stage:	Planned	allocationspaid by operating				
		departments at Boyd Acres				
		Campus				
DESCRIPTION						
Building “D” roof replacement – Utility Department, Boyd Acres Campus						
NEED/JUSTIFICATION						
The roof of Building “D” is at end of lifecycle. Equipment/materials stored and employee spaces need to be protected from risk of water damage.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will have minimal impact and is cost allocated to the Utility Department.						
Consequences of Delaying or Eliminating this Project –Roof system will extend beyond lifecycle. Equipment/materials stored and employee spaces susceptible to damage.						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ 106,000	\$ -	\$ -	\$ -	\$ 106,000



FA20AX Site Paving/Grading - Pilot Butte

Capital Improvement Projects
2018 - 2022



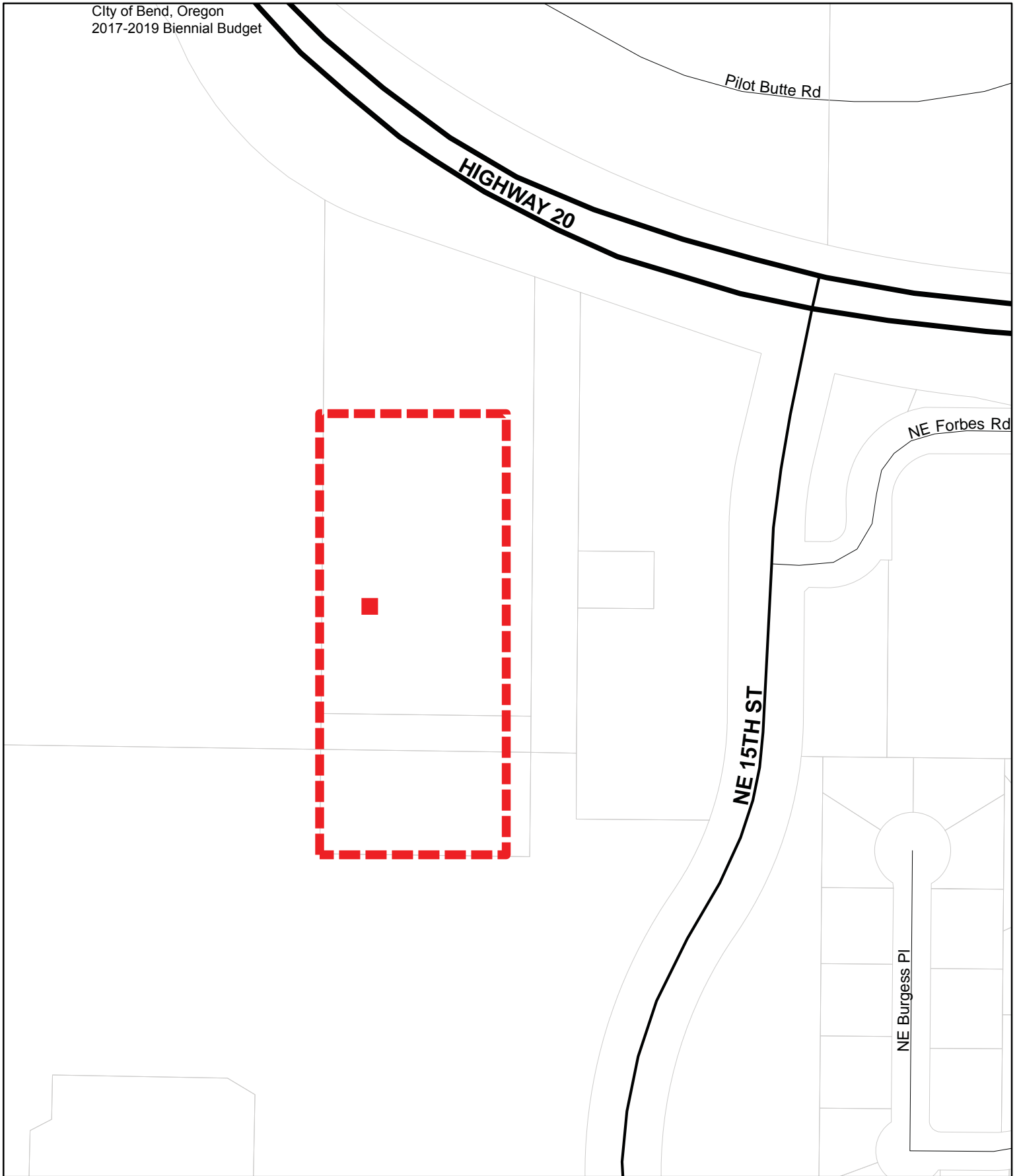
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CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 – 2022

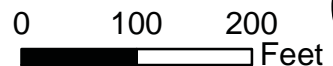
SUMMARY				KEY DATES		
Project Title:	Site Paving/Grading – Pilot Butte Campus			Budget Period:	2017-2019	
Project #:	FA20AX			Total Project Est:	\$6,375,600	
Project Type:	Facilities Management			Target Start Date:	2019	
Project Fund:	Facilities Management Fund			Target Completion:	Jun 2020	
Project Manager:	Unassigned			METHOD OF FINANCING		
Cost Estimate Classification:	5			TYPE	PERCENTAGE	
Status:	Proposed			Debt Proceeds-Debt Service		
Stage:	Planning			paid by operating departments at each facility		
DESCRIPTION						
This project consists of site paving/grading in the southeast corner of Pilot Butte site. Area will initially be used for Yard Storage and vehicle parking. Subsequent phases will include additional improvements/modifications to site.						
NEED/JUSTIFICATION						
Project is part of 20 year facilities plan and will attempt to accomplish more efficient parking for staff and visitors; better circulation and flow through site; and a more secure area.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – High due to new facilities to operate and maintain. Exact amount not known at this time. This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.						
Consequences of Delaying or Eliminating this Project – Increased inefficiencies as the department continues to grow in the coming years.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ 6,375,600	\$ -	\$ -	\$6,375,600



CITY OF BEND

FA21AX Vehicle Storage/Parking– Pilot Butte

Capital Improvement Projects
2018-2022





CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES				
Project Title:	Vehicle Storage/Parking– Pilot Butte Campus	Budget Period:	2017-2019			
Project #:	FA21AX	Total Project Est:	\$8,528,400			
Project Type:	Facilities Management	Target Start Date:	2020			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2021			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5	TYPE	PERCENTAGE			
Status:	Proposed	Debt Proceeds-Debt Service	100%			
Stage:	Planning	paid by operating departments at each facility				
DESCRIPTION						
This project will include the design and construction of a vehicle storage/parking facility at Pilot Butte. Covered vehicle and storage areas would be located along west property line near cemetery.						
NEED/JUSTIFICATION						
Project is part of 20 year facilities plan. Vehicles and equipment are currently exposed to the elements.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – High. This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.						
Consequences of Delaying or Eliminating this Project – Vehicles and equipment will continue to be exposed to inclement weather.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$ 8,528,400	\$ -	\$8,528,400

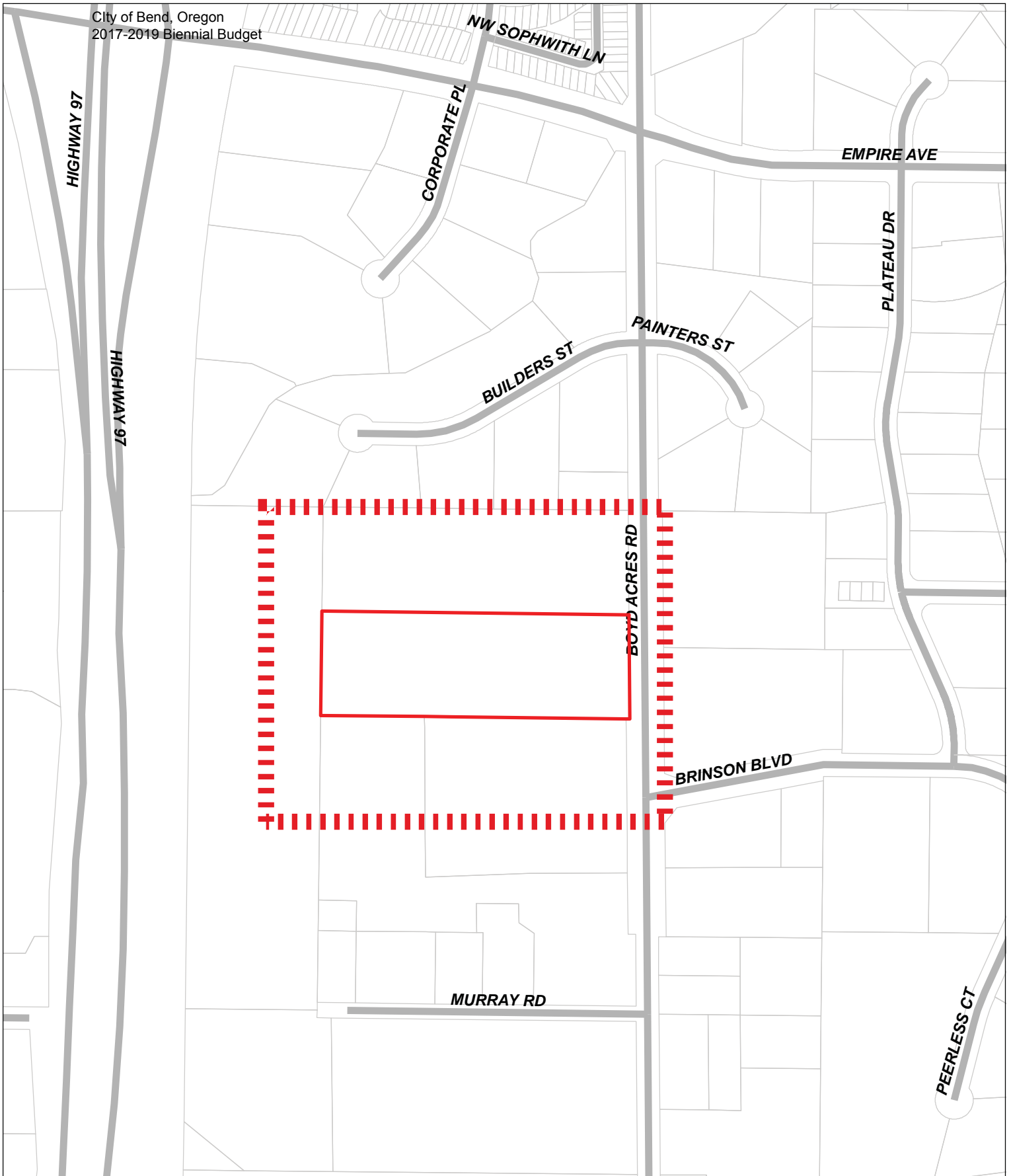


CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY				KEY DATES		
Project Title:	Fleet Building/Truck Wash– Pilot Butte Campus	Budget Period:	2017-2019			
Project #:	FA22AX	Total Project Est:	\$13,549,882			
Project Type:	Facilities Management	Target Start Date:	2021			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2022			
Project Manager:	Unassigned	METHOD OF FINANCING				
Cost Estimate Classification:	5	TYPE	PERCENTAGE			
Status:	Proposed	Debt Proceeds-Debt Service	100%			
Stage:	Planning	paid by operating departments at each facility				
DESCRIPTION						
This project will include the design and construction of a fleet building/truck wash at Pilot Butte, located on southern portion of site. Each Wash Bay will include automatic vehicle washing equipment.						
NEED/JUSTIFICATION						
Project is included in 20 year facilities plan. Currently, mechanics are working in the same building as administrative staff exposing them to fumes and other hazards. There is limited space for current staffing levels and this space is in line with projected growth in the 20 year plan.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – High due to new facilities to operate and maintain. Exact amount not known at this time. This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.						
Consequences of Delaying or Eliminating this Project – Continued operational inefficiencies and the combination of mechanics and administrative staff working in the same facility.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$13,549,882	\$13,549,882



FA22BX Operations Building B Remodel - Boyd Acres

Capital Improvement Projects
2018 - 2022



NOT TO SCALE



CITY OF BEND

Facilities Management Department Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES				
Project Title:	Operations Building B Remodel – Boyd Acres	Budget Period:	2017-2019			
Project #:	FA22BX	Total Project Est:	\$1,097,712			
Project Type:	Facilities Management	Target Start Date:	2021			
Project Fund:	Facilities Management Fund	Target Completion:	Jun 2022			
Project Manager: Unassigned		METHOD OF FINANCING				
Cost Estimate Classification:	5	TYPE	PERCENTAGE			
Status:	Proposed	Debt Proceeds – Debt service	100%			
Stage:	Planned	paid by operating departments				
		at Boyd Acres campus				
DESCRIPTION						
This project will include a remodel of the Operations Building B at the Boyd Acres site to accommodate operations staffing needs of the utility departments.						
NEED/JUSTIFICATION						
Project is part of the facilities plan that reviewed the operational needs of the city over the next 20 years. This project is in line with the needs at Boyd Acres over that time period.						
FINANCIAL NARRATIVE						
Impact to Annual Operating Budget – This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at the Boyd Acres campus.						
Consequences of Delaying or Eliminating this Project – Operational inefficiencies of the utility departments as it grows in the coming years.						
Project Related to – 20 year facilities plan completed February 2015						
PROJECT COST BY FISCAL YEAR						
Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,097,712	\$1,097,712

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OTHER

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Acronyms

ADA Americans with Disabilities Act of 1990

APWA American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

BEDAB Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

BURA Bend Urban Renewal Agency

CIP Capital Improvement Program, a plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

CDBG Community Development Block Grant, as a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Community Development Department, which is operated by Central Oregon Intergovernmental Council and includes the City of Bend's Building, Planning, Private Development Engineering, and Code Enforcement programs.

CET Cascade East Transit which provides bus service to Deschutes, Crook and Jefferson Counties.

COBAAC City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Utilities, Streets & Operations, Financial Services, Information Technology and Community Development departments.

COIC Central Oregon Intergovernmental Council organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

DLCD Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

DOJ Department of Justice, a department of the United States Government created to enforce the law and defend the interests of the United States according to the law.

DRO Disability Rights Oregon, an independent, private, nonprofit agency established in 1978 pursuant to the Developmental Disabilities Assistance and Bill of Right Act.

DCRFPD #2 Deschutes County Rural Fire Protection District No. 2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

EIPD Abbreviation for the Engineering & Infrastructure Planning Department, which consists of the following programs.

ERP Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources. Also referred to as the “LEAP” project.

FHWA The Federal Highway Administration provides stewardship over the construction, maintenance and preservation of the Nation’s highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability, and to encourage innovation.

FTE Full Time Equivalent, staffing levels are measured in FTE’s to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

GAAP Generally Accepted Accounting Principles, which are uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GFOA Government Finance Officers Association, the professional association of state/provincial and local finance officers in the United States and Canada, that has served the public finance profession since 1906.

GO Bond General Obligation Bond, a municipal bond backed by the full faith and credit of the issuing municipality. This means the municipality commits its full resources to paying bondholders, including the raising of property taxes. The City of Bend issued GO Bonds during the 2011-2013 Biennium for transportation system improvements that were approved by the voters in May 2011.

ICE Instrumentation, Control and Electrical program that provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility.

IIPA Integrated Inspection and Permitting Applications, which is the module of the LEAP Project that will manage information associated with a land parcel and its development.

Infrastructure Departments for the City of Bend which include the following services: Laboratory, Engineering Program, Accessibility Program, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service.

LCDC Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

LEAP Leading Effective Applications and Processes, a Citywide enterprise resource planning software replacement and business process review project.

LID Local Improvement District, an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

LTFP Long Term Financial Plan, a forecasting tool used to assess the long term financial implications of current and proposed policies, programs and assumptions.

MGD Million Gallons per Day

O&M Operations & Maintenance

ODOT Oregon Department of Transportation

OR-DEQ Oregon Department of Environmental Quality, a regulatory agency whose job is to protect the quality of Oregon's environment by being a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

PERS Public Employees Retirement System for the State of Oregon

RAB Abbreviation for roundabout. This abbreviation is commonly used in the Capital Improvement Program.

RFPD Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department.

RMV Real Market Value, the value of real property as determined by the Deschutes County Assessor's Office in terms of what it would be worth on the open market.

SDC's Systems Development Charges, which are fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development.

SIAG Sewer Infrastructure Advisory Group. The City of Bend updated its Sewer Collection System Master Plan which guided improvements for sewer infrastructure. The update was prepared by City staff with the assistance of engineering, environmental and financial specialists, and citizen advisors.

TAV Taxable Assessed Valuation, a valuation set upon real estate or other property by a government as a basis of levying taxes. Assessed value is determined by the Deschutes County Assessor's Office.

TIF Tax Increment Financing, the primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

TRT Transient Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

US EPA United States Environmental Protection Agency

UEFB Unappropriated Ending Fund Balance, resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

WRF Water Reclamation Facility

Glossary

Accrual Basis The recording, of the financial effects on a government, of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

Activity Classification Expenditure classification according to the specific type of work performed by organizational units (e.g., police is an activity within the Public Safety service area).

ADA Acronym for the Americans with Disabilities Act of 1990.

Adopted Budget Proposed budget amended and approved by the Budget Committee becomes the adopted budget after City Council takes action on it. The adopted budget becomes effective July 1 and includes all Council adopted changes through the year.

Ad Valorem Tax A property tax computed as a percentage of the value of taxable property.

Agency Fund A fund normally used to account for assets held by government as an agent for individuals, private organizations or other governments and/or other funds.

Amortization (1) The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period. (2) The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

Annexation The incorporation of land into an existing city with a resulting change in the boundaries of that city.

Appropriated Budget The expenditure authority created by the appropriation bills and ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Approved Budget Proposed budget as amended and approved by the Budget Committee and recommended to the City Council for adoption.

