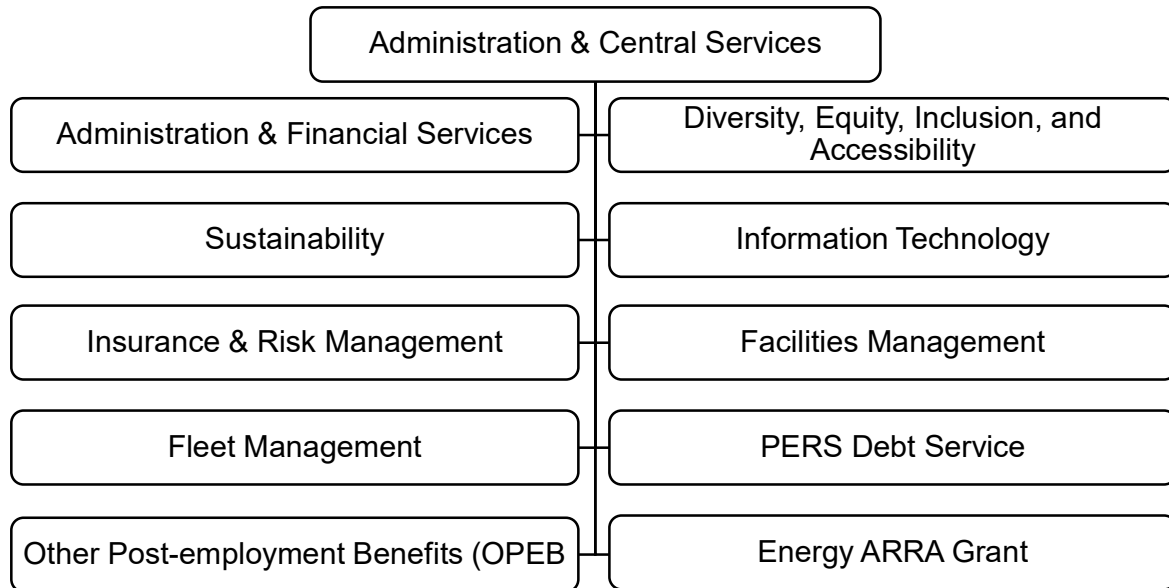


**ADMINISTRATION & CENTRAL SERVICES  
 SERVICE AREA**



**Administration & Financial Services**

These Internal Service Fund divisions account for the activities of the following departments: City Council, City Manager's Office, Communications, Real Estate, Office of Performance Management, Human Resources, Financial Services, Procurement & Public Contracts, Project Management, and City Attorney's Office.

**Diversity, Equity, Inclusion, and Accessibility**

The Utility 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.

**Sustainability**

This Internal Service Fund division is responsible for carrying out the City's energy and climate related initiatives, including developing, updating, and implementing the City's Community Climate Action Plan (CCAP) and the City's Strategic Energy Management Plan.

**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.

**Insurance & Risk Management**

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

Continued on the next page

### **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, Juniper Ridge Public Works Campus, Shelters, and the Police building.

### **Fleet Management**

This Internal Service Fund division accounts for fleet management and 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.

### **Energy ARRA Grant**

This fund accounts for the monies received from an Energy Efficiency and Conservation Block Grant. Through the 2019-2021 biennium, grant revenues were recorded in this fund and proceeds were transferred to the City Manager's Office where all of the programmatic costs are incurred. In subsequent biennium, grant revenues are recorded directly into the Internal Service Fund - City Wide Administration Sustainability Program.

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

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ 1,241,867	\$ 1,392,500	\$ 2,777,468	\$ 4,226,600	\$ 4,226,600	\$ 4,226,600
Intergovernmental revenues	122,312	-	-	-	-	-
Charges for services	408,360	24,800	218,684	159,800	159,800	159,800
Miscellaneous	90,951	90,500	63,019	72,500	72,500	72,500
Debt proceeds	11,998,781	580,400	-	-	-	-
Interfund transfers	20,261,531	30,526,700	29,845,690	34,202,100	34,202,100	34,202,100
<b>TOTAL RESOURCES</b>	<b>\$ 34,123,802</b>	<b>\$ 32,614,900</b>	<b>\$ 32,904,860</b>	<b>\$ 38,661,000</b>	<b>\$ 38,661,000</b>	<b>\$ 38,661,000</b>
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
City Council	\$ 504,550	\$ 935,400	\$ 704,892	\$ 1,000,700	\$ 1,000,700	\$ 1,000,700
City Manager's Office	3,422,867	4,447,000	4,557,073	7,010,400	7,010,400	7,010,400
Communications	1,479,313	2,529,300	2,265,396	3,028,900	3,028,900	3,028,900
Real Estate	-	683,800	612,857	1,182,300	1,182,300	1,182,300
Office of Performance Management	1,890,403	3,473,000	2,977,206	4,379,500	4,379,500	4,379,500
Human Resources	2,730,882	3,606,700	3,186,142	4,439,500	4,439,500	4,439,500
Financial Services	5,358,608	6,376,000	5,581,289	6,813,400	6,813,400	6,813,400
Procurement & Public Contracts	1,376,056	2,001,000	1,685,466	2,370,200	2,370,200	2,370,200
Project Management	2,232,416	2,671,600	1,954,346	2,442,700	2,442,700	2,442,700
City Attorney's Office	1,550,821	2,084,100	2,009,759	2,593,500	2,593,500	2,593,500
Total Admin. & Central Serv. Program	20,545,916	28,807,900	25,534,427	35,261,100	35,261,100	35,261,100
Interfund Transfers	1,916,036	859,000	754,253	611,400	611,400	611,400
Debt Service	8,884,382	2,688,000	2,389,608	2,376,000	2,376,000	2,376,000
Contingency	-	260,000	-	412,500	412,500	412,500
<b>TOTAL REQUIREMENTS</b>	<b>\$ 31,346,334</b>	<b>\$ 32,614,900</b>	<b>\$ 28,678,287</b>	<b>\$ 38,661,000</b>	<b>\$ 38,661,000</b>	<b>\$ 38,661,000</b>

Authorized Full Time Equivalents	88.75	92.75
Allocated Full Time Equivalents	77.80	81.30

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## ADMINISTRATION & CENTRAL SERVICES City Council

### Overview

The City Council is the policy making board elected by the community of Bend. As the governing body of the city, the Council determines public policy for the City of Bend. The City is served by six Councilors and a Mayor who are elected to staggered, four-year terms. Expenditures directly related to the City Council are accounted for as part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration.



From left to right: Councilor Barb Campbell, Councilor Anthony Broadman, Mayor Pro Tem Megan Perkins, Mayor Melanie Kebler, Councilor Ariel Méndez, Councilor Mike Riley, Councilor Megan Norris

**Melanie Kebler** was elected to City Council in November 2020 and was elected as Mayor in 2022.

Melanie grew up in Bend and has spent her career as an attorney working for the public. She enjoys crafting and getting outdoors to hike, bike, and explore with her family.

**Barb Campbell** was elected to City Council in November 2014, 2018 and 2022.

Barb has lived in Bend for over 20 years. She co-founded Slower Safer Bend dedicated to building a safer, more livable community.

**Anthony Broadman** was elected to the Bend City Council in November of 2020.

Anthony is a lawyer whose practice focuses on representing Tribal governments, assisting businesses in Bend, and advancing Indigenous rights in federal and state courts. He and his wife, Dr. Kate Broadman, have lived in Bend since 2010 and have three daughters.

**Megan Perkins** was elected to the Bend City Council in November of 2020.



Megan is a 5<sup>th</sup> generation Oregonian who moved to Bend in 2018 with her three children and husband. She wants to work with the Council to create a safe, equitable and affordable city for all.

**Mike Riley** was elected to City Council in November 2022.

Mike was born in Canada, immigrated to the U.S. when he was six, and grew up in California. He has worked primarily in the nonprofit sector, in organizations focused on primary care and emergency medicine, outdoor education, and environmental advocacy. Mike ran for City Council to help make Bend a safe, affordable, and livable community for everyone who calls our small city home.

**Ariel Méndez** was elected to City Council in November 2022.

Ariel is working towards a sustainable, vibrant, healthy Bend where everyone feels welcome. He enjoys spending time with his wife, Suzanne, and their three kids.

**Megan Norris** was appointed to the City Council in January 2023.

Megan comes from a family that highly values public service. Her vision for Bend is for it to thrive on the principles of inclusivity, sustainability, and thoughtful governance. In that vein, she will work to bring positive solutions to key issues we face - affordable housing, homelessness, childcare, and environmental protection. Megan and her husband enjoy spending time outdoors with their two daughters and Labrador retriever.

## **Goals & Objectives for the 2023-2025 Biennial Budget**

The following focus areas were identified, by the City Council, as goals and objectives for the 2023-2025 biennium. They were adopted by Council on March 15, 2023.

