



CITY OF BEND, OREGON

2019-2021 ADOPTED BIENNIAL BUDGET
For Budget Period July 1, 2019 – June 30, 2021



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CITY OF BEND

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

2019-2021 Adopted Biennial Budget

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Table of Contents

GFOA DISTINGUISHED BUDGET PRESENTATION AWARD.....	<u>9</u>
READER’S GUIDE	<u>11</u>
CITY OF BEND ORGANIZATIONAL CHART	<u>13</u>
CITY MANAGER’S BUDGET MESSAGE.....	<u>15</u>

Introductory Section

The City of Bend, Oregon	<u>23</u>
Statistical Information:	
<i>2018 Demographic Highlights</i>	<u>27</u>
<i>Housing Comparisons and Population Trends</i>	<u>28</u>
City Government	<u>29</u>
The Budget Process	<u>31</u>
2019-2021 Budget Development Calendar	<u>33</u>
Fiscal Year 2019-20 Fiscal Policies	<u>35</u>
Fund Accounting	<u>51</u>
Budget Organization	<u>59</u>
Council Goal Setting and Strategic Plan	<u>61</u>

Financial Section

2019-2021 Adopted Biennial Budget Summary by Service Area	<u>75</u>
Combined Summary of Financial Sources and Uses	<u>77</u>
Resource and Requirement Summaries	<u>78</u>
Summary of Financial Sources and Uses Three Period Comparison:	
<i>General Fund</i>	<u>79</u>
<i>Water Fund</i>	<u>80</u>
<i>Water Reclamation Fund</i>	<u>81</u>
<i>Nonmajor Funds</i>	<u>82</u>
<i>All Funds</i>	<u>83</u>
Fund Balance Summary Years 2013-2019:	
<i>All Fund</i>	<u>84</u>
<i>Summary of Governmental Funds</i>	<u>85</u>
<i>Summary of Proprietary Funds</i>	<u>86</u>
Fund Balance Detail Years 2013-2019:	
<i>By Governmental Fund Type</i>	<u>87</u>
<i>By Proprietary Fund Type</i>	<u>91</u>
<i>Analysis of Changes in Fund Balance ≥ 10% for Governmental Funds</i>	<u>92</u>
Analysis of Revenue Sources:	
<i>Revenue Highlights</i>	<u>95</u>

<i>Property Taxes</i>	<u>99</u>
<i>Room Taxes</i>	<u>100</u>
<i>Franchise Fees</i>	<u>101</u>
<i>State Allocated Revenues</i>	<u>102</u>
<i>System Development Charges</i>	<u>103</u>
<i>Development Fees and Permits</i>	<u>104</u>
<i>Utility Rate Revenues</i>	<u>105</u>
<i>Fines and Forfeits</i>	<u>106</u>
Debt Overview and Analysis	<u>107</u>
Budgeted Debt Issues for the 2019-21 Biennial Budget	<u>110</u>
Projected Statement of Indebtedness	<u>111</u>

Adopted Budgets

General Fund

<i>Service Area Structure</i>	<u>115</u>
<i>General Fund Budget Summary</i>	<u>117</u>
<i>General Fund Revenue Stabilization Fund</i>	<u>125</u>

Public Safety Service Area

<i>Service Area Structure</i>	<u>127</u>
<i>Police</i>	<u>129</u>
<i>Police Reserve</i>	<u>133</u>
<i>Fire/EMS</i>	<u>135</u>
<i>Fire Station Debt Service</i>	<u>139</u>
<i>Municipal Court</i>	<u>141</u>
<i>Helen E. Lorenz Estate</i>	<u>143</u>

Infrastructure Service Area

<i>Service Area Structure</i>	<u>145</u>
<i>Utility Department – One Water overview</i>	<u>147</u>
<i>Water</i>	<u>149</u>
<i>Water Reclamation</i>	<u>157</u>
<i>Stormwater</i>	<u>163</u>
<i>Utilities Laboratory</i>	<u>169</u>
<i>Engineering, Infrastructure & Planning</i>	<u>173</u>
<i>Streets & Operations</i>	<u>177</u>
<i>Transportation Construction</i>	<u>181</u>
<i>General Obligation Bond</i>	<u>185</u>
<i>Accessibility</i>	<u>187</u>
<i>Accessibility Construction</i>	<u>189</u>
<i>Parking Services</i>	<u>193</u>
<i>Cemetery</i>	<u>197</u>
<i>Cemetery Permanent Maintenance</i>	<u>201</u>

<i>System Development Charges (SDC's)</i>	<u>203</u>
<i>Local Improvement District</i>	<u>205</u>

Community & Economic Development Service Area

<i>Service Area Structure</i>	<u>207</u>
<i>Community Development Department (CDD) Administration</i>	<u>209</u>
<i>Building</i>	<u>211</u>
<i>Planning</i>	<u>215</u>
<i>Private Development Engineering</i>	<u>219</u>
<i>Code Enforcement</i>	<u>223</u>
<i>Growth Management</i>	<u>227</u>
<i>Community Development Block Grant (CDBG)</i>	<u>229</u>
<i>Affordable Housing</i>	<u>231</u>
<i>Business Advocacy</i>	<u>233</u>
<i>Tourism</i>	<u>235</u>
<i>Economic Improvement District</i>	<u>237</u>
<i>Bend Urban Renewal Area (BURA) General Fund</i>	<u>239</u>
<i>Bend Urban Renewal Area (BURA) Juniper Ridge</i>	<u>241</u>
<i>Bend Urban Renewal Area (BURA) Murphy Crossing</i>	<u>245</u>
<i>Airport</i>	<u>249</u>

Administration & Central Services Service Area

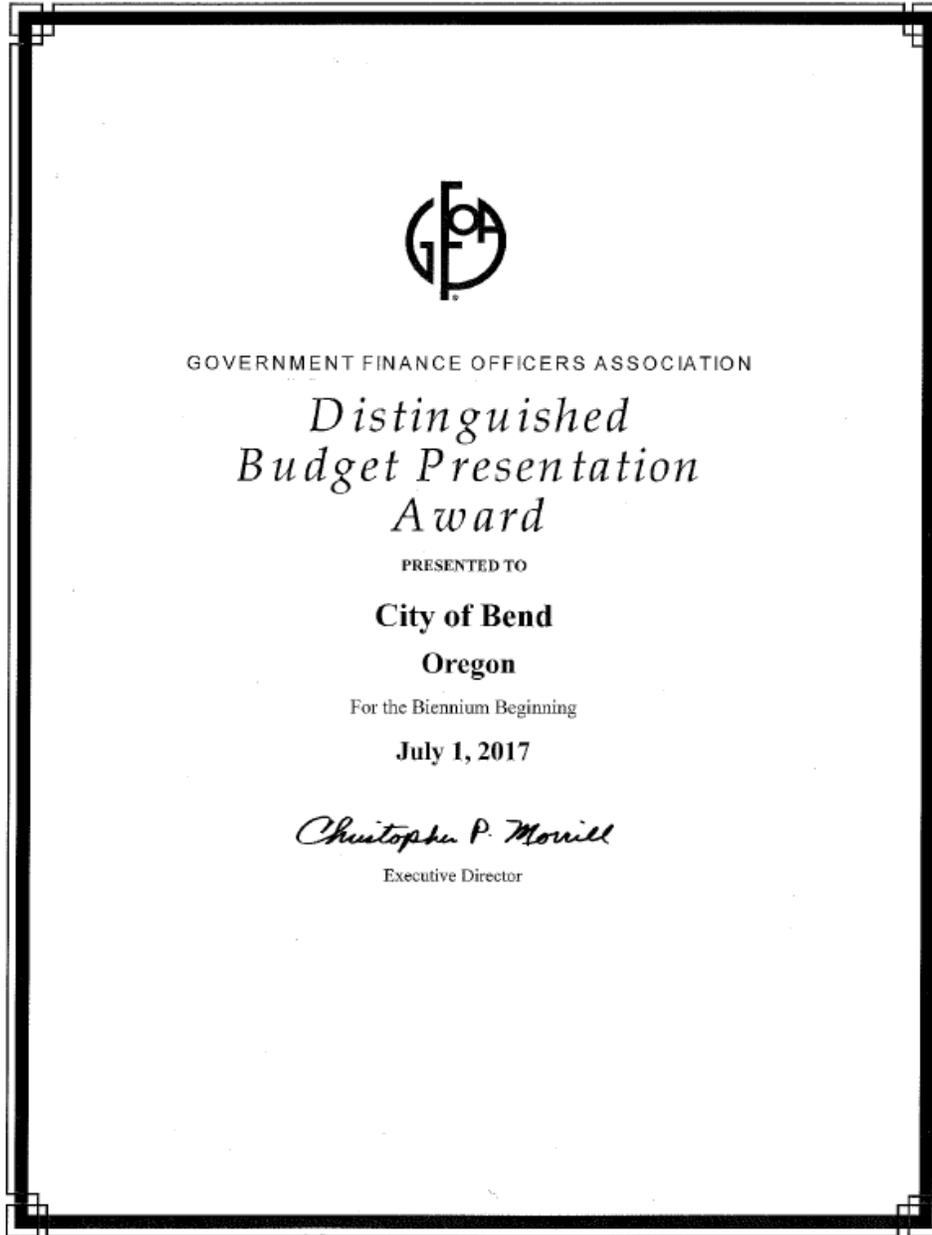
<i>Service Area Structure</i>	<u>253</u>
<i>Administrative & Financial Services</i>	<u>255</u>
<i>Information Technology</i>	<u>275</u>
<i>Insurance & Risk Management</i>	<u>279</u>
<i>Facilities Management</i>	<u>281</u>
<i>Fleet Management</i>	<u>285</u>
<i>PERS Debt Service</i>	<u>289</u>
<i>Other Post-Employment Benefits (OPEB) Fund</i>	<u>291</u>
<i>Energy ARRA</i>	<u>293</u>

Supplemental Information

<i>Capital Improvement Program Overview</i>	<u>295</u>
<i>Summary of Infrastructure Capital Projects</i>	<u>298</u>
<i>Detail of Capital Projects:</i>	
<i>Water</i>	<u>301</u>
<i>Water Reclamation</i>	<u>333</u>
<i>Stormwater</i>	<u>385</u>
<i>Transportation Construction</i>	<u>417</u>
<i>Accessibility Construction</i>	<u>471</u>
<i>Airport</i>	<u>495</u>

Facilities [509](#)
Acronyms [531](#)
Glossary [534](#)
Full Time Equivalents (FTE) by Service Area [543](#)
Descriptions of New Full-Time Equivalents and Limited-Term Employees [544](#)
Resolutions and Tax Certifications:
 City of Bend Resolution No. 3156 to Adopt 2019-2021 Biennial Budget..... [553](#)
 Reconciliation of Budget Committee Approved Budget to Adopted Budget [561](#)
 City of Bend Resolution No. 3159 to Levy Taxes for 2019-2021..... [566](#)
 City of Bend Required Public Notices and Tax Certifications..... [567](#)
 BURA Resolution No. 127 to Adopt 2019-2021 Biennial Budget..... [575](#)
 BURA Resolution No. 128 to Levy Taxes for 2019-2021 [577](#)
 BURA Required Public Notices and Tax Certifications [578](#)

GFOA Distinguished Budget Presentation Award



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, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Reader's Guide

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 2019-2021 budget reflects implementation of Council's goals and policy direction set forth by the City Council.

2. **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 beginning of each Proposed Budget section also indicates the funds included in each service area.
- b. **The Budget by Fund:** Summaries of the City's proposed budget by fund can be found in the Proposed 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.

Presentation of budgeted expenditures is consistent with Oregon Budget Law and the format in which the City Council will adopt the final biennial budget: The "program" summary includes personnel costs, materials & services, and capital expenditures for the service area associated with each fund; debt service, interfund/interagency transfers, contingency and reserves are presented and adopted separately.

3. **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

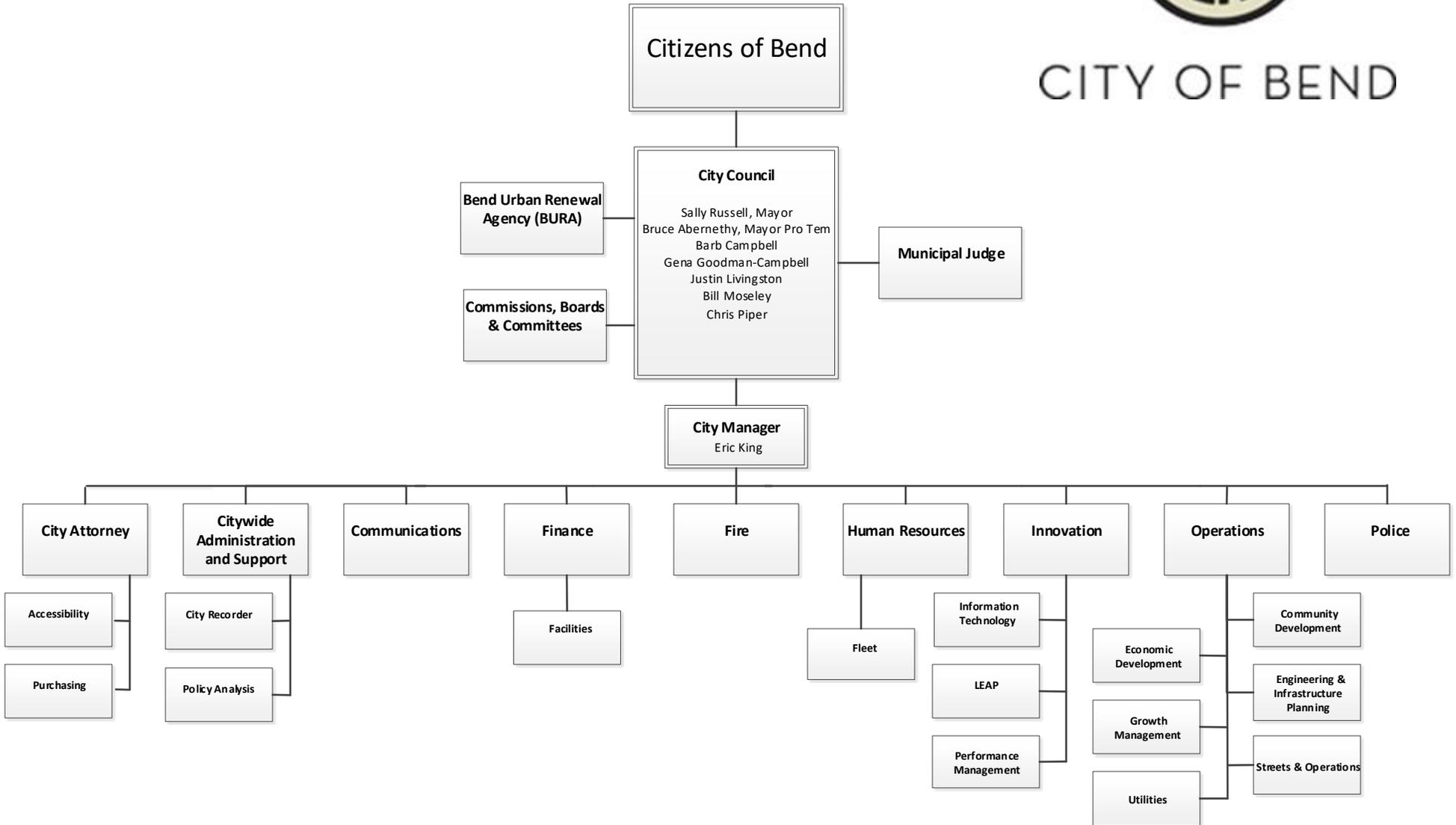
reference tool, serving as a comprehensive source of historical information and projections based on current assumptions.

4. 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 Proposed 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.

City of Bend Organizational Chart



CITY OF BEND



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**City Manager's Budget Message 2019-2021
Proposed Biennial Budget
May 1, 2019**



CITY OF BEND

To the City of Bend Budget Committee:

With this letter, I present a balanced budget for the 2019-21 biennium. This budget represents an aggressive approach in addressing the community's top priorities: investing in transportation and increasing housing supply. In addition to increases in fees to support these investments, we are seeking a new creative approach through public/private partnerships. Such partnerships are also foundational to tackling emerging issues such as homelessness, mental health, and diversity, equity and inclusion (DEI) initiatives. Much work remains to plan for continued growth, including a long-term transportation plan and related funding package, as well as improvements to City facilities. This budget sets the course for these long-term plans and investments.

In summary, this budget reflects a 5% increase in Citywide revenues for the first year of the biennium and a 4% increase for the second. Key drivers for the additional revenue include anticipated increases in tax assessed property value of 6% for FY2019-20 and 5.5% for FY2020-21. Property taxes primarily fund Police, Fire, and street maintenance. Rate increases are proposed for water utilities (6% for sewer, 1% for water, and 3% for stormwater), to keep pace with existing infrastructure deficiencies as well as future needs. Increases in franchise fees and transportation system development charges (SDCs) are primarily funding transportation investments. In addition, the City must complete a long-term transportation plan, develop an associated funding package and address improvements in City facilities to accommodate continued growth in Bend.

Proposed investments in transportation (nearly \$74M over five years) and other infrastructure (\$18M for water, \$127M for water reclamation utility improvements through 2024) are driving expenditures. The total Capital Improvement Program (CIP) spending for the biennium represents an increase of 78% over the previous biennial budget. This implements an ambitious set of Council Goals that address community needs mentioned above. To accomplish all of this, additional staffing is needed to support these projects and related programs. Increased staffing for Police and Fire is also needed to keep pace with Bend's rapid growth. In total, there is a proposed 6% increase in staffing over the biennium to deliver the work plan associated with Council Goals.

To achieve this escalation in infrastructure spending, the City will leverage fee and rate increases to issue \$109M of debt to ensure today's and future generations equally share in paying for investment and replacement of aging infrastructure, facilities and equipment. Responding to the community's desire for a higher level of core services, including street operations and maintenance, requires a continued decrease in the ending General Fund reserve balance (from 17% of total expenditures in the original 2017-2019 biennial budget to 16% in the proposed 2019-2021 budget). This approach is part of an overall financial strategy to reduce certain reserve levels given ongoing street maintenance needs and the relative higher cost of deferment. However, continued vigilance is needed to monitor long term financial plans to ensure healthy reserves for all funds.

The foundation of this proposed budget began early this year with a rigorous Council Goal setting process with input from community organizations, individual Councilors, the City's Leadership Team and supporting data such as a statistically-valid community survey to assess priorities. These inputs then drove the agenda for a two-day Council retreat in February. Then the Council, in work sessions, refined the themes which are described below. In early March, the Council was presented with various budgetary options to accomplish their goals. The Council chose the most aggressive option to invest in transportation projects, additional housing opportunities, DEI initiatives and a host of other priorities. The formal adoption of the Council Goals occurred on March 20th with unanimous support. A copy of the Council Goals can be found on pages 50-58 in the 'Introductory Section' of the budget document.

Budget Connection to Council Goals

As mentioned, the City Council approved an aggressive package of two-year goals, which fall into four general categories:

- *Economic Vitality: Housing, Jobs, Managing Growth*
Strategies seek to increase opportunities for additional housing and land for higher wage employment opportunities through public-private partnerships.
- *Transportation & Infrastructure*
Strategies aim to address congestion and provide transportation options through a community-accepted funding plan and improve and maintain infrastructure to keep pace with community needs.
- *Public Health & Safety*
Strategies aim to preserve current service levels and response times, address crime, increase support for mental health issues and homelessness and build a wildfire resiliency plan.
- *Effective & Efficient City Operations*
Strategies range from facility planning to elevating and expanding the use of data and technology to updating the City's Charter, to enhanced community participation through the City's neighborhood association system. Work will also include developing a diversity, equity and inclusion program.

Specific budgetary impacts in responding to Council goals are listed below.

Economic Vitality: Housing, Jobs, and Managing Growth

Council has advocated for an ambitious goal of permitting 3,000 housing units over the biennium. To support this goal and related strategies to ensure land entitlement for job growth and to reflect community values in preserving the natural environment, the budget includes the following:

- *Staffing increases in Economic Development, Legal, Purchasing, Planning and Engineering* to support additional infrastructure projects, creating mechanisms for public/private partnerships via a Request for Proposal (RFP) approach, removing regulatory barriers in the Bend Development Code and encouraging more creative housing types.

- *\$4M of funding dedicated to capital projects that advance public/private partnerships in completing infrastructure requirements for needed housing or employment opportunities.*
- *Updates to various master plans and regulatory documents for Juniper Ridge and the Bend Airport including funding for staffing, consultants and engineering/design work.*
- *Continued funding to complete the Community Climate Action Plan to ensure Bend's continued growth is viewed through a 'triple bottom line' lens. It should be noted that implementation of any projects stemming from this plan may require a supplemental budget.*

Transportation & Infrastructure

Perhaps the most significant impact on the proposed budget is additional funding dedicated to transportation projects that reflect community priorities and address key bottlenecks in the system. When the Streets and Operations Department builds or maintains City streets, it provides other departments an opportunity to address other infrastructure needs, such as water, sewer and stormwater improvements located in the right-of-way. It also often provides opportunities for coordination with other agencies such as Oregon Department of Transportation (ODOT), Bend Park and Recreation District, and Bend LaPine Schools. Synergistic projects deploy the public's dollars in an efficient and effective manner. For example, the City included funding to help obtain Federal grants to address safety and congestion on North Hwy 97, to facilitate partnership opportunities to complete sidewalks on Hwy 20 and to support a partnership with OSU Cascades and the Park and Recreation District to construct roundabouts on the West side of Bend.

As the Citywide Transportation Advisory Committee (CTAC) continues its work on a long-term plan for transportation improvement for the 2040 planning period, we need to continue to create opportunities that address growth and existing deficiencies. Additionally, the proposed Water, Sewer and Stormwater CIP also addresses Bend's rapid growth while correcting existing deficiencies. Specific items reflected in the budget include:

- *\$74M of transportation projects over the next 5 years, including construction of the Murphy and Empire corridor extension projects, Neff Road/Purcell Boulevard intersection, Reed Market Road/Bond Street roundabout, Highway 20/Greenwood Avenue sidewalks, Newport Avenue from College Way to 9th Street improvements, Simpson Avenue/Columbia Street intersection, Butler Market Road/Wells Acres Road roundabout and more. There is also funding to implement the Neighborhood Bike Greenway program and complete work on several key north/south and east/west corridors.*
- *\$160M of sewer, water, and stormwater projects over the next 5 years that replace or repair aging water, sewer and stormwater lines, position the utility for greater efficiency and take advantage of the synergy with transportation projects. There continues to be a focus on building capacity at the wastewater reclamation facility and constructing large sewer interceptors to open land for housing and employment.*
- *\$22.5M is included over the next 5 years in sewer infrastructure projects for the newly created Neighborhood Extension Program to connect residents to the City's sewer*

system as recently approved by Council, allowing for a phased approach that doesn't result in rate "shock" and incentivizes neighbors to apply and connect to the system in a timely manner.

- *\$10.3M dedicated to street preservation* to increase the system-wide Pavement Condition Index (PCI) to 75. The budget includes \$300,000 for neighborhood safety projects to address traffic calming and needed safety improvements as well as \$500,000 of one time funds for larger capital projects. Increased efforts are also being made to prioritize bridge and signal improvements.
- *Completion of the Transportation System Plan (TSP) that provides a blueprint for projects over the next 20 years*, culminating in a funding package that could include a funding option to be referred to voters by May 2020. Staffing and consultant resources are fully funded in the budget to complete the plan as well as develop a funding strategy that aligns with community values. In addition to addressing congestion and connectivity, the plan will create a more structured sidewalk program to prioritize the construction and maintenance of sidewalks on key corridors and in neighborhoods.

Public Health and Safety

The Police and Fire Departments were successful during the last biennium in maintaining and exceeding goals for response times, cardiac arrests, and community engagement among many key performance indicators. The Fire Department's tiered deployment system and Basic Life Support Unit have proven effective. The Police Department's increased staffing for special teams and Community Service Officers allow the right resource to be deployed to the right call to produce positive results. Efforts continue to ensure a healthy and resilient public safety workforce that is prepared for a more dynamic and partnership-based approach in addressing challenges such as homelessness, mental health, human trafficking and neighborhood livability concerns.

Public safety remains a high priority as evidenced by the 77% of general fund resources allocated in the proposed budget, up from 72% of operating expenditure allocations in the current biennium. Structural funding challenges remain, including increasing pension and personnel costs and restricted property tax revenue capped at nearly the lowest in the State of Oregon for a city of Bend's size. These structural challenges can prevent us from aligning services to community expectations.

The City has made progress increasing staffing in both Police and Fire over the current biennium, adding officers and firefighters. Now our attention turns to needed administrative support to ensure those officers and firefighters can be deployed efficiently and have the assistance they need. Additionally, overtime has grown significantly in the Fire Department given the 10.5% increase in calls from the previous biennium to the current biennium. This budget aims at addressing these issues and leveraging partnerships by:

- *Adding 2 FTE in the Police Department and 1.5 FTE in Fire* to improve budgeting, training, compliance, scheduling and staffing logistics and other needed administrative support.

- *Partnering with the Bend LaPine School District and Central Oregon Community College to fund 2 FTE School/Community College Resource Officers to improve campus safety.*
- *Adding 1 FTE Police Officer to support homelessness outreach as well as an additional \$150,000 to support partnership programs that provide a more efficient response model to homelessness and mental health issues.*
- *Completing a sixth Fire Station at the Pilot Butte Campus in partnership with the Rural Fire Protection District to meet response time goals, with the City leasing the space that is built and owned by the District. The Tumalo station is also being rebuilt.*
- *Adding 6 FTE firefighter/paramedic positions to reduce overtime costs by 50% over the biennium.*
- *Partnering with other agencies to develop a comprehensive wildfire resiliency plan to create a proactive approach in dealing with wildfires.*

Efficient City Operations

During the last biennium, cuts were made to Central Services in order to dedicate more funding toward street maintenance. Those cuts created stress on the organization and Central Services struggled to keep up pace with operational needs. This budget proposes to improve staffing levels, but with a specific focus on delivering the work plan stemming from Council Goals. Despite the additional staff and resources proposed in the upcoming biennium, City-wide Internal Services account for 10% of the total budget which is a decrease compared to 11% in the current 2017-2019 biennium.

The City is seeking internal efficiencies through the establishment of the Office of Performance Management (OPM), completion of the City's Enterprise Resource Planning (ERP) software implementation (known as LEAP), and facility planning. In addition, the proposed budget includes resources to continue growing the capacity of Bend's neighborhood association system, provide additional support to the City's various boards and commissions as well as supporting under-represented groups through the development of an overall Diversity, Equity and Inclusion (DEI) strategy.

Current City facilities face many challenges in meeting the needs of a growing Bend. The current City Hall was built in 1990 when Bend's population was just 22,000. In order to meet space needs, the City currently leases space in one building and owns several others downtown; over 245 of City staff are scattered over five sites, creating inefficiencies with core operations. Funding for a conceptual plan for a new City Hall that is integrated within the downtown core or as part of the Central Area Plan has been included in the biennial budget. Planning for this effort will also account for parking needs, an urban plaza and continuation of a vibrant retail corridor. The goal is to develop a funding plan based in a public/private partnership that leverages the high-value land currently owned by the City.

The same scattered situation exists with the City's Public Works' facilities. Currently, there is a Utilities Department facility on the North end of Bend, known as 'Boyd Acres', and a facility on the Pilot Butte Campus that is home to the Streets and Operations Department. A high-level analysis was recently completed to evaluate needed facility investments that

respond to Bend's growth. That analysis concluded that a more cost-effective and sustainable approach would be to build a new facility to house all public works-related operations on City-owned land at Juniper Ridge. This budget proposes funding for site plans and building designs only. Construction is targeted for the next biennium and beyond, with final completion of that campus anticipated in 2027.

More specifically, the budget includes:

- *\$200,000 for conceptual planning associated with a new City Hall and \$2M for planning and some design of a new operational facility located at Juniper Ridge.*
- *Staffing, consultant support and software for the completion of the Leading Effective Applications and Processes (LEAP), the City's ERP replacement project, which includes permitting, utility billing, municipal court and fleet management systems.*
- *\$387,000 for increased neighborhood association support to be allocated proportionately to allow for more communication between residents and neighborhood associations as well as additional staff support in the Communications Department dedicated to the Neighborhood Leadership Alliance.*
- *Additional administrative support for the City's various boards and commissions, ensuring their governance structure supports the priorities of City Council.*
- *Creation of the Office of Performance Management that centralizes existing staff (primarily associated with LEAP and the Community Development Department) with one additional staff position proposed. A key objective of this group will be to monitor and track progress of Council goals and develop specific data and technology tools to respond to key priorities including land inventory and traffic management.*
- *\$200,000 dedicated to Diversity, Equity and Inclusion initiatives to complete an organizational assessment, increase training and programs to support more inclusion of under-represented groups in City projects and policy development.*

Summary

In summary, the proposed budget makes significant progress in addressing key community priorities, but more long-term investment is needed especially in affordable housing units and our transportation system. For example, \$74M has been dedicated toward transportation capital projects over the next five years, but over \$400M is estimated to be needed to meet 2040 growth estimates. Over the next two years, \$10.3M has been dedicated to street preservation, but \$79M remains of deferred maintenance (reduced by \$12M from previous biennium). The Council has chosen an aggressive goal to permit 3,000 housing units over the next two years, but it is estimated that an additional 8,900 units are needed by 2028 to meet current demand according the 2015 Housing Needs Analysis.

With any budget, uncertainty and risk exist, which requires vigilance and possible need for timely adjustments. Some of these risks include:

- Legislative proposals to reduce state shared revenues from liquor, marijuana, and cigarette taxes and restrictions on the City's ability to increase additional revenues through local sales taxes.

- Uncertainty with the Public Employee Retirement System (PERS). The budget includes a forecasted increase of the City's PERS contribution rate of 4% which equates to an additional \$2.1 million per year to meet increasing pension costs. The budget also reflects a \$2 million contribution to create a new PERS "side account" which, coupled with a match from the State, could reduce the City's future PERS contributions by approximately \$4.3 million over a 10-year period.
- All three associations (Police, Fire, and City of Bend Employee Association- COBEA) are currently in negotiations and a Pay Equity study is underway to comply with Oregon's recent Pay Equity Act, which became effective this year.
- Volatility of Bend's high growth rate, development and tourism activity and associated revenues for property and room taxes, permits, system development charges, utility rates and other related activities could significantly alter the proposed budget.

Despite these risks and uncertainty, I remain optimistic about Bend. Our economy is more diverse than ever: the establishment and growth of a four-year university and key indicators for Bend's economy are positive. We enjoy strong partnerships within the region from public safety to health and human services to collaborative work taking place in keeping our forests healthy and water shared among fish, agricultural and municipal needs. And although our high pace of growth presents challenges, the pace is more sustainable than it was in the early 2000's. Organizationally, the high caliber of our staff at the City of Bend where 'ownership thinking' is pervasive is creating a high-performing culture that values public service and tax dollar stewardship.

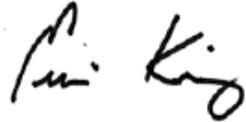
A budget is an opportunity to tie all the pieces together - community priorities and Council goals - ultimately resulting in a common set of expectations aligned to a desired level of service. A budget is the vehicle and Council goals provide the roadmap. The community's desired level of service are beyond what can be achieved with the resources currently available and included in this proposed budget. We will work to close this gap. We must reconcile community values and priorities to create a well-defined level of service that voters will support. This work includes a balanced transportation system that corrects existing deficiencies and keeps pace with growth, an array of housing choices that meet the needs of all income levels and strong partnerships that keep Bend resilient in the threats of mental health, homelessness and wildfire.

Bend is in transition as we evolve into a City of 100,000. We are in process of catching up to growth, creating long-term plans for investments in transportation and other necessary infrastructure. There are trade-offs our community will encounter due to the growth and limited resources. For example, traffic may increase in the short term as we build homes to keep pace with needed housing. Building more homes is needed to help reduce upward housing price trends in the long run. Additionally, as we manage through this housing crises, we will continue to see a rise in homelessness. Coupled with increasing calls for individuals in a mental health crisis, there is a high strain on our public safety resources. Work is in progress to change public safety personnel deployment models; however, this change does not come quickly. We need more community awareness and partnerships in place to solve these problems.

Our Bend heritage should not be compromised as we grow and change. We need to move through this change together and highlight the success that results when diverse values, opinions, backgrounds and political affiliations come together to solve our problems. We are

fortunate to be part of a community that people want to live in, where people have opportunities to shape Bend's promising future. I am hopeful that this budget continues our path to balanced economic development, environmental stewardship, housing affordability and our community heritage that preserves our strength as a desirable, friendly and livable City.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Eric King". The signature is written in a cursive, slightly slanted style.

Eric King
Budget Officer / City Manager

The City of Bend, Oregon



Wall Street

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.



Bill Healy Memorial Bridge – Deschutes River
©2008 Dustin Mitsch / Alpen Exposure

2018 Bend Principal Private & Public Employers	Product or Services	Number of Employees	Percent of Total City Employment
St. Charles Medical Center	Health Care	3,361	3.7%
Bend-La Pine School Dist. No. 1	Education	2,133	2.3%
Deschutes County	Government	1,075	1.2%
COCC - Bend Campus	Education	999	1.1%
Mt. Bachelor Ski Resort	Recreation	840	0.9%
City of Bend	Government	661	0.7%
Safeway	Retail	584	0.6%
Dept. of Forestry	Government	575	0.6%
IBEX	Call Center	540	0.6%
Summit Medical Group	Health Care	532	0.6%
	Total	11,300	12.3%

Source:
Economic Development for Central Oregon.
Bureau of Labor Statistics, Bend, OR Economy at a Glance

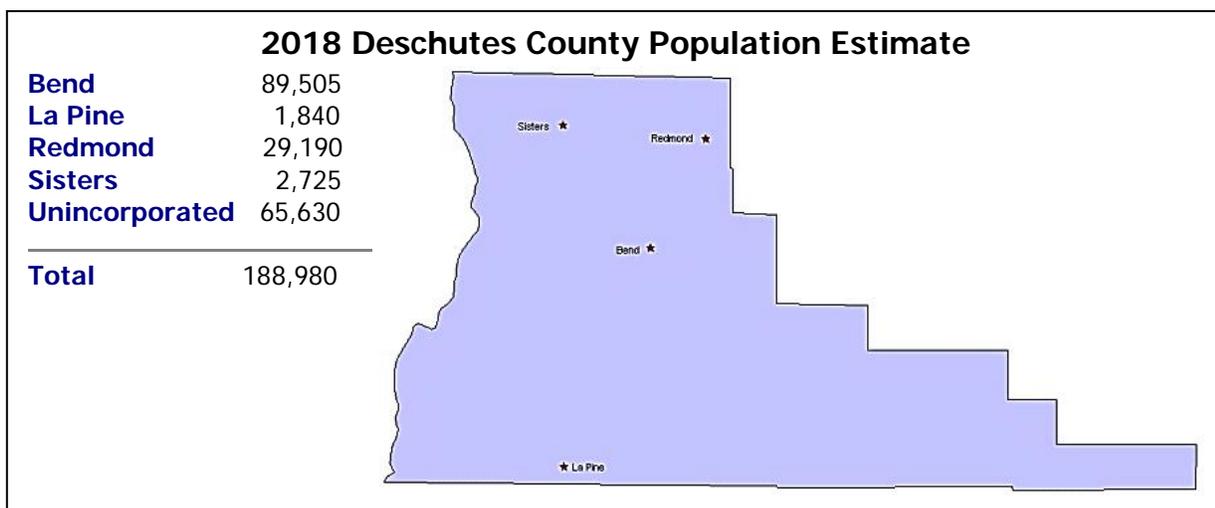
Note:
The above listing of principal employers represents major employers in Bend, Oregon.
(1) Percent of total city employment represents percent of employer’s employees to total employment for the Bend Metropolitan Statistical Area. Total employment for Bend MSA was 91,600 Dec. 2018.

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 less than 12 inches of precipitation per year and enjoys lots of sunny, blue skies which is one reason our city is ranked among the most desirable places to live by national magazines.



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



Deschutes County Source: League of Oregon Cities webpage
Population Data: <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.



Skiing
©2008 Dustin Mitsch / Alpen Exposure

Activities

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

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

Local Attractions

Local attractions in Central Oregon include:

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

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



Tumalo Falls
©2006 Dustin Mitsch / Alpen Exposure

Statistical Information – 2018 Demographic Highlights

General Facts

Date of incorporation:	1905
Form of government:	Council/Manager
Population:	89,505
Area in square miles:	32.5

Full Time Equivalents: 662.46*

Public Safety

Fire Responses:	1,880
Ambulance Responses:	8,924
Number of physical arrests:	3,729
Number of traffic violations:	8,971
Number of calls for Police service:	50,295

Infrastructure

Street lane miles:	847
City owned traffic signals:	36

Miles of water mains:	591
Number of fire hydrants:	5,313
Water service connections:	25,332
Total Reservoir Capacity: (in millions of gallons)	30.5 mgd
Maximum daily demand of water system (in millions of gallons):	28.0 mgd
Miles of sanitary sewer lines:	454
Sewer service connections:	31,929
Daily average treatment:	6.0 mgd
Maximum daily capacity of treatment plant (in millions of gallons):	20.8 mgd



Mt. Bachelor from Old Mill District
©2008 Dustin Mitsch / Alpen Exposure

Community Development**

New residential permits processed:	908
New commercial permits processed:	52
Land use applications processed:	875
Building inspections completed:	53,474

* FTE approved for FY 2018-19

**Data provided by City of Bend Community Development Department FY17-18

Note: These statistics are compiled from the City of Bend 2017-18 CAFR unless otherwise noted.

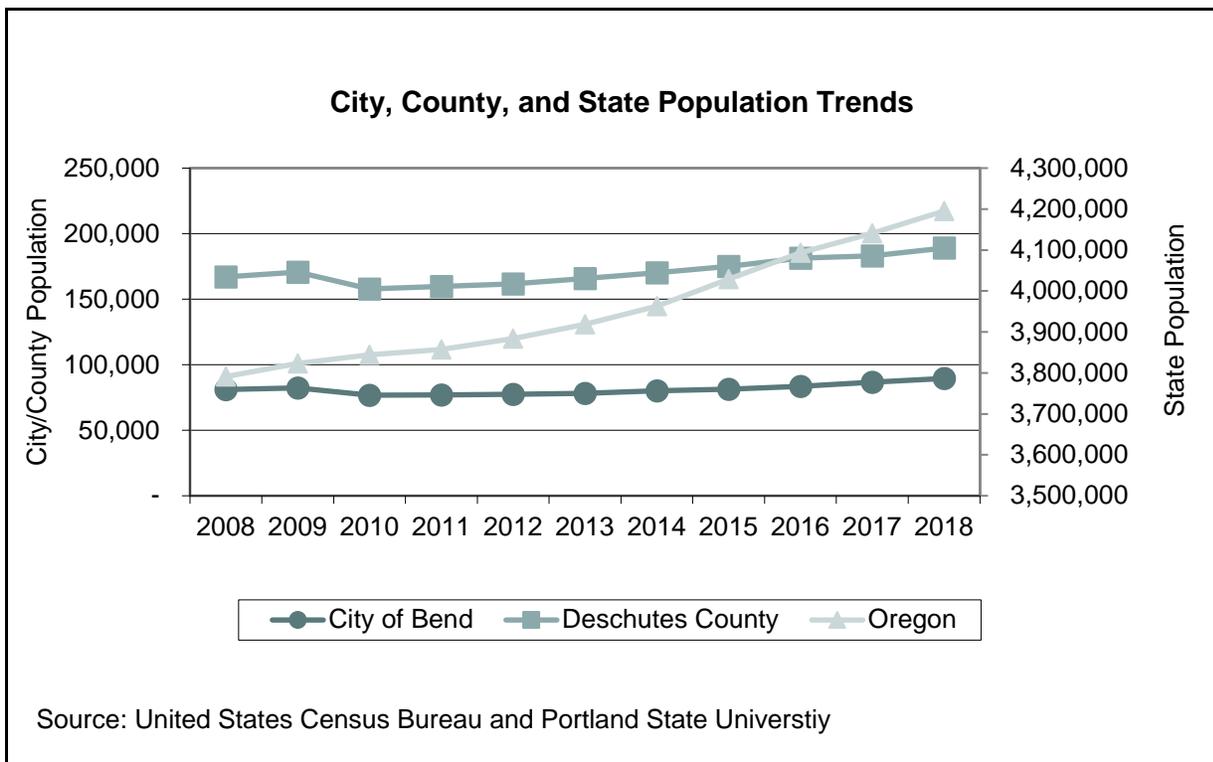
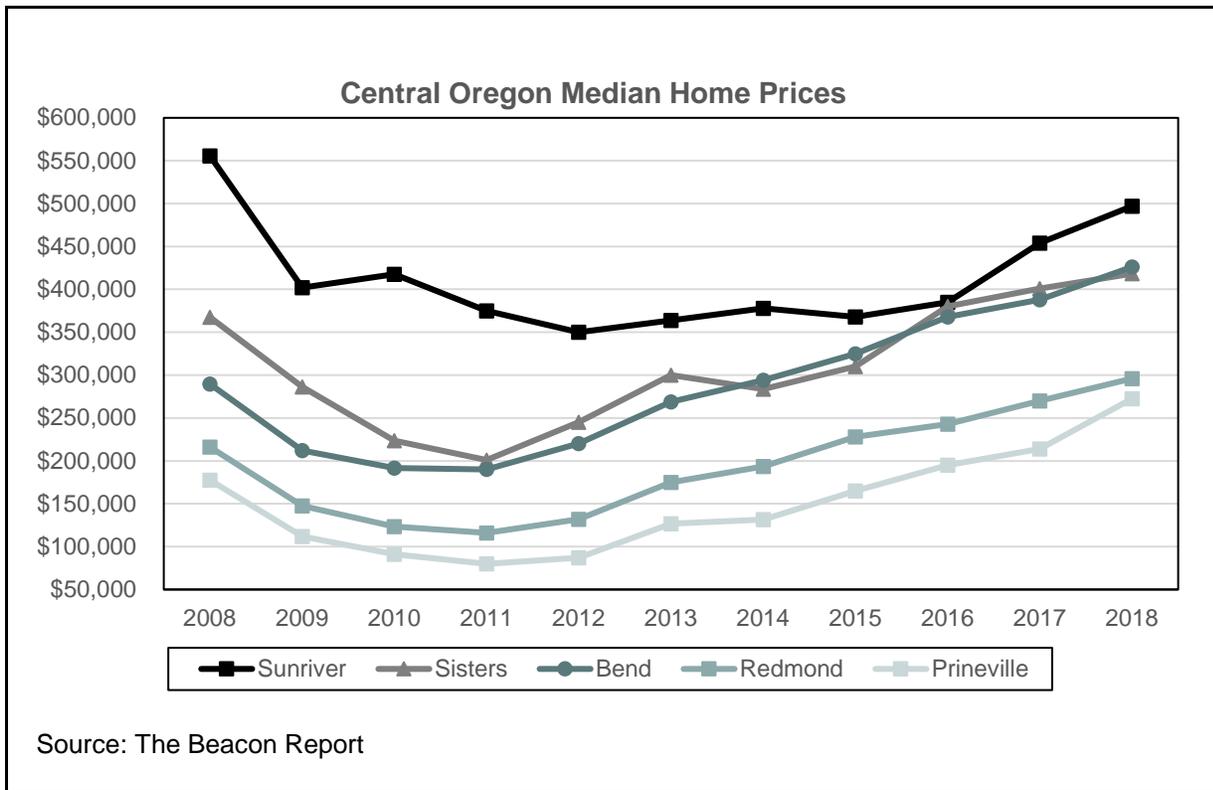
Statistical Information – 2018-19 Principal Taxpayers

Taxpayer	Type	Taxable Assessed Valuation (in 000's)	Percent of Total Valuation
TDC Baja Broadband LLC	Cable utility	\$ 64,787	0.6%
Suterra LLC	Biorational Products	50,473	0.4%
Touchmark at Mount Bachelor Village LLC	Retirement community	48,589	0.4%
Pacificorp (PP& L)	Electric utility	44,298	0.4%
CVSC LLC	Shopping center	43,086	0.4%
Deschutes Brewery Inc	Microbrew manufacturer	38,275	0.3%
CenturyLink Property Tax	Cable utility	36,235	0.3%
Cascade Natural Gas Corporation	Gas utility	33,701	0.3%
Forum Holdings LLC	Shopping center	28,773	0.2%
River Vale Limited Partnership	Real estate developer	2,515	0.0%
TOTAL		\$390,732	3.4%

Total 2018-19 Taxable Assessed Valuation (Value Used to Compute Rate) for the City of Bend was \$11.6 billion.

Source: Deschutes County Assessor's Office

Statistical Information - Housing Comparisons and Population Trends



City Government

Form of Government

The City of Bend was founded by a ballot measure in November 1904 and incorporated in 1905. Organized under a council/manager form of government, the City is served by the Mayor and six-member City Council, elected to terms of four years. Following a City Charter amendment approved by voters in May 2018, beginning with the November 2018 election, the Mayor is now directly elected rather than being selected amongst the other Councilors. 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. City Councilors 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
©2008 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 written by the department that oversees the issue being addressed and is reviewed by the City Attorney, Finance Department, 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, non-emergency 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. Resolutions are 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 levies are 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

2019-2021 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 2019-2021 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 makes updated based on Budget Officer review ▪ Publish Notice of Budget Committee Meeting in the Bend Bulletin and on the City's website

JANUARY
<ul style="list-style-type: none"> ▪ 2019-2021 Personnel Services (salaries and benefits) budgets are completed ▪ 2019-2021 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed

MAY
<ul style="list-style-type: none"> ▪ 2019-2021 Proposed Budget distributed to Budget Committee and made available for public review ▪ Budget Committee deliberates, receives public comments, and approves the 2019-2021 Biennial Budget

FEBRUARY
<ul style="list-style-type: none"> ▪ 2018-2019 materials and services year end expenditure projections submitted by the departments ▪ 2019-2021 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 2019-2021 Biennial Budget ▪ The 2019-2021 Biennial Budget goes into effect July 1, 2019

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Fiscal Year 2019-20 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 19, 2019.

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. Non-restricted revenues are recorded in the General Fund and are used 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. Water/Sewer Franchise Fees are dedicated to the Transportation Construction Fund and Accessibility Construction 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. Internal controls over payment requests include a review by the Finance Department. Payment requests are not considered approved and authorized for payment until the Finance Director or their designee has approved the disbursement.
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 \$10,000 with a useful life beyond two years. Capital assets costing less than \$10,000 or having a useful life of two years 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, Aa2 for Full Faith and Credit Obligations, Aa2 for Water Revenue Bonds, and Aa2 for Sewer Revenue Bonds. The 2016 Water Revenue Bonds also have a AA rating from Standard & Poor's (S&P).
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 16% of the operating budget of the General Fund for the 2019-2021 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.
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 or by internal policy
 - 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 2019-2021 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 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 and renewed in 2018. 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.

Accessibility Construction Fund

This fund accounts for accessibility related improvements to mainly sidewalks and curb ramps. General Fund discretionary revenues, grants, and water and water reclamation franchise fees are used to fund these improvements.

Capital Projects Funds - continued

Local Improvement District (LID) Fund

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

BURA - Juniper Ridge Construction Fund

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

BURA – Murphy Crossing Construction Fund

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

Permanent Fund

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

Cemetery Permanent Maintenance Fund

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

Proprietary Funds – Business-Type Activities

Certain government services are operated like for-profit businesses and are funded through user charges for which the cost to the user is proportionate to the benefit received by the user. 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 and support from the City's General Fund. 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:

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, Office of Performance Management 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.

Internal Service Funds - continued

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 campus, Wall Street, Bond and Franklin Annexes, 15th Street Campus, Utilities Campus at Boyd Acres, the Police facility, and other city owned buildings. Revenues are generated from rent charges developed through the City's Cost Allocation Plan to the departments occupying the buildings.

Fleet Management 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.

Other Postemployment Benefits (OPEB)

The city participates in three separate Other Postemployment Benefits (OPEB) plans. This fund accounts for resources that the City is required to set aside by generally accepted accounting principles (GAAP). Funding comes from monthly charges to user departments based on the departments' number of employees.

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.

Community Development Department Administration Division

This division, also known as Development Services, 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.

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.

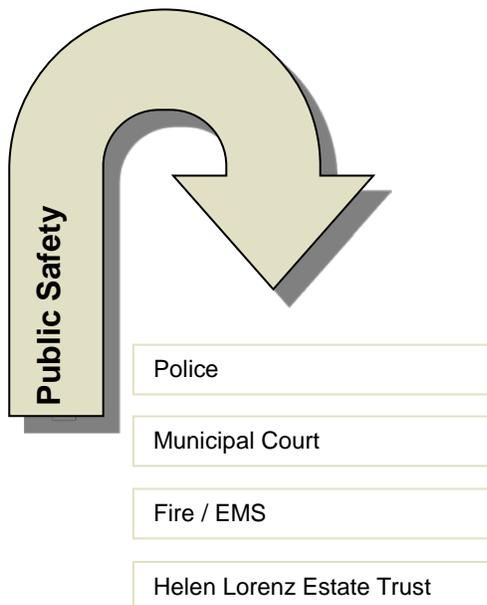
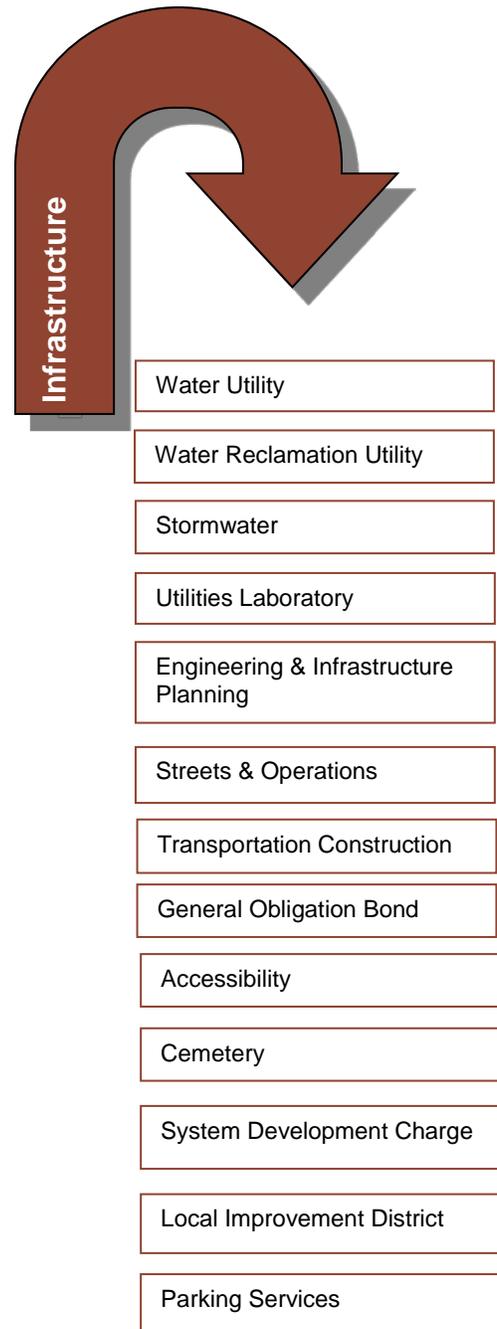
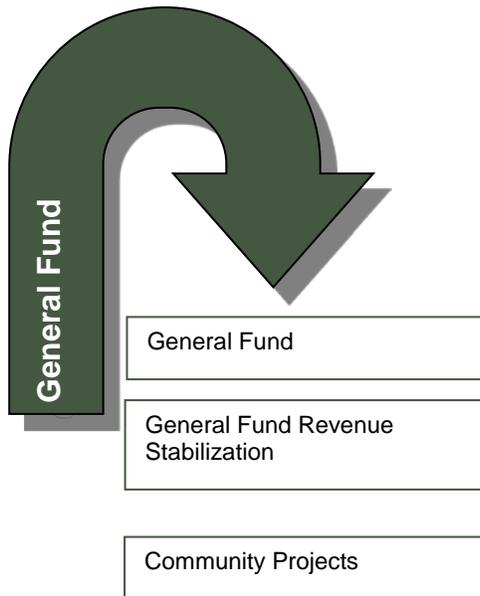
The City maintains its accounting records on the budget basis (modified accrual basis) throughout the year and makes adjustments at year-end for financial reporting to reflect GAAP basis as needed.

Examples of GAAP basis adjustments include:

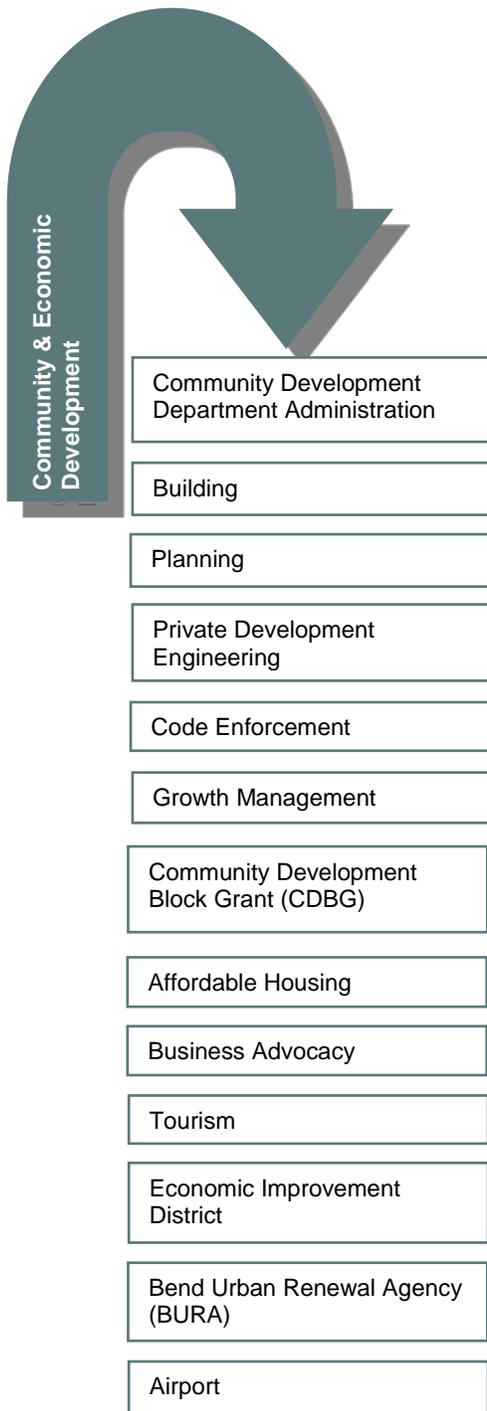
- Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP;
- Proceeds from debt issues are considered budgetary resources while under GAAP, debt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

2019-2021

The City Council met at the beginning of 2019 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 Bend City Council 2019-2021 Goals that can be found on subsequent pages.

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

1. Economic Vitality: Housing, Jobs, Managing Growth
2. Transportation & Infrastructure
3. Public Health & Safety
4. Effective & Efficient City Operations

The document on the following pages includes details and objectives for each goal area. The 2019-2021 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.

BEND CITY COUNCIL

2019-21 GOALS

We, the City Council, believe that Bend is a unique community that people are drawn to because it is an outstanding place to live. We desire to demonstrate consistent stewardship of resources and quality of life. We will be guided in decision-making by following these values as the foundation for public trust and confidence:

**Inclusivity // Sustainability // Partnership //
Stewardship // Responsiveness**

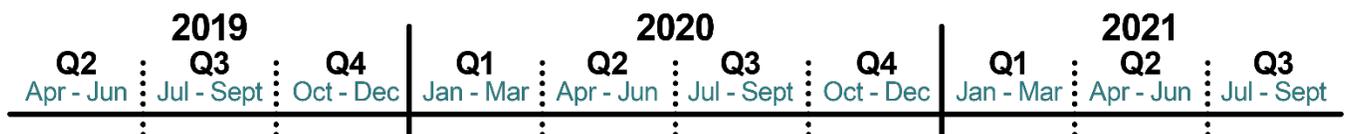


ECONOMIC VITALITY: HOUSING, JOBS, MANAGING GROWTH

Goal: Increase the supply of shovel ready land available for housing and employment in alignment with the City’s Comprehensive Plan by:

- Permitting 3,000 units with the target of 1170 single family units, 390 single family attached units and 1440 multi-family units by 6/30/2021
- Approve land division or other entitlements to create usable employment lands in Juniper Ridge for the community’s needs by 6/30/2021

STRATEGY 1: Increase the supply of shovel-ready residential land and decrease development costs for needed housing through public investment leveraging private development, City policy and procedural adjustments



Audit Development Code to identify barriers in constructing needed housing, including mobility and parking standards

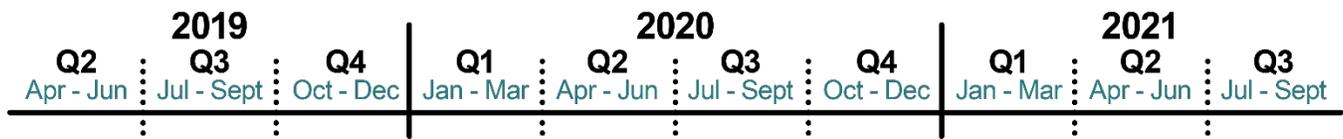
Create a real-time land inventory database to better monitor land supply within the UGB

Develop 3-5 procedural and policy adjustments to streamline needed housing projects

Implement tax exemption programs that promote housing goals

Develop/conduct request for proposal (RFP) process focused on housing development aligned with Council goals

STRATEGY 2: Explore alternative housing types and necessary funding sources

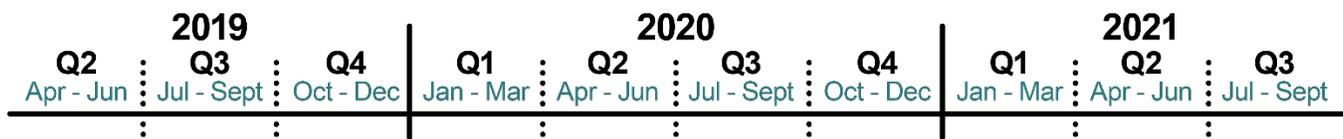


Renew the Affordable Housing Fund

Adopt policies for alternative housing models, such as 4-plexes, tiny homes and single room occupancy units

Update the Consolidated Plan

STRATEGY 3: Increase the supply and viability of serviceable employment land through public investments leveraging private development, City policy and procedural adjustments

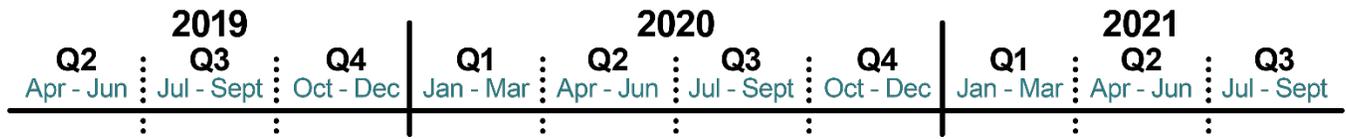


Complete land use planning for southeast and core areas, including the Bend Central District

Create a management and development plan for Juniper Ridge

Adopt a Federal Aviation Administration compliant land use plan for the Bend Municipal Airport

STRATEGY 4: Ensure growth takes into consideration natural resources and reflects a triple bottom line approach



Adopt the Community Climate Action Plan

Ensure Transportation System Plan contains policies that contribute to per capita reduction of greenhouse gas emissions

Explore renewable energy production options

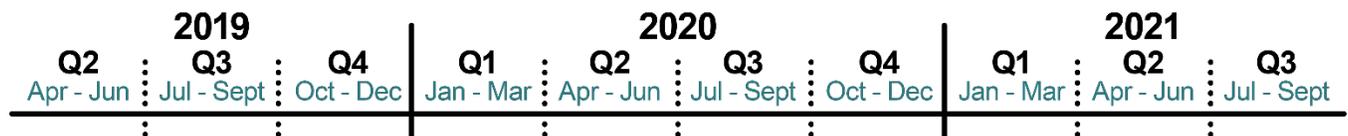
Partner with Deschutes County to prevent waste, recover items from the waste stream and determine where Bend's waste will be disposed post-closure of Knott Landfill



TRANSPORTATION & INFRASTRUCTURE

Goal: Plan and implement robust and resilient infrastructure investments

STRATEGY 1: Complete the Transportation System Plan (TSP) by end of May 2020

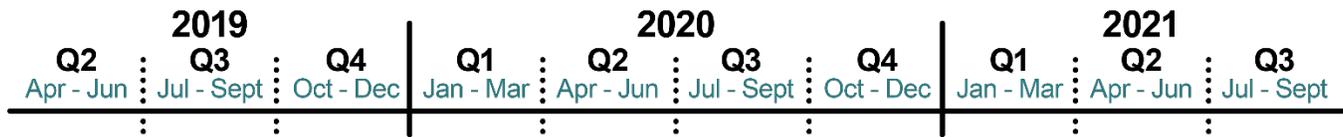


Complete an updated Transportation System Development Charge (TSDC)

Create a neighborhood traffic safety plan and policies that guide investment

Implement TSP metrics and key performance indicators (KPIs)

STRATEGY 2: Leverage multiple funding sources to enhance and improve transportation infrastructure resulting in a funding package that addresses both housing and mobility challenges on May 2020 ballot



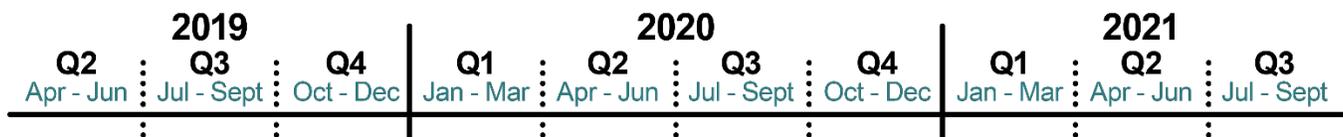
Prioritize short term transportation projects that relieve congestion, improve safety, including emergency response times, and increase options for all modes of transportation

Develop a transportation funding plan that is equitable, balanced and resilient

Create/implement communication plan aligning community values with transportation projects to ensure sustainable funding

Participate in development of comprehensive transit plan that improves service levels and is integrated with the TSP

STRATEGY 3: Improve the condition and functionality of City sewer, stormwater, transportation and water infrastructure to keep pace with community needs



Improve the average pavement condition index to 75 by 6/30/2021

Develop a bridge maintenance and traffic signal plan

Continue investments in water, stormwater and waste water treatment systems to keep pace with demand, regulatory requirements and maintenance needs

Create a sidewalk plan and program that shares responsibilities between the City and adjacent property owners

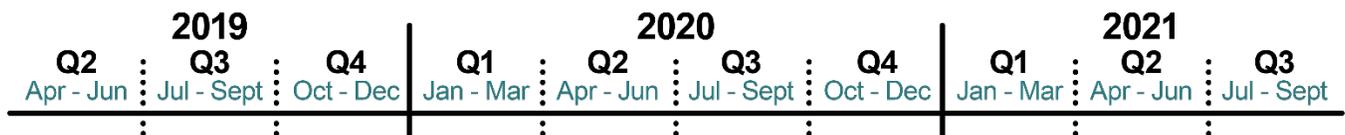
Complete phase one of neighborhood greenways & create plan/funding source for future phases integrated with the TSP



PUBLIC SAFETY & HEALTH

Goal: Protect and improve health and safety for residents and businesses that addresses the challenges associated with a rapidly growing community

STRATEGY 1: Seek opportunities to connect residents and businesses to resources for mental health issues and homelessness by providing \$450K in funding for staff and community partnerships

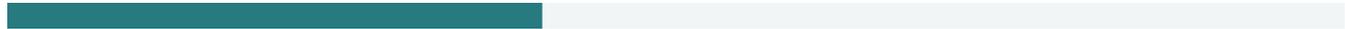
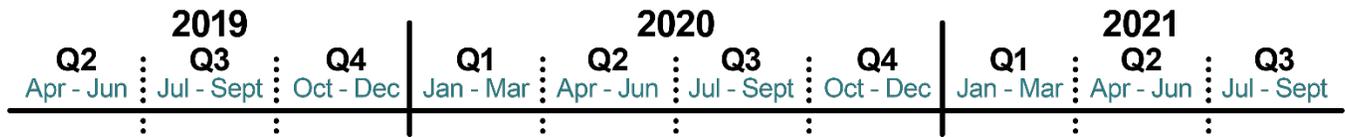


Increase participation with existing community partners focused on homelessness

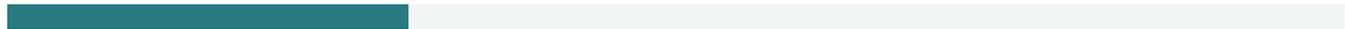
Partner with Deschutes County and fully commit toward the development of a Crisis Stabilization Center

Advocate for a Housing First approach

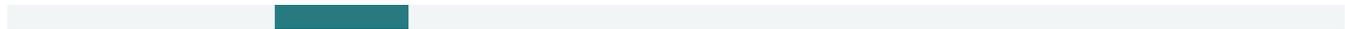
STRATEGY 2: *Develop a first draft of the comprehensive wildfire resiliency plan by October 2019*



Create a wildfire resiliency task force and collaborate with partners

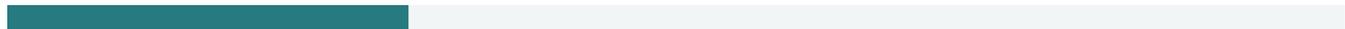
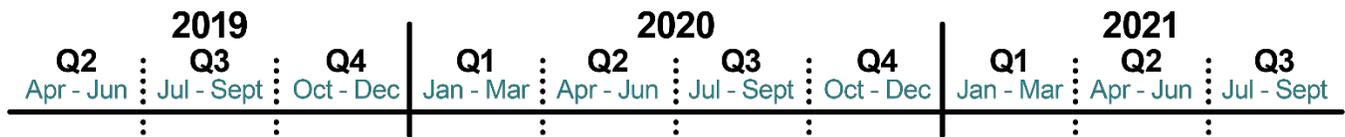


Increase illegal firework enforcement activities

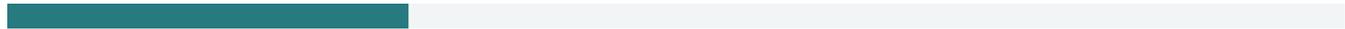


Update the Emergency Preparedness and Management Plan

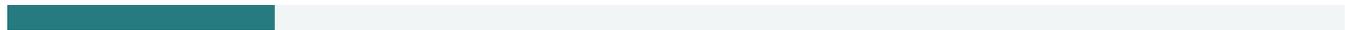
STRATEGY 3: *Maintain Fire/EMS response times within industry standards for cardiac resuscitation rate of 50% and response time under 6 minutes while decreasing overtime by 50% by 6/30/2021*



Create a cost effective and adequate staffing plan to decrease overtime by 50%



Ensure efficient and effective deployment of resources, including maintaining a Fire and EMS emergency response time under 6 minutes within the city and a cardiac resuscitation rate of over 50%

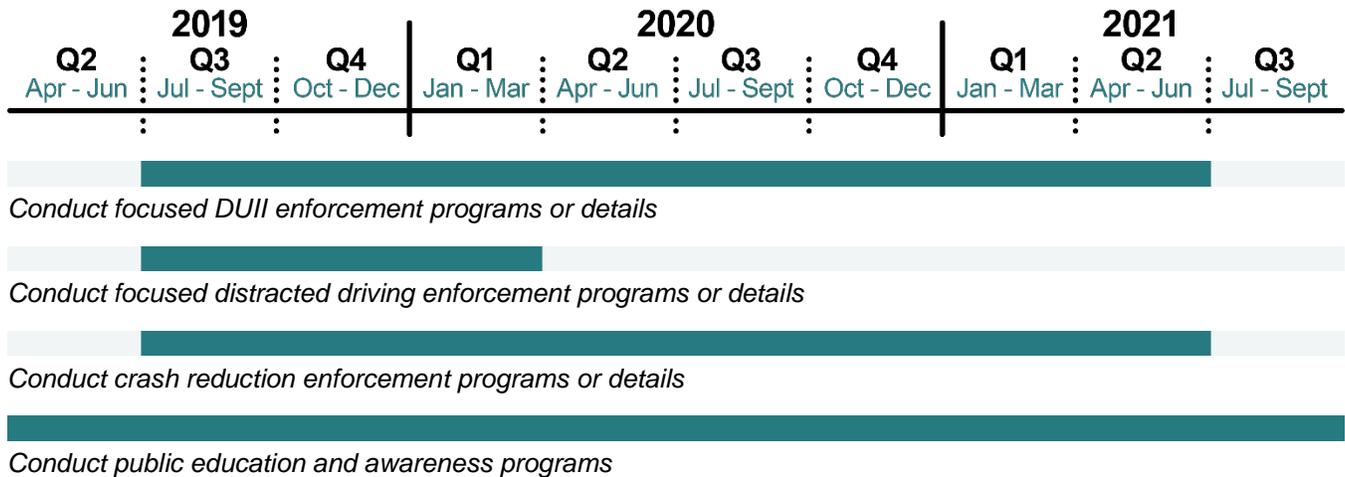


Complete construction of two fire stations (15th & Hwy 20/Tumalo Station replacement) within budget by October 2019

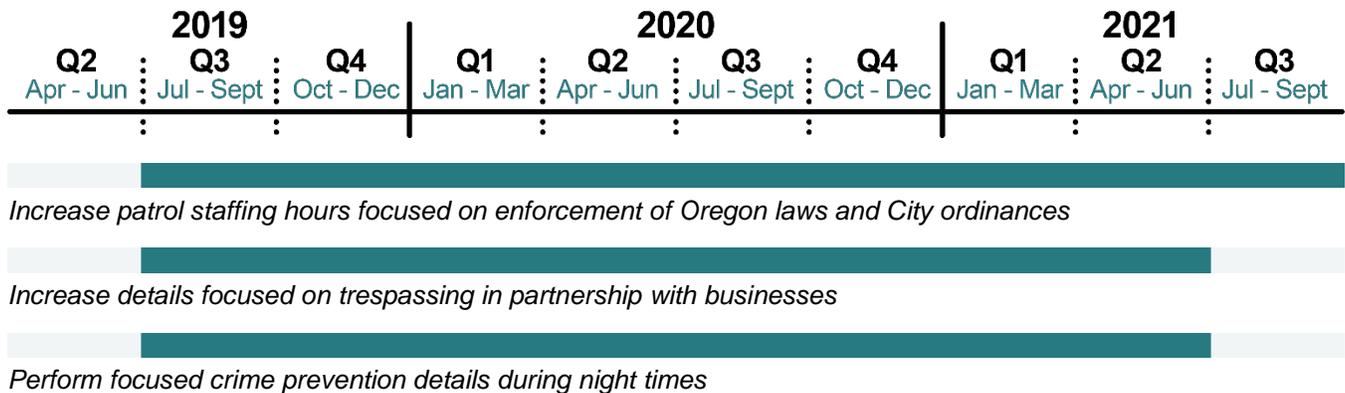


Support and implement county-wide projects (Radio system, Computer Aided Dispatch (CAD))

STRATEGY 4: Increase events focused on traffic safety by 20% by 6/30/2021 when compared to 6/30/2019



STRATEGY 5: Address livability crimes in the downtown area by increasing staffing hours by 15% over the biennium

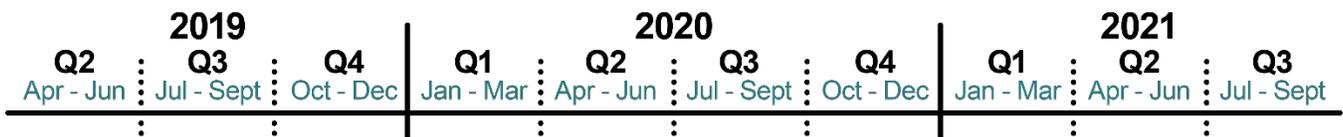




EFFECTIVE & EFFICIENT CITY OPERATION

Goal: The City is an efficient, well-run organization that has the appropriate people, systems and processes to meet changing customer needs

STRATEGY 1: Seek to improve the effectiveness of governance, including consideration of referring Charter amendment(s) to November 2020 ballot



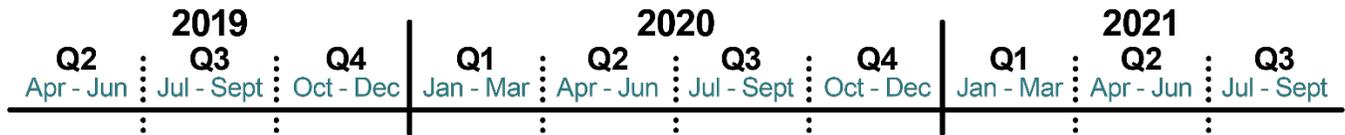
Consider options for Charter amendment(s) regarding incumbent Council members running for Mayor and the process for filling vacant Council positions

Review and update Council Rules to reflect recent Charter changes approved by voters

Assess the effectiveness of advisory boards to respond to items of community interest

Develop process to consider/assess staff resources & stakeholder processes necessary to respond to items of community interest

STRATEGY 2: Increase community participation



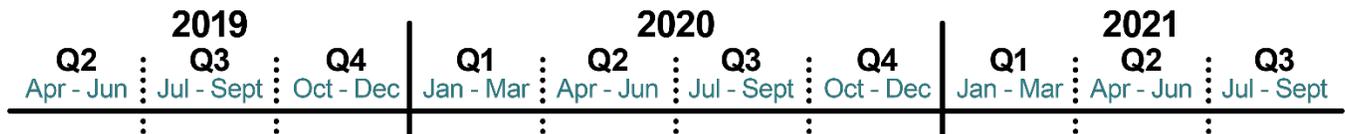
Develop metrics for success by 6/30/2020

Support the effectiveness of Neighborhood Associations

Develop land-use education resources

Evaluate Council capacity to engage and communicate with constituents

STRATEGY 3: Increase efficiency of City operations through technology, data, and long term planning



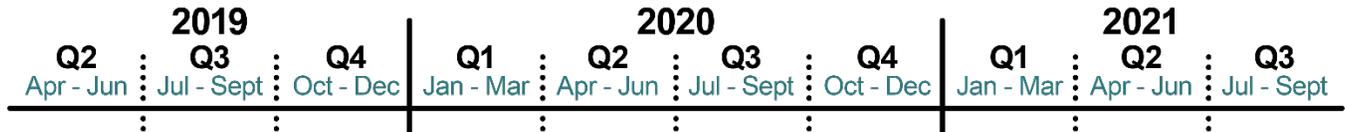
Complete a comprehensive long-term facility plan, including a new City Hall and Public Works facility, to meet short/long term operational needs by 6/30/2021

Complete implementation of Enterprise Resource Planning (ERP) system and related process improvements

Develop a city-wide data management program

Create a dashboard measuring the current state of key infrastructure and necessary improvements to meet industry best practices and desired service levels that guides Council decision-making

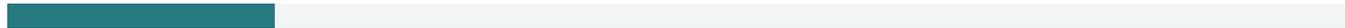
STRATEGY 4: Embed a commitment to diversity, equity and inclusion (DEI) within the City of Bend and publish DEI statistics to the public by 6/30/2020



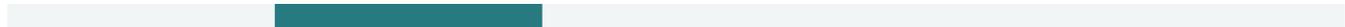
Implement a diversity, equity and inclusion (DEI) training program for City Council, City Staff and volunteers



Hire a consultant to conduct an organizational assessment



Establish a short-term steering committee/task force to assist in identifying the needs and priorities of underrepresented communities



Establish permanent commission/committee to develop a DEI action plan, and seek opportunities to leverage community efforts through funding and staff support



Accommodation Information for People with Disabilities

To obtain this information in an alternate format such as Braille, large print, electronic formats, etc. please contact the City Manager's Office at citymanager@bendoregon.gov 541-388-5505; Relay Users Dial 7-1-1, and 541-385-6676.

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**2019-2021 Adopted Biennial Budget
Summary by Service Area**

	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2019-2021 Total Biennial Budget City and BURA
RESOURCES						
Beginning working capital	\$ 13,012,600	\$ 4,313,300	\$ 155,678,700	\$ 31,015,700	\$ 21,283,700	\$ 225,304,000
Property taxes	68,741,000	4,936,100	3,760,600	3,422,400	-	80,860,100
Room tax	14,385,000	430,700	-	6,718,700	-	21,534,400
Franchise fees	19,134,600	-	6,472,500	-	-	25,607,100
Local marijuana tax	3,054,300	-	-	-	-	3,054,300
Licenses and permits	207,800	-	1,359,500	12,813,400	-	14,380,700
Intergovernmental revenues	8,306,700	9,088,200	17,419,400	2,371,200	115,000	37,300,500
Charges for services	714,800	10,385,700	116,092,200	17,229,700	10,300,800	154,723,200
System development charges (SDC's)	-	-	29,046,500	-	-	29,046,500
Fines and forfeitures	2,421,000	-	724,300	-	-	3,145,300
Miscellaneous	608,500	462,600	5,235,900	2,021,000	2,255,600	10,583,600
Debt Proceeds	-	3,242,600	106,596,700	122,400	11,279,300	121,241,000
Interfund loan repayments	2,059,300	-	-	-	224,700	2,284,000
Interfund activity:						
Interfund / Interagency transfers	1,390,900	79,800	53,436,600	6,136,000	50,436,600	111,479,900
General fund subsidy	-	30,221,000	15,805,500	250,000	492,100	46,768,600
General fund revenues allocated to:						
Police	(62,045,900)	62,045,900	-	-	-	-
Accessibility program	(583,900)	-	583,900	-	-	-
Code enforcement	(1,449,500)	-	-	1,449,500	-	-
Municipal court	(1,806,000)	1,806,000	-	-	-	-
Growth Management	(3,797,100)	-	-	3,797,100	-	-
TOTAL RESOURCES	\$ 64,354,100	\$ 127,011,900	\$ 512,212,300	\$ 87,347,100	\$ 96,387,800	\$ 887,313,200

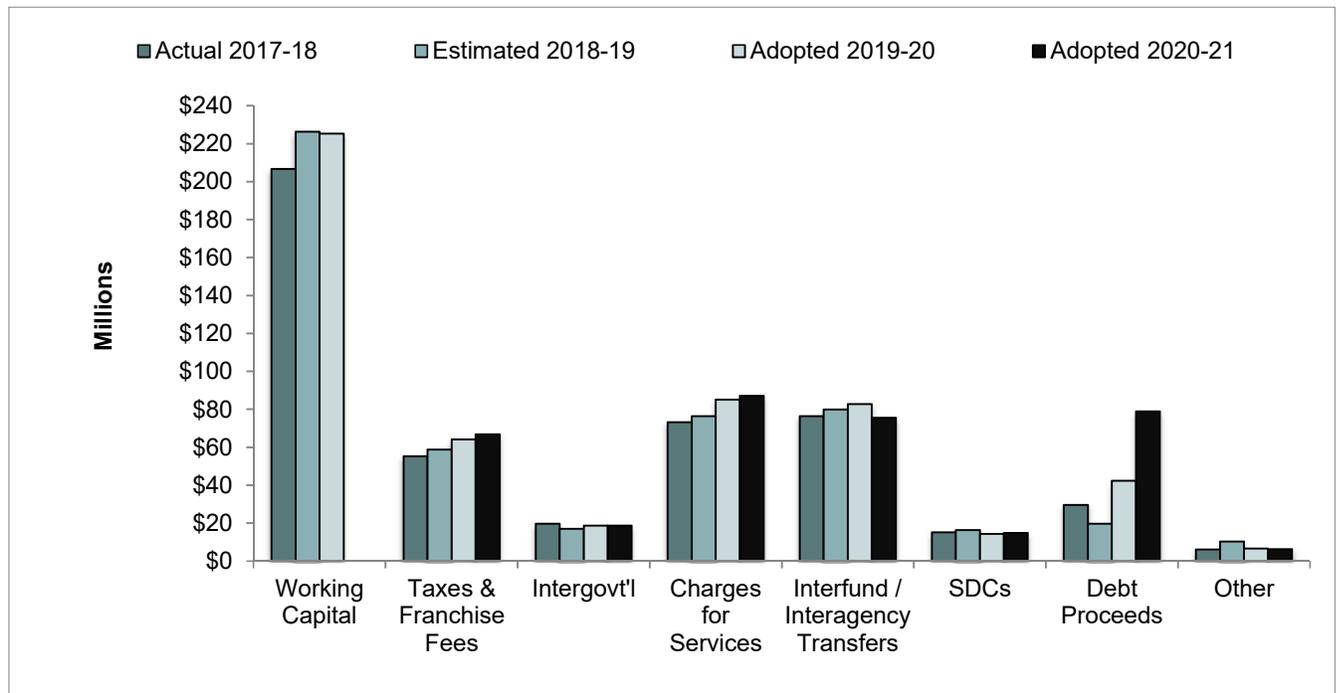
**2019-2021 Adopted Biennial Budget
Summary by Service Area**

	General Fund	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2019-2021 Total Biennial Budget City and BURA
	(Includes General Fund Revenue Stabilization Fund)					
REQUIREMENTS						
Personnel Services	\$ -	\$ 88,746,800	\$ 56,415,800	\$ 28,030,600	\$ 29,308,600	\$ 202,501,800
Materials & Services	3,113,100	10,928,900	31,489,800	18,804,600	24,778,500	89,114,900
Capital Outlay	-	4,489,900	185,010,100	721,300	5,981,700	196,203,000
Total	3,113,100	104,165,600	272,915,700	47,556,500	60,068,800	487,819,700
Debt Service	-	1,758,000	39,286,000	4,061,000	12,191,000	57,296,000
Interfund activity:						
General fund subsidies	46,768,600	-	-	-	-	46,768,600
Interfund transfers	2,917,400	16,762,000	76,395,500	13,171,500	4,630,500	113,876,900
Contingency	5,080,900	3,547,000	10,120,200	15,789,800	849,900	35,387,800
Reserves	6,474,100	779,300	113,494,900	6,768,300	18,647,600	146,164,200
TOTAL REQUIREMENTS	\$ 64,354,100	\$ 127,011,900	\$ 512,212,300	\$ 87,347,100	\$ 96,387,800	\$ 887,313,200

Combined Summary of Financial Sources and Uses

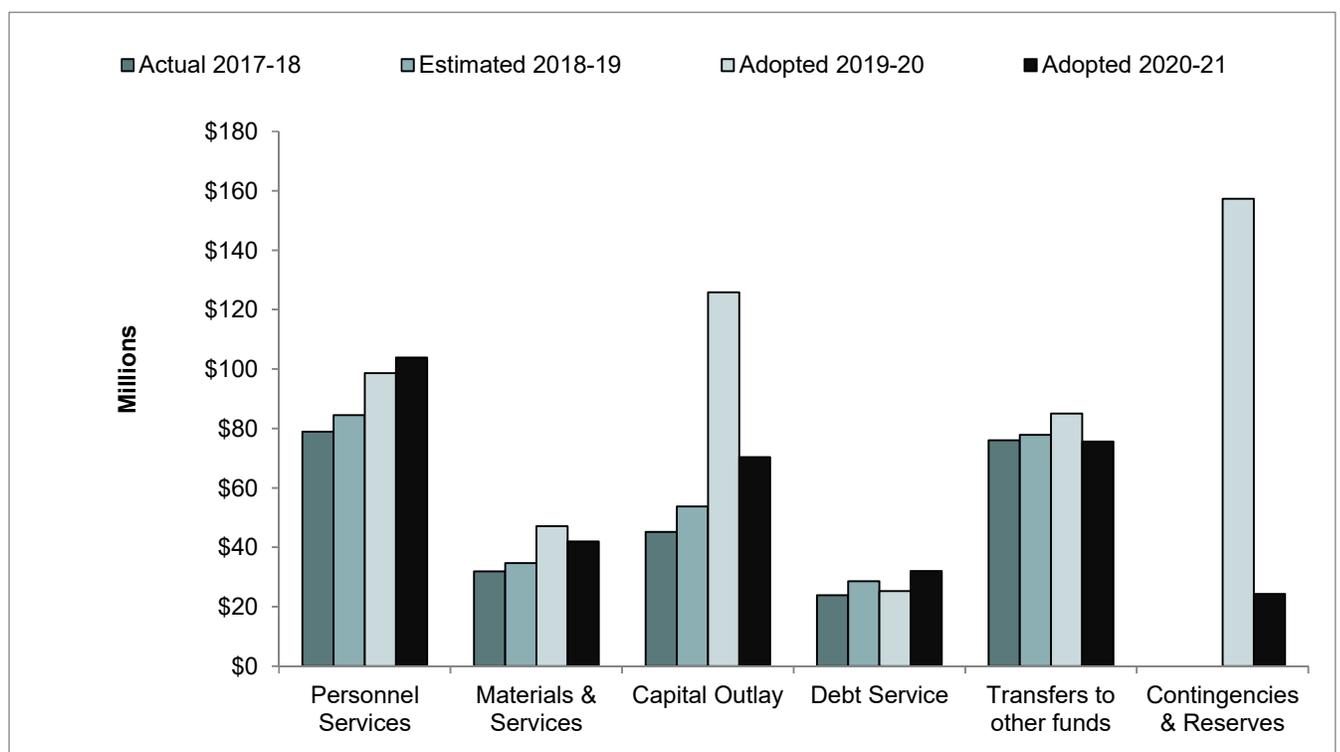
2019-2021 Resources

All Funds - \$887 Million

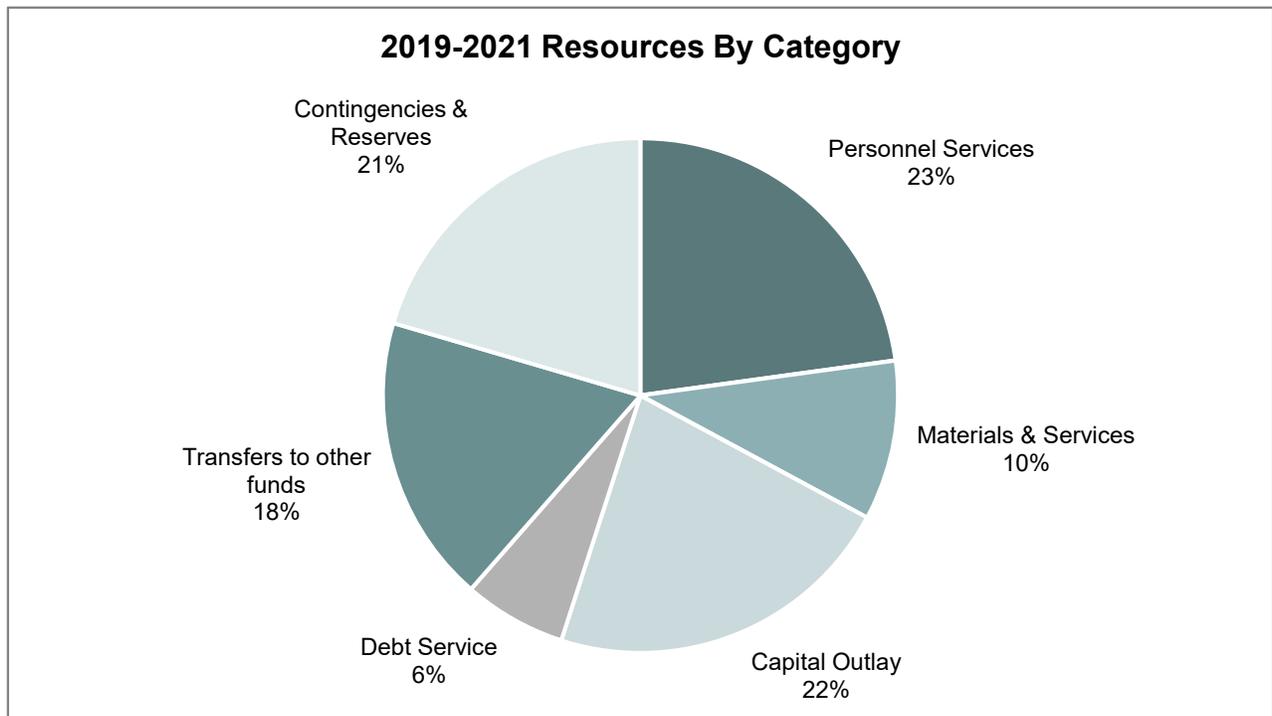
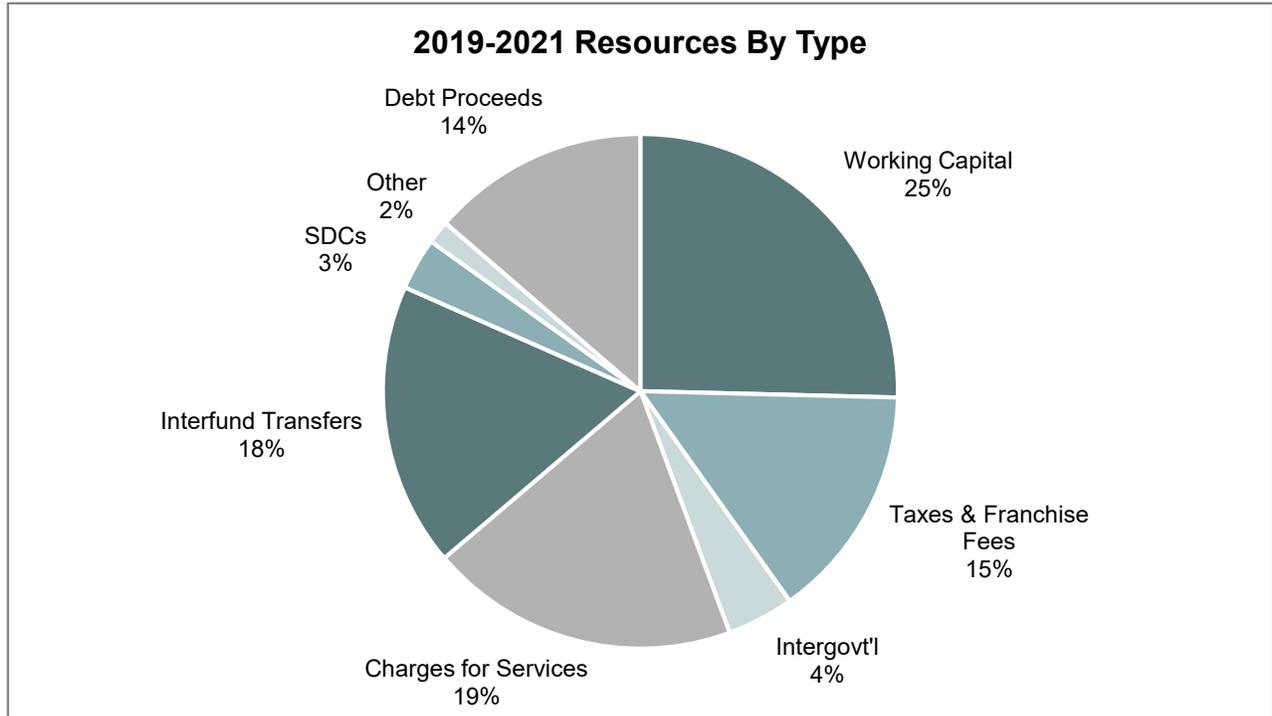


2019-2021 Requirements

All Funds - \$887 Million



Resource and Requirement Summaries



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

	ACTUALS 2015-2017	ESTIMATE 2017-2019	ADOPTED BUDGET		
			2019-2020	2020-2021	2019-2021
Revenues					
Taxes and franchise fees	\$ 78,584,053	\$ 91,020,742	\$ 51,506,900	\$ 53,808,000	\$ 105,314,900
Intergovernmental revenues	5,034,783	6,811,437	4,010,100	4,296,600	8,306,700
Charges for services **	2,876,943	3,170,382	1,655,000	1,688,600	3,343,600
Transfers from other funds	915,263	51,741	110,000	60,000	170,000
Other	395,129	475,466	228,700	225,100	453,800
Total Revenues	87,806,169	101,529,768	57,510,700	60,078,300	117,589,000
Other Financing Sources					
Loan repayments ***	122,000	2,637,600	1,268,200	791,100	2,059,300
Sale of capital assets	3,485	1,934,335	-	-	-
Total Other Financing Sources	125,485	4,571,935	1,268,200	791,100	2,059,300
TOTAL AVAILABLE RESOURCES	\$ 87,931,654	\$ 106,101,703	\$ 58,778,900	\$ 60,869,400	\$ 119,648,300
Expenditures					
Personnel services	\$ 35,024,972	\$ 41,433,106	\$ 24,712,500	\$ 26,109,100	\$ 50,821,600
Materials & services	8,434,346	7,511,152	4,957,000	4,322,000	9,279,000
Capital outlay	1,309,481	808,430	1,318,900	611,500	1,930,400
Transfers to other funds	44,405,167	62,860,817	30,748,200	29,702,300	60,450,500
TOTAL USE OF RESOURCES	\$ 89,173,966	\$ 112,613,506	\$ 61,736,600	\$ 60,744,900	\$ 122,481,500
Net Increase/(Decrease) in Fund Balance	\$ (1,242,312)	\$ (6,511,803)	\$ (2,957,700)	\$ 124,500	\$ (2,833,200)
Beginning Fund Balance	10,663,791	16,105,187	9,593,400	-	9,593,400
Ending Fund Balance	\$ 9,421,479	\$ 9,593,383	\$ 6,635,700	\$ 124,500	\$ 6,760,200

* 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.

*** Includes Loan Repayments and Interfund Loan Repayments.

Notes:

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Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

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

	ACTUALS		ADOPTED BUDGET		
	2015-2017	ESTIMATE 2017-2019	2019-2020	2020-2021	2019-2021
Revenues					
Intergovernmental revenues	\$ 136,913	\$ 80,570	\$ 36,200	\$ 34,000	\$ 70,200
Charges for services	37,819,633	39,745,881	20,713,700	21,388,900	42,102,600
Transfers from other funds	1,187,477	415,837	218,300	226,500	444,800
System development charges	7,580,965	7,138,437	2,926,400	3,057,800	5,984,200
Other	300,032	1,393,015	1,031,800	1,002,400	2,034,200
Total Revenues	47,025,020	48,773,740	24,926,400	25,709,600	50,636,000
Other Financing Sources					
Debt proceeds	62,373,034	-	1,295,400	-	1,295,400
Loan repayments	37,148	182,769	91,000	127,000	218,000
Sale of capital assets	1,829,864	41,530	-	-	-
Total Other Financing Sources	64,240,045	224,299	1,386,400	127,000	1,513,400
TOTAL AVAILABLE RESOURCES	\$ 111,265,065	\$ 48,998,038	\$ 26,312,800	\$ 25,836,600	\$ 52,149,400
Expenditures					
Personnel services	\$ 8,363,444	\$ 9,327,213	\$ 6,114,200	\$ 6,433,300	\$ 12,547,500
Materials & services	7,062,005	8,350,771	4,896,500	4,981,400	9,877,900
Capital outlay	6,076,726	5,553,529	7,863,100	6,415,900	14,279,000
Debt service	35,247,591	8,283,421	4,142,000	4,247,000	8,389,000
Transfers to other funds	30,123,239	9,043,150	3,411,500	3,231,900	6,643,400
TOTAL USE OF RESOURCES	\$ 86,873,005	\$ 40,558,084	\$ 26,427,300	\$ 25,309,500	\$ 51,736,800
Net Increase/(Decrease) in Fund Balance	\$ 24,392,060	\$ 8,439,954	\$ (114,500)	\$ 527,100	\$ 412,600
Beginning Fund Balance	19,458,215	44,055,825	52,495,800	-	52,495,800
Ending Fund Balance	\$ 43,850,275	\$ 52,495,779	\$ 52,381,300	\$ 527,100	\$ 52,908,400

Notes:

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

	ACTUALS		ADOPTED BUDGET		
	2015-2017	ESTIMATE 2017-2019	2019-2020	2020-2021	2019-2021
Revenues					
Intergovernmental revenues	\$ 393,759	\$ 361,413	\$ 165,200	\$ 154,600	\$ 319,800
Charges for services	45,523,386	55,986,539	31,146,200	33,580,100	64,726,300
Transfers from other funds	923,348	49,767	28,400	30,600	59,000
System development charges	11,121,544	12,671,116	4,534,100	4,758,000	9,292,100
Other	482,830	1,425,409	923,200	712,000	1,635,200
Total Revenues	58,444,866	70,494,244	36,797,100	39,235,300	76,032,400
Other Financing Sources					
Debt proceeds	38,387,220	38,227,061	9,412,000	41,259,000	50,671,000
Loan repayments	(801)	4,407	-	-	-
Sale of capital assets	-	40,620	-	-	-
Total Other Financing Sources	38,386,419	38,272,088	9,412,000	41,259,000	50,671,000
TOTAL AVAILABLE RESOURCES	\$ 96,831,286	\$ 108,766,333	\$ 46,209,100	\$ 80,494,300	\$ 126,703,400
Expenditures					
Personnel services	\$ 10,316,137	\$ 11,668,851	\$ 7,105,500	\$ 7,671,100	\$ 14,776,600
Materials & services	5,652,666	6,095,502	3,654,500	4,542,100	8,196,600
Capital outlay	43,307,198	44,197,732	64,013,600	27,889,000	91,902,600
Debt service	10,625,721	16,907,683	11,188,000	11,790,000	22,978,000
Transfers to other funds	11,576,438	12,054,838	7,922,000	7,713,500	15,635,500
TOTAL USE OF RESOURCES	\$ 81,478,160	\$ 90,924,606	\$ 93,883,600	\$ 59,605,700	\$ 153,489,300
Net Increase/(Decrease) in Fund Balance	\$ 15,353,126	\$ 17,841,726	\$ (47,674,500)	\$ 20,888,600	\$ (26,785,900)
Beginning Fund Balance	32,540,898	48,022,488	65,864,200	-	65,864,200
Ending Fund Balance	\$ 47,894,024	\$ 65,864,215	\$ 18,189,700	\$ 20,888,600	\$ 39,078,300

Notes:

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

	ACTUALS	ESTIMATE	ADOPTED BUDGET		
	2015-2017	2017-2019	2019-2020	2020-2021	2019-2021
Revenues					
Taxes and franchise fees	\$ 20,787,844	\$ 22,921,985	\$ 12,716,800	\$ 13,024,200	\$ 25,741,000
Intergovernmental revenues	24,385,466	29,493,758	14,435,700	14,168,100	28,603,800
Charges for services*	44,540,484	50,698,022	31,572,500	30,504,200	62,076,700
Transfers from other funds	144,054,289	156,795,884	82,321,200	75,253,500	157,574,700
System development charges	16,539,798	11,751,645	6,822,200	6,948,000	13,770,200
Other	3,700,474	6,201,882	2,756,900	3,079,300	5,836,200
Total Revenues	254,008,355	277,863,176	150,625,300	142,977,300	293,602,600
Other Financing Sources					
Debt proceeds	29,506,516	11,082,288	31,591,500	37,683,100	69,274,600
Loan repayments	2,454,850	690,119	358,300	272,600	630,900
Sale of capital assets	2,328,216	334,832	-	-	-
Total Other Financing Sources	34,289,582	12,107,239	31,949,800	37,955,700	69,905,500
TOTAL AVAILABLE RESOURCES	\$ 288,297,937	\$ 289,970,415	\$ 182,575,100	\$ 180,933,000	\$ 363,508,100
Expenditures					
Personnel services	\$ 82,750,123	\$ 100,949,678	\$ 60,698,700	\$ 63,657,400	\$ 124,356,100
Materials & services	36,171,201	44,553,565	33,612,000	28,149,400	61,761,400
Capital outlay	57,577,923	48,431,670	52,621,200	35,469,800	88,091,000
Debt service	22,089,289	27,243,434	9,971,700	15,957,300	25,929,000
Transfers to other funds	54,282,184	69,968,603	42,934,700	34,981,400	77,916,100
TOTAL USE OF RESOURCES	\$ 252,870,720	\$ 291,146,949	\$ 199,838,300	\$ 178,215,300	\$ 378,053,600
Net Increase/(Decrease) in Fund Balance	\$ 35,427,217	\$ (1,176,534)	\$ (17,263,200)	\$ 2,717,700	\$ (14,545,500)
Beginning Fund Balance	63,896,040	98,542,057	97,350,600	-	97,350,600
Ending Fund Balance	\$ 99,323,257	\$ 97,365,523	\$ 80,087,400	\$ 2,717,700	\$ 82,805,100

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

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

	ACTUALS 2015-2017	ESTIMATE 2017-2019	ADOPTED BUDGET		
			2019-2020	2020-2021	2019-2021
Revenues					
Taxes and franchise fees	\$ 99,371,896	\$ 113,942,727	\$ 64,223,700	\$ 66,832,200	\$ 131,055,900
Intergovernmental revenues	29,950,921	36,747,178	18,647,200	18,653,300	37,300,500
Charges for services *	130,760,446	149,600,824	85,087,400	87,161,800	172,249,200
Transfers from other funds	147,080,376	157,313,229	82,677,900	75,570,600	158,248,500
System development charges	35,242,307	31,561,197	14,282,700	14,763,800	29,046,500
Other	4,878,465	9,495,773	4,940,600	5,018,800	9,959,400
Total Revenues	447,284,410	498,660,928	269,859,500	268,000,500	537,860,000
Other Financing Sources					
Debt proceeds	130,266,770	49,309,349	42,298,900	78,942,100	121,241,000
Loan repayments**	2,613,197	3,514,895	1,717,500	1,190,700	2,908,200
Sale of capital assets	4,161,564	2,351,317	-	-	-
Total Other Financing Sources	137,041,531	55,175,561	44,016,400	80,132,800	124,149,200
TOTAL AVAILABLE RESOURCES	\$ 584,325,942	\$ 553,836,489	\$ 313,875,900	\$ 348,133,300	\$ 662,009,200
Expenditures					
Personnel services	\$ 136,454,676	\$ 163,378,848	\$ 98,630,900	\$ 103,870,900	\$ 202,501,800
Materials & services	57,320,218	66,510,990	47,120,000	41,994,900	89,114,900
Capital outlay	108,271,328	98,991,361	125,816,800	70,386,200	196,203,000
Debt service	67,962,600	52,434,538	25,301,700	31,994,300	57,296,000
Transfers to other funds	140,387,029	153,927,408	85,016,400	75,629,100	160,645,500
TOTAL USE OF RESOURCES	\$ 510,395,851	\$ 535,243,146	\$ 381,885,800	\$ 323,875,400	\$ 705,761,200
Net Increase/(Decrease) in Fund Balance	\$ 73,930,091	\$ 18,593,343	\$ (68,009,900)	\$ 24,257,900	\$ (43,752,000)
Beginning Fund Balance	126,558,945	206,725,557	225,304,000	-	225,304,000
Ending Fund Balance	\$ 200,489,035	\$ 225,318,900	\$ 157,294,100	\$ 24,257,900	\$ 181,552,000

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

** Includes Loan Repayments and Interfund Loan Repayments.

Notes:

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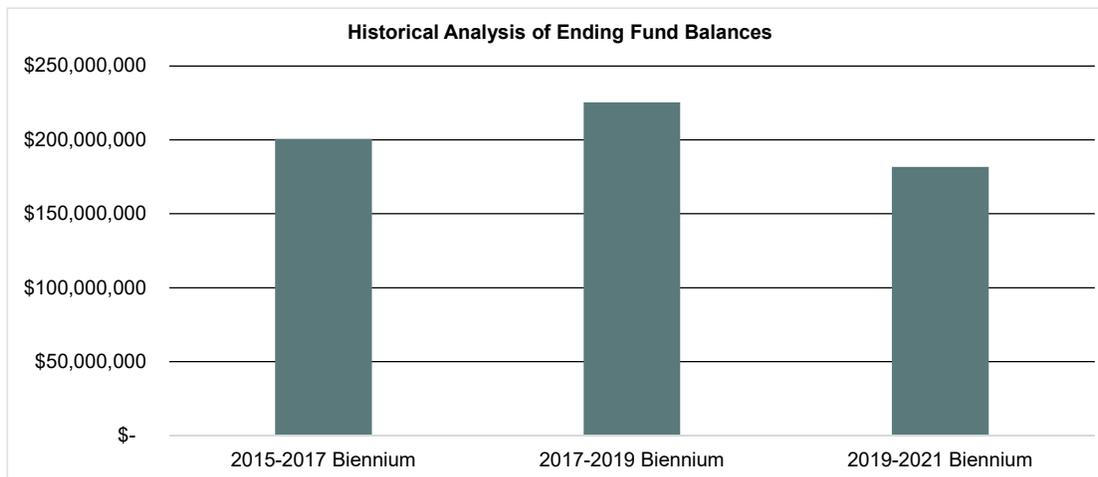
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Fund Balance Summary Years 2015 - 2021

All Funds

	ACTUALS 2015-2017	ESTIMATE 2017-2019	ADOPTED BUDGET			2019-2021 % Change From Prior Period
			2019-20	2020-21	2019-2021	
Total Governmental Funds						
Beginning Fund Balance	\$ 65,351,376	\$ 89,405,968	\$ 79,118,400	\$ -	\$ 79,118,400	
Revenues	252,767,312	299,374,548	191,668,600	179,717,300	371,385,900	
Expenditures	235,396,428	309,647,116	208,958,100	180,519,400	389,477,500	
Net Change	17,370,884	(10,272,568)	(17,289,500)	(802,100)	(18,091,600)	
Ending Fund Balance	\$ 82,722,260	\$ 79,133,400	\$ 61,828,900	\$ (802,100)	\$ 61,026,800	-23%
Total Proprietary Funds						
Beginning Fund Balance	\$ 61,207,568	\$ 117,319,589	\$ 146,185,600	\$ -	\$ 146,185,600	
Revenues	331,558,630	254,461,940	122,207,300	168,416,000	290,623,300	
Expenditures	274,999,423	225,596,029	172,927,700	143,356,000	316,283,700	
Net Change	56,559,207	28,865,911	(50,720,400)	25,060,000	(25,660,400)	
Ending Fund Balance	\$ 117,766,775	\$ 146,185,500	\$ 95,465,200	\$ 25,060,000	\$ 120,525,200	-18%
TOTAL CITY OF BEND AND BEND URBAN RENEWAL AGENCY						
Beginning Fund Balance	\$ 126,558,944	\$ 206,725,557	\$ 225,304,000	\$ -	\$ 225,304,000	
Revenues	584,325,942	553,836,488	313,875,900	348,133,300	662,009,200	
Expenditures	510,395,851	535,243,145	381,885,800	323,875,400	705,761,200	
Net Change	73,930,091	18,593,343	(68,009,900)	24,257,900	(43,752,000)	
Ending Fund Balance	\$ 200,489,035	\$ 225,318,900	\$ 157,294,100	\$ 24,257,900	\$ 181,552,000	-19%



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Fund Balance Summary Years 2015 - 2021

Summary of Governmental Funds

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2019-2021 % Change From Prior Period
	2015-2017	2017-2019	2019-20	2020-21	2019-2021	
City of Bend General Fund						
Beginning Fund Balance	\$ 10,663,791	\$ 16,105,187	\$ 9,593,400	\$ -	\$ 9,593,400	
Revenues	87,931,654	106,101,703	58,778,900	60,869,400	119,648,300	
Expenditures	89,173,966	112,613,506	61,736,600	60,744,900	122,481,500	
Net Change	(1,242,312)	(6,511,803)	(2,957,700)	124,500	(2,833,200)	
Ending Fund Balance	\$ 9,421,479	\$ 9,593,383	\$ 6,635,700	\$ 124,500	\$ 6,760,200	-30%
BURA General Fund						
Beginning Fund Balance	\$ 398,503	\$ 322,056	\$ 433,400	\$ -	\$ 433,400	
Revenues	5,886	372,672	9,600	216,100	225,700	
Expenditures	82,332	261,366	443,600	215,500	659,100	
Net Change	(76,446)	111,305	(434,000)	600	(433,400)	
Ending Fund Balance	\$ 322,056	\$ 433,362	\$ (600)	\$ 600	\$ -	-100%
Special Revenue Funds						
Beginning Fund Balance	\$ 28,460,873	\$ 51,072,269	\$ 46,743,000	\$ -	\$ 46,743,000	
Revenues	142,865,567	152,899,351	81,778,500	83,616,400	165,394,900	
Expenditures	120,254,170	157,228,837	95,274,400	87,279,700	182,554,100	
Net Change	22,611,397	(4,329,486)	(13,495,900)	(3,663,300)	(17,159,200)	
Ending Fund Balance	\$ 51,072,269	\$ 46,742,783	\$ 33,247,100	\$ (3,663,300)	\$ 29,583,800	-37%
Debt Service Funds						
Beginning Fund Balance	\$ 5,544,153	\$ 6,405,596	\$ 8,024,200	\$ -	\$ 8,024,200	
Revenues	11,723,504	10,494,648	7,595,700	5,382,800	12,978,500	
Expenditures	10,862,060	8,876,025	8,838,500	4,575,600	13,414,100	
Net Change	861,444	1,618,623	(1,242,800)	807,200	(435,600)	
Ending Fund Balance	\$ 6,405,596	\$ 8,024,219	\$ 6,781,400	\$ 807,200	\$ 7,588,600	-5%
Capital Project Funds						
Beginning Fund Balance	\$ 19,667,661	\$ 14,846,532	\$ 13,668,900	\$ -	\$ 13,668,900	
Revenues	10,164,798	29,453,830	43,476,700	29,603,400	73,080,100	
Expenditures	14,985,927	30,616,251	42,637,100	27,675,800	70,312,900	
Net Change	(4,821,129)	(1,162,421)	839,600	1,927,600	2,767,200	
Ending Fund Balance	\$ 14,846,532	\$ 13,684,111	\$ 14,508,500	\$ 1,927,600	\$ 16,436,100	20%
Permanent Funds						
Beginning Fund Balance	\$ 616,397	\$ 654,327	\$ 655,500	\$ -	\$ 655,500	
Revenues	75,903	52,344	29,200	29,200	58,400	
Expenditures	37,972	51,130	27,900	27,900	55,800	
Net Change	37,931	1,214	1,300	1,300	2,600	
Ending Fund Balance	\$ 654,327	\$ 655,542	\$ 656,800	\$ 1,300	\$ 658,100	0%
TOTAL GOVERNMENTAL FUNDS						
Beginning Fund Balance	\$ 65,351,378	\$ 89,405,967	\$ 79,118,400	\$ -	\$ 79,118,400	
Revenues	252,767,312	299,374,548	191,668,600	179,717,300	371,385,900	
Expenditures	235,396,427	309,647,115	208,958,100	180,519,400	389,477,500	
Net Change	17,370,885	(10,272,567)	(17,289,500)	(802,100)	(18,091,600)	
Ending Fund Balance	\$ 82,722,263	\$ 79,133,400	\$ 61,828,900	\$ (802,100)	\$ 61,026,800	-23%

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)

Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

Fund Balance Summary Years 2015 - 2021

Summary of Proprietary Funds

FUND	ACTUALS 2015-2017	ESTIMATE 2017-2019	ADOPTED BUDGET			2019-2021 % Change From Prior Period
			2019-20	2020-21	2019-2021	
Internal Service Funds						
Beginning Fund Balance	\$ 11,826,290	\$ 15,379,750	\$ 19,918,000	\$ -	\$ 19,918,000	
Revenues	66,470,758	73,906,258	41,035,300	48,243,000	89,278,300	
Expenditures	62,166,818	69,368,043	41,819,600	48,155,300	89,974,900	
Net Change	4,303,940	4,538,215	(784,300)	87,700	(696,600)	
Ending Fund Balance	\$ 16,130,230	\$ 19,917,965	\$ 19,133,700	\$ 87,700	\$ 19,221,400	-3%
Enterprise Funds						
Beginning Fund Balance	\$ 49,381,278	\$ 101,939,839	\$ 126,267,600	\$ -	\$ 126,267,600	
Revenues	265,087,871	180,555,682	81,172,000	120,173,000	201,345,000	
Expenditures	212,832,604	156,227,987	131,108,100	95,200,700	226,308,800	
Net Change	52,255,267	24,327,696	(49,936,100)	24,972,300	(24,963,800)	
Ending Fund Balance	\$ 101,636,545	\$ 126,267,535	\$ 76,331,500	\$ 24,972,300	\$ 101,303,800	-20%
TOTAL PROPRIETARY FUNDS						
Beginning Fund Balance	\$ 61,207,568	\$ 117,319,589	\$ 146,185,600	\$ -	\$ 146,185,600	
Revenues	331,558,629	254,461,940	122,207,300	168,416,000	290,623,300	
Expenditures	274,999,422	225,596,029	172,927,700	143,356,000	316,283,700	
Net Change	56,559,207	28,865,911	(50,720,400)	25,060,000	(25,660,400)	
Ending Fund Balance	\$ 117,766,775	\$ 146,185,500	\$ 95,465,200	\$ 25,060,000	\$ 120,525,200	-18%

Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

Fund Balance Detail Years 2015 - 2021
By Governmental Fund Type

FUND	ACTUALS 2015-2017	ESTIMATE 2017-2019	ADOPTED BUDGET			2019-2021 % Change From Prior Period
			2019-20	2020-21	2019-2021	
SPECIAL REVENUE FUNDS						
Police Reserve Fund						
Beginning Fund Balance	\$ 629,888	\$ 639,596	\$ 656,900	\$ -	\$ 656,900	
Revenues	9,708	17,322	8,400	3,200	11,600	
Expenditures	-	-	-	-	-	
Net Change	9,708	17,322	8,400	3,200	11,600	
Ending Fund Balance	\$ 639,596	\$ 656,918	\$ 665,300	\$ 3,200	\$ 668,500	2%
General Fund Revenue Stabilization Fund						
Beginning Fund Balance	\$ 2,092,473	\$ 2,519,200	\$ 3,419,200	\$ -	\$ 3,419,200	
Revenues	426,727	900,013	669,600	706,000	1,375,600	
Expenditures	-	-	-	-	-	
Net Change	426,727	900,013	669,600	706,000	1,375,600	
Ending Fund Balance	\$ 2,519,200	\$ 3,419,212	\$ 4,088,800	\$ 706,000	\$ 4,794,800	40%
Fire/EMS Fund						
Beginning Fund Balance	\$ 3,891,449	\$ 4,470,881	\$ 3,647,400	\$ -	\$ 3,647,400	
Revenues	47,812,836	50,170,632	27,982,200	30,162,100	58,144,300	
Expenditures	47,233,404	50,994,122	28,053,600	30,091,100	58,144,700	
Net Change	579,431	(823,490)	(71,400)	71,000	(400)	
Ending Fund Balance	\$ 4,470,881	\$ 3,647,390	\$ 3,576,000	\$ 71,000	\$ 3,647,000	0%
Helen E. Lorenz Estate Fund						
Beginning Fund Balance	\$ 1,266	\$ 2,504	\$ -	\$ -	\$ -	
Revenues	117,738	109,410	90,000	90,000	180,000	
Expenditures	116,500	111,914	90,000	90,000	180,000	
Net Change	1,238	(2,504)	-	-	-	
Ending Fund Balance	\$ 2,504	\$ -	\$ -	\$ -	\$ -	0%
Building Fund						
Beginning Fund Balance	\$ 7,418,818	\$ 12,660,459	\$ 13,271,200	\$ -	\$ 13,271,200	
Revenues	16,303,541	13,881,267	6,712,300	6,936,500	13,648,800	
Expenditures	11,061,900	13,270,585	8,474,400	8,284,300	16,758,700	
Net Change	5,241,640	610,682	(1,762,100)	(1,347,800)	(3,109,900)	
Ending Fund Balance	\$ 12,660,459	\$ 13,271,141	\$ 11,509,100	\$ (1,347,800)	\$ 10,161,300	-23%
Planning Fund						
Beginning Fund Balance	\$ 2,846,615	\$ 3,891,323	\$ 5,024,400	\$ -	\$ 5,024,400	
Revenues	5,892,637	6,824,748	2,880,800	2,985,500	5,866,300	
Expenditures	4,847,929	5,691,746	3,958,600	3,862,800	7,821,400	
Net Change	1,044,709	1,133,003	(1,077,800)	(877,300)	(1,955,100)	
Ending Fund Balance	\$ 3,891,323	\$ 5,024,326	\$ 3,946,600	\$ (877,300)	\$ 3,069,300	-39%
Private Development Engineering Fund						
Beginning Fund Balance	\$ -	\$ -	\$ 2,342,300	\$ -	\$ 2,342,300	
Revenues	-	6,303,504	2,725,100	2,842,200	5,567,300	
Expenditures	-	3,961,206	2,791,700	2,817,200	5,608,900	
Net Change	-	2,342,298	(66,600)	25,000	(41,600)	
Ending Fund Balance	\$ -	\$ 2,342,298	\$ 2,275,700	\$ 25,000	\$ 2,300,700	-2%
Streets & Operations						
Beginning Fund Balance	\$ 3,160,081	\$ 5,827,832	\$ 4,147,100	\$ -	\$ 4,147,100	
Revenues	23,676,731	30,813,879	19,066,300	18,435,800	37,502,100	
Expenditures	21,008,980	32,494,668	21,822,100	19,475,900	41,298,000	
Net Change	2,667,752	(1,680,789)	(2,755,800)	(1,040,100)	(3,795,900)	
Ending Fund Balance	\$ 5,827,832	\$ 4,147,043	\$ 1,391,300	\$ (1,040,100)	\$ 351,200	-92%

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 2015 - 2021
By Governmental Fund Type - Continued

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2019-2021 % Change From Prior Period
	2015-2017	2017-2019	2019-20	2020-21	2019-2021	
Community Development Block Grant Fund						
Beginning Fund Balance	\$ 492,085	\$ 531,196	\$ 188,400	\$ -	\$ 188,400	
Revenues	1,535,568	955,851	1,714,500	1,120,100	2,834,600	
Expenditures	1,496,457	1,298,656	1,807,900	1,025,100	2,833,000	
Net Change	39,111	(342,805)	(93,400)	95,000	1,600	
Ending Fund Balance	\$ 531,196	\$ 188,391	\$ 95,000	\$ 95,000	\$ 190,000	1%
Affordable Housing Fund						
Beginning Fund Balance	\$ 1,935,191	\$ 2,519,370	\$ 3,089,700	\$ -	\$ 3,089,700	
Revenues	3,154,779	3,122,853	1,447,100	1,359,100	2,806,200	
Expenditures	2,570,600	2,552,587	2,880,900	2,895,000	5,775,900	
Net Change	584,179	570,267	(1,433,800)	(1,535,900)	(2,969,700)	
Ending Fund Balance	\$ 2,519,370	\$ 3,089,637	\$ 1,655,900	\$ (1,535,900)	\$ 120,000	-96%
Tourism Fund						
Beginning Fund Balance	\$ 301,650	\$ 463,606	\$ 210,600	\$ -	\$ 210,600	
Revenues	5,984,471	6,250,746	3,359,200	3,360,500	6,719,700	
Expenditures	5,822,515	6,503,774	3,359,200	3,360,500	6,719,700	
Net Change	161,956	(253,029)	-	-	-	
Ending Fund Balance	\$ 463,606	\$ 210,578	\$ 210,600	\$ -	\$ 210,600	0%
Business Advocacy Fund						
Beginning Fund Balance	\$ 88,036	\$ 122,224	\$ 123,000	\$ -	\$ 123,000	
Revenues	752,816	804,696	419,100	429,700	848,800	
Expenditures	718,629	803,941	444,600	430,600	875,200	
Net Change	34,187	755	(25,500)	(900)	(26,400)	
Ending Fund Balance	\$ 122,224	\$ 122,979	\$ 97,500	\$ (900)	\$ 96,600	-21%
Economic Improvement District Fund						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenues	322,524	482,319	240,200	240,200	480,400	
Expenditures	322,524	482,319	240,200	240,200	480,400	
Net Change	-	-	-	-	-	
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	0%
System Development Charge Fund						
Beginning Fund Balance	\$ 5,525,202	\$ 17,327,250	\$ 10,609,100	\$ -	\$ 10,609,100	
Revenues	36,848,458	32,246,206	14,428,600	14,910,400	29,339,000	
Expenditures	25,046,411	38,964,318	21,302,400	14,671,900	35,974,300	
Net Change	11,802,048	(6,718,111)	(6,873,800)	238,500	(6,635,300)	
Ending Fund Balance	\$ 17,327,250	\$ 10,609,138	\$ 3,735,300	\$ 238,500	\$ 3,973,800	-63%
Energy ARRA Grant Fund						
Beginning Fund Balance	\$ 78,119	\$ 96,829	\$ 13,700	\$ -	\$ 13,700	
Revenues	27,032	15,904	35,100	35,100	70,200	
Expenditures	8,322	99,000	48,800	35,100	83,900	
Net Change	18,710	(83,096)	(13,700)	-	(13,700)	
Ending Fund Balance	\$ 96,829	\$ 13,733	\$ -	\$ -	\$ -	-100%
TOTAL SPECIAL REVENUE FUNDS						
Beginning Fund Balance	\$ 28,460,873	\$ 51,072,270	\$ 46,743,000	\$ -	\$ 46,743,000	
Revenues	142,865,566	152,899,350	81,778,500	83,616,400	165,394,900	
Expenditures	120,254,171	157,228,836	95,274,400	87,279,700	182,554,100	
Net Change	22,611,396	(4,329,486)	(13,495,900)	(3,663,300)	(17,159,200)	
Ending Fund Balance	\$ 51,072,270	\$ 46,742,784	\$ 33,247,100	\$ (3,663,300)	\$ 29,583,800	-37%

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 2015 - 2021
By Governmental Fund Type - Continued

FUND	ACTUALS	ESTIMATE	ADOPTED BUDGET			2019-2021 % Change From Prior Period
	2015-2017	2017-2019	2019-20	2020-21	2019-2021	
DEBT SERVICE FUNDS						
Fire Station Debt Service Fund						
Beginning Fund Balance	\$ 7,200	\$ 9,050	\$ 9,000	\$ -	\$ 9,000	
Revenues	495,649	501,753	254,400	256,400	510,800	
Expenditures	493,799	501,828	253,500	255,500	509,000	
Net Change	1,850	(75)	900	900	1,800	
Ending Fund Balance	\$ 9,050	\$ 8,975	\$ 9,900	\$ 900	\$ 10,800	20%
PERS Debt Service Fund						
Beginning Fund Balance	\$ 2,713,429	\$ 2,679,094	\$ 2,872,300	\$ -	\$ 2,872,300	
Revenues	2,386,920	2,852,456	3,614,500	1,329,600	4,944,100	
Expenditures	2,421,255	2,659,235	5,727,300	1,473,500	7,200,800	
Net Change	(34,335)	193,221	(2,112,800)	(143,900)	(2,256,700)	
Ending Fund Balance	\$ 2,679,094	\$ 2,872,315	\$ 759,500	\$ (143,900)	\$ 615,600	-79%
General Obligation Bond Debt Service Fund						
Beginning Fund Balance	\$ 996,956	\$ 1,199,102	\$ 1,412,200	\$ -	\$ 1,412,200	
Revenues	3,875,845	3,891,666	1,924,200	1,925,500	3,849,700	
Expenditures	3,673,700	3,678,550	1,839,500	1,838,500	3,678,000	
Net Change	202,145	213,116	84,700	87,000	171,700	
Ending Fund Balance	\$ 1,199,102	\$ 1,412,218	\$ 1,496,900	\$ 87,000	\$ 1,583,900	12%
BURA Juniper Ridge Debt Service Fund						
Beginning Fund Balance	\$ 1,315,605	\$ 2,010,451	\$ 2,882,200	\$ -	\$ 2,882,200	
Revenues	4,480,790	2,228,213	1,280,200	1,319,200	2,599,400	
Expenditures	3,785,944	1,356,431	736,200	742,000	1,478,200	
Net Change	694,846	871,782	544,000	577,200	1,121,200	
Ending Fund Balance	\$ 2,010,451	\$ 2,882,233	\$ 3,426,200	\$ 577,200	\$ 4,003,400	39%
BURA Murphy Crossing Debt Service Fund						
Beginning Fund Balance	\$ 510,963	\$ 507,900	\$ 848,500	\$ -	\$ 848,500	
Revenues	484,300	1,020,561	522,400	552,100	1,074,500	
Expenditures	487,363	679,981	282,000	266,100	548,100	
Net Change	(3,063)	340,579	240,400	286,000	526,400	
Ending Fund Balance	\$ 507,900	\$ 848,479	\$ 1,088,900	\$ 286,000	\$ 1,374,900	62%
TOTAL DEBT SERVICE FUNDS						
Beginning Fund Balance	\$ 5,544,153	\$ 6,405,597	\$ 8,024,200	\$ -	\$ 8,024,200	
Revenues	11,723,504	10,494,649	7,595,700	5,382,800	12,978,500	
Expenditures	10,862,061	8,876,025	8,838,500	4,575,600	13,414,100	
Net Change	861,443	1,618,624	(1,242,800)	807,200	(435,600)	
Ending Fund Balance	\$ 6,405,597	\$ 8,024,221	\$ 6,781,400	\$ 807,200	\$ 7,588,600	-5%
CAPITAL PROJECTS FUNDS						
Transportation Construction Fund						
Beginning Fund Balance	\$ 7,808,649	\$ 8,630,290	\$ 10,488,500	\$ -	\$ 10,488,500	
Revenues	7,743,825	25,334,275	41,769,700	28,288,100	70,057,800	
Expenditures	6,922,184	23,476,104	40,153,900	25,526,100	65,680,000	
Net Change	821,641	1,858,171	1,615,800	2,762,000	4,377,800	
Ending Fund Balance	\$ 8,630,290	\$ 10,488,461	\$ 12,104,300	\$ 2,762,000	\$ 14,866,300	42%

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)

City of Bend, Oregon
2019-2021 Adopted Budget

Fund Balance Detail Years 2015 - 2021
By Governmental Fund Type - Continued

FUND	ACTUALS 2015-2017	ESTIMATE 2017-2019	ADOPTED BUDGET			2019-2021 % Change From Prior Period
			2019-20	2020-21	2019-2021	
Accessibility Construction Fund						
Beginning Fund Balance	\$ 911,066	\$ 1,247,038	\$ 1,287,400	\$ -	\$ 1,287,400	
Revenues	2,284,871	2,167,695	1,529,600	1,145,300	2,674,900	
Expenditures	1,948,899	2,127,321	1,986,200	1,434,300	3,420,500	
Net Change	335,972	40,375	(456,600)	(289,000)	(745,600)	
Ending Fund Balance	\$ 1,247,038	\$ 1,287,413	\$ 830,800	\$ (289,000)	\$ 541,800	-58%
General Obligation Bond Construction Fund						
Beginning Fund Balance	\$ 8,600,574	\$ 4,151,358	\$ -	\$ -	\$ -	
Revenues	95,509	436,491	-	-	-	
Expenditures	4,544,726	4,587,878	-	-	-	
Net Change	(4,449,217)	(4,151,387)	-	-	-	
Ending Fund Balance	\$ 4,151,358	\$ (29)	\$ -	\$ -	\$ -	-100%
Local Improvement District Construction Fund						
Beginning Fund Balance	\$ 592,432	\$ 601,563	\$ 611,500	\$ -	\$ 611,500	
Revenues	9,131	16,300	12,800	12,800	25,600	
Expenditures	-	6,400	6,400	6,400	12,800	
Net Change	9,131	9,900	6,400	6,400	12,800	
Ending Fund Balance	\$ 601,563	\$ 611,463	\$ 617,900	\$ 6,400	\$ 624,300	2%
BURA Juniper Ridge Construction Fund						
Beginning Fund Balance	\$ 417	\$ 90	\$ 1,277,400	\$ -	\$ 1,277,400	
Revenues	12,694	1,478,382	128,600	136,100	264,700	
Expenditures	13,021	201,058	454,500	688,000	1,142,500	
Net Change	(327)	1,277,324	(325,900)	(551,900)	(877,800)	
Ending Fund Balance	\$ 90	\$ 1,277,414	\$ 951,500	\$ (551,900)	\$ 399,600	-69%
BURA Murphy Crossing Construction Fund						
Beginning Fund Balance	\$ 1,754,522	\$ 216,193	\$ 4,100	\$ -	\$ 4,100	
Revenues	18,769	20,686	36,000	21,100	57,100	
Expenditures	1,557,098	217,491	36,100	21,000	57,100	
Net Change	(1,538,329)	(196,805)	(100)	100	-	
Ending Fund Balance	\$ 216,193	\$ 19,388	\$ 4,000	\$ 100	\$ 4,100	-79%
TOTAL CAPITAL PROJECTS FUNDS						
Beginning Fund Balance	\$ 18,756,594	\$ 13,599,494	\$ 12,381,500	\$ -	\$ 12,381,500	
Revenues	7,879,928	27,286,134	41,947,100	28,458,100	70,405,200	
Expenditures	13,037,029	28,488,932	40,650,900	26,241,500	66,892,400	
Net Change	(5,157,101)	(1,202,797)	1,296,200	2,216,600	3,512,800	
Ending Fund Balance	\$ 13,599,494	\$ 12,396,697	\$ 13,677,700	\$ 2,216,600	\$ 15,894,300	28%
PERMANENT FUNDS						
Cemetery Permanent Maintenance Fund						
Beginning Fund Balance	\$ 616,397	\$ 654,327	\$ 655,500	\$ -	\$ 655,500	
Revenues	75,903	52,344	29,200	29,200	58,400	
Expenditures	37,972	51,130	27,900	27,900	55,800	
Net Change	37,931	1,214	1,300	1,300	2,600	
Ending Fund Balance	\$ 654,327	\$ 655,542	\$ 656,800	\$ 1,300	\$ 658,100	0%

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

Fund Balance Detail Years 2015 - 2021

By Proprietary Fund Type

FUND	ACTUALS 2015-2017	ESTIMATE 2017-2019	ADOPTED BUDGET			2019-2021 % Change From Prior Period
			2019-20	2020-21	2019-2021	
INTERNAL SERVICE FUNDS						
Internal Service Fund						
Beginning Fund Balance	\$ 11,826,290	\$ 15,379,750	\$ 19,918,000	\$ -	\$ 19,918,000	
Revenues	66,470,758	73,906,258	41,035,300	48,243,000	89,278,300	
Expenditures	62,166,818	69,368,043	41,819,600	48,155,300	89,974,900	
Net Change	4,303,940	4,538,215	(784,300)	87,700	(696,600)	
Ending Fund Balance	\$ 16,130,230	\$ 19,917,965	\$ 19,133,700	\$ 87,700	\$ 19,221,400	-3%
ENTERPRISE FUNDS						
Airport Fund						
Beginning Fund Balance	\$ 401,937	\$ 2,688,053	\$ 993,800	\$ -	\$ 993,800	
Revenues	9,705,158	11,201,586	1,732,900	2,099,000	3,831,900	
Expenditures	7,393,549	12,895,892	2,462,500	1,895,300	4,357,800	
Net Change	2,311,610	(1,694,306)	(729,600)	203,700	(525,900)	
Ending Fund Balance	\$ 2,713,547	\$ 993,747	\$ 264,200	\$ 203,700	\$ 467,900	-53%
Cemetery Fund						
Beginning Fund Balance	\$ 3,038	\$ 20,027	\$ 30,600	\$ -	\$ 30,600	
Revenues	263,471	476,258	368,300	370,400	738,700	
Expenditures	246,486	465,717	393,000	359,500	752,500	
Net Change	16,985	10,541	(24,700)	10,900	(13,800)	
Ending Fund Balance	\$ 20,023	\$ 30,568	\$ 5,900	\$ 10,900	\$ 16,800	-45%
Water Fund						
Beginning Fund Balance	\$ 19,458,215	\$ 44,055,825	\$ 52,495,800	\$ -	\$ 52,495,800	
Revenues	111,265,065	48,998,038	26,312,800	25,836,600	52,149,400	
Expenditures	86,873,005	40,558,084	26,427,300	25,309,500	51,736,800	
Net Change	24,392,060	8,439,954	(114,500)	527,100	412,600	
Ending Fund Balance	\$ 43,850,275	\$ 52,495,779	\$ 52,381,300	\$ 527,100	\$ 52,908,400	1%
Water Reclamation Fund						
Beginning Fund Balance	\$ 32,540,898	\$ 48,022,488	\$ 65,864,200	\$ -	\$ 65,864,200	
Revenues	96,831,286	108,766,333	46,209,100	80,494,300	126,703,400	
Expenditures	81,478,160	90,924,606	93,883,600	59,605,700	153,489,300	
Net Change	15,353,126	17,841,726	(47,674,500)	20,888,600	(26,785,900)	
Ending Fund Balance	\$ 47,894,024	\$ 65,864,215	\$ 18,189,700	\$ 20,888,600	\$ 39,078,300	-41%
Parking Services Fund*						
Beginning Fund Balance	\$ 1,586,340	\$ 1,982,771	\$ 1,480,800	\$ -	\$ 1,480,800	
Revenues	1,940,253	2,383,573	2,304,300	1,354,300	3,658,600	
Expenditures	1,542,359	2,885,526	1,738,300	1,650,000	3,388,300	
Net Change	397,894	(501,954)	566,000	(295,700)	270,300	
Ending Fund Balance	\$ 1,984,234	\$ 1,480,817	\$ 2,046,800	\$ (295,700)	\$ 1,751,100	18%
Stormwater Fund						
Beginning Fund Balance	\$ 3,738,760	\$ 5,170,675	\$ 5,402,400	\$ -	\$ 5,402,400	
Revenues	6,964,517	8,729,895	4,244,600	10,018,400	14,263,000	
Expenditures	5,528,836	8,498,161	6,203,400	6,380,700	12,584,100	
Net Change	1,435,682	231,734	(1,958,800)	3,637,700	1,678,900	
Ending Fund Balance	\$ 5,174,442	\$ 5,402,409	\$ 3,443,600	\$ 3,637,700	\$ 7,081,300	31%
TOTAL ENTERPRISE FUNDS						
Beginning Fund Balance	\$ 57,729,188	\$ 101,939,839	\$ 126,267,600	\$ -	\$ 126,267,600	
Revenues	226,969,750	180,555,683	81,172,000	120,173,000	201,345,000	
Expenditures	183,062,395	156,227,986	131,108,100	95,200,700	226,308,800	
Net Change	43,907,357	24,327,697	(49,936,100)	24,972,300	(24,963,800)	
Ending Fund Balance	\$ 101,636,545	\$ 126,267,536	\$ 76,331,500	\$ 24,972,300	\$ 101,303,800	-20%

*Parking Services Fund was previously the Downtown & Parking Fund

Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

Fund Balance Detail Years 2015 - 2021
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 General Fund received higher than anticipated revenues in the 2017-2019 biennium, specifically state shared marijuana taxes and local marijuana taxes, resulting in a higher reserve balance than anticipated. During the 2017-2019 biennium, City Council adopted fiscal policies were amended to reduce General Fund reserves from 20% to 17% of total expenditures. There is a continued effort to decrease required levels or reserves and the adopted fiscal policies were amended to reduce General Fund reserves from 17% to 16% to support transportation and economic vitality initiatives.

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 additional staff to support the urban renewal efforts.

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 2019 - 2021 biennium.

Building Fund

A 23% decrease in fund balance in the Building Fund is driven by a reallocation of staffing costs with the Community Development Department, and despite the reduction in Fund Balance the Building Fund's ending reserve levels are still in compliance with the City's fiscal policies.

Planning Fund

The Planning Fund decrease in fund balance is driven by a reallocation of staffing costs with the Community Development Department, and despite the reduction in Fund Balance the Planning Fund's ending reserve levels are still in compliance with the City's fiscal policies.

Streets & Operations Fund

The Streets & Operations Fund shows a declining fund balance due to timing of street preservation contracts. Street preservation contracts that were anticipated to be completed in fiscal year 2019 were not completed prior to the end of the fiscal year and are therefore being carried forward into fiscal year 2020. The result of moving these contracts into 2020 is a larger than anticipated ending fund balance in fiscal year 2019.

Fund Balance Detail Years 2015 - 2021
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent Funds)

Affordable Housing Fund

The City of Bend Council adopted strategic goals for 2019-2021 which include Economic Vitality initiatives containing specific actions of more housing types and managing growth. As a result of the increased focus on housing, reserves are being utilized to increase the number of affordable housing projects funded. The City's increase of projects requires additional staff to implement City Council's goals.

Business Advocacy Fund

The Business Advocacy Fund is budgeted to maintain two months of contingency as required by fiscal policies, which is a decrease in the reserve level of approximately 3.5 months in 2017-2019 biennium.

System Development Charges (SDC) Fund

There is a significant increase in Capital Improvement Projects funded out of the Transportation Construction Fund during the 2019-2021 biennium to support City Council's infrastructure goal. These projects are primarily funded by System Development Charges; therefore, SDC reserves for transportation projects are being drawn down by approximately \$6.6M.

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 US Department of Energy to repurpose those funds in the 2019-2021 biennium for other energy efficiency and renewable energy goals. Grant revenues are recorded in this fund and proceeds are transferred to the City Manager's Office where all of the programmatic costs are incurred.

DEBT SERVICE FUNDS

Fire Station Debt Service Fund

The increase in fund balance for the Fire Station Debt Service Fund of \$1,800 is due to revenues generated in the Fire Station Debt Service Fund exceed required debt service payments for the current biennium.

PERS Debt Service Fund

The Budget Committee approved the use of reserves in the PERS Debt Service Fund to contribute to a new side account to reduce future PERS contribution rates. This contribution along with a state funded 25% match will reduce the City's future PERS contributions by approximately \$11.7 million over a 10 year period.

Fund Balance Detail Years 2015 - 2021
Analysis of Changes in Fund Balance \geq 10% for Governmental Funds
(General Fund, Special Revenue, Debt Service, Capital Projects, and Permanent 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. The bond covenant allows for reserves up to 13 months of debt service expenditures. The reserve level in the G.O. Bond Debt Service Fund is within the limit with 10 months of reserves projected at the end of the 2019-2021 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, resulting in a 39% increase in reserves. These reserves are currently being held to help support the future projects that will be produced by the planning and subdivision of the property.

BURA Murphy Cross Debt Service Fund

Property tax revenues generated in the Murphy Crossing Urban Renewal area exceed required debt service payments for the current biennium by approximately \$526K. These reserves are currently being held to help support the implementation of transportation projects that result from the studies and planning that will take place this biennium.

CAPITAL PROJECTS FUNDS

Transportation Construction Fund

City Council's 2019-2021 goals include Transportation & Infrastructure initiatives, including leveraging multiple funding sources to enhance and improve transportation infrastructure. The biennial budget includes two additional revenue sources that support this goal, a significant debt issuance to fund capital improvement projects, and a reserve for partnerships with other public agencies and private industries. The fund balance increase in the Transportation Construction Fund is a result of a one-year debt service reserve and a \$3 million dollar reserve for public/private partnerships.

Accessibility Construction Fund

There is an increase in Capital Improvement Projects for Accessibility during the 2019-2021 biennium therefore reducing reserves.

BURA Juniper Ridge Construction Fund

The declining ending fund balance in the BURA Juniper Ridge Construction Fund is related to the planned use of funds to update the Juniper Ridge land use and transportation plan and to pay subsequent subdivision mapping and application fees.

BURA Murphy Crossing Construction Fund

The declining ending fund balance in the BURA Murphy Crossing Construction Fund is related to the planned use of funds for site specific transportation planning of the Murphy Crossing in conjunction with ODOT efforts.

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 2019-2021 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 2019-2021 biennial budget are as follows:

- Water rate/revenue increases of 1.0% in 2019-2020 and 2.0% in 2020-2021, water reclamation (sewer) increases of 6.0% per year and stormwater increases of 3.0% per year are included as well as additional rate increases for customers in the Extra Strength Charge (ESC) program as part of the Council approved phased in approach. Fiscal Year 2019-20 is the final year of the initial phase in of the ESC program charges.
- System development charge (SDC) revenue projections include a 3% projected Engineering News Record (ENR) increase across water, sewer and transportation. Account activity increases of 1.49% are assumed for water and 1.88% for sewer, which is consistent with the 20-year utility rate forecasting models. Given the focus and need for transportation infrastructure investments over the next few years, Council increased transportation SDC's from \$5,285 to \$6,800 per single family dwelling in June 2018. During the goal setting process for the upcoming 2019-2021 biennium, Council directed staff to increase the transportation SDCs to \$8,000 per single family dwelling in fiscal year 2019-20. Revenue projections reflect a phase-in approach of \$7,400 beginning July 1, 2019 and \$8,000 beginning January 1, 2020. Projections also reflect an updated, more conservative methodology for forecasting SDC revenues, which are historically volatile and are difficult to predict. The updated methodology removes "one-time" or unusually large SDC payments from the 2018-19 year end projection before forecasting inflation, activity or account growth increases. This methodology results in a reduction in forecasted water, water reclamation and transportation SDC revenues in 2020. The result of this methodology change results in a 12.6% decrease in projected SDC revenues in fiscal year 2020. The actual ENR increase adopted for fiscal year 2019-2020 was 2% which will result in a decrease in projected revenues for the biennium.
- Franchise fee increases: During the 2019-2021 goal setting process, Council was presented with several options that detailed the revenue increases required to achieve their goals, of which Transportation is a primary focus. In March 2019 Council directed staff to increase utility license fees and negotiate franchise fee increases as agreements expire, in an effort to accelerate transportation investments in the Bend community. The franchise fee revenue

reflected in the 2019-2021 budget reflects increases to franchise fees over the biennium, which will be presented to Council as individual contracts are negotiated.

- Based on an external fee study conducted in 2017, increases to fees for Ambulance services in the Fire/EMS Fund were needed to recover the City's cost of providing ambulance services. The increases were phased in over a 3-year period to reflect 80% cost recovery in 2017-2018, 90% cost recovery in 2018-2019 and full cost recovery beginning July 1, 2019.
- Development revenues for building, planning and private development engineering include a 3% cost of living increase for both years of the biennium. An external fee study is planned for the second year of the biennium to ensure rates and fees are set at appropriate levels following the implementation of a new permitting software in Fall 2019.
- Business registration fees reflect an increase from \$50 to \$75 for new business registrations, and the implementation of a new \$20 late fee. Business registration renewals will remain unchanged at \$50.

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 2018-19 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 54% of the City's General Fund revenues and 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 2018-2019 is \$11.6 billion. The City's TAV is projected to increase 6.0% in 2019-20 and 5.5% in 2020-21 due to the

rise in property values and new construction. The collection rate for the 2019-2021 biennium is projected to be 95.0%.

	<u>2019-20</u>	<u>2020-21</u>	<u>2019-21 Biennium</u>
Projected TAV	\$ 12,295,901,000	\$ 12,972,175,000	\$ 25,268,076,000
Change in TAV from prior yr.	6.0%	5.5%	
Tax Rate (per \$1,000 TAV)	\$2.8035	\$2.8035	
Tax levy	\$34,471,600	\$36,367,500	70,839,100
Collection rate	95.0%	95.0%	

	<u>2019-20</u>	<u>2020-21</u>	<u>2019-21 Biennium</u>
Current tax revenues	\$ 32,748,000	\$ 34,549,000	\$ 67,297,000
Delinquent taxes	655,000	691,000	1,346,000
Interest and property sales	49,000	49,000	98,000
Total tax revenues-City	<u>\$ 33,452,000</u>	<u>\$ 35,289,000</u>	<u>\$ 68,741,000</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>2019-20</u>	<u>2020-21</u>	<u>2019-21 Biennium</u>
Current tax revenues	\$ 1,840,000	\$ 1,840,000	\$ 3,680,000
Delinquent taxes and interest	40,300	40,300	80,600
Total tax revenues-G.O. Bond	<u>\$ 1,880,300</u>	<u>\$ 1,880,300</u>	<u>\$ 3,760,600</u>

City of Bend Local Option Levy

A 5 year Local Option Operating Levy (LOL) for Fire and Emergency Medical Services was first approved by voters in May 2014, and voters renewed the levy in May 2018. 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>2019-20</u>	<u>2020-21</u>	<u>2019-21 Biennium</u>
Current tax revenues	\$ 2,363,600	\$ 2,493,600	\$ 4,857,200
Delinquent taxes and interest	38,500	40,400	78,900
Total tax revenues-LOL	<u>\$ 2,402,100</u>	<u>\$ 2,534,000</u>	<u>\$ 4,936,100</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 2.0% in both 2019-20 and 2020-21.

	<u>2019-20</u>	<u>2020-21</u>	<u>2019-21 Biennium</u>
Current tax revenues	\$ 1,184,200	\$ 1,215,300	\$ 2,399,500
Delinquent taxes and interest	<u>14,000</u>	<u>14,400</u>	<u>28,400</u>
Total tax revenues-Juniper Ridge	<u>\$ 1,198,200</u>	<u>\$ 1,229,700</u>	<u>\$ 2,427,900</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 2.0% in both 2019-20 and 2020-21.

	<u>2019-20</u>	<u>2020-21</u>	<u>2019-21 Biennium</u>
Current tax revenues	\$ 477,400	\$ 505,600	\$ 983,000
Delinquent taxes and interest	<u>5,600</u>	<u>5,900</u>	<u>11,500</u>
Total tax revenues-Juniper Ridge	<u>\$ 483,000</u>	<u>\$ 511,500</u>	<u>\$ 994,500</u>

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

Property Taxes

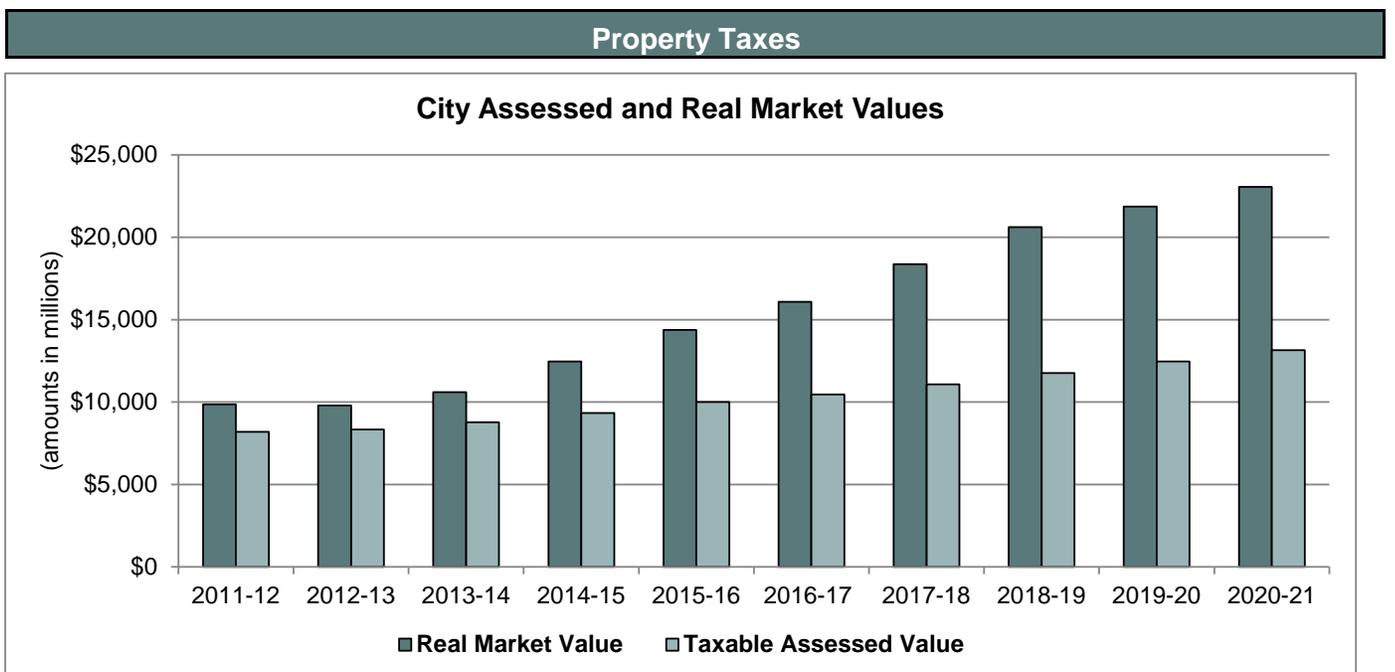
Allocation of Revenues	10 Year Trend of Permanent Tax Levy		
	Year	Amount	% Change
		(in 000's)	
The City's permanent operating tax rate is \$2.8035 per \$1,000 of Taxable Assessed Value (TAV). Property taxes collected are allocated to the General Fund as discretionary revenues to support public safety and other General Fund operations.	2020-21 *	\$ 36,367	5.5%
	2019-20 *	34,472	6.0%
	2018-19 *	32,520	6.0%
	2017-18	30,676	5.9%
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).	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%
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, which was renewed in May 2018.			

* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

Assumptions			
	Taxable Assessed Valuation (in 000's)	Gross Property Tax Levy (in 000's)	Collection Rate
2019-2021 Biennial Budget projections for 2020-21	\$ 12,972,175 *	\$ 36,367	95.0%
2019-2021 Biennial Budget projections for 2019-20	12,295,900 *	34,472	95.0%
2017-2019 Biennial Budget actuals for 2018-19	11,599,906 **	32,520	95.0%
2017-2019 Biennial Budget actuals for 2017-18	10,942,048 **	30,676	95.6%

**table reflects the "Value Used to Compute Rate" as reported in the Deschutes County tax rolls

The City's TAV is projected to increase by 6.0% in 2019-20 and 5.5% in 2020-21. The collection rate is projected to be 95.0% in both years of the biennium.



Room Taxes

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

(in 000's)

The 2019-2021 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%.

2020-21 *	\$ 10,769	0.0%
2019-20 *	10,765	4.0%
2018-19 *	10,351	6.7%
2017-18	9,700	7.9%
2016-17	8,990	13.3%
2015-16	7,931	24.0%
2014-15	6,397	35.8%
2013-14	4,710	19.4%
2012-13	3,945	10.4%
2011-12	3,574	4.9%

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, beginning with Fiscal Year 2017-18, the allocation of the first 9% of room tax revenues to tourism promotion was reduced from 30% to 25.2%, which results in an allocation of total revenues to tourism promotion of 31.2%

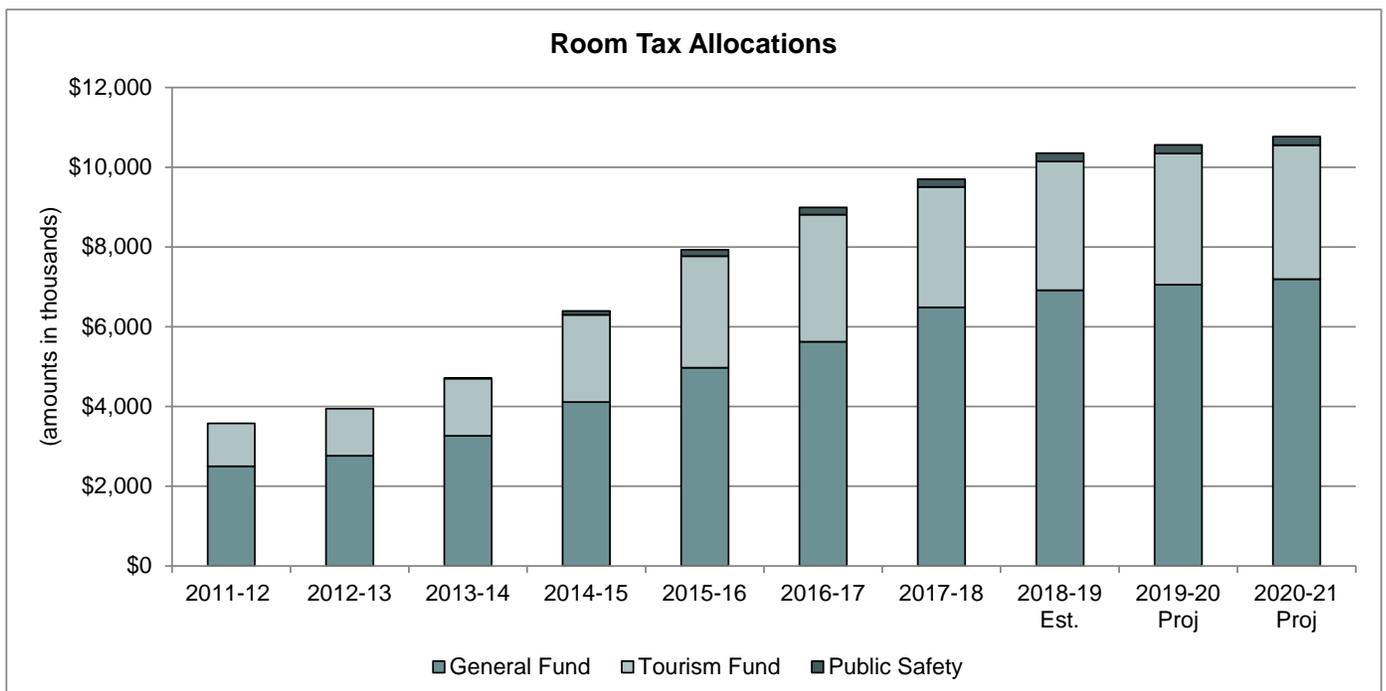
The Tourism Fund is used to account for the promotion of tourism, with much of the funds allocated to Visit Bend on a contracted basis.

* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

Assumptions

Revenue projections included in the 2019-2021 biennium are based on current trends and discussions with Visit Bend, an organization contracted for marketing and promoting tourism in Bend. Lodging property owners retain 0.5% of tax revenues collected for administration expenses, as allowed by Bend Code.

Room Taxes



Franchise Fees

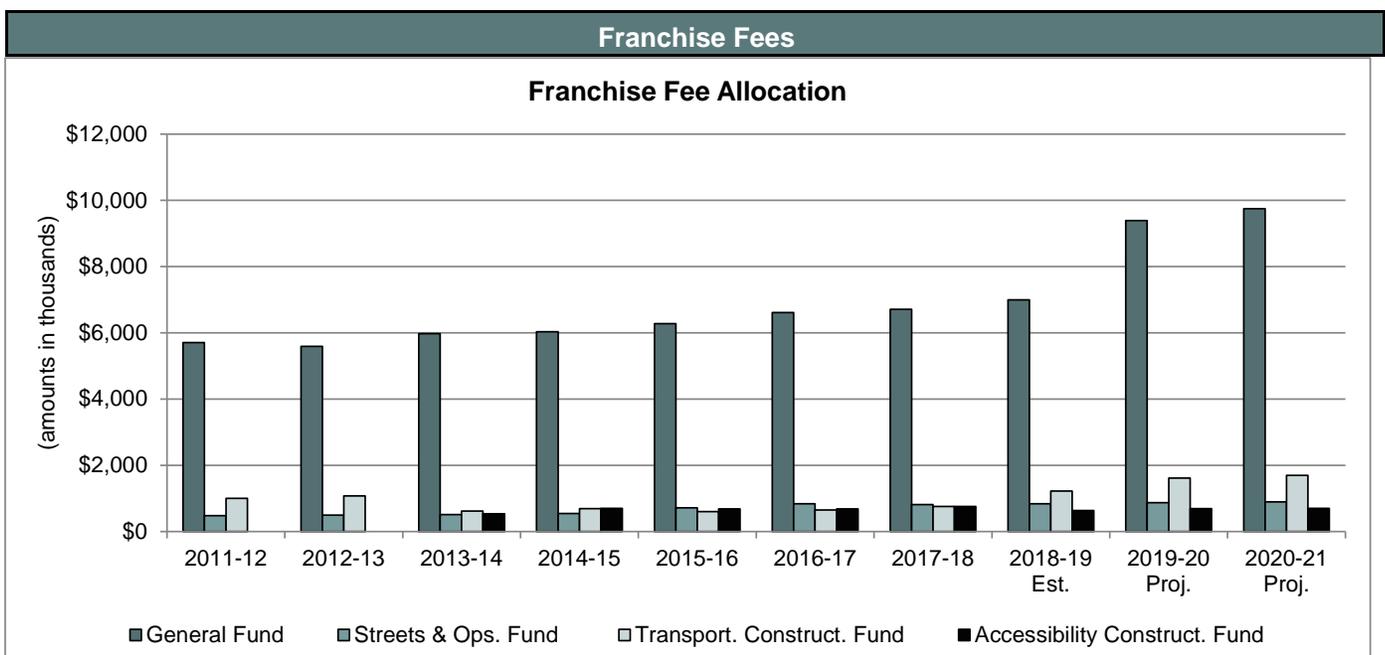
Allocation of Revenues	10 Year Trend of Revenues		
	Year	Amount	% Change
		(in 000's)	
<p>Franchise fees are charged to utility companies for use of the public right of way. These fees are typically passed on to the utility customers. The primary use of franchise fee revenues are to support street and transportation activities. The majority of franchise fee revenues are accounted for in the General Fund, with portions also allocated directly to the Street & Operations, Transportation Construction, and Accessibility Construction Funds.</p> <p>During the 2019-2021 goal setting process, Council was presented with several options that detailed the revenue increases required to achieve their goals, of which Transportation is a primary focus. In March 2019 Council directed staff to increase utility license fees and negotiate franchise fee increases as agreements expire, in an effort to accelerate transportation investments in the Bend community.</p>	2020-21 *	\$ 13,040	3.8%
	2019-20 *	12,568	29.5%
	2018-19 *	9,701	7.4%
	2017-18	9,035	2.7%
	2016-17	8,794	6.2%
	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%

Franchise rates for the major franchisees are as follows as of 6/30/19:	
	Rate
Pacific Power	5.00%
Central Electric Co-op	5.00%
Cascade Gas	5.00%
CenturyLink	7.00%
TDS Baja (formerly Bend Broadband)	5.00%
Garbage Haulers	5.00%
Water/Water Reclamation	4.00%

* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

Assumptions

Various factors such as utility rate changes, economic downturns, population growth, and service changes, are considered when projecting future franchise fee collections. In addition to the franchise fee rate increases directed by Council, franchise fee revenues are increasing slightly due to anticipated population growth.



State Allocated Revenues

Allocation of Revenues	Year	10 Year Trend of Revenues					% Change Total
		Amount	Amount	Amount	Amount	Amount	
		(in 000's)					
		Highway Tax	Liquor Tax	Cigarette Tax	Marijuana 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.	2020-21 *	\$ 7,917	\$ 1,916	\$ 117	\$ 491	\$ 1,341	7.6%
	2019-20 *	7,311	1,804	116	459	1,263	9.1%
	2018-19 *	6,769	1,620	109	413	1,131	18.1%
	2017-18	5,512	1,363	105	604	917	18.2%
	2016-17	4,939	1,269	113	-	871	5.4%
Liquor Tax, Cigarette Tax, Marijuana 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. Note that marijuana tax revenues in this analysis are specific to the allocation of the State tax to local governments. The City of Bend has a separate 3% local marijuana tax that is projected to generate approximately \$1.5M in additional revenue per year in the upcoming biennium.	2015-16	4,777	1,161	98	-	788	3.4%
	2014-15	4,578	1,144	106	-	769	3.3%
	2013-14	4,453	1,092	105	-	738	5.4%
	2012-13	4,223	1,029	110	-	698	1.6%
	2011-12	4,188	981	112	-	685	4.5%

* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

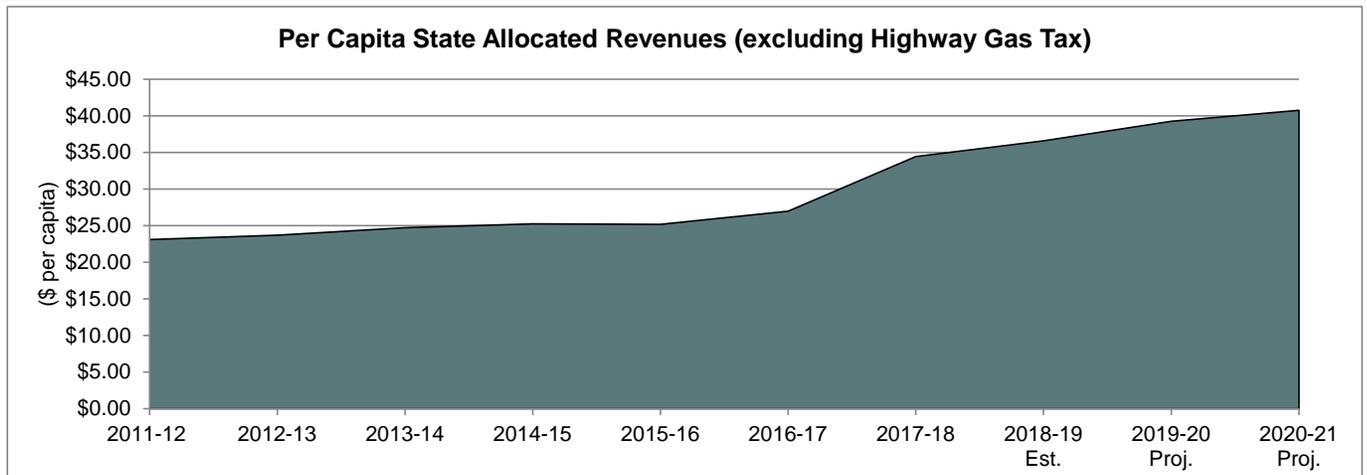
Assumptions

Cigarette and State Shared revenues are distributed by the State on a per capita basis. State marijuana taxes and liquor revenues have partial distributions to cities that are not based on population. Fourteen percent liquor revenue share to cities uses an adjusted population formula that factors in per capita property taxes and per capita income of each city. Twenty-five percent of state marijuana tax share to cities is distributed based on the number of licensed marijuana premises in each city compared to the total number of licensed marijuana premises across the state. The State uses the July 1st Portland State University (PSU) certified populations to effect distributions of state allocated 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. In 2017 the Legislature approved a comprehensive transportation funding package (HB 2017) that significantly increased cities' per capita funding. The package included: a 10-cent gas and use fuel tax increase and a 53% increase in the weight-mile tax, both of which are being increased over a seven-year period. Graduated registration fee increases and graduated title fee increases were also included in the package.

The revenue estimates proposed in the biennial budget were developed using the December 2018 *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 2018).

State Allocated Revenues



System Development Charges

Allocation of Revenues	Year	10 Year Trend of Revenues			%
		Amount	Amount	Amount	Change
		(in 000's)			Total
		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.	2020-21 *	\$ 6,729	\$ 3,097	\$ 4,938	3.4%
	2019-20 *	6,614	2,963	4,706	-12.6%
	2018-19 *	6,500	3,935	5,906	7.4%
	2017-18	6,794	3,238	5,189	-9.6%
	2016-17	6,586	3,803	6,439	-8.6%
	2015-16	8,566	3,723	6,126	79.8%
	2014-15	4,258	2,906	3,075	12.6%
	2013-14	3,757	2,470	2,863	27.8%
	2012-13	2,948	2,016	2,150	72.3%
	2011-12	1,984	966	1,179	23.7%

* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

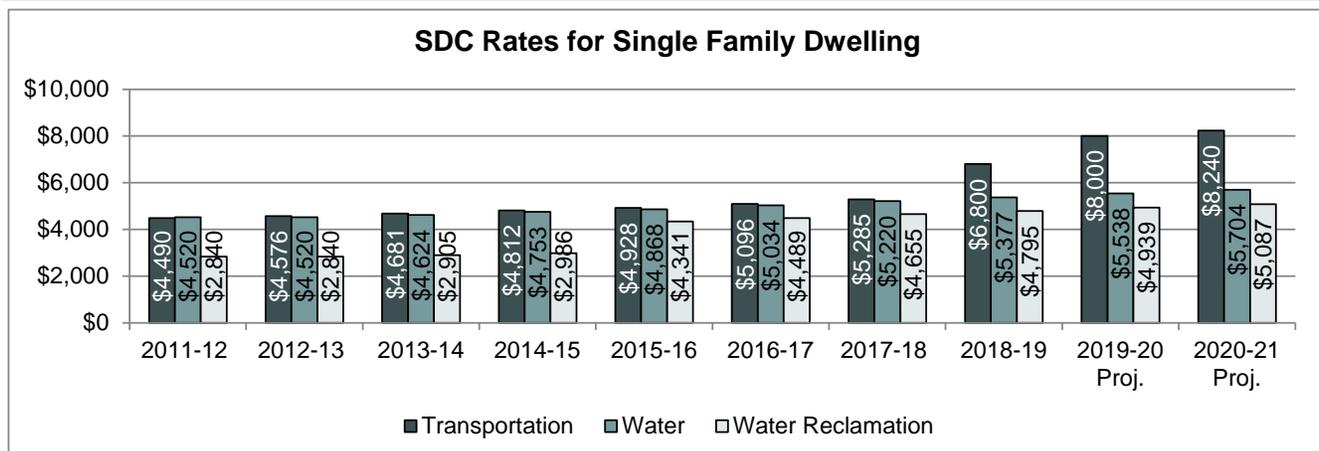
Assumptions

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 (ENR), 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. Both the Water and Transportation SDC methodologies will be updated and/or completed during the 2019-2021 biennium.

The projected ENR increase included in the 2019-2021 biennial budget for Water, Water Reclamation and Transportation SDC's is 3%, based on the February 2019 report. The actual ENR increase adopted was 2%, which will result in lower SDC revenues than anticipated in the budget. Given the focus and need for transportation infrastructure investments in the short term, in June 2018, Council increased Transportation SDC's from \$5,285 to \$6,800 per single family dwelling. During the goal setting process for the upcoming 2019-2021 biennium, Council directed staff to increase the transportation SDCs to \$8,000 per single family dwelling in fiscal year 2019-20. Revenue projections reflect a phase-in approach of \$7,400 beginning July 1, 2019 and \$8,000 beginning January 1, 2020. Transportation SDC's in total are projected to increase 10.7% in 2020 and 3.0% in 2021. Water and sewer SDC revenues are projected to increase an additional 1.49% and 1.88% respectively per year based on projected utility account growth reflected in the utility rate models.

The revenues projected in the 2019-2021 biennial budget reflect an updated, more conservative methodology for forecasting SDC revenues, since they are volatile and difficult to predict. The methodology removes "one-time" or unusually large SDC payments from the 2018-19 year end projection before forecasting ENR, activity or account growth increases, resulting in an overall 12.6%

System Development Charges



Development Fees and Permits

Allocation of Revenues	Year	10 Year Trend of Revenues							
		Amount		% Change		Amount		% Change	
						(in 000's)			
		Building		Planning **		Engineering **			
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 per State of Oregon requirements, Building permit fees may only be used to support the operation of the Building Division.	2020-21 *	\$ 6,799	4.5%	\$ 2,931	4.5%	\$ 2,516	4.9%		
	2019-20 *	6,504	4.1%	2,804	2.8%	2,398	3.4%		
	2018-19 *	6,245	-13.8%	2,727	-3.8%	2,320	5.1%		
	2017-18	7,245	6.5%	2,836	7.5%	2,208	4.6%		
	2016-17	6,802	-12.6%	2,639	24.6%	2,110	10.6%		
	2015-16	7,781	22.3%	2,117	-0.6%	1,908	62.7%		
	2014-15	6,362	19.6%	2,131	-8.9%	1,172	23.4%		
	2013-14	5,318	38.8%	2,339	37.6%	950	167.4%		
	2012-13	3,831	45.6%	1,700	89.5%	355	39.3%		
	2011-12	2,632	4.8%	897	-8.6%	255	3.6%		

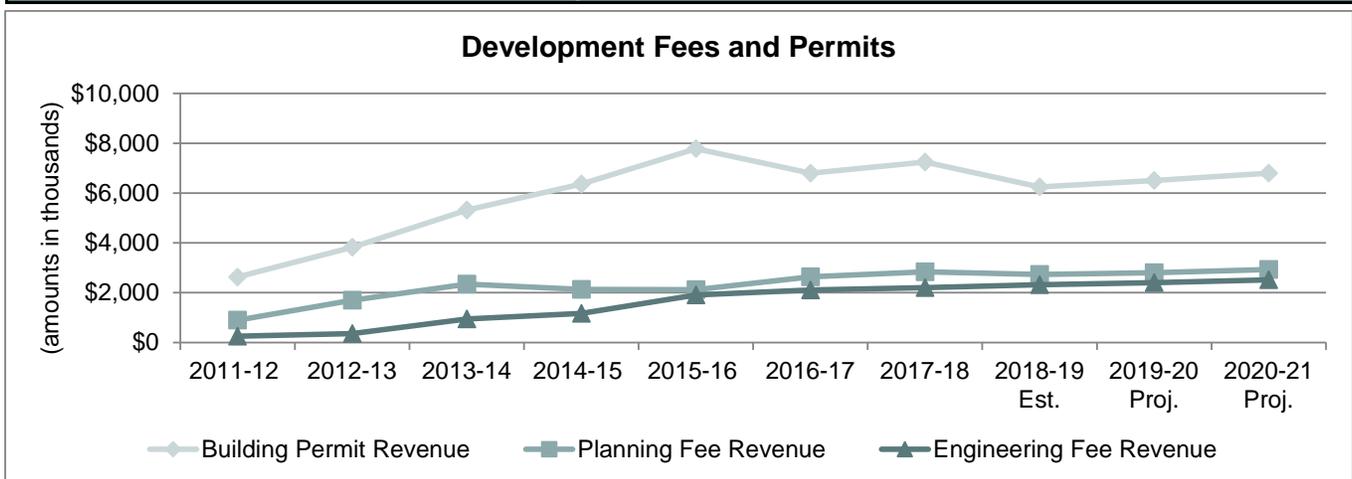
* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

** in prior budget documents, sign permits and street cut improvements were excluded from Planning and Private Development Engineering, this revenue report has been updated to include these revenues.

Assumptions

The City of Bend experienced a significant increase in development activity coming out of the recession from the late 2000's. CDD anticipates that fee based revenue will remain steady over the course of the next biennium, and no significant increases in development activity are projected. The forecast includes a 3% cost of living increase for both years of the biennium. A new permitting software will be implemented during the first 6 months of the new biennium, which will result in changes to all of the existing processes. After the new system and processes are in place a while, CDD will conduct an external fee study to review Building, Engineering, and Planning functions to ensure rates and fees are set at appropriate levels. This study is planned for the 2nd year of the biennium.

Development Fees and Permits



Utility Rate Revenues

Allocation of Revenues	Year	10 Year Trend of Revenues					
		Amount	% Change	Amount	% Change	Amount	% Change
		(in 000's)					
Utility rate revenues 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 rate revenues are allocated and restricted to the respective Water, Water Reclamation and Stormwater funds.		Water		Water Reclamation		Stormwater	
	2020-21 *	\$ 20,745	3.3%	\$ 33,076	7.9%	\$ 4,391	5.2%
	2019-20 *	20,073	2.7%	30,642	8.1%	4,173	5.2%
	2018-19 *	19,554	3.5%	28,334	8.2%	3,966	5.5%
	2017-18	18,897	3.6%	26,197	11.0%	3,759	8.2%
	2016-17	18,243	5.2%	23,596	11.3%	3,476	7.8%
	2015-16	17,334	5.1%	21,204	6.1%	3,225	24.8%
	2014-15	16,492	3.4%	19,986	10.2%	2,585	2.1%
	2013-14	15,948	9.7%	18,138	8.6%	2,530	0.3%
	2012-13	14,543	6.2%	16,700	7.3%	2,524	0.6%
2011-12	13,698	5.8%	15,570	10.5%	2,508	0.9%	

* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

Assumptions

The City has contracted with FCS Group, to assist the City in developing 30-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.

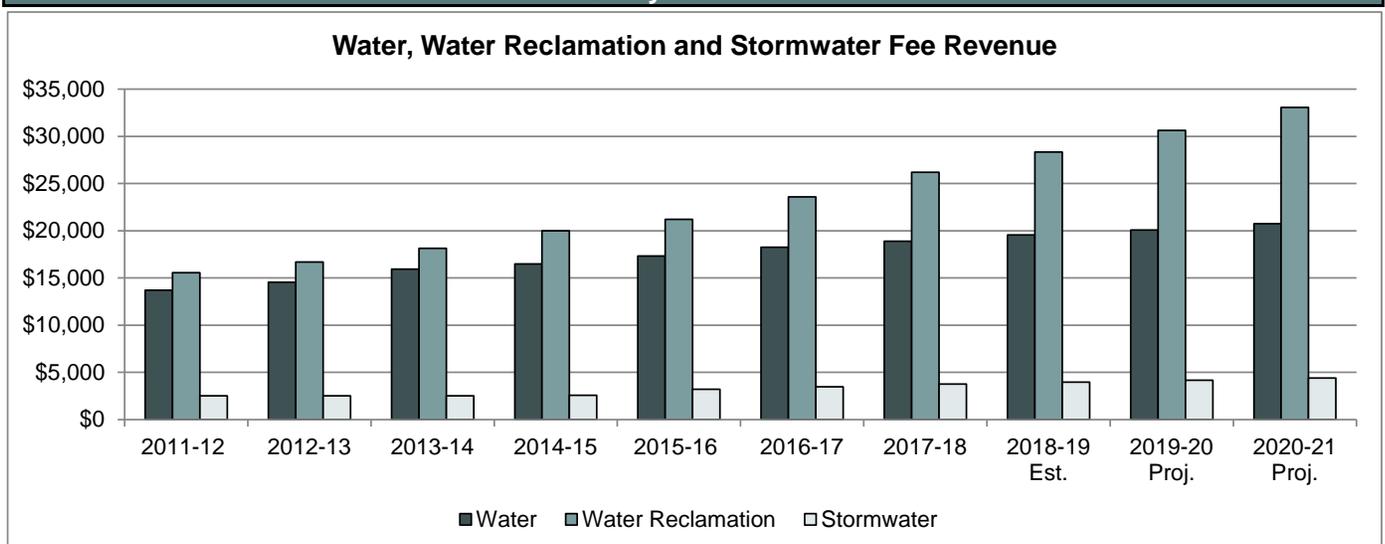
The 2019-2021 biennial budget reflects revenue increases of 1% in the first year of the biennium and 2% in the second year of the biennium for water, 6% per year for water reclamation, and 3% per year for stormwater, plus additional increases for Sewer Extra Strength Charge (ESC) customers as part of the Council approved phased in approach for that program. Fiscal Year 2019-20 is the last year of the original 4 year phase in of the ESC program charges.

Rate / Revenue Adjustments

	Water	Water Reclamation	Storm Water
2020-21 *	2.0%	6.0%	3.0%
2019-20 *	1.0%	6.0%	3.0%
2018-19	2.0%	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	3.0%	6.0%	
2012-13	5.0%	6.0%	
2011-12	7.0%	10.0%	

* projected rate adjustment

Utility User Fees



Fines and Forfeits

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

(in 000's)

Fines and Forfeits are collected by the Bend Municipal Court for traffic violations, parking citations and other municipal code violations. All of the revenues are allocated to the General Fund as discretionary revenues that support public safety, municipal court and other General Fund operations.

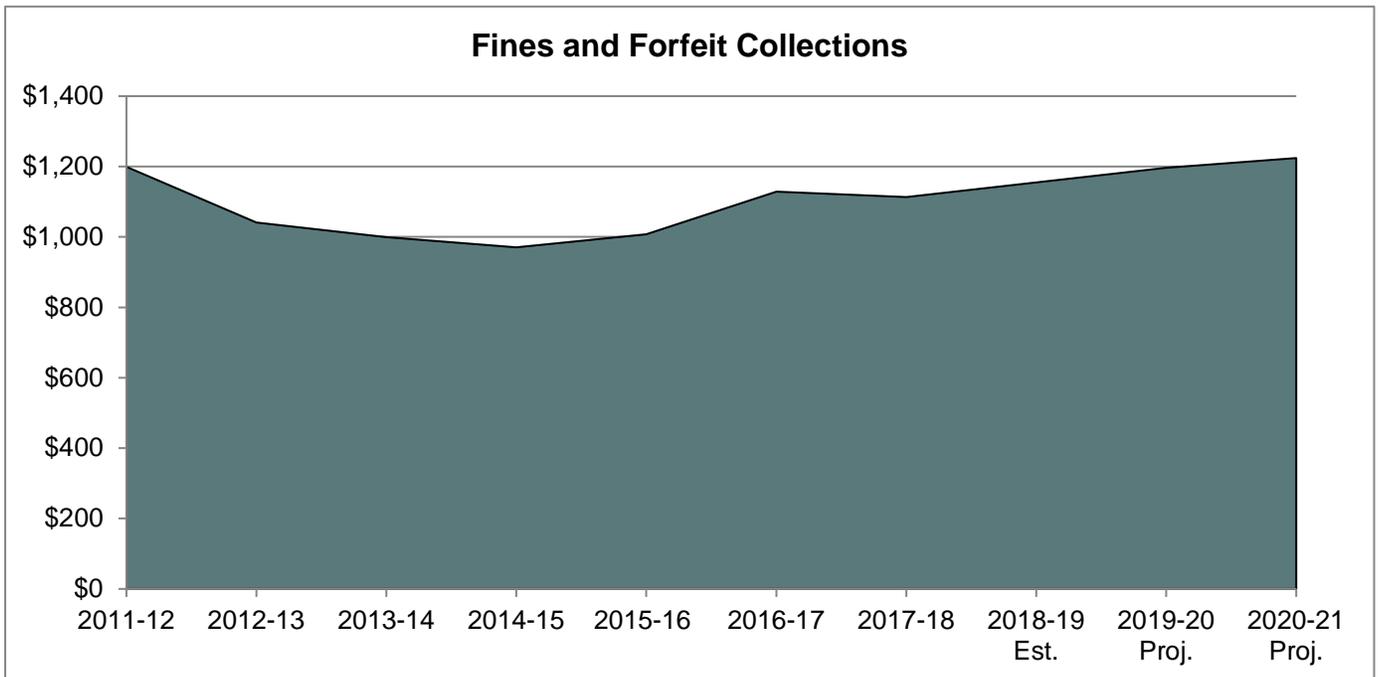
2020-21 *	\$	1,224	2.3%
2019-20 *		1,197	3.6%
2018-19 *		1,155	3.7%
2017-18		1,114	-1.3%
2016-17		1,129	12.0%
2015-16		1,008	3.8%
2014-15		971	-2.9%
2013-14		1,000	-3.9%
2012-13		1,041	-13.2%
2011-12		1,200	-10.0%

* estimates of 2018-19 year end projection and 2019-2021 biennial budget amounts

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 forecasted to increase at rates consistent 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

There are currently no sewer revenue bonds outstanding, but before being paid off in January 2019, they were also rated 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 of the budget document 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 revenue bonds outstanding. These bonds impose a 1.25 debt ratio covenant on the City's Water operations.

	<u>Est. Outstanding Balance at 6/30/19</u>
Water revenue bonds (2016 series)	<u>\$ 46,765,000</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 has pledged to levy taxes or any other sources of revenues that may be used to repay the obligations. The City currently has the following full faith and credit obligations outstanding:

	Est. Outstanding Balance at 6/30/19	Repayment Source
Pension obligation bonds (2004 series)	\$ 10,315,000	Department budgets
Transportation improve. 2000 refinance (2010 series)	840,000	Transportation SDCs
RZEDB - Accessibility improvements (2010 series)	1,330,000	General fund
Fire stations 1999 refinance (2010 series)	1,130,000	Property taxes from DCRFPD #2
Fire equipment (2010 series)	155,000	Fire/EMS revenues
Street equipment (2012 series)	200,000	Street operations rev.
Police facility refinance (2012 series)	2,770,000	General fund
Transportation 2003 refinance (2013 series)	2,096,854	Transportation SDCs
Juniper Ridge line of credit refinance (2013 series)	1,734,009	Urban renewal taxes
Murphy Crossing urban renewal bonds (2015 series)	2,029,303	Urban renewal taxes
Fire engine replacement (series 2015)	1,980,666	Fire/EMS revenues
Refinance of Police facility expansion / ambulances / Juniper Ridge transportation / land purchase and purchase of Real Estate (series 2016)	8,710,000	General fund / Fire/EMS revenues / urban renewal taxes / Interfund Transfers from Dept budgets
Enterprise Resource Planning (ERP) Phase 1 refinance (series 2018)	4,597,458	Interfund Transfers from Dept
Street equipment (series 2018)	1,103,390	Street operations revenue
RZEDB – Water/Sewer Improvements (2010 series)	9,305,000	Water/Sewer revenues
Sewer 2002 refinance (2012 series)	1,365,000	Sewer revenues
Stormwater equipment (series 2018)	735,593	Stormwater revenues
** Enterprise Resource Planning Phase 2 (series 2018)	<u>1,584,954</u>	Interfund Transfers from Dept
	<u>\$ 51,982,227</u>	

* The FF&C table includes all debt secured by the City General Fund, whether issued as an FF&C, bond, or bank note.

** This loan is drawn down on a reimbursement basis. Balances reflect maximum amount eligible to be drawn.

- 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 6/30/19</u>
Transportation improvements (2012)	<u>\$ 19,375,000</u>

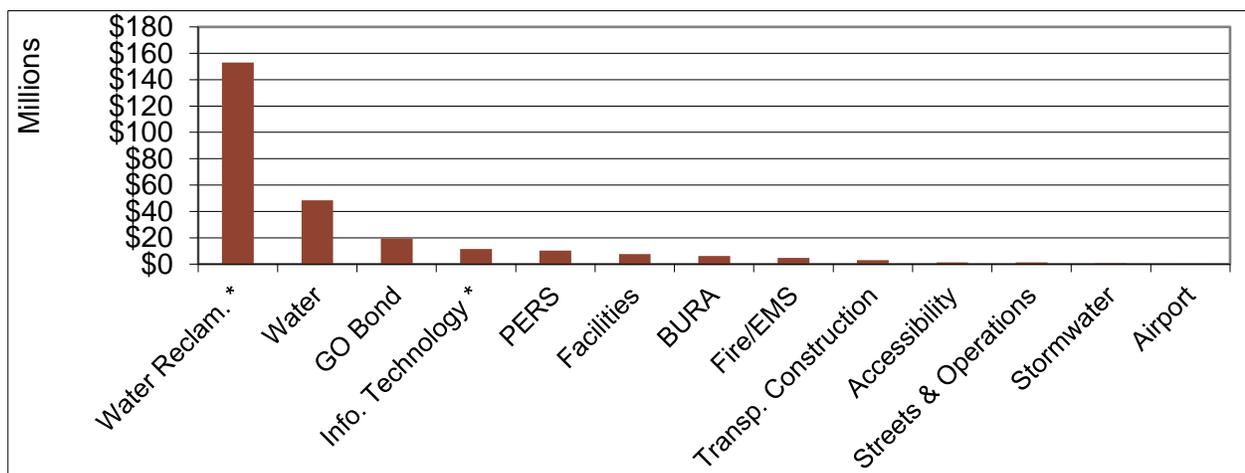
- Notes Payable – The City also utilizes infrastructure loan programs offered by Business Oregon (formerly Oregon Business Development Department OBDD) and through the Clean Water State Revolving Fund (CWSRF) program of the Oregon Department of Environmental Quality (DEQ) to finance its water and water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

	<u>Est. Outstanding Balance at 6/30/19</u>
Business Oregon Eastside airport improvements (2007)	498,475
DEQ-CWSRF Secondary Expansion *	44,907,260
DEQ-CWSRF Collection System Master Plan	1,964,557
DEQ-CWSRF Colorado Lift Station	12,748,279
DEQ-CWSRF SE Interceptor *	47,722,891
DEQ-CWSRF Plant Interceptor Project *	6,708,574
DEQ-CWSRF North Area Force Main *	5,645,971
DEQ-CWSRF Pump Station Decommissioning *	447,384
	<u>\$ 120,643,391</u>

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

Current Debt by Fund

Estimated outstanding debt by fund as of 6/30/19 is as follows:



* Reflects the maximum amount eligible to be drawn on loans from the DEQ and for the next phase of the ERP project.

Budgeted Debt Issues for the 2019-21 Biennial Budget

The following new long-term debt issues are anticipated in the 2019-2021 Biennial Budget:

	<u>2019-20</u>	<u>2020-21</u>	<u>2019-2021</u> <u>Biennium</u>
Revenue Bonds			
Water reclamation capital projects	-	40,800,000	40,800,000
	\$ -	\$ 40,800,000	\$ 40,800,000
Full Faith & Credit Obligations:			
Transportation Construction capital projects	\$ 25,000,000	\$ 19,382,000	\$ 44,382,000
Energy savings projects	3,928,700	-	3,928,700
Fire vehicles & equipment	795,600	2,040,000	2,835,600
Parking capital projects (Mirror Pond)	663,000	-	663,000
Accessibility capital projects	635,000	250,700	885,700
Streets & Operations equipment	102,000	994,500	1,096,500
ERP Software (LEAP Project)	-	6,102,700	6,102,700
Stormwater capital projects	-	5,610,000	5,610,000
Facility master plan - Juniper Ridge Design	-	2,190,000	2,190,000
Water reclamation vehicle (vactor)	-	459,000	459,000
Airport equipment	-	122,400	122,400
Cemetery equipment	-	40,800	40,800
	\$ 31,124,300	\$ 37,192,100	\$ 68,316,400
Total Debt Proposed	\$ 31,124,300	\$ 77,992,100	\$ 109,116,400

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 2018-19 was \$20,620,484,099 providing for a legal debt margin of \$600,788,760. 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. Thirty year water 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, 2019	Budgeted New Issues	Principal Amount Due 2019-20	Interest Amount Due 2019-20	Principal Balance June 30, 2020
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ 19,375,000	\$ -	\$ 1,205,000	\$ 634,000	\$ 18,170,000
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Obligations 2010	1,330,000	-	240,000	66,000	1,090,000
Full Faith & Credit Obligations 2020	-	635,000	-	-	635,000
	1,330,000	635,000	240,000	66,000	1,725,000
Fire/EMS Fund					
Full Faith & Credit Obligations 2010	155,000	-	30,000	6,000	125,000
Full Faith & Credit Obligations 2015	1,980,666	-	310,000	52,000	1,670,666
Full Faith & Credit Obligations 2016	1,578,828	-	147,000	37,000	1,431,828
Full Faith & Credit Obligations 2020	-	1,202,600	-	-	1,202,600
	3,714,494	1,202,600	487,000	95,000	4,430,094
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	10,315,000	-	750,000	626,000	9,565,000
Full Faith & Credit Obligations 2010	1,130,000	-	205,000	42,000	925,000
	11,445,000	-	955,000	668,000	10,490,000
Transportation Construction Fund					
Full Faith & Credit Obligations 2010	840,000	-	410,000	32,000	430,000
Full Faith & Credit Obligations 2013	2,096,854	-	831,000	29,000	1,265,854
Full Faith & Credit Obligations 2020	-	25,000,000	-	-	25,000,000
	2,936,854	25,000,000	1,241,000	61,000	26,695,854
Airport Fund					
Ore. Econ. Dev. - Eastside Development	498,475	-	31,000	25,000	467,475
	498,475	-	31,000	25,000	467,475
Water Fund					
Economic Development RZB 2010	1,642,479	-	117,000	88,000	1,525,479
Revenue Bonds 2016	46,765,000	-	1,665,000	2,272,000	45,100,000
Full Faith & Credit Obligations 2020	-	1,295,400	-	-	1,295,400
	48,407,479	1,295,400	1,782,000	2,360,000	47,920,879
Water Reclamation Fund					
Economic Development RZB 2010	7,662,521	-	544,000	406,000	7,118,521
Full Faith & Credit Obligations 2012	1,365,000	-	325,000	47,000	1,040,000
Oregon DEQ Loan R14510 - Secondary Expansion *	4,407,305	-	240,000	168,000	4,167,305
Oregon DEQ Loan R14511 - Secondary Expansion *	14,484,130	-	587,000	429,000	13,897,130
Oregon DEQ Loan R14512 - Secondary Expansion *	18,068,922	-	785,000	527,000	17,283,922
Oregon DEQ Loan R14513 - Collec. Sys. Master Plan *	1,964,557	-	649,000	20,000	1,315,557
Oregon DEQ Loan R14514 - Secondary Expansion *	7,946,903	8,787,000	447,000	1,185,000	16,286,903
Oregon DEQ Loan R14515 - Colorado Lift Station *	12,748,279	-	559,000	316,000	12,189,279
Oregon DEQ Loan R14516 - Southeast Interceptor *	47,722,891	-	2,772,000	884,000	44,950,891
Oregon DEQ Loan R14517 - North Area Force Main *	6,708,574	-	-	298,000	6,708,574
Oregon DEQ Loan R14518 - Plant Interceptor Project *	5,645,971	625,000	-	-	6,270,971
Oregon DEQ Loan R14519 - Pump Station Decommissioning*	447,384	-	-	-	447,384
	129,172,437	9,412,000	6,908,000	4,280,000	131,676,437
Stormwater Fund					
Full Faith & Credit Obligations 2018	735,593	-	74,000	21,000	661,593
	735,593	-	74,000	21,000	661,593
Streets & Operations Fund					
Full Faith & Credit Obligations 2012	200,000	-	200,000	3,000	-
Full Faith & Credit Obligations 2018	1,103,390	-	109,800	30,700	993,590
Full Faith & Credit Obligations 2020	-	1,861,500	-	-	1,861,500
	1,303,390	1,861,500	309,800	33,700	2,855,090
Parking Services Fund					
Full Faith & Credit Obligations 2020	-	855,800	-	-	855,800
	-	855,800	-	-	855,800
Internal Service Fund					
Full Faith & Credit Obligations 2012	2,770,000	-	300,000	106,000	2,470,000
Full Faith & Credit Obligations 2016	4,936,953	-	342,000	114,000	4,594,953
Full Faith & Credit Obligations 2018	6,182,412	-	459,000	273,000	5,723,412
Full Faith & Credit Obligations 2020	-	274,000	-	-	274,000
	13,889,365	274,000	1,101,000	493,000	13,062,365
Bend Urban Renewal Agency (BURA)					
Full Faith & Credit Obligations 2013	1,734,009	-	376,000	26,000	1,358,009
Full Faith & Credit Obligations 2015	2,029,303	-	187,000	59,000	1,842,303
Full Faith & Credit Obligations 2016	2,194,219	-	223,000	49,000	1,971,219
	5,957,531	-	786,000	134,000	5,171,531
Total Other Indebtedness Outstanding	\$ 219,390,618	\$ 40,536,300	\$ 13,914,800	\$ 8,236,700	\$ 246,012,118
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 238,765,618	\$ 40,536,300	\$ 15,119,800	\$ 8,870,700	\$ 264,182,118

Amounts in this schedule are preliminary, and 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 or debt associated with interfund loan repayment.

* Oregon DEQ loans are drawn on a reimbursement-basis. Amount outstanding at June 30, 2019 reflects the full amount the City is authorized to draw. \$9,412,000 is budgeted to be drawn in 2019-2020.

Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2020	Budgeted New Issues	Principal Amount Due 2020-21	Interest Amount Due 2020-21	Principal Balance June 30, 2021
<i>City of Bend</i>					
General Obligation Bonds (Transportation)	\$ 18,170,000	\$ -	1,240,000	598,000	\$ 16,930,000
Other Indebtedness					
Accessibility Construction Fund					
Full Faith & Credit Obligations 2010	1,090,000	-	255,000	54,000	835,000
Full Faith & Credit Obligations 2020	635,000	-	52,000	33,000	583,000
Full Faith & Credit Obligations 2021	-	250,700	-	-	250,700
	1,725,000	250,700	307,000	87,000	1,668,700
Fire/EMS Fund					
Full Faith & Credit Obligations 2010	125,000	-	25,000	6,000	100,000
Full Faith & Credit Obligations 2015	1,670,666	-	318,000	44,000	1,352,666
Full Faith & Credit Obligations 2016	1,431,828	-	154,000	34,000	1,277,828
Full Faith & Credit Obligations 2020	1,202,600	-	38,000	61,000	1,164,600
Full Faith & Credit Obligations 2021	-	2,040,000	-	-	2,040,000
	4,430,094	2,040,000	535,000	145,000	5,935,094
Debt Service/Construction Funds					
Pension Obligation Bonds 2004	9,565,000	-	850,000	582,000	8,715,000
Full Faith & Credit Obligations 2010	925,000	-	215,000	34,000	710,000
	10,490,000	-	1,065,000	616,000	9,425,000
Transportation Construction Fund					
Transportation 2003 Refinance - 2013	1,265,854	-	843,000	17,000	422,854
Transportation 2000 Refinance - 2010	430,000	-	430,000	16,000	-
Full Faith & Credit Obligations 2020	25,000,000	-	-	-	25,000,000
Full Faith & Credit Obligations 2021	-	19,382,000	-	-	19,382,000
	26,695,854	19,382,000	1,273,000	33,000	44,804,854
Airport Fund					
Ore. Econ. Dev. - Eastside Development	467,475	-	31,000	23,000	436,475
Full Faith & Credit Obligations 2021	-	122,400	-	-	122,400
	467,475	122,400	31,000	23,000	558,875
Water Fund					
Economic Development RZB 2010	1,525,479	-	120,000	83,000	1,405,479
Revenue Bonds 2016	45,100,000	-	1,735,000	2,204,000	43,365,000
Full Faith & Credit Obligations 2020	1,295,400	-	40,000	65,000	1,255,400
	47,920,879	-	1,895,000	2,352,000	46,025,879
Water Reclamation Fund					
Economic Development RZB 2010	7,118,521	-	556,000	381,000	6,562,521
Full Faith & Credit Obligations 2012	1,040,000	-	330,000	36,000	710,000
Revenue Bonds 2021	-	40,800,000	-	-	40,800,000
Full Faith & Credit Obligations 2021	-	459,000	-	-	459,000
Oregon DEQ Loan R14510 - Secondary Expansion *	4,167,305	-	248,000	159,000	3,919,305
Oregon DEQ Loan R14511 - Secondary Expansion *	13,897,130	-	602,000	411,000	13,295,130
Oregon DEQ Loan R14512 - Secondary Expansion *	17,283,922	-	803,000	505,000	16,480,922
Oregon DEQ Loan R14513 - Collec. Sys. Master Plan *	1,315,557	-	656,000	13,000	659,557
Oregon DEQ Loan R14514 - Secondary Expansion *	16,286,903	-	906,000	494,000	15,380,903
Oregon DEQ Loan R14515 - Colorado Lift Station *	12,189,279	-	569,000	301,000	11,620,279
Oregon DEQ Loan R14516 - Southeast Interceptor *	44,950,891	-	2,799,000	842,000	42,151,891
Oregon DEQ Loan R14517 - North Area Force Main *	6,708,574	-	174,000	502,000	6,534,574
Oregon DEQ Loan R14518 - Plant Interceptor Project *	6,270,971	-	341,000	162,000	5,929,971
Oregon DEQ Loan R14519 - Pump Station Decommissioning*	447,384	-	-	-	447,384
	131,676,437	41,259,000	7,984,000	3,806,000	164,951,437
Stormwater Fund					
Full Faith & Credit Obligations 2018	661,593	-	76,000	19,000	585,593
Full Faith & Credit Obligations 2021	-	5,610,000	-	-	5,610,000
	661,593	5,610,000	76,000	19,000	6,195,593
Streets & Operations Fund					
Full Faith & Credit Obligations 2012	-	-	-	-	-
Full Faith & Credit Obligations 2018	993,590	-	113,000	27,500	880,590
Full Faith & Credit Obligations 2020	1,861,500	-	64,000	93,000	1,797,500
Full Faith & Credit Obligations 2021	-	994,500	-	-	994,500
	2,855,090	994,500	177,000	120,500	3,672,590
Cemetery Fund					
Full Faith & Credit Obligations 2021	-	40,800	-	-	40,800
	-	40,800	-	-	40,800
Downtown Parking Fund					
Full Faith & Credit Obligations 2020	855,800	-	59,000	44,000	796,800
	855,800	-	59,000	44,000	796,800

Amounts in this schedule are preliminary, and 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 or debt associated with interfund loan repayment.

* Oregon DEQ loans are drawn on a reimbursement-basis. Amount outstanding at June 30, 2019 reflects the full amount the City is authorized to draw.

Projected Statement of Indebtedness
Long-Term Debt Outstanding

	Principal Balance June 30, 2020	Budgeted New Issues	Principal Amount Due 2020-21	Interest Amount Due 2020-21	Principal Balance June 30, 2021
Internal Service Fund					
Full Faith & Credit Obligations 2012	2,470,000	-	311,000	95,000	2,159,000
Full Faith & Credit Obligations 2016	4,594,953	-	351,000	106,000	4,243,953
Full Faith & Credit Obligations 2018	5,723,412	-	6,454,000	449,000	(730,588)
Full Faith & Credit Obligations 2020	274,000	-	9,000	14,000	265,000
Full Faith & Credit Obligations 2021	-	9,242,700	-	-	9,242,700
	13,062,365	9,242,700	7,125,000	664,000	15,180,065
Bend Urban Renewal Agency (BURA)					
Full Faith & Credit Obligations 2013	1,358,009	-	382,000	20,000	976,009
Full Faith & Credit Obligations 2015	1,842,303	-	192,000	53,000	1,650,303
Full Faith & Credit Obligations 2016	1,971,219	-	227,000	43,000	1,744,219
	5,171,531	-	801,000	116,000	4,370,531
Total Other Indebtedness Outstanding	\$ 246,012,118	\$ 78,942,100	\$ 21,328,000	\$ 8,025,500	\$ 303,626,218
TOTAL INDEBTEDNESS - CITY OF BEND AND BURA	\$ 264,182,118	\$ 78,942,100	\$ 22,568,000	\$ 8,623,500	\$ 320,556,218

Amounts in this schedule are preliminary, and 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 or debt associated with interfund loan repayment.

* Oregon DEQ loans are drawn on a reimbursement-basis. Amount outstanding at June 30, 2019 reflects the full amount the City is authorized to draw.

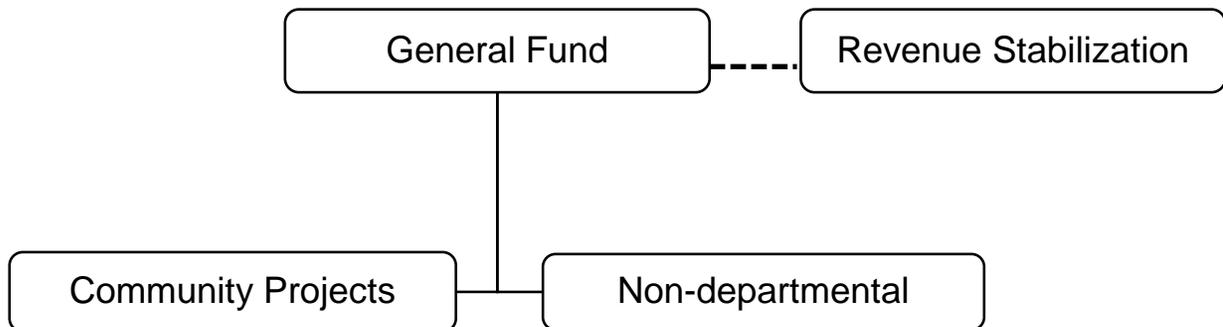
Schedule of Future Debt Service as of June 30, 2019 *

Fiscal Year	Revenue		General Bonded Debt (2)		All Other Debt (3)		Total Annual Payments		
	Supported Bonds (1) Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total Debt Service
2019-20	\$ 7,735,000	\$ 6,124,000	\$ 7,384,800	\$ 2,746,700	\$ 1,298,200	\$ 13,000	\$ 16,418,000	\$ 8,883,700	\$ 25,301,700
2020-21	8,523,000	5,957,000	7,459,000	2,697,500	6,774,100	11,700	22,756,100	8,666,200	31,422,300
2021-22	8,697,260	4,998,290	6,902,330	2,076,891	30,673	21,385	15,630,263	7,096,566	22,726,829
2022-23	8,471,451	4,858,571	6,710,633	1,824,772	30,914	19,894	15,212,998	6,703,237	21,916,235
2023-24	8,868,379	4,581,885	6,439,876	1,579,235	36,166	18,392	15,344,421	6,179,512	21,523,933
2024-25	9,092,336	4,325,626	5,963,639	1,315,327	36,430	16,627	15,092,405	5,657,580	20,749,986
2025-26	9,318,651	4,061,164	5,895,122	1,079,209	36,711	14,846	15,250,484	5,155,219	20,405,703
2026-27	9,557,374	3,788,185	6,194,813	834,874	42,006	13,052	15,794,193	4,636,111	20,430,304
2027-28	9,803,561	3,506,248	5,125,385	582,477	42,312	10,996	14,971,258	4,099,720	19,070,978
2028-29	10,057,269	3,215,030	3,226,262	390,398	42,632	8,926	13,326,163	3,614,354	16,940,517
2029-30	10,318,542	2,914,229	3,172,236	271,137	42,966	6,842	13,533,744	3,192,208	16,725,952
2030-31	10,592,454	2,603,376	3,170,000	152,285	48,314	4,743	13,810,768	2,760,404	16,571,172
2031-32	10,874,051	2,282,043	2,325,000	59,733	48,678	2,380	13,247,729	2,344,156	15,591,885
2032-33	11,168,396	1,949,778	-	-	-	-	11,168,396	1,949,778	13,118,174
2033-34	11,302,404	1,605,737	-	-	-	-	11,302,404	1,605,737	12,908,141
2034-35	11,392,612	1,260,299	-	-	-	-	11,392,612	1,260,299	12,652,911
2035-36	11,707,427	907,514	-	-	-	-	11,707,427	907,514	12,614,941
2036-37	12,029,799	542,369	-	-	-	-	12,029,799	542,369	12,572,168
2037-38	7,720,006	265,292	-	-	-	-	7,720,006	265,292	7,985,298
2038-39	4,596,095	112,376	-	-	-	-	4,596,095	112,376	4,708,471
2039-40	1,301,980	38,120	-	-	-	-	1,301,980	38,120	1,340,100
2040-41	614,778	16,429	-	-	-	-	614,778	16,429	631,207
TOTAL	\$ 193,742,825	\$ 59,913,561	\$ 69,969,096	\$ 15,610,538	\$ 8,510,102	\$ 162,782	\$ 272,222,023	\$ 75,686,882	\$ 347,908,905

* Amounts in this schedule are preliminary, and 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 interfund loan repayments and Short Term Lines of Credit (LOC)

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 non-restricted revenues such as property taxes, room taxes, franchise fees and state shared revenues to other City funds or operations that rely on General Fund 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 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 10,663,791	\$ 15,508,625	\$ 16,105,187	\$ 9,085,200	\$ 9,085,200	\$ 9,593,400
Property taxes	54,972,070	61,049,500	61,505,688	68,741,000	68,741,000	68,741,000
Room tax	10,597,695	13,067,700	13,397,165	14,246,700	14,385,000	14,385,000
Franchise Fees	12,890,078	12,687,600	13,705,185	19,134,600	19,134,600	19,134,600
Local marijuana tax	124,209	1,202,000	2,412,703	3,054,300	3,054,300	3,054,300
Licenses and permits	236,631	232,000	207,667	207,800	207,800	207,800
Intergovernmental revenues	5,034,783	5,197,367	6,811,437	8,306,700	8,306,700	8,306,700
Charges for services	503,818	547,700	693,782	714,800	714,800	714,800
Fines and forfeitures	2,136,494	2,151,300	2,268,934	2,421,000	2,421,000	2,421,000
Miscellaneous	398,614	4,230,100	2,409,801	453,800	453,800	453,800
Interfund loan repayments	122,000	1,149,300	2,637,600	2,059,300	2,059,300	2,059,300
Interfund transfers	915,263	173,000	51,741	120,000	120,000	170,000
TOTAL RESOURCES	\$ 98,595,445	\$ 117,196,192	\$ 122,206,889	\$ 128,545,200	\$ 128,683,500	\$ 129,241,700
	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2015-2017	2017-2019	2017-2019	PROPOSED	APPROVED	ADOPTED
				2019-2021	2019-2021	2019-2021
REQUIREMENTS						
By Service Area/Program						
Public Safety Program						
Police	\$ 36,891,354	\$ 42,886,339	\$ 42,576,981	\$ 53,189,500	\$ 52,520,400	\$ 53,078,600
Municipal court	879,496	1,133,436	1,109,343	1,353,800	1,335,000	1,335,000
Total Public Safety Program	37,770,850	44,019,775	43,686,324	54,543,300	53,855,400	54,413,600
Infrastructure Program						
Accessibility	346,499	393,890	353,535	401,700	399,200	399,200
Total Infrastructure Program	346,499	393,890	353,535	401,700	399,200	399,200
Community & Econ Dev. Program						
Growth management	2,764,960	2,521,642	1,664,324	2,923,100	2,903,000	2,903,000
Code enforcement	852,396	1,031,525	992,109	1,216,300	1,202,100	1,202,100
Community projects	3,034,094	3,296,200	3,056,396	3,058,300	3,073,100	3,113,100
Total Community & Econ Dev. Program	6,651,450	6,849,367	5,712,830	7,197,700	7,178,200	7,218,200
Interfund Transfers	44,405,167	63,917,626	62,860,817	59,602,300	60,450,500	60,450,500
Contingency	-	2,015,534	-	5,120,900	5,120,900	5,080,900
Reserves Room Tax	-	-	-	1,679,300	1,679,300	1,679,300
TOTAL REQUIREMENTS	\$ 89,173,966	\$ 117,196,192	\$ 112,613,506	\$ 128,545,200	\$ 128,683,500	\$ 129,241,700
By Category:						
Personnel services	\$ 35,024,972	\$ 41,327,930	\$ 41,433,106	\$ 51,548,300	\$ 50,821,600	\$ 50,821,600
Materials & services	8,434,346	8,760,154	7,511,152	9,162,200	9,179,000	9,279,000
Capital outlay	1,309,481	1,174,948	808,430	1,432,200	1,432,200	1,930,400
Interfund Transfers	44,405,167	63,917,626	62,860,817	59,602,300	60,450,500	60,450,500
Contingency	-	2,015,534	-	5,120,900	5,120,900	5,080,900
Reserves Room Tax	-	-	-	1,679,300	1,679,300	1,679,300
TOTAL REQUIREMENTS	\$ 89,173,966	\$ 117,196,192	\$ 112,613,506	\$ 128,545,200	\$ 128,683,500	\$ 129,241,700

Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

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**General Fund
Subsidies, Loans & Transfers**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
General Fund Subsidies:						
Fire/EMS	\$ 24,162,000	\$ 26,590,000	\$ 26,590,000	\$ 30,221,000	\$ 30,221,000	\$ 30,221,000
Streets & Operations	10,917,042	13,199,500	13,199,500	15,056,600	15,056,600	15,056,600
Airport	-	-	660,000	130,000	130,000	130,000
Planning	1,050,900	1,123,000	1,123,000	-	-	-
Private Development Engineering	-	152,000	152,000	-	-	-
Accessibility Construction	821,000	670,000	670,000	341,000	341,000	341,000
Business Advocacy	150,000	172,000	172,000	120,000	120,000	120,000
Admin. & Central Services	238,300	-	-	492,100	492,100	492,100
Cemetery	56,407	243,600	297,200	407,900	407,900	407,900
	\$ 37,395,649	\$ 42,150,100	\$ 42,863,700	\$ 46,768,600	\$ 46,768,600	\$ 46,768,600
General Fund Year End Loans:						
Metropolitan Planning Organization	\$ 52,000	\$ 210,000	\$ 201,000	\$ 200,000	\$ 200,000	\$ 200,000
Community Development Block Grant	-	200,000	100,000	200,000	200,000	200,000
Airport Fund	-	3,350,000	3,449,000	1,000,000	1,000,000	1,000,000
Murphy Crossing Urban Renewal Area	-	-	15,300	57,100	57,100	57,100
Juniper Ridge Urban Renewal Area	-	-	12,300	132,200	132,200	132,200
	\$ 52,000	\$ 3,760,000	\$ 3,777,600	\$ 1,589,300	\$ 1,589,300	\$ 1,589,300
General Fund Transfers						
Internal Service - Overhead	\$ 6,238,308	\$ 6,878,100	\$ 6,783,800	\$ 9,210,000	\$ 9,210,000	\$ 9,210,000
Internal Service - Garage	-	-	-	-	-	-
Internal Service - Special Purpose	533,328	10,970,376	9,183,305	1,827,800	2,676,000	2,676,000
GF Revenue Stabilization Fund	185,882	159,050	252,412	206,600	206,600	206,600
	\$ 6,957,518	\$ 18,007,526	\$ 16,219,517	\$ 11,244,400	\$ 12,092,600	\$ 12,092,600
TOTAL REQUIREMENTS	\$ 44,405,167	\$ 63,917,626	\$ 62,860,817	\$ 59,602,300	\$ 60,450,500	\$ 60,450,500

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**General Fund
Community Projects**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 27,836	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & services - COIC	2,775,043	2,868,600	2,873,145	2,878,300	2,878,300	2,878,300
Materials & services	230,075	427,600	183,252	180,000	194,800	234,800
Total Community & Econ Dev. Program	3,032,954	3,296,200	3,056,396	3,058,300	3,073,100	3,113,100
TOTAL REQUIREMENTS	\$ 3,032,954	\$ 3,296,200	\$ 3,056,396	\$ 3,058,300	\$ 3,073,100	\$ 3,113,100

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, Community and Economic Development and Infrastructure programs. General Fund expenditures are allocated 81% to public safety, 13% to Streets & Operations and the remaining 6 % 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). The budget amounts in each program below include program costs (personnel services, materials & services and capital outlay) as well as transfers for overhead, garage services and other special purpose transfers.

✧ Police

- In this 2019-2021 Biennial Budget, General Fund support of the Police Department is \$62.0 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 2019-2021 budget of \$1.8 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 \$583,900 in the 2019-2021 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 \$3.8 million in this biennium and is presented under the City's "Community & 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 \$1.4 million this biennium and is presented under the City's "Community & Economic Development Service Area".

Subsidies, Loans & Transfers

The General Fund allocates general discretionary revenues to the various city operations that require support of such revenues to provide services. General Fund revenues consist primarily of property taxes, franchise fees, room taxes, municipal court fines, and state shared revenues. These 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). The City also contributes approximately \$106,000 per year to the Fire/EMS fund to cover fire station rent expense. Total allocation to Fire/EMS over the 2019-2021 biennium is \$30.2 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 2019-2021 biennial budget includes a General Fund subsidy of \$15.1 million. Street operations are accounted for in the Streets & Operations Fund, which is presented under the City's "Infrastructure Service Area".

✧ Airport

- General Fund support of \$130,000 is included in the 2019-2021 Biennial Budget to provide funding for consultant and permit fees for Deschutes County land use approvals that will support construction of future hangars. These expenses are not covered by existing operational revenues. The Airport program is presented under the City's "Community & Economic Development Service Area".

✧ Accessibility Construction

- A total of \$341,000 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 2019-2021 Biennial Budget includes a \$120,000 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".

- ✧ Internal Service Fund – City Wide Administration: Admin. & Central Services
 - The 2019-2021 Biennial Budget includes General Fund support of \$492,100 to pay for Diversity, Equity and Inclusion (DEI) initiatives, and a new Economic Development staff position that will focus on the strategy and policy framework related to achieving Council's goals of Economic Vitality and Transportation & Infrastructure. The Admin. & Central Services Program is presented under the City's "Administration & Central Services Service Area".

- ✧ Cemetery
 - Included in the 2019-2021 Biennial Budget is General Fund support of \$407,900 for operation of the City owned Cemetery. This funding is necessary to support the operation and maintenance costs of the cemetery that are not covered by lot sales and burial fee operating revenues. The Cemetery program is presented under the City's "Infrastructure Service Area".

- ✧ General Fund Loans
 - The 2019-2021 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:
 - \$200,000 to the Bend Metropolitan Planning Organization (MPO)
 - \$200,000 to the Community Development Block Grant (CDBG) Fund
 - \$1,000,000 to the Airport Fund for capital expenditures funded by grants
 - The 2019-2021 Biennial Budget also includes operating loans totaling \$189,300 to the Bend Urban Renewal Agency for work related to the Juniper Ridge and Murphy Crossing urban renewal plans that is eligible for funding from property tax revenues generated in each respective urban renewal area (also referred to as TIF – Tax Increment Financing). TIF can only be used to pay debt service, so the City General Fund will loan funds to each URA, and the loan will be repaid with TIF.

- ✧ 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 2019-2021 biennium, \$206,600 is expected to be transferred from the General Fund to the Revenue Stabilization Fund.

Community Projects Division

The 2019-2021 General Fund budget also includes the following expenditures not accounted for in any other fund:

- ✧ \$2.9 million paid to Central Oregon Intergovernmental Council (COIC) for operation of the Bend Area Transit system
- ✧ \$180,000 for miscellaneous studies and analysis

General Fund Revenue Stabilization Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 2,092,473	\$ 2,487,290	\$ 2,519,200	\$ 3,419,200	\$ 3,419,200	\$ 3,419,200
Miscellaneous	32,608	61,600	74,130	154,700	154,700	154,700
Interfund transfers	394,119	454,550	825,883	1,220,900	1,220,900	1,220,900
TOTAL RESOURCES	\$ 2,519,200	\$ 3,003,440	\$ 3,419,212	\$ 4,794,800	\$ 4,794,800	\$ 4,794,800
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Reserves	\$ -	\$ 3,003,440	\$ -	\$ 4,794,800	\$ 4,794,800	\$ 4,794,800
TOTAL REQUIREMENTS	\$ -	\$ 3,003,440	\$ -	\$ 4,794,800	\$ 4,794,800	\$ 4,794,800

GENERAL FUND
General Fund Revenue Stabilization Fund

Overview

The General Fund Revenue Stabilization Fund is a special revenue fund that was established in 2009-2010 to ensure the continued delivery of City services in the event of another severe recession and to protect the City's bond rating. City Council adopted a policy to make funds from this Revenue Stabilization Fund available only for severe economic downturns or major unforeseen events. Individual operating funds will continue to 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.

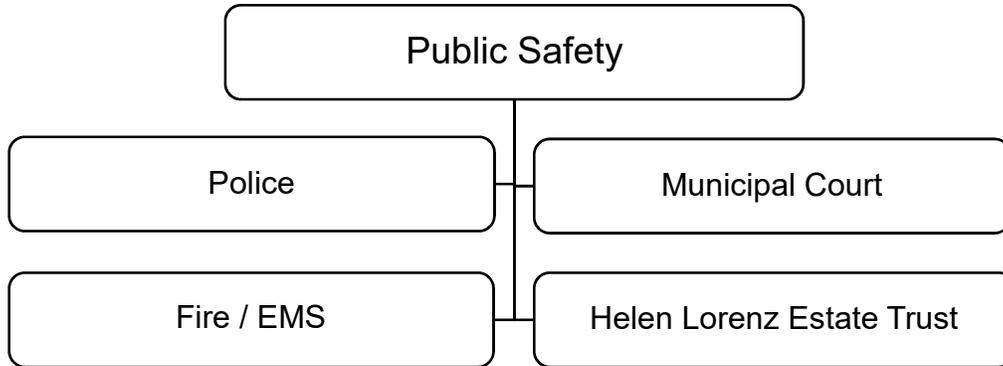
Goals for the 2019 – 2021 Biennial Budget

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

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Increased the General Fund Stabilization Fund balance to approximately \$4.8 million.

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 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 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Public Safety Program						
Personnel services	\$ 31,660,623	\$ 37,787,700	\$ 37,936,550	\$ 47,166,100	\$ 46,495,000	\$ 46,495,000
Materials & services	3,948,040	3,953,691	3,858,421	4,616,200	4,618,200	4,678,200
Capital outlay	1,282,691	1,144,948	782,011	1,407,200	1,407,200	1,905,400
Total Public Safety Program	36,891,354	42,886,339	42,576,981	53,189,500	52,520,400	53,078,600
Interfund Transfers	5,582,835	6,290,000	6,266,407	8,296,200	8,967,300	8,967,300
TOTAL REQUIREMENTS	\$ 42,474,189	\$ 49,176,339	\$ 48,843,388	\$ 61,485,700	\$ 61,487,700	\$ 62,045,900
Full Time Equivalents			135.58			143.58

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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Seek opportunities to connect residents and businesses to resources for mental health issues and homelessness by providing \$450K in funding for staff and community partnerships
- ✧ Increase events focused on traffic safety by 20% by 6/30/2021 when compared to 6/30/2019
- ✧ Address livability crimes in the downtown area by increasing staffing hours over the biennium

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Maintained full staffing levels
- ✧ 29.2% increase in officer initiated calls for service
- ✧ Increase of E911 calls slowed to 3.3%, compared with 18.7% over the past year
- ✧ 2.5% decline in mental health calls
- ✧ 2,593 additional community interactions after implementation of the Community Enhancement Program
- ✧ 2 additional Community Service Officers approved in the 2018 budget answered more than 1,900 low level priority calls freeing up Police Officers time
- ✧ Presented the Officer Wellness Award from the Bureau of Justice Assistance, U.S. Department of Justice
- ✧ 85% of respondents said they have confidence in the Bend Police Department in the 2019 community survey

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new police officer to support homelessness outreach
- ✧ One (1) new scheduling & staffing logistics analyst
- ✧ Additional .5 certified police trainer
- ✧ Additional .5 compliance coordinator
- ✧ One (1) entry level records & evidence program specialist (conversion to FTE)
- ✧ One (1) new college resource officer funded 38% by Central Oregon Community College
- ✧ One (1) new school resource officer starting in the second year of the biennium, funded 40% by the Bend LaPine School district

Patrol Program

As the foundation of the Bend Police Department, 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. The Bend Police Special units such as the K-9 Program and the Tri-County Central Oregon Emergency Response Team (CERT) are included in the Patrol Division.

Community Response Program

The Community Response Program focuses on enhancing the quality and livability of our community. Special units such as the Traffic Team, Crisis Response Team, Problem Oriented Policing Team, Community Service Officers, and School Resource Officers are included in the Community Response Team. These teams work in collaboration to cost effectively focus resources on issues that directly affect the community on a daily basis.

Criminal Investigation Program

The Criminal Investigation Program is responsible for providing investigative follow-up and support for the Patrol Program. 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 Program. 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.

Administrative Services Program

The Support Services Program includes the Chief's office which provides overall management and leadership of the Bend Police Department. Additionally the Support Services Program includes administrative personnel who perform foundational support functions that serve the entire Police Department. The administrative service teams include training, information technology, evidence, records, budget, purchasing, payroll, human resources, accreditation, policy, fleet, facilities, reserves and volunteers.

PUBLIC SAFETY
Police

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
One (1) Police command vehicle replacement	\$ 35,000	\$ -	\$ -	\$ -	\$ -
One (1) Deputy Chief vehicle new	35,000	-	-	-	-
One (1) Police Aid truck replacement	65,000	-	-	-	-
One (1) SUV SRO vehicle new	55,000	-	-	-	-
One (1) Training Lieutenant truck replacement	-	67,000	-	-	-
One (1) Unmarked vehicle replacement	42,700	45,300	46,500	47,800	49,100
One (1) Community Service Officer truck replacement	55,000	-	-	119,900	123,200
K9 replacement (dog)	25,000	-	25,000	-	25,000
One (1) K9 SUV vehicle replacement	58,000	-	61,500	-	65,000
Drone replacement	-	20,000	-	21,200	-
One (1) CERT Lieutenant truck replacement	65,000	-	-	-	-
Four (4) SUV vehicles replacements	220,000	-	-	-	-
Five (5) SUV vehicles replacements	-	284,000	-	-	-
Eleven (11) SUV vehicles replacements	-	-	641,300	659,500	677,600
One (1) Traffic motorcycle replacement	50,000	51,500	-	54,500	56,100
One (1) SUV traffic vehicle new	55,000	56,700	-	-	-
Parking lot camera and wifi improvements	-	25,000	-	-	-
Digital Image Management System replacement	-	30,000	-	-	-
One (1) IT vehicle replacement	-	32,000	-	-	-
3D Lika scanner (traffic, crime scene imager)	-	-	-	75,000	-
IT hardware for Police Training Room (Fire Station 306)	35,000	-	-	-	-
Six (6) SUV Patrol vehicles	256,800	-	-	-	-
One (1) Unmarked SUV Patrol vehicle	42,800	-	-	-	-
One (1) K9 SUV Patrol vehicle	43,500	-	-	-	-
One (1) SWAT 450 truck	80,100	-	-	-	-
Radio Repeater	25,000	-	-	-	-
One (1) K9 SUV vehicle replacement	50,000	-	-	-	-
Total	\$ 1,293,900	\$ 611,500	\$ 774,300	\$ 977,900	\$ 996,000

Police Reserve Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 629,888	\$ 645,348	\$ 639,596	\$ 656,900	\$ 656,900	\$ 656,900
Miscellaneous	9,708	16,800	17,322	11,600	11,600	11,600
TOTAL RESOURCES	\$ 639,596	\$ 662,148	\$ 656,918	\$ 668,500	\$ 668,500	\$ 668,500
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Reserves	\$ -	\$ 662,148	\$ -	\$ 668,500	\$ 668,500	\$ 668,500
TOTAL REQUIREMENTS	\$ -	\$ 662,148	\$ -	\$ 668,500	\$ 668,500	\$ 668,500

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.

Fire/EMS Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 3,891,449	\$ 4,508,176	\$ 4,470,881	\$ 3,647,400	\$ 3,647,400	\$ 3,647,400
Property taxes	3,943,607	4,388,100	4,424,887	4,936,100	4,936,100	4,936,100
Room tax	340,160	395,300	400,785	426,600	430,700	430,700
Intergovernmental revenues	7,598,195	9,968,952	10,187,853	8,592,200	8,592,200	8,592,200
Charges for services	6,556,934	8,396,700	8,238,111	10,385,700	10,385,700	10,385,700
Miscellaneous	305,119	227,999	259,195	266,200	266,200	266,200
Debt proceeds	4,807,475	406,000	-	3,242,600	3,242,600	3,242,600
Interfund transfers	99,346	79,000	69,801	69,800	69,800	69,800
General fund subsidy	24,162,000	26,590,000	26,590,000	30,221,000	30,221,000	30,221,000
TOTAL RESOURCES	\$ 51,704,285	\$ 54,960,227	\$ 54,641,512	\$ 61,787,600	\$ 61,791,700	\$ 61,791,700
REQUIREMENTS						
Public Safety Program						
Personnel services	\$ 32,820,530	\$ 37,650,600	\$ 37,649,477	\$ 41,594,900	\$ 41,053,000	\$ 41,053,000
Materials & services	3,745,281	5,647,474	5,795,116	6,111,900	6,113,900	6,113,900
Capital outlay	5,698,392	2,009,346	1,819,466	2,584,500	2,584,500	2,584,500
Total Public Safety Program	42,264,202	45,307,420	45,264,059	50,291,300	49,751,400	49,751,400
Interfund Transfers	3,646,239	4,747,960	4,568,040	6,589,400	7,131,300	7,131,300
Debt Service	1,322,963	1,156,152	1,162,023	1,262,000	1,262,000	1,262,000
Contingency	-	3,648,695	-	3,544,900	3,547,000	3,547,000
Reserves	-	100,000	-	100,000	100,000	100,000
TOTAL REQUIREMENTS	\$ 47,233,404	\$ 54,960,227	\$ 50,994,122	\$ 61,787,600	\$ 61,791,700	\$ 61,791,700

Full Time Equivalents	123.90	131.40
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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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Collaborate with DCRFPD#2 to complete construction of two Fire/EMS Stations
- ✧ Continue to evaluate the use of technology to reduce and improve response times
- ✧ Maintain a level of customer satisfaction of over 90% (with survey mailer)
- ✧ Implement a new Countywide 800 Mhz radio system, which will improve communication between crews, units and other agencies in Central Oregon
- ✧ Continue 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, creating the operational efficiencies and increasing patient survivability
- ✧ Look for options to reduce the overall overtime cost without impacting service delivery
- ✧ Develop a comprehensive Wildfire Resiliency plan
- ✧ Protect and improve health and safety for residents and businesses by maintaining response times within industry standards for cardiac resuscitation rate of 50% and response time under six minutes

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Successfully met the performance goal for average response times of under 6 minutes in the City
- ✧ Maintained a cardiac arrest survival rate of over 50%
- ✧ Successful renewal of the five-year Operational Levy (70% approval in the May 2018 election)
- ✧ Grant funding received during the 2017-2019 biennium was over \$1.5M
- ✧ Implemented a new electronic patient records management system for Fire and EMS reporting

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Addition of six (6) new Firefighters to decrease overtime
- ✧ Addition of one (1) Business Manager position and (.5) increase to a Data Analyst position to a full time position
- ✧ Addition of new debt service for two new fire stations (6th Station and Tumalo) leased from DCRFPD#2
- ✧ Debt issuance for the replacement of two interface fire engines purchased in FY 2018-2019 in addition to the replacement of a Heavy Rescue Apparatus and Aerial Apparatus

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; billing for ambulance services; 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.

Fire Prevention Program

The Fire Prevention Program provides the community with several services to enhance public safety, as well as assist the Fire/EMS Operations Program to meet the demands for emergency response.

- ✧ 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

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 11,000 calls for service each year.

The Fire Department's 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.

PUBLIC SAFETY
Fire/EMS Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Two (2) Quick Response Vehicle Replacements	\$ 90,000	\$ -	\$ -	\$ -	\$ -
One (1) Staff vehicle replacement	30,000	35,000	-	40,000	-
One (1) EMS Logistics van	35,000	-	-	-	-
One (1) Fire Marshal staff vehicle replacement	35,000	-	-	-	-
One (1) Video Conference for Tumalo Station	12,000	-	-	-	-
One (1) Video Conference for Station 306	20,000	-	-	-	-
One (1) Video Conference endpoints	15,500	-	-	-	-
One (1) 9300 Switch for Station 306	12,000	-	-	-	-
One (1) Zoll Defibrillator	35,000	35,000	35,000	35,000	35,000
One (1) Service Response Vehicle replacement	-	50,000	-	-	-
One (1) Heavy Rescue replacement	-	1,000,000	-	-	-
One (1) Aerial Apparatus replacement	-	1,000,000	-	-	-
One (1) Command Vehicle replacement	-	-	80,000	80,000	-
One (1) Quick Response Vehicle Replacements	-	-	50,000	-	-
One (1) Deputy Fire Marshal vehicle	-	-	40,000	-	-
One (1) Water Tender replacement	-	-	300,000	-	-
One (1) Type 1 Engine replacement	-	-	-	600,000	650,000
Two (2) Medic Re-Chassis'	-	-	-	200,000	200,000
One (1) Lucas Device for QRV	15,500	15,500	-	-	-
Two (2) Type 3 Engine replacements	-	-	-	-	800,000
Total	\$ 300,000	\$ 2,135,500	\$ 505,000	\$ 955,000	\$ 1,685,000

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Energy Savings Project	\$ 82,000	\$ -	\$ -	\$ -	\$ -
Station Alerting System	67,000	-	-	-	-
Total	\$ 149,000	\$ -	\$ -	\$ -	\$ -

Fire Station Debt Service Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 7,200	\$ 8,110	\$ 9,050	\$ 9,000	\$ 9,000	\$ 9,000
Intergovernmental revenues	478,678	485,600	485,428	496,000	496,000	496,000
Miscellaneous	971	1,800	1,725	4,800	4,800	4,800
Interfund transfers	16,000	14,600	14,600	10,000	10,000	10,000
TOTAL RESOURCES	\$ 502,849	\$ 510,110	\$ 510,803	\$ 519,800	\$ 519,800	\$ 519,800
REQUIREMENTS						
Public Safety Program						
Materials & services	\$ 521	\$ 800	\$ 300	\$ 600	\$ 600	\$ 600
Total Public Safety Program	521	800	300	600	600	600
Interfund Transfers	14,600	15,600	15,100	12,400	12,400	12,400
Debt Service	478,678	485,600	486,428	496,000	496,000	496,000
Reserves	-	8,110	-	10,800	10,800	10,800
TOTAL REQUIREMENTS	\$ 493,799	\$ 510,110	\$ 501,828	\$ 519,800	\$ 519,800	\$ 519,800

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 and the debt service payments for that issue are made directly by the District. The District, not the City, is also issuing the debt for the two new stations: Station 6 in Bend and rebuilding of the Tumalo Station.