APWA Acronym for the American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

Assessed Valuation A valuation set upon real estate or other property by a government as a basis of levying taxes.

Asset A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

Balanced Budget The State of Oregon defines a balanced budget as “the total resources in a fund equal the total of expenditures and requirements for that fund”.

Basis of Accounting A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

BEDAB Acronym for Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

Bond A long-term promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date).

Budget A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Committee As dictated by Oregon State Statute, the budget committee consists of the governing body and an equal number of appointed citizens and is charged with the task of reviewing the proposed budget, taking public comment and approving the budget.

Budgetary Control The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

BURA Abbreviation for Bend Urban Renewal Agency.

Capital Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets, also referred to as fixed assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over \$5,000 with an estimated life of one year or more.

Capital Budget A plan of proposed capital outlays and the means of financing them.

Capital Expenditures Expenditures resulting in the acquisition of or addition to the government's general fixed assets.

Capital Improvement Fund A fund that accounts for the resources to be used for the acquisition or construction of major capital facilities.

Capital Improvement Program (CIP) A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Capital Improvement Project Expenditures which result in the acquisition of land, improvements to existing facilities, and construction of streets, sewers, storm drains and other public facilities.

Capitalization Policy The criteria used by the government to determine which outlays should be reported as fixed assets.

Capital Projects Fund A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Cash Basis A basis of accounting under which transactions are recognized only when cash is received or disbursed.

CDBG Abbreviation for Community Development Block Grant. As a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Abbreviation for Community Development Department, which includes the City of Bend's Building, Planning, Private Development Engineering, and Code Enforcement programs.

CET Acronym for Cascade East Transit which is operated by Central Oregon Intergovernmental Council and provides bus service to Deschutes, Crook and Jefferson Counties.

City-Wide Administration and Support Refers to the following departments and functions that serve other City departments: Administration and Finance, Legal Services, Information Technology, Facilities Management, Risk Management, and the PERS Debt Service Fund.

COBAAC Acronym for City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Utilities, Streets & Operations, Financial Services, Information Technology and Community Development departments.

COIC Acronym for Central Oregon Intergovernmental Council organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

Contingency An appropriation established in certain funds for the funding of unforeseen events. Contingency may be appropriated for a specific purpose by the City Council upon the approval of a resolution.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

Debt An obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit The maximum amount of outstanding gross or net debt legally permitted.

Debt Proceeds The difference between the face amount of debt and the issuance discount or the sum of the face amount and the issuance premium. Debt proceeds differ from cash receipts to extent issuance costs, such as underwriters' fees, are withheld by the underwriter.

Debt Service Fund A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Service Requirements The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Deferred Revenue Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met

Deficit The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

Delinquent Taxes Taxes remaining unpaid on or after the date to which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or cancelled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid or converted into tax liens.

Depreciation An accounting convention used to charge the expiration in the service life of a fixed asset to the period it benefits.

Deschutes County Rural Fire Protection District # 2 (DCRFPD #2) which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

DLCD Acronym for the Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

DOJ Department of Justice, a department of the United States Government created to enforce the law and defend the interests of the United States according to the law.

DRO Disability Rights Oregon, an independent, private, nonprofit agency established in 1978 pursuant to the Developmental Disabilities Assistance and Bill of Right Act.

EIPD Abbreviation for the Engineering & Infrastructure Planning Department.

Employee Benefits Benefits include social security, retirement, group health, dental and life insurance, workers' compensation, and disability insurance.

Encumbrances Commitments related to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, airport, sewer).

ERP Acronym for Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources. Also referred to as the “LEAP” project.

Estimated Life The expected estimated useful life of an asset from the date placed in service to the projected retirement date.

Expenditures Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenses Outflows or other using up of assets or incurrences of liabilities (or combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing, major or central operations.

Fees General term used for any charge levied by local government in connection with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business and non-business licenses, fines, and user charges.

FHWA The Federal Highway Administration provides stewardship over the construction, maintenance and preservation of the Nation’s highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability, and to encourage innovation.

Fiduciary Fund Type The Trust and Agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

Financial Resources Cash or other assets that, in the normal course of operations, will become cash.

Fiscal Year A twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City’s fiscal year begins on July 1 and ends the following June 30.

Fixed Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets, also referred to as capital assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over \$5,000 with an estimated life of one year or more.

Franchise A special privilege granted by a government, permitting the continued use of public property, and usually involving the elements of monopoly and regulation.

FTE Abbreviation for Full Time Equivalent. Staffing levels are measured in FTE’s to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

Function A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance The difference between fund assets and fund liabilities of governmental and similar trust funds.

Fund Type Any one of seven categories into which all funds are classified in governmental accounting. The seven types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

General Fund The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GFOA Government Finance Officers Association, the professional association of state/provincial and local finance officers in the United States and Canada, that has served the public finance profession since 1906.

GO Bond General Obligation Bond, a municipal bond backed by the full faith and credit of the issuing municipality. This means the municipality commits its full resources to paying bondholders, including the raising of property taxes. The City of Bend issued GO Bonds during the 2011-2013 Biennium for transportation system improvements that were approved by the voters in May 2011.

Governmental Accounting The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

Governmental Fund Types Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds and fiduciary funds.

Grants Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

ICE Acronym for Instrumentation, Control and Electrical program that provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility.

IIPA Acronym for Integrated Inspection and Permitting Applications, which is the module of the LEAP Project that will manage information associated with a land parcel and its development.

Infrastructure Departments for the City of Bend which include the following services: Laboratory, Engineering Program, Accessibility Program, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, and Local Improvement District Construction and Debt Service.

Infrastructure Assets Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

Interfund Transactions Transactions between funds of the same government reporting entity. They include 1) Quasi-external Transactions, 2) Reimbursements, 3) Residual Equity Transfers, 4) Operating Transfers and 5) Interfund Loans.

Interfund Transfers All interfund transactions except loans, quasi-external transactions and reimbursements.

Intergovernmental Revenues Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Interim Borrowing 1) Short-term loans to be repaid from general revenues during the course of a fiscal year. 2) Short-term loans in anticipation of tax collections, grants or bond issuance.

Internal Service Fund A fund used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

LCDC Acronym for Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

LEAP Acronym for Leading Effective Applications and Processes, a Citywide enterprise resource planning software replacement and business process review project.

Legal Level Of Budgetary Control The level at which spending in excess of budgeted amounts would be a violation of law.

Liabilities Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

LID Abbreviation for Local Improvement District. A LID is an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

Local Government Any city, county, port, school district, public or quasi-public corporation.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

LTFF 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.

O&M Acronym for Operations & Maintenance.

ODOT Abbreviation for Oregon Department of Transportation.

Object Class Expenditure classification according to the types of items purchased or services obtained (e.g., personal services, materials, supplies and equipment).

Operating Budget Planned, current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

Ordinance A formal legislative enactment by the governing body of a municipality. The difference between an ordinance and a resolution is that the later requires less legal formality and has a lower legal status.

Organizational Unit A responsibility center within a government.

Overlapping Debt The proportionate share, property within each government must bear of the debts of all local governments located wholly or in part within the geographic boundaries of the reporting government.

Per Capita Debt The amount of a government's debt divided by its population. Per capita debt is used to indicate the governments' credit position by reference to the proportionate debt borne per resident.

Permanent Fund A fund established to report resources that are legally restricted so that only earnings, and not principal, may be used for purposes that support the program.

PERS Abbreviation for the State of Oregon Public Employees Retirement System.

Personnel Services Object classification to account for compensation to City employees in the form of salaries, wages and employee benefits.

Program A group of related activities to accomplish a major service or function for which the local government is responsible.

Proposed Budget The budget proposed by the City Manager and submitted to the Budget Committee prior to their deliberations.

Proprietary Fund Types Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Purchase Order A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Quasi-External Transactions Interfund transactions that would be treated as revenues, expenditures or expenses if they involved organizations external to the government unit. (e.g., internal service fund billings to departments). These transactions should be accounted for as revenues, expenditures or expenses in the funds involved.

RAB Abbreviation for roundabout. This abbreviation is commonly used in the Capital Improvement Program.

Reimbursements (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but that properly apply to another fund. These transactions are recorded as expenditures or expenses in the reimbursing fund and as reductions of expenditures or expenses in the fund reimbursed.

Requirements Total expenditures and unappropriated fund balance.

Requisition A written demand or request, usually from one department or the purchasing agent.

Reserved Fund Balance Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Residual Equity Transfer Nonrecurring or nonroutine transfers of equity between funds (e.g., transfers of residual balances of discontinued funds to the general fund or debt service fund).

Resolution A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Restricted Assets Monies or other resources, the use of which is restricted by legal or contractual requirements.

Retained Earnings An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

RFPD Abbreviation for the Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with DCRFPD #2.

RMV Real Market Value. The value of real property as determined by the Deschutes County Assessors Office in terms of what it would be worth on the open market.

Shared Revenues Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

SIAG Acronym for Sewer Infrastructure Advisory Group. The City of Bend updated its Sewer Collection System Master Plan which guided improvements for sewer infrastructure. The update was prepared by City staff with the assistance of engineering, environmental and financial specialists, and citizen advisors.

Special Assessment A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special District An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt or levy taxes.

Special Revenue Fund A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes.

Supplemental Budget Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. The supplemental budget cannot be used to increase a tax levy.

Systems Development Charges (SDCs) SDCs are fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development.

TAV Taxable Assessed Valuation, a valuation set upon real estate or other property by a government as a basis of levying taxes. Assessed value is determined by the Deschutes County Assessor's Office.

Tax Base Oregon law allows cities within the State, with voter approval, to establish a dollar amount of property tax that may be levied on property within the city. Once established, a tax base may be increased by 6% each year without further voter approval. Any increase beyond the statutory 6% limit must be approved by voters.

TIF An acronym for tax increment financing. The primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

TRT Transient Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

Trust Funds Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

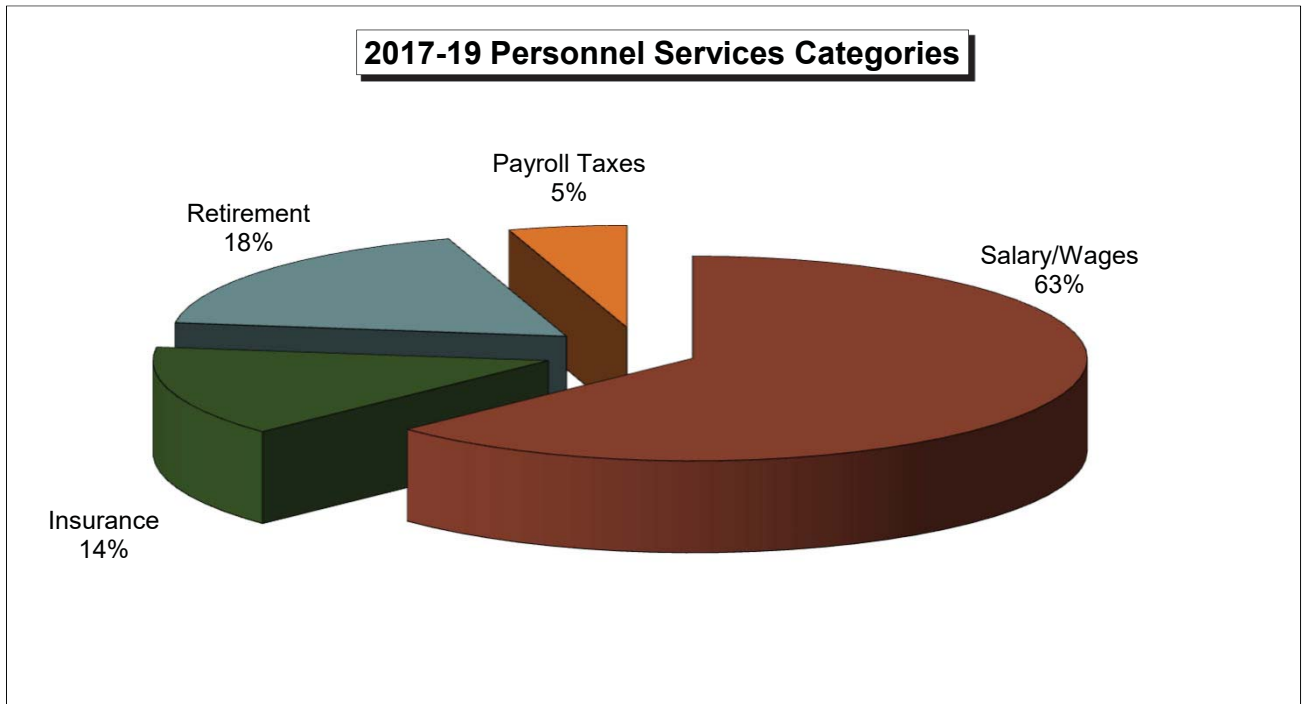
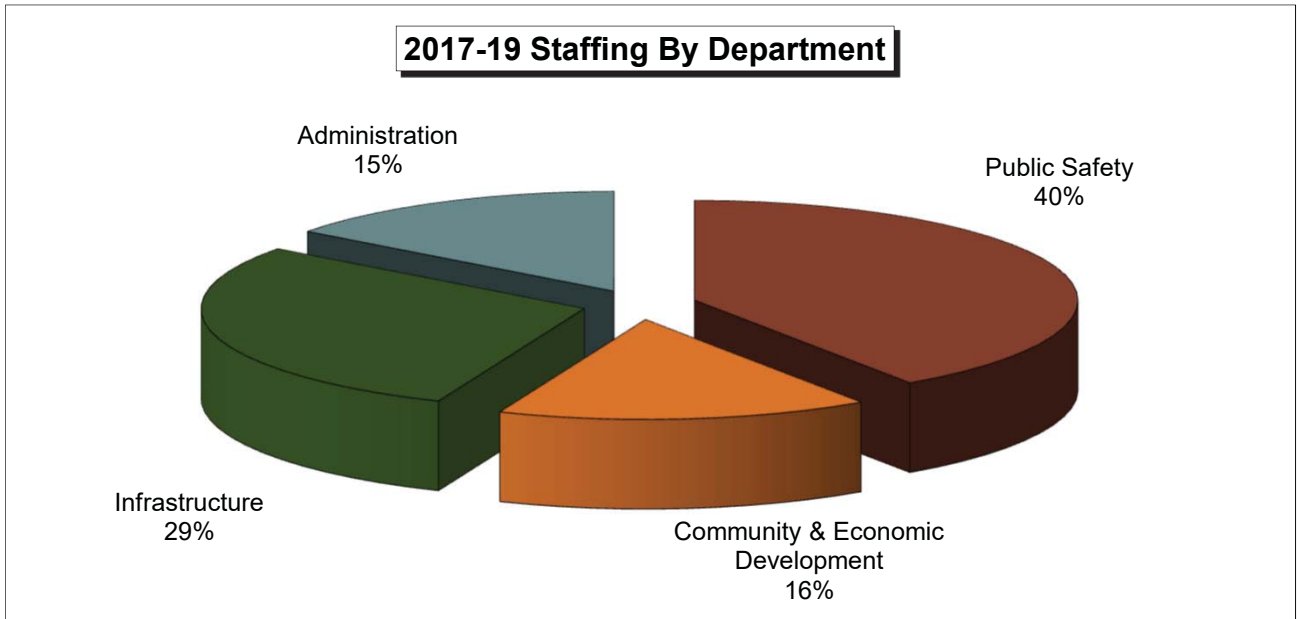
Unappropriated Ending Fund Balance Resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

Working Capital Unspent resources that can be carried over to the following fiscal year and which are available for appropriation.