### **Goal: Accessible + Effective City Government**

Strategy: Advance the City's commitment to equity

- Develop and pilot an equity framework
- Develop and implement a supplier diversity program
- Develop a process to connect community members who have experienced acts of discrimination with resources and assistance
- Develop and implement a language access policy and program

Strategy: Expand community engagement with an emphasis on underrepresented community members

- Research and develop new and innovative engagement tools to try as pilot programs, including ways to engage new voices
- Use the roundtable program to meet a variety of Council engagement opportunities, reporting back on what was learned and the actions taken in response

- Launch and grow the neighborhood association trailer program

Strategy: Implement process improvements and efficiencies to meet the needs of a growing city

- Review and evaluate current practices for information sharing between the City Council and City advisory boards, identify opportunities for improvement, and consider updates
- Review Council compensation
- Plan and build facilities to meet the needs of a growing city with a lens of sustainability and a reduced carbon footprint (Juniper Ridge & City Hall)
- Implement asset management strategies to support decision making and use of infrastructure assets

### **Goal: Affordable Housing + Sustainable Development**

Strategy: Plan for growth in alignment with climate, economic, and housing affordability strategies to ensure sufficient land supply for future needs

- Initiate an update to our plan for growth that is aligned with the Climate Friendly Equitable Communities (CFEC) rules, ensures Bend has a sufficient land supply and adheres to the concept of 'complete neighborhoods' as we work to meet future needs for housing and jobs
- Bring Stevens Road Tract into the Urban Growth Boundary (UGB)
- Shape state efforts on housing to achieve housing goals in Central Oregon
- Improve permitting processes and review times to support housing and economic development

Strategy: Encourage economic development that results in shared prosperity

- Leverage city-owned land at Juniper Ridge to increase opportunities for industrial development and housing
- Complete funding to begin construction of an air traffic control tower at Bend Municipal Airport
- Strategically invest in the Core Area to spur private development
- Establish an economic development strategic plan
- Complete the Economic Opportunity Analysis

Strategy: Optimize housing continuum

- Seek sustainable funding for shelter operations to maintain existing level of shelter beds
- Explore revenue and code/policy options to increase affordable and middle-income housing
- Actively pursue partnerships to create land availability, funding, and additional capacity for emergency shelters, transitional and affordable housing, and supportive services
- Surplus City owned properties as a strategy to meet housing needs

### **Goal: Environment + Climate**

Strategy: Advance the Community Climate Action Program (CCAP) and encourage sustainable development

- Update the CCAP to integrate new greenhouse gas reduction strategies to achieve the City's climate action goals, including decarbonizing the energy supply and buildings and reducing emissions from transportation and waste sectors

- Implement 2-4 CCAP strategies prioritized by the Environment and Climate Committee (ECC)
- Develop new polices to support sustainable development including policies that are responsive to community concerns, such as the Tree Code, auto dependent uses in commercial zones and natural gas policy

Strategy: Watershed protection through conservation and water stewardship

- Implement conservation goals in the water management and conservation plan (WMCP)
- Continue participation in the Deschutes Basin Water Collaborative (DBWC)
- Explore options for future expansion of the Water Reclamation Facility through facility planning

## **Goal: Public Safety**

Strategy: Maintain service levels to keep pace with increasing calls and expanding range of service demands

- Maintain fire/Emergency Medical Service response times and cardiac survivability rate
- Develop a long-term staffing strategy for the Fire and Police departments
- Continue to review and improve employee retention efforts

Strategy: Reduce service demands through partnerships, use of technology, alternative response, and community education

- Identify and implement partnerships for alternative responses to ensure the right response for the right situation
- Advance local gun safety policies in alignment with state policy changes
- Use opioid settlement dollars to fund an alternative response model for opioid-use crisis calls
- Evaluate automated traffic enforcement to improve traffic safety
- Develop and implement a technology investment plan for both Police and Fire departments that expands the use of technology to build capacity and better meet community needs

Strategy: Ensure housing and other critical infrastructure can withstand wildfires and other disasters

- Establish Office of Emergency Management
- Develop Continuity of Operations & Hazard Mitigation plans
- Launch community education, prevention, and preparedness programs

## **Goal: Transportation + Infrastructure**

Strategy: Improve the transportation system by focusing on safety and securing sustainable funding aligned with Transportation System Plan (TSP)

- Update System Development Charges (SDC) methodology
- Pursue new revenue sources including grants and a transportation fee and optimize use of funding through pursuing federal transportation project delivery certification
- Collaborate with Central Oregon Intergovernmental Council (COIC) to pursue long term sustainable transit funding
- Implement transportation programs and mobility initiatives in alignment with available funding

- Implement near-term multimodal and safety projects to capitalize on existing system, including building one connected and protected North-South and one East-West key route, and wayfinding
- Continue to pursue funding and partnerships to build the Mid-Town Crossing

Strategy: Ensure water, wastewater, and stormwater systems are aligned with the needs of a growing city

- Complete in-conduit hydro feasibility study
- Continue Outback expansion land acquisition to support wildfire resiliency and facility needs
- Complete long-range master planning efforts for collection system and stormwater

### **Significant Changes from the 2021 – 2023 Biennial Budget**

- The Budget includes funding for a stipend program to remove barriers to participation on City Boards and Committees

## **ADMINISTRATION & CENTRAL SERVICES**

### **City Manager's Office**

#### **Overview**

The City Manager's Office is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. 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.

#### **Goals & Objectives for the 2023 - 2025 Biennial Budget**

- Provide support to the City Council, including achievement of goals and objectives (see the City Council Budget Narrative earlier in this section for the list of 2023-2025 Goals) and policy directives
- Provide City leadership and direct departments and programs city-wide
- Provide information to, and pursue special projects, as directed by the City Manager and/or City Council
- Manage Advisory Boards, Committees and Commissions
- Establish the Office of Emergency Management, which will be accounted for in the Insurance and Risk Management program

#### **Major Accomplishments during the 2021 - 2023 Biennium**

- Proactively and effectively managed City finances and operations, while managing through a pandemic and related economic uncertainty
- Revised Council Goal framework to align the distribution of CARES Act and ARPA funding to community needs
- Established a Navigation Center, (a low-barrier shelter and service hub), used a state grant from Project Turnkey to purchase a motel on Division Street as a permanent shelter site, funded the development of Bend's first temporary outdoor shelter and purchased a hotel on Franklin Avenue to use as temporary shelter in the Bend Central District
- Advocated successfully for legislation address local housing and homelessness strategies, including facilitating funding to launch the Coordinated Houseless Response Office
- Facilitated an Emergency Homelessness Task Force and helped create a plan to address homelessness through a more coordinated and holistic approach
- Completed the Future of Work Action Plan and created a program manager position as foundational elements for the City's Employee Experience and Engagement Program

#### **Significant Changes from the 2021 - 2023 Biennial Budget**

- One (1) LTE Grant Writer to review and pursue grant funding opportunities for the entire organization, including infrastructure, public safety, cybersecurity, etc.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Communications**

#### **Overview**

Communications, part of the Administration & Financial Services Division within the Internal Service Fund - City Wide Administration, consists of the Communications Services and Neighborhood Association programs.

Communications Services provides information and education to the public and media about City programs, projects and services, 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, media relations, community engagement, crisis communications, internal Citywide communications, oversight of the City's website, social media, and graphic design standards. The Communications Department also provides outreach coordination and communications support to the Bend City Council members. The Communications Department budget supports City Council meeting broadcasting, livestreaming and captioning.

The Neighborhood Association Program supports the City's thirteen (13) recognized Neighborhood Associations (NAs) that provide a link between the City and community members who may have an interest in various local matters, City services, and community engagement. Communications Department staff support the Neighborhood Leadership Alliance (NLA) Council advisory committee, which consists of one representative from each NA and provides input to the City Council from a neighborhood and community perspective.

Communications Department staff also liaise with and provide support to the Human Rights and Equity Commission, a new Council advisory committee, and oversee and manage the annual Welcoming Week initiative.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Promote interest and participation in the City of Bend's government policies, programs, and services
- Research and develop new and innovative engagement tools and pilot programs in alignment with Council Goals
- Increase community engagement through the Neighborhood Associations and a growing number of partnerships with underrepresented organizations and individuals in the community
- Include listening reports from social media themes, Council summaries and equity partners engagement for Council memos to bolster input and feedback from the community to the Council.
- In collaboration with the Equity Department, develop and implement a language access plan
- Continually improve the user experience of the City's website so visitors to Bendoregon.gov can easily find information they seek.
- Increase the public's online/electronic engagement with the City

- Develop an updated and comprehensive emergency communications plan in conjunction with the new Director of Emergency Management, and Bend's Police and Fire departments to ensure seamless information response in the event of any type of emergency
- Enable consistent messaging and imagery in a variety of outreach tools through citywide policies and trainings for staff who communicate with the public
- Manage a multi-faceted Citywide internal communications program to foster an engaged and informed workforce

### **Major Accomplishments during the 2021 – 2023 Biennium**

- Added a new Community Relations Manager (Equity/Partnerships) position to support equity goals to increase and improve partnerships and relationships with underrepresented groups in the community; developed and increased community partners from underrepresented groups and affiliations by 35%
- Completed assessments on the department's outreach and communication strategy and structure, for underrepresented community members and the neighborhood association system and made programmatic changes and additional recommendations for subsequent program improvements
- Produced monthly NA newsletters to improve communication between the City and NAs
- Assessed, updated and rolled out the Citywide Graphic Branding Standards to provide a more welcoming and inclusive identity for the government
- Grew digital engagement: via e-news subscribers to the Communications Department's primary content sources: the Weekly Road and Traffic Report (88 % over the two-year period), News Releases (95% over the two-year period) and the Bend Current monthly e-newsletter (31% over the two-year period); expanded total social media followers from 38,597 to 45,594 people; launched a monthly podcast which has seen about 5100 downloads over the biennium
- Used a human-centered design approach to assessing and improving the City's website (anticipated completion date summer 2023)
- Added a Council Coordinator to the department to respond to CouncilAll emails, write CouncilAll Email summaries, assist Council with meeting and event coordination, outreach and speaking opportunities and constituent meetings
- Hired an internal communications coordinator to implement an internal communications plan and strategies which include an internal newsletter, quarterly town hall, coordination and distribution of regular City Manager messages and videos citywide and BendHub improvements