(C) 2006 Dustin Mitsch / Alpen Exposure

City of Bend Fire Station Number 301

**General Fund
Municipal Court**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Public Safety Program						
Personnel services	\$ 792,967	\$ 986,800	\$ 995,732	\$ 1,217,600	\$ 1,198,800	\$ 1,198,800
Materials & services	86,529	146,636	113,611	136,200	136,200	136,200
Capital outlay	-	-	-	-	-	-
Total Public Safety Program	879,496	1,133,436	1,109,343	1,353,800	1,335,000	1,335,000
Interfund Transfers	365,978	356,300	354,600	452,200	471,000	471,000
TOTAL REQUIREMENTS	\$ 1,245,474	\$ 1,489,736	\$ 1,463,943	\$ 1,806,000	\$ 1,806,000	\$ 1,806,000
Full Time Equivalents			6.00			6.67

PUBLIC SAFETY **Municipal Court**

Overview

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

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Identify criteria and specific needs for new Court software through the city-wide LEAP project to improve and modernize processes, practices and capabilities. The new software will take into account integration and the ability to coordinate with other criminal justice agencies and City enterprise software, to enhance efficiencies and provide better reporting for decision making
- ✧ In conjunction with new court software, the Court plans to develop an on-line forum to allow customers to enter their plea and pay on line, reducing the number of individuals appearing in Court
- ✧ In order to improve efficiency and remain compliant with ORS 810.370, which states that convictions must be reported to the Department of Motor Vehicles (DMV) within 24 hours, the Court plans to implement the DMV's eConvictions program. The eConvictions program streamlines the submission of convictions to DMV, improves the timeliness of suspension actions and driver record updates, and decreases processing errors between courts and the DMV

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Modified the internal payment plan to increase collection of fines and fees to support citizens with payment compliance
- ✧ The Court offers reduced fines pursuant to a matrix based on the number of prior convictions. In Fiscal Year 2017-18, a new fine reduction matrix was implemented to ensure fine reductions are equitable across classes. Current fine reductions are approximately 20% for all classes of violations whereas prior reductions ranged from 27% for Class D violations to 40% for Class A violations
- ✧ The Court implemented Driver's Probation Program and Traffic Safety Video Program to increase traffic education and improve public safety. The Driver's Probation Program allows drivers with no Oregon driver's license or a suspended driver's license to complete Traffic Safety School and obtain a valid license within one year. The Traffic Safety Video Program orders parties to view specific traffic safety videos which have been embedded in the Municipal Court's web page and then submit a letter detailing what they learned and can share with others

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ (1) New Municipal Court Clerk II to assist with an increase in workload and number of citations filed with the Court.

Helen E. Lorenz Estate Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,266	\$ 2,739	\$ 2,504	\$ -	\$ -	\$ -
Miscellaneous	117,738	124,000	109,410	180,000	180,000	180,000
TOTAL RESOURCES	\$ 119,004	\$ 126,739	\$ 111,914	\$ 180,000	\$ 180,000	\$ 180,000
REQUIREMENTS						
Interfund Transfers	\$ 116,500	\$ 122,000	\$ 111,914	\$ 180,000	\$ 180,000	\$ 180,000
Reserves	-	4,739	-	-	-	-
TOTAL REQUIREMENTS	\$ 116,500	\$ 126,739	\$ 111,914	\$ 180,000	\$ 180,000	\$ 180,000

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

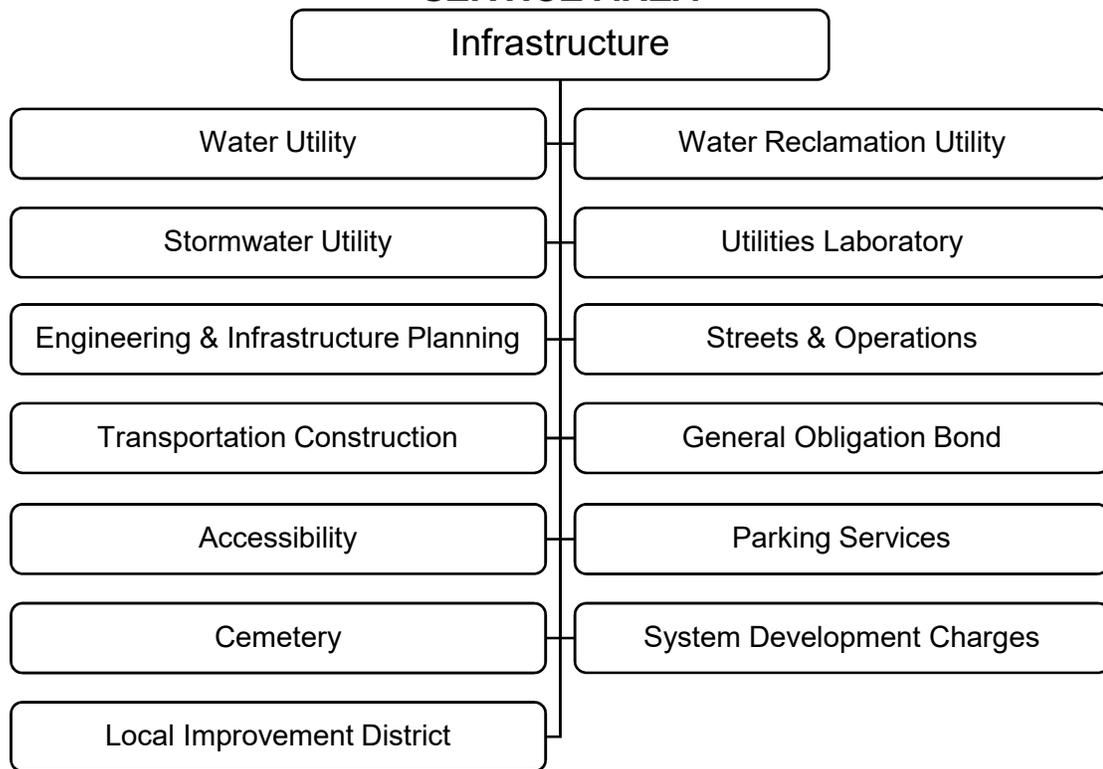
Police Department specific approved uses

- 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 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

Parking Services

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

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 accountst for costs associated with infrastructure that provides direct benefit to property owners with in the LID. There are no active LID's.

INFRASTRUCTURE **Utility Department**

ONE WATER

The Utility Department has four service Divisions: Administration and Support Services; Operations and Maintenance; Environmental Compliance; and the Capital Improvement Program managed by the Engineering and Infrastructure Planning Department. The Utility Department adopted the “One Water” concept, which is an integrated planning and implementation approach to managing finite water resources. One Water is a collaborative way of achieving sustainable, reliable and resilient water systems. For Bend, a great example is the gains made in operational 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 was required to flat line staffing, but maintain the same high 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.



Water Fund

Programs within the Water Fund ensure that we treat and deliver the highest quality water from pure sources to Bend’s residents, businesses and visitors every day, in support of industry and homeowner needs.



Water Reclamation Fund

Programs within the Water Reclamation Fund make sure that wastewater is a renewable resource. Safe conveyance and treatment processes along with strong operational objectives ensure that the management of wastewater and its byproducts are an important part of our environmental stewardship process.



Stormwater Fund

Programs within the Stormwater Fund seek to prevent and/or minimize localized flooding events which protects the public, and the water quality of both our surface water and groundwater resources.

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Water Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 19,458,215	\$ 40,882,959	\$ 44,055,825	\$ 51,885,300	\$ 51,885,300	\$ 52,495,800
Intergovernmental revenues	136,913	79,600	80,570	70,200	70,200	70,200
Charges for services	37,819,633	41,729,900	39,745,881	42,102,600	42,102,600	42,102,600
Miscellaneous	2,167,043	905,400	1,617,314	2,252,200	2,252,200	2,252,200
Debt proceeds	62,373,034	-	-	1,295,400	1,295,400	1,295,400
Interfund transfers	8,768,441	7,649,200	7,554,274	6,429,000	6,429,000	6,429,000
TOTAL RESOURCES	\$ 130,723,280	\$ 91,247,059	\$ 93,053,863	\$ 104,034,700	\$ 104,034,700	\$ 104,645,200
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 8,363,444	\$ 9,769,900	\$ 9,327,213	\$ 12,727,500	\$ 12,547,500	\$ 12,547,500
Materials & services	7,062,005	9,967,200	8,350,771	9,877,900	9,877,900	9,877,900
Capital outlay	6,076,726	7,825,400	5,553,529	13,668,500	13,668,500	14,279,000
Total Infrastructure Program	21,502,175	27,562,500	23,231,512	36,273,900	36,093,900	36,704,400
Interfund Transfers	30,123,239	9,075,250	9,043,150	6,463,400	6,643,400	6,643,400
Debt Service	35,247,591	8,285,800	8,283,421	8,389,000	8,389,000	8,389,000
Contingency	-	3,149,800	-	4,853,600	4,853,600	4,853,600
Reserves Future Construction	-	41,673,709	-	41,554,800	41,554,800	41,554,800
Reserves Major Maintenance	-	-	-	5,000,000	5,000,000	5,000,000
Reserves Rate Stabilization	-	1,500,000	-	1,500,000	1,500,000	1,500,000
TOTAL REQUIREMENTS	\$ 86,873,005	\$ 91,247,059	\$ 40,558,084	\$ 104,034,700	\$ 104,034,700	\$ 104,645,200

Full Time Equivalents	44.24	48.26
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

INFRASTRUCTURE **Water Utility Fund**

Overview

The City's potable water system derives its primary source from the pristine spring fed waters of the Bend Municipal Watershed, and a secondary source from groundwater contained in the Deschutes Regional Aquifer. The City currently operates 21 wells, 16 reservoirs and 3 pump stations; and delivers water to over 25,000 customer accounts through almost 600 miles of water mains. The core function of the potable water system 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 Water Filtration Facility is located approximately 1 mile northwest of Bend at the Outback Site. This facility is an advanced membrane treatment facility with an annual average of 7 MGD per day, though it varies greatly between winter max demand and summer max demand. The treatment facility was required to meet federal water treatment regulations and came online in April of 2016. It is a valuable infrastructure asset in the water system.

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 and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Utility Fund within this budget cycle will be addressing portions of the distribution system that contain old infrastructure, specifically approximately 90 miles of aging cast iron, galvanized iron and steel pipes. Prioritization of replacement work considers the age of the pipe, what the pipe is made of, project coordination with Street Operations and private utility projects, and the results of the leak detection program and updated Water Master Plan.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Properly operate and maintain the water filtration facility and distribution system 24/7 in order to provide safe, potable water to our customers while meeting all federal and state regulatory requirements
- ✧ Update the Water Master Plan to provide the basis for future water facility and infrastructure planning
- ✧ Improve the condition and functionality of water infrastructure to keep pace with community needs through completion of the following projects:
 - Waterline replacement projects at the following locations: 2nd street, 15th St. and Fresno, Quimby, and Congress/Louisiana
 - Phases 9 and 10 of the Meter Box Replacement program
 - Outback Facility improvement projects
 - Energy Savings projects at the Outback site
 - Awbrey Well electrical and controls upgrade
 - Murphy Pumpstation improvement project

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Sprinkler Inspection Program
- ✧ Residential Meter Box Upgrade project Phases 7 and 8
- ✧ Broadway Water Main Replacement project

- ✧ Gold Water Conservation Award from Oregon Water Resources Department for Large Municipalities in Oregon 2018
- ✧ Launch of WaterSmart Customer Portal

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Half (.5) new Utility Compliance Specialist in Water Conservation to assist in the field in management of Utility Department owned landscapes.
- ✧ The Utility Billing team has been reassigned from Finance to the Utility Department, Administration & Support Services Program
- ✧ Two (2) Accounting Tech LTEs to support the operations of the Utility Billing customer service program while existing employees are involved with LEAP projects. The cost of these positions are shared between the Water, Water Reclamation, and Stormwater funds
- ✧ The budget includes expenditures and debt proceeds for the energy savings projects of approximately \$1.1M

Administration and Support Services

The Administration and Support Services Division is comprised of six programs:

- ✧ The Administration and Support Services program performs all administrative duties related to the Utility Department. Overall management, including strategic and long term planning; general administrative support including purchasing, human resources, financial analysis and budget management; project management; and internal and external communications.
- ✧ The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Street Operations departments; operational program analysis and operator certification training for Utility staff; special projects for Utilities; and oversight of the Internal Services Department's safety program.
- ✧ The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives. Utility data is provided to internal and external customers in both database and mapping formats for use in field operations, design and construction services. Data Services provides technical support for seven Utility-specific software applications. The Data Services team also manages water usage data within the Automated Meter Infrastructure (AMI) 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 customers upon request.
- ✧ The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure; and is responsible for all meter turn on and off activity related to new and/or changing accounts, or non-payment of services.
- ✧ 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 Resources Department along with related legislative policy work and coordination with key water stakeholders.

- ✧ The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges.

Operations and Maintenance

The Operations and Maintenance Division consists of four programs:

- ✧ The Safe Drinking Water program ensures that no point-source contamination of the City water system occurs. This program works with homeowners and businesses to prevent cross contamination of water sources in accordance with State regulation.
- ✧ The Water Operations program carries out the daily tasks required to provide water to all customers. They are responsible for operating the Heidi Lansdowne Intake facility, the Water Filtration Facility, the 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 program provides field services and oversight in repairing and replacing waterlines and water meters. 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 Instrumentation, Controls and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City'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.

Capital Infrastructure Program

The Water Capital Infrastructure Program (CIP), administered by the Engineering and Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget, later in the Infrastructure section.

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
<u>Administration and Support Services</u>					
One (1) Ground penetrating radar unit	\$ -	\$ 30,000	\$ -	\$ -	\$ -
One (1) SUV replacement	-	-	-	-	25,000
Two (2) SUV replacements	-	-	60,000	-	-
Two (2) Standard work trucks - new	50,000	-	-	-	-
Awbrey reservoir communication link	25,000	-	-	-	-
<u>Operations and Maintenance</u>					
Outback 2 flow meter and vault	50,000	-	-	-	-
Production meter replacement	-	-	-	50,000	50,000
Water Filtration Facility filtrate meter and vault	-	50,000	-	-	-
Bypass piping disconnects	50,000	50,000	-	-	-
One (1) Utility terrain vehicle	50,000	-	-	-	-
One (1) Snowmobile replacement	15,000	-	-	-	-
One (1) SUV replacement	-	25,000	25,000	-	-
One (1) Standard work truck replacement	25,000	-	-	-	-
One (1) Heavy duty work truck replacement	40,000	-	-	-	-
Two (2) Heavy duty work truck replacements	-	80,000	-	-	95,000
Three (3) Heavy duty work truck replacements	-	-	-	145,000	-
One (1) Dump truck replacement	-	150,000	-	110,000	-
One (1) Vactor replacement	430,000	-	-	-	-
Total	\$ 735,000	\$ 385,000	\$ 85,000	\$ 305,000	\$ 170,000

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
<u>Administration and Support Services</u>					
Conference room upgrades - Boyd Acres	\$ 14,200	\$ -	\$ -	\$ -	\$ -
<u>Operations and Maintenance</u>					
Outback Noise Reduction	\$ 140,000	\$ -	\$ -	\$ -	\$ -
Outback Facility Improvements	40,000	50,000	150,000	-	-
Murphy Pumpstation Improvement	250,000	-	-	-	-
Energy Savings projects	1,121,000	-	-	-	-
PRV Automation projects (1 per year)	-	-	150,000	150,000	150,000
Pilot Butte 1 Well Rehab	30,000	-	-	-	-
Pilot Butte Reservoir 3 Safety Improvements	50,000	-	-	-	-
Overturf Access Road	-	150,000	-	-	-
Water Line replacement projects	800,000	900,000	900,000	900,000	900,000
Meter Box replacement	1,150,000	750,000	850,000	850,000	850,000
Awbrey pump electrical and controls upgrade	650,000	-	-	-	-
SCADA PLC Master Plan	125,000	-	-	-	-
Security camera installation at water sites	-	75,000	-	-	-
SCADA system upgrade	-	-	-	500,000	-
Total	\$ 4,370,200	\$ 1,925,000	\$ 2,050,000	\$ 2,400,000	\$ 1,900,000

Water
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1WMP1 Water Master Plan Update	N/A	\$ 999,500	\$ -	\$ -	\$ -	\$ -	\$ 999,500
1TEC3 Empire Extension	2	300,000	-	-	-	-	300,000
1TMC2 Murphy Brosterhous to 15th	3	534,400	-	-	-	-	534,400
1TMC3 Murphy & Brosterhous Roundabout	3	56,500	-	-	-	-	56,500
1TMC4 Murphy & 15th Roundabout	3	674,500	-	-	-	-	674,500
1TMC6 Murphy Corridor Improv. Parrell to Brosterhous	3	24,600	183,900	-	-	-	208,500
1S036 Drake Pump Station Upgrade	5	60,000	60,000	-	-	-	120,000
1TMC1 Murphy Railway Overcrossing	3	52,400	-	-	-	-	52,400
1RNPR Newport Pipe Replacement	5	56,000	267,000	713,000	538,000	-	1,574,000
1WAWP Awbrey Well Supply Expansion	5	-	2,085,000	-	-	-	2,085,000
1WCPS College Parallel Pipe Study	N/A	-	1,250,000	-	-	-	1,250,000
1WLPE Lafayette Pipe Enlargement	5	-	260,000	-	-	-	260,000
1WSSC New Water Well Near NE Shirley Court	5	-	-	2,915,000	-	-	2,915,000
1WPPR Opt Study Parallel Piping Rock Bluff to Brosterhous	N/A	-	-	2,940,000	-	-	2,940,000
1WSWO Opt Study Shiloh Well	N/A	-	-	-	2,721,600	-	2,721,600
1WRBO Opt Study Parallel Mains Brosterhous on Reed Mkt	N/A	-	-	-	-	1,795,000	1,795,000
		\$2,757,900	\$4,105,900	\$6,568,000	\$3,259,600	\$1,795,000	\$ 18,486,400

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		

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Water Reclamation Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 32,540,898	\$ 53,811,765	\$ 48,022,488	\$ 56,380,800	\$ 56,380,800	\$ 65,864,200
Intergovernmental revenues	393,759	363,300	361,413	319,800	319,800	319,800
Charges for services	45,523,386	53,032,900	55,986,539	64,726,300	64,726,300	64,726,300
Miscellaneous	482,030	489,200	1,470,436	1,635,200	1,635,200	1,635,200
Debt proceeds	38,387,220	39,333,600	38,227,061	50,671,000	50,671,000	50,671,000
Interfund transfers	12,044,892	12,551,800	12,720,883	9,351,100	9,351,100	9,351,100
TOTAL RESOURCES	\$ 129,372,184	\$ 159,582,565	\$ 156,788,821	\$ 183,084,200	\$ 183,084,200	\$ 192,567,600
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 10,316,137	\$ 12,249,100	\$ 11,668,851	\$ 14,985,500	\$ 14,776,600	\$ 14,776,600
Materials & services	5,652,666	7,077,120	6,095,502	8,196,600	8,196,600	8,196,600
Capital outlay	43,307,198	73,460,400	44,197,732	82,419,200	82,419,200	91,902,600
Total Infrastructure Program	59,276,001	92,786,620	61,962,086	105,601,300	105,392,400	114,875,800
Interfund Transfers	11,576,438	12,000,700	12,054,838	15,426,600	15,635,500	15,635,500
Debt Service	10,625,721	21,672,900	16,907,683	22,978,000	22,978,000	22,978,000
Contingency	-	3,629,100	-	3,128,600	3,128,600	3,128,600
Reserves Future Construction	-	26,540,745	-	25,338,200	25,338,200	25,338,200
Reserves Major Maintenance	-	-	-	5,000,000	5,000,000	5,000,000
Reserves Debt Service	-	1,952,500	-	4,611,500	4,611,500	4,611,500
Reserves Rate Stabilization	-	1,000,000	-	1,000,000	1,000,000	1,000,000
TOTAL REQUIREMENTS	\$ 81,478,160	\$ 159,582,565	\$ 90,924,606	\$ 183,084,200	\$ 183,084,200	\$ 192,567,600

Full Time Equivalents	57.84	58.76
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

INFRASTRUCTURE **Water Reclamation Utility Fund**

Overview

The City's sewer collection system collects and conveys wastewater from over 30,000 customer accounts to the treatment plant in a well-maintained system, with minimal blockages and overflows. The collection system includes over 450 miles of wastewater pipes and 411 wastewater pumping 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 domestic and industrial 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 still in the process of completing a major upgrade to the WRF in accordance with needs identified in the Facilities Master Plan. The upgraded WRF will operate with a state-of-the-art Integrated Fixed Activated Sludge (IFAS) treatment process that will replace the conventional activated sludge process and enable the WRF to handle increased loads and flows for the near future. This existing upgrade work at the WRF has been delayed for contractual reasons and was the first of three major projects needed at the facility to properly prepare Bend for the future and meet regulatory requirements. The second major project that is anticipated to see activity during the upcoming biennial budget period is the Solids Handling Improvement Project (SHIP). This project will focus its attention on a new process to treat the biosolids from the wastewater treatment process and ultimately prepare them for safe distribution in the environment. During all this construction activity, the WRF must still operate and meet regulatory permit requirements.

The City maintains a 20-year sewer rate model to project the financial needs of the Water Reclamation Utility Fund. The City's goal is to ensure the financial stability of the Water Reclamation Utility Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Reclamation Fund in this budget cycle will be financing the significant infrastructure needs identified in the Collection System Master Plan (CSMP), on-going needs at the WRF, the expansion of the Urban Growth Boundary (UGB) and the Septic to Sewer Conversion program, transitioning homes within city limits from septic to public sewer. The City continues to work on minimizing these rate impacts while ensuring the financial stability of the Water Reclamation Fund.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Properly operate and maintain the water reclamation facility and collections system 24/7 in order to properly reintroduce clean water back into the environment while meeting all federal and state regulatory requirements
- ✧ Improve the condition and functionality of water reclamation infrastructure to keep pace with community needs through completion of the following projects:
 - Completion of Phase I of the North Interceptor, and begin Phase II of the project in FY 2021
 - Cured in Place Pipe (CIPP) projects in zones 28, 42 and 43
 - 1 manhole replacement project each year

- Lift station repair and maintenance projects

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Decommissioned five sewer lift stations
- ✧ Upgraded five sewer lift stations
- ✧ New biological treatment process, IFAS, began operation at the WRF
- ✧ WRF staff have worked successfully with engineers/contractors operating and maintaining the WRF while construction was occurring
- ✧ Solids Handling Improvement Project, SHIP, was finally launched in cooperation with EIPD

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) Utility Mechanic at the WRF – FY2020-21
- ✧ The budget includes an update to the Sewer Cost of Service Analysis
- ✧ The Utility Billing team has been reassigned from Finance to the Utility Department, Administration & Support Services Program
- ✧ Two (2) Accounting Tech LTEs to support the operations of the Utility Billing customer service program while existing employees are involved with LEAP projects. The cost of these positions are shared between the Water, Water Reclamation, and Stormwater funds
- ✧ Debt proceeds of \$41M for the North Interceptor capital improvement project

Administration and Support Services

The Administration and Support Services Division is comprised of five programs:

- ✧ The Administration and Support Services program performs all administrative duties related to the Utility Department. Overall management, including strategic and long term planning; general administrative support including purchasing, human resources, financial analysis and budget management; project management; and internal and external communications.
- ✧ The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Street Operations departments; operational program analysis and operator certification training for Utility staff; special projects for Utilities; and oversight of the Internal Services Department's safety program.
- ✧ The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives. Utility data is provided to internal and external customers in both database and mapping formats for use in field operations, design and construction services. Data Services provides technical support for seven Utility-specific software applications.
- ✧ The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure.

- ✧ The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges.

Environmental Compliance Division

The Industrial Pretreatment Program (IPP) ensures compliance with all federal, state and local pretreatment laws. The program ensures the health and safety of the collection system workers, protects the City's expensive infrastructure and guards the biological process at the City's water reclamation facility.

Operations and Maintenance

The Operations and Maintenance Division consists of four programs:

- ✧ The Water Reclamation Facility program is responsible for operating and maintaining the WRF. This team of certified operators is responsible for providing consistent and reliable wastewater treatment and meeting all permit parameters established by the Oregon DEQ.
- ✧ The Repair and Replacement program is responsible for the preventative and emergency repairs of all underground wastewater pipes (gravity and force mains) and the rehabilitation of all manholes.
- ✧ The Collection System program 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.

Capital Infrastructure Program

The Water Reclamation Capital Infrastructure Program (CIP), administered by the Engineering and Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget, later in the Infrastructure section.

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
<u>Administration and Support Services</u>					
One (1) SUV replacement	\$ -	\$ -	\$ -	\$ 35,000	25,000
<u>Environmental Compliance</u>					
One (1) SUV replacement	\$ -	\$ -	\$ -	\$ 25,000	\$ -
<u>Operations and Maintenance</u>					
Lift Station Aeration Units	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
Jet scan cameras	17,000	17,000	-	-	-
WRF Equipment replacement	30,000	30,000	30,000	30,000	30,000
One (1) SUV replacement	25,000	-	25,000	-	-
One (1) Standard work truck replacement	-	25,000	-	40,000	-
Two (2) Heavy duty work truck replacements	-	80,000	-	-	-
One (1) Crane truck replacement	-	-	-	-	75,000
One (1) Dump truck replacement	-	-	150,000	-	-
One (1) TV Van replacement	-	-	-	-	300,000
One (1) Vactor replacement	-	-	450,000	-	450,000
Total	\$ 112,000	\$ 192,000	\$ 655,000	\$ 130,000	\$ 880,000

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
<u>Administration and Support Services</u>					
Conference room upgrades - Boyd Acres	\$ 14,200	\$ -	\$ -	\$ -	\$ -
<u>Operations and Maintenance</u>					
WRF plant upgrades	\$ 70,000	\$ 70,000	\$ 100,000	\$ 100,000	\$ 100,000
CIPP sewerline rehabilitation projects	500,000	500,000	500,000	500,000	500,000
Manhole rehabilitation projects	50,000	50,000	50,000	50,000	50,000
Collection infrastructure improvements	100,000	100,000	100,000	100,000	100,000
Romaine Village SCADA improvements	50,000	50,000	-	-	-
SCADA / PLC Master Plan	125,000	-	-	-	-
SCADA system upgrade	-	-	-	500,000	-
Total	\$ 909,200	\$ 770,000	\$ 750,000	\$ 1,250,000	\$ 750,000

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

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1SNIP North Interceptor Phase I	2	\$ 2,035,000	\$ -	\$ -	\$ -	\$ -	\$ 2,035,000
1SNIA North Interceptor Pipe Alignment	2	16,475,000	-	-	-	-	16,475,000
1SNIL North Interceptor Lift Station	2	7,537,600	-	-	-	-	7,537,600
1SNIX North Interceptor Canal Crossing	2	9,700,000	-	-	-	-	9,700,000
1SSHI Solids Handling Improvements	1	7,193,700	-	-	-	-	7,193,700
1SMTI Amethyst Mahogany Diversion	5	2,293,000	-	-	-	-	2,293,000
1SCAP Capacity Improvements	1	1,944,100	-	-	-	-	1,944,100
1SRLS Riverhouse Lift Station	3	625,000	-	-	-	-	625,000
1SWRF Secondary Expansion Litigation	N/A	2,400,000	-	-	-	-	2,400,000
1RNPR Newport Pipe Replacement	5	47,000	277,000	731,000	456,000	-	1,511,000
1SN01 Bend Sewer Extension 1	2	2,000,000	3,000,000	-	-	-	5,000,000
1SDWS Desert Woods Sewer Main	2	3,000,000	3,000,000	-	-	-	6,000,000
1SBSS Bend Septic Solutions	N/A	1,300,000	-	-	-	-	1,300,000
1SNEP Bend Sewer Neighborhood Extension Program	N/A	-	3,000,000	2,500,000	2,500,000	2,500,000	10,500,000
1SSIM Simplicity Main & Pump Station Decommission	2	500,000	-	-	-	-	500,000
1SNOT Nottingham Main & Pump Station Decommission	2	-	500,000	-	-	-	500,000
1S036 Drake Pump Station Upgrade	5	3,030,000	4,100,000	-	-	-	7,130,000
1SPSD Pump Station Decommissions	4	2,412,000	1,460,000	1,460,000	1,460,000	1,460,000	8,252,000
1SCSE Collection System Enhancement Program	4	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000
1SPCR WRF Primary Clarifier Rehabilitation	5	-	1,000,000	-	-	-	1,000,000
1SMP1 Collection System Master Plan Update	N/A	-	750,000	-	-	-	750,000
1SMM Amethyst Mahogany Street Sewer	5	-	1,140,000	1,140,000	3,420,000	-	5,700,000
1SNI2 North Interceptor Phase II	5	-	6,700,000	6,700,000	6,700,000	6,700,000	26,800,000
1SFPU WRF Facilities Plan Update	N/A	-	-	500,000	-	-	500,000
1SSFU Support Facilities Upgrade	5	-	-	-	500,000	500,000	1,000,000
1SOC1 Odor Control Master Plan	N/A	-	-	-	-	1,155,000	1,155,000
		\$62,992,400	\$26,927,000	\$15,031,000	\$17,036,000	\$14,315,000	\$136,301,400

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		

Stormwater Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 3,738,760	\$ 4,878,055	\$ 5,170,675	\$ 5,208,600	\$ 5,208,600	\$ 5,402,400
Charges for services	6,677,332	7,452,000	7,698,604	8,532,600	8,532,600	8,532,600
Miscellaneous	60,878	112,100	178,037	67,200	67,200	67,200
Debt proceeds	-	820,000	804,097	5,610,000	5,610,000	5,610,000
Interfund transfers	226,308	39,650	49,157	53,200	53,200	53,200
TOTAL RESOURCES	\$ 10,703,277	\$ 13,301,805	\$ 13,900,569	\$ 19,471,600	\$ 19,471,600	\$ 19,665,400
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 2,147,360	\$ 2,711,700	\$ 2,467,871	\$ 2,688,800	\$ 2,649,800	\$ 2,649,800
Materials & services	602,437	1,027,700	728,575	1,037,200	1,037,200	1,037,200
Capital outlay	909,778	2,591,700	1,708,692	6,522,400	6,522,400	6,716,200
Total Infrastructure Program	3,659,575	6,331,100	4,905,138	10,248,400	10,209,400	10,403,200
Interfund Transfers	1,869,260	4,025,500	3,369,968	1,951,900	1,990,900	1,990,900
Debt Service	-	156,200	223,055	190,000	190,000	190,000
Contingency	-	791,500	-	684,700	684,700	684,700
Reserves Future Construction	-	1,997,505	-	6,396,600	6,396,600	6,396,600
TOTAL REQUIREMENTS	\$ 5,528,836	\$ 13,301,805	\$ 8,498,161	\$ 19,471,600	\$ 19,471,600	\$ 19,665,400

Full Time Equivalents	14.41	11.32
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

INFRASTRUCTURE **Stormwater Utility Fund**

Overview

The City's stormwater system consists of 63 miles of stormwater pipe, almost 9,000 catch basins and 203 swales. Unlike in some other communities, Bend's stormwater system and sewer collection systems are not combined. The primary responsibility of the Stormwater Fund is to protect water quality and prevent flooding through the maintenance, repair and expansion of the stormwater system in compliance with federal and state regulation. Stormwater regulation is governed by the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Phase II stormwater permit, and the Underground Injection Control (UIC) Water Pollution Control Facilities (WPCF) permit.

Effective implementation of stormwater activities and controls requires a cross-departmental effort. 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 Bend Police and Fire Departments.

The City maintains a 20-year stormwater rate model to project the financial needs of the Stormwater Utility Fund. The City's goal is to ensure the financial stability of the Stormwater Utility Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Stormwater Utility Fund in this budget cycle will be executing projects identified in the Stormwater Master Plan intended to address critical flood prone areas around the city. In addition, it will be important for the Utility Department and EIPD to work in conjunction with Bend Metro Parks and Recreation District to ensure any stormwater projects needing to occur within a Parks project area is properly coordinated so all needs can be addressed at one time. Due to the needs within the Water and Water Reclamation systems over the past several years, project management resources have been diverted away from stormwater projects. This will need to adjust to achieve master plan goals and accommodate increased density within the City.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Properly operate and maintain the stormwater collections system 24/7 in order to properly reduce any negative impacts to groundwater, surface water, or private property in accordance with federal and state regulatory requirements
- ✧ Improve the condition and functionality of stormwater infrastructure to keep pace with community needs through completion of the following projects:
 - Drainage improvements at Simpson Street, McMenamins Alley, and 4th & Olney
 - 5 pretreatment installation projects annually
 - Coordination of stormwater improvements in alignment with other City infrastructure projects

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Award winning Clean Water Works public education and outreach efforts
- ✧ Stormwater Improvements to flood prone areas at 5th and Roanoke and Shevlin Park/Shevlin Meadows
- ✧ Construction and installation of Drake/Dohema stormwater station

- ✧ Utility Department and Bend Park & Recreation District began joint efforts to address stormwater concerns adjacent to Mirror Pond
- ✧ Utility Department in cooperation with Oregon Association of Clean Water Agencies provided comments on draft MS4 Phase II permits resulting in further review of draft permit by state and federal authorities with the hope of minimizing unnecessary regulations.

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ The Utility Billing team has been reassigned from Finance to the Utility Department, Administration & Support Services Program
- ✧ Two (2) Accounting Tech LTEs to support the operations of the Utility Billing customer service program while existing employees are involved with LEAP projects. The cost of these positions are shared between the Water, Water Reclamation, and Stormwater funds
- ✧ Debt proceeds of approximately \$5.6M to support the 5 year Capital Improvement Program (CIP)

Administration and Support Services

The Administration and Support Services Division is comprised of five programs:

- ✧ The Administration and Support Services program performs all administrative duties related to the Utility Department. Overall management, including strategic and long term planning; general administrative support including purchasing, human resources, financial analysis and budget management; project management; and internal and external communications.
- ✧ The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Street Operations departments; operational program analysis and operator certification training for Utility staff; special projects for Utilities; and oversight of the Internal Services Department's safety program.
- ✧ The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives. Utility data is provided to internal and external customers in both database and mapping formats for use in field operations, design and construction services. Data Services provides technical support for seven Utility-specific software applications.
- ✧ The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure.
- ✧ The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges.

Operations and Maintenance

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. The program also funds 40% of the City's street sweeping program, which removes sediment from streets and stormwater runoff thereby protecting catch basin and drill hole operations from prematurely failing.

Environmental Compliance

The Stormwater Regulatory program focuses on ensuring water quality of the Deschutes River and underground drinking water aquifers by means of stormwater pollution minimization through public education. 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).

Capital Infrastructure Program

The Stormwater Capital Infrastructure Program (CIP), administered by the Engineering and Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget, later in the Infrastructure section.

INFRASTRUCTURE
Stormwater Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
One (1) Vactor replacement	\$ -	\$ -	\$ -	\$ -	\$ 450,000
One (1) Standard work truck replacement	40,000	-	-	-	-
One (1) Sweeper replacement	-	-	-	350,000	-
Total	\$ 40,000	\$ -	\$ -	\$ 350,000	\$ 450,000

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Drainage improvement projects	\$ 225,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Pretreatment installation projects	150,000	150,000	150,000	150,000	150,000
Stormwater improvements on waterline projects	50,000	100,000	50,000	50,000	50,000
Total	\$ 425,000	\$ 400,000	\$ 350,000	\$ 350,000	\$ 350,000

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

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1TMC2 Murphy Brosterhous to 15th	3	\$ 380,400	\$ -	\$ -	\$ -	\$ -	\$ 380,400
1TMC3 Murphy & Brosterhous Roundabout	3	271,100	-	-	-	-	271,100
1TMC4 Murphy & 15th Roundabout	3	239,100	-	-	-	-	239,100
1TMC1 Murphy Railway Overcrossing	3	488,300	-	-	-	-	488,300
1TEC3 Empire Extension	2	691,600	-	-	-	-	691,600
1TEC4 Empire & 27 RAB	2	142,800	95,200	-	-	-	238,000
1TEC5 Purcell Butler Market	2	119,100	72,400	-	-	-	191,500
1TEC1 Purcell Roundabout	1	163,200	-	-	-	-	163,200
1RNPR Newport Pipe Replacement	5	216,000	1,424,000	3,173,000	1,434,000	-	6,247,000
1TMC5 Murphy & Country Club Design	3	1,300	290,900	-	-	-	292,200
1TMC6 Murphy Corridor Improv. Parrell to Brosterhous	3	125,300	935,000	-	-	-	1,060,300
1TEC6 Purcell Modernization	5	-	75,500	75,500	-	-	151,000
1RFGU Franklin & Greenwood Underpass	5	-	120,000	600,000	1,500,000	1,500,000	3,720,000
1RMP1 Stormwater Master Plan Update	N/A	-	-	500,000	-	-	500,000
1RRMC Roosevelt & McKinley Stormwater	5	-	-	-	104,000	475,000	579,000
		\$2,838,200	\$3,013,000	\$4,348,500	\$3,038,000	\$1,975,000	\$ 15,212,700

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%

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

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 304,413	\$ 549,890	\$ 583,424	\$ 259,700	\$ 259,700	\$ 259,700
Charges for services	1,950	1,600	800	-	-	-
Miscellaneous	6,074	-	-	-	-	-
Interfund transfers	2,319,129	2,242,300	2,242,300	3,077,000	3,077,000	3,077,000
TOTAL RESOURCES	\$ 2,631,566	\$ 2,793,790	\$ 2,826,524	\$ 3,336,700	\$ 3,336,700	\$ 3,336,700
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 1,389,836	\$ 1,773,400	\$ 1,715,951	\$ 2,286,900	\$ 2,260,100	\$ 2,260,100
Materials & services	286,982	412,800	375,758	522,100	522,100	522,100
Capital outlay	119,193	225,500	228,084	248,000	248,000	248,000
Total Infrastructure Program	1,796,011	2,411,700	2,319,794	3,057,000	3,030,200	3,030,200
Interfund Transfers	251,840	248,600	247,049	249,800	276,600	276,600
Contingency	-	133,490	-	29,900	29,900	29,900
TOTAL REQUIREMENTS	\$ 2,047,850	\$ 2,793,790	\$ 2,566,843	\$ 3,336,700	\$ 3,336,700	\$ 3,336,700

Full Time Equivalents	7.00	9.00
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

INFRASTRUCTURE

Utility Laboratory

Overview

The Utility Laboratory Fund within the Utility Department is part of the Environmental Compliance Division. The Lab 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, wastewater, stormwater, reuse water, biosolids and industrial waste discharge analysis
- ✧ Operation of the Field Sampling and Measurement Program
- ✧ Water Quality Monitoring Program (Deschutes River, Bridge Creek and Tumalo Creek)
- ✧ 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.

The Utility Laboratory Fund is an internal service fund cost allocated to the Water Fund, Water Reclamation Fund and Stormwater Fund based on testing and analysis required for each system. The most significant challenges facing the Utility Laboratory in this budget cycle include the increasing demand for public health protection and the increasing regulatory and operating requirements for sampling and analysis of drinking water, wastewater, biosolids, reuse water, stormwater and all environmental waters in the City.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Establish and develop the Field Sampling and Measurement Program
- ✧ Complete all water, wastewater, and stormwater required analyses
- ✧ Maintain Laboratory accreditation

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Revised and submitted Quality Assurance Manual Revision 13.1
- ✧ Passed Oregon Laboratory Accreditation Program on-site inspection: maintaining State certification for drinking water analysis.
- ✧ Received over 5,000 unique samples, performed over 16,000 unique analyses
- ✧ Collected numerous industrial pretreatment program (IPP), stormwater and water quality samples and gathered field data
- ✧ Acquired new flow analyzer and discrete sampling analyzers to expand and refine sample analyses for Nitrogen and many other analytes

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Two (2) new Compliance Specialist's, one each year, to support the Field Sampling and Measurement program (FSMP)

INFRASTRUCTURE
Utilities Laboratory

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
One (1) YSI ExO Multi-parameter Sonde	\$ 20,500	\$ -	\$ 21,500	\$ -	\$ 22,000
One (1) 6' Lab Fume Hood, installed	19,500	19,500	-	20,500	-
One (1) Replacement Chromatograph	75,000	-	-	-	-
Two (2) Portable Field Samplers	22,000	-	-	-	-
One (1) Refrigerated Field Composite Sampler	20,000	-	22,000	-	-
One (1) Block Digestion unit for metals analysis	-	30,000	-	-	-
One (1) Portable Field Sampler	-	11,500	-	11,500	-
One (1) Autoclave	-	-	15,000	-	-
One (1) SUV replacement	-	30,000	30,000	-	-
One (1) Cargo van replacement	-	-	-	-	45,000
	\$ 157,000	\$ 91,000	\$ 88,500	\$ 32,000	\$ 67,000

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**Internal Service Fund - Departmental Administration
Engineering, Infrastructure & Planning Department (EIPD)**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,900,042	\$ 2,808,038	\$ 2,695,735	\$ 698,900	\$ 698,900	\$ 933,900
Miscellaneous	64	-	-	-	-	-
Interfund transfers	6,695,047	6,398,700	6,353,700	11,852,100	11,852,100	11,852,100
TOTAL RESOURCES	\$ 8,595,152	\$ 9,206,738	\$ 9,049,435	\$ 12,551,000	\$ 12,551,000	\$ 12,786,000
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 4,926,668	\$ 6,960,300	\$ 6,224,646	\$ 9,391,700	\$ 9,280,700	\$ 9,280,700
Materials & services	205,548	310,242	260,256	634,600	634,600	634,600
Capital outlay	54,308	263,000	27,593	285,000	285,000	520,000
Total Infrastructure Program	5,186,524	7,533,542	6,512,494	10,311,300	10,200,300	10,435,300
Interfund Transfers	1,096,094	1,573,164	1,603,067	2,089,800	2,200,800	2,200,800
Contingency	-	100,032	-	149,900	149,900	149,900
TOTAL REQUIREMENTS	\$ 6,282,618	\$ 9,206,738	\$ 8,115,561	\$ 12,551,000	\$ 12,551,000	\$ 12,786,000

Full Time Equivalents	27.00	31.50
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

INFRASTRUCTURE

Engineering & Infrastructure Planning Department (EIPD)

Overview

The Engineering and Infrastructure Planning Department (EIPD) is responsible for the planning, design, engineering and construction of improvements to the City's infrastructure systems outlined in the Capital Improvement Program (CIP). This five-year plan specifies the City's capital project schedules and links infrastructure spending to the goals and values outlined in the City's strategic and master plans. The input from citizen advisory groups, public agencies, internal City departments and City Council helps to prioritize areas of focus to ensure that the infrastructure exists to meet the current and long-term economic growth needs of our community in the Water Reclamation, Transportation Construction, Accessibility Construction, Water and Stormwater program areas.

EIPD professional, technical and support staff are professionally trained in Project Management Institute (PMI) fundamentals and all project management practices are based on PMI standards. These standards drive our primary objective: To deliver Capital Improvement Projects to the maximum benefit of rate payers by implementing projects as planned – on time and within scope and budget.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Update the City's Standards and Specifications, including special provisions, to provide a standard set of procedures for managing projects that will improve quality of design and construction as well as the cost of maintenance of City infrastructure
- ✧ Deliver updated Water, Sewer and Stormwater Master Plans that incorporate technical, financial, political and environmental issues to address current operations of these systems as well as provide a basis for future system planning
- ✧ Participate in updating the Transportation System Plan and related System Development Charges
- ✧ Finalize project management software implementation and configure system to track the following key performance indicators on capital projects: Initiate 80% of scheduled projects; Deliver 80% of annual planned value on all projects; Deliver 80% of contracts with <5% change from baseline; Deliver 80% of projects on schedule with fewer than 4% of projects cancelled

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Completed 12 projects with infrastructure improvements of \$69 million
- ✧ Used Progressive Design-Build (PDB) project delivery method on Empire Corridor Improvements, Murphy Corridor Improvements and North Interceptor to rapidly deliver priority projects
- ✧ Completed initial procurement and implementation of project management software that tracks scope, schedule, budget, along with all reports and communication for each project
- ✧ Reconstructed EIPD website to include expanded project information, including citywide GIS information on current and planned projects
- ✧ Managed Southeast Bend Septic Solutions Project to deliver initial design and cost estimates and worked closely with stakeholders to develop a strategy for unsewered properties in the City
- ✧ Achieved adequate staffing levels needed to initiate projects resulting in 88% of planned projects being started

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Three (3) new project engineers to support transportation initiatives associated with City Council goals. These positions will be funded by the Transportation Construction Fund
- ✧ One (1) new Program Manager to manage implementation of technology solutions

INFRASTRUCTURE
Engineering & Infrastructure Planning Department (EIPD)

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Two (2) vehicle replacements	\$ 50,000	\$ -	\$ -	\$ -	\$ -
One (1) vehicle replacement	-	25,000	30,000	-	-
Project Portfolio Management Software	385,000	60,000	-	-	-
Total	\$ 435,000	\$ 85,000	\$ 30,000	\$ -	\$ -

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Streets & Operations Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 3,160,081	\$ 6,254,187	\$ 5,827,832	\$ 3,772,100	\$ 3,772,100	\$ 4,147,100
Franchise Fees	1,554,366	2,994,100	1,654,272	1,765,200	1,765,200	1,765,200
Licenses and permits	40,112	-	-	-	-	-
Intergovernmental revenues	10,398,361	11,180,237	13,819,756	16,609,800	16,609,800	16,609,800
Miscellaneous	147,450	247,600	209,255	87,400	87,400	87,400
Debt proceeds	-	1,273,800	1,206,146	2,856,000	2,856,000	2,856,000
Interfund transfers	619,400	674,268	724,950	854,100	1,127,100	1,127,100
General fund subsidy	10,917,042	13,199,500	13,199,500	15,056,600	15,056,600	15,056,600
TOTAL RESOURCES	\$ 26,836,812	\$ 35,823,692	\$ 36,641,712	\$ 41,001,200	\$ 41,274,200	\$ 41,649,200
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 7,124,764	\$ 9,337,900	\$ 8,764,937	\$ 11,905,100	\$ 11,728,100	\$ 11,728,100
Materials & services	4,087,453	5,233,819	4,429,557	5,350,200	5,350,200	5,350,200
Capital outlay	5,608,206	16,313,041	14,423,936	15,951,600	16,401,600	16,776,600
Total Infrastructure Program	16,820,424	30,884,760	27,618,430	33,206,900	33,479,900	33,854,900
Interfund Transfers	3,788,031	4,206,530	4,330,714	6,802,100	6,802,100	6,802,100
Debt Service	400,525	554,600	545,525	641,000	641,000	641,000
Contingency	-	177,802	-	351,200	351,200	351,200
TOTAL REQUIREMENTS	\$ 21,008,980	\$ 35,823,692	\$ 32,494,668	\$ 41,001,200	\$ 41,274,200	\$ 41,649,200

Full Time Equivalents	46.11	50.10
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INFRASTRUCTURE **Streets & Operations Fund**

Overview

The Streets & 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 about 850 lane miles, or 406 centerline miles. Approximately 230 lane miles are arterials and collectors, while 620 lane miles are local residential roadways.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Program and utilize the most cost effective street preservation and maintenance treatments to maintain and improve our streets conditions from a City wide average Pavement Condition Index (PCI) of 73 to 75 over the biennium, trending towards the City goal of a PCI in the low 80's.
- ✧ Prepare a 5 year Bridge Maintenance Program, starting with bridge deck maintenance project on Portland Ave. Bridge.
- ✧ Prepare a 5 year Traffic Signal Maintenance Program, starting with signal replacement designs for 3rd / Wilson and the Franklin Ave. Signal at Wall St. and Bond St.
- ✧ Upgrade equipment at end of life cycle and add new equipment for increased level of service.
- ✧ Full Implementation of GPS technology to operating equipment
- ✧ Implement the Neighborhood Street Safety Program, a program that can respond to the community's requests and needs through a tiered and prioritized approach that includes education, enforcement and engineering

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Department programs supported programing, preparing, and utilizing the most cost effective street preservation and maintenance treatments to maintain and improve our streets conditions from a City wide average Pavement Condition Index (PCI) of 71 to 73
- ✧ Arterial Streets PCI increased from 77 to 82, Collector Streets PCI increased from 74 to 82, Residential Streets PCI increased from 67 to 69
- ✧ Successful implementation of Slurry Seal Program for street preservation
- ✧ Over 400 ADA Ramps completed associated with the street preservation work.
- ✧ Acquisition of portable hot mix asphalt plant to recycle asphalt grindings and provide a more durable temp pothole patching during winter months when asphalt plants are closed.
- ✧ Successful synergy projects with Utilities Department, Bend Park & Recreation District, Oregon Department of Transportation (ODOT), and the Engineering & Infrastructure Planning Department (EIPD)
- ✧ Citizen Service Requests (CSR) back log worked through and improved processes.
- ✧ Initiated GPS Pilot Program. The GPS pilot program has been a key tool during the winter to track where snow plowing has occurred and for tracking the private contractors assisting in winter operations

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) FTE Street Utility 1 position
- ✧ One (1) FTE Street Utility 2 position, related to City Council's goal to improve the condition of City transportation infrastructure

- ✧ Four (4) FTEs that were previously funded by Utilities are now funded by Streets & Operations via interfund transfer revenue from Utilities
- ✧ Two (2) Street Utility Worker 1 positions are being converted from temporary positions to FTEs
- ✧ Debt proceeds will pay for significant equipment purchases listed on the 5-year Vehicle, Equipment & Intangibles Plan
- ✧ House Bill 2017 passing has provided more sustainable funding, and funding is expected to continue to increase until the bill is fully implemented in 2024.

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.

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, street maintenance and preservation.

- ✧ The Preservation program maintains the condition of the streets by providing crack seal, chip seal, 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

Landscaping Program

This program is responsible for maintenance of the streets landscape in designated areas. This includes fire mitigation, the spray program of noxious weeds, the preparation for pavement preservation equipment clearance, hazard tree assessment and removal, the repair of City of Bend landscape after MVA's, Water irrigation systems, Bend Beautification, and site clearance response.

INFRASTRUCTURE
Streets & Operations Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Six (6) Work Truck replacements	\$ 210,000	\$ -	\$ -	\$ -	\$ -
One (1) Loader Replacement	200,000	-	-	200,000	-
One (1) Truck Mounted Loader	255,000	-	-	-	-
One (1) Sander \ Dump Truck replacement	-	200,000	200,000	200,000	-
Four (4) Work Truck replacements	-	160,000	130,000	-	160,000
One (1) Sweeper Replacement	-	330,000	-	-	-
One (1) Compressor	-	15,000	-	-	-
One (1) Work Truck w/Sign Board	-	-	40,000	-	-
One (1) Crackseal Machine	-	-	100,000	-	-
One (1) Work SUV Hybrid	-	-	-	25,000	-
Two (2) F550 2T Work Truck Replacements	-	-	-	105,000	-
One (1) AC Patch Truck replacement	-	-	-	150,000	-
One (1) Mini Excavator replacement	-	-	-	50,000	-
One (1) Roller	-	-	-	-	100,000
One (1) Crackseal Machine and Compressor	-	-	-	-	100,000
One (1) Paint Truck Retrofit Upgrade	-	-	-	-	650,000
One (1) Plow/Patch Truck Replacement	-	-	-	-	150,000
Limit Speed Feedback Signs	30,000	30,000	-	-	-
Two (2) School Zone Flashers	40,000	20,000	-	-	-
Street sign fabrication equipment & software	42,000	-	-	-	-
Two (2) Sandings units for existing trucks	60,000	-	-	-	-
Two (2) Replacement plows	20,000	-	-	-	-
Two (2) Snow gates for two graders	20,000	-	-	-	-
Two (2) Quonset huts	60,000	-	-	-	-
One (1) Industrial lawn mower	45,000	-	-	-	-
Total	\$ 982,000	\$ 755,000	\$ 470,000	\$ 730,000	\$ 1,160,000

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
ADA Ramps	\$ 330,000	\$ 330,000	\$ 300,000	\$ 300,000	\$ 300,000
Citizen Service Requests	250,000	250,000	-	-	-
Energy Savings Project	1,372,000	-	-	-	-
Neighborhood Safety Program	150,000	150,000	150,000	150,000	150,000
ODOT ARTS Grant Match	37,600	-	20,500	-	-
Portland Bridge Resurface	350,000	-	-	-	-
Bridge Resurface Project	-	350,000	-	350,000	-
Signal Efficiency Operations	50,000	50,000	50,000	50,000	50,000
Street Preservation	5,830,000	5,150,000	5,000,000	5,000,000	5,000,000
Traffic Signal Design	240,000	150,000	-	-	-
Traffic Signal Replacement Const Project	-	-	-	1,000,000	-
Total	\$ 8,609,600	\$ 6,430,000	\$ 5,520,500	\$ 6,850,000	\$ 5,500,000

Transportation Construction Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 7,808,649	\$ 8,462,923	\$ 8,630,290	\$ 10,338,500	\$ 10,338,500	\$ 10,488,500
Franchise Fees	1,258,889	-	1,978,992	3,317,900	3,317,900	3,317,900
Intergovernmental revenues	67,640	-	9,600	370,000	370,000	370,000
Charges for services	5,968	-	-	-	-	-
Miscellaneous	367,367	1,597,500	1,876,622	612,300	612,300	612,300
Debt proceeds	-	-	-	44,382,000	44,382,000	44,382,000
Interfund transfers	6,043,961	23,034,740	21,469,060	21,375,600	21,375,600	21,375,600
TOTAL RESOURCES	\$ 15,552,474	\$ 33,095,163	\$ 33,964,565	\$ 80,396,300	\$ 80,396,300	\$ 80,546,300
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 825,913	\$ 1,499,600	\$ 1,422,719	\$ 1,701,300	\$ 1,680,700	\$ 1,680,700
Materials & services	845,746	3,533,061	1,659,450	3,787,700	3,787,700	3,937,700
Capital outlay	1,202,203	18,587,290	15,571,168	52,205,700	52,205,700	52,205,700
Total Infrastructure Program	2,873,862	23,619,951	18,653,338	57,694,700	57,674,100	57,824,100
Interfund Transfers	1,440,097	2,240,143	2,212,729	5,227,300	5,247,900	5,247,900
Debt Service	2,608,225	2,608,000	2,610,037	2,608,000	2,608,000	2,608,000
Contingency	-	607,404	-	614,400	614,400	614,400
Reserves Future Construction	-	-	-	5,561,800	5,561,800	5,561,800
Reserves Debt Service	-	-	-	4,598,800	4,598,800	4,598,800
Reserves	-	4,019,665	-	3,000,000	3,000,000	3,000,000
Reserves Developer Exactions	-	-	-	1,091,300	1,091,300	1,091,300
TOTAL REQUIREMENTS	\$ 6,922,184	\$ 33,095,163	\$ 23,476,104	\$ 80,396,300	\$ 80,396,300	\$ 80,546,300

Full Time Equivalents	5.95	5.95
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INFRASTRUCTURE

Transportation Construction Fund

Overview

The City's system of roads, bridges, sidewalks, curb ramps, trails and bike lanes gets people from place to place reliably and is the foundation for the high quality of life in Bend. The Transportation Construction fund supports programs and initiatives that provide Bend with a comprehensive, connected system to meet the City's growing transportation needs.

The City maintains a financial model to project the long-term financial needs of the Transportation Construction Fund. Transportation construction is primarily funded by System Development Charges (SDCs). Other funding sources include general obligation bonds, water and water reclamation utility franchise fees, grants and developer contributions. The City's goal is to ensure the financial stability of the Transportation Construction Fund while continuing to evaluate the affordability of the transportation system.

The most significant challenge facing the Transportation Construction Fund within this budget cycle will be financing significant infrastructure needs identified in the Transportation System Plan (TSP) and the expansion of the Urban Growth Boundary (UGB). Prioritization of work considers current and projected transportation conditions, as well as project coordination with Streets & Operations and private development projects.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Complete the Transportation System Plan (TSP) update and assist in Council adoption
- ✧ Complete the first phase of neighborhood greenways and create a plan and funding source for future phases that is integrated with the TSP
- ✧ Implement TSP metrics and key performance indicators (KPIs)
- ✧ Ensure the Transportation System Plan contains policies that contribute to a per capita reduction of greenhouse gas emissions
- ✧ Update the Transportation System Development Charge (SDC) methodology
- ✧ Protect livability and ensure equity and access through programs such as Safe Routes to Schools
- ✧ Deliver Capital Improvement Program projects as scoped, on time and within budget

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Formed the Citywide Transportation Advisory Committee, Steering Committee, and Funding Work Group for the update of the Transportation System Plan Update – Phase 1 complete.
- ✧ Developed short-term financial strategy that utilized Transportation Fund reserves
- ✧ 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
- ✧ Employed Progressive-Design-Build (PDB) project delivery method to rapidly deliver priority projects

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Added \$25M of transportation projects to the 5-year Capital Improvement Program to support City Council's strategy to prioritize short term transportation projects that relieve congestion, improve safety, including emergency response times, and increase options for all modes of transportation.

- ✧ \$65.4M in debt proceeds to support the 5 Year Capital Improvement Program (CIP)
- ✧ Three (3) new project engineers paid for through a transfer to the Engineering & Infrastructure Planning Department to support the additional projects.
- ✧ One (1) new Sr. Purchasing Analyst paid for through a transfer to the Purchasing department
- ✧ Two (2) new administrative support full-time equivalents paid for through a transfer to the City Manager's Office and Communications department.

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

	Cost Estimate Classification *	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1TNPS Neff & Purcell Intersection Design	5	\$ 4,150,000	\$ -	\$ -	\$ -	\$ -	\$ 4,150,000
1T14R 14th Street Reconstruction Plant Establishment	1	50,000	-	-	-	-	50,000
1TR3N Reed Mkt: 3rd to Newberry Plant Establishment	1	100,000	-	-	-	-	100,000
1TMC3 Murphy & Brosterhous Roundabout	3	2,518,500	-	-	-	-	2,518,500
1TMC4 15th & Murphy Roundabout	3	2,972,500	-	-	-	-	2,972,500
1TMC7 15th Street Sidewalk	3	84,300	-	-	-	-	84,300
1TEC3 Empire Avenue Extension	2	8,647,200	-	-	-	-	8,647,200
1TODT Hwy 20/Greenwood Sidewalk Impr. Contribution	5	1,500,000	-	-	-	-	1,500,000
1TEC4 Empire & 27 Intersection	2	1,732,000	1,269,800	-	-	-	3,001,800
1TEC5 Purcell Butler Market	2	1,220,900	985,600	-	-	-	2,206,500
1TMC2 Murphy Brosterhous to 15th	3	1,884,200	1,205,200	-	-	-	3,089,400
1TMC5 Murphy & Country Club Design	3	548,800	59,200	-	-	-	608,000
1TMC1 Murphy Railway Overcrossing	3	2,914,400	1,955,300	-	-	-	4,869,700
1TBKE Bicycle Greenways	5	320,000	300,000	-	-	-	620,000
1TBRB Bond & Reed Market RAB	5	250,000	500,000	-	-	-	750,000
1TABB Archie Briggs Bridge Replacement	5	72,000	-	-	-	-	72,000
1TC5I Citywide Safety Improvements	5	500,000	500,000	-	-	-	1,000,000
1TMC6 Murphy Corridor Improv. Parrell to Brosterhous	5	3,059,900	7,296,800	-	-	-	10,356,700
1TEC6 Purcell Blvd Modernization	5	63,700	1,059,400	481,000	-	-	1,604,100
1RNPR Newport Pipe Replacement	5	1,077,000	1,909,000	1,036,000	-	-	4,022,000
1TCSR Columbia & Simpson RAB	5	-	1,000,000	-	-	-	1,000,000
1T3IN 3rd & Reed Market Intersection	5	-	500,000	2,500,000	2,000,000	-	5,000,000
1T9WS 9th & Wilson Traffic Signal Improvement	5	-	-	1,000,000	2,000,000	2,000,000	5,000,000
1TCHI Brosterhaus & Chase Intersection	5	-	-	1,000,000	2,000,000	2,000,000	5,000,000
1TCON 27th & Conners Intersection	5	-	-	-	500,000	2,000,000	2,500,000
1TBMW Butler Market & Wells Acres Improvement	5	-	-	-	-	3,000,000	3,000,000
		\$33,665,400	\$18,540,300	\$ 6,017,000	\$ 6,500,000	\$ 9,000,000	\$73,722,700

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%

General Obligation Bond Debt Service Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 996,956	\$ 1,170,988	\$ 1,199,102	\$ 1,412,200	\$ 1,412,200	\$ 1,412,200
Property taxes	3,843,395	3,780,200	3,830,868	3,760,600	3,760,600	3,760,600
Miscellaneous	32,450	30,400	60,798	89,100	89,100	89,100
TOTAL RESOURCES	\$ 4,872,802	\$ 4,981,588	\$ 5,090,768	\$ 5,261,900	\$ 5,261,900	\$ 5,261,900
REQUIREMENTS						
Infrastructure Program						
Materials & services	\$ -	\$ 1,000	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
Total Infrastructure Program	-	1,000	500	1,000	1,000	1,000
Debt Service	3,673,700	3,677,100	3,678,050	3,677,000	3,677,000	3,677,000
Reserves Debt Service	-	1,303,488	-	1,583,900	1,583,900	1,583,900
TOTAL REQUIREMENTS	\$ 3,673,700	\$ 4,981,588	\$ 3,678,550	\$ 5,261,900	\$ 5,261,900	\$ 5,261,900

General Obligation Bond Construction Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 8,600,574	\$ 4,151,318	\$ 4,151,358	\$ -	\$ -	\$ -
Miscellaneous	95,510	42,100	44,288	-	-	-
Interfund transfers	-	555,729	392,203	-	-	-
TOTAL RESOURCES	\$ 8,696,084	\$ 4,749,147	\$ 4,587,849	\$ -	\$ -	\$ -
REQUIREMENTS						
Infrastructure Program						
Materials & services	\$ 1,054	\$ -	\$ -	\$ -	\$ -	\$ -
Capital outlay	4,543,672	4,749,147	4,587,878	-	-	-
Total Infrastructure Program	4,544,726	4,749,147	4,587,878	-	-	-
TOTAL REQUIREMENTS	\$ 4,544,726	\$ 4,749,147	\$ 4,587,878	\$ -	\$ -	\$ -

Note: Work for the General Obligation Bond Construction Fund is complete and will not continue into the 2019-2021 biennium.

INFRASTRUCTURE **General Obligation Bond**

Overview

In May 2011, the City of Bend voters passed a \$30 million general obligation (G.O.) bond measure to improve safety, mobility and access on major street corridors and intersections. The City's significant growth in the last 15 years impacted the transportation system and the measure was proposed so that street infrastructure improvements can be made before there are further impacts from growth. Projects completed with the bond proceeds are as follows:

- ✧ 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

The projects constructed with the 2011 G.O. Bond were completed in fiscal year 2019 and the remaining bond proceeds were utilized. Annual debt service payments will continue through 2032.

Major Accomplishments during the 2017 - 2019 Biennium

- ✧ Completed the GO Bond portion of Reed Market: 3rd to Newberry and 14th Street Reconstruction projects

General Fund Accessibility

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 333,801	\$ 320,530	\$ 336,529	\$ 377,500	\$ 375,000	\$ 375,000
Materials & services	12,698	73,360	17,006	24,200	24,200	24,200
Total Infrastructure Program	346,499	393,890	353,535	401,700	399,200	399,200
Interfund Transfers	155,346	146,800	146,300	182,200	184,700	184,700
TOTAL REQUIREMENTS	\$ 501,844	\$ 540,690	\$ 499,835	\$ 583,900	\$ 583,900	\$ 583,900
Full Time Equivalents			1.34			1.34

INFRASTRUCTURE **Accessibility Program**

Overview

The Accessibility Program strives to improve access to City services, activities, programs, facilities, and events throughout Bend. It is designed to assist City staff in understanding the intent and application of the Americans with Disabilities Act (ADA) of 1990 and all related codes, standards and guidelines is an important aspect of this citywide program resource.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Maintain and grow effective working relationship with Street & Operations 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 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
- ✧ Maintain and continue working to improve relationships with various community accessibility groups

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Began tracking citizen customer service calls in September 2017, and have responded to just over 100 calls per year within 72 business hours.
- ✧ Trained public sector staff via COCC Public Sector Training Catalog on Welcoming Customers with Disabilities; what the ADA requires, basic disability awareness and effective communication tools and resources. Also encouraged the Public Sector Training Catalog to offer a basic course on creating accessible MS Office documents, including Word and PowerPoint.
- ✧ Continue to attend various community meetings, including disability groups, the Community Huddle (made up of various health, low-income, and other community organizations), the Tri-County Access & Functional Needs Emergency Preparedness Group.

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ None

Accessibility Construction Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 911,066	\$ 1,187,609	\$ 1,247,038	\$ 1,252,400	\$ 1,252,400	\$ 1,287,400
Franchise Fees	1,370,776	1,400,000	1,397,682	1,389,400	1,389,400	1,389,400
Intergovernmental revenues	79,903	65,900	66,079	49,600	49,600	49,600
Miscellaneous	13,192	41,900	33,934	4,200	4,200	4,200
Debt proceeds	-	-	-	885,700	885,700	885,700
Interfund transfers	-	6,225	-	5,000	5,000	5,000
General fund subsidy	821,000	670,000	670,000	341,000	341,000	341,000
TOTAL RESOURCES	\$ 3,195,937	\$ 3,371,634	\$ 3,414,734	\$ 3,927,300	\$ 3,927,300	\$ 3,962,300
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 98,037	\$ 123,200	\$ 121,229	\$ 139,400	\$ 138,300	\$ 138,300
Materials & services	3,973	21,369	12,757	34,300	34,300	34,300
Capital outlay	984,989	1,631,000	1,067,109	1,943,700	1,943,700	1,978,700
Total Infrastructure Program	1,086,998	1,775,569	1,201,095	2,117,400	2,116,300	2,151,300
Interfund Transfers	246,286	314,100	306,763	568,100	569,200	569,200
Debt Service	615,615	617,700	619,463	700,000	700,000	700,000
Contingency	-	10,000	-	10,000	10,000	10,000
Reserves	-	654,265	-	531,800	531,800	531,800
TOTAL REQUIREMENTS	\$ 1,948,899	\$ 3,371,634	\$ 2,127,321	\$ 3,927,300	\$ 3,927,300	\$ 3,962,300

Full Time Equivalents	0.50	0.50
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INFRASTRUCTURE **Accessibility Construction Fund**

Overview

The Accessibility Construction Program is responsible for overseeing the phases of development from design through construction of accessibility improvements in the City's rights-of-way. Project management responsibility is provided by a .5 FTE Accessibility Project Engineer (PE). The Accessibility Program Manager works closely with the Accessibility PE to report on progress made on improving infrastructure commensurate with the Americans with Disabilities Act (ADA) through the city's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way*.

Goals & Objectives for the 2019 – 2021 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
- ✧ Continue to ensure that accessibility standards are implemented appropriately and consistency across the City departments
- ✧ Continue to act as a resource for City staff with questions about accessible building standards or policies

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Addressed key corridor projects to resolve backlog of barrier removal requests that were submitted in 2014. These projects constructed 73 curb ramps, approximately 3,500 linear feet of sidewalk, and resolved 22 barrier removal requests during the 2017-2019 biennium
- ✧ As of April 3, 2019, the accessibility program has received 28 barrier removal request and 21 have been resolved or completed, while another 7 are still in process
- ✧ Continued collaboration with departments on various city projects such as the Citywide Accessibility Improvement Projects and the SE Davis Water Project, to ensure accessibility standards are applied correctly and consistently
- ✧ Continued collaboration with the Streets Department to increase the number of compliant curb ramps citywide via street alteration projects
- ✧ Council continued to direct 50% of the water and sewer franchise fees be allocated to the Accessibility Construction Fund in FY 2017-2018 and 37.5% in FY 2018-2019 to provide funding for curb ramp and right-of-way improvements

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Major capital projects in the biennium include accessibility improvements to the Division Street Corridor, 15th Street sidewalks, and Brosterhous Road

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

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1ADIV NE Division Street Corridor	5	\$ 670,000	\$ -	\$ -	\$ -	\$ -	\$ 670,000
1S036 Drake Pump Station Upgrade	5	150,000	-	-	-	-	150,000
1TMC7 15th Street Sidewalk	5	250,700	-	-	-	-	250,700
1ABRI Brosterhous Road Accessibility Improvements	5	120,000	500,000	-	-	-	620,000
1RNPR Newport Pipe Replacement	5	13,000	75,000	204,000	133,000	-	425,000
1AADA Accessibility Opportunity Projects	N/A	100,000	100,000	100,000	100,000	100,000	500,000
1ARWI River West Accessibility Improvements	5	-	-	600,000	-	-	600,000
1ADEI NW Delaware Accessibility Improvements	5	-	-	-	600,000	-	600,000
1ASCA Southern Crossing Accessibility Improvements	5	-	-	-	100,000	400,000	500,000
1ANHI NW Hill Accessibility Improvements	5	-	-	-	-	100,000	100,000
1AMWI Mt Washington Accessibility Improvements	5	-	-	-	-	100,000	100,000
		\$ 1,303,700	\$ 675,000	\$ 904,000	\$ 933,000	\$ 700,000	\$ 4,515,700

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		

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Parking Services Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,586,340	\$ 1,983,813	\$ 1,982,771	\$ 1,480,800	\$ 1,480,800	\$ 1,480,800
Licenses and permits	986,042	1,064,800	1,218,282	1,359,500	1,359,500	1,359,500
Charges for services	394,838	449,400	450,416	473,300	473,300	473,300
Fines and forfeitures	533,100	518,600	657,625	724,300	724,300	724,300
Miscellaneous	26,274	45,800	57,250	124,200	124,200	124,200
Debt proceeds	-	-	-	855,800	855,800	855,800
Interfund transfers	-	-	-	-	121,500	121,500
TOTAL RESOURCES	\$ 3,526,594	\$ 4,062,413	\$ 4,366,344	\$ 5,017,900	\$ 5,139,400	\$ 5,139,400
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 75,386	\$ 465,305	\$ 374,405	\$ 469,400	\$ 753,900	\$ 753,900
Materials & services	992,096	1,257,250	1,241,564	1,678,100	1,678,100	1,678,100
Capital outlay	33,541	1,212,395	803,299	285,300	285,300	285,300
Total Community & Econ Dev. Program	1,101,023	2,934,950	2,419,268	2,432,800	2,717,300	2,717,300
Interfund Transfers	441,336	467,480	466,258	562,500	568,000	568,000
Debt Service	-	-	-	103,000	103,000	103,000
Contingency	-	144,983	-	449,600	281,100	281,100
Reserves Future Construction	-	315,000	-	1,270,000	1,270,000	1,270,000
Reserves Major Maintenance	-	200,000	-	200,000	200,000	200,000
TOTAL REQUIREMENTS	\$ 1,542,359	\$ 4,062,413	\$ 2,885,526	\$ 5,017,900	\$ 5,139,400	\$ 5,139,400

Full Time Equivalents	1.68	2.80
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

INFRASTRUCTURE **Parking Services Fund**

Overview

The Parking Services Fund supports all city related parking including on-street parking, surface lot parking, the Bend Centennial Parking Plaza (Parking Structure), and parking coordination efforts. This fund provides parking management/enforcement services, operations and maintenance of the downtown parking structure and off-street surface parking lots, city related parking signage, as well as permitting and coordination. Additional services include administration of the parking permit system, coordination with special events for parking issues, and security services for the downtown parking structure.

Revenues for this fund are derived from four primary sources: parking permit sales, parking citation fines, leases for commercial space in parking garage, and permit fees for garbage/grease stored on city-owned property and rights-of-way by downtown businesses.

The Parking Services Fund, previously the Parking & Downtown Fund, has moved to the Infrastructure service area and expanded its scope of service in the 2019-2021 biennium. Services have expanded beyond downtown to include all city related parking. In order to facilitate the expanded scope of service, the Parking Services Fund will receive additional resources from the General Fund and additional staff support. These changes were presented and approved by the Budget Committee at Budget Deliberations on May 8, 2019 and adopted by City Council on June 19, 2019.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Implement the parking management strategies adopted in the 2017 Downtown Parking Study, which will increase revenue for the Parking Services Fund
- ✧ Identify long-term funding for parking improvements and maintenance
- ✧ Implement required repairs and maintenance identified in a 5-year Capital Improvement Plan for parking infrastructure

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Adopted, by Council Resolution, the Strategies and Parking Plan which will guide downtown parking district management for the next five years
- ✧ Increased total parking revenue from 2015 to 2018 by approximately 33%
- ✧ Modernized unpaid citation business process in partnership with Municipal Court
- ✧ Established Downtown Parking Advisory Committee
- ✧ Creation of Downtown Police Substation
- ✧ Completed design and reconstruction of South Mirror Pond Parking Lot
- ✧ Successful Riverside Pilot Program. The program extended parking limits to 4 hours along Riverside Boulevard, from NW Broadway Street to NW Tumalo Avenue, to encourage drivers to park for a limited time and allow more park users the opportunity to visit Drake Park between Memorial Day weekend and Labor Day
- ✧ Adopted new parking rates
- ✧ Adopted new Downtown Parking District boundary

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ The Parking Services Fund will now oversee all city related parking services, previously limited to the Downtown area
- ✧ The Parking Services Division and Fund will be moving from the Community and Economic Development service area to the Infrastructure service area
- ✧ Staffing will increase with the addition of a Parking Facilities Lead to help support the expanded service area
- ✧ New Debt service for South Mirror Pond parking lot project and energy savings projects
- ✧ Increased revenue from fee changes and new funding sources including ParkMobile, PermitPoint, and new paid lots

INFRASTRUCTURE
Parking Services Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
<u>Parking Administration</u>					
Troy Lot barrier removal	\$ 15,000	\$ -	\$ -	\$ -	\$ -
<u>Parking Garage</u>					
Replace mini-split system - elevator #2	\$ 21,000	\$ -	\$ -	\$ -	\$ -
Replace grout pockets	10,200	-	-	-	-
Replace joint sealants on all levels	23,100	-	-	-	-
Energy savings projects	101,000	-	-	-	-
Epoxy injection	72,000	-	-	-	-
Replace lobby fan coil and condensor	-	22,000	-	-	-
Replace Mini-split system - elevator #1	-	21,000	-	-	-
Total	\$ 242,300	\$ 43,000	\$ -	\$ -	\$ -

Cemetery Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 3,038	\$ 20,005	\$ 20,027	\$ 18,600	\$ 18,600	\$ 30,600
Charges for services	170,212	260,600	131,259	244,000	244,000	244,000
Miscellaneous	7,317	800	527	1,000	1,000	1,000
Debt proceeds	-	-	-	40,800	40,800	40,800
Interfund transfers	29,536	31,200	47,273	45,000	45,000	45,000
General fund subsidy	56,407	208,600	297,200	407,900	407,900	407,900
TOTAL RESOURCES	\$ 266,509	\$ 521,205	\$ 496,285	\$ 757,300	\$ 757,300	\$ 769,300

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 143,302	\$ 213,100	\$ 208,450	\$ 228,000	\$ 225,100	\$ 225,100
Materials & services	52,034	119,100	94,979	160,300	160,300	172,300
Capital outlay	-	21,000	19,315	98,000	98,000	98,000
Total Infrastructure Program	195,337	353,200	322,743	486,300	483,400	495,400
Interfund Transfers	51,150	162,900	142,974	254,200	257,100	257,100
Contingency	-	5,105	-	16,800	16,800	16,800
TOTAL REQUIREMENTS	\$ 246,486	\$ 521,205	\$ 465,717	\$ 757,300	\$ 757,300	\$ 769,300

Full Time Equivalents	1.00	1.00
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

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 an increase in the General Fund subsidy from the Street Division to maintain the current service levels at the Cemetery. Fees were increased during the 2017-2019 biennium 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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Implement a columbarium business plan providing additional service to consumers and generate some needed revenue for the Cemetery
- ✧ Offer grave liners for sale as an additional service to consumers
- ✧ Continued street preservation efforts with the cemetery roadways
- ✧ Maintenance of roof and siding on the cemetery structure

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Tree assessment efforts and clean-up of dangerous or unhealthy trees
- ✧ Street preservation performed on some of the cemetery roadways

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Revenue reflects new fees for columbarium niches and fee increases on liners

INFRASTRUCTURE
Cemetery Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
One (1) Landscape Mower Replacement	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -
One (1) Landscape Tractor Mower	-	40,000	-	-	-
Two (2) Utility Vehicles	18,000	-	-	-	-
Total	\$ 33,000	\$ 40,000	\$ -	\$ 15,000	\$ -

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Columbarium Construction	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 25,000	\$ -	\$ -	\$ -	\$ -

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Cemetery Permanent Maintenance Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 616,397	\$ 645,526	\$ 654,327	\$ 655,500	\$ 655,500	\$ 655,500
Charges for services	17,827	20,300	11,206	13,400	13,400	13,400
Miscellaneous	58,076	42,000	41,139	45,000	45,000	45,000
TOTAL RESOURCES	\$ 692,300	\$ 707,826	\$ 706,672	\$ 713,900	\$ 713,900	\$ 713,900
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Infrastructure Program						
Materials & services	\$ 10,416	\$ 10,800	\$ 10,658	\$ 10,800	\$ 10,800	\$ 10,800
Total Infrastructure Program	10,416	10,800	10,658	10,800	10,800	10,800
Interfund Transfers	27,556	40,500	40,473	45,000	45,000	45,000
Reserves	-	656,526	-	658,100	658,100	658,100
TOTAL REQUIREMENTS	\$ 37,972	\$ 707,826	\$ 51,130	\$ 713,900	\$ 713,900	\$ 713,900

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 Charge (SDC) Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 5,525,202	\$ 14,934,634	\$ 17,327,250	\$ 10,609,100	\$ 10,609,100	\$ 10,609,100
Charges for services	35,242,307	33,405,384	31,561,197	29,046,500	29,046,500	29,046,500
Miscellaneous	1,606,152	298,900	685,009	292,500	292,500	292,500
TOTAL RESOURCES	\$ 42,373,660	\$ 48,638,918	\$ 49,573,456	\$ 39,948,100	\$ 39,948,100	\$ 39,948,100
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Interfund Transfers	\$ 25,046,411	\$ 39,980,851	\$ 38,964,318	\$ 35,974,300	\$ 35,974,300	\$ 35,974,300
Reserves Future Construction	-	8,658,067	-	3,973,800	3,973,800	3,973,800
TOTAL REQUIREMENTS	\$ 25,046,411	\$ 48,638,918	\$ 38,964,318	\$ 39,948,100	\$ 39,948,100	\$ 39,948,100

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 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 592,432	\$ 606,966	\$ 601,563	\$ 611,500	\$ 611,500	\$ 611,500
Miscellaneous	9,131	25,800	16,300	25,600	25,600	25,600
TOTAL RESOURCES	\$ 601,563	\$ 632,766	\$ 617,863	\$ 637,100	\$ 637,100	\$ 637,100
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ -	\$ 182,000	\$ -	\$ -	\$ -	\$ 12,800
Total Infrastructure Program	-	182,000	-	-	-	12,800
Interfund Transfers	-	10,000	6,400	12,800	12,800	-
Reserves Future Construction	-	440,766	-	624,300	624,300	624,300
TOTAL REQUIREMENTS	\$ -	\$ 632,766	\$ 6,400	\$ 637,100	\$ 637,100	\$ 637,100

INFRASTRUCTURE
Local Improvement District (LID) Construction Fund

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.

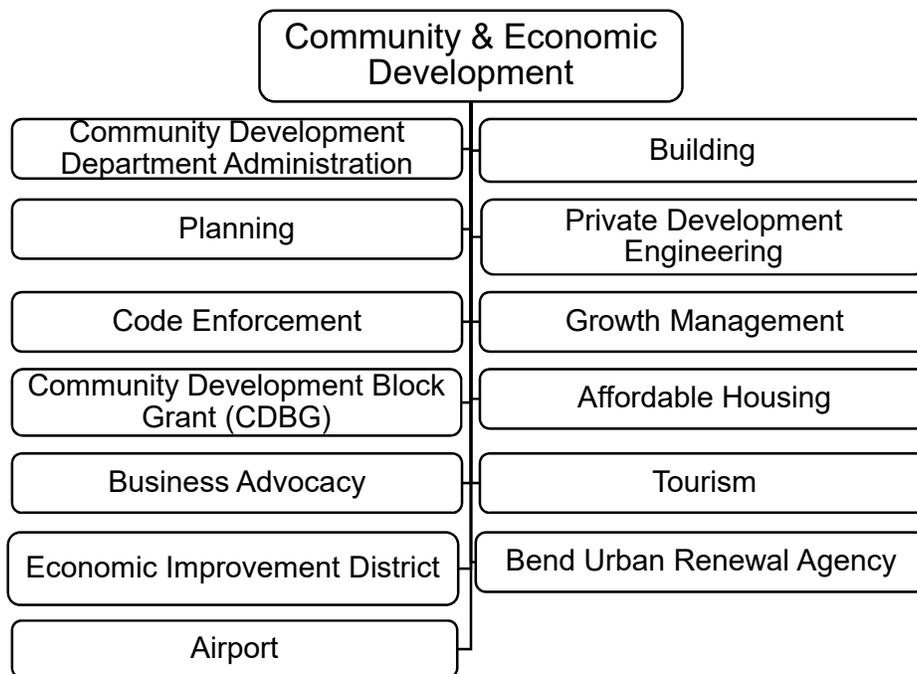
The Local Improvement District Construction fund accounts for the cost of infrastructure constructed through the LID process. Once construction is complete, the City issues long term debt to reimburse the LID Construction fund and the costs are assessed to the property owners benefited through an assessment process. Currently there are no active LIDs.

The remaining reserve balance in this fund will be used for future LIDs.

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ During 2017-2019 budget deliberations, the Budget Committee approved the use of some of the reserves in this fund to hire an LID Coordinator, pending a recommendation from a citizen advisory committee to use LIDs as a funding mechanism for bringing homes currently on septic on to the City's sewer system. During fiscal year 2018-19 the Council adopted a plan related to conversion of septic systems, and LIDs were not one of the funding tools adopted. Therefore, the 2017-2019 budget will not be spent.

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.

**Internal Service Fund - Departmental Administration
Community Development Department (CDD) Administration**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 326,700	\$ 326,700	\$ 326,700
Licenses and permits	-	385,900	439,278	473,600	473,600	473,600
Charges for services	-	-	112,400	224,800	224,800	224,800
Miscellaneous	-	100	-	-	-	-
Interfund transfers	-	3,087,950	3,012,634	3,561,000	3,561,000	3,561,000
TOTAL RESOURCES	\$ -	\$ 3,473,950	\$ 3,564,312	\$ 4,586,100	\$ 4,586,100	\$ 4,586,100
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 2,948,600	\$ 2,860,671	\$ 3,458,100	\$ 3,408,500	\$ 3,408,500
Materials & services	-	172,100	148,842	173,300	173,300	173,300
Total Community & Econ Dev. Program	-	3,120,700	3,009,513	3,631,400	3,581,800	3,581,800
Interfund Transfers	-	228,100	228,100	795,000	844,600	844,600
Contingency	-	125,150	-	159,700	159,700	159,700
TOTAL REQUIREMENTS	\$ -	\$ 3,473,950	\$ 3,237,613	\$ 4,586,100	\$ 4,586,100	\$ 4,586,100

Full Time Equivalents	14.25	13.00
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COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

Overview

Community Development Department (CDD) Administration Division (hereafter referred to as Development Services) provides support services to the operational divisions within CDD: Building, Planning, and Private Development Engineering. CDD Development Services 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 Development Services 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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Launch Permitting Software Replacement Project
- ✧ Facilitate department wide fee study to ensure that actual cost of service is captured correctly based off of new transfer costs and loss of general fund support
- ✧ Conduct short term rental audit to verify that listed short term rentals are paying room taxes
- ✧ Add Police licensing to Licensing program to improve efficiencies in the application process and have all licensing performed by one department

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Completed Phase one of the Permitting Software Replacement Project
- ✧ Launched Data Governance Program within the City of Bend
- ✧ Launched CDD Dashboard to provide transparent transparency to the public in how CDD is performing duties
- ✧ Reconstructed CDD Website to improve access to information for the development community
- ✧ Consolidated City licensing into one program (not including Police licenses)
- ✧ Developed and implemented required central property and addressing geospatial platform

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ The Data and Analytics program and 4 full-time positions will be centralized into the new Office of Performance Management (OPM) rather than within this program
- ✧ Conduct fee study to ensure fee structure and amounts are set at appropriate levels after implementation of the new Permitting Software and process changes resulting from that implementation
- ✧ One (1) Business Manager that will perform and/or oversee budget, human resources, and purchasing activities for the department. This position may also coordinate budget and reporting of items related to Council goal setting for not only the Community Development Department, but also Economic Development and Growth Management

Building Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 7,418,818	\$ 12,845,883	\$ 12,660,459	\$ 13,271,200	\$ 13,271,200	\$ 13,271,200
Licenses and permits	11,416,353	10,557,800	10,437,905	10,554,900	10,554,900	10,554,900
Charges for services	3,166,995	2,963,000	3,052,284	2,747,900	2,747,900	2,747,900
Miscellaneous	154,526	315,100	367,032	346,000	346,000	346,000
Interfund transfers	1,565,666	-	24,046	-	-	-
TOTAL RESOURCES	\$ 23,722,359	\$ 26,681,783	\$ 26,541,726	\$ 26,920,000	\$ 26,920,000	\$ 26,920,000
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 8,378,211	\$ 10,517,800	\$ 8,544,162	\$ 10,984,100	\$ 10,831,600	\$ 10,831,600
Materials & services	832,211	1,972,236	1,071,987	945,800	945,800	945,800
Capital outlay	235,388	124,000	53,271	-	-	-
Total Community & Econ Dev. Program	9,445,810	12,614,036	9,669,420	11,929,900	11,777,400	11,777,400
Interfund Transfers	1,616,090	3,536,800	3,601,166	4,828,800	4,981,300	4,981,300
Contingency	-	10,530,947	-	8,961,300	8,961,300	8,961,300
Reserves	-	-	-	1,200,000	1,200,000	1,200,000
TOTAL REQUIREMENTS	\$ 11,061,900	\$ 26,681,783	\$ 13,270,585	\$ 26,920,000	\$ 26,920,000	\$ 26,920,000

Full Time Equivalents	40.75	40.75
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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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Successfully launch the Permitting Software Replacement Project
- ✧ Complete new fee study based on changes from the software replacement.
- ✧ Implement pending updates to the State Commercial Building Codes and determine policies on new State Residential Building Codes on new housing options such as Tiny Homes and 4-plexes.
- ✧ Implement Complex projects permitting processes to better streamline and clarify necessary entitlements with large scale projects.
- ✧ Continue to expedite Affordable Housing projects in conjunction with Council Goals Continue to increase public relations and customer service levels
- ✧ Maintain current metrics while implementing new Permitting Software
- ✧ Continue to work with partner agencies such as Bend-LaPine School District, Bend Park and Recreation District, and OSU-Cascades as they implement their large scale CIP/Bond programs including a new elementary school and high school.
- ✧ Collaborate with developers to safely and efficiently construct multi-story buildings greater than 4 stories

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Completed data collections for new permitting software
- ✧ Streamlined occupancy process for complex multifamily dwelling projects
- ✧ Permitted and issued occupancy on 1319 residences and 142 accessory dwelling units (ADUs) through March 2018
- ✧ Permitted projects totaling \$749.23M in valuation on 3/31/219 compared to \$775.56M
- ✧ Implemented commercial prescreen process to further improve the quality of commercial submittals ready for review, focusing on those areas that differ from residential submittals such as fire, life and safety requirements
- ✧ Established Leads for all work groups and hired an additional Assistant Building Official
- ✧ Adopted and implemented 3 new codes, trained staff and provided outreach to the community

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Continue trending with paperless processes, GIS to distribute inspection workloads
- ✧ Secured structural engineer consultant to assist with highly complex structural projects including a 6 story building and the new Fire Station
- ✧ Efficiency study and fee study after implementation of new Permitting Software to ensure processes are efficient and effective with the new software and to help determine appropriate staffing levels and fee structure due to the new software
- ✧ Introduction of the complex commercial project program

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Two (2) Vehicle replacements	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 50,000

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Planning Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 2,846,615	\$ 3,701,937	\$ 3,891,323	\$ 5,024,400	\$ 5,024,400	\$ 5,024,400
Licenses and permits	160,862	151,900	185,196	175,500	175,500	175,500
Intergovernmental revenues	10,699	20,000	12,400	-	-	-
Charges for services	4,594,805	5,011,400	5,378,423	5,560,000	5,560,000	5,560,000
Miscellaneous	63,372	142,800	125,729	130,800	130,800	130,800
Interfund transfers	12,000	-	-	-	-	-
General fund subsidy	1,050,900	1,123,000	1,123,000	-	-	-
TOTAL RESOURCES	\$ 8,739,252	\$ 10,151,037	\$ 10,716,071	\$ 10,890,700	\$ 10,890,700	\$ 10,890,700
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 3,141,210	\$ 4,203,400	\$ 3,843,958	\$ 4,891,600	\$ 4,830,000	\$ 4,830,000
Materials & services	434,030	487,313	515,994	540,600	540,600	540,600
Capital outlay	-	32,000	-	-	-	-
Total Community & Econ Dev. Program	3,575,240	4,722,713	4,359,952	5,432,200	5,370,600	5,370,600
Interfund Transfers	1,272,689	1,347,900	1,331,794	2,389,200	2,450,800	2,450,800
Contingency	-	4,080,424	-	3,069,300	3,069,300	3,069,300
TOTAL REQUIREMENTS	\$ 4,847,929	\$ 10,151,037	\$ 5,691,746	\$ 10,890,700	\$ 10,890,700	\$ 10,890,700

Full Time Equivalents	18.15	19.00
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COMMUNITY & ECONOMIC DEVELOPMENT **Planning Fund**

Overview

The Planning Fund program 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, Public Facilities Plans, and the Bend Development Code, Historic Preservation Code and the Sign 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. 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

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Adopt policies for alternative housing models, such as 4-plexes, tiny homes and single room occupancy units
- ✧ Successfully launch the Permitting Software Replacement Project
- ✧ Complete new fee study based on changes from the software replacement.
- ✧ Maintain current review processing times.
- ✧ Continually update the Development Code to streamline processes
- ✧ Assist the City Council Goals in policy initiatives that involve remove barriers and land use regulations to help create more housing stock.
- ✧ Update the Sign District Map and redistricting process

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Completed the Zoning/Comprehensive Map Alignment Project to eliminate cost and delay for development
- ✧ Created the Urbanizable Area zoning district for new land in the urban growth boundary (UGB) to prevent the construction of incompatible rural uses that would erode Bend's expansion abilities
- ✧ Adopted an annexation chapter into the code to allow the City to expand into the newly established UGB area

- ✧ Modernized the Master Planning Code to account for new UGB policies for residential neighborhoods and to create a pathway for OSU Cascades' new campus master plan
- ✧ Met processing timelines for over 1,600 development applications

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new limited duration Assistant Planner in the Biennium to help offset the increasing land use permit workload for existing Planning staff, implementation of CityView and short-term backfill support for applications
- ✧ This program is no longer receiving General Fund support. Previous support covered 50% of cost of service related to sign permits and planning general services, as well as 100% of costs of city initiated development code amendments and pre-application meetings
- ✧ An efficiency study and fee study will be conducted after implementation of new permitting software to ensure processes continue to be efficient and effective and to help determine appropriate staffing levels and fee structure

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Private Development Engineering Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 2,342,300	\$ 2,342,300	\$ 2,342,300
Licenses and permits	-	951,400	840,145	885,000	885,000	885,000
Charges for services	-	3,828,100	3,687,421	4,029,100	4,029,100	4,029,100
Miscellaneous	-	44,600	61,177	93,200	93,200	93,200
Interfund transfers	-	1,801,416	1,562,761	560,000	560,000	560,000
General fund subsidy	-	152,000	152,000	-	-	-
TOTAL RESOURCES	\$ -	\$ 6,777,516	\$ 6,303,504	\$ 7,909,600	\$ 7,909,600	\$ 7,909,600

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 3,395,000	\$ 2,803,506	\$ 3,593,200	\$ 3,542,200	\$ 3,542,200
Materials & services	-	275,327	290,206	518,100	518,100	518,100
Capital outlay	-	32,000	-	-	-	-
Total Community & Econ Dev. Program	-	3,702,327	3,093,712	4,111,300	4,060,300	4,060,300
Interfund Transfers	-	883,500	867,495	1,497,600	1,548,600	1,548,600
Contingency	-	2,191,689	-	2,300,700	2,300,700	2,300,700
TOTAL REQUIREMENTS	\$ -	\$ 6,777,516	\$ 3,961,206	\$ 7,909,600	\$ 7,909,600	\$ 7,909,600

Full Time Equivalents	13.15	14.00
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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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Successfully launch the Permitting Software Replacement Project
- ✧ Complete new fee study based on changes from the software replacement
- ✧ Maintain current application processing times
- ✧ Create a sidewalk plan and program that shares responsibilities between the City and adjacent property owners
- ✧ Streamline and modernize the permit review process to include more upfront charging of fees to encourage transparency
- ✧ Address relevant code changes to align the Standards and Specifications and City Code
- ✧ Support the development of urban growth boundary (UGB) related items including Annexation Policies and Public Facility Plans
- ✧ Assist in updating the Transportation System Plan and related System Development Charges
- ✧ Participate in the Utility Master Plan updates and related System Development Charges
- ✧ Update franchise utility agreements to reflect current City fees as well as City Standards and Specifications
- ✧ Encourage efforts to offer alternative funding mechanisms to promote urban renewal planning and funding

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Fully staffed department that helped stabilize review times and customer service objectives for the Division
- ✧ Revised the Qualified Contractor List Program to ensure safety and value of work within the City right-of-way (ROW)
- ✧ Issued an update to the City Standards and Specifications
- ✧ Encouraged appropriate infill and redevelopment by working more directly with Developers to identify barriers and determine infrastructure mitigations
- ✧ Managed and formalized all ROW permits and inspections and introduced a weekly road and traffic report to better inform emergency services and the traveling public.
- ✧ Established permit metrics to ensure timely delivery of reviews and relay realistic review times to applicants

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ This program is no longer receiving General Fund support. Previous support covered 50% of cost of service related to sign permits and planning general services, as well as 100% of costs of city initiated development code amendments and pre-application meetings
- ✧ Efficiency study and fee study after implementation of new Permitting Software to ensure processes are efficient and effective with the new software and to help determine appropriate staffing levels and fee structure due to the new software
- ✧ Continue to work with EIPD on restructuring of the City's Standards and Specifications in additional to standard updates.

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**General Fund
Code Enforcement**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 801,954	\$ 938,500	\$ 915,521	\$ 1,078,500	\$ 1,064,300	\$ 1,064,300
Materials & services	24,791	63,025	50,170	112,800	112,800	112,800
Capital outlay	25,651	30,000	26,419	25,000	25,000	25,000
Total Community & Econ Dev. Program	852,396	1,031,525	992,109	1,216,300	1,202,100	1,202,100
Interfund Transfers	154,689	198,200	196,984	233,200	247,400	247,400
TOTAL REQUIREMENTS	\$ 1,007,085	\$ 1,229,725	\$ 1,189,093	\$ 1,449,500	\$ 1,449,500	\$ 1,449,500

Full Time Equivalents			4.00			4.00
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COMMUNITY & ECONOMIC DEVELOPMENT

Code Enforcement

Overview

The duties of the City of Bend's Code Enforcement Division 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 division 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 in-person customer relations. 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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Implement new Permitting Software & related workflows
- ✧ Transition to mobile based operations
- ✧ Decrease overall case lifecycle by 20%
- ✧ Maintain voluntary compliance rate above 98%
- ✧ Increase proactive nuisance cases by 15%

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Maintained voluntary compliance rate above 98%
- ✧ Processed over 1,200 lighting complaints
- ✧ Developed new more efficient workflows to be implemented with the Permitting Software Replacement Project
- ✧ Implemented Downtown temporary sign permitting program
- ✧ All employees attained new certification levels from the Oregon Code Enforcement Association

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new limited duration Code Enforcement Officer position (funded by the Building Fund) that will focus on building and safety related code violations

COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
One (1) Vehicle replacement	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 25,000	\$ -	\$ -	\$ -	\$ -

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**General Fund
Growth Management Department**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 1,407,791	\$ 1,294,400	\$ 1,248,776	\$ 1,708,600	\$ 1,688,500	\$ 1,688,500
Materials & services	1,357,170	1,227,242	415,548	1,214,500	1,214,500	1,214,500
Capital outlay	-	-	-	-	-	-
Total Community & Econ Dev. Program	2,764,960	2,521,642	1,664,324	2,923,100	2,903,000	2,903,000
Interfund Transfers	477,789	563,100	554,708	874,000	894,100	894,100
TOTAL REQUIREMENTS	\$ 3,242,749	\$ 3,084,742	\$ 2,219,031	\$ 3,797,100	\$ 3,797,100	\$ 3,797,100
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Full Time Equivalents			4.95			5.95

COMMUNITY & ECONOMIC DEVELOPMENT

Growth Management

Overview

The Growth Management Department (GMD) 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.

GMD is responsible for the following:

- Create and implement long range land use and transportation plans per council goals
- 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
- Integrates Council Goals related to land use and transportation within State legal requirements, community desires between multiple departments.

Statewide planning laws require cities like Bend to provide close coordination between planning for growth and infrastructure. The Growth Management Department leads projects and also assists multiple departments such as Engineering and Infrastructure Planning, Economic Development, and Community Development on land use and infrastructure projects.

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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Complete land use planning for southeast and core areas, including the Bend Central District
- ✧ Complete an Urban Renewal feasibility study
- ✧ Adopt the first Area Plan in the southeast and participate in subsequent implementation projects

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Successful completion of the Council approved Resolution guiding future planning work through the Return on Investment Study
- ✧ Started the Southeast Area Plan
- ✧ Led the adoption of the recently approved 2018 Sewer Public Facility Plan
- ✧ Completed a contract and scope of work for the Growth Management Planning Program, which includes the Southeast Area Plan, Transportation System Plan (TSP), and Core area strategy work all organized in GMD

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new limited-term associate planner to support core and southeast area planning and the TSP
- ✧ Completion of Southeast Area Plan anticipated in July 2020
- ✧ Personnel services decrease slightly in 2021 due to a Limited Duration position which ends February 1, 2021

Community Development Block Grant (CDBG) Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 492,085	\$ 531,178	\$ 531,196	\$ 188,400	\$ 188,400	\$ 188,400
Intergovernmental revenues	907,386	1,343,300	489,996	1,884,600	1,884,600	1,884,600
Miscellaneous	507,182	44,100	240,855	350,000	350,000	350,000
Interfund loan repayments	-	200,000	100,000	200,000	200,000	200,000
Interfund transfers	121,000	215,000	125,000	400,000	400,000	400,000
TOTAL RESOURCES	\$ 2,027,653	\$ 2,333,578	\$ 1,487,047	\$ 3,023,000	\$ 3,023,000	\$ 3,023,000
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 264,866	\$ 355,100	\$ 283,119	\$ 355,600	\$ 350,900	\$ 350,900
Materials & services	1,172,691	1,747,378	984,737	2,143,000	2,143,000	2,143,000
Total Community & Econ Dev. Program	1,437,557	2,102,478	1,267,856	2,498,600	2,493,900	2,493,900
Interfund Transfers	33,900	31,100	30,800	134,400	139,100	139,100
Debt Service	25,000	200,000	-	200,000	200,000	200,000
Reserves	-	-	-	190,000	190,000	190,000
TOTAL REQUIREMENTS	\$ 1,496,457	\$ 2,333,578	\$ 1,298,656	\$ 3,023,000	\$ 3,023,000	\$ 3,023,000

Full Time Equivalents	1.18	1.20
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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. The City of Bend 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.”*

Goals and Objectives for the 2019 – 2021 Biennial Budget

- ✘ Implementation of the 2019 – 2024 5 year Consolidated Plan
- ✘ Implement the CDBG Program in Bend through efficient allocation of funds
- ✘ Meet federal requirements in the management of CDBG funded programs, including project monitoring and fiscal reporting
- ✘ Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report submitted on time to HUD
- ✘ Host 4 sub recipient trainings and coordinate ongoing monitoring of program grants and loans to improve coordination and program compliance
- ✘ Implementation of Council-adopted annual action plan for Bend each year
- ✘ Publish sub-recipient spending to encourage accountability and effective program management

Major Accomplishments during the 2017 – 2019 Biennium

- ✘ Council approved and implemented the 2017, 2018 and 2019 Action Plans
- ✘ Six projects funded in 2017 supporting 8 affordable homes and 5 shelter units in Bend
- ✘ Eight projects funded in 2018 supporting 19 affordable and 6 middle-income homes in Bend
- ✘ Adopted 2019-2024 Consolidated Plan which governs funding priorities for the next 5 years
- ✘ Improved coordination between City departments to get projects from funding through permitting and to construction

Significant Changes from the 2017 – 2019 Biennial Budget

- ✘ Release of over \$500,000 in Neighborhood Stabilization Program (NSP) funds by HUD to be used as additional CDBG funding in 2018 and 2019
- ✘ There is no anticipated draw down of available grant revenues in fiscal year 2019 due to the requirement that program income be spent first. Draw-downs will continue in fiscal year 2020

Affordable Housing Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,935,191	\$ 2,519,285	\$ 2,519,370	\$ 3,089,700	\$ 3,089,700	\$ 3,089,700
Charges for services	2,295,088	2,455,900	2,625,619	2,580,600	2,580,600	2,580,600
Miscellaneous	859,692	414,800	497,234	225,600	225,600	225,600
TOTAL RESOURCES	\$ 5,089,970	\$ 5,389,985	\$ 5,642,223	\$ 5,895,900	\$ 5,895,900	\$ 5,895,900
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 171,442	\$ 290,000	\$ 261,212	\$ 611,900	\$ 603,500	\$ 603,500
Materials & services	2,245,358	4,800,500	2,129,175	4,465,800	4,465,800	4,465,800
Total Community & Econ Dev. Program	2,416,800	5,090,500	2,390,387	5,077,700	5,069,300	5,069,300
Interfund Transfers	153,800	252,300	162,200	698,200	706,600	706,600
Contingency	-	47,185	-	120,000	120,000	120,000
TOTAL REQUIREMENTS	\$ 2,570,600	\$ 5,389,985	\$ 2,552,587	\$ 5,895,900	\$ 5,895,900	\$ 5,895,900

Full Time Equivalents	1.18	2.20
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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.”*

Goals for the 2019 - 2021 Biennial Budget

- ✘ Implement up to three new funding and policy strategies to provide additional affordable housing
- ✘ Implement new programs and policies to meet 2019- 2021 Council Goals
- ✘ Approve all steps necessary to fulfil our commitment to the affordable housing pilot project approved under HB 4079
- ✘ Implement up to three new tax incentive programs
- ✘ Work with Affordable Housing providers to use code and policy changes to increase total units built
- ✘ Improve RFP process to attract up to 3 new developers/builders into Affordable Housing program
- ✘ Publish program compliance results on website and/or to Affordable Housing Committee
- ✘ Decrease time sub recipients spend on program compliance by providing templates and checklists

Major Accomplishments during the 2017 – 2019 Biennium

- ✘ Forty-one (41) homes were completed in 2018 YTD at the time of budget drafting. This supplements the thirty-one (31) homes that were completed in 2017 and fifteen (15) completed in 2016
- ✘ Council approved a robust System Development Charge (SDC) exemption program that exempts 100% of City SDCs for qualified affordable housing developments
- ✘ Selected for HB 4079 Pilot Program – a State adopted program that allowed two pilot programs to expand the UGB for an affordable housing program
- ✘ Council approved a clarified density bonus, additional lot coverage and dimension requirements, and moved affordable housing-specific tools to their own section of the code
- ✘ 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
- ✘ Nearly every proposal submitted in the 2017-2018 funding cycle took advantage of one of the recent code changes resulting in a great number of housing units approved for funding
- ✘ Improvements to sub recipient relationships
- ✘ Improvement in internal city functions – finance, legal and CDD, through documented business practice updates and increased communications
- ✘ Increases in revenue
- ✘ Received Ed Sullivan Award from Housing Land Advocates for exception efforts toward Affordable Housing

Significant Changes from the 2017 – 2019 Biennial Budget

- ✘ One (1) new Affordable Housing Coordinator, driven by the implementation of City Council's Economic Vitality goals related to exploring alternative housing types and necessary funding sources

Business Advocacy Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 88,036	\$ 154,670	\$ 122,224	\$ 123,000	\$ 123,000	\$ 123,000
Licenses and permits	598,770	637,200	629,000	724,400	724,400	724,400
Miscellaneous	4,046	3,800	3,696	4,400	4,400	4,400
General fund subsidy	150,000	172,000	172,000	120,000	120,000	120,000
TOTAL RESOURCES	\$ 840,853	\$ 967,670	\$ 926,920	\$ 971,800	\$ 971,800	\$ 971,800
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 274,466	\$ 403,000	\$ 405,909	\$ 376,600	\$ 372,200	\$ 372,200
Materials & services	357,493	325,500	300,225	345,400	345,400	345,400
Total Community & Econ Dev. Program	631,959	728,500	706,133	722,000	717,600	717,600
Interfund Transfers	86,670	98,600	97,808	153,200	157,600	157,600
Contingency	-	140,570	-	96,600	96,600	96,600
TOTAL REQUIREMENTS	\$ 718,629	\$ 967,670	\$ 803,941	\$ 971,800	\$ 971,800	\$ 971,800

Full Time Equivalents	1.85	1.45
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COMMUNITY & ECONOMIC DEVELOPMENT

Business Advocacy Fund

Overview

The mission of the Business Advocacy Program is to advocate for businesses 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, an avenue for feedback on city policies and processes, and to staff the Bend Economic Development Advisory Board (BEDAB) which provides oversight of the tourism promotion contract, the regional economic development contract, policy input and direction to the Bend City Council.

The primary source of funding for this program is the Business Registration fee. In addition General Fund dollars are allocated annually for regional economic development efforts (the EDCO contract).

Goals & Objectives for the 2019 - 2021 Biennial Budget

- ✧ BEDAB will provide 6 Council recommendations, identifying initiatives via the BEDAB Strategic Plan
- ✧ Expand Business Registration mailing list by 25%, with average open rates in excess of 30% and click-through rates greater than 3%
- ✧ Track permit applicant satisfaction and feedback via regular surveys
- ✧ Adopt a policies for BEDAB funding and sponsorship allocations
- ✧ Create a plan for management of the downtown Bend

Major Accomplishments during the 2017 - 2019 Biennium

- ✧ Approved an updated BEDAB Strategic Plan to go into effect from 2019-2021
- ✧ BEDAB provided 5 policy recommendations to Council, 4 were followed: Map Alignment approval, UBG implementation actions, expanded Enterprise Zone, and Sign Code amendments
- ✧ Active Business Registrations increased by 3.7%
- ✧ The Business Registration mailing list increased by 24.5% with an average open rate of 28.7% and average click through rate of 2.3%
- ✧ Developed outreach and communications collateral for key City projects including the 14th Street Reconstruction Project and INFRA Grant application

Significant Changes from the 2017-2019 Biennial Budget

- ✧ Revenue projections include increases to business registration fees that will reduce the required General Fund subsidy

Tourism Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 301,650	\$ 257,224	\$ 463,606	\$ 210,600	\$ 210,600	\$ 210,600
Room tax	5,982,288	6,274,100	6,252,989	6,654,100	6,718,700	6,718,700
Miscellaneous	2,183	-	(2,243)	1,000	1,000	1,000
TOTAL RESOURCES	\$ 6,286,122	\$ 6,531,324	\$ 6,714,352	\$ 6,865,700	\$ 6,930,300	\$ 6,930,300
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	\$ 5,715,015	\$ 6,355,624	\$ 6,371,478	\$ 6,522,000	\$ 6,585,300	\$ 6,585,300
Total Community & Econ Dev. Program	5,715,015	6,355,624	6,371,478	6,522,000	6,585,300	6,585,300
Interfund Transfers	107,500	175,700	132,296	133,100	134,400	134,400
Contingency	-	-	-	210,600	210,600	210,600
TOTAL REQUIREMENTS	\$ 5,822,515	\$ 6,531,324	\$ 6,503,774	\$ 6,865,700	\$ 6,930,300	\$ 6,930,300

COMMUNITY & ECONOMIC DEVELOPMENT
Tourism Fund

Overview

The Tourism Fund accounts for the collection and use of the portion of room taxes that are dedicated to the promotion of tourism, as required by Oregon Revised Statutes. All overnight lodging operators are required to levy the applicable tax rate on room revenues and remit the proceeds to the City on a monthly or quarterly basis; a rebate of 5% of the taxes is allowed to be retained by lodging providers for the administration of the tax.

The City contracts with Visit Bend for the ongoing efforts to promote tourism. The City's current room tax rate is 10.4%.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Promote tourism to increase the number of overnight stays and gross room taxes collected in the City of Bend to fund Police, Fire, Streets and other general city services

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ The Bend Economic Development Advisory Board (BEDAB) and Council successfully approved two annual business plans for Visit Bend
- ✧ Visit Bend, at the direction of Council, created a rainy day fund

Significant Changes from the 2017 – 2019 Biennium

- ✧ A portion of the Tourism Promotion budget (5% annually) will be set aside by Visit Bend as a rainy day fund.

Economic Improvement District (EID) Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	322,524	491,700	482,319	480,400	480,400	480,400
TOTAL RESOURCES	\$ 322,524	\$ 491,700	\$ 482,319	\$ 480,400	\$ 480,400	\$ 480,400
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	\$ 306,420	\$ 467,200	\$ 458,230	\$ 456,400	\$ 456,400	\$ 456,400
Total Community & Econ Dev. Program	306,420	467,200	458,230	456,400	456,400	456,400
Interfund Transfers	16,105	24,500	24,089	24,000	24,000	24,000
TOTAL REQUIREMENTS	\$ 322,524	\$ 491,700	\$ 482,319	\$ 480,400	\$ 480,400	\$ 480,400

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 District was initially formed in 2009 and has been renewed three times. The current EID of \$0.25 per square foot was adopted by City Council in April 2018, and will expire in 2021 during the 2019-2021 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 & Objectives for the 2019 – 2021 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
- ✧ City to continue to provide oversight for the collection and distribution of assessments

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Adopted renewal for EID for three more years
- ✧ Increased assessment amount to \$0.25 per square foot of non-residential space
- ✧ Assigned city staff in the Economic Development Department to coordinate with DBBA staff to accomplish the EID goals

Bend Urban Renewal Agency (BURA) General Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 398,503	\$ 433,400	\$ 322,056	\$ 433,400	\$ 433,400	\$ 433,400
Miscellaneous	5,886	-	13,185	-	-	-
Interfund transfers	-	225,700	359,487	225,700	225,700	225,700
TOTAL RESOURCES	\$ 404,388	\$ 659,100	\$ 694,728	\$ 659,100	\$ 659,100	\$ 659,100
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 25,828	\$ 247,800	\$ 176,128	\$ 251,600	\$ 247,800	\$ 247,800
Materials & services	31,304	411,300	73,939	407,500	411,300	411,300
Total Community & Econ Dev. Program	57,132	659,100	250,066	659,100	659,100	659,100
Interfund Transfers	25,200	-	11,300	-	-	-
Reserves	-	-	-	-	-	-
TOTAL REQUIREMENTS	\$ 82,332	\$ 659,700	\$ 261,366	\$ 659,100	\$ 659,100	\$ 659,100

Full Time Equivalents	0.82	1.10
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**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 in 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 uses tax increment financing in approved Urban Renewal Areas to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund is used to account for the general planning, financial and engineering consulting and staff services within BURA not accounted for in the BURA debt service or construction funds.

Goals & Objectives for the 2019-2021 Biennial Budget

- ✧ Complete feasibility Study for a new urban renewal area in the central area of Bend
- ✧ If Feasibility Study determines that Urban Renewal will work in this part of Bend, adopt Urban Renewal Plan and District

Major Accomplishments during the 2017-2019 Biennium

- ✧ Hired Urban Renewal Project Manager
- ✧ Initiated Urban Renewal Feasibility Study for Core as envisioned in Comprehensive Plan

Significant Changes from the 2017-2019 Biennial Budget

- ✧ Transfers from BURA to the City for administrative support have been reclassified from Interfund Transfers to Materials & Services
- ✧ Resources reflect a \$224,900 transfer of land sale proceeds from the Juniper Ridge Construction Fund to pay for the feasibility study and related staffing costs

Bend Urban Renewal Agency (BURA) Juniper Ridge Construction Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 417	\$ 40	\$ 90	\$ 1,277,400	\$ 1,277,400	\$ 1,277,400
Miscellaneous	(106)	-	28,138	132,500	132,500	132,500
Short-term loan proceeds from City GF	-	-	12,300	132,200	132,200	132,200
Interfund transfers	-	269,600	1,437,944	-	-	-
Urban Renewal General Fund Subsidy	12,800	8,260	-	-	-	-
TOTAL RESOURCES	\$ 13,111	\$ 277,900	\$ 1,478,472	\$ 1,542,100	\$ 1,542,100	\$ 1,542,100
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 84,700	\$ 48,300	\$ 408,800	\$ 403,900	\$ 403,900
Materials & services	13,021	97,200	92,258	508,000	508,000	508,000
Total Community & Econ Dev. Program	13,021	181,900	140,558	916,800	911,900	911,900
Interfund Transfers	-	96,000	60,500	225,700	230,600	230,600
Contingency	-	-	-	399,600	399,600	399,600
TOTAL REQUIREMENTS	\$ 13,021	\$ 277,900	\$ 201,058	\$ 1,542,100	\$ 1,542,100	\$ 1,542,100

Full Time Equivalents	0.44	1.30
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Bend Urban Renewal Agency (BURA) Juniper Ridge Debt Service Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,315,605	\$ 2,140,116	\$ 2,010,451	\$ 2,882,200	\$ 2,882,200	\$ 2,882,200
Property taxes	2,019,213	2,045,600	2,158,466	2,427,900	2,427,900	2,427,900
Miscellaneous	27,528	59,700	69,748	171,500	171,500	171,500
Debt proceeds	2,434,048	-	-	-	-	-
TOTAL RESOURCES	\$ 5,796,394	\$ 4,245,416	\$ 4,238,664	\$ 5,481,600	\$ 5,481,600	\$ 5,481,600
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Materials & services	\$ 16,969	\$ -	\$ -	\$ -	\$ -	\$ -
Total Community & Econ Dev. Program	16,969	-	-	-	-	-
Debt Service	3,768,975	1,398,243	1,344,131	1,346,000	1,346,000	1,346,000
Debt Service - Repay to City GF	-	-	12,300	132,200	132,200	132,200
Reserves	-	2,847,173	-	4,003,400	4,003,400	4,003,400
TOTAL REQUIREMENTS	\$ 3,785,944	\$ 4,245,416	\$ 1,356,431	\$ 5,481,600	\$ 5,481,600	\$ 5,481,600

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

Overview

The Juniper Ridge Urban Renewal Area was adopted in 2005 for development of an area northeast of Bend known as the Juniper Ridge. 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. Only 509 acres of which are in the City's Urban Growth Boundary. The Urban Renewal Area includes land in Juniper Ridge and other commercially zoned land south of Cooley Rd and west of US 97. See Figure A for boundary map of the urban renewal area.