WRF Acronym for Water Reclamation Facility

Personnel Services Graphical Analysis



Full Time Equivalents (FTE) by Service Area

	2017-18 Changes					2018-19 Changes			Change from 2015-17	
	Adopted 2013-15	Adopted 2015-17	New Positions	Transfers & Reclasses	Eliminated Positions	Adopted 2017-18	New Positions	Eliminated Positions		Adopted 2018-19
PUBLIC SAFETY										
Police Department	120.00	122.00	6.00	-	-	128.00	-	-	128.00	6.00
Fire Department	112.70	124.70	-	-	(4.60)	120.10	-	-	120.10	(4.60)
Municipal Court	4.00	4.00	0.50	-	-	4.50	-	-	4.50	0.50
PUBLIC SAFETY TOTAL	236.70	250.70	6.50	-	(4.60)	252.60	-	-	252.60	1.90
INFRASTRUCTURE										
Water	32.00	32.00	0.50	-	-	32.50	-	-	32.50	0.50
Water Reclamation	36.00	32.00	0.50	-	-	32.50	-	-	32.50	0.50
Stormwater	6.00	8.00	-	-	-	8.00	-	-	8.00	-
Utilities Administration	7.00	-	-	-	-	-	-	-	-	-
Utilities Laboratory	6.00	7.00	-	-	-	7.00	-	-	7.00	-
Utility Support	9.50	14.00	-	-	-	14.00	-	-	14.00	-
Utility Data Services	5.00	7.00	-	-	-	7.00	1.00	-	8.00	1.00
Instrument Control & Electrical	-	7.00	-	-	-	7.00	-	-	7.00	-
Capital Imp. Program (CIP) Engineering	21.00	22.00	5.00	-	-	27.00	-	-	27.00	5.00
Streets & Operations	38.49	42.00	2.00	-	-	44.00	-	-	44.00	2.00
Accessibility Program	1.00	1.00	-	-	-	1.00	-	-	1.00	-
Cemetery	1.00	1.00	-	-	-	1.00	-	-	1.00	-
INFRASTRUCTURE TOTAL	162.99	173.00	8.00	-	-	181.00	1.00	-	182.00	9.00
COMMUNITY & ECONOMIC DEVELOPMENT										
CDD Admin	-	-	1.00	11.00	-	12.00	-	-	12.00	12.00
Building	35.00	31.00	5.00	2.00	-	38.00	-	-	38.00	7.00
Permit Center	-	14.00	-	(14.00)	-	-	-	-	-	(14.00)
Planning	14.00	15.00	1.00	(1.00)	-	15.00	-	-	15.00	-
Private Development Engineering	6.00	8.00	3.00	2.00	-	13.00	-	-	13.00	5.00
Code Enforcement	4.00	4.00	-	-	-	4.00	-	-	4.00	-
Growth Management	8.00	9.00	1.00	-	(0.50)	9.50	-	-	9.50	0.50
CDBG/Affordable Housing	2.00	3.00	-	(1.00)	-	2.00	-	-	2.00	(1.00)
Business Advocacy	1.00	1.00	-	-	-	1.00	-	-	1.00	-
Airport	1.75	2.50	-	-	(0.25)	2.25	-	-	2.25	(0.25)
Parking & Downtown	-	-	1.00	-	-	1.00	-	-	1.00	1.00
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL	71.75	87.50	12.00	(1.00)	(0.75)	97.75	-	-	97.75	10.25
ADMINISTRATION										
City Manager's Office	9.75	10.75	1.00	1.00	-	12.75	-	-	12.75	2.00
Communications	2.00	3.00	-	-	-	3.00	-	-	3.00	-
Human Resources/Volunteerism	6.00	7.00	-	1.00	-	8.00	-	(1.00)	7.00	-
Finance Department	26.00	27.50	1.13	-	(2.00)	26.63	-	-	26.63	(0.87)
Purchasing	5.75	4.00	1.00	-	(1.00)	4.00	-	-	4.00	-
Legal	-	4.00	-	-	-	4.00	-	-	4.00	-
Information Technology	17.00	21.00	2.00	(2.00)	(1.00)	20.00	3.00	(1.00)	22.00	1.00
Facilities Management	4.00	5.00	-	1.00	-	6.00	1.00	-	7.00	2.00
Garage Services	6.73	7.73	-	-	-	7.73	-	-	7.73	-
ADMINISTRATION TOTAL	78.23	89.98	5.13	1.00	(4.00)	92.11	4.00	(2.00)	94.11	4.13
TOTAL POSITIONS *	549.67	601.18	31.63	-	(9.35)	623.46	5.00	(2.00)	626.46	25.28

* includes permanent and limited term employees



CITY OF BEND

2017-2019 ADOPTED BIENNIAL BUDGET IN BRIEF

Funding The City's Operations



City Council Goals & Objectives



The City's General Fund



Where The Money Comes From...And Where It Goes



Learn More About The City's Finances



Funding the City's Operations

The City provides over 20 different operations and programs to the citizens of Bend, supporting each with taxes, fees and charges, grants and other miscellaneous revenues.

OPERATIONS AND PROGRAMS

PUBLIC SAFETY

- Police
- Fire/EMS
- Municipal Court

INFRASTRUCTURE

- Water
- Water Reclamation
- Stormwater
- Laboratory
- Engineering
- Streets & Operations
- Transportation Construction
- General Obligation Bond
- Accessibility Construction
- Cemetery
- Local Improvement District

COMMUNITY & ECONOMIC DEVELOPMENT

- Building
- Planning
- Private Development Engineering
- Code Enforcement
- Growth Management
- Community Development Block Grant
- Affordable Housing
- Business Advocacy
- Tourism
- Economic Improvement District
- Bend Urban Renewal Agency
- Airport
- Parking & Downtown

ADMINISTRATION & CENTRAL SERVICES

- Administrative & Financial Services
- Insurance & Risk Management Services
- Information Technology
- Facilities Management
- Garage Services



Photography ©2008 Dustin Mitsch / Alpen Exposure

City Council Goals & Objectives 2017-2019

The City Council considers input from the community, citizen advisory committees and city staff when developing goals. The City Manager works with department heads to develop a work plan to implement these five goals, and that work plan is incorporated into the budget development process.



1 *Implement a growth plan that is consistent with community goals for the economy, environment and affordability*

OBJECTIVES

- Complete foundational policy and planning work necessary to implement the approved plan
- Prioritize planning and infrastructure investments in the “expansion” and “opportunity” areas
- Develop a communication system to connect The City with OSU-Cascades and Neighborhoods
- Develop fair and cost effective options to help residents required to convert from septic to sewer
- Employ energy efficiency and fossil fuel reduction policies to guide City operations and growth plans

2 *Move people and products around Bend efficiently, safely and reliably*

OBJECTIVES

- Improve road conditions and update winter operations policies
- Develop a short term capital improvement strategy, including use of Transportation Fund reserves
- Involve residents and key stakeholders in developing policies that relieve congestion, improve ease of travel and safety, and identify funding options for desired levels of service
- Expand transit service and work towards sustainable funding

City Council Goals & Objectives 2017-2019

3 *Increase affordable housing options*

OBJECTIVES

- Quantify housing needs through a data-driven approach
- Prioritize land-use and infrastructure planning that maximizes identified supply needs
- Increase the inventory of affordable housing through incentives, removing regulatory barriers, and increasing land supply and funding options
- Connect community partners that provide housing and services for people who are chronically homeless

4 *Keep residents safe with innovative and cost-effective public safety services*

OBJECTIVES

- Continue to develop innovative service models that improve response times at a lower cost
- Implement the Community Engagement Program in the Police Department
- Build an additional Fire/EMS Station in the central core of the City to improve response times
- Obtain approval for the Fire/EMS Operating Levy renewal

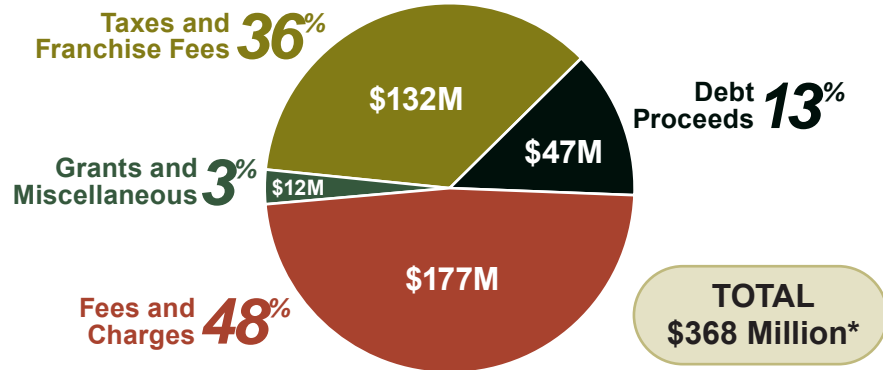
5 *Modernize and professionalize how City government operates*

OBJECTIVES

- Propose a City Charter amendment to voters
- Update Council Rules to improve meeting efficiency and councilor expectations
- Increase capacity of the Neighborhood Association system
- Replace the City's operating software as a key driver for business process improvement in land use, permitting, billing and central services
- Create systems to assist staff and Council in prioritizing and monitoring resources
- Elevate consistency and quality of project management skills across the organization
- Promote and improve the City's employee performance management systems

2017-2019 Revenues and Expenditures

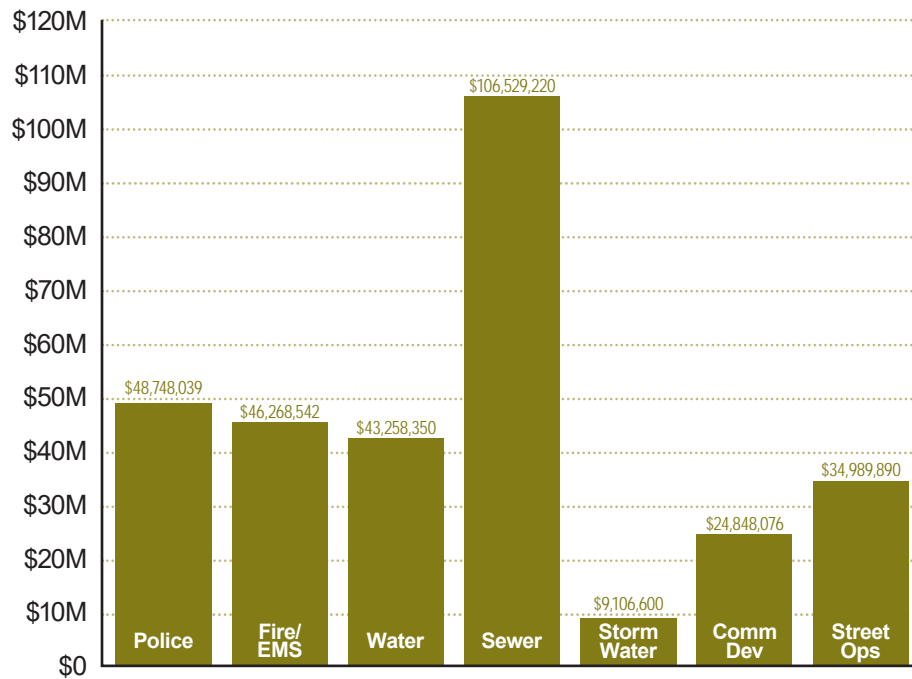
2017-2019 REVENUES



A majority of the City's revenues are restricted or designated for specific operations and programs. (eg. State gas taxes are restricted by state law for street maintenance and improvements.)

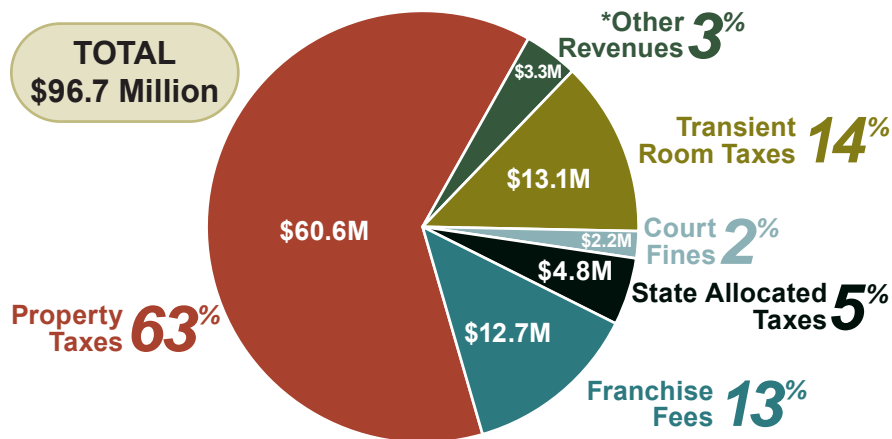
*Excludes interfund activity and beginning working capital

2017-2019 EXPENDITURES FOR SELECT PROGRAMS



The City's General Fund

The City is projecting over \$368 million in revenues for the 2017-2019 biennium, but only those revenues that are not restricted or designated for specific operations and programs (totalling \$96.7 million) are collected in the City's General Fund. Revenues that are restricted or designated for specific use are collected in other funds and used only for those specific purposes.



*Other General Fund revenue includes grants, investment income, interfund loan repayments, fees and charges and marijuana tax.

The General Fund pays for:

- Police Department (\$48.7 million)
- Municipal Court (\$1.3 million)
- Code Enforcement (\$1.2 million)
- Accessibility Program (\$539,800)
- Growth Management (\$3.0 million)



The General Fund also contributes some funding to these operations:

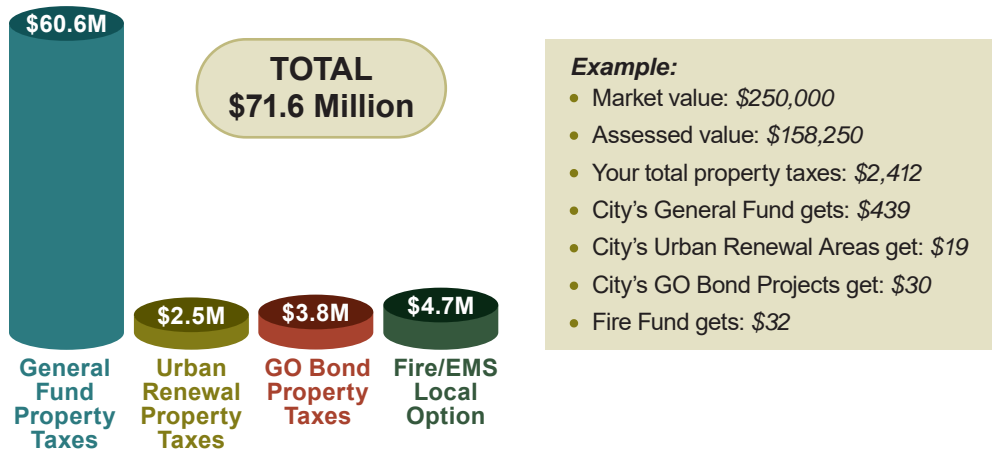
- Fire/EMS (\$26.3 million)
- Transit (\$2.7 million)
- Accessibility Construction (\$670,000)
- Street Operations (\$13.1 million)
- Community Development (\$1.3 million)
- Business Advocacy (\$172,000)
- Cemetery (\$135,700)



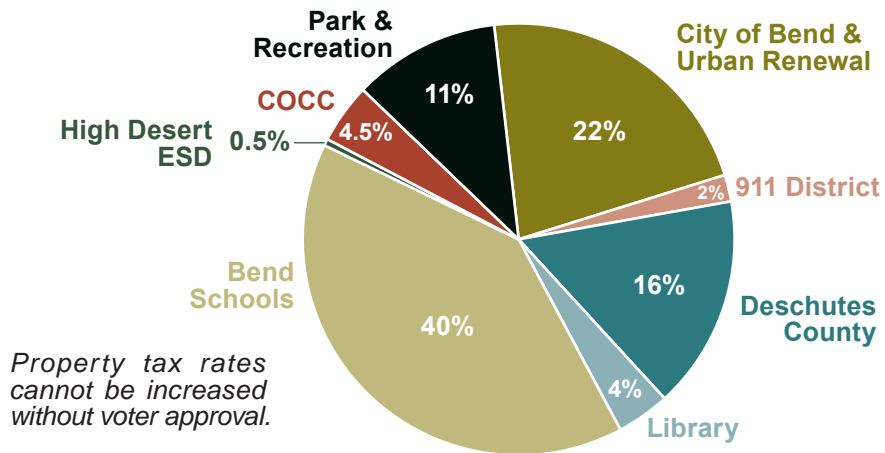
Where the Money Comes From

PROPERTY TAXES

If you live in Bend, your combined total property tax rate is \$15.24 per \$1,000 of “Taxable Assessed Value” (which is not the same as your home’s market value). Of this \$15.24 rate, the City receives \$2.77 per \$1,000 in General Property Taxes and \$0.19 per \$1,000 for the General Obligation Bond construction projects, and \$0.20 per \$1,000 for the Fire/EMS Local Option Levy.



WHERE YOUR PROPERTY TAXES GO



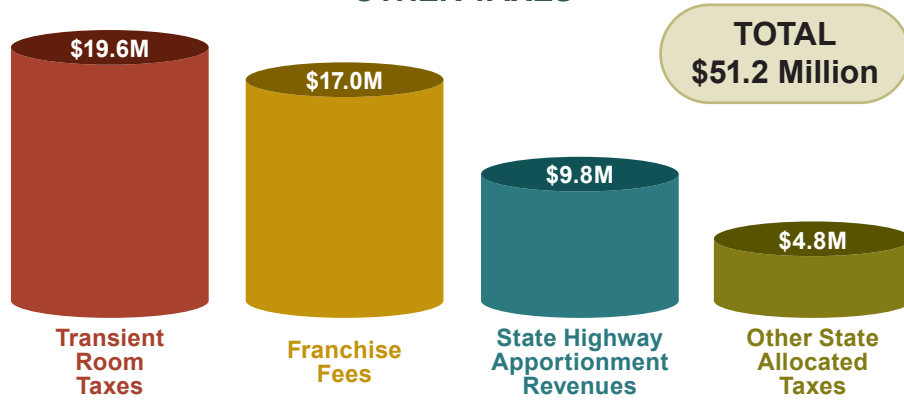
URBAN RENEWAL PROPERTY TAXES

The City has two Urban Renewal Areas (URA). Urban Renewal taxes are used to fund infrastructure improvements in these areas:

- *Juniper Ridge (on the north end of Bend)*
- *Murphy Crossing (on the south end of Bend)*

Other Taxes and Fees

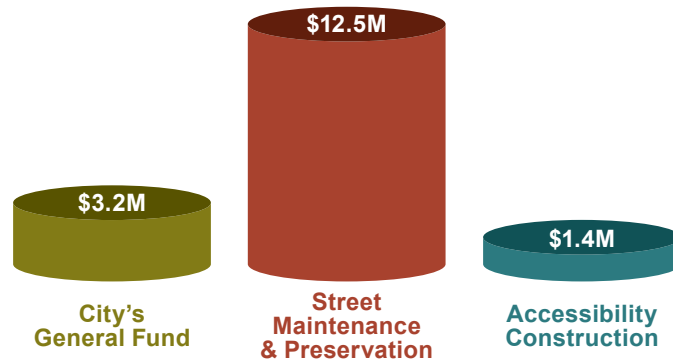
OTHER TAXES



TRANSIENT ROOM TAXES are taxes paid by motel/hotel guests. A total of 31.2% of the Transient Room Tax is allocated for tourism promotion based on State Law and a ballot measure approved by voters.

FRANCHISE FEES are fees collected from utility providers such as your cable, phone, garbage, water and sewer companies. These fees are charged to the utility company for operating in the City and these fees are often passed on to you as the customers of the utility.

