CITY OF BEND

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

2017-2019 Proposed Biennial Budget

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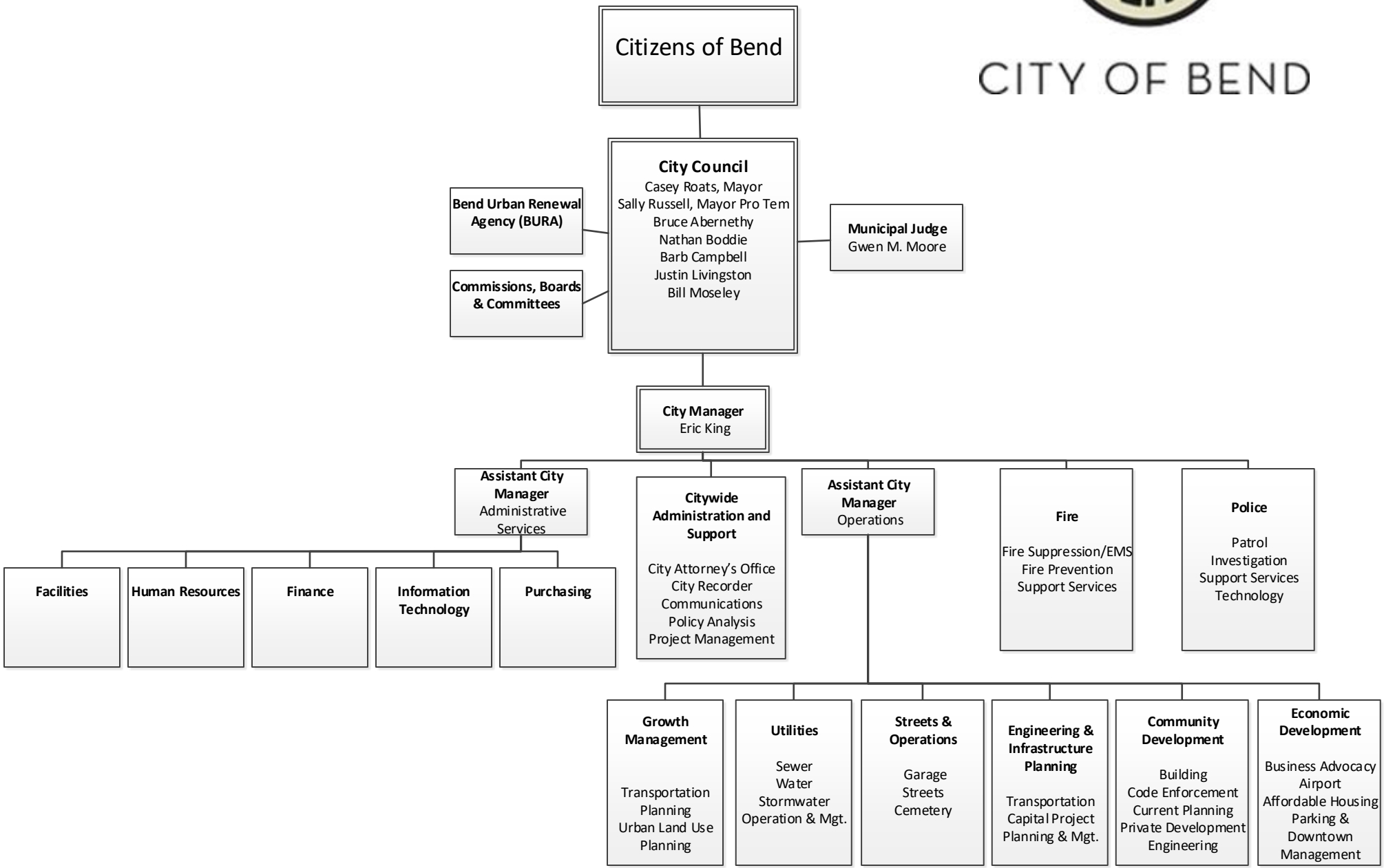
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bend, Oregon for its biennial budget for the biennium beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget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

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

CITY OF BEND


Citizens of Bend
City Council
Casey Roats, Mayor
Sally Russell, Mayor Pro Tem
Bruce Abernethy
Nathan Boddie
Barb Campbell
Justin Livingston
Bill Moseley
Bend Urban Renewal Agency (BURA)
Commissions, Boards & Committees
Municipal Judge
Gwen M. Moore
City Manager
Eric King
Assistant City Manager
Administrative Services
Facilities
Human Resources
Finance
Information Technology
Purchasing
Citywide Administration and Support
City Attorney's Office
City Recorder
Communications
Policy Analysis
Project Management
Assistant City Manager
Operations
Fire
Fire Suppression/EMS
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Support Services
Police
Patrol
Investigation
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Airport
Affordable Housing
Parking & Downtown Management

Reader's Guide

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

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

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

3. A Financial Plan: The Budget Document is foremost a financial plan, providing a numerical road map that matches resources available with the spending priorities established through policy direction and goals established by the City Council.

a. The Budget by Service Area: The budget document is organized into 5 Service Areas: Public Safety, Infrastructure, Community & Economic Development, Administration & Central Services, and The General Fund. The budget organization charts on pages 35-36 provide a summary of the funds and programs reported under each service area. A financial summary by service area can be found at the beginning of the Financial Section on pages 39-40. This document provides a brief summary of the more detailed financial data found later in the budget document. The budget information by fund located at the beginning of each tab within the Proposed Budget section also indicates the service area for each fund.

b. The Budget by Fund: Summaries of the City's proposed budget by fund can be found in the Proposed Budgets section. Like other government entities, the City uses a fund structure as the primary method of accounting for financial operations. A fund can be thought of as a "business", with all revenues in the fund specifically associated with the expenditures in the fund. In most cases, there is a legal restriction on the use of the revenue in a fund. The General Fund is used as a catch-all fund, and is specifically defined as the fund used to account for the discretionary/non-restricted revenues of the City.

c. The Budget by Program: This biennial budget shows the continuation of the City moving towards program-based budgeting. The program designation is used to group a set of like activities to enhance the opportunities for operational efficiencies, or to take advantage of

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

Tables showing financial information for individual programs can be found within the budget narratives. It is important to note that the Full Time Equivalents (FTE) reflected in the narrative tables represent the number of FTE *funded* by the program, not necessarily the number of FTE *authorized* in the program. For example, an employee can be *authorized* in the street maintenance program of the Street & Operations Fund, but have a portion of their costs paid out of the Stormwater Fund to account for the street sweeping work that directly supports the Stormwater system. In that case, the funding for the portion of the FTE that supports stormwater will be reflected in the operations & maintenance table in the Stormwater Fund narrative rather than the street maintenance table in the Street & Operations Fund narrative.

Another point of clarification when comparing the annual changes in FTE numbers and personnel services costs reflected in the narrative tables, is that the FTE for 2015-16 actuals and 2016-17 estimates reflect the number of FTE that were *budgeted* for each program, which varies from the number of FTE actually funded within a year due to staffing vacancies that occur throughout the fiscal year. The number of authorized FTEs can be found on the Full Time Equivalents by Service Area schedule found at the end of the budget document.

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

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

City Manager's Budget Message
2017-2019 Proposed Biennial Budget

May 3, 2017

CITY OF BEND

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

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

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

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

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

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

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

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

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

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

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

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

- *Additional staffing in the Engineering & Infrastructure Planning (EIPD), Community Development, Growth Management and Purchasing Departments*. An increased amount of infrastructure projects means a significant increase in the number of contracts that require additional project managers and increased procurement capacity. As building and development activity increases to implement the growth plan, additional staff in the Community Development Department are needed to process building and land use permits in a timely fashion. The new positions needed to implement the growth plan include a mix of full-time and contract employees. The resources required to meet this additional capacity will come from enterprise funds such as utility rates at planned increases or from an increase in permit activity.

- *Continued Investments in Infrastructure*. The Water, Water Reclamation (Sewer), and Stormwater utility Capital Improvement Programs (CIP) total $57.6 million of spending over the biennium. The CIP balances the needs of executing masterplan projects that either correct existing deficiencies or improve the capacity of the system. For example, the Southeast Interceptor, a $73 million project, as well as the North Area Sewer improvements and Water Reclamation Facility expansion will be complete by the end of the biennium. Design work will begin on the North and East Interceptors to help prepare Urban Growth Boundary (UGB) expansion areas.

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

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

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

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

- *Approximately $5.2 million of annual funding for street preservation*. Through a multi-pronged strategy developed with Council direction, additional temporary funding has been allocated to improve the system-wide Pavement Condition Index (PCI), with a focus on higher priority streets. Much of Downtown Bend will be repaved this construction season, as well as key corridors throughout the City. A total of 88 lane miles will be treated in 2017 and similar amounts in 2018.

- *$17.1 million dedicated to Transportation Capital Improvement Projects.* The projects included in the 2011 voter-approved General Obligation Bond will come to a close in the biennium, which include rebuilding portions of 27th Street following construction of the Southeast Interceptor and reconstructing NW 14th Street from rural to urban standards. Several improvements along Highway 20 and 3rd Street are either underway or will begin in 2017 to improve pedestrian safety and accessibility. Intersection improvements at NE Neff and Purcell along with the design of Murphy and Empire corridor extensions will improve connectivity, safety and relieve congestion. A key objective in developing the CIP is to leverage projects that attract private investment.

- *Additional staffing for street maintenance, project management and planning.* Additional staff are being requested due to increases with the accompanied need for ADA curb ramps, utility coordination, and other preparatory work for overlay contracts as a result of increased street preservation funding. The additional staff will also help improve overall service levels including snow removal and improved signage and curb painting, all of which are needed as Bend becomes more urban. Proposed Project Managers in EIPD will be matched to the project needs identified in the CIP and an additional Transportation Planner will be needed to restructure the previously mentioned citizen transportation committee and manage the TSP update.

3. Increase affordable housing options

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

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

over $28.4 million in private equity. Work began in 2014 to expand the City's strategy to increase the supply of affordable housing, including incentives, reducing costs by exempting system development fees for certain projects, disposing of public property, and developing new housing models such as a cottage code and easing restrictions on accessory dwelling units.

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

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

- *Anticipated $3.5 million being deployed through the Affordable Housing and Community Development Block Grant funding (CDBG) programs*. The continued leverage of this local funding source is anticipated to contribute towards the construction of 200 housing units over the biennium. The allocation of these funds is based on the City's Consolidated Plan and reviewed by the City's Affordable Housing Committee.

- *Additional staffing capacity for the Affordable Housing Program.* Given Council's interest in expanding policies that promote the additional supply of affordable housing and as a succession strategy, an additional staff person was added in the current fiscal year and an overlap of two positions will exist in the biennium to meet the objectives under this Council goal. This position is funded through the revenue received from the Affordable Housing fee.

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

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

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

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

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

- *Two Additional Community Service Officers (CSOs)*. Community Service Officers provide valuable expertise and assistance in handling animal complaints, City ordinance violations, and other support that allows patrol officers to concentrate on even higher priority calls. Community Service Officers are vital in providing better services to our community and more efficient use of personnel. The costs to train and employ CSOs are significantly lower than a full time sworn officer and represents an alternative model in deploying limited resources.

- *Renewal of the Fire/EMS Operating Levy.* In 2014, voters approved a 20 cent per $1,000 of Tax Assessed Value (TAV) 5-year operating levy. This levy expires at the end of the 2017-2019 biennium. The levy has allowed response times to decrease from 9 minutes to 7 minutes as promised to voters via the BLS unit as described above. Staff is recommending to Council that voters have an opportunity to renew this levy during the biennium.

- *Construction of a 6th Fire Station.* As Bend urbanizes and a greater percentage of calls for emergency medical services are within the core of the City, the need for a sixth fire station has become necessary to prevent response times from increasing. The City owns land on the Pilot Butte Campus (location of Streets & Operations and Police Departments) that is available to construct a small EMS only station. The building will be paid for and owned by the Rural Fire Protection District with the Fire Department. The City will lease the space when completed; however, it is not anticipated that construction will be complete during the 2017-2019 biennium therefore lease payments will not begin until 2019-20.

5. Modernize and professionalize how City government operates

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

Council has indicated support for reviewing the City's Charter and at a minimum, evaluate: how the Mayor is elected, a potential ward system and additional staff capacity that may be needed to support Council in their policy work. As outlined in the goals and

objectives on page 38, a Citizen committee will be appointed this summer to study these questions and make recommendations to Council. Any changes will ultimately need to be approved by voters. In parallel with this effort, Council Rules will be reviewed and updated to address such topics as Council agenda development, strategic planning, staff/Council roles, and other areas meant to streamline and improve Council meetings and interactions.

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

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

- *Limited Term (LTE) positions and software procurement related to the Enterprise Resource Planning (ERP) Replacement Project also known as LEAP: Leading Effective Applications and Processes*. The remaining phases of the software replacement project include completing the payroll/time keeping and human resources information system, replacing the City's land permitting and licensing, utility billing, and municipal court software. In addition to software and costs associated with additional limited term staff needed to complete the project, the budget includes consulting for quality control, change management, and integration services. Total estimated costs for the project over the biennium are budgeted at $4.3 million.

- *Centralized property management.* Upon conducting an inventory of City departments involved in lease management, property maintenance, and other real estate transactions it was determined that a centralized property management system would improve quality control and efficiency. An existing staff position has been moved from the Economic Development Department and a new position is being requested for the second year of the biennium to free up staff capacity in various departments.

- *Engagement with an Energy Services Company (ESCO).* A Request for Proposals has been issued to solicit firms to assist the City in identifying opportunities for energy efficiency. The City recently participated in the State of Oregon Strategic Energy Management Program, which resulted in an 11% reduction of energy that will save the City nearly $40,000 per year. To continue this trend, industry expertise is needed to identify additional energy savings as well as opportunities to finance initial investments through a third party arrangement. Minimal costs are included in the budget to help manage this project.

Summary

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

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

Although short-term strategies aimed at improving the condition of roads as well as transportation projects that relieve congestion and improve safety are embedded in this budget, much of the funding is derived from one-time sources, including drawing down reserves or temporarily shifting funds and reducing service levels. This cannot be sustained. Much work is needed over the next two years to focus on community-supported, long-term funding solutions, especially for transportation. This budget proposes to allocate $5.2 million of funding for street maintenance, but the annual funding needed to eliminate deferred maintenance is actually $8 million per year. Similarly, Council has developed a strategy to deploy a projected $35 million in Transportation Construction Funds over the next six years that is far below the estimated $280 million of improvements needed over the next decade. The key to deploying these short term strategies is to create a more unified Council and community in developing long term solutions.

There are also risks that come with developing any budget, especially one that relies heavily on deploying one-time funding strategies. This budget assumes forecasted growth in property taxes revenues at 5.25% and 5.0% in the first and second year of the biennium respectively, and moderate growth in room tax revenues. And with a net increase in citywide staffing at 2.7% over the next two years, much of this revenue growth has been earmarked for infrastructure projects. As the fastest growing city on the west coast, this revenue growth is not able to meet community demands for service and with little local control on the ability to change the City's permanent tax rate or affect other main General Fund revenue streams, the need for prioritization and vigilance in exploring community supported solutions is ongoing. This challenge is exacerbated by the fact that infrastructure funding from the federal and state governments has declined significantly with little sign of change. Additionally, PERS rates are steadily increasing and further adding to these structural fiscal challenges.

However, with challenges come opportunities to be creative. This budget relies heavily on partnerships with organizations such as the Rural Fire Protection District to meet facility needs within the Fire Department and continued coordination with Central Oregon Intergovernmental Council (COIC) to sustain transit funding and continue to improve

service, providing relief to the City's General Fund challenges. Additionally, this budget executes growth strategies that leverage private investment in completing infrastructure projects that not only prepare the City for growth but also benefit our existing residents. Finally, this budget offers new and innovative ways to deliver public safety services and investing in technology solutions that drive process and efficiency improvements in planning and permitting.

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

Respectfully submitted,

Eric King
Budget Officer / City Manager

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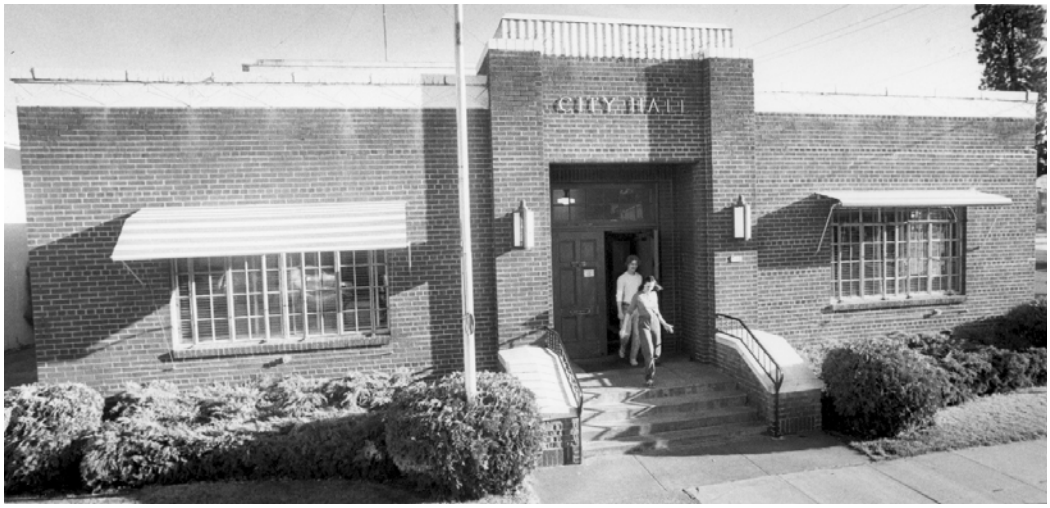
The City of Bend, Oregon



Bend City Hall

History

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

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

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

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

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

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

Old Mill District
Photo courtesy of Nick Braun Media

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

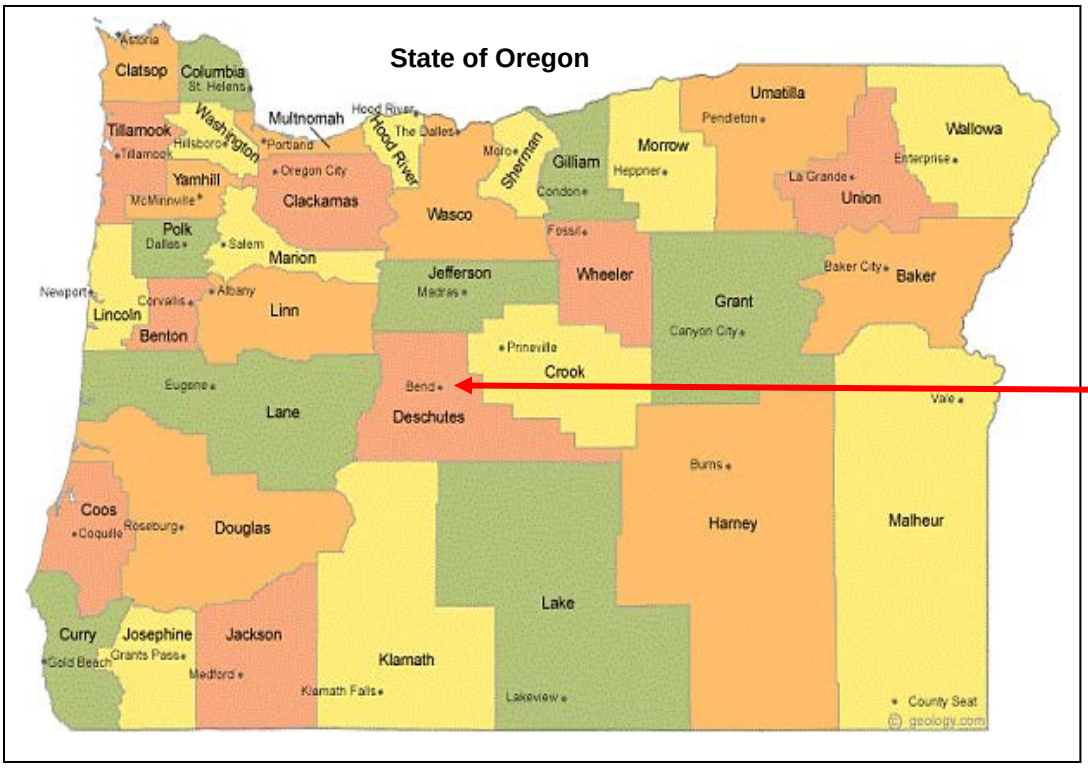
Source:
Economic Development for Central Oregon, 2016 Bend Profile.

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

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

Bend Today

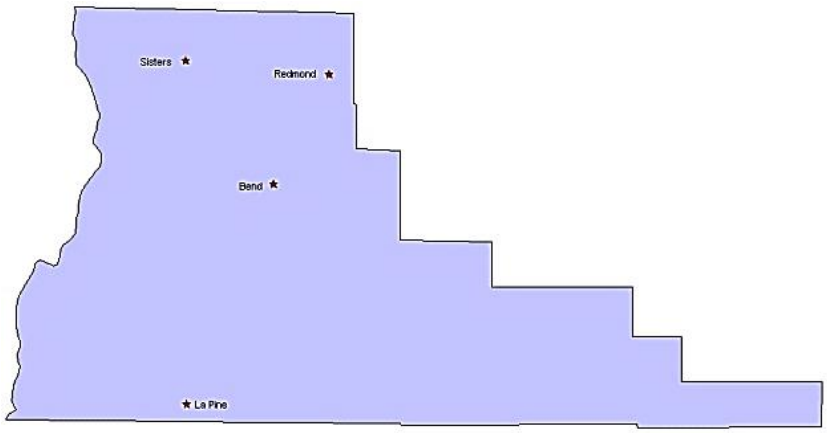
Bend is nestled on the Eastern side of the Cascade Mountain Range and little of the precipitation that is so often associated with “Oregon” actually makes it across the mountains. In fact, Bend receives an average of only 8-15 inches of precipitation per year and enjoys lots of sunny, blue skies which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



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

2016 Deschutes County Population Estimate

Bend	83,500
La Pine	1,675
Redmond	27,595
Sisters	2,390
Unincorporated	61,475
Total	176,635



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

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

Wall Street
©2006 Dustin Mitsch / Alpen Exposure

Local Attractions

Local attractions in Central Oregon include:

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

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

Activities

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

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

Bill Healy Memorial Bridge
©2006 Dustin Mitsch / Alpen Exposure

Statistical Information – 2016 Demographic Highlights

General Facts	
Date of incorporation:	1905
Form of government:	Council/Manager
Population:	83,500
Area in square miles:	32.5
Full Time Equivalents:	601*
Public Safety	
Fire Responses:	1,781
Ambulance Responses:	7,928
Number of physical arrests:	3,453
Number of traffic violations:	10,717
Number of calls for Police service:	48,763
Infrastructure	
Street lane miles:	1,143
City owned traffic signals:	35
Miles of water mains:	479
Number of fire hydrants:	5,285
Water service connections:	24,997
Total Reservoir Capacity: (in millions of gallons)	30.5 mgd
Maximum daily demand of water system (in millions of gallons):	27.1 mgd
Miles of sanitary sewer lines:	457
Sewer service connections:	30,095
Daily average treatment:	5.8 mgd
Maximum daily capacity of treatment plant (in millions of gallons):	20.8 mgd

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

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

* *FTE approved for FY 2016-17*
*** Data provided by City of Bend Community Development Department*
Note: These statistics are compiled from the City of Bend 2015-16 CAFR unless otherwise noted.

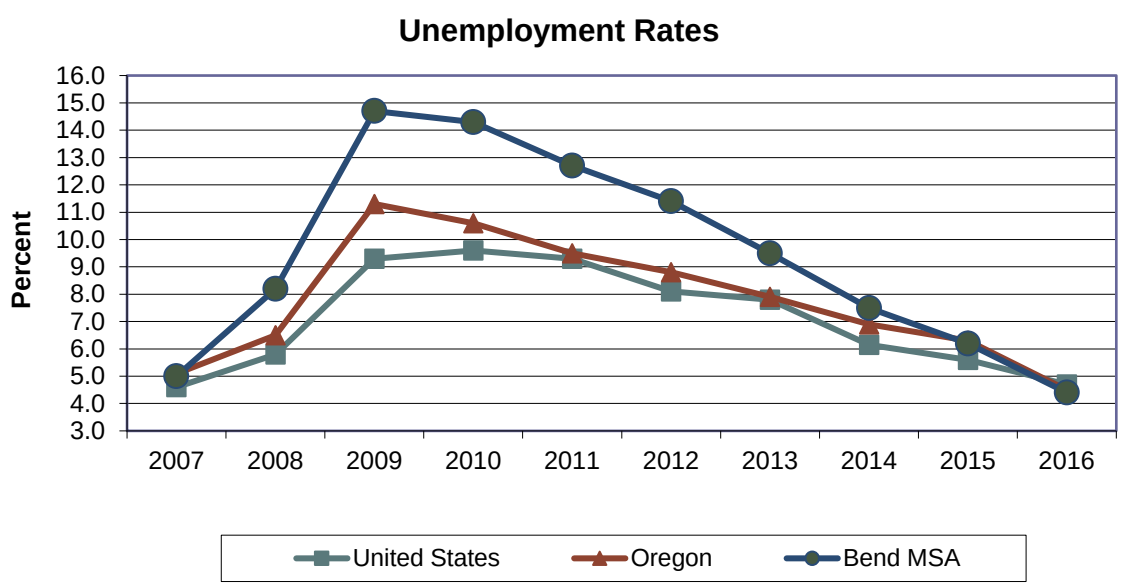
Statistical Information – 2016-17 Principal Taxpayers

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

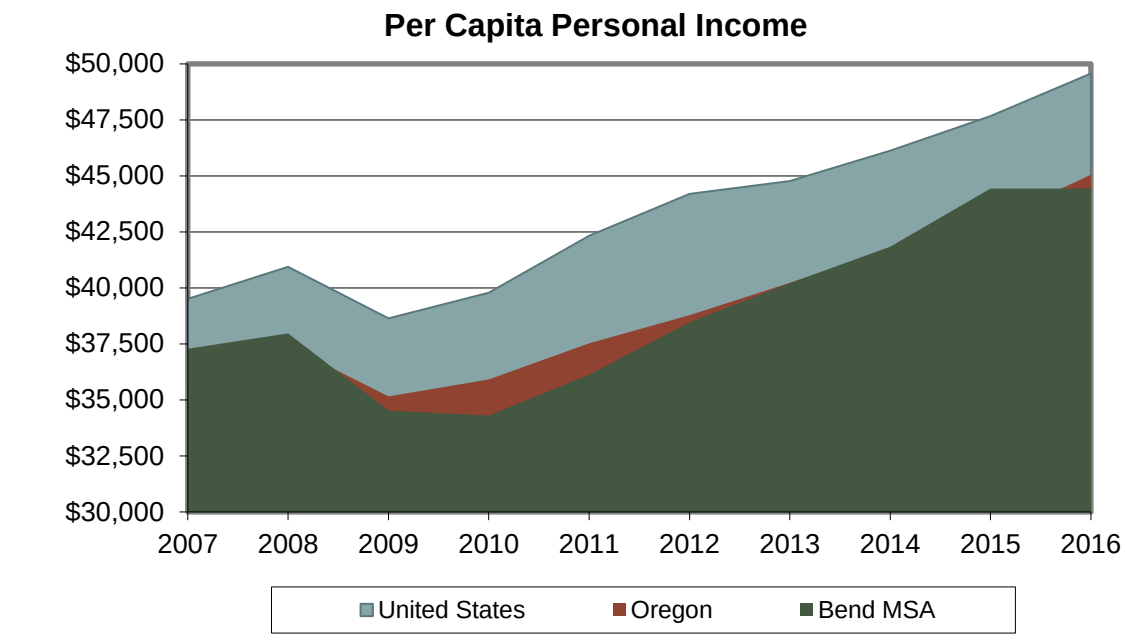
Total 2016-17 Taxable Assessed Valuation for all taxpayers in the City of Bend was $10.3 billion.

Source: Deschutes County Assessor's Office

Statistical Information - Economic Comparisons



Source: Bureau of Labor and Statistics and Oregon Unemployment Department



Source: U.S. Department of Commerce, Bureau of Economic Analysis
University of New Mexico, Bureau of Business & Economic Research

City Government

Form of Government

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

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

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

Meetings

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

Council Agenda

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

Old Mill
©2006 Dustin Mitsch / Alpen Exposure

The Process for Adopting Ordinances and Resolutions

During Council meetings, legislative business is addressed by passing an Ordinance (law) or Resolution. Reports and miscellaneous documents may also be presented for Council action.

A resolution states a policy or directs that an action be taken. It is not a binding legal restriction, rather, it announces to the public what the Council intends to happen.

An ordinance is a binding legislative act. It is often written by the department that oversees the issue being addressed and is reviewed by the City Attorney and the other department managers. The City Manager places the ordinance on the Council agenda to be discussed by the entire Council.

Proposed ordinances may be discussed by the Council and the public. After all testimony is heard, the Council may choose to either vote on the issue or table it for further discussion or more information. If an affirmative vote is taken, the ordinance will be placed on the next Council agenda for a second reading. Only if an ordinance is passed a second time, with four or more affirmative votes, will it be considered binding and become law.

Becoming A Law: The Final Step

After an ordinance is passed by the City Council, it goes to the Mayor to be signed. The original ordinance is filed by the City Recorder.

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

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

Initiative and Referendum

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

- Referendum Process: Before an ordinance becomes a law, it may be referred to a vote of the people through the referendum process. Any registered voter may do this by sponsoring a petition. A certain number of valid signatures must be gathered and verified within thirty days of the passage of the ordinance.

- Initiative Drive: If an ordinance has already gone into effect, an initiative drive can be brought before the voters to repeal the ordinance. In this case, more time is allotted to gather signatures. However, more names are required for the petition to be valid.

- Voter Approval: The City Council may refer any proposed ordinance to the voters.

The Budget Process

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

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

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

Preparing the Budget

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

Budget Committee Approval of Proposed Budget

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

Advertising and Holding Hearings

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

City Council Adoption of the Budget

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

Procedures for Amending the Adopted Budget

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

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

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

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

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

2017-2019 Budget Development Calendar

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

NOVEMBER

- Budget Kick-off – the budget calendar, process, instructions, and manual for the 2017-2019 Biennial Budget are reviewed
- Estimates for special I.T. and Facility projects and personnel requests are submitted

DECEMBER

- Budget office reviews revenues, reserve requirements, and personnel expenditures with the departments
- Preliminary revenue projections are completed (with final projections updated in February)

JANUARY

- 2017-2019 Personnel Services (salaries and benefits) budgets are completed
- 2017-2019 Overhead, Cost Allocation, Interfund Transfers, and Debt Service expenditures completed

FEBRUARY

- 2016-2017 materials and services year end expenditure projections submitted by the departments
- 2017-2019 expenditure requests submitted by the departments

MARCH

- Five-year vehicle/equipment plans and Capital Improvement Programs are submitted to budget office
- Budget office reviews budget, performs analyses and makes changes in order to balance the budget
- Budget officer reviews budget

APRIL

- Budget office updates 2017-2019 changes made by the Budget Officer
- Publish Notice of Budget Committee Meeting in the Bend Bulletin and on the City's website

MAY

- 2017-2019 Proposed Budget distributed to Budget Committee and made available for public review
- Budget Committee deliberates, receives public comments, and approves the 2017-2019 Biennial Budget

JUNE

- Notice of Budget Hearing and Budget Summary is published
- City Council holds a Public Hearing and adopts the 2017-2019 Biennial Budget
- The 2017-2019 Biennial Budget goes into effect July 1, 2017

Fiscal Policies

The following Fiscal Policies were originally adopted by the City Council November 18, 2009 and most recently revised by City Council on December 7, 2016.

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

1. Provide an adequate financial base to sustain a sufficient level of municipal services to maintain the social well-being and physical conditions of the City.

2. Deliver cost effective and efficient services to citizens.

3. Provide and maintain essential public facilities, utilities, and capital equipment.

4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and also to assure taxpayers and the financial community that the City is well managed and financially sound.

5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents.

6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other related professional financial standards.

7. Fully comply with finance related legal mandates, laws and regulations.

8. Promote intergenerational equity for the City's taxpayers and ratepayers by spreading the cost of new or upgraded City infrastructure over time so that generations benefitting from such infrastructure contribute to its cost.

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

Revenue Policies

1. The City will strive for and maintain a diversified and stable revenue system to prevent undue or unbalanced reliance on any one source of funds. This revenue diversity will shelter the City from short-run fluctuations in any one revenue source.

2. When evaluating new revenue sources, the following elements will be taken into consideration: sustainability of the revenues to the programs they are intended to support, administrative

costs, operational and maintenance costs, acceptability to the community, and the impact on economic competitiveness relative to other communities.

3. One-time and non-recurring revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund mainstream services or for budget balancing purposes.

4. User fees and charges will be established for services provided that benefit specific individuals or organizations. Cost of service analyses will be prepared so that user fees and charges can or will be set at a level sufficient to recover full cost of service whenever practical to minimize subsidization by taxpayers. The City will systematically review user fees and charges to take into account the number of customers served, changes in methods or levels of service delivery as well as changes in cost of living/inflationary increases.

5. Unless prohibited by law, certain fees may be deferred by Council action when it can be demonstrated that a direct public benefit will be obtained. In addition, the Council may direct that certain fees be paid on behalf of applicants and Council's action will include a determination of the source of funds to pay such fees.

6. All fees, charges or assessments that are deferred for later payment will be evidenced by a promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.

7. Water, Water Reclamation (Sewer) and Stormwater funds will be self-supporting through user fees. Fee adjustments will be based on long term financial plans that include a forecast period of no less than five years. The water and water reclamation utility rates should be set to yield a minimum 1.50 debt service coverage ratio or a debt service coverage ratio sufficient to maintain the credit rating of the Water and Water Reclamation systems.

8. To emphasize and facilitate long-range financial planning, the City will maintain current projections of revenues and expenditures in the General Fund and other major funds for the succeeding five years.

9. All potential grants shall be evaluated for matching requirements and on-going resource requirements and balanced with the benefits of the grant before acceptance. Grants may be rejected to avoid commitments beyond available funding.

10. The City will not respond to long-term revenue shortfalls with deficit financing and borrowing to support on-going operations. Expenses will be reduced to conform to the long-term revenue forecasts and/or revenue increases will be considered.

11. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively; explanations of the underlying assumptions and risks to the forecast, including both upside and downside risks, will be provided. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

12. The cost of revenue collection efforts should not exceed the marginal additional revenue obtained and should not absorb a large percentage of the amount collected.

13. Use of General Fund revenues is at the City Council's discretion and unless otherwise noted, discretionary revenues are not earmarked for specific purposes. Exceptions include:

    a. Grants or other revenues that are legally restricted for specific purposes.
    b. Beginning in fiscal year 2017-18, 75% of General Fund franchise fee revenues will be dedicated to street maintenance and preservation and will be recorded directly in the Transportation Operations Fund.

14. Before the City sells any major asset or relinquishes any operating or capital arrangements that involved fixed revenue, the implications of such a sale or arrangements will be fully determined for impact on current and future year revenue estimates.

Operating Budget Policies

1. The City will prepare a biennial budget with the participation of all Departments.

2. All budgetary procedures will conform to existing state and local regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the district must equal the total of all expenditures and all requirements for the district. Budgets for all City funds will be prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles.

3. The budget process will allocate resources to achieve Council goals and city-wide strategic plans. Department goals and objectives will be identified and incorporated into the budget.

4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects to reflect the full cost of providing services. The cost allocation plan will be submitted to the Department of Housing and Urban Development (or other designated agency) for review and approval when required by an outside party, including other government agencies.

5. A budget preparation calendar is crucial for successful budget preparation and execution. Finance department staff will prepare a detailed budget schedule for internal use that ensures the biennial budget is approved by the Budget Committee and adopted by the City Council no later than June 30 of odd numbered years. A summary of primary budget milestones by month will be included in the proposed and adopted budget documents.

6. The biennial budget will be constrained to the total amount approved by the Budget Committee and as adjusted, adopted, and amended by the City Council.

7. The City Council shall adopt the budget for each fund or program as required by budget law.

8. Performance measures will be used and reported in department budgets. The City will prepare trends, comparisons to other cities, and/or other financial management tools to monitor and improve service delivery in City programs.

9. Essential services will receive first priority for funding. The City will attempt to maintain current service levels for all essential services. The quality of existing core services will be maintained

before the City adds new services unless there is an explicit decision to lower the quality of existing services in favor of providing a new service. Essential services for the City are defined as follows (based on ORS 221.760 which determines if a city is eligible to receive state shared revenues):

a. Police protection
b. Fire protection
c. Street construction, maintenance, and lighting
d. Sewer
e. Stormwater
f. Water utility
g. Planning, zoning, and subdivision control

10. The summary of full time equivalents (FTE), which includes regular and limited term employees (LTE) for each operating fund or department, shall be brought before City Council for adoption with the budget, and any mid-budget cycle increases to the total number of positions must be approved by City Council by resolution. The City Manager may reassign positions among departments, restructure departments, and convert LTEs to FTEs without Council approval, so long as the total number of positions adopted on the FTE schedule is not increased.

11. All supplemental appropriations for programs requested after the original budget is approved will be analyzed by the City Manager's Office and Finance Department and will only be presented to Council for approval after consideration of availability of revenues.

12. Oregon budget law provides a means to adjust the budget for emergency expenditures or unforeseen circumstances. All resolutions adjusting the budget will be prepared by the Finance Department, at the direction of the City Manager's Office, for Council approval to ensure compliance with budget laws.

13. A mid-biennial review process will be conducted by the City Manager in order to make any necessary adjustments to the adopted biennial budget.

14. The City will submit the Adopted Budget Document to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).

15. Monthly reports comparing actual to budgeted expenditures will be prepared by the Finance Department and distributed to the City Manager and City Council. Significant budget to actual variances will be investigated and explained.

Expenditure Control Policies

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of his/her department/division/program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division/program budget for compliance with spending limitations.

2. The City Council will adopt the budget by fund at the category or program level. Expenditures anticipated to be in excess of these levels require approval of a Council resolution.

3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State and Federal laws and regulations.

4. Before the City purchases any major asset or undertakes any operating or capital arrangements that create fixed costs or ongoing operational expenses, the implications of such purchases or arrangements will be fully determined for current and future years.

5. All compensation planning and collective bargaining will include analyses of total cost of compensation which includes analysis of salary increases, health benefits, pension contributions, fringe benefits and other personnel costs. The City will only propose operating personnel costs which can be supported by on-going operating revenues.

6. The City will make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient.

Capital Improvement Policies

1. A five year Capital Improvement Program (CIP) encompassing all City facilities shall be prepared and updated annually. A public hearing will be held to provide for public input on the CIP. The five year CIP will be incorporated into the City's budget and long range financial planning processes. The CIP will be balanced; estimated resources will be available for capital spending identified in the five year plan.

2. Projects included in the CIP shall have complete information on the need for the project, description and scope of work, total cost estimates, future operating and maintenance costs and how the project will be funded.

3. An objective process for evaluating CIP projects with respect to the overall needs of the City will be established through a ranking of CIP projects. The ranking of projects will be used to allocate resources to ensure priority projects are completed effectively and efficiently. CIP master plans will be created consistent with Oregon Land Use Laws. Twenty year master plans will be prepared for the water, sewer and stormwater utilities as well as the transportation system. The priorities and timelines established in those master plans will guide updates of the five year CIP. Public involvement is encouraged during project prioritization and at a minimum, is required during the master planning process.

4. Changes to the CIP such as addition of new projects, project goals, changes in scope and costs of a project or reprioritization of projects will require City Council or City Manager approval. Furthermore, City staff will provide master plan and CIP updates to Council annually at a minimum with information about new projects that have emerged as well as changes to scope, estimated costs and/or schedule of projects already on the list with estimated impacts on user charges and fees.

5. Every CIP project will have a project manager who will prepare the project proposals, coordinate as necessary with operations and maintenance staff, ensure that required phases are completed on schedule, authorize project expenditures, ensure that all regulations and laws are observed, and periodically report project status.

6. The City will maintain its physical assets at a level adequate to protect the City's capital investment, meet any and all regulatory requirements and minimize future operating maintenance and replacement costs. The City recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the budget will provide for adequate maintenance and the orderly replacement of capital plant and equipment from the appropriate combination of current revenues, cash reserves, and debt.

7. If project costs at the time of the bid award for construction are less than the budgeted amount the balance will be unappropriated and returned to reserves for future capital projects or allocated to another project. If project costs at the time of bid award are greater than budgeted amounts, the following options will be considered:

    a. Re-scope or change the phasing of the project to come within existing budget amounts
    b. Transfer funding from another, lower priority project
    c. Decrease reserves for future capital projects to provide for an increase in budget appropriations
    d. Defer the project to the next biennial budget period
    e. Eliminate the project

8. The City will determine the least costly funding method for its capital projects and will obtain grants, contributions and low cost state or federal loans whenever possible.

9. The City will establish capital equipment reserves to provide for funding of vehicles and equipment. The City will also establish major repairs and replacement (R&R) reserves to provide for funding of major repairs and replacements. R&R reserves will be used for significant system or facility repairs, replacement or maintenance costs that are unanticipated and exceed ongoing repair and maintenance expenditures in the fund's operating budget. Long term forecasts will be used to determine available capacity to fund repair and replacement of capital assets and infrastructure and avoid a significant unfunded liability from deferred maintenance. If resources are not sufficient to fully fund R&R reserves without program impacts, alternatives will be presented to the City Council during the budget process.

10. The City will utilize "pay-as-you-go" funding for capital improvement expenditures considered recurring, operating or maintenance in nature. The City may also utilize "pay-as-you-go" funding for capital improvements when current revenues and adequate fund balances are available, when issuing debt would unduly affect the City's credit rating, or when market conditions are unstable or suggest difficulties in marketing a debt.

11. The City will consider the use of debt financing for capital projects under the following circumstances:

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

Financial Planning Policies

1. The City will prepare a long term financial plan to promote responsible planning for the use of resources. The long term financial plan will include projected revenues, expenditures and reserve balances for a minimum of the next five years. Financial plans will extend beyond five years when specific issues call for a longer time horizon. Financial challenges and possible solutions will be identified, if not implemented, with structural balance as a goal.

2. The City's financial plan should be strategic, meeting regulatory requirements and reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations.

Economic Development Funding Policies

1. The City may employ economic development incentives to encourage value-added development and accrue public benefits to the City of Bend. Public benefits may include but not limited to, the following:

    a. A benefit that increases the City's employment base or materially enhances the financial position of the City by increasing assessed valuation.
    b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone
    c. A benefit that increases access to other public services

2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, exemption or deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be fully evaluated by the Finance Department and Economic Development Department as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.

3. The fiscal impact evaluation will be presented to Council along with City Manager's recommendation. The City Council shall make the final decision concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.

4. Funding for economic development incentives must be identified before approval of all such incentives.

5. A development incentive shall not be provided if the development does not provide sufficient public benefit or if the cost and risks to the City will have a materially adverse impact on the City's finances or operations.

Pension and Retirement Funding Policies

1. The City is an employer-participant in the State of Oregon Public Employees Retirement System (PERS). Actuarial valuations of PERS are performed for the Public Employees Retirement Board (PERB) to evaluate PERS' assets and liabilities and indicate its current and prospective financial condition. The PERB determines employer-participant contribution rates, which are then used to calculate each employer-participant's annual required contribution. It is the City's policy to make contributions at no less than the rate established by PERB and required by ORS 238.225. All current pension liabilities shall be funded on an annual basis.

2. In addition to providing pension benefits, the City provides certain health and dental care benefits for retired employees. Funding the liability for future retiree benefits will be determined by City Council action.

Cash Management and Investment Policies

1. The Finance Director or designee shall invest all City funds according to four criteria, in order of their importance: (1) legality, (2) safety, (3) liquidity, and (4) yield.

2. The City shall maintain and comply with a written Investment Policy that has been approved by City Council. The Investment Policy is a standalone document from these fiscal policies.

3. The City will consolidate or pool cash balances from various funds for investment purposes and will allocate investment earnings to each participating fund.

4. The City's investment securities will be held by a third party for custodial safekeeping.

5. Quarterly investment reports summarizing investment holdings and compliance with the City's Investment Policy will be provided to City Council.

Accounting, Auditing and Financial Reporting Policies

1. The City will comply with the following accounting and reporting standards:

    a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board,
    b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA),
    c. Government Accounting Standards, issued by the Comptroller General of the United States,
    d. Oregon Revised Statues relating to Municipal finance and
    e. U.S. Office of Management and Budget (OMB) Circular A-133.

2. The primary responsibility for the City's financial reporting and internal controls rests with senior management as overseen by the City Council. The Council shall appoint three members to serve on an Audit Committee. The purpose of the Audit Committee is to provide oversight of the City's audit functions as well as other investigations. The Audit Committee's authority includes retention of the City's external auditors, investigation of any matter brought to its attention with complete and unrestricted access to all books, records, documents, facilities, and personnel of the City, and retention of outside counsel, auditors, investigators, or other experts in the fulfillment of its responsibilities.

3. Monthly financial reports summarizing financial activity by fund will be presented to the City Manager and City Council.

4. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.

5. In accordance with State law, a comprehensive financial audit including an audit of federal grants will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the City's financial statements and assessing the accounting principles used and evaluating the internal controls in place.

6. The City will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.

7. The Finance Department will prepare a Comprehensive Annual Financial Report (CAFR) and submit its CAFR to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.