### **Significant Changes from the 2023 – 2025 Biennial Budget**

- The Communications technology budget increased to include the full cost of Granicus hosting fees, a new email notification system, a constituent texting software, and a meeting manager software upgrade.
- The Communications outreach budget increased for the new engagement trailer program.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Real Estate**

#### **Overview**

The Real Estate Department is a division of the Internal Service Fund – City Wide Administration. The Real Estate Department is responsible for managing a real estate portfolio that includes approximately 1,900 acres of City-owned undeveloped land, both inside and outside the City limits, as well as approximately 300 leases between the Bend Municipal Airport and other City-owned property. In addition, Real Estate Department staff assist other City departments, such as Facilities, Transportation & Mobility, and Engineering & Infrastructure Planning Department (EIPD), with real property acquisition, surplus property disposition, transaction support and strategy, as well as partner with outside agencies on public/private development and infrastructure projects to the benefit of the City. Revenue is generated through the City’s cost allocation plan and expenditures are limited to operational expenses.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Implement and integrate new Property Management Software
- Support Transportation & Mobility/Airport Management with lease activity and administration, as well as future development at the Bend Airport
- Complete large “tract” lot platting at Juniper Ridge for future sale of City-owned property
- Develop a competitive bidding process and sell surplus City-owned land at Juniper Ridge
- Support Facilities Department in the development of the Juniper Ridge Public Works Campus project
- Support City Manager’s Office and Facilities Department with property acquisition and strategies for a new City Hall
- Support EIPD with surplus property disposition resulting from capital infrastructure projects
- Institute Land Management best practices and services for the undeveloped land outside of City limits, including fuel reduction efforts and safety for those experiencing homelessness
- Hire an Urban Renewal/Tax Increment Financing (TIF) Project Manager to oversee, manage, and administer the assistance programs associated with BURA and the three Urban Renewal/TIF districts

#### **Major Accomplishments during the 2021 – 2023 Biennium**

- Created the Real Estate Department and completed hiring of staff
- Retained a Real Estate Services Consultant to assist in Property Acquisition
- Supported City Manager’s Office & Facilities Department in the Acquisition of the Rainbow Motel and property located at 705/755 NE 1<sup>st</sup> Street
- Supported Airport Management with Lease Amendments & Extensions at the Bend Airport
- Issued Request for Proposal (RFP) for new Property Management Software

#### **Significant Changes from the 2021-2023 Biennial Budget**

- Moved Bend Urban Renewal Agency (BURA) reporting and management of the three Urban Renewal/TIF districts from Community & Economic Development to Real Estate



## **ADMINISTRATION & CENTRAL SERVICES**

### **Office of Performance Management**

#### **Overview**

The Office of Performance Management (OPM) is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The OPM is a centralized department that coordinates resources to ensure that the City meets the community's goals through data and analytics. The OPM helps the City think differently about its operations and contributes to becoming a more customer-focused and strategically aligned organization through data and technology solutions.

The OPM assists with Council goal setting, monitors performance targets, and supports the City's Innovation Strategic Plan. In addition, the OPM leads the management of enterprise data sets to create synergy between departments.

#### **Goals & Objectives for the 2023 - 2025 Biennial Budget**

- Improve the availability, quality and consistency of data via a city-wide data management program
- Provide increased transparency through an open data policy and program, including publicly available dashboards and reporting
- Lead and collaborate with departments to elevate and expand infrastructure asset management.
- 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 for key business systems as well as ongoing departmental needs for continuous improvement
- Incubate new or innovative ways of solving problems using technology and data

#### **Major Accomplishments during the 2021 - 2023 Biennium**

- Developed and launched the Council Goals Performance Dashboard
- Supported the Community and Economic Development Department (CEDD) with creating and establishing new permitting goals and timelines
- Designed and implemented a SQL and GIS-based data warehouse solution for reporting County CAD data to support the Bend Police Department
- Designed and created the open data portal
- Launched the City of Bend's continuous improvement efforts for asset management. Wrote and adopted the City's asset management policy
- Increased employee knowledge and skills in the use of data and analysis tools through training, communication, and coordination of user group meetings
- Supported 6 Innovation Strategic Plan projects. Completed five partnership projects; 9 projects underway, with a total of 25 continuous improvement projects worked on
- Launched new project for department goals, which includes the development of key performance indicators and dashboards; CEDD, HR, Fire, and Utility are in progress now

**Significant Changes from the 2021 - 2023 Biennial Budget**

- One (1) new Business Systems Analyst position is authorized in OPM but will be funded by the Utilities Department to support Utility Billing with system management, continuous improvement, and reporting
- Changed the allocation for the continuous improvement team to be fully allocated to the Office of Performance Management for an increase of one (1) allocated FTE
- ESRI contract increases due to population growth and to support telematics

## **ADMINISTRATION & CENTRAL SERVICES**

### **Human Resources**

#### **Overview**

The Human Resources Program is a part of the Administration & Financial Services Division within the Internal Service Fund - City Wide Administration. Human Resources guides the establishment and implementation of effective, city-wide employment policies and practices. Human resource management includes talent acquisition, policy development and implementation, compensation and benefit administration, employee/labor relations, safety, and workforce development.

The policies and procedures that determine compensation, 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 as of February of 2023, represents approximately 280 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 106 fire personnel; and the Bend Police Association (BPA), which represents approximately 116 police employees.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Improve the employee experience by focusing on new methods of talent acquisition, hybrid work assignments, employee onboarding, workforce development, and employee well-being
- Promote an inclusive organizational culture that calls for high standards of performance and aligns employee efforts with the City's mission, vision, and business strategy
- Maintain labor/management relationships that are built on mutual trust and respect and result in collaborative partnerships to achieve the City's mission, vision, and program goals
- Support leaders at all levels in effectively managing their teams by assisting departments with navigating organizational changes related to staffing and workforce planning
- Advocate for strategic staff development, including effective onboarding, career development, planning, and timely and appropriate recognition
- Improve the City's ability to attract and retain the highest quality talent
- Implement organizational changes to ensure compliance with the Oregon Pay Equity Act to include conducting a pay equity analysis and identifying an action plan
- Improve employee well-being by enhancing our benefits such as, adding virtual counseling to our telemedicine contract and upgrading our Employee Assistance Program (EAP) and relaunching the employee wellness program
- Conduct a compensation survey for non-represented employees and members of the City of Bend Employee Association (COBEA)
- Implement administrative policies and processes in compliance with the State Oregon Paid Leave program and incorporate support for additional parental leave for City employees

### **Major Accomplishments during the 2021 – 2023 Biennium**

- Negotiated 3 year successor collective bargaining agreements with Bend Fire Association, Bend Police Association, and COBEA providing labor stability
- Completed classification restructuring of director, managerial and supervisory positions to accurately define job duties, responsibilities, tasks, and authority levels.
- Launched an online onboarding portal for enhanced engagement of new employees and the promotion of City culture and productivity
- Updated compensation plans, retirement programs, and parental leave resources
- Launched the Supervisory Core Competency program to support staff development and enhance competencies related to supervision and leadership
- Partnered with new Employee Experience Manager position to acquire a system to manage organizational feedback
- Convened departmental Human Resources and Timekeeping staff in an ongoing competency development and partnership project to enhance citywide delivery of Human Resources programs and services
- Launched a performance improvement process to align employee performance management systems with City systems in partnership with the Office of Performance Management.
- Launched an internal sourcing and placement program for temporary and intermittent employees
- Transitioned the workforce to remote and hybrid work in order to support city-wide continuity of operations plans
- Continued to decrease the City's insurance premium expense via a high deductible medical insurance plan with a health reimbursement account and a voluntary employee benefit association account program for all employees

### **Significant Changes from the 2021 – 2023 Biennial Budget**

- One (1) LTE Human Resources Leave Administrator for the coordination of the City's existing collective bargaining agreement terms and conditions with the new State Paid Leave Oregon program. This budget for this position is split evenly between Human Resources and Financial Services.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Financial Services**

#### **Overview**

The Finance Department is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The Finance Department promotes sound financial management and provides an umbrella of accountable, effective and efficient financial services for our community members and City departments.

This department performs the following functions: accounting, budgeting, financial reporting and analysis, treasury and debt management, payroll and accounts payable processing, billing and collections, oversees compliance and prepares reports for federal grants, grant billing and reporting services. The City produces a monthly financial report and revenue report that compares budget to actual as well as the Annual Comprehensive Financial Report 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 1998.