ALLOCATION OF FRANCHISE FEES



STATE HIGHWAY APPORTIONMENT REVENUES are restricted by State law for street maintenance and improvement. State allocated highway apportionment revenues include the motor vehicles fuel tax, motor carrier transportation fees, DMV license registration and operator fees and road use assessment fees.

OTHER STATE ALLOCATED TAXES include cigarette and liquor taxes allocated to all cities in Oregon based on population. These taxes—totalling \$4.8 million for the 2017-2019 biennium—are collected in the City's General Fund.

Public Safety

FIRE/EMERGENCY MEDICAL SERVICES (EMS)

The Fire/EMS Department is responsible for a fire protection area of 164 square miles and an Ambulance Service Area of more than 1,700 square miles.

The Fire/EMS Department has an operating budget of \$46.3 million for the biennium. Most of the funding (\$26.3 million) comes from the City's General Fund. The Fire/EMS department also receives \$4.7 million in property taxes from the local option levy, \$395,300 from transient room taxes, \$7.8 million from the Rural Fire Protection District, and \$8.4 million from ambulance charges and other fire service fees.



POLICE



The Police Department responds to more than 87,000 dispatched actions per year, and includes special units such as the Traffic Team, K-9 Program, and the Tri-County Central Oregon Emergency Response Team. The Police Department's 2017-2019 operating budget is \$48.7 million with funding provided by the General Fund and public safety grants.

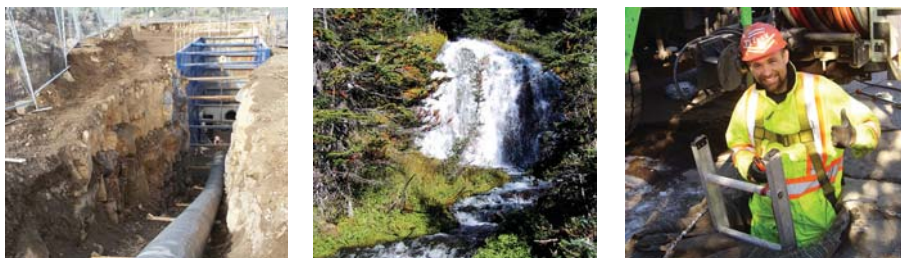
BEND MUNICIPAL COURT

The City collects traffic and other fines through the Bend Municipal Court. These fines are collected in the City's General Fund and support General Fund programs, including municipal court operations.

Infrastructure and Enterprise Operations

“Enterprise” operations are solely supported by user fees, charges, grants and other revenues restricted to or specifically designated for these operations.

UTILITIES



The City operates Water, Sewer and Stormwater systems serving over 24,000 households and businesses. Utility fees and charges fund operations and debt payments. Debt is usually issued to finance large capital improvement projects.

- *The Water division has a 2017-2019 operating budget of \$35.9 million and a capital budget of \$7.4 million.*
- *The Sewer division has an operating budget of \$43 million and a capital budget of \$63.5 million for the 2017-2019 biennium.*
- *The City collects approximately \$3.7 million annually in stormwater fees to support stormwater management.*

STREETS AND OPERATIONS



The Streets and Operations budget for the 2017-2019 biennium is \$34.9 million. State highway apportionment revenues fund \$9.8 million of the budget while General Fund contributions, franchise fees and grants fund the remainder. Services provided include street maintenance, snow removal/winter operations and landscaping.

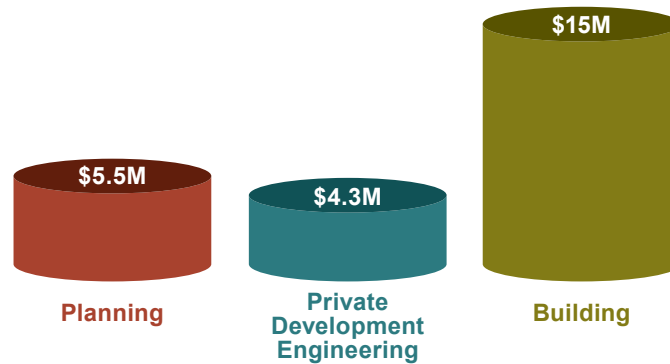
Since the Streets and Operations program receives a significant portion of their funding from General Fund and other revenue sources, it is not considered an enterprise operation.

Community and Economic Development

The City provides building inspection, planning and private development engineering services. These services are funded by user fees and contributions from the General Fund.

COMMUNITY DEVELOPMENT

The Community Development Department's operating budget for the 2017-2019 biennium totals \$24.8 million.



OTHER COMMUNITY & ECONOMIC DEVELOPMENT SERVICES

- *Community Development Block Grant and Affordable Housing programs provide housing and community development assistance to citizens and non-profit agencies in Bend. These programs are funded by federal grants and an affordable housing fee that is assessed on all building activity.*
- *The Business Advocacy program focuses on advocating, facilitating and coordinating relationships and activities between businesses and the City of Bend.*
- *The Code Enforcement program is responsible for protecting the health and safety of the City's residents and visitors and the livability of the community by assuring compliance with land use, environmental and building codes.*

AIRPORT/CEMETERY/PARKING & DOWNTOWN

The City collects fees and charges from airport and cemetery customers to operate the Bend Municipal Airport and City Cemetery respectively. Parking fines and parking permit sales are used to fund operation and maintenance of the downtown parking lots and parking structure owned by the City.

To Learn More About the City's Finances

The following documents are available on the City Finance Department's website: bendoregon.gov/finance.

BUDGET DOCUMENT

State Budget Law requires cities to adopt a balanced budget as the legal authority to spend. The City of Bend adopts a Biennial Budget (budget for two years) every other year. The current Adopted Biennial Budget is for the period July 1, 2017 through June 30, 2019. The Budget Document is over 600 pages and provides extensive details on the City's operations including revenues and expenditures by department and program.

BUDGET COMMITTEE

State law requires cities to form a Budget Committee made up of citizen members as well as City Council members to review and approve the City's budget. The City of Bend has a Budget Committee with seven citizen members and seven City Council members. Citizens are encouraged to get involved with the City's budget process by serving as a member of the Budget Committee. Citizens can apply and are selected by the City Council to serve for a term of four years.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

The City prepares a CAFR in accordance with standards established by the Government Accounting Standards Board and Government Finance Officers Association. The CAFR is a 200 page document showing the City's assets and liabilities at the end of a fiscal year and also the revenues received and expenditures made during that fiscal year. Ten year statistical information is also available in the CAFR.

FISCAL (FINANCIAL MANAGEMENT) POLICIES

The City Council adopts Fiscal Policies that govern its finances. The purpose of the Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making and to achieve certain general financial goals.

To Learn More About the City's Finances

ANNUAL AUDIT

Cities are required to have an independent Certified Public Accounting firm audit its financial statements and accounting controls every year. The CPA firm must be Certified Municipal Auditors and must issue a statement of opinion as to whether the City's financial statements are fairly presented in accordance with applicable government accounting standards and whether there are any material weaknesses in internal controls. The Independent Auditor's Report is included in the City's CAFR.

MONTHLY FINANCIAL REPORT

The City prepares a monthly financial report comparing actual to budgeted revenues and expenditures by Fund. This monthly financial report is presented to City Council as part of the published council packet usually on the 2nd council meeting of the month and is available to the public.

CONTACT THE FINANCE DEPARTMENT

For additional information regarding the City's Finances, please contact the City's Budget Manager **Cam Sparks** at **(541) 330-4005** or via email at **csparks@bendoregon.gov**.



CITY OF BEND

Address **710 NW Wall Street
Bend, OR 97703**

Phone **(541) 388-5505**

Fax **(541) 385-6676**

Web **bendoregon.gov**



Accommodation Information for People with Disabilities

To obtain this information in an alternate format such as Braille, large print or electronic formats please contact Cam Sparks at csparks@bendoregon.gov, (541) 330-4005.

RESOLUTION NO. 3073

A RESOLUTION ADOPTING THE CITY OF BEND 2017-2019 BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2017

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To adopt the 2017-2019 Biennial Budget as approved by the Budget Committee on May 11, 2017, with changes within the limits allowed under ORS 294.456. The 2017-2019 Biennial Budget as approved and amended is attached as Exhibit A.
2. That the amount for the biennial period beginning July 1, 2017 is appropriated in the aggregate sum of \$574,416,690, excluding reserves for future expenditures. As shown below and in Exhibit A, the total City of Bend biennial budget, including reserves is \$696,127,010.

TOTAL CITY OF BEND:

Total Appropriations, including Contingency	\$574,416,690
Total Reserved for Future Expenditures	<u>121,710,320</u>
Total City of Bend Budget	\$696,127,010

3. To create a new special revenue fund, the Private Development Engineering Fund
 - a. Private Development Engineering (PDE) was previously accounted for as a sub-program of Engineering, which is a division of the Internal Service Fund – Departmental Administration. Starting July 1, 2017 this activity will be accounted for in a new special revenue fund, the Private Development Engineering Fund.
 - b. The PDE Fund will exist for the purpose of ensuring that new development in the City of Bend meets the goals of the community while protecting the City's vital infrastructure. Private Development Engineering Fees will be the primary source of funding for PDE, with the General Fund providing a subsidy of approximately 3% and interfund transfers from Utilities and Transportation Construction comprising approximately 10% of total PDE revenue.
 - c. Creation of the new special revenue fund was discussed and approved by the City of Bend Budget Committee on May 11, 2017.
 - d. Total budget requirements for the 2017-2019 biennium are \$6,611,216 as reflected in Exhibit A.
 - e. Oregon Budget Law does not require adoption of a separate resolution to create a new special revenue fund.

Adopted by roll call vote of the Bend City Council on June 21, 2017.

YES: Casey Roats, Mayor
Sally Russell
Bill Moseley
Bruce Abernethy
Justin Livingston

NO: Nathan Boddie
Barb Campbell



Casey Roats, Mayor

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

**Resolution to Adopt 2017-19 Biennial Budget
Exhibit A**

General Fund - 1000¹

Community & Economic Development Program	\$	6,341,767
<i>Code Enforcement</i>		1,037,125
<i>Community Projects</i>		2,813,000
<i>Growth Management</i>		2,491,642
Infrastructure Program		393,890
<i>Accessibility</i>		393,890
Public Safety Program		43,719,975
<i>Municipal Court</i>		950,636
<i>Police</i>		42,769,339
Interfund Transfers		49,836,650
Contingency		5,614,234
Total Fund Appropriations	\$	105,906,516

General Fund Stabilization Fund - 1001

Reserved for Future Expenditures	\$	3,003,440
Budget Total	\$	3,003,440

Fire/EMS Fund - 1110

Public Safety Program	\$	40,579,735
Debt Service		1,156,152
Interfund Transfers		4,532,660
Contingency		5,980,228
Total Fund Appropriations	\$	52,248,776
Reserved for Future Expenditures		100,000
Budget Total	\$	52,348,776

Helen Lorenz Estate Fund - 1120

Interfund Transfers	\$	122,000
Total Fund Appropriations	\$	122,000
Reserved for Future Expenditures		4,739
Budget Total	\$	126,739

Police Reserve Fund - 1130

Reserved for Future Expenditures	\$	662,148
Budget Total	\$	662,148

¹ With regard to the General Fund, appropriations are at the program level. Activities within Programs are shown in italics for illustrative purposes only.

**Resolution to Adopt 2017-19 Biennial Budget
Exhibit A**

Affordable Housing Fund - 1200

Community & Economic Development Program	\$	2,749,500
Interfund Transfers		251,400
Contingency		1,557,785
Total Fund Appropriations	\$	4,558,685

Community Development Block Grant Fund - 1210

Community & Economic Development Program	\$	1,486,500
Debt Service		200,000
Interfund Transfers		31,100
Contingency		459,378
Total Fund Appropriations	\$	2,176,978

Business Advocacy Fund - 1220

Community & Economic Development Program	\$	728,500
Interfund Transfers		97,600
Contingency		141,570
Total Fund Appropriations	\$	967,670

Tourism Fund - 1230

Community & Economic Development Program	\$	6,198,824
Interfund Transfers		172,500
Total Fund Appropriations	\$	6,371,324

Economic Improvement District - 1240

Community & Economic Development Program	\$	324,800
Interfund Transfers		17,000
Total Fund Appropriations	\$	341,800

Building Fund - 1300

Community & Economic Development Program	\$	12,167,336
Interfund Transfers		2,825,800
Contingency		11,688,647
Total Fund Appropriations	\$	26,681,783

**Resolution to Adopt 2017-19 Biennial Budget
Exhibit A**

Planning Fund - 1310

Community & Economic Development Program	\$	4,344,413
Interfund Transfers		1,172,800
Contingency		4,593,824
Total Fund Appropriations	\$	10,111,037

Private Development Engineering - 1320

Community & Economic Development Program	\$	3,571,027
Interfund Transfers		766,700
Contingency		2,273,489
Total Fund Appropriations	\$	6,611,216

System Development Charge Fund - 1400

Interfund Transfers	\$	37,907,091
Total Fund Appropriations	\$	37,907,091
Reserved for Future Expenditures		9,497,427
Budget Total	\$	47,404,518

Streets & Operations Fund - 1410

Infrastructure Program	\$	30,303,760
Debt Service		554,600
Interfund Transfers		4,131,530
Contingency		542,802
Total Fund Appropriations	\$	35,532,692

Energy ARRA Grant Fund - 1500

Administration & Central Services Program	\$	99,454
Total Fund Appropriations	\$	99,454

Fire Station Debt Service - 2110

Public Safety Program	\$	800
Debt Service		485,600
Interfund Transfers		14,600
Total Fund Appropriations	\$	501,000
Reserved for Future Expenditures		8,110
Budget Total	\$	509,110

**Resolution to Adopt 2017-19 Biennial Budget
Exhibit A**

PERS Debt Service Fund - 2200

Debt Service	\$	2,578,400
Interfund Transfers		49,700
Total Fund Appropriations	\$	2,628,100
Reserved for Future Expenditures		2,944,051
Budget Total	\$	5,572,151

General Obligation Bond Debt Service - 2410

Infrastructure Program	\$	1,000
Debt Service		3,677,100
Total Fund Appropriations	\$	3,678,100
Reserved for Future Expenditures		1,303,488
Budget Total	\$	4,981,588

Transportation Construction Fund - 3400

Infrastructure Program	\$	17,464,541
Debt Service		2,608,000
Interfund Transfers		2,085,685
Contingency		607,404
Total Fund Appropriations	\$	22,765,630
Reserved for Future Expenditures		4,523,773
Budget Total	\$	27,289,403

General Obligation Bond Construction Fund - 3410

Infrastructure Program	\$	3,531,039
Total Fund Appropriations	\$	3,531,039

Accessibility Construction Fund - 3500

Infrastructure Program	\$	1,668,569
Debt Service		617,700
Interfund Transfers		294,100
Contingency		10,000
Total Fund Appropriations	\$	2,590,369
Reserved for Future Expenditures		654,265
Budget Total	\$	3,244,634

Local Improvement District Construction Fund - 3600

Infrastructure Program	\$	182,000
Total Fund Appropriations	\$	182,000
Reserved for Future Expenditures		440,766
Budget Total	\$	622,766

**Resolution to Adopt 2017-19 Biennial Budget
Exhibit A**

Airport Fund - 4000

Community & Economic Development Program	\$	4,423,600
Debt Service		986,200
Interfund Transfers		781,680
Contingency		427,077
Total Fund Appropriations	\$	6,618,557

Cemetery Fund - 4100

Infrastructure Program	\$	353,200
Interfund Transfers		90,000
Contingency		5,105
Total Fund Appropriations	\$	448,305

Water Fund - 4200

Infrastructure Program	\$	26,876,500
Debt Service		8,285,800
Interfund Transfers		8,096,050
Contingency		4,394,000
Total Fund Appropriations	\$	47,652,350
Reserved for Future Expenditures		43,173,709
Budget Total	\$	90,826,059

Water Reclamation Fund - 4300

Infrastructure Program	\$	83,253,020
Debt Service		11,516,700
Interfund Transfers		11,759,500
Contingency		3,870,300
Total Fund Appropriations	\$	110,399,520
Reserved for Future Expenditures		43,349,445
Budget Total	\$	153,748,965

Stormwater Fund - 4400

Infrastructure Program	\$	6,231,400
Debt Service		156,200
Interfund Transfers		2,719,000
Contingency		800,000
Total Fund Appropriations	\$	9,906,600
Reserved for Future Expenditures		3,295,505
Budget Total	\$	13,202,105

**Resolution to Adopt 2017-19 Biennial Budget
Exhibit A**

Parking & Downtown Fund - 4500

Community & Economic Development Program	\$ 1,596,950
Interfund Transfers	445,380
Contingency	277,083
Total Fund Appropriations	\$ 2,319,413
Reserved for Future Expenditures	1,470,000
Budget Total	\$ 3,789,413

Internal Service Fund: City Wide Administration - 5000¹

Administration & Central Services Program	\$ 38,766,226
<i>Administration & Financial Services</i>	16,959,931
<i>Facility Management</i>	5,908,444
<i>Insurance & Risk Management</i>	4,846,500
<i>Information Technology</i>	11,051,352
Debt Service	7,534,068
Interfund Transfers	4,150,780
Contingency	660,092
Total Fund Appropriations	\$ 51,111,166
Reserved for Future Expenditures	6,622,929
Budget Total	\$ 57,734,095

Internal Service Fund: Departmental Administration - 5100²

Administration & Central Services Program	\$ 4,083,982
<i>Garage</i>	4,083,982
Community & Economic Development Program	\$ 2,414,100
<i>Community Development Department Administration</i>	2,414,100
Infrastructure Program	\$ 9,987,942
<i>Engineering, Infrastructure & Planning Department (EIPD)</i>	7,564,742
<i>Utilities Laboratory</i>	2,423,200
Interfund Transfers	3,341,916
Contingency	577,579
Total Fund Appropriations	\$ 20,405,519

Cemetery Permanent Maintenance Fund - 6100

Infrastructure Program	\$ 10,800
Interfund Transfers	31,200
Total Fund Appropriations	\$ 42,000
Reserved for Future Expenditures	656,526
Budget Total	\$ 698,526

^{1 2} With regard to the Internal Service Funds, appropriations are at the program level. Activities within Programs are shown in italics for illustrative purposes only.