The BURA Juniper Ridge Construction Fund accounts for capital improvements to the Juniper Ridge Urban Renewal Area (URA) and is also the operating fund for all activities of BURA as it relates to the Juniper Ridge URA. 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 URA are collected and used to pay debt service on the urban renewal debt.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Adopt Juniper Ridge Vision and Framework Plan
- ✧ Coordinate with new Property Manager to ensure safety for entire Juniper Ridge property
- ✧ Partition land and sell additional lots

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Appointed Juniper Ridge Management Board
- ✧ Sold three lots, lot revenue comes in through interagency transfers from the City General Fund
- ✧ Allocated revenue from lot sales to Juniper Ridge property management and strategic planning

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new two-year limited duration land specialist to support the planning and development of the Juniper Ridge property
- ✧ The Juniper Ridge Construction Fund contains short-term debt proceeds from the General Fund to pay for 25% of the land specialist and 25% of plan related consulting services and fees.
- ✧ The short-term debt is repaid in the Juniper Ridge Debt Service Fund with tax increment revenue

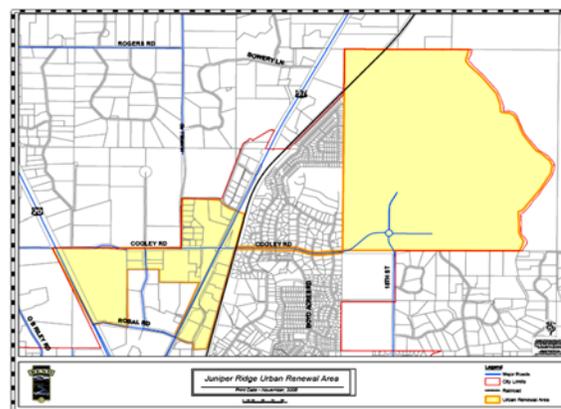


Figure A. Boundary of Juniper Ridge Urban Renewal Area

Bend Urban Renewal Agency (BURA) Murphy Crossing Construction Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,754,522	\$ 4,100	\$ 216,193	\$ 4,100	\$ 4,100	\$ 4,100
Miscellaneous	18,769	-	5,386	-	-	-
Short-term loan proceeds from City GF	-	57,100	15,300	57,100	57,100	57,100
TOTAL RESOURCES	\$ 1,773,291	\$ 61,200	\$ 236,879	\$ 61,200	\$ 61,200	\$ 61,200
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ -	\$ 50,300	\$ -	\$ 51,100	\$ 50,300	\$ 50,300
Materials & services	-	6,800	-	6,000	6,800	6,800
Capital outlay	1,557,098	-	40,491	-	-	-
Total Community & Econ Dev. Program	1,557,098	57,100	40,491	57,100	57,100	57,100
Interfund Transfers	-	-	177,000	-	-	-
Contingency	-	4,100	-	4,100	4,100	4,100
TOTAL REQUIREMENTS	\$ 1,557,098	\$ 61,200	\$ 217,491	\$ 61,200	\$ 61,200	\$ 61,200

Full Time Equivalents	0.00	0.25
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Bend Urban Renewal Agency (BURA) Murphy Crossing Debt Service Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 510,963	\$ 508,550	\$ 507,900	\$ 848,500	\$ 848,500	\$ 848,500
Property taxes	475,150	501,600	823,045	994,500	994,500	994,500
Miscellaneous	9,150	13,500	20,516	80,000	80,000	80,000
Interfund transfers	-	177,000	177,000	-	-	-
TOTAL RESOURCES	\$ 995,263	\$ 1,200,650	\$ 1,528,461	\$ 1,923,000	\$ 1,923,000	\$ 1,923,000
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Debt Service	\$ 487,363	\$ 667,500	\$ 666,681	\$ 491,000	\$ 491,000	\$ 491,000
Debt Service - Repay to City GF	-	14,000	13,300	57,100	57,100	57,100
Reserves	-	519,150	-	1,374,900	1,374,900	1,374,900
TOTAL REQUIREMENTS	\$ 487,363	\$ 1,200,650	\$ 679,981	\$ 1,923,000	\$ 1,923,000	\$ 1,923,000

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
Murphy Crossing Urban Renewal Area**

Overview

The Murphy Crossing Urban Renewal Plan is the culmination of years of study of the Murphy Crossing area and was adopted to implement the overlay district known as the Murphy Refinement Plan.

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.

The BURA Murphy Crossing Construction Fund accounts for capital improvements to the Murphy Crossing Urban Renewal Area (URA) and is also the operating fund for all activities of BURA as it relates to the Murphy Crossing URA. The BURA Murphy Crossing 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 Murphy Crossing URA are collected and used to pay debt service on the urban renewal debt.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Collect tax revenue to allow debt issuance in 2021-2023

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Adopted update to the Murphy Crossing Urban Renewal Plan including new financial projections and appropriate project list

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Personnel includes 25% of the Urban Renewal Project Manager
- ✧ The Murphy Crossing Construction Fund contains short-term debt proceeds from the General Fund to pay for 25% of the Urban Renewal Project Manager.
- ✧ The short-term debt is repaid in the Murphy Crossing Debt Service Fund with tax increment revenue

Airport Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 401,937	\$ 3,430,957	\$ 2,688,053	\$ 993,800	\$ 993,800	\$ 993,800
Intergovernmental revenues	4,844,604	5,022,003	4,300,138	486,600	486,600	486,600
Charges for services	1,795,715	2,284,600	1,773,009	2,087,300	2,087,300	2,087,300
Miscellaneous	12,839	35,800	19,440	5,600	5,600	5,600
Debt proceeds	3,000,000	-	-	122,400	122,400	122,400
Debt proceeds, interfund	-	1,000,000	1,000,000	-	-	-
Interfund loan repayments	-	3,350,000	3,449,000	1,000,000	1,000,000	1,000,000
Interfund transfers	52,000	-	-	-	-	-
General fund subsidy	-	-	660,000	130,000	130,000	130,000
TOTAL RESOURCES	\$ 10,107,095	\$ 15,123,360	\$ 13,889,639	\$ 4,825,700	\$ 4,825,700	\$ 4,825,700
REQUIREMENTS						
Community & Econ Dev. Program						
Personnel services	\$ 538,519	\$ 640,500	\$ 552,880	\$ 645,900	\$ 636,900	\$ 636,900
Materials & services	286,303	436,500	340,376	377,500	377,500	377,500
Capital outlay	5,301,600	6,001,403	5,626,251	696,300	696,300	696,300
Total Community & Econ Dev. Program	6,126,423	7,078,403	6,519,507	1,719,700	1,710,700	1,710,700
Interfund Transfers	697,077	785,280	458,013	803,400	812,400	812,400
Debt Service	570,049	6,846,200	5,918,372	1,834,700	1,834,700	1,834,700
Contingency	-	413,477	-	467,900	467,900	467,900
TOTAL REQUIREMENTS	\$ 7,393,549	\$ 15,123,360	\$ 12,895,892	\$ 4,825,700	\$ 4,825,700	\$ 4,825,700

Full Time Equivalents	2.40	2.40
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Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

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, the state's third busiest airport, is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport, with 254 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.

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 26 acre Helicopter Operations Area (HOA) and facility with full utilities and 21 Helicopter parking pads, 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 with total annual payrolls in excess of \$17M. Total operations are expected to increase to approximately 160,000 take offs and landings by 2020.

Principal sources of operating revenue for the Airport come from over 200 individual leases 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 & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Complete appraisal in 2020, which is required every 5 years
- ✧ Meet existing and near term demand for aircraft hangar space, tie-down space and business needs
- ✧ Complete FAA, City and County Airport Master Plan adoption, including Environmental Assessment
- ✧ Increase revenues by identifying additional funding mechanisms and increase land under lease
- ✧ Increase job creation by development of the eastside property for aviation-related uses
- ✧ Continue to enhance safety and provide services that will meet the needs of pilots
- ✧ Fully utilize the Helicopter Operations Area
- ✧ Complete required land use approvals for city-owned land at Airport

Significant Changes from the 2017 – 2019 Biennium

- ✧ Funding dry well retrofits, required for adequate storm water drainage
- ✧ Consultant and permit fee expenses budgeted for required County land use approvals
- ✧ The Airport is required to appraise all leased property including hangars, tie downs, and other leases, in calendar year 2020 and adjust lease rates on or around July 1 2020 in accordance with established leases. The new rates will become effective in fiscal year 2021. The biennial budget does not reflect changes in revenue due to the appraisal at this time.
- ✧ General Fund support of \$130,000 in fiscal year 2021 to provide funding for consultant and permit fees for Deschutes County land use approvals that will support construction of future hangars

COMMUNITY & ECONOMIC DEVELOPMENT
Airport Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
(1) F550 small dump truck	\$ 60,000	\$ -	\$ -	\$ -	\$ -
(1) Enclosed Tractor w/ mowing features	-	60,000	-	-	-
(1) All wheel drive SUV	-	-	-	-	35,000
Total	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ 35,000

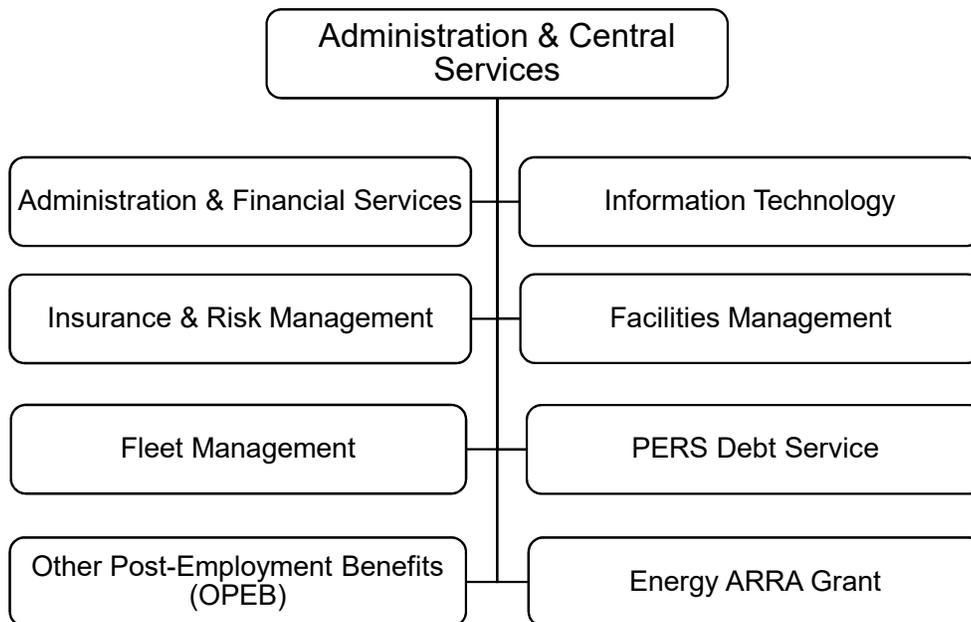
Airport
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
AP13A Helicopter Operations Area Phase I	1	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
AP18A Helicopter Operations Area Phase II	1	10,000	-	-	-	-	10,000
AP19A Master Plan Update	NA	250,000	41,300	-	-	-	291,300
AP21A Master Plan Projects Environmental Assessr	NA	-	250,000	250,000	-	-	500,000
AP22A Runway 16-34 & Taxiway B Seal Coat	5	-	-	500,000	500,000	500,000	1,500,000
AP23A South Hangar Taxilane Rehab	5	-	-	-	-	750,000	750,000
		\$ 285,000	\$ 291,300	\$ 750,000	\$ 500,000	\$ 1,250,000	\$ 3,076,300

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

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		

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, Performance Management, Volunteerism & Events, 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.

Insurance & Risk Management

This Internal Service Fund division accounts for the City's commercial liability insurance, workers compensation insurance, and risk management functions.

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.

Fleet Management

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.

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.

Other Post-Employment Benefits (OPEB)

This internal service fund accounts for Other Post-Employment Benefits (OPEB) funds collected from departments to fund reserves for future liabilities. The only expenditures permitted from this fund will be for health care expenditures in accordance with ORS 243.343 or in accordance with negotiated union agreements.

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**Internal Service Fund - City Wide Administration
Administration & Financial Services**

	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2015-2017	BUDGET 2017-2019		2017-2019	PROPOSED 2019-2021	APPROVED 2019-2021
RESOURCES						
Beginning working capital	\$ 878,562	\$ 221,800	\$ 2,669,320	\$ 221,800	\$ 221,800	\$ 221,800
Licenses and permits	392,682	-	-	-	-	-
Intergovernmental revenues	-	115,000	122,508	115,000	115,000	115,000
Charges for services	557,115	363,400	279,674	363,400	363,400	363,400
Miscellaneous	55,699	99,600	69,615	99,600	99,600	99,600
Interfund transfers	17,155,211	21,206,000	15,864,564	21,206,000	21,206,000	21,206,000
General fund subsidy	-	492,100	-	492,100	492,100	492,100
TOTAL RESOURCES	\$ 19,039,269	\$ 22,497,900	\$ 19,005,682	\$ 22,497,900	\$ 22,497,900	\$ 22,497,900
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Admin. & Central Serv. Program						
City Council	\$ 439,888	\$ 552,600	\$ 469,650	\$ 552,600	\$ 552,600	\$ 552,600
City Manager	2,863,897	3,526,700	2,878,577	3,561,500	3,526,700	3,526,700
Communications	879,087	1,905,300	1,107,838	1,922,100	1,905,300	1,905,300
Performance Management	-	2,394,300	-	2,417,800	2,394,300	2,394,300
Volunteerism	228,137	335,400	285,620	339,000	335,400	335,400
Human Resources	1,855,285	2,971,400	2,178,976	2,999,300	2,971,400	2,971,400
Finance	6,240,063	6,041,900	7,402,545	6,095,000	6,041,900	6,041,900
Purchasing	820,753	1,807,200	1,070,667	1,827,400	1,807,200	1,807,200
Legal	1,210,047	1,805,200	1,221,463	1,820,500	1,805,200	1,805,200
Total Admin. & Central Serv. Program	14,537,159	21,340,000	16,615,336	21,535,200	21,340,000	21,340,000
Interfund Transfers	1,758,603	1,105,200	2,168,574	910,000	1,105,200	1,105,200
Contingency	-	52,700	-	52,700	52,700	52,700
TOTAL REQUIREMENTS	\$ 16,295,762	\$ 22,497,900	\$ 18,783,910	\$ 22,497,900	\$ 22,497,900	\$ 22,497,900
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 11,712,530	\$ 17,580,500	\$ 13,002,344	\$ 17,775,700	\$ 17,580,500	\$ 17,580,500
Materials & services	2,824,629	3,759,500	3,612,991	3,759,500	3,759,500	3,759,500
Total Admin. & Central Serv. Program	14,537,159	21,340,000	16,615,336	21,535,200	21,340,000	21,340,000
Interfund Transfers	1,758,603	1,105,200	2,168,574	910,000	1,105,200	1,105,200
Contingency	-	52,700	-	52,700	52,700	52,700
TOTAL REQUIREMENTS	\$ 16,295,762	\$ 22,497,900	\$ 18,783,910	\$ 22,497,900	\$ 22,497,900	\$ 22,497,900

Full Time Equivalents 62.48 67.72

Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

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 six Councilors and a Mayor who are elected to staggered, four-year terms.



Left to Right: Councilor Justin Livingston, Councilor Barb Campbell, Councilor Bill Moseley, Mayor Sally Russell, Mayor Pro Tem Bruce Abernethy, Councilor Gena Goodman-Campbell, Councilor Chris Piper.

Sally Russell was elected to City Council in November 2012 and 2016. She was selected as Mayor ProTem in January 2015 and January 2017. In 2018, she was elected to a four year term as Mayor. Sally is Bend's first elected Mayor since 1923.

Sally attended Smith College for undergraduate studies, and earned a MBA in marketing from Portland State University.

Sally has served on Council since November 2012. Sally's career, her participation on the Bend Planning Commission and other community volunteer positions have led her to know and understand the many and diverse sides of the Bend community. Her passions include skiing on Mt Bachelor, mountain biking, running an organic CSA garden and enjoying life with her two daughters whenever they come home from college.

Barb Campbell was elected to City Council in November 2014 and 2018.

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 to City Council in November 2016.

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.

Bill Moseley was elected to City Council in November 2016.

Bill moved to Bend in 1999. He is married to Renee and has four children.

Bill attended the University of Kansas where he received a BA in Economics and Political Science, a Master's in Public Administration and Juris Doctorate. He 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.

Bruce Abernethy was elected to City Council in November 2016. He was selected as Mayor Pro Tem in January 2019.

Bruce is married to Dr. Mary Meador and has two adult daughters.

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.

A grant writer for the Bend La Pine School District, Central Oregon Community College board member and active Rotary Club of Greater Bend member, Bruce 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).

Gena Goodman-Campbell was elected to City Council in November 2018.

Gena and her husband have one daughter.

Gena received a BA in Political Science from Colorado College. She is the Public Lands Coordinator for the Oregon Natural Desert Association.

Chris Piper was appointed to the City Council in January 2019.

Chris, with his wife and daughter have been residents of Bend for 14 years.

Chris received a BA Rhetoric Communication from the University of Oregon. He is currently the Vice President of Business Development for Proforma.

Goals & Objectives for the 2019 – 2021 Biennial Budget

The following focus areas were identified, by the City Council, as goals and objectives for the 2019-2021 biennium:

ECONOMIC VITALITY: HOUSING, JOBS, MANAGING GROWTH

Goal: Increase the supply of shovel-ready land available for housing and employment in alignment with the City's Comprehensive Plan by:

- Permitting 3,000 units with the target of 1,170 single family units, 390 single family attached units, and 1,440 multi-family units by 6/30/2021
- Approve land division or other entitlements to create usable employment lands in Juniper Ridge for the community's needs by 6/30/2021.

STRATEGY 1: *Increase the supply of shovel-ready residential land and decrease development costs for needed housing through public investment leveraging private development, City policy and procedural adjustments*

- **Action:** Conduct a comprehensive audit of the Development Code to identify barriers in constructing needed housing, including mobility and parking standards
- **Action:** Create a real-time land absorption database to better monitor land supply within the UGB
- **Action:** Develop 3-5 procedural and policy adjustments to streamline needed housing projects
- **Action:** Implement tax exemption programs that promote housing goals
- **Action:** Partner with other public agencies to reduce housing costs
- **Action:** Develop and conduct a request for proposal (RFP) process focused on housing development that is aligned with Council goals

STRATEGY 2: *Explore alternative housing types and necessary funding sources*

- **Action:** Renew the Affordable Housing Fund
- **Action:** Adopt policies for alternative housing models, such as 4-plexes, tiny homes and single room occupancy units
- **Action:** Update the Consolidated Plan

STRATEGY 3: *Increase the supply and viability of serviceable employment land through public investments leveraging private development, City policy and procedural adjustments*

- **Action:** Complete land use planning for southeast and core areas, including the Bend Central District
- **Action:** Create a management and development plan for Juniper Ridge
- **Action:** Adopt a Federal Aviation Administration compliant land use plan for the Bend Municipal Airport

STRATEGY 4: *Ensure growth takes into consideration natural resources and reflects a triple bottom line approach*

- **Action:** Adopt the Community Climate Action Plan
- **Action:** Ensure the Transportation System Plan contains policies that contribute to a per capita reduction of greenhouse gas emissions
- **Action:** Explore renewable energy production options
- **Action:** Partner with Deschutes County to prevent waste, to recover targeted items from the waste stream, and to determine where Bend's waste will be disposed post-closure of Knott Landfill

TRANSPORTATION & INFRASTRUCTURE

Goal: Plan and implement robust and resilient infrastructure investments

STRATEGY 1: *Complete the Transportation System Plan (TSP) by end of May 2020*

- **Action:** Begin tracking TSP KPI's by 12/1/2020 and publish by 6/30/2021
- **Action:** Complete an updated Transportation System Development Charge (TSDC)
- **Action:** Create a neighborhood traffic safety plan and policies that guide investment
- **Action:** Implement TSP metrics and KPI's

STRATEGY 2: *Leverage multiple funding sources to enhance and improve transportation infrastructure resulting in a funding package that addresses both housing and mobility challenges on May 2020 ballot*

- **Action:** Prioritize short term transportation projects that relieve congestion, improve safety, including emergency response times, and increase options for all modes of transportation
- **Action:** Explore internal and external shared funding opportunities (Parks, Schools, ODOT, land owners, developers, businesses, etc.) to make needed improvements & connections
- **Action:** Develop a transportation funding plan that is equitable, balanced and resilient
- **Action:** Create and implement a communication plan that aligns community values with transportation projects to ensure sustainable funding
- **Action:** Participate in the development of a comprehensive transit plan that improves service levels and is integrated with the TSP

STRATEGY 3: *Improve the condition and functionality of City sewer, stormwater, transportation and water infrastructure to keep pace with community needs*

- **Action:** Improve the average pavement condition index to 75 by 6/30/2021
- **Action:** Develop a bridge maintenance and traffic signal plan
- **Action:** Continue investments in water, stormwater and waste water treatment systems to keep pace with demand, regulatory requirements and maintenance needs
- **Action:** Create a sidewalk plan and program that shares responsibilities between the City and adjacent property owners
- **Action:** Complete the first phase of neighborhood greenways and create a plan and funding source for future phases that is integrated with the TSP

PUBLIC SAFETY & HEALTH

Goal: Protect and improve health and safety for residents and businesses that addresses the challenges associated with a rapidly growing community

STRATEGY 1: *Seek opportunities to connect residents and businesses to resources for mental health issues and homelessness by providing \$450K in funding for staff and community partnerships*

- **Action:** Increase participation with existing community partners focused on homelessness
- **Action:** Partner with Deschutes County and fully commit toward the development of a Crisis Stabilization Center
- **Action:** Advocate for a Housing First approach

STRATEGY 2: *Develop a first draft of the comprehensive wildfire resiliency plan by October 2019*

- **Action:** Create a wildfire resiliency task force and collaborate with partners
- **Action:** Increase illegal firework enforcement activities
- **Action:** Update the Emergency Preparedness and Management Plan

STRATEGY 3: *Maintain Fire/EMS response times within industry standards for cardiac resuscitation rate of 50% and response time under 6 minutes while decreasing overtime by 50% by 6/30/2021*

- **Action:** Create a cost effective and adequate staffing plan to decrease overtime by 50%

- **Action:** Ensure efficient and effective deployment of resources, including maintaining a Fire and EMS emergency response time under six minutes within the city and a cardiac resuscitation rate of over 50%
- **Action:** Complete the construction of two fire stations (15th & Hwy 20, Tumalo Station replacement) within budget by October 2019
- **Action:** Support and implement county-wide projects (Radio system, Computer Aided Dispatch (CAD))

STRATEGY 4: *Increase events focused on traffic safety by 20% by 6/30/2021 when compared to 6/30/2019.*

- **Action:** Conduct focused DUII enforcement programs or details
- **Action:** Conduct focused distracted driving enforcement programs or details
- **Action:** Conduct crash reduction enforcement programs or details
- **Action:** Conduct public education and awareness programs

STRATEGY 5: *Address livability crimes in the downtown area by increasing staffing hours by 15% over the biennium*

- **Action:** Increase patrol staffing hours focused on enforcement of Oregon laws and city ordinances
- **Action:** Increase details focused on trespassing in partnership with businesses
- **Action:** Perform focused crime prevention details during night times

EFFECTIVE & EFFICIENT CITY OPERATIONS

Goal: The City is an efficient, well-run organization that has the appropriate people, systems and processes to meet changing customer needs

STRATEGY 1: *Seek to improve the effectiveness of governance, including consideration of referring Charter amendment(s) to November 2020 ballot*

- **Action:** Consider options for Charter amendment(s) regarding incumbent Council members running for Mayor, and process for filling vacant Council positions
- **Action:** Review and update Council Rules to reflect recent Charter changes approved by voters
- **Action:** Assess the effectiveness of advisory boards to respond to items of community interest
- **Action:** Develop a process to consider and assess potential staff resources and stakeholder processes necessary to respond to items of community interest

STRATEGY 2: *Increase community participation*

- **Action:** Develop metrics for success by 6/30/2020
- **Action:** Support the effectiveness of Neighborhood Associations
- **Action:** Develop land-use education resources
- **Action:** Evaluate Council capacity to engage and communicate with constituents

STRATEGY 3: *Increase efficiency of City operations through technology, data, and long term planning*

- **Action:** Complete comprehensive long-term facility plan, including a new City Hall and Public Works facility, aimed at meeting short and long term operational needs by 6/30/2021
- **Action:** Complete the implementation of the Enterprise Resource Planning (ERP) system and related business process improvements
- **Action:** Develop a city-wide data management program

- **Action:** Create a dashboard measuring the current state of key infrastructure and necessary improvements to meet industry best practices and desired service levels that guides Council decision-making

STRATEGY 4: *Embed a commitment to diversity, equity, and inclusion (DEI) within the City of Bend and publish DEI statistics to the public by 6/30/2020*

- **Action:** Implement a diversity, equity, and inclusion training program for City Council, City Staff, and volunteers
- **Action:** Hire a consultant to conduct an organizational assessment
- **Action:** Establish a short-term steering committee/task force to assist in identifying the needs and priorities of underrepresented communities in Bend
- **Action:** Establish a permanent commission/committee to develop a diversity, equity, and inclusion action plan, and seek opportunities to leverage community efforts through funding and staff support

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, oversight of the biennial budget process, community relations, interagency coordination and fostering community pride in City government through excellent customer service. Within the City Manager's Office is the City Manager, Chief Operations Officer, Chief Innovation Officer, two Policy Analysts, Sustainability Coordinator, City Recorder and two Administrative staff. The City Manager's Office supports City Council's Climate Action Plan through the Energy Program. City wide economic development support is also accounted for as a division of the City Manager's Office.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Provide support to the City Council, including but not limited to achievement of goals and objectives (see the City Council Budget Narrative for the list of 2019-2021 Goals) and policy directives
- ✧ Provide City leadership and direct departments and programs citywide
- ✧ Provide information to, and pursue special projects, as directed by the City Manager and/or City Council
- ✧ Manage Advisory Boards, Committees and Commissions

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Proactively and effectively managed City finances and operations
- ✧ Completed foundational policy and planning work to implement the approved growth plan
- ✧ Prioritized planning and infrastructure investments in the expansion and opportunity areas
- ✧ Created Neighborhood Leadership Alliance to more effectively communicate and problem solve
- ✧ Proposed City Charter amendments to voters
- ✧ Updated Council Rules to improve meeting efficiency and Council expectations

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Created new Chief Innovation Officer position and implemented organizational changes to better leverage data and technology as tools to addressing key issues of housing and transportation
- ✧ Hired a Sustainability Coordinator (funded via a grant program) to create a Climate Action Plan
- ✧ One (1) new FTE that will provide administrative support to central service departments without their own administrative personnel, primarily the finance, purchasing and human resources departments
- ✧ One (1) new Sr. Management Analyst in the economic development division of the City Manager's Office that will focus on the strategy and policy framework related to achieving Council's goals of Economic Vitality and Transportation & Infrastructure. This position will be funded by a General Fund subsidy

ADMINISTRATION & CENTRAL SERVICES **Communications**

Overview

Communications is a part of the Administration Division within the City-Wide Internal Services Fund, which consists of the Communications Services Program and the Neighborhood Association Program.

The Communications Services Program provides information and education to the public and media about the City of Bend's programs, projects, services and activities, and deploys a multi-medium, multi-faceted communications and community relations plan to reach and involve a broad segment of the community. It includes strategic communications planning, oversight of the City's website and social media, community relations, crisis communications and graphic design standards.

The Communications Department supports Council communications and public involvement.

The Neighborhood Association Program supports the City's thirteen (13) recognized Neighborhood Associations (NAs) 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 have traditionally been allocated based on the number of tax lots within the Association and may be used for communication-related expenditures such as printing meeting agendas, notices or fliers, maintaining websites, mailing postcards or newsletters, and other meeting-related expenses.

In 2018, the City Council formed a new, permanent Council advisory committee, the Neighborhood Leadership Alliance (NLA), which consists of one representative from each of the 13 NAs. The NLA's purpose is to provide a direct and continuing means for neighborhood association constituent participation and input to the City Council from a neighborhood and community perspective.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Increase community awareness by promoting interest and participation in the City of Bend's government policies, programs, and services
- ✧ Support internal departments in proactively developing messages and outreach strategies that portray an efficient, responsive, innovative, professional and responsible City government, to facilitate trust in City government
- ✧ Continue to improve citywide consistency and professionalism in all outreach materials and across the website
- ✧ Increase the public's online/electronic engagement with the City
- ✧ Support Council Chambers meeting broadcasting and livestreaming service capacity
- ✧ Formalize and expand dedicated staff support system for the Neighborhood Associations and facilitate and support the Council's new advisory committee, the Neighborhood Leadership Alliance, with a new dedicated staff position related to Neighborhood Associations
- ✧ Develop and implement outreach associated with the Plastic Bags ordinance

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Refreshed the Citywide Communications Plan and added a new liaison program with internal departments to enable consistent messaging and imagery in a variety of outreach tools through the development of citywide policies and trainings

- ✧ Created a Web and Graphics Coordinator position to improve City-wide professionalism and consistency with a web governance policy, webpage templates, and a bank of accessible templates for outreach materials including Word documents, brochures, postcards, maps and more
- ✧ Developed a monthly enewsletter, designed, developed and executed internally, which replaced a printed newsletter insert in utility bills to save money and paper
- ✧ Supported Councilors' communications, responded to CouncilAll emails, and assisted Councilors in obtaining information and data needed to respond to constituents
- ✧ Participated in the formation of an interagency Central Oregon Emergency Information Network and formalized a partnership with the Joint Information System to prepare for and provide collaborative, interagency emergency public information in times of public crisis
- ✧ Facilitated the revival of dormant Neighborhood Associations, increasing active NAs from 11 to all 13. Bolstered NA capacity and engagement by producing and distributing monthly association newsletters to improve communication between the City staff and NAs, providing regular neighborhood association trainings to increase capacity and community building skills and supporting and facilitating staff presentations at general membership meetings
- ✧ Launched a new Council advisory committee, the Neighborhood Leadership Alliance, with a strategic plan, defined roles and responsibilities and a resource request to support the committee in perpetuity

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new Program Manager to support growing Neighborhood Association (NA) needs, Neighborhood Leadership Alliance, and increasing efforts to promote diversity, equity and inclusion in outreach with community partners
- ✧ Increasing funds for Neighborhood Association to allow the NAs to double their communications outreach (mailings/public meetings), which facilitates land-use education opportunities
- ✧ One (1) new Communications Coordinator to accommodate growing citywide communications needs associated with transportation, infrastructure, land-use education and other programs, and to allow the department to support Council's communications and engagement with constituents
- ✧ Restructuring staff to enable the department to match community expectations for digital communications response, maintain the Communications Department's liaison program, support growing internal communications expectations and a new Office of Performance Management
- ✧ Budgetary increase to support education and advertising associated with a number of campaigns, including supporting the State's plastic bag ban, a new biennial report, a "what we do" campaign to help our community understand the services we do and don't provide, and more

ADMINISTRATION & CENTRAL SERVICES **Office of Performance Management**

Overview

The Office of Performance Management (OPM) is part of the Administration Division within the City-wide Internal Services Fund, and is dedicated to ensuring that City of Bend meets the goals of the community through data and analysis. The OPM is a centralized structure that enables resources to be deployed more efficiently and uses data and strategic thinking to align results and performance metrics to the City of Bend's strategic plan. In doing so the efforts of the OPM will help the City think differently about how it operates, while contributing to the City of Bend becoming a more customer-focused and strategically aligned organization with data and technology solutions as core supporting pillars.

The OPM will assist with Council goal setting, monitor current performance targets, support the Leading and Effective Applications and Processes (LEAP) team with foundational work related to the Permitting Software Replacement Project implementation and future phases, and help spearhead the management of enterprise data sets in order to create synergy between departments.

This team used to exist as a part of the Community Development Department. The centralization of the team is critical to the City's performance and has now been formalized as a separate department.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Improve the availability, usability, quality and consistency of our data
- ✧ Improve the connectivity of the current performance management system with budget development, human resource management, and data analytics
- ✧ Direct, support, and monitor business process improvements and changes related to LEAP as well as ongoing departmental needs for continuous improvement
- ✧ Incubate new or innovative ways of solving problems through use of technology and data)
- ✧ Improve the quality and consistency of citywide project management through process improvement and standardization
- ✧ Position the City toward an open data environment that leads to enhanced transparency and opportunity for public/private partnership
- ✧ Develop a city7-wide data management program

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Developed and launched the Council Goals Performance Dashboard
- ✧ Supported the LEAP project through data conversions, data integrations, and report development
- ✧ Designed and implemented a GIS-based solution for property address data creation and maintenance; replacing a 20+ year old legacy application and providing the ability to integrate with the City's new Permitting Software
- ✧ Increased employee knowledge and skills on the use data and analysis tools through training, communication, and coordination of user group meetings

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ This is a new department that was not part of the 2017 – 2019 Biennial Budget, but was created out of a team of analysts within the Community Development Department
- ✧ One (1) new Sr. Information Systems Analyst to help with data warehousing, analytics, and GIS data management

ADMINISTRATION & CENTRAL SERVICES
Volunteerism & Events

Overview

The Volunteerism and Events 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.

Goals & Objectives for the 2019 – 2021 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
- ✧ Create a separate 501(c)(3) for the 2021-2023 Biennium

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Continued to refine the Bend Beautification Program to supplement against reductions in the landscaping maintenance program and to create more user-friendly platforms through technology for access by general public.
- ✧ 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 programs 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
- ✧ Continued development of events utilized both for internal and external communication, including the Bend Business Meeting, Let's Pull Together, the annual Holiday luncheon, etc.

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Video content production for the Annual Bend Business Meeting

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 seventy-one (271) employees in Utilities, Streets & Operations, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #227(Bend Fire Association – BFA), representing approximately eighty eight (88) fire personnel; and the Bend Police Association (BPA), which represents approximately one hundred twenty-four (124) police employees.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Create an inclusive organizational culture that calls for high standards of performance and aligns employee efforts with the City's mission, vision, and business strategy
- ✧ Develop labor/management relationships 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 successor agreements with each of the City's three Associations (BPA, BFA, and COBEA).
- ✧ 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
- ✧ 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
- ✧ Commit to a diversity, equity, and inclusion (DEI) program to promote continued respect
- ✧ Implement organizational changes to ensure compliance with the Oregon Pay Equity Act to include conducting a pay equity analysis and identifying an action plan

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Implemented the LEAP Project HRIS, Timekeeping, and Payroll modules transitioning the City to a new Enterprise Resource Planning system
- ✧ Implemented a new Learning Management System (Target Solutions)

- ✧ Conducted an Administrative Classification study in preparation of the Oregon Pay Equity regulations
- ✧ Implemented the City's Performance Management system (B³) through a process of goal alignment, check-in's, 360 degree reviews, and discretionary compensation adjustments based on achievement
- ✧ Implemented a new organizational survey methodology focused on improving overall organizational performance
- ✧ 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

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) limited duration Programs Specialist hired during the transition of the City's migration to the new ERP system will be converted to full time to maintain compliance with new Oregon Pay Equity Law and expansion of data systems requirements for administration
- ✧ Incorporating a Diversity, Equity & Inclusion (DEI) program which will include conducting an organizational assessment, training for employees, Council and volunteers, and working with the City Council to establish a permanent commission/committee to develop a DEI action plan

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.

This department 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 and revenue dashboard 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 department 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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Oversee financial management for the City and ensure compliance with financial policies as well as state and federal statutes and accounting principles
- ✧ Develop long term financial plans and funding strategies for various City operations including facility, transportation and infrastructure planning
- ✧ Continued participation in the implementation of a new Enterprise Resource Planning (ERP) system including converting existing line of credit to long term debt upon completion of the project at the end of the biennium
- ✧ Actively seek and recommend funding strategies to address the City's long-term pension and other post-retirement employee benefits (OPEB)
- ✧ Create a dashboard measuring the current state of key infrastructure and necessary improvements to meet industry best practices and desired service levels that guides Council decision-making

Major Accomplishments during the 2017 - 2019 Biennial Budget

- ✧ Completed implementation of ERP Human Resources and Payroll module including Position Control, Employee Job and Pay Classifications, Personnel Actions, Payroll Administration and Setup, Employee Maintenance and Payroll Processing
- ✧ Received the GFOA awards for the 2017 – 2019 Biennial Budget, the 2016 – 2017 CAFR and submitted the 2017 – 18 CAFR to the GFOA for award consideration
- ✧ Entered into \$41.4 million of new or increased loans through the State's Clean Water State Revolving Fund Loans (CWSRF) with the Oregon Department of Environmental Quality (DEQ) to provide improvements to critical water reclamation infrastructure at low interest rates.
- ✧ Issued Full Faith and Credit and Refunding Notes in the amount of \$7.1 million to finance the acquisition of road maintenance equipment, stormwater and other equipment, and converted the 2015 line of credit related to the first phase of the ERP software replacement project in to long term debt
- ✧ Issued a \$7.0 million line of credit associated with the acquisition, implementation and training of future phases of the ERP replacement project
- ✧ Refunded the balance of the 2008 sewer revenue bonds in the amount of \$5,995,000 which resulted in approximately \$1.3 million of interest savings over the remaining life of the loan

Significant Changes from the 2017 - 2019 Biennial Budget

- ✧ Converted two (2) limited term employee positions (Staff Accountant and Sr. Budget & Financial Analyst) during the 2017-2019 biennium to regular full-time positions to support the increasing reporting and financial planning needs of the organization
- ✧ One (1) regular full-time Senior Management Analyst was approved in 2018-19 to provide contract oversight and analytical support for the department
- ✧ One (1) new full-time Payroll Specialist to support the growing employee population and regulatory complexity

ADMINISTRATION & CENTRAL SERVICES **Purchasing**

Overview

The Purchasing Program serves as the City's Procurement and Public Contracting office and provides contract administration and procurement services to all city departments and the public in a timely, courteous and ethical manner. Items including but not limited to fuel, construction work, professional services, heavy equipment, maintenance equipment and supplies are procured through competitive public contracting processes. In addition to developing and managing invitation for bid and request for proposals processes, the department provides guidance and assistance to other City staff in helping to define needs, soliciting quotes and administering contracts. Purchasing negotiates contracting terms and conditions, ensures compliance with applicable procurement laws, manages Purchase Order and Contract modules of the Enterprise Resource Planning (ERP) system, ensures fair and equitable treatment of suppliers, and manages the disposition of surplus property.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Implement an e-procurement/bidding software system to increase efficiencies and competition
- ✧ Participate in the update of the standards and specifications for public improvements
- ✧ Improve resources and training for customers including updating document templates
- ✧ Update Procurement Section of Bend Code
- ✧ Ensure city-wide compliance with purchasing policies and state and local laws
- ✧ Update end user manuals for system updates and process improvements

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Developed a training program for new department purchasers and purchase approvers
- ✧ Implemented a Procurement Card program which included training of all cardholders and approvers
- ✧ Implemented a secure electronic signatures process increasing efficiencies
- ✧ Successfully integrated new Senior Procurement Analyst into city and department
- ✧ Implemented Vendor Self Service on-line portal as part of the LEAP project to increase efficiencies and service to vendors

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new Senior Purchasing Analyst to address increase in formal procurements and use of alternative construction methods. This position will be funded by the Transportation Construction Fund
- ✧ One (1) limited duration Leading Effective Applications and Processes (LEAP) Backfill for implementation of e-procurement/Bids system

ADMINISTRATION & CENTRAL SERVICES

Legal

Overview

The City Attorney's office acts as general in-house counsel to the City of Bend, providing legal advice and services to the City Council, the City Manager, Department Heads and other management personnel, as well as legal advice to boards, commissions, agencies, and to City employees related to their official responsibilities. The office's legal services primarily involve providing timely and proactive legal advice to City Council and staff to assist them in performing their functions consistent with a complex system of local, state and federal laws and regulations, the US and state constitutions and applicable case law. The attorneys implement Council policy direction by drafting or amending City ordinances and resolutions, reviewing contracts, agreements, and numerous engineering and planning documents, and providing ongoing employment and personnel advice related to City employees and collective bargaining. The City Attorney's office proactively tries to resolve disputes when they arise, and often takes the lead for the City in settling disputes, including personnel matters, tort and contract claims, land use matters and other disputes affecting the City, and manages outside litigation when it occurs.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Continue to build a strong relationship with the new City Council, particularly the Mayor and Mayor pro tem, to support the new Council Goals, including acting as lead on charter review process for Council vacancies and any needed updates to Council rules, and providing legal analysis for funding options and all legal aspects of implementation of Goals and Strategies
- ✧ Legal review and drafting of documents, measures and ordinances needed to implement Committee and Council policy related to the Transportation System Plan (TSP) update and transportation funding
- ✧ Legal review and ongoing oversight of Water Public Facility Plan/Southeast Area/Elbow Expansion Area Planning, Core Area/Urban Renewal Strategic Planning and updates to Juniper Ridge documents
- ✧ Advise and assist with successful negotiation of new Collective Bargaining Agreements with City's labor organizations
- ✧ Negotiate and draft major planning documents and review and defense of city decisions related to development proposals to implement UGB and growth plan, as well as affordable housing goals (e.g. development agreements, annexation agreements, review of land use codes and decisions)
- ✧ Review, draft documents and provide advice to Engineering Infrastructure & Planning and Purchasing departments related to major infrastructure projects

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Drafted new contract templates for Progressive Design-Build public infrastructure projects
- ✧ Worked with Charter Review Committee and drafted proposed Charter amendments and ballot statements for voter-approved charter amendments to change Council pay and provide for a directly elected mayor
- ✧ Led subcommittee and Council process for updating Council Rules for better efficiency of Council meetings, social media and Council expectations and processes
- ✧ Successfully oversaw and concluded federal National Environmental Policy Act (NEPA) appeal of Surfacewater Project through the Ninth Circuit Court of Appeals
- ✧ Supported City Council advisory committee and staff with all legal aspects and code drafting for Septic to Sewer Conversion Program, and in developing recommendations for Council action

- ✧ Handled all municipal court matters, Land Use Board of Appeals (LUBA) appeals, advice on UGB process and implementation, labor and personnel matters, circuit court litigation, in-house with existing three-person attorney staff
- ✧ Hired a capable, effective new attorney who has successfully integrated into the city culture and legal department, while continuing to provide valued and proficient legal services to all City departments
- ✧ Increased ongoing representation and advice to public safety (police and fire) to better represent those departments' legal needs in a timely and integrated manner

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new Associate Attorney to support increased legal services associated with City Council initiatives and goals. This position will be funded by the Transportation Construction Fund

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**Internal Service Fund - City Wide Administration
Information Technology (IT)**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,823,587	\$ 1,620,389	\$ 1,782,889	\$ 1,188,900	\$ 1,188,900	\$ 2,325,000
Charges for services	1,267	-	-	49,600	49,600	49,600
Miscellaneous	44,387	4,000	2,000	-	-	-
Debt proceeds	3,522,925	8,934,400	9,072,045	8,815,300	8,815,300	8,815,300
Interfund transfers	7,770,352	8,576,100	8,562,891	10,682,000	10,682,000	10,682,000
TOTAL RESOURCES	\$ 13,162,518	\$ 19,134,889	\$ 19,419,826	\$ 20,735,800	\$ 20,735,800	\$ 21,871,900
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Admin. & Central Serv. Program						
IT Operations	\$ 7,671,009	\$ 7,794,749	\$ 7,740,996	\$ 9,308,400	\$ 9,234,300	\$ 9,234,300
LEAP Program	1,163,522	3,283,113	2,140,751	2,238,900	2,224,400	3,360,500
Total Admin. & Central Serv. Program	8,834,530	11,077,862	9,881,748	11,547,300	11,458,700	12,594,800
Interfund Transfers	2,442,175	1,640,300	1,527,360	1,432,800	1,521,400	1,521,400
Debt Service	77,540	5,699,005	5,685,710	7,635,000	7,635,000	7,635,000
Contingency	-	123,619	-	45,600	30,500	30,500
Reserves	-	594,103	-	75,100	90,200	90,200
TOTAL REQUIREMENTS	\$ 11,354,246	\$ 19,134,889	\$ 17,094,817	\$ 20,735,800	\$ 20,735,800	\$ 21,871,900
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 4,047,336	\$ 5,698,800	\$ 5,541,348	\$ 6,644,600	\$ 6,556,000	\$ 6,556,000
Materials & services	2,881,223	3,113,562	3,087,355	3,698,900	3,698,900	3,698,900
Capital outlay	1,905,971	2,265,500	1,253,045	1,203,800	1,203,800	2,339,900
Total Admin. & Central Serv. Program	8,834,530	11,077,862	9,881,748	11,547,300	11,458,700	12,594,800
Interfund Transfers	2,442,175	1,640,300	1,527,360	1,432,800	1,521,400	1,521,400
Debt Service	77,540	5,699,005	5,685,710	7,635,000	7,635,000	7,635,000
Contingency	-	123,619	-	45,600	30,500	30,500
Reserves	-	594,103	-	75,100	90,200	90,200
TOTAL REQUIREMENTS	\$ 11,354,246	\$ 19,134,889	\$ 17,094,817	\$ 20,735,800	\$ 20,735,800	\$ 21,871,900

Full Time Equivalents 24.50 24.00

Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

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 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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Support the Leading Effective Applications and Processes (LEAP) program with technology expertise to deliver a replacement of the city's Enterprise Resource Planning (ERP) systems
 - Implementation and Go-Live of the replacement Utility Billing and Assessment system
 - Implementation and Go-Live of the Fleet Management solution
- ✧ Implementation and Go-Live of the replacement Municipal Court Case Management system
- ✧ Continued development of the Cybersecurity Program
 - Conduct a Cybersecurity assessment
 - Deliver Cybersecurity training to City employees
- ✧ Continued development of an Asset Management plan, with specific focus on soft assets (software, etc.)
- ✧ Implementation and Go-Live of the Capital Project Management system
- ✧ Modernize the City's SharePoint environment to improve intra-city and cross-departmental collaboration

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Conversion of the City's workstation fleet from Windows 7 to Windows 10
- ✧ Completed roll-out of an IT Governance structure which included cross-functional teams for technology standards and cybersecurity
- ✧ Developed and established the standards and architecture of the City's analytic environment to support metric dashboards
- ✧ Refreshed and remodeled the City's data storage environment to plan for growth, allow for dynamic disaster recovery and improve performance
- ✧ Expanded the room based video conferencing environment to improve station availability for Fire and reduce meeting driven transportation
- ✧ LEAP
 - Go-Live of the City's new HR/Payroll enterprise system, the first ever for the City
 - Go-Live of the City's Time & Attendance and Public Safety Scheduling solution
 - Process mapping, workflow design, data collection and preliminary configuration for the City's Permitting Software Replacement Project, with a scheduled Go-Live in October 2019

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new Application Analyst to address the increasing support and innovation challenges in the Unified Communications environment in the Enterprise Operations program

- ✧ Payoff \$7 million line of credit that is funding the LEAP project, and convert to long term debt when line of credit expires in April 2021

Leading Effective Applications & Processes (LEAP) Program

The LEAP program provides management of the efforts to replace the City's Enterprise Resource Planning (ERP) environment. This is a multi-year program to provide the catalyst for business improvement at the City through replacement of significant software solutions. This program focuses on process improvement by adoption of business best practices and modernizing software assets. Costs incurred during the biennium will be funded via draw downs on a line of credit which will be converted to long term debt at the end of the 2019-2021 biennium.

Enterprise Operations Program

The Enterprise Operations program consists of two broad and diverse teams.

Service Desk focuses on every one of our approximately 750 users across the City. They prioritize the prompt restoration of service to end-user technology; the asset management of the 1,600+ pieces of endpoint (desktops, laptops, phones, printers, etc.) equipment; and managing the provisioning of equipment and access for 200+ onboarded and 150+ offboarded employees annually. All with a 99.72% satisfaction rating.

Infrastructure Operations focuses on supporting City operations by being responsible for the smooth functioning of the technology infrastructure that supports application deployment to internal and external customers, including the network infrastructure (160+ network switches across 25 facilities); server and device management (130+ servers); computer operations; storage management (approximately 35 terabytes of data to users); disaster recovery management; and, cyber security management.

Enterprise Solutions Program

The Enterprise Solutions program provides services to the City's users and business operations through the support of the 11 Enterprise solutions and the 300+ software applications; asset management of those soft assets through maintenance and upgrades, usage reviews and annual audits; workflow and process maintenance in support of the evolving business environment of City operations.

ADMINISTRATION & CENTRAL SERVICES
Information Technology

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2012-22	2022-23	2023-24
IT Operations:					
One (1) Vehicle replacement	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Network Backhaul	-	54,000	-	-	-
Backup & Recovery Proxy	27,000	-	-	-	25,000
Identity Services Appliance	30,000	-	30,000	-	-
Border Security Management Appliance	-	30,000	-	-	-
Digital Sign Software	27,000	-	-	-	-
Datacenter Server Lifecycle replacement	-	-	120,000	-	-
Datacenter Storage	-	-	-	100,000	-
Core Networking Lifecycle replacement	-	-	-	-	115,000
Automate Enterprise-ERP System testing	11,500	-	-	-	-
Telepresence Server Licenses	-	41,100	-	-	-
Telepresence Server	-	22,000	-	-	-
Geo Terra Aerial Imagery Project	30,000	-	-	-	-
IT Operations Total	\$ 150,500	\$ 147,100	\$ 150,000	\$ 100,000	\$ 140,000
LEAP Program:					
ERP Software	\$ 1,968,700	\$ 73,600	\$ -	\$ -	\$ -
LEAP Program Total	\$ 1,968,700	\$ 73,600	\$ -	\$ -	\$ -

**Internal Service Fund - City Wide Administration
Insurance & Risk Management**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 4,936,276	\$ 4,680,200	\$ 5,096,687	\$ 4,680,200	\$ 4,680,200	\$ 4,680,200
Charges for services	-	1,548,700	-	1,548,700	1,548,700	1,548,700
Miscellaneous	1,249,659	450,000	551,908	400,000	400,000	450,000
Interfund loan repayments	-	224,700	13,000	224,700	224,700	224,700
Interfund transfers	3,229,745	3,819,800	4,552,357	3,819,800	3,819,800	3,819,800
TOTAL RESOURCES	\$ 9,415,681	\$ 10,723,400	\$ 10,213,952	\$ 10,673,400	\$ 10,673,400	\$ 10,723,400
REQUIREMENTS						
Admin. & Central Serv. Program						
Personnel services	\$ 95,688	\$ 207,400	\$ 196,005	\$ 209,800	\$ 207,400	\$ 207,400
Materials & services	3,584,249	5,463,200	4,336,502	5,463,200	5,463,200	5,463,200
Total Admin. & Central Serv. Program	3,679,937	5,670,600	4,532,507	5,673,000	5,670,600	5,670,600
Interfund Transfers	58,963	52,400	1,001,200	-	2,400	52,400
Reserves	-	5,000,400	-	5,000,400	5,000,400	5,000,400
TOTAL REQUIREMENTS	\$ 3,738,900	\$ 10,723,400	\$ 5,533,707	\$ 10,673,400	\$ 10,673,400	\$ 10,723,400

Full Time Equivalents	0.75	0.70
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Note:

Risk Management costs prior to the 2017-2019 and 2019-2021 biennium are shown for illustrative purposes as it was formerly reported as a division of the Legal program. Risk Management expenditures were consolidated into the Insurance & Risk Management program starting in the 2017-2019 biennium.

Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

ADMINISTRATION & CENTRAL SERVICES
Insurance & Risk Management

Overview

The insurance program in the City's Internal Service Fund encompasses insurance and risk management and 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 (combining single limit); commercial property blanket including real and personal property and business interruption coverage for replacement of costs with a limit of \$200,000,000; a cyber-crime policy with a limit of \$500,000; an aviation policy with a limit of \$10,000,000 and a public official fidelity bond at \$100,000 covering the Chief Financial Officer and Assistant Finance Director. The City also carried a no limit policy per employee per occurrence and a \$500,000 employer's liability limit for workers' compensation.

Departments are responsible for paying all deductibles and the cost of accident related repairs not covered by insurance. Reserves in the insurance 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 of fund's operating budget or reserves.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Continue developing the internal Risk Committee which is comprised of representatives from the Police, Fire, Streets, Utilities, Legal, Finance, Human Resources and Information Technology departments
- ✧ Reduce the number of claims across the City
- ✧ Increase safety across City departments

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ The creation of the Risk Committee was supported by the City's Broker as a way to holistically approach the City's risk management needs
- ✧ Reduction in the number of general liability claims from 204 during the 2015-17 biennium to 66 during the 2017-19 biennium
- ✧ Successfully defended the City in a small claims action brought by a developer
- ✧ Partial effort of the Safety & Risk Program Manager is dedicated to downtown safety to ensure compliance, training and support to City employees

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ 10% increase projected for all insurance lines except general liability
- ✧ 15% increase projected for the general liability policy

**Internal Service Fund - City Wide Administration
Facilities Management**

	ACTUALS	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	2015-2017	BUDGET 2017-2019		2017-2019	PROPOSED 2019-2021	APPROVED 2019-2021
RESOURCES						
Beginning working capital	\$ 1,431,892	\$ 1,446,220	\$ 1,654,812	\$ 1,490,100	\$ 1,490,100	\$ 1,520,100
Charges for services	158,366	102,600	156,565	144,200	144,200	144,200
Miscellaneous	2,100,938	512,300	500,867	1,113,600	1,113,600	1,113,600
Debt proceeds	5,568,477	-	-	2,464,000	2,464,000	2,464,000
Interfund transfers	7,224,124	7,158,450	7,099,192	7,479,600	7,479,600	7,479,600
TOTAL RESOURCES	\$ 16,483,796	\$ 9,219,570	\$ 9,411,437	\$ 12,691,500	\$ 12,691,500	\$ 12,721,500
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Admin. & Central Serv. Program						
Downtown Campus	\$ 2,011,984	\$ 2,335,364	\$ 2,197,652	\$ 2,909,800	\$ 2,909,800	\$ 2,909,800
Utilities - Boyd Acres	1,963,924	927,455	527,678	2,901,300	2,901,300	2,901,300
Utilities - 15th Street	300,504	589,532	515,166	473,800	473,800	503,800
Police Station	630,670	910,149	776,951	830,000	830,000	830,000
Central Services	1,136,565	1,883,044	1,812,602	2,648,500	2,619,600	2,619,600
Total Admin. & Central Serv. Program	6,043,647	6,645,544	5,830,050	9,763,400	9,734,500	9,764,500
Interfund Transfers	3,418,288	332,180	362,154	663,700	692,600	692,600
Debt Service	5,342,401	1,906,663	1,699,124	1,748,000	1,748,000	1,748,000
Contingency	-	275,183	-	516,400	516,400	516,400
Reserves	-	60,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 14,804,337	\$ 9,219,570	\$ 7,891,327	\$ 12,691,500	\$ 12,691,500	\$ 12,721,500
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 1,067,483	\$ 1,553,900	\$ 1,480,592	\$ 2,179,200	\$ 2,150,300	\$ 2,150,300
Materials & services	2,508,482	3,615,544	3,373,587	4,049,400	4,049,400	4,049,400
Capital outlay	2,467,682	1,476,100	975,871	3,534,800	3,534,800	3,564,800
Total Admin. & Central Serv. Program	6,043,647	6,645,544	5,830,050	9,763,400	9,734,500	9,764,500
Interfund Transfers	3,418,288	332,180	362,154	663,700	692,600	692,600
Debt Service	5,342,401	1,906,663	1,699,124	1,748,000	1,748,000	1,748,000
Contingency	-	275,183	-	516,400	516,400	516,400
Reserves	-	60,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 14,804,337	\$ 9,219,570	\$ 7,891,327	\$ 12,691,500	\$ 12,691,500	\$ 12,721,500
Full Time Equivalents			7.00			8.00

Note: Beginning working capital in the 2017-2019 Estimate includes a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

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; property management activities have been assigned to the division as well. In addition, staff assist in the planning and design of future space needs in existing buildings or new city facilities at the Downtown, Boyd Acres and Pilot Butte campuses. The division also provides facility-related 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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Provide appropriate work environments to accommodate department needs
- ✧ Maintain and preserve buildings as assets
- ✧ Continue to pursue opportunities for energy savings
- ✧ Execute planning and initial design for Public Works Corporate Yard at Juniper Ridge
- ✧ Complete comprehensive long-term facility plan, including a new City Hall and Public Works facility, aimed at meeting short and long term operational needs
- ✧ Manage comprehensive inventory of all City property and leases
- ✧ Identify surplus properties and prepare for disposition

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Facility Planning resulting in the concept of a Public Works Corporate Yard at Juniper Ridge
- ✧ Energy Efficiency improvements including contracting with an Energy Savings Company (ESCO)
- ✧ Hiring a Property Manager responsible for managing the City's property portfolio
- ✧ Accommodating growth at the Downtown Campus
 - South Sisters Tenant improvements
 - Middle Sisters Tenant improvements
 - Consolidation of departments within Wall Street Annex

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new Facilities Maintenance Lead to assist with increased workload related to growth of the organization
- ✧ Biennial budget includes initial design work of \$2,190,000 for the Juniper Ridge Public Works Corporate Yard as well as \$200,000 for planning costs associated with a new City Hall. High level project estimates for design and construction of the Public Works facility is approximately \$63,584,000. No preliminary estimates for design and construction of a new City Hall are known at this time
- ✧ Budget includes long term debt proceeds of \$274,000 in the first year of the biennium associated with energy-efficiency projects performed by Ameresco and \$2,190,000 in 2020-2021 to finance initial design costs of future facility planning
- ✧ Major equipment purchases to include one (1) new vehicle, one (1) replacement vehicle, and one (1) new Bobcat Toolcat to be used for snow removal purposes
- ✧ Management of the Police Department's facility needs at the shooting range

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
One (1) Service Truck replacement	\$ 45,000	\$ -	\$ -	\$ -	\$ -
One (1) Vehicle replacement	-	-	22,000	-	-
One (1) New Service Truck	38,000	-	-	-	-
One (1) Bobcat toolcat	60,000	-	-	-	-
One (1) 30 ton Rooftop Unit replacement Police Dept	-	-	186,000	-	-
One (1) 5 ton Rooftop Unit replacement Police Dept	-	-	-	18,000	-
One (1) Employee Emergency Notification software	10,000	-	-	-	-
One (1) Quonset hut	30,000	-	-	-	-
Total	\$ 183,000	\$ -	\$ 208,000	\$ 18,000	\$ -

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
Energy Savings Project	\$ 160,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 160,000	\$ -	\$ -	\$ -	\$ -

**Facilities Management
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
FA20JX Boyd Acres ROW Improvement	1	\$ 146,800	\$ -	\$ -	\$ -	\$ -	146,800
FA20CX City Hall Roof Replacement	5	230,000	-	-	-	-	230,000
FA20DX 875 NW Brooks Re-Roof	5	60,000	-	-	-	-	60,000
FA20FX South Sisters Roof Replacement	5	70,000	-	-	-	-	70,000
FA20GX Franklin Annex Parking Lot	5	25,000	-	-	-	-	25,000
FA21AX Downtown Campus	5	-	500,000	-	-	-	500,000
FA21BX Juniper Ridge Corporate Yard Roadway Site Grading	5	-	2,190,000	14,369,000	-	-	16,559,000
FA22AX Juniper Ridge Corporate Yard Vehicle Storage/Shop Bldg	5	-	-	2,228,000	13,827,000	-	16,055,000
FA23AX Juniper Ridge Corporate Yard Fuel Island	5	-	-	-	159,000	1,228,000	1,387,000
FA24AX Juniper Ridge Corporate Yard Fleet Building	5	-	-	-	-	1,416,000	1,416,000
		\$ 531,800	\$ 2,690,000	\$16,597,000	\$13,986,000	\$ 2,644,000	\$ 36,448,800

* The City's cost estimate classifications system is based on standards developed by the ACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		

**Internal Service Fund - Departmental Administration
Fleet Management**

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 95,286	\$ 422,288	\$ 422,360	\$ 278,600	\$ 278,600	\$ 278,600
Miscellaneous	15,189	92,200	291,441	44,600	44,600	44,600
Interfund transfers	4,106,500	5,028,900	5,154,061	7,252,200	7,252,200	7,249,200
TOTAL RESOURCES	\$ 4,216,975	\$ 5,543,388	\$ 5,867,863	\$ 7,575,400	\$ 7,575,400	\$ 7,572,400
REQUIREMENTS						
Admin. & Central Serv. Program						
Personnel services	\$ 1,549,547	\$ 2,007,300	\$ 1,999,861	\$ 2,854,200	\$ 2,814,400	\$ 2,814,400
Materials & services	1,802,823	2,666,344	2,756,213	3,426,600	3,426,600	3,426,600
Capital outlay	7,250	226,038	226,201	77,000	77,000	77,000
Total Admin. & Central Serv. Program	3,359,620	4,899,682	4,982,274	6,357,800	6,318,000	6,318,000
Interfund Transfers	401,769	602,600	606,967	967,300	1,007,100	1,004,100
Contingency	-	41,106	-	250,300	250,300	250,300
TOTAL REQUIREMENTS	\$ 3,761,390	\$ 5,543,388	\$ 5,589,241	\$ 7,575,400	\$ 7,575,400	\$ 7,572,400

Full Time Equivalents	9.91	10.66
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Note: Beginning working capital in the 2017-2019 Estimate include a prior year adjustment as reported in the Comprehensive Annual Financial Report (CAFR).

ADMINISTRATION & CENTRAL SERVICES
Fleet Management

Overview

The Fleet Management 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.

Goals & Objectives for the 2019 – 2021 Biennial Budget

- ✧ Effectively select, implement, and gain proficiency in new Fleet Management System
- ✧ Revamp Fleet Training: technical, administrative, and leadership/management
- ✧ Complete City-Wide fleet utilization study, right-sizing, and introduce electric vehicles into the fleet
- ✧ Implement motor pools at several satellite locations to enhance fleet utilization and positively impact city-wide employee mobility
- ✧ Successfully up-fit Police and Fire assets with 100% customer satisfaction
- ✧ Implement a new centralized vehicle and equipment replacement fund

Major Accomplishments during the 2017 – 2019 Biennium

- ✧ Completed shop re-organization and developed repeatable processes to gain efficiencies
- ✧ Developed City-Wide five-year vehicle and equipment replacement plan
- ✧ Conducted Fleet system and fixed asset reconciliation and corrected more than 100 inventory errors
- ✧ Enhanced mechanic productivity: replaced \$250K of dilapidated shop equipment, mechanic hand tools, tool boxes, and diagnostic equipment
- ✧ Reduced maintenance backlog from 6,000 hours to less than 1,000 hours in 12-month period

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ One (1) new Shop Supervisor starting in FY2020
- ✧ One (1) new Equipment Service Technician starting in FY2021
- ✧ One (1) LEAP backfill position for six months of FY2020 to support the implementation process
- ✧ One (1) conversion of a temp position to a Limited Duration position for first year of biennium
- ✧ Budget for new mobile maintenance truck (\$65K)
- ✧ Continue to upgrade shop and diagnostic equipment
- ✧ Increased training budget to improve technical competency
- ✧ Centralized City-Wide parts, tire, and fuel purchasing
- ✧ Changing legal name from Garage Services to Fleet Management to reflect the broader, more comprehensive services provided by the department

ADMINISTRATION & CENTRAL SERVICES
Fleet Management

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2019-20	2020-21	2021-22	2022-23	2023-24
One (1) Service Truck replacement with maintenance body	\$ 65,000	\$ -	\$ -	\$ -	\$ -
One (1) New Ford Escape (Fleet Manager Vehicle)	-	-	25,000	-	-
One (1) Ford Ranger w/canopy for Parts Tech	-	-	30,000	-	-
One (1) Tennant Floor Sweeper	12,000	-	-	-	-
Total	\$ 77,000	\$ -	\$ 55,000	\$ -	\$ -

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PERS Debt Service Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 2,713,429	\$ 2,745,919	\$ 2,679,094	\$ 2,872,300	\$ 2,872,300	\$ 2,872,300
Charges for services	-	-	-	2,487,500	4,784,500	4,784,500
Miscellaneous	45,890	110,700	77,966	159,600	159,600	159,600
Interfund transfers	2,341,029	2,755,532	2,774,490	-	-	-
TOTAL RESOURCES	\$ 5,100,349	\$ 5,612,151	\$ 5,531,550	\$ 5,519,400	\$ 7,816,400	\$ 7,816,400
REQUIREMENTS						
Admin. & Central Serv. Program						
Materials & services	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 4,297,000	\$ 4,297,000
Total Admin. & Central Serv. Program	-	-	-	2,000,000	4,297,000	4,297,000
Interfund Transfers	48,800	89,700	80,000	95,800	95,800	95,800
Debt Service	2,372,455	2,578,400	2,579,235	2,808,000	2,808,000	2,808,000
Reserves	-	2,944,051	-	615,600	615,600	615,600
TOTAL REQUIREMENTS	\$ 2,421,255	\$ 5,612,151	\$ 2,659,235	\$ 5,519,400	\$ 7,816,400	\$ 7,816,400

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.

Due to decisions made during 2013-2015 and 2017-2019 Budget Committee deliberations, a portion of personnel cost savings in department operating budgets were transferred to the PERS Debt Service Fund to increase reserves to offset the financial impact of future PERS increases.

In March 2018, the Oregon Legislature introduced Senate Bill 1566 which established The Employer Incentive Fund in the State Treasury. Moneys in this fund will be used to match amounts being made by public employers participating in the Oregon Public Employees Retirement System (PERS). Although the Legislature is still working out the details, the current process requires eligible employers to:

- ✧ Submit an application to the Public Employees Retirement Board by December 31, 2019 to be considered (as of April 2019, the applications are not yet available)
- ✧ Make the qualifying lump sum payment to a PERS side account no later than July 1, 2023
- ✧ Confirm that the lump sum payment is not from moneys borrowed by the employer

Once approved, the Employer Incentive Fund will follow anticipated rules which will allow for:

- ✧ A 25% match of the amount deposited by the employer. The match is limited to 5% of the employer's Unfunded Actuarial Liability (UAL) or \$300,000, whichever is greater.
- ✧ Employers with a UAL exceeding 200% of the annual payroll and who submit their application with 90-180 days of the opening date will be given priority in matching of funds (NOTE: the City does not qualify for this priority)
- ✧ Matches can be made until funds are exhausted. Any applications not funded will be put on a wait list until new revenues are received.

Per the most recent actuarial valuation, the City's UAL is \$60,080,694. The maximum match that the City could receive is \$3,004,035 (5% of the UAL). To receive the maximum, the City would be required to make a lump sum payment of \$12,016,140.

The 2019-2021 biennial budget reflects a \$4,297,000 contribution to a new side account, which with the 25% match from the State, would bring the total deposit amount to approximately \$5.4 million. Based on a forecasting tool developed by the State, that \$5.4 million initial deposit would reduce the City's future PERS contributions by approx. \$11.7 million over a 10 year period.

Significant Changes from the 2017 – 2019 Biennial Budget

- ✧ Contributions of approximately \$4.3M to the Employer Incentive Fund in the State Treasury

Internal Service Fund - Other Post-Employment Benefits (OPEB)

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ 9,372,000	\$ 9,372,000	\$ 9,372,000
Charges for services	-	2,800,000	2,694,802	4,869,600	3,410,400	3,410,400
Miscellaneous	-	90,000	106,973	318,000	318,000	318,000
Interfund transfers	-	6,650,676	6,650,676	-	-	-
TOTAL RESOURCES	\$ -	\$ 9,540,676	\$ 9,452,450	\$ 14,559,600	\$ 13,100,400	\$ 13,100,400
	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
REQUIREMENTS						
Interfund Transfers	\$ -	\$ 90,000	\$ 80,500	\$ 159,000	\$ 159,000	\$ 159,000
Reserves	-	9,450,676	-	14,400,600	12,941,400	12,941,400
TOTAL REQUIREMENTS	\$ -	\$ 9,540,676	\$ 80,500	\$ 14,559,600	\$ 13,100,400	\$ 13,100,400

ADMINISTRATION & CENTRAL SERVICES
Other Post-Employment Benefits (OPEB)

Overview

The City currently participates in three separate Other Post-Employment Benefits (OPEB) plans which are discussed below.

1. Implicit rate subsidy for retiree Health Insurance Continuation premiums:
Per ORS 243.303, the City provides a single-employer plan to provide retirees with group health and dental insurance from the date of retirement to age 65. Retirees pay the full premium for coverage, unless the premium is charged under the stand-alone plan, discussed in plan 3 below. As the premiums cannot be separately rated from the group of active employees, there is an implicit rate subsidy paid by the City in its premiums paid for active employees.
2. Contribution to the Oregon PERS (OPERS) cost-sharing multiple-employer defined benefit plan:
The City also contributes to the OPERS Retirement Health Insurance Account. This plan is a multiple-employer defined benefit plan that provides retirees with a monthly contribution toward the cost of Medicare companion health insurance. Rates are assessed each year by OPERS based on a rate actuarially determined to finance the costs of benefits earned by employees during the year.
3. Stand-alone plan for employees meeting certain eligibility requirements:
The third plan is a stand-alone plan where the City provides retiree health benefits to employees with at least 15 years of service prior to retirement. The City pays the premium for retiree coverage until age 62 as long as the retiree maintains insurance coverage. The City will also pay the OPERS sponsored supplement to Medicare insurance beginning at age 65 if continuous coverage is maintained. The City is not responsible for any costs associated with retiree health care insurance, including Medicare and supplement to Medicare for non-represented employees hired after December 31, 2010, for COBEA members hired after August 31, 2011, for Fire Association employees hired after June 30, 2012, or for Police Association employees hired after June 30, 2013.

In response to changes in accounting for OPEB costs required by generally accepted accounting principles, the City started setting aside resources starting in fiscal year ending June 30, 2012. At the end of fiscal year ending June 30, 2018, the City created a new Internal Service Fund to account for these resources and to provide greater transparency for the intended use of these funds.

Revenues are received from user departments through a monthly charge based on the number of employees in each department. Charges are based on anticipated service costs for OPEB as calculated in the biennial actuarial valuation prepared for financial reporting purposes. When the Proposed Budget was developed, charges for service were anticipated to be significantly higher in the 2019-2021 biennial budget due to the inclusion of the implicit subsidy in the Health Insurance Continuation plan. However the service cost listed in the initial estimate was revaluated and, during the 2019-2021 Biennial Budget Deliberations, the Budget Committee decided to reduce the OPEB contribution rate by 30% and use the funds saved to support street preservation and to increase the City's PERS side account deposit.

Management has considered the creation of a trust for the OPEB plan, however, costs are prohibitive until such a time as the plan resources are large enough to warrant the expense (at the end of the biennium there will be approximately \$14 million in the fund; this amount needs to be approximately \$50 million to achieve the economies of scale needed to create a separate legal trust). Until then, management continues to look for opportunities to invest OPEB funds in accordance with the City's investment policies as well as identify opportunities to keep OPEB and other personnel costs as low as possible which keeps future liabilities and costs low.

Energy ARRA Grant Fund

	ACTUALS 2015-2017	ADJUSTED BUDGET 2017-2019	ESTIMATE 2017-2019	BIENNIAL BUDGET		
				PROPOSED 2019-2021	APPROVED 2019-2021	ADOPTED 2019-2021
RESOURCES						
Beginning working capital	\$ 78,119	\$ 98,954	\$ 96,829	\$ 13,700	\$ 13,700	\$ 13,700
Miscellaneous	27,032	500	15,904	70,200	70,200	70,200
TOTAL RESOURCES	\$ 105,151	\$ 99,454	\$ 112,733	\$ 83,900	\$ 83,900	\$ 83,900
REQUIREMENTS						
Admin. & Central Serv. Program						
Materials & services	\$ -	\$ 454	\$ -	\$ -	\$ -	\$ 83,900
Total Admin. & Central Serv. Program	-	454	-	-	-	83,900
Interfund Transfers	8,322	99,000	99,000	83,900	83,900	-
TOTAL REQUIREMENTS	\$ 8,322	\$ 99,454	\$ 99,000	\$ 83,900	\$ 83,900	\$ 83,900

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.

Grant revenues are recorded in this fund and proceeds are transferred to the City Manager's Office where all of the programmatic costs are incurred.

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 \$10,000 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 2019-2021 biennium. Many of the projects outlined in the CIP are the result of Council's 2019-2021 Goal Framework, and are complex, multi-year projects involving improvements to water, water reclamation, stormwater and transportation infrastructure. Examples of these improvements include the North Interceptor, Newport Pipe Replacement, Bend South Septic Solutions, and the Empire and Murphy Corridor Improvements projects. 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, Accessibility Construction, and Airport Funds and the Facilities Management division of the Internal Service Fund – City Wide Administration. The 2020-2024 Capital Improvement Program was presented to the City of Bend Budget Committee and the Bend City Council as part of the 2019-2021 Biennial Budget process, and adopted by the City Council on June 19, 2019.

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 2019-2021 portion of the 2020-2024 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 2019-2021 budgeted costs and funding sources is included in this budget document in the section immediately following this overview.

Water Capital Budget

The Water Capital Program implements projects that were identified in the 2011 Water Master Plan and other operational needs. Additional water projects will be reviewed once the water master plan is updated in 2019. 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 addressing future growth.

The Water CIP schedule calls for an investment of approximately \$18.5 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. New debt issues include \$1.3 million for energy savings projects.

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 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 30-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 Southeast Bend Septic to Sewer conversions.

The capital improvement schedule for Water Reclamation for the next five years calls for expenditures of \$136.3 million for sewer collection system improvements. This includes an interceptor pipe alignment, lift station and canal crossing project, capacity improvements, and several sewer mains, gravity mains and pump station decommissions. User fees, system development charges, and long-term debt all provide potential sources of revenues to address these projects. Debt issues include \$41.3 million in the biennium and are assumed as revenue bonds. Total debt proceeds projected total \$50.7 million which includes drawdowns of approved DEQ loans. User fees, 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 investments of approximately \$15.2 million in the next five years for a pipe replacement project, 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 Newport Pipe Replacement Project which includes water, sewer and transportation components as well as the Master Plan Update, which will produce additional projects in future CIP schedules. The 2019-2021 biennial budget includes \$5.6 million in proposed long-term debt for stormwater infrastructure investments.

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.

Accessibility Construction Fund: includes projects for the development of the City's right of way infrastructure from design through construction.

The current Transportation Construction schedule emphasizes the completion of CIP projects in design as well as projects to relieve congestion, improve connectivity and safety. Most of these projects were prioritized by the City Council during their 2019-2021 goal setting process. The Transportation

Construction CIP includes \$73.7 million of projects, and the biennial budget anticipate the issuance of \$44.4 million in long-term debt to fund transportation investments.

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 \$4.5 million of projects, and the biennial budget includes \$0.9 million in long-term debt to pay for the NE Division St Corridor accessibility improvements and the ADA portion of the Murphy Road corridor improvements.

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 2020 the last phase of the Helicopter Operations Area Phase II will be completed with a total cost estimate of at \$24.8M. The Airport will also complete the 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 approximately \$585,000. The five-year Airport CIP includes \$3.1 million of projects.

Facilities Management Budget

The Facilities Management Capital budget accounts for maintenance, repair, small construction and Capital Improvement Projects related to City-owned facilities. In addition, this Central Services division assists in the planning and design of future space needs in existing buildings or new City facilities. The five-year Facilities Management Construction CIP includes \$36.4 million of projects and the biennial budget includes \$2.5 million in long-term debt to pay for energy saving projects and the initial design work for the Juniper Ridge Public Works Corporate Yard. High level project estimates for design and construction of the Public Works facility is approximately \$63,584,000 and the project will be completed beyond the current 5-year CIP.

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	Franchise Fees					Impact on Annual Operating Budget	Total Project Estimate Jun-19	Multi-Year Project? Yes/No	Capital Outlay 2019-2021 Biennium	Project Detail pg #
	Rates	SDC's	Urban Renewal	Other	Notes					
WATER FUND										
1WMP1 Water Master Plan Update						None	\$ 1,000,000	Yes	\$ 999,500	302
1TEC3 Empire Extension					1	Minimal	10,170,100	Yes	300,000	304
1TMC2 Murphy Brosterhus to 15th					1	Negligible	4,318,500	Yes	534,400	306
1TMC3 Murphy & Brosterhus Roundabout					1	Negligible	3,266,000	Yes	56,500	308
1TMC4 Murphy & 15th Roundabout					1	Negligible	4,236,100	Yes	674,500	310
1TMC6 Murphy Corridor Improvements Parrell to Brosterhus					1	Negligible	11,855,500	Yes	208,500	312
1S036 Drake Pump Station Upgrade					1,6	Positive	7,770,000	Yes	120,000	314
1TMC1 Murphy Railway Overcrossing					1	Negligible	5,715,500	Yes	52,400	316
1RNPR Newport Pipe Replacement					1	Minimal	13,799,000	Yes	323,000	318
1WAWP Awbrey Well Supply Expansion						Minimal	2,085,000	No	2,085,000	320
1WCPS College Parallel Pipe Study						None	1,250,000	No	1,250,000	322
1WLPE Lafayette Pipe Enlargement						Minimal	260,000	No	260,000	324
1WSSC New Water Well Near NE Shirley Court						Minimal	2,915,000	No	-	326
1WPPR Opt Study Parallel Piping Rock Bluff to Brosterhus						None	2,940,000	No	-	328
1WSWO Opt Study Shiloh Well						None	2,721,600	No	-	330
1WRBO Opt Study Parallel Mains Brosterhus on Reed Mkl						None	1,795,000	No	-	332
Total for Water Fund									\$ 6,863,800	
WATER RECLAMATION FUND										
1SNIP North Interceptor Phase I						None	\$ 3,035,000	Yes	\$ 2,035,000	334
1SNIA North Interceptor Pipe Alignment						Negligible	19,500,000	Yes	16,475,000	336
1SNIL North Interceptor Lift Station						Minimal	7,600,000	Yes	7,537,600	338
1SNIX North Interceptor Canal Crossing						Minimal	9,715,000	Yes	9,700,000	340
1SSHI Solids Handling Improvements					6	Positive	7,500,500	Yes	7,193,700	342
1SMTI Amethyst Mahogany Diversion					6	Minimal	2,620,000	Yes	2,293,000	344
1SCAP Capacity Improvements					6	High	8,000,000	Yes	1,944,100	346
1SRLS Riverhouse Lift Station					6	Positive	1,528,000	Yes	625,000	348
1SWRF Secondary Expansion Litigation					6	None	2,400,000	No	2,400,000	350
1RNPR Newport Pipe Replacement					1,6	Minimal	13,779,000	Yes	324,000	352
1SN01 Bend Sewer Extension 1					6	None	5,000,000	Yes	5,000,000	354
1SDWS Desert Woods Sewer Main					6	Negligible	6,000,000	Yes	6,000,000	356
1SBSS Bend Septic Solutions						None	3,544,710	Yes	1,300,000	358
1SNEP Bend Sewer Neighborhood Extension Program						None	10,500,000	Yes	3,000,000	360
1SSIM Simplicity Main & Pump Station Decommission					6	Positive	500,000	No	500,000	362
1SNOT Nottingham Main & Pump Station Decommission					6	Positive	500,000	No	500,000	364
1S036 Drake Pump Station Upgrade					1,6	Positive	7,770,000	Yes	7,130,000	366
1SPSD Pump Station Decommissions					6	Positive	8,904,000	Yes	3,872,000	368
1SCSE Collection System Enhancement Program						Positive	11,323,500	Yes	2,500,000	370
1SPCR WRF Primary Clarifier Rehabilitation						Positive	1,000,000	No	1,000,000	372
1SMP1 Collection System Master Plan Update						None	750,000	No	750,000	374
1SAMM Amethyst Mahogany Street Sewer						None	5,700,000	Yes	1,140,000	376
1SN12 North Interceptor Phase II						Unknown	26,800,000	Yes	6,700,000	378
1SFPF WRF Facilities Plan Update						None	500,000	No	-	380
1SSFU Support Facilities Upgrade						None	1,000,000	Yes	-	382
1SOC1 Odor Control Master Plan						Unknown	1,155,000	No	-	384
Total for Water Reclamation Fund									\$ 89,919,400	
STORMWATER FUND										
1TMC2 Murphy Brosterhus to 15th					1	Negligible	\$ 4,318,500	Yes	\$ 380,400	386
1TMC3 Murphy & Brosterhus Roundabout					1	Negligible	3,266,000	Yes	271,100	388
1TMC4 Murphy & 15th Roundabout					1	Negligible	4,236,100	Yes	239,100	390
1TMC1 Murphy Railway Overcrossing					1	Negligible	5,715,500	Yes	488,300	392
1TEC3 Empire Extension					1	Minimal	10,170,100	Yes	691,600	394
1TEC4 Empire & 27 Intersection					1	Negligible	3,500,000	Yes	238,000	396
1TEC5 Purcell Butler Market					1	Positive	2,817,400	Yes	191,500	398
1TEC1 Purcell Roundabout					1	Negligible	2,400,000	Yes	163,200	400
1RNPR Newport Pipe Replacement					1,6	Minimal	13,779,000	Yes	1,640,000	402
1TMC5 Murphy & Country Club Design					1	Negligible	1,000,200	Yes	292,200	404
1TMC6 Murphy Corridor Improvements Parrell to Brosterhus					1	Negligible	11,855,500	Yes	1,060,300	406
1TEC6 Purcell Modernization					1	Negligible	2,220,100	Yes	75,500	408
1RFGU Franklin & Greenwood Underpass						None	5,620,000	Yes	120,000	410
1RMP1 Stormwater Master Plan Update						None	500,000	No	-	412
1RRMC Roosevelt & McKinley Stormwater						None	579,000	Yes	-	414
Total for Stormwater Fund									\$ 5,851,200	

City of Bend, Oregon
2019-2021 Adopted Budget

FUND/Description	Franchise Fees					Impact on Annual Operating Budget	Total Project Estimate Jun-19	Multi-Year Project? Yes/No	Capital Outlay 2019-2021 Biennium	Project Detail pg #
	Rates	SDC's	Urban Renewal	Other	Notes					
TRANSPORTATION CONSTRUCTION FUND										
1TNPS Neff & Purcell Intersection Design						Positive	\$ 4,500,000	Yes	\$ 4,150,000	418
1T14R 14th Street Reconstruction Plant Establishment						Positive	10,068,000	Yes	50,000	420
1TR3N Reed Mkt: 3rd to Newberry Plant Establishment						Positive	13,640,000	Yes	100,000	422
1TMC3 Murphy & Brosterhous Roundabout					1	Negligible	3,266,000	Yes	2,518,500	424
1TMC4 15th & Murphy Roundabout					1	Negligible	4,236,100	Yes	2,972,500	426
1TMC7 15th Street Sidewalk					1	None	335,000	No	84,300	428
1TEC3 Empire Avenue Extension					1	Minimal	10,170,100	Yes	8,647,200	430
1TODT Hwy 20/Greenwood Sidewalk Impr. Contribution					7	None	1,500,000	No	1,500,000	432
1TEC4 Empire & 27 Intersection					1	Negligible	3,500,000	Yes	3,001,800	434
1TEC5 Purcell Butler Market					1	Positive	2,817,400	Yes	2,206,500	436
1TMC2 Murphy Brosterhous to 15th					1	Negligible	4,318,500	Yes	3,089,400	438
1TMC5 Murphy & Country Club Design					1	Negligible	1,000,200	Yes	608,000	440
1TMC1 Murphy Railway Overcrossing					1	Negligible	5,715,500	Yes	4,869,700	442
1TBKE Bicycle Greenways						Minimal	900,000	Yes	620,000	444
1TBRB Bond & Reed Market RAB						Negligible	750,000	Yes	750,000	446
1TABB Archie Briggs Bridge Replacement					7	Minimal	72,000	Yes	72,000	448
1TCSI Citywide Safety Improvements						Minimal	2,354,000	Yes	1,000,000	450
1TMC6 Murphy Corridor Improvements Parrell to Brosterhous					1	Negligible	11,855,500	Yes	10,356,700	452
1TEC6 Purcell Blvd Modernization						Negligible	2,220,100	Yes	1,123,100	454
1RNPR Newport Pipe Replacement					1,6	Minimal	13,779,000	Yes	2,986,000	456
1TCSR Columbia & Simpson RAB						Negligible	1,000,000	No	1,000,000	458
1T3IN 3rd & Reed Market Intersection					8	Negligible	5,000,000	Yes	500,000	460
1T9WS 9th & Wilson Traffic Signal Improvement						Negligible	5,000,000	Yes	-	462
1TCHI Brosterhous & Chase Intersection						Negligible	5,000,000	Yes	-	464
1TCON 27th & Conners Intersection						Negligible	2,500,000	Yes	-	466
1TBMW Butler Market & Wells Acres Improvement						Negligible	3,000,000	No	-	468
Total for Transportation Construction Fund								\$ 52,205,700		
ACCESSIBILITY CONSTRUCTION FUND										
1ADIV NE Division Street Corridor						Negligible	\$ 700,000	Yes	\$ 670,000	472
1S036 Drake Pump Station Upgrade					1,6	Positive	7,770,000	Yes	150,000	474
1TMC7 15th Street Sidewalk					1	None	335,000	No	250,700	476
1ABRI Brosterhous Road Accessibility Improvements						Negligible	620,000	Yes	620,000	478
1RNPR Newport Pipe Replacement						Minimal	13,779,000	Yes	88,000	480
1AADA Accessibility Opportunity Projects						Negligible	500,000	Yes	200,000	482
1ARWI River West Accessibility Improvements						Negligible	600,000	No	-	484
1ADEI NW Delaware Accessibility Improvements						Negligible	600,000	No	-	486
1ASCA Southern Crossing Accessibility Improvements						Negligible	500,000	Yes	-	488
1ANHI NW Hill Accessibility Improvements						Negligible	100,000	No	-	490
1AMWI Mt Washington Accessibility Improvements						Negligible	100,000	No	-	492
Total for Accessibility Construction Fund								\$ 1,978,700		
AIRPORT FUND										
AP13A Helicopter Operations Area Phase I					2	None	\$ 409,900	Yes	\$ 25,000	496
AP18A Helicopter Operations Area Phase II					2	None	7,085,000	Yes	10,000	498
AP19A Master Plan Update					2	None	587,800	Yes	291,300	500
AP21A Master Plan Projects Environmental Assessment					2	None	500,000	Yes	250,000	502
AP22A Runway 16-34 & Taxiway B Seal Coat					2	None	1,500,000	Yes	-	504
AP23A South Hangar Taxilane Project					2	None	750,000	No	-	506
Total for Airport Fund								\$ 576,300		
FACILITIES MANAGEMENT										
FA20JX Boyd Acres ROW Improvement					4	Minimal	\$ 180,200	Yes	\$ 146,800	510
FA20CX City Hall Roof Replacement					4	Minimal	230,000	No	230,000	512
FA20DX 875 NW Brooks Re-Roof					5	Minimal	60,000	No	60,000	514
FA20FX South Sisters Roof Replacement					4	Minimal	70,000	No	70,000	516
FA20GX Franklin Annex Parking Lot					4	Minimal	25,000	No	25,000	518
FA21AX Downtown Campus Tenant Improvement					4	Moderate	500,000	No	500,000	520
FA21BX Juniper Ridge Corporate Yard Roadway Grading					3	High	16,559,000	Yes	2,190,000	522
FA22AX Juniper Ridge Corporate Yard Vehicle Storage					3	High	16,055,000	Yes	-	524
FA23AX Juniper Ridge Corporate Yard Fuel Island					3	High	1,387,000	Yes	-	526
FA24AX Juniper Ridge Corporate Yard Fleet Building					3	High	11,064,000	Yes	-	528
Total for Facilities Management								\$ 3,221,800		
CIP Total for 2019-2021 Biennial Budget								\$ 160,616,900		
Notes:										
1 Synergy projects partially funded by Stormwater, Water Reclamation, Water, Accessibility Construction and/or Transportation Construction Funds										
2 Funded by FAA and State of Oregon Grants and City Match to be funded with Airport revenues and General Fund subsidy if State of Oregon grants not available.										
3 Projects will be funded by issuance of long term debt. Annual debt service payments will be made by operating departments at each site.										
4 Projects will be funded by benefiting departments through cost allocations.										
5 Projects will be funded by rent revenues.										
6 Projects will be funded by issuance of long term debt in the Clean Water State Revolving Fund Loan Program										
7 Funded by ODOT Grants and City Match to be funded by Transportation SDCs and Water/Sewer Franchise Fees.										
8 Partnership with Bend Parks and Recreation and/or Oregon State University Cascades.										

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Water
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1WMP1 Water Master Plan Update	N/A	\$ 999,500	\$ -	\$ -	\$ -	\$ -	\$ 999,500
1TEC3 Empire Extension	2	300,000	-	-	-	-	300,000
1TMC2 Murphy Brosterhaus to 15th	3	534,400	-	-	-	-	534,400
1TMC3 Murphy & Brosterhaus Roundabout	3	56,500	-	-	-	-	56,500
1TMC4 Murphy & 15th Roundabout	3	674,500	-	-	-	-	674,500
1TMC6 Murphy Corridor Improv. Parrell to Brosterhaus	3	24,600	183,900	-	-	-	208,500
1S036 Drake Pump Station Upgrade	5	60,000	60,000	-	-	-	120,000
1TMC1 Murphy Railway Overcrossing	3	52,400	-	-	-	-	52,400
1RNPR Newport Pipe Replacement	5	56,000	267,000	713,000	538,000	-	1,574,000
1WAWP Awbrey Well Supply Expansion	5	-	2,085,000	-	-	-	2,085,000
1WCPS College Parallel Pipe Study	N/A	-	1,250,000	-	-	-	1,250,000
1WLPE Lafayette Pipe Enlargement	5	-	260,000	-	-	-	260,000
1WSSC New Water Well Near NE Shirley Court	5	-	-	2,915,000	-	-	2,915,000
1WPPR Opt Study Parallel Piping Rock Bluff to Brosterhaus	N/A	-	-	2,940,000	-	-	2,940,000
1WSWO Opt Study Shiloh Well	N/A	-	-	-	2,721,600	-	2,721,600
1WRBO Opt Study Parallel Mains Brosterhaus on Reed Mk	N/A	-	-	-	-	1,795,000	1,795,000
		\$ 2,757,900	\$ 4,105,900	\$ 6,568,000	\$ 3,259,600	\$ 1,795,000	\$ 18,486,400

* The City's cost estimate classifications system is based on standards developed by the ACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Water Master Plan Update

#: 1WMP1

Project Manager: Skip Martin

Total Cost Estimate: \$1,000,000

Type/Fund: Water

METHOD OF FINANCING

Status: Planning **Phase:** Planning

TYPE	Amount
100% Rates	

Target Start Date: Jul 2018

Target End Date: Jun 2020

Cost Est. Classification: N/A

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 2018 integrated Water Master Plan as was used in 2011, plus update the Water Conservation Management Plan and the Public Facility Plan.

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 Operating Budget: None

Consequence of delaying or eliminating 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

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$500	\$999,500	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,000,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Empire Avenue Extension	#: 1TEC3										
Project Manager: Sinclair Burr	Total Cost Estimate: \$10,170,100										
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$9,178,500</td> </tr> <tr> <td>Stormwater</td> <td>\$691,600</td> </tr> <tr> <td>Water</td> <td>\$300,000</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$9,178,500	Stormwater	\$691,600	Water	\$300,000
METHOD OF FINANCING											
TYPE		Amount									
Transportation		\$9,178,500									
Stormwater	\$691,600										
Water	\$300,000										
Status: Active Phase: Design/Construction											
Target Start Date: Dec 2018											
Target End Date: Dec 2019											
Cost Est. Classification: 2											

DESCRIPTION

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of the extension of Empire Avenue from Purcell Boulevard to 27th Street.

NEED/JUSTIFICATION

This roadway extension has been identified as a much needed east-west connection in the north part of town per the City's Transportation System Plan (TSP).

FINANCIAL NARRATIVE

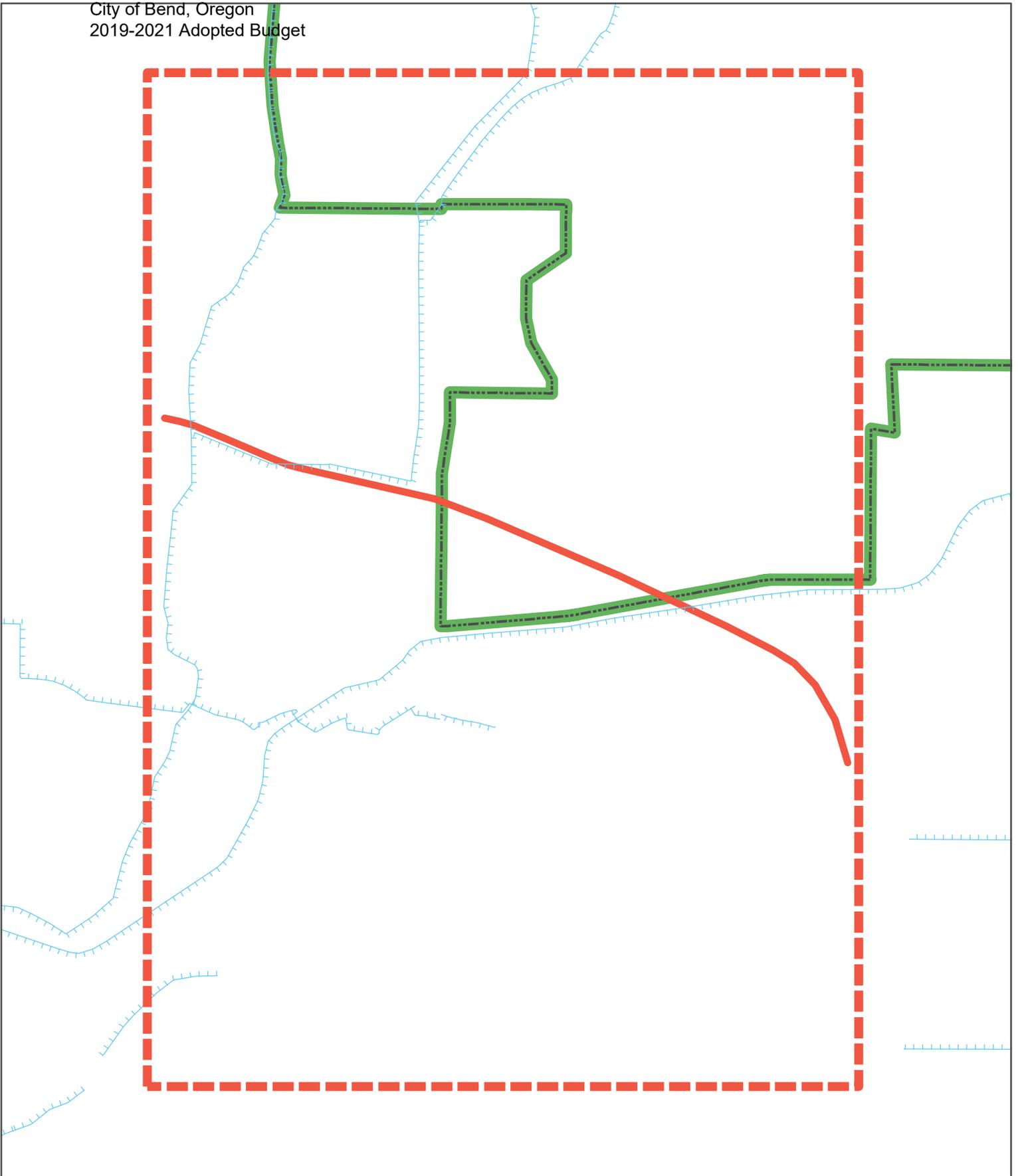
Impact on Operating Budget: Minimal. This portion of the project will add a new roadway segment which will require ongoing maintenance.

Consequence of delaying or eliminating 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). 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TEC1 Purcell Roundabout, 1TEC6 Purcell Modernization

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$531,300	\$9,638,800	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$10,170,100



1TEC3 Empire Avenue Extension

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Murphy Brosterhous to 15th	#: 1TMC2										
Project Manager: Garrett Sabourin	Total Cost Estimate: \$4,318,500										
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$3,323,000</td> </tr> <tr> <td>Stormwater</td> <td>\$414,000</td> </tr> <tr> <td>Water</td> <td>\$581,500</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$3,323,000	Stormwater	\$414,000	Water	\$581,500
METHOD OF FINANCING											
TYPE		Amount									
Transportation		\$3,323,000									
Stormwater	\$414,000										
Water	\$581,500										
Status: Active Phase: Design/Construction											
Target Start Date: Jun 2018											
Target End Date: Dec 2020											
Cost Est. Classification: 3											

DESCRIPTION

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the extension of Murphy Road from the current terminus at Brosterhous Rd, east to 15th St.. The extension includes a bridge overcrossing BNSF railway (See subproject 1TMC1) and will include a 2-lane section with bike and pedestrian facilities. Median treatment to be determined based on access needs and traffic study results.

NEED/JUSTIFICATION

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

FINANCIAL NARRATIVE

Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.

Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th St and Brosterhous Rd intersections, as well as to provide access to developable land and enhance the transportation system in SE Bend.

Project related to: 1TMC1 RR Crossing, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RA B, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$314,300	\$2,799,000	\$1,205,200	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate: \$4,318,500						



1TMC2 Murphy Brosterhous to 15th

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy & Brosterhous Roundabout				#: 1TMC3		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$3,266,000			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Jun 2018			Transportation	\$2,913,000		
Target End Date: Dec 2019			Stormwater	\$292,100		
Cost Est. Classification: 3			Water	\$ 60,900		
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.</p> <p>Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$419,900	\$2,846,100	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$3,266,000



1TMC3 Murphy & Brosterhaus Roundabout

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 15th & Murphy Roundabout				#: 1TMC4		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$4,236,100			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Dec 2018			Transportation	\$3,253,000		
Target End Date: Dec 2019			Stormwater	\$292,100		
Cost Est. Classification: 3			Water	\$691,000		
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Murphy/15th to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to meet current roadway performance standards and future water demand.</p> <p>Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$350,000	\$3,886,100	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:					\$4,236,100	



1TMC4 15th & Murphy Roundabout

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Murphy Corridor Improvements Parrell to Brosterhous #: 1TMC6
Project Manager: Garrett Sabourin **Total Cost Estimate:** \$11,855,500
Type/Fund: Multiple
Status: Active **Phase:** Design/Construction
Target Start Date: Dec 2018
Target End Date: Dec 2020
Cost Est. Classification: 3

METHOD OF FINANCING

TYPE	Amount
Transportation	\$10,586,700
Stormwater	\$1,060,300
Water	\$208,500

DESCRIPTION

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.

NEED/JUSTIFICATION

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

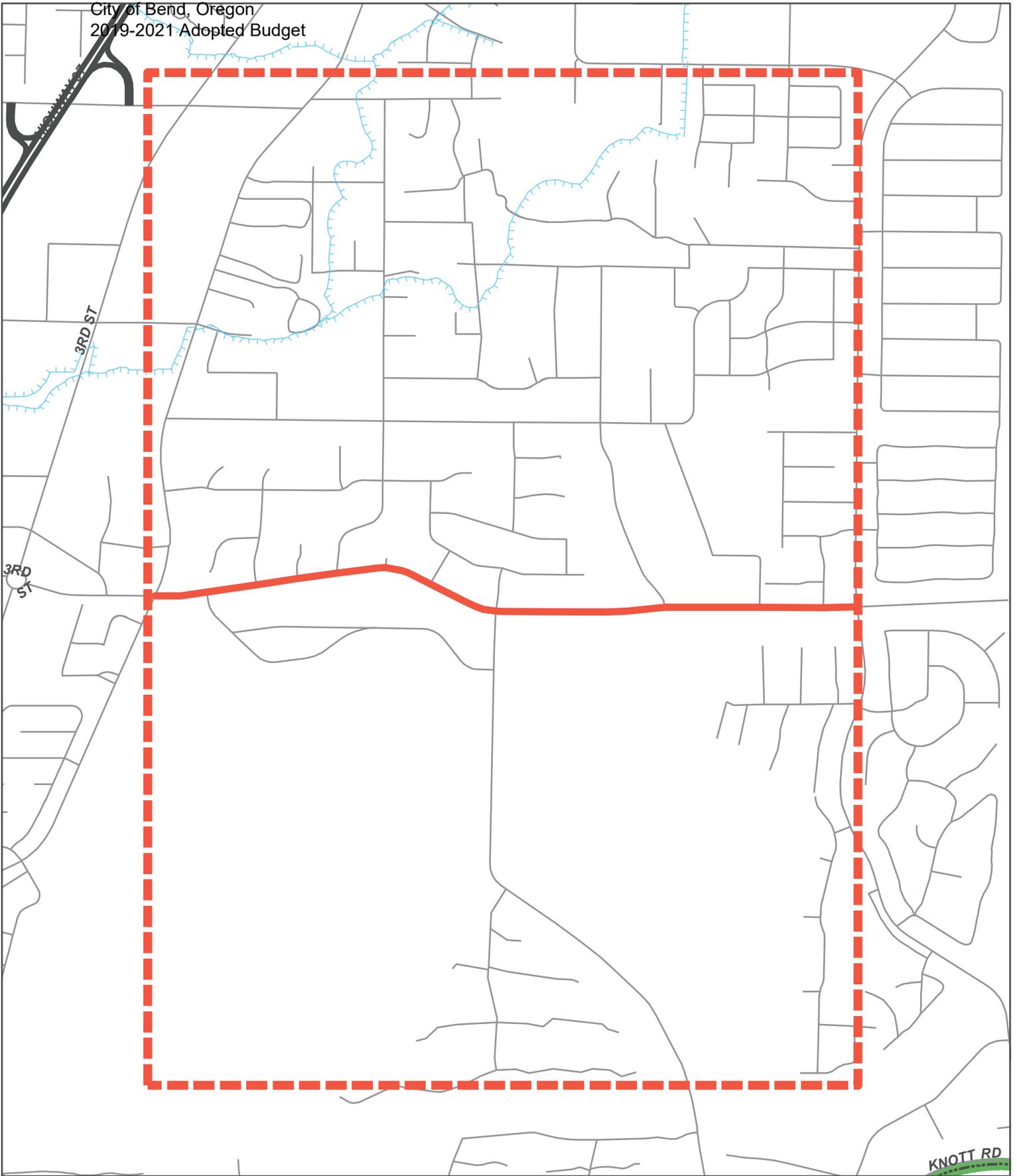
FINANCIAL NARRATIVE

Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.
 Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.

Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC7 15th Street Sidewalk

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$230,000	\$3,209,800	\$8,415,700	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$11,855,500



1TMC6 Murphy Corridor Improvements Parrell to Brosterhaus

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Drake Pump Station Upgrade	#: 1S036										
Project Manager: Jason Suhr	Total Cost Estimate: \$7,770,000										
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">OD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Sewer</td> <td>\$7,500,000</td> </tr> <tr> <td>ADA Construction</td> <td>\$150,000</td> </tr> <tr> <td>Water</td> <td>\$120,000</td> </tr> </tbody> </table>	OD OF FINANCING		TYPE	Amount	Sewer	\$7,500,000	ADA Construction	\$150,000	Water	\$120,000
OD OF FINANCING											
TYPE		Amount									
Sewer		\$7,500,000									
ADA Construction		\$150,000									
Water	\$120,000										
Status: Active Phase: Design											
Target Start Date: Feb 2017											
Target End Date: Jun 2021											
Cost Est. Classification: 5											

DESCRIPTION

Replacement of existing facility with a new pump station to address condition and capacity issues as well as site access constraints in the existing footprint. Project includes pumps, piping, electrical and control equipment, standby generator for back-up power, odor control equipment, wet or dry wells, liquid level monitoring, pressure monitoring, flow monitoring, bypass pumping port and telemetry equipment. In order to accommodate increased flows to the station, the project will also involve upsizing gravity main and installing a new force main from the new station to one of the Colorado Lift Station force mains.

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, telemetry/SCADA equipment, as well as upsizing existing gravity main and installing a new force main.

FINANCIAL NARRATIVE

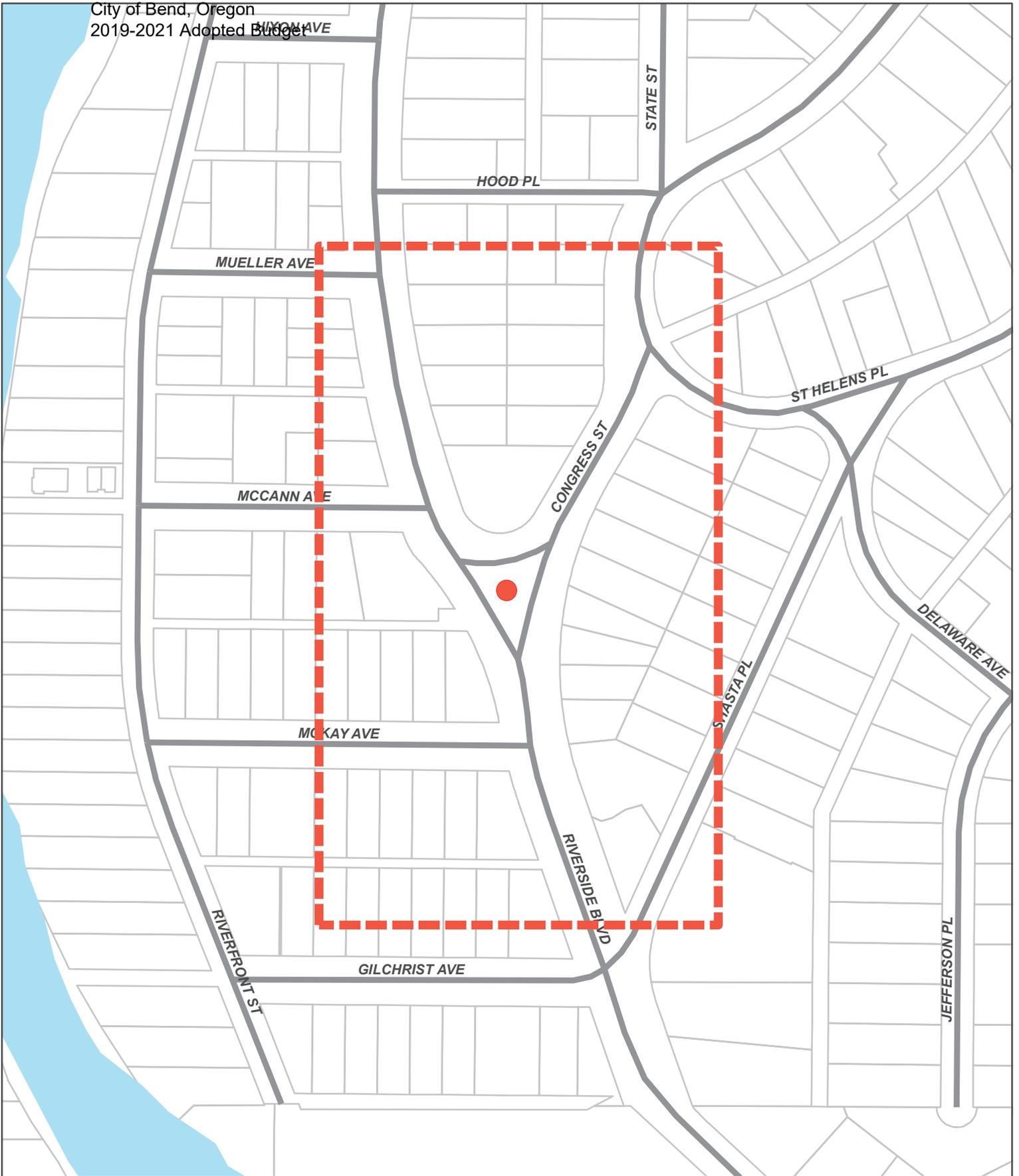
Impact on Operating Budget: Positive. Reduced expense due to operation and maintenance of the pump station eliminated.

Consequence of Delaying or Eliminating Project: Cost savings from pump station elimination lost. Leaves another component within the system to prone to failure.

Project Related to: CSMP projects 36A-r and 36B-r

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$370,000	\$3,240,000	\$4,160,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$7,770,000



1S036 Drake Pump Station Upgrade

Capital Improvement Projects





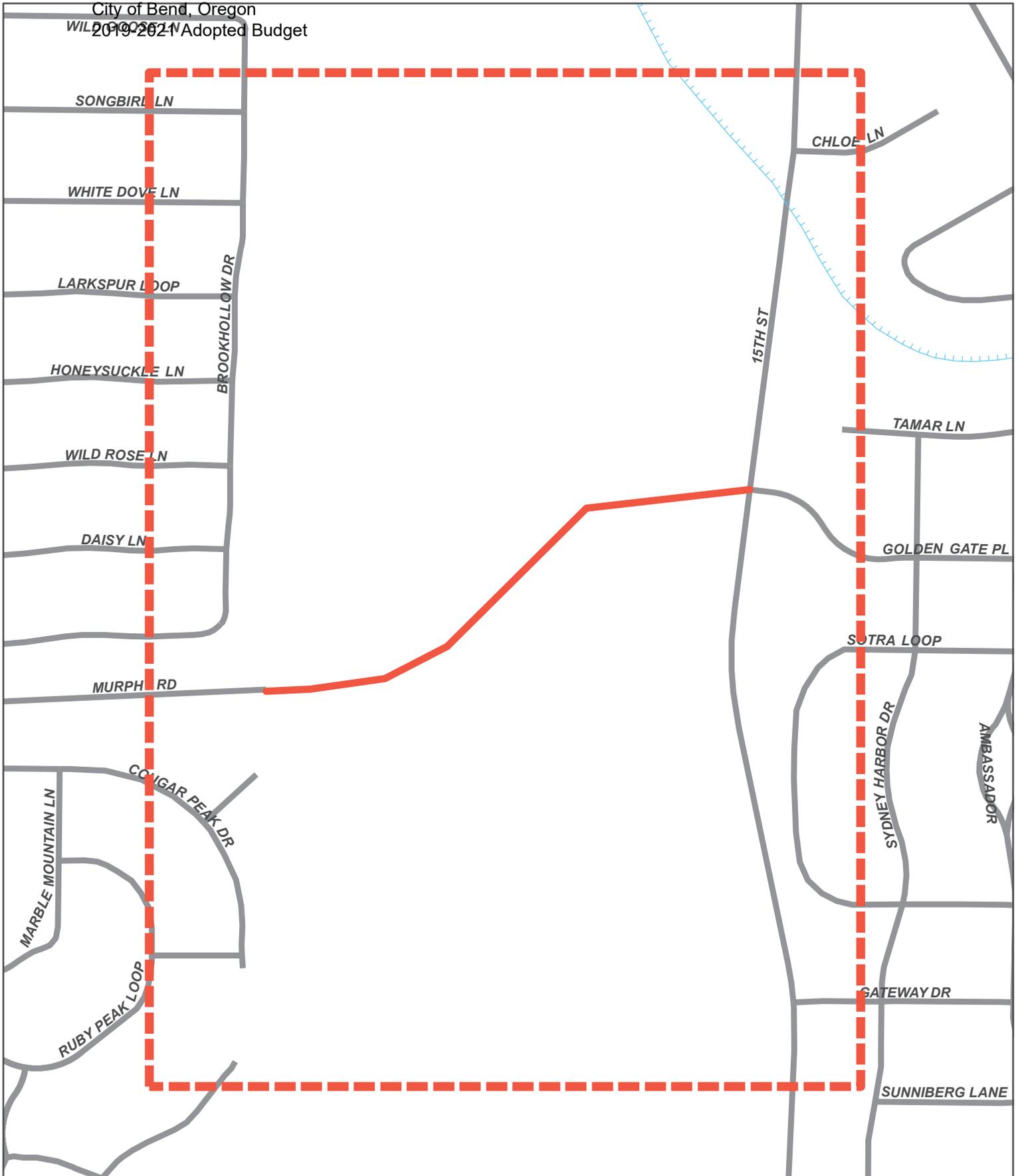
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy Railway Overcrossing				#: 1TMC1		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$5,715,500			
Type/Fund: Multiple				METHOD OF FINANCING		
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Jul 2018				Transportation	\$5,149,400	
Target End Date: Dec 2020				Stormwater	\$511,200	
Cost Est. Classification: 3				Water	\$ 54,900	
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the structure bridge and approach between Brosterhous and 15th, at the Burlington Northern and Santa Fe (BNSF) right of way. BNSF ROW expands from 100 feet to 200 feet wide at crossing location. Structure to include a 2-lane section with bicycle and pedestrian facilities.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.</p> <p>Project related to: 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$305,100	\$3,455,100	\$1,955,300	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$5,715,500



1TMC1 Murphy Railway Overcrossing

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Newport Pipe Replacement

#: 1RNPR

Project Manager: Drew Wells

Total Cost Estimate: \$13,779,000

Type/Fund: Multiple

Status: Planning **Phase:** Planning

Target Start Date: Feb 2019

Target End Date: Jun 2023

Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
Stormwater	\$6,247,000
Transportation	\$4,022,000
Water	\$1,574,000
Sewer	\$1,511,000
ADA Construction	\$425,000

DESCRIPTION

Reconstruct the existing drainage collection and conveyance system along Newport and Nashville Avenues from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement/rehabilitation of associated drainage structures. Since the trunk line conveys stormwater for a large area beyond Newport Avenue, project elements may also include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvement, flow reduction and flood mitigation measures. This project is identified as a synergy project and will include focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Avenue. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions. The scope of the drainage improvements are also subject to the updates incorporated into the Stormwater Master Plan Update (1RMP1).