#### **Goals & Objectives for the 2023 - 2025 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
- Actively seek and recommend funding strategies to address the City's long-term financial obligations
- Implement new financial reporting and budget software that fits the size and complexity of the City's operations and improves the efficiency of producing the Annual Comprehensive Financial Report and Biennial Budget

#### **Major Accomplishments during the 2021 - 2023 Biennial Budget**

- Completed implementation of the grants management and general billing module of the Enterprise Resource Planning (ERP) system in May 2023. This is the final module of the ERP and represents the completion of a multi-year software implementation to modernize and upgrade the City's ERP platform
- Received the GFOA awards for the 2021 – 2023 Biennial Budget, the 2020 - 2021 Annual Comprehensive Financial Report and submitted the 2021 -2022 Annual Comprehensive Financial Report to the GFOA for award consideration
- Entered into an expected total of \$23,1 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 Bonds in the amount of \$5.8 million to finance the purchase of property at 154 NE Franklin Avenue and renovation and remodel on shelter facilities or other capital costs

- Issued \$51.0 million of General Obligation Bonds, Series 2022 consisting of \$35.0 million to fund transportation infrastructure improvements including a portion of traffic flow, east-west connections and neighborhood safety improves citywide and \$16.0 million to refund the callable portion of the City's General Obligation Bonds, Series 2012 which resulted in approximately \$861,453 of interest savings over the remaining life of the Series 2012 bonds
- Authorized to issue Full Faith and Credit Bonds in an amount not to exceed \$40.1 million to finance the costs of equipment, transportation infrastructure improvements, acquisition of real property, eligible Urban Renewal capital projects and the design of the future Public Works Campus and other capital projects. These bonds closed in May 2023.
- Implemented a new debt and loan management system to track the City's debt, leases and other obligations as required under new accounting standards as well as improve the efficiency of record keeping for the City's obligations

### **Significant Changes from the 2021 - 2023 Biennial Budget**

- Capital Outlay for acquisition of annual financial reporting and budgeting system is included in the 2023-2025 Biennial Budget
- The cost for one-half of one (1) LTE Human Resources Leave Administrator for the coordination of the City's existing collective bargaining agreement terms and conditions with the new State Paid Leave Oregon program which is included as one (1) authorized FTE in Human Resources with the cost split evenly between Human Resources and Financial Services
- Updating the allocation for one (1) Accounting Tech II position focused on Ambulance Billing to be funded directly by the Fire Department

## **ADMINISTRATION & CENTRAL SERVICES**

### **Procurement & Public Contracts**

#### **Overview**

The Procurement and Public Contracts division is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The division provides procurement services and contract administration to all city departments and the public in a timely, courteous, and ethical manner. The division ensures that items including 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 City staff to define needs, solicit quotes and administer contracts. The department manages the Vendor, Purchase Order, Procurement Card, and Contracts modules of the city's Enterprise Resource Planning (ERP) system. Procurement negotiates contracting terms and conditions, ensures compliance with applicable procurement laws, ensures fair and equitable treatment of suppliers, and manages the disposition of surplus property.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Develop a supplier diversity program that leverages City contracting opportunities to incentivize higher wages and increase opportunities for BIPOC and women-owned businesses
- Develop a training program for vendors and internal staff for the newly implemented eProcurement/bidding software system
- Update the City's Procurement webpage to include resources for what eProcurement is and how to find opportunities to do business with the City using the eProcurement/Bidding software system.
- Establish sustainability criteria in Request for Proposals (RFP) scoring and on adopt and implement a sustainable procurement policy and comprehensive sustainable procurement program
- Realign roles and responsibilities to better support departments and increase efficiencies
- Developed a process in coordination with the Office of Performance Management to review and modernize Information Technology contracts

#### **Major Accomplishments during the 2021 – 2023 Biennium**

- Participated in the update of the standards and specifications for public improvements
- Implemented Procurement related sections of the Strategic Energy Management Plan including implementing an e-procurement/bidding software system to increase efficiencies and competition, automating and digitizing paper intensive contract processes, developing policies and procedures that promote re-use and recycling over disposal, and encouraging and supporting departments using life cycle costs when making purchasing decisions.

#### **Significant Changes from the 2021 – 2023 Biennial Budget**

- Addition of costs for eProcurement software system annual subscription
- Investment in outreach for Minority, Women, and Emerging Small Business (MWESB)

## **ADMINISTRATION & CENTRAL SERVICES**

### **Project Management Office**

#### **Overview**

The Project Management Office (PMO) Program is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The mission of the PMO is to deliver quality project management services, tools and training to the organization. The PMO directly oversees a suite of enterprise projects in the Innovation Strategic Plan. In addition, the program provides project management training and tools, and consulting to help departments deliver their own projects utilizing innovative and nimble approaches coupled with standard project management methodologies.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Support the implementation of the Innovation Strategic Plan (ISP) by providing project management services and portfolio management. Some of the priority projects include:
  - Continue working on the Infrastructure asset management strategy and system in partnership with the Office of Performance Management
  - Continue to develop the record management strategy, and implement the roadmap developed in the 2021-2023 biennium
  - Implement city website improvements, based on work completed in the 2021-2023 biennium
  - Continue to develop the e-procurement system to update contracting and employment opportunities to incentivize higher wages and opportunities for Black, Indigenous, and people of color, and women-owned businesses
  - Implement improved process and tools to track and manage employee performance
  - Replace the Supervisory Control and Data Acquisition (SCADA) system to improve security, redundancy, and operational efficiency at the water and wastewater facilities
  - Develop a policy for development of mobile applications for public consumption
  - Implement standards and systems to archive text messages as public records
  - Implement a replacement for the IT help desk system & process
  - Implement processes and systems for centralized printing
- Continue to develop the organizations project management capacity by:
  - Providing project management training and create a peer network for staff managing projects
  - Developing and maintaining a flexible project management framework and toolkit

#### **Major Accomplishments during the 2021 – 2023 Biennium**

- Implementation and/or replacement of key business systems including:
  - Accounts Receivable/General Billing Module of Munis
  - Fleet Telematics
  - Cemetery Management System
  - Community Service Request System
  - Record Management Strategy & Roadmap
  - E-procurement system
  - Survey Tool



- Website Improvements
- Asset Management Strategy & Roadmap

**Significant Changes from the 2021 – 2023 Biennial Budget**

- One (1) Project Manager position was transferred from the Information Technology Department to the Project Management Office

## **ADMINISTRATION & CENTRAL SERVICES**

### **City Attorney's Office**

#### **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. The attorneys also provide legal advice to boards, commissions, committees, and to City employees related to their official responsibilities. The Office seeks to provide timely and proactive legal advice consistent with a complex system of local, state, and federal laws and regulations, the United States and Oregon constitutions and applicable case law, to be responsive to the City's needs, and to be innovative and solution-oriented.

In addition to providing legal advice, the City's attorneys implement Council policy direction and goals by drafting or amending City ordinances and resolutions, contracts, intergovernmental agreements, engineering and planning documents, and memos. The City Attorney's Office provides ongoing employment and personnel advice related to City employees and collective bargaining. The Office seeks to be proactive, open-minded and creative in resolving disputes and finding solutions to a wide variety of city and community issues. The Office often takes the lead in managing disputes, such as personnel, open records act challenges, land use, and real estate matters, and direct outside counsel in litigation if it occurs.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Build a strong and respectful relationship with the new City Council to support Council Goals, help educate and respond to Councilor questions and provide legal guidance to facilitate Councilors' community leadership roles and enhance their ability to effectively achieve their objectives
- Continued focus on issues related to houselessness, including: implementation of camping code, drafting the administrative policy, supporting efforts related to transitional housing, shelters, safe parking, and managed vehicle camping, and working with the County-Cities Coordinated Houseless Response Office
- Continued review and legal advice on structural and governance issues, various City code amendments and additions, and Council and Committee compensation and stipends
- Legal review and ongoing oversight of UGB expansion documents, Airport Master Plan and air traffic control tower development, Juniper Ridge, and numerous planning and development projects
- Review, draft documents and provide advice to Engineering Infrastructure & Planning (EIPD) and Procurement & Public Contracts departments related to major infrastructure projects, including support and coordination with outside counsel on condemnation matters and implementation of the G.O. Bond. A major project may include reviewing contract documents from ODOT in preparation for seeking certification to deliver federally funded transportation projects
- Provide advice regarding affordable housing goal, including tools to maintain affordability, structuring development proposals to achieve affordability and middle-income housing, and other mechanisms to achieve housing strategy of equitable housing opportunities
- Continue supporting public safety departments in evolving roles and services, including measures such as the fire levy and alternate responses to policing

- Lead legal support for Outback expansion project, Townsite Act and potential future hydro project
- Legal support for multiple code projects, including codes related to parking, transportation fees, utility billing, purchasing, landscaping/trees and local emergency authority
- Provide legal counsel on real property management and acquisition related to development of and relocation to new City Hall in Bend Central District
- Draft and implement ordinance governing franchise utility use of City rights-of-way and manage existing relationship with utility providers to facilitate smooth transition from governance by agreement to governance by generally applicable code
- Develop and adopt revised rules, regulations, and general aviation minimum standards governing use of the airport and development of airport property; provide legal advice on negotiation of ground leases for private development of bare ground on east side of the field
- Support drafting and development of code to implement Climate Friendly and Equitable Communities rules, new System Development Charge methodology and code update