**Resolution to Adopt 2017-19 Biennial Budget
Exhibit A**

TOTAL CITY OF BEND:

Total Appropriations, including Contingency	\$ 574,416,690
Total Unappropriated Ending Fund Balance	\$ 121,710,320
Total City of Bend Budget	\$ <u>696,127,010</u>

City of Bend
Reconciliation of 2017-2019 Approved Budget to Adopted Budget

	Budget Approved by the Budget Committee	Proposed Adjustments	Budget Presented for Adoption
<u>General Fund - 1000</u>			
Community & Economic Development Program	\$ 6,341,767	\$ -	\$ 6,341,767
Code Enforcement	1,037,125	-	1,037,125
Community Projects	2,813,000	-	2,813,000
Growth Management	2,491,642	-	2,491,642
Infrastructure Program	393,890	-	393,890
Accessibility	393,890	-	393,890
Public Safety Program	43,512,960	207,015	43,719,975
Municipal Court	950,636	-	950,636
Police	42,562,324	207,015	42,769,339
Interfund Transfers	49,836,650	-	49,836,650
Contingency	5,614,234	-	5,614,234
Total Fund Appropriations	\$ 105,699,501	\$ 207,015	\$ 105,906,516
<u>General Fund Stabilization Fund - 1001</u>			
Reserved for Future Expenditures	\$ 3,003,440	\$ -	\$ 3,003,440
Budget Total	\$ 3,003,440	\$ -	\$ 3,003,440
<u>Fire/EMS Fund - 1110</u>			
Public Safety Program	\$ 40,579,735	\$ -	\$ 40,579,735
Debt Service	1,156,152	-	1,156,152
Interfund Transfers	4,532,660	-	4,532,660
Contingency	5,980,228	-	5,980,228
Total Fund Appropriations	\$ 52,248,776	\$ -	\$ 52,248,776
Reserved for Future Expenditures	100,000	-	100,000
Budget Total	\$ 52,348,776	\$ -	\$ 52,348,776
<u>Helen Lorenz Estate Fund - 1120</u>			
Interfund Transfers	\$ 122,000	\$ -	\$ 122,000
Total Fund Appropriations	\$ 122,000	\$ -	\$ 122,000
Reserved for Future Expenditures	4,739	-	4,739
Budget Total	\$ 126,739	\$ -	\$ 126,739
<u>Police Reserve Fund - 1130</u>			
Reserved for Future Expenditures	\$ 662,148	\$ -	\$ 662,148
Budget Total	\$ 662,148	\$ -	\$ 662,148
<u>Affordable Housing Fund - 1200</u>			
Community & Economic Development Program	\$ 2,749,500	\$ -	\$ 2,749,500
Interfund Transfers	251,400	-	251,400
Contingency	1,557,785	-	1,557,785
Total Fund Appropriations	\$ 4,558,685	\$ -	\$ 4,558,685
<u>Community Development Block Grant Fund - 1210</u>			
Community & Economic Development Program	\$ 1,486,500	\$ -	\$ 1,486,500
Debt Service	200,000	-	200,000
Interfund Transfers	31,100	-	31,100
Contingency	459,378	-	459,378
Total Fund Appropriations	\$ 2,176,978	\$ -	\$ 2,176,978

**City of Bend
Reconciliation of 2017-2019 Approved Budget to Adopted Budget**

	Budget Approved by		Budget
<u>Business Advocacy Fund - 1220</u>			
Community & Economic Development Program	\$ 728,500	\$ -	\$ 728,500
Interfund Transfers	97,600	-	97,600
Contingency	141,570	-	141,570
Total Fund Appropriations	\$ 967,670	\$ -	\$ 967,670
<u>Tourism Fund - 1230</u>			
Community & Economic Development Program	\$ 6,198,824	\$ -	\$ 6,198,824
Interfund Transfers	172,500	-	172,500
Total Fund Appropriations	\$ 6,371,324	\$ -	\$ 6,371,324
<u>Economic Improvement District - 1240</u>			
Community & Economic Development Program	\$ 324,800	\$ -	\$ 324,800
Interfund Transfers	17,000	-	17,000
Total Fund Appropriations	\$ 341,800	\$ -	\$ 341,800
<u>Building Fund - 1300</u>			
Community & Economic Development Program	\$ 11,063,736	\$ 1,103,600	\$ 12,167,336
Interfund Transfers	2,825,800	-	2,825,800
Contingency	12,792,247	(1,103,600)	11,688,647
Total Fund Appropriations	\$ 26,681,783	\$ -	\$ 26,681,783
<u>Planning Fund - 1310</u>			
Community & Economic Development Program	\$ 4,344,413	\$ -	\$ 4,344,413
Interfund Transfers	1,172,800	-	1,172,800
Contingency	4,593,824	-	4,593,824
Total Fund Appropriations	\$ 10,111,037	\$ -	\$ 10,111,037
<u>Private Development Engineering - 1320</u>			
Community & Economic Development Program	\$ 3,286,627	\$ 284,400	\$ 3,571,027
Interfund Transfers	766,700	-	766,700
Contingency	2,557,889	(284,400)	2,273,489
Total Fund Appropriations	\$ 6,611,216	\$ -	\$ 6,611,216
<u>System Development Charge Fund - 1400</u>			
Interfund Transfers	\$ 37,907,091	\$ -	\$ 37,907,091
Total Fund Appropriations	\$ 37,907,091	\$ -	\$ 37,907,091
Reserved for Future Expenditures	9,497,427	-	9,497,427
Budget Total	\$ 47,404,518	\$ -	\$ 47,404,518
<u>Streets & Operations Fund - 1410</u>			
Infrastructure Program	\$ 29,113,760	\$ 1,190,000	\$ 30,303,760
Debt Service	554,600	-	554,600
Interfund Transfers	4,131,530	-	4,131,530
Contingency	542,802	-	542,802
Total Fund Appropriations	\$ 34,342,692	\$ 1,190,000	\$ 35,532,692
<u>Energy ARRA Grant Fund - 1500</u>			
Administration & Central Services Program	\$ 99,454	\$ -	\$ 99,454
Total Fund Appropriations	\$ 99,454	\$ -	\$ 99,454

City of Bend
Reconciliation of 2017-2019 Approved Budget to Adopted Budget

	Budget Approved by		Budget
<u>Fire Station Debt Service - 2110</u>			
Public Safety Program	\$ 800	\$ -	\$ 800
Debt Service	485,600	-	485,600
Interfund Transfers	14,600	-	14,600
Total Fund Appropriations	\$ 501,000	\$ -	\$ 501,000
Reserved for Future Expenditures	8,110	-	8,110
Budget Total	\$ 509,110	\$ -	\$ 509,110
<u>PERS Debt Service Fund - 2200</u>			
Debt Service	\$ 2,578,400	\$ -	\$ 2,578,400
Interfund Transfers	49,700	-	49,700
Total Fund Appropriations	\$ 2,628,100	\$ -	\$ 2,628,100
Reserved for Future Expenditures	2,944,051	-	2,944,051
Budget Total	\$ 5,572,151	\$ -	\$ 5,572,151
<u>General Obligation Bond Debt Service - 2410</u>			
Infrastructure Program	\$ 1,000	\$ -	\$ 1,000
Debt Service	3,677,100	-	3,677,100
Total Fund Appropriations	\$ 3,678,100	\$ -	\$ 3,678,100
Reserved for Future Expenditures	1,303,488	-	1,303,488
Budget Total	\$ 4,981,588	\$ -	\$ 4,981,588
<u>Transportation Construction Fund - 3400</u>			
Infrastructure Program	\$ 17,214,541	\$ 250,000	\$ 17,464,541
Debt Service	2,608,000	-	2,608,000
Interfund Transfers	2,085,685	-	2,085,685
Contingency	607,404	-	607,404
Total Fund Appropriations	\$ 22,515,630	\$ 250,000	\$ 22,765,630
Reserved for Future Expenditures	4,523,773	-	4,523,773
Budget Total	\$ 27,039,403	\$ 250,000	\$ 27,289,403
<u>General Obligation Bond Construction Fund - 3410</u>			
Infrastructure Program	\$ 3,531,039	\$ -	\$ 3,531,039
Total Fund Appropriations	\$ 3,531,039	\$ -	\$ 3,531,039
<u>Accessibility Construction Fund - 3500</u>			
Infrastructure Program	\$ 1,668,569	\$ -	\$ 1,668,569
Debt Service	617,700	-	617,700
Interfund Transfers	294,100	-	294,100
Contingency	10,000	-	10,000
Total Fund Appropriations	\$ 2,590,369	\$ -	\$ 2,590,369
Reserved for Future Expenditures	654,265	-	654,265
Budget Total	\$ 3,244,634	\$ -	\$ 3,244,634
<u>Local Improvement District Construction Fund - 3600</u>			
Infrastructure Program	\$ 182,000	\$ -	\$ 182,000
Total Fund Appropriations	\$ 182,000	\$ -	\$ 182,000
Reserved for Future Expenditures	440,766	-	440,766
Budget Total	\$ 622,766	\$ -	\$ 622,766

**City of Bend
Reconciliation of 2017-2019 Approved Budget to Adopted Budget**

	Budget Approved by		Budget
<u>Airport Fund - 4000</u>			
Community & Economic Development Program	\$ 4,423,600	\$ -	\$ 4,423,600
Debt Service	960,200	26,000	986,200
Interfund Transfers	781,680	-	781,680
Contingency	453,077	(26,000)	427,077
Total Fund Appropriations	\$ 6,618,557	\$ -	\$ 6,618,557
<u>Cemetery Fund - 4100</u>			
Infrastructure Program	\$ 353,200	\$ -	\$ 353,200
Interfund Transfers	90,000	-	90,000
Contingency	5,105	-	5,105
Total Fund Appropriations	\$ 448,305	\$ -	\$ 448,305
<u>Water Fund - 4200</u>			
Infrastructure Program	\$ 26,686,500	\$ 190,000	\$ 26,876,500
Debt Service	8,285,800	-	8,285,800
Interfund Transfers	8,096,050	-	8,096,050
Contingency	4,394,000	-	4,394,000
Total Fund Appropriations	\$ 47,462,350	\$ 190,000	\$ 47,652,350
Reserved for Future Expenditures	43,173,709	-	43,173,709
Budget Total	\$ 90,636,059	\$ 190,000	\$ 90,826,059
<u>Water Reclamation Fund - 4300</u>			
Infrastructure Program	\$ 78,840,020	\$ 4,413,000	\$ 83,253,020
Debt Service	11,516,700	-	11,516,700
Interfund Transfers	11,759,500	-	11,759,500
Contingency	3,870,300	-	3,870,300
Total Fund Appropriations	\$ 105,986,520	\$ 4,413,000	\$ 110,399,520
Reserved for Future Expenditures	43,349,445	-	43,349,445
Budget Total	\$ 149,335,965	\$ 4,413,000	\$ 153,748,965
<u>Stormwater Fund - 4400</u>			
Infrastructure Program	\$ 6,231,400	\$ -	\$ 6,231,400
Debt Service	156,200	-	156,200
Interfund Transfers	2,719,000	-	2,719,000
Contingency	800,000	-	800,000
Total Fund Appropriations	\$ 9,906,600	\$ -	\$ 9,906,600
Reserved for Future Expenditures	3,295,505	-	3,295,505
Budget Total	\$ 13,202,105	\$ -	\$ 13,202,105
<u>Parking & Downtown Fund - 4500</u>			
Community & Economic Development Program	\$ 1,596,950	\$ -	\$ 1,596,950
Interfund Transfers	445,380	-	445,380
Contingency	277,083	-	277,083
Total Fund Appropriations	\$ 2,319,413	\$ -	\$ 2,319,413
Reserved for Future Expenditures	1,470,000	-	1,470,000
Budget Total	\$ 3,789,413	\$ -	\$ 3,789,413

City of Bend
Reconciliation of 2017-2019 Approved Budget to Adopted Budget

	Budget Approved by		Budget
<u>Internal Service Fund: City Wide Administration - 5000</u>			
Administration & Central Services Program	\$ 38,766,226	\$ -	\$ 38,766,226
<i>Administration & Financial Services</i>	<i>16,959,931</i>	<i>-</i>	<i>16,959,931</i>
<i>Facility Management</i>	<i>5,908,444</i>	<i>-</i>	<i>5,908,444</i>
<i>Insurance & Risk Management</i>	<i>4,846,500</i>	<i>-</i>	<i>4,846,500</i>
<i>Information Technology</i>	<i>11,051,352</i>	<i>-</i>	<i>11,051,352</i>
Debt Service	7,534,068	-	7,534,068
Interfund Transfers	4,150,780	-	4,150,780
Contingency	660,092	-	660,092
Total Fund Appropriations	\$ 51,111,166	\$ -	\$ 51,111,166
Reserved for Future Expenditures	6,596,929	26,000	6,622,929
Budget Total	\$ 57,708,095	\$ 26,000	\$ 57,734,095
<u>Internal Service Fund: Departmental Administration - 5100</u>			
Administration & Central Services Program	\$ 4,083,982	\$ -	\$ 4,083,982
<i>Garage</i>	<i>4,083,982</i>	<i>-</i>	<i>4,083,982</i>
Community & Economic Development Program	\$ 2,384,000	\$ 30,100	\$ 2,414,100
<i>Community Development Department Administration</i>	<i>2,384,000</i>	<i>30,100</i>	<i>2,414,100</i>
Infrastructure Program	\$ 9,987,942	\$ -	\$ 9,987,942
<i>Engineering, Infrastructure & Planning Department (EIPD)</i>	<i>7,564,742</i>	<i>-</i>	<i>7,564,742</i>
<i>Utilities Laboratory</i>	<i>2,423,200</i>	<i>-</i>	<i>2,423,200</i>
Interfund Transfers	3,341,916	-	3,341,916
Contingency	607,678	(30,100)	577,579
Total Fund Appropriations	\$ 20,405,519	\$ 0	\$ 20,405,519
<u>Cemetery Permanent Maintenance Fund - 6100</u>			
Infrastructure Program	\$ 10,800	\$ -	\$ 10,800
Interfund Transfers	31,200	-	31,200
Total Fund Appropriations	\$ 42,000	\$ -	\$ 42,000
Reserved for Future Expenditures	656,526	-	656,526
Budget Total	\$ 698,526	\$ -	\$ 698,526
TOTAL CITY OF BEND:			
Total Appropriations, including Contingency	\$ 568,166,674	\$ 6,250,015	\$ 574,416,690
Total Unappropriated Ending Fund Balance	121,684,321	26,000	121,710,320
Total City of Bend Budget	\$ 689,850,995	\$ 6,276,015	\$ 696,127,010

RESOLUTION NO. 3076

A RESOLUTION LEVYING AD VALOREM TAXES AND GENERAL OBLIGATION BOND TAXES

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

SECTION ONE: To levy the taxes provided for in the adopted budget for fiscal year 2017-18 at the rate of \$2.8035 per \$1,000 of taxable assessed value, to levy local option operating taxes for fire and emergency services at the rate of \$0.2000 per \$1,000 of taxable assessed value as approved by voters on May 20, 2014.

SECTION TWO: To levy the General Obligation Bond taxes provided for in the adopted budget for fiscal year 2017-18 in the amount of \$1,978,500 for bonded indebtedness related to transportation bonds approved by voters on May 17, 2011.

These taxes are levied upon all taxable properties within the City of Bend.

The following allocation and categorization subject to the limits of Article XI, Section 11b of the Oregon Constitution make up the above aggregate levy:

	<u>Subject to General Government Limitation</u>	<u>Excluded from the Limitation</u>
City of Bend Permanent Tax Levy	\$ 2.8035 / \$1,000	
City of Bend Local Option Levy	\$ 0.2000 / \$1,000	
General Obligation Bond Levy		\$ 1,978,500

Adopted by roll call vote of the Bend City Council on June 21, 2017.

YES: Casey Roats, Mayor
Sally Russell
Bill Moseley
Bruce Abernethy
Nathan Boddie
Justin Livingston
Barb Campbell

NO: NONE



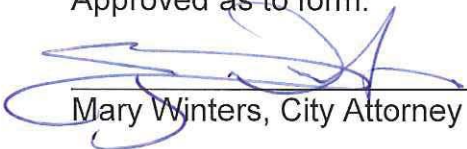
Casey Roats, Mayor

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Shawn Antoni**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

1777 SW Chandler Ave, Bend OR 97702

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Case:

Legal Description: LEGAL NOTICE, NOTICE OF , BUDGET , COMMITTEE , MEETING , ,

A public meeting of the Budget Committee of the City of Bend and the Bend Urban Renewal Agency, D...

a printed copy of which is hereto affixed was published in each regular and entire issue of the said newspaper and not in any supplement thereof on the following dates, to wit:

4/23/17

Page F3

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

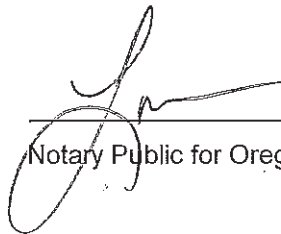
Dated at Bend, Oregon, this 26 day of April, 2017.


Signature

AdName: **20850354A**

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 26 day of Apr., 2017 by Shawn Antoni


Notary Public for Oregon



No. _____

In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

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By _____

From the Office of _____

Attorney for _____

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included in the Plan Holder's list and to receive email updates of any addenda or revisions to the bid documents. No Proposal will be considered from a General Contractor to whom a proposal form has not been issued by the City of Redmond to registered bidders from www.ciplist.com.