8. All departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify the Municipal Securities Rulemaking Board's Electronic Municipal Market Access (EMMA) database of these significant events.

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

Debt Management Policies

1. The debt management policy sets forth comprehensive guidelines for the financing of capital expenditures. It is the objective of the policies that:
    a. The City obtain financing only when prudent,
    b. The process for identifying the timing and amount of debt or other financing be as efficient as possible,
    c. The most favorable interest rate and other related costs be obtained,
    d. When appropriate, future financial flexibility be maintained.

2. In conjunction with the City's debt financing team including but not limited to bond counsel and financial advisors, the Finance Director structures and recommends to the City Manager and City Council all debt issuances and oversees the on-going management of all City debt. Debt includes voter approved general obligation bonds, tax increment financing, full faith and credit bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, lines and letter of credit, interfund borrowings, variable rate debt, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.

3. No debt shall be issued for which the City is not confident that a sufficient specifically identified revenue source is available for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.

4. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that are more appropriately funded from current resources.

5. The City will issue advance refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings is a minimum of three percent of the purchase price of the refunding bonds (defined as the par amount of the refunding bonds, plus net original issue premium, or less net original issue discount). The City will issue current refunding bonds (as defined by federal tax law) when advantageous, legally permissible, prudent and when the net present value savings exceed $100,000. Refundings may also be undertaken for other reasons when legally permissible, prudent and when in the best interests of the City.

6. The City may utilize short-term debt or interfund loans as permitted, to cover temporary shortage due to timing of cash flows which may result from delay in receiving grant proceeds or other revenues and delay in issuance of long term debt.

7. When issuing long-term debt, the City will ensure that the debt is soundly financed by:

    a. Incurring debt only when necessary for capital improvements not appropriate to be financed from current available resources
    b. Insuring that capital projects financed through long term debt shall be financed for a period not to exceed the useful life of the project. This precludes future generations of rate payers or taxpayers from paying debt service on an asset that no longer provides benefit and prevents debt capacity from being tied up servicing a defunct asset in the event the asset needs replacing.
    c. Determining that the benefits of financing exceeds the cost of financing

d. Analyzing source of repayment, debt service coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long term debt.
e. Amortizing debt on a level payment plan to the extent practical considering the forecasted available pledged revenues and impact on the City's aggregate overall debt payment schedules.

8. The City may issue debt on either a competitive or negotiated basis. Bank placements and other private offerings are authorized under circumstances such as interim financings or to avoid the cost of a public sale for smaller issuances. The Finance Director will recommend the most appropriate method of sale in light of financial, market, transaction specific, and issuer-related conditions. If a negotiated public sale is determined to be in the City's best interest, the underwriter should typically be selected through a request for proposal (RFP) process.

9. All bond issuances and promissory notes will be authorized by resolution of the City Council.

10. The City will comply with all statutory debt limitations imposed by the Oregon Revised Statutes.

11. ORS 287A.050 establishes a limitation on the amount of general obligation bonds the City may issue. This limitation is 3% of the City's Real Market Value as certified by the Deschutes County Assessor. "General obligation bonds" are defined by ORS 287A.010(10) to mean exempt bonded indebtedness, as defined in ORS 310.140, that is secured by a commitment to levy ad valorem taxes outside the limits of sections 11 and 11b, Article XI, of the Oregon Constitution (i.e., voter approved, unlimited tax general obligation bonds). Additionally, ORS 287A.050(3) excludes certain types of general obligation bonded indebtedness from being included in the limitation, including for example general obligation bonds issued for water supply, treatment or distribution or sanitary or storm sewage collection or treatment. The City is not required to include full faith and credit obligations when computing its statutory general obligation bond debt limit. However the City's policy is to limit full faith and credit obligations to 3% of Real Market Value as certified by the Deschutes County Assessor.

12. The City will strive to maintain its current credit ratings which are (as provided by Moody's Investor Services): Aa2 for General Obligation Bonds, Aa3 for Full Faith and Credit Obligations, Aa2 for Water Revenue Bonds, and Aa2 for Sewer Revenue Bonds.

13. The City will strive to maintain debt service coverage ratios and percentages that uphold the City's credit rating. Water and Water Reclamation (Sewer) debt coverage ratios should be maintained at a minimum of 1.50 or at a level sufficient to protect the credit rating of the Water and Water Reclamation systems.

14. The City will comply with all bond covenants, arbitrage requirements, disclosure and other requirements specified by law.

    a. Post Debt Issuance Tax Compliance
        i. External Advisors and Documentation-The City shall consult with bond counsel and other legal counsel and advisors, as needed, throughout the Bond issuance process to identify requirements and to establish procedures necessary or appropriate so that the Bonds will continue to qualify for tax-exempt status. Those requirements and procedures shall be documented in the tax certificate and agreement ("Tax Certificate") and/or other documents finalized at or before issuance of the Bonds. Those requirements and procedures shall include future compliance with applicable arbitrage rebate requirements and certain other

applicable post-issuance requirements of federal tax law throughout (and in some cases beyond) the term of the Bonds. This shall include, without limitation, consultation in connection with any potential changes in use of Bond-financed or refinanced assets.

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

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

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

iii. Use of Bond Proceeds and Bond-Financed or Refinanced Assets—The City's Finance Director, or persons under the supervision of the Finance Director, shall be responsible for:
   - monitoring the use of Bond proceeds (including investment earnings and including reimbursement of expenditures made before bond issuance) and the use of the financed asset throughout the term of the Bonds to ensure compliance with covenants and restrictions set forth in the Tax Certificate relating to the Bonds;

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

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

Reserve Policies

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:
   a. Mitigate short-term volatility in revenues and makeup the temporary shortfall in revenue
   b. Mitigate short-term economic downturns (2 years or less)
   c. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process
   d. Sustain city services in the event of an emergency
   e. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues
   f. Absorb minor claim or litigation settlements
   g. Purchase vehicle and equipment without the need to finance such purchases

h. Meet routine facility and equipment repair needs
i. Meet requirements for debt service reserves
j. Maintain good standing with rating agencies

2. General Fund Reserves – the City will maintain General Fund unassigned reserves of at least 20% of the operating budget of the General Fund. Reserve balances in the General Fund Stabilization Fund will be considered when evaluating total General Fund reserve levels. Funding of General Fund reserves will generally come from excess revenues over expenditures or one-time revenues. Ending reserve levels will be evaluated annually and undesignated reserve balances in excess of the 20% target will be dedicated to improving the condition of the City's street and transportation system.

3. Development Funds – The City will maintain undesignated reserves of at least 50% (or 6 months) of the operating budget for development related funds.

4. Insurance Fund – The City will maintain reserves in its Insurance Fund for self-insurance and major accidents, disasters and catastrophic events. Use of such reserves will be limited to significant expenditures not covered by the City's insurance and that are too large to be absorbed in the department or fund's operating budget or reserves.

5. Water, Water Reclamation and Stormwater Funds – The City will maintain undesignated reserves of at least 25% (or 3 months) of the operating budget for its utility funds. The Water and Water Reclamation Funds will also have rate stabilization reserves no less than $1.5 million and $1 million respectively to protect against volatility of revenues. Ending fund balance and reserves in the Water and Water Reclamation utility funds will be prioritized as follows:

    a. Required debt service reserves
    b. Operating reserves
    c. Rate stabilization reserves
    d. Repair & replacement (R&R) reserves which have been identified as a minimum of $5 million for both the Water and Water Reclamation funds. Refer to the Capital Improvement Policies section for more information on R&R reserves.

6. All Other Operating Funds – The City will maintain undesignated reserves of at least 16% (or 2 months) of the operating budget in all other operating funds unless it can be demonstrated that less than 16% is adequate to meet the needs of the operation.

7. The City will use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds decrease to levels below the levels established by this policy, the City will develop a plan to restore reserves to the required levels. If feasible, minimum reserve balances shall be replenished in the following year of use and no longer than within five years.

General Fund Stabilization Fund Policy

1. The City will maintain and manage a General Fund Stabilization Fund in accordance with this policy.

2. The purpose of the General Fund Stabilization Fund will be to provide for severe economic downturns or major unforeseen events (as determined by Council action) where a significant portion of revenues supporting critical basic operations are projected to decline for more than 2 years or permanently, and such decline cannot be absorbed by the department or fund. In these events, the City will need time to affect reductions, consolidate operations, reprioritize critical programs or implement an alternate revenue source. The General Fund Stabilization Fund will provide temporary support to minimize the impacts to citizens who rely on these critical operations.

3. The General Fund Stabilization Fund will also be maintained to protect and enhance the City's credit rating. In the event that the City's General Fund Reserves temporarily fall below desired levels, the General Fund Stabilization Fund will serve to ensure that the City's credit rating is not adversely affected.

4. The General Fund Stabilization Fund will be funded annually as follows:

    a. 50% of investment earnings of the General Fund
    b. 50% of investment earnings of all other funds except as prohibited by law
    c. Excess revenues and/or additional allocations from the General Fund as recommended by the Finance Director and/or City Manager and approved by City Council. Examples of excess revenues include one-time payments from franchisees as a result of an audit, refunds or other one-time discretionary payments not anticipated to be needed for current operations.

5. The General Fund Stabilization Fund will only be used to provide temporary support for critical basic services and operations meeting the criteria established by this policy. In no event will the General Fund Stabilization Fund be used to fund new programs or to fund expenditures that should otherwise be funded with operating revenues, contingencies and reserves.

6. All request for use of the General Fund Stabilization Fund will include the following:

7. Projection of revenues indicating decline for more than 2 years or permanent decline as a result of economic downturn or unforeseen event
8. Analysis that revenue decline is so significant that it cannot be absorbed in the department or fund's operating budget through increases in other revenues or reduction of current expenditures
9. Determination that critical basic services and operations will be affected and citizens will be negatively impacted
10. Determination that request meets any other criteria determined by Council
11. Plan of action and long term financial solution to address the revenue shortfall

12. All requests for use of the General Fund Stabilization Fund will be presented to Council along with City Manager's recommendation. The City Council shall make the final decisions concerning appropriation of funds from the General Fund Stabilization Fund.

Fund Accounting

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

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

Governmental Funds (Governmental Activities)

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

Proprietary Funds (Business-Type Activities)

6. Enterprise
7. Internal Service

Fiduciary Funds (Fiduciary Activities)

8. Agency

The fund descriptions in this section only include those funds with a 2015-2017 biennial budget. Funds that are no longer active are not included in this section.

Governmental Funds - Governmental Activities

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

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

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

Special Revenue Funds

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

General Fund Revenue Stabilization Fund

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

Police Grant Fund

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

Police Reserves Fund

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

Fire/EMS Fund

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

Streets & Operations Fund

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

System Development Charges (SDC) Fund

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

Helen Lorenz Estate Fund

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

Building Fund

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

Special Revenue Funds - continued

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

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

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

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

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

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

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

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

Debt Service Funds

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

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

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

Bend Urban Renewal Agency (BURA) – Juniper Ridge Debt Service Fund
This fund accounts for the debt service associated with debt to be issued for the Juniper Ridge urban renewal area construction projects. The principal source of revenue to pay the debt comes from property taxes on new growth or assessed value increment within the Juniper Ridge urban renewal area.

Bend Urban Renewal Agency (BURA) - Murphy Crossing Debt Service Fund
This fund accounts for the debt service associated with debt issued for the Murphy Crossing urban renewal area construction projects. The principal source of revenue to pay the debt comes from property taxes on new growth or assessed value increment within the Murphy Crossing urban renewal area.

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

Capital Project Funds

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

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

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

Capital Projects Funds - continued

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

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

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

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

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

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

Proprietary Funds – Business-Type Activities

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

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

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

Enterprise Funds - continued

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

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

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

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

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

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

Departmental Internal Service Fund

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

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

Internal Service Funds - continued

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

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

City-wide Internal Service Fund

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

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

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

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

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

Fiduciary Funds – Fiduciary Activities

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

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

Basis of Budgeting

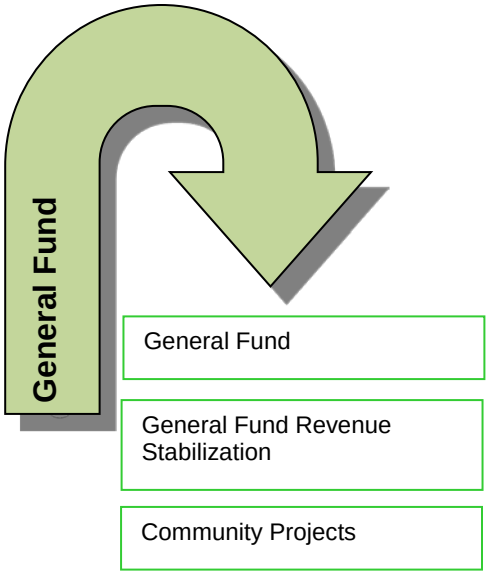
The City maintains accounting records on a budget basis as well as on a Generally Accepted Accounting Principles (GAAP) basis. For financial reporting purposes, governmental funds use the modified accrual basis of accounting where revenues are recognized when they are both measurable and available and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

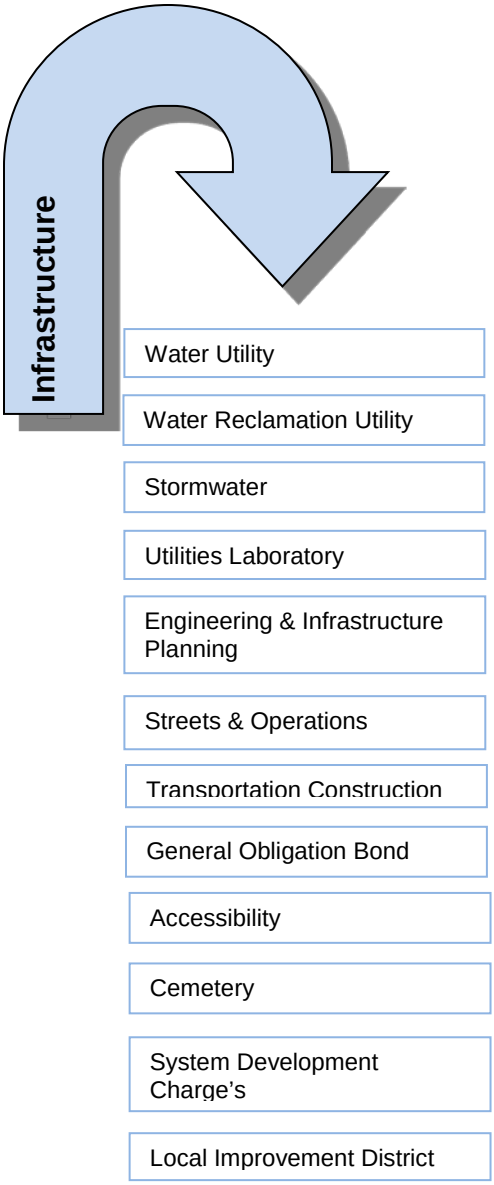
The City maintains its accounting records on the budget basis (modified accrual basis) throughout the year and makes adjustments at year-end for financial reporting to reflect GAAP basis as needed. Examples of GAAP basis adjustments include:

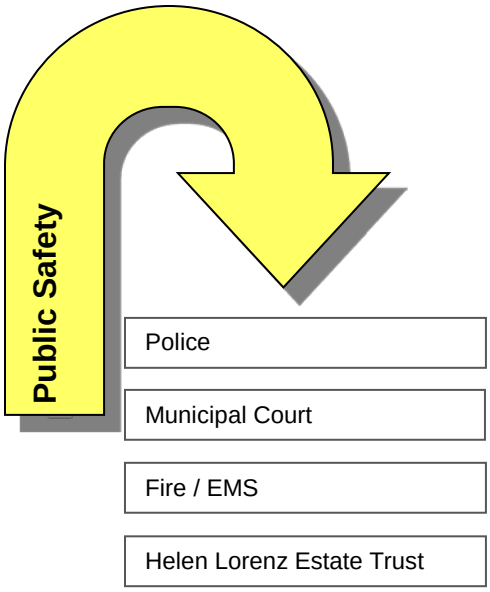
- Acquisition of capital assets or construction costs which are considered current expenditures under Oregon Local Budget Law but are reported as capital assets and depreciated over the life of the assets under GAAP;
- Proceeds from debt issues are considered budgetary resources while under GAAP, debt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

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

Budget Organization

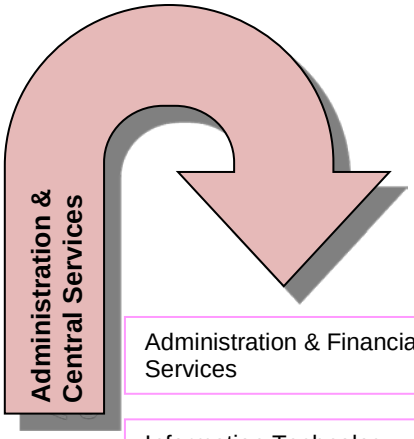






Budget Organization

- Community Development Department Administration
- Building
- Planning
- Private Development Engineering
- Code Enforcement
- Growth Management
- Community Development Block Grant (CDBG)
- Affordable Housing
- Business Advocacy
- Tourism
- Economic Improvement District
- Bend Urban Renewal Agency (BURA)
- Airport
- Parking & Downtown



- Administration & Financial Services
- Information Technology
- Facilities Management
- Garage Services
- Insurance & Risk Management
- Energy ARRA Grant
- PERS Debt Service

Council Goal Setting

2017-2019

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

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

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

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

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

CITY OF BEND

2017-2019 GOALS & OBJECTIVES

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

OBJECTIVES

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

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

OBJECTIVES

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

3 *Increase affordable housing options*

OBJECTIVES

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

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

OBJECTIVES

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

5 *Modernize and professionalize how City government operates*

OBJECTIVES

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

2017-2019 Proposed Biennial Budget
Summary by Service Area

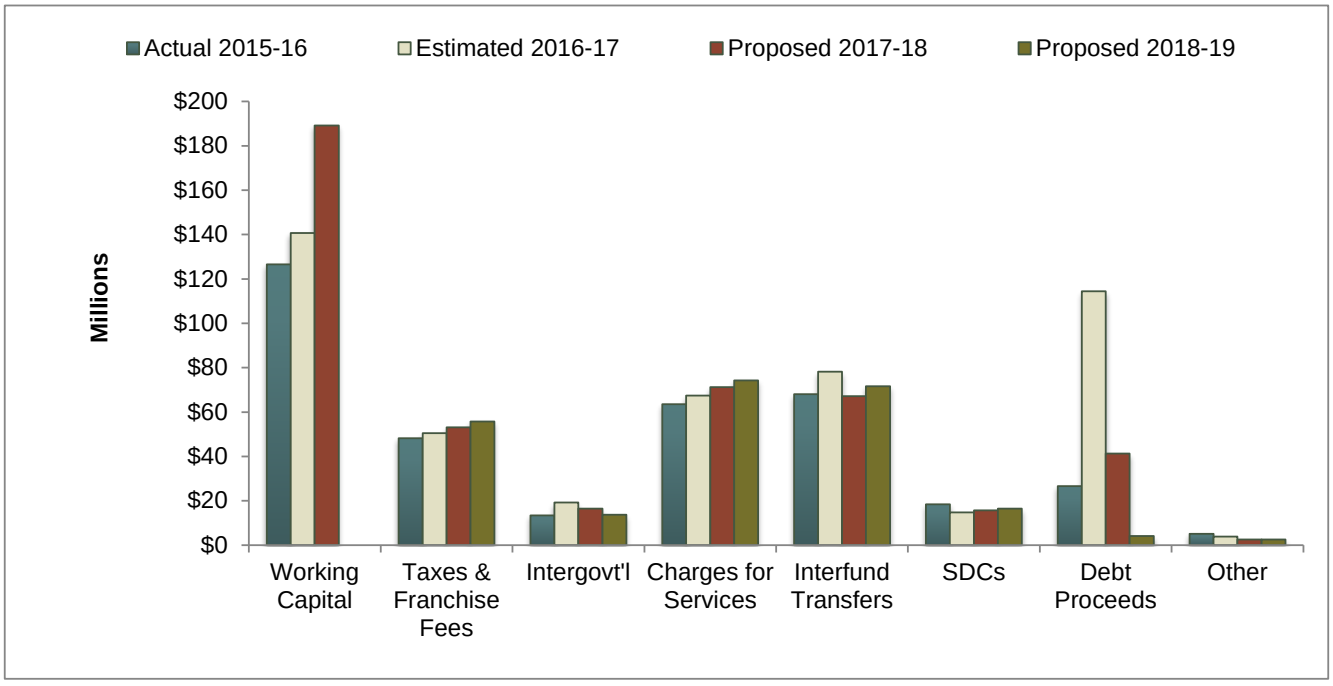
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2017-19 Total Biennial Budget City and BURA
RESOURCES						
Beginning working capital	$ 11,063,224	$ 5,164,372	$ 133,601,215	$ 24,782,414	$ 14,478,076	$ 189,089,301
Property taxes	60,563,500	4,336,800	3,780,200	2,547,200	-	71,227,700
Room taxes	13,067,700	395,300	-	6,114,100	-	19,577,100
Local marijuana taxes	1,000,000	-	-	-	-	1,000,000
Franchise fees	12,687,600	-	4,394,100	-	-	17,081,700
Intergovernmental revenues	5,197,367	8,295,200	12,125,737	4,675,400	-	30,293,704
Licenses and permits	232,000	-	-	13,699,000	-	13,931,000
Charges for services	547,700	8,389,400	102,239,500	14,198,200	548,051	125,922,851
System development charges (SDC's)	-	-	32,170,984	-	-	32,170,984
Fines and forfeitures	2,151,300	-	-	463,600	-	2,614,900
Assessments	-	-	-	341,000	-	341,000
Investment income	379,700	149,300	2,032,300	665,400	426,100	3,652,800
Loan repayments	-	-	182,000	214,200	50,000	446,200
Contributions	-	122,000	-	-	-	122,000
Rent revenues	-	-	257,800	2,573,900	102,600	2,934,300
Miscellaneous	1,185,300	1,800	114,400	715,800	324,000	2,341,300
Debt Proceeds	-	406,000	35,593,800	-	8,934,400	44,934,200
Interfund activity:						
General fund subsidy	-	26,293,000	13,409,700	1,447,000	-	41,149,700
General fund revenues allocated to:						
Police	(48,744,924)	48,744,924				-
Accessibility program	(540,590)		540,590			-
Code enforcement	(1,239,225)			1,239,225		-
Municipal court	(1,310,736)	1,310,736				-
Growth management	(2,555,042)			2,555,042		-
Interfund charges & transfers	627,550	93,599	48,472,876	4,266,027	42,720,130	96,180,182
TOTAL RESOURCES	$ 54,312,424	$ 103,702,431	$ 388,915,202	$ 80,497,508	$ 67,583,357	$ 695,010,922

2017-2019 Proposed Biennial Budget
Summary by Service Area

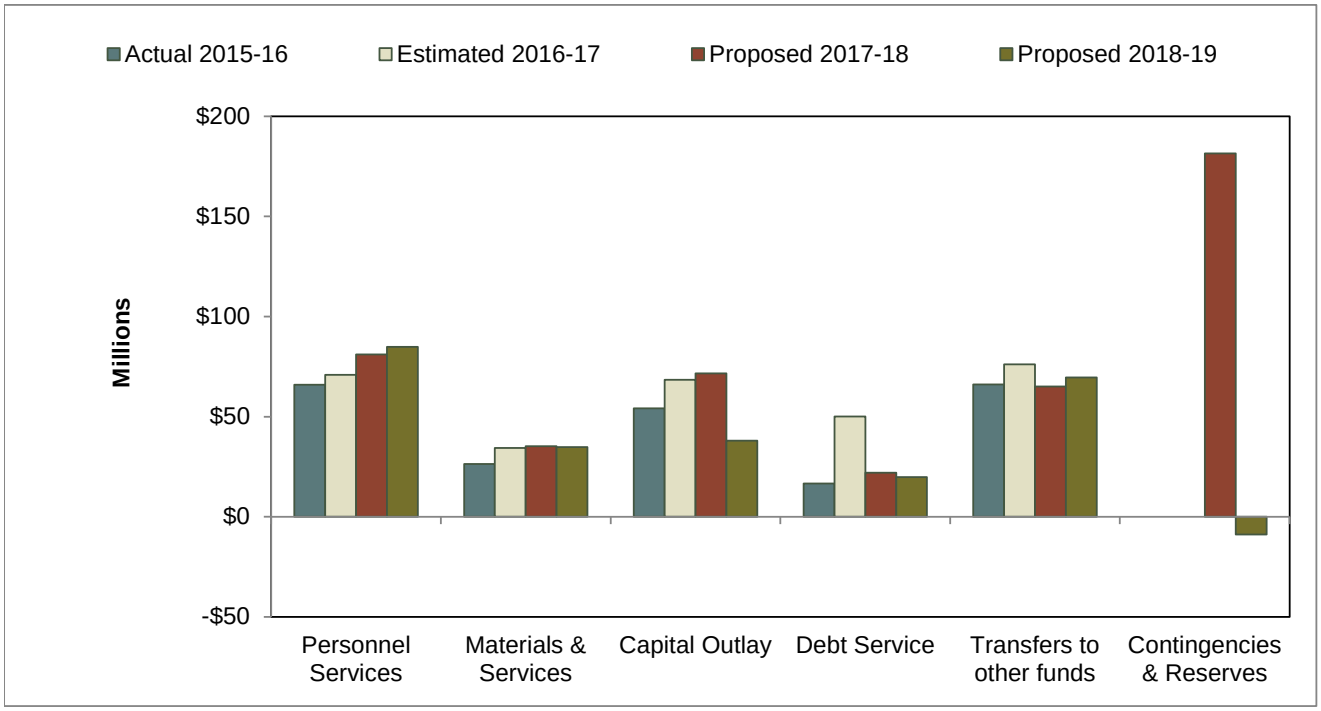
	General Fund (Includes General Fund Revenue Stabilization Fund)	Public Safety	Infrastructure	Community & Economic Development	Administration & Central Services	2017-19 Total Biennial Budget City and BURA
REQUIREMENTS						
Personnel services	$ -	$ 75,008,600	$ 45,187,900	$ 22,720,300	$ 22,987,100	$ 165,903,900
Materials & services	2,813,000	7,749,155	27,101,150	15,688,217	16,654,609	70,006,131
Capital outlay:						
Vehicle/equipment	-	1,681,090	2,960,800	126,000	550,700	5,318,590
Repairs and maintenance	-	-	9,413,000	100,000	-	9,513,000
Construction/infrastructure	-	-	88,386,842	3,406,600	906,000	92,699,442
Intangibles	-	39,350	260,000	-	1,910,500	2,209,850
Total capital outlay	-	1,720,440	101,020,642	3,632,600	3,367,200	109,740,882
Debt service	-	1,641,752	27,416,100	2,795,943	10,112,468	41,966,263
Interfund activity:						
General fund subsidies	41,149,700	-	-	-	-	41,149,700
Interfund transfers	959,050	10,827,260	69,565,872	7,428,220	4,726,534	93,506,936
Contingency	6,387,234	5,980,228	10,463,133	23,088,311	878,998	46,797,904
Reserves	3,003,440	774,996	108,160,405	5,143,917	8,856,448	125,939,207
TOTAL REQUIREMENTS	$ 54,312,424	$ 103,702,431	$ 388,915,202	$ 80,497,508	$ 67,583,357	$ 695,010,922

Combined Summary of Financial Sources and Uses

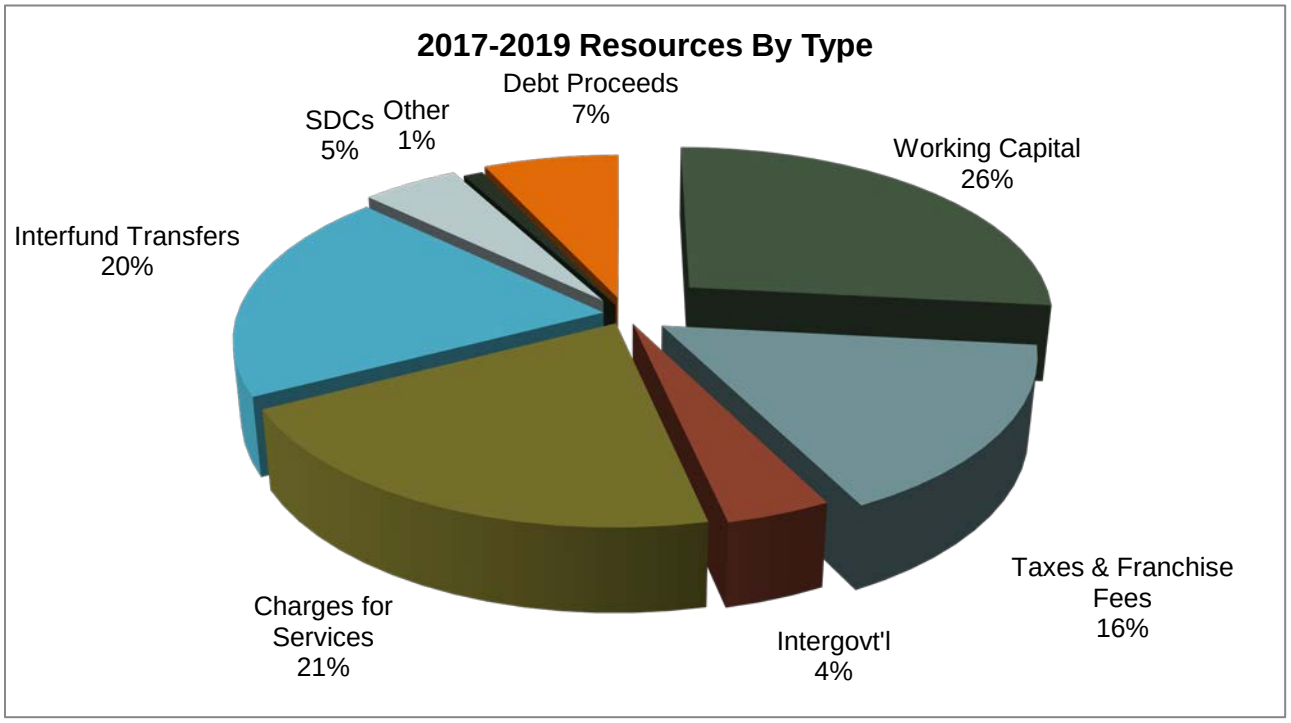
2017-2019 Resources
All Funds - $695.0 Million

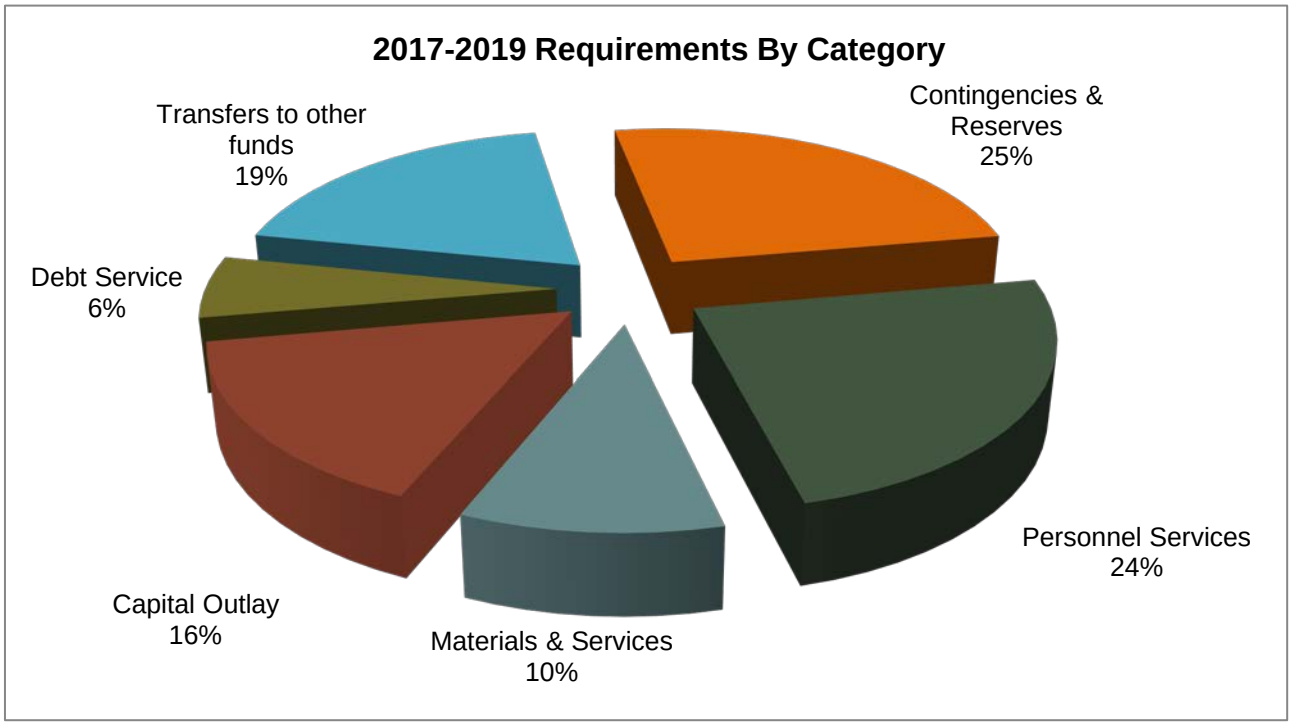


2017-2019 Requirements
All Funds - $695.0 Million



Resource and Requirement Summaries





Analysis of Revenue Sources

Revenue Highlights

Overview

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

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

New Revenues, Fee Increases and Notable Changes to Revenues

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

- Water rate increases of 2.0% in 2017-2018 and 3.0% in 2018-2019, water reclamation (sewer) rate increases of 6.0% per year and stormwater increases of 3.0% per year are proposed as well as additional rate increases for customers in the Extra Strength Charge (ESC) program as part of the Council approved phased in approach.

- Water, water reclamation and transportation system development charge (SDC) revenues are projected to increase 5.6% per year based on 2% projected increase in development activity and a projected increase in the Engineering News Record (ENR) representing inflation on construction costs of 3.6%.

- The proposed budget reflects a change in the allocation of room tax revenue per an amendment to Bend Code 12.0.080 that is anticipated for Council adoption on May 3, 2017. The amendment reduces the overall allocation of room tax revenues for tourism promotion from 35.4% to 31.2%, which accomplishes two objectives: increasing discretionary General Fund revenues which would be available for street maintenance or other purposes, while remaining in compliance with state law. Based on estimated room tax collections for the current fiscal year, the proposed reallocation of room tax revenues will result in approximately $350,000 of additional discretionary General Fund revenues per year.

- The Community Development Department conducted a fee study to determine appropriate levels of fees for building, planning and private development engineering. The results from the fee study will not significantly increase overall revenues but will adjust specific fees to be more in line with the cost of services provided.

- Cemetery fee increases are proposed to capture the cost of existing services as well as align fees to the market.

- Increases to fees for Ambulance services in the Fire/EMS Fund are proposed to capture the cost of providing service. Ambulance fees were last updated in 2015. Fees will be phased in over the biennium to reflect 80% cost recovery in 2017-2018, 90% cost recovery in 2018-2019 and full cost recovery beginning July 1, 2019.

- The voter approved local 3% marijuana tax became effective in January 1, 2017. The City anticipates that the local tax will generate approximately $500,000 per year in revenue which will be accounted for as discretionary revenue in the General Fund.

Property Taxes

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

1. Measure 5 introduced limits, starting in 1991-1992, on the taxes paid by individual properties. The limits of $5 per $1,000 real market value for school taxes and $10 per $1,000 real market value for general government taxes apply only to operating taxes, not bonds. If either the school or general government taxes exceeded its limit, then each corresponding taxing district had its tax rate reduced proportionately until the tax limit was reached. This reduction in taxes to the limits is called "compression." In 2016-2017, there was limited compression loss of the City's permanent rate due to the tax rate limitation.

2. Measure 50 reduced property taxes in 1997-98 and controlled their future growth. It achieved these goals by making three changes: switching to permanent rates, reducing assessed values, and limiting annual growth of assessed value to 3%. Measure 50 changed the concepts of both assessed values and tax rates. Assessed value is no longer equal to real market value. For existing property, Measure 50 limited the annual growth in assessed value to 3 percent. For new property (e.g., newly constructed homes), assessed value is calculated by multiplying the new property's real market value by the ratio of assessed value to real market value of similar property. This approach to assigning values to a new property assures that it is taxed consistently with similar existing properties. Measure 50 also stipulates that assessed value may not exceed real market value. As a result, if the real market value of a property falls below its assessed value, the taxable value will be set at the real market value.

City of Bend Permanent Tax Levy

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

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

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

General Obligation Bond Levy

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

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

City of Bend Local Option Levy

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

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

Urban Renewal Tax Levies

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

Juniper Ridge Urban Renewal Area

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

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

Murphy Crossing Urban Renewal Area

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

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

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

Property Taxes

Allocation of Revenues

The City's permanent operating tax rate is $2.8035 per $1,000 of Taxable Assessed Value (TAV). Property taxes collected are allocated to the General Fund as discretionary revenues to support public safety and other General Fund operations.

Measure 50 limits future growth of TAV to 3% per year plus the value of new construction. Local governments with operating tax rates may not increase the amount provided on a permanent basis. They may only request that voters approve a limited term levy for operations or capital expenditures (local option levies and general obligation bond levies).

Bend voters approved a $30 million General Obligation Bond for transportation improvements in May 2011, and approved a 5 year $0.20 Local Option Levy to support Fire/EMS operations in May 2014.

10 Year Trend of Permanent Tax Levy

Year	Amount (in 000's)	% Change
2018-19 *	$ 32,009	5.0%
2017-18 *	30,485	5.3%
2016-17	28,964	4.5%
2015-16	27,708	7.1%
2014-15	25,879	6.4%
2013-14	24,332	5.3%
2012-13	23,110	2.5%
2011-12	22,547	-0.5%
2010-11	22,669	1.1%
2009-10	22,412	4.1%

* projected amounts for 2017-2019 biennium

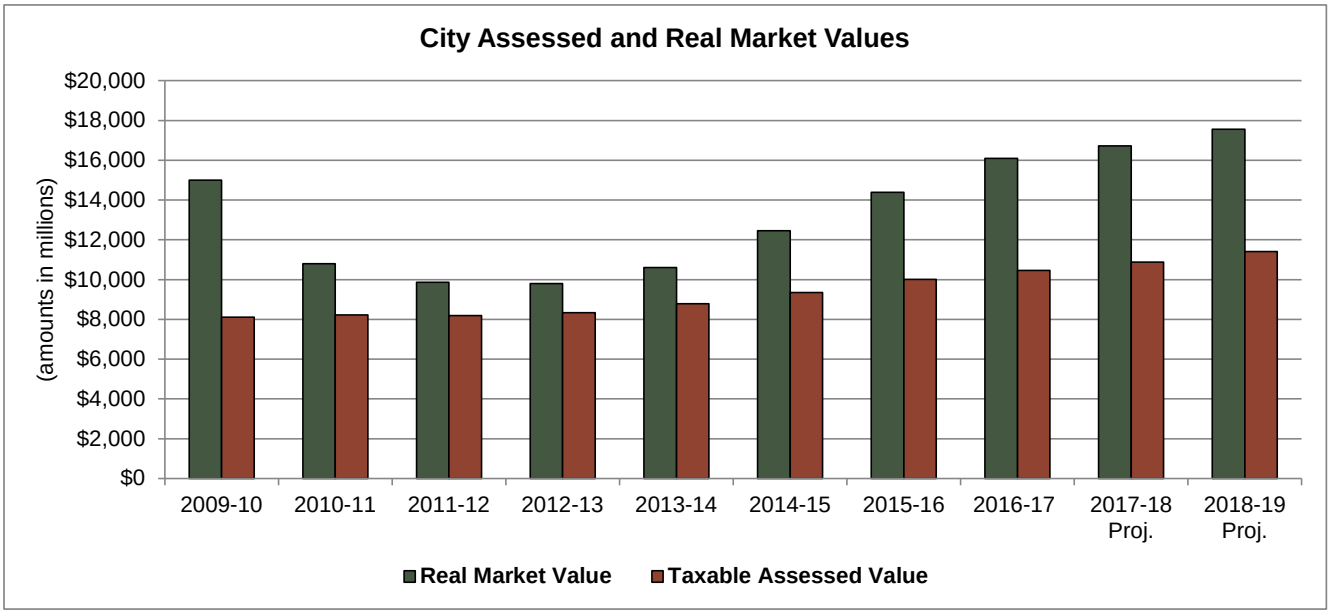
Assumptions

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

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

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

Property Taxes



Room Taxes

Allocation of Revenues

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

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

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

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

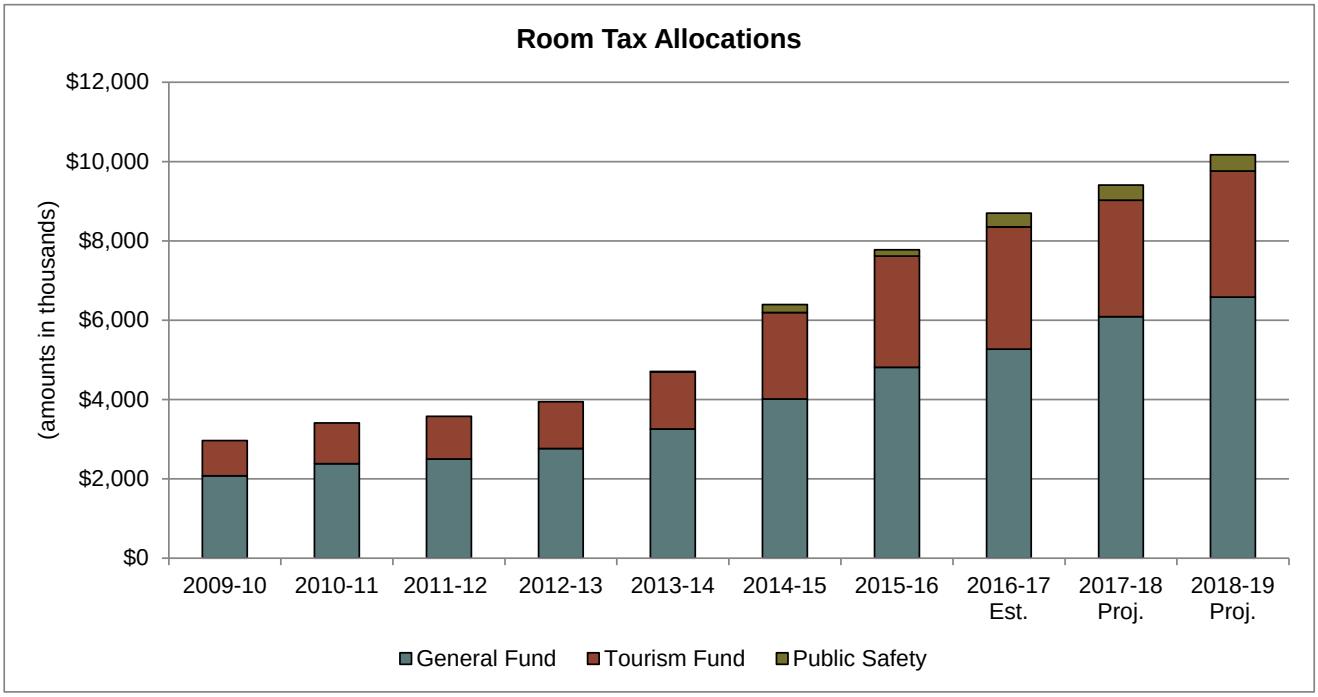
10 Year Trend of Collections

Year	Amount (in 000's)	% Change
2018-19 *	$ 10,170	8.1%
2017-18 *	9,408	8.1%
2016-17 *	8,703	12.0%
2015-16	7,772	23.4%
2014-15	6,297	34.0%
2013-14	4,701	19.2%
2012-13	3,944	10.4%
2011-12	3,574	4.9%
2010-11	3,407	14.9%
2009-10	2,966	1.0%

Assumptions

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

Room Taxes



Franchise Fees

Allocation of Revenues

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

Per City Council ordinance, garbage franchise fees collected are allocated to the Streets & Operations Fund to support Street Operations while Water and Water Reclamation utility franchise fees were historically designated by Council to the Transportation Construction Fund to fund transportation projects. Effective July 1, 2013, 50% of the Water and Water Reclamation franchise fees are allocated to the Accessibility Construction Fund to fund accessibility improvements. Effective July 1, 2017 $300K of the 50% Water and Water Reclamation franchise fees allocated to the Transportation Construction fund will be redirected to the Streets & Operations Fund. This is a temporary allocation for the 2017-2019 biennium to provide additional funding for street maintenance. All other franchise fees are allocated to the General Fund as discretionary revenues.