NEED/JUSTIFICATION

The South Awbrey Butte Drainage Study completed in 2017 determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This Study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding/improve water quality within the basin.

FINANCIAL NARRATIVE

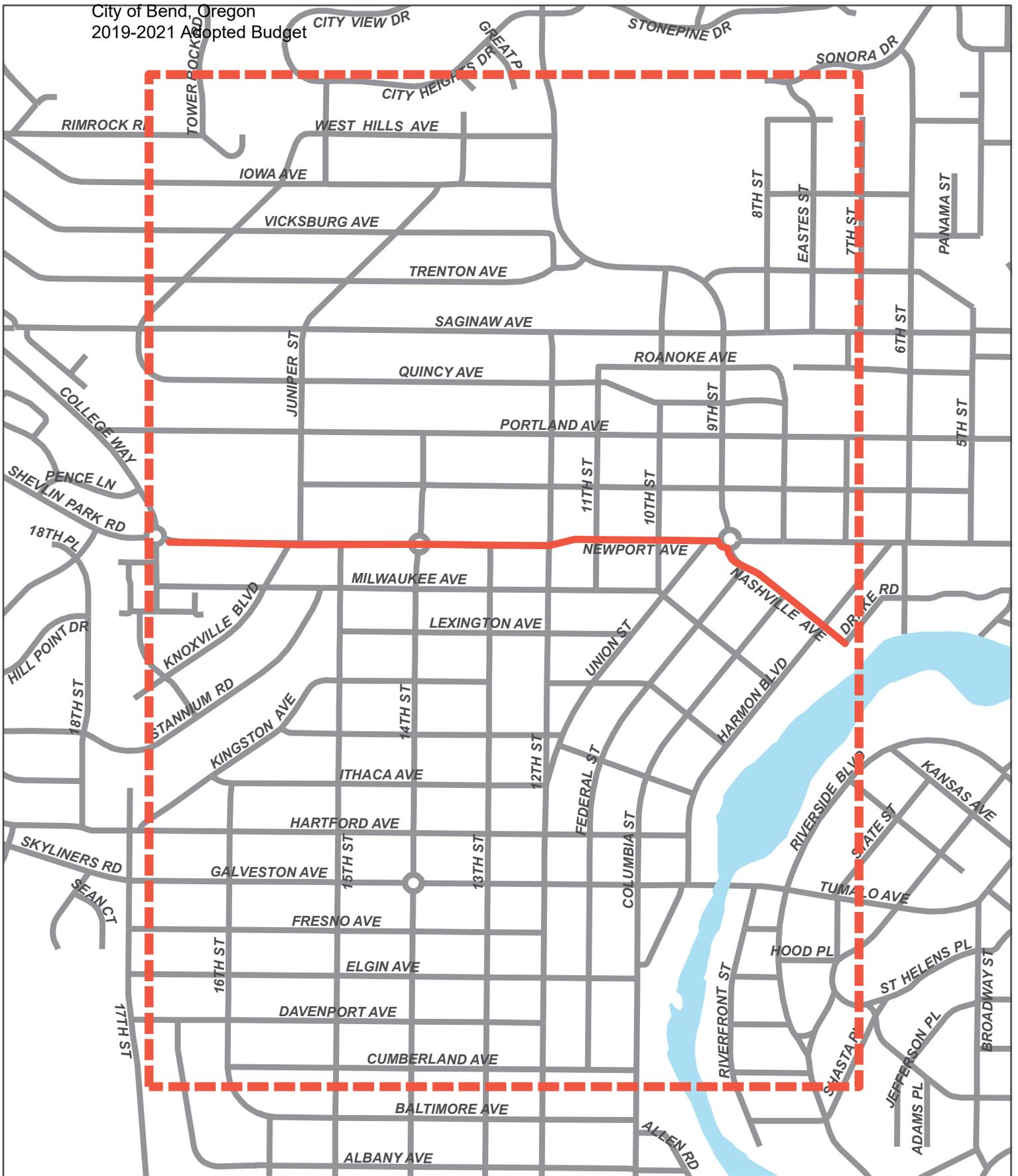
Impact on Operating Budget: Minimal. Reduces costs of spot fixes to existing pipe line.

Consequence of delaying or eliminating project: Further deterioration of existing pipeline and increased project costs due to escalation.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$1,409,000	\$3,952,000	\$5,857,000	\$2,561,000	\$ -	\$ -
Total Cost Estimate:						\$13,779,000



1RNPR Newport Pipe Replacement

Capital Improvement Projects





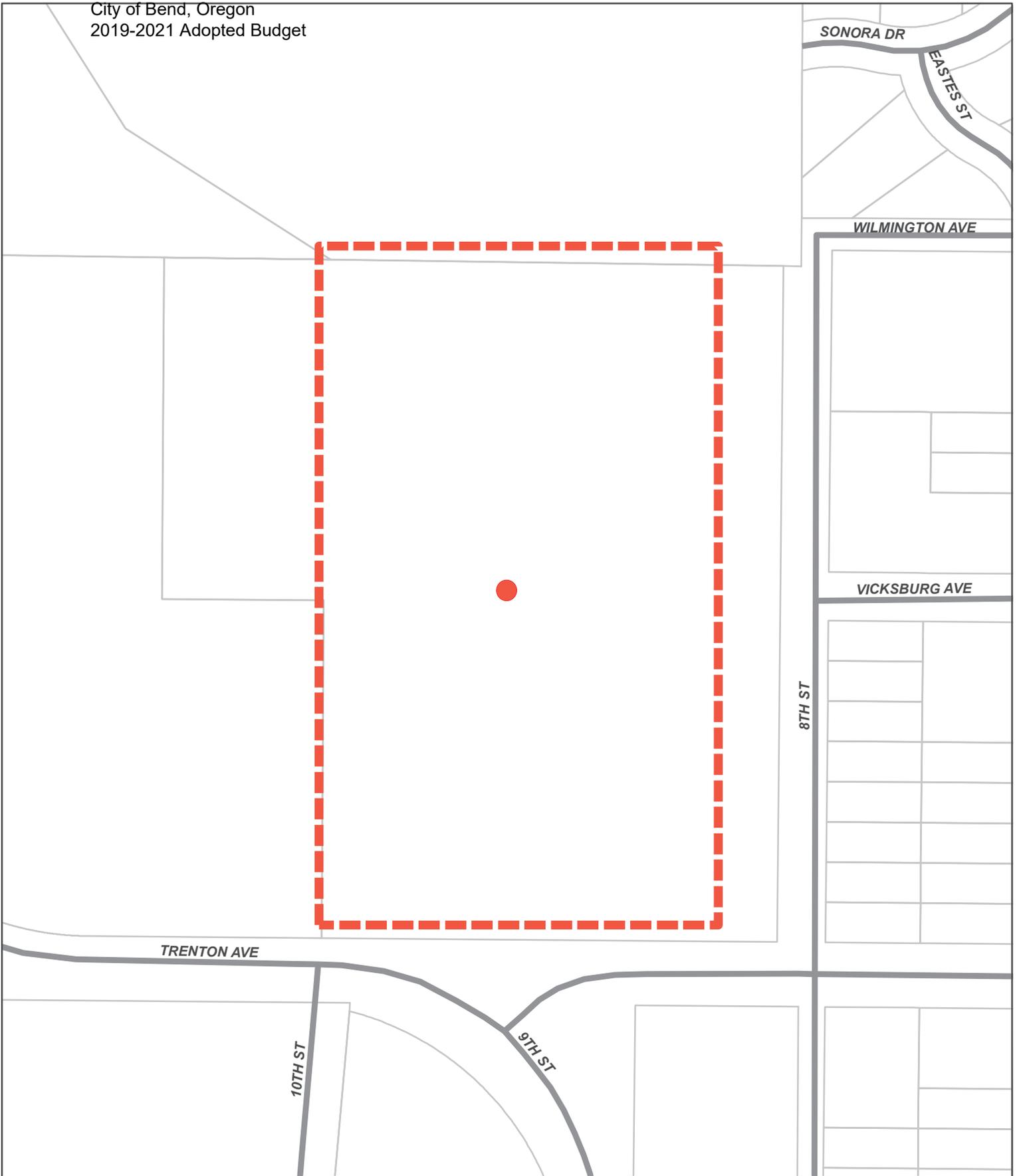
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Awbrey Well Supply Expansion				#: 1WAWP		
Project Manager: Unassigned			Total Cost Estimate: \$2,085,000			
Type/Fund: Water				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2020				100% Rates / SDCs		
Target End Date: Jun 2021						
Cost Est. Classification: 5						
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 on Operating Budget: Minimal. Increased operations and maintenance costs.						
Consequence of delaying or eliminating 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						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$2,085,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,085,000



1WAWP Awbrey Well Supply Expansion

Capital Improvement Projects





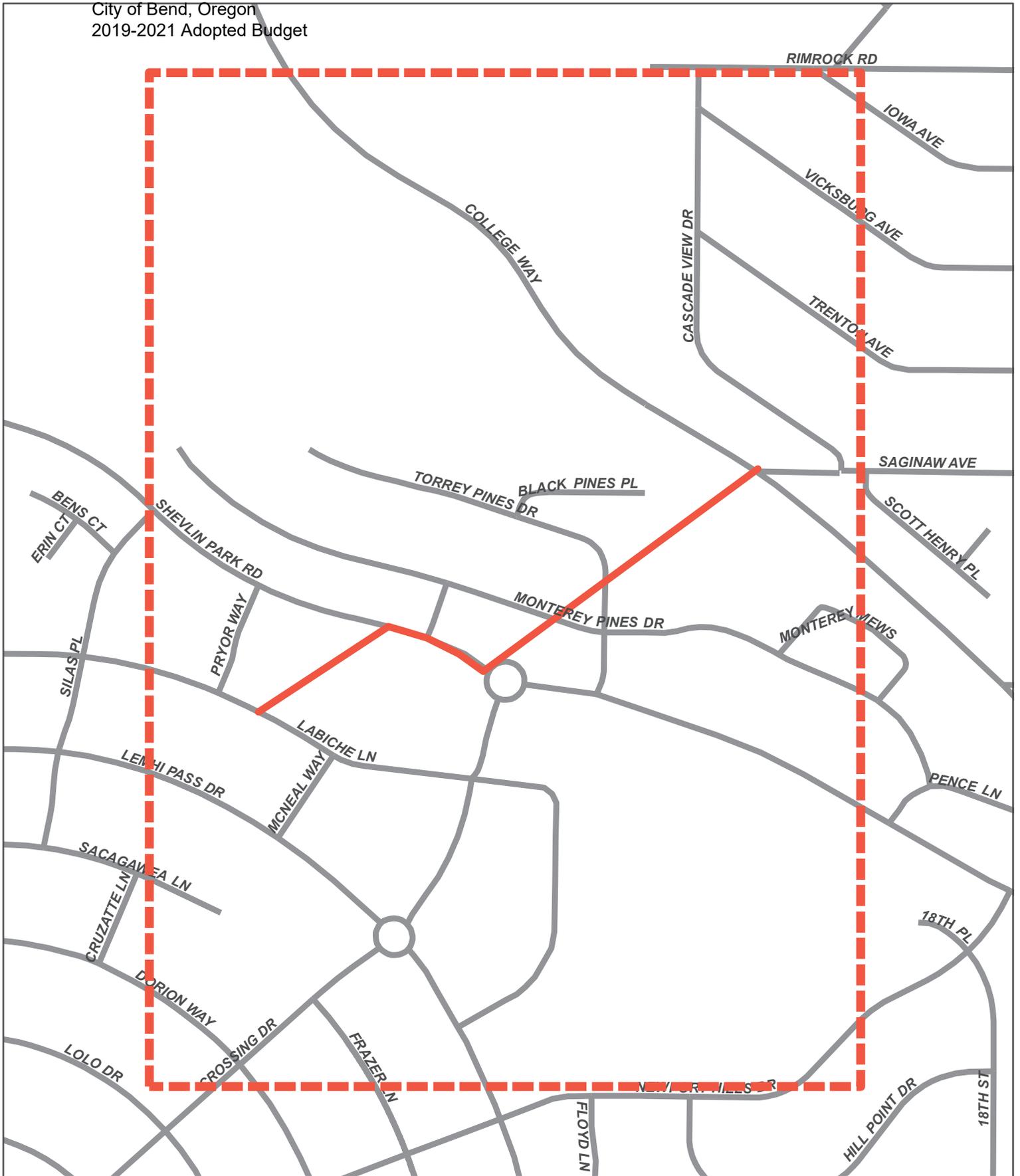
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: College Parallel Pipe Study				#: 1WCPS		
Project Manager: Unassigned			Total Cost Estimate: \$1,250,000			
Type/Fund: Water				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2020				100% Rates / SDCs		
Target End Date: Jun 2021						
Cost Est. Classification: N/A						
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 Operating Budget: None						
Consequence of delaying or eliminating project: Reduced system efficiency.						
Project related to: 1WMP1 Water Master Plan Update						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$1,250,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,250,000



1WCPS College Parallel Pipe Study

Capital Improvement Projects





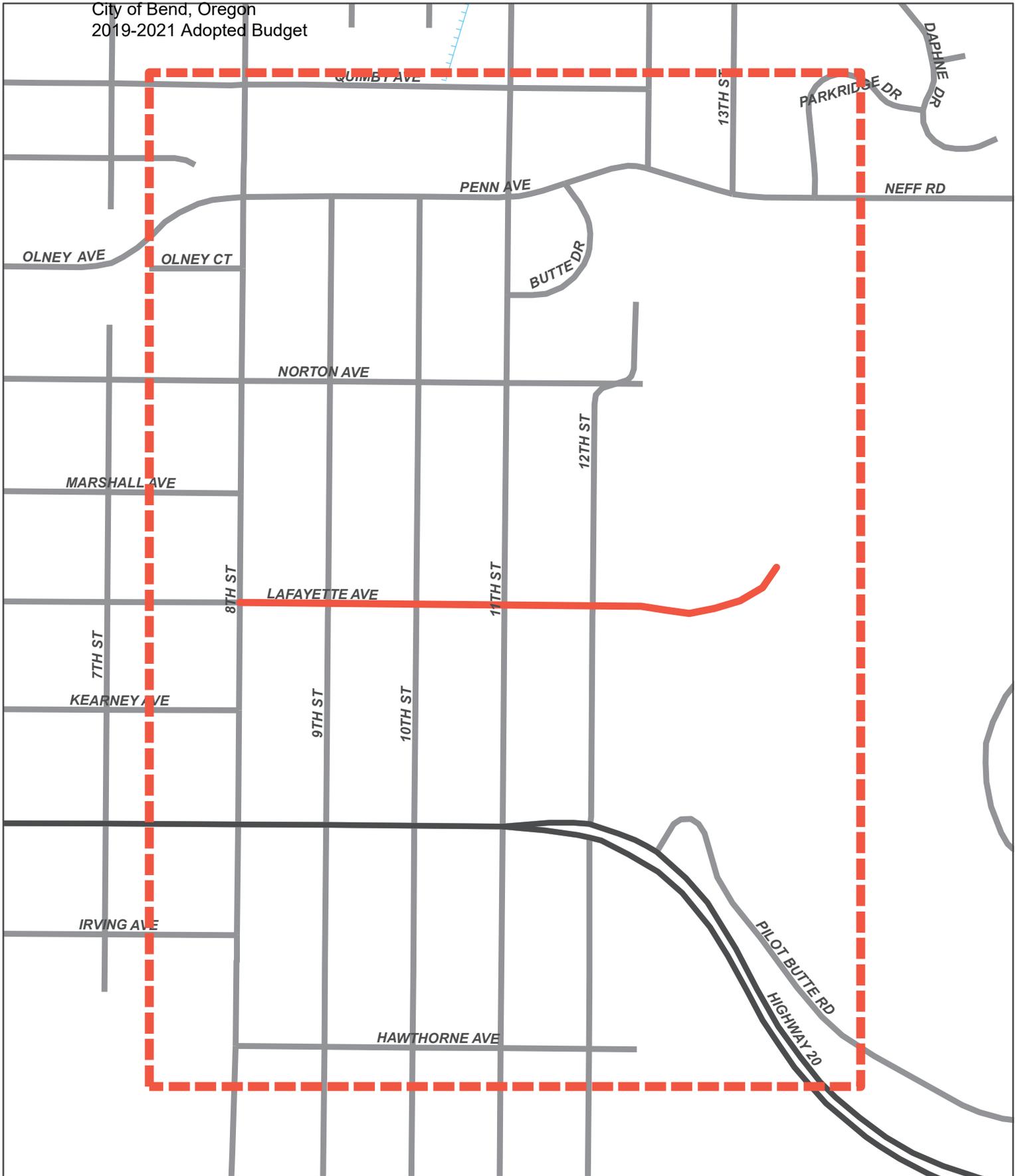
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Lafayette Pipe Enlargement				#: 1WLPE		
Project Manager: Unassigned			Total Cost Estimate: \$260,000			
Type/Fund: Water				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2020				100% Rates / SDCs		
Target End Date: Jun 2021						
Cost Est. Classification: 5						
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						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$260,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$260,000



1WLPE Lafayette Pipe Enlargement

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: New Water Well Near NE Shirley Court	#: 1WSSC						
Project Manager: Unassigned	Total Cost Estimate: \$2,915,000						
Type/Fund: Water	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Pending Phase: Pending							
Target Start Date: Jul 2021							
Target End Date: Jun 2022							
Cost Est. Classification: 5							

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.

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

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$2,915,000	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,915,000



1WSSC New Water Well Near NE Shirley Court

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Opt Study Parallel Piping Rock Bluff to Brosterhous	#: 1WPPR						
Project Manager: Unassigned	Total Cost Estimate: \$2,940,000						
Type/Fund: Water	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Pending Phase: Pending							
Target Start Date: Jul 2021							
Target End Date: Jun 2022							
Cost Est. Classification: N/A							

DESCRIPTION

This optimization study calls for analyzing placement of parallel water mains on Rock Bluff and Brosterhous as well as replacement of piping along Wilson in Zone 4B.

NEED/JUSTIFICATION

Preliminary modeling found this project to be triggered when the Maximum Daily Demand (MDD) exceeded 41 MGD and the Average Daily Demand (ADD) exceeded 18.2 MGD. In 2017, the City reported an MDD of 28 MGD and an ADD of 13 MGD. As these trigger points have not been reached, this project is a placeholder for future work pending the results of the next Water Master Plan.

FINANCIAL NARRATIVE

Impact on Operating Budget: None

Consequence of delaying or eliminating project: None

Project related to: This project is identified in the 2011 Water Master Plan Update – Optimization Study, Table 3.1 Master Plan Improvements – Phasing for 10-year period. The referenced project includes installation of parallel mains on Brosterhous and Reed Market Roads, as well as replacement of pipe along Wilson Ave. in Zone 4B.

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$2,940,000	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,940,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Opt Study Shiloh Well				#: 1WSWO		
Project Manager: Unassigned			Total Cost Estimate: \$2,721,600			
Type/Fund: Water				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2021				100% Rates / SDCs		
Target End Date: Jun 2022						
Cost Est. Classification: N/A						
DESCRIPTION						
This optimization study calls for analyzing the current and required future capacity of Shiloh Well.						
NEED/JUSTIFICATION						
Preliminary modeling found this project to be triggered when the Maximum Daily Demand (MDD) exceeded 39 MGD and the Average Daily Demand (ADD) exceeded 17.3 MGD. In 2017, the City reported an MDD of 28 MGD and an ADD of 13 MGD. As these trigger points have not been reached, this project is a placeholder for future work pending the results of the next Water Master Plan.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: None						
Consequence of delaying or eliminating project: None						
Project related to: This project is identified in the 2011 Water Master Plan Update – Optimization Study, Table 3.1 Master Plan Improvements – Phasing for 10-year period. The referenced project includes construction of a new well to accommodate increased demand.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$2,721,600	\$ -	\$ -
Total Cost Estimate:						\$2,721,600

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Opt Study Parallel Mains Brosterhaus on Reed Mkt	#: 1WRBO						
Project Manager: Unassigned	Total Cost Estimate: \$1,795,000						
Type/Fund: Water	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Pending Phase: Pending							
Target Start Date: Jul 2023							
Target End Date: Jun 2024							
Cost Est. Classification: N/A							

DESCRIPTION

This optimization study calls for analyzing placement of parallel water mains on Brosterhaus and Reed Market Roads as well as replacement of piping along Wilson in Zone 4B.

NEED/JUSTIFICATION

Preliminary modeling found this project to be triggered when the Maximum Daily Demand (MDD) exceeded 41 MGD and the Average Daily Demand (ADD) exceeded 18.2 MGD. In 2017, the City reported an MDD of 28 MGD and an ADD of 13 MGD. As these trigger points have not been reached, this project is a placeholder for future work pending the results of the next Water Master Plan.

FINANCIAL NARRATIVE

Impact on Operating Budget: None

Consequence of delaying or eliminating project: None

Project related to: This project is identified in the 2011 Water Master Plan Update – Optimization Study, Table 3.1 Master Plan Improvements – Phasing for 10-year period. The referenced project includes installation of parallel mains on Brosterhaus and Reed Market Roads, as well as replacement of pipe along Wilson Ave. in Zone 4B.

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,795,000	\$ -
Total Cost Estimate:						\$1,795,000

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

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1SNIP North Interceptor Phase I	2	\$ 2,035,000	\$ -	\$ -	\$ -	\$ -	\$ 2,035,000
1SNIA North Interceptor Pipe Alignment	2	16,475,000	-	-	-	-	16,475,000
1SNIL North Interceptor Lift Station	2	7,537,600	-	-	-	-	7,537,600
1SNIX North Interceptor Canal Crossing	2	9,700,000	-	-	-	-	9,700,000
1SSHI Solids Handling Improvements	1	7,193,700	-	-	-	-	7,193,700
1SMTI Amethyst Mahogany Diversion	5	2,293,000	-	-	-	-	2,293,000
1SCAP Capacity Improvements	1	1,944,100	-	-	-	-	1,944,100
1SRLS Riverhouse Lift Station	3	625,000	-	-	-	-	625,000
1SWRF Secondary Expansion Litigation	N/A	2,400,000	-	-	-	-	2,400,000
1RNPR Newport Pipe Replacement	5	47,000	277,000	731,000	456,000	-	1,511,000
1SN01 Bend Sewer Extension 1	2	2,000,000	3,000,000	-	-	-	5,000,000
1SDWS Desert Woods Sewer Main	2	3,000,000	3,000,000	-	-	-	6,000,000
1SBSS Bend Septic Solutions	N/A	1,300,000	-	-	-	-	1,300,000
1SNEP Bend Sewer Neighborhood Extension Program	N/A	-	3,000,000	2,500,000	2,500,000	2,500,000	10,500,000
1SSIM Simplicity Main & Pump Station Decommission	2	500,000	-	-	-	-	500,000
1SNOT Nottingham Main & Pump Station Decommission	2	-	500,000	-	-	-	500,000
1S036 Drake Pump Station Upgrade	5	3,030,000	4,100,000	-	-	-	7,130,000
1SPSD Pump Station Decommissions	4	2,412,000	1,460,000	1,460,000	1,460,000	1,460,000	8,252,000
1SCSE Collection System Enhancement Program	4	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000
1SPCR WRF Primary Clarifier Rehabilitation	5	-	1,000,000	-	-	-	1,000,000
1SMP1 Collection System Master Plan Update	N/A	-	750,000	-	-	-	750,000
1SAMM Amethyst Mahogany Street Sewer	5	-	1,140,000	1,140,000	3,420,000	-	5,700,000
1SNI2 North Interceptor Phase II	5	-	6,700,000	6,700,000	6,700,000	6,700,000	26,800,000
1SFPU WRF Facilities Plan Update	N/A	-	-	500,000	-	-	500,000
1SSFU Support Facilities Upgrade	5	-	-	-	500,000	500,000	1,000,000
1SOC1 Odor Control Master Plan	N/A	-	-	-	-	1,155,000	1,155,000
		\$ 62,992,400	\$ 26,927,000	\$ 15,031,000	\$ 17,036,000	\$ 14,315,000	\$ 136,301,400

* The City's cost estimate classifications system is based on standards developed by the ACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: North Interceptor Phase I	#: 1SNIP						
Project Manager: Jessica MacClanahan	Total Cost Estimate: \$3,035,000						
Type/Fund: Water Reclamation	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Active Phase: Design/Construction							
Target Start Date: Sep 2016							
Target End Date: Dec 2019							
Cost Est. Classification: 2							

DESCRIPTION

The overall North Interceptor Sewer Project is a new large diameter trunk line that extends from the water reclamation facility (WRF) west to O.B. Riley Road. The project is currently broken up into three Phases. Phase 1 includes a new sewer line from the WRF to the junction of the Existing Plant Interceptor near the North Unit Main Canal at Pioneer Loop (existing manhole ID's 188/189) and a new influent pump station at the WRF. Phases 2 and 3 extend this pipeline farther west to O.B. Riley Road. This document refers specifically to schedule and budget for Phase I only.

NEED/JUSTIFICATION

The overall North Interceptor Sewer Project provides additional sewer conveyance capacity for the entire north area, including both existing growth areas and new growth areas. Phase 1 also decreases maintenance costs and risks related to the deteriorating existing Plant Interceptor sewer line that is north of the proposed North Interceptor/Plant Interceptor junction. Additionally, reduced spill/plugging risk related the inverted siphon near the WRF.

FINANCIAL NARRATIVE

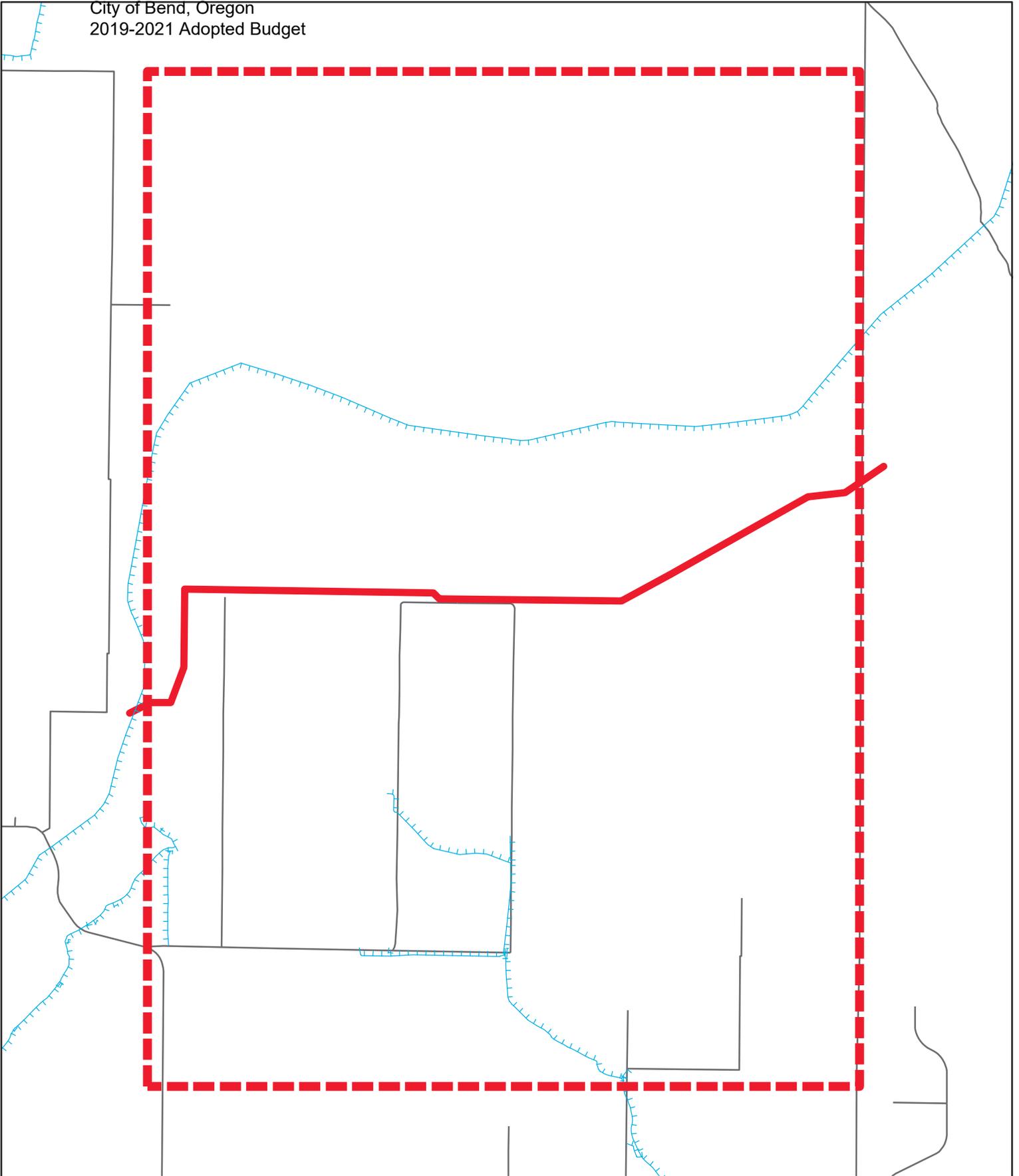
Impact on Operating Budget: None. Design work only; however, the design is for a new pipeline facility will require minimal maintenance. The new pump station will require routine operation and maintenance of the facility. Upon completion of Phase 1, maintenance costs and risks associated with the existing Plant Interceptor will be reduced. Upon completion of Phases 2 and 3, savings will be realized and risk reduced as regional pump stations are decommissioned due to the ability to provide collection via a gravity system.

Consequence of delaying or eliminating project: Higher potential for system overflows, reduced capacities in other areas in the city, increased project costs due to escalation.

Project related to: 1SEIP East Interceptor Project

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$1,000,000	\$2,035,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$3,035,000



1SNIP North Interceptor Phase I

Capital Improvement Projects





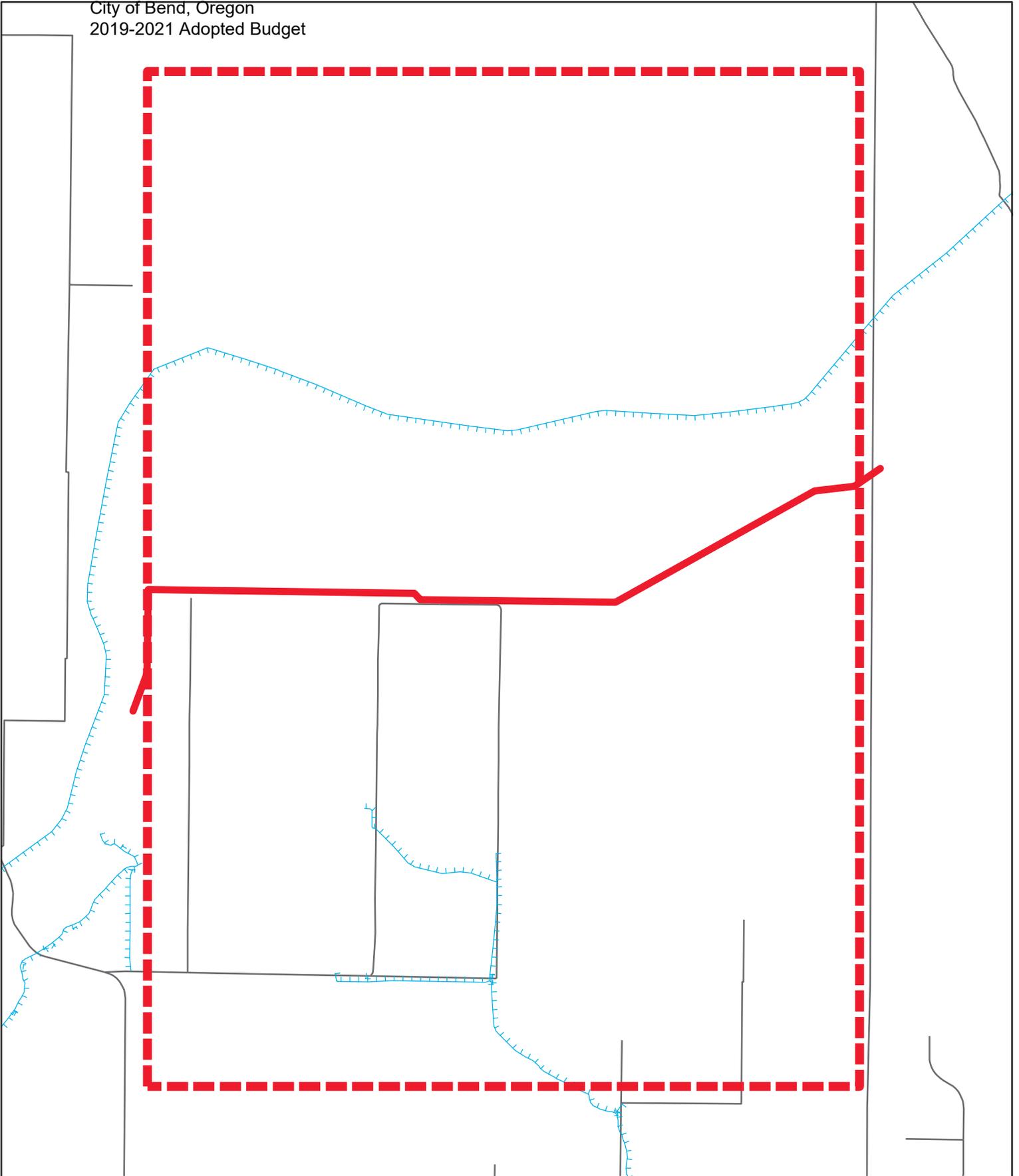
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: North Interceptor Pipe Alignment				#: 1SNIA		
Project Manager: Jessica MacClanahan			Total Cost Estimate: \$19,500,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Jan 2019				100% Rates / SDCs		
Target End Date: Dec 2019						
Cost Est. Classification: 2						
DESCRIPTION						
Subproject of North Interceptor that encompasses the design and construction of the entire pipe alignment.						
NEED/JUSTIFICATION						
The North Interceptor will provide a conveyance facility to serve both developed and undeveloped lands including Juniper Ridge and the recent Urban Growth Boundary areas in the northern portion of the City.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. This new pipeline facility will require minimal maintenance. The new pump station will require routine operation and maintenance of the facility. Upon completion of Phase 1, maintenance costs and risks associated with the existing Plant Interceptor will be reduced. Upon completion of Phases 2 and 3, savings will be realized and risk reduced as regional pump stations are decommissioned due to the ability to provide collection via a gravity system.						
Consequence of delaying or eliminating project: Higher potential for system overflows, reduced capacities in other areas in the city, increased project costs due to escalation.						
Project related to: 1SEIP East Interceptor Project						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$3,025,000	\$16,475,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$19,500,000



1SNIA North Interceptor Pipe Alignment

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: North Interceptor Lift Station	#: 1SNIL						
Project Manager: Jessica MacClanahan	Total Cost Estimate: \$7,600,000						
Type/Fund: Water Reclamation	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Active Phase: Design/Construction							
Target Start Date: Sep 2018							
Target End Date: Dec 2019							
Cost Est. Classification: 2							

DESCRIPTION

Subproject of North Interceptor that encompasses the design and construction of the lift station at the WRF.

NEED/JUSTIFICATION

Several alternative designs for conveyance of the North Interceptor were presented. The City made the decision to incorporate a lift station at the WRF based on hydraulics, performance, redundancy, resilience, and capital/life cycle costs.

FINANCIAL NARRATIVE

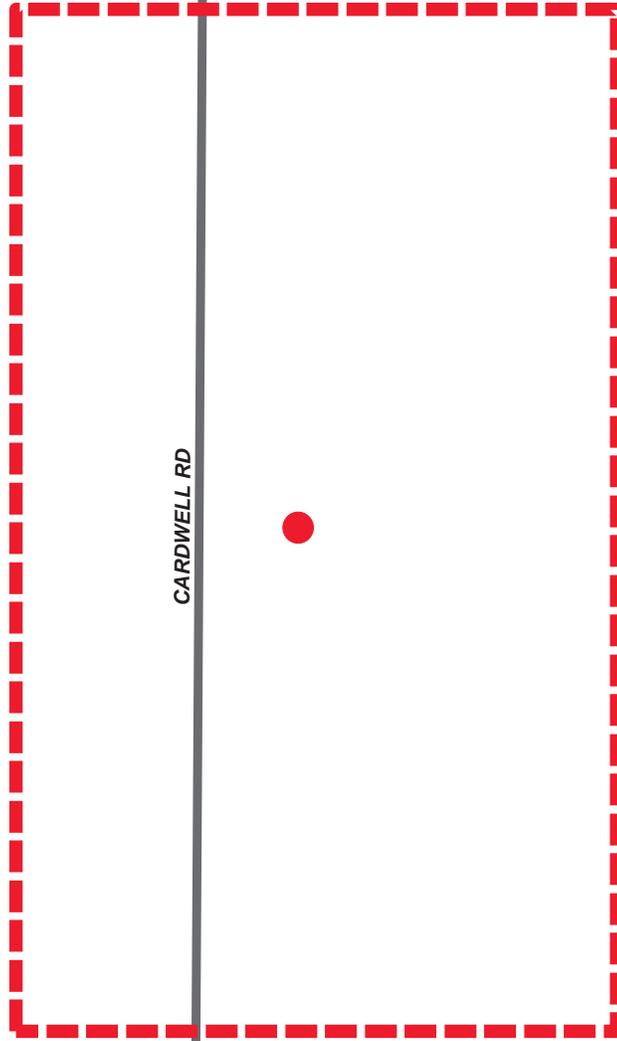
Impact on Operating Budget: Minimal. This new pipeline facility will require minimal maintenance. The new pump station will require routine operation and maintenance of the facility. Upon completion of Phase 1, maintenance costs and risks associated with the existing Plant Interceptor will be reduced. Upon completion of Phases 2 and 3, savings will be realized and risk reduced as regional pump stations are decommissioned due to the ability to provide collection via a gravity system.

Consequence of delaying or eliminating project: Higher potential for system overflows, reduced capacities in other areas in the city, increased project costs due to escalation.

Project related to: 1SEIP East Interceptor Project

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$62,400	\$7,537,600	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$7,600,000



1SNIL North Interceptor Lift Station

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: North Interceptor Canal Crossing				#: 1SNIX		
Project Manager: Jessica MacClanahan			Total Cost Estimate: \$9,715,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Sep 2018				100% Rates / SDCs		
Target End Date: Dec 2019						
Cost Est. Classification: 2						
DESCRIPTION						
Subproject of North Interceptor that encompasses the design and construction of the North Unit Irrigation District (NUID) canal crossing.						
NEED/JUSTIFICATION						
The North Interceptor will provide a conveyance facility to serve both developed and undeveloped lands including Juniper Ridge and the recent Urban Growth Boundary areas in the northern portion of the City.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Minimal. This new pipeline facility will require minimal maintenance. The new pump station will require routine operation and maintenance of the facility. Upon completion of Phase 1, maintenance costs and risks associated with the existing Plant Interceptor will be reduced. Upon completion of Phases 2 and 3, savings will be realized and risk reduced as regional pump stations are decommissioned due to the ability to provide collection via a gravity system.						
Consequence of delaying or eliminating project: Higher potential for system overflows, reduced capacities in other areas in the city, increased project costs due to escalation.						
Project related to: 1SEIP East Interceptor Project						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$15,000	\$9,700,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:					\$9,715,000	



1SNIX North Interceptor Canal Crossing

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Solids Handling Improvements	#: 1SSHI						
Project Manager: Josh Robertson	Total Cost Estimate: \$7,500,500						
Type/Fund: Water Reclamation	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Active Phase: Construction							
Target Start Date: Feb 2017							
Target End Date: Jun 2020							
Cost Est. Classification: 1							

DESCRIPTION

Upgrade the solids dewatering process to (1) increase dewatering performance while continuing to produce Class A biosolids, (2) increase capacity, (3) increase asset lifespan, and (4) provide safe work environment for staff.

NEED/JUSTIFICATION

The existing Water Reclamation Facility (WRF) solids handling system has maintenance and operational challenges. The solids treatment system is nearing capacity and there is heavy deterioration of assets. Operation staff also want to continue to ensure a Class A Biosolids Program. Many studies have been completed in the past to recommend upgrades to the system, but no solutions have been implemented.

FINANCIAL NARRATIVE

Impact on Operating Budget: Positive. Will reduce overall costs associated with solids handling.

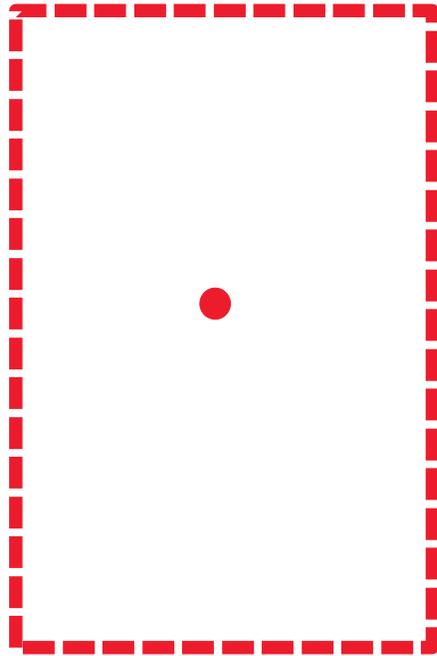
Consequence of delaying or eliminating project: Increased operational costs and continued building degradation.

Project related to: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$306,800	\$7,193,700	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$7,500,500

CARDWELL RD



1SSHI Solids Handling Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Amethyst Mahogany Diversion	#: 1SMTI						
Project Manager: Jake Sherman	Total Cost Estimate: \$2,620,000						
Type/Fund: Water Reclamation	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Active Phase: Design							
Target Start Date: Oct 2018							
Target End Date: Jun 2020							
Cost Est. Classification: 5							

DESCRIPTION

An 18-inch gravity sewer pipe running along the east side of South 3rd Street south of the Murphy Rd/3rd Street roundabout. Then running east along the south side of Murphy Road connecting to the South Village connection main that connects to the Southeast Interceptor. Approximate total pipeline length is 1,200 feet. Includes a diversion structure to split flows between the Central Interceptor and the Southeast Interceptor.

NEED/JUSTIFICATION

Flows from the Amethyst Mahogany sewer collection basin contribute to the Central Interceptor system where capacity constraints exist in the upper reaches of the system as well as in the downstream segments. Diversion of the Amethyst Mahogany flows through a diversion structure provides flexibility to the system to direct flows to the Southeast Interceptor.

FINANCIAL NARRATIVE

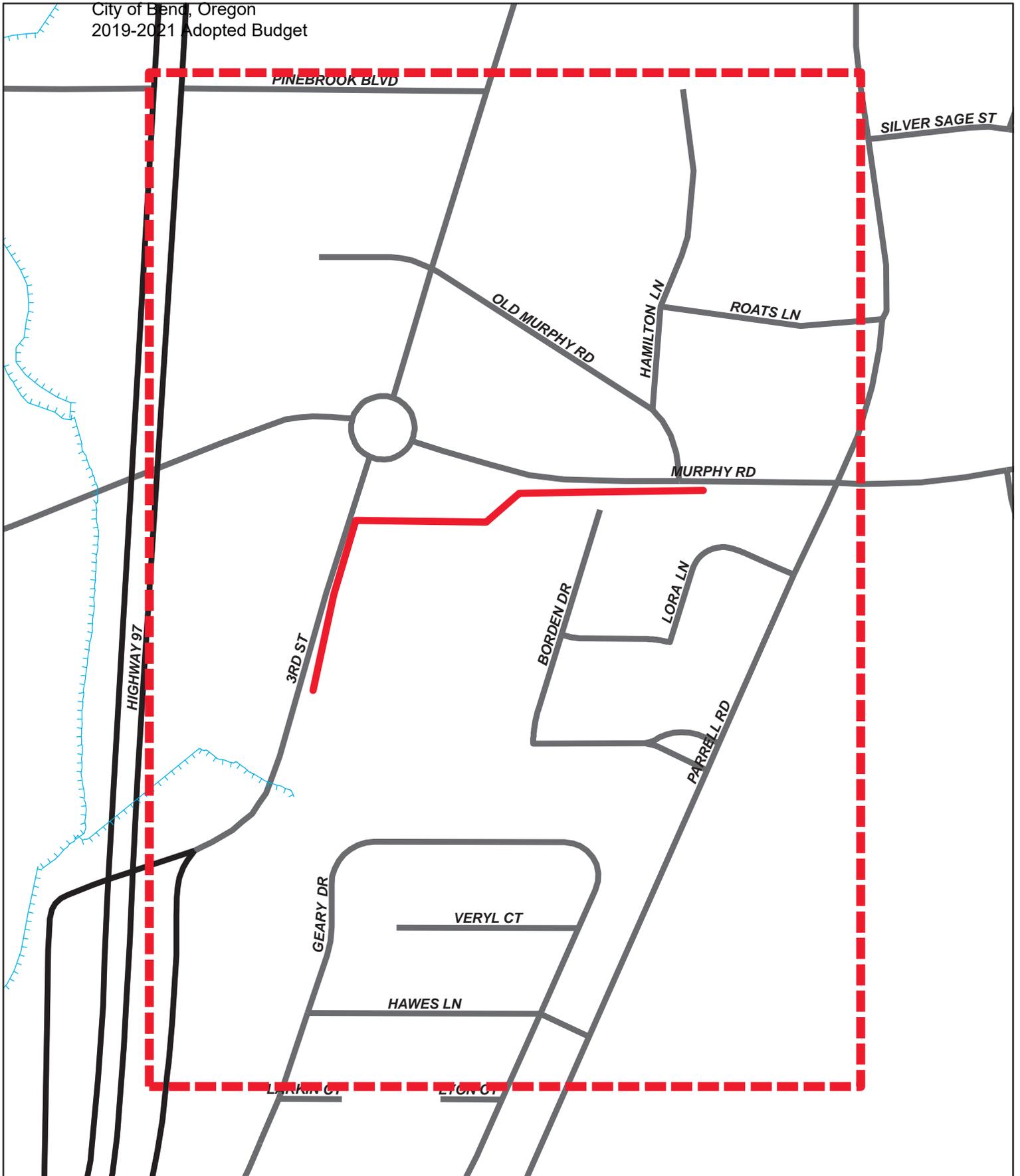
Impact on Operating Budget: Minimal. O&M crews may need quarterly access to the diversion structure to flush the existing sewer line along 3rd Street of any potential buildup.

Consequence of delaying or eliminating project: Deficiencies in the upper reaches of the Central Interceptor will continue to exist and require a more aggressive, and expensive solution than this diversion will provide.

Project related to: 1XSEI Southeast Interceptor

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$327,000	\$2,293,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,620,000



1SMTI Amethyst Mahogany Diversion

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Capacity Improvements	#: 1SCAP						
Project Manager: Josh Robertson	Total Cost Estimate: \$8,000,000						
Type/Fund: Water Reclamation	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Rates / SDCs</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Active Phase: Construction							
Target Start Date: Feb 2017							
Target End Date: Oct 2019							
Cost Est. Classification: 1							

DESCRIPTION

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 Operating Budget: High. 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.

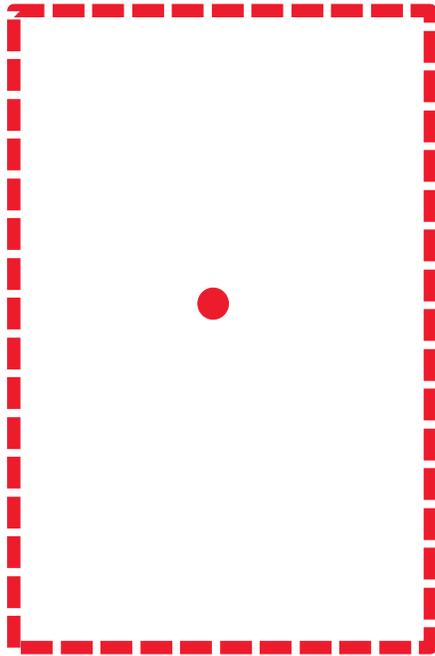
Consequence of delaying or eliminating project: Potential state fines and building moratoriums due to the inability to comply with waste discharge requirements as additional development is connected to the system.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$6,055,900	\$1,944,100	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$8,000,000

CARDWELL RD



1SCAP Capacity Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Riverhouse Lift Station	#: 1SRLS						
Project Manager: George Franklet	Total Cost Estimate: \$1,528,000						
Type/Fund: Water Reclamation	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Rates / SDCs</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates / SDCs	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates / SDCs							
Status: Active Phase: Construction							
Target Start Date: Sep 2019							
Target End Date: Oct 2019							
Cost Est. Classification: 3							

DESCRIPTION

As identified in the 2014 CSMP and recommended by the Sewer Infrastructure Advisory Group, the Riverhouse Lift Station Improvements project includes projects 1, 5 & 6 identified in the North Area Sewer Upgrades project and concludes the work prepared under that project. The project will balance flows in this area and provide additional capacity to the north end of the system.

NEED/JUSTIFICATION

The project improvements will increase reliability and reduce long term maintenance costs for the sewer infrastructure in this area. Delaying this project will likely result in near-term imminent failure of the existing lift station pumps which will require costly repairs and continued accelerated maintenance requirements from the use of a lift station configuration requiring large pumps.

FINANCIAL NARRATIVE

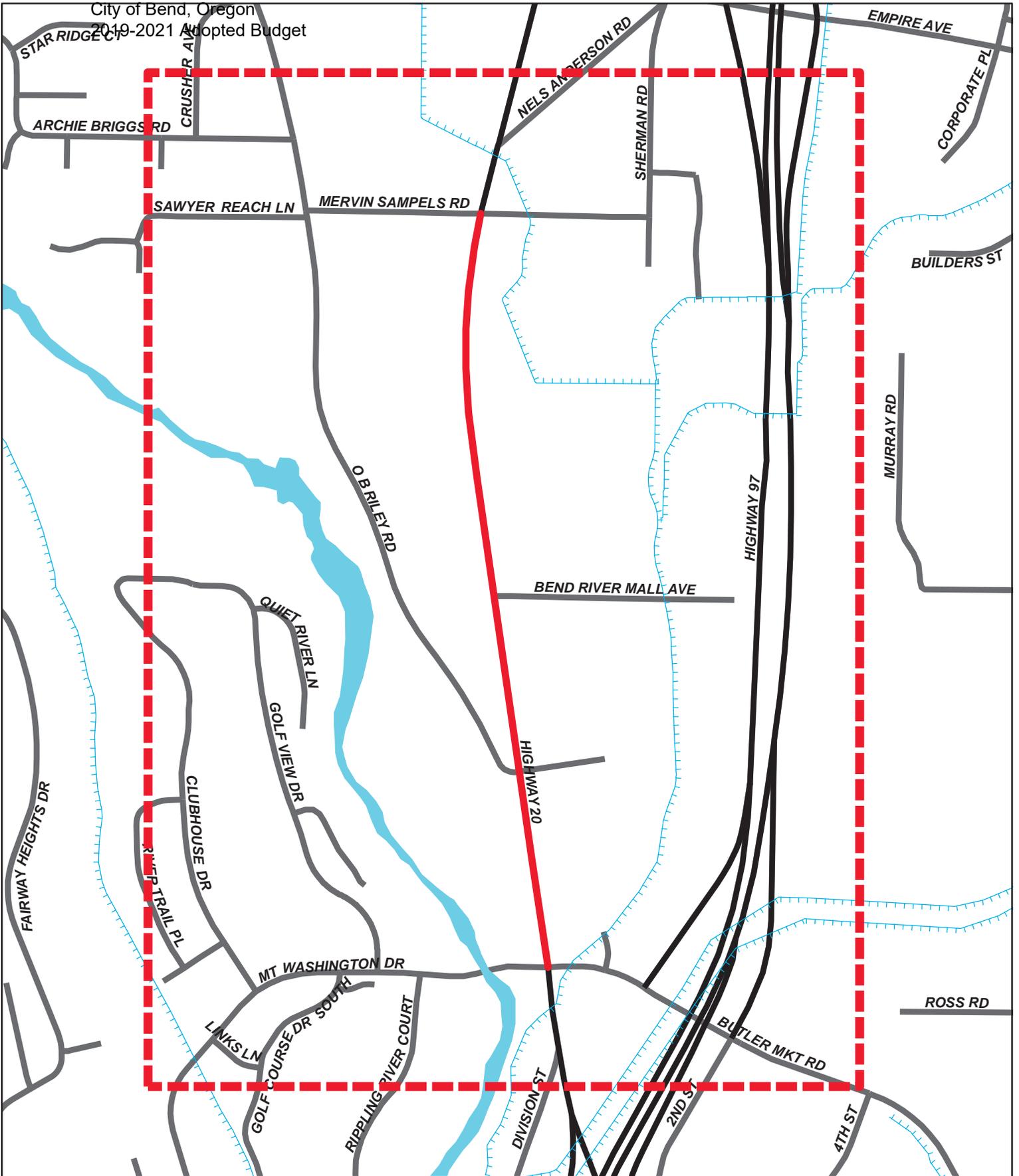
Impact on Operating Budget: Positive. Reduced expenses due to increase in the reliability of the pump station and overall reduction in the lengths of sewer lines in the City system.

Consequence of delaying or eliminating project: ODOT plans to rehabilitate 3rd St. in as early as 2020 in the vicinity of this projects' proposed improvements; delaying the project would result in the inability to perform sewer repair or replacement work through the life of the ODOT moratorium (typically 5 years). Delaying or eliminating the project will result in continued disproportionately high maintenance costs for the lift station and reduced capacity to the sewer system north of this area.

Project related to: 1XNAS - North Area Sewer Capacity Improvements

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$903,000	\$625,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,528,000



1SRLS Riverhouse Lift Station

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: WRF Secondary Expansion Litigation				#: 1SWRF		
Project Manager: Josh Robertson			Total Cost Estimate: \$2,400,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: N/A		TYPE	Amount	
Target Start Date: Oct 2008				100% Rates / SDCs		
Target End Date: Jun 2020						
Cost Est. Classification: N/A						
DESCRIPTION						
Contracts necessary for support of arbitration/litigation concerning WRF Secondary Expansion contract awarded to Apollo, Inc. and associated claims.						
NEED/JUSTIFICATION						
Apollo, Inc. filed suit against the City after the City imposed a de-scope of the contract due to Apollo's performance. The City, Apollo, and CH2M/Jacobs are now in private mediation under the contract. Arbitration is expected to conclude in late 2019.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: None						
Consequence of delaying or eliminating project: N/A						
Project related to: None						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,400,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Newport Pipe Replacement

#: 1RNPR

Project Manager: Drew Wells

Total Cost Estimate: \$13,779,000

Type/Fund: Multiple

Status: Planning **Phase:** Planning

Target Start Date: Feb 2019

Target End Date: Jun 2023

Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
Stormwater	\$6,247,000
Trans. Construction	\$4,022,000
Water	\$1,574,000
Sewer	\$1,511,000
ADA Construction	\$425,000

DESCRIPTION

Reconstruct the existing drainage collection and conveyance system along Newport and Nashville Avenues from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement/rehabilitation of associated drainage structures. Since the trunk line conveys stormwater for a large area beyond Newport Avenue, project elements may also include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvement, flow reduction and flood mitigation measures. This project is identified as a synergy project and will include focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Avenue. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions. The scope of the drainage improvements are also subject to the updates incorporated into the Stormwater Master Plan Update (1RMP1).

NEED/JUSTIFICATION

The South Awbrey Butte Drainage Study completed in 2017 determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This Study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding/improve water quality within the basin.

FINANCIAL NARRATIVE

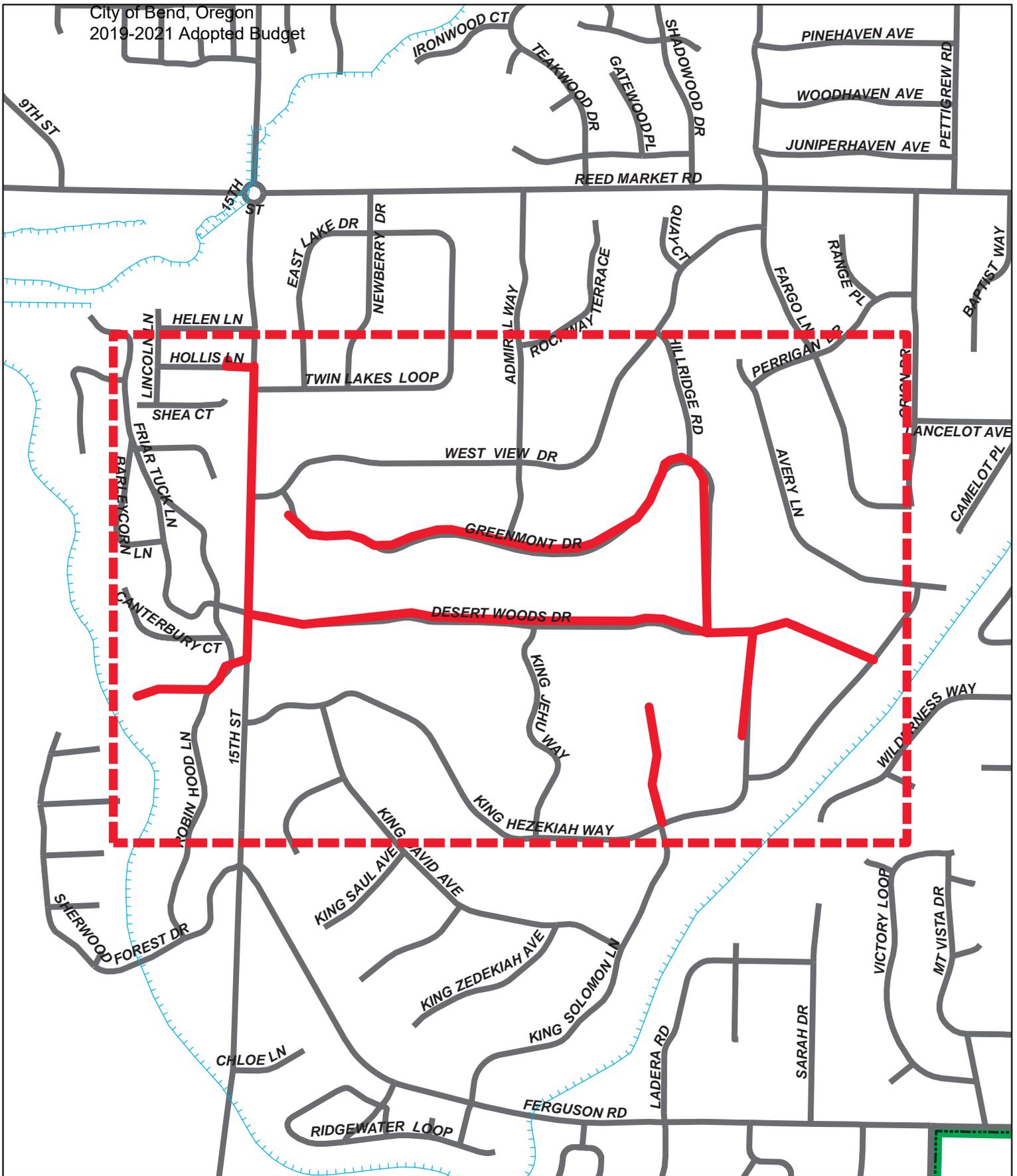
Impact on Operating Budget: Minimal. Reduces costs of spot fixes to existing pipe line.

Consequence of delaying or eliminating project: Further deterioration of existing pipeline and increased project costs due to escalation.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$1,409,000	\$3,952,000	\$5,857,000	\$2,561,000	\$ -	\$ -
Total Cost Estimate:						\$13,779,000



1SNEP Bend Sewer Neighborhood Extension Program

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Bend Sewer Extension 1				#: 1SN01		
Project Manager: Skip Martin			Total Cost Estimate: \$5,000,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: Design		TYPE	Amount	
Target Start Date: Dec 2018				100% Rates		
Target End Date: Nov 2019						
Cost Est. Classification: 2						
DESCRIPTION						
New City of Bend Program allowing property owners to apply for City construction of gravity sewers in their neighborhood. As July 2019, \$2.5 M per year has been budgeted for Septic Tank to Sewer Conversion Projects.						
NEED/JUSTIFICATION						
Meets the City's goals of eliminating Septic Tanks, installing gravity sewers, and decommissioning Sewage Pump Stations.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: None.						
Consequence of Delaying or Eliminating Project: Increases the risk of Septic Tank failures.						
Project Related to: 1SBSS Bend South Septic Solutions, 1SDWS Desert Woods Sewer Main, 1SNEP Bend South Neighborhood Extension Program, 1SNOT Nottingham Main & Pump Station Decommission, 1SSIM Simplicity Main & Pump Station Decommission, 1SNO1 Bend Sewer Extension I						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$2,000,000	\$3,000,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$5,000,000

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Engineering & Infrastructure Planning Department

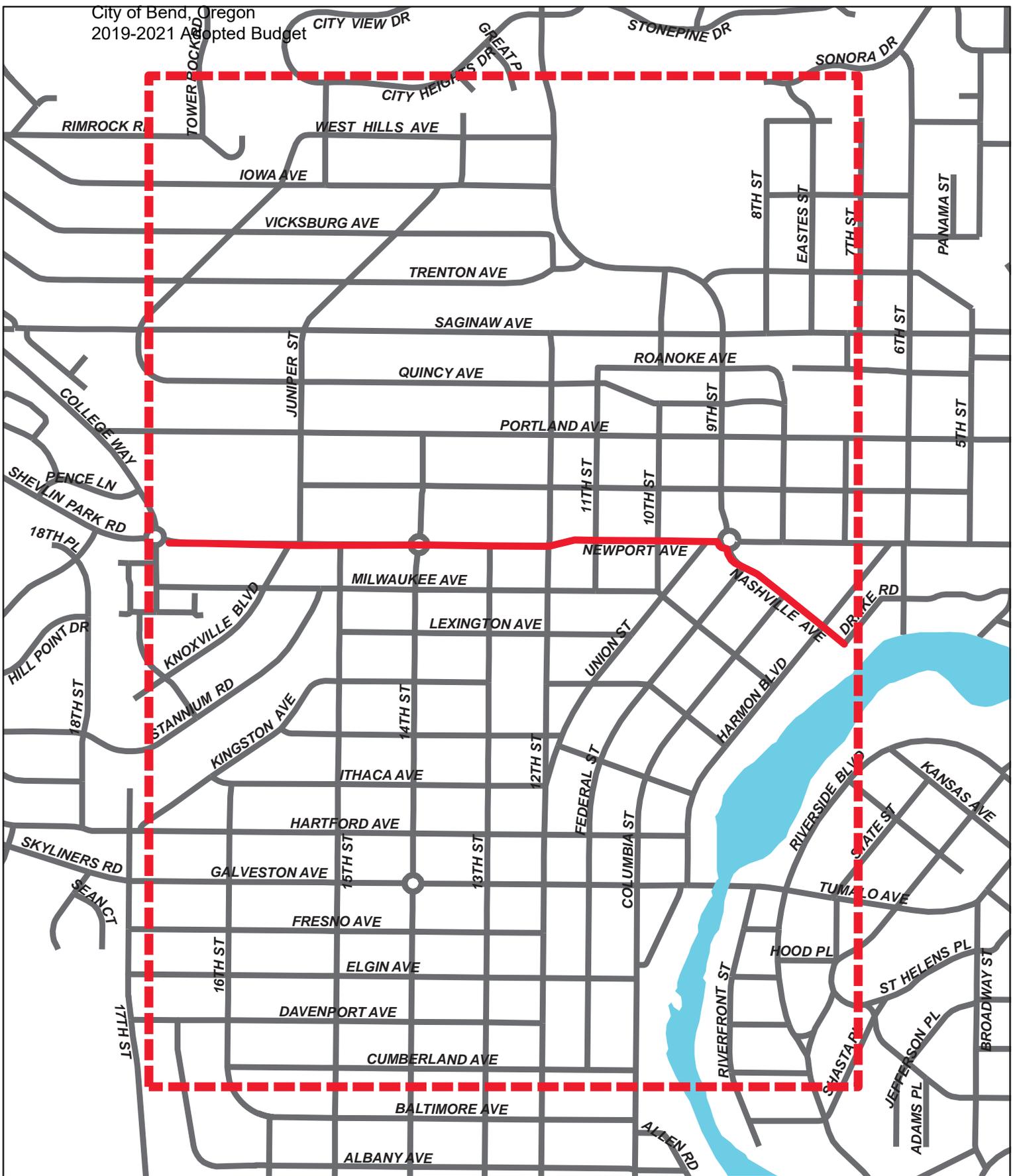
Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Desert Woods Sewer Main				#: 1SDWS		
Project Manager: Skip Martin			Total Cost Estimate: \$6,000,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: Planning		TYPE	Amount	
Target Start Date: Mar 2019				100% Rates / SDCs		
Target End Date: Dec 2019						
Cost Est. Classification: 2						
DESCRIPTION						
Includes the predominantly 8-inch & 12-inch gravity sewer pipeline connecting SEI to the Desert Wood properties and enables the sewage flows from the Simplicity PS and Nottingham PS to flow by gravity to the SEI.						
NEED/JUSTIFICATION						
Meets the City's goals of eliminating Septic Tanks, installing gravity sewers, and decommissioning Sewage Pump Stations.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible.						
Consequence of Delaying or Eliminating Project: Increases the risk of Septic Tank failures.						
Project Related to: 1SBSS Bend South Septic Solutions, 1SDWS Desert Woods Sewer Main, 1SNEP Bend South Neighborhood Extension Program, 1SNOT Nottingham Main & Pump Station Decommission, 1SSIM Simplicity Main & Pump Station Decommission, 1SNO1 Bend Sewer Extension I						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$3,000,000	\$3,000,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$6,000,000

SUMMARY						
Project Title: Bend Septic Solutions			#: 1SBSS			
Project Manager: Lindsey Crowsigt			Total Cost Estimate: \$3,544,710			
Type/Fund: Sewer			METHOD OF FINANCING			
Status: Active Phase: Design			TYPE	Amount		
Target Start Date: Oct 202			100% Water/Sewer Franchise Fees			
Target End Date: November 2021			Sewer	3,544,710		
Cost Est. Classification: 5						
DESCRIPTION						
Design 35,000 feet of gravity sewer throughout South East Bend area, near the Kings Forest neighborhood. Construction, although not part of this project, will enable existing residences, currently on septic systems, to eventually and systematically connect to the recently constructed South East Interceptor (SEI).						
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						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$2,244,710	\$1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$3,544,710



1RNPR Newport Pipe Replacement

Capital Improvement Projects





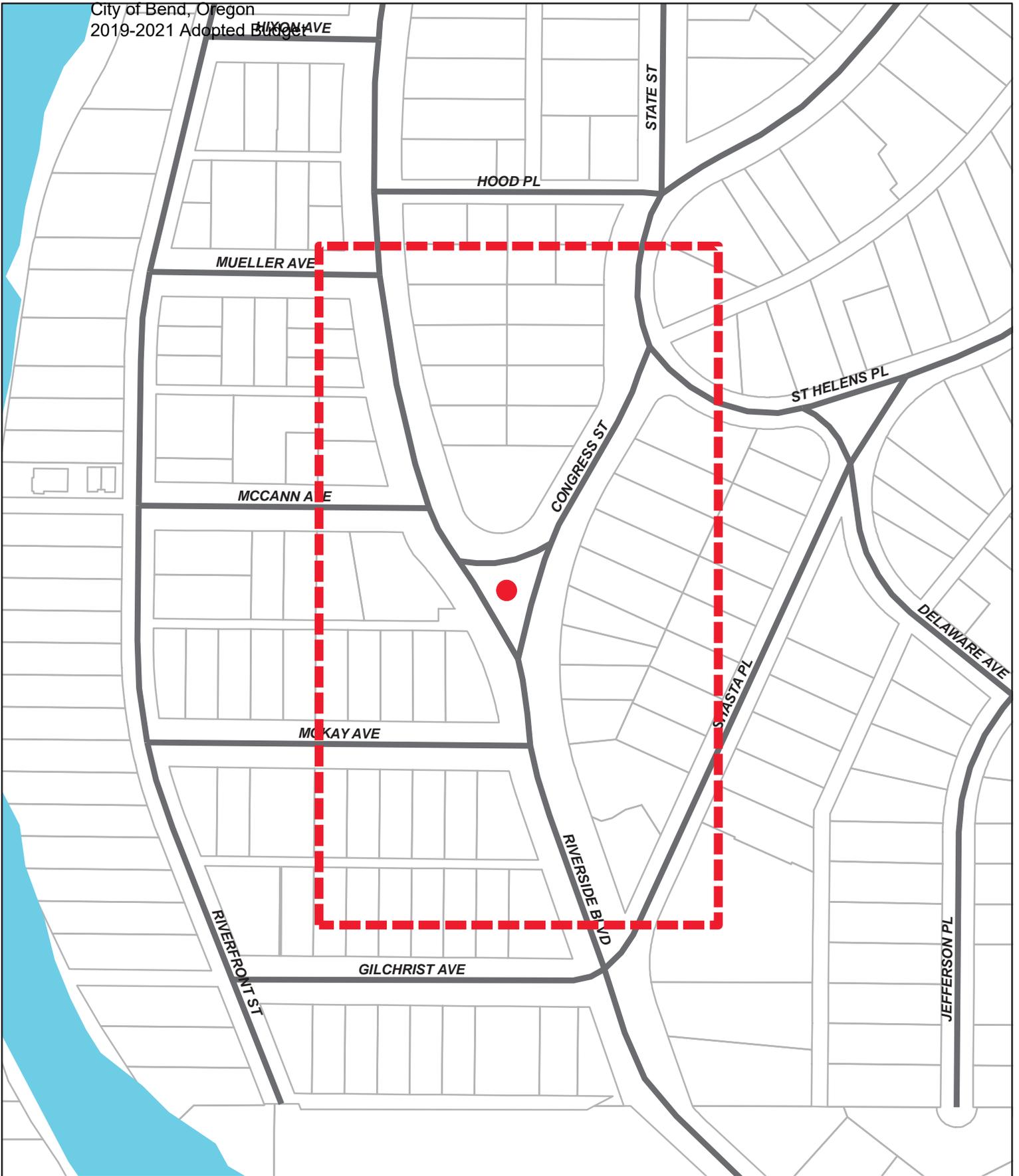
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Bend Sewer Neighborhood Extension Program				#: 1SNEP		
Project Manager: Skip Martin			Total Cost Estimate: \$10,500,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: Planning		TYPE	Amount	
Target Start Date: Oct 2016				100% Rates		
Target End Date: Jun 2024						
Cost Est. Classification: N/A						
DESCRIPTION						
New City of Bend Program allowing property owners to apply for City construction of gravity sewers in their neighborhood. As July 2019, \$2.5 M per year has been budgeted for Septic Tank to Sewer Conversion Projects.						
NEED/JUSTIFICATION						
Meets the City's goals of eliminating Septic Tanks, installing gravity sewers, and decommissioning Sewage Pump Stations.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: None.						
Consequence of Delaying or Eliminating Project: Increases the risk of Septic Tank failures.						
Project Related to: 1SBSS Bend South Septic Solutions, 1SDWS Desert Woods Sewer Main, 1SNEP Bend South Neighborhood Extension Program, 1SNOT Nottingham Main & Pump Station Decommission, 1SSIM Simplicity Main & Pump Station Decommission, 1SNO1 Bend Sewer Extension I						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$3,000,000	\$2,500,000	\$2,500,000	\$2,500,000	\$ -
Total Cost Estimate:						\$10,500,000



1S036 Drake Pump Station Upgrade

Capital Improvement Projects





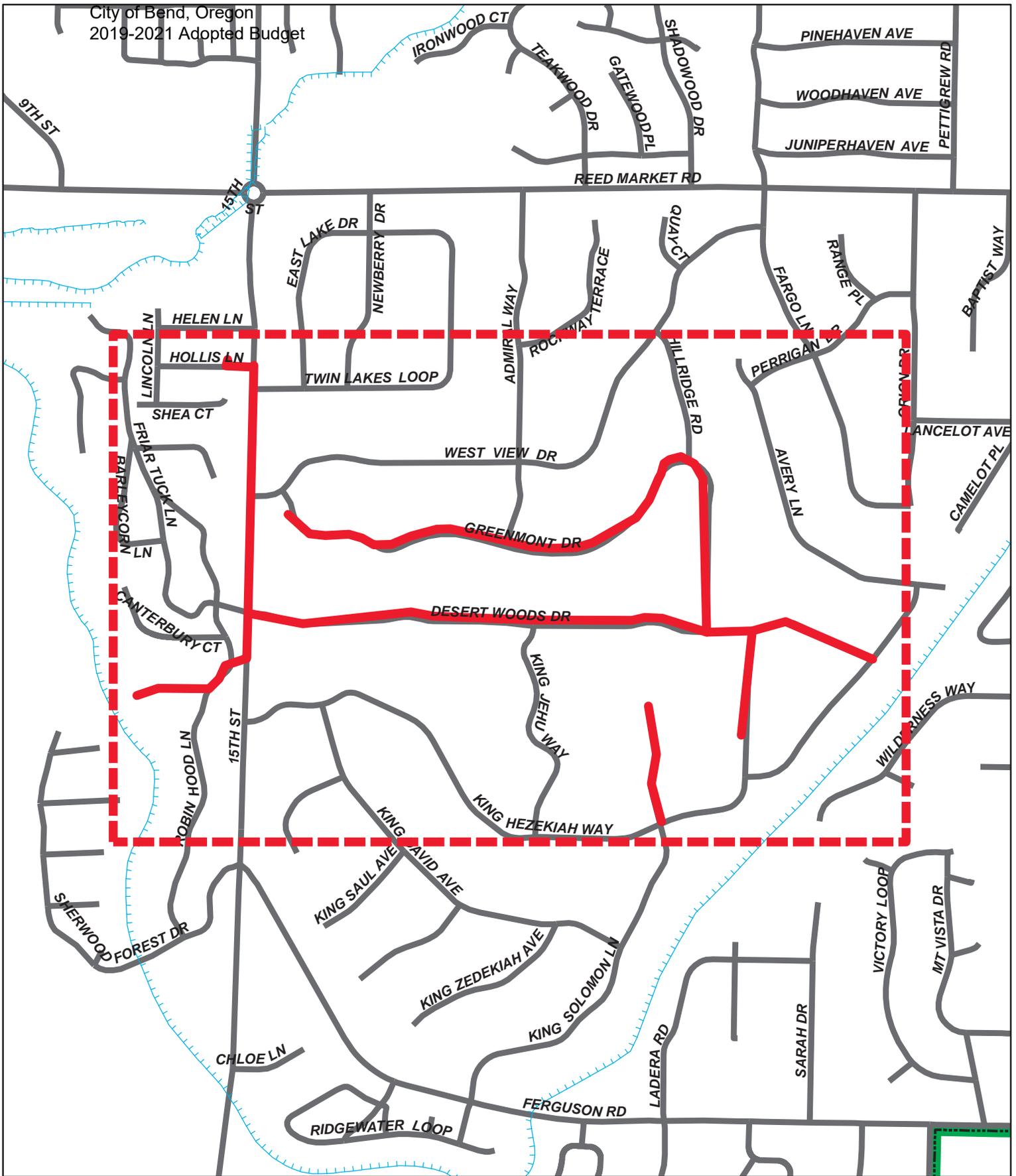
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Simplicity Main & Pump Station Decommission				#: 1SSIM		
Project Manager: Skip Martin			Total Cost Estimate: \$500,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Mar 2019				100% Rates / SDCs		
Target End Date: Dec 2020						
Cost Est. Classification: 2						
DESCRIPTION						
Sewer Main and Decommission of Nottingham Pump Station.						
NEED/JUSTIFICATION						
Meets the City's goals of eliminating Septic Tanks, installing gravity sewers, and decommissioning Sewage Pump Stations.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Positive. Reduced expense due to operation and maintenance of the pump station eliminated.						
Consequence of Delaying or Eliminating Project: Increases the risk of Septic Tank failures.						
Project Related to: 1SBSS Bend South Septic Solutions, 1SDWS Desert Woods Sewer Main, 1SNEP Bend South Neighborhood Extension Program, 1SNOT Nottingham Main & Pump Station Decommission, 1SSIM Simplicity Main & Pump Station Decommission, 1SNO1 Bend Sewer Extension I						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$500,000



1SSIM Simplicity Main & Pump Station Decommission

Capital Improvement Projects





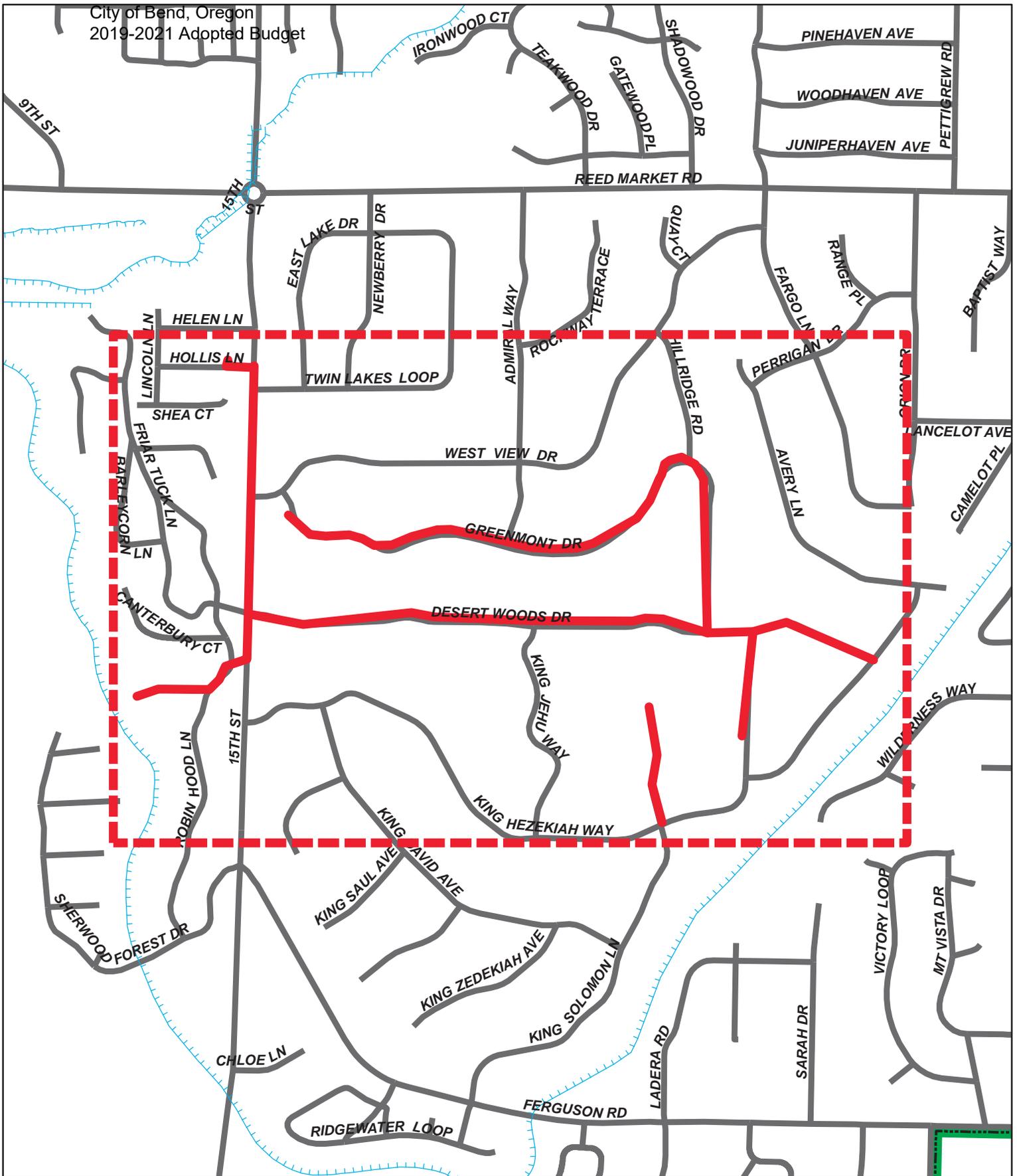
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Nottingham Main & Pump Station Decommission				#: 1SNOT		
Project Manager: Skip Martin			Total Cost Estimate: \$500,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2019				100% Rates / SDCs		
Target End Date: Dec 2020						
Cost Est. Classification: 2						
DESCRIPTION						
Sewer Main and Decommission of Simplicity Pump Station.						
NEED/JUSTIFICATION						
Meets the City's goals of eliminating Septic Tanks, installing gravity sewers, and decommissioning Sewage Pump Stations.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Positive. Reduced expense due to operation and maintenance of the pump station eliminated.						
Consequence of Delaying or Eliminating Project: Increases the risk of Septic Tank failures.						
Project Related to: 1SBSS Bend South Septic Solutions, 1SDWS Desert Woods Sewer Main, 1SNEP Bend South Neighborhood Extension Program, 1SNOT Nottingham Main & Pump Station Decommission, 1SSIM Simplicity Main & Pump Station Decommission, 1SNO1 Bend Sewer Extension I						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$500,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$500,000



1SN01 Bend Sewer Extension 1

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Drake Pump Station Upgrade	#: 1S036										
Project Manager: Jason Suhr	Total Cost Estimate: \$7,770,000										
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">OD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Sewer</td> <td>\$7,500,000</td> </tr> <tr> <td>ADA Construction</td> <td>\$150,000</td> </tr> <tr> <td>Water</td> <td>\$120,000</td> </tr> </tbody> </table>	OD OF FINANCING		TYPE	Amount	Sewer	\$7,500,000	ADA Construction	\$150,000	Water	\$120,000
OD OF FINANCING											
TYPE		Amount									
Sewer		\$7,500,000									
ADA Construction		\$150,000									
Water	\$120,000										
Status: Active Phase: Design											
Target Start Date: Feb 2017											
Target End Date: Jun 2021											
Cost Est. Classification: 5											

DESCRIPTION

Replacement of existing facility with a new pump station to address condition and capacity issues as well as site access constraints in the existing footprint. Project includes pumps, piping, electrical and control equipment, standby generator for back-up power, odor control equipment, wet or dry wells, liquid level monitoring, pressure monitoring, flow monitoring, bypass pumping port and telemetry equipment. In order to accommodate increased flows to the station, the project will also involve upsizing gravity main and installing a new force main from the new station to one of the Colorado Lift Station force mains.

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, telemetry/SCADA equipment, as well as upsizing existing gravity main and installing a new force main.

FINANCIAL NARRATIVE

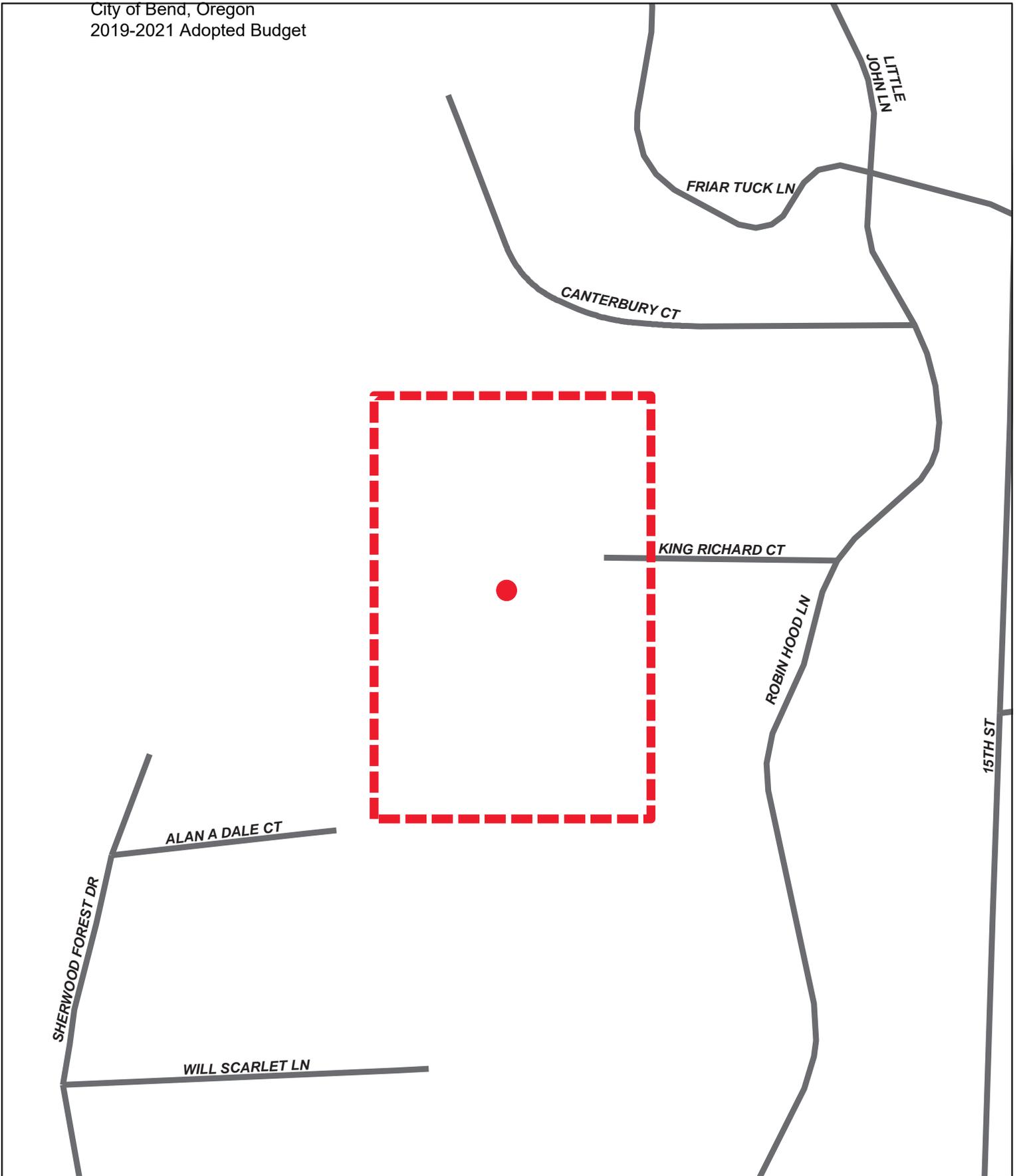
Impact on Operating Budget: Positive. Reduced expense due to operation and maintenance of the pump station eliminated.

Consequence of Delaying or Eliminating Project: Cost savings from pump station elimination lost. Leaves another component within the system to prone to failure.

Project Related to: CSMP projects 36A-r and 36B-r

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$370,000	\$3,240,000	\$4,160,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$7,770,000



1SNOT Nottingham Main & Pump Station Decommission

Capital Improvement Projects





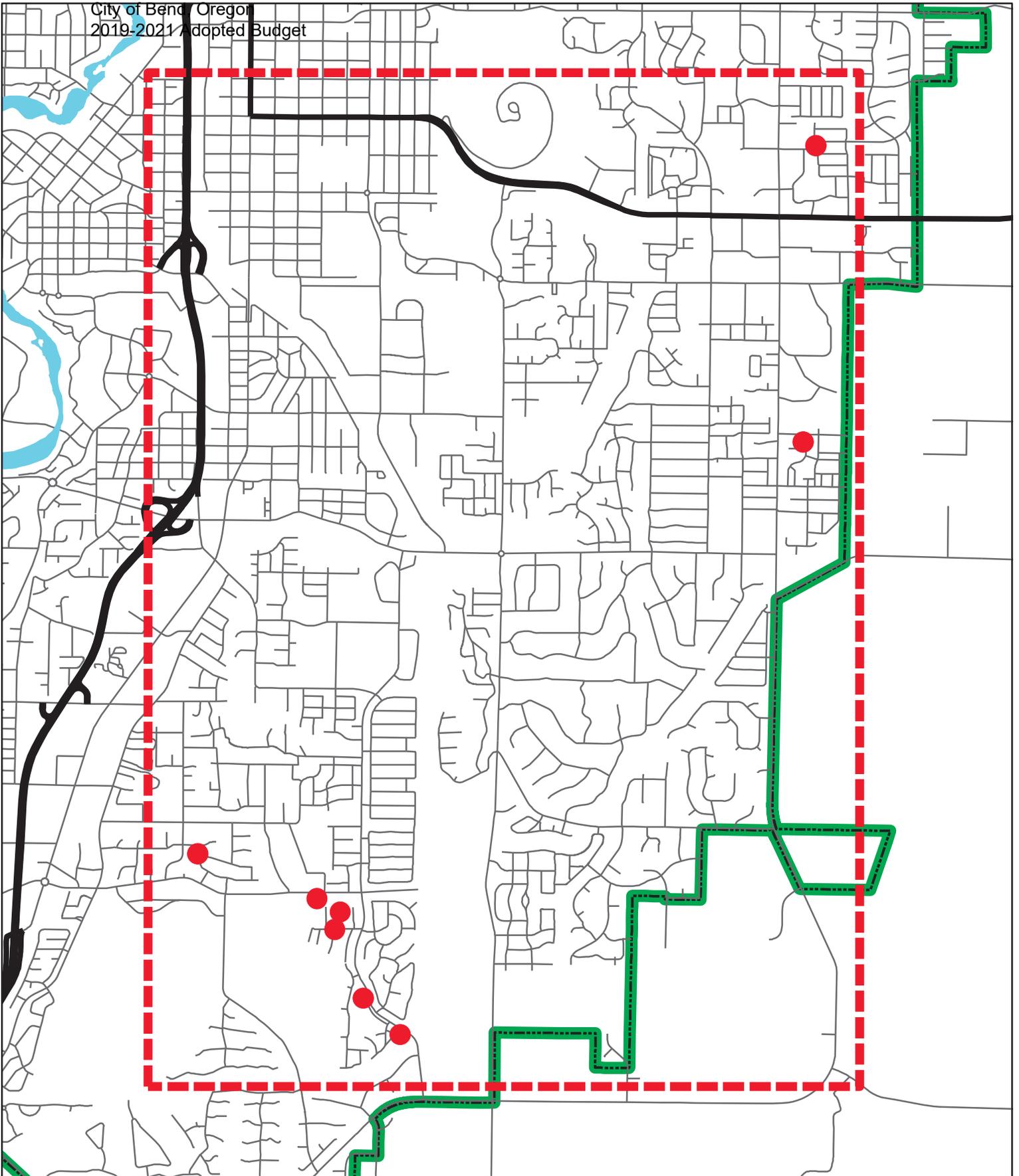
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Pump Station Decommissions				#: 1SPSD		
Project Manager: Brittany Park			Total Cost Estimate: \$8,904,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: Construction		TYPE	Amount	
Target Start Date: Feb 2017				100% Rates / SDCs		
Target End Date: Jun 2024						
Cost Est. Classification: 4						
DESCRIPTION						
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: Tri-Peaks, Crown Villa #1 & #2, Quail Ridge #1 & #2, Forum, Darnel, Desert Skies, Shire, Stone Haven, and the Murphy Road Sewer Connection.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Positive. This project will reduce the operating costs of these pump stations by eliminating energy use and maintenance costs.						
Consequence of delaying or eliminating 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						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$652,000	\$2,412,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$ -
Total Cost Estimate:						\$8,904,000



1SPSD Pump Station Decommissions

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Collection System Enhancement Program				#: 1SCSE		
Project Manager: Oliver Murray			Total Cost Estimate: \$11,323,500			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Active		Phase: Construction		TYPE	Amount	
Target Start Date: Mar 2017				100% Rates / SDCs		
Target End Date: Dec 2024						
Cost Est. Classification: 4						
DESCRIPTION						
This program includes approximately 100 capital repair and replacement projects identified in the 2014 Collection System Master Plan. Total cost estimates reflect only the projects scheduled for completion in the 5-year CIP period.						
NEED/JUSTIFICATION						
Reduction of operations and maintenance costs with the repair and or replacement of systems identified along with mitigation of outdated and potentially undersized or oversized systems from failing.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Positive. With the rehabilitation and/or replacement of pump stations, operational costs, along with repair and maintenance costs, will decrease.						
Consequence of delaying or eliminating project: Potential of additional sunk cost to keep stations operational before they can be properly rehabilitated. System failures and overflow events are also possible.						
Project related to: 1SBSS Southeast Bend Septic Solutions						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$823,500	\$500,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Total Cost Estimate:						\$11,323,500

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Engineering & Infrastructure Planning Department

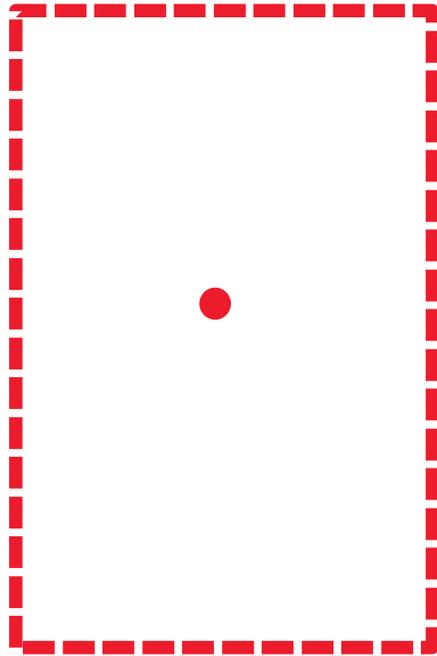
Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: WRF Primary Clarifier Rehabilitation				#: 1SPCR		
Project Manager: Josh Robertson			Total Cost Estimate: \$1,000,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Nov 2020				100% Rates / SDCs		
Target End Date: Dec 2020						
Cost Est. Classification: 5						
DESCRIPTION						
Replacing primary clarifier mechanisms.						
NEED/JUSTIFICATION						
Existing primary clarifiers 1 and 2 have been in service since construction of the original Water Reclamation Facility (WRF) in 1980 and are due for replacement based on there age and condition.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Positive. This project will increase operational performance of the primary clarifiers and reduce ongoing O&M costs related to maintaining the current outdated equipment.						
Consequence of delaying or eliminating project: Running the clarifier mechanisms to failure will result in costly emergency repairs and impact operations ability to effectively manage process control at the WRF.						
Project related to: 1SCAP Capacity Improvements						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$1,000,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,000,000

CARDWELL RD



1SPCR WRF Primary Clarifier Rehabilitation

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Collection System Master Plan Update	#: 1SMP1						
Project Manager: Unassigned	Total Cost Estimate: \$750,000						
Type/Fund: Water Reclamation	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Rates</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Rates	
METHOD OF FINANCING							
TYPE		Amount					
100% Rates							
Status: Pending Phase: Pending							
Target Start Date: Jul 2020							
Target End Date: Jun 2021							
Cost Est. Classification: N/A							

DESCRIPTION

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 Operating Budget: None

Consequence of delaying or eliminating 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

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$750,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$750,000

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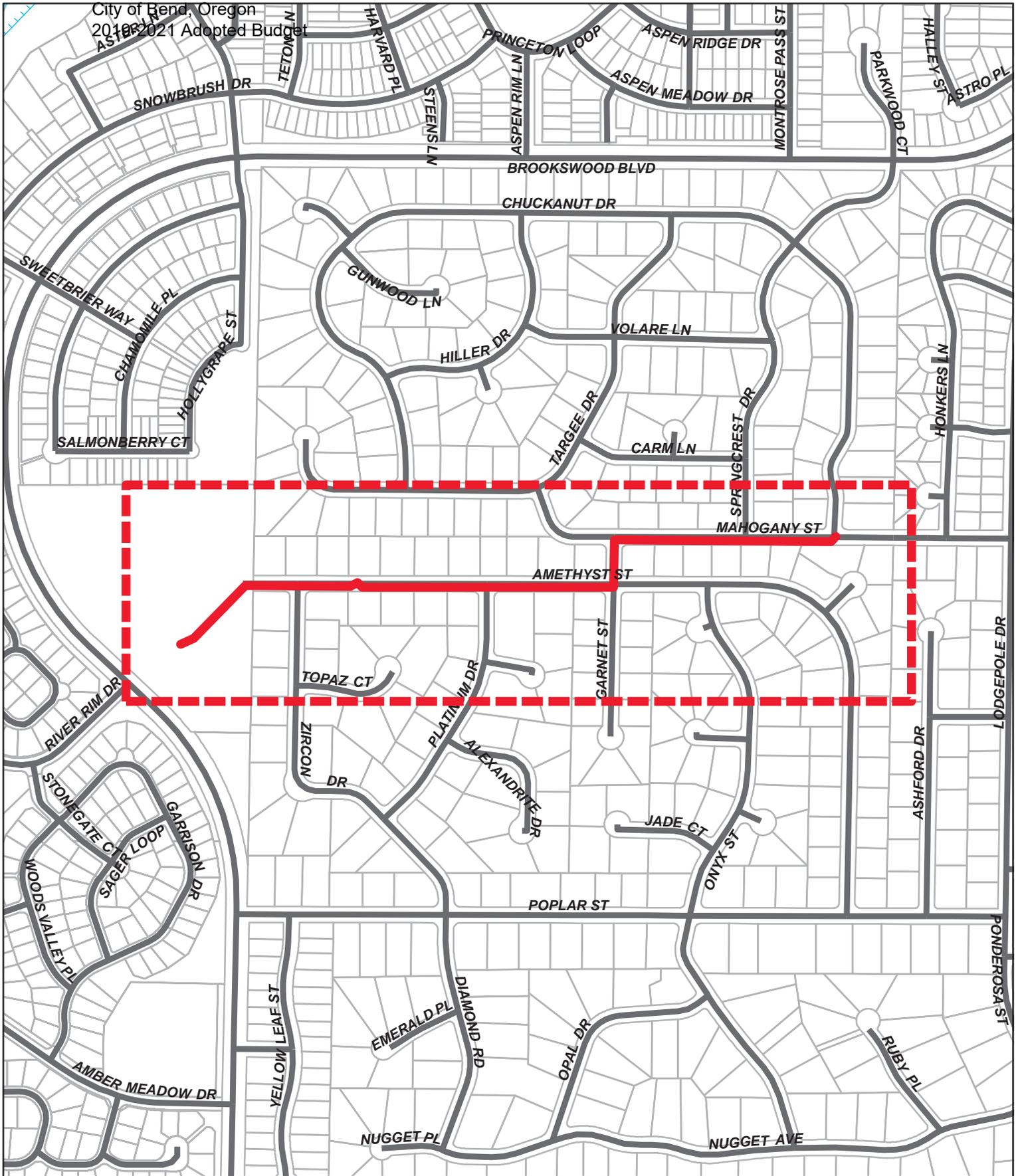
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Amethyst Mahogany Street Sewer				#: 1SAMM		
Project Manager: Unassigned			Total Cost Estimate: \$5,700,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Oct 2020				100% Rates / SDCs		
Target End Date: Jun 2023						
Cost Est. Classification: 5						
DESCRIPTION						
<p>Parallel 8-inch pipe from Brookwood Boulevard and River Rim Drive intersection cross-country northeast to Amethyst Street, then east along Amethyst Street, connecting to the existing 10-inch pipe east of the Amethyst Street and Zircon Drive intersection. Parallel 10- inch pipe along Amethyst Street east of Zircon Drive to Garnet Street, then along Garnet Street to Mahogany Street, then along Mahogany Street to Chuckanut Drive, connecting to the existing 12-inch pipe at Mahogany Street and Chuckanut Drive intersection.</p>						
NEED/JUSTIFICATION						
Project is initiated by dry weather peak flow trigger of 270 gpm at manhole CMH002318.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: None						
Consequence of delaying or eliminating project: System capacity remains unchanged in the Amethyst/Mahogany area which may not keep up with expected growth. The system capacity remaining the same increases the chances of a sanitary sewer overflow (SSO), which violates our Water Pollution Control Facilities (WPCF) permit.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$1,140,000	\$1,140,000	\$3,420,000	\$ -	\$ -
Total Cost Estimate:						\$5,700,000



1Samm Amethyst Mahogany Street Sewer

Capital Improvement Projects





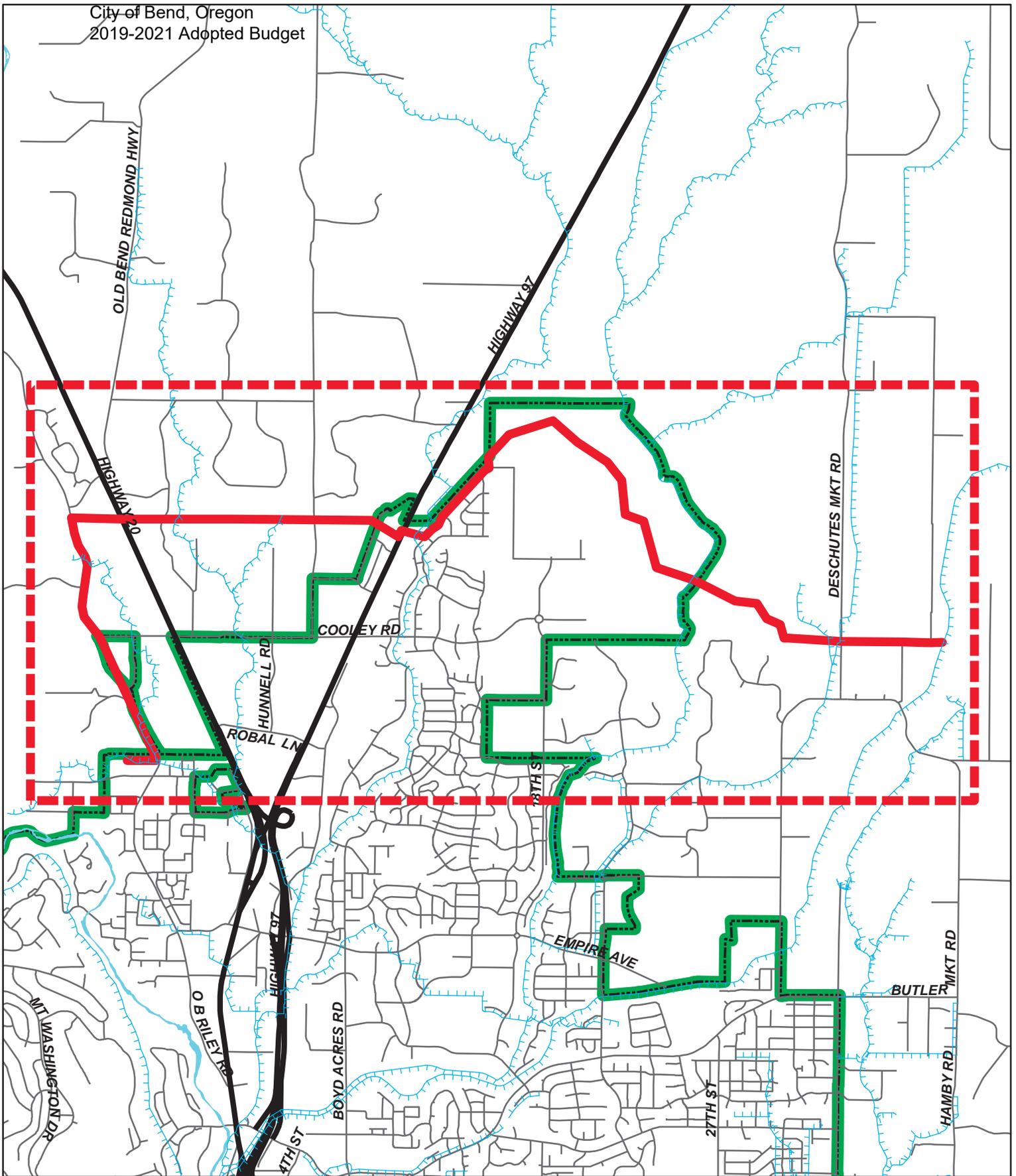
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: North Interceptor Phase II				#: 1SN12		
Project Manager: Unassigned			Total Cost Estimate: \$26,800,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending Phase: Pending				TYPE	Amount	
Target Start Date: Jul 2020				100% Rates / SDCs		
Target End Date: Jun 2024						
Cost Est. Classification: 5						
DESCRIPTION						
<p>The overall North Interceptor Sewer Project is a new large diameter trunk line that extends from the water reclamation facility (WRF) west to O.B. Riley Road. Phase II, approximately 15,000 feet in length, begins at the upstream terminus of Phase I which is located on Pioneer Loop at the intersection of the Plant Interceptor and the North Interceptor. Phase II continues west through Juniper Ridge and terminates at Highway 97. Phase III begins at Highway 97, continuing west across Highway 20 to O.B.Riley Road, and then north to Cooley Road.</p>						
NEED/JUSTIFICATION						
<p>The overall North Interceptor Sewer Project provides additional sewer conveyance capacity for the entire north area of the City of Bend, including both developed areas where limited sewer capacity is available and new growth areas. Additionally, this facility will provide a means to eliminate several sewer pump stations by way of gravity conveyance. Phase 1 also decreases maintenance costs and risks related to the deteriorating existing Plant Interceptor sewer line that is north of the proposed North Interceptor/Plant Interceptor junction. Additionally, reduced spill/plugging risk related the inverted siphon near the WRF.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Unknown. This new pipeline facility is a gravity sewer conveyance facility and therefore requires minimal maintenance. Further, this facility provide a means to eliminate several existing pump stations, resulting in reduced maintenance and reduced risk of sewer spills. The new pump station will require routine operation and maintenance of the facility. Upon completion of Phase 1, maintenance costs and risks associated with the existing Plant Interceptor will be reduced. Upon completion of Phases 2 and 3, savings will be realized and risk reduced as regional pump stations are decommissioned due to the ability to provide collection via a gravity system.</p> <p>Consequence of delaying or eliminating project: Higher potential for system overflows, reduced capacities in other areas in the city, increased project costs due to escalation.</p> <p>Project related to: 1SNIP North Interceptor Phase I</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$6,700,000	\$6,700,000	\$6,700,000	\$6,700,000	\$
Total Cost Estimate:						\$26,800,000



1SNI2 North Interceptor Phase II

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: WRF Facilities Plan Update				#: 1SFPU		
Project Manager: Unassigned			Total Cost Estimate: \$500,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Aug 2021				100% Rates / SDCs		
Target End Date: Dec 2022						
Cost Est. Classification: N/A						
DESCRIPTION						
<p>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.</p>						
NEED/JUSTIFICATION						
<p>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.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: None</p> <p>Consequence of delaying or eliminating project: Facilities Plan will be out of sync with actual plant facilities and operations.</p> <p>Project related to: 1XWRF Water Reclamation Facility Projects</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$500,000	\$ -	\$ -	\$ -
Total Cost Estimate:						\$500,000

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Engineering & Infrastructure Planning Department

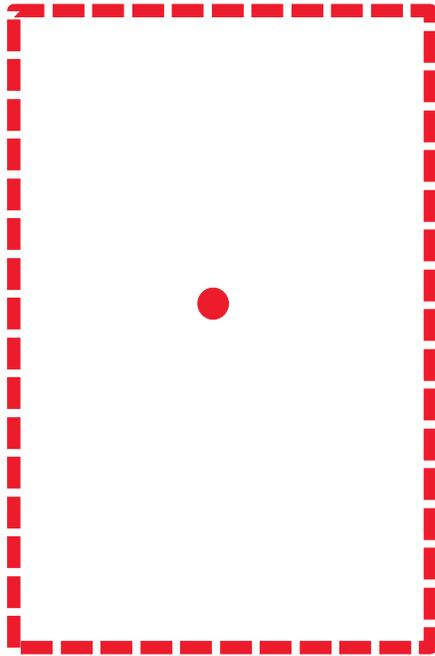
Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Support Facilities Upgrade				#: 1SSFU		
Project Manager: Unassigned			Total Cost Estimate: \$1,000,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Oct 2022				100% Rates		
Target End Date: Jun 2024						
Cost Est. Classification: 5						
DESCRIPTION						
Upgrades to the WRF support facilities include administration buildings, the laboratory, and various operations and maintenance building to house staff, materials and equipment.						
NEED/JUSTIFICATION						
Several existing buildings were constructed as part of the original plant in 1980 and are in need of upgrades and/or remodeling. New buildings are also needed to meet the demands of a growing plant. The objective of the facility upgrade is to ensure the adequacy of support facilities at the plant to meet current and future needs.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: None. 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						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$500,000	\$500,000	\$ -
Total Cost Estimate:						\$1,000,000

CARDWELL RD



1SSFU Support Facilities Upgrade

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Odor Control Master Plan				#: 1SOC1		
Project Manager: Unassigned			Total Cost Estimate: \$1,155,000			
Type/Fund: Water Reclamation				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2023				100% Rates		
Target End Date: Jun 2024						
Cost Est. Classification: N/A						
DESCRIPTION						
Study, documentation and evaluation of the collection system odors issues as well as recommend improvements and prepare a capital improvement program.						
NEED/JUSTIFICATION						
A natural phenomenon within any wastewater collection system is the production of odorous gases, especially hydrogen sulfide (H ₂ S), the diurnal ventilation of sewers, and the consequential release of that H ₂ S. This project creates a plan to address odor issues and control odors within the sewer system.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Unknown. Odor control facilities recommended by this study will impact operation costs. Actual cost impacts are unknown at this time.						
Consequence of delaying or eliminating project: On-going odor complaints and further deterioration of piping systems.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,155,000	\$ -
Total Cost Estimate:						\$1,155,000

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

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1TMC2 Murphy Brosterhus to 15th	3	\$ 380,400	\$ -	\$ -	\$ -	\$ -	\$ 380,400
1TMC3 Murphy & Brosterhus Roundabout	3	271,100	-	-	-	-	271,100
1TMC4 Murphy & 15th Roundabout	3	239,100	-	-	-	-	239,100
1TMC1 Murphy Railway Overcrossing	3	488,300	-	-	-	-	488,300
1TEC3 Empire Extension	2	691,600	-	-	-	-	691,600
1TEC4 Empire & 27 RAB	2	142,800	95,200	-	-	-	238,000
1TEC5 Purcell Butler Market	2	119,100	72,400	-	-	-	191,500
1TECI Purcell Roundabout	1	163,200	-	-	-	-	163,200
1RNPR Newport Pipe Replacement	5	216,000	1,424,000	3,173,000	1,434,000	-	6,247,000
1TMC5 Murphy & Country Club Design	3	1,300	290,900	-	-	-	292,200
1TMC6 Murphy Corridor Improv. Parrell to Brosterhus	3	125,300	935,000	-	-	-	1,060,300
1TEC6 Purcell Modernization	5	-	75,500	75,500	-	-	151,000
1RFGU Franklin & Greenwood Underpass	5	-	120,000	600,000	1,500,000	1,500,000	3,720,000
1RMP1 Stormwater Master Plan Update	N/A	-	-	500,000	-	-	500,000
1RRMC Roosevelt & McKinley Stormwater	5	-	-	-	104,000	475,000	579,000
		\$ 2,838,200	\$ 3,013,000	\$ 4,348,500	\$ 3,038,000	\$ 1,975,000	\$ 15,212,700

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Murphy Brosterhous to 15th	#: 1TMC2										
Project Manager: Garrett Sabourin	Total Cost Estimate: \$4,318,500										
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$3,323,000</td> </tr> <tr> <td>Stormwater</td> <td>\$414,000</td> </tr> <tr> <td>Water</td> <td>\$581,500</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$3,323,000	Stormwater	\$414,000	Water	\$581,500
METHOD OF FINANCING											
TYPE		Amount									
Transportation		\$3,323,000									
Stormwater	\$414,000										
Water	\$581,500										
Status: Active Phase: Design/Construction											
Target Start Date: Jun 2018											
Target End Date: Dec 2020											
Cost Est. Classification: 3											

DESCRIPTION

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the extension of Murphy Road from the current terminus at Brosterhous Rd, east to 15th St.. The extension includes a bridge overcrossing BNSF railway (See subproject 1TMC1) and will include a 2-lane section with bike and pedestrian facilities. Median treatment to be determined based on access needs and traffic study results.

NEED/JUSTIFICATION

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

FINANCIAL NARRATIVE

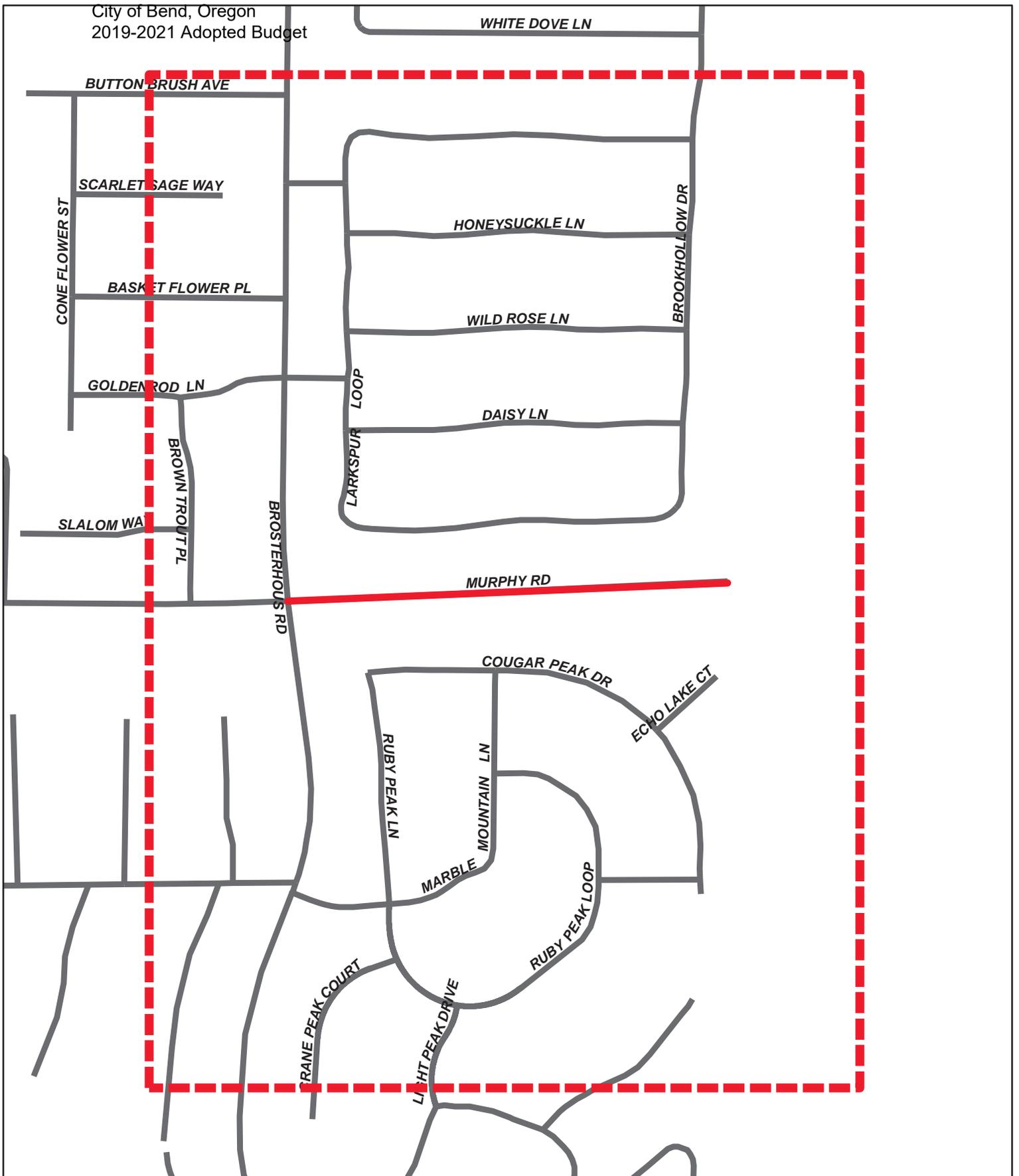
Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.

Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th St and Brosterhous Rd intersections, as well as to provide access to developable land and enhance the transportation system in SE Bend.

Project related to: 1TMC1 RR Crossing, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RA B, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$314,300	\$2,799,000	\$1,205,200	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$4,318,500



1TMC2 Murphy Brosterhous to 15th

Capital Improvement Projects





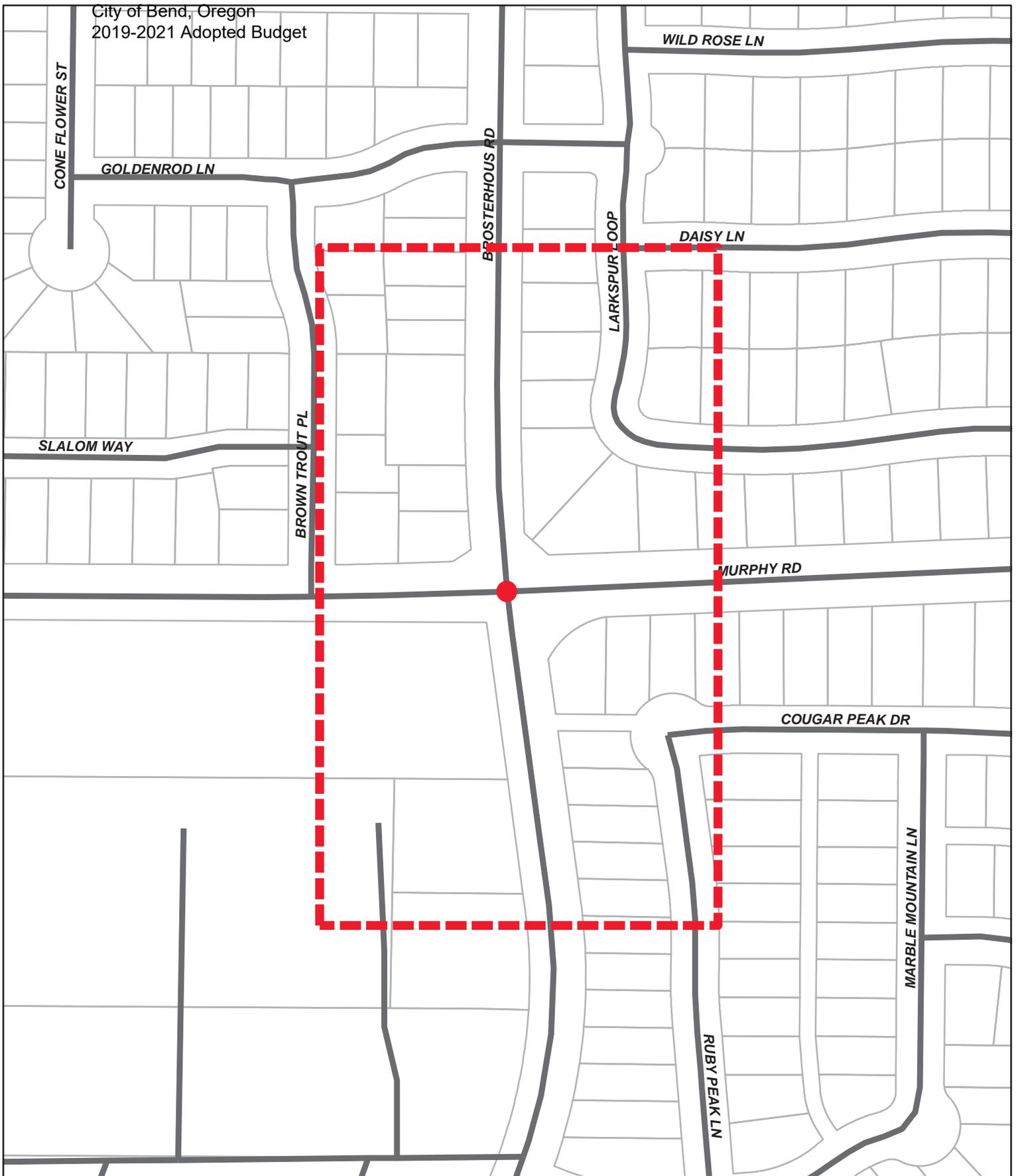
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy & Brosterhous Roundabout				#: 1TMC3		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$3,266,000			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active Phase: Design/Construction			TYPE	Amount		
Target Start Date: Jun 2018			Transportation	\$2,913,000		
Target End Date: Dec 2019			Stormwater	\$292,100		
Cost Est. Classification: 3			Water	\$ 60,900		
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.</p> <p>Project related to:1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$419,900	\$2,846,100	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$3,266,000



1TMC3 Murphy & Brosterhous Roundabout

Capital Improvement Projects





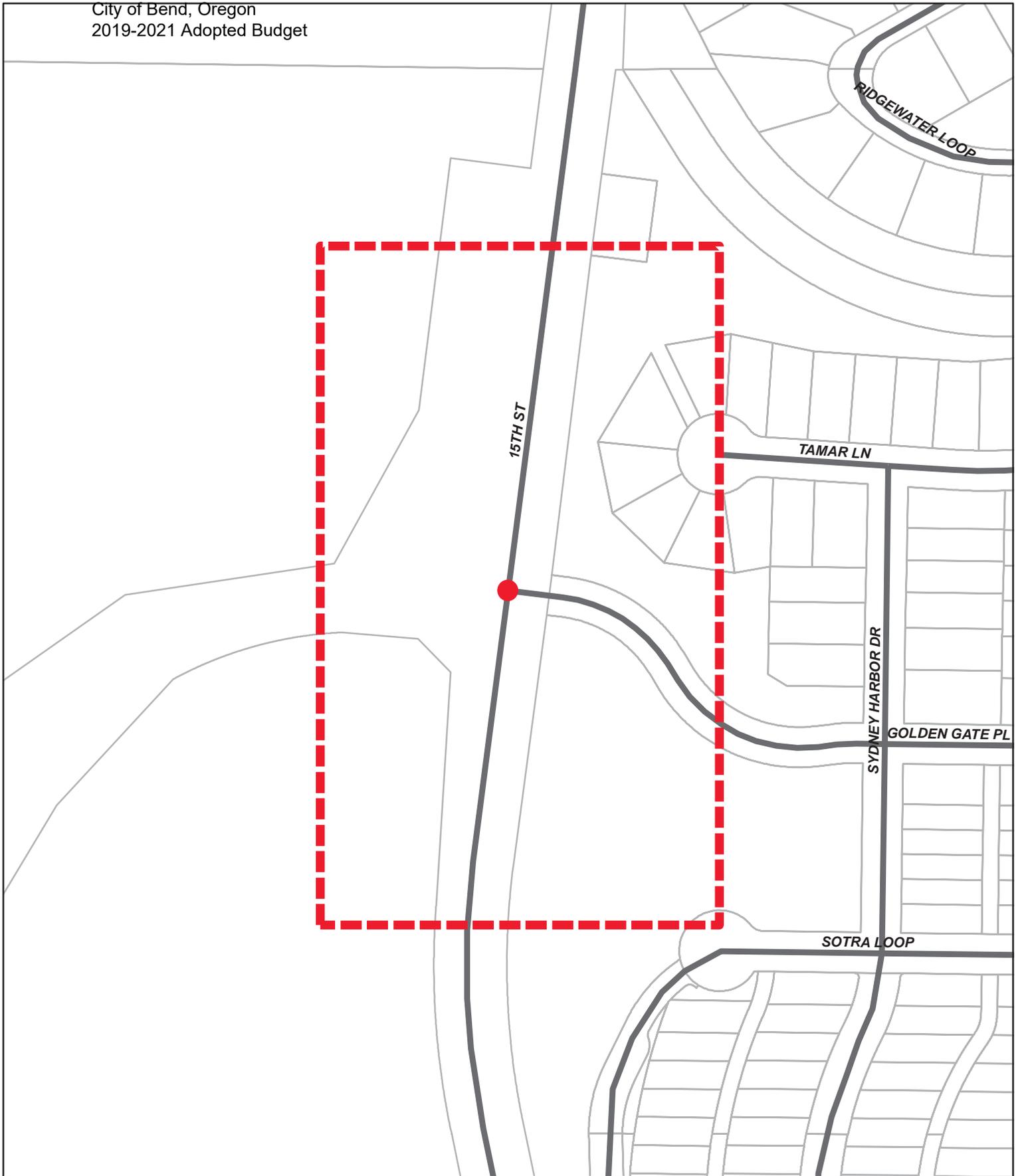
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 15th & Murphy Roundabout				#: 1TMC4		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$4,236,100			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Dec 2018			Transportation	\$3,253,000		
Target End Date: Dec 2019			Stormwater	\$292,100		
Cost Est. Classification: 3			Water	\$691,000		
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Murphy/15th to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to meet current roadway performance standards and future water demand.</p> <p>Project related to: 1TMCI RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$350,000	\$3,886,100	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$4,236,100



1TMC4 15th & Murphy Roundabout

Capital Improvement Projects





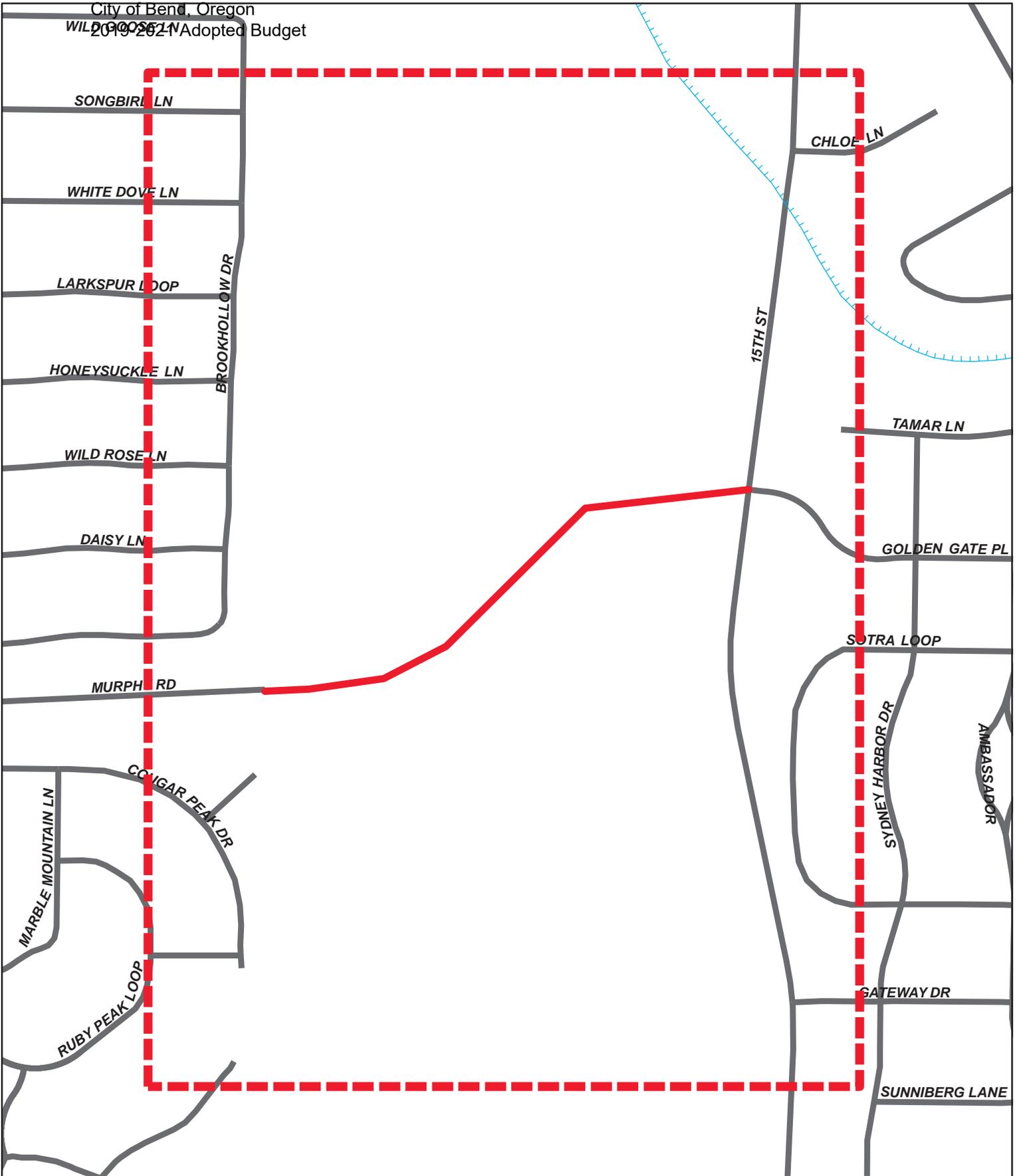
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy Railway Overcrossing			#: 1TMC1			
Project Manager: Garrett Sabourin			Total Cost Estimate: \$5,715,500			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active Phase: Design/Construction			TYPE	Amount		
Target Start Date: Jul 2018			Transportation	\$5,149,400		
Target End Date: Dec 2020			Stormwater	\$511,200		
Cost Est. Classification: 3			Water	\$ 54,900		
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the structure bridge and approach between Brosterhous and 15th, at the Burlington Northern and Santa Fe (BNSF) right of way. BNSF ROW expands from 100 feet to 200 feet wide at crossing location. Structure to include a 2-lane section with bicycle and pedestrian facilities.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.</p> <p>Project related to: 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$305,100	\$3,455,100	\$1,955,300	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$5,715,500



1TMCi Murphy Railway Overcrossing

Capital Improvement Projects





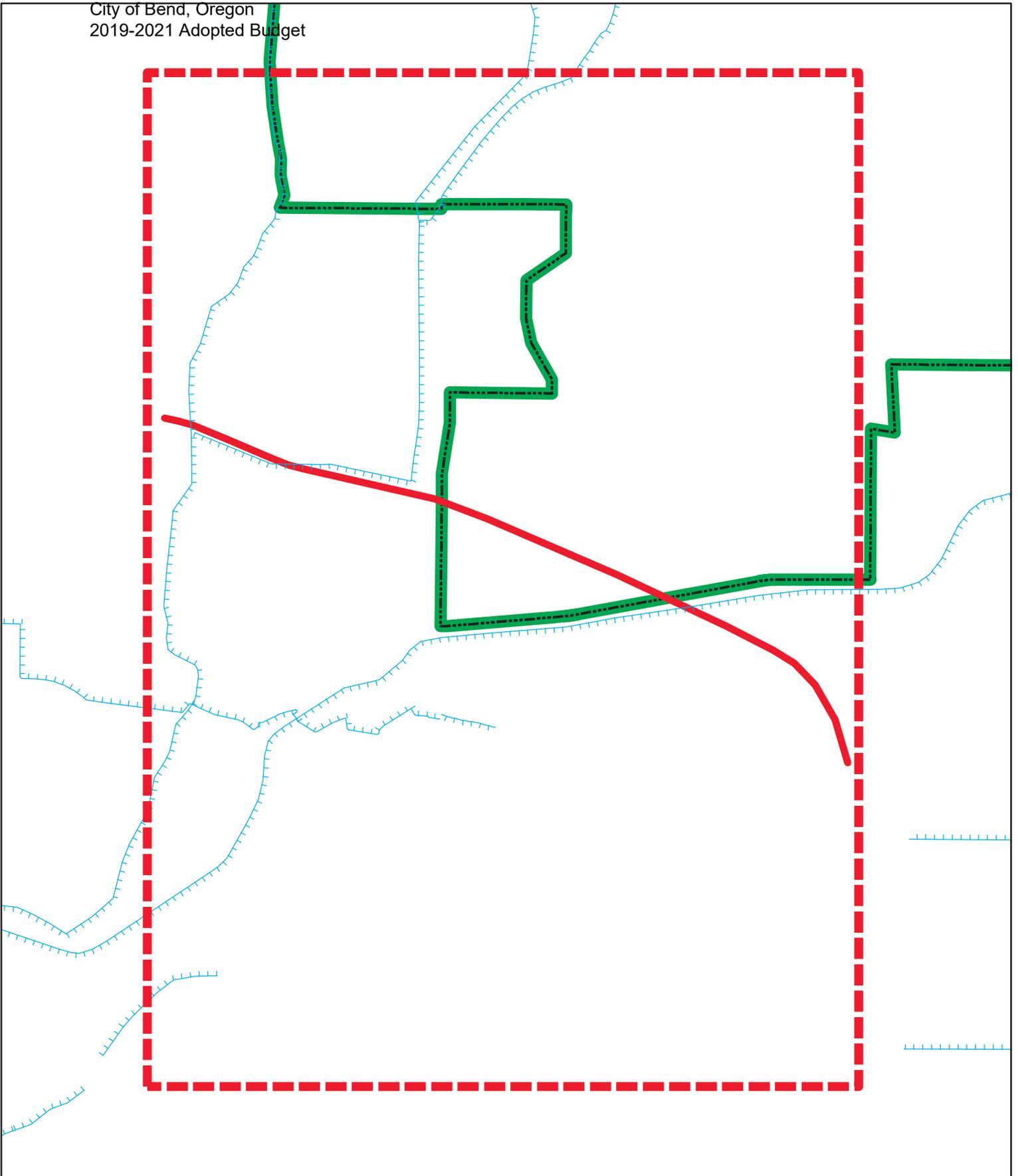
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Empire Avenue Extension				#: 1TEC3		
Project Manager: Sinclair Burr			Total Cost Estimate: \$10,170,100			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Dec 2018			Transportation	\$9,178,500		
Target End Date: Dec 2019			Stormwater	\$691,600		
Cost Est. Classification: 2			Water	\$300,000		
DESCRIPTION						
<p>The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of the extension of Empire Avenue from Purcell Boulevard to 27th Street.</p>						
NEED/JUSTIFICATION						
<p>This roadway extension has been identified as a much needed east-west connection in the north part of town per the City's Transportation System Plan (TSP).</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Minimal. This portion of the project will add a new roadway segment which will require ongoing maintenance.</p> <p>Consequence of delaying or eliminating 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.</p> <p>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). 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TEC1 Purcell Roundabout, 1TEC6 Purcell Modernization</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$531,300	\$9,638,800	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:					\$10,170,100	



1TEC3 Empire Avenue Extension

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Empire & 27 Intersection	#: 1TEC4								
Project Manager: Sinclair Burr	Total Cost Estimate: \$3,500,000								
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$3,262,000</td> </tr> <tr> <td>Stormwater</td> <td>\$238,000</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$3,262,000	Stormwater	\$238,000
METHOD OF FINANCING									
TYPE		Amount							
Transportation		\$3,262,000							
Stormwater	\$238,000								
Status: Active Phase: Design/Construction									
Target Start Date: Aug 2018									
Target End Date: Oct 2020									
Cost Est. Classification: 2									

DESCRIPTION

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of a new intersection control at the Empire/27th Street/Butler Market intersection.

NEED/JUSTIFICATION

The extension of Empire will require the reconstruction and realignment of the 27th Street and Butler Market.

FINANCIAL NARRATIVE

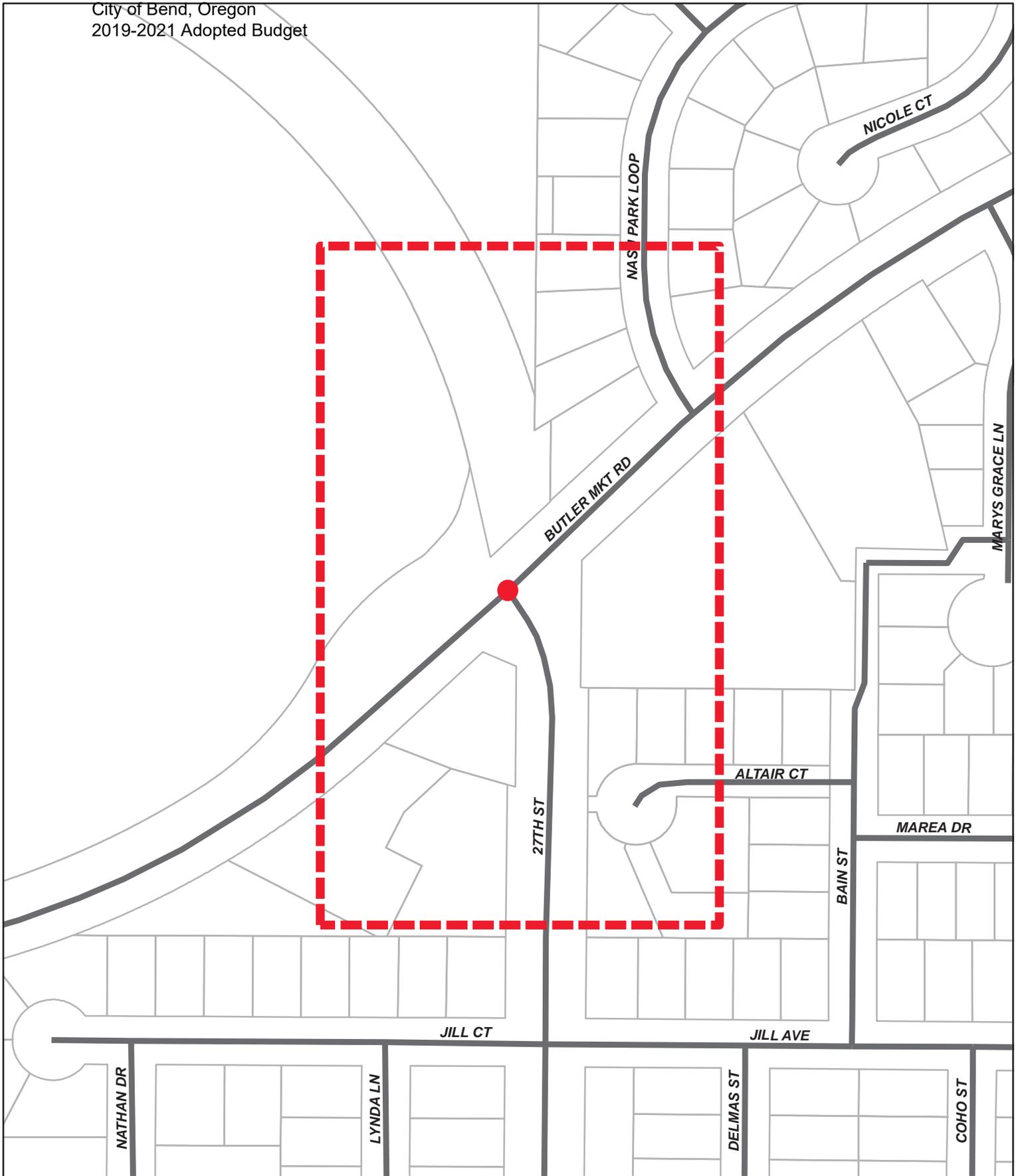
Impact on Operating Budget: Negligible. A new signal at this location will require ongoing maintenance.

Consequence of delaying or eliminating 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. In addition, the project is highly related to the Empire Extension project and eliminating this project would negate many of the benefits of that project.

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). 1TEC3 Empire Extension, 1TEC5 Purcell Butler Market, 1TECI Purcell Roundabout, 1TEC6 Purcell Modernization

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$260,200	\$1,874,800	\$1,365,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$3,500,000



1TEC4 Empire & 27 Intersection

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Purcell Butler Market	#: 1TEC5								
Project Manager: Sinclair Burr	Total Cost Estimate: \$2,817,400								
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$2,625,900</td> </tr> <tr> <td>Stormwater</td> <td>\$191,500</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$2,625,900	Stormwater	\$191,500
METHOD OF FINANCING									
TYPE		Amount							
Transportation		\$2,625,900							
Stormwater	\$191,500								
Status: Active Phase: Design/Construction									
Target Start Date: Aug 2017									
Target End Date: Sep 2020									
Cost Est. Classification: 2									

DESCRIPTION

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of a new signal and some geometric intersection upgrades at Purcell Boulevard and Butler Market Road.

NEED/JUSTIFICATION

The existing traffic signal at the intersection of Purcell Boulevard and Butler Market Road is deficient both in its traffic capacity and its connectivity.

FINANCIAL NARRATIVE

Impact on Operating Budget: Positive. Could reduce Operating costs if aging traffic signal is replaced.

Consequence of delaying or eliminating 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). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC1 Purcell Roundabout, 1TEC6 Purcell Modernization

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$419,400	\$1,340,000	\$1,058,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,817,400



1TEC5 Purcell Butler Market

Capital Improvement Projects



SUMMARY						
Project Title: Purcell Roundabout			#: 1TECI			
Project Manager: Sinclair Burr			Total Cost Estimate: \$2,400,000			
Type/Fund: Transportation			METHOD OF FINANCING			
Status: Active Phase: Construction			TYPE	Amount		
Target Start Date: Aug 2017			Transportation	\$2,236,800		
Target End Date: Sept 2019			Stormwater	\$163,200		
Cost Est. Classification: 1						
DESCRIPTION						
Complete design and construction for the Empire/Purcell Roundabout.						
NEED/JUSTIFICATION						
The existing intersection at this location is deficient in capacity and in sight distance. The sight distance deficiency is a serious safety concern at this busy intersection.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: minor reductions to ongoing pavement and stormwater maintenance costs						
Consequence of Delaying or Eliminating this Project: Project is currently under construction, delay to this project would result in a partially complete project.						
Project Related To: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area. 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TEC6 Purcell Modernization						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$2,236,800	\$163,200	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,400,000





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Newport Pipe Replacement

#: 1RNPR

Project Manager: Drew Wells

Total Cost Estimate: \$13,779,000

Type/Fund: Multiple

Status: Planning **Phase:** Planning

Target Start Date: Feb 2019

Target End Date: Jun 2023

Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
Stormwater	\$6,247,000
Trans. Construction	\$4,022,000
Water	\$1,574,000
Sewer	\$1,511,000
ADA Construction	\$425,000

DESCRIPTION

Reconstruct the existing drainage collection and conveyance system along Newport and Nashville Avenues from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement/rehabilitation of associated drainage structures. Since the trunk line conveys stormwater for a large area beyond Newport Avenue, project elements may also include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvement, flow reduction and flood mitigation measures. This project is identified as a synergy project and will include focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Avenue. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions. The scope of the drainage improvements are also subject to the updates incorporated into the Stormwater Master Plan Update (1RMP1).

NEED/JUSTIFICATION

The South Awbrey Butte Drainage Study completed in 2017 determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This Study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding/improve water quality within the basin.

FINANCIAL NARRATIVE

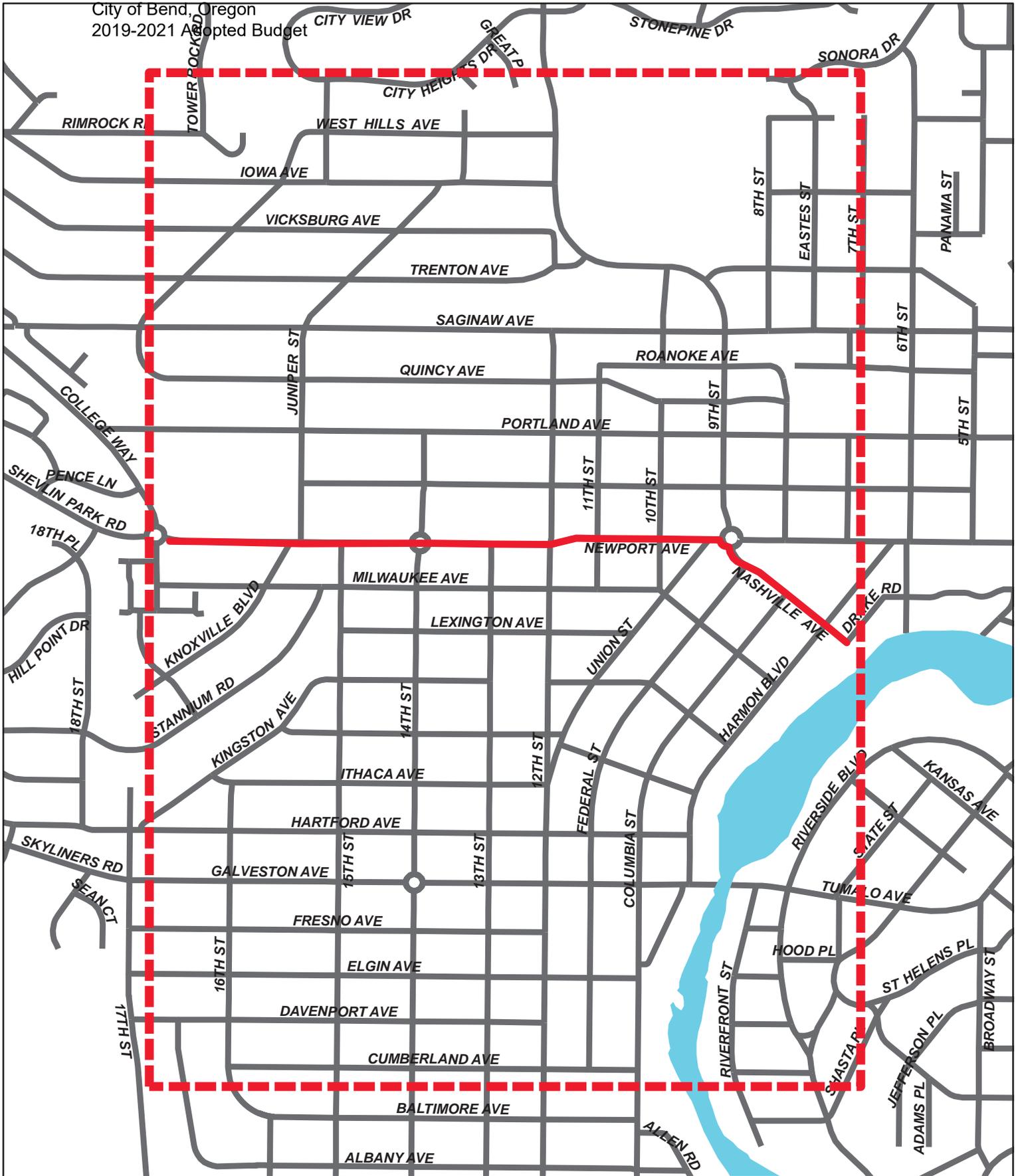
Impact on Operating Budget: Minimal. Reduces costs of spot fixes to existing pipe line.

Consequence of delaying or eliminating project: Further deterioration of existing pipeline and increased project costs due to escalation.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$1,409,000	\$3,952,000	\$5,857,000	\$2,561,000	\$ -	\$ -
Total Cost Estimate:						\$13,779,000



1RNPR Newport Pipe Replacement

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy & Country Club Design				#: 1TMC5		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$1,000,200			
Type/Fund: Multiple				METHOD OF FINANCING		
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Dec 2018				Transportation	\$708,000	
Target End Date: Dec 2020				Stormwater	\$292,200	
Cost Est. Classification: 3						
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Murphy/Country Club to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The traffic analysis shows that future year demand at the country club intersection will exceed current COB performance standards. Delaying beyond the trigger date will lead to excessive delays which exceed standards, ultimately effecting emergency response, commerce, daily commuting and safety.</p> <p>Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$100,000	\$550,100	\$350,100	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,000,200



1TMC5 Murphy & Country Club Design

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Murphy Corridor Improvements Parrell to Brosterhous #: 1TMC6
Project Manager: Garrett Sabourin **Total Cost Estimate:** \$11,855,500
Type/Fund: Multiple
Status: Active **Phase:** Design/Construction
Target Start Date: Dec 2018
Target End Date: Dec 2020
Cost Est. Classification: 3

METHOD OF FINANCING

TYPE	Amount
Transportation	\$10,586,700
Stormwater	\$1,060,300
Water	\$208,500

DESCRIPTION

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.

NEED/JUSTIFICATION

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

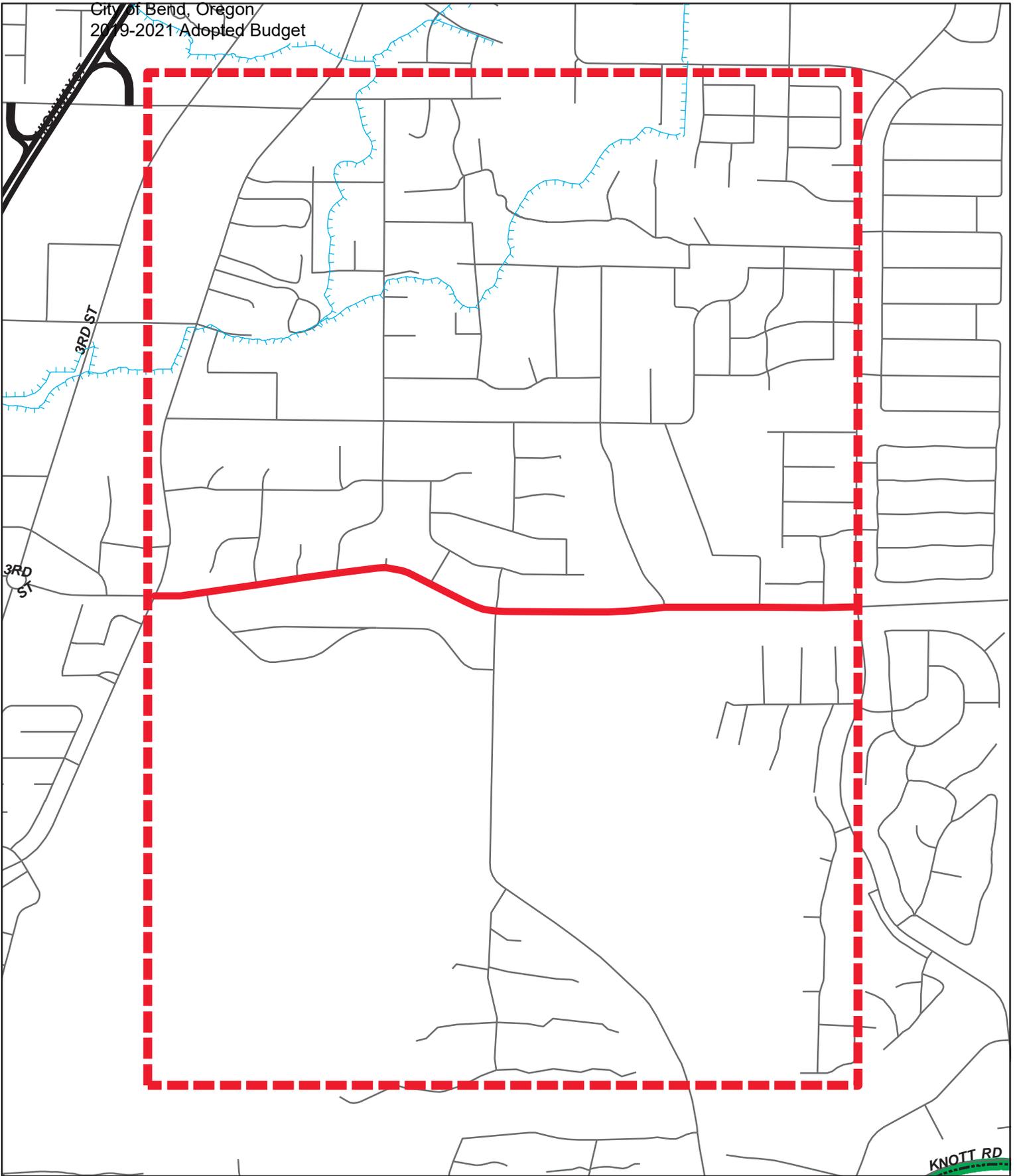
FINANCIAL NARRATIVE

Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.
 Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.

Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC7 15th Street Sidewalk

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$230,000	\$3,209,800	\$8,415,700	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$11,855,500



TMC6 Murphy Corridor Improvements Parrell to Brosterhaus

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Purcell Blvd Modernization	#: 1TEC6								
Project Manager: Sinclair Burr	Total Cost Estimate: \$2,220,100								
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$2,069,100</td> </tr> <tr> <td>Stormwater</td> <td>\$151,000</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$2,069,100	Stormwater	\$151,000
METHOD OF FINANCING									
TYPE		Amount							
Transportation		\$2,069,100							
Stormwater		\$151,000							
Status: Active Phase: Design/Construction									
Target Start Date: Aug 2017									
Target End Date: Oct 2021									
Cost Est. Classification: 5									

DESCRIPTION

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of modernization for Purcell Boulevard between Rock Park Drive & Butler Market Road.

NEED/JUSTIFICATION

The existing Empire Avenue is deficient for pedestrian and bike needs. In addition, a left turn lane is warranted at either Lupine Avenue or Spinnaker Street.

FINANCIAL NARRATIVE

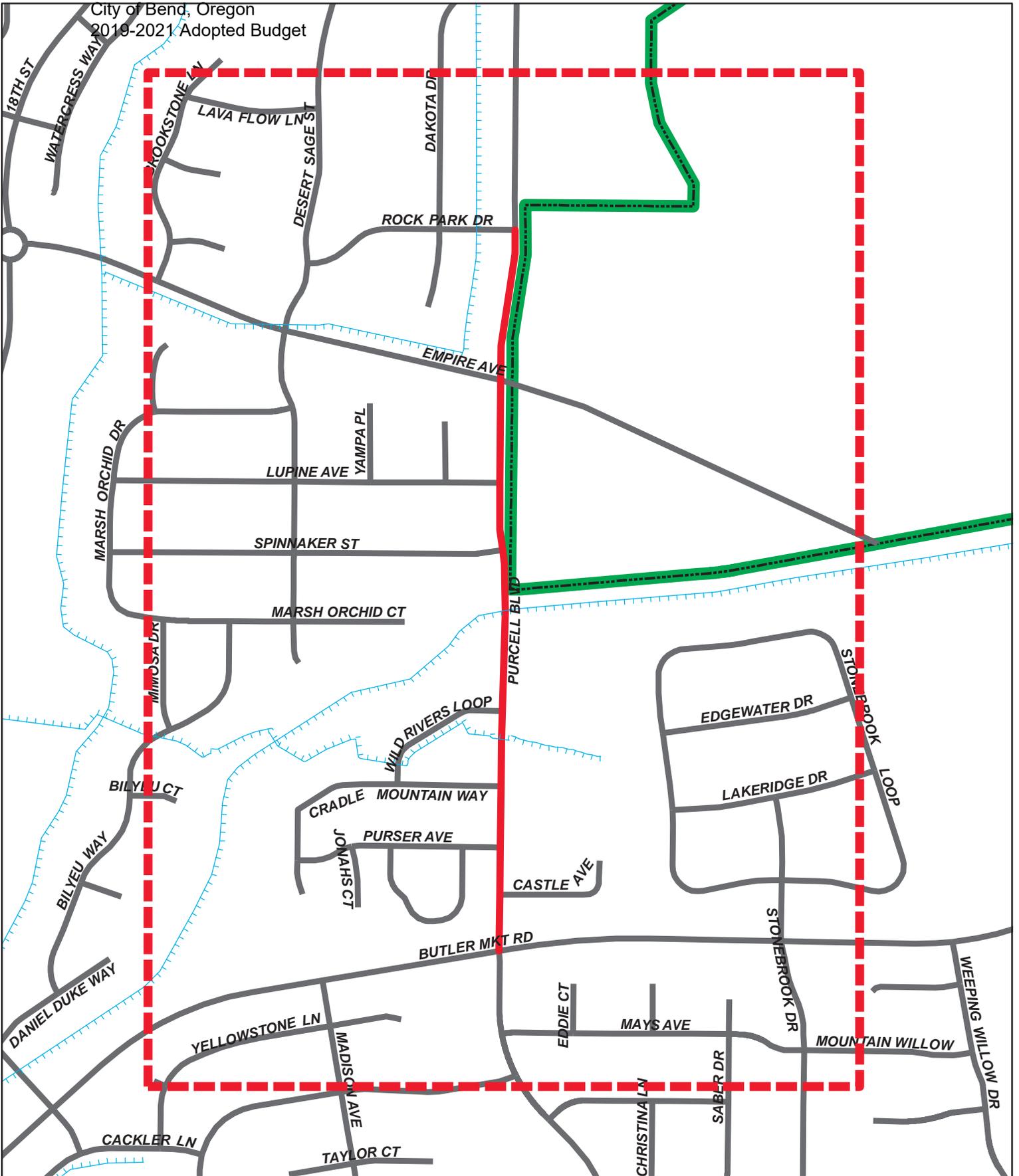
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.

Consequence of delaying or eliminating 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). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TEC1 Purcell Roundabout

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$465,000	\$ 63,700	\$1,134,900	\$556,500	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,220,100



1TEC6 Purcell Blvd Modernization

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Franklin & Greenwood Underpass	#: 1RFGU						
Project Manager: Unassigned	Total Cost Estimate: \$5,620,000						
Type/Fund: Stormwater	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Stormwater Rates</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Stormwater Rates	
METHOD OF FINANCING							
TYPE		Amount					
100% Stormwater Rates							
Status: Pending Phase: Pending							
Target Start Date: Oct 2021							
Target End Date: Jun 2025							
Cost Est. Classification: 5							

DESCRIPTION

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 as well as creates a public Safety hazard and burden upon the City Staff to respond. All stormwater projects currently scheduled in the CIP will be re-evaluated as part of the Stormwater Master Plan Update Project (1RMP1) scheduled in FY 2020-21.

FINANCIAL NARRATIVE

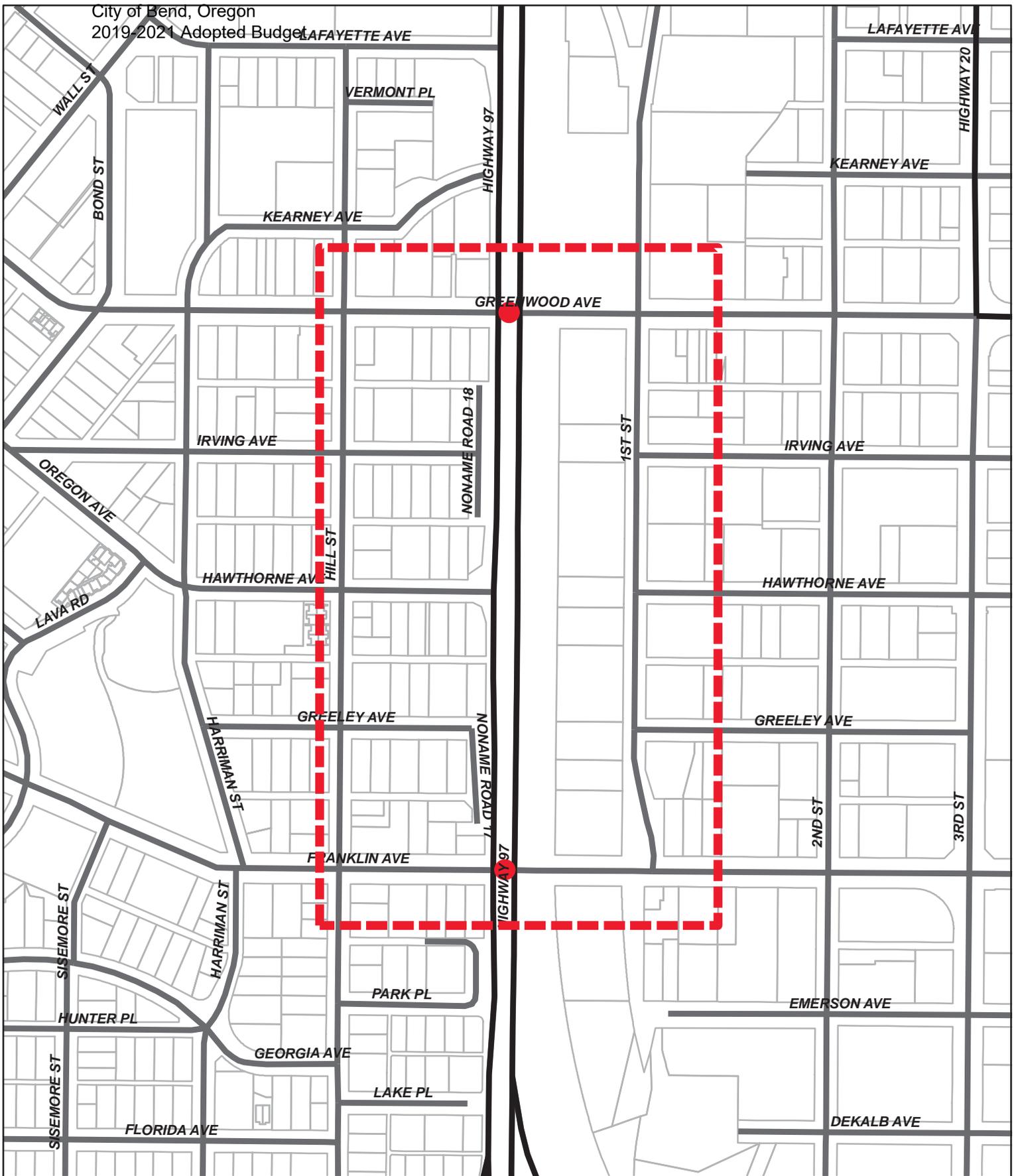
Impact on Operating Budget: None

Consequence of delaying or eliminating project: Higher potential for system overflows, reduced capacities in other areas in the city, increased project costs due to escalation.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$120,000	\$600,000	\$1,500,000	\$1,500,000	\$1,900,000
Total Cost Estimate:						\$5,620,000



1RFGU Franklin & Greenwood Underpass

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Stormwater Master Plan Update

#: 1RMP1

Project Manager: Unassigned

Total Cost Estimate: \$500,000

Type/Fund: Stormwater

METHOD OF FINANCING

Status: Pending **Phase:** Pending

TYPE	Amount
100% Stormwater Rates	

Target Start Date: Jul 2021

Target End Date: Jun 2022

Cost Est. Classification: N/A

DESCRIPTION

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

The City's stormwater master plan provides an important measure for development approval and capital improvement project prioritization. The current master plan is based upon a limited amount of data and it does not meet its objectives in a manner that provides optimal accuracy. 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: None

Consequences of Delaying or Eliminating this Project: Reduced system efficiency

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$500,000	\$ -	\$ -	\$ -
Total Cost Estimate:						\$500,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Roosevelt & McKinley Stormwater	#: 1RRMC						
Project Manager: Unassigned	Total Cost Estimate: \$579,000						
Type/Fund: Stormwater	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Stormwater Rates</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Stormwater Rates	
METHOD OF FINANCING							
TYPE		Amount					
100% Stormwater Rates							
Status: Pending Phase: Pending							
Target Start Date: Jul 2022							
Target End Date: Jun 2024							
Cost Est. Classification: 5							

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. All stormwater projects currently scheduled in the CIP will be re-evaluated as part of the Stormwater Master Plan Update Project (1SMP1) scheduled in FY 2020-21.

FINANCIAL NARRATIVE

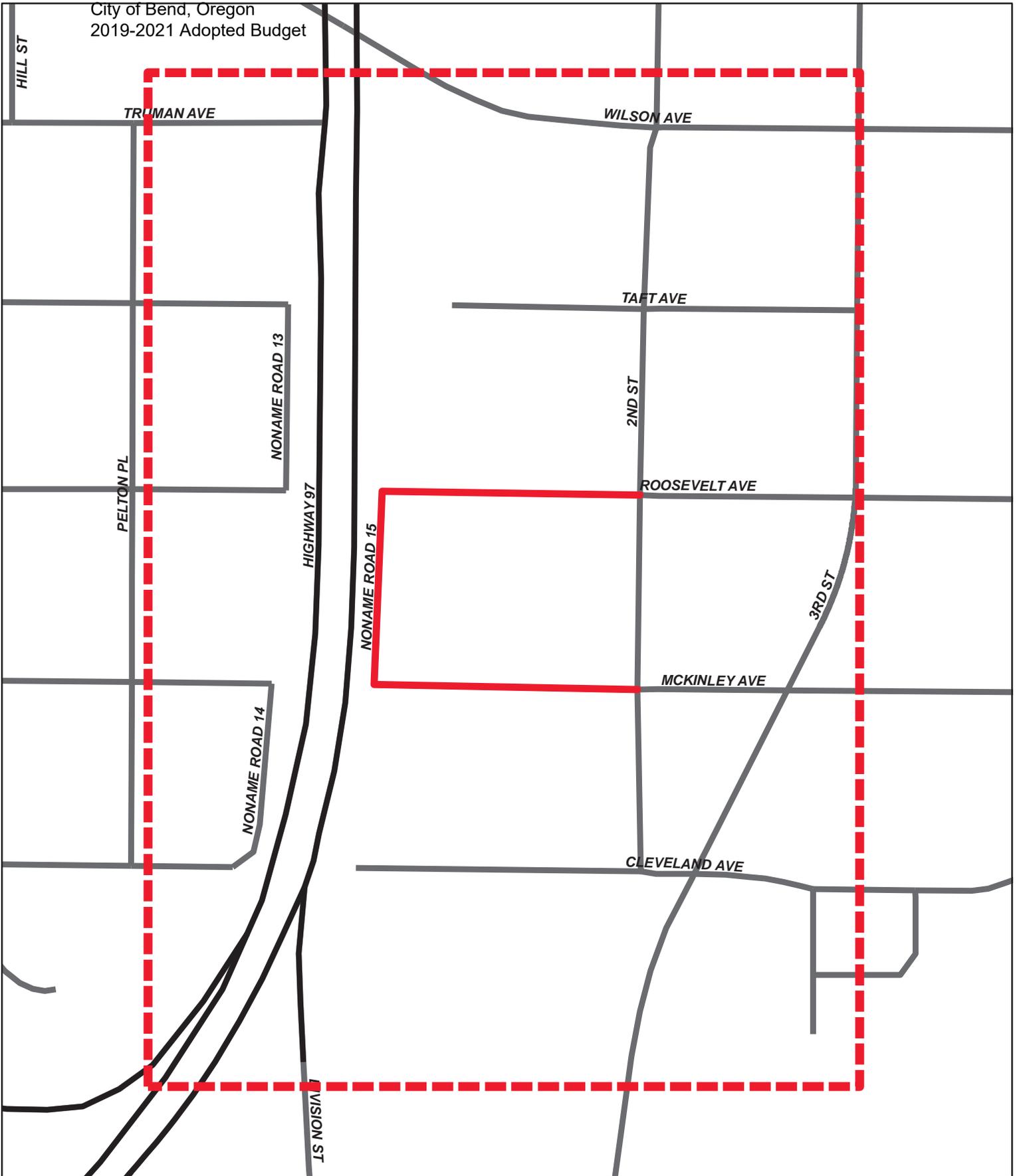
Impact on Operating Budget: None

Consequence of delaying or eliminating project: Maintains the current risk of 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

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$104,000	\$475,000	\$ -
Total Cost Estimate:						\$579,000



1RRMC Roosevelt & McKinley Stormwater

Capital Improvement Projects



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Capital Improvement Program 2020-2024

Transportation Construction Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1TNPS Neff & Purcell Intersection Design	5	\$ 4,150,000	\$ -	\$ -	\$ -	\$ -	\$ 4,150,000
1T14R 14th Street Reconstruction Plant Establishment	1	50,000	-	-	-	-	50,000
1TR3N Reed Mkt: 3rd to Newberry Plant Establishment	1	100,000	-	-	-	-	100,000
1TMC3 Murphy & Brosterhaus Roundabout	3	2,518,500	-	-	-	-	2,518,500
1TMC4 15th & Murphy Roundabout	3	2,972,500	-	-	-	-	2,972,500
1TMC7 15th Street Sidewalk	3	84,300	-	-	-	-	84,300
1TEC3 Empire Avenue Extension	2	8,647,200	-	-	-	-	8,647,200
1TODT Hwy 20/Greenwood Sidewalk Impr. Contribution	5	1,500,000	-	-	-	-	1,500,000
1TEC4 Empire & 27 Intersection	2	1,732,000	1,269,800	-	-	-	3,001,800
1TEC5 Purcell Butler Market	2	1,220,900	985,600	-	-	-	2,206,500
1TMC2 Murphy Brosterhaus to 15th	3	1,884,200	1,205,200	-	-	-	3,089,400
1TMC5 Murphy & Country Club Design	3	548,800	59,200	-	-	-	608,000
1TMCI Murphy Railway Overcrossing	3	2,914,400	1,955,300	-	-	-	4,869,700
1TBKE Bicycle Greenways	5	320,000	300,000	-	-	-	620,000
1TBRB Bond & Reed Market RAB	5	250,000	500,000	-	-	-	750,000
1TABB Archie Briggs Bridge Replacement	5	72,000	-	-	-	-	72,000
1TCSI Citywide Safety Improvements	5	500,000	500,000	-	-	-	1,000,000
1TMC6 Murphy Corridor Improvements Parrell to Brosterhaus	5	3,059,900	7,296,800	-	-	-	10,356,700
1TEC6 Purcell Blvd Modernization	5	63,700	1,059,400	481,000	-	-	1,604,100
1RNPR Newport Pipe Replacement	5	1,077,000	1,909,000	1,036,000	-	-	4,022,000
1TCSR Columbia & Simpson RAB	5	-	1,000,000	-	-	-	1,000,000
1T3IN 3rd & Reed Market Intersection	5	-	500,000	2,500,000	2,000,000	-	5,000,000
1T9WS 9th & Wilson Traffic Signal Improvement	5	-	-	1,000,000	2,000,000	2,000,000	5,000,000
1TCHI Brosterhaus & Chase Intersection	5	-	-	1,000,000	2,000,000	2,000,000	5,000,000
1TCON 27th & Conners Intersection	5	-	-	-	500,000	2,000,000	2,500,000
1TBMW Butler Market & Wells Acres Improvement	5	-	-	-	-	3,000,000	3,000,000
		\$ 33,665,400	\$ 18,540,300	\$ 6,017,000	\$ 6,500,000	\$ 9,000,000	\$ 73,722,700

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level <small>Expressed as % of complete definition</small>	Cost Estimate Range <small>Typical variation in high & low range</small>
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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bld opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Neff and Purcell Intersection Design	#: 1TNPS						
Project Manager: Sinclair Burr	Total Cost Estimate: \$4,500,000						
Type/Fund: Transportation Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Transportation SDCs and Water/Sewer Franchise Fees</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Transportation SDCs and Water/Sewer Franchise Fees	
METHOD OF FINANCING							
TYPE		Amount					
100% Transportation SDCs and Water/Sewer Franchise Fees							
Status: Active Phase: Design							
Target Start Date: Sep 2016							
Target End Date: Jun 2020							
Cost Est. Classification: 5							

DESCRIPTION

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. The project will include the following tasks: public engagement, survey, design, and construction of missing sidewalks and a safer intersection for all users serving the surrounding medical, residential, and school properties.

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

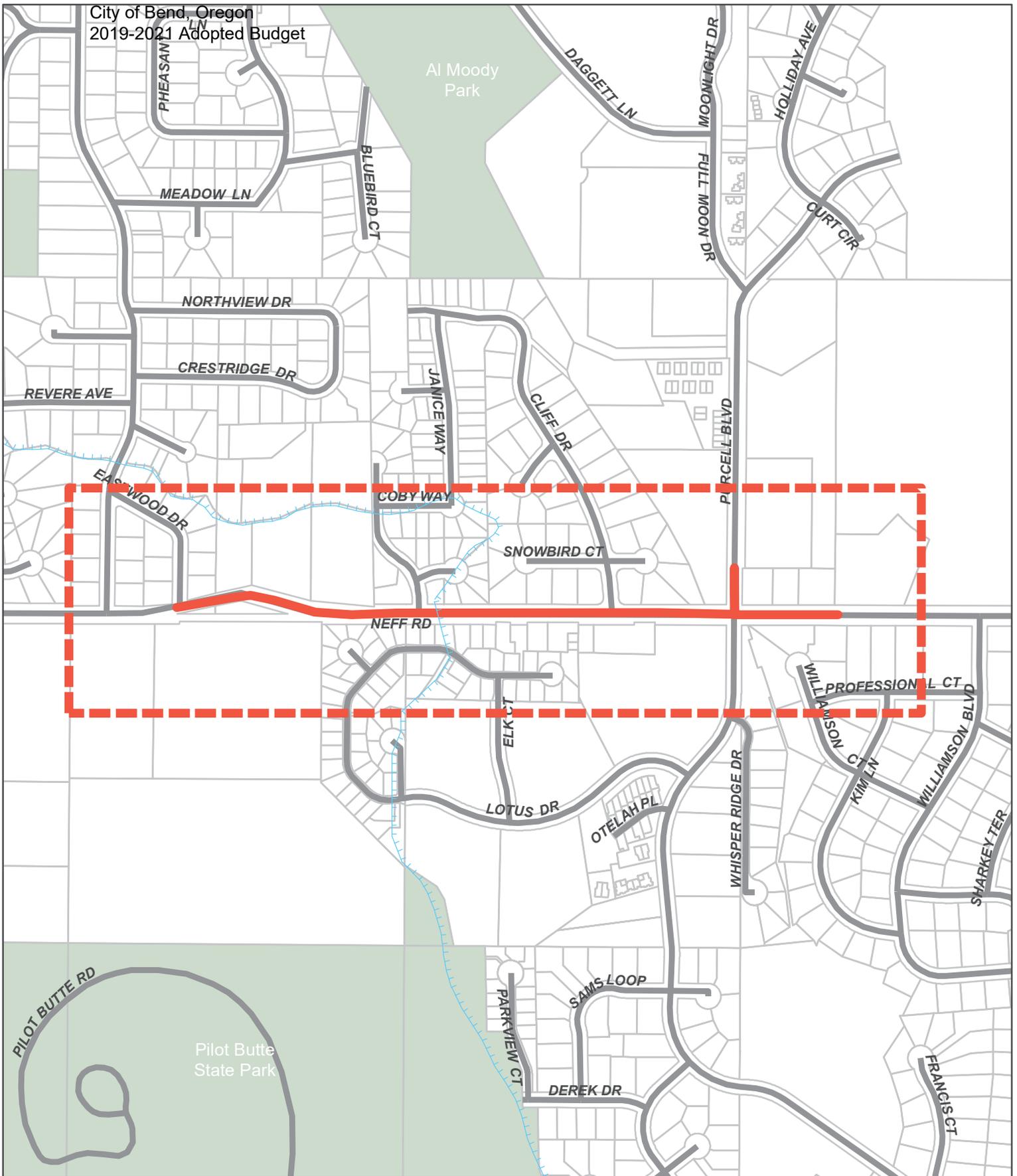
Impact on Operating Budget: Positive. Could reduce operating costs if aging traffic signal is replaced and stormwater issues are addressed.

Consequence of delaying or eliminating 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

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$350,000	\$4,150,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$4,500,000



1TNPS Neff and Purcell Intersection Design

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 14th Street Reconstruction Plant Establishment				#: 1T14R		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$10,068,000			
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Active		Phase: Plant Establishment		TYPE	Amount	
Target Start Date: Jul 2012				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: Jun 2020						
Cost Est. Classification: 1						
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: Positive. 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						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$10,018,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$10,068,000



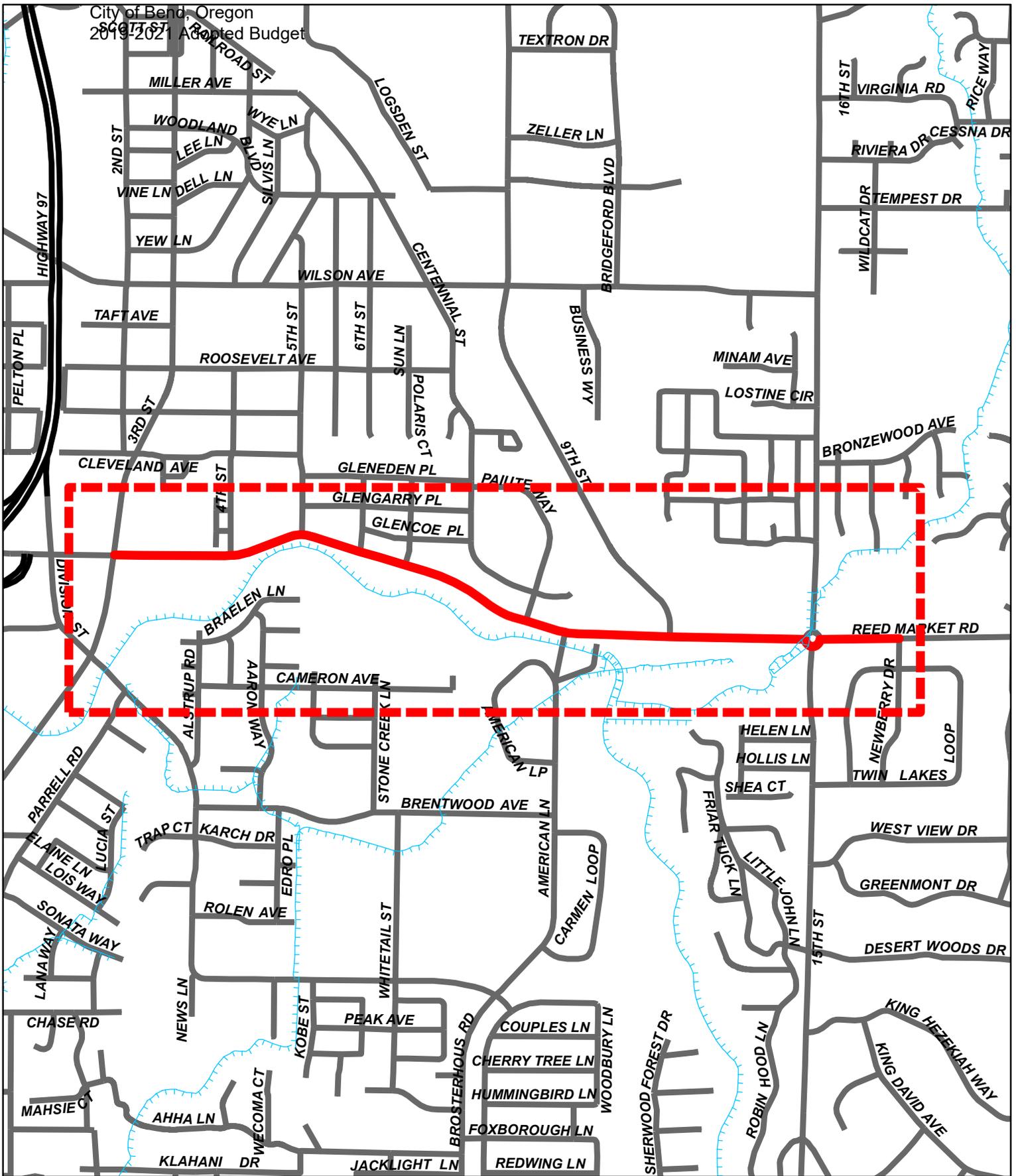
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Reed Mkt: 3rd to Newberry Plant Establishment				#: 1TR3N		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$13,640,000			
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Active		Phase: Plant Establishment		TYPE	Amount	
Target Start Date: Jul 2015				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: May 2020						
Cost Est. Classification: 1						
DESCRIPTION						
Construction includes the removal of existing traffic signal at the intersection of Reed Market and 15th Street and the construction of a roundabout, the removal of the existing asphalt surface of Reed Market and the installation of Portland concrete cement roadway surfacing, realignment of American Lane and construction of a bridge, asphalt concrete surfacing transitions to side streets, curbs, sidewalks, drainage facilities, water and sewer facilities, retaining walls, illumination, landscaping, traffic signal, and signing and striping.						
NEED/JUSTIFICATION						
Improved safety of the corridor for vehicular traffic, pedestrian traffic and bicycle traffic. Reduced congestion in the corridor.						
FINANCIAL NARRATIVE						
Impact on Annual Operating Budget: Positive. 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						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$13,540,000	\$100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$13,640,000



1TR3N Reed Mkt: 3rd to Newberry Plant Establishment

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy & Brosterhous Roundabout				#: 1TMC3		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$3,266,000			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Jun 2018			Transportation	\$2,913,000		
Target End Date: Dec 2019			Stormwater	\$292,100		
Cost Est. Classification: 3			Water	\$ 60,900		
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.</p> <p>Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$419,900	\$2,846,100	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$3,266,000



1TMC3 Murphy & Brosterhous Roundabout

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 15th & Murphy Roundabout				#: 1TMC4		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$4,236,100			
Type/Fund: Multiple				METHOD OF FINANCING		
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Dec 2018				Transportation	\$3,253,000	
Target End Date: Dec 2019				Stormwater	\$292,100	
Cost Est. Classification: 3				Water	\$691,000	
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Murphy/15th to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to meet current roadway performance standards and future water demand.</p> <p>Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$350,000	\$3,886,100	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$4,236,100



1TMC4 15th & Murphy Roundabout

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: 15th Street Sidewalk	#: 1TMC7								
Project Manager: Garrett Sabourin	Total Cost Estimate: \$335,000								
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$84,300</td> </tr> <tr> <td>ADA Construction</td> <td>\$250,700</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$84,300	ADA Construction	\$250,700
METHOD OF FINANCING									
TYPE		Amount							
Transportation		\$84,300							
ADA Construction	\$250,700								
Status: Active Phase: Design/Construction									
Target Start Date: Jul 2019									
Target End Date: Dec 2019									
Cost Est. Classification: 3									

DESCRIPTION

The project includes design and construction of approximately 1,700 feet of sidewalk along the west side of 15th Street. Sidewalk improvements will provide sidewalk connectivity from the COID canal to existing sidewalk to the north of Ferguson Road with a pedestrian crossing at Ferguson to provide additional community connectivity.

NEED/JUSTIFICATION

Sidewalk connectivity is a critical element for pedestrian mobility and safety. There are current and future plans for development in this area, including a high school and middle school along 15th street, which will bring high volumes of pedestrian traffic. Along with those developments sidewalk will be added to the south providing a continuous route from the high school at Knott Road to the COID canal. The improvements, to be completed by the City, will provide a continuous sidewalk or pedestrian route from Knott Road, north to Reed Market Road.

FINANCIAL NARRATIVE

Impact on Operating Budget: None. There will be no impact on the operating budget as future maintenance will be the responsibility of the adjacent property owner.

Consequences of Delaying or Eliminating Project: Risk to the future pedestrian volumes generated by the construction of Alpenglow Park and High School, expected to both be complete in 2021.

Project Related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Murphy & Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$335,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$335,000



1TMC7 15th Street Sidewalk

Capital Improvement Projects





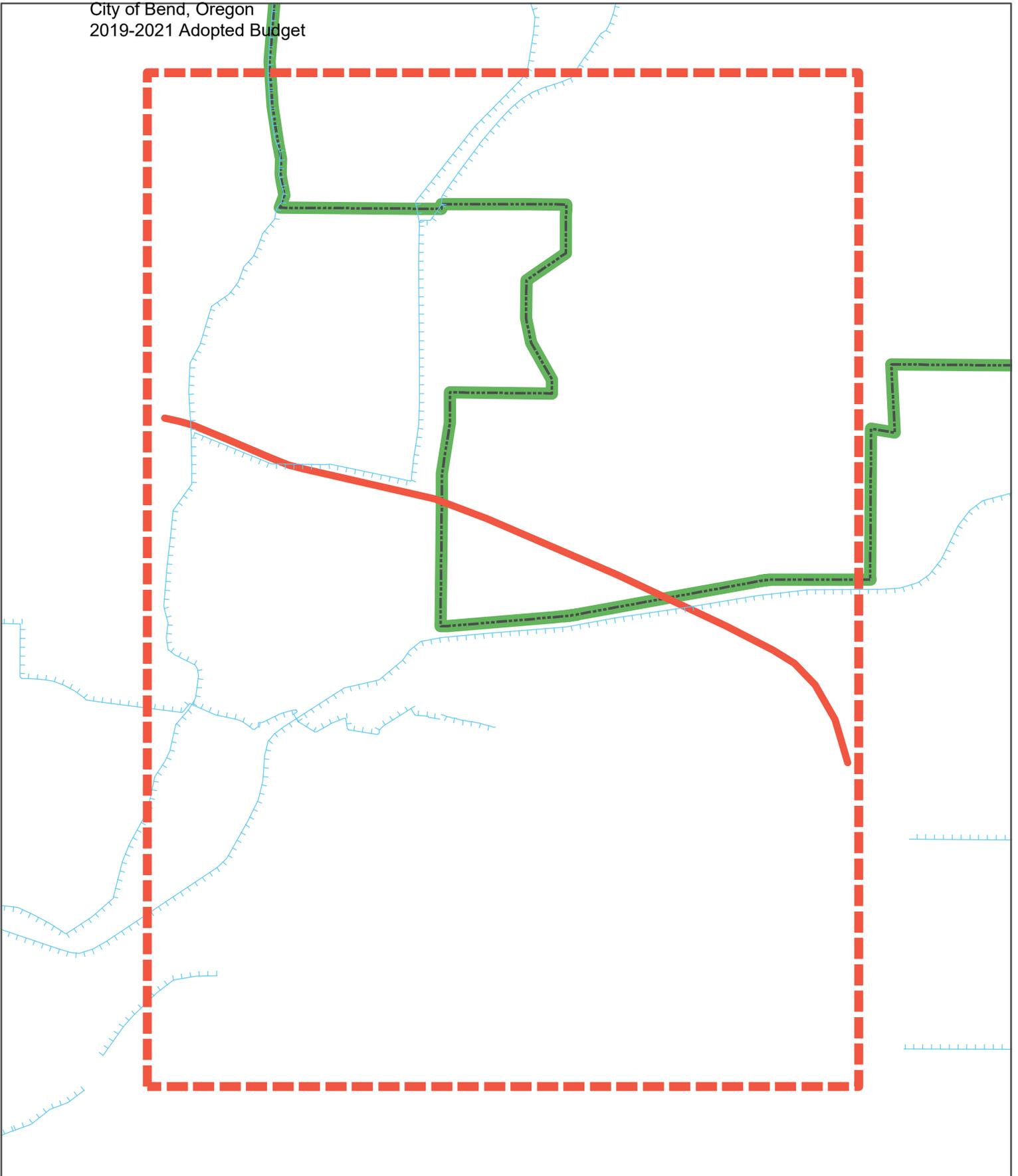
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Empire Avenue Extension				#: 1TEC3		
Project Manager: Sinclair Burr			Total Cost Estimate: \$10,170,100			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Dec 2018			Transportation	\$9,178,500		
Target End Date: Dec 2019			Stormwater	\$691,600		
Cost Est. Classification: 2			Water	\$300,000		
DESCRIPTION						
<p>The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of the extension of Empire Avenue from Purcell Boulevard to 27th Street.</p>						
NEED/JUSTIFICATION						
<p>This roadway extension has been identified as a much needed east-west connection in the north part of town per the City's Transportation System Plan (TSP).</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Minimal. This portion of the project will add a new roadway segment which will require ongoing maintenance.</p> <p>Consequence of delaying or eliminating 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.</p> <p>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). 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TEC1 Purcell Roundabout, 1TEC6 Purcell Modernization</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$531,300	\$9,638,800	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$10,170,100



1TEC3 Empire Avenue Extension

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Hwy 20/Greenwood Sidewalk Impr. Contribution **#:** 1TODT
Project Manager: Rory Rowan **Total Cost Estimate:** \$1,500,000
Type/Fund: Transportation Construction
Status: Pending **Phase:** Pending
Target Start Date: Jul 2019
Target End Date: Jun 2020
Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
100% Transportation SDCs and Water/Sewer Franchise Fees	

DESCRIPTION

The Oregon Department of Transportation (ODOT) has a US Hwy 20 project focused on pavement preservation and the construction of curb ramps along NE Greenwood Avenue between NE 3rd and 12th Streets. The City would like to collaborate with ODOT and contribute funding to the project in order to improve accessibility along this corridor. ODOT would design and construct these improvements, which include the reconstruction of existing sidewalks and driveways and providing clear passage around obstructions such as utility poles.

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process allowing citizens to report barriers to travel located within the City’s public right-of-way. The City has received multiple requests in recent years to remove or reduce barriers to accessibility along this corridor and believes that partnering with ODOT on their existing US Hwy 20 project will address these barriers in a more timely fashion while minimizing construction impacts to adjacent property owners and the traveling public.

FINANCIAL NARRATIVE

Impact on Operating Budget: None.

Consequence of Delaying or Eliminating Project: The City faces legal liability if it does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City’s own ADA Transition Plan and previous legal settlements. Additionally, not performing this work at the same time as the ODOT US Hwy 20 project would create additional construction impacts to adjacent property owners and the traveling public in a future year.

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,500,000

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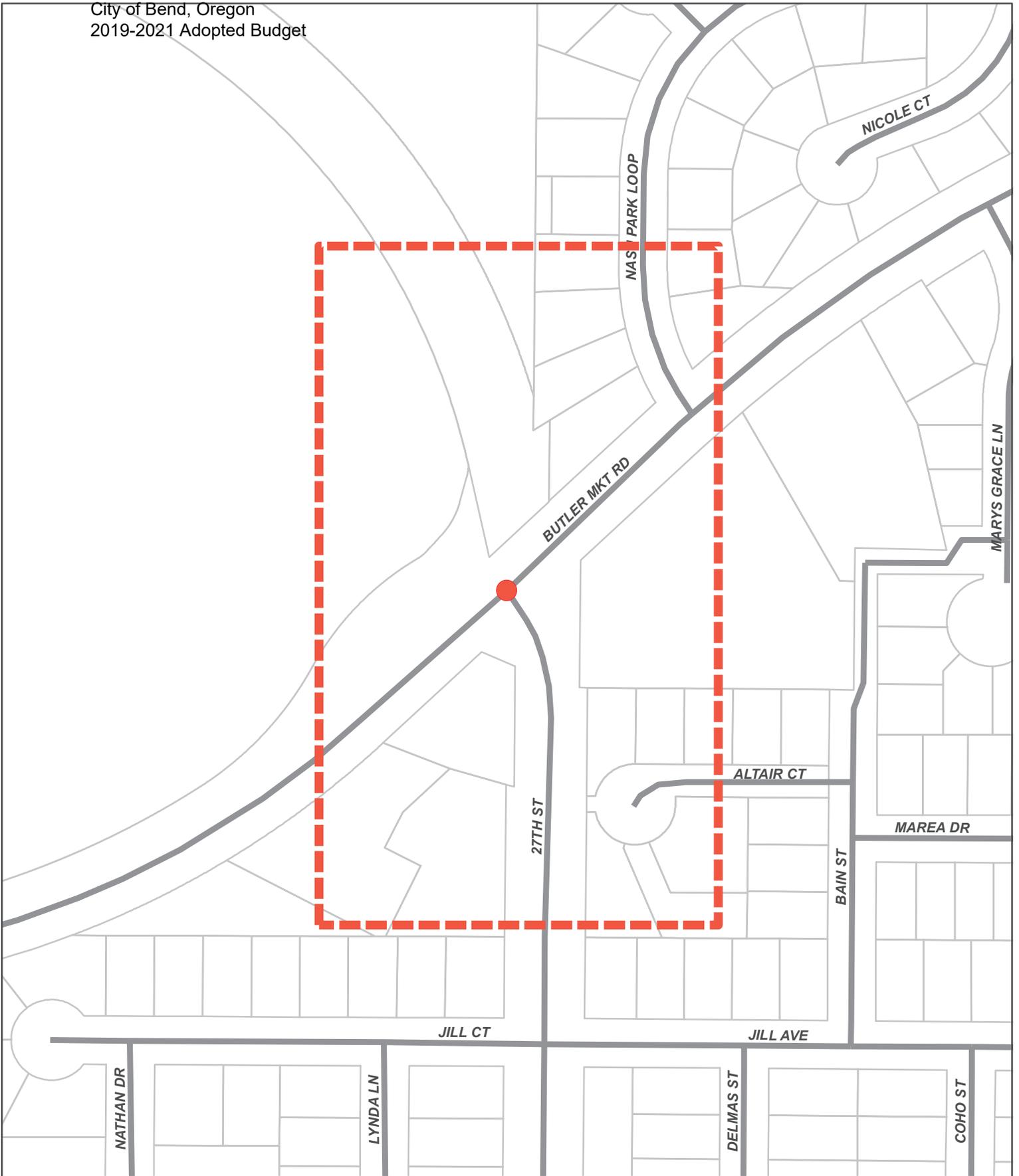
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Empire & 27 Intersection				#: 1TEC4		
Project Manager: Sinclair Burr			Total Cost Estimate: \$3,500,000			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Aug 2018			Transportation	\$3,262,000		
Target End Date: Oct 2020			Stormwater	\$238,000		
Cost Est. Classification: 2						
DESCRIPTION						
<p>The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of a new intersection control at the Empire/27th Street/Butler Market intersection.</p>						
NEED/JUSTIFICATION						
<p>The extension of Empire will require the reconstruction and realignment of the 27th Street and Butler Market.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. A new signal at this location will require ongoing maintenance.</p> <p>Consequence of delaying or eliminating 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. In addition, the project is highly related to the Empire Extension project and eliminating this project would negate many of the benefits of that project.</p> <p>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). 1TEC3 Empire Extension, 1TEC5 Purcell Butler Market, 1TECI Purcell Roundabout, 1TEC6 Purcell Modernization</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$260,200	\$1,874,800	\$1,365,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$3,500,000



1TEC4 Empire & 27 Intersection

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Purcell Butler Market	#: 1TEC5								
Project Manager: Sinclair Burr	Total Cost Estimate: \$2,817,400								
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$2,625,900</td> </tr> <tr> <td>Stormwater</td> <td>\$191,500</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$2,625,900	Stormwater	\$191,500
METHOD OF FINANCING									
TYPE		Amount							
Transportation		\$2,625,900							
Stormwater	\$191,500								
Status: Active Phase: Design/Construction									
Target Start Date: Aug 2017									
Target End Date: Sep 2020									
Cost Est. Classification: 2									

DESCRIPTION

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of a new signal and some geometric intersection upgrades at Purcell Boulevard and Butler Market Road.

NEED/JUSTIFICATION

The existing traffic signal at the intersection of Purcell Boulevard and Butler Market Road is deficient both in its traffic capacity and its connectivity.

FINANCIAL NARRATIVE

Impact on Operating Budget: Positive. Could reduce Operating costs if aging traffic signal is replaced.

Consequence of delaying or eliminating 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). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC1 Purcell Roundabout, 1TEC6 Purcell Modernization

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$419,400	\$1,340,000	\$1,058,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,817,400



1TEC5 Purcell Butler Market

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Murphy Brosterhous to 15th	#: 1TMC2										
Project Manager: Garrett Sabourin	Total Cost Estimate: \$4,318,500										
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$3,323,000</td> </tr> <tr> <td>Stormwater</td> <td>\$414,000</td> </tr> <tr> <td>Water</td> <td>\$581,500</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$3,323,000	Stormwater	\$414,000	Water	\$581,500
METHOD OF FINANCING											
TYPE		Amount									
Transportation		\$3,323,000									
Stormwater	\$414,000										
Water	\$581,500										
Status: Active Phase: Design/Construction											
Target Start Date: Jun 2018											
Target End Date: Dec 2020											
Cost Est. Classification: 3											

DESCRIPTION

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the extension of Murphy Road from the current terminus at Brosterhous Rd, east to 15th St.. The extension includes a bridge overcrossing BNSF railway (See subproject 1TMC1) and will include a 2-lane section with bike and pedestrian facilities. Median treatment to be determined based on access needs and traffic study results.

NEED/JUSTIFICATION

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

FINANCIAL NARRATIVE

Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.

Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th St and Brosterhous Rd intersections, as well as to provide access to developable land and enhance the transportation system in SE Bend.

Project related to: 1TMC1 RR Crossing, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RA B, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$314,300	\$2,799,000	\$1,205,200	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$4,318,500



1TMC2 Murphy Brosterhous to 15th

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy & Country Club Design				#: 1TMC5		
Project Manager: Garrett Sabourin			Total Cost Estimate: \$1,000,200			
Type/Fund: Multiple				METHOD OF FINANCING		
Status: Active		Phase: Design/Construction		TYPE	Amount	
Target Start Date: Dec 2018				Transportation	\$708,000	
Target End Date: Dec 2020				Stormwater	\$292,200	
Cost Est. Classification: 3						
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Murphy/Country Club to include the design and construction of a single lane roundabout.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The traffic analysis shows that future year demand at the country club intersection will exceed current COB performance standards. Delaying beyond the trigger date will lead to excessive delays which exceed standards, ultimately effecting emergency response, commerce, daily commuting and safety.</p> <p>Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$100,000	\$550,100	\$350,100	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,000,200



1TMC5 Murphy & Country Club Design

Capital Improvement Projects





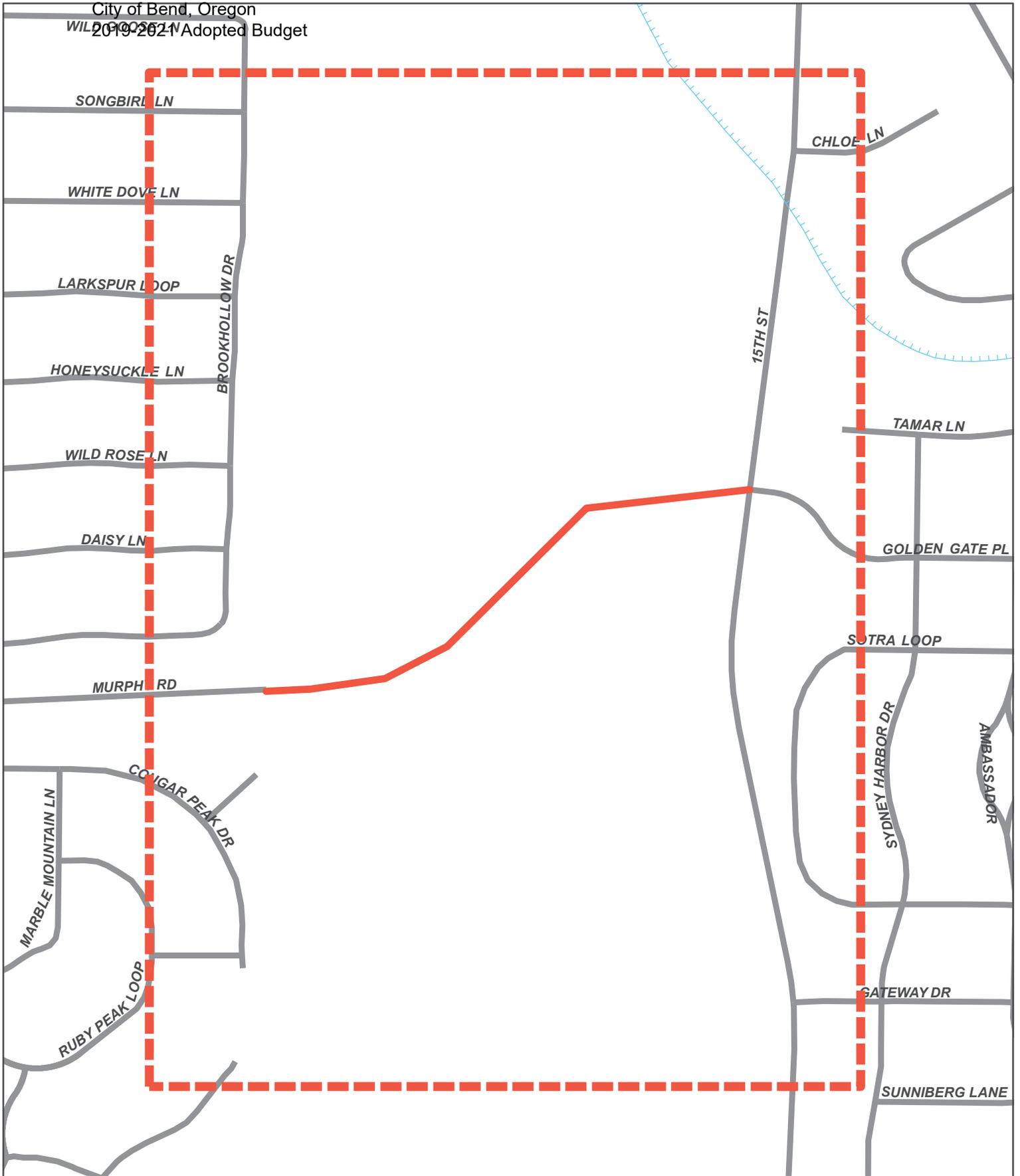
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Murphy Railway Overcrossing			#: 1TMC1			
Project Manager: Garrett Sabourin			Total Cost Estimate: \$5,715,500			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active Phase: Design/Construction			TYPE	Amount		
Target Start Date: Jul 2018			Transportation	\$5,149,400		
Target End Date: Dec 2020			Stormwater	\$511,200		
Cost Est. Classification: 3			Water	\$ 54,900		
DESCRIPTION						
<p>The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes the structure bridge and approach between Brosterhous and 15th, at the Burlington Northern and Santa Fe (BNSF) right of way. BNSF ROW expands from 100 feet to 200 feet wide at crossing location. Structure to include a 2-lane section with bicycle and pedestrian facilities.</p>						
NEED/JUSTIFICATION						
<p>Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.</p> <p>Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.</p> <p>Project related to: 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements, 1TMC7 15th Street Sidewalk</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$305,100	\$3,455,100	\$1,955,300	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$5,715,500



1TMC1 Murphy Railway Overcrossing

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Bicycle Greenways
Project Manager: Rory Rowan
Type/Fund: Transportation Construction
Status: Active **Phase:** Design
Target Start Date: Feb 2018
Target End Date: Mar 2021
Cost Est. Classification: 5

#: 1TBKE

Total Cost Estimate: \$900,000

METHOD OF FINANCING

TYPE	Amount
100% Transportation SDCs and Water/Sewer Franchise Fees	

DESCRIPTION

Design and construct four bicycle greenway corridors on existing neighborhood streets. Includes features such as signs, pavement markings, speed humps, and traffic circles to slow and discourage cut through traffic. Improves safety for travelers of all ages and abilities on these streets and livability for residents.

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

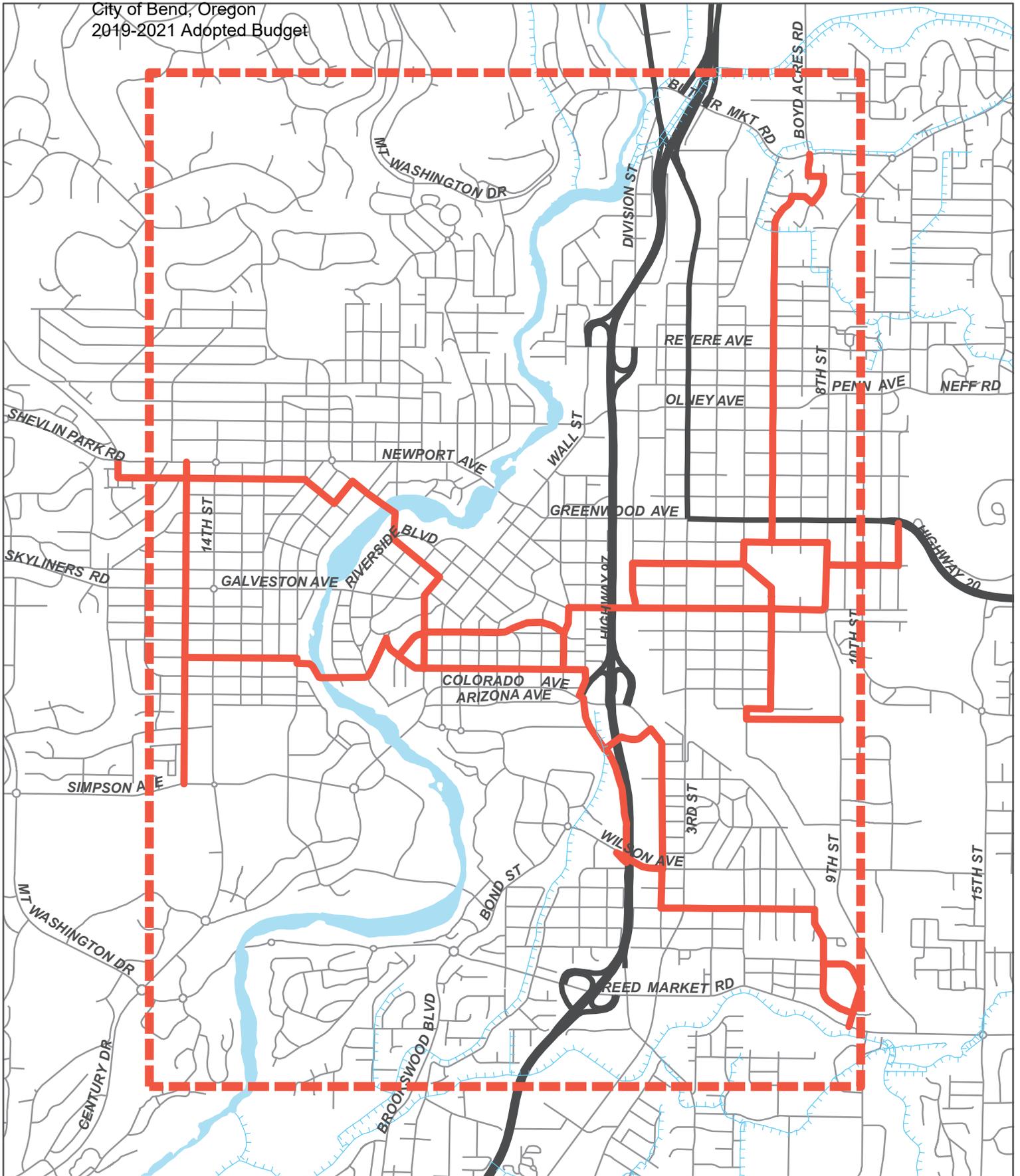
Impact on Operating Budget: Minimal. Adds a small amount of signs, pavement markings, and speed humps to existing streets that must be maintained. Exact ongoing dollar amounts are unknown.

Consequence of delaying or eliminating project: Leaves the existing streets vulnerable to fast moving cut through traffic and causes a public loss of confidence with the City.

Project related to: 1TCSI Citywide Safety Improvements

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$280,000	\$320,000	\$300,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$900,000



1TBKE Bicycle Greenways

Capital Improvement Projects





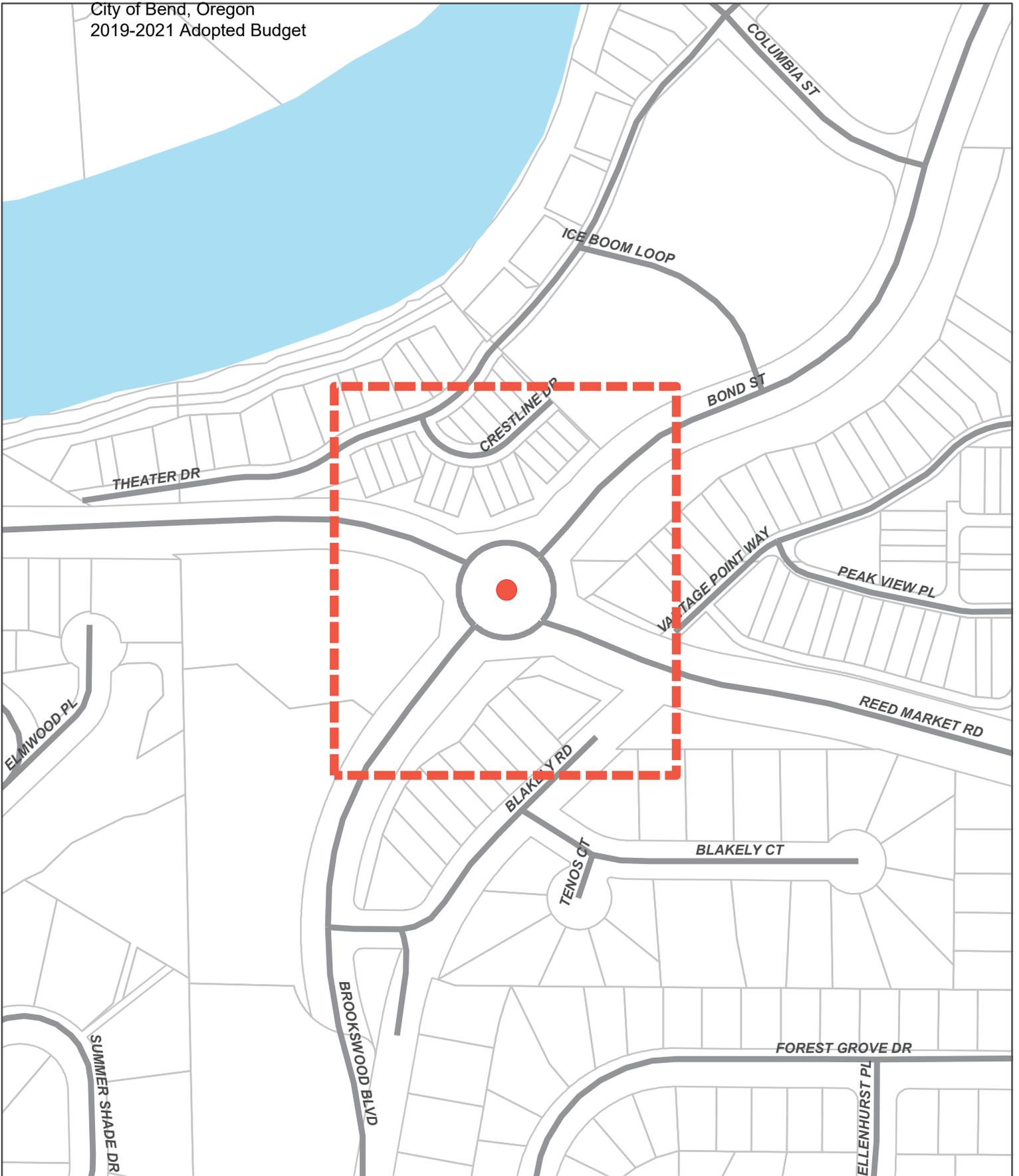
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Bond & Reed Market RAB				#: 1TBRB		
Project Manager: Unassigned				Total Cost Estimate: \$750,000		
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Pending Phase: Pending				TYPE	Amount	
Target Start Date: Jul 2019				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: Dec 2020						
Cost Est. Classification: 5						
DESCRIPTION						
Determine short and long range improvements; implement, monitor and manage short term demonstration project to modify and improve traffic flow.						
NEED/JUSTIFICATION						
Council Goal Project to improve traffic flow, safety, and corridor connectivity.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.						
Consequence of delaying or eliminating project: Congestion and delay become worse as will safety.						
Project related to: Council goal to alleviate congestion and improve safety.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$250,000	\$500,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$750,000



1TBRB Bond & Reed Market RAB

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Archie Briggs Bridge Replacement Design Contribution #: 1TABB

Project Manager: Unassigned

Total Cost Estimate: \$72,000

Type/Fund: Transportation Construction

Status: Pending **Phase:** Pending

Target Start Date: Jul 2019

Target End Date: Dec 2020

Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
100% Transportation SDCs and Water/Sewer Franchise Fees	

DESCRIPTION

The Oregon Department of Transportation (ODOT) has allocated \$628,100 to design the project to replace two adjacent bridges (17C05 and 17C040 on Archie Briggs), a collector roadway, with a new bridge. ODOT will design the project and the City will contribute \$72,000 in funding for this work.

NEED/JUSTIFICATION

Bridge sufficiency ratings are below 30 (poor condition) and bridge is load restricted. Bridges are non-standard construction rail car bridges and repairs are not feasible to improve bridge structure or condition. Grant funding opportunity for reconstruction significantly reduces city costs for bridge replacement. New bridge will be structurally sufficient for traffic and wider to provide a sidewalk and bike lanes across the bridge. The bridge provides secondary access to a residential area and the detour around the bridge is over 4 miles if the bridge were closed.

FINANCIAL NARRATIVE

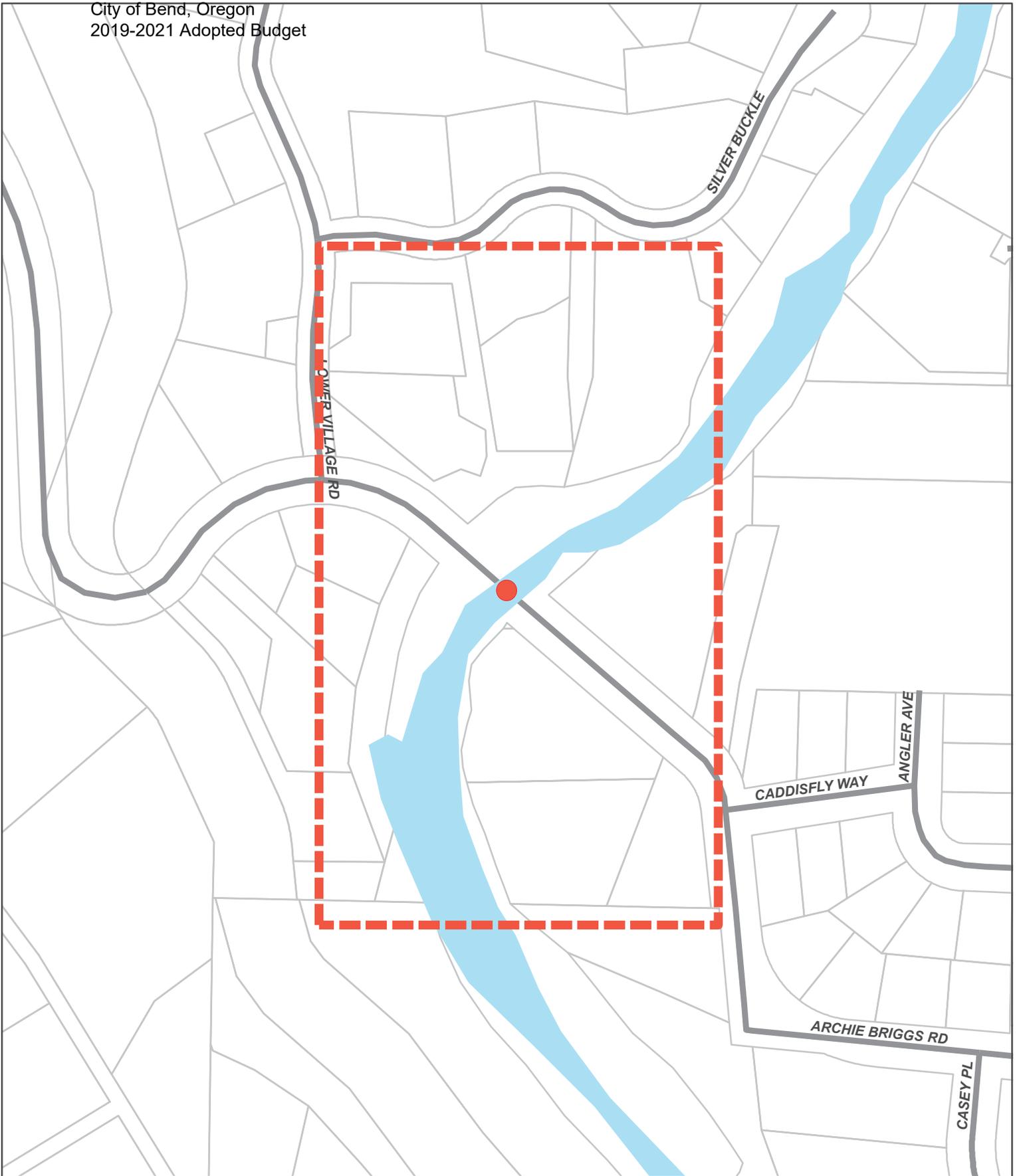
Impact on Operating Budget: Minimal.

Consequence of delaying or eliminating project: Continued bridge deterioration could result in full bridge closure; currently bridge is load restricted to 12 tons (single unit trucks) limiting bigger trucks, emergency equipment, and maintenance vehicles.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$72,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$72,000



1TABB Archie Briggs Bridge Replacement

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Citywide Safety Improvements	#: 1TCSI						
Project Manager: Rory Rowan	Total Cost Estimate: \$2,354,000						
Type/Fund: Transportation Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Transportation SDCs and Water/Sewer Franchise Fees</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Transportation SDCs and Water/Sewer Franchise Fees	
METHOD OF FINANCING							
TYPE		Amount					
100% Transportation SDCs and Water/Sewer Franchise Fees							
Status: Active Phase: Construction							
Target Start Date: Oct 2014							
Target End Date: Sep 2020							
Cost Est. Classification: 5							

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. The locations included in this project are 3rd Street at Hawthorne, Franklin, Roosevelt, Canal, and Pinebrook; Neff & Williamson; 27th & Conners; Colorado & Parkway; and Brosterhaus & BNSF railroad. 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

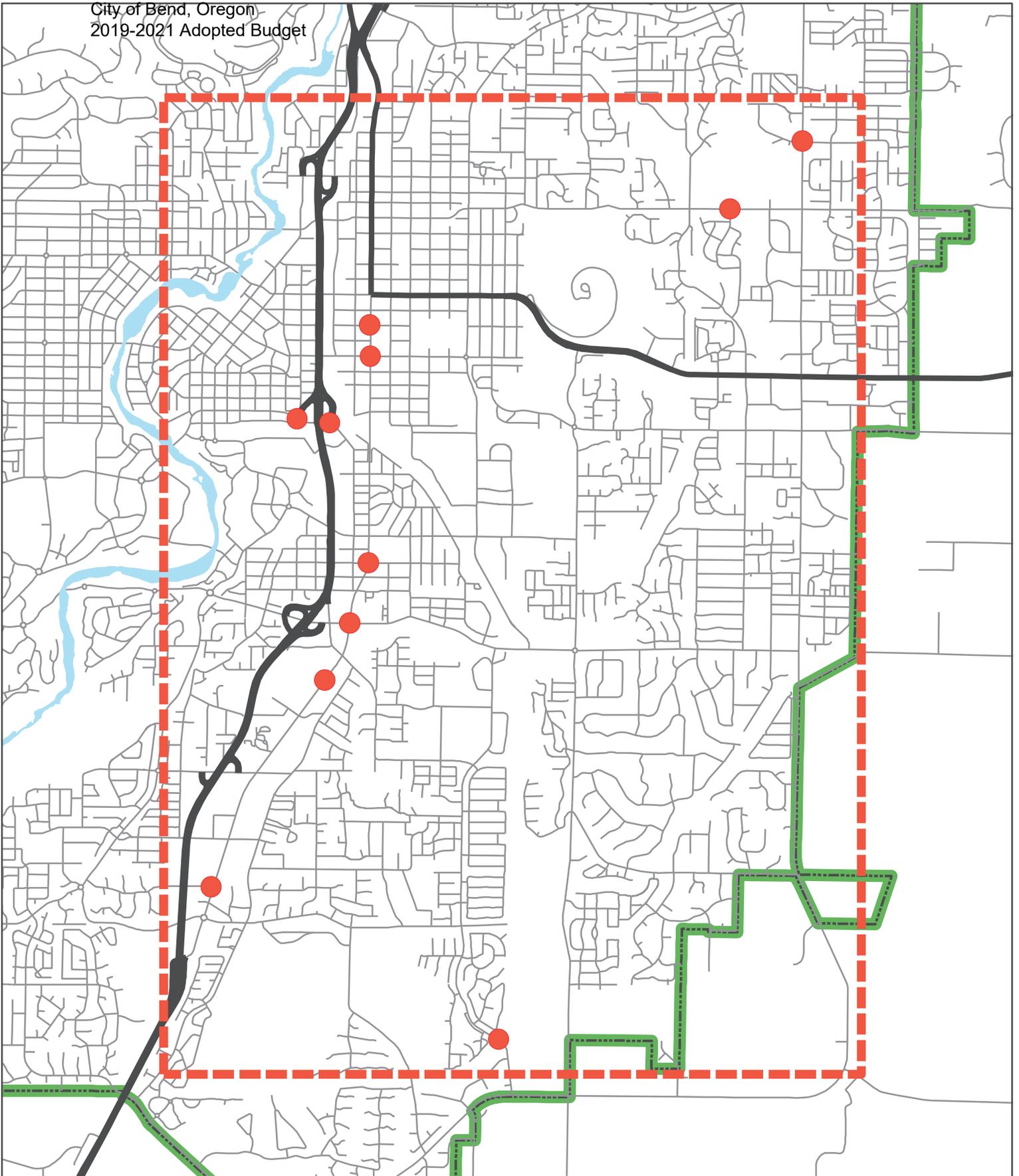
Impact on Operating Budget: Minimal. Some new pavement markings, signs, beacons, and lighting added will require minimal ongoing routine replacement and power costs.

Consequence of delaying or eliminating project: Continued crashes resulting in serious injuries and in some cases deaths.

Project related to: 1TBKE Bicycle Greenways

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$1,354,000	\$500,000	\$500,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,354,000



1TCSI Citywide Safety Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Murphy Corridor Improvements Parrell to Brosterhous #: 1TMC6
Project Manager: Garrett Sabourin **Total Cost Estimate:** \$11,855,500
Type/Fund: Multiple
Status: Active **Phase:** Design/Construction
Target Start Date: Dec 2018
Target End Date: Dec 2020
Cost Est. Classification: 3

METHOD OF FINANCING

TYPE	Amount
Transportation	\$10,586,700
Stormwater	\$1,060,300
Water	\$208,500

DESCRIPTION

The Murphy Corridor Improvements project includes six interrelated transportation improvement subprojects that will all contribute to improving the safety, efficiency, and reliability of transportation in southeast Bend. The project will be designed and constructed using a Progressive Design-Build alternative delivery method. This specific subproject includes an intersection upgrade at Brosterhous/15th to include the design and construction of a single lane roundabout.

NEED/JUSTIFICATION

Murphy Corridor Improvements Project is a transportation project extending from the intersection of Parrell Road to 15th Street. The Project has been identified by City Council as a priority project to enhance the transportation system in southeast Bend, including improved accessibility to the 15th Street opportunity area and 'The Elbow' expansion area; identified in the 2016 UGB adoption and comprehensive plan update.

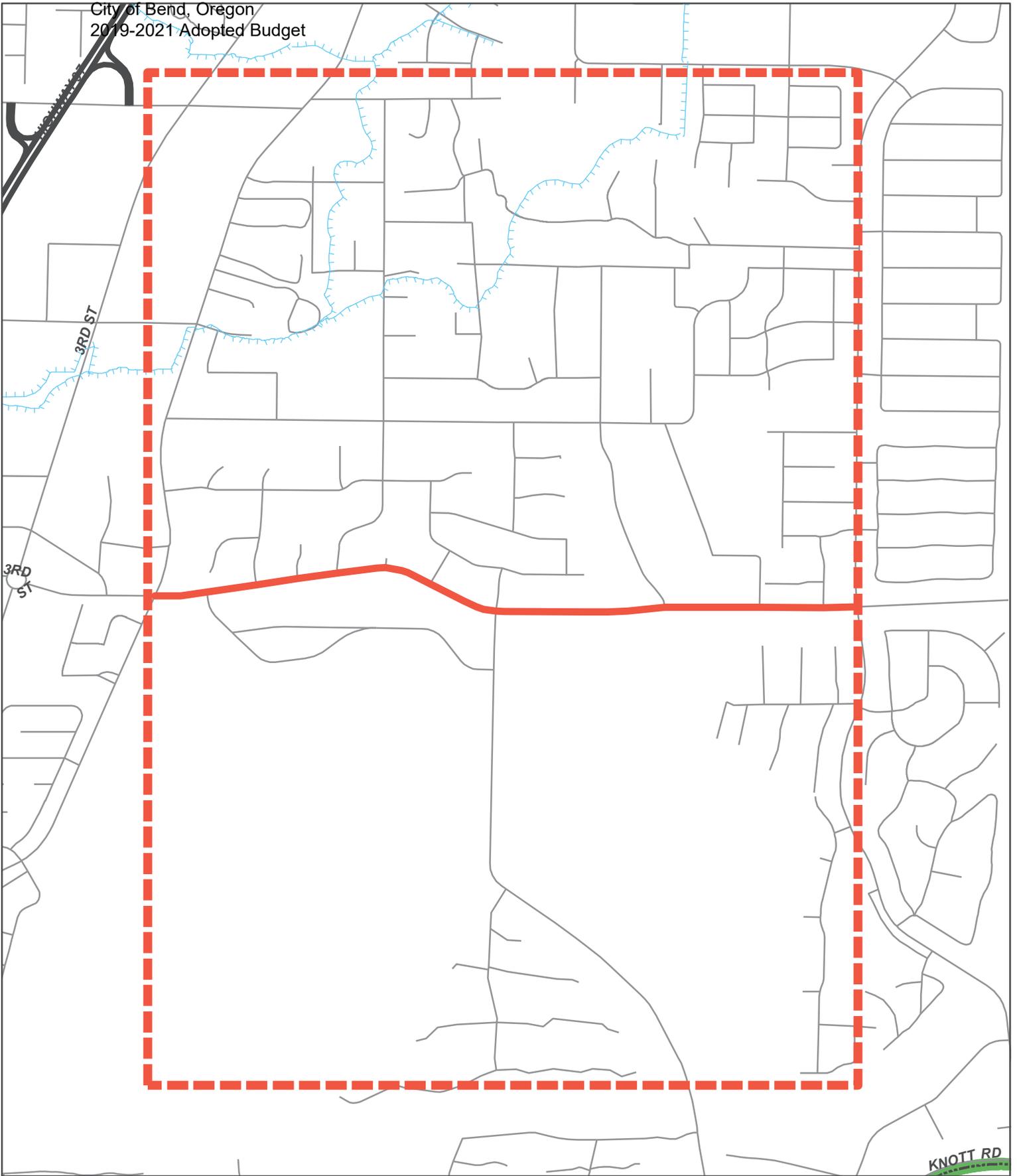
FINANCIAL NARRATIVE

Impact on Operating Budget: Negligible. The new roadway will require additional resources and funding for new City maintained facilities, including: Stormwater, Water, Streets.
 Consequence of delaying or eliminating project: The extension needs to be completed by the fall of 2021 to provide an acceptable level of service at the 15th/Brosterhous Rd intersection.

Project related to: 1TMC1 RR Crossing, 1TMC2 Brosterhous to 15, 1TMC3 Brosterhous RAB, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC7 15th Street Sidewalk

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$230,000	\$3,209,800	\$8,415,700	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$11,855,500



1TMC6 Murphy Corridor Improvements Parrell to Brosterhaus

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Purcell Blvd Modernization	#: 1TEC6								
Project Manager: Sinclair Burr	Total Cost Estimate: \$2,220,100								
Type/Fund: Multiple	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Transportation</td> <td>\$2,069,100</td> </tr> <tr> <td>Stormwater</td> <td>\$151,000</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	Transportation	\$2,069,100	Stormwater	\$151,000
METHOD OF FINANCING									
TYPE		Amount							
Transportation		\$2,069,100							
Stormwater	\$151,000								
Status: Active Phase: Design/Construction									
Target Start Date: Aug 2017									
Target End Date: Oct 2021									
Cost Est. Classification: 5									

DESCRIPTION

The Empire Corridor Improvements Project is a major project in the short-term capital improvement strategy that is focused on using Transportation Fund reserves to relieve congestion, improve safety, and broaden transportation options in the northeast area of town. This portion of the overall project consists of design and construction of modernization for Purcell Boulevard between Rock Park Drive & Butler Market Road.

NEED/JUSTIFICATION

The existing Empire Avenue is deficient for pedestrian and bike needs. In addition, a left turn lane is warranted at either Lupine Avenue or Spinnaker Street.