### **Major Accomplishments during the 2021 – 2023 Biennium**

- Supported EIPD in complex and multiple progressive design-build public infrastructure projects and providing increasingly sophisticated document drafting and forms, negotiations with irrigation districts and private property owners, and condemnation proceedings
- Provided legal advice and engagement on return-to-work processes and policies and emergency orders and public meetings as the City emerged from the COVID 19 pandemic
- Worked with City Manager’s Office (CMO), staff and Council to support the Human Rights and Equity Commission and Environment & Climate Committee; provided legal support for new initiatives such as the committee stipend program and the home energy score program
- Worked with CMO and Council to help address those facing homelessness in Bend, including Juniper Ridge efforts, research and creation of a safe parking program for overnight vehicle stays, implementing state law, Turnkey project review/documents and other initiatives. Worked with Community & Economic Development Department to develop and draft new code relating to locating shelters in Bend. Led effort with Council to develop and draft new code regulating camping in the City rights-of-way and public property
- Worked with various departments on initiatives to support efforts to create more affordable housing, including HB 4079 UGB pilot project and the Stevens Road Tract (HB 3318)
- Lead attorneys for Transportation System Plan process with ongoing advice to Task Force and staff; drafted all GO Bond and Fire Levy Resolutions and ballot documents
- Ongoing legal support to successful BURA projects (Core Area Urban Renewal Area/TIF/BCD amendments, in particular)
- Negotiated ground leases with private flight academy for development of maintenance and operations hangars at the Helicopter Operation Area with five-year goal of relocating helicopter traffic from west to east side of the field to improve efficiency and safety of operations at the airport

### **Significant Changes from the 2021 – 2023 Biennial Budget**

- One (1) existing law clerk position is reclassified into a permanent Associate Attorney to support increased legal services associated with increased City-wide Departmental needs and City Council initiatives and goals

**ADMINISTRATION & CENTRAL SERVICES**  
**Administration & Financial Services**

**FIVE YEAR INTANGIBLES PLAN**

	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
<b>Intangibles:</b>					
Annual Financial Reporting and Budgeting System	\$ 50,000	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Internal Service Fund - City Wide Administration  
Diversity, Equity, Inclusion, and Accessibility**

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ -	\$ -	\$ -	\$ 178,200	\$ 178,200	\$ 178,200
Licenses and permits	-	-	1,900	-	-	-
Miscellaneous	-	-	500	-	-	-
Interfund transfers	-	1,459,300	1,445,487	1,379,000	1,379,000	1,379,000
<b>TOTAL RESOURCES</b>	\$ -	\$ 1,459,300	\$ 1,447,887	\$ 1,557,200	\$ 1,557,200	\$ 1,557,200
	ACTUALS <sup>1</sup> 2019-2021	BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ -	\$ 1,106,000	\$ 1,042,626	\$ 1,237,100	\$ 1,237,100	\$ 1,237,100
Materials & services	-	343,800	227,044	281,700	281,700	281,700
Total Admin. & Central Serv. Program	-	1,449,800	1,269,670	1,518,800	1,518,800	1,518,800
Interfund Transfers	-	-	-	28,600	28,600	28,600
Contingency	-	9,500	-	9,800	9,800	9,800
<b>TOTAL REQUIREMENTS</b>	\$ -	\$ 1,459,300	\$ 1,269,670	\$ 1,557,200	\$ 1,557,200	\$ 1,557,200

Authorized Full Time Equivalents	3.50	3.50
Allocated Full Time Equivalents	3.55	3.25

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Diversity, Equity, Inclusion, and Accessibility**

#### **Overview**

Diversity, Equity, Inclusion, and Accessibility (DEIA) is a program of the Administration & Central Services Division of the Internal Services Fund – City Wide Administration.

The Diversity, Equity, Inclusion, and Accessibility (DEIA) program is responsible for embedding a commitment to diversity, equity, inclusion and accessibility within the City of Bend through internal and external initiatives guided by the Internal DEIA Taskforce and related Action Plan and the work plans of the City Council’s Human Rights and Equity Commission (HREC) the City of Bend Accessibility Advisory Committee (COBAAC).

The HREC is focused on ensuring historically marginalized and underrepresented people and communities in Bend have equal access to City programs and services, representation in City decision-making, and a venue to raise concerns and complaints about discrimination.

The COBAAC assists and advises the City on the most efficient and responsible means by which to make its programs, services, activities and facilities accessible to all of Bend’s residents and visitors. Accessibility Programming within the City of Bend 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. The program also serves as a resource to City staff and community members on ADA related topics, including Barrier Removal Requests, ADA Grievance Procedures Policies and Reasonable Accommodations under Title I of the ADA.

The Internal DEIA Task Force focused on increasing awareness of equity and cultivating a workplace environment where all feel welcomed and equally valued. This is accomplished by implementing strategies and actions, as well as creating policy and providing learning opportunities around DEIA.

#### **Goals & Objectives for the 2023 - 2025 Biennial Budget**

- Update and continue implementing the city-wide DEIA Action Plan that outlines initiatives, trainings, community engagement strategies, policy review, data analysis, and interdepartmental coordination. The plan includes objectives and a timeline for successful completion of outcomes
- Assist with the implementation the HREC Work Plan, which includes:
  - Developing and piloting an equity framework
  - Developing a process to connect community members who have experienced acts of discrimination with resources and assistance
- In coordination with the City’s Procurement & Public Contracts division, develop and implement a supplier diversity program
- Develop and implement a language access policy and program
- Expand outreach and public engagement with all community members, so that everyone feels welcome and that their voice will be heard

- Continue to improve access for people with disabilities throughout the City's facilities, programs, services, and activities, as well as throughout the community
- Work to remove barriers to participation on City Boards and Committees and provide equitable access to public meetings and events, including Council meetings
- 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
- Maintain and update the City's ADA Self-Evaluation Assessment including evaluation of the City of Bend's programs, services, and activities, facilities, and current policies, practices, and procedures
- Identify and correct barriers to access that are inconsistent with the City of Bend's Title II requirements under the ADA
- Continue building and maintaining relationships with community accessibility groups

### **Major Accomplishments during the 2021 - 2023 Biennium**

- Established the Equity Department
- The first Human Rights and Equity Commission (HREC) Work Plan was developed and approved by Council
- COBBAC created a new strategic plan that was approved by the City Manager
- Implemented the stipend program for City committee volunteers with the intent of lowering barriers to participation. The program has a 90% participation rate
- Provided \$36,000 in sponsorship funding to several community nonprofits through the DEI funds to support diverse events
- Sponsored Welcoming Week, which included 23 organizations who held 13 community events
- Developed the Spanish prioritization plan and funded over \$11,000 in translation resources for the City's commitment to accessible government
- Grew and supported the internal DEIA Taskforce through the update of the internal DEIA Action Plan and quarterly taskforce meetings. The taskforce is made up of 44 employee volunteers that represent every department
- Internal DEIA Taskforce hosted quarterly lunch and learns and diversity discussions on equity related topics of interest to employees. Participation has been strong, ranging from 60 – 200 employees per event
- Evolved and improved internal DEIA tools and resources for all City Departments, including a DEIA BendHub (intranet) page that is accessible to staff and the City Council

### **Significant Changes from the 2021 - 2023 Biennial Budget**

- Budgeted for consultant services for the implementation of the HREC Work Plan
- The Volunteer Coordinator position will be recast as additional support in the Equity Department to focus on the development and implementation of the equity framework and toolkit, and to be a resource for departments to apply the framework

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**Internal Service Fund - City Wide Administration  
Sustainability**

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ -	\$ -	\$ -	\$ 152,500	\$ 152,500	\$ 152,500
Miscellaneous	-	13,400	10,000	-	-	-
Interfund transfers	-	509,400	407,793	329,800	329,800	329,800
<b>TOTAL RESOURCES</b>	\$ -	\$ 522,800	\$ 417,793	\$ 482,300	\$ 482,300	\$ 482,300
	<b>ACTUALS<sup>1</sup> 2019-2021</b>	<b>BUDGET 2021-2023</b>	<b>ESTIMATE<sup>1</sup> 2021-2023</b>	<b>PROPOSED 2023-2025</b>	<b>APPROVED 2023-2025</b>	<b>ADOPTED 2023-2025</b>
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ -	\$ 244,200	\$ 62,300	\$ 292,800	\$ 292,800	\$ 292,800
Materials & services	-	275,100	202,919	175,800	175,800	175,800
Total Admin. & Central Serv. Program	-	519,300	265,219	468,600	468,600	468,600
Contingency	-	3,500	-	13,700	13,700	13,700
<b>TOTAL REQUIREMENTS</b>	\$ -	\$ 522,800	\$ 265,219	\$ 482,300	\$ 482,300	\$ 482,300

Authorized Full Time Equivalents	1.00	1.00
Allocated Full Time Equivalents	0.80	0.80

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Sustainability**

#### **Overview**

The Sustainability program is responsible for carrying out the City’s energy and climate related initiatives, including developing, updating, and implementing the City’s Community Climate Action Plan (CCAP) and the City’s Strategic Energy Management Plan (SEM Plan). These initiatives were launched in 2016 with the adoption of City Council Resolution 3044. This program is also responsible for coordinating the Environment and Climate Committee, a permanent advisory committee to the City Council, due to its close relationship to the Community Climate Action Plan.