10 Year Trend of Collections

Year	Amount (in 000's)	% Change
2018-19 *	$ 8,624	2.0%
2017-18 *	8,458	1.6%
2016-17 *	8,325	0.5%
2015-16	8,280	3.9%
2014-15	7,973	4.3%
2013-14	7,641	6.8%
2012-13	7,154	-0.5%
2011-12	7,188	-0.3%
2010-11	7,211	-3.2%
2009-10	7,447	5.4%

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

	Rate	2017-18	2018-19
Pacific Power	5.00%	$ 3,576,800	$ 3,648,300
Central Electric Co-op	5.00%	218,600	223,000
Cascade Gas	5.00%	1,116,000	1,138,300
CenturyLink (formerly Qwest)	7.00%	153,700	156,800
TDS Baja (formerly Bend Broadband)	5.00%	991,500	1,011,300
Garbage Haulers	4.00%	790,700	803,400
Water/Water Reclamation	3.00%	1,338,800	1,409,600

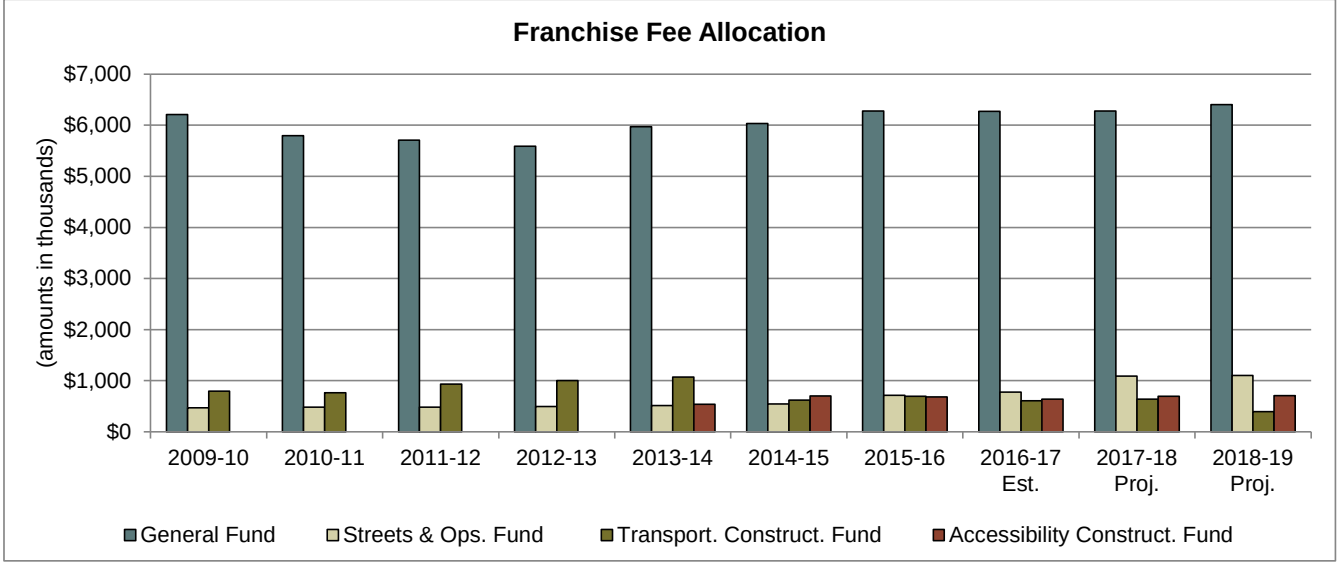
* 2016-17 year end estimate and projected amounts for 2017-2019 biennium

Assumptions

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

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

Franchise Fees



State Allocated Revenues

Allocation of Revenues	Year	Amount	10 Year Trend of Revenues Amount	Amount	Amount	% Change Total
		Highway Tax	Liquor Tax	Cigarette Tax	State Shared	Total State Allocated
State Highway Gas Taxes are allocated 100% to the Street & Operations Fund for street maintenance. The use of all State Highway Trust Fund dollars is restricted to road-related purposes according to Section 3 of Article IX of the Oregon Constitution.	2018-19 *	$ 4,919,300	$ 1,377,100	$ 98,600	$ 964,000	2.0%
	2017-18 *	4,880,900	1,311,600	102,100	918,100	1.1%
	2016-17 *	4,904,500	1,249,100	105,600	874,400	4.5%
	2015-16	4,777,300	1,161,300	98,000	787,800	3.4%
	2014-15	4,577,900	1,144,000	105,600	769,400	3.3%
Liquor Tax, Cigarette Tax and State Shared revenues are allocated to the General Fund as discretionary revenues as they may be used for general government services without restrictions.	2013-14	4,452,500	1,091,600	104,800	738,200	5.4%
	2012-13	4,223,500	1,029,200	109,600	697,700	1.6%
	2011-12	4,184,900	981,300	112,200	684,800	4.5%
	2010-11	3,963,900	955,700	121,500	664,600	11.8%
	2009-10	3,398,500	922,600	119,300	662,600	5.4%

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

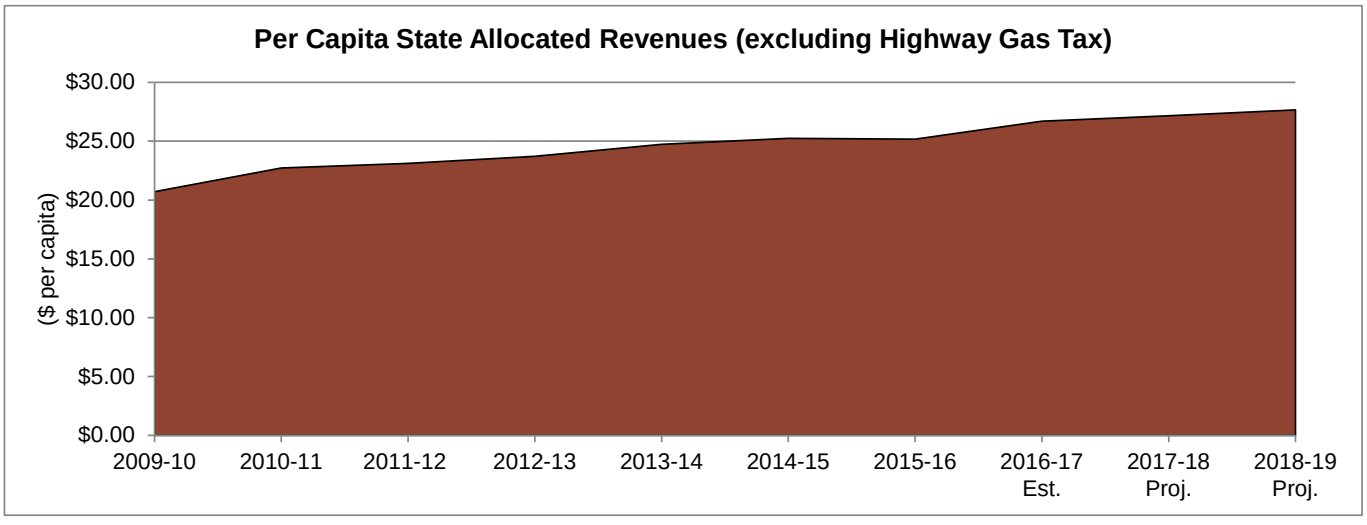
Assumptions

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

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

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

State Allocated Revenues



System Development Charges

Allocation of Revenues

System Development Charges (SDC) are restricted by ORS for capital improvement projects. A special revenue fund, the SDC fund, has been established to account for SDC revenue collections. The use of these revenues are shown as a transfer out of the SDC fund to the Transportation Construction Fund, the Water and Water Reclamation Funds respectively.

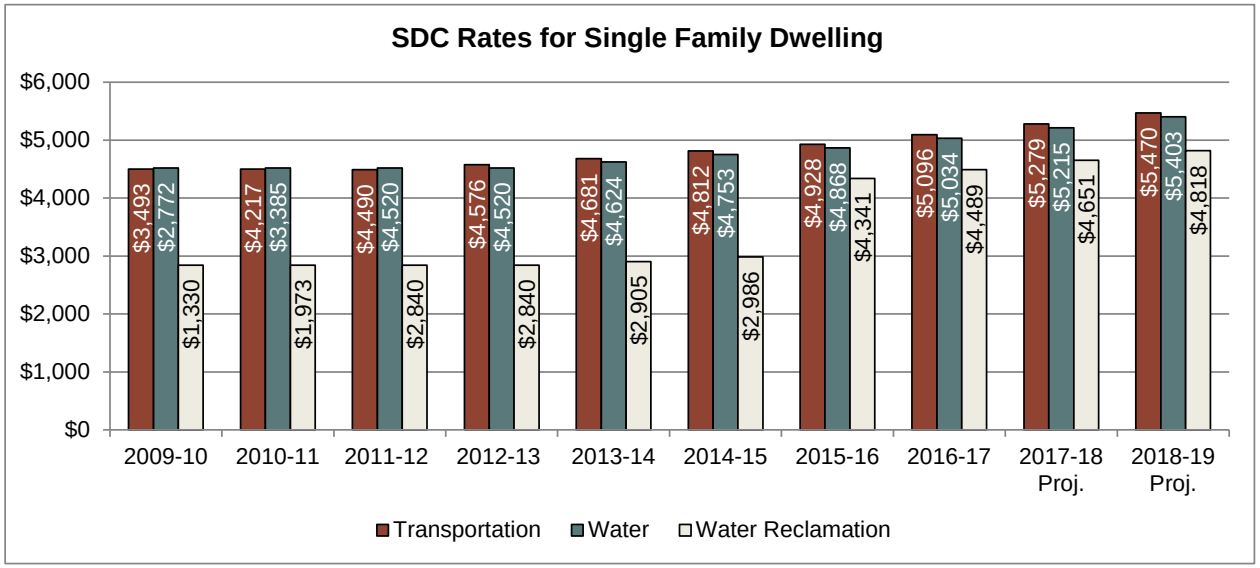
Year	10 Year Trend of Collections Amount Transportation	Amount Water	Amount Water Reclamation	% Change Total SDCs
2018-19 *	$ 6,054,700	$ 3,813,584	$ 6,655,200	5.6%
2017-18 *	5,733,800	3,611,400	6,302,300	5.6%
2016-17 *	5,429,900	3,420,000	5,968,100	-19.5%
2015-16	8,565,700	3,722,977	6,125,515	79.8%
2014-15	4,258,300	2,906,375	3,074,600	12.6%
2013-14	3,757,300	2,469,985	2,863,400	27.8%
2012-13	2,948,000	2,015,700	2,149,800	72.1%
2011-12	1,984,300	968,900	1,179,300	23.7%
2010-11	1,386,700	866,500	1,087,900	47.7%
2009-10	1,039,300	532,600	689,800	-17.0%

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

Assumptions

System Development Charges (SDCs) are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on Engineering News Record, a construction cost index. The City last updated its Transportation SDC methodology in 2011-2012, Water methodology in 2008-2009 and Water Reclamation methodology in 2014-15. SDC revenues are projected to increased 5.6% per year based on 2% projected growth in development activity and a projected increase in the Engineering News Record (ENR) representing inflation on construction costs of 3.6%. Both the Water and Transportation SDC methodologies will be updated during the 2017-2019 biennium.

System Development Charges



Development Fees and Permits

Allocation of Revenues

Building, Planning and Private Development Engineering fee and permit revenues are allocated to their respective funds within the Community Development Department (CDD). Planning and Engineering fees do not have specific restrictions on their uses, but Building permit fees may only be used to support the operation of the Building Division.

10 Year Trend of Collections

Year	Amount Building	% change	Amount Planning	% change	Amount Engineering	% change
2018-19 *	$ 6,777,300	0.5%	$ 2,607,200	2.0%	$ 2,448,000	5.0%
2017-18 *	6,743,500	0.5%	2,556,100	2.0%	2,331,500	5.2%
2016-17 *	6,710,000	-13.7%	2,506,100	18.4%	2,216,100	41.7%
2015-16	7,777,300	22.3%	2,116,873	-0.6%	1,563,400	37.2%
2014-15	6,359,000	19.6%	2,130,500	-8.9%	1,139,800	22.6%
2013-14	5,315,100	38.8%	2,338,800	42.2%	929,600	173.4%
2012-13	3,829,800	45.6%	1,644,800	94.9%	340,000	37.1%
2011-12	2,630,400	4.8%	843,800	-8.6%	248,000	3.6%
2010-11	2,510,000	35.8%	923,300	9.0%	239,300	-2.0%
2009-10	1,848,900	-8.6%	846,900	-37.2%	244,200	-35.9%

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

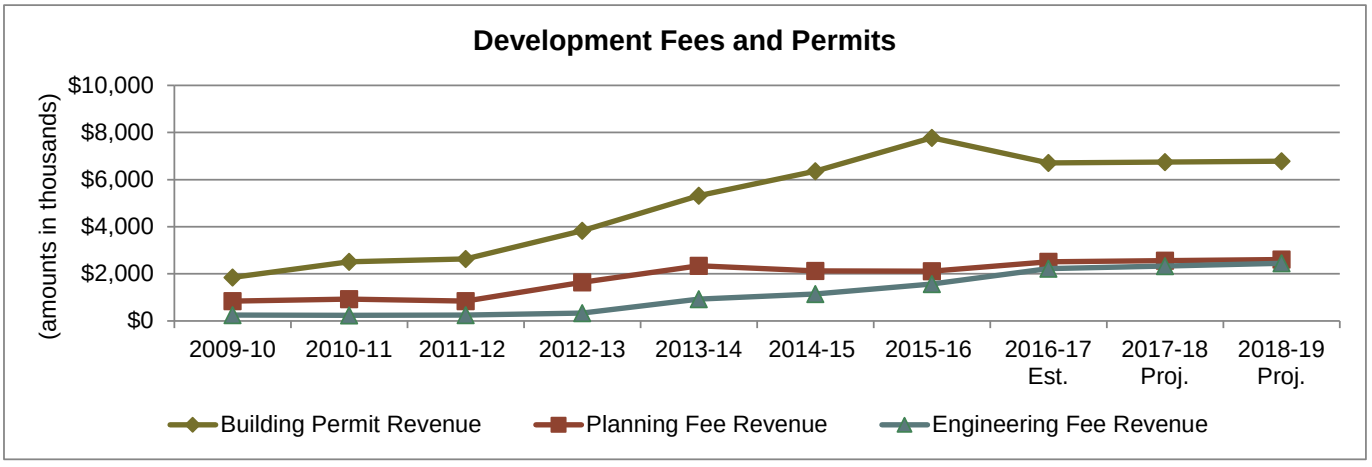
Assumptions

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

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

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

Development Fees and Permits



Utility User Fees

Allocation of Revenues

Utility user fees are used to provide for the on-going operation and maintenance of the Water, Water Reclamation and Stormwater Systems as well as to pay for capital projects and debt service used to finance capital construction. Utility user fees are allocated to the respective Water, Water Reclamation and Stormwater funds.

The City utilizes 20 year rate models to project revenue requirements and utility rates needed.

10 Year Trend of Revenues

(amounts in 000's)

Year	Water Amount	Water % Change	Water Reclamation Amount	Water Reclamation % Change	Stormwater Amount	Stormwater % Change
2018-19 *	$ 20,212	4.3%	$ 26,892	5.9%	$ 3,807	4.4%
2017-18 *	19,374	3.3%	25,383	5.9%	3,645	4.2%
2016-17 *	18,756	7.4%	23,959	12.8%	3,497	8.8%
2015-16	17,468	5.3%	21,240	6.0%	3,214	24.5%
2014-15	16,586	3.0%	20,043	9.2%	2,581	2.3%
2013-14	16,105	9.5%	18,352	8.1%	2,524	0.2%
2012-13	14,711	6.1%	16,984	7.9%	2,519	0.6%
2011-12	13,862	5.8%	15,738	10.5%	2,504	0.9%
2010-11	13,100	12.3%	14,243	11.8%	2,482	2.5%
2009-10	11,667	7.8%	12,737	12.2%	2,421	0.7%

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

Assumptions

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

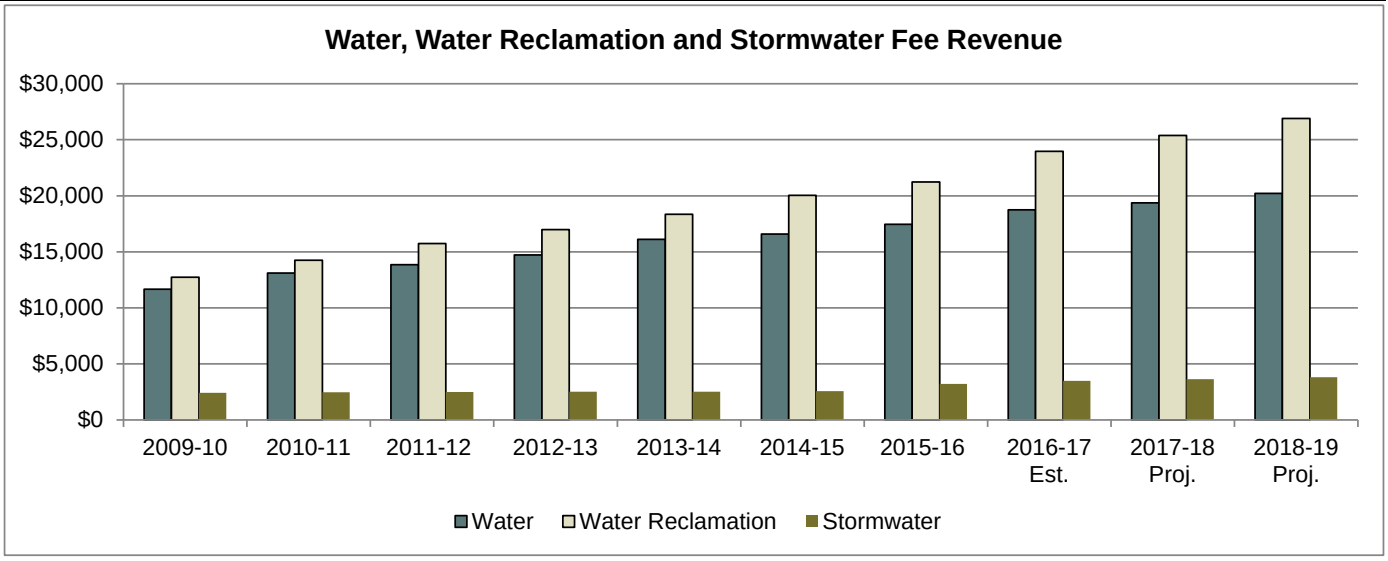
The 2017-2019 biennial budget reflects rate increases of 2% in the first year of the biennium and 3% in the second year of the biennium for water, 6% per year for water reclamation, and 3% per year for stormwater, plus additional increases for Sewer Extra Strength Charge (ESC) customers as part of the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

Rate Adjustments

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

* projected rate adjustment

Utility User Fees



Fines and Forfeits

Allocations of Revenues

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

10 Year Trend of Collections

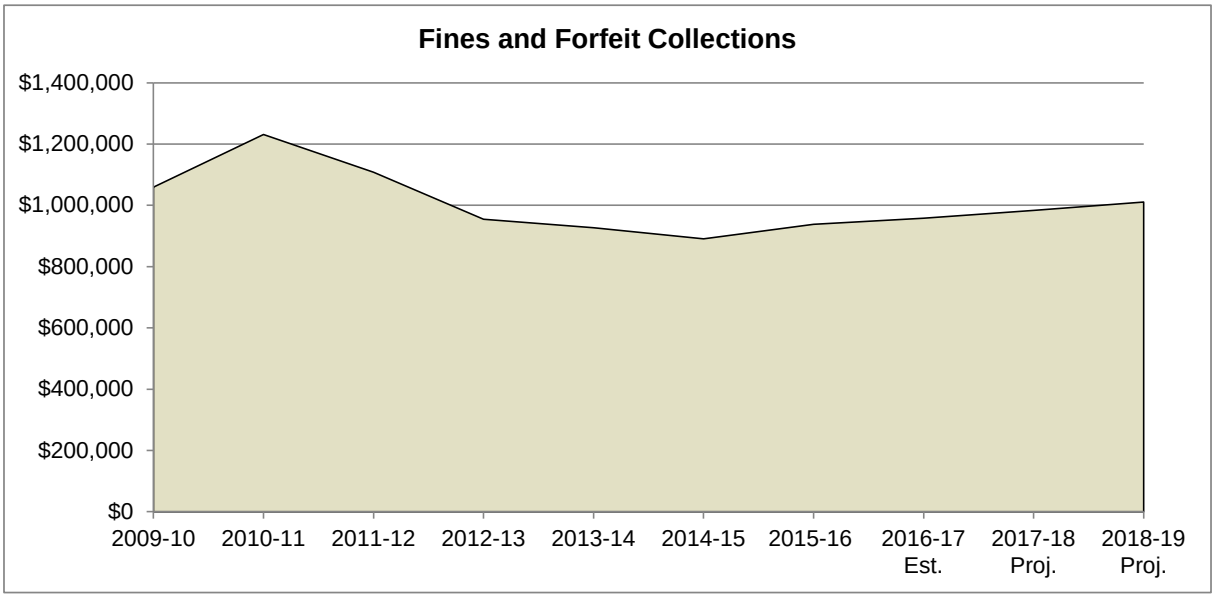
Year	Amount	% Change
2018-19 *	$ 1,010,800	2.8%
2017-18 *	983,500	2.7%
2016-17 *	958,000	2.1%
2015-16	938,113	5.3%
2014-15	890,691	-3.9%
2013-14	926,907	-2.9%
2012-13	954,629	-13.8%
2011-12	1,108,100	-10.0%
2010-11	1,231,200	16.2%
2009-10	1,059,400	1.7%

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

Assumptions

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

Fines and Forfeits



Debt Overview and Analysis

Overview

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

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

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

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

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

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

Debt Policies

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

Types of Debt Currently Outstanding

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

- Revenue Bonds – Bonds issued to finance facilities that have a definable user or revenue base such as water and sewer facilities. These debt instruments are secured by a specific source of funds, either from the operations of the project being financed or from a dedicated revenue stream, rather than the general taxing powers of the City. The City currently has water and sewer revenue bonds outstanding. These bonds impose a 1.25 debt ratio covenant on the City's Water and Water Reclamation operations.

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

- Full Faith and Credit Obligations – These debt issuances are for infrastructure improvements and capital assets that provide long-term benefits to the community as a whole. These bonds are secured by the full faith and credit of the City and the City pledges to levy any necessary taxes on all assessable property within its jurisdiction to provide timely repayment of the debt. Although the City pledges to levy taxes, other sources of revenues may be used to repay full faith and credit obligations. The City currently has the following full faith and credit obligations outstanding:

	Est. Outstanding Balance at 6/30/17	Repayment Source
Pension obligation bonds (2004 series)	$ 11,530,000	Department budgets
Cooley road improvements (2008 series)	215,000	Urban renewal taxes
Airport improvements 1999 refinance (2010 series)	262,000	Airport revenues
Transportation improv. 2000 refinance (2010 series)	1,623,000	Transportation SDCs
RZEDB - Accessibility improvements (2010 series)	1,790,000	General fund
RZEDB - Water/Sewer improvements (2010 series)	10,584,999	Water/Sewer revenues
Fire stations 1999 refinance (2010 series)	1,725,000	Property taxes from DCRFPD #2
Sewer 2002 refinance (2012 series)	1,985,000	Sewer revenues
Street equipment (2012 series)	580,000	Street operations rev.
Police facility refinance (2012 series)	3,340,000	General fund
Transportation 2003 refinance (2013 series)	3,719,300	Transportation SDCs
Juniper Ridge line of credit refinance (2013 series)	2,468,293	Urban renewal taxes
Murphy Crossing urban renewal bonds (2015 series)	2,565,082	Urban renewal taxes
Fire engine replacement (series 2015)	2,574,985	Fire/EMS revenues
Police expansion/ambulances refinance Real Estate (series 2016)	9,865,000	General fund / Fire/EMS revenues/Interfund Transfers from Dept budgets
	$ 54,827,659	

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

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

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

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

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

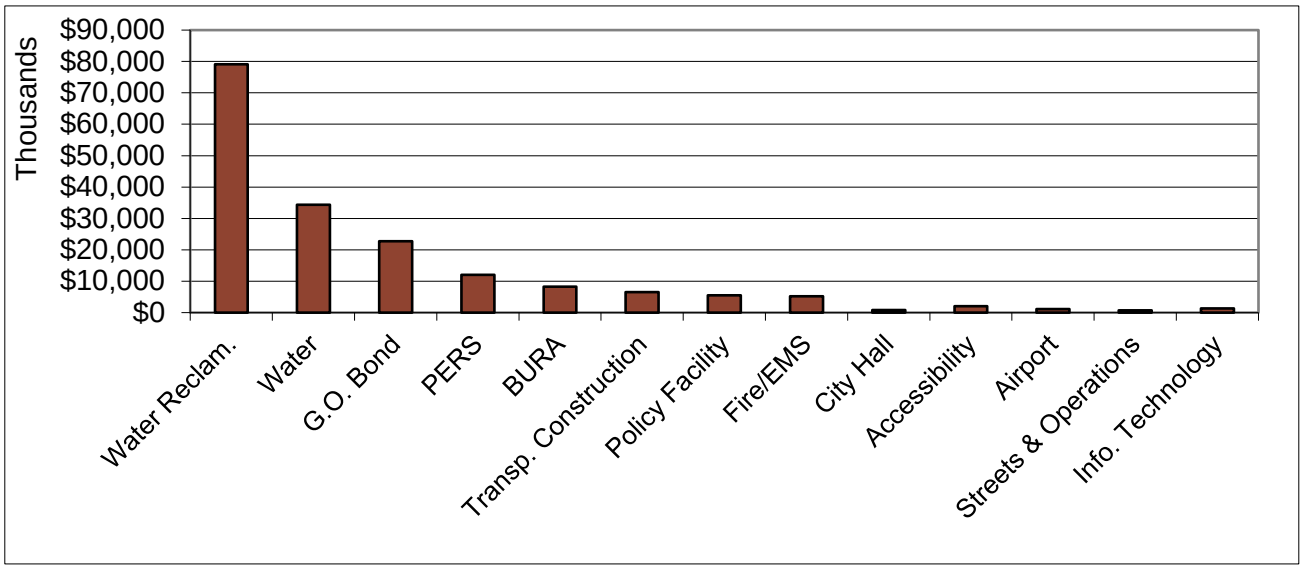
- Lines of Credit – These short-term credit facilities are issued with the intent to be refinanced by long-term issuances.

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

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

Current Debt by Fund

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



Budgeted Debt Issues for the 2017-19 Biennial Budget

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

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

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

Legal Debt Limitation

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

Debt Capacity and Coverage Ratios

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

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

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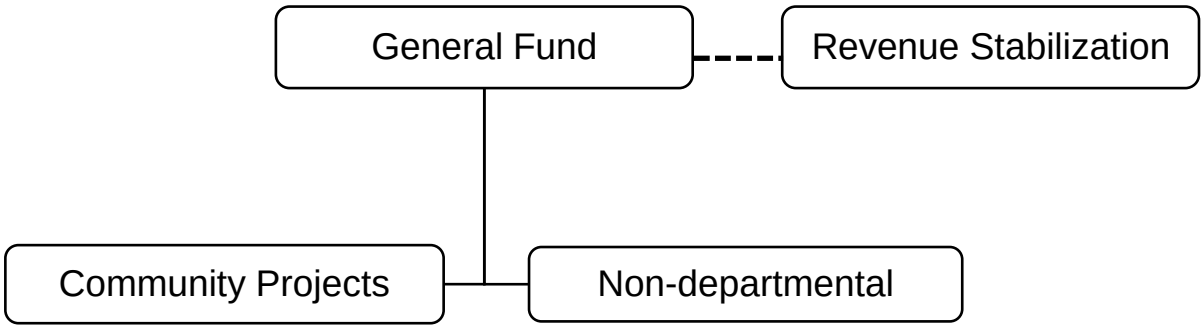
GENERAL FUND STRUCTURE



General Fund Operational Divisions

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

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

General Fund - Non-departmental Division

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

General Fund Revenue Stabilization Fund

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

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General Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 10,663,800	$ 10,663,791	$ 9,344,621	$ 8,575,934	$ -	$ 8,575,934
Property taxes	54,713,700	26,881,545	28,069,600	29,543,200	31,020,300	60,563,500
Room taxes	9,808,820	4,970,342	5,447,500	6,279,600	6,788,100	13,067,700
Local marijuana taxes	250,000	-	250,000	500,000	500,000	1,000,000
Franchise fees	12,724,700	6,275,941	6,187,000	6,281,000	6,406,600	12,687,600
Intergovernmental revenues	5,257,220	2,464,800	2,470,583	2,546,120	2,651,247	5,197,367
Licenses and permits	219,300	120,068	125,100	115,900	116,100	232,000
Charges for services	587,200	309,244	346,700	350,400	354,300	704,700
Interfund charges	15,600	-	22,200	70,500	50,500	121,000
Fines and forfeitures	1,808,400	938,113	958,000	983,500	1,010,800	1,994,300
Investment income	166,700	189,749	175,800	162,800	155,300	318,100
Interfund loan repayments	880,000	100,000	122,000	520,000	629,300	1,149,300
Interfund transfers	1,080,180	736,300	146,300	26,000	26,000	52,000
Miscellaneous	11,800	49,596	5,900	18,000	18,000	36,000
TOTAL RESOURCES	$ 98,187,420	$ 53,699,488	$ 53,671,304	$ 55,972,954	$ 49,726,547	$ 105,699,501

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety:						
Police	$ 37,822,083	$ 17,919,536	$ 18,631,547	$ 20,867,068	$ 21,899,156	$ 42,766,224
Municipal court	1,006,494	420,334	493,628	467,847	488,789	956,636
Total Public Safety	38,828,577	18,339,870	19,125,175	21,334,915	22,387,945	43,722,860
Infrastructure:						
Accessibility	384,819	173,689	177,446	195,745	198,945	394,690
Community & Econ. Dev.:						
Growth management	3,314,873	1,666,154	1,130,239	958,844	1,038,598	1,997,442
Code enforcement	841,925	431,387	429,251	517,495	525,630	1,043,125
Community projects	3,143,000	1,360,101	1,650,900	1,529,000	1,284,000	2,813,000
Total Community & Econ. Dev.	7,299,798	3,457,643	3,210,389	3,005,339	2,848,228	5,853,567
Interfund Transfers	45,568,500	22,383,666	22,582,358	24,107,200	25,233,950	49,341,150
Contingency	6,105,726	-	-	7,329,755	(942,521)	6,387,234
TOTAL REQUIREMENTS	$ 98,187,420	$ 44,354,867	$ 45,095,369	$ 55,972,954	$ 49,726,547	$ 105,699,501
By Category:						
Personnel services	$ 35,964,537	$ 17,123,858	$ 17,437,911	$ 20,164,700	$ 21,251,000	$ 41,415,700
Materials and services	9,238,203	4,091,352	4,425,445	3,909,675	3,734,652	7,644,327
Capital outlay:						
Construction/infrastructure	-	1,140	52,510	-	-	-
Vehicle/equipment	1,310,454	754,851	597,145	461,624	449,466	911,090
Total capital outlay	1,310,454	755,991	649,655	461,624	449,466	911,090
Interfund transfers	45,568,500	22,383,666	22,582,358	24,107,200	25,233,950	49,341,150
Contingency	6,105,726	-	-	7,329,755	(942,521)	6,387,234
TOTAL REQUIREMENTS	$ 98,187,420	$ 44,354,867	$ 45,095,369	$ 55,972,954	$ 49,726,547	$ 105,699,501

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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General Fund
Subsidies, Loans & Transfers

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
General Fund Subsidies:						
Fire/EMS	$ 24,162,000	$ 11,842,200	$ 12,382,000	$ 12,824,000	$ 13,469,000	$ 26,293,000
Streets & Operations	10,917,042	5,867,900	5,049,000	6,224,500	6,379,500	12,604,000
Planning	1,050,900	513,800	537,100	553,000	570,000	1,123,000
Private Development Engineering	238,300	115,200	123,100	75,000	77,000	152,000
Accessibility Construction	821,000	486,000	335,000	335,000	335,000	670,000
Business Advocacy	150,000	75,000	75,000	85,000	87,000	172,000
Cemetery Fund	110,000	1,407	55,000	81,200	54,500	135,700
	$ 37,449,242	$ 18,901,507	$ 18,556,200	$ 20,177,700	$ 20,972,000	$ 41,149,700
General Fund Year End Loans:						
Metropolitan Planning Organization	$ 140,000	$ 22,000	$ 70,000	$ 50,000	$ 50,000	$ 100,000
Community Development Block Grant	200,000	-	100,000	100,000	100,000	200,000
Airport Fund	500,000	-	250,000	250,000	250,000	500,000
	$ 840,000	$ 22,000	$ 420,000	$ 400,000	$ 400,000	$ 800,000
General Fund Transfers:						
Internal Service - Overhead	$ 6,238,308	$ 3,082,700	$ 3,155,608	$ 3,241,200	$ 3,567,100	$ 6,808,300
Internal Service - Garage	701,200	187,523	196,200	206,900	217,200	424,100
Internal Service - Special Purpose	256,350	112,380	166,450	-	-	-
GF Revenue Stabilization Fund	83,400	77,555	87,900	81,400	77,650	159,050
	$ 7,279,258	$ 3,460,159	$ 3,606,158	$ 3,529,500	$ 3,861,950	$ 7,391,450
TOTAL REQUIREMENTS	$ 45,568,500	$ 22,383,666	$ 22,582,358	$ 24,107,200	$ 25,233,950	$ 49,341,150

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General Fund
Community Projects

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Community Projects	$ 3,143,000	$ 1,360,101	$ 1,650,900	$ 1,529,000	$ 1,284,000	$ 2,813,000
Interfund transfers	125,000	-	125,000	-	-	-
TOTAL REQUIREMENTS	$ 3,268,000	$ 1,360,101	$ 1,775,900	$ 1,529,000	$ 1,284,000	$ 2,813,000
By Category:						
Personnel services	$ 16,000	$ -	$ 26,400	$ -	$ -	$ -
Materials and services - COIC	2,858,000	1,346,598	1,443,000	1,479,000	1,234,000	2,713,000
Materials and services - Other	254,000	12,363	181,500	50,000	50,000	100,000
Capital outlay:						
Vehicle/equipment	15,000	-	-	-	-	-
Construction/infrastructure	-	1,140	-	-	-	-
Total Capital Outlay	15,000	1,140	-	-	-	-
Interfund transfers	125,000	-	125,000	-	-	-
TOTAL REQUIREMENTS	$ 3,268,000	$ 1,360,101	$ 1,775,900	$ 1,529,000	$ 1,284,000	$ 2,813,000

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

GENERAL FUND

Overview

The City's General Fund is the primary operating fund of the City, accounting for operations of the Police department, Municipal Court, Accessibility, Growth Management, Code Enforcement and other activities not accounted for in any other fund. The General Fund also allocates monies to Fire/EMS, Streets & Operations and Community and Economic Development. General Fund expenditures are allocated 77% to public safety, 13% to Streets & Operations and the remaining 10% to community and economic development and other general city funding needs. The City's goal is to ensure the financial stability of the General Fund and to provide long term funding for public safety and transportation operation needs.

General Fund Programs

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

- Police
  - In this 2017-2019 Biennial Budget, General Fund support of the Police Department is $48.7 million. The allocation of discretionary revenues to the Police Department continues to be a City Council priority. The Police Department budget and program details are presented under the City's "Public Safety Service Area".

- Municipal Court
  - The Bend Municipal Court provides resolution and collection services for minor traffic infractions, parking citations, and city ordinance violations. The Municipal Court with a 2017-2019 budget of $1.3 million, is accounted for as a program of the General Fund as it is funded solely by General Fund discretionary revenues. The budget and program details are presented under the City's "Public Safety Service Area".

- Accessibility
  - The Accessibility Program's main goal is improving the level of accessibility of City services, addressing barrier removal needs and coordination of accessibility infrastructure projects. The Accessibility Program budget totals approximately $540,000 in the 2017-2019 biennium and is funded by general discretionary revenues. Program details are presented under the City's "Infrastructure Service Area".

- Growth Management
  - The Growth Management Program was created to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning. The Growth Management division of the General Fund has a budget of approximately $2.6 million this biennium and is presented under the City's "Community and Economic Development Service Area".

- Code Enforcement
  - The City's Code Enforcement Program ensures compliance with Bend's land use, environmental, building, and city code. The Code Enforcement division of the General Fund has a budget of approximately $1.2 million this biennium and is presented under the City's "Community and Economic Development Service Area".

Subsidies, Transfers & Loans

The General Fund allocates general discretionary revenues to the various city operations that require support of such revenues to provide services. General Fund discretionary revenues consist primarily of property taxes, franchise fees, room taxes, municipal court fines, and state shared revenues. These discretionary revenues are allocated to other funds in the form of a General Fund subsidy based on the priorities and values of the governing body and the current needs of city operations. The General Fund also makes loans to other funds, transfers, and captures general expenditures not accounted for in any other fund.

General Fund subsidies and loans are described below:

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

- Streets & Operations
  - Street operations are primarily funded by an allocation of General Fund revenues, State Highway apportionment, garbage franchise fees and grants. In order to increase the overlay and street preservation work needed to improve the Pavement Condition Index (PCI), the 2017-2019 biennial budget includes a General Fund subsidy of $12.6 million. This amount reflects the additional $1.6 million of support approved by Council at the April 5, 2017 work session. Street operations are accounted for in the Streets & Operations Fund, which is presented under the City's "Infrastructure Service Area".

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

- Private Development Engineering
  - The Private Development Engineering Fund is primarily supported by engineering fees. As set forth in the Bend Code, General Fund discretionary revenues are provided to cover the cost of services related to the pre-application meetings. The General Fund subsidy for the 2017-2019 biennium is $152,000. The Private Development

Engineering Fund details are presented under the City's "Community & Economic Development Service Area".

- Accessibility Construction
  - A total of $670,000 will be transferred from the General Fund to the Accessibility Construction Fund to fund debt service and a portion of administrative costs. The Accessibility Construction Fund receives additional funding from Water and Sewer Franchise Fees that are used to fund accessibility improvements. The Accessibility Construction program is presented under the City's "Infrastructure Service Area".

- Business Advocacy
  - The 2017-2019 Biennial Budget includes a $172,000 contribution to the Business Advocacy program for support of Economic Development of Central Oregon (EDCO). The Business Advocacy program is presented under the "Community & Economic Development Service Area".

- Cemetery
  - Included in the 2017-2019 Biennial Budget is General Fund support of $135,700 for operation of the City owned Cemetery. The Cemetery program is presented under the City's "Infrastructure Service Area".

- General Fund Loans
  - The 2017-2019 Biennial Budget includes the following short term, year-end operating loans that are necessary to provide cash flow for operations before grant funds are received on a reimbursement basis:
    - $100,000 to the Bend Metropolitan Planning Organization (MPO)
    - $200,000 to the Community Development Block Grant (CDBG) Fund
    - $500,000 to the Airport

- Transfer to the General Fund Revenue Stabilization Fund
  - The City created a General Fund Revenue Stabilization Fund in 2009-2010 to provide reserves for future unanticipated events. The stabilization fund is funded by half of the interest earnings in the General Fund and other funds. For the 2017-2019 biennium, $159,050 is expected to be transferred to the Revenue Stabilization Fund.

<u>Community Projects Division</u>

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

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

CITY OF BEND

1000 - General Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(98,187,420)**	**(53,699,488)**	**(53,671,304)**	**(55,972,954)**	**(49,726,547)**	**(105,699,501)**
30 - BeginWorkingCapital	(10,663,800)	(10,663,791)	(9,344,621)	(8,575,934)	-	(8,575,934)
31 - Taxes	(77,497,220)	(38,127,829)	(39,954,100)	(42,603,800)	(44,715,000)	(87,318,800)
32 - Licenses & Permits	(219,300)	(120,068)	(125,100)	(115,900)	(116,100)	(232,000)
33 - Intergovernmental	(5,257,220)	(2,464,800)	(2,470,583)	(2,546,120)	(2,651,247)	(5,197,367)
34 - Charges&FeesforServ	(456,400)	(239,685)	(271,300)	(273,000)	(274,700)	(547,700)
35 - Fines & Forfeitures	(1,939,200)	(1,007,672)	(1,033,400)	(1,060,900)	(1,090,400)	(2,151,300)
36 - MiscellaneousRevenue	(178,500)	(239,345)	(181,700)	(180,800)	(173,300)	(354,100)
37 - Proceeds From Debt	(880,000)	(100,000)	(122,000)	(520,000)	(629,300)	(1,149,300)
38 - Transfers	(1,095,780)	(736,300)	(168,500)	(96,500)	(76,500)	(173,000)
40 - Personnel Services	**35,964,537**	**17,123,858**	**17,437,911**	**20,164,700**	**21,251,000**	**41,415,700**
40 - Wages	22,944,965	11,084,503	11,137,711	12,491,800	13,194,200	25,686,000
41 - Benefits	13,019,572	6,039,356	6,300,200	7,672,900	8,056,800	15,729,700
42 - Materials & Services	**9,238,203**	**4,091,352**	**4,425,445**	**3,909,675**	**3,734,652**	**7,644,327**
43 - Purchased Services	6,419,243	3,138,623	2,800,369	2,762,234	2,594,920	5,357,154
44 - Equipment <$5000	1,358,133	433,211	874,785	434,852	397,879	832,731
45 - ConsumSupplies&Mater	386,477	142,365	200,600	204,400	206,808	411,208
46 - Employee Costs	834,800	306,551	359,532	440,116	466,377	906,494
47 - CommuEducat&Outreach	8,950	4,612	4,500	12,600	12,600	25,200
49 - Leases	104,600	54,427	55,559	55,473	56,068	111,541
51 - Sponsorships&Contrib	125,000	-	130,000	-	-	-
52 - Other	1,000	11,563	100	-	-	-
60 - Capital Outlay	**1,310,454**	**755,991**	**649,655**	**461,624**	**449,466**	**911,090**
60 - Land Acquisition	-	1,140	-	-	-	-
61 - Vehicles & Trucks	1,133,612	693,601	440,702	412,725	429,350	842,075
62 - Equipment >$5000	176,842	61,250	156,443	48,899	20,116	69,015
63 - Buildings&Structures	-	-	52,510	-	-	-
70 - Transfers Out - OH	**6,238,308**	**3,082,700**	**3,155,608**	**3,241,200**	**3,567,100**	**6,808,300**
70 - TransferCity-wideOH	6,238,308	3,082,700	3,155,608	3,241,200	3,567,100	6,808,300
72 - Transfers Out	**39,330,192**	**19,300,966**	**19,426,750**	**20,866,000**	**21,666,850**	**42,532,850**
72 - TransferSubsidy	37,449,242	18,901,507	18,556,200	20,177,700	20,972,000	41,149,700
73 - TransferSpeciPurp	339,750	186,973	254,350	81,400	77,650	159,050
74 - TransferInterfundChg	701,200	190,486	196,200	206,900	217,200	424,100
76 - TransferLoans	840,000	22,000	420,000	400,000	400,000	800,000
90 - Reserves	**-**	**-**	**-**	**-**	**-**	**-**
90 - Reserves	-	-	-	-	-	-
91 - Contingency	**6,105,726**	**-**	**-**	**7,329,755**	**(942,521)**	**6,387,234**
91 - Contingency	6,105,726	-	-	7,329,755	(942,521)	6,387,234
Grand Total	**-**	**(9,344,621)**	**(8,575,934)**	**0**	**0**	**0**

Note: Additional details for each program of the General Fund are located in the Police, Municipal Court, Accessibility, Growth Management and Code Enforcement sections.

CITY OF BEND

1000 - General Fund by Expenditure Category - Community Projects

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
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42 - ProjectLedger Adjust	-	-				
40 - Personnel Services	**16,000**	**-**	**26,400**	**-**	**-**	**-**
40 - Wages	16,000	-	23,200	-	-	-
41 - Benefits	-	-	3,200	-	-	-
42 - Materials & Services	**3,112,000**	**1,358,961**	**1,624,500**	**1,529,000**	**1,284,000**	**2,813,000**
43 - Purchased Services	2,987,000	1,347,398	1,494,200	1,529,000	1,284,000	2,813,000
44 - Equipment <$5000	-	-	-	-	-	-
46 - Employee Costs	-	-	300	-	-	-
51 - Sponsorships&Contrib	125,000	-	130,000	-	-	-
52 - Other	-	11,563	-	-	-	-
60 - Capital Outlay	**15,000**	**1,140**	**-**	**-**	**-**	**-**
60 - Land Acquisition	-	1,140	-	-	-	-
62 - Equipment >$5000	15,000	-	-	-	-	-
72 - Transfers Out	**125,000**	**-**	**125,000**	**-**	**-**	**-**
73 - TransferSpeciPurp	125,000	-	125,000	-	-	-
90 - Reserves	**-**	**-**	**-**	**-**	**-**	**-**
90 - Reserves	-	-	-	-	-	-
Grand Total	**3,268,000**	**1,360,101**	**1,775,900**	**1,529,000**	**1,284,000**	**2,813,000**

General Fund Revenue Stabilization Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 2,047,900	$ 2,092,473	$ 2,280,990	$ 2,487,290	$ -	$ 2,487,290
Investment income	42,600	23,987	29,500	30,700	30,900	61,600
Interfund transfers	228,300	164,530	176,800	231,150	223,400	454,550
TOTAL RESOURCES	$ 2,318,800	$ 2,280,990	$ 2,487,290	$ 2,749,140	$ 254,300	$ 3,003,440

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Reserves for:						
Operations	$ 2,318,800	$ -	$ -	$ 2,749,140	$ 254,300	$ 3,003,440
TOTAL REQUIREMENTS	$ 2,318,800	$ -	$ -	$ 2,749,140	$ 254,300	$ 3,003,440

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

GENERAL FUND
General Fund Revenue Stabilization Fund

Overview

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

Goals for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

General Fund Revenue Stabilization Fund by Expenditure Category

CITY OF BEND

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(2,318,800)**	**(2,280,990)**	**(2,487,290)**	**(2,749,140)**	**(254,300)**	**(3,003,440)**
30 - BeginWorkingCapital	(2,047,900)	(2,092,473)	(2,280,990)	(2,487,290)	-	(2,487,290)
36 - MiscellaneousRevenue	(42,600)	(23,987)	(29,500)	(30,700)	(30,900)	(61,600)
38 - Transfers	(228,300)	(164,530)	(176,800)	(231,150)	(223,400)	(454,550)
90 - Reserves	**2,318,800**	**-**	**-**	**2,749,140**	**254,300**	**3,003,440**
90 - Reserves	2,318,800	-	-	2,749,140	254,300	3,003,440
Grand Total	**-**	**(2,280,990)**	**(2,487,290)**	**-**	**-**	**-**

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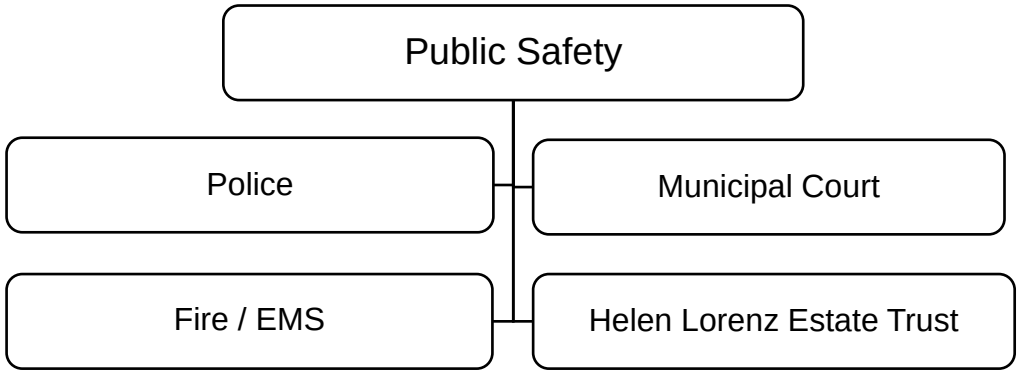
PUBLIC SAFETY SERVICE AREA



Police

Police Program

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

Police Grant Fund

The Police Grant Fund accounts for police department grants.