PUBLISH:
Bend Bulletin - Sunday,
April 23, 2017

Daily Journal of
Commerce - Monday,
April 24, 2017

LEGAL NOTICE NOTICE OF BUDGET COMMITTEE MEETING

A public meeting of the Budget Committee of the City of Bend and the Bend Urban Renewal Agency, Deschutes County, State of Oregon, to discuss the budget for the biennial budget period July 1, 2017 to June

NOTICE OF PROPOSED BANK MERGER. Notice is hereby given that High Desert Bank, Bend, Oregon has made application to the Federal Deposit Insurance Corporation, Washington, D.C. 20249 for its written consent to merge with Right Start Mortgage, Pasadena, California. This notice is published pursuant to Section 18(c) of the Federal Deposit Insurance Act. Any person wishing to comment on this application may file his/her comments in writing with the Regional Director of the Federal Deposit Insurance Corporation at its Regional Office at 25 Jessie @ Ecker Square, Suite 2300, San Francisco, California 94105 before processing of the application has been completed. Processing will be completed no earlier than April 28, 2017. The period may be extended by

was appealed to a public hearing before the Hearings Officer. APPLICANT/OWNER: Oregon State Parks Department, 1645 NE Forbes Road, Suite 112, Bend, OR 97701. LOCATION: The project site includes four properties: 1) 64120 OB Riley Road, Bend, and identified as tax lot 100 on County Assessor map 17-12-06; 2) No situs address, and identified as tax lot 101 on map 17-12-07; 3) 19975 Destiny Court, Bend, and identified as tax lot 100 on map 17-12-07; and 4) No situs address, and identified as tax lot 502 on map 17-12-07. STAFF CONTACT: Anthony Raguine, anthonyr@deschutes.org. Copies of the staff report, application, all documents and evidence submitted by or on behalf of the applicant and applicable criteria are available for inspection at the Planning Division at no cost and can be pur-

time may be limited by the chairperson in certain situations. The Public Hearing to adopt the Budget is currently scheduled for June 14, 2017 at 5:30 pm at City Hall.

If you are interested in requesting a sponsorship, please contact City Hall at 541-536-1432 ext. 2 so we may provide you with the materials needed to be heard on May 2nd.

PUBLIC NOTICE

Housing Works will hold a Regular Board Meeting on Wednesday, April 26th, 2017 at 3:00 p.m. at Housing Works, located at 405 SW 6th Street, Redmond, OR 97756 and with electronic communication with Board members.

Principal subjects anticipated to be considered include general business. A draft

son desiring to comment on this application may do so by submitting written comments by April 28, 2017 to: Licensing Manager, Comptroller of the Currency, 400 7th Street SW Washington D.C. 20219. The public file is available for inspection in that office during regular business hours. Written requests for a copy of the application should be sent to the licensing manager. Dated: March 30, 2017. High Desert Bank, Bend, Oregon. Right Start Mortgage, Pasadena, California

Have an item to sell quick?
If it's under \$500 you can place it in The Bulletin Classifieds for:

\$13 - 3 lines, 7 days
\$20 - 3 lines, 14 days
(Private Party ads only)

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SATURDAY AND SUNDAY

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erlooking Deschutes r. Views from almost ry room! Luxurious ter suite with fireplace. d private setting with r access. .53 acre, drooms and 2.5 baths. than 2 mile from ntown Bend. Vacation al possible. For private ring text 541-350-9993.



63095 Casey Pl.

Directions: Archie Briggs to Casey Place.

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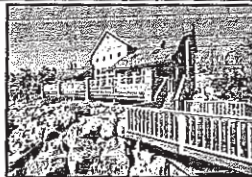
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WESTRIDGE ESTATES

SUNDAY
12-3 PM

Rare opportunity to own a beautiful home in Westridge Estates. This is a 4 bed, 4 bath home with 4230 sq. ft. sits on 5 acres. Enjoy the beautiful views off the back deck.



2483 NW Century Dr., Prineville

Directions: From Prineville follow 3rd st. to Hwy. 126 W (Gigas for Redmond, Bend), Turn right on Hwy. 370 W turn left on Century Drive.

\$665,000

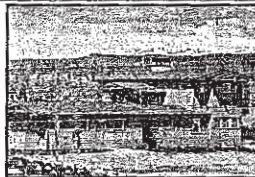
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MTN. & GOLF COURSE VIEWS

SAT. & SUN.
12-4 PM

Brand new Tetherow home with Cascade Mountain & Tetherow Golf Course views. Luxurious main-level master wing. Two full ensuite guest rooms connected by skybridge, each offer stunning views. Includes landscape maintenance & \$7,500 Tetherow Social Club Membership Initiation.



61310 Meeks Cutoff Rd.

Directions: South on Century Dr., right on Skyline Ranch Rd. (main Tetherow entrance), right on Meeks Trail, left onto Meeks Cutoff.

\$824,990

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City of Bend, Oregon
 2019-2021 Biennial Budget

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The Bulletin recommends extra caution when purchasing products or services from out of the area. Sending cash, checks, or credit information may be subject to **FRAUD**. For more information about an advertiser, you may call the Oregon State Attorney General's Office Consumer Protection hotline at 1-877-877-9392.

The Bulletin
bendbulletin.com

PERSONALS & ANNOUNCEMENTS

ANNOUNCEMENTS

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PUBLIC NOTICES

1000 Legal Notices

LEGAL NOTICE INVITATION TO BID

Sealed bids for the construction of the City of Redmond, OR126 at SW 35th Street Channelization Project TR 17-06, addressed to the City Recorder, City of Redmond, Oregon will be received until 2:00 PM local time at the City Recorder's office, City Hall, 411 SW 9th Street, Redmond, Oregon, on May 24, 2017 and then publicly opened and read at 2:00 PM in Room 134, City Hall, Redmond, Oregon. First tier subcontractor list is required to be submitted by 4:00 PM, same day (Note: The first tier subcontractor list may also be submitted with the sealed bid at contractor's preference). Bids shall be clearly labeled: OR126 at SW 35th Street Channelization Project TR 17-06.

No mandatory pre-bid meeting will be held. No bid will be accepted by a general contractor who is not on the plan holders list.

This is a Public Works Contract and subject to the Oregon Bureau of Labor and Industries (BOLI) Wage Rates, dated January 1, 2017 and amendments for region 10 as defined under ORS 279C.800 to 279C.870.

Scope of Work: Widening of HWY 126 at the intersection of SW 35th Street to add channelization for left-hand turn movements onto SW 35th. Work includes Asphalt paving, concrete curb and walk, guardrail, and Striping.

Contract Documents may be examined at the following locations:
 •City of Redmond Engineering Department 243 E Antler Avenue, Redmond, Oregon.
 •www.cipist.com

Digital copies of the plans, specifications, and bid proposal, including any future addenda or revisions to the bid documents,

1000 Legal Notices

30, 2019 will be held at City Council Chambers, City Hall, 710 NW Wall Street, Bend.

The meeting will take place on the 3rd day of May, 2017 at 6:00 PM. The purpose of this meeting is to receive the Budget Message and to distribute the Proposed Budget document. Public comment on the budget document will be reserved for the budget meetings scheduled for May 9th through the 11th. However, a Public Hearing will be held at this May 3rd meeting to hear and receive Proposed Revenue funds.

The Proposed Budget will be distributed at 6:00 pm on May 3, 2017 and a copy of the document may be inspected after that time and date at the City Administration Office in City Hall, 710 NW Wall Street, Bend, between the hours of 8:00 AM and 5:00 PM.

Listed below are the times and place of additional scheduled Budget Committee meetings. These are public meetings at which any person may appear and discuss the proposed programs with the Budget Committee.

Location: City of Bend North Fire Station, 63377 Jamison St., Bend, OR 97701, Training Center Room

Dates:
 Tuesday, May 9, 2017, 5:00 PM
 Wednesday, May 10, 2017, 5:00 PM
 Thursday, May 11, 2017, 5:00 PM

A copy of this notice is available on the City of Bend website (www.bendoregon.gov) under "City Meetings and Events" and on the Finance Department's website (<http://www.bendoregon.gov/government/departments/finance>) under "Events"

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PUBLIC

1000 Legal Notices

the regional director for good cause. The nonconfidential portion of the application file is available for inspection within one day following the request for such file. It may be inspected in the Corporation's regional office during regular business hours. Photocopies of information in the nonconfidential portion of the application file will be made available upon request. Date: March 30, 2017. HIGH DESERT BANK, Bend, Oregon, RIGHT START MORTGAGE, Pasadena, California.

LEGAL NOTICE NOTICE OF PUBLIC HEARING

The Deschutes County Hearings Officer will hold a public hearing on Monday, May 15, 2017, at 6:00 p.m. in the Barnes and Sawyer Rooms of the Deschutes Services Center, 1300 NW Wall St., Bend, to consider the following request: FILE NUMBER/S: 247-16-000386-CU, 387-V-388-SP, 652-LR 247-17-000005-A. SUBJECT: Deschutes County approved a Conditional Use Permit and Site Plan review to establish a

chase page. port : availa to the hearir are a line chute. chule: encou with partici grams This c acces with d need tions pation please Coord 617-4

PUBL 2017-4

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Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Shawn Antoni**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

1777 SW Chandler Ave, Bend OR 97702

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Case: Camilla

Legal Description:

a printed copy of which is hereto affixed was published in each regular and entire issue of the said newspaper and not in any supplement thereof on the following dates, to wit:

6/16/17 Page C6

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

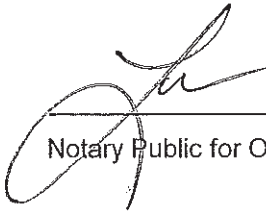
Dated at Bend, Oregon, this 19 day of June, 2017.

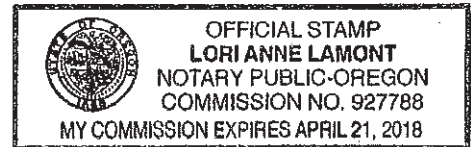

Signature

AdName: 20865389D

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 19 day of June, 2017 by Shawn Antoni


Notary Public for Oregon



No. _____

In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

Filed _____

By _____

From the Office of _____

Attorney for _____

FORM LB-1 NOTICE OF BUDGET HEARING

A public meeting of the Bend City Council will be held on June 21st, 2017 at 7:00 pm at City Hall in the Council Chambers, 710 NW Wall Street, Bend, Oregon. The purpose of this meeting is to discuss the budget for the biennium beginning July 1, 2017 as approved by the City of Bend Budget Committee. A summary of the approved budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 710 NW Wall Street, Bend, Oregon, between the hours of 8 am and 5 pm, or online at www.bendoregon.gov. This budget is for an ___ annual X biennial budget period. This budget was prepared on a basis of accounting that is X the same as ___ different than the preceding year. If different, the major changes and their effect on the budget are: N/A.

Contact: Casey Roats, Mayor Telephone: (541) 693-2158 Email: croats@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount	Adopted Budget	Approved Budget
	2013-2015	This Biennium 2015-2017	Next Biennium 2017-2019
Beginning Fund Balance/Net Working Capital	106,826,555	117,193,396	185,860,533
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	157,204,652	194,316,893	215,342,335
Federal, State and all Other Grants, Gifts, Allocations and Donations	25,439,209	35,692,635	29,857,004
Revenue from Bonds and Other Debt	70,254,486	154,033,900	46,783,500
Interfund Transfers / Internal Service Reimbursements	108,602,117	147,526,036	138,535,922
All Other Resources Except Current Year Property Taxes	8,686,167	9,935,800	6,143,700
Current Year Property Taxes Estimated to be Received	53,393,709	61,181,000	67,328,000
Total Resources	530,406,895	719,879,660	689,850,995

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	112,956,522	143,241,785	164,952,100
Materials and Services	47,940,747	71,103,289	71,242,186
Capital Outlay	113,311,031	153,370,559	109,934,450
Debt Service	28,559,929	74,372,100	40,330,520
Interfund Transfers	105,059,730	155,449,916	135,782,722
Contingencies	0	42,190,095	45,924,695
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	122,578,935	80,151,916	121,684,321
Total Requirements	530,406,895	719,879,660	689,850,995

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *

Name of Organizational Unit or Program FTE for that unit or program			
Accessibility Construction Fund	2,796,491	3,032,700	3,244,634
FTE	0.00	0.50	0.50
Affordable Housing Fund	4,548,575	4,631,000	4,558,685
FTE	0.53	1.06	1.08
Airport Fund	2,883,736	12,668,439	6,618,557
FTE	1.75	2.58	2.39
Bridge Creek Pipeline Construction Fund	36,056,033	15,856,400	0
FTE	0.00	0.00	0.00
Building Fund	14,474,059	22,141,080	26,681,783
FTE	29.43	46.10	34.33
Business Advocacy Fund	848,262	854,100	967,670
FTE	1.83	1.63	1.85
Cemetery Fund	255,929	302,126	448,305
FTE	0.66	0.66	1.00
Cemetery Permanent Maintenance Fund	672,654	705,300	698,526
FTE	0.00	0.00	0.00
Community Development Block Grant Fund	1,838,329	2,465,300	2,176,978
FTE	0.87	1.40	1.28
Downtown Parking Fund	2,699,438	3,307,842	3,789,413
FTE	0.53	0.28	2.19
Economic Improvement District Fund	340,539	341,900	341,800
FTE	0.00	0.00	0.00
Energy ARRA Grant Fund	133,831	146,800	99,454
FTE	0.00	0.00	0.00
Fire Station Debt Service Fund	481,118	502,150	509,110
FTE	0.00	0.00	0.00
Fire/EMS Operations Fund	37,812,860	50,385,524	52,348,776
FTE	112.70	124.70	120.10
General Fund Stabilization Fund	2,092,473	2,318,800	3,003,440
FTE	0.00	0.00	0.00
General Obligation Bond Debt Service Fund	4,675,556	4,782,400	4,981,588
FTE	0.00	0.00	0.00

City of Bend, Oregon
2017-2019 Biennial Budget

General Obligation Bond Construction Fund	21,094,066	9,233,460	3,531,039
FTE	0.00	0.00	0.00
Helen E Lorenz Estate Fund	63,316	197,300	126,739
FTE	0.00	0.00	0.00
LID Construction Fund	592,432	603,800	622,766
FTE	0.00	0.00	1.00
LID Debt Service Fund	0	0	0
FTE	0.00	0.00	0.00
PERS Debt Service Fund	4,943,640	5,355,500	5,572,151
FTE	0.00	0.00	0.00
Planning Fund	6,942,295	7,695,000	10,111,037
FTE	15.25	11.88	15.53
Police Grant Fund	55,319	80,713	0
FTE	0.00	0.00	0.00
Police Reserves Fund	629,888	641,800	662,148
FTE	0.00	0.00	0.00
Private Development Engineering Fund	0	0	6,611,216
FTE	0.00	0.00	12.34
SDC Fund	21,021,785	40,340,300	47,404,518
FTE	0.00	0.00	0.00
Secondary Expansion Construction Fund	31,175,391	4,395,200	0
FTE	0.00	0.00	0.00
Southeast Interceptor Construction Fund	6,324,853	11,936,000	0
FTE	0.00	0.00	0.00
Stormwater Fund	10,234,389	10,187,640	13,202,105
FTE	9.21	12.26	12.30
Tourism Fund	3,761,122	6,225,200	6,371,324
FTE	0.00	0.00	0.00
Transportation Construction Fund	21,206,481	16,310,600	27,039,403
FTE	2.35	3.35	5.45
Streets & Operations Fund	21,776,146	26,973,103	34,342,692
FTE	36.33	40.57	41.47
Water Fund	49,447,451	129,414,170	90,636,059
FTE	35.83	41.08	40.73
Water Reclamation Fund	73,882,599	145,818,360	149,335,965
FTE	49.00	51.59	52.12
Internal Service Fund - Admin & Finance Program	13,696,797	17,811,244	19,398,510
FTE	43.82	53.22	53.27
Internal Service Fund - Community Development Administration	0	0	2,758,550
FTE	0.00	0.00	9.50
Internal Service Fund - Engineering Program	9,680,303	15,636,751	9,954,490
FTE	30.26	29.90	25.75
Internal Service Fund - Facilities Program	7,956,737	17,595,367	8,664,570
FTE	4.30	5.05	7.00
Internal Service Fund - Garage Program	4,550,353	5,906,514	4,898,688
FTE	6.60	7.81	7.73
Internal Service Fund - Information Technology Program	9,817,809	12,917,190	19,094,489
FTE	15.67	22.00	22.50
Internal Service Fund - Insurance & Risk Management Program	7,019,828	8,477,396	10,550,526
FTE	3.70	0.38	0.75
Internal Service Fund - Utility Laboratory Program	2,115,824	2,990,915	2,793,790
FTE	6.00	7.00	7.00
Internal Service Fund - Utility Admin Svs Program	3,040,929	506,856	0
FTE	8.49	0.00	0.00
General Fund - Accessibility Program	446,026	540,170	539,790
FTE	1.30	1.00	1.05
General Fund - Municipal Court Program	1,138,962	1,371,925	1,304,736
FTE	4.00	4.00	4.00
General Fund - Code Enforcement Program	564,016	993,183	1,233,225
FTE	3.80	4.00	4.00
General Fund - Growth Management Program	2,080,641	3,787,927	3,049,242
FTE	5.46	5.15	4.25
General Fund - Community Projects Program	2,334,394	3,268,000	2,813,000
FTE	0.00	0.00	0.00
General Fund - Police Program	38,845,129	43,706,597	48,541,024
FTE	120.00	122.00	128.00
General Fund Non-Departmental / Non-Program	41,358,093	44,519,618	48,218,484
FTE	0	0.00	0.00
Total Requirements	530,406,895	719,879,660	689,850,995
Total FTE	549.67	601.18	620.46

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Bend is routinely on the top 10 list of cities for places to retire, start a business or enjoy a craft brew. With this attention comes a great deal of pressure on the allocation of limited city resources. There are roads to build, sidewalks to improve, sewer and water lines to be constructed, and additional police officers and firefighters needed to protect our growing population. This budget reflects a 5.5% increase for the first fiscal year and a 4.6% increase for the second, which accounts for the city's core revenues (taxes, licenses, permits, rates and fees). The proposed budget includes a net increase in staffing of 2.7% from current levels with the majority related to increases in infrastructure spending to accommodate growth and address existing deficiencies.