#### **Goals & Objectives for the 2023–2025 Biennial Budget**

- Implement the Community Climate Action plan through the development and launching of programs to support the new round of prioritized CCAP actions from the Environment and Climate Committee and by providing sponsorships to community organizations that support CCAP goals and strategies
- Update the CCAP to accommodate emerging best practices and evolving community and committee feedback, including integrating new greenhouse gas reduction strategies, decarbonizing the energy supply and buildings and reducing emissions from transportation and waste sectors
- Establish and improve tracking and reporting systems for the CCAP
- Implement the City’s internal Strategic Energy Management Plan through coordination of city departments with key implementation responsibilities
- Develop new policies to support sustainable development including policies that are responsive to community concerns, such as the Tree Code, auto dependent uses in the commercial zones, and natural gas policy

#### **Major Accomplishments during the 2021–2023 Biennium**

- Prioritized implementation actions for the CCAP based on Committee guidance and input, including the development and launching of several CCAP strategies, including the Home Energy Score Program and the Bend Electric Vehicle Readiness Plan
- Managed the Environment and Climate Committee with monthly meetings for the full Committee and additional ad hoc meetings for subcommittees and working groups
- Updated the 2016 Bend Community Greenhouse Gas Emissions Inventory in 2021
- Coordinated the City’s internal Strategic Energy Management Team to advance projects in the Strategic Energy Management Plan, including:
  - Designing and planning new facilities and major remodels to be net zero or net zero ready
  - Deploying on-site solar for city owned buildings and land
  - Assessing opportunities for in-line hydro generation throughout the water system

#### **Significant Changes from the 2021–2023 Biennial Budget**

- The proposed budget does not include any anticipated grant funding

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

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ 393,734	\$ 663,500	\$ 720,832	\$ 330,000	\$ 330,000	\$ 330,000
Intergovernmental revenues	42,278	-	-	-	-	-
Charges for services	41,200	-	-	-	-	-
Miscellaneous	2,580	-	19,304	-	-	-
Debt proceeds	-	675,300	587,200	-	-	-
Interfund transfers	8,608,524	10,069,900	10,076,958	12,142,800	12,142,800	12,142,800
<b>TOTAL RESOURCES</b>	<b>\$ 9,088,316</b>	<b>\$ 11,408,700</b>	<b>\$ 11,404,294</b>	<b>\$ 12,472,800</b>	<b>\$ 12,472,800</b>	<b>\$ 12,472,800</b>
	ACTUALS <sup>1</sup> 2019-2021	BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 4,778,220	\$ 5,655,500	\$ 5,565,887	\$ 6,296,400	\$ 6,296,400	\$ 6,296,400
Materials & services	2,974,576	4,320,300	4,313,662	5,370,800	5,370,800	5,370,800
Capital outlay	175,126	930,500	877,936	260,000	260,000	260,000
Total Admin. & Central Serv. Program	7,927,922	10,906,300	10,757,485	11,927,200	11,927,200	11,927,200
Interfund Transfers	439,562	315,600	316,729	252,600	252,600	252,600
Debt Service	-	134,000	-	232,000	232,000	232,000
Contingency	-	52,800	-	61,000	61,000	61,000
<b>TOTAL REQUIREMENTS</b>	<b>\$ 8,367,484</b>	<b>\$ 11,408,700</b>	<b>\$ 11,074,214</b>	<b>\$ 12,472,800</b>	<b>\$ 12,472,800</b>	<b>\$ 12,472,800</b>

Authorized Full Time Equivalents	23.00	23.00
Allocated Full Time Equivalents	20.00	19.00

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Information Technology**

#### **Overview**

The Information Technology (IT) Division is part of the Internal Service Fund – City Wide Administration. The mission of IT is to partner with the City’s business units to deliver quality and innovative technology solutions. Information Technology manages the City’s enterprise information systems, including software implementation and management, local and wide area networks and supporting infrastructure. In addition, IT supports the City, community members, and employees through a variety of services and seeks to improve operational efficiency through effective use and stewardship of technology.

#### **Goals & Objectives for the 2023–2025 Biennial Budget**

- Support Innovation Strategic Plan projects and initiatives recommended by the Innovation Steering Committee
- Enhance the City’s Information Security Program:
  - Adopt a standard information security platform
  - Develop a citywide cybersecurity policy catalog
  - Deliver ongoing cybersecurity training to City employees
- Implement continuity of operations initiatives as outlined in the IT Business Continuity Plan
- Upgrade the City’s time keeping software application to improve its stability, compatibility, and security
- Consolidate digital communication tools, including messaging, meeting, and phone services
- Migrate the Microsoft 2012 Server fleet to the most current Microsoft server operating system

#### **Major Accomplishments during the 2021–2023 Biennium**

- Supported Innovation Strategic Plan projects and initiatives including:
  - Accounts Receivable and General Billing system replacement
  - Online Permit Center optimization
  - e-Procurement system implementation
  - Fleet telematics implementation
  - Cemetery Software
  - Community Service Request Application
  - Employee Survey
- Provided the ability to support hybrid/virtual public meetings in support of HB 2560
- Modernized the City’s conference rooms by adding videoconferencing equipment that provides the ability to hold internal and external hybrid/virtual meetings
- Partnered with users to strengthen and improve the electronic permitting software application to provide customers and employees with a consistent and stable user experience
- Implemented role-based access controls for the electronic permitting application. Collaborated with business units across the organization to develop a formal IT Incident Response Plan that guides the recovery of critical IT infrastructure systems, applications, and data sets

- Updated and modernized the City’s infrastructure footprint in the datacenter to support a healthy hardware lifecycle
- Implemented digital signage to provide public information, internal communication, and enhance customer service
- Upgraded all endpoints to M365 Office

### **Significant Changes from the 2021–2023 Biennial Budget**

- One (1) new LTE Application Analyst position to help support new and existing enterprise applications. This position is budgeted to be split between the Fire Department and the Community and Economic Development Departments
- Augmenting the information security capabilities offered by Office365 by adding additional licenses that enhance the security of user accounts and the integrity of the City’s data
- Transitioned (1) Project Manager position from the Information Technology department to the Project Management Office

There are two teams within IT: the Enterprise Operations Team and the Enterprise Applications Team.

**Enterprise Operations Team** - The Operations team consists of two broad and diverse groups.

The Service Desk supports approximately 750 users across the city organization. They prioritize the prompt restoration of service to end-user technology, provide asset management for 2,000+ pieces of equipment (desktops, laptops, phones, printers, mobile devices, etc.), and manage the provisioning of equipment and access for new and departing employees. They hold a 99% internal customer satisfaction rating.

Infrastructure Operations focuses on supporting City operations by ensuring the smooth functioning of the technology infrastructure that supports operating system and application deployment to internal and external customers. This includes the network infrastructure (160+ network switches across 27 facilities); server and device management (150+ servers), computer operations, storage management, disaster recovery management, and cybersecurity management.

### **Enterprise Applications Team**

The Enterprise Applications Team provides services to the City’s users and business operations through the implementation, ongoing support, and continuous improvement and optimization of the major enterprise systems in use at the City. The team also provides asset management for those software systems through maintenance and upgrades, usage reviews and annual audits as well as workflow and process maintenance.

**ADMINISTRATION & CENTRAL SERVICES**  
**Information Technology**

**FIVE YEAR EQUIPMENT PLAN**

	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>FY 27-28</b>
<b>Equipment:</b>					
(1) Web Application Firewall	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Network switches	115,000	115,000	-	-	-
Firewall Replacement	-	-	150,000	-	-
<b>Total</b>	<b>\$ 145,000</b>	<b>\$ 115,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>

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

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ 4,543,908	\$ 6,374,300	\$ 6,530,072	\$ 6,538,000	\$ 6,538,000	\$ 6,538,000
Charges for services	2,600	-	-	-	-	-
Miscellaneous	628,107	228,200	740,035	228,200	228,200	228,200
Debt proceeds	237,700	-	-	-	-	-
Interfund transfers	5,694,489	6,105,900	6,202,274	8,469,000	8,469,000	8,469,000
<b>TOTAL RESOURCES</b>	<b>\$ 11,106,804</b>	<b>\$ 12,708,400</b>	<b>\$ 13,472,381</b>	<b>\$ 15,235,200</b>	<b>\$ 15,235,200</b>	<b>\$ 15,235,200</b>
	<b>ACTUALS<sup>1</sup> 2019-2021</b>	<b>BUDGET 2021-2023</b>	<b>ESTIMATE<sup>1</sup> 2021-2023</b>	<b>PROPOSED 2023-2025</b>	<b>APPROVED 2023-2025</b>	<b>ADOPTED 2023-2025</b>
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 189,872	\$ 364,600	\$ 286,257	\$ 1,018,800	\$ 1,018,800	\$ 1,018,800
Materials & services	4,369,418	6,396,600	6,648,121	7,665,800	7,665,800	7,665,800
Total Admin. & Central Serv. Program	4,559,290	6,761,200	6,934,378	8,684,600	8,684,600	8,684,600
Interfund Transfers	17,442	-	-	-	-	-
Reserves Commercial Insurance	-	5,947,200	-	6,550,600	6,550,600	6,550,600
<b>TOTAL REQUIREMENTS</b>	<b>\$ 4,576,732</b>	<b>\$ 12,708,400</b>	<b>\$ 6,934,378</b>	<b>\$ 15,235,200</b>	<b>\$ 15,235,200</b>	<b>\$ 15,235,200</b>

Authorized Full Time Equivalents	1.00	2.00
Allocated Full Time Equivalents	1.70	2.70

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Insurance & Risk Management**

#### **Overview**

The insurance and risk management program in the City's Internal Service Fund accounts for funding of commercial liability premiums, policy deductibles and self-insurance reserves for catastrophic losses, as well as the City's newly formed Department of Emergency Management.