Police Reserve Fund

The Police Reserves Fund accounts for the police reserves.

Municipal Court

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

Fire / Emergency Medical Services (EMS) Funds

Fire/EMS Fund

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

Fire Station Debt Service Fund.

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

Helen Lorenz Estate Trust

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

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General Fund
Police

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety:						
Patrol Program	$ 24,341,160	$ 10,984,308	$ 11,325,276	$ 13,072,282	$ 13,823,591	$ 26,895,872
Support Services Program	7,653,332	4,164,514	4,618,148	4,046,680	4,203,812	8,250,492
Criminal Investigation Program	5,827,591	2,770,714	2,688,123	3,056,934	3,195,269	6,252,203
Technology Program	-	-	-	691,173	676,484	1,367,657
Total	37,822,083	17,919,536	18,631,547	20,867,068	21,899,156	42,766,224
Interfund transfers	5,884,514	2,791,933	2,795,694	2,829,300	3,149,400	5,978,700
TOTAL REQUIREMENTS	$ 43,706,597	$ 20,711,469	$ 21,427,241	$ 23,696,368	$ 25,048,556	$ 48,744,924
By Category:						
Personnel services	$ 32,452,752	$ 15,500,714	$ 15,663,900	$ 18,470,000	$ 19,516,600	$ 37,986,600
Materials and services	4,129,877	1,689,622	2,317,992	1,965,444	1,933,090	3,898,534
Capital outlay:						
Vehicle/equipment	1,239,454	729,201	597,145	431,624	449,466	881,090
Construction/infrastructure	-	-	52,510	-	-	-
Total Capital outlay	1,239,454	729,201	649,655	431,624	449,466	881,090
Interfund transfers	5,884,514	2,791,933	2,795,694	2,829,300	3,149,400	5,978,700
TOTAL REQUIREMENTS	$ 43,706,597	$ 20,711,469	$ 21,427,241	$ 23,696,368	$ 25,048,556	$ 48,744,924

PUBLIC SAFETY
Police

Overview

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

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

Patrol Program

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

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 9,984,015	$ 10,386,600	$ 12,206,700	$ 12,941,600	$ 25,148,300
Materials and services	393,633	374,431	495,357	492,591	987,947
Capital outlay:					
Vehicle/equipment	606,660	564,245	370,225	389,400	759,625
Patrol Program	$ 10,984,308	$ 11,325,276	$ 13,072,282	$ 13,823,591	$ 26,895,872
Full Time Equivalents	84.00	84.00	84.76	84.76	84.76

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Support Services Program

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 2,866,104	$ 2,689,000	$ 3,136,300	$ 3,283,300	$ 6,419,600
Materials and services	1,231,282	1,843,738	910,380	920,512	1,830,892
Capital outlay:					
Vehicle/equipment	67,128	32,900	-	-	-
Construction/infrastructure	-	52,510	-	-	-
Program Total	4,164,514	4,618,148	4,046,680	4,203,812	8,250,492
Interfund transfers	2,791,933	2,795,694	2,829,300	3,149,400	5,978,700
Support Services Program	$ 6,956,447	$ 7,413,842	$ 6,875,980	$ 7,353,212	$ 14,229,192
Full Time Equivalents	19.00	19.00	23.24	23.24	23.24

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

Criminal Investigation Program

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 2,650,594	$ 2,588,300	$ 2,844,500	$ 2,987,500	$ 5,832,000
Materials and services	64,708	99,823	151,035	147,703	298,738
Capital outlay:					
Vehicle/equipment	55,412	-	61,399	60,066	121,465
Criminal Investigation Program	$ 2,770,714	$ 2,688,123	$ 3,056,934	$ 3,195,269	$ 6,252,203
Full Time Equivalents	19.00	19.00	16.00	16.00	16.00

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017– 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

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

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

Technology Program

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ -	$ -	$ 282,500	$ 304,200	$ 586,700
Materials and services	-	-	408,673	372,284	780,957
Technology Program	$ -	$ -	$ 691,173	$ 676,484	$ 1,367,657
Full Time Equivalents	-	-	2.00	2.00	2.00

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Significant Changes from the 2017 – 2019 Biennial Budget

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

PUBLIC SAFETY
Police

PERFORMANCE MEASURES

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

Note: Police data is collected on a calendar year basis

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

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

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

PUBLIC SAFETY
Police

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Patrol					
One (1) Community Service Officer truck replacement	$ 56,625	$ -	$ -	$ 69,400	$ -
One (1) Community Service Officer vehicle new	39,000	-	-	-	-
Four (4) SUV vehicles replacements	249,600	-	-	305,771	-
K9 replacement	25,000	-	26,523	-	28,138
Six (6) SUV vehicles replacements	-	389,400	-	-	-
One (1) SUV vehicles new	-	-	71,442	76,443	81,794
One (1) CERT Lieutenant truck replacement	-	-	64,830	-	-
One (1) Traffic motorcycle replacement	-	-	39,590	-	-
One (1) K9 SUV vehicle replacement	-	-	71,500	76,505	-
Three (3) SUV vehicles replacements	-	-	214,325	-	-
One (1) Police command vehicle replacement	-	-	42,747	-	-
Two (2) Traffic motorcycle replacements	-	-	-	79,180	-
Two (2) SUV vehicles replacements	-	-	-	-	163,587
One (1) Command post replacement	-	-	-	-	350,000
	370,225	389,400	530,956	607,298	623,519
Support					
One (1) IT vehicle replacement	-	-	40,072	-	-
One (1) Police Aid truck replacement	-	-	64,830	-	-
One (1) Training Lieutenant truck replacement	-	-	64,830	-	-
	-	-	169,731	-	-
Criminal					
One (1) Unmarked vehicle replacement	37,500	39,950	42,747	-	-
Universal forensics extraction device replacement	23,899	-	-	-	-
Car seat camera	-	20,116	-	-	-
Two (2) Unmarked vehicle replacements	-	-	-	91,478	97,881
	61,399	60,066	42,747	91,478	97,881
Technology					
Digital Image Management System replacement	-	-	30,000	-	-
Drone replacement	-	-	-	-	20,000
	-	-	30,000	-	20,000
Total	**$ 431,624**	**$ 449,466**	**$ 773,434**	**$ 698,776**	**$ 741,400**

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Police Grant Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ -	$ -	$ -	$ -	$ -	$ -
Intergovernmental revenues	80,713	-	-	-	-	-
TOTAL RESOURCES	$ 80,713	$ -	$ -	$ -	$ -	$ -

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety Program:						
Police Grant	$ 80,713	$ -	$ -	$ -	$ -	$ -
TOTAL REQUIREMENTS	$ 80,713	$ -	$ -	$ -	$ -	$ -
By Category:						
Materials and services	$ 60,000	$ -	$ -	$ -	$ -	$ -
Capital outlay:						
Vehicle/equipment	20,713	-	-	-	-	-
TOTAL REQUIREMENTS	$ 80,713	$ -	$ -	$ -	$ -	$ -

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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Police Reserve Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 629,200	$ 629,888	$ 637,048	$ 645,348	$ -	$ 645,348
Investment income	12,600	7,159	8,300	8,400	8,400	16,800
TOTAL RESOURCES	$ 641,800	$ 637,048	$ 645,348	$ 653,748	$ 8,400	$ 662,148

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Reserves for:						
Operations	$ 641,800	$ -	$ -	$ 653,748	$ 8,400	$ 662,148
TOTAL REQUIREMENTS	$ 641,800	$ -	$ -	$ 653,748	$ 8,400	$ 662,148

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

PUBLIC SAFETY
Police Grant Fund

Overview

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

PUBLIC SAFETY
Police Reserve Fund

Overview

The Police Reserve Fund is a special revenue find that was established in June 2010 to set aside operating reserves for the Police Department. These funds may be utilized for sustaining services in the event of an emergency and absorb unanticipated operating needs that arise during the year but were not anticipated during the budget process. Use of these reserves requires approval by City Council.

CITY OF BEND

General Fund Police Program Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - General Fund	**43,706,597**	**20,711,469**	**21,427,241**	**23,696,368**	**25,048,556**	**48,744,924**
2600 - Patrol	**24,341,160**	**10,984,308**	**11,325,276**	**13,072,282**	**13,823,591**	**26,895,872**
40 - Personnel Services	22,268,665	9,984,015	10,386,600	12,206,700	12,941,600	25,148,300
40 - Wages	14,155,310	6,429,905	6,623,200	7,525,400	7,997,400	15,522,800
41 - Benefits	8,113,355	3,554,111	3,763,400	4,681,300	4,944,200	9,625,500
42 - Materials & Services	933,250	393,633	374,431	495,357	492,591	987,947
43 - Purchased Services	219,731	98,422	113,631	208,416	208,581	416,996
44 - Equipment <$5000	488,119	271,219	214,000	195,422	174,639	370,061
45 - ConsumSupplies&Mater	42,500	8,815	15,600	7,350	7,350	14,700
46 - Employee Costs	182,900	15,177	31,200	84,169	102,022	186,191
60 - Capital Outlay	1,139,245	606,660	564,245	370,225	389,400	759,625
61 - Vehicles & Trucks	1,015,702	606,660	440,702	345,225	389,400	734,625
62 - Equipment >$5000	123,543	-	123,543	25,000	-	25,000
1000 - Administration & Support Serv	**13,537,846**	**6,956,447**	**7,413,842**	**6,875,980**	**7,353,212**	**14,229,192**
40 - Personnel Services	4,623,361	2,866,104	2,689,000	3,136,300	3,283,300	6,419,600
40 - Wages	2,796,853	1,841,917	1,673,900	1,918,600	2,010,500	3,929,100
41 - Benefits	1,826,508	1,024,188	1,015,100	1,217,700	1,272,800	2,490,500
42 - Materials & Services	2,989,762	1,231,282	1,843,738	910,380	920,512	1,830,892
43 - Purchased Services	1,334,838	676,168	754,645	268,939	278,691	547,631
44 - Equipment <$5000	663,092	107,738	557,134	99,035	93,290	192,325
45 - ConsumSupplies&Mater	301,831	122,665	169,000	163,750	166,158	329,908
46 - Employee Costs	581,850	268,779	306,100	314,683	317,805	632,487
47 - CommuEducat&Outreach	2,550	1,504	1,300	8,500	8,500	17,000
49 - Leases	104,600	54,427	55,559	55,473	56,068	111,541
52 - Other	1,000	-	-	-	-	-
60 - Capital Outlay	40,209	67,128	85,410	-	-	-
61 - Vehicles & Trucks	1,910	5,878	-	-	-	-
62 - Equipment >$5000	38,299	61,250	32,900	-	-	-
63 - Buildings&Structures	-	-	52,510	-	-	-
70 - Transfers Out - OH	5,138,344	2,541,500	2,596,844	2,628,000	2,938,300	5,566,300
70 - TransferCity-wideOH	5,138,344	2,541,500	2,596,844	2,628,000	2,938,300	5,566,300
72 - Transfers Out	746,170	250,433	198,850	201,300	211,100	412,400
73 - TransferSpeciPurp	59,170	68,764	7,450	-	-	-
74 - TransferInterfundChg	687,000	181,669	191,400	201,300	211,100	412,400
2500 - Criminal Investigation	**5,827,591**	**2,770,714**	**2,688,123**	**3,056,934**	**3,195,269**	**6,252,203**
40 - Personnel Services	5,560,726	2,650,594	2,588,300	2,844,500	2,987,500	5,832,000
40 - Wages	3,731,861	1,735,664	1,675,900	1,791,600	1,882,600	3,674,200
41 - Benefits	1,828,865	914,930	912,400	1,052,900	1,104,900	2,157,800
42 - Materials & Services	206,865	64,708	99,823	151,035	147,703	298,738
43 - Purchased Services	4,340	2,660	2,420	95,715	93,840	189,555
44 - Equipment <$5000	175,122	52,788	86,100	28,445	23,450	51,895
45 - ConsumSupplies&Mater	9,500	53	4,800	12,800	12,800	25,600
46 - Employee Costs	17,903	9,207	6,503	14,075	17,613	31,688
60 - Capital Outlay	60,000	55,412	-	61,399	60,066	121,465
61 - Vehicles & Trucks	60,000	55,412	-	37,500	39,950	77,450
62 - Equipment >$5000	-	-	-	23,899	20,116	44,015
2700 - Technology	**-**	**-**	**-**	**691,173**	**676,484**	**1,367,657**
40 - Personnel Services	-	-	-	282,500	304,200	586,700
40 - Wages	-	-	-	180,500	195,500	376,000
41 - Benefits	-	-	-	102,000	108,700	210,700
42 - Materials & Services	-	-	-	408,673	372,284	780,957
43 - Purchased Services	-	-	-	314,783	282,746	597,529
44 - Equipment <$5000	-	-	-	86,300	81,300	167,600
45 - ConsumSupplies&Mater	-	-	-	4,050	4,050	8,100
46 - Employee Costs	-	-	-	3,540	4,188	7,728
Grand Total	**43,706,597**	**20,711,469**	**21,427,241**	**23,696,368**	**25,048,556**	**48,744,924**

CITY OF BEND

General Fund Police Program by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - General Fund	**42,622,297**	**20,404,647**	**21,105,441**	**23,374,568**	**24,726,756**	**48,101,324**
30 - Resources	**(1,084,300)**	**(306,822)**	**(321,800)**	**(321,800)**	**(321,800)**	**(643,600)**
31 - Taxes	(284,200)	-	-	-	-	-
33 - Intergovernmental	(586,300)	(306,822)	(209,600)	(209,600)	(209,600)	(419,200)
34 - Charges&FeesforServ	(213,800)	-	(112,200)	(112,200)	(112,200)	(224,400)
40 - Personnel Services	**32,452,752**	**15,500,714**	**15,663,900**	**18,470,000**	**19,516,600**	**37,986,600**
40 - Wages	20,684,024	10,007,485	9,973,000	11,416,100	12,086,000	23,502,100
41 - Benefits	11,768,728	5,493,228	5,690,900	7,053,900	7,430,600	14,484,500
42 - Materials & Services	**4,129,877**	**1,689,622**	**2,317,992**	**1,965,444**	**1,933,090**	**3,898,534**
43 - Purchased Services	1,558,909	777,249	870,696	887,853	863,858	1,751,711
44 - Equipment <$5000	1,326,333	431,745	857,234	409,202	372,679	781,881
45 - ConsumSupplies&Mater	353,831	131,534	189,400	187,950	190,358	378,308
46 - Employee Costs	782,653	293,163	343,803	416,466	441,627	858,094
47 - CommuEducat&Outreach	2,550	1,504	1,300	8,500	8,500	17,000
49 - Leases	104,600	54,427	55,559	55,473	56,068	111,541
52 - Other	1,000	-	-	-	-	-
60 - Capital Outlay	**1,239,454**	**729,201**	**649,655**	**431,624**	**449,466**	**881,090**
61 - Vehicles & Trucks	1,077,612	667,951	440,702	382,725	429,350	812,075
62 - Equipment >$5000	161,842	61,250	156,443	48,899	20,116	69,015
63 - Buildings&Structures	-	-	52,510	-	-	-
70 - Transfers Out - OH	**5,138,344**	**2,541,500**	**2,596,844**	**2,628,000**	**2,938,300**	**5,566,300**
70 - TransferCity-wideOH	5,138,344	2,541,500	2,596,844	2,628,000	2,938,300	5,566,300
72 - Transfers Out	**746,170**	**250,433**	**198,850**	**201,300**	**211,100**	**412,400**
73 - TransferSpeciPurp	59,170	68,764	7,450	-	-	-
74 - TransferInterfundChg	687,000	181,669	191,400	201,300	211,100	412,400
Grand Total	**42,622,297**	**20,404,647**	**21,105,441**	**23,374,568**	**24,726,756**	**48,101,324**

CITY OF BEND

Police Grant Fund Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1140 - Police Grant Fund	**-**	**-**	**-**	**-**	**-**	**-**
30 - Resources	**(80,713)**	**-**	**-**	**-**	**-**	**-**
33 - Intergovernmental	(80,713)	-	-	-	-	-
42 - Materials & Services	**60,000**	**-**	**-**	**-**	**-**	**-**
44 - Equipment <$5000	60,000	-	-	-	-	-
60 - Capital Outlay	**20,713**	**-**	**-**	**-**	**-**	**-**
62 - Equipment >$5000	20,713	-	-	-	-	-
Grand Total	**-**	**-**	**-**	**-**	**-**	**-**

CITY OF BEND

Police Reserve Fund Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1130 - Police Reserve Fund	**-**	**(637,048)**	**(645,348)**	**-**	**-**	**-**
30 - Resources	**(641,800)**	**(637,048)**	**(645,348)**	**(653,748)**	**(8,400)**	**(662,148)**
30 - BeginWorkingCapital	(629,200)	(629,888)	(637,048)	(645,348)	-	(645,348)
36 - MiscellaneousRevenue	(12,600)	(7,159)	(8,300)	(8,400)	(8,400)	(16,800)
90 - Reserves	**641,800**	**-**	**-**	**653,748**	**8,400**	**662,148**
90 - Reserves	641,800	-	-	653,748	8,400	662,148
Grand Total	**-**	**(637,048)**	**(645,348)**	**-**	**-**	**-**

Fire/EMS Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 2,955,200	$ 3,891,449	$ 4,408,779	$ 4,508,176	$ -	$ 4,508,176
Intergovernmental revenues	7,606,063	3,621,089	4,028,900	3,809,600	4,000,000	7,809,600
General fund subsidy	24,162,000	11,842,200	12,382,000	12,824,000	13,469,000	26,293,000
Charges for services	5,983,561	3,258,494	3,003,400	4,093,400	4,296,000	8,389,400
Property taxes	3,930,100	1,925,018	2,011,790	2,115,500	2,221,300	4,336,800
Room taxes	284,200	158,574	175,700	190,000	205,300	395,300
Interfund charges	6,800	3,320	5,000	4,500	4,500	9,000
Interfund transfers	187,000	28,292	66,400	35,000	35,000	70,000
Investment income	56,100	42,803	58,300	61,100	68,600	129,700
Sale of capital assets	180,000	43,000	40,000	-	-	-
Insurance proceeds	-	2,220	49,000	-	-	-
Miscellaneous	111,500	14,994	105,300	900	900	1,800
Issuance of long-term debt	4,923,000	2,945,000	1,858,000	-	406,000	406,000
TOTAL RESOURCES	$ 50,385,524	$ 27,776,454	$ 28,192,569	$ 27,642,176	$ 24,706,600	$ 52,348,776

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety:						
Support services	$ 2,891,564	$ 1,347,150	$ 1,592,679	$ 1,675,700	$ 1,677,517	$ 3,353,217
Fire prevention	2,463,621	1,193,654	1,269,150	1,263,233	1,303,450	2,566,683
Fire operations	36,947,458	18,555,187	18,104,200	17,087,140	17,747,495	34,834,635
Total Public Safety Program - Fire/EMS	42,302,643	21,095,991	20,966,029	20,026,073	20,728,462	40,754,535
Debt Service	1,481,000	438,399	889,374	575,975	580,177	1,156,152
Interfund Transfers	3,843,400	1,833,285	1,828,990	2,121,000	2,236,860	4,357,860
Contingency	2,658,481	-	-	4,819,128	1,161,101	5,980,228
Reserves	100,000	-	-	100,000	-	100,000
TOTAL REQUIREMENTS	$ 50,385,524	$ 23,367,675	$ 23,684,393	$ 27,642,176	$ 24,706,600	$ 52,348,776
By Category:						
Personnel services	$ 32,226,290	$ 15,853,865	$ 16,859,900	$ 17,827,000	$ 18,319,000	$ 36,146,000
Materials and services	3,950,490	1,703,705	2,130,979	1,859,723	1,909,462	3,769,185
Capital outlay:						
Vehicle/equipment	6,125,863	3,538,421	1,933,500	300,000	500,000	800,000
Construction/infrastructure	-	-	26,000	-	-	-
Intangibles	-	-	15,650	39,350	-	39,350
Total capital outlay	6,125,863	3,538,421	1,975,150	339,350	500,000	839,350
Debt service	1,481,000	438,399	889,374	575,975	580,177	1,156,152
Interfund transfers	3,843,400	1,833,285	1,828,990	2,121,000	2,236,860	4,357,860
Contingency	2,658,481	-	-	4,819,128	1,161,101	5,980,228
Reserves for:						
Major Maintenance	100,000	-	-	100,000	-	100,000
TOTAL REQUIREMENTS	$ 50,385,524	$ 23,367,675	$ 23,684,393	$ 27,642,176	$ 24,706,600	$ 52,348,776

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

PUBLIC SAFETY
Fire / EMS Fund

Overview

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

Support Services Program

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 943,057	$ 1,100,300	$ 1,241,500	$ 1,280,400	$ 2,521,900
Materials and services	404,093	476,729	394,850	397,117	791,967
Capital outlay:					
Intangibles	-	15,650	39,350	-	39,350
Total Program	1,347,150	1,592,679	1,675,700	1,677,517	3,353,217
Interfund transfers	1,598,537	1,592,190	1,835,900	1,938,060	3,773,960
Support Services	$ 2,945,688	$ 3,184,869	$ 3,511,600	$ 3,615,577	$ 7,127,177
Full Time Equivalents	9.70	9.70	10.50	10.50	10.50

Goals for the 2017 – 2019 Biennial Budget

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

Key Objectives for 2017– 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

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

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

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

Fire Prevention Program

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

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

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 1,170,970	$ 1,202,300	$ 1,175,200	$ 1,206,800	$ 2,382,000
Materials and services	22,684	33,350	28,033	36,650	64,683
Capital outlay:					
Vehicle/equipment	-	33,500	60,000	60,000	120,000
Fire Prevention	$ 1,193,654	$ 1,269,150	$ 1,263,233	$ 1,303,450	$ 2,566,683
Full Time Equivalents	8.00	8.00	7.00	7.00	7.00

Goals for the 2017 – 2019 Biennial Budget

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

Key Objectives for 2017 – 2019 Biennial Budget

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

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 - 2017 Biennial Budget

- Implement Fire Prevention Fee Study

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

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

Fire/EMS Operations Program

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

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$13,739,838	$ 14,557,300	$ 15,410,300	$15,831,800	$31,242,100
Materials and services	1,276,927	1,620,900	1,436,840	1,475,695	2,912,535
Capital outlay:					
Vehicle/equipment	3,538,421	1,900,000	240,000	440,000	680,000
Construction/infrastructure	-	26,000	-	-	-
Total Program	18,555,187	18,104,200	17,087,140	17,747,495	34,834,635
Debt service	438,399	889,374	575,975	580,177	1,156,152
Interfund transfers	234,747	236,800	285,100	298,800	583,900
Fire Operations	$19,228,333	$ 19,230,374	$ 17,948,215	$18,626,472	$36,574,687
Full Time Equivalents	112.00	107.00	102.60	102.60	102.60

Goals for the 2017 – 2019 Biennial Budget

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

Key Objectives for 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

PUBLIC SAFETY
Fire/EMS Fund

PERFORMANCE MEASURES

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

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

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

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

Fire Station Debt Service Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 7,150	$ 7,200	$ 8,010	$ 8,110	$ -	$ 8,110
Intergovernmental revenues	479,000	236,875	241,900	241,500	244,100	485,600
Interfund transfers	16,000	7,800	7,500	7,100	7,500	14,600
Investment income	-	387	400	400	400	800
TOTAL RESOURCES	$ 502,150	$ 252,262	$ 257,810	$ 257,110	$ 252,000	$ 509,110

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety Program:						
Debt Service Administration	$ 1,400	$ 277	$ 300	$ 400	$ 400	$ 800
Debt service	479,000	236,875	241,900	241,500	244,100	485,600
Interfund transfers	14,600	7,100	7,500	7,100	7,500	14,600
Reserves	7,150	-	-	8,110	-	8,110
TOTAL REQUIREMENTS	$ 502,150	$ 244,252	$ 249,700	$ 257,110	$ 252,000	$ 509,110
By Category:						
Materials and services	$ 1,400	$ 277	$ 300	$ 400	$ 400	$ 800
Debt service	479,000	236,875	241,900	241,500	244,100	485,600
Interfund transfers	14,600	7,100	7,500	7,100	7,500	14,600
Reserves for debt service	7,150	-	-	8,110	-	8,110
TOTAL REQUIREMENTS	$ 502,150	$ 244,252	$ 249,700	$ 257,110	$ 252,000	$ 509,110

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

PUBLIC SAFETY
Fire Station Debt Service Fund

Overview

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

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

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

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City of Bend Fire Station Number 301

CITY OF BEND

1110 - Fire/EMS Fund Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - Administration & Support Serv	**6,091,464**	**2,945,688**	**3,184,869**	**3,511,600**	**3,615,577**	**7,127,177**
40 - Personnel Services	**2,094,494**	**943,057**	**1,100,300**	**1,241,500**	**1,280,400**	**2,521,900**
40 - Wages	1,404,157	639,112	721,600	786,500	808,600	1,595,100
41 - Benefits	690,337	303,945	378,700	455,000	471,800	926,800
42 - Materials & Services	**797,070**	**404,093**	**476,729**	**394,850**	**397,117**	**791,967**
43 - Purchased Services	226,000	114,535	179,735	93,260	86,167	179,427
44 - Equipment <$5000	73,250	29,572	35,250	40,500	47,000	87,500
45 - ConsumSupplies&Mater	33,500	21,326	22,500	22,515	22,530	45,045
46 - Employee Costs	64,720	25,188	35,000	34,620	35,470	70,090
47 - CommuEducat&Outreach	16,900	26,527	13,000	13,000	13,000	26,000
49 - Leases	362,400	182,448	186,244	185,955	187,950	373,905
52 - Other	20,300	4,497	5,000	5,000	5,000	10,000
60 - Capital Outlay	**-**	**-**	**15,650**	**39,350**	**-**	**39,350**
61 - Vehicles & Trucks	-	-	-	-	-	-
64 - Intangibles	-	-	15,650	39,350	-	39,350
70 - Transfers Out - OH	**3,007,500**	**1,468,100**	**1,539,400**	**1,781,600**	**1,879,000**	**3,660,600**
70 - TransferCity-wideOH	3,007,500	1,468,100	1,539,400	1,781,600	1,879,000	3,660,600
72 - Transfers Out	**192,400**	**130,437**	**52,790**	**54,300**	**59,060**	**113,360**
73 - TransferSpeciPurp	160,800	115,960	36,650	37,650	41,800	79,450
74 - TransferInterfundChg	31,600	14,478	16,140	16,650	17,260	33,910
2100 - Operations	**39,071,958**	**19,228,333**	**19,230,374**	**17,948,215**	**18,626,472**	**36,574,687**
40 - Personnel Services	**27,822,656**	**13,739,838**	**14,557,300**	**15,410,300**	**15,831,800**	**31,242,100**
40 - Wages	17,860,077	9,002,382	9,481,300	9,651,200	9,886,200	19,537,400
41 - Benefits	9,962,579	4,737,457	5,076,000	5,759,100	5,945,600	11,704,700
42 - Materials & Services	**3,033,939**	**1,276,927**	**1,620,900**	**1,436,840**	**1,475,695**	**2,912,535**
43 - Purchased Services	1,167,900	461,968	643,400	516,160	540,495	1,056,655
44 - Equipment <$5000	485,439	217,278	255,300	221,000	224,000	445,000
45 - ConsumSupplies&Mater	512,700	262,888	295,500	296,960	300,125	597,085
46 - Employee Costs	866,300	334,085	425,900	401,895	410,225	812,120
47 - CommuEducat&Outreach	1,600	708	800	825	850	1,675
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**6,090,863**	**3,538,421**	**1,926,000**	**240,000**	**440,000**	**680,000**
61 - Vehicles & Trucks	1,935,691	135,691	1,800,000	240,000	440,000	680,000
62 - Equipment >$5000	4,155,172	3,402,730	100,000	-	-	-
63 - Buildings&Structures	-	-	26,000	-	-	-
72 - Transfers Out	**643,500**	**234,747**	**236,800**	**285,100**	**298,800**	**583,900**
74 - TransferInterfundChg	643,500	234,747	236,800	285,100	298,800	583,900
80 - Debt Service	**1,481,000**	**438,399**	**889,374**	**575,975**	**580,177**	**1,156,152**
80 - Principal-Long term	1,261,000	359,801	771,300	460,399	476,848	937,247
81 - Interest-Long term	220,000	78,598	118,074	115,576	103,329	218,905
2200 - Fire Prevention	**2,463,621**	**1,193,654**	**1,269,150**	**1,263,233**	**1,303,450**	**2,566,683**
40 - Personnel Services	**2,309,140**	**1,170,970**	**1,202,300**	**1,175,200**	**1,206,800**	**2,382,000**
40 - Wages	1,504,027	765,746	790,100	736,600	754,200	1,490,800
41 - Benefits	805,113	405,224	412,200	438,600	452,600	891,200
42 - Materials & Services	**119,481**	**22,684**	**33,350**	**28,033**	**36,650**	**64,683**
43 - Purchased Services	4,100	5,460	5,500	-	-	-
44 - Equipment <$5000	49,161	161	1,500	1,545	1,600	3,145
46 - Employee Costs	48,920	12,630	17,550	17,424	25,700	43,124
47 - CommuEducat&Outreach	17,300	4,433	8,800	9,064	9,350	18,414
60 - Capital Outlay	**35,000**	**-**	**33,500**	**60,000**	**60,000**	**120,000**
61 - Vehicles & Trucks	35,000	-	33,500	60,000	60,000	120,000
Grand Total	**47,627,043**	**23,367,675**	**23,684,393**	**22,723,048**	**23,545,499**	**46,268,547**

CITY OF BEND

1110 - Fire/EMS Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(50,385,524)**	**(27,776,454)**	**(28,192,569)**	**(27,642,176)**	**(24,706,600)**	**(52,348,776)**
30 - BeginWorkingCapital	(2,955,200)	(3,891,449)	(4,408,779)	(4,508,176)	-	(4,508,176)
31 - Taxes	(4,214,300)	(2,083,592)	(2,187,490)	(2,305,500)	(2,426,600)	(4,732,100)
33 - Intergovernmental	(7,606,063)	(3,621,089)	(4,028,900)	(3,809,600)	(4,000,000)	(7,809,600)
34 - Charges&FeesforServ	(5,983,561)	(3,258,494)	(3,003,400)	(4,093,400)	(4,296,000)	(8,389,400)
36 - MiscellaneousRevenue	(347,600)	(103,017)	(252,600)	(62,000)	(69,500)	(131,500)
37 - Proceeds From Debt	(4,923,000)	(2,945,000)	(1,858,000)	-	(406,000)	(406,000)
38 - Transfers	(24,355,800)	(11,873,812)	(12,453,400)	(12,863,500)	(13,508,500)	(26,372,000)
40 - Personnel Services	**32,226,290**	**15,853,865**	**16,859,900**	**17,827,000**	**18,319,000**	**36,146,000**
40 - Wages	20,768,261	10,407,239	10,993,000	11,174,300	11,449,000	22,623,300
41 - Benefits	11,458,029	5,446,626	5,866,900	6,652,700	6,870,000	13,522,700
42 - Materials & Services	**3,950,490**	**1,703,705**	**2,130,979**	**1,859,723**	**1,909,462**	**3,769,185**
43 - Purchased Services	1,398,000	581,963	828,635	609,420	626,662	1,236,082
44 - Equipment <$5000	607,850	247,012	292,050	263,045	272,600	535,645
45 - ConsumSupplies&Mater	546,200	284,214	318,000	319,475	322,655	642,130
46 - Employee Costs	979,940	371,903	478,450	453,939	471,395	925,334
47 - CommuEducat&Outreach	35,800	31,667	22,600	22,889	23,200	46,089
49 - Leases	362,400	182,448	186,244	185,955	187,950	373,905
52 - Other	20,300	4,497	5,000	5,000	5,000	10,000
60 - Capital Outlay	**6,125,863**	**3,538,421**	**1,975,150**	**339,350**	**500,000**	**839,350**
61 - Vehicles & Trucks	1,970,691	135,691	1,833,500	300,000	500,000	800,000
62 - Equipment >$5000	4,155,172	3,402,730	100,000	-	-	-
63 - Buildings&Structures	-	-	26,000	-	-	-
64 - Intangibles	-	-	15,650	39,350	-	39,350
70 - Transfers Out - OH	**3,007,500**	**1,468,100**	**1,539,400**	**1,781,600**	**1,879,000**	**3,660,600**
70 - TransferCity-wideOH	3,007,500	1,468,100	1,539,400	1,781,600	1,879,000	3,660,600
72 - Transfers Out	**835,900**	**365,185**	**289,590**	**339,400**	**357,860**	**697,260**
73 - TransferSpeciPurp	160,800	115,960	36,650	37,650	41,800	79,450
74 - TransferInterfundChg	675,100	249,225	252,940	301,750	316,060	617,810
80 - Debt Service	**1,481,000**	**438,399**	**889,374**	**575,975**	**580,177**	**1,156,152**
80 - Principal-Long term	1,261,000	359,801	771,300	460,399	476,848	937,247
81 - Interest-Long term	220,000	78,598	118,074	115,576	103,329	218,905
90 - Reserves	**100,000**	**-**	**-**	**100,000**	**-**	**100,000**
90 - Reserves	100,000	-	-	100,000	-	100,000
91 - Contingency	**2,658,481**	**-**	**-**	**4,819,128**	**1,161,101**	**5,980,228**
91 - Contingency	2,658,481	-	-	4,819,128	1,161,101	5,980,228
Grand Total	**-**	**(4,408,779)**	**(4,508,176)**	**-**	**-**	**-**

CITY OF BEND

2110 - Fire Station Debt Service Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(502,150)**	**(252,262)**	**(257,810)**	**(257,110)**	**(252,000)**	**(509,110)**
30 - BeginWorkingCapital	(7,150)	(7,200)	(8,010)	(8,110)	-	(8,110)
33 - Intergovernmental	(479,000)	(236,875)	(241,900)	(241,500)	(244,100)	(485,600)
36 - MiscellaneousRevenue	-	(387)	(400)	(400)	(400)	(800)
38 - Transfers	(16,000)	(7,800)	(7,500)	(7,100)	(7,500)	(14,600)
42 - Materials & Services	**1,400**	**277**	**300**	**400**	**400**	**800**
43 - Purchased Services	1,400	277	300	400	400	800
70 - Transfers Out - OH	**14,600**	**7,100**	**7,500**	**7,100**	**7,500**	**14,600**
70 - TransferCity-wideOH	14,600	7,100	7,500	7,100	7,500	14,600
80 - Debt Service	**479,000**	**236,875**	**241,900**	**241,500**	**244,100**	**485,600**
80 - Principal-Long term	350,000	170,000	180,000	185,000	195,000	380,000
81 - Interest-Long term	129,000	66,875	61,900	56,500	49,100	105,600
90 - Reserves	**7,150**	**-**	**-**	**8,110**	**-**	**8,110**
90 - Reserves	7,150	-	-	8,110	-	8,110
Grand Total	**-**	**(8,010)**	**(8,110)**	**-**	**-**	**-**

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General Fund
Municipal Court

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Public Safety:						
Municipal Court	$ 1,006,494	$ 420,334	$ 493,628	$ 467,847	$ 488,789	$ 956,636
Interfund transfers	365,431	187,697	178,281	164,200	189,900	354,100
TOTAL REQUIREMENTS	$ 1,371,925	$ 608,031	$ 671,909	$ 632,047	$ 678,689	$ 1,310,736
By Category:						
Personnel services	$ 919,758	$ 382,885	$ 450,200	$ 427,400	$ 448,600	$ 876,000
Materials and services	86,736	37,449	43,428	40,447	40,189	80,636
Interfund transfers	365,431	187,697	178,281	164,200	189,900	354,100
TOTAL REQUIREMENTS	$ 1,371,925	$ 608,031	$ 671,909	$ 632,047	$ 678,689	$ 1,310,736

PUBLIC SAFETY
Municipal Court

Overview

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 382,885	$ 450,200	$ 427,400	$ 448,600	$ 876,000
Materials and services	37,449	43,428	40,447	40,189	80,636
Program Total	420,334	493,628	467,847	488,789	956,636
Interfund transfers	187,697	178,281	164,200	189,900	354,100
Municipal Court	$ 608,031	$ 671,909	$ 632,047	$ 678,689	$ 1,310,736
Full Time Equivalents	4.00	4.00	4.00	4.00	4.00

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017-2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennial Budget

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

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

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

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

PUBLIC SAFETY
Municipal Court

PERFORMANCE MEASURES

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

1000 - General Fund by Expenditure Category - Municipal Court

CITY OF BEND

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**919,758**	**382,885**	**450,200**	**427,400**	**448,600**	**876,000**
40 - Wages	595,632	253,960	286,800	273,900	287,200	561,100
41 - Benefits	324,126	128,925	163,400	153,500	161,400	314,900
42 - Materials & Services	**86,736**	**37,449**	**43,428**	**40,447**	**40,189**	**80,636**
43 - Purchased Services	64,943	28,096	36,478	27,797	28,039	55,836
44 - Equipment <$5000	500	-	500	1,000	500	1,500
45 - ConsumSupplies&Mater	13,446	6,446	3,500	7,000	7,000	14,000
46 - Employee Costs	7,847	2,907	2,950	4,650	4,650	9,300
70 - Transfers Out - OH	**353,581**	**175,300**	**178,281**	**164,200**	**189,900**	**354,100**
70 - TransferCity-wideOH	353,581	175,300	178,281	164,200	189,900	354,100
72 - Transfers Out	**11,850**	**12,397**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	11,850	12,397	-	-	-	-
Grand Total	**1,371,925**	**608,031**	**671,909**	**632,047**	**678,689**	**1,310,736**

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Helen E. Lorenz Estate Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 1,300	$ 1,266	$ 1,739	$ 2,739	$ -	$ 2,739
Donations/Contributions	196,000	76,236	99,000	61,000	61,000	122,000
Investment income	-	473	1,000	1,000	1,000	2,000
TOTAL RESOURCES	$ 197,300	$ 77,975	$ 101,739	$ 64,739	$ 62,000	$ 126,739

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Interfund transfers to:						
Transfer to Police	$ 140,000	$ 47,944	$ 70,000	$ 26,000	$ 26,000	$ 52,000
Transfer to Fire/EMS	56,000	28,292	29,000	35,000	35,000	70,000
Contingency	1,300	-	-	-	-	-
Reserves for:						
Operations	-	-	-	3,739	1,000	4,739
TOTAL REQUIREMENTS	$ 197,300	$ 76,236	$ 99,000	$ 64,739	$ 62,000	$ 126,739

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

PUBLIC SAFETY
Helen E. Lorenz Estate Fund

Overview

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

Police & Fire Department approved uses

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

Police Department specific approved uses

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

Fire Department specific approved uses

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

CITY OF BEND

Helen Lorenz Estate Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(197,300)**	**(77,975)**	**(101,739)**	**(64,739)**	**(62,000)**	**(126,739)**
30 - BeginWorkingCapital	(1,300)	(1,266)	(1,739)	(2,739)	-	(2,739)
36 - MiscellaneousRevenue	(196,000)	(76,709)	(100,000)	(62,000)	(62,000)	(124,000)
72 - Transfers Out	**196,000**	**76,236**	**99,000**	**61,000**	**61,000**	**122,000**
73 - TransferSpeciPurp	196,000	76,236	99,000	61,000	61,000	122,000
90 - Reserves	**-**	**-**	**-**	**3,739**	**1,000**	**4,739**
90 - Reserves	-	-	-	3,739	1,000	4,739
91 - Contingency	**1,300**	**-**	**-**	**-**	**-**	**-**
91 - Contingency	1,300	-	-	-	-	-
Grand Total	**-**	**(1,739)**	**(2,739)**	**-**	**-**	**-**

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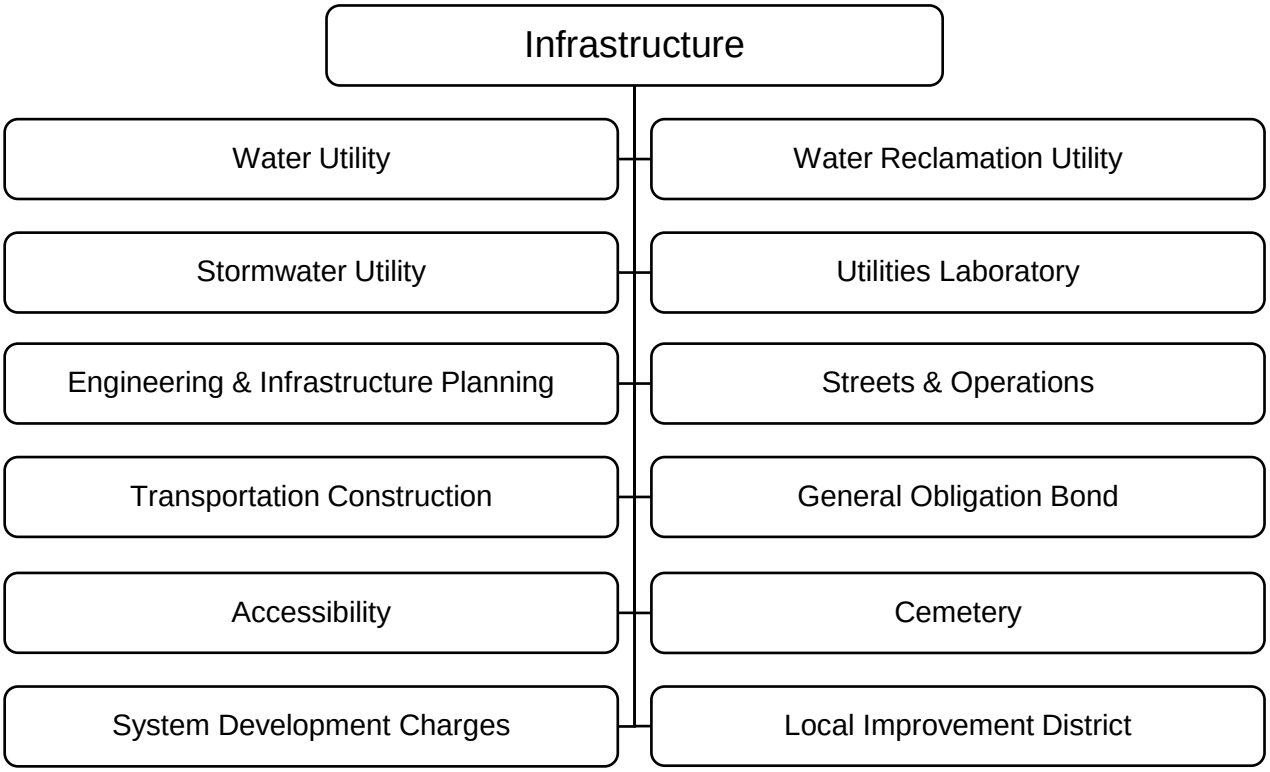
INFRASTRUCTURE SERVICE AREA



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

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

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

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

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

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

Continued on the next page

Cemetery

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

System Development Charges (SDC)

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

Local Improvement District (LID)

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

Water Utility Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 19,028,400	$ 19,458,215	$ 24,798,696	$ 40,313,659	$ -	$ 40,313,659
Charges for services	37,492,400	18,400,025	19,649,800	20,297,900	21,174,200	41,472,100
Intergovernmental revenues	82,700	43,340	83,600	80,800	77,300	158,100
Loan repayments	-	-	-	91,000	91,000	182,000
Transfer from SDC fund	6,570,200	3,762,604	3,352,200	3,539,900	3,738,100	7,278,000
Interfund charges	416,300	146,374	157,800	175,300	180,500	355,800
Interfund transfers	180,670	232,746	675,000	15,400	-	15,400
Investment income	156,000	82,101	355,500	328,800	362,200	691,000
Rent revenues	227,000	121,134	123,900	127,200	130,600	257,800
Miscellaneous	24,500	31,538	480,900	16,200	16,200	32,400
Issuance of long-term debt	65,236,000	-	62,373,034	-	-	-
TOTAL RESOURCES	$ 129,414,170	$ 42,278,077	$ 112,050,430	$ 64,986,159	$ 25,770,100	$ 90,756,259

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Support services	$ 4,112,239	$ 1,552,067	$ 1,900,062	$ 1,698,300	$ 1,722,800	$ 3,421,100
Water filtration facility	1,279,824	641,221	836,500	1,515,100	1,524,400	3,039,500
Water operations/maint.	16,557,116	6,307,095	8,053,875	8,678,800	8,293,200	16,972,000
Capital infrastructure	6,725,000	149,516	2,914,015	1,710,000	150,000	1,860,000
Water resources	1,627,963	607,959	772,700	721,500	736,700	1,458,200
Total	30,302,142	9,257,858	14,477,152	14,323,700	12,427,100	26,750,800
Debt service	37,121,500	397,048	34,720,100	4,144,200	4,141,600	8,285,800
Interfund transfers	31,451,830	7,824,474	22,539,519	3,945,670	4,086,080	8,031,750
Contingency	3,300,000	-	-	4,394,000	-	4,394,000
Reserves	27,238,698	-	-	38,178,589	5,115,320	43,293,909
TOTAL REQUIREMENTS	$ 129,414,170	$ 17,479,380	$ 71,736,771	$ 64,986,159	$ 25,770,100	$ 90,756,259
By Category:						
Personnel services	$ 9,100,496	$ 4,132,345	$ 4,322,100	$ 4,797,200	$ 5,049,000	$ 9,846,200
Materials and services	9,516,146	3,450,092	4,705,837	4,968,500	4,758,100	9,726,600
Capital outlay:						
Vehicle/equipment	643,000	211,282	418,500	350,000	120,000	470,000
Repairs and maintenance	2,310,000	68,047	2,318,600	2,648,000	2,500,000	5,148,000
Construction/infrastructure	8,732,500	1,396,092	2,712,115	1,560,000	-	1,560,000
Total capital outlay	11,685,500	1,675,421	5,449,215	4,558,000	2,620,000	7,178,000
Debt service	37,121,500	397,048	34,720,100	4,144,200	4,141,600	8,285,800
Interfund transfers	31,451,830	7,824,474	22,539,519	3,945,670	4,086,080	8,031,750
Contingency	3,300,000	-	-	4,394,000	-	4,394,000
Reserves for:						
Future construction	21,838,698	-	-	31,678,589	5,115,320	36,793,909
Rate stabilization	1,500,000	-	-	1,500,000	-	1,500,000
Debt service	3,900,000	-	-	-	-	-
Repair and replacement	-	-	-	5,000,000	-	5,000,000
TOTAL REQUIREMENTS	$ 129,414,170	$ 17,479,380	$ 71,736,771	$ 64,986,159	$ 25,770,100	$ 90,756,259

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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Bridge Creek Pipeline Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ (7,868,500)	$ (7,868,335)	$ (18,493,359)	$ -	$ -	$ -
Interfund transfers	23,724,900	4,414,900	18,493,359	-	-	-
Miscellaneous	-	21,670	-	-	-	-
TOTAL RESOURCES	$ 15,856,400	$ (3,431,765)	$ -	$ -	$ -	$ -

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Materials and services	$ 10,000	$ 1,028	$ -	$ -	$ -	$ -
Interfund transfers	1,032,900	1,032,900	-	-	-	-
Capital outlay:						
Vehicle/equipment	-	230	-	-	-	-
Construction/infrastructure	14,213,500	13,681,637	-	-	-	-
Total capital outlay	14,213,500	13,681,867	-	-	-	-
Debt service	600,000	345,800	-			
TOTAL REQUIREMENTS	$ 15,856,400	$ 15,061,595	$ -	$ -	$ -	$ -

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

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Water Utility Fund

Overview

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

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

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

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

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

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

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

Support Services Program

The Support Services Program is comprised of four groups:

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

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

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

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 1,162,111	1,220,300	1,297,200	1,329,900	2,627,100
Materials and services	223,317	481,762	393,100	392,900	786,000
Capital outlay:					
Vehicle/equipment	33,731	98,000	8,000	-	8,000
Construction/infrastructure	132,908	100,000	-	-	-
Program Total	1,552,067	1,900,062	1,698,300	1,722,800	3,421,100
Debt service	397,048	4,666,900	4,144,200	4,141,600	8,285,800
Interfund transfers	3,372,074	3,918,660	3,693,170	3,833,580	7,526,750
Support Services	$ 5,321,189	$ 10,485,622	$ 9,535,670	$ 9,697,980	$ 19,233,650
Full Time Equivalents	11.16	11.16	10.58	10.38	10.38

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

- Develop and implement a robust internal training program that can provide required continuing education units (CEUs) for operations staff, and enhance the skill sets of Utility employees
- Develop a manageable fleet replacement program in coordination with the City's Fleet Manager

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Water Filtration Facility

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

Goals for the 2017 – 2019 Biennial Budget

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 457,323	458,800	1,025,600	1,081,900	$ 2,107,500
Materials and services	183,898	377,700	432,500	432,500	865,000
Capital outlay:					
Vehicle/equipment	-	-	57,000	10,000	67,000
Water Filtration Facility	$ 641,221	$ 836,500	$ 1,515,100	$ 1,524,400	$ 3,039,500
Full Time Equivalents	3.84	3.84	9.00	9.00	9.00

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Water Operations and Maintenance Program

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

- The Water Operations group carries out the daily tasks required to provide water to all customers. They are responsible for operating the Bridge Creek Intake, water distribution system, groundwater wells, disinfection, reservoirs, pump stations and pressure regulating systems to deliver safe water, on demand, at appropriate pressures throughout the City.