Recently the Bend Metropolitan Statistical Area (MSA) was named the best small performing city in the U.S., which is largely based on employment and wage growth. This ranking, although notable and worth celebrating, is also evidence of continued pressure to keep Bend "in balance." Yes, wages are growing, but are they growing in concert with housing prices? Yes, the local economy is performing well, but is it sustainable? Yes, Bend is an attractive and 'intentional' community, but how do we align community expectations with available revenue to maintain and operate the infrastructure we have as well as build needed improvements?

These questions provide a gut check for policy makers and Bend residents as we review the 2017-2019 Budget. We are financially challenged by a uniquely low tax rate that was imposed by the state of Oregon in the 1990's, by shrinking state and federal resources for infrastructure improvements, by the expenses associated with long-term liability with Oregon Public Employees Retirement System (PERS), by ever-increasing employee training and development costs, and by the many costs associated with operating and maintaining infrastructure.

However, with these structural operating and expense challenges comes creativity and innovation in tackling our City's most important issues. Strategies such as public/private partnerships, coordination with other government agencies, and new cost-effective public safety program models are key to our success and are embedded throughout the 2017-2019 Council Goals, which include:

- 1) Implement a growth plan that is consistent with community goals for the economy, environment and affordability
- 2) Move people and products around Bend efficiently, safely and reliably
- 3) Increase affordable housing options
- 4) Keep residents safe with innovative and cost-effective public safety services
- 5) Modernize and professionalize how City government operates

A summary of the resources and strategies being deployed through this budget are highlighted below for each goal. In order to implement the ambitious amount of projects below, it is imperative that the staffing needs identified above are met in short order. The job market is tight for some of the most crucial positions the City needs. In addition to the necessary staff resources to manage these projects, many of these projects are accompanied by land use/legal, design and public processes that can introduce complexity and time to implementation. Lastly, some of the identified projects are building blocks for executing large scale public improvements (such as design for Murphy Road).

Implement a growth plan that is consistent with community goals for the economy, environment and affordability

The City's recently approved Urban Growth Boundary (UGB) has set the stage for accommodating an estimated 30,000 new residents that are planned to arrive over the next decade. This plan includes a 10% increase in the City's land supply as well as targeted areas inside the current UGB to accommodate this growth. This plan provides the necessary policy framework to achieve local support and ultimately state approval outlining a vision for Bend.

Now the work turns from planning toward implementation. The first phases in staff's work plan focus on annexation policies and minor updates to infrastructure masterplans as well as continued data analysis to determine where and how best to focus additional public investments in infrastructure and land use planning. This work will result in Council deciding which additional land use planning efforts will go first, including opportunities for public/private partnerships.

Additional objectives under this goal include assisting residents with the conversion from aging septic systems to sewer, as envisioned by State law. An advisory committee will help guide decision making over the next few years to balance the needs of residents with state requirements. The committee will consider tools such as Local Improvement Districts (LIDs) and other creative financing strategies.

The growth plan will benefit current residents in driving toward a vision of complete communities by more broadly distributing commercial, employment and recreational activities throughout the City as well as improving East/West connectivity to ease traffic congestion (refer to the transportation goal in section 2 below for more information). A few highlights in the proposed budget to implement this goal include:

Additional staffing in the Engineering & Infrastructure Planning (EIPD), Community Development, Growth Management and Purchasing Departments. An increased amount of infrastructure projects means a significant increase in the number of contracts that require additional project managers and increased procurement capacity. As building and development activity increases to implement the growth plan, additional staff in the Community Development Department are needed to process building and land use permits in a timely fashion. The new positions needed to implement the growth plan include a mix of full-time and contract employees. The resources required to meet this additional capacity will come from enterprise funds such as utility rates at planned increases or from an increase in permit activity.

Continued Investments in Infrastructure. The Water, Water Reclamation (Sewer), and Stormwater utility Capital Improvement Programs (CIP) total \$57.6 million of spending over the biennium. The CIP balances the needs of executing masterplan projects that either correct existing deficiencies or improve the capacity of the system. For example, the Southeast Interceptor, a \$73 million project, as well as the North Area Sewer improvements and Water Reclamation Facility expansion will be complete by the end of the biennium. Design work will begin on the North and East Interceptors to help prepare Urban Growth Boundary (UGB) expansion areas.

Move people and products around Bend efficiently, safely and reliably

Continued efforts to improve the condition of Bend's roads as well as execute capital projects aimed at reducing congestion, improving safety and providing more choices for users are reflected in this budget. Many of these efforts will be guided by a newly created citizen advisory committee that will be tasked with updating the City's Transportation System Plan (TSP) as well as providing recommendations to Council on a variety of transportation related policy items. This plan will connect the transportation projects needed to accommodate growth and existing deficiencies that align to a community accepted level of service and a corresponding funding strategy.

Transportation needs have outpaced available funding. More creative and community-supported solutions are needed to move people and products more efficiently. It should be noted that many of the efforts to improve the transportation system, such as additional street preservation funding, are being accomplished through use of one-time revenues and reserves or reductions to central services and are not sustainable solutions. The short-term strategies included in the proposed budget are aimed at building the community support needed for more long-term, sustainable solutions to Bend's transportation challenges.

A few highlights in the proposed budget to implement this goal include:

Approximately \$5.2 million of annual funding for street preservation. Through a multi-pronged strategy developed with Council direction, additional temporary funding has been allocated to improve the system-wide Pavement Condition Index (PCI), with a focus on higher priority streets. Much of Downtown Bend will be repaved this construction season, as well as key corridors throughout the City. A total of 88 lane miles will be treated in 2017 and similar amounts in 2018.

\$17.1 million dedicated to Transportation Capital Improvement Projects. The projects included in the 2011 voter-approved General Obligation Bond will come to a close in the biennium, which include rebuilding portions of 27th Street following construction of the Southeast Interceptor and reconstructing NW 14th Street from rural to urban standards. Several improvements along Highway 20 and 3rd Street are either underway or will begin in 2017 to improve pedestrian safety and accessibility. Intersection improvements at NE Neff and Purcell along with the design of Murphy and Empire corridor extensions will improve connectivity, safety and relieve congestion. A key objective in developing the CIP is to leverage projects that attract private investment.

Additional staffing for street maintenance, project management and planning. Additional staff are being requested due to increases with the accompanied need for ADA curb ramps, utility coordination, and other preparatory work for overlay contracts as a result of increased street preservation funding. The additional staff will also help improve overall service levels including snow removal and improved signage and curb painting, all of which are needed as Bend becomes more urban. Proposed Project Managers in EIPD will be matched to the project needs identified in the CIP and an additional Transportation Planner will be needed to restructure the previously mentioned citizen transportation committee and manage the TSP update.

Increase affordable housing options

Perhaps the greatest stress currently facing Bend is the lack of available housing, especially for those individuals and households earning below median family income, which for Bend is about \$60,000 annually for a family of four. Bend's desirability and its high growth rate have resulted in increased land costs, driving up for-sale and rental property prices at a rapid rate. Over the past three years, there has been a dramatic increase in the construction of multi-family housing; nearly 1,500 units have been built or are somewhere in the due diligence pipeline, which should begin to ease market pressures.

The City of Bend has been a leader in creating housing units that are affordable at 60% of area median income (AMI). In fact, Bend has produced more units per capita than any other city in Oregon and is second in total units behind only Portland. These units have been developed in large part with the City's unique affordable housing fee that was created in 2006 and has leveraged over \$77.6 million in state and federal funding and over \$28.4 million in private equity. Work began in 2014 to expand the City's strategy to increase the supply of affordable housing, including incentives, reducing costs by exempting system development fees for certain projects, disposing of public property, and developing new housing models such as a cottage code and easing restrictions on accessory dwelling units.

In coordination with the UGB expansion, Council also required certain properties to guarantee the development of affordable housing through deed restrictions. More work will be explored over the biennium in connection with the growth plan to prioritize infrastructure investments and the development of annexation policies that incentivize additional supply. Policies will also be explored to encourage the private market to produce different types of housing models that are affordable to a broad set of incomes- also known as "the missing middle".

A few highlights in the proposed budget to implement this goal include:

Anticipated \$3.5 million being deployed through the Affordable Housing and Community Development Block Grant funding (CDBG) programs. The continued leverage of this local funding source is anticipated to contribute towards the construction of 200 housing units over the biennium. The allocation of these funds is based on the City's Consolidated Plan and reviewed by the City's Affordable Housing Committee.

Additional staffing capacity for the Affordable Housing Program. Given Council's interest in expanding policies that promote the additional supply of affordable housing and as a succession strategy, an additional staff person was added in the current fiscal year and an overlap of two positions will exist in the biennium to meet the objectives under this Council goal. This position is funded through the revenue received from the Affordable Housing fee.

Keep residents safe with innovative and cost-effective public safety services

As Bend grows and changes it is imperative that our core services keep pace. Police and Fire budgets are nearly 80% of the expenditures in the General Fund, which is heavily impacted by structural revenue and expenditure challenges. As we grow, how to prioritize the limited general Fund dollars used to support a variety of core services will continue to be a challenging conversation. Solutions to these challenges lie with the State Legislature. However, there are opportunities at the local level to find more cost effective ways to deliver these services.

The creation of the Basic Life Support (BLS) and Quick Response Vehicle (QRV) Programs in the Fire Department are recent examples. The programs increased levels of staffing through use of limited-term employees that has resulted in quicker response times, which makes Bend safer, while reducing costs.

The Police Department has also been instituting alternative delivery models such as the Mental Health Crisis Team and use of community-based problem solving that involve stakeholders such as neighborhood associations and the Downtown Business Association. These collaborative models have the potential to drive down 'calls for service' by using crime data to strategically deploy resources and engaging community organizations in crime prevention efforts. However, Bend's fast growth and changing demographics place a high demand on public safety staff, and vigilance is required to keep resources and service levels matched with community expectations.

A few highlights in the proposed budget to implement this goal include:

Two Additional Community Service Officers (CSOs). Community Service Officers provide valuable expertise and assistance in handling animal complaints, City ordinance violations, and other support that allows patrol officers to concentrate on even higher priority calls. Community Service Officers are vital in providing better services to our community and more efficient use of personnel. The costs to train and employ CSOs are significantly lower than a full time sworn officer and represents an alternative model in deploying limited resources.

Renewal of the Fire/EMS Operating Levy. In 2014, voters approved a 20 cent per \$1,000 of Tax Assessed Value (TAV) 5-year operating levy. This levy expires at the end of the 2017-2019 biennium. The levy has allowed response times to decrease from 9 minutes to 7 minutes as promised to voters via the BLS unit as described above. Staff is recommending to Council that voters have an opportunity to renew this levy during the biennium.

Construction of a 6th Fire Station. As Bend urbanizes and a greater percentage of calls for emergency medical services are within the core of the City, the need for a sixth fire station has become necessary to prevent response times from increasing. The City owns land on the Pilot Butte Campus (location of Streets & Operations and Police Departments) that is available to construct a small EMS only station. The building will be paid for and owned by the Rural Fire Protection District with the Fire Department. The City will lease the space when completed; however, it is not anticipated that construction will be complete during the 2017-2019 biennium therefore lease payments will not begin until 2019-20.

Modernize and professionalize how City government operates

As Bend transitions into a City of nearly 100,000 residents, it needs to pay close attention to its governance structure, its systems and processes and its potential for continued operational efficiencies, and it needs to evaluate its effectiveness and make changes that evolve with the community and organization's needs.

Council has indicated support for reviewing the City's Charter and at a minimum, evaluate: how the Mayor is elected, a potential ward system and additional staff capacity that may be needed to support Council in their policy work. As outlined in the goals and objectives on page 38, a Citizen committee will be appointed this summer to study these questions and make recommendations to Council. Any changes will ultimately need to be approved by voters. In parallel with this effort, Council Rules will be reviewed and updated to address such topics as Council agenda development, strategic planning, staff/Council roles, and other areas meant to streamline and improve Council meetings and interactions.

Internally, the City of Bend will be addressing four strategic objectives under this goal including: improving the consistency of project management, employee performance, resource management, and replacing the City's operating software as a key driver for business processes improvements. These objectives were the result of employee input and are aimed at improving alignment between policy objectives and operations, creating cross-departmental teams that solve problems, and leveraging technology to improve efficiency and access to services for the community.

A few highlights in the proposed budget to implement this goal include:

Limited Term (LTE) positions and software procurement related to the Enterprise Resource Planning (ERP) Replacement Project also known as LEAP: Leading Effective Applications and Processes. The remaining phases of the software replacement project include completing the payroll/time keeping and human resources information system, replacing the City's land permitting and licensing, utility billing, and municipal court software. In addition to software and costs associated with additional limited term staff needed to complete the project, the budget includes consulting for quality control, change management, and integration services. Total estimated costs for the project over the biennium are budgeted at \$4.3 million.

Centralized property management. Upon conducting an inventory of City departments involved in lease management, property maintenance, and other real estate transactions it was determined that a centralized property management system would improve quality control and efficiency. An existing staff position has been moved from the Economic Development Department and a new position is being requested for the second year of the biennium to free up staff capacity in various departments.

Engagement with an Energy Services Company (ESCO). A Request for Proposals has been issued to solicit firms to assist the City in identifying opportunities for energy efficiency. The City recently participated in the State of Oregon Strategic Energy Management Program, which resulted in an 11% reduction of energy that will save the City nearly \$40,000 per year. To continue this trend, industry expertise is needed to identify additional energy savings as well as opportunities to finance initial investments through a third party arrangement. Minimal costs are included in the budget to help manage this project.

PROPERTY TAX LEVIES

	Rate or Amount Imposed 2015-16	Rate or Amount Imposed This Year 2016-17	Rate or Amount Approved Next Year 2017-18
Permanent Rate Levy (rate limit \$2.8035 per \$1,000 TAV)	\$2.8035	\$2.8035	\$2.8035
Local Option Levy of \$0.20 per \$1,000 TAV	\$0.2000	\$0.2000	\$0.2000
Levy For General Obligation Bonds	\$1,978,500	\$1,978,500	\$1,978,500

STATEMENT OF INDEBTEDNESS

	Estimated Debt Outstanding on July 1, 2017	Estimated Debt Authorized, But Not Incurred on July 1, 2017
General Obligation Bonds	\$21,680,000	\$0
Other Bonds	\$111,662,659	\$11,434,200
Other Borrowings	\$90,416,575	\$33,500,000
Total	\$223,759,234	\$44,934,200

150-504-073-2 (Rev. 02-14)

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment, or Charge on Property

FORM LB-50 2017-2018

To assessor of Deschutes County

Check here if this is an amended form.

• Be sure to read instructions in the current Notice of Property Tax Levy Forms and Instructions booklet.

The City of Bend has the responsibility and authority to place the following property tax, fee, charge, or assessment on the tax roll of Deschutes County. The property tax, fee, charge, or assessment is categorized as stated by this form.

PO Box 1024 Bend OR 97701
Mailing address of district City State ZIP code Date submitted
Sharon Wojda Finance Director 541-693-2158 swojda@bendoregon.gov
Contact person Title Daytime telephone number Contact person e-mail address

CERTIFICATION— You **must** check one box if you are subject to Local Budget Law.

- The tax rate or levy amounts certified in Part I are within the tax rate or levy amounts approved by the budget committee.
 The tax rate or levy amounts certified in Part I were changed by the governing body and republished as required in ORS 294.456.

PART I: TAXES TO BE IMPOSED

	Subject to General Government Limits		
	Rate	—or— Dollar Amount	
1. Rate per \$1,000 or total dollar amount levied (within permanent rate limit) ... 1	2.8035		Excluded from Measure 5 Limits
2. Local option operating tax 2	0.20		
3. Local option capital project tax 3			
4. City of Portland Levy for pension and disability obligations 4			
5a. Levy for bonded indebtedness from bonds approved by voters prior to October 6, 2001 5a			Dollar Amount of Bond Levy
5b. Levy for bonded indebtedness from bonds approved by voters after October 6, 2001 5b		1,978,500.00	
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) 5c		1,978,500.00	

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000..... 6	2.8035
7. Election date when your new district received voter approval for your permanent rate limit 7	
8. Estimated permanent rate limit for newly merged/consolidated district 8	

PART III: SCHEDULE OF LOCAL OPTION TAXES— Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount —or— rate authorized per year by voters
Operating	5/20/14	2014-15	2018-19	\$0.20/\$1000 TAV

PART IV: SPECIAL ASSESSMENTS, FEES, AND CHARGES

Description	Subject to General Government Limitation	Excluded from Measure 5 Limitation
1		
2		

If fees, charges, or assessments will be imposed on specific property within your district, you must attach a complete listing of properties, by assessor's account number, to which fees, charges, or assessments will be imposed. Show the fees, charges, or assessments uniformly imposed on the properties. If these amounts are not uniform, show the amount imposed on each property.

The authority for putting these assessments on the roll is ORS _____. (Must be completed if you have an entry in Part IV.)