The City is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural and human caused disasters. The City purchases insurance policies from commercial carriers and pays annual premiums and deductibles for the following coverages: general and automobile liability, commercial property, cyber liability, crime coverage, airport liability, pollution coverage, and worker's compensation. Additionally, the City carries a public employee dishonesty bond covering the Chief Financial & Administrative Officer, Finance Director and Assistant Finance Director. The City also maintains employee health, life and disability coverages.

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 is 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.

The Insurance and Risk Management program also includes the budget for the newly created Department of Emergency Management which includes a Director and a Safety/Risk Manager.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Establish the department of emergency management, develop continuity of operations plans and incorporate the revised guidance from FEMA into the next update of the City's hazard mitigation plan
- Launch community education, prevention, and preparedness programs
- Continue quarterly meeting of the City of Bend Risk Committee, which is comprised of representatives from the Police, Fire, Transportation & Mobility, Utilities, Legal, Finance, Human Resources and IT departments
- Continued efforts to reduce the number of at fault auto accidents across the City
- Increase safety across City departments
- Recruit and hire a Safety/Risk Manager and assist that person as they onboard to the new position

#### **Major Accomplishments during the 2021 – 2023 Biennium**

- The Risk Committee met quarterly during the 2021 and 2022 calendar years
- In FY 2020-21 there were 22 general liability/auto claims, of which 11 were either denied or closed without payment



- In FY 2021-22 there were 22 general liability/auto claims, of which 14 were either denied or closed without payment
- Continued support from the Utility Department's Safety & Risk Program Manager to ensure compliance, training, and support to City employees
- Hired the Director of Emergency Management in Spring 2023
- Worked with the Community and Economic Development Department on the requirements for contractors who apply to be on the Qualified Contractor list, which includes increased insurance requirements and requires relevant insurance coverage based on the type of work being applied for, which ultimately provides greater risk mitigation and less exposure for the City

### **Significant Changes from the 2021 – 2023 Biennial Budget**

- 15% increase projected for all insurance premiums except workers' compensation and cyber/crime.
- Our broker has informed the City that we should expect an increase of approximately 35% in our cyber/crime rate given the increase in cyber-attacks and losses globally. Many governmental entities are being denied coverage
- The pollution policy is in year three of a three-year policy that was paid in full in FY 2020-21. The policy will be renewed in FY 2023-24

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

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ 2,030,659	\$ 1,467,900	\$ 1,552,108	\$ 9,171,100	\$ 9,171,100	\$ 9,171,100
Intergovernmental revenues	74,728	2,000,000	2,000,000	-	-	-
Charges for services	124,477	77,500	127,591	437,600	437,600	437,600
Miscellaneous	308,099	5,116,800	5,131,816	308,500	308,500	308,500
Debt proceeds	5,253,139	21,783,000	22,757,964	120,197,100	120,197,100	120,197,100
Interfund transfers	6,096,400	11,701,800	11,063,587	14,985,500	14,985,500	14,985,500
<b>TOTAL RESOURCES</b>	<b>\$ 13,887,502</b>	<b>\$ 42,147,000</b>	<b>\$ 42,633,066</b>	<b>\$ 145,099,800</b>	<b>\$ 145,099,800</b>	<b>\$ 145,099,800</b>
	<b>ACTUALS<sup>1</sup> 2019-2021</b>	<b>BUDGET 2021-2023</b>	<b>ESTIMATE<sup>1</sup> 2021-2023</b>	<b>PROPOSED 2023-2025</b>	<b>APPROVED 2023-2025</b>	<b>ADOPTED 2023-2025</b>
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 1,893,865	\$ 3,079,200	\$ 2,528,858	\$ 3,160,200	\$ 3,160,200	\$ 3,160,200
Materials & services	2,725,649	5,343,900	4,893,237	6,932,800	6,932,800	6,932,800
Capital outlay	785,936	29,757,200	22,230,751	106,775,300	106,775,300	106,775,300
Total Admin. & Central Serv. Program	5,405,450	38,180,300	29,652,846	116,868,300	116,868,300	116,868,300
Interfund Transfers	267,525	804,200	883,524	504,300	504,300	504,300
Debt Service	6,662,419	2,675,000	2,925,588	7,488,200	7,488,200	7,488,200
Contingency	-	487,500	-	888,200	888,200	888,200
Reserves Future Construction	-	-	-	19,350,800	19,350,800	19,350,800
<b>TOTAL REQUIREMENTS</b>	<b>\$ 12,335,394</b>	<b>\$ 42,147,000</b>	<b>\$ 33,461,958</b>	<b>\$ 145,099,800</b>	<b>\$ 145,099,800</b>	<b>\$ 145,099,800</b>

Authorized Full Time Equivalents	10.00	10.00
Allocated Full Time Equivalents	10.00	10.30

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Facilities Management**

#### **Overview**

Facilities Management is a division of the Internal Service Fund – City Wide Administration. Facilities Management is responsible for cleaning, maintenance, repair, small construction and capital improvement projects related to city-owned facilities. In addition, staff assist in the planning and design of future space needs in existing buildings or new city facilities such as the Juniper Ridge Public Works Campus and the future City Hall. The department also provides facility-related project management and maintenance services for the Parking, Housing, and Airport Programs. Revenue is generated through the City’s cost allocation plan and from rent charges to building tenants. Revenue to support the Housing Program’s facility needs is generated through a special purpose transfer. Expenditures include construction and improvement costs, operational expenses, repairs and maintenance, and debt service.

#### **Goals & Objectives for the 2023 – 2025 Biennial Budget**

- Plan and build facilities to meet the needs of a growing city with a lens of sustainability and a reduced carbon footprint
- Provide appropriate work environments to accommodate department needs including teleworking
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings by leveraging Strategic Energy Management practices and align with council goals related to energy efficiency
- Execute pre-construction, design, and permitting services for the Juniper Ridge Public Works Campus project
- Provide project management for tenant improvements to the Lighthouse Navigation Center
- Continue planning efforts and property acquisition strategies for a new City Hall

#### **Major Accomplishments during the 2021 – 2023 Biennium**

- Secured Design-Build and Owner’s Representative contracts for the Juniper Ridge Public Works Campus project
- Completed criteria design for the Juniper Ridge Public Works Campus.
- Assisted with the acquisition of three properties used as shelters in support of Council’s housing goals
- Provided project management for design and facility improvements at the Stepping Stone Shelter and the Lighthouse Navigation Center
- Supported the development and execution of property acquisition strategies for a new City Hall

#### **Significant Changes from the 2021 – 2023 Biennial Budget**

- Budget includes \$104 million of construction costs for the Juniper Ridge Public Works Campus as well as \$200,000 for continued programming and planning costs associated with a new City Hall.
- Budget reflects approximately \$3 million for annual operating costs related to the three City owned shelter facilities. Operating costs are funded by interfund transfers from the Houseless Fund.

**ADMINISTRATION & CENTRAL SERVICES**  
**Facilities Management**

**FIVE YEAR VEHICLE & EQUIPMENT PLAN**

	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Vehicles:</b>					
One (1) Ford F250 cab/chassis, service truck w/ lumber rack and plow frame	\$ -	\$ -	\$ -	\$ 60,000	\$ -
<b>Subtotal Vehicles</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>
<b>Equipment:</b>					
15th Street - One (1) Electric Vehicle Charging Station	\$ 10,000	\$ -	\$ -	\$ -	\$ -
One (1) Snow removal vehicle and attachments	-	-	25,000	-	-
<b>Subtotal Equipment</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>

**FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN**

	2023-24	2024-25	2025-26	2026-27	2027-28
2nd Street Tenant Improvements	\$ 2,384,000	\$ -	\$ -	\$ -	\$ -
Police facility - one (1) 30 ton HVAC unit replacement	-	-	315,000	-	-
Police facility - one (1) 5 ton HVAC unit replacement	-	-	25,000	-	-
Police facility - Carpet replacement	-	-	35,000	-	-
Police facility - Roof Membrane replacement	-	-	35,000	-	-
<b>Total</b>	<b>\$ 2,384,000</b>	<b>\$ -</b>	<b>\$ 410,000</b>	<b>\$ -</b>	<b>\$ -</b>

City of Bend, Oregon  
2023-2025 Adopted Biennial Budget

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

	Cost Estimate Classification*	2023-24	2024-25	2025-26	2026-27	2027-28	Total CIP
Juniper Ridge Public Works Campus	3	\$ 51,375,300	\$ 52,756,000	\$ 19,350,800	\$ -	\$ -	\$ 123,482,100
City Hall Replacement	5	100,000	100,000	10,000,000	10,000,000	10,000,000	30,200,000
705/755 NE 1st - Underground Injection Control	5	50,000	-	-	-	-	50,000
<b>Total</b>		<b>\$ 51,525,300</b>	<b>\$ 52,856,000</b>	<b>\$ 29,350,800</b>	<b>\$ 10,000,000</b>	<b>\$ 10,000,000</b>	<b>\$ 153,732,100</b>