- The Repair and Replacement (R&R) program provides field services and oversight in repairing and replacing water piping. They are also responsible for the operation and maintenance of all valves, hydrants, pressure reducing valve (PRV) vaults and other appurtenances associated with the water distribution system. This service group responds to leaks, pipe breaks and other related emergency events.

- The Safe Drinking Water Program's Metering and Backflow Service Group provides services to all the customers at the point of contact. Their responsibility ensures that no point-source contamination of the City water system occurs. They are also responsible for maintaining the associated water meter system and optimizing the wireless networked meter reading system.

- The Pumping Systems Program provides mechanical maintenance and repair services to the entire mechanical water utility infrastructure. This service group maintains City of Bend well and water pumping sites.

- The ICE program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 2,249,505	2,268,300	2,026,500	2,174,300	$ 4,200,800
Materials and services	2,703,325	3,136,375	3,719,300	3,508,900	7,228,200
Capital outlay:					
Vehicle/equipment	146,507	320,500	285,000	110,000	395,000
Repairs and maintenance	68,047	2,318,600	2,648,000	2,500,000	5,148,000
Construction/infrastructure	1,139,712	10,100	-	-	-
Water Operations/Maint.	$ 6,307,095	$ 8,053,875	$ 8,678,800	$ 8,293,200	$ 16,972,000
Full Time Equivalents	23.08	23.08	17.35	17.85	17.85

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Capital Infrastructure Program

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ -	$ -	$ -	$ -	$ -
Materials and services	150,544	412,000	150,000	150,000	$ 300,000
Capital outlay:					
Vehicle/equipment	230	-	-	-	-
Construction/infrastructure	13,681,637	2,502,015	1,560,000	-	1,560,000
Program Total	13,832,411	2,914,015	1,710,000	150,000	1,860,000
Debt service	345,800	30,053,200	-	-	-
Interfund transfers	5,485,300	18,620,859	252,500	252,500	505,000
Capital Infrastructure	$ 19,663,511	$ 51,588,074	$ 1,962,500	$ 402,500	$ 2,365,000
Full Time Equivalents	-	-	-	-	-

Goals for the 2017 - 2019 Biennial Budget

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

Key Operational Objectives for the 2017 - 2019 Biennial Budget

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

Major Accomplishments during the 2015 - 2017 Biennium

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

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

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

Water Resources Program

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

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

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 263,406	$ 374,700	$ 447,900	$ 462,900	$ 910,800
Materials and services	190,036	298,000	273,600	273,800	547,400
Capital outlay:					
Vehicle/equipment	31,045	-	-	-	-
Construction/infrastructure	123,472	100,000	-	-	-
Water Resources	$ 607,959	$ 772,700	$ 721,500	$ 736,700	$ 1,458,200
Full Time Equivalents	2.00	3.00	3.50	3.50	3.50

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

INFRASTRUCTURE
Water Utility Fund

PERFORMANCE MEASURES

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

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

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

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

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

N/A = not available

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

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

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

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

Capital Improvement Program 2018-2022

Water
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1WS3W South 3rd St. Water Portion Phase II	4	$ 550,000	$ -	$ -	$ -	$ -	$ 550,000
1WSDC Water SDC Methodology Study	N/A	60,000	-	-	-	-	60,000
1WEWL Egypt Waterline	2	550,000	-	-	-	-	550,000
1WMP1 Water Master Plan Update	N/A	400,000	-	-	-	-	400,000
1WAWP Awbrey Well Supply Expansion	5	-	-	2,021,760	-	-	2,021,760
1WCPS College Parallel Pipe Study	N/A	-	-	1,215,760	-	-	1,215,760
1WLPE Lafayette Pipe Enlargement	5	-	-	250,640	-	-	250,640
1WVSS Valves Operational System Study	N/A	-	-	78,000	78,000	78,000	234,000
1WSPP Parallel Piping Brookswood to Brosterhous	5	-	-	-	1,596,400	-	1,596,400
1WSSC New Water Well – Near NE Shirley Court	5	-	-	-	2,830,464	-	2,830,464
1WRBO Parallel Piping Rock Bluff to Brookswood	5	-	-	-	-	2,940,000	2,940,000
1WSWO New Water Well Shiloh Site	5	-	-	-	-	2,721,600	2,721,600
Total Water CIP		**$ 1,560,000**	**$ -**	**$ 3,566,160**	**$ 4,504,864**	**$ 5,739,600**	**$ 15,370,624**

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

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

CITY OF BEND

Water Fund Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - Administration & Support Serv	**19,234,162**	**5,450,743**	**10,604,268**	**9,577,370**	**9,759,280**	**19,336,650**
40 - Personnel Services	**2,370,268**	**1,001,562**	**1,159,000**	**1,229,700**	**1,277,500**	**2,507,200**
40 - Wages	1,525,440	682,989	767,700	782,300	811,100	1,593,400
41 - Benefits	844,828	318,573	391,300	447,400	466,400	913,800
42 - Materials & Services	**1,310,464**	**392,633**	**611,708**	**510,300**	**506,600**	**1,016,900**
43 - Purchased Services	978,325	290,443	435,060	294,000	293,200	587,200
44 - Equipment <$5000	75,605	17,092	26,248	13,200	9,700	22,900
45 - ConsumSupplies&Mater	17,000	4,251	8,700	6,500	6,500	13,000
46 - Employee Costs	88,534	36,300	33,600	42,400	45,700	88,100
47 - CommuEducat&Outreach	121,000	32,360	47,000	63,500	59,000	122,500
48 - Insurance	-	-	-	-	-	-
52 - Other	30,000	12,188	61,100	90,700	92,500	183,200
60 - Capital Outlay	**910,000**	**287,425**	**248,000**	**-**	**-**	**-**
61 - Vehicles & Trucks	90,000	31,045	30,000	-	-	-
62 - Equipment >$5000	-	-	18,000	-	-	-
64 - Intangibles	-	-	-	-	-	-
65 - Infrastructure	820,000	256,380	200,000	-	-	-
70 - Transfers Out - OH	**5,923,400**	**2,445,900**	**3,477,500**	**3,348,100**	**3,475,100**	**6,823,200**
70 - TransferCity-wideOH	4,086,300	1,828,100	2,258,200	2,454,000	2,551,700	5,005,700
71 - TransferDeptOH	1,837,100	617,800	1,219,300	894,100	923,400	1,817,500
72 - Transfers Out	**1,598,530**	**926,174**	**441,160**	**345,070**	**358,480**	**703,550**
73 - TransferSpeciPurp	874,930	624,636	-	-	-	-
74 - TransferInterfundChg	723,600	301,539	441,160	345,070	358,480	703,550
80 - Debt Service	**7,121,500**	**397,048**	**4,666,900**	**4,144,200**	**4,141,600**	**8,285,800**
80 - Principal-Long term	4,653,000	222,647	2,481,400	1,657,100	1,713,900	3,371,000
81 - Interest-Long term	2,468,500	174,401	2,185,500	2,487,100	2,427,700	4,914,800
1100 - Utility Support Services	**1,149,470**	**478,406**	**654,054**	**679,800**	**675,400**	**1,355,200**
40 - Personnel Services	**931,946**	**423,955**	**436,000**	**515,400**	**515,300**	**1,030,700**
40 - Wages	591,030	266,990	281,500	319,100	317,600	636,700
41 - Benefits	340,916	156,965	154,500	196,300	197,700	394,000
42 - Materials & Services	**89,524**	**20,720**	**168,054**	**156,400**	**160,100**	**316,500**
43 - Purchased Services	26,700	7,601	130,524	115,500	117,200	232,700
44 - Equipment <$5000	19,300	2,605	22,530	31,200	27,000	58,200
45 - ConsumSupplies&Mater	6,000	1,874	2,400	2,400	2,400	4,800
46 - Employee Costs	37,524	8,595	12,400	7,100	13,300	20,400
47 - CommuEducat&Outreach	-	45	200	200	200	400
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**128,000**	**33,731**	**50,000**	**8,000**	**-**	**8,000**
61 - Vehicles & Trucks	120,000	33,731	42,000	-	-	-
62 - Equipment >$5000	8,000	-	8,000	8,000	-	8,000
65 - Infrastructure	-	-	-	-	-	-
72 - Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	-	-	-	-	-	-
2000 - Operations & Maintenance	**16,386,199**	**6,319,169**	**8,047,400**	**9,297,900**	**8,913,400**	**18,211,300**
40 - Personnel Services	**4,869,981**	**2,178,140**	**2,194,300**	**2,468,500**	**2,596,800**	**5,065,300**
40 - Wages	2,951,630	1,346,451	1,365,300	1,486,100	1,563,100	3,049,200
41 - Benefits	1,918,351	831,688	829,000	982,400	1,033,700	2,016,100
42 - Materials & Services	**7,196,218**	**2,828,282**	**3,307,400**	**3,849,400**	**3,736,600**	**7,586,000**
43 - Purchased Services	5,439,700	2,184,391	2,380,600	2,840,100	2,772,100	5,612,200
44 - Equipment <$5000	338,500	121,255	164,000	185,500	147,000	332,500
45 - ConsumSupplies&Mater	1,263,300	487,084	666,700	732,100	725,800	1,457,900
46 - Employee Costs	127,318	26,068	78,300	71,500	71,500	143,000
47 - CommuEducat&Outreach	1,000	-	500	4,500	4,500	9,000
52 - Other	26,400	9,484	17,300	15,700	15,700	31,400
60 - Capital Outlay	**4,320,000**	**1,312,747**	**2,545,700**	**2,980,000**	**2,580,000**	**5,560,000**
61 - Vehicles & Trucks	210,000	104,988	70,000	120,000	70,000	190,000
62 - Equipment >$5000	140,000	-	147,000	212,000	10,000	222,000
65 - Infrastructure	3,970,000	1,207,759	2,328,700	2,648,000	2,500,000	5,148,000
72 - Transfers Out	**-**	**-**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	-	-	-	-	-	-
2010 - ICE-InstrumentControl&Electric	**1,450,741**	**629,148**	**842,975**	**896,000**	**904,200**	**1,800,200**
40 - Personnel Services	**928,301**	**528,688**	**532,800**	**583,600**	**659,400**	**1,243,000**
40 - Wages	593,608	362,624	352,700	373,200	417,700	790,900
41 - Benefits	334,693	166,065	180,100	210,400	241,700	452,100
42 - Materials & Services	**229,940**	**58,941**	**206,675**	**302,400**	**204,800**	**507,200**
43 - Purchased Services	156,800	34,494	179,650	257,800	161,300	419,100
44 - Equipment <$5000	48,600	18,712	20,025	29,800	34,300	64,100
45 - ConsumSupplies&Mater	-	778	800	300	500	800
46 - Employee Costs	24,540	4,957	6,200	9,500	8,700	18,200
52 - Other	-	-	-	5,000	-	5,000
60 - Capital Outlay	**292,500**	**41,519**	**103,500**	**10,000**	**40,000**	**50,000**
61 - Vehicles & Trucks	75,000	41,519	90,000	-	40,000	40,000
62 - Equipment >$5000	-	-	13,500	10,000	-	10,000
65 - Infrastructure	217,500	-	-	-	-	-
3000 - Capital Infrastructure (CIP)	**60,654,900**	**4,601,916**	**51,588,074**	**1,962,500**	**402,500**	**2,365,000**
40 - Personnel Services	**-**	**-**				
40 - Wages	-	-				
41 - Benefits	-	-				

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
42 - Materials & Services	**690,000**	**149,516**	**412,000**	**150,000**	**150,000**	**300,000**
43 - Purchased Services	690,000	149,516	412,000	150,000	150,000	300,000
44 - Equipment <$5000	-	-	-	-	-	-
46 - Employee Costs	-	-	-	-	-	-
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**6,035,000**	**-**	**2,502,015**	**1,560,000**	**-**	**1,560,000**
61 - Vehicles & Trucks	-	-	-	-	-	-
62 - Equipment >$5000	-	-	-	-	-	-
64 - Intangibles	-	-	-	-	-	-
65 - Infrastructure	6,035,000	-	2,502,015	1,560,000	-	1,560,000
70 - Transfers Out - OH	**-**	**-**	**-**	**-**	**-**	**-**
70 - TransferCity-wideOH	-	-	-	-	-	-
71 - TransferDeptOH	-	-	-	-	-	-
72 - Transfers Out	**23,929,900**	**4,452,400**	**18,620,859**	**252,500**	**252,500**	**505,000**
73 - TransferSpeciPurp	23,929,900	4,452,400	18,620,859	252,500	252,500	505,000
80 - Debt Service	**30,000,000**	**-**	**30,053,200**	**-**	**-**	**-**
80 - Principal-Long term	30,000,000	-	30,000,000	-	-	-
81 - Interest-Long term	-	-	53,200	-	-	-
93 - Year to Year Transfer	**-**	**-**				
93 - YeartoYearBudgetXfer	-	-				
0000 - No Division	**30,538,698**	**-**	**-**	**42,572,589**	**5,115,320**	**47,687,909**
90 - Reserves	**27,238,698**	**-**	**-**	**38,178,589**	**5,115,320**	**43,293,909**
90 - Reserves	27,238,698	-	-	38,178,589	5,115,320	43,293,909
91 - Contingency	**3,300,000**	**-**	**-**	**4,394,000**	**-**	**4,394,000**
91 - Contingency	3,300,000	-	-	4,394,000	-	4,394,000
93 - Year to Year Transfer	**-**	**-**				
93 - YeartoYearBudgetXfer	-	-				
Grand Total	**129,414,170**	**17,479,380**	**71,736,771**	**64,986,159**	**25,770,100**	**90,756,259**

CITY OF BEND

Water Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(129,414,170)**	**(42,278,077)**	**(112,050,430)**	**(64,986,159)**	**(25,770,100)**	**(90,756,259)**
30 - BeginWorkingCapital	(19,028,400)	(19,458,215)	(24,798,696)	(40,313,659)	-	(40,313,659)
33 - Intergovernmental	(82,700)	(43,340)	(83,600)	(80,800)	(77,300)	(158,100)
34 - Charges&FeesforServ	(37,719,400)	(18,521,159)	(19,773,700)	(20,425,100)	(21,304,800)	(41,729,900)
36 - MiscellaneousRevenue	(180,500)	(113,639)	(836,400)	(436,000)	(469,400)	(905,400)
37 - Proceeds From Debt	(65,236,000)	-	(62,373,034)	-	-	-
38 - Transfers	(7,167,170)	(4,141,723)	(4,185,000)	(3,730,600)	(3,918,600)	(7,649,200)
40 - Personnel Services	**9,100,496**	**4,132,345**	**4,322,100**	**4,797,200**	**5,049,000**	**9,846,200**
40 - Wages	5,661,708	2,659,054	2,767,200	2,960,700	3,109,500	6,070,200
41 - Benefits	3,438,788	1,473,291	1,554,900	1,836,500	1,939,500	3,776,000
42 - Materials & Services	**9,516,146**	**3,450,092**	**4,705,837**	**4,968,500**	**4,758,100**	**9,726,600**
43 - Purchased Services	7,291,525	2,666,444	3,537,834	3,657,400	3,493,800	7,151,200
44 - Equipment <$5000	482,005	159,664	232,803	259,700	218,000	477,700
45 - ConsumSupplies&Mater	1,286,300	493,987	678,600	741,300	735,200	1,476,500
46 - Employee Costs	277,916	75,920	130,500	130,500	139,200	269,700
47 - CommuEducat&Outreach	122,000	32,405	47,700	68,200	63,700	131,900
48 - Insurance	-	-	-	-	-	-
52 - Other	56,400	21,671	78,400	111,400	108,200	219,600
60 - Capital Outlay	**11,685,500**	**1,675,421**	**5,449,215**	**4,558,000**	**2,620,000**	**7,178,000**
61 - Vehicles & Trucks	495,000	211,282	232,000	120,000	110,000	230,000
62 - Equipment >$5000	148,000	-	186,500	230,000	10,000	240,000
64 - Intangibles	-	-	-	-	-	-
65 - Infrastructure	11,042,500	1,464,139	5,030,715	4,208,000	2,500,000	6,708,000
70 - Transfers Out - OH	**5,923,400**	**2,445,900**	**3,477,500**	**3,348,100**	**3,475,100**	**6,823,200**
70 - TransferCity-wideOH	4,086,300	1,828,100	2,258,200	2,454,000	2,551,700	5,005,700
71 - TransferDeptOH	1,837,100	617,800	1,219,300	894,100	923,400	1,817,500
72 - Transfers Out	**25,528,430**	**5,378,574**	**19,062,019**	**597,570**	**610,980**	**1,208,550**
73 - TransferSpeciPurp	24,804,830	5,077,036	18,620,859	252,500	252,500	505,000
74 - TransferInterfundChg	723,600	301,539	441,160	345,070	358,480	703,550
80 - Debt Service	**37,121,500**	**397,048**	**34,720,100**	**4,144,200**	**4,141,600**	**8,285,800**
80 - Principal-Long term	34,653,000	222,647	32,481,400	1,657,100	1,713,900	3,371,000
81 - Interest-Long term	2,468,500	174,401	2,238,700	2,487,100	2,427,700	4,914,800
90 - Reserves	**27,238,698**	**-**	**-**	**38,178,589**	**5,115,320**	**43,293,909**
90 - Reserves	27,238,698	-	-	38,178,589	5,115,320	43,293,909
91 - Contingency	**3,300,000**	**-**	**-**	**4,394,000**	**-**	**4,394,000**
91 - Contingency	3,300,000	-	-	4,394,000	-	4,394,000
Grand Total	**-**	**(24,798,696)**	**(40,313,659)**	**-**	**-**	**-**

CITY OF BEND

WA Bridge Creek Pipe Project by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(15,856,400)**	**3,431,765**	**-**	**-**	**-**	**-**
30 - BeginWorkingCapital	7,868,500	7,868,335	18,493,359	-	-	-
36 - MiscellaneousRevenue	-	(21,670)	-	-	-	-
37 - Proceeds From Debt	-	-	-	-	-	-
38 - Transfers	(23,724,900)	(4,414,900)	(18,493,359)	-	-	-
42 - Materials & Services	**10,000**	**1,028**	**-**	**-**	**-**	**-**
43 - Purchased Services	10,000	1,028	-	-	-	-
60 - Capital Outlay	**14,213,500**	**13,681,867**	**-**	**-**	**-**	**-**
62 - Equipment >$5000	-	230	-	-	-	-
65 - Infrastructure	14,213,500	13,681,637	-	-	-	-
70 - Transfers Out - OH	**1,032,900**	**1,032,900**	**-**	**-**	**-**	**-**
70 - TransferCity-wideOH	324,200	324,200	-	-	-	-
71 - TransferDeptOH	708,700	708,700	-	-	-	-
80 - Debt Service	**600,000**	**345,800**	**-**	**-**	**-**	**-**
80 - Principal-Long term	-	-	-	-	-	-
81 - Interest-Long term	600,000	345,800	-	-	-	-
Grand Total	**-**	**18,493,359**	**-**	**-**	**-**	**-**

Water Reclamation Utility Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 32,049,630	$ 32,540,898	$ 39,396,210	$ 49,588,865	$ -	$ 49,588,865
Charges for services	45,525,100	21,493,456	24,340,500	25,762,700	27,270,200	53,032,900
Intergovernmental revenues	386,200	199,768	383,600	368,800	352,700	721,500
Transfer from SDC fund	6,873,300	6,184,640	5,750,700	6,072,700	6,412,800	12,485,500
Investment income	545,000	303,325	353,000	240,600	210,600	451,200
Loan repayments	500	12,974	(1,000)	-	-	-
Interfund transfers	207,630	202,743	675,983	15,400	-	15,400
Interfund charges	45,700	22,545	23,200	24,700	26,200	50,900
Miscellaneous	235,500	42,955	19,000	19,000	19,000	38,000
Issuance of long-term debt	59,949,800	8,816,018	37,673,900	31,250,000	2,250,000	33,500,000
TOTAL RESOURCES	$ 145,818,360	$ 69,819,322	$ 108,615,093	$ 113,342,765	$ 36,541,500	$ 149,884,265

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Support services	$ 3,944,099	$ 1,444,544	$ 1,724,178	$ 1,723,100	$ 1,777,300	$ 3,500,400
Environmental compliance	1,093,022	538,113	504,900	541,800	599,600	1,141,400
Water reclamation facility O&M	6,403,297	2,738,194	3,213,200	3,233,700	3,109,720	6,343,420
Collection system O&M	9,124,672	3,552,132	4,804,500	5,234,800	5,431,600	10,666,400
Capital infrastructure	59,675,700	8,980,590	40,750,400	42,440,000	14,830,000	57,270,000
Total	80,240,790	17,253,573	50,997,178	53,173,400	25,748,220	78,921,620
Debt service	18,234,500	7,023,652	2,528,600	4,685,200	6,831,500	11,516,700
Interfund transfers	13,119,660	6,145,887	5,500,450	5,728,650	5,949,250	11,677,900
Contingency	3,450,000	-	-	3,870,300	-	3,870,300
Reserves	30,773,410	-	-	45,885,215	(1,987,470)	43,897,745
TOTAL REQUIREMENTS	$ 145,818,360	$ 30,423,112	$ 59,026,228	$ 113,342,765	$ 36,541,500	$ 149,884,265
By Category:						
Personnel services	$ 11,324,536	$ 4,960,081	$ 5,424,200	$ 6,030,200	$ 6,312,500	$ 12,342,700
Materials and services	7,118,054	2,783,541	3,547,478	3,875,300	3,595,320	7,470,620
Capital outlay:						
Vehicle/equipment	1,178,000	434,557	716,600	152,900	110,400	263,300
Repairs and maintenance	1,610,000	83,283	1,590,000	1,775,000	2,000,000	3,775,000
Construction/infrastructure	59,010,200	8,992,111	39,718,900	41,340,000	13,730,000	55,070,000
Total capital outlay	61,798,200	9,509,951	42,025,500	43,267,900	15,840,400	59,108,300
Interfund transfers	13,119,660	6,145,887	5,500,450	5,728,650	5,949,250	11,677,900
Debt service	18,234,500	7,023,652	2,528,600	4,685,200	6,831,500	11,516,700
Contingency	3,450,000	-	-	3,870,300	-	3,870,300
Reserves for:						
Future construction	25,873,410	-	-	37,932,715	(1,987,470)	35,945,245
Rate stabilization	1,000,000	-	-	1,000,000	-	1,000,000
Debt service	3,900,000	-	-	1,952,500	-	1,952,500
Repair and replacement	-	-	-	5,000,000	-	5,000,000
TOTAL REQUIREMENTS	$ 145,818,360	$ 30,423,112	$ 59,026,228	$ 113,342,765	$ 36,541,500	$ 149,884,265

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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Secondary Expansion Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ -	$ 521	$ 939	$ -	$ -	$ -
Interfund transfers	2,395,200	1,095,850	-	-	-	-
Issuance of long-term debt	2,000,000	2,657,045	-	-	-	-
TOTAL RESOURCES	$ 4,395,200	$ 3,753,416	$ 939	$ -	$ -	$ -

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Interfund transfers	$ 1,095,200	$ 1,087,938	$ 939	-	-	-
Capital outlay:						
Construction/infrastructure	3,300,000	2,660,174	-	-	-	-
TOTAL REQUIREMENTS	$ 4,395,200	$ 3,752,477	$ 939	$ -	$ -	$ -

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

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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Southeast Interceptor Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ (480,700)	$ (480,097)	$ 44	$ -	$ -	$ -
Interfund transfers	753,000	918,750	-	-	-	-
Issuance of long-term debt	11,663,700	10,516,546	-	-	-	-
TOTAL RESOURCES	$ 11,936,000	$ 10,955,198	$ 44	$ -	$ -	$ -

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Materials and services	$ -	$ -	$ -	$ -	$ -	$ -
Interfund transfers	431,000	431,000	44	-	-	-
Capital outlay:						
Construction/infrastructure	11,505,000	10,524,155	-	-	-	-
TOTAL REQUIREMENTS	$ 11,936,000	$ 10,955,155	$ 44	$ -	$ -	$ -

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

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Water Reclamation Utility Fund

Overview

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

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

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

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

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

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

Support Services Program

The Support Services Program is comprised of four groups:

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

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

- The Data Services group manages the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS) and computer-aided design (CAD) software programs, as well as as-built file archives. The utility data is provided to internal and external customers in both database and mapping functions for use in field operations, design and construction services.

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 1,104,430	$ 1,239,600	$ 1,376,300	$ 1,415,700	$ 2,792,000
Materials and services	238,052	356,078	338,800	361,600	700,400
Capital outlay:					
Vehicle/equipment	-	53,500	8,000	-	8,000
Construction/infrastructure	102,062	75,000	-	-	-
Program Total	1,444,544	1,724,178	1,723,100	1,777,300	3,500,400
Debt service	7,023,652	3,782,100	4,685,200	6,831,500	11,516,700
Interfund transfers	4,093,787	3,767,350	5,626,150	5,846,750	11,472,900
Support Services	$ 12,561,983	$ 9,273,628	$ 12,034,450	$ 14,455,550	$ 26,490,000
Full Time Equivalents	11.41	11.41	11.47	11.27	11.27

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Environmental Compliance Program

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 476,654	$ 453,000	$ 464,900	$ 481,200	$ 946,100
Materials and services	61,460	51,900	66,500	68,000	134,500
Capital outlay:					
Vehicle/equipment	-	-	10,400	50,400	60,800
Environmental Compliance	$ 538,113	$ 504,900	$ 541,800	$ 599,600	$ 1,141,400
Full Time Equivalents	5.00	5.00	4.00	4.00	4.00

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Water Reclamation Facility (WRF) Operations and Maintenance Program

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 1,181,387	$ 1,392,800	$ 1,604,500	$ 1,676,900	$ 3,281,400
Materials and services	1,277,287	1,465,400	1,424,200	1,302,820	2,727,020
Capital outlay:					
Vehicle/equipment	279,519	355,000	30,000	30,000	60,000
Repairs and maintenance	-	-	175,000	100,000	275,000
Water Reclamation Facility O&M	$ 2,738,194	$ 3,213,200	$ 3,233,700	$ 3,109,720	$ 6,343,420
Full Time Equivalents	14.00	14.00	14.50	14.50	14.50

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Wastewater Collection System Operations and Maintenance Program

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

- The Repair and Replacement group performs or oversees repairs of all underground wastewater piping systems (gravity and forcemain) and the rehabilitation of all manholes.

- The Collection System services work group performs the operation and general maintenance functions of the Wastewater Collections system. This work group is responsible for the cleaning of the collection system utilizing specialized equipment capable of high pressure water cleaning and vacuuming debris out of the collections system, and vans equipped with closed circuit television (CCTV) equipment capable of video inspecting wastewater piping. The work group also oversees all lift station operations, smoke testing and collection system odor control activities. Collection System staff also operate and provide mechanical maintenance and repair services to all of the wastewater lift stations.

- The Instrumentation, Control and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Reclamation Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City's Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 2,197,292	$ 2,338,800	$ 2,584,500	$ 2,738,700	$ 5,323,200
Materials and services	1,196,620	1,567,600	1,945,800	1,762,900	3,708,700
Capital outlay:					
Vehicle/equipment	155,038	308,100	104,500	30,000	134,500
Repairs and maintenance	3,183	590,000	600,000	900,000	1,500,000
Collection System O&M	$ 3,552,132	$ 4,804,500	$ 5,234,800	$ 5,431,600	$ 10,666,400
Full Time Equivalents	21.18	21.18	21.85	22.35	22.35

Goals for the 2017 – 2019 Biennial Budget

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

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

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

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

Capital Infrastructure Program

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

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 319	$ -	$ -	$ -	$ -
Materials and services	10,123	106,500	100,000	100,000	200,000
Capital outlay:					
Vehicle/equipment	4,365	-	-	-	-
Repairs and maintenance	80,100	1,000,000	1,000,000	1,000,000	2,000,000
Construction/infrastructure	22,074,377	39,643,900	41,340,000	13,730,000	55,070,000
Program Total	22,169,284	40,750,400	42,440,000	14,830,000	57,270,000
Interfund transfers	3,571,038	1,733,100	102,500	102,500	205,000
Capital Infrastructure	$ 25,740,322	$ 42,483,500	$ 42,542,500	$ 14,932,500	$ 57,475,000
Full Time Equivalents	-	-	-	-	-

Goals for the 2017 - 2019 Biennial Budget

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

Key Operational Objectives for the 2017 - 2019 Biennial Budget

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

Major Accomplishments during the 2015 - 2017 Biennium

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

Significant Changes from the 2015 - 2017 Biennial Budget

- Dissolution of the Secondary Expansion and the Southeast Interceptor Construction funds to form a single Water Reclamation fund

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

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

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

INFRASTRUCTURE
Water Reclamation Utility Fund

PERFORMANCE MEASURES

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

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

[2] Using Winter Quarter Average

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

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

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

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

Capital Improvement Program 2018-2022

Water Reclamation
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1SPSD Pump Station Decommissions Program		$ 330,000	$ 1,165,000	$ -	$ -	$ -	$ 1,495,000
1SP1X SEI Phase 1 Extension	5	8,000,000	-	-	-	-	8,000,000
1S2S3 SEI Schedule 2S&3	1	11,300,000	-	-	-	-	11,300,000
1SNAF North Area Force Main	1	1,700,000	-	-	-	-	1,700,000
1SNAS North Area Gravity Main	1	1,100,000	-	-	-	-	1,100,000
1SRLS Riverhouse Lift Station Hydraulic Upgrade	3	400,000	-	-	-	-	400,000
1SCAP Capacity Improvements	5	7,000,000	-	-	-	-	7,000,000
1SPSO Parallel Sewer on Olney Avenue	5	605,000	-	-	-	-	605,000
1SWRF Secondary Expansion	1	1,500,000	1,000,000	-	-	-	2,500,000
1SPIR Plant Interceptor Rehabilitation	5	4,905,000	5,515,000	-	-	-	10,420,000
1SBSS Southeast Bend Septic Solutions	5	1,000,000	800,000	-	-	-	1,800,000
1S036 Drake Lift Station Condition Upgrade	5	1,000,000	1,000,000	-	-	-	2,000,000
1SEIP East Interceptor	5	1,000,000	1,000,000	-	-	-	2,000,000
1SAMM Amethyst Mahogany Street Sewer	5	250,000	1,000,000	1,250,000	-	-	2,500,000
1SSHI Solids Handling Improvement Project	5	250,000	250,000	2,500,000	2,500,000	-	5,500,000
1SNIP North Interceptor	5	1,000,000	1,000,000	7,000,000	7,000,000	7,000,000	23,000,000
1SHWK Headworks	5	-	1,000,000	-	-	-	1,000,000
1SOC1 Odor Control Master Plan	N/A	-	-	1,050,000	-	-	1,050,000
1SSLA Sewer Storage - Land Acquisition	N/A	-	-	730,000	-	-	730,000
1SPIC Plant Interceptor Condition Assessment	5	-	-	630,000	-	-	630,000
1SMP1 Collection System Master Plan (Years 6-10)	N/A	-	-	750,000	-	-	750,000
1SFPU Facilities Plan Update	N/A	-	-	500,000	-	-	500,000
1SSFU Support Facilities Upgrade	N/A	-	-	1,250,000	1,250,000	-	2,500,000
1SGPA Gravity Pipe Condition Assessment	5	-	-	200,000	200,000	200,000	600,000
Total Water Reclamation CIP		**$ 41,340,000**	**$ 13,730,000**	**$ 15,860,000**	**$ 10,950,000**	**$ 7,200,000**	**$ 89,080,000**

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

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

CITY OF BEND

Water Reclamation Fund Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - Administration & Support Serv	**29,362,289**	**12,163,371**	**7,566,798**	**11,453,250**	**13,885,750**	**25,339,000**
40 - Personnel Services	**1,805,425**	**724,135**	**861,300**	**914,100**	**954,900**	**1,869,000**
40 - Wages	1,157,939	486,886	558,100	582,300	607,600	1,189,900
41 - Benefits	647,486	237,249	303,200	331,800	347,300	679,100
42 - Materials & Services	**571,504**	**219,735**	**316,548**	**227,800**	**252,600**	**480,400**
43 - Purchased Services	423,550	168,031	260,200	184,600	212,300	396,900
44 - Equipment <$5000	59,230	15,716	21,048	2,500	2,500	5,000
45 - ConsumSupplies&Mater	16,000	3,752	8,200	6,000	6,000	12,000
46 - Employee Costs	69,724	27,995	24,900	31,700	28,800	60,500
47 - CommuEducat&Outreach	3,000	1,517	2,000	3,000	3,000	6,000
52 - Other	-	2,724	200	-	-	-
60 - Capital Outlay	**615,000**	**102,062**	**93,000**	**-**	**-**	**-**
62 - Equipment >$5000	-	-	18,000	-	-	-
65 - Infrastructure	615,000	102,062	75,000	-	-	-
70 - Transfers Out - OH	**6,553,900**	**3,050,300**	**3,513,600**	**5,338,900**	**5,546,700**	**10,885,600**
70 - TransferCity-wideOH	3,960,700	1,935,800	2,024,900	2,921,200	3,040,400	5,961,600
71 - TransferDeptOH	2,593,200	1,114,500	1,488,700	2,417,700	2,506,300	4,924,000
72 - Transfers Out	**1,581,960**	**1,043,487**	**253,750**	**287,250**	**300,050**	**587,300**
73 - TransferSpeciPurp	901,260	802,473	-	-	-	-
74 - TransferInterfundChg	680,700	241,014	253,750	287,250	300,050	587,300
80 - Debt Service	**18,234,500**	**7,023,652**	**2,528,600**	**4,685,200**	**6,831,500**	**11,516,700**
80 - Principal-Long term	10,213,100	5,167,082	1,467,400	2,662,100	3,807,000	6,469,100
81 - Interest-Long term	8,021,400	1,856,570	1,061,200	2,023,100	3,024,500	5,047,600
1100 - Utility Support Services	**952,170**	**398,611**	**453,330**	**581,200**	**569,800**	**1,151,000**
40 - Personnel Services	**833,666**	**380,295**	**378,300**	**462,200**	**460,800**	**923,000**
40 - Wages	531,053	242,531	244,000	287,600	285,300	572,900
41 - Benefits	302,613	137,764	134,300	174,600	175,500	350,100
42 - Materials & Services	**80,504**	**18,317**	**39,530**	**111,000**	**109,000**	**220,000**
43 - Purchased Services	22,700	6,900	8,800	70,800	72,200	143,000
44 - Equipment <$5000	19,300	2,389	22,530	31,200	27,000	58,200
45 - ConsumSupplies&Mater	5,400	1,938	2,400	2,400	2,400	4,800
46 - Employee Costs	33,104	7,045	5,800	6,400	7,200	13,600
47 - CommuEducat&Outreach	-	45	-	200	200	400
60 - Capital Outlay	**38,000**	**-**	**35,500**	**8,000**	**-**	**8,000**
61 - Vehicles & Trucks	30,000	-	27,500	-	-	-
62 - Equipment >$5000	8,000	-	8,000	8,000	-	8,000
2000 - Operations & Maintenance	**7,681,431**	**2,942,911**	**4,015,000**	**4,288,600**	**4,206,600**	**8,495,200**
40 - Personnel Services	**3,737,565**	**1,668,614**	**1,830,100**	**2,013,400**	**2,092,300**	**4,105,700**
40 - Wages	2,313,914	1,049,264	1,131,500	1,223,000	1,268,700	2,491,700
41 - Benefits	1,423,651	619,349	698,600	790,400	823,600	1,614,000
42 - Materials & Services	**3,148,866**	**1,120,049**	**1,430,300**	**1,689,700**	**1,584,300**	**3,274,000**
43 - Purchased Services	2,338,200	707,607	1,036,900	1,290,900	1,239,100	2,530,000
44 - Equipment <$5000	182,000	32,680	70,500	84,000	82,000	166,000
45 - ConsumSupplies&Mater	514,600	353,062	269,100	256,700	206,700	463,400
46 - Employee Costs	99,066	20,288	46,600	51,000	49,400	100,400
47 - CommuEducat&Outreach	1,600	-	500	500	500	1,000
52 - Other	13,400	6,413	6,700	6,600	6,600	13,200
60 - Capital Outlay	**795,000**	**154,249**	**754,600**	**585,500**	**530,000**	**1,115,500**
61 - Vehicles & Trucks	205,000	45,534	70,000	-	-	-
62 - Equipment >$5000	230,000	105,533	134,600	85,500	30,000	115,500
65 - Infrastructure	360,000	3,183	550,000	500,000	500,000	1,000,000
2010 - ICE-InstrumentControl&Electric	**1,443,241**	**609,220**	**789,500**	**946,200**	**1,225,000**	**2,171,200**
40 - Personnel Services	**928,301**	**528,678**	**508,700**	**571,100**	**646,400**	**1,217,500**
40 - Wages	593,608	362,616	334,900	364,100	408,600	772,700
41 - Benefits	334,693	166,062	173,800	207,000	237,800	444,800
42 - Materials & Services	**242,440**	**76,571**	**137,300**	**256,100**	**178,600**	**434,700**
43 - Purchased Services	170,300	48,819	107,000	204,500	134,500	339,000
44 - Equipment <$5000	48,500	20,097	24,000	37,300	34,800	72,100
45 - ConsumSupplies&Mater	-	300	400	100	100	200
46 - Employee Costs	23,640	7,355	5,900	9,200	9,200	18,400
52 - Other	-	-	-	5,000	-	5,000
60 - Capital Outlay	**272,500**	**3,971**	**143,500**	**119,000**	**400,000**	**519,000**
61 - Vehicles & Trucks	50,000	3,971	90,000	-	-	-
62 - Equipment >$5000	-	-	13,500	19,000	-	19,000
65 - Infrastructure	222,500	-	40,000	100,000	400,000	500,000
3000 - Capital Infrastructure (CIP)	**64,659,500**	**11,032,690**	**42,483,500**	**42,542,500**	**14,932,500**	**57,475,000**
40 - Personnel Services	**-**	**319**	**-**	**-**	**-**	**-**
40 - Wages	-	139	-	-	-	-
41 - Benefits	-	180	-	-	-	-
42 - Materials & Services	**253,000**	**10,123**	**106,500**	**100,000**	**100,000**	**200,000**
43 - Purchased Services	253,000	10,123	106,500	100,000	100,000	200,000
44 - Equipment <$5000	-	-	-	-	-	-
60 - Capital Outlay	**59,422,700**	**8,970,149**	**40,643,900**	**42,340,000**	**14,730,000**	**57,070,000**
60 - Land Acquisition	-	6,678	-	-	-	-
62 - Equipment >$5000	-	-	-	-	-	-
65 - Infrastructure	59,422,700	8,963,471	40,643,900	42,340,000	14,730,000	57,070,000
70 - Transfers Out - OH	**1,630,600**	**-**	**1,630,600**	**-**	**-**	**-**
70 - TransferCity-wideOH	637,600	-	637,600	-	-	-