(see the back for worksheet for lines 5a, 5b, and 5c)
File with your assessor no later than JULY 15, unless granted an extension in writing.

Worksheet for Allocating Bond Taxes

Debt service requirements for bonds approved **prior to** October 6, 2001 (including advanced refunding issues to redeem them):

	Principal	Interest	Total
Bond Issue 1			
Bond Issue 2			
Bond Issue 3			
Total A			

Debt service requirements for bonds approved **on or after** October 6, 2001:

	Principal	Interest	Total
Bond Issue 1			
Bond Issue 2			
Bond Issue 3			
Total B			
Total Bond (A + B)			

Total Bonds

$$\frac{\text{Total A}}{\text{Total A + B}} = \frac{\$ \underline{\hspace{2cm}}}{\$ \underline{\hspace{2cm}}} = \text{Allocation \%} \times \text{Bond Levy} = \$ \underline{\hspace{2cm}} \quad (\text{enter on line 5a on the front})$$

$$\frac{\text{Total B}}{\text{Total A + B}} = \frac{\$ \underline{\hspace{2cm}}}{\$ \underline{\hspace{2cm}}} = \text{Allocation \%} \times \text{Bond Levy} = \$ \underline{\hspace{2cm}} \quad (\text{enter on line 5b on the front})$$

Total Bond Levy \$ (enter on line 5c on the front)

Example – Total Bond Levy = \$5,000

Debt service requirements for bonds approved **prior to** October 6, 2001 (including advanced refunding issues to redeem them):

	Principal	Interest	Total
Bond A: Bond Issue 1	5,000.00	500.00	5,500.00
Bond Issue 2	3,000.00	250.00	3,250.00
Bond Issue 3	1,000.00	100.00	1,100.00
Total A			9,850.00

Debt service requirements for bonds approved **on or after** October 6, 2001:

	Principal	Interest	Total
Bond B: Bond Issue 1	3,000.00	50.00	3,050.00
Total B			3,050.00
Total Bond (A + B)			\$12,900.00

Formula for determining the division of tax:

$$\frac{\text{Total A}}{\text{Total A + B}} = \frac{\$ \underline{9,850.00}}{\$ \underline{12,900.00}} = \text{Allocation \%} \times \text{Bond Levy} = \$ \underline{3,818.00} \quad (\text{enter on line 5a on the front})$$

$$\frac{\text{Total B}}{\text{Total A + B}} = \frac{\$ \underline{3,050.00}}{\$ \underline{12,900.00}} = \text{Allocation \%} \times \text{Bond Levy} = \$ \underline{1,182.00} \quad (\text{enter on line 5b on the front})$$

Total Bond Levy \$ 5,000.00 (enter on line 5c on the front)

RESOLUTION NO. 115

A RESOLUTION ADOPTING THE BEND URBAN RENEWAL AGENCY 2017-2019 BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2017.

THE BOARD OF THE BEND URBAN RENEWAL AGENCY (BURA) RESOLVES AS FOLLOWS:

- 1 To adopt the 2017-2019 Biennial Budget as approved by the Budget Committee on May 11, 2017. The 2017-2019 Biennial Budget is attached as Exhibit A.
- 2 That the amount for the biennial period beginning July 1, 2017 is appropriated in the aggregate sum of \$2,042,311, excluding reserves for future expenditures. As shown below and in Exhibit A, the total Bend Urban Renewal Agency biennial budget including reserves is \$5,716,228.

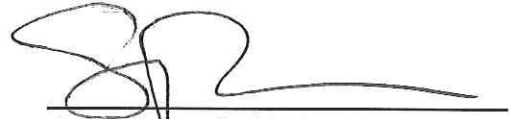
BEND URBAN RENEWAL AGENCY REQUIREMENTS FOR THE 2017-2019 BIENNIUM:

Total Appropriations, including Contingency	\$	2,042,311
Total Reserved for Future Expenditures		3,673,917
Total Bend Urban Renewal Agency Budget	\$	5,716,228

Adopted by roll call vote of the Bend Urban Renewal Agency on June 21, 2017.


YES: Sally Russell, Chair
Bill Moseley
Bruce Abernethy
Nathan Boddie
Justin Livingston
Barb Campbell
Casey Roats

NO: NONE



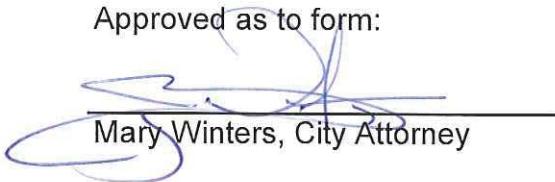
Sally Russell, Chair

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

**Resolution to Adopt BURA 2017-2019 Biennial Budget
Exhibit A**

BURA General Fund - 1010

Community & Economic Development Program	\$	264,400
Interfund Transfers		18,660
Total Fund Appropriations	\$	283,060
Reserved for future expenditures		40,594
Budget Total	\$	323,654

Murphy Crossing Debt Service Fund - 2310

Debt Service	\$	487,500
Total Fund Appropriations	\$	487,500
Reserved for future expenditures		536,150
Budget Total	\$	1,023,650

Juniper Ridge Debt Service Fund - 2320

Debt Service	\$	1,148,243
Total Fund Appropriations	\$	1,148,243
Reserved for future expenditures		3,097,173
Budget Total	\$	4,245,416

Murphy Crossing Construction Fund - 3310

Community & Economic Development Program	\$	15,000
Contingency		100,208
Total Fund Appropriations	\$	115,208
Reserved for future expenditures		-
Budget Total	\$	115,208

Juniper Ridge Construction Fund - 3320

Community & Economic Development Program	\$	8,300
Total Fund Appropriations	\$	8,300
Reserved for future expenditures		-
Budget Total	\$	8,300

TOTAL BEND URBAN RENEWAL AGENCY (BURA):

Total Appropriations, including Contingency	\$	2,042,311
Total Reserved for Future Expenditures		3,673,917
Total BURA Budget	\$	5,716,228

RESOLUTION NO. 116

A RESOLUTION LEVYING AD VALOREM TAX INCREMENT AMOUNTS

THE BOARD OF THE BEND URBAN RENEWAL AGENCY (BURA) RESOLVES AS FOLLOWS:


1. The BURA Board certifies to the Deschutes County Assessor of the Board's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under Article IX section 1c, of the Oregon Constitution, and ORS Chapter 457 for the Juniper Ridge Urban Renewal Plan Area.

2. The BURA Board certifies to the Deschutes County Assessor of the Board's intent to collect 100% of the maximum amount of tax increment revenue that may be raised by dividing the taxes under Article IX section 1c of the Oregon Constitution, and ORS Chapter 457 for the Murphy Crossing Urban Renewal Plan Area.

Adopted by roll call vote of the Bend Urban Renewal Agency on June 21, 2017.

YES: Sally Russell
Bill Moseley
Bruce Abernethy
Nathan Boddie
Justin Livingston
Barb Campbell
Casey Roats

NO: NONE



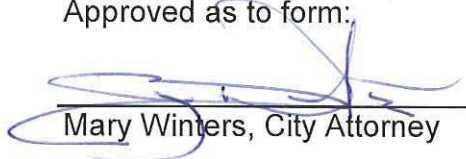
Sally Russell, Chair

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Shawn Antoni**, a citizen of the United States and a resident of the county aforesaid; I am over the age of eighteen years, and not party to or interested in the above-entitled matter. I am the principal clerk of the printer of

The Bulletin

1777 SW Chandler Ave, Bend OR 97702

a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 193.010 and ORS 193.020, that

Acct Name: CITY OF BEND

Case: Camilla

Legal Description:

a printed copy of which is hereto affixed was published in each regular and entire issue of the said newspaper and not in any supplement thereof on the following dates, to wit:

6/16/17 Page C6

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

Dated at Bend, Oregon, this 19 day of June, 2017.

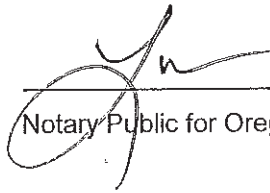


Signature

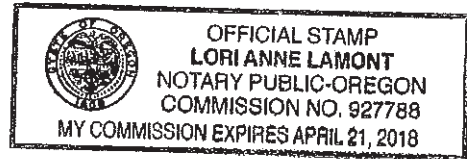
AdName: 20865392D

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 19 day of June, 2017 by Shawn Antoni



Notary Public for Oregon



No. _____

In the _____ Court of the

STATE OF OREGON
for the
COUNTY OF DESCHUTES

AFFIDAVIT OF PUBLICATION

Filed _____

By _____

From the Office of

Attorney for _____

**LEGAL NOTICE
 INVITATION TO BID**

The Sisters-Camp Sherman Fire District is soliciting bids for the following:
**Station 701703
 Storm Damage Repair Project.**
 Solicitation documents may be obtained by request at 301 South Elm Street in Sisters, Oregon beginning June 16, 2017 between the hours of 8 a.m. and 5 p.m. each weekday or online at www.sistersfire.com. Bids must be received in a sealed envelope to: Fire Chief Roger Johnson at 301 South Elm Street, PO Box 1509, Sisters, OR 97759 no later than 1 pm, July 5, 2017 to be considered. Bids are scheduled to be opened at 1:15 p.m. on July 5, 2017 at 301 S. Elm Street, Sisters, Oregon. Contact Sisters-Camp Sherman Fire District with questions or to request a copy of the solicitation document 541-549-0771.

**LEGAL NOTICE
 BOARD OF DIRECTORS ANNUAL MEETING NOTIFICATION.** To All Members of Pioneer Memorial Hospital. Notice is hereby given of a meeting of the members of Pioneer Memorial Hospital Prineville to be held on June 26, 2017 at 6:00 p.m. at St. Charles Prineville, 384 SE Combs Flat Road, Prineville, Oregon - Ochocho Conference Rooms A & B. At this meeting, the Board will ask the members to consider the following:
 • Ratification and approval of the sale of the Corporation's hospital property to Lutheran Community Services Northwest;
 • Distribution of the Corporation's assets pursuant to a Plan of Dissolution summa-

before the date last set for the sale, to have this foreclosure proceeding dismissed and the Trust Deed reinstated by paying the entire amount then due (other than such portion of the principal as would not then be due had no

Prospective purchasers of residential property should be aware of this potential danger before deciding to place a bid for this property at the trustee's sale. If available, the

public hearing to hear and receive comments on the City's 5-Year Capital Improvement Program (CIP). Copies of the CIP are available for review at City Hall, 710 NW Wall Street, during normal business hours.

FORM UR-1 NOTICE OF BUDGET HEARING

A public meeting of the Bend Urban Renewal Agency will be held on June 21st, 2017 at 7:00 pm at City Hall in the Council Chambers, 710 NW Wall Street, Bend, Oregon. The purpose of this meeting is to discuss the budget for the biennial budget period beginning July 1, 2017 as approved by the Bend Urban Renewal Agency Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 710 NW Wall Street, Bend, Oregon, between the hours of 8 am and 5 pm or online at www.bendoregon.gov. This budget is for an annual X biennial budget period. This budget was prepared on a basis of accounting that is X the same as different than used the preceding year. If different, the major changes and their effect on the budget are: N/A

Contact: Sharon Wojda, Finance Director Telephone: (541) 693-2158 Email: swojda@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2013-2015	Adopted Budget This Biennium 2015-2017	Approved Budget Next Biennium 2017-2019
Beginning Fund Balance/Net Working Capital	1,374,103	3,960,472	3,057,668
Federal, State and All Other Grants	0	0	0
Revenue from Bonds and Other Debt	6,697,500	2,439,000	0
Interfund Transfers	60,000	82,000	8,260
All Other Resources Except Division of Tax & Special Levy	53,168	48,900	103,100
Revenue from Division of Tax	2,230,284	2,471,100	2,547,200
Revenue from Special Levy	0	0	0
Total Resources	10,415,055	9,001,472	5,716,228

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	0	25,780	128,700
Materials and Services	100,780	155,360	143,400
Capital Outlay	1,226,488	1,755,022	15,000
Debt Service	5,072,531	4,293,660	1,635,743
Interfund Transfers	85,246	94,400	19,260
Contingencies	0	2,800	100,208
All Other Expenditures and Requirements	0	0	0
Unappropriated Ending Fund Balance	3,960,010	2,674,510	3,673,017
Total Requirements	10,415,055	9,001,472	5,716,228

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
Name of Organizational Unit or Program	FTE for that unit or program		
Bend Urban Renewal Agency General Fund	485,570	401,400	323,654
FTE	0.00	0.08	0.42
Bend Urban Renewal Agency Murphy Crossing Debt Service Fund	632,803	1,078,050	1,023,650
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Juniper Ridge Debt Service Fund	2,507,445	5,682,200	4,245,416
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Murphy Crossing Construction Fund	3,004,116	1,755,022	115,208
FTE	0.00	0.00	0.00
Bend Urban Renewal Agency Juniper Ridge Construction Fund	3,785,121	84,800	8,300
FTE	0.00	0.00	0.00
Non-Departmental / Non-Program	0	0	0
FTE	0.00	0.00	0.00
Total Requirements	16,415,055	9,001,472	5,716,228
Total FTE	0.00	0.08	0.42

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Bend Urban Renewal Agency (BURA) General Fund:
 The proposed budget cycle includes funding for 30% of the City's Economic Development Director position up from 8.34% in the 2015-17 biennium, 12.5% of an Administrative Assistant, in addition to funds for planning for future urban renewal areas and updating the Murphy Crossing urban renewal plan. Reserves within the General Fund are set aside for future

Murphy Crossing Urban Renewal Area:
 Construction of the Murphy & Parrell roundabout started in 2015 and will be completed by the end of the 2017-2019 biennium.

Juniper Ridge Urban Renewal Area:
 The proposed budget cycle includes \$8,300 for consultants to determine future needs of the Urban Renewal Area.

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding July 1, 2017	Estimated Debt Authorized, But Not Incurred on July 1, 2017
General Obligation Bonds	\$0	\$0
Other Bonds	\$7,657,323	\$0
Other Borrowings	\$0	\$0
Total	\$7,657,323	\$0

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet or add sheets. You may delete unused lines.

Additional staffing in the project will be...
 The growth plan will...
 Additional staffing in...
 Continued investment...
 Move people and pr...
 Continued efforts to...
 Transaction needs...
 A few highlights in...
 Approximately \$2.7...
 well as key corridors...
 \$2.3 million deficit...
 Several improvement...
 Additional staffing...
 Perhaps the greatest...
 The City of Bend has...
 In coordination with...
 A few highlights in...
 Anticipated \$3.5 mill...
 and reviewed by the...
 Additional staffing...
 Keep residents safe...
 As Bend grows and...
 The creation of the B...
 The Police Department...
 A few highlights in...
 Two Additional Com...
 Renewal of the New...
 Construction of a 6th...
 Modernize and profi...
 As Bend transitions...
 Internally, the City...
 A few highlights in...
 United Team (UTE) p...
 Controlled property...
 Engagement with...
 Permanent Rate Lev...
 Local Option Levy of...
 General Obligation B...
 Other Bonds...
 Other Borrowings...
 Total...
 150-504-073-2 (Rev.)

**FORM
UR-50**

NOTICE TO ASSESSOR

2017-2018

Check here if this is an amended form.

• Submit two (2) copies to the county assessor by July 15.

Notification

Bend Urban Renewal Agency _____ authorizes its 2017 - 18 ad valorem tax increment amounts
(Agency name)
by plan area for the tax roll of Deschutes County _____
(County name)

Sharon Wojda _____ 541-693-2158 _____
(Contact person) (Telephone number) (Date submitted)
PO Box 1024 _____ swojda@bendoregon.gov _____
(Agency's mailing address) (Contact person's e-mail address)

Yes, the agency has filed an impairment certificate by May 1 with the assessor (ORS 457.445).

Part 1: Option One Plans (Reduced Rate). [ORS 457.435(2)(a)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax	Special Levy Amount**
	\$ _____ OR <input type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		

Part 2: Option Three Plans (Standard Rate). [ORS 457.435(2)(c)]

Plan Area Name	Increment Value to Use***	100% from Division of Tax***	Special Levy Amount****
	\$ _____ OR _____		
	\$ _____ OR _____		
	\$ _____ OR _____		

Part 3: Other Standard Rate Plans. [ORS 457.445(2)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax*	
	\$ _____ OR <input type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		

Part 4: Other Reduced Rate Plans [ORS 457.445(1)]

Plan Area Name	Increment Value to Use*	100% from Division of Tax*	
Juniper Ridge Urban Renewal Plan	\$ _____ OR <input checked="" type="checkbox"/> Yes		
Murphy Crossing Urban Renewal Plan	\$ _____ OR <input checked="" type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		
	\$ _____ OR <input type="checkbox"/> Yes		

Notice to Assessor of Permanent Increase in Frozen Value. Beginning tax year 2017-18, permanently increase frozen value to:

Plan Area Name	New frozen value
	\$ _____
	\$ _____

*All Plans except Option Three: Enter amount of Increment Value to Use that is less than 100 percent or check "Yes" to receive 100 percent of division of tax. Do NOT enter an amount of "Increment Value to Use" AND check "Yes."
 **If an Option One plan enters a Special Levy Amount, you MUST check "Yes" and NOT enter an amount of "Increment to Use."
 ***Option Three plans enter EITHER an amount of "Increment Value to Use" to raise less than the amount of division of tax stated in the 1998 ordinance under ORS 457.435(2)(c) OR the "Amount from Division of Tax" stated in the ordinance, NOT both.
 ****If an Option Three plan requests both an amount of "Increment Value to Use" that will raise less than the amount of division of tax stated in the 1998 ordinance and a "Special Levy Amount," the "Special Levy Amount" cannot exceed the amount available when the amount from division of tax stated in the ordinance is subtracted from the plan's Maximum Authority.