FINANCIAL NARRATIVE

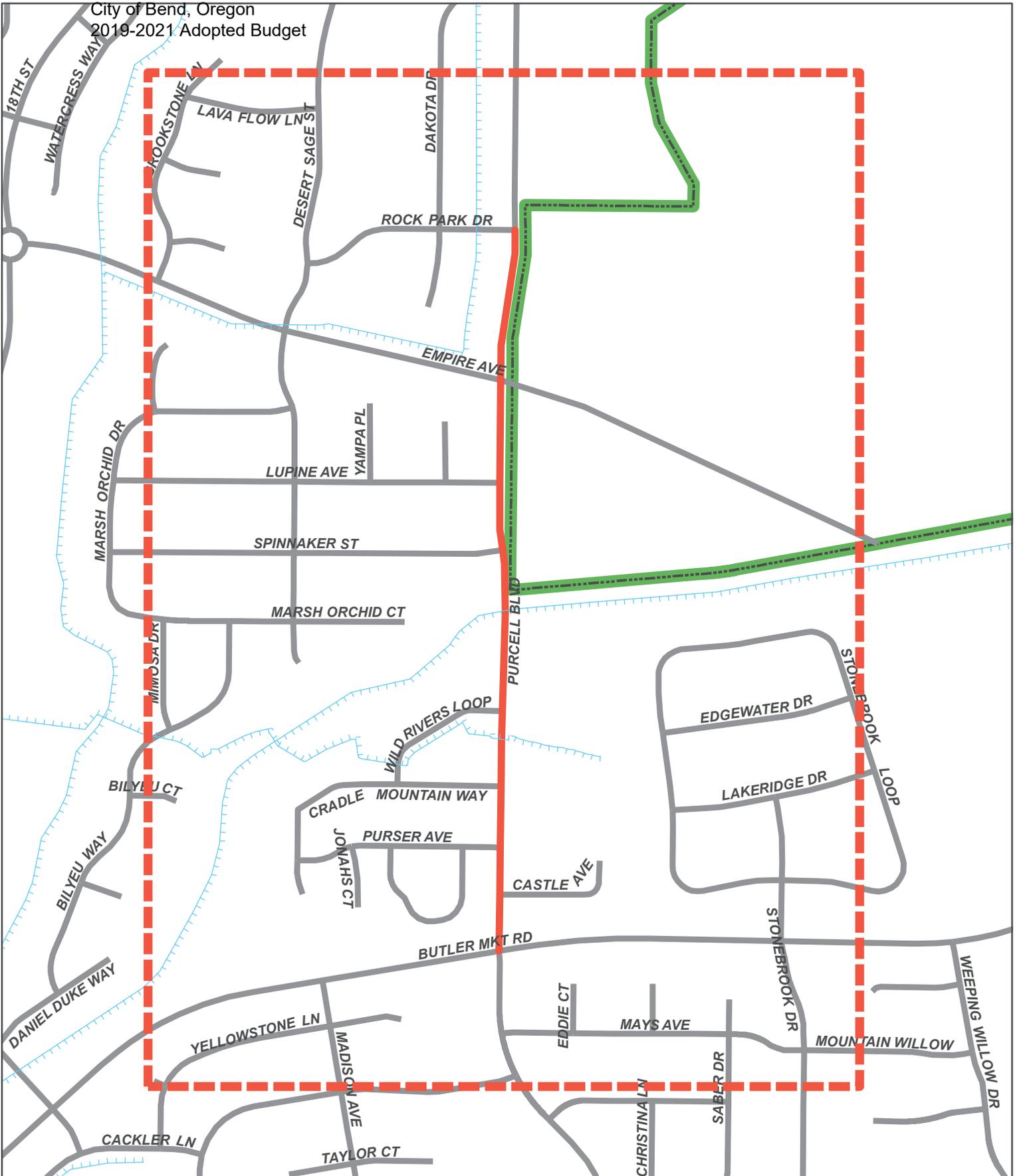
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.

Consequence of delaying or eliminating 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). 1TEC3 Empire Extension, 1TEC4 Empire & 27 RAB, 1TEC5 Purcell Butler Market, 1TEC1 Purcell Roundabout

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$465,000	\$ 63,700	\$1,134,900	\$556,500	\$ -	\$ -	\$ -
Total Cost Estimate:						\$2,220,100



1TEC6 Purcell Blvd Modernization

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Newport Pipe Replacement

#: 1RNPR

Project Manager: Drew Wells

Total Cost Estimate: \$13,779,000

Type/Fund: Multiple

Status: Planning **Phase:** Planning

Target Start Date: Feb 2019

Target End Date: Jun 2023

Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
Stormwater	\$6,247,000
Trans. Construction	\$4,022,000
Water	\$1,574,000
Sewer	\$1,511,000
ADA Construction	\$425,000

DESCRIPTION

Reconstruct the existing drainage collection and conveyance system along Newport and Nashville Avenues from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement/rehabilitation of associated drainage structures. Since the trunk line conveys stormwater for a large area beyond Newport Avenue, project elements may also include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvement, flow reduction and flood mitigation measures. This project is identified as a synergy project and will include focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Avenue. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions. The scope of the drainage improvements are also subject to the updates incorporated into the Stormwater Master Plan Update (1RMP1).

NEED/JUSTIFICATION

The South Awbrey Butte Drainage Study completed in 2017 determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This Study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding/improve water quality within the basin.

FINANCIAL NARRATIVE

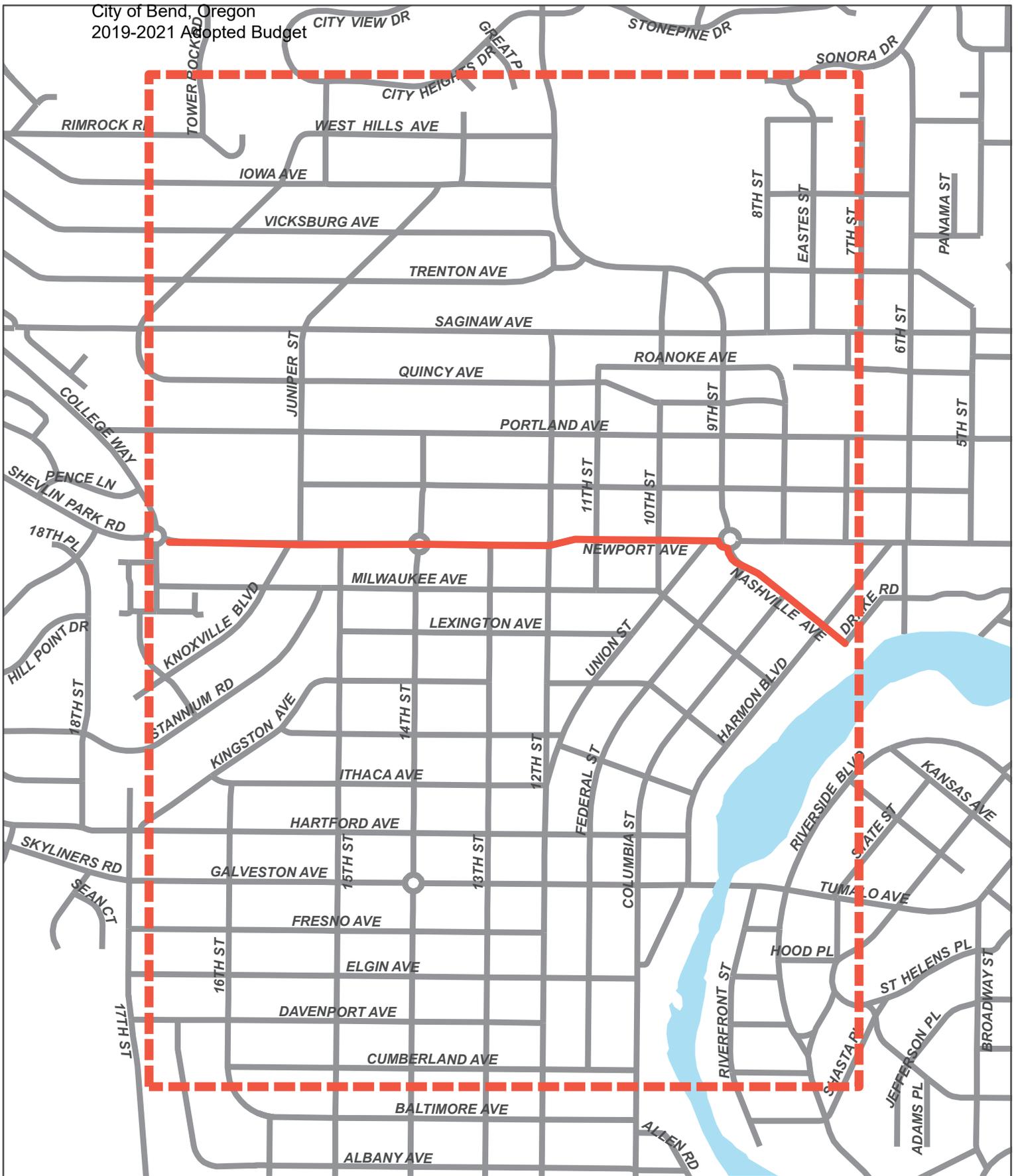
Impact on Operating Budget: Minimal. Reduces costs of spot fixes to existing pipe line.

Consequence of delaying or eliminating project: Further deterioration of existing pipeline and increased project costs due to escalation.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$1,409,000	\$3,952,000	\$5,857,000	\$2,561,000	\$ -	\$ -
Total Cost Estimate:						\$13,779,000



1RNPR Newport Pipe Replacement

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Columbia & Simpson RAB			#: 1TCSR			
Project Manager: Unassigned			Total Cost Estimate: \$1,000,000			
Type/Fund: Transportation Construction			METHOD OF FINANCING			
Status: Pending Phase: Pending			TYPE	Amount		
Target Start Date: Jul 2019			100% Transportation SDCs and Water/Sewer Franchise Fees			
Target End Date: Jun 2020						
Cost Est. Classification: 5						
DESCRIPTION						
Partnership with Bend Parks and OSU Cascades to fund, design and construct Columbia Roundabouts at Simpson and Colorado. \$1 million is the City's share of the project.						
NEED/JUSTIFICATION						
Council Goal Project to improve traffic flow, safety, and access and connectivity for new housing.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.						
Consequence of delaying or eliminating project: Missed agreements with public agencies to construct two roundabouts, further delays for needed housing due to traffic mitigation.						
Project related to: Partnership with OSU Cascades and Bend Parks at two intersections on Columbia needed for the UGB mixed use Opportunity Area						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$1,000,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$1,000,000



1TCSR Columbia & Simpson RAB

Capital Improvement Projects





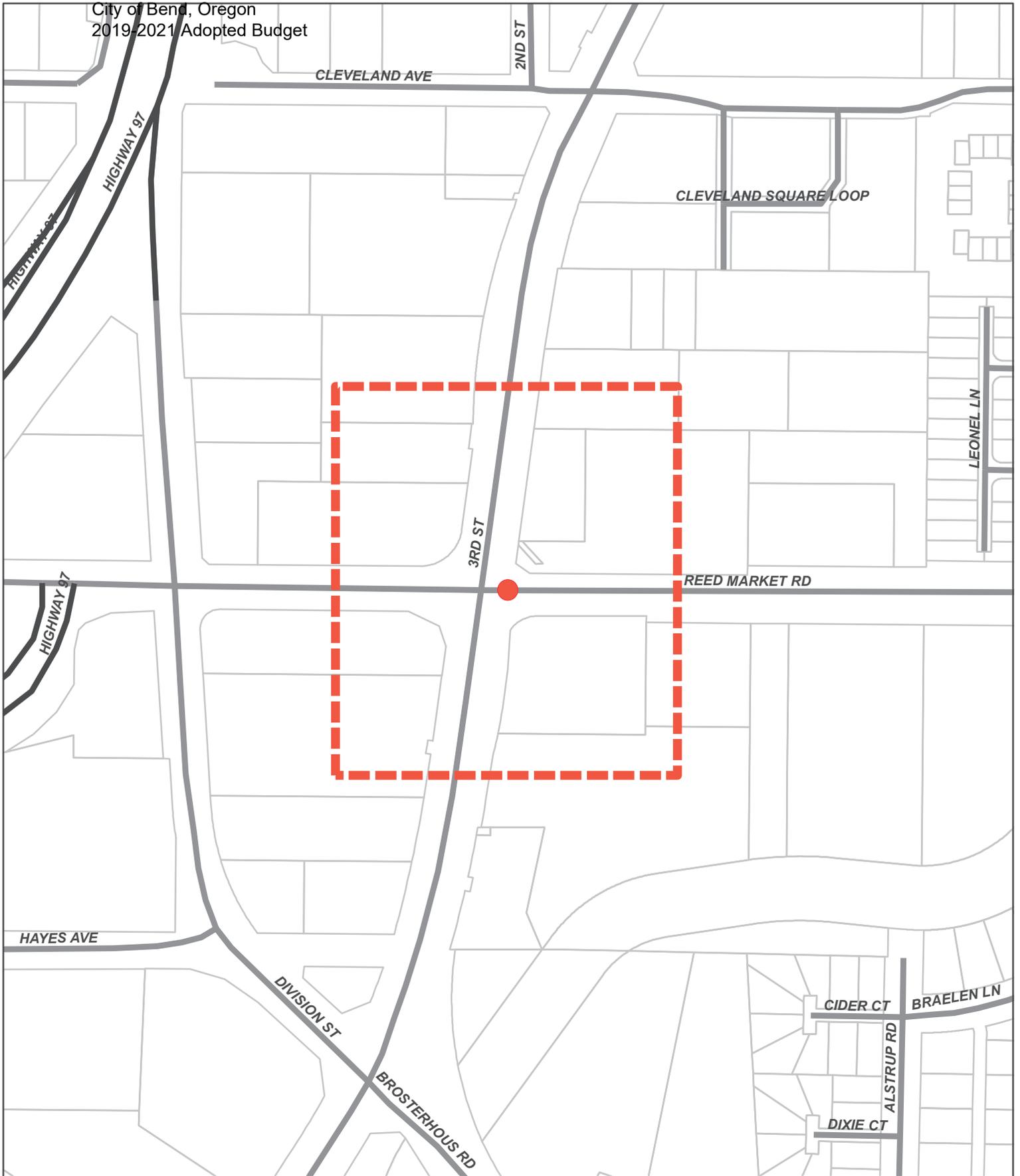
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 3rd & Reed Market Intersection				#: 1T3IN		
Project Manager: Unassigned			Total Cost Estimate: \$5,000,000			
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2020				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: May 2023						
Cost Est. Classification: 5						
DESCRIPTION						
Improve intersection for all modes and safety; coordinate with ODOT for Reed Mkt/Hwy 97 Interchange and Street and Operations for Reed Market Overlay.						
NEED/JUSTIFICATION						
Council Goal Project to improve traffic flow, safety, and access and connectivity for new housing.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.						
Consequence of delaying or eliminating project: Increased travel time delay and possible miss opportunity with ODOT and Streets.						
Project related to: Council Goals and OSOT Parkway Study and Street and Operations street rating.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$500,000	\$2,500,000	\$2,000,000	\$ -	\$ -
Total Cost Estimate:						\$5,000,000



1T3IN 3rd & Reed Market Intersection

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 9th & Wilson Traffic Signal Improvement				#: 1T9WS		
Project Manager: Unassigned			Total Cost Estimate: \$5,000,000			
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2021				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: Apr 2024						
Cost Est. Classification: 5						
DESCRIPTION						
Improve intersection for all modes, safety and connectivity; coordinate with Wilson Ave improvements.						
NEED/JUSTIFICATION						
Council Goal Project to improve traffic flow, safety, and access and connectivity for new housing.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.						
Consequence of delaying or eliminating project: Wilson corridor improvements likely will not optimally function.						
Project related to: Council goals. Wilson private development corridor improvements at 15th and City signal improvements at 3rd Street.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$1,000,000	\$2,000,000	\$2,000,000	\$ -
Total Cost Estimate:						\$5,000,000



1T9WS 9th & Wilson Traffic Signal Improvement

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Brosterhaus & Chase Intersection				#: 1TCHI		
Project Manager: Unassigned			Total Cost Estimate: \$5,000,000			
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2021				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: Apr 2024						
Cost Est. Classification: 5						
DESCRIPTION						
Inlay/Overlay Brosterhaus Rd from 3rd to Brosterhaus Rd SE						
NEED/JUSTIFICATION						
Council Goal Project to improve traffic flow, safety, and access and connectivity for new housing.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.						
Consequence of delaying or eliminating project: Congestion and delay become worse as will safety with turning movements. Housing will be delayed and missed opportunity with private development housing.						
Project related to: Coordinated with private development for housing at the Chase Road and Brosterhaus area.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$1,000,000	\$2,000,000	\$2,000,000	\$ -
Total Cost Estimate:						\$5,000,000



1TCHI Brosterhaus & Chase Intersection

Capital Improvement Projects





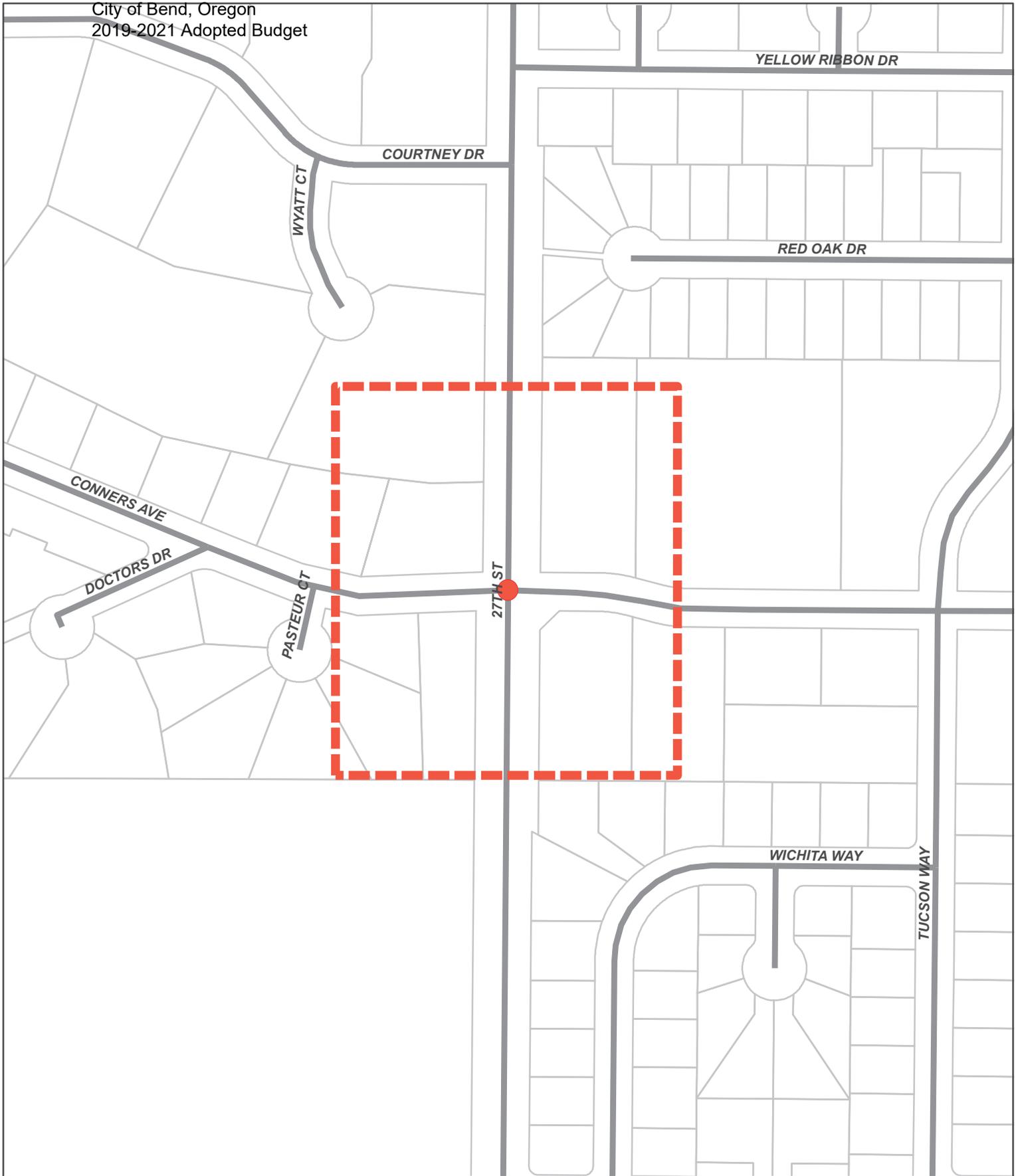
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 27th & Conners Intersection				#: 1TCON		
Project Manager: Unassigned			Total Cost Estimate: \$2,500,000			
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2022				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: Apr 2024						
Cost Est. Classification: 5						
DESCRIPTION						
Inlay/Overlay Wilderness Way from 27th St.						
NEED/JUSTIFICATION						
Council Goal Project to improve traffic flow, safety, and access and connectivity for new housing.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.						
Consequence of delaying or eliminating project: Congestion and delay become worse as will safety with turning movements. Housing will be delayed and missed opportunity with private development housing.						
Project related to: Council goals to improve safety, traffic flow, access and connectivity for Hospital District and area housing.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$500,000	\$2,000,000	\$ -
Total Cost Estimate:						\$2,500,000



1TCON 27th & Conners Intersection

Capital Improvement Projects





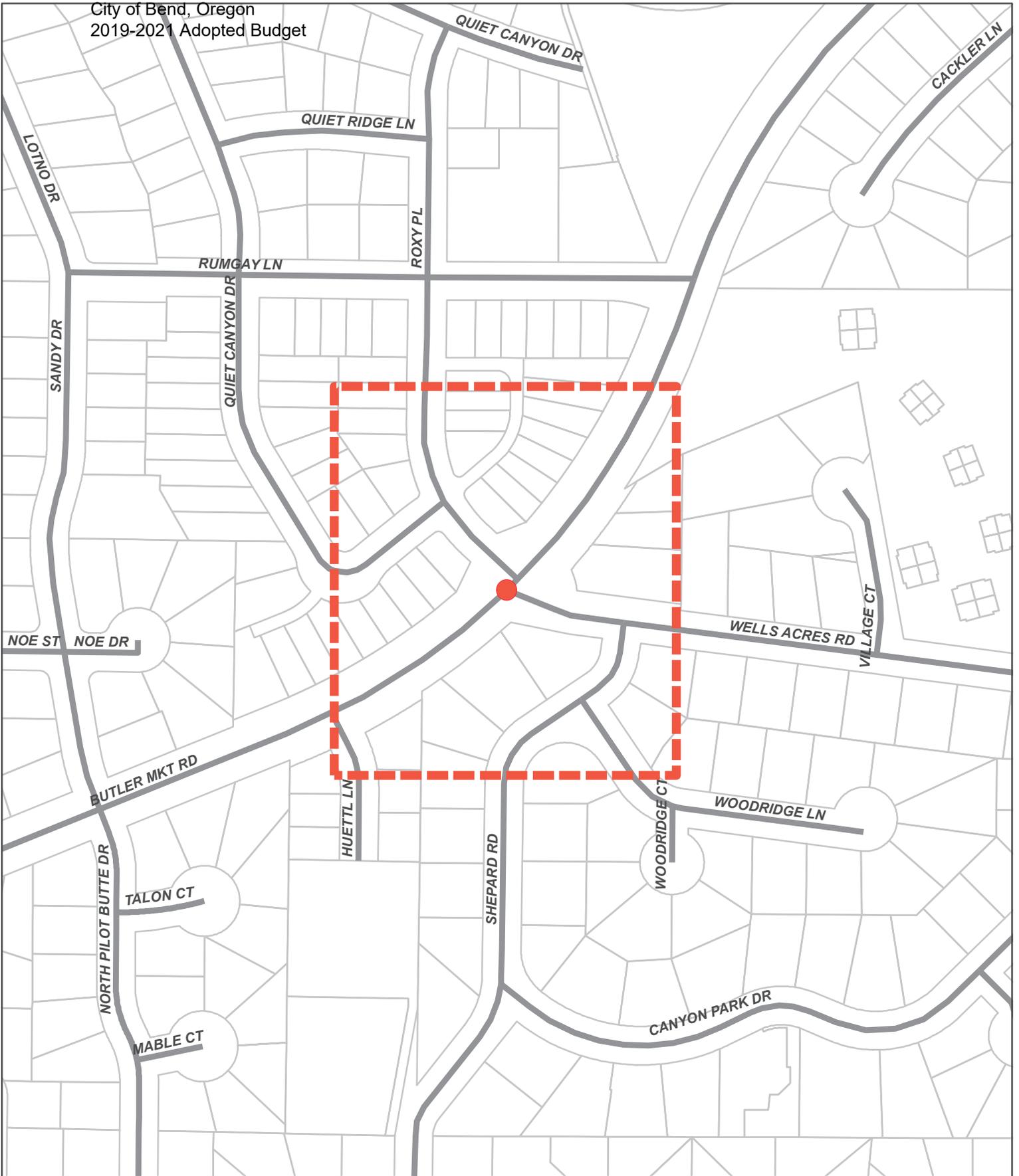
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Butler Market & Wells Acres Improvement				#: 1TBMW		
Project Manager: Unassigned			Total Cost Estimate: \$3,000,000			
Type/Fund: Transportation Construction				METHOD OF FINANCING		
Status: Pending		Phase: Pending		TYPE	Amount	
Target Start Date: Jul 2023				100% Transportation SDCs and Water/Sewer Franchise Fees		
Target End Date: Jun 2024						
Cost Est. Classification: 5						
DESCRIPTION						
Inlay/Overlay Madison Ave from Butler Market.						
NEED/JUSTIFICATION						
Council Goal Project to improve traffic flow, safety, and access and connectivity for new housing.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Negligible. Slightly more pavement than prior to the project, so on-going maintenance will also be slightly higher.						
Consequence of delaying or eliminating project: Congestion and delay become worse as will safety with turning movements. Housing will be delayed.						
Project related to: Council goals to improve safety, traffic flow, access and connectivity for Hospital District and area housing.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$ -	\$3,000,000	\$ -
Total Cost Estimate:						\$3,000,000



1TBMW Butler Market & Wells Acres Improvement

Capital Improvement Projects



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

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
1ADIV NE Division Street Corridor	5	\$ 670,000	\$ -	\$ -	\$ -	\$ -	\$ 670,000
1S036 Drake Pump Station Upgrade	5	150,000	-	-	-	-	150,000
1TMC7 15th Street Sidewalk	5	250,700	-	-	-	-	250,700
1ABRI Brosterhous Road Accessibility Improvements	5	120,000	500,000	-	-	-	620,000
1RNPR Newport Pipe Replacement	5	13,000	75,000	204,000	133,000	-	425,000
1AADA Accessibility Opportunity Projects	N/A	100,000	100,000	100,000	100,000	100,000	500,000
1ARWI River West Accessibility Improvements	5	-	-	600,000	-	-	600,000
1ADEI NW Delaware Accessibility Improvements	5	-	-	-	600,000	-	600,000
1ASCA Southern Crossing Accessibility Improvements	5	-	-	-	100,000	400,000	500,000
1ANHI NW Hill Accessibility Improvements	5	-	-	-	-	100,000	100,000
1AMWI Mt Washington Accessibility Improvements	5	-	-	-	-	100,000	100,000
		\$ 1,303,700	\$ 675,000	\$ 904,000	\$ 933,000	\$ 700,000	\$ 4,515,700

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: NE Division Street Corridor

#: 1ADIV

Project Manager: Rory Rowan

Total Cost Estimate: \$700,000

Type/Fund: Accessibility Construction

METHOD OF FINANCING

Status: Active **Phase:** Design

TYPE	Amount
100% Water/Sewer Franchise Fees	

Target Start Date: Dec 2018

Target End Date: Nov 2019

Cost Est. Classification: 5

DESCRIPTION

Design and construct accessibility improvements along NE Division Street. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

FINANCIAL NARRATIVE

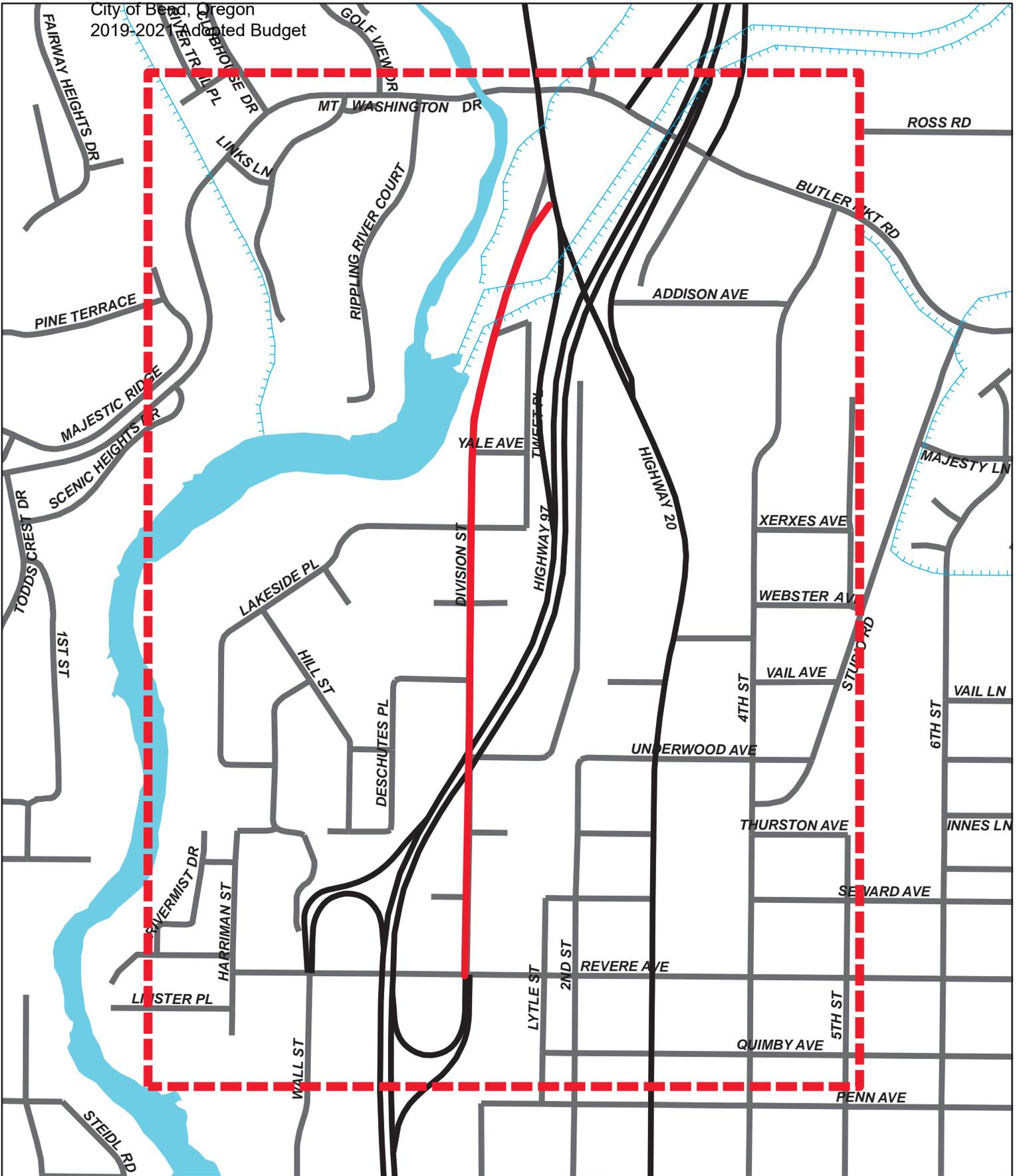
Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequence of delaying or eliminating project: Liability if the City does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City's own ADA Transition Plan and previous legal settlements.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$30,000	\$670,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$700,000



1ADIV NE Division Street Corridor

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Drake Pump Station Upgrade

#: 1S036

Project Manager: Jason Suhr

Total Cost Estimate: \$7,770,000

Type/Fund: Multiple

Status: Active **Phase:** Design

Target Start Date: Feb 2017

Target End Date: Jun 2021

Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
Sewer	\$7,500,000
ADA Construction	\$150,000
Water	\$120,000

DESCRIPTION

Replacement of existing facility with a new pump station to address condition and capacity issues as well as site access constraints in the existing footprint. Project includes pumps, piping, electrical and control equipment, standby generator for back-up power, odor control equipment, wet or dry wells, liquid level monitoring, pressure monitoring, flow monitoring, bypass pumping port and telemetry equipment. In order to accommodate increased flows to the station, the project will also involve upsizing gravity main and installing a new force main from the new station to one of the Colorado Lift Station force mains.

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, telemetry/SCADA equipment, as well as upsizing existing gravity main and installing a new force main.

FINANCIAL NARRATIVE

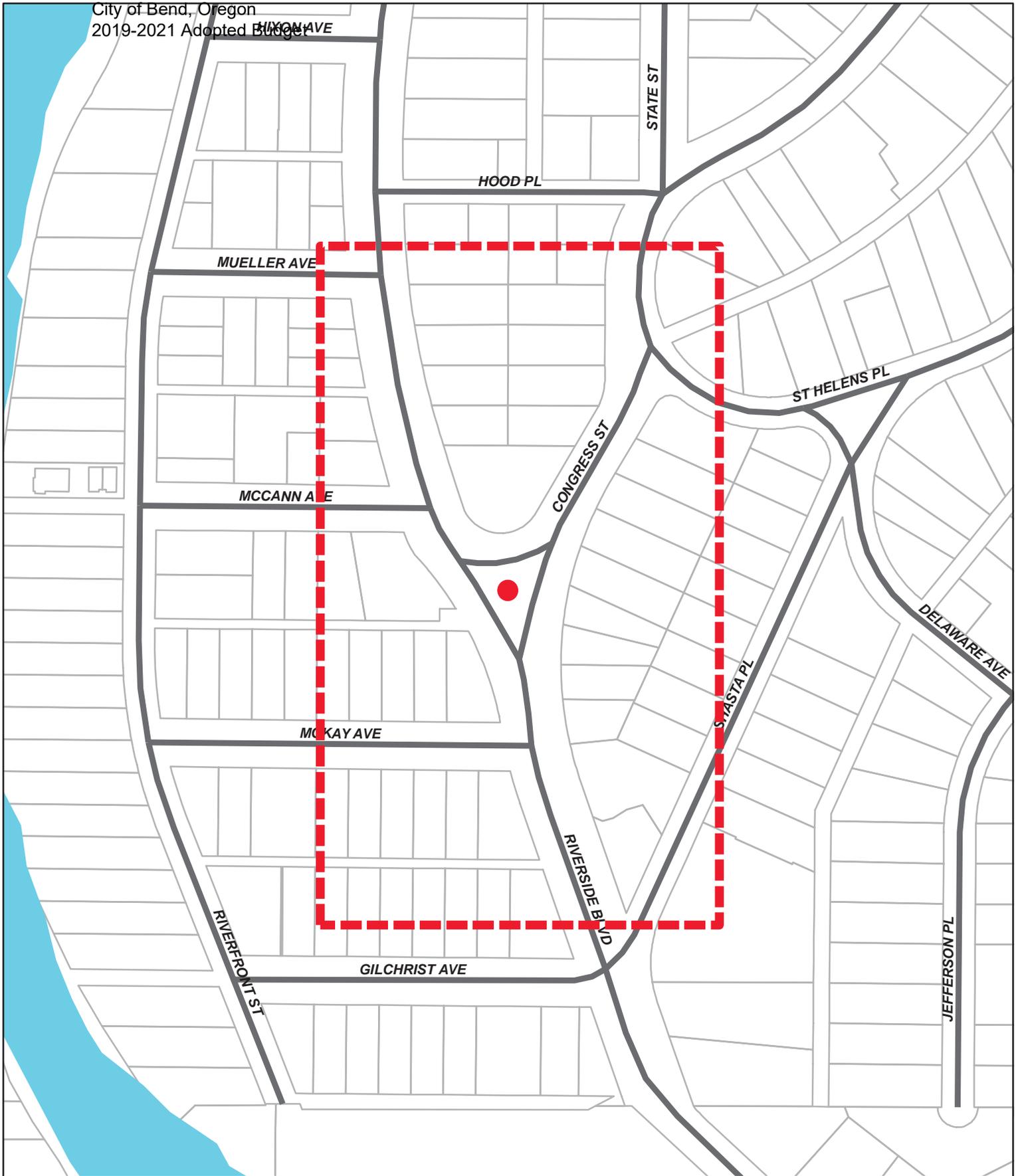
Impact on Operating Budget: Positive. Reduced expense due to operation and maintenance of the pump station eliminated.

Consequence of Delaying or Eliminating Project: Cost savings from pump station elimination lost. Leaves another component within the system to prone to failure.

Project Related to: CSMP projects 36A-r and 36B-r

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$370,000	\$3,240,000	\$4,160,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$7,770,000



1S036 Drake Pump Station Upgrade

Capital Improvement Projects





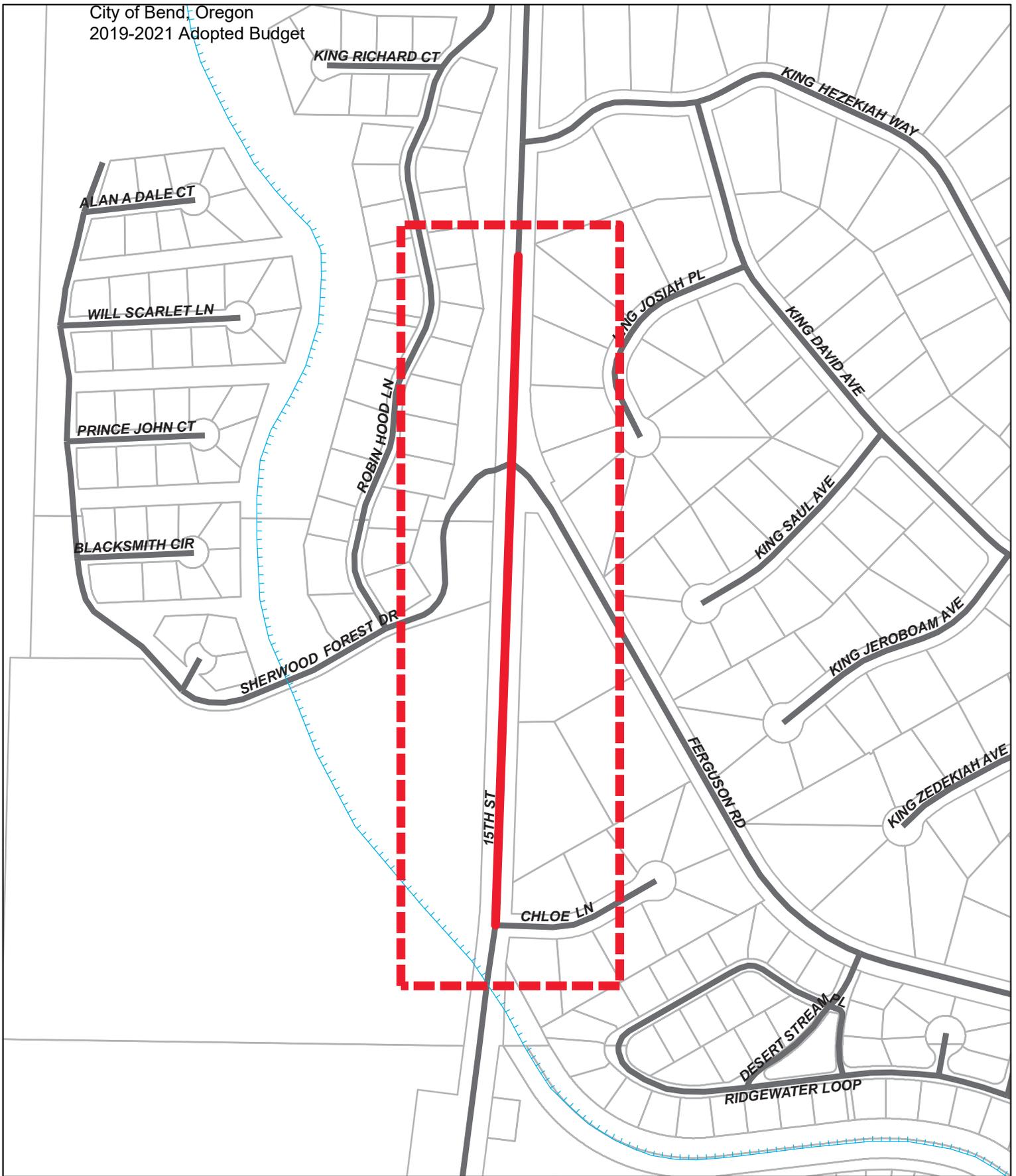
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 15th Street Sidewalk			#: 1TMC7			
Project Manager: Garrett Sabourin			Total Cost Estimate: \$335,000			
Type/Fund: Multiple			METHOD OF FINANCING			
Status: Active Phase: Design/Construction			TYPE	Amount		
Target Start Date: Jul 2019			Transportation	\$84,300		
Target End Date: Dec 2019			ADA Construction	\$250,700		
Cost Est. Classification: 3						
DESCRIPTION						
<p>The project includes design and construction of approximately 1,700 feet of sidewalk along the west side of 15th Street. Sidewalk improvements will provide sidewalk connectivity from the COID canal to existing sidewalk to the north of Ferguson Road with a pedestrian crossing at Ferguson to provide additional community connectivity.</p>						
NEED/JUSTIFICATION						
<p>Sidewalk connectivity is a critical element for pedestrian mobility and safety. There are current and future plans for development in this area, including a high school and middle school along 15th street, which will bring high volumes of pedestrian traffic. Along with those developments sidewalk will be added to the south providing a continuous route from the high school at Knott Road to the COID canal. The improvements, to be completed by the City, will provide a continuous sidewalk or pedestrian route from Knott Road, north to Reed Market Road.</p>						
FINANCIAL NARRATIVE						
<p>Impact on Operating Budget: None. There will be no impact on the operating budget as future maintenance will be the responsibility of the adjacent property owner.</p> <p>Consequences of Delaying or Eliminating Project: Risk to the future pedestrian volumes generated by the construction of Alpenglow Park and High School, expected to both be complete in 2021.</p> <p>Project Related to: 1TMCI RR Crossing, 1TMC2 Brosterhous to 15, 1TMC4 15th & Murphy RAB, 1TMC5 Country Club RAB, 1TMC6 Corridor Improvements</p>						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$335,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$335,000



1TMC7 15th Street Sidewalk

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Brosterhous Accessibility Improvements	#: 1ABRI						
Project Manager: Rory Rowan	Total Cost Estimate: \$620,000						
Type/Fund: Accessibility Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Water/Sewer Franchise Fees</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Water/Sewer Franchise Fees	
METHOD OF FINANCING							
TYPE		Amount					
100% Water/Sewer Franchise Fees							
Status: Pending Phase: Pending							
Target Start Date: Jul 2019							
Target End Date: Jun 2021							
Cost Est. Classification: 5							

DESCRIPTION

This project will design and construct accessibility improvements along Brosterhous Road south of Murphy. It will provide safer connections between surrounding neighborhoods and schools. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

FINANCIAL NARRATIVE

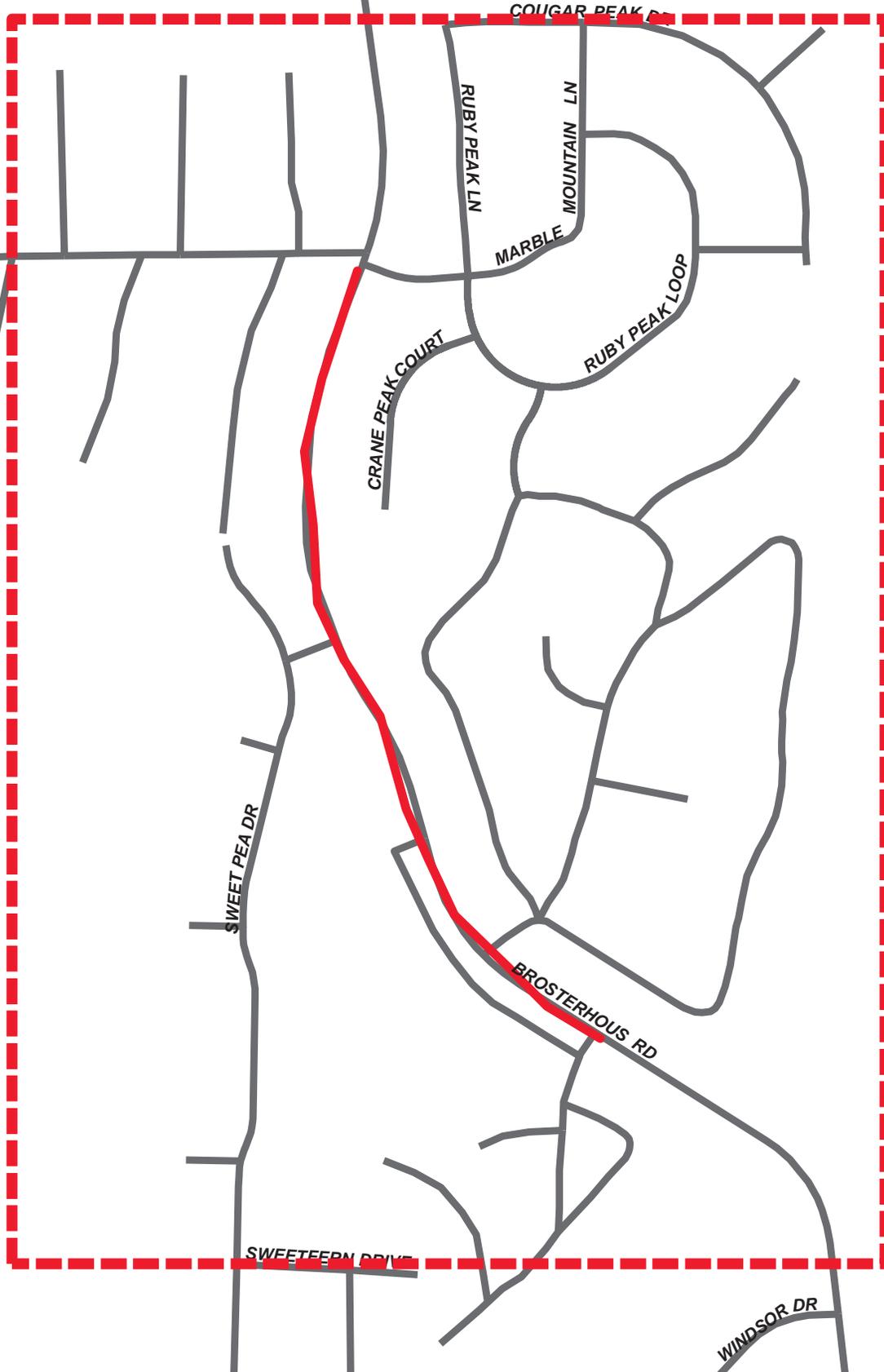
Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequences of Delaying Project: The City faces some legal liability if it does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City’s own ADA Transition Plan and previous legal settlements.

Project Related to: 1XMCI (Murphy Corridor Improvement Projects); and 1TCSI (Citywide Safety Improvements). This project will need to coordinate sidewalk construction and associated temporary traffic control along Brosterhous Road with the adjacent Murphy Road project and safety improvements at the BNSF railroad bridge over Brosterhous Road.

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$120,000	\$500,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$620,000



1ABRI Brosterhous Accessibility Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Newport Pipe Replacement **#:** 1RNPR
Project Manager: Drew Wells **Total Cost Estimate:** \$13,779,000
Type/Fund: Multiple
Status: Planning **Phase:** Planning
Target Start Date: Feb 2019
Target End Date: Jun 2023
Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
Stormwater	\$6,247,000
Transportation	\$4,022,000
Water	\$1,574,000
Sewer	\$1,511,000
ADA Construction	\$425,000

DESCRIPTION

Reconstruct the existing drainage collection and conveyance system along Newport and Nashville Avenues from College Way to the outfall at the Deschutes River east of Drake Road. Project elements include replacement of the trunk line and replacement/rehabilitation of associated drainage structures. Since the trunk line conveys stormwater for a large area beyond Newport Avenue, project elements may also include collection and conveyance improvements in the surrounding tributary drainage area through water quality improvement, flow reduction and flood mitigation measures. This project is identified as a synergy project and will include focused coordination efforts for the design of improvements to other utilities and transportation infrastructure in and adjacent to Newport Avenue. This arterial is heavily traveled and coordinating the design of comprehensive corridor improvements is intended to facilitate concurrent construction to maximize economy of scale and minimize future construction disruptions. The scope of the drainage improvements are also subject to the updates incorporated into the Stormwater Master Plan Update (1RMP1).

NEED/JUSTIFICATION

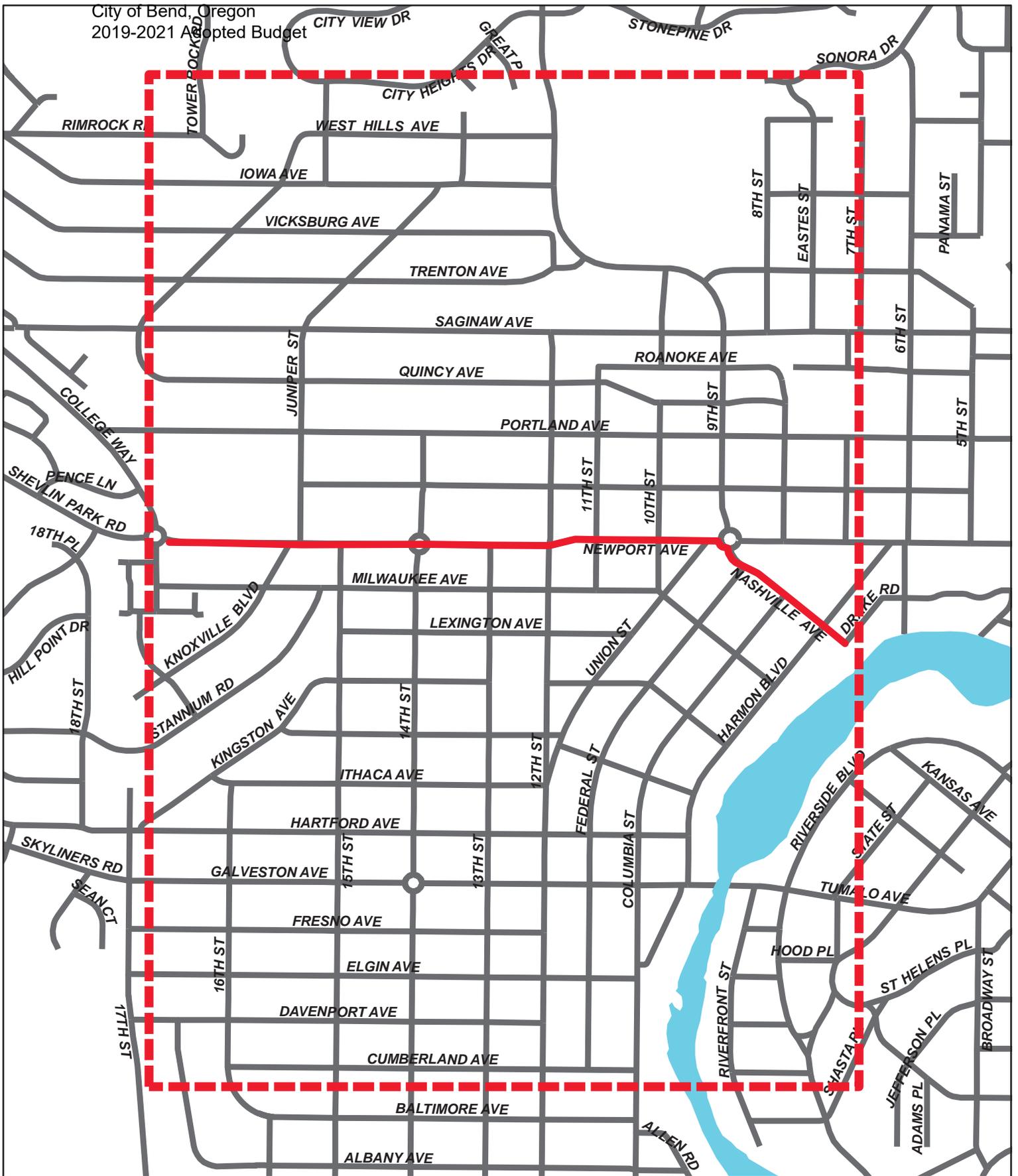
The South Awbrey Butte Drainage Study completed in 2017 determined that the existing stormwater collection and conveyance system on Newport Avenue is in need of replacement. This Study identified the replacement of the Newport Avenue Trunk Line as the highest priority project in the drainage basin, and also prioritized fifteen associated projects that would directly benefit the trunk line project or mitigate flooding/improve water quality within the basin.

FINANCIAL NARRATIVE

Impact on Operating Budget: Minimal. Reduces costs of spot fixes to existing pipe line.
 Consequence of delaying or eliminating project: Further deterioration of existing pipeline and increased project costs due to escalation.
 Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$1,409,000	\$3,952,000	\$5,857,000	\$2,561,000	\$ -	\$ -
Total Cost Estimate:						\$13,779,000



1RNPR Newport Pipe Replacement

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Accessibility Opportunity Projects	#: 1AADA						
Project Manager: Rory Rowan	Total Cost Estimate: \$500,000						
Type/Fund: Accessibility Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Water/Sewer Franchise Fees</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Water/Sewer Franchise Fees	
METHOD OF FINANCING							
TYPE		Amount					
100% Water/Sewer Franchise Fees							
Status: N/A Phase: N/A							
Target Start Date: Jul 2019							
Target End Date: Jun 2024							
Cost Est. Classification: N/A							

DESCRIPTION

Design and construct accessibility improvements that are not federally required as part of an alteration to an existing road by another project. It will address various Barrier Removal Requests (BRRs) that are smaller and/or easier to resolve and are not part of another planned CIP project. The Accessibility Opportunity Projects will also design and construct accessibility improvements when such opportunities arise via other CIP projects, such as water, sewer, or transportation projects.

NEED/JUSTIFICATION

Every year project opportunities come up that are not a part of a larger, planned project. These opportunities can include resolving Barrier Removal Requests (BRRs) or enhancing work to be done via other planned CIP projects. The Accessibility Opportunity Projects will resolve a number of stand-alone BRRs annually that are not part of other planned CIP projects as well as seek to partner with other projects to improve accessibility in Bend. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

FINANCIAL NARRATIVE

Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequence of delaying or eliminating project: Liability if the City does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City's own ADA Transition Plan and previous legal settlements.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$ -
Total Cost Estimate:						\$500,000

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: River West Accessibility Improvements	#: 1ARWI						
Project Manager: Rory Rowan	Total Cost Estimate: \$600,000						
Type/Fund: Accessibility Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Water/Sewer Franchise Fees</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Water/Sewer Franchise Fees	
METHOD OF FINANCING							
TYPE		Amount					
100% Water/Sewer Franchise Fees							
Status: Pending Phase: Pending							
Target Start Date: Jul 2020							
Target End Date: Jun 2021							
Cost Est. Classification: 5							

DESCRIPTION

Design and construct accessibility improvements in the River West neighborhood. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

FINANCIAL NARRATIVE

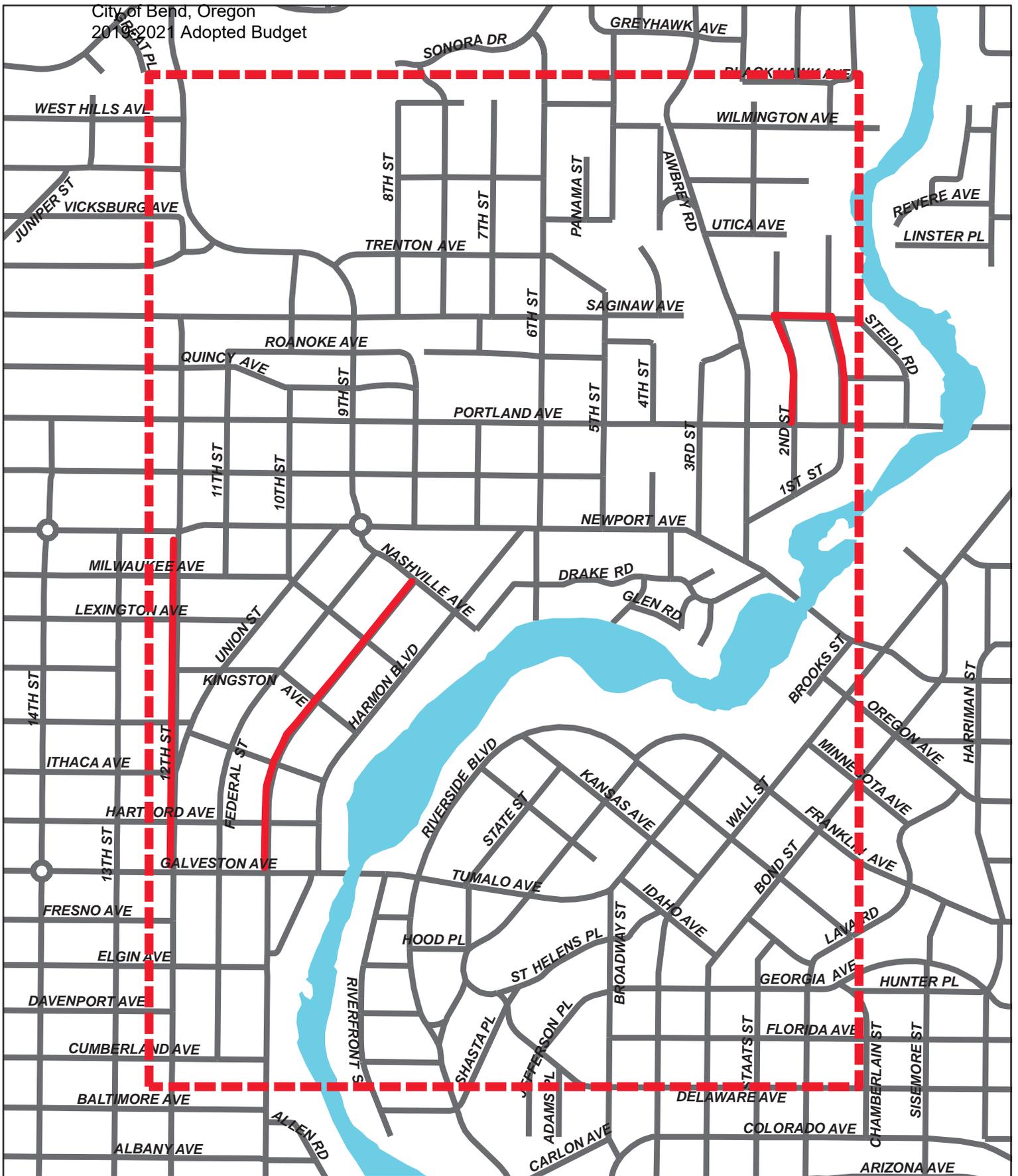
Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequences of Delaying or Eliminating Project: The City faces some legal liability if it does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City's own ADA Transition Plan and previous legal settlements.

Project Related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$600,000	\$ -	\$ -	\$ -
Total Cost Estimate:						\$600,000



1ARWI River West Accessibility Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: NW Delaware Accessibility Improvements	#: 1ADEI						
Project Manager: Rory Rowan	Total Cost Estimate: \$600,000						
Type/Fund: Accessibility Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Water/Sewer Franchise Fees</td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Water/Sewer Franchise Fees	
METHOD OF FINANCING							
TYPE		Amount					
100% Water/Sewer Franchise Fees							
Status: Pending Phase: Pending							
Target Start Date: Jul 2022							
Target End Date: Jun 2023							
Cost Est. Classification: 5							

DESCRIPTION

Design and construct accessibility improvements along NW Delaware Avenue. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

FINANCIAL NARRATIVE

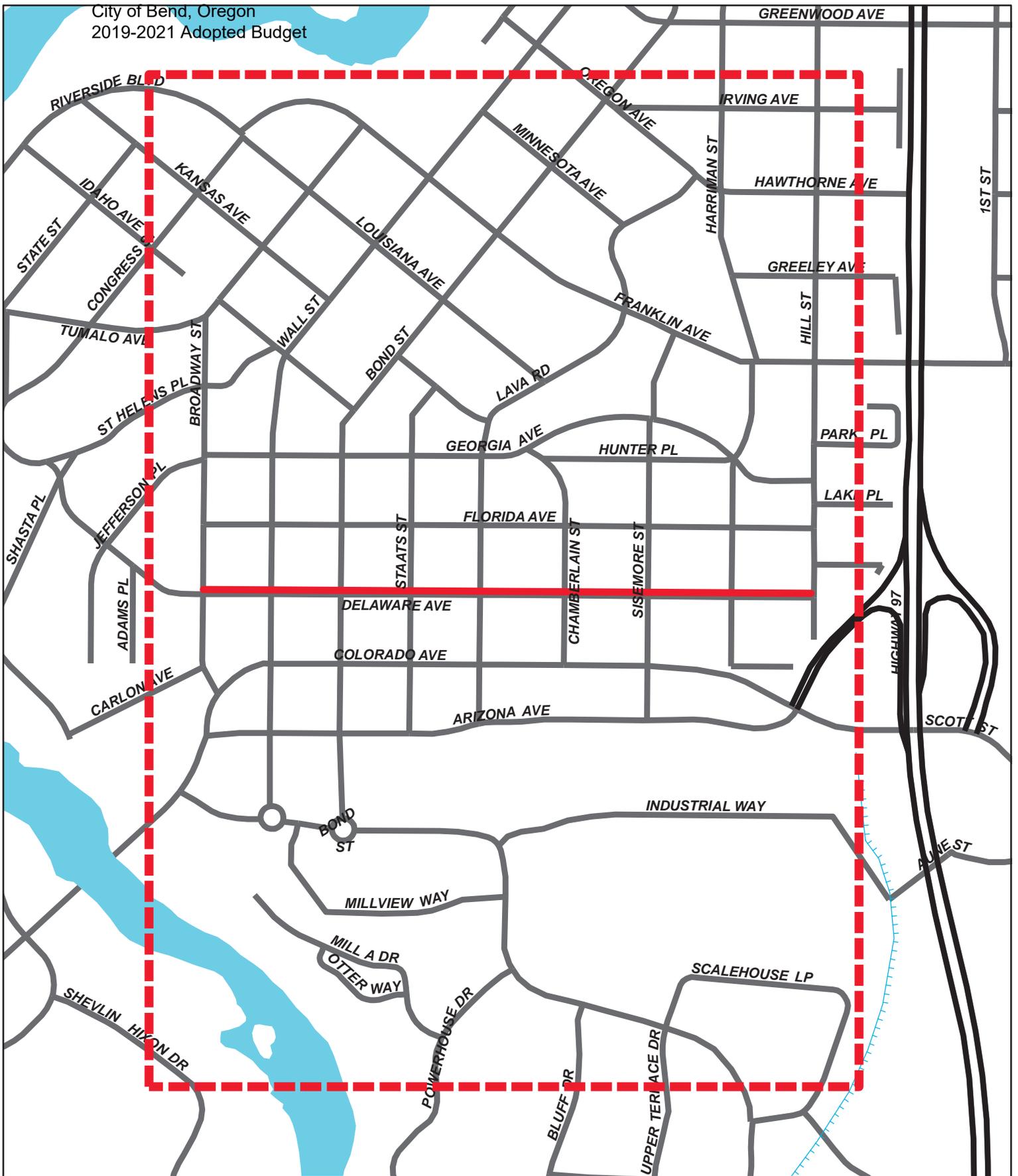
Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequence of delaying or eliminating project: Liability if the City does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City's own ADA Transition Plan and previous legal settlements.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$600,000	\$ -	\$ -
Total Cost Estimate:						\$600,000



1ADEI NW Delaware Accessibility Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Southern Crossing Accessibility Improvements	#: 1ASCA								
Project Manager: Rory Rowan	Total Cost Estimate: \$500,000								
Type/Fund: Accessibility Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>100% Water/Sewer Franchise Fees</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Water/Sewer Franchise Fees			
METHOD OF FINANCING									
TYPE		Amount							
100% Water/Sewer Franchise Fees									
Status: Pending Phase: Pending									
Target Start Date: Jul 2023									
Target End Date: Jun 2024									
Cost Est. Classification: 5									

DESCRIPTION

Design and construct accessibility improvements along a continuous corridor made up of portions of the following streets: SW Truman Avenue, SW Hill Street, SW Taft Avenue, and SW Silver Lake Blvd. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

FINANCIAL NARRATIVE

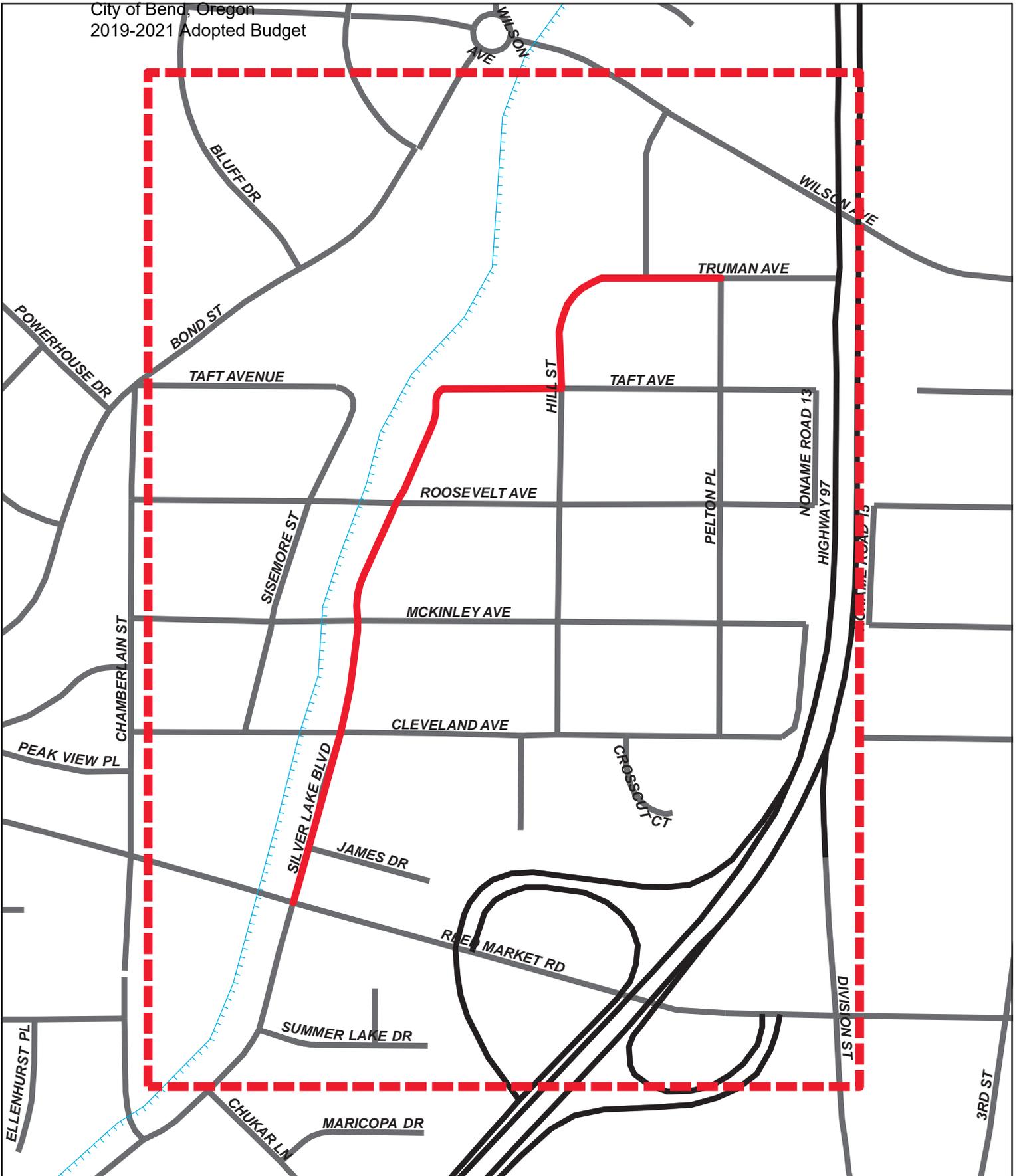
Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequence of delaying or eliminating project: Liability if the City does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City's own ADA Transition Plan and previous legal settlements.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$100,000	\$400,000	\$ -
Total Cost Estimate:						\$500,000



1ASCA Southern Crossing Accessibility Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: NW Hill Accessibility Improvements

#: 1ANHI

Project Manager: Rory Rowan

Total Cost Estimate: \$100,000

Type/Fund: Accessibility Construction

METHOD OF FINANCING

Status: Pending **Phase:** Pending

TYPE	Amount
100% Water/Sewer Franchise Fees	

Target Start Date: Jul 2023

Target End Date: Jun 2024

Cost Est. Classification: 5

DESCRIPTION

Design and construct accessibility improvements along NW Hill Avenue. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

FINANCIAL NARRATIVE

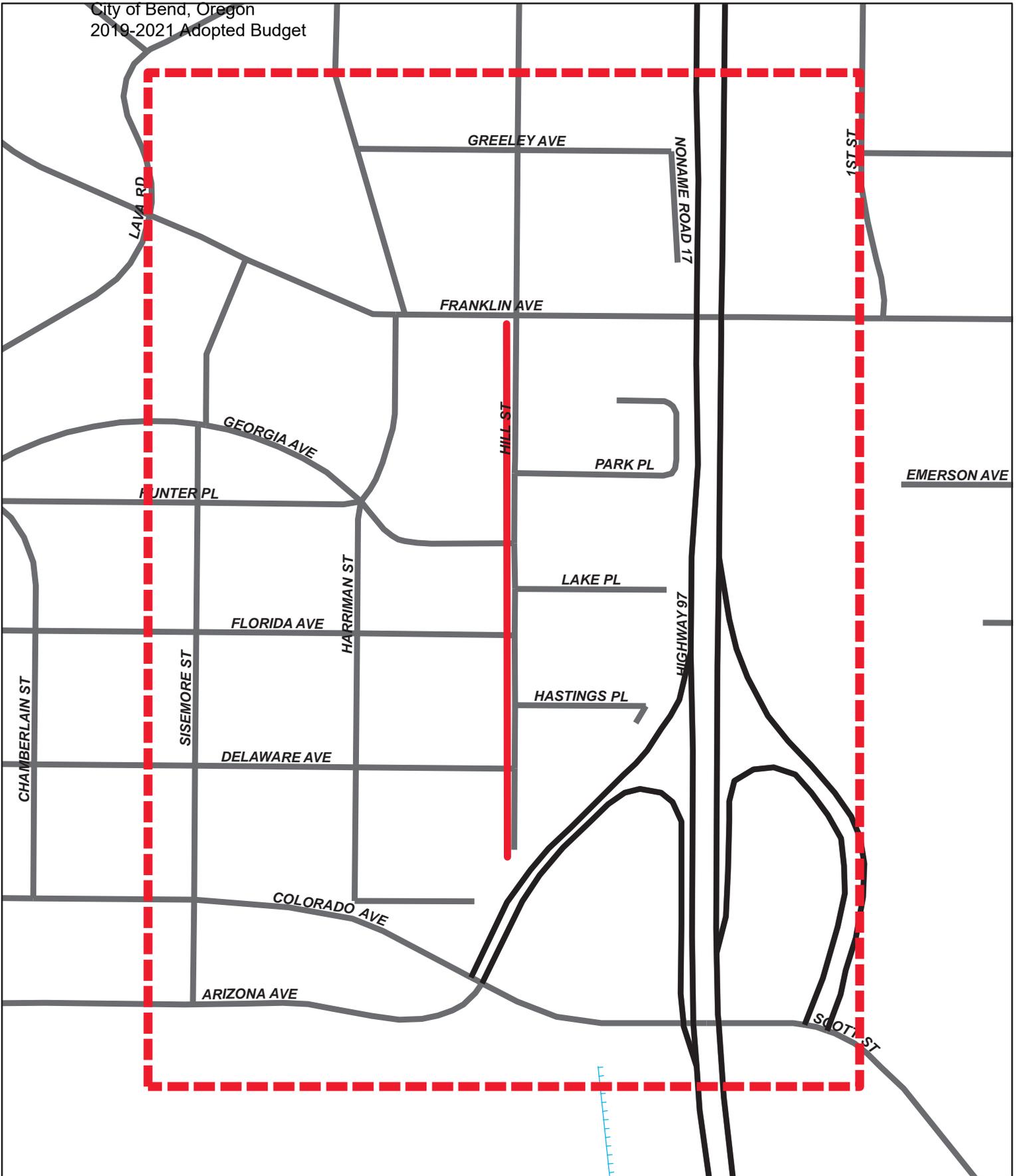
Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequence of delaying or eliminating project: Liability if the City does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City's own ADA Transition Plan and previous legal settlements.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$ -	\$100,000	\$ -
Total Cost Estimate:						\$100,000



1ANHI NW Hill Accessibility Improvements

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Mt Washington Accessibility Improvements	#: 1AMWI						
Project Manager: Rory Rowan	Total Cost Estimate: \$100,000						
Type/Fund: Accessibility Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td colspan="2">100% Water/Sewer Franchise Fees</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	100% Water/Sewer Franchise Fees	
METHOD OF FINANCING							
TYPE		Amount					
100% Water/Sewer Franchise Fees							
Status: Pending Phase: Pending							
Target Start Date: Jul 2023							
Target End Date: Jun 2024							
Cost Est. Classification: 5							

DESCRIPTION

Design and construct accessibility improvements along NW Mt Washington Drive just north of NW Shevlin Park Drive near the COCC campus and the surrounding neighborhood. It was prioritized by the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA).

NEED/JUSTIFICATION

The Americans with Disabilities Act (ADA) and the Code of Federal Regulations (specifically 28 C.F.R. § 35.150) requires public entities to establish ongoing procedures for removing barriers to accessibility. The City of Bend has established a Barrier Removal Request process and evaluates requests received from the public that include the construction of curb ramps and sidewalks. In addition to technical criteria, the City solicits assistance from the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA) to prioritize these requests.

FINANCIAL NARRATIVE

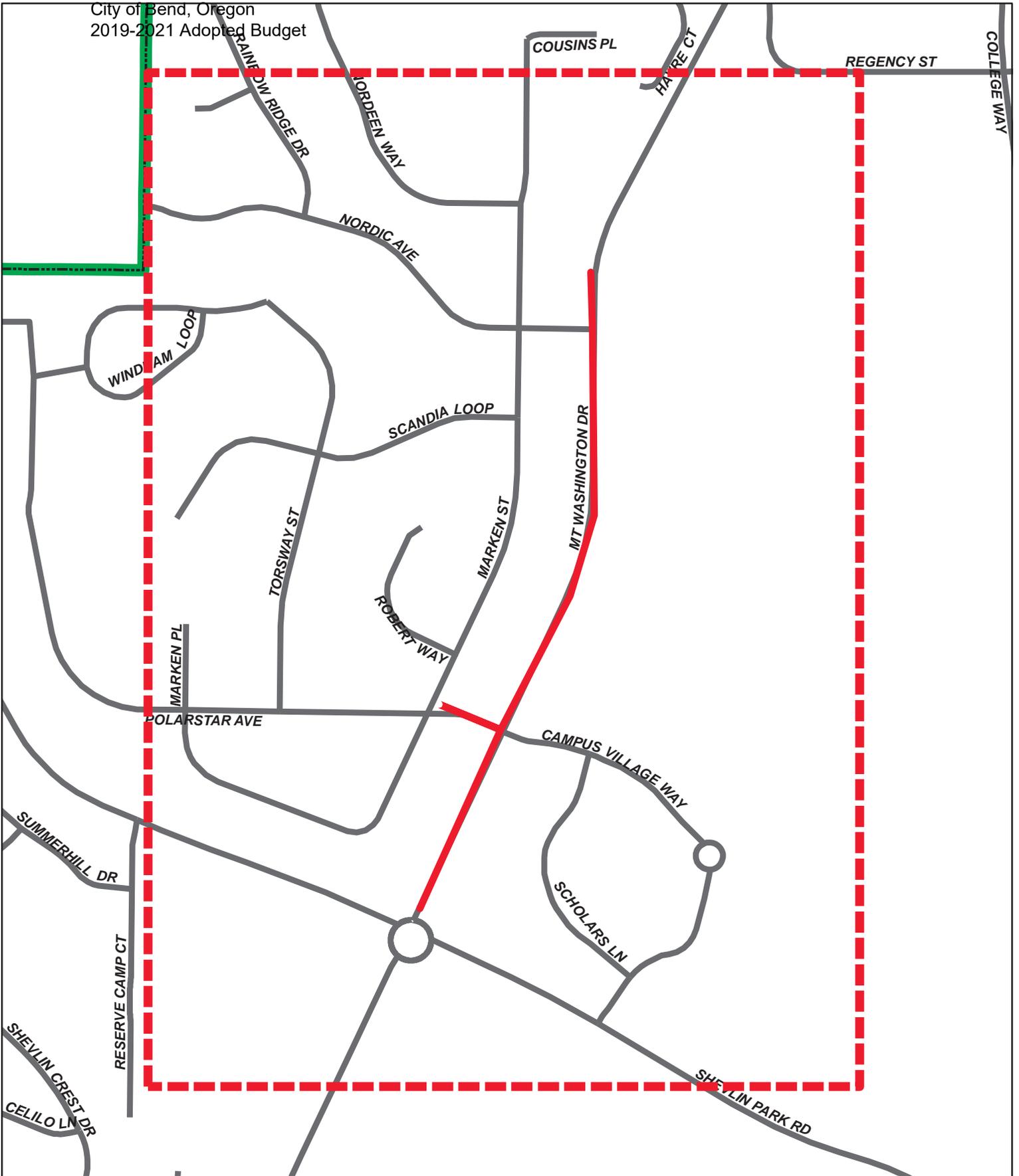
Impact on Operating Budget: Negligible. Curb ramps with detectable warnings that are installed must be maintained. Exact ongoing dollar amounts are unknown.

Consequence of delaying or eliminating project: Liability if the City does not continue making timely progress on addressing Barrier Removal Requests per the requirements of the ADA, associated federal regulations, the City's own ADA Transition Plan and previous legal settlements.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$ -	\$100,000	\$ -
Total Cost Estimate:						\$100,000



1AMWI Mt Washington Accessibility Improvements

Capital Improvement Projects



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Airport
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
AP13A Helicopter Operations Area Phase I	1	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
AP18A Helicopter Operations Area Phase II	1	10,000	-	-	-	-	10,000
AP19A Master Plan Update	NA	250,000	41,300	-	-	-	291,300
AP21A Master Plan Projects Environmental Assessment	NA	-	250,000	250,000	-	-	500,000
AP22A Runway 16-34 & Taxiway B Seal Coat	5	-	-	500,000	500,000	500,000	1,500,000
AP23A South Hangar Taxilane Rehab	5	-	-	-	-	750,000	750,000
		\$ 285,000	\$ 291,300	\$ 750,000	\$ 500,000	\$ 1,250,000	\$ 3,076,300

* 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 Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		



Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Helicopter Operations Area Phase I

#: AP13A

Project Manager: Gary Judd

Total Cost Estimate: \$409,900

Type/Fund: Airport Construction

Status: Active **Phase:** Construction

Target Start Date: Jul 2015

Target End Date: Jun 2020

Cost Est. Classification: 1

METHOD OF FINANCING

TYPE	Amount
FAA Grant	90%
Connect Oregon Grant	10%

DESCRIPTION

Construct a Rotor craft taxiway, helipad landing site and helicopter ramp on the east side of the Bend Airport. This is one of three projects funded by the Federal Aviation Administration (FAA) and Connect Oregon to construct the project.

NEED/JUSTIFICATION

Required by the Federal Aviation Administration. Bend Municipal Airport has both helicopter (rotor wing) and airplane (fixed wing) operations. Both types of aircraft were using the same taxiway and tie down area known as the west ramp. As the activity level increased at the Bend Airport for both fixed wing aircraft and rotor wing aircraft, FAA determined, for safety reasons, that that the two activities should be separated at the Airport.

FINANCIAL NARRATIVE

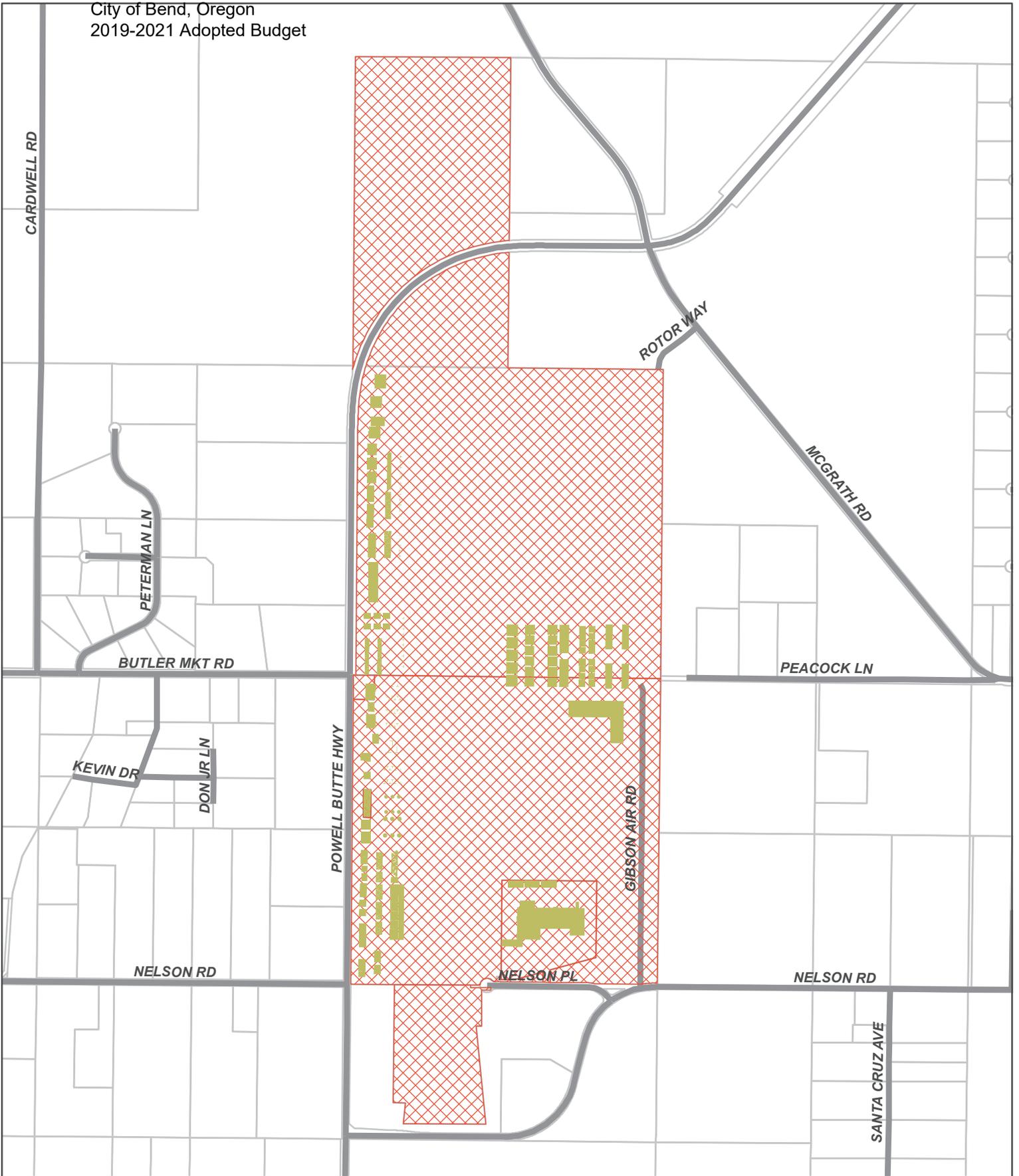
Impact on Operating Budget: None

Consequence of delaying or eliminating project: An FAA Requirement must be completed in order to receive future FAA funding.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$384,900	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$409,900



Bend Municipal Airport

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Helicopter Operations Area Phase II	#: AP18A								
Project Manager: Gary Judd	Total Cost Estimate: \$7,085,000								
Type/Fund: Airport Construction	<table border="1"> <thead> <tr> <th colspan="2">METHOD OF FINANCING</th> </tr> <tr> <th>TYPE</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>FAA Grant</td> <td>90%</td> </tr> <tr> <td>Connect Oregon Grant</td> <td>10%</td> </tr> </tbody> </table>	METHOD OF FINANCING		TYPE	Amount	FAA Grant	90%	Connect Oregon Grant	10%
METHOD OF FINANCING									
TYPE		Amount							
FAA Grant		90%							
Connect Oregon Grant	10%								
Status: Active Phase: Construction									
Target Start Date: Jul 2017									
Target End Date: Jun 2020									
Cost Est. Classification: 1									

DESCRIPTION

Construct a Rotor craft taxiway, helipad landing site and helicopter ramp on the east side of the Bend Airport. This is one of three projects funded by the Federal Aviation Administration (FAA) and Connect Oregon to construct the project.

NEED/JUSTIFICATION

Required by the Federal Aviation Administration. Bend Municipal Airport has both helicopter (rotor wing) and airplane (fixed wing) operations. Both types of aircraft were using the same taxiway and tie down area known as the west ramp. As the activity level increased at the Bend Airport for both fixed wing aircraft and rotor wing aircraft, FAA determined, for safety reasons, that that the two activities should be separated at the Airport.

FINANCIAL NARRATIVE

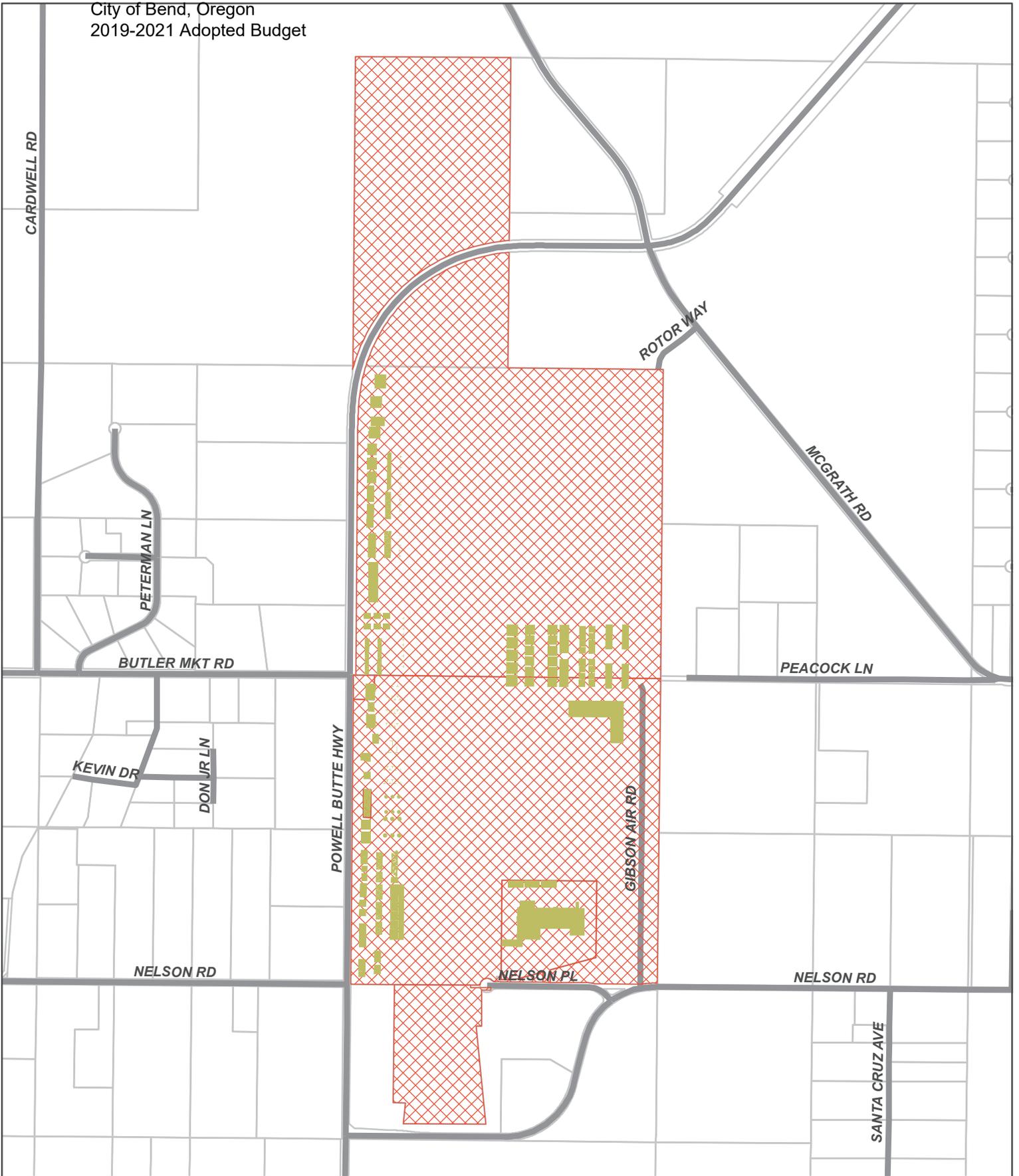
Impact on Operating Budget: None

Consequence of delaying or eliminating project: An FAA Requirement must be completed in order to receive future FAA funding.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$7,075,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$7,085,000



Bend Municipal Airport

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Master Plan Update	#: AP19A
Project Manager: Gary Judd	Total Cost Estimate: \$587,800
Type/Fund: Airport Construction	
Status: Active Phase: Planning	
Target Start Date: Jul 2019	
Target End Date: Jun 2021	
Cost Est. Classification: N/A	

METHOD OF FINANCING

TYPE	Amount
FAA	68%
Grant ODOT	24%
Airport Funds Match	8%

DESCRIPTION

Update to the City's Airport Master Plan. The Federal Aviation Administration requires all federally funding airports to have up to date Master Plans with approved Capital Improvement Plan so that FAA funding can be allocated appropriately.

NEED/JUSTIFICATION

Required by the Federal Aviation Administration. The FAA determined that the Bend Municipal Airport needed to be updated based on the counted operations and the type of aircraft using the airport. The larger aircraft and increase in operations is expected to change the types of capital projects required to ensure safe operations in the future.

FINANCIAL NARRATIVE

Impact on Operating Budget: None

Consequence of delaying or eliminating project: An FAA Requirement must be completed in order to receive future FAA funding.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$296,500	\$250,000	\$ 41,300	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$587,800

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Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Master Plan Projects Environmental Assessment	#: AP21A
Project Manager: Gary Judd	Total Cost Estimate: \$500,000
Type/Fund: Airport Construction	
Status: Pending Phase: Planning	
Target Start Date: Jul 2020	
Target End Date: Jun 2021	
Cost Est. Classification: N/A	

METHOD OF FINANCING

TYPE	Amount
FAA Grant	90%
Other Grants	10%

DESCRIPTION

An environmental assessment (EA) is a study required by the Federal Aviation Administration for all Capital Improvement Projects included in the Airport Master Plan to ensure there are no cultural, environmental or other barriers to capital project construction or ground lease.

NEED/JUSTIFICATION

Environmental assessment is required by Federal Aviation Administration prior to ground lease or capital construction. Every FAA approved Master Plan will require an Environmental Assessment for each of the Capital Improvement Projects included in the Plan. The EA is typically funded by 90% by the FAA.

FINANCIAL NARRATIVE

Impact on Operating Budget: None

Consequence of delaying or eliminating project: An FAA Requirement must be completed in order to receive future FAA funding.

Project related to: N/A

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$250,000	\$250,000	\$ -	\$ -	\$ -
Total Cost Estimate:						\$500,000

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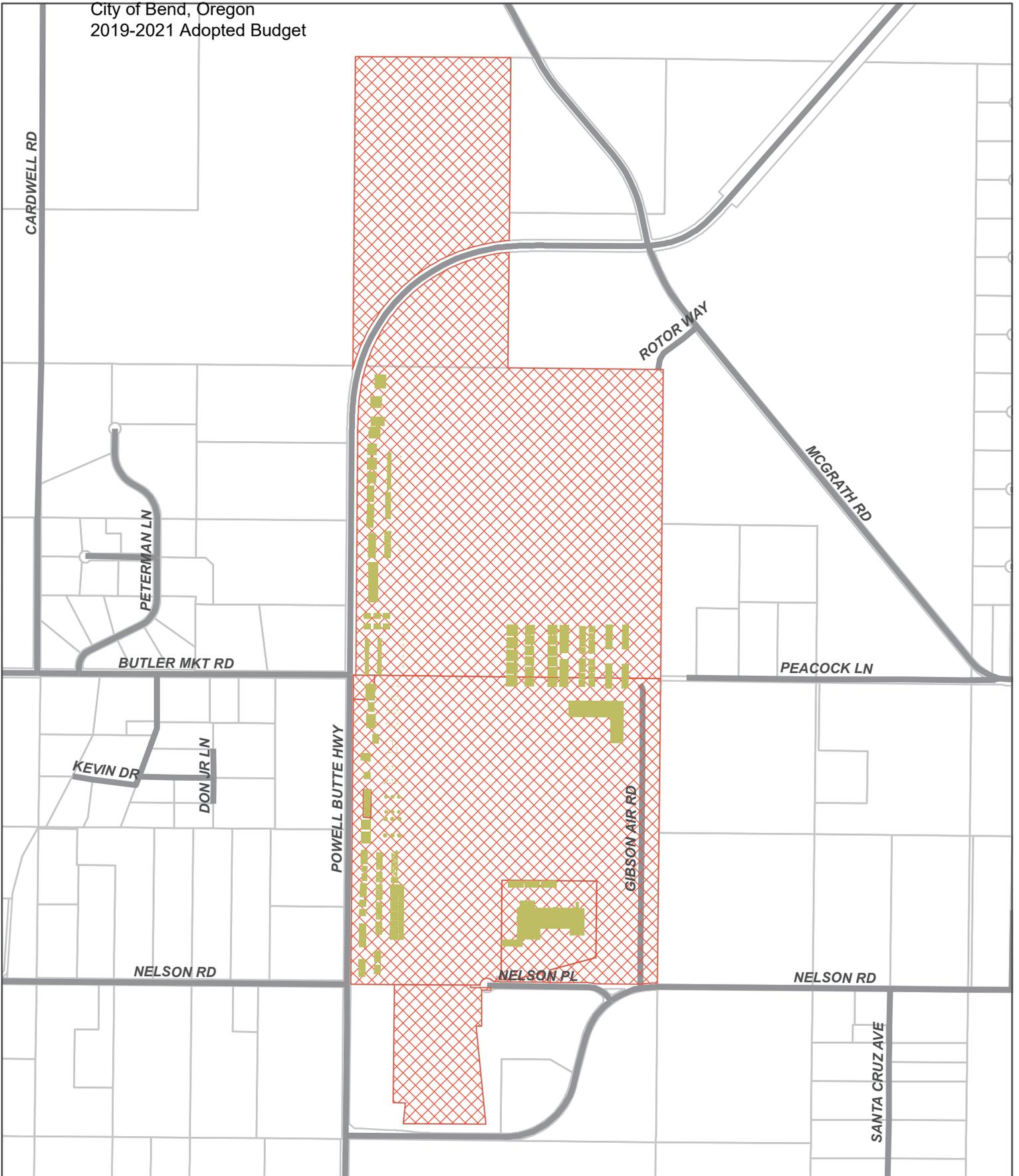
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Runway16-34 & Taxiway B Seal Coat				#: AP22A		
Project Manager: Gary Judd			Total Cost Estimate: \$1,500,000			
Type/Fund: Airport Construction			METHOD OF FINANCING			
Status: Pending		Phase: Planning Target		TYPE	Amount	
Start Date: Jul 2024						
Target End Date: Jun 2026			FAA Grant	90%		
Cost Est. Classification: 5			Other Grants	10%		
DESCRIPTION						
Asphalt treatment and remarking of the runway at the Bend Airport (Runway 16-34) and slurry seal of taxiway B.						
NEED/JUSTIFICATION						
Runway 16-34 is in need of an asphalt treatment to extend the useful life of the pavement. The 2017 PCI report shows the PCI values of 84 for the runway. By the plan year of 2022 these values are predicted to have fallen to between 52-79 and will require a slurry seal. As the slurry seal will require a complete remarking of the runway a change will also be made to the runway designator of 16-34 to 17-35 to account of a variation of the North Magnetic Pole (MagVar). Taxiway B and the Taxiway A & B runway connectors (A-1 through A-6 and B-1 through B-6) are in need of an asphalt treatment to extend the useful life of the pavement. The 2017 PCI report shows PCI values of 76-84 for Taxiway B and Taxiway B runway connectors. The PCI report for Taxiway A connectors is 74-91. By the plan year of 2024 these values are expected to have fallen to between 52-79 and will require a slurry seal. To gain the maximum use of grant funds the two projects may be combined to reduce mobilization and setup costs but would be dependent on the availability of grant funding, matching funds and the timing and frequency of closures that impact airport businesses dependent on runway availability.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: None						
Consequence of delaying or eliminating project: An FAA Requirement must be completed in order to receive future FAA funding.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$500,000	\$500,000	\$500,000	\$ -
Total Cost Estimate:						\$1,500,000



Bend Municipal Airport

Capital Improvement Projects





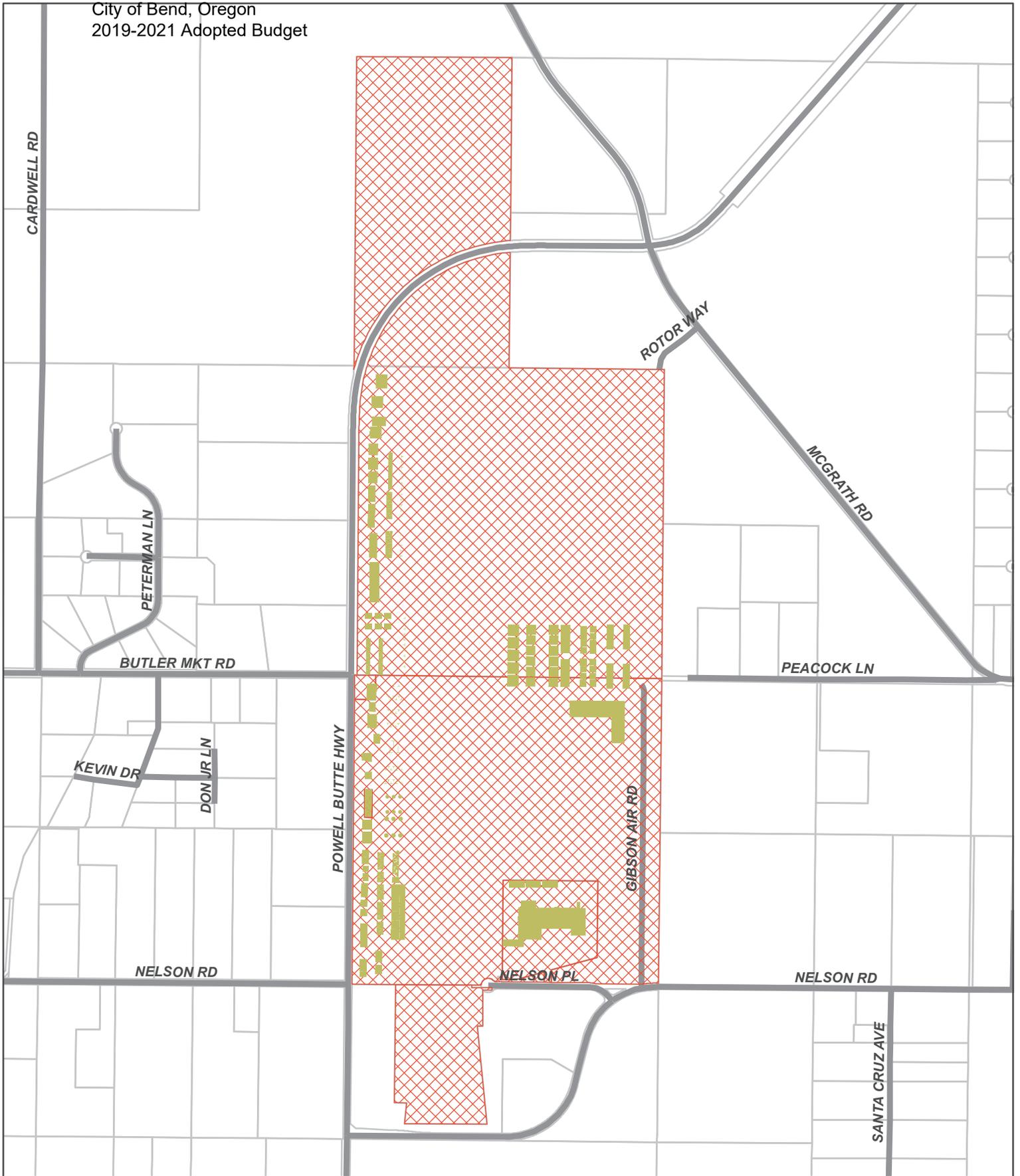
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: South Hangar Taxilane Project				#: AP23A		
Project Manager: Gary Judd			Total Cost Estimate: \$750,000			
Type/Fund: Airport Construction				METHOD OF FINANCING		
Status: Pending		Phase: Planning		TYPE	Amount	
Target Start Date: Jul 2022				Airport Funding	100%	
Target End Date: Jun 2024						
Cost Est. Classification: 5						
DESCRIPTION						
Complete reconstruction of taxilane adjacent to South Hangers.						
NEED/JUSTIFICATION						
Taxilanes adjacent to South Hangars had deteriorated to gravel in some places. Overall the area PCI is less than 10. This is a project identified on the 2013 Airport Master Plan and has not qualified for FAA funding. Due to repeated requests from South Hangar lessees and aircraft safety the reconstruction of this area of the Airport taxilanes should be done.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: None						
Consequence of delaying or eliminating project: An FAA Requirement must be completed in order to receive future FAA funding.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$ -	\$750,000	\$ -
					Total Cost Estimate:	\$750,000



Bend Municipal Airport

Capital Improvement Projects



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Capital Improvement Program 2020-2024

Facilities Management Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification*	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	Total
FA20JX Boyd Acres ROW Improvement	1	\$ 146,800	\$ -	\$ -	\$ -	\$ -	146,800
FA20CX City Hall Roof Replacement	5	230,000	-	-	-	-	230,000
FA20DX 875 NW Brooks Re-Roof	5	60,000	-	-	-	-	60,000
FA20FX South Sisters Roof Replacement	5	70,000	-	-	-	-	70,000
FA20GX Franklin Annex Parking Lot	5	25,000	-	-	-	-	25,000
FA21AX Downtown Campus Tenant Improvements	5	-	500,000	-	-	-	500,000
FA21BX Juniper Ridge Corporate Yard Roadway Site Grading	5	-	2,190,000	14,369,000	-	-	16,559,000
FA22AX Juniper Ridge Corporate Yard Vehicle Storage/Shop B	5	-	-	2,228,000	13,827,000	-	16,055,000
FA23AX Juniper Ridge Corporate Yard Fuel Island	5	-	-	-	159,000	1,228,000	1,387,000
FA24AX Juniper Ridge Corporate Yard Fleet Building	5	-	-	-	-	1,416,000	1,416,000
		\$ 531,800	\$ 2,690,000	\$ 16,597,000	\$ 13,986,000	\$ 2,644,000	\$ 36,448,800

* The City's cost estimate classifications system is based on standards developed by the AACE International Recommended Practice No. 18R-97

Estimate Class	Purpose	Project Definition Level Expressed as % of complete definition	Cost Estimate Range Typical variation in high & low 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 - 100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid opening)	65% to 100%	+ 10% / -10%
N/A	Not applicable		



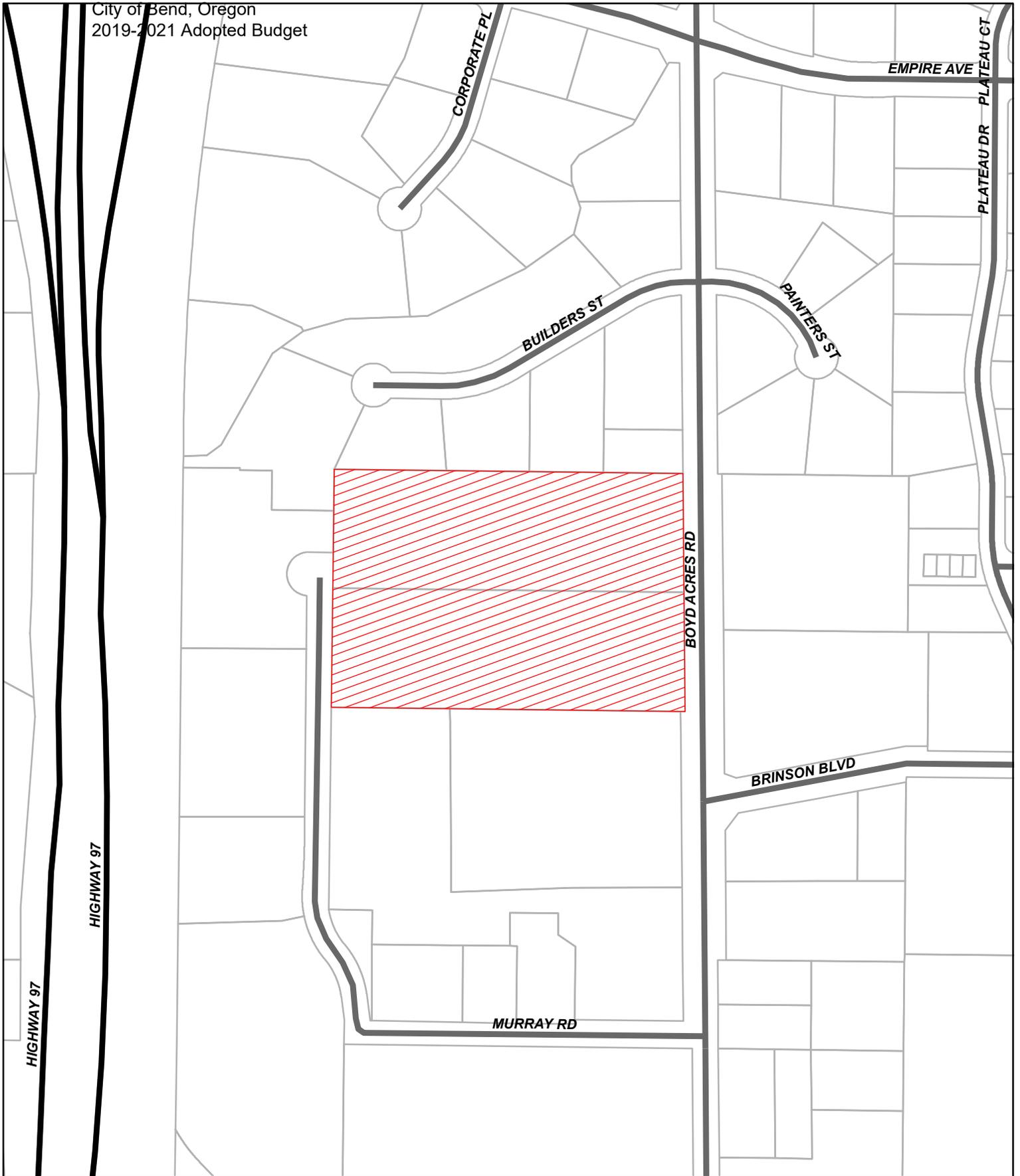
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Boyd Acres Right of Way				#: FA20JX		
Project Manager: Grant Burke			Total Cost Estimate: \$180,200			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Active		Phase: Design		TYPE	Amount	
Target Start Date: May 2018				100% Cash funded through interfund transfers from operating departments		
Target End Date: Jun 2020						
Cost Est. Classification: 1						
DESCRIPTION						
Boyd Acres right of way improvement.						
NEED/JUSTIFICATION						
This project consists of the design and construction of right of way improvements and the Boyd Acres Campus. Right of way improvements are required per Bend Development code in order to be able to use the north property for materials storage.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: Positive. This project will have minimal impact and is cost allocated through interdepartmental transfers. Budget is being transferred from FY19 to FY20 to complete work.						
Consequence of delaying or eliminating project: Increased operational inefficiencies at the Boyd Acres campus due to the inability to use the north property for materials storage without making right of way improvements per Bend Development Code.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ 34,200	\$146,800	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$180,200



FA20JX Boyd Acres Campus - Right of Way Improvements

Capital Improvement Projects





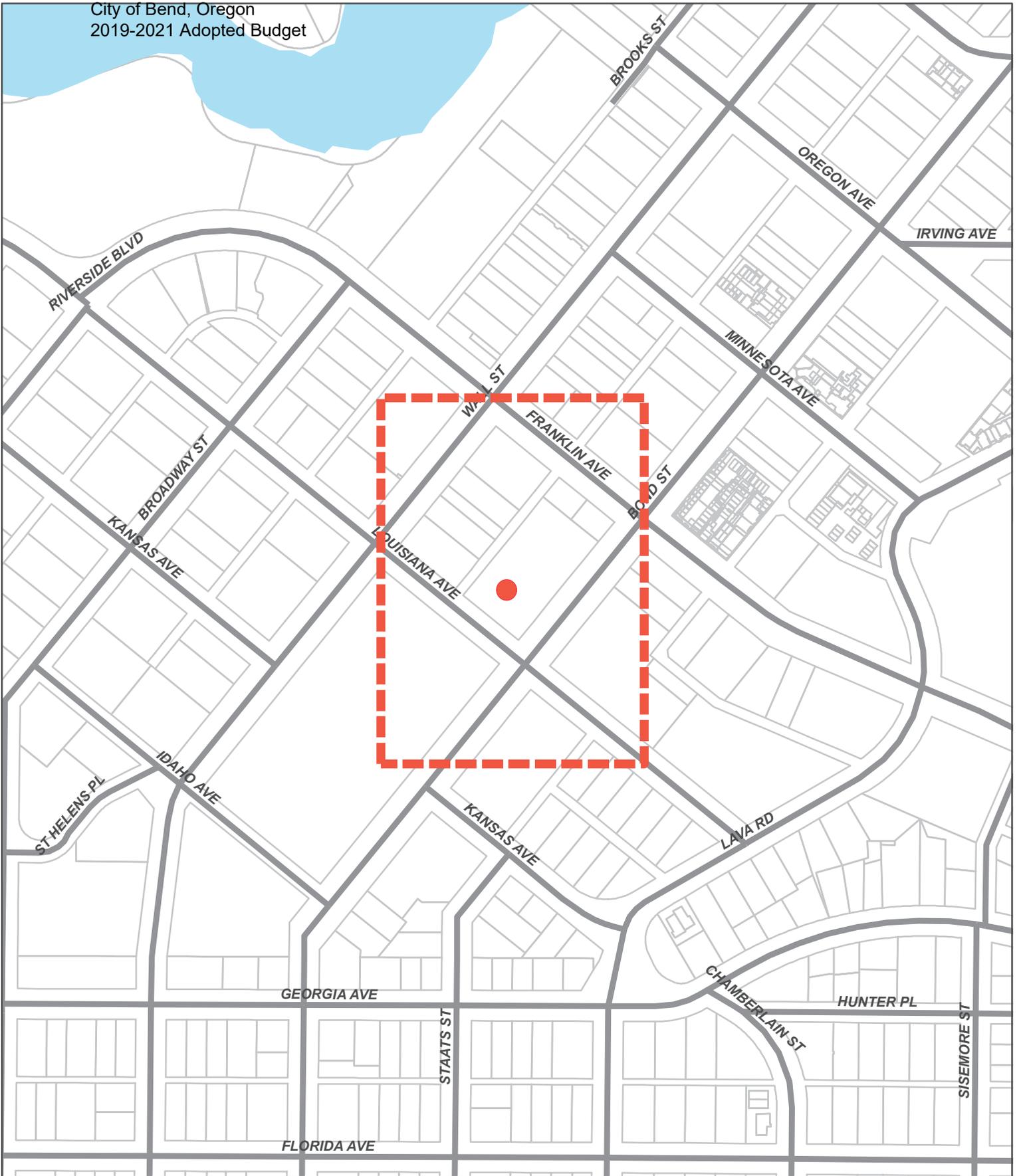
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: City Hall Roof Replacement				#: FA20CX		
Project Manager: Grant Burke			Total Cost Estimate: \$230,000			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Pending		Phase: Planning		TYPE	Amount	
Target Start Date: Jul 2019				100% Cash funded through interfund transfers from operating departments		
Target End Date: Sep 2019						
Cost Est. Classification: 5						
DESCRIPTION						
City Hall Roofing System Replacement						
NEED/JUSTIFICATION						
The roofing system for City Hall is leaking and beyond lifecycle for replacement.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: This project will have minimal impact and is cost allocated through interdepartmental transfers.						
Consequence of delaying or eliminating project: Roof system will continue to deteriorate. City business operations will be negatively impacted; relocation of staff may be necessary. Additional expenses for remediation and repair will be realized.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$230,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$230,000



FA20CX City Hall - Replace Roof

Capital Improvement Projects





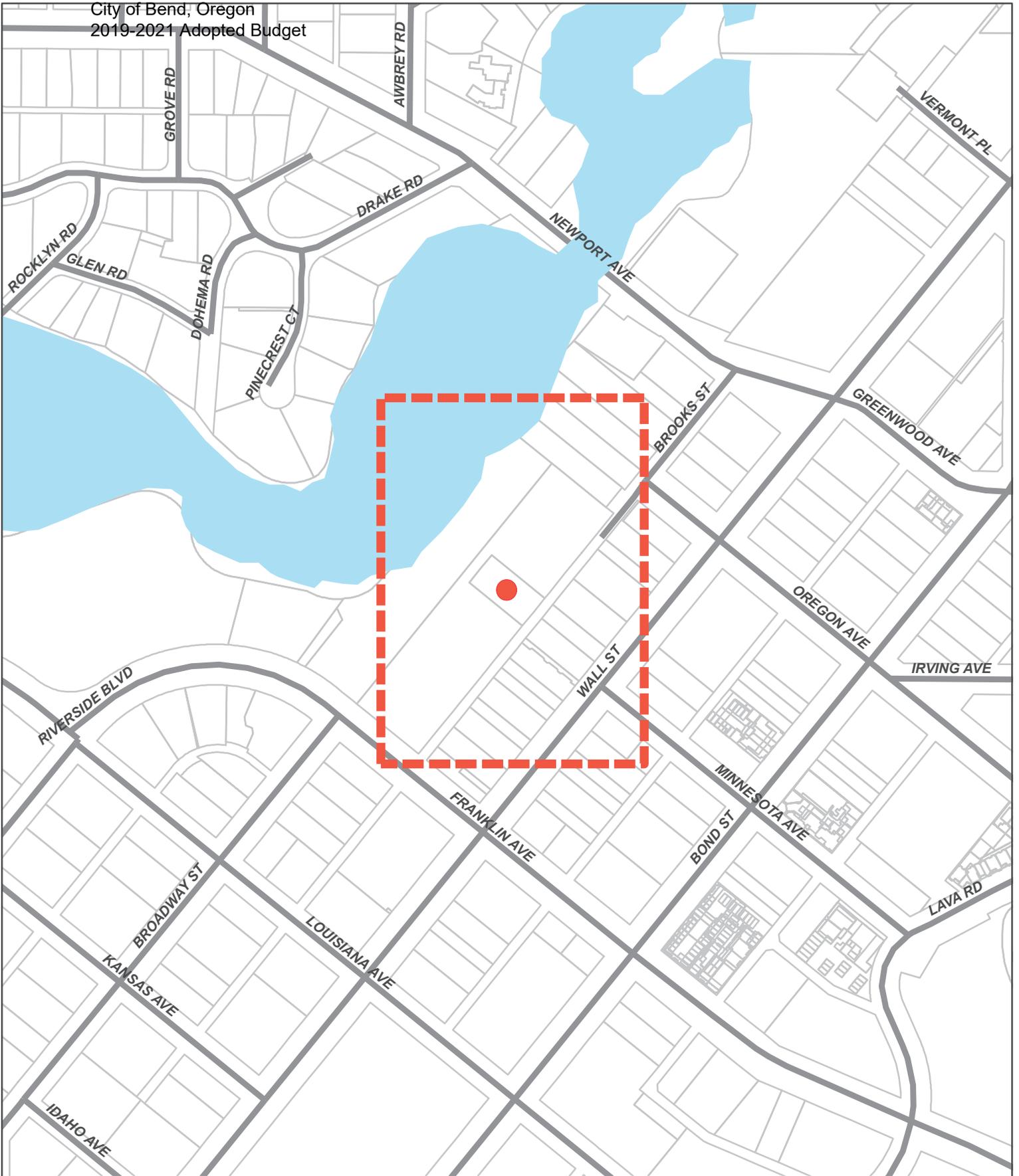
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: 875 NW Brooks Re-Roof				#: FA20DX		
Project Manager: Grant Burke			Total Cost Estimate: \$ 60,000			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Pending Phase: Planning				TYPE	Amount	
Target Start Date: Jul 2019				100% Rent proceeds		
Target End Date: Sep 2019						
Cost Est. Classification: 5						
DESCRIPTION						
875 NW Brooks Street (Goodwillie-Allen Rademacher House) Roofing System Replacement						
NEED/JUSTIFICATION						
The roofing system for 875 NW Brooks Street is leaking and beyond lifecycle for replacement.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: This project will have minimal impact and will be paid for by rent proceeds.						
Consequence of delaying or eliminating 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 related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$ 60,000



FA20DX 875 NW Brooks Re-Roof

Capital Improvement Projects





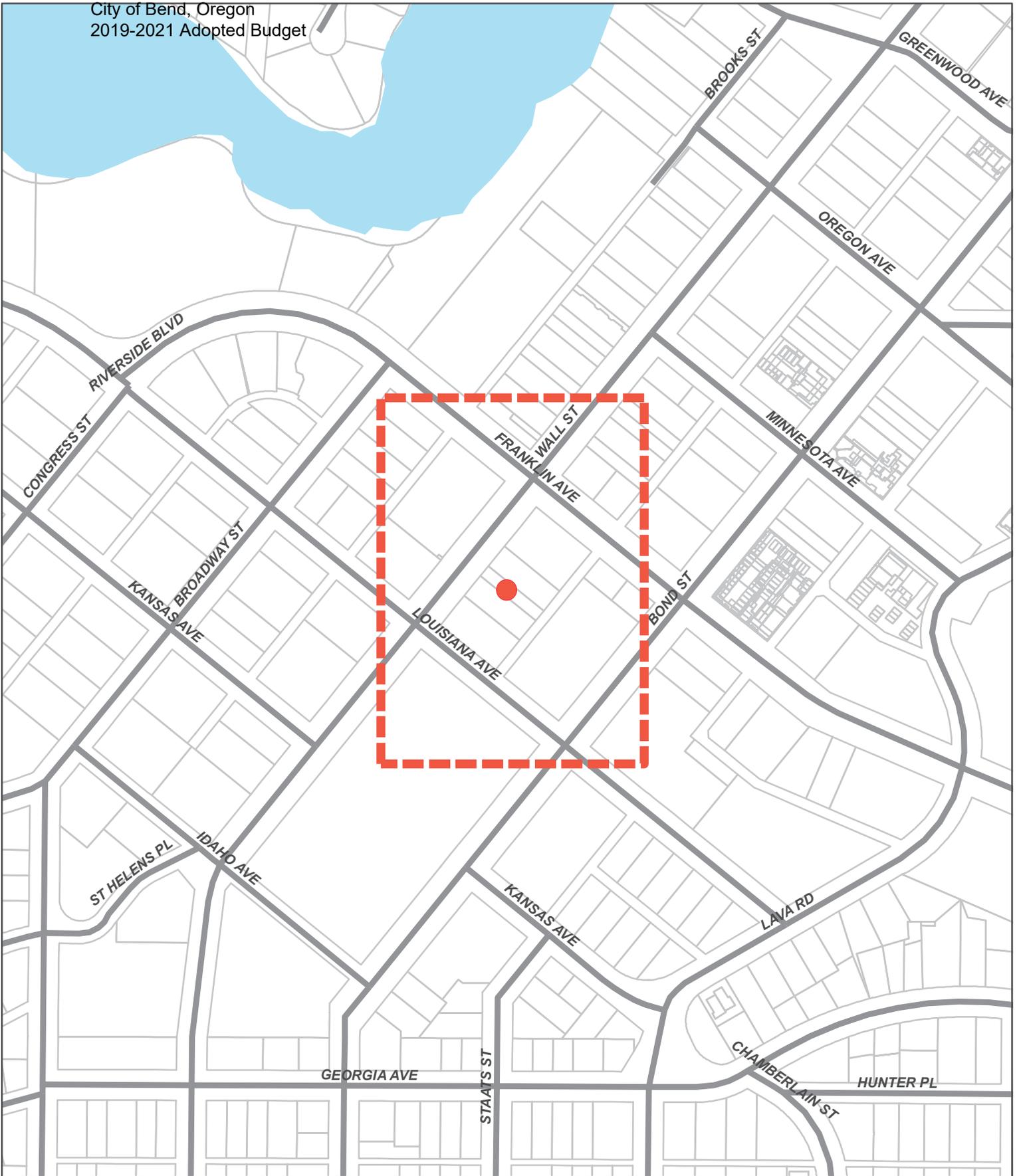
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: South Sisters Roof Replacement				#: FA20FX		
Project Manager: Grant Burke			Total Cost Estimate: \$ 70,000			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Pending		Phase: Planning		TYPE	Amount	
Target Start Date: Jul 2019				100% Cash funded through interfund transfers from operating departments		
Target End Date: Sep 2019						
Cost Est. Classification: 5						
DESCRIPTION						
South Sisters Annex Roofing System Replacement						
NEED/JUSTIFICATION						
The roof system for South Sisters Annex is at end of life and is due for replacement.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: This project will have minimal impact and is cost allocated through interdepartmental transfers.						
Consequence of delaying or eliminating project: Roof system will continue to deteriorate. City business operations will be negatively impacted; relocation of staff may be necessary. Additional expenses for remediation and repair will be realized.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$ 70,000



FA20FX South Sisters - Replace Roof

Capital Improvement Projects





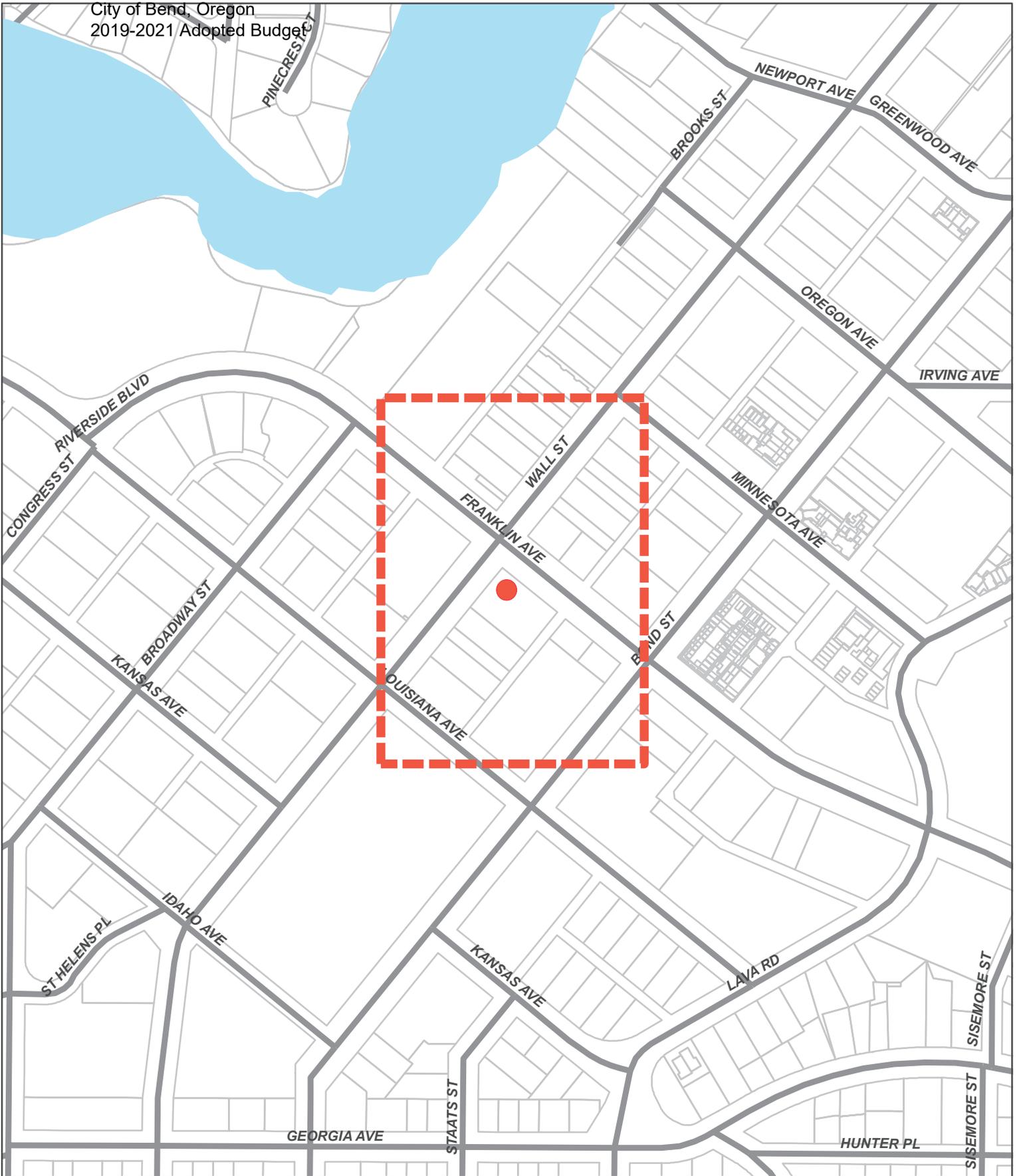
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Franklin Annex Parking Lot				#: FA20GX		
Project Manager: Grant Burke			Total Cost Estimate: \$ 25,000			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Pending		Phase: Planning		TYPE	Amount	
Target Start Date: Oct 2019				100% Cash funded through interfund transfers from operating departments		
Target End Date: Nov 2019						
Cost Est. Classification: 5						
DESCRIPTION						
Franklin Annex Parking Lot Curb Replacement						
NEED/JUSTIFICATION						
The curbing that delineates the parking area at Franklin Annex is breaking into pieces and deteriorating beyond repair. In some cases, this has caused safety concerns for pedestrian traffic in the lot. Soils from lot flower beds are not contained and spilling into parking spaces.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: This project will have minimal impact and is cost allocated through interdepartmental transfers.						
Consequence of delaying or eliminating project: Curbing will continue to deteriorate. Additional expenses for repair will be realized.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$ 25,000



FA20GX Franklin Annex Parking Lot

Capital Improvement Projects





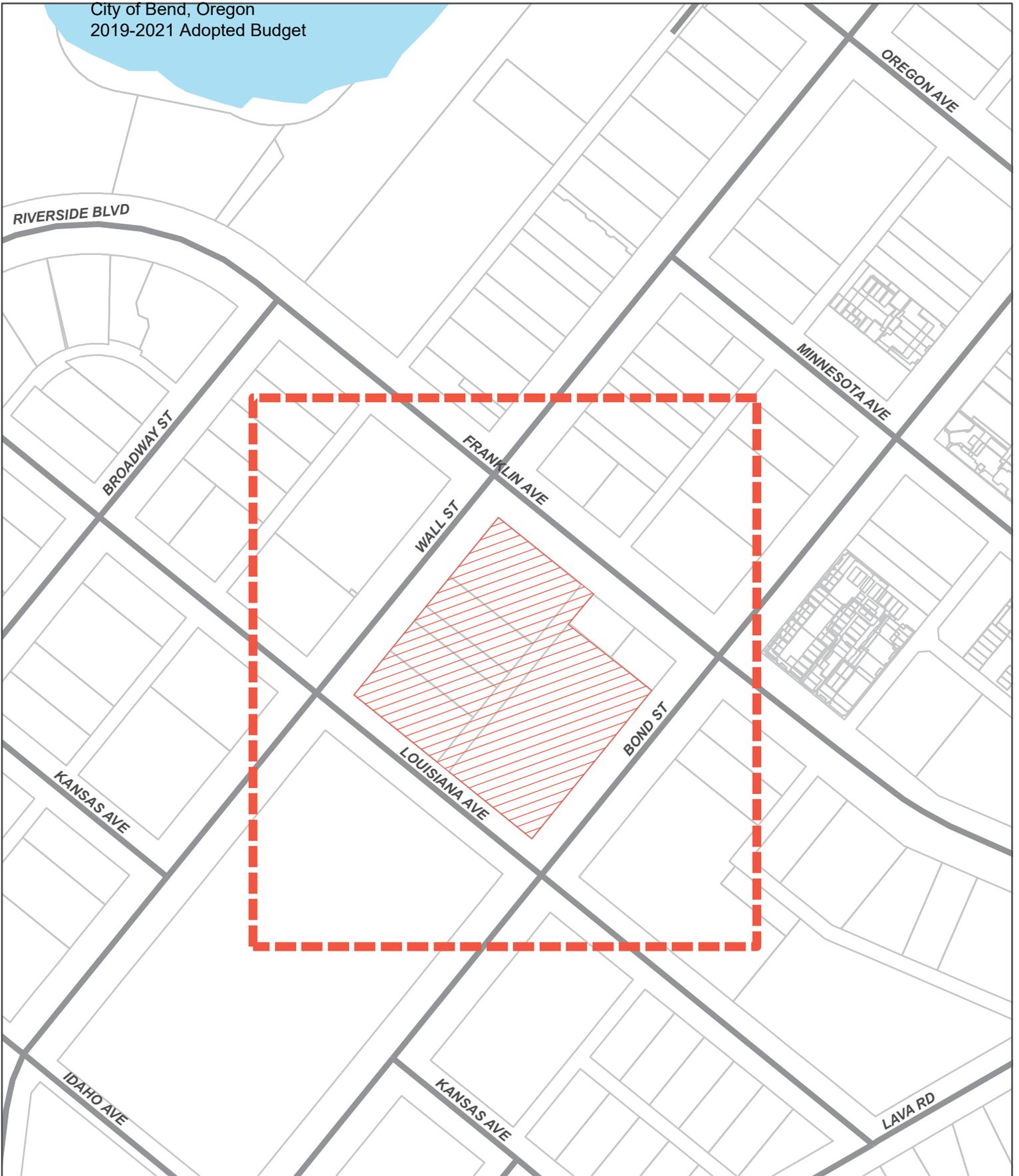
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Downtown Campus Tenant Improvements				#: FA21AX		
Project Manager: Grant Burke			Total Cost Estimate: \$500,000			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Pending		Phase: Planning		TYPE	Amount	
Target Start Date: Feb 2020				100% Cash funded through interfund transfers from operating departments		
Target End Date: Jun 2020						
Cost Est. Classification: 5						
DESCRIPTION						
Tenant Improvements to Downtown Campus.						
NEED/JUSTIFICATION						
Tenant improvements are necessary to provide sufficient space for both employees and business operations at the Downtown Campus.						
FINANCIAL NARRATIVE						
Impact on Operating Budget: This project will have moderate impact and is cost allocated through interdepartmental transfers.						
Consequence of delaying or eliminating project: No assigned facility to accommodate the growth of the organization at the Downtown Campus.						
Project related to: N/A						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$500,000	\$ -	\$ -	\$ -	\$ -
Total Cost Estimate:						\$500,000



FA21AX Downtown Campus

Capital Improvement Projects





Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY

Project Title: Juniper Ridge Corporate Yard Roadway Site Grading #: FA21BX
Project Manager: Grant Burke **Total Cost Estimate:** \$16,559,000
Type/Fund: Facilities Management
Status: Pending **Phase:** Planning
Target Start Date: Jan 2021
Target End Date: Jun 2022
Cost Est. Classification: 5

METHOD OF FINANCING

TYPE	Amount
100% Long term debt proceeds with annual debt service	

DESCRIPTION

This project consists of design, roadway construction, general site work, cut & fill work for terrain balancing, miscellaneous paving and drainage work, construction of an employee/visitor parking lot, site fencing and gates for security.