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
71 - TransferDeptOH	993,000	-	993,000	-	-	-
72 - Transfers Out	**3,353,200**	**2,052,100**	**102,500**	**102,500**	**102,500**	**205,000**
73 - TransferSpeciPurp	3,353,200	2,052,100	102,500	102,500	102,500	205,000
1200 - Environmental Compliance	**1,093,022**	**538,113**	**504,900**	**541,800**	**599,600**	**1,141,400**
40 - Personnel Services	**977,382**	**476,654**	**453,000**	**464,900**	**481,200**	**946,100**
40 - Wages	633,536	306,639	297,900	293,600	303,400	597,000
41 - Benefits	343,846	170,015	155,100	171,300	177,800	349,100
42 - Materials & Services	**115,640**	**61,460**	**51,900**	**66,500**	**68,000**	**134,500**
43 - Purchased Services	43,400	8,650	23,100	20,600	20,600	41,200
44 - Equipment <$5000	20,500	22,415	10,000	19,000	19,000	38,000
45 - ConsumSupplies&Mater	1,500	814	500	300	300	600
46 - Employee Costs	15,340	9,079	5,700	9,600	9,600	19,200
47 - CommuEducat&Outreach	11,600	10,832	2,000	5,000	5,000	10,000
52 - Other	23,300	9,671	10,600	12,000	13,500	25,500
60 - Capital Outlay	**-**	**-**	**-**	**10,400**	**50,400**	**60,800**
61 - Vehicles & Trucks	-	-	-	-	40,000	40,000
62 - Equipment >$5000	-	-	-	10,400	10,400	20,800
7500 - Water Reclamation Facil (WRF)	**6,403,297**	**2,738,194**	**3,213,200**	**3,233,700**	**3,109,720**	**6,343,420**
40 - Personnel Services	**3,042,197**	**1,181,387**	**1,392,800**	**1,604,500**	**1,676,900**	**3,281,400**
40 - Wages	1,888,262	740,642	876,100	964,300	1,007,300	1,971,600
41 - Benefits	1,153,935	440,745	516,700	640,200	669,600	1,309,800
42 - Materials & Services	**2,706,100**	**1,277,287**	**1,465,400**	**1,424,200**	**1,302,820**	**2,727,020**
43 - Purchased Services	1,926,000	887,942	1,057,300	1,045,200	1,006,220	2,051,420
44 - Equipment <$5000	102,100	49,878	45,500	52,000	44,000	96,000
45 - ConsumSupplies&Mater	515,800	274,105	283,100	255,100	180,700	435,800
46 - Employee Costs	80,200	39,261	39,400	31,900	31,900	63,800
47 - CommuEducat&Outreach	-	92	-	-	-	-
52 - Other	82,000	26,009	40,100	40,000	40,000	80,000
60 - Capital Outlay	**655,000**	**279,519**	**355,000**	**205,000**	**130,000**	**335,000**
62 - Equipment >$5000	655,000	279,519	355,000	30,000	30,000	60,000
65 - Infrastructure	-	-	-	175,000	100,000	275,000
0000 - No Division	**34,223,410**	**-**	**-**	**49,755,515**	**(1,987,470)**	**47,768,045**
90 - Reserves	**30,773,410**	**-**	**-**	**45,885,215**	**(1,987,470)**	**43,897,745**
90 - Reserves	30,773,410	-	-	45,885,215	(1,987,470)	43,897,745
91 - Contingency	**3,450,000**	**-**	**-**	**3,870,300**	**-**	**3,870,300**
91 - Contingency	3,450,000	-	-	3,870,300	-	3,870,300
Grand Total	**145,818,360**	**30,423,112**	**59,026,228**	**113,342,765**	**36,541,500**	**149,884,265**

CITY OF BEND

Water Reclamation Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(145,818,360)**	**(69,819,322)**	**(108,615,093)**	**(113,342,765)**	**(36,541,500)**	**(149,884,265)**
30 - BeginWorkingCapital	(32,049,630)	(32,540,898)	(39,396,210)	(49,588,865)	-	(49,588,865)
33 - Intergovernmental	(386,200)	(199,768)	(383,600)	(368,800)	(352,700)	(721,500)
34 - Charges&FeesforServ	(45,525,100)	(21,493,456)	(24,340,500)	(25,762,700)	(27,270,200)	(53,032,900)
36 - MiscellaneousRevenue	(781,000)	(359,254)	(371,000)	(259,600)	(229,600)	(489,200)
37 - Proceeds From Debt	(59,949,800)	(8,816,018)	(37,673,900)	(31,250,000)	(2,250,000)	(33,500,000)
38 - Transfers	(7,126,630)	(6,409,928)	(6,449,883)	(6,112,800)	(6,439,000)	(12,551,800)
40 - Personnel Services	**11,324,536**	**4,960,081**	**5,424,200**	**6,030,200**	**6,312,500**	**12,342,700**
40 - Wages	7,118,312	3,188,717	3,442,500	3,714,900	3,880,900	7,595,800
41 - Benefits	4,206,224	1,771,364	1,981,700	2,315,300	2,431,600	4,746,900
42 - Materials & Services	**7,118,054**	**2,783,541**	**3,547,478**	**3,875,300**	**3,595,320**	**7,470,620**
43 - Purchased Services	5,177,150	1,838,072	2,599,800	2,916,600	2,784,920	5,701,520
44 - Equipment <$5000	431,630	143,175	193,578	226,000	209,300	435,300
45 - ConsumSupplies&Mater	1,053,300	633,970	563,700	520,600	396,200	916,800
46 - Employee Costs	321,074	111,022	128,300	139,800	136,100	275,900
47 - CommuEducat&Outreach	16,200	12,486	4,500	8,700	8,700	17,400
52 - Other	118,700	44,817	57,600	63,600	60,100	123,700
60 - Capital Outlay	**61,798,200**	**9,509,951**	**42,025,500**	**43,267,900**	**15,840,400**	**59,108,300**
60 - Land Acquisition	-	6,678	-	-	-	-
61 - Vehicles & Trucks	285,000	49,505	187,500	-	40,000	40,000
62 - Equipment >$5000	893,000	385,052	529,100	152,900	70,400	223,300
65 - Infrastructure	60,620,200	9,068,716	41,308,900	43,115,000	15,730,000	58,845,000
70 - Transfers Out - OH	**8,184,500**	**3,050,300**	**5,144,200**	**5,338,900**	**5,546,700**	**10,885,600**
70 - TransferCity-wideOH	4,598,300	1,935,800	2,662,500	2,921,200	3,040,400	5,961,600
71 - TransferDeptOH	3,586,200	1,114,500	2,481,700	2,417,700	2,506,300	4,924,000
72 - Transfers Out	**4,935,160**	**3,095,587**	**356,250**	**389,750**	**402,550**	**792,300**
73 - TransferSpeciPurp	4,254,460	2,854,573	102,500	102,500	102,500	205,000
74 - TransferInterfundChg	680,700	241,014	253,750	287,250	300,050	587,300
80 - Debt Service	**18,234,500**	**7,023,652**	**2,528,600**	**4,685,200**	**6,831,500**	**11,516,700**
80 - Principal-Long term	10,213,100	5,167,082	1,467,400	2,662,100	3,807,000	6,469,100
81 - Interest-Long term	8,021,400	1,856,570	1,061,200	2,023,100	3,024,500	5,047,600
90 - Reserves	**30,773,410**	**-**	**-**	**45,885,215**	**(1,987,470)**	**43,897,745**
90 - Reserves	30,773,410	-	-	45,885,215	(1,987,470)	43,897,745
91 - Contingency	**3,450,000**	**-**	**-**	**3,870,300**	**-**	**3,870,300**
91 - Contingency	3,450,000	-	-	3,870,300	-	3,870,300
Grand Total	**-**	**(39,396,210)**	**(49,588,865)**	**-**	**-**	**-**

CITY OF BEND

WR Secondary Expansion Project by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(4,395,200)**	**(3,753,416)**	**(939)**	**-**	**-**	**-**
30 - BeginWorkingCapital	-	(521)	(939)	-	-	-
37 - Proceeds From Debt	(2,000,000)	(2,657,045)	-	-	-	-
38 - Transfers	(2,395,200)	(1,095,850)	-	-	-	-
60 - Capital Outlay	**3,300,000**	**2,664,539**	**-**	**-**	**-**	**-**
62 - Equipment >$5000	-	4,365	-	-	-	-
65 - Infrastructure	3,300,000	2,660,174	-	-	-	-
70 - Transfers Out - OH	**1,095,200**	**1,085,200**	**-**	**-**	**-**	**-**
70 - TransferCity-wideOH	574,200	574,200	-	-	-	-
71 - TransferDeptOH	521,000	511,000	-	-	-	-
72 - Transfers Out	**-**	**2,738**	**939**	**-**	**-**	**-**
73 - TransferSpeciPurp	-	2,738	939	-	-	-
Grand Total	**-**	**(939)**	**-**	**-**	**-**	**-**

CITY OF BEND

WR Southeast Interceptor Proj by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(11,936,000)**	**(10,955,198)**	**(44)**	**-**	**-**	**-**
30 - BeginWorkingCapital	480,700	480,097	(44)	-	-	-
37 - Proceeds From Debt	(11,663,700)	(10,516,546)	-	-	-	-
38 - Transfers	(753,000)	(918,750)	-	-	-	-
42 - Materials & Services	**-**	**-**	**-**	**-**	**-**	**-**
43 - Purchased Services	-	-	-	-	-	-
60 - Capital Outlay	**11,505,000**	**10,524,155**	**-**	**-**	**-**	**-**
60 - Land Acquisition	25,000	2,337	-	-	-	-
65 - Infrastructure	11,480,000	10,521,818	-	-	-	-
70 - Transfers Out - OH	**431,000**	**431,000**	**-**	**-**	**-**	**-**
70 - TransferCity-wideOH	33,000	33,000	-	-	-	-
71 - TransferDeptOH	398,000	398,000	-	-	-	-
72 - Transfers Out	**-**	**-**	**44**	**-**	**-**	**-**
73 - TransferSpeciPurp	-	-	44	-	-	-
Grand Total	**-**	**(44)**	**-**	**-**	**-**	**-**

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Stormwater Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 3,457,200	$ 3,738,760	$ 4,238,955	$ 4,778,355	$ -	$ 4,778,355
Charges for services	6,592,900	3,214,055	3,497,000	3,645,400	3,806,600	7,452,000
Interfund charges	34,400	18,442	18,900	19,400	19,900	39,300
Interfund transfers	39,840	39,212	150,000	350	-	350
Investment income	61,500	45,030	57,200	58,700	53,400	112,100
Miscellaneous	1,800	-	-	-	-	-
Issuance of long-term debt	-	-	-	820,000	-	820,000
TOTAL RESOURCES	$ 10,187,640	$ 7,055,499	$ 7,962,055	$ 9,322,205	$ 3,879,900	$ 13,202,105

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Operations and maintenance	$ 3,388,607	$ 1,292,215	$ 1,519,800	$ 2,341,600	$ 2,031,600	$ 4,373,200
Regulatory program	947,583	371,491	390,700	496,000	464,200	960,200
Capital Infrastructure	1,027,000	121,689	425,000	10,000	942,000	952,000
Total	5,363,190	1,785,395	2,335,500	2,847,600	3,437,800	6,285,400
Interfund transfers	1,923,470	1,031,150	848,200	1,089,300	1,575,700	2,665,000
Debt service	-	-	-	-	156,200	156,200
Contingency	800,000	-	-	800,000	-	800,000
Reserves	2,100,980	-	-	4,585,305	(1,289,800)	3,295,505
TOTAL REQUIREMENTS	$ 10,187,640	$ 2,816,544	$ 3,183,700	$ 9,322,205	$ 3,879,900	$ 13,202,105
By Category:						
Personnel services	$ 2,562,220	$ 1,046,002	$ 1,264,500	$ 1,351,300	$ 1,405,400	$ 2,756,700
Materials and services	1,103,970	263,214	438,700	646,300	590,400	1,236,700
Capital outlay:						
Vehicle/equipment	420,000	332,841	57,300	500,000	350,000	850,000
Repairs and maintenance	250,000	21,649	150,000	340,000	150,000	490,000
Construction/infrastructure	1,027,000	121,689	425,000	10,000	942,000	952,000
Total capital outlay	1,697,000	476,178	632,300	850,000	1,442,000	2,292,000
Debt service	-	-	-	-	156,200	156,200
Interfund transfers	1,923,470	1,031,150	848,200	1,089,300	1,575,700	2,665,000
Contingency	800,000	-	-	800,000	-	800,000
Reserves for:						
Future construction	2,100,980	-	-	4,585,305	(1,289,800)	3,295,505
TOTAL REQUIREMENTS	$ 10,187,640	$ 2,816,544	$ 3,183,700	$ 9,322,205	$ 3,879,900	$ 13,202,105

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Stormwater Utility Fund

Overview

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

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

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

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

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

Stormwater Operations and Maintenance Program

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 775,256	$ 996,200	$ 1,008,100	$ 1,052,400	$ 2,060,500
Materials and services	187,327	343,600	493,500	479,200	972,700
Capital outlay:					
Vehicle/equipment	307,983	30,000	500,000	350,000	850,000
Repairs and maintenance	21,649	150,000	340,000	150,000	490,000
Program Total	1,292,215	1,519,800	2,341,600	2,031,600	4,373,200
Debt service	-	-	-	156,200	156,200
Interfund transfers	1,031,150	848,200	789,300	815,700	1,605,000
Operations and Maintenance	$ 2,323,364	$ 2,368,000	$ 3,130,900	$ 3,003,500	$ 6,134,400
Full Time Equivalents	9.56	9.56	9.53	9.53	9.53

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennial Budget

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

Significant Changes from the 2015 – 2017 Biennial Budget

- Increased funding for swale maintenance

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

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

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

Stormwater Regulatory Program

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 270,746	$ 268,300	$ 343,200	$ 353,000	$ 696,200
Materials and services	75,887	95,100	152,800	111,200	264,000
Capital outlay:					
Vehicle/equipment	24,858	27,300	-	-	-
Regulatory program	$ 371,491	$ 390,700	$ 496,000	$ 464,200	$ 960,200
Full Time Equivalents	2.70	2.70	2.87	2.77	2.77

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennial Budget

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

Capital Infrastructure Program

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

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

Goals for the 2017 - 2019 Stormwater Biennial Budget

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

Key Operational Objectives for the 2017 - 2019 Stormwater Biennial Budget

- Implement the findings for the South Awbrey Butte Drainage Study

Major Accomplishments during the 2015 - 2017 Biennium

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

Significant Changes from the 2015 - 2017 Biennial Budget

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

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

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

INFRASTRUCTURE
Stormwater Utility Fund

PERFORMANCE MEASURES

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

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

INFRASTRUCTURE
Stormwater Utility Fund

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

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

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECTS PLAN

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

Capital Improvement Program 2018-2022

Stormwater

Five Year Capital Improvement Program (CIP) Schedule

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

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

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

CITY OF BEND

Stormwater Fund Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - Administration & Support Serv	**17,950**	**-**	**18,000**	**23,800**	**23,400**	**47,200**
42 - Materials & Services	**17,950**	**-**	**18,000**	**23,800**	**23,400**	**47,200**
43 - Purchased Services	17,450	-	17,500	17,800	18,400	36,200
44 - Equipment <$5000	500	-	500	6,000	5,000	11,000
2000 - Operations & Maintenance	**5,294,127**	**2,323,364**	**2,350,000**	**3,107,100**	**2,980,100**	**6,087,200**
40 - Personnel Services	**1,951,201**	**775,256**	**996,200**	**1,008,100**	**1,052,400**	**2,060,500**
40 - Wages	1,202,321	474,138	606,500	599,900	626,100	1,226,000
41 - Benefits	748,880	301,119	389,700	408,200	426,300	834,500
42 - Materials & Services	**799,456**	**187,327**	**325,600**	**469,700**	**455,800**	**925,500**
43 - Purchased Services	730,050	165,707	292,700	440,700	426,800	867,500
44 - Equipment <$5000	40,000	15,937	16,000	16,000	16,000	32,000
45 - ConsumSupplies&Mater	1,400	28	900	700	700	1,400
46 - Employee Costs	28,006	4,768	16,000	11,800	11,800	23,600
47 - CommuEducat&Outreach	-	887	-	500	500	1,000
60 - Capital Outlay	**620,000**	**329,632**	**180,000**	**840,000**	**500,000**	**1,340,000**
61 - Vehicles & Trucks	130,000	81,235	30,000	50,000	-	50,000
62 - Equipment >$5000	240,000	226,748	-	450,000	350,000	800,000
65 - Infrastructure	250,000	21,649	150,000	340,000	150,000	490,000
70 - Transfers Out - OH	**1,495,900**	**775,500**	**720,400**	**681,300**	**705,300**	**1,386,600**
70 - TransferCity-wideOH	781,700	381,700	400,000	392,600	409,000	801,600
71 - TransferDeptOH	714,200	393,800	320,400	288,700	296,300	585,000
72 - Transfers Out	**427,570**	**255,650**	**127,800**	**108,000**	**110,400**	**218,400**
73 - TransferSpeciPurp	292,570	189,178	37,500	37,500	37,500	75,000
74 - TransferInterfundChg	135,000	66,471	90,300	70,500	72,900	143,400
80 - Debt Service	**-**	**-**	**-**	**-**	**156,200**	**156,200**
80 - Principal-Long term	-	-	-	-	156,200	156,200
3000 - Capital Infrastructure (CIP)	**975,200**	**121,689**	**425,000**	**310,000**	**1,702,000**	**2,012,000**
60 - Capital Outlay	**1,027,000**	**121,689**	**425,000**	**10,000**	**942,000**	**952,000**
65 - Infrastructure	1,027,000	121,689	425,000	10,000	942,000	952,000
72 - Transfers Out	**-**	**-**	**-**	**300,000**	**760,000**	**1,060,000**
73 - TransferSpeciPurp	-	-	-	300,000	760,000	1,060,000
93 - Year to Year Transfer	**(51,800)**	**-**				
93 - YeartoYearBudgetXfer	(51,800)	-				
1200 - Environmental Compliance	**947,583**	**371,491**	**390,700**	**496,000**	**464,200**	**960,200**
40 - Personnel Services	**611,019**	**270,746**	**268,300**	**343,200**	**353,000**	**696,200**
40 - Wages	382,751	178,222	169,200	215,900	216,800	432,700
41 - Benefits	228,268	92,524	99,100	127,300	136,200	263,500
42 - Materials & Services	**286,564**	**75,887**	**95,100**	**152,800**	**111,200**	**264,000**
43 - Purchased Services	148,600	31,512	40,000	91,500	51,500	143,000
44 - Equipment <$5000	8,800	3,998	5,100	6,000	4,500	10,500
45 - ConsumSupplies&Mater	12,500	5,734	1,800	1,200	1,200	2,400
46 - Employee Costs	18,964	4,701	10,000	14,100	13,800	27,900
47 - CommuEducat&Outreach	90,000	26,509	34,500	31,600	31,500	63,100
52 - Other	7,700	3,433	3,700	8,400	8,700	17,100
60 - Capital Outlay	**50,000**	**24,858**	**27,300**	**-**	**-**	**-**
61 - Vehicles & Trucks	50,000	24,858	27,300	-	-	-
0000 - No Division	**2,952,780**	**-**	**-**	**5,385,305**	**(1,289,800)**	**4,095,505**
90 - Reserves	**2,100,980**	**-**	**-**	**4,585,305**	**(1,289,800)**	**3,295,505**
90 - Reserves	2,100,980	-	-	4,585,305	(1,289,800)	3,295,505
91 - Contingency	**800,000**	**-**	**-**	**800,000**	**-**	**800,000**
91 - Contingency	800,000	-	-	800,000	-	800,000
93 - Year to Year Transfer	**51,800**	**-**				
93 - YeartoYearBudgetXfer	51,800	-				
Grand Total	**10,187,640**	**2,816,544**	**3,183,700**	**9,322,205**	**3,879,900**	**13,202,105**

CITY OF BEND

Stormwater Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(10,187,640)**	**(7,055,499)**	**(7,962,055)**	**(9,322,205)**	**(3,879,900)**	**(13,202,105)**
30 - BeginWorkingCapital	(3,457,200)	(3,738,760)	(4,238,955)	(4,778,355)	-	(4,778,355)
34 - Charges&FeesforServ	(6,592,900)	(3,214,055)	(3,497,000)	(3,645,400)	(3,806,600)	(7,452,000)
36 - MiscellaneousRevenue	(63,300)	(45,030)	(57,200)	(58,700)	(53,400)	(112,100)
37 - Proceeds From Debt	-	-	-	(820,000)	-	(820,000)
38 - Transfers	(74,240)	(57,654)	(168,900)	(19,750)	(19,900)	(39,650)
40 - Personnel Services	**2,562,220**	**1,046,002**	**1,264,500**	**1,351,300**	**1,405,400**	**2,756,700**
40 - Wages	1,585,072	652,360	775,700	815,800	842,900	1,658,700
41 - Benefits	977,148	393,642	488,800	535,500	562,500	1,098,000
42 - Materials & Services	**1,103,970**	**263,214**	**438,700**	**646,300**	**590,400**	**1,236,700**
43 - Purchased Services	896,100	197,219	350,200	550,000	496,700	1,046,700
44 - Equipment <$5000	49,300	19,935	21,600	28,000	25,500	53,500
45 - ConsumSupplies&Mater	13,900	5,762	2,700	1,900	1,900	3,800
46 - Employee Costs	46,970	9,469	26,000	25,900	25,600	51,500
47 - CommuEducat&Outreach	90,000	27,396	34,500	32,100	32,000	64,100
52 - Other	7,700	3,433	3,700	8,400	8,700	17,100
60 - Capital Outlay	**1,697,000**	**476,178**	**632,300**	**850,000**	**1,442,000**	**2,292,000**
61 - Vehicles & Trucks	180,000	106,092	57,300	50,000	-	50,000
62 - Equipment >$5000	240,000	226,748	-	450,000	350,000	800,000
65 - Infrastructure	1,277,000	143,337	575,000	350,000	1,092,000	1,442,000
70 - Transfers Out - OH	**1,495,900**	**775,500**	**720,400**	**681,300**	**705,300**	**1,386,600**
70 - TransferCity-wideOH	781,700	381,700	400,000	392,600	409,000	801,600
71 - TransferDeptOH	714,200	393,800	320,400	288,700	296,300	585,000
72 - Transfers Out	**427,570**	**255,650**	**127,800**	**408,000**	**870,400**	**1,278,400**
73 - TransferSpeciPurp	292,570	189,178	37,500	337,500	797,500	1,135,000
74 - TransferInterfundChg	135,000	66,471	90,300	70,500	72,900	143,400
80 - Debt Service	**-**	**-**	**-**	**-**	**156,200**	**156,200**
80 - Principal-Long term	-	-	-	-	156,200	156,200
90 - Reserves	**2,100,980**	**-**	**-**	**4,585,305**	**(1,289,800)**	**3,295,505**
90 - Reserves	2,100,980	-	-	4,585,305	(1,289,800)	3,295,505
91 - Contingency	**800,000**	**-**	**-**	**800,000**	**-**	**800,000**
91 - Contingency	800,000	-	-	800,000	-	800,000
Grand Total	**-**	**(4,238,955)**	**(4,778,355)**	**-**	**-**	**-**

Internal Service Fund - Departmental Administration
Utilities Laboratory

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 284,900	$ 304,413	$ 456,528	$ 549,890	$ -	$ 549,890
Charges for services	860	1,950	800	800	800	1,600
Interfund transfers	2,667,755	1,149,729	1,169,400	1,114,300	1,128,000	2,242,300
Investment income	37,400	38,653	900	-	-	-
TOTAL RESOURCES	$ 2,990,915	$ 1,494,746	$ 1,627,628	$ 1,664,990	$ 1,128,800	$ 2,793,790

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Utilities Laboratory	$ 2,256,377	$ 916,995	$ 956,038	$ 1,166,500	$ 1,257,800	$ 2,424,300
Interfund transfers	578,474	121,223	121,700	115,000	121,000	236,000
Contingency	156,064	-	-	383,490	(250,000)	133,490
TOTAL REQUIREMENTS	$ 2,990,915	$ 1,038,218	$ 1,077,738	$ 1,664,990	$ 1,128,800	$ 2,793,790
By Category:						
Personnel services	$ 1,660,922	$ 703,773	$ 731,500	$ 874,000	$ 912,000	$ 1,786,000
Materials and services	452,000	135,357	179,538	184,000	195,800	379,800
Capital outlay:						
Vehicle/equipment	143,455	77,865	45,000	108,500	150,000	258,500
Interfund transfers	578,474	121,223	121,700	115,000	121,000	236,000
Contingency	156,064	-	-	383,490	(250,000)	133,490
TOTAL REQUIREMENTS	$ 2,990,915	$ 1,038,218	$ 1,077,738	$ 1,664,990	$ 1,128,800	$ 2,793,790

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Utilities Laboratory

Overview

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

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

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

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 703,773	$ 731,500	$ 874,000	$ 912,000	$ 1,786,000
Materials and services	135,357	179,538	184,000	195,800	379,800
Capital outlay:					
Vehicle/equipment	77,865	45,000	108,500	150,000	258,500
Program Total	916,995	956,038	1,166,500	1,257,800	2,424,300
Interfund transfers	121,223	121,700	115,000	121,000	236,000
Utilities Laboratory	$ 1,038,218	$ 1,077,738	$ 1,281,500	$ 1,378,800	$ 2,660,300
Full Time Equivalents	7.00	7.00	7.00	7.00	7.00

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

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

Major Accomplishments during the 2015 – 2017 Biennium

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

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

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

INFRASTRUCTURE
Utilities Laboratory

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
# of Drinking Water Tests	2,950	2,894	3,072	3,115	3,255
- Potable water					
- State / EPA Water Quality Monitoring Tests					
- Source water					
- Operation & maintenance					
- New mains					
# of Wastewater Tests	11,006	10,850	10,505	10,900	11,500
- State Reported / Ops Control tests					
- IPP Local Limits Tests					
- IPP Commercial/industrial Tests					
# of Stormwater Tests	149	155	145	160	175
- Samples collected					
- Sample analyses / data management					
# of Water Quality Monitoring Tests	1,655	1,516	1,510	1,550	1,610
- Deschutes River samples collected					
- Deschutes River sample analyses					
- Bridge Creek samples collected					
- Bridge Creek sample analyses					
Effectiveness Measures:					
NELAC Accreditation	Yes	Yes	Yes	Yes	Yes
Efficiency Measures:					
Tests/hour/person	1.78	1.74	1.72	1.78	1.87

INFRASTRUCTURE
Utilities Laboratory

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
[1] One (1) YSI ExO Multi-parameter Sonde	$ 18,500	$ -	$ 19,500	$ 20,500	$ -
[2] One (1) Replacement FS3000	90,000	-	-	-	-
[3] One (1) Replacement ICP-MS	-	150,000	-	-	-
[4] One (1) 6' Lab Fume Hood, installed	-	-	17,500	-	19,000
[5] One (1) Replacement Chromatograph	-	-	75,000	-	-
One (1) Replacement SUV	-	-	-	28,000	-
One (1) Replacement Van	-	-	-	-	30,000
Total	**$ 108,500**	**$ 150,000**	**$ 112,000**	**$ 48,500**	**$ 49,000**

Analytical Instrument definition (Items 1 through 5)

[1] Multiparameter instrument for field analysis of pH, nutrients chloride, conductivity, turbidity, temperature, dissolved oxygen, etc…

[2] Flow injection auto-analyzer for nutrients in drinking water, wastewater, stormwater

[3] Laboratory instrument for analyzing trace metals in drinking water, wastewater, stormwater

[4] Laboratory ventilation system

[5] Laboratory instrument for analyzing ions (e.g., fluoride, chloride, nitrate, nitrite, sulfate, lithium, sodium, ammonium, potassium, calcium, and magnesium) in drinking water, wastewater, stormwater

CITY OF BEND

Utilities Laboratory by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(2,990,915)**	**(1,494,746)**	**(1,627,628)**	**(1,664,990)**	**(1,128,800)**	**(2,793,790)**
30 - BeginWorkingCapital	(284,900)	(304,413)	(456,528)	(549,890)	-	(549,890)
34 - Charges&FeesforServ	(860)	(1,950)	(800)	(800)	(800)	(1,600)
36 - MiscellaneousRevenue	(37,400)	(38,653)	(900)	-	-	-
38 - Transfers	(2,667,755)	(1,149,729)	(1,169,400)	(1,114,300)	(1,128,000)	(2,242,300)
40 - Personnel Services	**1,660,922**	**703,773**	**731,500**	**874,000**	**912,000**	**1,786,000**
40 - Wages	1,044,644	442,248	460,400	528,600	551,100	1,079,700
41 - Benefits	616,278	261,525	271,100	345,400	360,900	706,300
42 - Materials & Services	**452,000**	**135,357**	**179,538**	**184,000**	**195,800**	**379,800**
43 - Purchased Services	242,600	57,908	101,488	100,200	112,000	212,200
44 - Equipment <$5000	49,250	24,197	15,550	14,800	14,700	29,500
45 - ConsumSupplies&Mater	127,950	46,713	53,400	56,600	57,700	114,300
46 - Employee Costs	32,200	6,539	9,100	12,400	11,400	23,800
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**143,455**	**77,865**	**45,000**	**108,500**	**150,000**	**258,500**
61 - Vehicles & Trucks	67,355	26,084	27,500	-	-	-
62 - Equipment >$5000	76,100	51,781	17,500	108,500	150,000	258,500
70 - Transfers Out - OH	**236,300**	**115,300**	**121,000**	**114,800**	**120,800**	**235,600**
70 - TransferCity-wideOH	236,300	115,300	121,000	114,800	120,800	235,600
72 - Transfers Out	**342,174**	**5,923**	**700**	**200**	**200**	**400**
73 - TransferSpeciPurp	338,474	5,923	-	-	-	-
74 - TransferInterfundChg	3,700	-	700	200	200	400
91 - Contingency	**156,064**	**-**	**-**	**383,490**	**(250,000)**	**133,490**
91 - Contingency	156,064	-	-	383,490	(250,000)	133,490
Grand Total	**-**	**(456,528)**	**(549,890)**	**-**	**-**	**-**

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

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 1,502,300	$ 1,900,042	$ 2,603,443	$ 3,555,790	$ -	$ 3,555,790
Licenses and permits	915,400	345,008	442,000	-	-	-
Charges for services	3,214,200	1,563,371	1,774,100	-	-	-
General fund subsidy	238,300	115,200	123,100	-	-	-
Interfund charges	173,800	63,547	91,400	45,000	-	45,000
Interfund transfers	9,592,751	3,326,500	3,670,000	3,107,000	3,246,700	6,353,700
TOTAL RESOURCES	$ 15,636,751	$ 7,313,667	$ 8,704,043	$ 6,707,790	$ 3,246,700	$ 9,954,490

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
EIPD	$ 6,413,844	$ 2,493,467	$ 2,736,705	$ 3,853,795	$ 3,721,047	$ 7,574,842
Private Development Engineering	2,781,209	1,115,395	1,343,498	-	-	-
Total	9,195,053	3,608,862	4,080,203	3,853,795	3,721,047	7,574,842
Interfund transfers	4,651,042	1,101,362	1,068,050	1,704,016	575,600	2,279,616
Contingency	1,790,656	-	-	1,149,979	(1,049,947)	100,032
TOTAL REQUIREMENTS	$ 15,636,751	$ 4,710,225	$ 5,148,253	$ 6,707,790	$ 3,246,700	$ 9,954,490
By Category:						
Personnel services	$ 7,774,453	$ 3,248,616	$ 3,724,600	$ 3,433,000	$ 3,568,600	$ 7,001,600
Materials and services	982,857	283,057	279,143	157,795	152,447	310,242
Capital outlay:						
Vehicle/equipment	202,743	77,190	76,460	28,000	-	28,000
Intangibles	235,000	-	-	235,000	-	235,000
Total capital outlay	437,743	77,190	76,460	263,000	-	263,000
Interfund transfers	4,651,042	1,101,362	1,068,050	1,704,016	575,600	2,279,616
Contingency:						
EIPD	1,015,656	-	-	1,149,979	(1,049,947)	100,032
Private Development Engineering	775,000	-	-	-	-	-
TOTAL REQUIREMENTS	$ 15,636,751	$ 4,710,225	$ 5,148,253	$ 6,707,790	$ 3,246,700	$ 9,954,490

Notes:

(1) The Engineering & Infrastructure Planning Department (EIPD) is accounted for as a division of the Internal Services Fund.

(2) The Private Development Engineering (PDE) budget will be accounted for in a new special revenue fund in the 2017-2019 biennium. A transfer of $1,110,116 to move the 2016-17 ending fund balance associated with PDE is included in Interfund Transfers in 2017-18.

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Engineering and Infrastructure Planning Department

Overview

The Engineering and Infrastructure Planning Department (EIPD) is responsible for implementing the Capital Improvement Program (CIP) as well as master plans. EIPD provides professional services related to capital infrastructure project development and delivery in order to meet current and future needs of the community.

EIPD is responsible for coordinating between the Community Development, Utilities, Streets and Operations, Growth Management, and Legal Departments to ensure infrastructure development is consistent with current and long-term needs. The CIP focuses on ensuring that the planned Transportation, Stormwater, Water, and Water Reclamation infrastructure is constructed to meet the economic growth needs of our community.

Over the next 5 years, EIPD will oversee nearly $152 million of the $266 million planned infrastructure improvements on 60 projects in the following programs:

- Transportation, which is comprised of several programs focused on Safety, Bicycle and Pedestrian projects as well as Accessibility issues. These include Transportation Construction, BURA Murphy Crossing Construction, General Obligation Bond Construction, and Accessibility Construction funds
- Stormwater
- Water
- Water Reclamation

Additional information on projects can be found in the CIP section.

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 2,383,832	$ 2,567,900	$ 3,433,000	$ 3,568,600	$ 7,001,600
Materials and services	81,788	142,345	157,795	152,447	310,242
Capital outlay:					
Vehicle/equipment	27,848	26,460	28,000	-	28,000
Intangibles	-	-	235,000	-	235,000
Program Total	2,493,467	2,736,705	3,853,795	3,721,047	7,574,842
Interfund transfers	555,543	540,100	593,900	575,600	1,169,500
EIPD	$ 3,049,010	$ 3,276,805	$ 4,447,695	$ 4,296,647	$ 8,744,342
Full Time Equivalents	21.11	21.11	25.75	25.75	25.75

Goals for the 2017 - 2019 Biennial Budget

- Provide support for continued expansion and upgrading of City infrastructure systems through development and implementation of public and private projects
- Provide engineering/planning assistance and expertise to internal and external clients
- Coordinate with various stakeholders and citizen committees to develop comprehensive, stable and long-term infrastructure financial plans
- Provide focused efforts for community outreach
- Look for public private partnerships, or other alternative delivery methods (design build, contract engineering services, etc.) for implementing infrastructure needs

- Key Operational Objectives for the 2017 - 2019 Biennial Budget

  - Implement capital projects as planned by the Capital Improvement Program
  - Continue to coordinate with internal City departments to deliver Capital Improvement Program projects to the maximum benefit of rate payers
  - Work with Human Resources Department to recruit and retain key staff
  - Achieve adequate staffing levels needed to complete emerging Urban Growth Boundary (UGB) projects as well as the existing projects planned in the 5 Year CIP
  - Monitor and measure objectives through monthly reporting updates
  - Complete a new project management manual for the City
  - Acquire and implement project management software that tracks scope, schedule, budget, along with all reports and communication for each project in a single location
  - Develop a strategy for updating the *City of Bend Public Improvement Construction Procedures* (Standard & Specifications)

Major Accomplishments during the 2015 - 2017 Biennium

- Completed 20 projects with infrastructure improvements of nearly $140 million
- Collaborated with Internal Service Divisions to implement the Project Modules for new core financial software implementation (Tyler Munis)
- Established a monthly report to communicate changes in scope, schedule and cost information on current and future CIP Projects
- Partnered with Oregon State University's Civil Engineering Co-op Program by providing an annual internship opportunity to selected students
- Designated a project engineer to focus on the management of transportation and accessibility projects
- Worked with Purchasing Department to improve how the City procures services for construction on large-scale projects
- Continued coordination with the Utility and Finance Departments to develop a more comprehensive long term rate model for utilities to stabilize rates in the future
- Worked with the Growth Management Department to develop the UGB infrastructure needs and update of associated planning documents
- Department relocated to City Hall Campus to improve interdepartmental coordination and reduce loss of productivity and travel related costs

Significant Changes from the 2015 - 2017 Biennial Budget

- Private Development Engineering Program will be accounted for in a new special revenue fund beginning July 1, 2017
- Adding five (5) Engineering FTE in the upcoming biennium to support continued expansion and upgrades to City infrastructure
- Established coordination with Growth Management, Utilities, Private Development Engineering, and Street & Operations to identify synergy projects to maximize efforts and mitigate construction disruptions to the community

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

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

INFRASTRUCTURE
Engineering and Infrastructure Planning Department (EIPD)

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Total # CIP Projects Budgeted	60	59	60	65	65
# Budgeted Projects in Active Status	27	27	29	44	33
Total cost of work scheduled	$ 78,812,700	$ 80,451,082	$ 64,260,100	$ 51,504,000	$ 18,948,000
Efficiency Measures:					
Planned project value per project manager	$ 9,851,588	$ 10,056,385	$ 7,140,011	$ 3,678,857	$ 1,353,429
Projects per project manager	3.4	3.4	3.2	4.0	2.2
Projects per Inspector	6.8	6.8	7.3	11.0	8.3

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) vehicle replacement	$ 28,000	$ -	$ -	$ -	$ -
Project Portfolio Management Software	235,000	-	-	-	-
Total	**$ 263,000**	**$ -**	**$ -**	**$ -**	**$ -**

CITY OF BEND

5100 - ISF-DepartmentalAdministration by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(15,636,751)**	**(7,313,667)**	**(8,704,043)**	**(6,707,790)**	**(3,246,700)**	**(9,954,490)**
30 - BeginWorkingCapital	(1,502,300)	(1,900,042)	(2,603,443)	(3,555,790)	-	(3,555,790)
32 - Licenses & Permits	(915,400)	(345,008)	(442,000)	-	-	-
34 - Charges&FeesforServ	(3,214,200)	(1,563,371)	(1,774,100)	-	-	-
36 - MiscellaneousRevenue	-	-	-	-	-	-
38 - Transfers	(10,004,851)	(3,505,247)	(3,884,500)	(3,152,000)	(3,246,700)	(6,398,700)
40 - Personnel Services	**7,774,453**	**3,248,616**	**3,724,600**	**3,433,000**	**3,568,600**	**7,001,600**
40 - Wages	5,043,954	2,201,309	2,506,400	2,207,400	2,291,200	4,498,600
41 - Benefits	2,730,499	1,047,307	1,218,200	1,225,600	1,277,400	2,503,000
42 - Materials & Services	**982,857**	**283,057**	**279,143**	**157,795**	**152,447**	**310,242**
43 - Purchased Services	666,100	193,580	142,148	74,925	70,317	145,242
44 - Equipment <$5000	85,950	9,033	55,795	13,420	11,680	25,100
45 - ConsumSupplies&Mater	31,000	10,044	6,000	3,500	3,500	7,000
46 - Employee Costs	172,007	52,228	60,700	63,450	64,450	127,900
47 - CommuEducat&Outreach	5,800	4,171	2,500	2,500	2,500	5,000
52 - Other	22,000	14,000	12,000	-	-	-
60 - Capital Outlay	**437,743**	**77,190**	**76,460**	**263,000**	**-**	**263,000**
61 - Vehicles & Trucks	202,743	77,190	76,460	28,000	-	28,000
64 - Intangibles	235,000	-	-	235,000	-	235,000
70 - Transfers Out - OH	**1,339,200**	**656,000**	**683,200**	**575,600**	**556,600**	**1,132,200**
70 - TransferCity-wideOH	1,339,200	656,000	683,200	575,600	556,600	1,132,200
72 - Transfers Out	**3,311,842**	**445,362**	**384,850**	**1,128,416**	**19,000**	**1,147,416**
73 - TransferSpeciPurp	2,570,742	74,123	9,250	1,110,116	-	1,110,116
74 - TransferInterfundChg	741,100	371,239	375,600	18,300	19,000	37,300
91 - Contingency	**1,790,656**	**-**	**-**	**1,149,979**	**(1,049,947)**	**100,032**
91 - Contingency	1,790,656	-	-	1,149,979	(1,049,947)	100,032
Grand Total	**-**	**(2,603,443)**	**(3,555,790)**	**-**	**-**	**-**

CITY OF BEND

5100 - ISF-DepartmentalAdministration Expenditures by Program/Activity - EIPD

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**5,556,094**	**2,383,832**	**2,567,900**	**3,433,000**	**3,568,600**	**7,001,600**
40 - Wages	3,636,133	1,619,774	1,739,400	2,207,400	2,291,200	4,498,600
41 - Benefits	1,919,961	764,057	828,500	1,225,600	1,277,400	2,503,000
42 - Materials & Services	**570,007**	**81,788**	**142,345**	**157,795**	**152,447**	**310,242**
43 - Purchased Services	388,100	25,395	70,100	74,925	70,317	145,242
44 - Equipment <$5000	14,950	5,123	18,795	13,420	11,680	25,100
45 - ConsumSupplies&Mater	15,000	7,400	3,500	3,500	3,500	7,000
46 - Employee Costs	147,957	39,699	47,450	63,450	64,450	127,900
47 - CommuEducat&Outreach	4,000	4,171	2,500	2,500	2,500	5,000
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**287,743**	**27,848**	**26,460**	**263,000**	**-**	**263,000**
61 - Vehicles & Trucks	52,743	27,848	26,460	28,000	-	28,000
64 - Intangibles	235,000	-	-	235,000	-	235,000
70 - Transfers Out - OH	**1,036,800**	**508,700**	**528,100**	**575,600**	**556,600**	**1,132,200**
70 - TransferCity-wideOH	1,036,800	508,700	528,100	575,600	556,600	1,132,200
72 - Transfers Out	**1,525,042**	**46,843**	**12,000**	**18,300**	**19,000**	**37,300**
73 - TransferSpeciPurp	1,491,942	29,455	-	-	-	-
74 - TransferInterfundChg	33,100	17,387	12,000	18,300	19,000	37,300
Grand Total	**8,975,686**	**3,049,010**	**3,276,805**	**4,447,695**	**4,296,647**	**8,744,342**

CITY OF BEND

5100 - ISF-DepartmentalAdministration Expenditures by Program/Activity - PDE

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**2,218,359**	**864,784**	**1,156,700**	**-**	**-**	**-**
40 - Wages	1,407,821	581,535	767,000	-	-	-
41 - Benefits	810,538	283,250	389,700	-	-	-
42 - Materials & Services	**412,850**	**201,269**	**136,798**	**-**	**-**	**-**
43 - Purchased Services	278,000	168,186	72,048	-	-	-
44 - Equipment <$5000	71,000	3,910	37,000	-	-	-
45 - ConsumSupplies&Mater	16,000	2,644	2,500	-	-	-
46 - Employee Costs	24,050	12,529	13,250	-	-	-
47 - CommuEducat&Outreach	1,800	-	-	-	-	-
52 - Other	22,000	14,000	12,000	-	-	-
60 - Capital Outlay	**150,000**	**49,342**	**50,000**	**-**	**-**	**-**
61 - Vehicles & Trucks	150,000	49,342	50,000	-	-	-
70 - Transfers Out - OH	**302,400**	**147,300**	**155,100**	**-**	**-**	**-**
70 - TransferCity-wideOH	302,400	147,300	155,100	-	-	-
72 - Transfers Out	**1,786,800**	**398,520**	**372,850**	**1,110,116**	**-**	**1,110,116**
73 - TransferSpeciPurp	1,078,800	44,668	9,250	1,110,116	-	1,110,116
74 - TransferInterfundChg	708,000	353,852	363,600	-	-	-
Grand Total	**4,870,409**	**1,661,215**	**1,871,448**	**1,110,116**	**-**	**1,110,116**

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Streets & Operations Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 3,160,100	$ 3,160,081	$ 6,603,703	$ 5,064,187	$ -	$ 5,064,187
Franchise fees	1,111,100	714,368	778,200	1,090,700	1,103,400	2,194,100
Intergovernmental revenues	10,691,900	5,459,781	5,587,045	5,578,437	5,601,800	11,180,237
General fund subsidy	10,924,833	5,867,900	5,049,000	6,224,500	6,379,500	12,604,000
Licenses and permits	297,100	40,112	-	-	-	-
Interfund charges	518,000	261,276	347,000	248,000	248,000	496,000
Interfund transfers	197,770	217,667	-	28,000	-	28,000
Investment income	37,100	42,000	83,800	73,100	55,500	128,600
Miscellaneous	35,200	27,823	23,000	22,000	22,000	44,000
Issuance of long-term debt	-	-	-	1,273,800	-	1,273,800
TOTAL RESOURCES	$ 26,973,103	$ 15,800,495	$ 18,473,228	$ 19,602,724	$ 13,410,200	$ 33,012,924

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Support services	$ 3,354,280	$ 1,437,964	$ 1,634,965	$ 1,769,300	$ 1,818,400	$ 3,587,700
Street maintenance	17,884,318	5,232,513	9,270,563	11,514,144	11,236,428	22,750,572
Landscaping	971,270	418,992	486,900	712,360	733,360	1,445,720
Total	22,209,868	7,089,469	11,392,428	13,995,804	13,788,188	27,783,992
Debt service	401,000	200,425	200,100	199,700	354,900	554,600
Interfund transfers	4,025,383	1,906,898	1,816,513	2,056,260	2,075,270	4,131,530
Contingency	336,852	-	-	3,350,960	(2,808,158)	542,802
TOTAL REQUIREMENTS	$ 26,973,103	$ 9,196,792	$ 13,409,041	$ 19,602,724	$ 13,410,200	$ 33,012,924
By Category:						
Personnel services	$ 7,712,248	$ 3,446,910	$ 3,762,400	$ 4,545,800	$ 4,754,700	$ 9,300,500
Materials and services	4,348,791	1,541,880	2,797,427	2,629,531	2,615,488	5,245,019
Interfund transfers	4,025,383	1,906,898	1,816,513	2,056,260	2,075,270	4,131,530
Capital outlay:						
Vehicle/equipment	431,628	31,625	360,000	725,000	345,000	1,070,000
Construction/Infrastructure: [1]						
Street Preservation	-	-	-	5,195,476	5,198,000	10,393,476
ADA Curb Ramps	-	-	-	874,997	875,000	1,749,997
Construction/Infrastructure	9,717,201	2,069,054	4,472,601	6,070,473	6,073,000	12,143,473
Intangibles	-	-	-	25,000	-	25,000
Total capital outlay	10,148,829	2,100,678	4,832,601	12,890,946	12,491,000	25,381,946
Debt service	401,000	200,425	200,100	199,700	354,900	554,600
Contingency	336,852	-	-	3,350,960	(2,808,158)	542,802
TOTAL REQUIREMENTS	$ 26,973,103	$ 9,196,792	$ 13,409,041	$ 19,602,724	$ 13,410,200	$ 33,012,924

[1] The City's new Core Financial system provides the capability for more detailed project tracking. Reporting of construction costs as Street Preservation vs. Curb Ramps is not readily available for the 2015-2017 biennial budget.