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

Estimate Class	Purpose	Project Definition Level Expressed as % of completion 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 <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ (215,527)	\$ 801,900	\$ 762,691	\$ 318,200	\$ 318,200	\$ 318,200
Intergovernmental revenues	9,442	-	-	-	-	-
Miscellaneous	94,228	80,700	129,714	103,400	103,400	103,400
Debt proceeds	-	55,100	-	-	-	-
Interfund transfers	7,533,673	8,254,200	7,868,765	11,312,400	11,312,400	11,312,400
<b>TOTAL RESOURCES</b>	<b>\$ 7,421,816</b>	<b>\$ 9,191,900</b>	<b>\$ 8,761,170</b>	<b>\$ 11,734,000</b>	<b>\$ 11,734,000</b>	<b>\$ 11,734,000</b>
	ACTUALS <sup>1</sup> 2019-2021	BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 2,674,411	\$ 3,269,900	\$ 2,898,300	\$ 4,167,400	\$ 4,167,400	\$ 4,167,400
Materials & services	3,041,376	4,065,272	4,139,797	4,728,700	4,728,700	4,728,700
Capital outlay	40,740	167,928	131,600	135,000	135,000	135,000
Total Admin. & Central Serv. Program	5,756,527	7,503,100	7,169,697	9,031,100	9,031,100	9,031,100
Interfund Transfers	902,598	1,276,400	1,273,238	2,600,500	2,600,500	2,600,500
Debt Service	-	8,000	-	-	-	-
Contingency	-	4,000	-	102,400	102,400	102,400
Reserves	-	400,400	-	-	-	-
<b>TOTAL REQUIREMENTS</b>	<b>\$ 6,659,125</b>	<b>\$ 9,191,900</b>	<b>\$ 8,442,935</b>	<b>\$ 11,734,000</b>	<b>\$ 11,734,000</b>	<b>\$ 11,734,000</b>

Authorized Full Time Equivalents	12.00	13.00
Allocated Full Time Equivalents	12.00	13.00

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **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 2023 – 2025 Biennial Budget**

- Actively participate and include teams' input in Juniper Ridge Public Works campus and fleet facility design
- Electrify fleet by acquiring the most economical vehicles that will show positive return on investment to the City
- Use telematics data (e.g., harsh braking and acceleration, idle time, diagnostic trouble code reporting, real-time and historical asset tracking) to make smart, data-based fleet decisions
- Explore alternative fuel options where available, specifically renewable diesel fuel
- Ensure staff receive quality training that keeps their skills current with industry standards

#### **Major Accomplishments during the 2021 – 2023 Biennium**

- Obtained three-year telematics contract and installed modules on city assets. Telematics provides critical asset data to include harsh braking and acceleration, idle time, check engine light notifications, real-time GPS tracking and many more features to make data-based fleet decisions
- Implemented three motor pools across the city with automated kiosks and reservation system. Eliminated significant employee labor hours by automating key and vehicle reservation management
- Received the city's first three fully electric vehicles and ordered three additional electrical vehicles

#### **Significant Changes from the 2021 – 2023 Biennial Budget**

- Added one (1) Fleet Program Coordinator LTE position
- The fuel and parts budgets remain at an elevated level due to recent cost inflation
- Discontinued fleet equipment reserve funding in favor of utilizing current fleet replacement funding strategy



**ADMINISTRATION & CENTRAL SERVICES**  
**Fleet Management**

**FIVE YEAR VEHICLE & EQUIPMENT PLAN**

	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28
<b>Vehicles:</b>					
One (1) Service Truck replacement w/ maintenance body	\$ 55,000	\$ -	\$ -	\$ -	\$ -
<b>Subtotal Vehicles</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Equipment:</b>					
One (1) Truck-mounted air compressor/welder/generator	\$ 15,000	\$ -	\$ -	\$ -	\$ -
One (1) Bulk oil storage system	30,000	-	-	-	-
One (1) Parts washer	15,000	-	-	-	-
One (1) Compressor	20,000	-	-	-	-
<b>Subtotal Equipment</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>	<b>\$ 135,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**PERS Debt Service Fund**

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ 2,822,216	\$ 302,200	\$ 249,829	\$ 325,200	\$ 325,200	\$ 325,200
Charges for services	9,500	-	-	-	-	-
Miscellaneous	8,619	49,300	15,651	12,200	12,200	12,200
Interfund transfers	11,491,478	3,462,200	3,134,671	3,030,500	3,030,500	3,030,500
<b>TOTAL RESOURCES</b>	<b>\$ 14,331,813</b>	<b>\$ 3,813,700</b>	<b>\$ 3,400,151</b>	<b>\$ 3,367,900</b>	<b>\$ 3,367,900</b>	<b>\$ 3,367,900</b>
	<b>ACTUALS<sup>1</sup> 2019-2021</b>	<b>BUDGET 2021-2023</b>	<b>ESTIMATE<sup>1</sup> 2021-2023</b>	<b>PROPOSED 2023-2025</b>	<b>APPROVED 2023-2025</b>	<b>ADOPTED 2023-2025</b>
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Materials & services	\$ 11,254,339	\$ -	\$ -	\$ -	\$ -	\$ -
Total Admin. & Central Serv. Program	11,254,339	-	-	-	-	-
Interfund Transfers	22,350	26,000	23,875	22,200	22,200	22,200
Debt Service	2,805,295	3,052,000	3,051,039	3,313,500	3,313,500	3,313,500
Reserves Debt Service	-	735,700	-	32,200	32,200	32,200
<b>TOTAL REQUIREMENTS</b>	<b>\$ 14,081,984</b>	<b>\$ 3,813,700</b>	<b>\$ 3,074,914</b>	<b>\$ 3,367,900</b>	<b>\$ 3,367,900</b>	<b>\$ 3,367,900</b>

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **ADMINISTRATION & CENTRAL SERVICES**

### **PERS Debt Service Fund**

#### **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, 2017-2019, and 2019-2021 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.

The City used those reserve funds during the 2019-2021 biennium, when the Oregon Legislature established The Employer Incentive Fund. Moneys in the State's Employer Incentive Fund were used to match contributions made by public employers participating in the Oregon Public Employees Retirement System (PERS), as a way to reduce future employer PERS contribution rates. In fiscal year 2020-21, the City made an \$11 million contribution to the Employer Incentive Fund, which was the amount the City could contribute to receive the 25% maximum of matching funds from the State.

This \$11.3 million contribution was made possible by use of \$4.3 million in reserves in the PERS Debt Service Fund, as well as a transfer of \$7 million from the Other Post-Employment Benefits Internal Service Fund. The City's contribution resulted in matching funds from the State of \$2.8 million, which brought the total deposit into the Employer Incentive Fund to approximately \$14.1 million. Based on a forecasting tool developed by the State, that \$14.1 million initial deposit could reduce the City's future PERS contributions by approximately \$24.3 million over a 10 year period.

**Other Post-employment Benefits (OPEB) Fund**

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ 9,583,422	\$ 5,930,900	\$ 5,937,010	\$ 8,533,700	\$ 8,533,700	\$ 8,533,700
Charges for services	3,209,801	2,205,800	2,490,745	3,193,200	3,193,200	3,193,200
Miscellaneous	202,253	180,300	211,932	160,500	160,500	160,500
<b>TOTAL RESOURCES</b>	<b>\$ 12,995,476</b>	<b>\$ 8,317,000</b>	<b>\$ 8,639,687</b>	<b>\$ 11,887,400</b>	<b>\$ 11,887,400</b>	<b>\$ 11,887,400</b>
	<b>ACTUALS<sup>1</sup> 2019-2021</b>	<b>BUDGET 2021-2023</b>	<b>ESTIMATE<sup>1</sup> 2021-2023</b>	<b>PROPOSED 2023-2025</b>	<b>APPROVED 2023-2025</b>	<b>ADOPTED 2023-2025</b>
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Interfund Transfers	\$ 7,058,466	\$ 122,400	\$ 105,966	\$ 80,300	\$ 80,300	\$ 80,300
Reserves for Future Liability	-	8,194,600	-	11,807,100	11,807,100	11,807,100
<b>TOTAL REQUIREMENTS</b>	<b>\$ 7,058,466</b>	<b>\$ 8,317,000</b>	<b>\$ 105,966</b>	<b>\$ 11,887,400</b>	<b>\$ 11,887,400</b>	<b>\$ 11,887,400</b>

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **ADMINISTRATION & CENTRAL SERVICES**

### **Other Post-employment Benefits (OPEB) Fund**

#### **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 benefit costs for OPEB as calculated in the biennial actuarial valuation prepared for financial reporting purposes.

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 \$11.8 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. As part of these efforts, during the 2019-2021 biennium, \$7 million was transferred from the OPEB Fund to the PERS Debt Service Fund to take advantage of the State's Employer Incentive Fund, which allowed local governments to reduce their future PERS contribution rates. Additional details on this program are available in the PERS Debt Service Fund narrative.

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**Energy ARRA Grant Fund**

	ACTUALS <sup>1</sup> 2019-2021	ADJUSTED BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	BIENNIAL BUDGET		
				PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>RESOURCES</b>						
Beginning working capital	\$ 14,002	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	30,450	-	-	-	-	-
<b>TOTAL RESOURCES</b>	<b>\$ 44,452</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	ACTUALS <sup>1</sup> 2019-2021	BUDGET 2021-2023	ESTIMATE <sup>1</sup> 2021-2023	PROPOSED 2023-2025	APPROVED 2023-2025	ADOPTED 2023-2025
<b>REQUIREMENTS</b>						
<i>By Category:</i>						
Interfund Transfers	\$ 44,452	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REQUIREMENTS</b>	<b>\$ 44,452</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<sup>1</sup> Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

## **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.

In the 2019-2021 biennium, grant revenues were recorded in this fund and proceeds were transferred to the City Manager's Office where all of the programmatic costs are incurred. In subsequent biennium, grant revenues are recorded directly into the Internal Service Fund - City Wide Administration Sustainability Program.