NEED/JUSTIFICATION

This project consists of 2 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.

FINANCIAL NARRATIVE

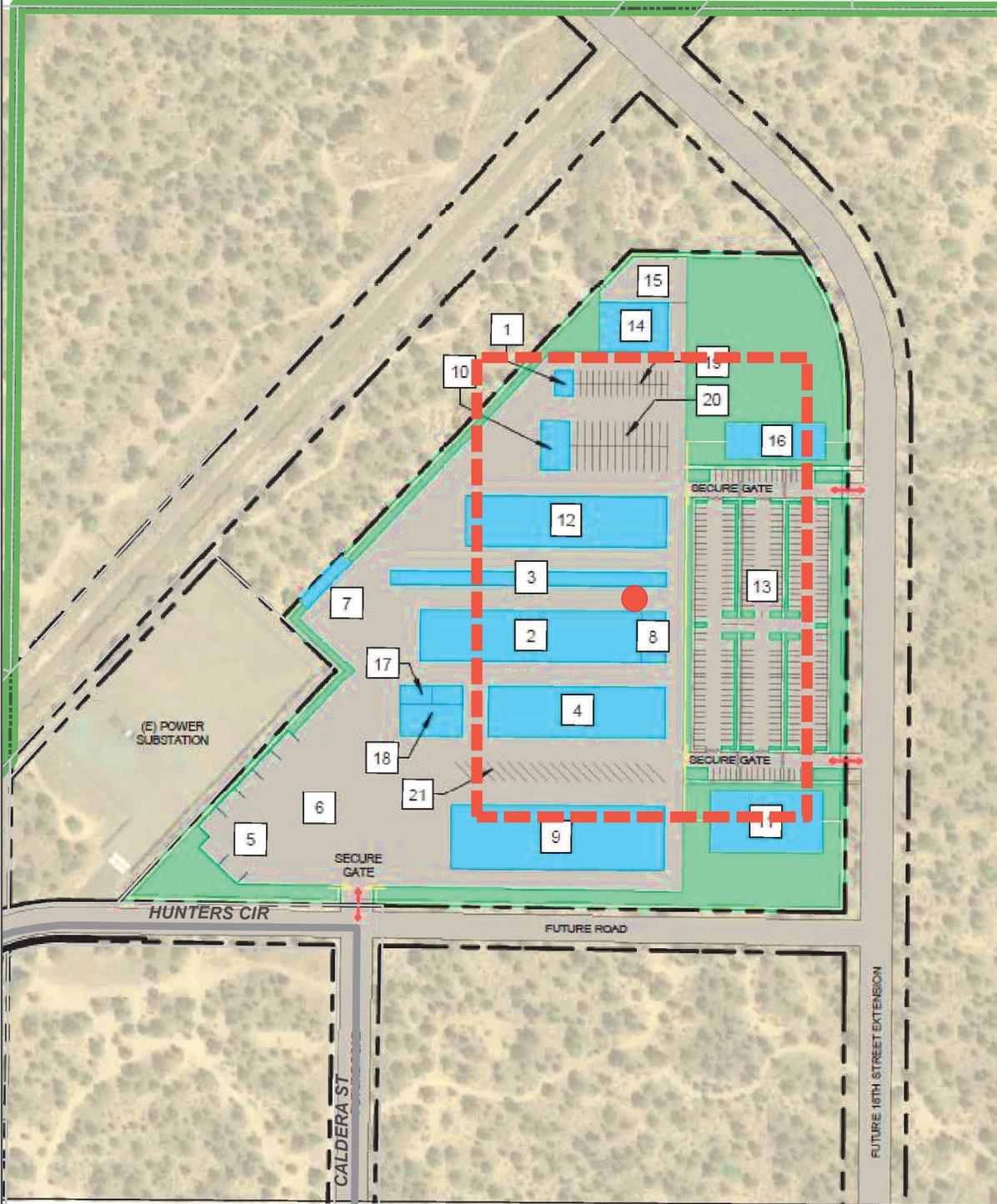
Impact on Operating Budget: This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at the campus.

Consequence of delaying or eliminating project: Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites.

Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.

PROJECT COST BY FISCAL YEAR

Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$2,190,000	\$14,369,000	\$ -	\$ -	\$ -
Total Cost Estimate:						\$16,559,000



FA21BX Juniper Ridge Corporate Yard Site Grading

Capital Improvement Projects





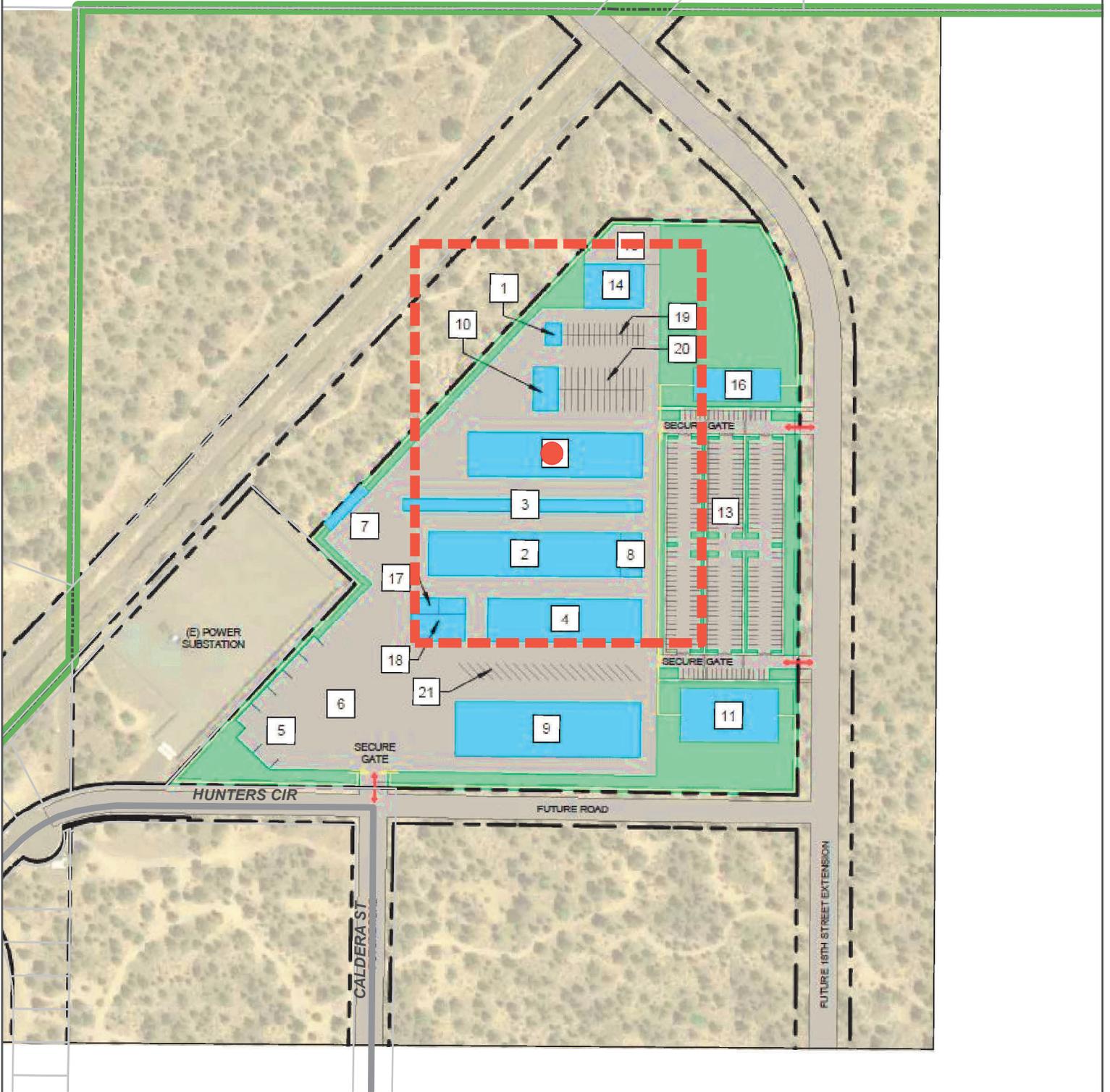
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Juniper Ridge Corporate Yard Vehicle Storage/Shop Bldg				#: FA22AX		
Project Manager: Grant Burke			Total Cost Estimate: \$16,055,000			
METHOD OF FINANCING						
Type/Fund: Facilities Management						
Status: Pending		Phase: Planning				
Target Start Date: Jul 2022		100% Long term debt proceeds with annual debt service				
Target End Date: Jun 2023						
Cost Est. Classification: 5						
DESCRIPTION						
This project includes the design and construction of covered as well as heated vehicle parking structures, material bins, and a decant facility as well as a shop building to provide crew areas for identified departments.						
NEED/JUSTIFICATION						
This project consists of 2 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.						
FINANCIAL NARRATIVE						
Impact on 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 campus.						
Consequence of delaying or eliminating project: Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites.						
Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$2,228,000	\$13,827,000	\$ -	\$ -
Total Cost Estimate:					\$16,055,000	



FA22AX Juniper Ridge Corporate Yard - Vehicle Storage/Shop Bldg

Capital Improvement Projects





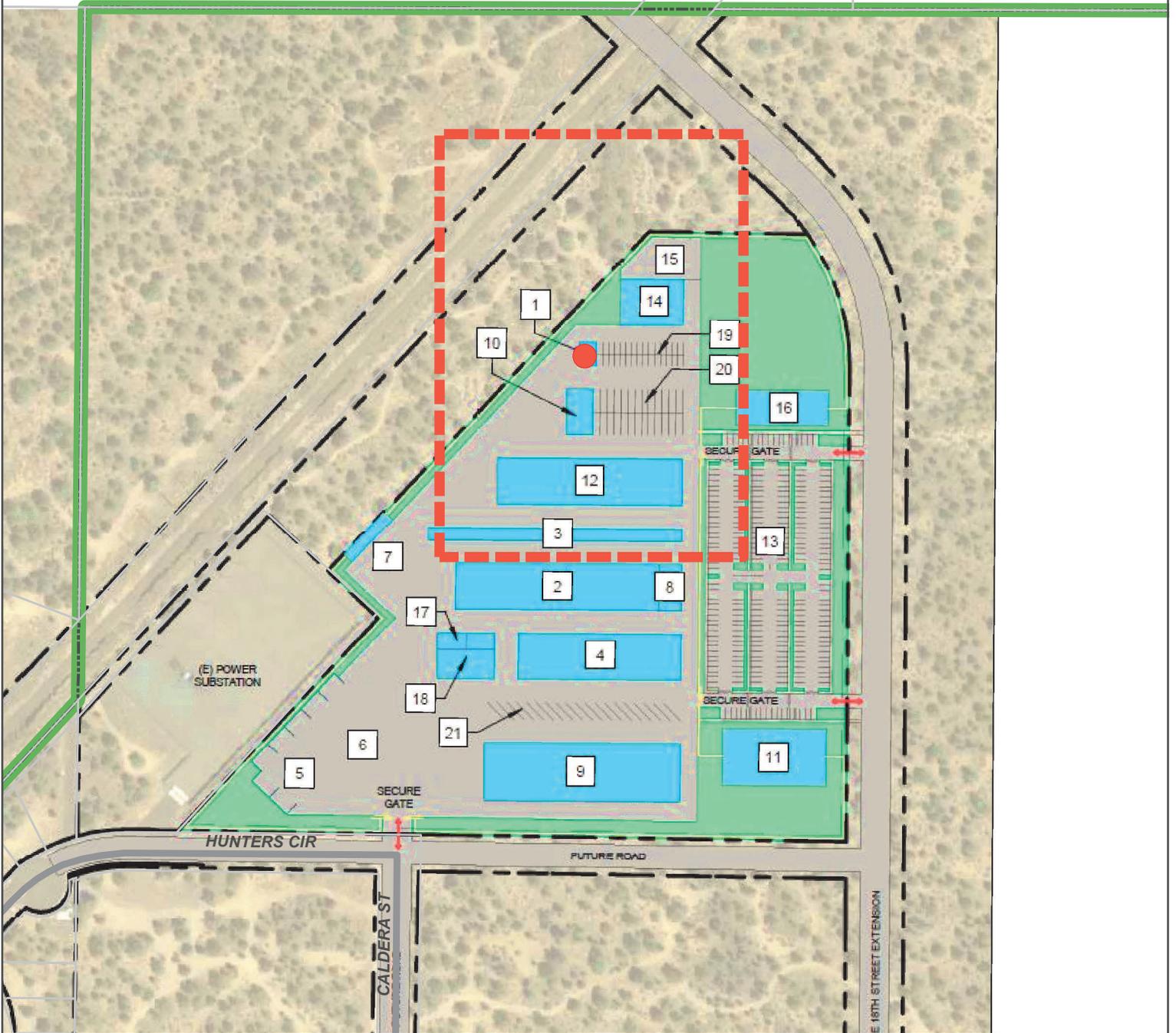
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Juniper Ridge Corporate Yard Fuel Island				#: FA23AX		
Project Manager: Grant Burke			Total Cost Estimate: \$1,387,000			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Pending		Phase: Planning		TYPE	Amount	
Target Start Date: Jul 2023				100% Long term debt proceeds with annual debt service		
Target End Date: Jun 2024						
Cost Est. Classification: 5						
DESCRIPTION						
This project consists of design and construction of a fuel island and ancillary equipment.						
NEED/JUSTIFICATION						
This project consists of 1 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.						
FINANCIAL NARRATIVE						
Impact on 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 campus.						
Consequence of delaying or eliminating project: Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites.						
Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$159,000	\$1,228,000	\$ -
Total Cost Estimate:						\$1,387,000



FA23AX Juniper Ridge Corporate Yard - Fuel Island

Capital Improvement Projects





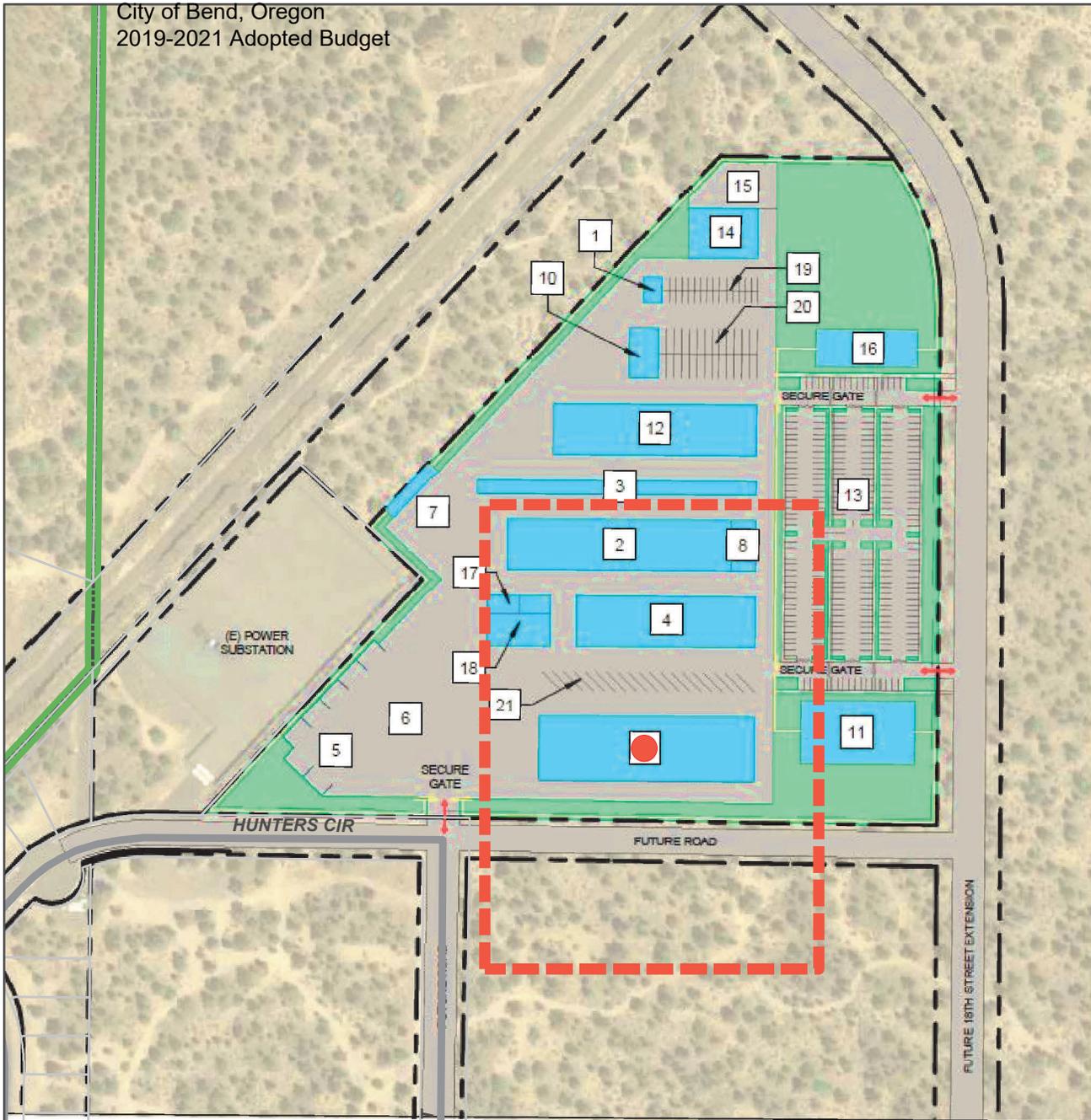
Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

ENGINEERING

2020 – 2024 CIP | 2019 – 2021 Biennial Budget

SUMMARY						
Project Title: Juniper Ridge Corporate Yard Fleet Building				#: FA24AX		
Project Manager: Grant Burke			Total Cost Estimate: \$11,064,000			
Type/Fund: Facilities Management				METHOD OF FINANCING		
Status: Pending		Phase: Planning		TYPE	Amount	
Target Start Date: Jul 2024				100% Long term debt proceeds with annual debt service		
Target End Date: Jun 2025						
Cost Est. Classification: 5						
DESCRIPTION						
This project includes the design and construction of a fleet maintenance building and truck wash facility.						
NEED/JUSTIFICATION						
This project consists of 1 of 9 programmed elements in the City of Bend Public Works Master Planning Report aimed to leverage existing assets to gain operational and organizational efficiencies.						
FINANCIAL NARRATIVE						
Impact on 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 campus.						
Consequence of delaying or eliminating project: Increased operational inefficiencies at both Pilot Butte and Boyd Acres campuses as departments continue to outgrow existing sites.						
Project related to: City of Bend Public Works Master Planning Report dated October 31st, 2018.						
PROJECT COST BY FISCAL YEAR						
Prior	2019-20	2020-21	2021-22	2022-23	2023-24	Future
\$ -	\$ -	\$ -	\$ -	\$ -	\$1,416,000	\$9,648,000
					Total Cost Estimate:	\$11,064,000



FA24AX Juniper Ridge Corporate Yard - Fleet Building

Capital Improvement Projects



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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

CAFR Comprehensive Annual Financial Report

CIP Capital Improvement Program, a plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

CDBG Community Development Block Grant, as a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Community Development Department which includes the City of Bend's Building, Planning, Private Development Engineering, and Code Enforcement programs.

CET Cascade East Transit which provides bus service to Deschutes, Crook and Jefferson Counties and is operated by the Central Oregon Intergovernmental Council.

COBAAC City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a labor association 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.

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.

DCRFPD #2 Deschutes County Rural Fire Protection District No. 2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This acronym is used interchangeably with RFPD.

DEI Diversity, Equity and Inclusion

EIPD Abbreviation for the Engineering & Infrastructure Planning Department

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.

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.

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.

NLA Neighborhood Leadership Alliance, which is a Council advisory committee comprised of one representative from each neighborhood association

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.

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.

TSP Transportation System Plan, which is part of the City's Comprehensive Plan and is dedicated to planning for transportation needs over the next 20 years.

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, also referred to as Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

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.

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 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. As of July 1, 2019, the City's capitalization limit is \$10,000, an increase from \$5,000.

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.

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.

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.

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.

DEI Diversity, Equity and Inclusion, related to Council goals to implement a training program for City Council, City Staff, and volunteers.

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.

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.

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.

Fees General term used for any charge levied by local government in connection with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business and non-business licenses, fines, and user charges.

Fiduciary Fund Type The Trust and Agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

Financial Resources Cash or other assets that, in the normal course of operations, will become cash.

Fiscal Year A twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City's fiscal year begins on July 1 and ends the following June 30.

Fixed Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets, also referred to as capital assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over \$5,000 with an estimated life of one year or more.

Franchise A special privilege granted by a government, permitting the continued use of public property, and usually involving the elements of monopoly and regulation.

FTE Abbreviation for Full Time Equivalent. Staffing levels are measured in FTE's to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

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.

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.

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.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

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.

NLA Neighborhood Leadership Alliance, which is a Council advisory committee comprised of one representative from each neighborhood association

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.

OR-DEQ An acronym for the Oregon Department of Environmental Quality, a regulatory agency whose job is to project the quality of Oregon's environment by being a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

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).

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, contingency and unappropriated fund balance.

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.

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.

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.

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, also referred to as 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.

TSP Transportation System Plan, which is part of the City's Comprehensive Plan and is dedicated to planning for transportation needs over the next 20 years.

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.

UEFB An acronym for Unappropriated Ending Fund Balance. These are resources not appropriated by 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 An acronym for the Water Reclamation Facility, which converts wastewater into water that can be reused for other purposes.

Working Capital Unspent resources that can be carried over to the following fiscal year and which are available for appropriation.

Full Time Equivalents (FTE) by Service Area

	2019-20 Changes				Adopted FY2019-20	2020-21 Changes			
	Revised	New	Transfers	Eliminated		New	Transfers	Eliminated	Adopted
	FY2018-19	Positions	& Reclasses	Positions		Positions	& Reclasses	Positions	FY2020-21
PUBLIC SAFETY									
Police Department	135.00	5.00	-	-	140.00	1.00	-	(1.00)	140.00
Fire Department	123.10	7.50	-	-	130.60	-	-	-	130.60
Municipal Court	5.50	1.00	-	(1.00)	5.50	-	-	-	5.50
PUBLIC SAFETY TOTAL	263.60	13.50	-	(1.00)	276.10	1.00	-	(1.00)	276.10
INFRASTRUCTURE									
Water	32.50	0.50	-	-	33.00	-	-	-	33.00
Water Reclamation	32.50	-	-	-	32.50	1.00	-	-	33.50
Stormwater	8.00	-	-	-	8.00	-	-	-	8.00
Utilities Laboratory	7.00	1.00	-	-	8.00	1.00	-	-	9.00
Utilities Support	25.63	2.00	-	-	27.63	-	-	-	27.63
Utilities Data Services	6.00	-	-	-	6.00	-	-	-	6.00
Instrument Control & Electrical	9.00	-	-	-	9.00	-	-	-	9.00
Engineering & Infrastructure Planning	29.00	4.00	-	(1.00)	32.00	-	-	-	32.00
Streets & Operations	46.00	4.00	-	(1.00)	49.00	-	-	-	49.00
Accessibility Program	1.00	-	-	-	1.00	-	-	-	1.00
Cemetery	1.00	-	-	-	1.00	-	-	-	1.00
Parking Services (formerly Parking & Downtown)	1.00	1.00	-	-	2.00	-	-	-	2.00
INFRASTRUCTURE TOTAL	198.63	12.50	-	(2.00)	209.13	2.00	-	-	211.13
COMMUNITY & ECONOMIC DEVELOPMENT									
Development Services/CDD Administration	13.00	1.00	(1.00)	-	13.00	-	-	-	13.00
Building	40.00	-	-	-	40.00	-	-	-	40.00
Planning	18.00	1.00	-	(1.00)	18.00	-	-	-	18.00
Private Development Engineering	14.00	-	-	-	14.00	-	-	-	14.00
Code Enforcement	4.00	1.00	-	-	5.00	-	-	-	5.00
Growth Management	10.50	1.00	-	-	11.50	-	-	(1.00)	10.50
CDBG	1.00	-	-	-	1.00	-	-	-	1.00
Affordable Housing	1.00	1.00	-	-	2.00	-	-	-	2.00
Business Advocacy	1.00	-	-	-	1.00	-	-	-	1.00
Airport	2.25	-	-	-	2.25	-	-	-	2.25
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL	104.75	5.00	(1.00)	(1.00)	107.75	-	-	(1.00)	106.75
ADMINISTRATION & CENTRAL SERVICES									
Performance Management	6.00	1.00	1.00	-	8.00	-	-	-	8.00
City Manager's Office	8.75	1.25	-	-	10.00	-	-	-	10.00
Economic Development	4.00	1.00	-	-	5.00	-	-	-	5.00
Communications	3.00	2.00	-	-	5.00	-	-	-	5.00
Human Resources/Volunteerism	9.00	-	-	-	9.00	-	-	-	9.00
Finance Department	17.00	1.00	-	-	18.00	-	-	-	18.00
Purchasing	4.00	2.00	-	-	6.00	-	-	-	6.00
Legal	4.00	1.00	-	-	5.00	-	-	-	5.00
Information Technology	23.00	1.00	-	-	24.00	-	-	-	24.00
Facilities Management	7.00	1.00	-	-	8.00	-	-	-	8.00
Fleet Management	9.73	2.00	-	-	11.73	1.00	-	(1.00)	11.73
ADMINISTRATION TOTAL	95.48	13.25	1.00	-	109.73	1.00	-	(1.00)	109.73
TOTAL POSITIONS *	662.46	44.25	-	(4.00)	702.71	4.00	-	(3.00)	703.71

* includes regular and limited term employees

Descriptions of New Full-Time Equivalents (FTE) and Limited-Term Employees (LTE)

The following pages include detailed descriptions of the 48.25 requested new positions. Explanations are presented by service area.

Public Safety – Additional 14.5 Positions

Police Schedule Staff Logistics (1) FTE

The Police Department requests one Police Schedule Staff Logistics position. Currently a significant amount of Police Lieutenants' time is dedicated to scheduling. The Bend Police department has over 100 officers on multiple shifts and schedules with court appearances and a rigorous training schedule. This position will reduce the amount of time Lieutenants spend on scheduling to allow them to focus on operational needs.

Police Officer Special Assignment Homelessness (1) FTE

The Police Department requests one Police Officer Special Assignment Homelessness. In support of Council's goals, this Special Assignment Police Officer position will focus on seeking opportunities to connect the homeless, residents and businesses to resources for mental health and homelessness by collaborating with community partners.

College Resource Officer (1) FTE

The Police Department requests one College Resource Officer to support a safe learning environment, provide valuable resources to school staff members, foster positive relationships, and develop strategies to resolve problems affecting students. In collaboration with Central Oregon Community College (COCC), the Police Department will share the cost of one College Resource Officer, COCC will contribute approximately 38% of the cost of this position.

Entry Level Records & Evidence Program Specialist (1) FTE

The Police Department requests one Entry Level Records & Evidence Program Specialist. This request seeks to convert a temporary Records Receptionist position to a full time equivalent, to bring stability to this vital role in the Police Department. This position will serve as the communities' first point of contact when they visit the Police department.

Certified Police Trainer (0.5) FTE

The Police Department requests a 0.5 FTE Certified Police Trainer. This position would train officers on the Central Oregon Emergency Response Team, K9, Emergency Vehicle Operations Course, Active Threat, and In-service training and awareness. Trainings are currently conducted by officers which is increasing overtime costs for the Police Department. Having a designated position would decrease these costs.

Compliance Coordinator (0.5) FTE

The Police Department requests a 0.5 FTE Compliance Coordinator. This position would maintain compliance for the following, property room audits and inventories, accreditation, Occupational Safety and Health Administration requirements, Juvenile Justice and Delinquency Prevention Act reporting, and Lexipol policy updates. Compliance is currently maintained by temporary staff. This position would provide consistency with compliance maintenance.

School Resource Officer (1) FTE

The Police Department requests one School Resource Officer to expand services to the High Desert Middle School. The addition of this special assignment officer will allow for extended middle school coverage throughout the district. Bend LaPine School District will contribute approximately half of the school year cost of the officer. The position will focus on being proactive with youth at an earlier age in an effort to reduce school violence as well as suicides. This position is proposed in Fiscal Year (FY) 2020-21.

Data Specialist (0.5) FTE

The Fire Department requests the addition of 0.5 FTE to an existing Data Specialist position to help the Fire Department further its efforts towards the generation of accurate data for effective decision making, improved data governance and the use of data to support Council's goal of reduced response times.

Business Manager (1) FTE

The Fire Department requests one Business Manager to provide strategic planning, fiscal management, budget preparation, review, monitoring and reporting for the department. Other duties as determined would be to analyze FTE costs, savings, and projections. The position would also oversee Purchasing, HR/Payroll, and Accounts Receivable within the Fire Department.

Firefighter/Paramedic (6) FTEs

The Fire Department requests six additional Firefighter/Paramedic positions this biennium. These positions are needed to accomplish Council's goal of overtime reduction as well as the department's goals of lessening Firefighter fatigue. These additional positions will enable the department to expand its staffing pool to 2 Firefighter/Paramedics per shift. Further, the new positions will directly reduce the need for existing staff to work overtime, and subsequently reduce overtime cost. Overtime cost savings will significantly offset the total cost of these new positions.

Municipal Court Clerk II (1) FTE

The Municipal Court requests one Municipal Court Clerk to help reduce the number of filings per clerk, effectively normalizing workloads and reducing case filing times. Increases in staffing for the police traffic safety team, and the expansion of the downtown parking area have caused a substantial increase to the number of case filings per clerk. This new position

is needed to maintain service levels and ensure compliance with ORS and state regulated court reporting and filing requirements.

Infrastructure – Additional 14.5 Positions

Utility Compliance Specialist (0.5) FTE

The Utilities Department, Water Division, requests the addition of 0.5 FTE to an existing Utility Compliance Specialist position to expand the position from part-time to full-time. Expanding the current part-time role to full-time allows for additional time in the field to assist in the management of Utility Department owned landscapes through the Large Landscape Program. The current Water Rate Model was built to anticipate the need for additional personnel costs, which will cover funding for this position.

Utility Compliance Specialist (2) FTEs

The Utilities Department, Laboratory Division, requests two Environmental Compliance positions to coordinate and execute sampling plans, sampling schedules and sampling compliance for the Industrial Pretreatment Program, wastewater, stormwater, drinking water and water quality samples to be analyzed in the laboratory. The current Water and Water Reclamation Rate Models were built to anticipate the need for additional personnel costs related to these two new FTEs in the Laboratory start in FY2019-20. The second position is proposed in FY2020-21.

Accounting Tech I (2) LTEs

The Utilities Department, Support Division, requests two Accounting Tech LTEs to support the operations of the Utility Billing customer service program while existing employees are involved with LEAP projects. LEAP implementation will require the temporary reassignment of 3 current employees: a Customer Service Lead, Billing Lead, and Accounting Tech III. These reassignments will likely result in a cascading effect of internal promotions ultimately requiring backfills at the Accounting Tech I level. The Water, Water Reclamation and Stormwater Rate models were built to anticipate the need for additional personnel costs which will cover funding for these positions.

Water Reclamation Plant Mechanic (1) FTE

The Utilities Department, Water Reclamation Division, requests one Water Reclamation Plant Mechanic to support new processes being installed at the Water Reclamation Facility (WRF), including the new sewage pump station, new solids handling process equipment, and the equipment associated with the Capacity Improvement Project, which is anticipated to be completed at the beginning of the new biennium. The Water Reclamation Rate Model was built to anticipate the need for additional personnel costs which will cover funding for this position. This position is proposed in FY2020-21.

Assistant Project Manager (1) LTE

The Engineering & Infrastructure Planning Department (EIPD) requests one Assistant Project Manager LTE to assist with management of the implementation of the Capital Project Management System (CPMS) project for EIPD and the future Asset Management project that will also involve Utilities & Streets. Funding requirements would include 8-12 months for the CPMS project and then 18 months Asset Management project, and would be split among EIPD, Utilities, and Streets.

Project Engineer (3) FTEs

The Engineering & Infrastructure Planning Department (EIPD) requests three Project Engineers to support Council's Transportation & Infrastructure goals. These goals represent a significant increase in the planning and management of transportation and infrastructure projects compared to the previous biennium. Staffing will need to increase in order to support Council's goals and to meet the demands of a rapidly growing city.

Street Utility Worker (4) FTEs

The Streets & Operations Department requests four Street Utility Worker positions to support Council's Transportation & Infrastructure goals. These four new positions will provide for an increased level of service for multi-modal needs for all users, enhance the curb painting program, increase signage program capacity, provide additional support for the Citizen Service Request and Neighborhood Traffic Calming Programs, and support department wide programs as needed.

Parking Facilities Lead (1) FTE

The Parking Services Division requests one Parking Facilities Lead to provide on-the-ground support for the variety of city parking facilities managed by the Parking Services Division. The City does not have staff programmed to actively manage the various parking facilities. The changes that are anticipated to the city's parking facilities, resulting from programs implemented by the Parking Services Division, will require more intense maintenance & management than the existing internal support networks can provide. The Facilities Lead within the Parking Services Division will provide the capacity to actively manage the city's parking facilities in alignment with Council and community expectations.

Community & Economic Development – Additional 5.0 Positions

Business Manager (1) FTE

The Development Services/CDD Administration Department requests one Business Manager position to backfill the Business Manager position that was moved to the Office of Performance Management in January, 2019. The staff member in this position previously has been performing both job functions in the interim.

Assistant Planner (1) LTE

The Planning Department requests one Assistant Planner to help offset the increasing land use permit workload for existing Planning staff. The position will help balance the incoming assignments, while allowing senior Planning staff to better address and retain continuity with long-term, complex development projects.

Code Enforcement Officer (1) LTE

The Code Enforcement Department requests one Code Enforcement Officer to expand the operational capacity of the Code Enforcement department and focus on addressing building and safety related violations. Funding will come directly from the Building department.

Associate Planner (1) LTE

The Growth Management Department (GMD) requests one Associate Planner to assist with three major planning projects that are currently underway and all have a need for further technical support. The Transportation System Plan (TSP) project is expecting 12 new outreach meetings, while the Core Area and Southeast Area Plan require technical support to review and draft project work.

Affordable Housing Coordinator (1) FTE

The Affordable Housing Program requests one Affordable Housing Coordinator to support the Council's goals around Economic Vitality related to increasing housing options with the implementation of tax exemption programs and programs related to supplemental affordable housing fee.

Administration – Additional 14.25 Positions

Sr. Information Systems Analyst (1) FTE

The Office of Performance Management (OPM) requests one Sr. Information Systems Analyst to help support the developing OPM team and to efficiently use data analysis and strategic thinking to provide the City with performance metrics. This position will help with data warehousing, analytics and GIS data management. This position will also help support various departments with the tracking and execution of Council goals and action items. OPM was created out of a team of analysts within existing City departments. Additional staff is needed as the team grows and provides comprehensive support to all City departments.

Sr. Management Analyst in City Manager's Office (0.25) FTE

The City Manager's Office currently has a vacant Sr. Management Analyst position that was previously held by a 0.75 FTE Sr. Policy Analyst. The position recently became vacant and staff requests an additional 0.25 FTE to make this a full-time position.

Sr. Administrative Specialist (1) FTE

The City Manager's Office (CMO) requests one Sr. Administrative Specialist to be shared admin positions for most of the 2nd floor city hall departments (HR, Finance, CMO, Communications and Purchasing). Many of these departments have no administrative support, with department heads performing many of the duties which is not efficient or cost effective. This position will perform functions that central services departments do not perform on a regular basis such as procurement for their individual departments, HR/payroll actions, etc.

Sr. Management Analyst in Economic Development (1) FTE

The Economic Development Department requests one Sr. Management Analyst to ensure the completion of the Economic Vitality Goal for 2019-2021, which requires significant staff time and expertise in the Economic Development Department. This new analyst will be the staff lead for the creation and implementation of new public-private partnership initiatives, support the city's continued focus on the development of employment land and alongside staff in the Affordable Housing program continue to efficiently allocate existing and new funds to affordable housing projects.

Communications Coordinator (1) FTE

The Communications Department requests one Communications Coordinator. This position will focus on community outreach and response and digital communications and helps the Communications Department accommodate growing citywide communications needs associated with transportation, infrastructure, land-use education and other programs. It also allows the department to continue to support Council's communications, support growing internal communications expectations and communications needed associated with a new Office of Performance Management.

Neighborhood Association Program Manager (1) FTE

The Communications Department requests one Neighborhood Association Program Manager to support Council's new advisory committee. The neighborhood association program has grown in capacity, need and expectations of support. Combining all these roles into one position would increase efficiencies, streamline processes, and improve service to the neighborhoods.

Payroll Specialist (1) FTE

The Finance Department requests one Payroll Specialist to offset the increased workload within the payroll function as a result of the significant increase in the number of employees over the year and the complexity of benefits and regulatory reporting. Payroll currently has one dedicated staff member, and at least one additional position is needed to ensure timely preparation and payment of employee payroll and related taxes and benefits.

Sr. Purchasing Analyst (1) FTE

The Purchasing Department requests one Sr. Purchasing Analyst to expand operational capacity within the purchasing department. With upcoming projects already planned for fiscal year 2020, such as standards and specifications/contract document updates, additional staff will be needed in increase departmental capacity for planned projects, and day-to-day department operations.

Purchasing LEAP Position (1) LTE

The Purchasing Department requests one Purchasing LEAP Position LTE to provide operational support within the purchasing department while existing staff work on the LEAP Bids module. This request comes sooner than expected as LEAP's implementation timeline has accelerated for the Bids Module.

Associate Attorney (1) FTE

The Legal Department requests one Associate Attorney to support Council goals. This position will complete work related to transportation and other infrastructure projects in addition to addressing community needs, housing and employment legal review of employment land, and providing proactive legal advice and support to all operating and internal service departments. This position will also help the legal department in its ability to respond to ongoing community and council issues that arise outside of council goals and to continue to manage the majority of litigation in-house.

Application Analyst (1) FTE

The Information Technology Department requests one Application Analyst to provide support, maintenance and architecture services for the city's Unified Communication environment. Currently support for the Unified Communication environment is spread across 3 existing personnel. These 3 staff members share the role of managing: 726 telephony devices; 3 contact centers; 5 call routing phone trees; 748 voicemail boxes; 3 interactive voice response queues; and 12 video conference rooms. This environment results in approximately 430 support tickets annually. The addition of this position would provide the first dedicated staff member to this environment and allow for more centralized systemic management and support.

Facilities Maintenance Lead (1) FTE

The Facilities Department requests one Facilities Maintenance Lead to manage the daily operations of the Facilities crew, and in doing so alleviate some of the demands upon both the Facility Division Manager and Facilities Services Supervisor who are also taking on additional responsibilities.

Shop Supervisor (1) FTE

The Fleet Services Department requests one Shop Supervisor to manage day-to-day shop operations and allow the Fleet Manager to focus on higher level strategy objectives for the department. The supervisor support is needed to help prioritize maintenance, monitor work productivity more effectively, and provide consistent leadership presence for shop floor, the

supervisor would assume management of the following programs that the Fleet Manager is currently overseeing: safety, hazmat, parts purchasing oversight, equipment & tool inventory and cost management.

Equipment Service Technician (1) LTE and (1) FTE

One limited duration Equipment Service Technician is requested in the first year of the biennium and one regular full-time Equipment Service Technician is requested in the second year of the biennium. The additional Equipment Service Technicians will allow the Fleet Department to better address growing customer demands including the in-house up-fitting for police and fire vehicles. Further, this position would help to better align Bend's Fleet Services ratio of technicians to vehicles with other fleet departments throughout Oregon. Bend currently has 117 vehicles per technician while other fleet departments average closer to 70.

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RESOLUTION NO. 3156

**A RESOLUTION ADOPTING THE CITY OF BEND 2019-2021 BIENNIAL BUDGET
FOR THE BUDGET PERIOD BEGINNING JULY 1, 2019**

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To adopt the 2019-2021 Biennial Budget as approved by the Budget Committee on May 8, 2019, with changes within the limits allowed under ORS 294.456. The 2019-2021 Biennial Budget as approved and amended is attached as Exhibit A.
2. That the amount for the biennial period beginning July 1, 2019 is appropriated in the aggregate sum of \$736,860,300, excluding reserves for future expenditures. As shown below and in Exhibit A, the total City of Bend biennial budget, including reserves is \$877,646,200.

TOTAL CITY OF BEND:

Total Appropriations, including Contingency	\$736,860,300
Total Reserved for Future Expenditures	<u>140,785,900</u>
Total City of Bend Budget	\$877,646,200

Adopted by a vote of the Bend City Council on June 19, 2019.

YES: Sally Russell, Mayor NO: none
Bruce Abernethy
Barb Campbell
Bill Moseley
Justin Livingston
Gena Goodman-Campbell
Chris Piper



Sally Russell, Mayor

ATTEST:



Robyn Christie, City Recorder

Approved as to form:



Mary Winters, City Attorney

**Resolution to Adopt 2019-21 Biennial Budget
Exhibit A**

General Fund - 1000 ¹

Community & Economic Development Program	\$	7,218,200
<i>Code Enforcement</i>		<i>1,202,100</i>
<i>Community Projects</i>		<i>3,113,100</i>
<i>Growth Management</i>		<i>2,903,000</i>
Infrastructure Program		399,200
<i>Accessibility</i>		<i>399,200</i>
Public Safety Program		54,413,600
<i>Municipal Court</i>		<i>1,335,000</i>
<i>Police</i>		<i>53,078,600</i>
Interfund Transfers		60,450,500
Contingency		5,080,900
Total Fund Appropriations	\$	127,562,400
Reserved for Future Expenditures		1,679,300
Budget Total	\$	129,241,700

General Fund Stabilization Fund - 1001

Reserved for Future Expenditures	\$	4,794,800
Budget Total	\$	4,794,800

Fire/EMS Fund - 1110

Public Safety Program	\$	49,751,400
Debt Service		1,262,000
Interfund Transfers		7,131,300
Contingency		3,547,000
Total Fund Appropriations	\$	61,691,700
Reserved for Future Expenditures		100,000
Budget Total	\$	61,791,700

Helen Lorenz Estate Fund - 1120

Interfund Transfers	\$	180,000
Total Fund Appropriations	\$	180,000

Police Reserve Fund - 1130

Reserved for Future Expenditures	\$	668,500
Budget Total	\$	668,500

¹ General Fund appropriations are at the program level. Activities within Programs are shown in italics for illustrative purposes only.

**Resolution to Adopt 2019-21 Biennial Budget
Exhibit A**

Affordable Housing Fund - 1200

Community & Economic Development Program	\$	5,069,300
Interfund Transfers		706,600
Contingency		120,000
Total Fund Appropriations	\$	5,895,900

Community Development Block Grant Fund - 1210

Community & Economic Development Program	\$	2,493,900
Debt Service		200,000
Interfund Transfers		139,100
Total Fund Appropriations	\$	2,833,000
Reserved for Future Expenditures	\$	190,000
Budget Total	\$	3,023,000

Business Advocacy Fund - 1220

Community & Economic Development Program	\$	717,600
Interfund Transfers		157,600
Contingency		96,600
Total Fund Appropriations	\$	971,800

Tourism Fund - 1230

Community & Economic Development Program	\$	6,585,300
Interfund Transfers		134,400
Contingency		210,600
Total Fund Appropriations	\$	6,930,300

Economic Improvement District - 1240

Community & Economic Development Program	\$	456,400
Interfund Transfers		24,000
Total Fund Appropriations	\$	480,400

Building Fund - 1300

Community & Economic Development Program	\$	11,777,400
Interfund Transfers		4,981,300
Contingency		8,961,300
Total Fund Appropriations	\$	25,720,000
Reserved for Future Expenditures	\$	1,200,000
Budget Total	\$	26,920,000

Resolution to Adopt 2019-21 Biennial Budget
Exhibit A

Planning Fund - 1310

Community & Economic Development Program	\$	5,370,600
Interfund Transfers		2,450,800
Contingency		3,069,300
Total Fund Appropriations	\$	10,890,700

Private Development Engineering - 1320

Community & Economic Development Program	\$	4,060,300
Interfund Transfers		1,548,600
Contingency		2,300,700
Total Fund Appropriations	\$	7,909,600

System Development Charge Fund - 1400

Interfund Transfers	\$	35,974,300
Total Fund Appropriations	\$	35,974,300
Reserved for Future Expenditures		3,973,800
Budget Total	\$	39,948,100

Streets & Operations Fund - 1410

Infrastructure Program	\$	33,854,900
Debt Service		641,000
Interfund Transfers		6,802,100
Contingency		351,200
Total Fund Appropriations	\$	41,649,200

Energy ARRA Grant Fund - 1500

Administration & Central Services Program	\$	83,900
Total Fund Appropriations	\$	83,900

Fire Station Debt Service - 2110

Public Safety Program	\$	600
Debt Service		496,000
Interfund Transfers		12,400
Total Fund Appropriations	\$	509,000
Reserved for Future Expenditures		10,800
Budget Total	\$	519,800

**Resolution to Adopt 2019-21 Biennial Budget
Exhibit A**

PERS Debt Service Fund - 2200

Administration & Central Services Program	\$	4,297,000
Debt Service		2,808,000
Interfund Transfers		95,800
Total Fund Appropriations	\$	7,200,800
Reserved for Future Expenditures		615,600
Budget Total	\$	7,816,400

General Obligation Bond Debt Service - 2410

Infrastructure Program	\$	1,000
Debt Service		3,677,000
Total Fund Appropriations	\$	3,678,000
Reserved for Future Expenditures		1,583,900
Budget Total	\$	5,261,900

Transportation Construction Fund - 3400

Infrastructure Program	\$	57,824,100
Debt Service		2,608,000
Interfund Transfers		5,247,900
Contingency		614,400
Total Fund Appropriations	\$	66,294,400
Reserved for Future Expenditures		14,251,900
Budget Total	\$	80,546,300

Accessibility Construction Fund - 3500

Infrastructure Program	\$	2,151,300
Debt Service		700,000
Interfund Transfers		569,200
Contingency		10,000
Total Fund Appropriations	\$	3,430,500
Reserved for Future Expenditures		531,800
Budget Total	\$	3,962,300

Local Improvement District Construction Fund - 3600

Infrastructure Program	\$	12,800
Total Fund Appropriations	\$	12,800
Reserved for Future Expenditures		624,300
Budget Total	\$	637,100

Resolution to Adopt 2019-21 Biennial Budget
Exhibit A

Airport Fund - 4000

Community & Economic Development Program	\$ 1,710,700
Debt Service	1,834,700
Interfund Transfers	812,400
Contingency	467,900
Total Fund Appropriations	\$ 4,825,700

Cemetery Fund - 4100

Infrastructure Program	\$ 495,400
Interfund Transfers	257,100
Contingency	16,800
Total Fund Appropriations	\$ 769,300

Water Fund - 4200

Infrastructure Program	\$ 36,704,400
Debt Service	8,389,000
Interfund Transfers	6,643,400
Contingency	4,853,600
Total Fund Appropriations	\$ 56,590,400
Reserved for Future Expenditures	48,054,800
Budget Total	\$ 104,645,200

Water Reclamation Fund - 4300

Infrastructure Program	\$ 114,875,800
Debt Service	22,978,000
Interfund Transfers	15,635,500
Contingency	3,128,600
Total Fund Appropriations	\$ 156,617,900
Reserved for Future Expenditures	35,949,700
Budget Total	\$ 192,567,600

Stormwater Fund - 4400

Infrastructure Program	\$ 10,403,200
Debt Service	190,000
Interfund Transfers	1,990,900
Contingency	684,700
Total Fund Appropriations	\$ 13,268,800
Reserved for Future Expenditures	6,396,600
Budget Total	\$ 19,665,400

**Resolution to Adopt 2019-21 Biennial Budget
Exhibit A**

Parking & Downtown Fund - 4500

Community & Economic Development Program	\$ 2,717,300
Debt Service	103,000
Interfund Transfers	568,000
Contingency	281,100
Total Fund Appropriations	\$ 3,669,400
Reserved for Future Expenditures	1,470,000
Budget Total	\$ 5,139,400

Internal Service Fund: City Wide Administration - 5000 ¹

Administration & Central Services Program	\$ 49,369,900
<i>Administration & Financial Services</i>	<i>21,340,000</i>
<i>Facility Management</i>	<i>9,764,500</i>
<i>Insurance & Risk Management</i>	<i>5,670,600</i>
<i>Information Technology</i>	<i>12,594,800</i>
Debt Service	9,383,000
Interfund Transfers	3,371,600
Contingency	599,600
Total Fund Appropriations	\$ 62,724,100
Reserved for Future Expenditures	5,090,600
Budget Total	\$ 67,814,700

Internal Service Fund: Departmental Administration - 5100 ²

Administration & Central Services Program	\$ 6,318,000
<i>Fleet Management</i>	<i>6,318,000</i>
Community & Economic Development Program	3,581,800
<i>Community Development Department Administration</i>	<i>3,581,800</i>
Infrastructure Program	13,465,500
<i>Engineering, Infrastructure & Planning Department (EIPD)</i>	<i>10,435,300</i>
<i>Utilities Laboratory</i>	<i>3,030,200</i>
Interfund Transfers	4,326,100
Contingency	589,800
Total Fund Appropriations	\$ 28,281,200

Other Post-Employment Benefits (OPEB) - 5200

Interfund Transfers	\$ 159,000
Total Fund Appropriations	\$ 159,000
Reserved for Future Expenditures	12,941,400
Budget Total	\$ 13,100,400

^{1 2} Internal Service Funds appropriations are at the program level. Activities within Programs are shown in italics for illustrative purposes only.

**Resolution to Adopt 2019-21 Biennial Budget
Exhibit A**

Cemetery Permanent Maintenance Fund - 6100

Infrastructure Program	\$	10,800
Interfund Transfers		45,000
Total Fund Appropriations	\$	55,800
Reserved for Future Expenditures		658,100
Budget Total	\$	713,900

TOTAL CITY OF BEND:

Total Appropriations, including Contingency	\$	736,860,300
Total Reserved for Future Expenditures	\$	140,785,900
Total City of Bend Budget	\$	877,646,200

**City of Bend
Reconciliation of 2019-2021 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	\$ 7,178,200	\$ 40,000	\$ 7,218,200
<i>Code Enforcement</i>	<i>1,202,100</i>	-	<i>1,202,100</i>
<i>Community Projects</i>	<i>3,073,100</i>	<i>40,000</i>	<i>3,113,100</i>
<i>Growth Management</i>	<i>2,903,000</i>	-	<i>2,903,000</i>
Infrastructure Program	399,200	-	399,200
<i>Accessibility</i>	<i>399,200</i>	-	<i>399,200</i>
Public Safety Program	53,855,400	558,200	54,413,600
<i>Municipal Court</i>	<i>1,335,000</i>	-	<i>1,335,000</i>
<i>Police</i>	<i>52,520,400</i>	<i>558,200</i>	<i>53,078,600</i>
Interfund Transfers	60,450,500	-	60,450,500
Contingency	5,120,900	(40,000)	5,080,900
Total Fund Appropriations	\$ 127,004,200	\$ 558,200	\$ 127,562,400
Reserved for Future Expenditures	1,679,300	-	1,679,300
Budget Total	\$ 128,683,500	\$ 558,200	\$ 129,241,700
<u>General Fund Stabilization Fund - 1001</u>			
Reserved for Future Expenditures	\$ 4,794,800	\$ -	\$ 4,794,800
Budget Total	\$ 4,794,800	\$ -	\$ 4,794,800
<u>Fire/EMS Fund - 1110</u>			
Public Safety Program	\$ 49,751,400	\$ -	\$ 49,751,400
Debt Service	1,262,000	-	1,262,000
Interfund Transfers	7,131,300	-	7,131,300
Contingency	3,547,000	-	3,547,000
Total Fund Appropriations	\$ 61,691,700	\$ -	\$ 61,691,700
Reserved for Future Expenditures	100,000	-	100,000
Budget Total	\$ 61,791,700	\$ -	\$ 61,791,700
<u>Helen Lorenz Estate Fund - 1120</u>			
Interfund Transfers	\$ 180,000	\$ -	\$ 180,000
Total Fund Appropriations	\$ 180,000	\$ -	\$ 180,000
<u>Police Reserve Fund - 1130</u>			
Reserved for Future Expenditures	\$ 668,500	\$ -	\$ 668,500
Budget Total	\$ 668,500	\$ -	\$ 668,500
<u>Affordable Housing Fund - 1200</u>			
Community & Economic Development Program	\$ 5,069,300	\$ -	\$ 5,069,300
Interfund Transfers	706,600	-	706,600
Contingency	120,000	-	120,000
Total Fund Appropriations	\$ 5,895,900	\$ -	\$ 5,895,900
<u>Community Development Block Grant Fund - 1210</u>			
Community & Economic Development Program	\$ 2,493,900	\$ -	\$ 2,493,900
Debt Service	200,000	-	200,000
Interfund Transfers	139,100	-	139,100
Total Fund Appropriations	\$ 2,833,000	\$ -	\$ 2,833,000
Reserved for Future Expenditures	\$ 190,000	\$ -	\$ 190,000
Budget Total	\$ 3,023,000	\$ -	\$ 3,023,000

**City of Bend
Reconciliation of 2019-2021 Approved Budget to Adopted Budget**

	Budget Approved by		Budget
<u>Business Advocacy Fund - 1220</u>			
Community & Economic Development Program	\$ 717,600	\$ -	\$ 717,600
Interfund Transfers	157,600	-	157,600
Contingency	96,600	-	96,600
Total Fund Appropriations	\$ 971,800	\$ -	\$ 971,800
<u>Tourism Fund - 1230</u>			
Community & Economic Development Program	\$ 6,585,300	\$ -	\$ 6,585,300
Interfund Transfers	134,400	-	134,400
Contingency	210,600	-	210,600
Total Fund Appropriations	\$ 6,930,300	\$ -	\$ 6,930,300
<u>Economic Improvement District - 1240</u>			
Community & Economic Development Program	\$ 456,400	\$ -	\$ 456,400
Interfund Transfers	24,000	-	24,000
Total Fund Appropriations	\$ 480,400	\$ -	\$ 480,400
<u>Building Fund - 1300</u>			
Community & Economic Development Program	\$ 11,777,400	\$ -	\$ 11,777,400
Interfund Transfers	4,981,300	-	4,981,300
Contingency	8,961,300	-	8,961,300
Total Fund Appropriations	\$ 25,720,000	\$ -	\$ 25,720,000
Reserved for Future Expenditures	\$ 1,200,000	\$ -	\$ 1,200,000
Budget Total	\$ 26,920,000	\$ -	\$ 26,920,000
<u>Planning Fund - 1310</u>			
Community & Economic Development Program	\$ 5,370,600	\$ -	\$ 5,370,600
Interfund Transfers	2,450,800	-	2,450,800
Contingency	3,069,300	-	3,069,300
Total Fund Appropriations	\$ 10,890,700	\$ -	\$ 10,890,700
<u>Private Development Engineering - 1320</u>			
Community & Economic Development Program	\$ 4,060,300	\$ -	\$ 4,060,300
Interfund Transfers	1,548,600	-	1,548,600
Contingency	2,300,700	-	2,300,700
Total Fund Appropriations	\$ 7,909,600	\$ -	\$ 7,909,600
<u>System Development Charge Fund - 1400</u>			
Interfund Transfers	\$ 35,974,300	\$ -	\$ 35,974,300
Total Fund Appropriations	\$ 35,974,300	\$ -	\$ 35,974,300
Reserved for Future Expenditures	3,973,800	-	3,973,800
Budget Total	\$ 39,948,100	\$ -	\$ 39,948,100
<u>Streets & Operations Fund - 1410</u>			
Infrastructure Program	\$ 33,479,900	\$ 375,000	\$ 33,854,900
Debt Service	641,000	-	641,000
Interfund Transfers	6,802,100	-	6,802,100
Contingency	351,200	-	351,200
Total Fund Appropriations	\$ 41,274,200	\$ 375,000	\$ 41,649,200

City of Bend
Reconciliation of 2019-2021 Approved Budget to Adopted Budget

	Budget Approved by		Budget
<u>Energy ARRA Grant Fund - 1500</u>			
Interfund Transfers	\$ 83,900	\$ -	\$ 83,900
Total Fund Appropriations	\$ 83,900	\$ -	\$ 83,900
<u>Fire Station Debt Service - 2110</u>			
Public Safety Program	\$ 600	\$ -	\$ 600
Debt Service	496,000	-	496,000
Interfund Transfers	12,400	-	12,400
Total Fund Appropriations	\$ 509,000	\$ -	\$ 509,000
Reserved for Future Expenditures	10,800	-	10,800
Budget Total	\$ 519,800	\$ -	\$ 519,800
<u>PERS Debt Service Fund - 2200</u>			
Administration & Central Services Program	\$ 4,297,000	\$ -	\$ 4,297,000
Debt Service	2,808,000	-	2,808,000
Interfund Transfers	95,800	-	95,800
Total Fund Appropriations	\$ 7,200,800	\$ -	\$ 7,200,800
Reserved for Future Expenditures	615,600	-	615,600
Budget Total	\$ 7,816,400	\$ -	\$ 7,816,400
<u>General Obligation Bond Debt Service - 2410</u>			
Infrastructure Program	\$ 1,000	\$ -	\$ 1,000
Debt Service	3,677,000	-	3,677,000
Total Fund Appropriations	\$ 3,678,000	\$ -	\$ 3,678,000
Reserved for Future Expenditures	1,583,900	-	1,583,900
Budget Total	\$ 5,261,900	\$ -	\$ 5,261,900
<u>Transportation Construction Fund - 3400</u>			
Infrastructure Program	\$ 57,674,100	\$ 150,000	\$ 57,824,100
Debt Service	2,608,000	-	2,608,000
Interfund Transfers	5,247,900	-	5,247,900
Contingency	614,400	-	614,400
Total Fund Appropriations	\$ 66,144,400	\$ 150,000	\$ 66,294,400
Reserved for Future Expenditures	14,251,900	-	14,251,900
Budget Total	\$ 80,396,300	\$ 150,000	\$ 80,546,300
<u>Accessibility Construction Fund - 3500</u>			
Infrastructure Program	\$ 2,116,300	\$ 35,000	\$ 2,151,300
Debt Service	700,000	-	700,000
Interfund Transfers	569,200	-	569,200
Contingency	10,000	-	10,000
Total Fund Appropriations	\$ 3,395,500	\$ 35,000	\$ 3,430,500
Reserved for Future Expenditures	531,800	-	531,800
Budget Total	\$ 3,927,300	\$ 35,000	\$ 3,962,300
<u>Local Improvement District Construction Fund - 3600</u>			
Infrastructure Program	\$ 12,800	\$ -	\$ 12,800
Total Fund Appropriations	\$ 12,800	\$ -	\$ 12,800
Reserved for Future Expenditures	624,300	-	624,300
Budget Total	\$ 637,100	\$ -	\$ 637,100

City of Bend
Reconciliation of 2019-2021 Approved Budget to Adopted Budget

	Budget Approved by		Budget
<u>Airport Fund - 4000</u>			
Community & Economic Development Program	\$ 1,710,700	\$ -	\$ 1,710,700
Debt Service	1,834,700	-	1,834,700
Interfund Transfers	812,400	-	812,400
Contingency	467,900	-	467,900
Total Fund Appropriations	\$ 4,825,700	\$ -	\$ 4,825,700
<u>Cemetery Fund - 4100</u>			
Infrastructure Program	\$ 483,400	\$ 12,000	\$ 495,400
Interfund Transfers	257,100	-	257,100
Contingency	16,800	-	16,800
Total Fund Appropriations	\$ 757,300	\$ 12,000	\$ 769,300
<u>Water Fund - 4200</u>			
Infrastructure Program	\$ 36,093,900	\$ 610,500	\$ 36,704,400
Debt Service	8,389,000	-	8,389,000
Interfund Transfers	6,643,400	-	6,643,400
Contingency	4,853,600	-	4,853,600
Total Fund Appropriations	\$ 55,979,900	\$ 610,500	\$ 56,590,400
Reserved for Future Expenditures	48,054,800	-	48,054,800
Budget Total	\$ 104,034,700	\$ 610,500	\$ 104,645,200
<u>Water Reclamation Fund - 4300</u>			
Infrastructure Program	\$ 105,392,400	\$ 9,483,400	\$ 114,875,800
Debt Service	22,978,000	-	22,978,000
Interfund Transfers	15,635,500	-	15,635,500
Contingency	3,128,600	-	3,128,600
Total Fund Appropriations	\$ 147,134,500	\$ 9,483,400	\$ 156,617,900
Reserved for Future Expenditures	35,949,700	-	35,949,700
Budget Total	\$ 183,084,200	\$ 9,483,400	\$ 192,567,600
<u>Stormwater Fund - 4400</u>			
Infrastructure Program	\$ 10,209,400	\$ 193,800	\$ 10,403,200
Debt Service	190,000	-	190,000
Interfund Transfers	1,990,900	-	1,990,900
Contingency	684,700	-	684,700
Total Fund Appropriations	\$ 13,075,000	\$ 193,800	\$ 13,268,800
Reserved for Future Expenditures	6,396,600	-	6,396,600
Budget Total	\$ 19,471,600	\$ 193,800	\$ 19,665,400
<u>Parking & Downtown Fund - 4500</u>			
Community & Economic Development Program	\$ 2,717,300	\$ -	\$ 2,717,300
Debt Service	103,000	-	103,000
Interfund Transfers	568,000	-	568,000
Contingency	281,100	-	281,100
Total Fund Appropriations	\$ 3,669,400	\$ -	\$ 3,669,400
Reserved for Future Expenditures	1,470,000	-	1,470,000
Budget Total	\$ 5,139,400	\$ -	\$ 5,139,400

**City of Bend
Reconciliation of 2019-2021 Approved Budget to Adopted Budget**

	Budget Approved by		Budget
<u>Internal Service Fund: City Wide Administration - 5000</u>			
Administration & Central Services Program	\$ 48,203,800	\$ 1,166,100	\$ 49,369,900
<i>Administration & Financial Services</i>	<i>21,340,000</i>	-	<i>21,340,000</i>
<i>Facility Management</i>	<i>9,734,500</i>	<i>30,000</i>	<i>9,764,500</i>
<i>Insurance & Risk Management</i>	<i>5,670,600</i>	-	<i>5,670,600</i>
<i>Information Technology</i>	<i>11,458,700</i>	<i>1,136,100</i>	<i>12,594,800</i>
Debt Service	9,383,000	-	9,383,000
Interfund Transfers	3,321,600	50,000	3,371,600
Contingency	599,600	-	599,600
Total Fund Appropriations	\$ 61,508,000	\$ 1,216,100	\$ 62,724,100
Reserved for Future Expenditures	5,090,600	-	5,090,600
Budget Total	\$ 66,598,600	\$ 1,216,100	\$ 67,814,700
<u>Internal Service Fund: Departmental Administration - 5100</u>			
Administration & Central Services Program	\$ 6,318,000	\$ -	\$ 6,318,000
<i>Fleet Management</i>	<i>6,318,000</i>	-	<i>6,318,000</i>
Community & Economic Development Program	3,581,800	-	3,581,800
<i>Community Development Department Administration</i>	<i>3,581,800</i>	-	<i>3,581,800</i>
Infrastructure Program	13,230,500	235,000	13,465,500
<i>Engineering, Infrastructure & Planning Department (EIPD)</i>	<i>10,200,300</i>	<i>235,000</i>	<i>10,435,300</i>
<i>Utilities Laboratory</i>	<i>3,030,200</i>	-	<i>3,030,200</i>
Interfund Transfers	4,326,100	-	4,326,100
Contingency	589,800	-	589,800
Total Fund Appropriations	\$ 28,046,200	\$ 235,000	\$ 28,281,200
<u>Internal Service Fund: Other Post-Employment Benefits (OPEB) - 5200</u>			
Interfund Transfers	\$ 159,000	\$ -	\$ 159,000
Total Fund Appropriations	\$ 159,000	\$ -	\$ 159,000
Reserved for Future Expenditures	12,941,400	-	12,941,400
Budget Total	\$ 13,100,400	\$ -	\$ 13,100,400
<u>Cemetery Permanent Maintenance Fund - 6100</u>			
Infrastructure Program	\$ 10,800	\$ -	\$ 10,800
Interfund Transfers	45,000	-	45,000
Total Fund Appropriations	\$ 55,800	\$ -	\$ 55,800
Reserved for Future Expenditures	658,100	-	658,100
Budget Total	\$ 713,900	\$ -	\$ 713,900
TOTAL CITY OF BEND:			
Total Appropriations, including Contingency	\$ 723,991,300	\$ 12,869,000	\$ 736,860,300
Total Reserved for Future Expenditures	140,785,900	-	140,785,900
Total City of Bend Budget	\$ 864,777,200	\$ 12,869,000	\$ 877,646,200

RESOLUTION NO. 3159

**A RESOLUTION LEVYING AD VALOREM TAXES AND GENERAL OBLIGATION
BOND TAXES**

THE CITY COUNCIL OF THE CITY OF BEND RESOLVES AS FOLLOWS:

1. To levy the taxes provided for in the adopted budget for fiscal year 2019-20 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 15, 2018.
2. To levy the General Obligation Bond taxes provided for in the adopted budget for fiscal year 2019-20 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:

	Subject to General Government Limitation	Excluded from the Limitation
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

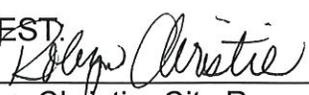
Adopted by a vote of the Bend City Council on June 19, 2019.

YES: Sally Russell, Mayor
Bruce Abernethy
Barb Campbell
Bill Moseley
Justin Livingston
Gena Goodman-Campbell
Chris Piper

NO: none


Sally Russell, Mayor

ATTEST


Robyn Christie, City Recorder

Approved as to form:

Mary Winters, City Attorney

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Tonya McKiernan**, a citizen of the United State and a resident of the county aforesaid; I am over the age of eighteen years, and not part to or interested in the above-entitled matter. I am the principal clerk of the printer of

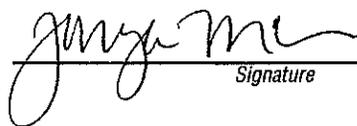
a daily newspaper of general circulation, published in the aforesaid county and state as defined by ORS 192.010 and ORS 192.020, that

Acct Name: CITY OF BEND
Case:
Legal Description: LB-1

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:
06/17/2019

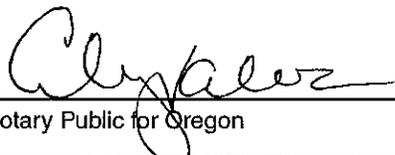
I certify (or declare) under penalty of perjury that the foregoing is true and correct.

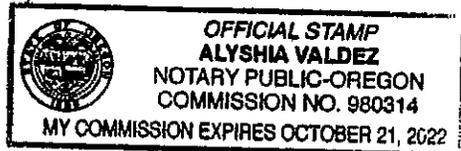
Dated at Bend, Oregon, this 17th day of June, 2019


Signature

AdName: 102478

State of Oregon, County of Deschutes
Subscribed and Sworn to before me this 17 day of June, 2019 by


Notary Public for Oregon



<p>No. _____ In the _____ Court of the</p> <p>STATE OF OREGON for the COUNTY OF DESCHUTES</p>	
<p>AFFIDAVIT OF PUBLICATION</p> <p>Filed _____</p> <p>By _____</p> <p>From the office of _____</p> <p>Attorney for _____</p>	

City of Bend, Oregon
2019-2021 Adopted Budget

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Bend City Council will be held on June 19th, 2019 at 7:00pm 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 fiscal year beginning July 1, 2019 as approved by the City of Bend Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 710 NW Wall Street, Bend, Oregon, between the hours of 8:00a.m. and 5:00p.m. or online at www.bendoregon.gov. This budget is for an __ annual __X__ biennial budget period. This budget was prepared on a basis of accounting that is __X__ the same as __ different than the preceding year. If different, the major changes and their effect on the budget are: N/A

Contact: Melissa Bradley, Interim Budget & Financial Planning Manager Telephone: (541) 693-2152 Email: mbradley@bendoregon.gov

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2015-2017	Adopted Budget This Biennium 2017-2019	Approved Budget Next Biennium 2019-2021
Beginning Fund Balance/Net Working Capital	265,724,459	205,273,082	207,089,400
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	183,540,380	200,620,635	230,437,100
Federal, State & all Other Grants, Gifts, Allocations & Donations	30,460,230	35,375,059	37,484,900
Revenue from Bonds and Other Debt	130,954,722	56,493,100	124,725,000
Interfund Transfers / Internal Service Reimbursements	144,067,576	151,887,466	156,583,500
All Other Resources Except Current Year Property Taxes	28,785,987	29,752,199	32,623,100
Current Year Property Taxes Estimated to be Received	61,514,609	67,865,300	75,834,200
Total Resources	845,047,963	747,266,841	864,777,200

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	136,428,849	169,505,729	201,799,800
Materials and Services	57,258,923	78,091,253	87,830,100
Capital Outlay	106,714,231	139,972,408	183,606,000
Debt Service	63,706,262	49,744,320	55,269,700
Interfund Transfers	140,361,829	156,559,816	160,461,600
Contingencies	0	32,966,186	35,024,100
Special Payments	0	0	0
Unappropriated Ending Balance and Reserved for Future Expenditure	0	120,427,129	140,785,900
Total Requirements	504,470,094	747,266,841	864,777,200

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			
General Fund	40,702,625	64,678,400	64,354,100
FTE	0.00	0.00	0.00
Public Safety	91,563,366	106,924,299	126,453,700
FTE	250.70	263.60	276.10
Infrastructure	276,368,112	408,478,422	501,117,600
FTE	173.00	197.63	212.13
Community & Economic Development	43,451,780	87,078,900	77,680,100
FTE	87.50	105.75	106.75
Administration & Central Services	52,384,210	80,106,820	95,171,700
FTE	89.98	95.48	109.73
Total Requirements	504,470,093	747,266,841	864,777,200
Total FTE	601.18	662.46	704.71

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

This budget represents an aggressive approach in addressing the community's top priorities: investing in transportation and increasing housing supply. In addition to increases in fees to support these investments, the City of Bend is seeking a new creative approach through public and private partnerships. Such partnerships are also foundational to tackling emerging issues such as homelessness, mental health, and diversity, equity and inclusion (DEI) initiatives. Much work remains to plan for continued growth, including a long-term transportation plan and related funding package, as well as improvements to City facilities. This budget sets the course for these long-term plans and investments.

This budget reflects a 5% increase in Citywide revenues for the first year of the biennium and a 4% increase for the second. Key drivers for the additional revenue include anticipated increases in tax assessed property value of 6% for Fiscal Year (FY) 2019-20 and 5.5% for FY2020-21. Property taxes primarily fund Police, Fire, and street maintenance. Rate increases are proposed for water utilities (6% for sewer, 1% for water, and 3% for stormwater), to keep pace with existing infrastructure deficiencies as well as future needs. Increases in franchise fees and transportation system development charges (SDCs) are primarily funding transportation investments. In addition, the City must complete a long-term transportation plan, develop an associated funding package and address improvements in City facilities to accommodate continued growth in Bend.

Proposed investments in transportation (nearly \$74M over five years) and other infrastructure (\$18M for water, \$127M for water reclamation utility improvements through 2024) are driving expenditures. The total Capital Improvement Program (CIP) spending for the biennium represents an increase of 78% over the previous biennial budget. This implements an ambitious set of Council Goals that address community needs mentioned above. To accomplish all of this, additional staffing is needed to support these projects and related programs. Increased staffing for Police and Fire is also needed to keep pace with Bend's rapid growth. In total, there is an approximate 6% increase in staffing over the biennium to deliver the work plan associated with Council Goals.

City of Bend, Oregon 2019-2021 Adopted Budget

To achieve this escalation in infrastructure spending, the City will leverage fee and rate increases to issue \$109M of debt to ensure today's and future generations equally share in paying for investment and replacement of aging infrastructure, facilities and equipment. Responding to the community's desire for a higher level of core services, including street operations and maintenance, requires a continued decrease in the ending General Fund reserve balance (from 17% of total expenditures in the original 2017-2019 biennial budget to 16% in the approved 2019-2021 budget). This approach is part of an overall financial strategy to reduce certain reserve levels given ongoing street maintenance needs and the relative higher cost of deferment. However, continued vigilance is needed to monitor long term financial plans to ensure healthy reserves for all funds.

The foundation of this approved budget began early this year with a rigorous Council Goal setting process with input from community organizations, individual Councilors, the City's Leadership Team and supporting data such as a statistically-valid community survey to assess priorities. These inputs then drove the agenda for a two-day Council retreat in February. Then the Council, in work sessions, refined the themes which are described below. In early March, the Council was presented with various budgetary options to accomplish their goals. The Council chose the most aggressive option to invest in transportation projects, additional housing opportunities, DEI initiatives and a host of other priorities. The formal adoption of the Council Goals occurred on March 20th with unanimous support.

Budget Connection to Council Goals

As mentioned, the City Council approved an aggressive package of two-year goals, which fall into four general categories:

- Economic Vitality: Housing, Jobs, Managing Growth

Strategies seek to increase opportunities for additional housing and land for higher wage employment opportunities through public-private partnerships.

- Transportation & Infrastructure

Strategies aim to address congestion and provide transportation options through a community-accepted funding plan and improve and maintain infrastructure to keep pace with community needs.

- Public Health & Safety

Strategies aim to preserve current service levels and response times, address crime, increase support for mental health issues and homelessness and build a wildfire resiliency plan.

- Effective & Efficient City Operations

Strategies range from facility planning to elevating and expanding the use of data and technology to updating the City's Charter, to enhanced community participation through the City's neighborhood association system. Work will also include developing a diversity, equity and inclusion program.

Specific budgetary impacts in responding to Council goals are listed below.

Economic Vitality: Housing, Jobs, and Managing Growth

Council has advocated for an ambitious goal of permitting 3,000 housing units over the biennium. To support this goal and related strategies to ensure land entitlement for job growth and to reflect community values in preserving the natural environment, the budget includes the following:

- Staffing increases in Economic Development, Legal, Purchasing, Planning and Engineering to support additional infrastructure projects, creating mechanisms for public/private partnerships via a Request for Proposal (RFP) approach, removing regulatory barriers in the Bend Development Code and encouraging more creative housing types.

- \$4M of funding dedicated to capital projects that advance public/private partnerships in completing infrastructure requirements for needed housing or employment opportunities.

- Updates to various master plans and regulatory documents for Juniper Ridge and the Bend Airport including funding for staffing, consultants and engineering/design work.

- Continued funding to complete the Community Climate Action Plan to ensure Bend's continued growth is viewed through a 'triple bottom line' lens. It should be noted that implementation of any projects stemming from this plan may require a supplemental budget.

Transportation & Infrastructure

Perhaps the most significant impact on the approved budget is additional funding dedicated to transportation projects that reflect community priorities and address key bottlenecks in the system. When the Streets and Operations Department builds or maintains City streets, it provides other departments an opportunity to address other infrastructure needs, such as water, sewer and stormwater improvements located in the right-of-way. It also often provides opportunities for coordination with other agencies such as Oregon Department of Transportation (ODOT), Bend Park and Recreation District, and Bend LaPine Schools. Synergistic projects deploy the public's dollars in an efficient and effective manner. For example, the City included funding to help obtain Federal grants to address safety and congestion on North Hwy 97, to facilitate partnership opportunities to complete sidewalks on Hwy 20 and to support a partnership with OSU Cascades and the Park and Recreation District to construct roundabouts on the West side of Bend.

As the Citywide Transportation Advisory Committee (CTAC) continues its work on a long-term plan for transportation improvement for the 2040 planning period, we need to continue to create opportunities that address growth and existing deficiencies. Additionally, the approved Water, Sewer and Stormwater CIP also addresses Bend's rapid growth while correcting existing deficiencies. Specific items reflected in the budget include:

- \$74M of transportation projects over the next 5 years, including construction of the Murphy and Empire corridor extension projects, Neff Road/Purcell Boulevard intersection, Reed Market Road/Bond Street roundabout, Highway 20/Greenwood Avenue sidewalks, Newport Avenue from College Way to 9th Street improvements, Simpson Avenue/Columbia Street intersection, Butler Market Road/Wells Acres Road roundabout and more. There is also funding to implement the Neighborhood Bike Greenway program and complete work on several key north/south and east/west corridors.

City of Bend, Oregon 2019-2021 Adopted Budget

- \$160M of sewer, water, and stormwater projects over the next 5 years that replace or repair aging water, sewer and stormwater lines, position the utility for greater efficiency and take advantage of the synergy with transportation projects. There continues to be a focus on building capacity at the wastewater reclamation facility and constructing large sewer interceptors to open land for housing and employment.
- \$22.5M is included over the next 5 years in sewer infrastructure projects for the newly created Neighborhood Extension Program to connect residents to the City's sewer system as recently approved by Council, allowing for a phased approach that doesn't result in rate "shock" and incentivizes neighbors to apply and connect to the system in a timely manner.
- \$10.3M dedicated to street preservation to increase the system-wide Pavement Condition Index (PCI) to 75. The budget includes \$300,000 for neighborhood safety projects to address traffic calming and needed safety improvements as well as \$500,000 of one time funds for larger capital projects. Increased efforts are also being made to prioritize bridge and signal improvements.
- Completion of the Transportation System Plan (TSP) that provides a blueprint for projects over the next 20 years, culminating in a funding package that could include a funding option to be referred to voters by May 2020. Staffing and consultant resources are fully funded in the budget to complete the plan as well as develop a funding strategy that aligns with community values. In addition to addressing congestion and connectivity, the plan will create a more structured sidewalk program to prioritize the construction and maintenance of sidewalks on key corridors and in neighborhoods.

Public Health and Safety

The Police and Fire Departments were successful during the last biennium in maintaining and exceeding goals for response times, cardiac arrests, and community engagement among many key performance indicators. The Fire Department's tiered deployment system and Basic Life Support Unit have proven effective. The Police Department's increased staffing for special teams and Community Service Officers allow the right resource to be deployed to the right call to produce positive results. Efforts continue to ensure a healthy and resilient public safety workforce that is prepared for a more dynamic and partnership-based approach in addressing challenges such as homelessness, mental health, human trafficking and neighborhood livability concerns.

Public safety remains a high priority as evidenced by the 77% of general fund resources allocated in the approved budget, up from 72% of operating expenditure allocations in the current biennium. Structural funding challenges remain, including increasing pension and personnel costs and restricted property tax revenue capped at nearly the lowest in the State of Oregon for a city of Bend's size. These structural challenges can prevent us from aligning services to community expectations.

The City has made progress increasing staffing in both Police and Fire over the current biennium, adding officers and firefighters. Now our attention turns to needed administrative support to ensure those officers and firefighters can be deployed efficiently and have the assistance they need. Additionally, overtime has grown significantly in the Fire Department given the 10.5% increase in calls from the previous biennium to the current biennium. This budget aims at addressing these issues and leveraging partnerships by:

- Adding 2 FTE in the Police Department and 1.5 FTE in Fire to improve budgeting, training, compliance, scheduling and staffing logistics and other needed administrative support.
- Partnering with the Bend LaPine School District and Central Oregon Community College to fund 2 FTE School/Community College Resource Officers to improve campus safety.
- Adding 1 FTE Police Officer to support homelessness outreach as well as an additional \$150,000 to support partnership programs that provide a more efficient response model to homelessness and mental health issues.
- Completing a sixth Fire Station at the Pilot Butte Campus in partnership with the Rural Fire Protection District to meet response time goals, with the City leasing the space that is built and owned by the District. The Tumalo station is also being rebuilt.
- Adding 6 FTE firefighter/paramedic positions to reduce overtime costs by 50% over the biennium.
- Partnering with other agencies to develop a comprehensive wildfire resiliency plan to create a proactive approach in dealing with wildfires.

Efficient City Operations

During the last biennium, cuts were made to Central Services in order to dedicate more funding toward street maintenance. Those cuts created stress on the organization and Central Services struggled to keep up pace with operational needs. This budget proposes to improve staffing levels, but with a specific focus on delivering the work plan stemming from Council Goals. Despite the additional staff and resources proposed in the upcoming biennium, City-wide Internal Services account for 10% of the total budget which is a decrease compared to 11% in the current 2017-2019 biennium.

The City is seeking internal efficiencies through the establishment of the Office of Performance Management (OPM), completion of the City's Enterprise Resource Planning (ERP) software implementation (known as LEAP), and facility planning. In addition, the approved budget includes resources to continue growing the capacity of Bend's neighborhood association system, provide additional support to the City's various boards and commissions as well as supporting under-represented groups through the development of an overall Diversity, Equity and Inclusion (DEI) strategy.

Current City facilities face many challenges in meeting the needs of a growing Bend. The current City Hall was built in 1990 when Bend's population was just 22,000. In order to meet space needs, the City currently leases space in one building and owns several others downtown; over 245 of City staff are scattered over five sites, creating inefficiencies with core operations. Funding for a conceptual plan for a new City Hall that is integrated within the downtown core or as part of the Central Area Plan has been included in the biennial budget. Planning for this effort will also account for parking needs, an urban plaza and continuation of a vibrant retail corridor. The goal is to develop a funding plan based in a public/private partnership that leverages the high-value land currently owned by the City.

City of Bend, Oregon
2019-2021 Adopted Budget

The same scattered situation exists with the City's Public Works' facilities. Currently, there is a Utilities Department facility on the North end of Bend, known as 'Boyd Acres', and a facility on the Pilot Butte Campus that is home to the Streets and Operations Department. A high-level analysis was recently completed to evaluate needed facility investments that respond to Bend's growth. That analysis concluded that a more cost-effective and sustainable approach would be to build a new facility to house all public works-related operations on City-owned land at Juniper Ridge. This budget proposes funding for site plans and building designs only. Construction is targeted for the next biennium and beyond, with final completion of that campus anticipated in 2027.

More specifically, the budget includes:

- \$200,000 for conceptual planning associated with a new City Hall and \$2M for planning and some design of a new operational facility located at Juniper Ridge.
- Staffing, consultant support and software for the completion of the Leading Effective Applications and Processes (LEAP), the City's ERP replacement project, which includes permitting, utility billing, municipal court and fleet management systems.
- \$387,000 for increased neighborhood association support to be allocated proportionately to allow for more communication between residents and neighborhood associations as well as additional staff support in the Communications Department dedicated to the Neighborhood Leadership Alliance.
- Additional administrative support for the City's various boards and commissions, ensuring their governance structure supports the priorities of City Council.
- Creation of the Office of Performance Management that centralizes existing staff (primarily associated with LEAP and the Community Development Department) with one additional staff position approved. A key objective of this group will be to monitor and track progress of Council goals and develop specific data and technology tools to respond to key priorities including land inventory and traffic management.
- \$200,000 dedicated to Diversity, Equity and Inclusion initiatives to complete an organizational assessment, increase training and programs to support more inclusion of under-represented groups in City projects and policy development.

The approved budget makes significant progress in addressing key community priorities, but more long-term investment is needed especially in affordable housing units and our transportation system. For example, \$74M has been dedicated toward transportation capital projects over the next five years, but over \$400M is estimated to be needed to meet 2040 growth estimates. Over the next two years, \$10.3M has been dedicated to street preservation, but \$79M remains of deferred maintenance (reduced by \$12M from previous biennium). The Council has chosen an aggressive goal to permit 3,000 housing units over the next two years, but it is estimated that an additional 8,900 units are needed by 2028 to meet current demand according the 2015 Housing Needs Analysis.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2017-18	Rate or Amount Imposed This Year 2018-19	Rate or Amount Approved Next Year 2019-20
Permanent Rate Levy (rate limit \$2.8035 per \$1,000)	\$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		
LONG TERM DEBT	Estimated Debt Outstanding on July 1, 2019.	Estimated Debt Authorized, But Not Incurred on July 1, 2019
General Obligation Bonds	\$19,375,000	\$0
Other Bonds	\$207,496,246	\$109,116,400
Other Borrowings	\$0	\$0
Total	\$226,871,246	\$109,116,400

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

Notice of Property Tax and Certification of Intent to Impose a Tax, Fee, Assessment, or Charge on Property

FORM LB-50 2019-2020

To assessor of _____ 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 _____ has the responsibility and authority to place the following property tax, fee, charge, or assessment on the tax roll of _____ County. The property tax, fee, charge, or assessment is categorized as stated by this form.

Mailing address of district	City	State	ZIP code	Date submitted
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			Excluded from Measure 5 Limits
2. Local option operating tax 2			
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			
5c. Total levy for bonded indebtedness not subject to Measure 5 or Measure 50 (total of 5a + 5b) 5c			

PART II: RATE LIMIT CERTIFICATION

6. Permanent rate limit in dollars and cents per \$1,000 6	
7. Election date when your new district received voter approval for your permanent rate limit 7	
8. Estimated permanent rate limit for newly merged/consolidated district 8	

PART III: SCHEDULE OF LOCAL OPTION TAXES— Enter all local option taxes on this schedule. If there are more than two taxes, attach a sheet showing the information for each.

Purpose (operating, capital project, or mixed)	Date voters approved local option ballot measure	First tax year levied	Final tax year to be levied	Tax amount —or— rate authorized per year by voters

PART IV: SPECIAL ASSESSMENTS, FEES, AND CHARGES*

Description	ORS Authority**	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 ORS authority for putting these assessments on the roll 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. 127

**A RESOLUTION ADOPTING THE BEND URBAN RENEWAL AGENCY 2019-2021
BIENNIAL BUDGET FOR THE BUDGET PERIOD BEGINNING JULY 1, 2019.**

THE BOARD OF THE BEND URBAN RENEWAL AGENCY (BURA) RESOLVES AS
FOLLOWS:

- 1 To adopt the 2019-2021 Biennial Budget as approved by the Budget Committee on May 8, 2019. The 2019-2021 Biennial Budget is attached as Exhibit A.
- 2 That the amount for the biennial period beginning July 1, 2019 is appropriated in the aggregate sum of \$4,288,700, excluding reserves for future expenditures. As shown below and in Exhibit A, the total Bend Urban Renewal Agency biennial budget including reserves is \$9,667,000.

**BEND URBAN RENEWAL AGENCY REQUIREMENTS FOR THE 2019-2021
BIENNIUM:**

Total Appropriations, including Contingency	\$	4,288,700
Total Reserved for Future Expenditures		5,378,300
Total Bend Urban Renewal Agency Budget	\$	9,667,000

Adopted by a vote of the Bend Urban Renewal Agency on June 19, 2019.

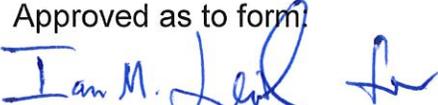
YES: Justin Livingston, Chair
Sally Russell
Bruce Abernethy
Barb Campbell
Bill Moseley
Gena Goodman-Campbell
Chris Piper


Justin Livingston, Chair

ATTEST:


Robyn Christie, City Recorder

Approved as to form:


Mary Winters, City Attorney

**Resolution to Adopt BURA 2019-2021 Biennial Budget
Exhibit A**

BURA General Fund - 1010

Community & Economic Development Program	\$ 659,100
Total Fund Appropriations	\$ 659,100
Reserved for future expenditures	-
Budget Total	\$ 659,100

Murphy Crossing Debt Service Fund - 2310

Debt Service	\$ 548,100
Total Fund Appropriations	\$ 548,100
Reserved for future expenditures	1,374,900
Budget Total	\$ 1,923,000

Juniper Ridge Debt Service Fund - 2320

Debt Service	\$ 1,478,200
Total Fund Appropriations	\$ 1,478,200
Reserved for future expenditures	4,003,400
Budget Total	\$ 5,481,600

Murphy Crossing Construction Fund - 3310

Community & Economic Development Program	\$ 57,100
Contingency	4,100
Total Fund Appropriations	\$ 61,200
Budget Total	\$ 61,200

Juniper Ridge Construction Fund - 3320

Community & Economic Development Program	\$ 911,900
Interfund Transfers	230,600
Contingency	399,600
Total Fund Appropriations	\$ 1,542,100
Budget Total	\$ 1,542,100

TOTAL BEND URBAN RENEWAL AGENCY (BURA):

Total Appropriations, including Contingency	\$ 4,288,700
Total Reserved for Future Expenditures	5,378,300
Total BURA Budget	\$ 9,667,000

RESOLUTION NO. 128

A RESOLUTION LEVYING AD VALOREM TAX INCREMENT AMOUNTS

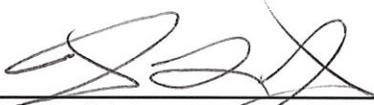
THE BOARD OF THE BEND URBAN RENEWAL AGENCY (BURA) RESOLVES AS FOLLOWS:

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 a vote of the Bend Urban Renewal Agency on June 19, 2019.

YES: Justin Livingston, Chair
Sally Russell
Bruce Abernethy
Barb Campbell
Bill Moseley
Gena Goodman-Campbell
Chris Piper

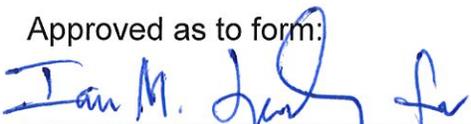
NO: none


Justin Livingston, Chair

ATTEST:


Robyn Christie, City Recorder

Approved as to form:


Mary Winters, City Attorney

Affidavit of Publication

STATE OF OREGON, COUNTY OF DESCHUTES

I, **Tonya McKiernan**, a citizen of the United State and a resident of the county aforesaid; I am over the age of eighteen years, and not part 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 192.010 and ORS 192.020, that

Acct Name: CITY OF BEND

Case:

Legal Description: BUR2

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:

06/17/2019

I certify (or declare) under penalty of perjury that the foregoing is true and correct.

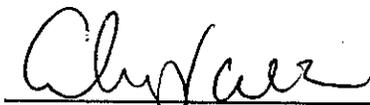
Dated at Bend, Oregon, this 17th day of June, 2019


Signature

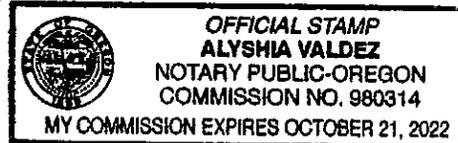
AdName: 102477

State of Oregon, County of Deschutes

Subscribed and Sworn to before me this 17 day of June, 2019 by



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 _____

33,555 participants conducted by Svebak and his colleagues indicate that humor can delay or prevent certain life-threatening diseases. The scientists measured the subjects' sense of humor with a health survey that included, among other things, a cognitive element, "asking the participants to estimate their ability to find something funny in most situations," Svebak says.

Women with high cognitive scores experienced a reduced risk of premature death from cardiovascular and infectious diseases. Men who scored high cognitively had a reduced risk of early death from infections. The study found no effects on cancer and other

use comedy, music, story telling and other techniques to arouse memories and responsiveness.

He has seen Alzheimer's patients engage with clowns "and become lucid and aware," Warren says. "There's anecdotal evidence that suggests clowns help greatly with memory, language and communication and awareness of self in the present. That red nose enables the person, somehow, to walk a metaphorical bridge of memories that had been lost to them. They go back to their childhood, collect the memory, and then bring it back to present."

Reiner's exposure to humor began in childhood when his

ancient character, to reveal the secrets of his very long life.

"The major thing, the major thing, is that I never, ever eat fried food," the old man says. "I don't eat it, I wouldn't look at it and I don't touch it. Never run for a bus, there'll always be another." He also warns people to stay out of small Italian sports cars, especially Ferraris, and urges them to eat lots of fruit, particularly nectarines. "Even a rotten one is good," he says. "I'd rather eat a rotten nectarine than a fine plum. What do you think of that?"

Today, Reiner says he believes the old man should have added one more piece of advice to that list. "Keep laughing," Reiner says. "You'll live forever."

FORM UR-1		NOTICE OF BUDGET HEARING		
<p>A public meeting of the Bend Urban Renewal Agency will be held on June 19th, 2019 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 fiscal year beginning July 1, 2019 as approved by the Bend Urban Renewal Agency Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at City Hall, 710 NW Wall Street, Bend, Oregon, between the hours of 8 a. m. and 5 p. m. or online at www.bendoregon.gov. This budget is for an <input type="checkbox"/> annual <input checked="" type="checkbox"/> biennial budget period. This budget was prepared on a basis of accounting that is <input checked="" type="checkbox"/> the same as <input type="checkbox"/> different than used the preceding year. If different, the major changes and their effect on the budget are: N/A</p>				
Contact: Melissa Bradley, Interim Budget & Financial Planning Manager		Telephone: (541) 693-2152		Email: mbradley@bendoregon.gov
FINANCIAL SUMMARY - RESOURCES				
TOTAL OF ALL FUNDS	Actual Amount 2015-2017	Adopted Budget This Biennium 2017-2019	Approved Budget Next Biennium 2019-2021	
Beginning Fund Balance/Net Working Capital	7,034,703	3,097,668	5,445,600	
Revenue from Bonds and Other Debt	2,434,048	0	189,300	
Interfund Transfers	12,800	1,006,560	225,700	
All Other Resources Except Division of Tax & Special Levy	61,227	103,100	384,000	
Revenue from Division of Tax	2,494,363	2,547,200	3,422,400	
Total Resources	12,037,141	6,754,528	9,667,000	
FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION				
Personnel Services	25,828	415,108	702,000	
Materials and Services	61,294	759,292	921,500	
Capital Outlay	1,557,098	55,000	0	
Debt Service	4,256,338	1,885,743	2,026,300	
Interfund Transfers	25,200	115,260	235,200	
Contingencies	0	100,208	403,700	
Reserves	0	3,423,917	5,378,300	
Total Requirements	5,925,758	6,754,528	9,667,000	
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	82,332	1,052,354	659,100	
FTE	0	0	0	
Bend Urban Renewal Agency Juniper Ridge Construction Fund	13,023	277,900	1,542,100	
FTE	0	0	0	
Bend Urban Renewal Agency Juniper Ridge Debt Service Fund	3,785,944	4,245,416	5,481,600	
FTE	0	0	0	
Bend Urban Renewal Agency Murphy Crossing Construction Fund	1,577,098	155,208	61,200	
FTE	0	0	0	
Bend Urban Renewal Agency Murphy Crossing Debt Service Fund	487,363	1,023,650	1,923,000	
FTE	0	0	0	
Total Requirements	5,945,758	6,754,528	9,667,000	
Total FTE	0	0	0	
STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING **				
<p>Bend Urban Renewal Agency (BURA) General Fund: The proposed budget includes funding for a portion of the City's Economic Development Director position, an Administrative Assistant, and 75% of an Urban Renewal Project manager, in addition to funds for planning for future urban renewal areas and updating the Murphy Crossing urban renewal plan. Reserves within the BURA General Fund are set aside for future development projects. Resources reflect a \$224,900 transfer of land sale proceeds from the Juniper Ridge Construction Fund to pay for the feasibility study and related staffing costs.</p>				
<p>Juniper Ridge Urban Renewal Area: The proposed budget assumes a 2% Taxable Assessed Value (TAV) increase for the Juniper Ridge area. The proposed budget cycle includes one (1) position for, a two year limited duration, land specialist and 15% of an Administrative Assistant. The Juniper Ridge Construction Fund contains short-term debt proceeds from the General Fund which allow the tax increment funding to pay for staffing and materials and services through repayment of the General Fund debt.</p>				
<p>Murphy Crossing Urban Renewal Area: The proposed budget assumes a 2% TAV increase for the Murphy Crossing area. The proposed budget includes 25% of the Urban Renewal Project Manager. The Murphy Crossing Construction Fund contains short-term debt proceeds from the General Fund which allow the tax increment revenue to pay for staffing through repayment of the General Fund debt.</p>				
STATEMENT OF INDEBTEDNESS				
LONG TERM DEBT	Estimated Debt Outstanding July 1, 2019		Estimated Debt Authorized, But Not Incurred on July 1, 2019	
General Obligation Bonds	\$0		\$0	
Other Bonds	\$0		\$0	
Other Borrowings	\$6,134,861		\$0	
Total	\$6,134,861		\$0	

City of Bend, Oregon
2019-2021 Adopted Budget

FORM UR-1

NOTICE OF BUDGET HEARING

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Contact: Melissa Bradley, Interim Budget & Financial Planning Manager Telephone: (541) 693-2152 Email: mbradley@bendoregon.gov

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Name of Organizational Unit or Program			
FTE for that unit or program			
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FTE	0	0	0
Total Requirements	5,945,758	6,754,528	9,667,000
Total FTE	0	0	0

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

Bend Urban Renewal Agency (BURA) General Fund:
The proposed budget includes funding for a portion of the City's Economic Development Director position, an Administrative Assistant, and 75% of an Urban Renewal Project manager, in addition to funds for planning for future urban renewal areas and updating the Murphy Crossing urban renewal plan. Reserves within the BURA General Fund are set aside for future development projects. Resources reflect a \$224,900 transfer of land sale proceeds from the Juniper Ridge Construction Fund to pay for the feasibility study and related staffing costs.

Juniper Ridge Urban Renewal Area:
The proposed budget assumes a 2% Taxable Assessed Value (TAV) increase for the Juniper Ridge area. The proposed budget cycle includes one (1) position for, a two year limited duration, land specialist and 15% of an Administrative Assistant. The Juniper Ridge Construction Fund contains short-term debt proceeds from the General Fund which allow the tax increment funding to pay for staffing and materials and services through repayment of the General Fund debt.

Murphy Crossing Urban Renewal Area:
The proposed budget assumes a 2% TAV increase for the Murphy Crossing area. The proposed budget includes 25% of the Urban Renewal Project Manager. The Murphy Crossing Construction Fund contains short-term debt proceeds from the General Fund which allow the tax increment revenue to pay for staffing through repayment of the General Fund debt.

STATEMENT OF INDEBTEDNESS		
LONG TERM DEBT	Estimated Debt Outstanding July 1, 2019	Estimated Debt Authorized, But Not Incurred on July 1, 2019
General Obligation Bonds	\$0	\$0
Other Bonds	\$0	\$0
Other Borrowings	\$6,134,861	\$0
Total	\$6,134,861	\$0

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