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Streets and Operations Fund

Overview

The Streets and Operations Department is responsible for street preservation, legends and markings, conducting winter sanding and plowing operations, landscape maintenance and vegetation control of public right of ways, sweeping services, street surface and sidewalk management/maintenance, accessibility construction improvements, traffic control, traffic signal program/maintenance, and bridge program/maintenance. The City of Bend has 850 lane miles, or 406 centerline miles. Approximately 230 lane miles are arterials and collectors, while 620 lane miles are local residential roadways.

Street Maintenance Program

This program provides field services in repairing and maintaining the overall condition of the City's streets. This includes several areas: concrete, sweeping, landscape, legends and markings, winter operations and street preservation.

- The Preservation program maintains the condition of the streets by providing crackseal, chipseal, slurry seal, overlay, pothole patching services and other street preservation methods
- The Accessibility program maintains and makes improvements to infrastructure including accessible ramps, curbs and sidewalks
- The Street Sweeping program consists of cleaning the City's streets for debris removal, which contributes to water and air quality improvements and improved surface conditions for all modes of transportation in the City
- The Signs & Markings program includes, but is not limited to, installing and maintaining signs, striping and other markings providing a safe transportation network
- The Winter Operations program oversees the division's response to snow and ice conditions, flooding, wind and other acts of nature

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 2,352,523	2,618,500	2,953,900	3,092,200	$ 6,046,100
Materials and services	779,312	1,819,462	1,789,771	1,771,228	3,560,999
Capital outlay:					
Vehicle/equipment	31,625	360,000	675,000	300,000	975,000
Construction/Infrastructure: [1]					
Street Preservation	-	-	5,195,476	5,198,000	10,393,476
ADA Curb Ramps	-	-	874,997	875,000	1,749,997
Construction/Infrastructure	2,069,054	4,472,601	6,070,473	6,073,000	12,143,473
Intangibles	-	-	25,000	-	25,000
Program Total	5,232,513	9,270,563	11,514,144	11,236,428	22,750,572
Debt service	200,425	200,100	199,700	354,900	554,600
Interfund transfers	857,258	793,900	942,000	987,500	1,929,500
Street Maintenance	$ 6,290,196	$ 10,264,563	$ 12,655,844	$ 12,578,828	$ 25,234,672
Full Time Equivalents	27.44	27.44	27.77	27.77	27.77

[1] The City's new Core Financial system provides the capability for more detailed project tracking. Reporting of construction costs as Street Preservation vs. Curb Ramps is not readily available for the 2015-2017 biennial budget.

Goals for the 2017 – 2019 Biennial Budget

- Each year of the 2017-2019 biennial budget includes infrastructure funding of approximately $6.1 million of which $875,000 is related to accessible ramp replacements and approximately $5.2 million is street preservation related. These investments along with work performed through private development and City capital costs are anticipated to increase the system wide pavement condition index (PCI) by 3 points over the biennium from 70 to 73.
- Work with the City's accessibility division and accessibility advocates to improve sidewalks and accessibility in the City
- Continue coordinated efforts on CIP projects for synergy and efficiency in addressing the street conditions
- Upgrade signage annually to meet the Manual on Uniform Traffic Control Devices (MUTCD) standards
- Implementation and refinement of the Neighborhood Association Speed Radar sign program
- Review and update the Snow and Ice removal plan for increased level of service in winter operations
- Complete implementation of sign and legend asset management into the INFOR asset management system
- Reinstate a targeted curb painting program
- Implement GPS technology for winter operations and sweeping program for gained efficiency, effectiveness, routing, records, and accountability
- Improve sweeping program to gain efficiency and effectiveness
- Implementation and utilization of slurry seal program for lower traffic volume roadways

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Program and utilize the most cost effective street preservation and maintenance treatments to maintain our streets
- Implementation and utilization of slurry seal program for lower traffic volume roadways
- Target grind and inlay or overlay of 45+/- lane miles of arterial and collectors roads annually
- Target the cost effective chip seal and slurry seal treatments of 40+ lane miles of lower volume roads annually
- Construct 350 curb ramps each construction season
- Construct 2,640 linear feet of sidewalk each year
- Sweep the equivalent of 30,000 lane miles of roadway annually
- Continue Deschutes County partnership through the Intergovernmental Agreement for Best Management Practices as well the sharing of equipment, resources and purchasing agreements

Major Accomplishments during the 2015 – 2017 Biennium

- Though the local fuel tax effort was unsuccessful, the City raised awareness and needs of the Street Maintenance program, resulting substantial increases in funding, including one-time funds, for street preservation over the biennium
- Street Maintenance Funding Committee formed and worked with staff and Council to recommend a street preservation target funding of $6M annually
- Programmed, managed, and implemented an increase in funding for street preservation efforts
- Programmed street preservation treatment of 156 lane miles resulting in turning around the deteriorating street conditions trend with an improvement in PCI from 68 to 70
- Overlaid or grind and inlaid 69 lane miles
- Chip Sealed 42 lane miles
- Created and programmed a new Slurry Seal program for 57 lane miles

- Constructed approximately 377 curb ramps across the biennium
- Constructed/repaired over a mile of sidewalk over the biennium
- Repaired over 7,500 potholes
- Proactive winter operations response to the largest winter snowfall in 25 years
- Successful coordination and synergy with CIP projects to benefit the community and streets conditions including Southeast Interceptor (27th St) and Colorado Lift Station (Arizona)
- Coordination and implementation on multi-modal and safety enhancements, such as the buffered bike lane on Wall Street
- Development of Street Pave Back policies for all construction impacts to streets including franchise utility, private development, and City projects, to benefit the street conditions and life of the street
- Assist Code Enforcement in site clean ups eliminating the need for contracted services in some cases, which has generated savings for the Code Enforcement program

Significant Changes from the 2015 – 2017 Biennial Budget

- Increased funding for street maintenance and preservation reflects implementation of Council fiscal policies to dedicate 75% of General Fund Franchise Fees to street maintenance, as well as additional funding authorized at the April 5, 2017 work session. Of the additional $1.6 million of annual funding authorized, $1.25 million is one-time temporary funding and $350,000 is ongoing funding.
- Aging fleet and equipment is causing excessive repairs and maintenance costs. The 2017-2019 biennial budget includes needed equipment replacement, upgrades, and new devices to increase level of service for the community. The majority of the equipment will be funded with long term debt.
- Increase in Street preservation projects requires additional government standards to maintain compliance such as Manual on Uniform Traffic Control Devices (MUTCD), Public Rights of Way Access Board (PROWAG), and American Association of State Highway and Transportation Officials (AASHTO), and therefore impacts other Streets & Operations programs such as accessibility, signing and striping, landscaping, and street maintenance to support street preservation
- Funded FTEs in the above table include the addition of two (2) Street Utility Workers to support the street preservation effort. However, funding for approximately 1.17 FTE has been reallocated to the Landscaping program in order to support increased work in relation to street preservation efforts. Additionally, funding for a vacant .50 FTE Private Development Inspector was included in the 2016-17 budget, but is no longer funded out of the Street & Operations Fund.

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

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

Support Services Program

The Support Services program supports all Streets and Operations programs. The program includes a licensed transportation engineer who studies, plans and implements traffic control devices for Bend's transportation system. Other programmatic examples of Support Services include: upgrading and creating signal timing plans along major signal corridors, the bridge improvement program, traffic signal program, street light utility billing, street maintenance oversight and on-going signal timing and traffic control upgrade projects. In addition, the program works in conjunction with private development dealing with the on-going management and maintenance of lane closures, right of way and revocable permits as well as citizen service requests. Support Services also includes budget development and implementation, purchasing, staffing and work plans, and community outreach.

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 776,043	785,300	1,111,900	1,161,000	$ 2,272,900
Materials and services	661,921	849,665	657,400	657,400	1,314,800
Program Total	1,437,964	1,634,965	1,769,300	1,818,400	3,587,700
Interfund transfers	833,902	812,633	904,800	871,800	1,776,600
Support Services	$ 2,271,866	$ 2,447,598	$ 2,674,100	$ 2,690,200	$ 5,364,300
Full Time Equivalents	8.40	9.40	8.80	8.80	8.80

Goals for the 2017 – 2019 Biennial Budget

- Continue to assess and refine the duties and needs of the support service program in conjunction with the transportation focus and implementation of the UGB
- Support the design, construction, and management of Streets & Operations programs and projects that relieve congestion, improve connectivity, improve safety, and create additional transportation system options for the community
- Provide and maintain an efficient and safe multimodal transportation system for all users, ages and abilities
- Seek cost effective strategies to improve safety and operations
- Maintain adequate service levels, such as responding to initial inquiries within 24-48 hours
- Improve the Customer service request program

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Assess operations and procedures for potential cost effective, efficient process improvements.
- Optimize signal timing on major corridors
- Implement projects as a result of the bridge inventory and bridge condition status, including Archie Briggs Bridge and Portland Avenue Bridge
- Update and revise standard operating procedures for traffic practices in line with goals of City Council and UGB growth plan
- Respond in a timely and professional manner to citizen service requests

Major Accomplishments during the 2015 – 2017 Biennium

- Created and implemented a cost effective slurry seal program for the lower traffic volume roads within the City
- Programmed staff and work schedules through the largest winter storm in 25 years for effective winter operations.
- Documented assets in the right of way with INFOR asset management program.
- Staff support and transition to a new Core Financial System (Tyler Munis)

Significant Changes from the 2015 – 2017 Biennial Budget

- Redefine the Transportation Engineer position and include a Transportation Engineering Associate to support the City transportation improvement needs, UGB implementation and improve the customer service requests program
- The increase in Personnel costs in 2017-18 compared to the 2016-17 estimate reflects the Transportation Engineer and Transportation Engineering Associate vacancies during 2015-2017 of approximately $250,000. Additionally, funding for .60 FTE was reallocated to Cemetery, Garage Services and Utilities.

Landscaping Program

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 318,344	358,600	480,000	501,500	$ 981,500
Materials and services	100,648	128,300	182,360	186,860	369,220
Capital outlay:					
Vehicle/equipment	-	-	50,000	45,000	95,000
Program Total	418,992	486,900	712,360	733,360	1,445,720
Interfund transfers	215,738	209,980	209,460	215,970	425,430
Landscaping	$ 634,730	$ 696,880	$ 921,820	$ 949,330	$ 1,871,150
Full Time Equivalents	3.73	3.73	4.90	4.90	4.90

Goals for the 2017 – 2019 Biennial Budget

- Sustainable funding for the implementation of water conservation efforts to comply with City Water Wise standards
- Sustainable funding to keep pace with the increase in additional right of way areas such as Reed Market and Murphy Road becoming the Streets and Operations responsibility as they come out of warranty, increased equipment and material costs, and additional street preservation efforts.

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Continue to respond in a timely and professional manner to citizen service requests on site clearance and code enforcement compliance
- Continue Deschutes County Sheriff's Department partnership through the Intergovernmental Agreement for Best Management Practices
- Increased utilization of Deschutes County spray program and inmate crews for cost effective landscape service
- Upgrade equipment in 2017-2019 as listed below on subsequent pages

Major Accomplishments during the 2015 – 2017 Biennium

- Increased support to the substantial increase in Street Preservation projects
- Landscaping work to complement Street Preservation capital improvement projects
- Improved partnership with Code Enforcement which provides better communication with residents regarding landscape and vegetation trimming for fire safety, pedestrian safety, and clear site vision needs

Significant Changes from the 2015 – 2017 Biennial Budget

- The increase in FTE assigned to the Landscaping Program compared to the 2015-2017 biennium reflects reallocation of funding of 1.17 positions from the Street Maintenance program. Streets staff were able to absorb the additional landscaping work during 2015-2017, but the additional Street Preservation funding in 2017-2019 necessitates the allocation of additional staff to the landscaping program to perform the landscaping work required for street preservation and maintenance efforts.

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

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

INFRASTRUCTURE
Streets and Operations Fund

PERFORMANCE MEASURES

	ACTUAL 2014-15	ACTUAL 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Lane miles of chip seal	29	27	15	22	31
Lane miles of road paved (overlays or grind/inlays)	16	41	28	49	44
Lane miles of road slurry sealed	0	12	45	18	27
Miles of street cleaned / sweeping	30,000	19,912	30,000	30,000	30,000
Number of self-performed curb ramps constructed	215	177	200	350	350
Lineal Footage of self-performed Sidewalk Constructed	2,640	3,361	2,640	2,640	2,640
Total number of pot holes repaired	1,482	2,597	5,000	3,000	3,300
Total number of pot hole Customer Serivce Requests	201	331	200	340	350
Total number of Department Citizen Service Requests	2,273.0	2,641	4,500	3,000	3,000
Effectiveness Measures:					
Overall street system rating (PCI)	69	68	70	72	73
Efficiency Measures:					
Average cost per lane mile of road repaired (chip seal)	$ 16,772	$ 11,954	$ 15,000	$ 16,000	$ 17,000
Average cost per lane mile of road repaired (slurry seal)	N/A	N/A	$ 20,000	$ 20,000	$ 20,000
Average cost per lane mile of road repaired (overlay)	$ 75,776	$ 96,239	$ 95,134	$ 96,000	$ 97,000

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Sweeper Replacement	$ 360,000	$ -	$ -	$ -	$ -
One (1) Bobcat Utility Vehicle w/ attachments	60,000	-	-	-	-
One (1) Landscape / Wood Chipper	50,000	-	-	-	-
Two (2) Magnesium Chloride Storage Tanks	20,000	-	-	-	-
Three (3) Work Truck replacements	120,000	-	-	-	-
Two (2) Work Truck replacements		80,000			
Two (2) Truck Mounted Plow replacements	30,000	-	-	-	-
Two (2) Mag Tanks	-	20,000	-	-	-
One (1) Sander \ Dump Truck replacement	-	200,000	-	-	-
One (1) Power Wheel Barrow	-	30,000	-	-	-
One (1) Landscape Mower Replacement	-	15,000	-	-	-
One (1) Asphalt Recycler / Portable Hot Mix Plant	85,000	-	-	-	-
One (1) PB Truck Mounted Loader	-	-	300,000	-	-
One (1) Sweeper Replacement	-	-	380,000	-	-
Paint Truck Retrofit Upgrade	-	-	100,000	-	-
One (1) Mini Excavator with Attachments	-	-	-	75,000	-
Two (2) Work Truck Replacement	-	-	-	80,000	-
One (1) Skid Steer	-	-	-	75,000	-
One (1) Loader	-	-	-	-	270,000
Vehicle GPS Fleet Tracking Software	25,000	-	-	-	-
Total	**$ 750,000**	**$ 345,000**	**$ 780,000**	**$ 230,000**	**$ 270,000**

CITY OF BEND

1410 - Streets & Operations Fund Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - Administration & Support Serv	**5,045,213**	**2,271,866**	**2,447,598**	**2,674,100**	**2,690,200**	**5,364,300**
40 - Personnel Services	**1,824,461**	**776,043**	**785,300**	**1,111,900**	**1,161,000**	**2,272,900**
40 - Wages	1,160,690	513,183	507,100	695,900	725,600	1,421,500
41 - Benefits	663,771	262,860	278,200	416,000	435,400	851,400
42 - Materials & Services	**1,529,819**	**661,921**	**849,665**	**657,400**	**657,400**	**1,314,800**
43 - Purchased Services	1,413,785	563,168	788,900	605,000	605,000	1,210,000
44 - Equipment <$5000	16,200	6,319	6,700	10,700	10,700	21,400
45 - ConsumSupplies&Mater	25,000	7,279	8,000	10,300	10,300	20,600
46 - Employee Costs	62,534	27,271	39,615	29,000	29,000	58,000
47 - CommuEducat&Outreach	8,000	2,247	5,000	2,000	2,000	4,000
52 - Other	4,300	55,637	1,450	400	400	800
70 - Transfers Out - OH	**1,569,933**	**781,900**	**788,033**	**884,100**	**850,000**	**1,734,100**
70 - TransferCity-wideOH	1,569,933	781,900	788,033	884,100	850,000	1,734,100
72 - Transfers Out	**121,000**	**52,002**	**24,600**	**20,700**	**21,800**	**42,500**
73 - TransferSpeciPurp	55,000	27,980	-	-	-	-
74 - TransferInterfundChg	66,000	24,022	24,600	20,700	21,800	42,500
5200 - Street Maintenance	**20,105,068**	**6,290,196**	**10,264,563**	**12,655,844**	**12,578,828**	**25,234,672**
40 - Personnel Services	**5,174,479**	**2,352,523**	**2,618,500**	**2,953,900**	**3,092,200**	**6,046,100**
40 - Wages	3,195,278	1,443,977	1,608,100	1,742,700	1,824,300	3,567,000
41 - Benefits	1,979,201	908,546	1,010,400	1,211,200	1,267,900	2,479,100
42 - Materials & Services	**2,561,010**	**779,312**	**1,819,462**	**1,789,771**	**1,771,228**	**3,560,999**
43 - Purchased Services	1,971,631	525,584	1,482,187	1,341,961	1,321,668	2,663,629
44 - Equipment <$5000	72,750	35,910	52,325	52,700	53,900	106,600
45 - ConsumSupplies&Mater	448,415	197,807	250,300	356,400	356,400	712,800
46 - Employee Costs	64,214	19,642	33,650	37,210	37,760	74,970
47 - CommuEducat&Outreach	2,000	-	1,000	1,500	1,500	3,000
52 - Other	2,000	369	-	-	-	-
60 - Capital Outlay	**10,148,829**	**2,100,678**	**4,832,601**	**6,770,473**	**6,373,000**	**13,143,473**
61 - Vehicles & Trucks	18,551	18,548	-	120,000	80,000	200,000
62 - Equipment >$5000	413,077	13,077	360,000	555,000	220,000	775,000
64 - Intangibles	-	-	-	25,000	-	25,000
65 - Infrastructure	9,717,201	2,069,054	4,472,601	6,070,473	6,073,000	12,143,473
72 - Transfers Out	**1,819,750**	**857,258**	**793,900**	**942,000**	**987,500**	**1,929,500**
73 - TransferSpeciPurp	57,350	45,331	-	-	-	-
74 - TransferInterfundChg	1,762,400	811,927	793,900	942,000	987,500	1,929,500
80 - Debt Service	**401,000**	**200,425**	**200,100**	**199,700**	**354,900**	**554,600**
80 - Principal-Long term	355,000	175,000	180,000	185,000	307,900	492,900
81 - Interest-Long term	46,000	25,425	20,100	14,700	47,000	61,700
5300 - Landscaping	**1,485,970**	**634,730**	**696,880**	**921,820**	**949,330**	**1,871,150**
40 - Personnel Services	**713,308**	**318,344**	**358,600**	**480,000**	**501,500**	**981,500**
40 - Wages	448,464	196,039	222,900	279,900	292,500	572,400
41 - Benefits	264,844	122,305	135,700	200,100	209,000	409,100
42 - Materials & Services	**257,962**	**100,648**	**128,300**	**182,360**	**186,860**	**369,220**
43 - Purchased Services	203,200	77,395	104,200	141,100	145,100	286,200
44 - Equipment <$5000	18,500	10,921	9,000	16,000	16,500	32,500
45 - ConsumSupplies&Mater	20,000	8,288	8,000	14,000	14,000	28,000
46 - Employee Costs	16,262	4,043	7,100	11,260	11,260	22,520
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**-**	**-**	**-**	**50,000**	**45,000**	**95,000**
62 - Equipment >$5000	-	-	-	50,000	45,000	95,000
72 - Transfers Out	**514,700**	**215,738**	**209,980**	**209,460**	**215,970**	**425,430**
74 - TransferInterfundChg	514,700	215,738	209,980	209,460	215,970	425,430
0000 - No Division	**336,852**	**-**	**-**	**3,350,960**	**(2,808,158)**	**542,802**
91 - Contingency	**336,852**	**-**	**-**	**3,350,960**	**(2,808,158)**	**542,802**
91 - Contingency	336,852	-	-	3,350,960	(2,808,158)	542,802
Grand Total	**26,973,103**	**9,196,792**	**13,409,041**	**19,602,724**	**13,410,200**	**33,012,924**

CITY OF BEND

1410 - Streets & Operations Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(26,973,103)**	**(15,800,495)**	**(18,473,228)**	**(19,602,724)**	**(13,410,200)**	**(33,012,924)**
30 - BeginWorkingCapital	(3,160,100)	(3,160,081)	(6,603,703)	(5,064,187)	-	(5,064,187)
31 - Taxes	(1,111,100)	(714,368)	(778,200)	(1,090,700)	(1,103,400)	(2,194,100)
32 - Licenses & Permits	(297,100)	(40,112)	-	-	-	-
33 - Intergovernmental	(10,691,900)	(5,459,781)	(5,587,045)	(5,578,437)	(5,601,800)	(11,180,237)
36 - MiscellaneousRevenue	(72,300)	(79,310)	(108,280)	(95,100)	(77,500)	(172,600)
37 - Proceeds From Debt	-	-	-	(1,273,800)	-	(1,273,800)
38 - Transfers	(11,640,603)	(6,346,843)	(5,396,000)	(6,500,500)	(6,627,500)	(13,128,000)
40 - Personnel Services	**7,712,248**	**3,446,910**	**3,762,400**	**4,545,800**	**4,754,700**	**9,300,500**
40 - Wages	4,804,432	2,153,199	2,338,100	2,718,500	2,842,400	5,560,900
41 - Benefits	2,907,816	1,293,712	1,424,300	1,827,300	1,912,300	3,739,600
42 - Materials & Services	**4,348,791**	**1,541,880**	**2,797,427**	**2,629,531**	**2,615,488**	**5,245,019**
43 - Purchased Services	3,588,616	1,166,147	2,375,287	2,088,061	2,071,768	4,159,829
44 - Equipment <$5000	107,450	53,151	68,025	79,400	81,100	160,500
45 - ConsumSupplies&Mater	493,415	213,375	266,300	380,700	380,700	761,400
46 - Employee Costs	143,010	50,955	80,365	77,470	78,020	155,490
47 - CommuEducat&Outreach	10,000	2,247	6,000	3,500	3,500	7,000
52 - Other	6,300	56,006	1,450	400	400	800
60 - Capital Outlay	**10,148,829**	**2,100,678**	**4,832,601**	**6,820,473**	**6,418,000**	**13,238,473**
61 - Vehicles & Trucks	18,551	18,548	-	120,000	80,000	200,000
62 - Equipment >$5000	413,077	13,077	360,000	605,000	265,000	870,000
64 - Intangibles	-	-	-	25,000	-	25,000
65 - Infrastructure	9,717,201	2,069,054	4,472,601	6,070,473	6,073,000	12,143,473
70 - Transfers Out - OH	**1,569,933**	**781,900**	**788,033**	**884,100**	**850,000**	**1,734,100**
70 - TransferCity-wideOH	1,569,933	781,900	788,033	884,100	850,000	1,734,100
72 - Transfers Out	**2,455,450**	**1,124,998**	**1,028,480**	**1,172,160**	**1,225,270**	**2,397,430**
73 - TransferSpeciPurp	112,350	73,311	-	-	-	-
74 - TransferInterfundChg	2,343,100	1,051,687	1,028,480	1,172,160	1,225,270	2,397,430
80 - Debt Service	**401,000**	**200,425**	**200,100**	**199,700**	**354,900**	**554,600**
80 - Principal-Long term	355,000	175,000	180,000	185,000	307,900	492,900
81 - Interest-Long term	46,000	25,425	20,100	14,700	47,000	61,700
91 - Contingency	**336,852**	**-**	**-**	**3,350,960**	**(2,808,158)**	**542,802**
91 - Contingency	336,852	-	-	3,350,960	(2,808,158)	542,802
Grand Total	**-**	**(6,603,703)**	**(5,064,187)**	**-**	**-**	**-**

Pavement Management Program Budget Options Report

CAPS
Capitol Asset & Pavement Services

April, 2017

City of Bend

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Executive Summary

Capitol Asset & Pavement Services, Inc. was contracted by the City of Bend Public Works to perform visual inspections of all of the paved streets maintained by the City of Bend (City). These inspections have been performed over the last three years. In that time, all 405.77 centerline miles (837.8 lane miles) of paved streets maintained by the City were evaluated in accordance with Metropolitan Transportation Commission (MTC) standards and the Streetsaver Online 9.0 database was updated with the inspection data. Inspections were completed in October, 2016.

The maintenance decision tree treatments and costs were reviewed and updated to reflect current pavement maintenance treatment prices. A budgetary needs analysis was performed based on the updated inspections and treatment costs and four budget scenarios were evaluated to compare the effects of various funding levels.

The City's street network consists of 405.77 centerline miles (837.8 lane miles) of paved streets, as well as 6.4 centerline miles (11.7 lane miles) of gravel streets. A detailed visual inspection of the City's streets resulted in a calculated average PCI of 70. Using a 0-100 PCI scale, with 100 being the most favorable, a rating of 70 places the City's street network in the 'Good' condition category.

Four scenarios were analyzed for various street maintenance funding levels. The budgets include preventative maintenance and rehabilitation work for existing paved street surfaces. The City's current strategy of street maintenance, along with current prices for the treatments, is represented in the Streetsaver decision tree matrix. This matrix defines what treatments need to be applied to streets in varying PCI conditions. Utilizing this decision matrix, it was determined that the City will need to spend $91.0 million over the next five years to bring the street network into 'optimal' condition, or an overall street network PCI of 80. At this level, the City should be able to maintain the street network in the future with primarily cost-effective preventative maintenance treatments (crack seals and surface seals). Comparing this with the current funding level of $21.5 million over the next five years shows that the average network PCI increases by two points, to 72 by 2021. Scenarios were also run to determine the funding level required to increase the overall average PCI to 75 over the next five years, as well as the effect of increasing the street maintenance funding level to $6M per year. Scenario analyses show that at current funding levels, the overall street condition should continue to improve. Table 1 summarizes the findings of the Scenarios.

Table 1 – Summary of outcome of different funding levels (Scenarios)

Average yearly budget	$18.20 million (1-Unconstrained)	$4.30 million (2-Current Funding)	$8.00 million (3-Increase PCI to 75)	$6.00 million (4-$6M per year)
Total budget for 5 years	$91.0 million	$21.5 million	$40.0 million	$30.0 million
Current PCI	70	70	70	70
Current % in 'Good' condition	60.3%	60.3%	60.3%	60.3%
PCI after 5 years (change)	80 (+10)	72 (+2)	75 (+5)	73 (+3)
Backlog after 5 years	$0	$74.0 million	$55.6 million	$65.9 million
% 'Good' in 5 years	85.9%	77.6%	79.7%	78.5%
% 'Fair' in 5 years	13.2%	13.2%	13.1%	13.2%
% 'Poor' in 5 years	1.0%	1.2%	1.0%	1.0%
% 'Very Poor' in 5 years	0.0%	8.0%	6.3%	7.3%

Purpose

This report is intended to assist the City of Bend with identifying street maintenance priorities specific to the City.

The report examines the overall condition of the street network and highlights the impacts of various funding levels on the network pavement condition and deferred maintenance funding shortfalls. The Metropolitan Transportation Commission, MTC, Streetsaver Pavement Management Program (PMP) was used for this evaluation. The intent of this program is to develop a maintenance strategy that will improve the overall condition of the street network to an optimal Pavement Condition Index (PCI) in the low to mid 80's and also to maintain it at that level.

The MTC Streetsaver program maximizes the cost-effectiveness of the maintenance treatment plan by recommending a multi-year street maintenance and rehabilitation plan based on the most cost-effective repairs available. A comprehensive preventative maintenance program is a critical component of this plan, as these treatments extend the life of good pavements at a much lower cost than rehabilitation overlay or reconstruction treatments. To this end, various 'what-if' analyses (scenarios) were conducted to determine the most cost-effective plan for maintaining the City's street network over five years and at various funding levels.

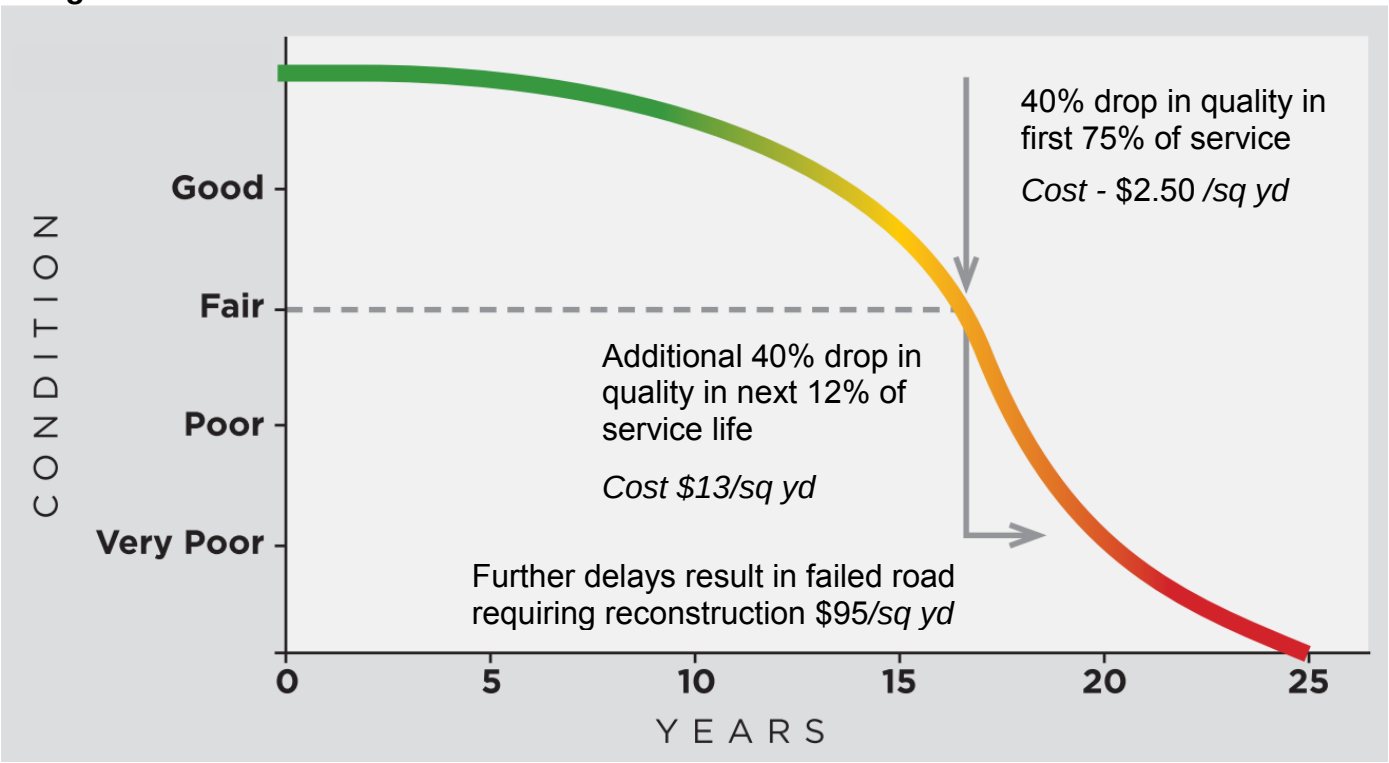
Pavement Management Strategy

Pavement Management is a set of tools and philosophies designed to manage the maintenance activities of asphalt concrete and Portland concrete pavements. A Pavement Management System consists of a module to keep track of existing and historical pavement condition data and a decision making process to help choose the most cost-effective maintenance strategies and which streets to treat when.

Conventional wisdom of most public works and street department agencies has been to treat streets in a "worst-first" philosophy. Under this "worst-first" policy, streets are allowed to deteriorate to a nearly failed condition before any rehabilitation (such as overlays or reconstructions), are applied. This can also be called the "don't fix if it isn't broke" mentality.

Pavement management systems are designed with a more cost-effective, "best-first" approach. The reasoning behind this philosophy, is that it is better to treat streets with lower-cost, preventative maintenance treatments, such as slurry seals, chip seals, and crack seals, and extend their life cycle before the street condition deteriorates to a state where it requires more costly rehabilitation and reconstruction treatments. Generally, paved streets spend about three-quarters of their life-cycle in fair to good condition, where the street shows little sign of deterioration and has a high service level. After this time, the street condition begins to deteriorate at a rapid rate and, if not maintained properly, will soon reach a condition where it will require costly overlays and reconstructions. If treated with a surface seal and other preventative measures, the street condition will remain at a good level for a longer period of time. Figure 1 shows a typical condition deterioration curve for a street.

Figure 1 – Street Condition over time



Existing Pavement Condition

The City is responsible for the repair and maintenance of 405.77 centerline miles (837.8 lane miles) of paved streets, as well as 6.4 centerline miles (11.7 lane miles) of gravel streets. The City's street network replacement value is estimated at $792.4 million.[1] This asset valuation assumes replacement of the entire street network in present day dollars (street base and surface only, not curbs or sidewalk). This represents a significant asset for City officials to manage.

The average overall network Pavement Condition Index (PCI) of the City's street network is 70, which indicates that the street network is in 'Good' condition. The PCI is a measurement of pavement condition that ranges from 0 to 100. A newly constructed or overlaid street would have a PCI of 100, while a failed street (requiring complete reconstruction) would have a PCI under 25. Appendix B contains a report detailing the PCI information for each street.

Table 2 details the network statistics and pavement condition by functional class.

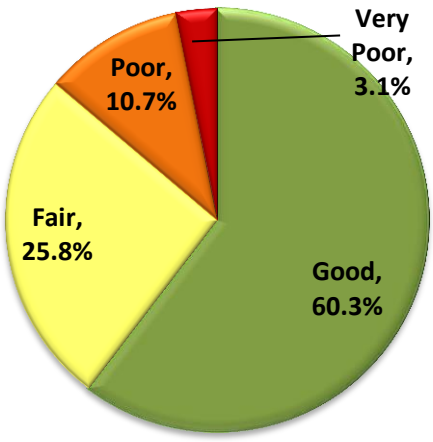
Table 2 – Street Network Statistics and Average PCI by Functional Class

Functional Class	# of Sections	Centerline Miles	Lane Miles	Percent of Paved Network	Average PCI
Arterial	615	67.53	158.84	20.7%	78
Collector	372	34.53	71.47	8.8%	74
Residential	4030	303.71	607.47	70.7%	67
Paved Totals	5017	405.77	837.78		70
Gravel	86	6.4	11.7	n/a	n/a

Table 3 and Figure 2 details the percentage of the street network area by each PCI range or condition category.

Table 3 and Figure 2 – Percent Network Area by Functional Class and Condition

Condition Class	PCI Range	Arterial	Collector	Residential	Total
Good (I)	70-100	15.6%	5.8%	38.9%	60.3%
Fair (II/III)	50-70	3.7%	1.8%	20.3%	25.8%
Poor (IV)	25-50	1.3%	0.8%	8.7%	10.7%
Very Poor (V)	0-25	0.1%	0.2%	2.8%	3.1%
Totals		20.7%	8.8%	70.7%	



[1] Replacement value is calculated as the current cost to reconstruct each street in the network , based on the values in the Streetsaver decision tree. This does not include sidewalks or curb.

Present Cost to Repair the Street Network

The MTC Pavement Management Program (PMP) is designed to achieve an optimal network PCI somewhere between the low and mid 80's, which is in the middle of the good condition category. In other words, the system will recommend maintenance treatments in an attempt to bring all of the streets in the City to a 'Good' condition, with the majority of the streets falling in the low to mid 80's PCI range. Streets will remain in the 'Good' condition category for a longer period of time if relatively inexpensive preventive maintenance treatments are used. Once the PCI falls below 70, more expensive rehabilitation treatments will be needed.

The Budget Needs module of the PMP estimates a necessary funding level for the City's pavement preservation and rehabilitation program of $91.0 million[2] over the next five-year period (2017–2021) in order to improve and maintain the street network PCI at an optimal level in the lower to mid 80's. Of this total, approximately $39.3 million is needed in the first year alone. The five-year cost of $91.0 million exceeds the City's planned five-year funding level of $21.50 million by approximately $69.50 million.

As mentioned earlier, the average PCI for the City's streets is 70, which is in the 'Good' condition category. Why then, does it cost so much to repair the City's streets, and why bother improving them?

First, the cost to repair and maintain a pavement depends on its current PCI. In the 'Good' category, it costs very little to apply preventive maintenance treatments such as crack and surface seals (slurry seal or chip seal), which can extend the life of a pavement by correcting minor faults and reducing further deterioration. Minor treatments are applied before pavement deterioration has become severe and usually costs less than $2.50 per square yard[3]. 60.3% of the City's street network would benefit from these relatively inexpensive, life-extending treatments.

25.8% of the City's street network falls into the 'Fair' condition category. Pavements in this range show some form of distress caused by traffic load related activity or environmental distress that requires more than a life-extending treatment. At this point, a well-designed pavement will have served at least 75 percent of its life, with the quality of the pavement dropping approximately 40 percent. The street surface may require a chip seal application with pre-level, thin asphalt overlay, or grind and inlay (2 inch). These treatments typically range in cost from $6.00 to $13.20 /sq. yd.

10.7% of the City's street network falls into the 'Poor' condition category. These pavements are near the end of their service lives, and often exhibit major forms of distress such as potholes, extensive cracking, etc. At this stage, a street usually requires a thin overlay (1.5") with digouts, or grind and inlay, depending on functional class. These treatments range in cost from $12 to $16/sq yd.

3.1% of the City's street network falls into the 'Very Poor' condition category. Streets in the 'Very Poor' condition category indicate that the street has failed. These pavements are at the end of their service lives and have major distresses, often indicating the failure of the sub base. Streets at this

[2] Treatment costs are based on this year's average costs per square yard, with future years including a 3% inflation adjustment per year after 2017.
[3] For detailed treatments and costs used in analysis for this report, see appendix C – Decision Tree report

stage require major rehabilitation, usually the complete reconstruction of the street surface. Estimated costs to reconstruct the street surface are $95 /sq yd.

One of the key elements of a pavement repair strategy is to keep streets that are in the 'Good' or 'Fair' categories from deteriorating. This is particularly true for streets in the 'Fair' range, because they are at the point where pavement deterioration accelerates if left untreated. However, the deterioration rate for pavements in the 'Poor' to 'Very Poor' range is relatively flat and the condition of these streets will not decline significantly if repairs are delayed. As more 'Good' streets deteriorate into the 'Fair', 'Poor', and 'Very Poor' categories, the cost of deferred maintenance will continue to increase. The cost of the deferred maintenance backlog will stop increasing only when enough funds are provided to prevent streets from deteriorating into a worse condition category, or the whole network falls into the 'Very Poor' category (i.e. cannot deteriorate any further). The deferred maintenance backlog refers to the dollar amount of maintenance and rehabilitation work that should have been completed to maintain the street in 'Good' condition, but had to be deferred due to funding deficiencies for preventative maintenance and/or pavement rehabilitation programs. The actual repairs that are being deferred are often referred to as a "backlog."

Future Expenditures for Pavement Maintenance

Assuming projected funding is allocated for pavement maintenance; we anticipate that the City will spend $21.5 million on pavement maintenance rehabilitation during the next five years (2017-2021) as detailed on Table 4.

Table 4. Projected Pavement Budget for 2017 to 2021

2017	2018	2019	2020	2021	Total
$4,300,000	$4,300,000	$4,300,000	$4,300,000	$4,300,000	**$21,500,000**

Budget Needs

Based on the principle that it costs less to maintain streets in good condition than bad, the MTC PMP strives to develop a maintenance strategy that will first improve the overall condition of the network to an optimal PCI somewhere between the low and mid 80's, and then sustain it at that level. The average PCI for the City is 70, which is in the 'Good' condition category. Current funding strategies demonstrate there is a $35.0 million deferred maintenance backlog[4] in the first year of the scenario. If these issues are not addressed, the quality of the street network will inevitably decline. In order to correct these deficiencies, cost-effective funding and street maintenance strategies must be implemented.

The first step in developing a cost-effective maintenance and rehabilitation strategy is to determine, assuming unlimited revenues, the maintenance "needs" of the City's street network. Using the PMP budget needs module; street maintenance needs are estimated at $91.0 million over the next five years. If the City follows the strategy recommended by the program, the average network PCI will increase to 80. If, however, current pavement maintenance funding is exhausted and little or no maintenance is applied over the next five years, already distressed streets will continue to deteriorate, and the network PCI will drop to 62. The results of the budget needs analysis are summarized in Table 5.[5]

[4] Definition of deferred maintenance backlog can be found in Appendix A

[5] Actual program outputs are included in Appendixes B through F

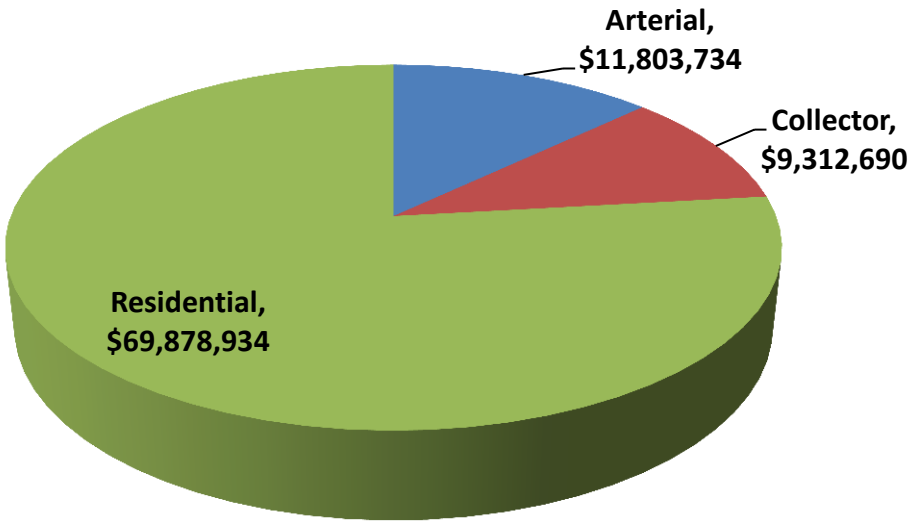
Table 5. Summary of Results from Needs Analysis

Fiscal Years	2017	2018	2019	2020	2021	Total
PCI with Treatment	79	79	79	79	80	---
PCI, no Treatment	69	67	65	64	62	---
Budget Needs Total	$39,299,452	$12,824,071	$10,607,146	$14,951,674	$13,313,015	**$90,995,358**
Rehabilitation Portion	$32,764,530	$12,603,911	$10,138,942	$14,062,112	$12,149,441	**$81,718,936**
Preventative Maintenance Portion	$6,534,922	$220,160	$468,204	$889,562	$1,163,574	**$9,276,422**

Table 5 shows the level of expenditure required to raise the City's pavement condition to an optimal network PCI of 80 and eliminate the current maintenance and rehabilitation backlog. The results of the budget needs analysis represent the ideal funding strategy recommended by the MTC PMP. Of the $91.0 million in maintenance and rehabilitation needs shown, approximately $9.3 million or 10.2% is earmarked for preventive maintenance or life-extending treatments, while $81.7 million or 89.8% is allocated for the more costly rehabilitation and reconstruction treatments.

Figure 4 is based on the budget needs predictive module. The pavement management program is recommending a funding level of $91.0 million over a five-year period. Figure 4 illustrates the funding distribution by street functional classification.

Figure 4. Budget Needs Funding Distribution by Functional Classification



Budget Scenarios

Having determined the maintenance and rehabilitation needs of the City's street network, the next step in developing a cost-effective maintenance and rehabilitation strategy is to conduct 'what-if' analyses. Using the PMP budget scenarios module, the impact of various budget scenarios can be evaluated. The program projects the effects of the different scenarios on pavement condition PCI and deferred maintenance (backlog). By examining the effects on these indicators, the advantages and disadvantages of different funding levels and maintenance strategies become clear. For the purpose of this report, the following scenarios were run for five (5)-year periods (2017-2021). The results are summarized in Table 6.

1. *Unconstrained (zero "deferred maintenance")* — The annual amounts, as identified in the budget needs analysis totaling $91.0 million, were input into the scenarios module. This scenario shows the effects of implementing the ideal investment strategy (as recommended by the MTC PMP Needs module).
2. *Current Investment Level* — An annual budget of $4.30 million was evaluated over five years, for a total of $21.5 million, to determine the effects of continuing pavement maintenance at the current budget level. The overall network PCI increases by two points, to 72, under this funding level.
3. *Increase PCI to* 75 — An annual funding level of $8.00 million per year, for a five year total of $40.0 million, should increase the overall PCI to 75 over the duration of the five-year analysis period.
4. *$6 million per year* — An annual funding level of $6.00 million per year was analyzed to determine the effects of ceasing all funding for street maintenance treatments. This would cause the overall network PCI to improve by three points over the next 5 years.

Table 6. Scenario Summary

Scenario Name	5 Year Budget	2021 PCI *(change)*	2021 Deferred Maintenance	2021 % Good	2021 % Very Poor
1 – Unconstrained	$91.0 million	80 *(+10)*	$0	85.9%	0.0%
2 – Current Investment	$21.5 million	72 *(+2)*	$74.0 million	77.6%	8.0%
3 – Increase PCI to 75	$40.0 million	75 *(+5)*	$55.6 million	79.7%	6.3%
4 – $6 million per year	$30.0 million	73 *(+3)*	$65.9 million	78.5%	7.3%

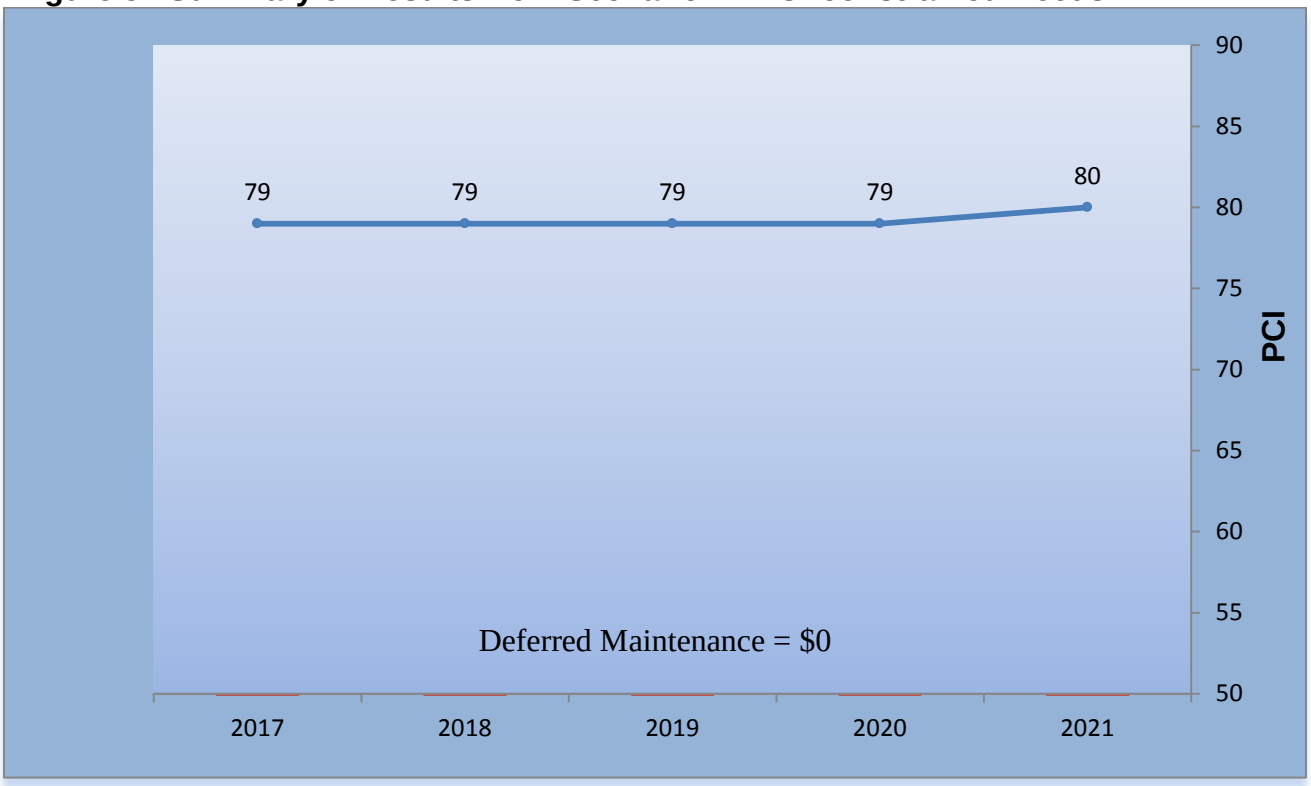
Scenario 1 — Unconstrained Needs *(zero deferred maintenance)*

This scenario shows the effects of implementing the ideal investment strategy (as recommended by the MTC PMP needs module). Because it is more cost-effective to eliminate the deferred maintenance backlog as quickly as possible, the bulk of the deferred maintenance needs are addressed in the first year of the five-year program, raising the overall average network PCI to 79. The PCI continues to increase over the entire time period, reaching 80 by 2021. By 2021, 85.9% of the network improves into the 'Good' condition category, a significant increase from the current level of 60.3% in 'Good' condition. These results are shown in both Table 7 and Figure 5.

Table 7. Summary of Results from Scenario 1 — Unconstrained Needs

	2017	2018	2019	2020	2021	Total
Budget Total	$39,299,452	$12,824,071	$10,607,146	$14,951,674	$13,313,015	**$90,995,358**
Rehabilitation budget	$32,764,530	$12,603,911	$10,138,942	$14,062,112	$12,149,441	**$81,718,936**
Preventative Maintenance budget	$6,534,922	$220,160	$468,204	$889,562	$1,163,574	**$9,276,422**
Deferred Maintenance	$0	$0	$0	$0	$0	---
PCI	79	79	79	79	80	

Figure 5. Summary of Results from Scenario 1 — Unconstrained Needs



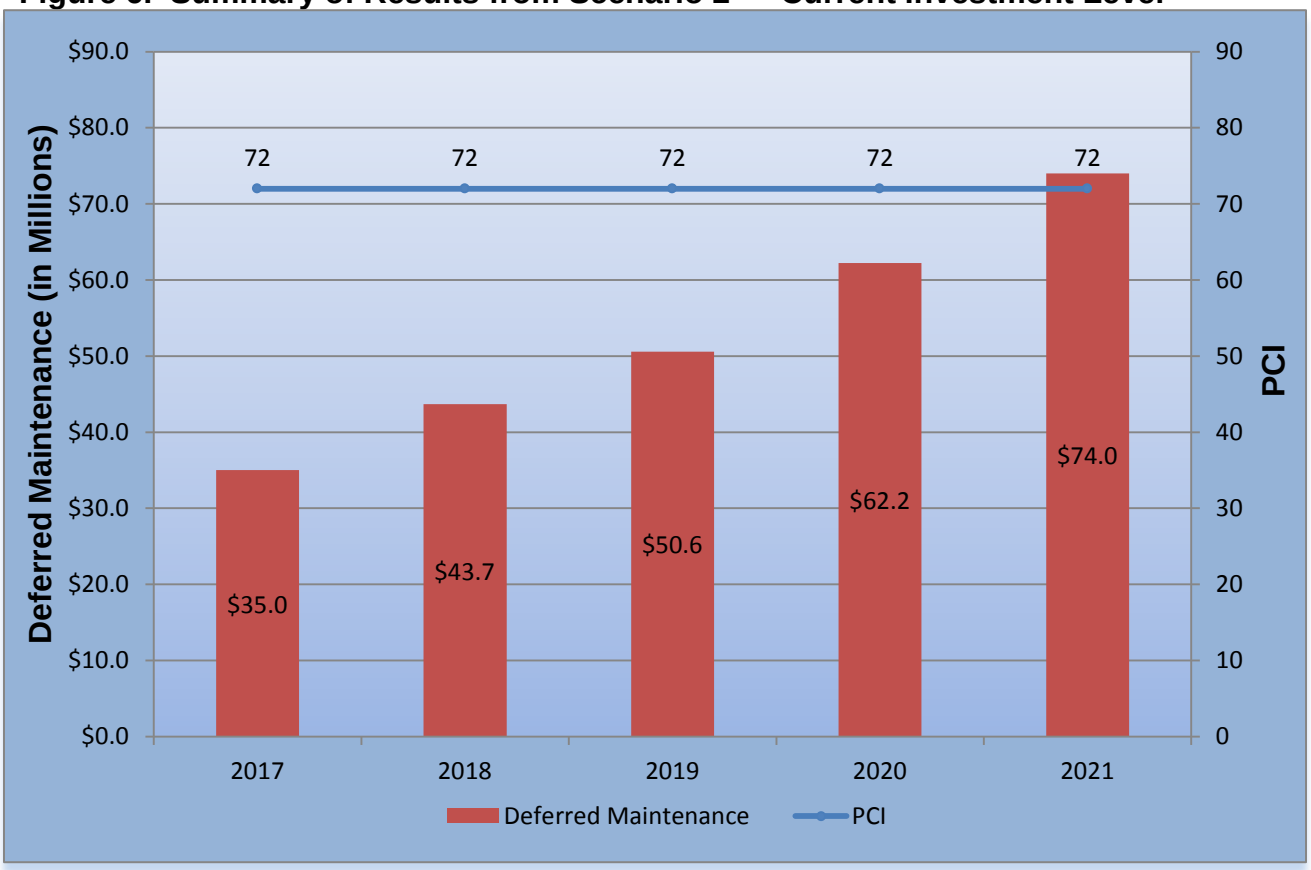
Scenario 2 — Current Investment Level

This scenario shows the effects of the City's current budget for street maintenance of $21.5 million over five years. Under this scenario, the overall network PCI increases by two points, from 70 currently, to 72 by 2021. Under this investment level, the deferred maintenance backlog increases from $35.0 million in 2017, to $74.0 million in 2021. The percentage of roads in 'Very Poor' condition increases to 8.0% from the current level of 3.1%. The percentage of the street network in 'Good' condition increases, from 60.3% currently, to 77.6% in 2021. Results are illustrated in Table 8 and Figure 6.

Table 8. Summary of Results from Scenario 2 — Current Investment Level

	2017	2018	2019	2020	2021	Total
Budget Total	$4,300,000	$4,300,000	$4,300,000	$4,300,000	$4,300,000	**$21,500,000**
Rehabilitation budget	$3,440,059	$3,439,957	$3,439,922	$3,439,587	$3,437,282	**$17,196,807**
Preventative Maintenance budget	$860,051	$860,204	$860,325	$860,514	$863,021	**$4,304,115**
Deferred Maintenance	$34,998,571	$43,663,138	$50,590,629	$62,224,853	$74,022,320	---
PCI	72	72	72	72	72	

Figure 6. Summary of Results from Scenario 2 — Current Investment Level



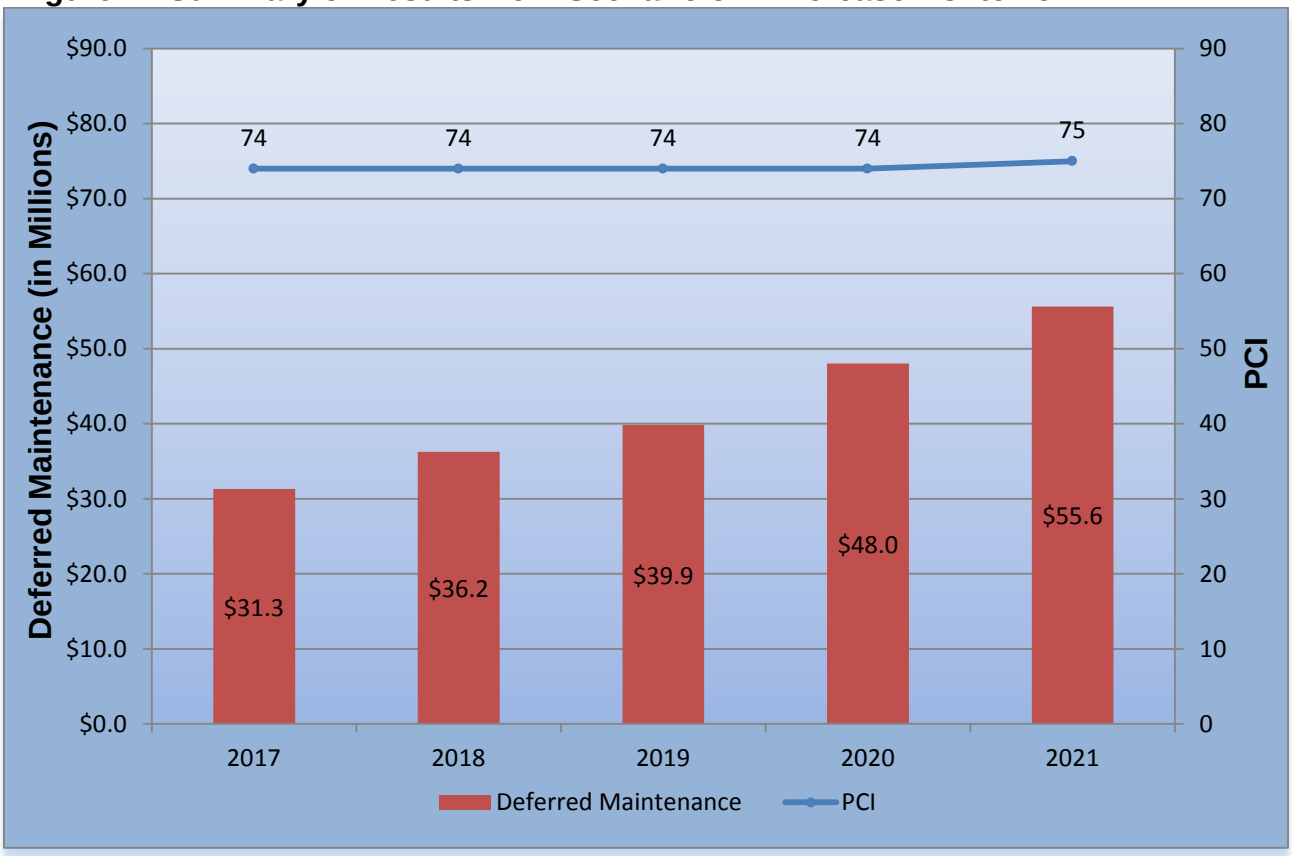
Scenario 3 — Increase PCI to 75

This scenario analyzes the funding level that would be required to increase the overall network PCI to 75 over the next five years. An annual investment level of $8.00 million, for a total of $40.0 million over five years, would be needed. Under this scenario, the PCI increases by five points, to 75 by 2021. At this funding level the deferred maintenance backlog increases from $31.3 million in 2017, to $55.6 million by 2021. The percentage of the street network in the 'Good' condition category increases to 79.7% in 2021, from the current level of 60.3%. The percentage of roads in 'Very Poor' condition increases to 6.3% from the current level of 3.1%. These results are illustrated in Table 9 and Figure 7.

Table 9. Summary of Results, Scenario 3 — Increase PCI to 75

	2017	2018	2019	2020	2021	Total
Budget Total	$8,000,000	$8,000,000	$8,000,000	$8,000,000	$8,000,000	**$40,000,000**
Rehabilitation budget	$6,400,050	$6,398,236	$6,398,574	$6,389,419	$6,397,151	**$31,983,430**
Preventative Maintenance budget	$1,600,257	$1,601,950	$1,601,813	$1,610,732	$1,603,517	**$8,018,269**
Deferred Maintenance	$31,298,508	$36,245,815	$39,854,712	$48,027,088	$55,606,489	---
PCI	74	74	74	74	75	

Figure 7. Summary of Results from Scenario 3 — Increase PCI to 75



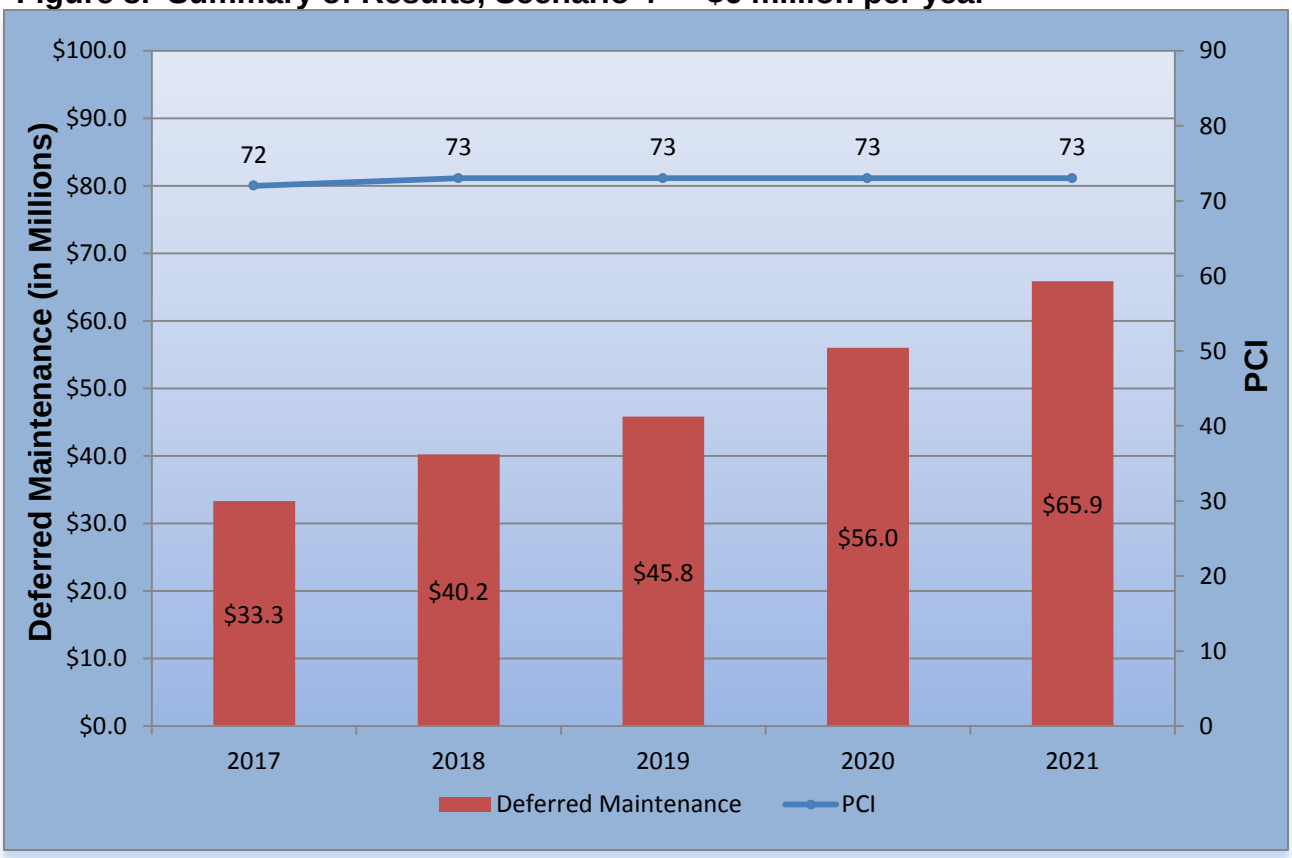
Scenario 4 — $6 million per year

This scenario analyzes the effects on the street network condition with zero funding over the next five years. Under this scenario the PCI increases by three points, from the current level of 70, to 73 in 2021. At this funding level the deferred maintenance backlog increases from $33.3 million in 2017, to $65.9 million in 2021. The percentage of the street network in the 'Good' condition category increases to 78.5% in 2021, from the current level of 60.3%. The percentage of roads in 'Very Poor' condition increases to 7.3% from the current level of 3.1%. These results are illustrated in Table 10 and Figure 8.

Table 10. Summary of Results, Scenario 4 — $6 million per year

	2017	2018	2019	2020	2021	Total
Budget Total	$6,000,000	$6,000,000	$6,000,000	$6,000,000	$6,000,000	**$30,000,000**
Rehabilitation budget	$4,799,909	$4,799,890	$4,796,833	$4,796,780	$4,795,370	**$23,988,782**
Preventative Maintenance budget	$1,200,369	$1,200,514	$1,203,513	$1,203,488	$1,205,104	**$6,012,988**
Deferred Maintenance	$33,298,454	$40,220,547	$45,833,194	$56,033,428	$65,870,547	---
PCI	72	73	73	73	73	

Figure 8. Summary of Results, Scenario 4 — $6 million per year



A comparison of the four scenarios is summarized in Figures 9 and 10. Figure 9 depicts the deferred maintenance costs as they relate to PCI for the four scenarios evaluated. Figure 10 depicts the percent of the street network in the various condition categories for the four scenarios evaluated.

Figure 9 - Deferred Maintenance and PCI of Scenarios 1-4

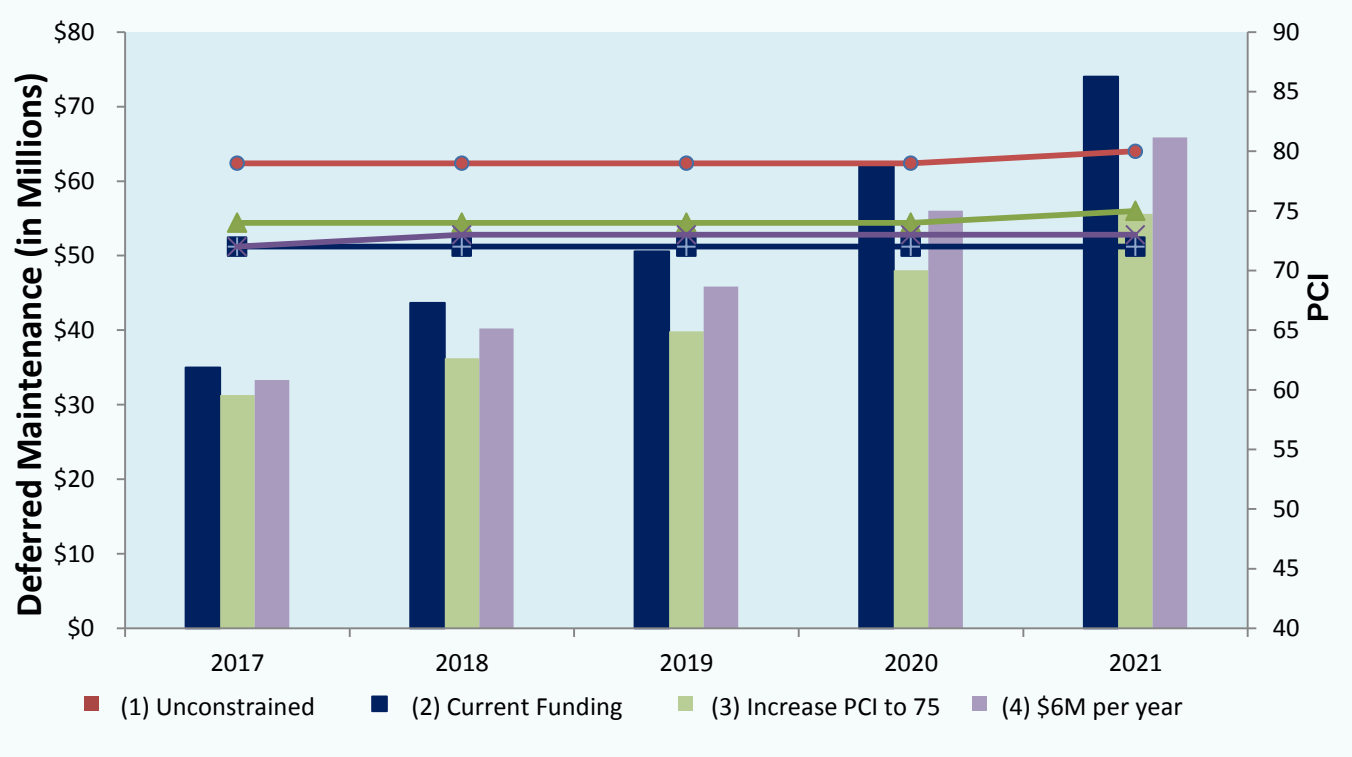
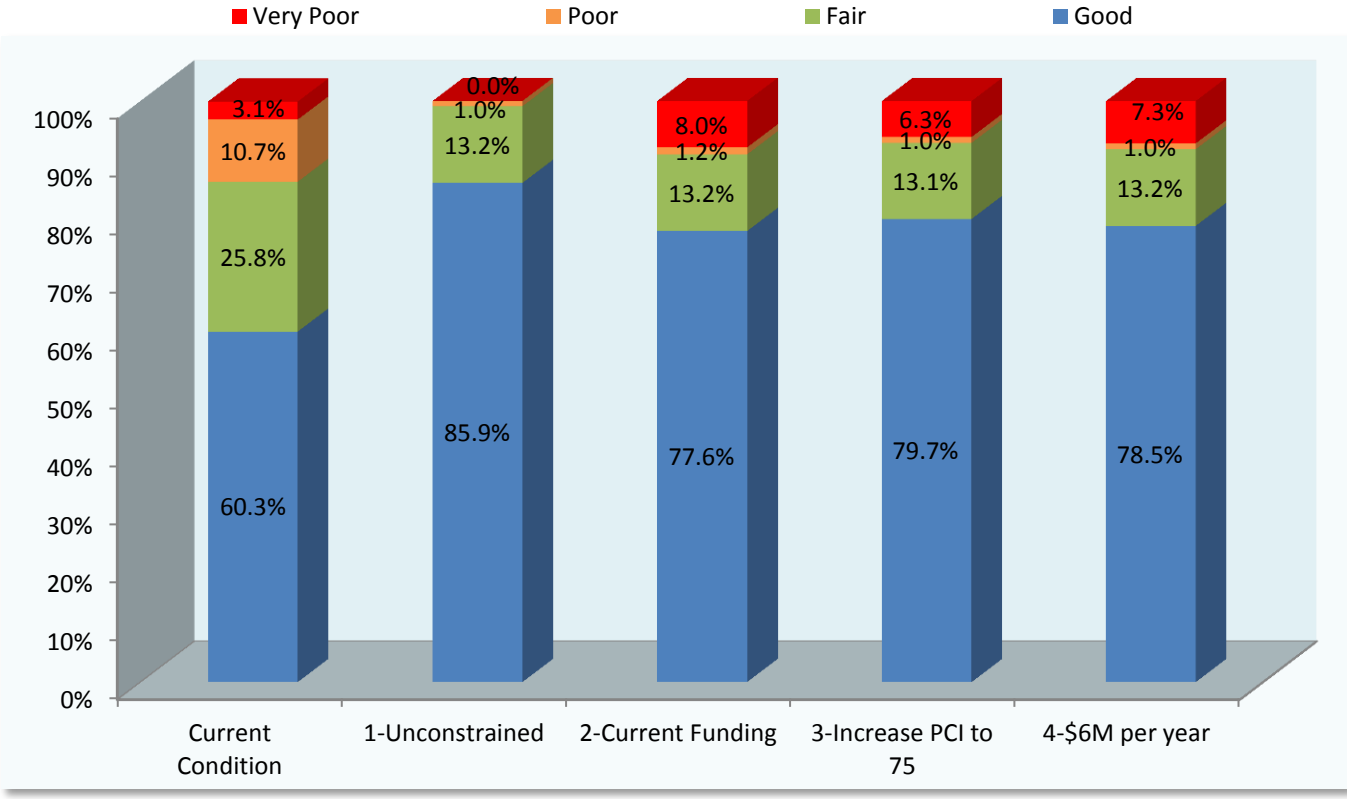


Figure 10 – Pavement Condition Category Percentages in 2021 – Scenarios 1-4



Recommendations

Of the various maintenance and funding options considered, the *ideal* strategy for the City is presented in Scenario 1, with a five-year expenditure total of $91.0 million. Not only does this surface management plan improve the network to an optimal level of 80, it also eliminates the entire deferred maintenance backlog in the first year. As examined scenarios deviate from this strategy, the cost to the City will increase in the long term. However, the amount of funds in the first year of expenditure, approximately $39.3 million, may make this strategy unrealistic for the City. This scenario can, however, be used as a base line for comparing other scenarios.

The current five-year funding level totaling $21.5 million (Scenario 2) will result in the current network PCI of 70 increasing by two points, to an average network PCI of 72 over the course of five years. The deferred maintenance price tag will continue increase, however, from $35.0 million in 2017, to $74.0 million in 2021. By following this strategy through 2021, 77.6% of the City's street will be in the 'Good' condition category, an increase from the current level of 60.3% in 'Good' condition. At the City's current funding level, the street network condition should improve over the foreseeable future.

As demonstrated in the different scenarios, the City needs to invest a significant amount of money on expensive rehabilitation and reconstruction projects. This will reduce the deferred maintenance backlog, increase the network PCI, and allow money to be spent for less capital-intensive treatments such as slurry seals, crack sealing, and thin overlays in the future.

The PMP Budget Needs Module recommends $75.83 million for streets in 'Poor' to 'Very Poor' condition over the next five years. Because these categories require extensive rehabilitation and reconstruction work, the work will consume approximately 83.3% of the planned costs, as estimated by the PMP. This places the City in a challenging position of trying to avoid increasing future street rehabilitation costs, coupled with the risk of a substantial increase in an already significant five year shortfall projection. Currently, 3.1% of the street network is in 'Very Poor' condition. However, this is likely to increase to 8.0% in five years if current funding levels continue. This conclusion is noteworthy to the City Council. Unless funding is allocated to support an increase in the City's street rehabilitation program, the City may lose the opportunity to utilize lower cost preventative maintenance and light overlay treatment options.

Preparation of a budget options report is just one step in using the MTC PMP to build an effective street maintenance program. Recommendations for further steps are:

- Link major street repairs with utility maintenance schedules to prevent damage to newly paved street surfaces.

- Obtain detailed subsurface information on selected sections before major rehabilitation projects are contracted. Costs for large rehabilitation projects are extremely variable and estimates can sometimes be reduced following project-level engineering analysis. It is possible that only a portion of a street recommended for reconstruction actually requires such heavy-duty repair.

- Evaluate the specific treatments and costs recommended by the PMP, and modify them to reflect the actual repairs and unit costs that are expected to be used.

- Test other budget options with varying revenues and preventive maintenance and rehabilitation splits.

In addition to performing cyclic pavement condition inspections, unit cost information for the applications of various maintenance and rehabilitation treatments should be updated annually in the PMP 'Decision Tree Module'. If this data is not kept current, the City runs the risk of understating actual funding requirements to adequately maintain the street network. A pavement inspection cycle that would allow for the inspection of streets every three years is recommended.

The City has completed the foundation work necessary to execute a successful pavement management plan. The street system is in 'Good' condition, and the PCI has increased in recent years due to increased maintenance funding. At the current investment level, the overall street condition should continue to improve, though the deferred maintenance backlog will likely increase as more streets fall into 'Very Poor' condition. To reduce the deferred maintenance backlog, additional revenues and support from various decision-making bodies are required.

As more 'Fair' streets deteriorate into the 'Poor' and 'Very Poor' categories, the cost of deferred maintenance will continue to increase. The cost of the deferred maintenance backlog will stop increasing only when enough funds are provided to prevent streets from deteriorating into a worse condition category, or when the whole network falls into the 'Very Poor' category (i.e. cannot deteriorate any further). At that time, the network would have to be replaced at a cost of $792.4 million (excluding curb and sidewalk).

Appendix A

Definitions

The *Pavement Condition Index*, or PCI, is a measurement of the health of the pavement network or condition and ranges from 0 to 100. A newly constructed street would have a PCI of 100, while a failed street would have a PCI of 10 or less. The PCI is calculated based on pavement distresses identified in the field.

Network is defined as a complete inventory of all streets and other pavement facilities in which the City has jurisdiction and maintenance responsibilities. To facilitate the management of streets, they are subdivided into management sections identified as a segment of street, which has the same characteristics.

Urban Arterial street system carries the major portion of trips entering and leaving the urban area, as well as the majority of through movements desiring to bypass the central City. In addition, significant intra-area-travel such as between central business districts and outlying residential areas exists.

Urban Collector Street provides land access service and traffic circulation within residential neighborhoods, commercial, and industrial areas. It differs from the arterial system in that facilities on a collector system may penetrate residential neighborhoods.

Urban Local Street system comprises all facilities not one of the higher systems. It serves primarily to provide direct access to abutting land and access to the higher systems.

Preventive Maintenance refers to repairs applied while the pavement is in "good" condition. Such repairs extend the life of the pavement at relatively low costs, and prevent the pavement from deteriorating into conditions requiring more expensive treatments. Preventive maintenance treatments include slurry seals, crack sealing, and deep patching. Treatments of this sort are applied before pavement deterioration has become severe and usually cost less than $3.00/sq. yd.

Deferred Maintenance refers to the dollar amount of maintenance and rehabilitation work that should have been completed to maintain the street in "good" condition, but had to be deferred due to funding deficiencies for preventative maintenance and/or pavement rehabilitation programs. The actual repairs that are being deferred are often referred to as a "backlog."

Stop Gap refers to the dollar amount of repairs applied to maintain the pavement in a serviceable condition (e.g. pothole patching). These repairs are a temporary measure to stop resident complaints, and do not extend the pavement life. Stopgap repairs are directly proportional to the amount of deferred maintenance.

Surface Types – AC is an Asphalt Concrete street that has one year's asphalt, for example a street that has been newly constructed or reconstructed. In contrast AC/AC (in reports marked as O – AC/AC) is a street that has an overlay treatment over the original asphalt construction. Streets marked as ST do not have an asphalt concrete layer, only a surface composed of layers of oil and rock (macadam or chip seal). Portland Concrete Cement streets (PCC) are a mix of Portland cement, coarse aggregate, and sand.

'Good' Condition Category – Streets in 'Good' condition have no to little distresses found on them. These streets may have some minor surface weathering or light cracking, but can generally be maintained with cost-effective preventative maintenance treatments (surface seals and crack seals).

'Fair' Condition Category' – Streets in 'Fair' condition show some form of distress caused by traffic load related activity or environmental distress that requires more than a life-extending treatment. The MTC Streetsaver program separates these into two condition categories for the purposes of the analysis. Category II – 'non-load' and Category III – 'load-related', based on whether a majority of the distresses found had load or environmental related causes

'Poor' Condition Category – Streets in 'Poor' condition are near the end of their service lives and often exhibit major forms of distress such as potholes, extensive alligator cracking, and/or pavement depressions.

'Very Poor' Condition Category - Streets in the 'Very Poor' condition category indicate that the street has failed. These pavements are at the end of their service lives and have major distresses, often indicating the failure of the sub base

Load related distress - . Load related distresses, such as alligator cracking, rutting, and depressions are usually a sign of a sub-base issue, caused by repeated traffic loads.

Non-load related distress - Non-load (or environmental), distresses typically have environmental causes related to the pavement becoming older and less elastic (brittle). Typical non-load distresses are longitudinal or transverse cracking, block cracking, and surface weathering and raveling.

Transportation Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 6,722,800	$ 7,808,649	$ 8,900,483	$ 8,088,923	$ -	$ 8,088,923
Franchise fees	1,311,600	605,845	680,000	393,000	407,000	800,000
Intergovernmental revenues	77,800	-	77,800	-	-	-
Interfund charges	231,100	12,738	20,155	17,117	17,172	34,289
Transfer from SDC fund	7,279,800	3,420,638	2,456,250	6,907,791	10,450,900	17,358,691
Interfund transfers	-	-	25,000	450,000	910,000	1,360,000
Contributions	-	81,248	72,290	-	-	-
Investment income	132,000	106,470	110,400	102,100	95,400	197,500
Rent revenues	10,400	1,600	-	-	-	-
Miscellaneous	155,500	12,240	1,400	-	-	-
Sale of capital assets	389,600	-	124,100	-	-	-
TOTAL RESOURCES	$ 16,310,600	$ 12,049,427	$ 12,467,878	$ 15,958,931	$ 11,880,472	$ 27,839,403

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Transportation Construction	$ 5,984,322	$ 1,024,357	$ 2,452,830	$ 6,936,508	$ 10,671,533	$ 17,608,041
Debt service	2,612,000	1,307,087	1,303,000	1,305,200	1,302,800	2,608,000
Interfund transfers	1,642,500	817,501	623,125	1,165,953	911,232	2,077,185
Contingency	600,000	-	-	658,964	(51,560)	607,404
Reserves	5,471,778	-	-	5,892,306	(953,533)	4,938,773
TOTAL REQUIREMENTS	$ 16,310,600	$ 3,148,945	$ 4,378,955	$ 15,958,931	$ 11,880,472	$ 27,839,403
By Category:						
Personnel services	$ 912,210	$ 387,487	$ 431,100	$ 748,100	$ 760,000	$ 1,508,100
Materials and services	2,087,112	282,141	730,480	1,383,078	1,101,533	2,484,611
Capital outlay:						
Vehicle/equipment	35,000	-	35,000	-	-	-
Construction/infrastructure	2,950,000	354,729	1,256,250	4,805,330	8,810,000	13,615,330
Total capital outlay	2,985,000	354,729	1,291,250	4,805,330	8,810,000	13,615,330
Debt service	2,612,000	1,307,087	1,303,000	1,305,200	1,302,800	2,608,000
Interfund transfers	1,642,500	817,501	623,125	1,165,953	911,232	2,077,185
Contingency	600,000	-	-	658,964	(51,560)	607,404
Reserves for:						
Debt service	1,309,000	-	-	-	-	-
Future construction	2,848,978	-	-	4,785,127	(953,533)	3,831,594
Developer Exactions	1,313,800	-	-	1,107,179	-	1,107,179
TOTAL REQUIREMENTS	$ 16,310,600	$ 3,148,945	$ 4,378,955	$ 15,958,931	$ 11,880,472	$ 27,839,403

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Transportation Construction Fund

Overview

The Transportation Construction program is a capital projects program that accounts for the construction of transportation capital projects, which also includes the studies and plans to formulate the projects. This program also accounts for the repayment of debt issued for transportation construction projects.

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

The Transportation Planning Program includes management and implementation of transportation planning, state and federal rules, and Council transportation and land use goals and policies. Funding for this sub-program of Growth Management is accounted for in the City's Transportation Construction Fund. Refer to the Growth Management narrative in the Community & Economic Development service area for more detail.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 387,487	$ 431,100	$ 748,100	$ 760,000	$ 1,508,100
Materials and services	282,141	730,480	1,383,078	1,101,533	2,484,611
Capital outlay:					
Construction/Infrastructure	354,729	1,256,250	4,805,330	8,810,000	13,615,330
Program Total	1,024,357	2,452,830	6,936,508	10,671,533	17,608,041
Debt service	1,307,087	1,303,000	1,305,200	1,302,800	2,608,000
Interfund transfers	817,501	623,125	1,165,953	911,232	2,077,185
Transportation Construction	$ 3,148,945	$ 4,378,955	$ 9,407,661	$ 12,885,565	$ 22,293,226
Full Time Equivalents	3.35	3.35	5.52	5.45	5.45

Goals for the 2017 - 2019 Biennial Budget

- Complete the Capital Improvement Program (CIP) projects in design
- Develop short-term capital improvement strategy, including use of Transportation Fund reserves
- Create citywide committee to formulate sustainable transportation funding strategies to: relieve congestion, improve connectivity and safety and create additional options as well as update the Transportation Systems Plan and improve the process for responding to citizen requests.
- Execute blended approach option that funds CIP projects with reserves, cash funds other future projects, evaluates participation in public/private partnerships and preserves debt capacity for future construction
- Update Transportation System Development Charges (SDC) methodology

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Implement capital projects as planned by the Capital Improvement Program
- Continue partnership with Streets & Operations department to implement sidewalk, safety and operations projects

- Continue to seek grant funding for safety and bike and pedestrian projects
- Advance major corridor and intersection projects to project development and design stages in order to be eligible for grant funding opportunities
- Implement the UGB transportation goals and policies

Major Accomplishments during the 2015 – 2017 Biennium

- A full time Project Engineer specializing in transportation projects was hired. This position is funded by the Transportation Construction Fund and the Accessibility Construction Fund.
- Completed Downtown and City Wide Parking Study
- Hired a GIS Analyst and Executive Assistant: GIS Analyst will create new and revised land use and infrastructure data bases to monitor and assess progress for meeting recently adopted goals and policies of UGB project
- Completed the Central Westside Plan –transportation and land use plan. This was a Council goal that amended, along with the UGB, the comprehensive plan for a mixed use area that includes an innovative way to measure the transportation and land use system with alternative performance measures and financing that will be explored in phase 2 of the Central Westside Plan.
- Completed Multimodal Count Program, which is a comprehensive approach to counting all types of travel on the transportation system. The counts are important in order to measure how the transportation system works in relation to goals, policies and benchmarks and provides the data needed to design and implement projects.
- Completed the Bridge Program

Significant Changes for the 2017 – 2019 Biennial Budget

- Significant increase in capital spending over the next 5 years
- One (1) new FTE Transportation Planner in 2017-18
- Extending a Senior Planner position through 2017-19, a three-month succession planning Senior Planner position, and a Program Intern
- Temporary reallocation of $300,000/year of Water/Sewer Franchise Fee revenue to Streets and Operations for street preservation efforts

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

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

Capital Improvement Program 2018-2022

Transportation Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1T14R 14th St. Reconstruction	5	$ 901,330	$ 150,000	$ -	$ -	$ -	$ 1,051,330
1TCSI Citywide Safety Improvements	4	1,969,000	775,000	-	-	-	2,744,000
1TGCI Galveston Corridor Improvements	5	520,000	2,630,000	1,300,000	-	-	4,450,000
1TBKE Bicycle Greenways	5	225,000	225,000	225,000	225,000	-	900,000
1TNPS Neff and Purcell Intersection	5	50,000	350,000	300,000	3,300,000	-	4,000,000
1TSDP Complete Street Corridors	5	140,000	380,000	830,000	1,150,000	-	2,500,000
1TEMP Empire Corridor Improvements	5	500,000	1,500,000	2,000,000	3,000,000	3,000,000	10,000,000
1TMPY Murphy Corridor Improvements	5	500,000	1,500,000	2,000,000	3,000,000	3,000,000	10,000,000
1T14B 14th St. Reconstruct Phase II Newport to Galveston	5	-	1,300,000	1,300,000	-	-	2,600,000
Total Transportation Construction CIP		**$ 4,805,330**	**$ 8,810,000**	**$ 7,955,000**	**$ 10,675,000**	**$ 6,000,000**	**$ 38,245,330**

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

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

CITY OF BEND

3400 - Transp Construction Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(16,310,600)**	**(12,049,427)**	**(12,467,878)**	**(15,958,931)**	**(11,880,472)**	**(27,839,403)**
30 - BeginWorkingCapital	(6,722,800)	(7,808,649)	(8,900,483)	(8,088,923)	-	(8,088,923)
31 - Taxes	(1,311,600)	(605,845)	(680,000)	(393,000)	(407,000)	(800,000)
33 - Intergovernmental	(77,800)	-	(77,800)	-	-	-
34 - Charges&FeesforServ	(165,900)	(5,968)	-	-	-	-
36 - MiscellaneousRevenue	(521,600)	(195,591)	(308,190)	(102,100)	(95,400)	(197,500)
38 - Transfers	(7,510,900)	(3,433,375)	(2,501,405)	(7,374,908)	(11,378,072)	(18,752,980)
40 - Personnel Services	**912,210**	**387,487**	**431,100**	**748,100**	**760,000**	**1,508,100**
40 - Wages	581,437	258,746	282,000	475,000	485,500	960,500
41 - Benefits	330,773	128,742	149,100	273,100	274,500	547,600
42 - Materials & Services	**2,087,112**	**282,141**	**730,480**	**1,383,078**	**1,101,533**	**2,484,611**
43 - Purchased Services	1,976,200	272,661	638,380	1,358,078	1,076,533	2,434,611
44 - Equipment <$5000	101,500	7,699	86,500	15,000	15,000	30,000
45 - ConsumSupplies&Mater	1,500	9	4,000	4,000	4,000	8,000
46 - Employee Costs	2,912	1,232	1,500	5,000	5,000	10,000
47 - CommuEducat&Outreach	5,000	540	100	1,000	1,000	2,000
60 - Capital Outlay	**2,985,000**	**354,729**	**1,291,250**	**4,805,330**	**8,810,000**	**13,615,330**
60 - Land Acquisition	200,000	-	250	-	-	-
61 - Vehicles & Trucks	35,000	-	35,000	-	-	-
65 - Infrastructure	2,750,000	354,729	1,256,000	4,805,330	8,810,000	13,615,330
70 - Transfers Out - OH	**1,275,200**	**707,000**	**568,200**	**737,600**	**759,700**	**1,497,300**
70 - TransferCity-wideOH	519,100	253,900	265,200	177,400	174,300	351,700
71 - TransferDeptOH	756,100	453,100	303,000	560,200	585,400	1,145,600
72 - Transfers Out	**367,300**	**110,501**	**54,925**	**428,353**	**151,532**	**579,885**
73 - TransferSpeciPurp	145,700	102,899	37,500	314,321	37,500	351,821
74 - TransferInterfundChg	221,600	7,602	17,425	114,032	114,032	228,064
80 - Debt Service	**2,612,000**	**1,307,087**	**1,303,000**	**1,305,200**	**1,302,800**	**2,608,000**
80 - Principal-Long term	2,311,000	1,146,111	1,164,000	1,190,100	1,215,200	2,405,300
81 - Interest-Long term	301,000	160,976	139,000	115,100	87,600	202,700
90 - Reserves	**5,471,778**	**-**	**-**	**5,892,306**	**(953,533)**	**4,938,773**
90 - Reserves	5,471,778	-	-	5,892,306	(953,533)	4,938,773
91 - Contingency	**600,000**	**-**	**-**	**658,964**	**(51,560)**	**607,404**
91 - Contingency	600,000	-	-	658,964	(51,560)	607,404
Grand Total	**-**	**(8,900,483)**	**(8,088,923)**	**-**	**-**	**-**

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General Obligation Bond Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 9,187,860	$ 8,600,574	$ 5,338,209	$ 3,212,118	$ -	$ 3,212,118
Investment income	45,600	73,036	43,100	42,100	-	42,100
Interfund transfers	-	-	-	276,821	-	276,821
TOTAL RESOURCES	$ 9,233,460	$ 8,673,611	$ 5,381,309	$ 3,531,039	$ -	$ 3,531,039

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Construction CIP	$ 9,233,460	$ 3,335,402	$ 2,169,191	$ 3,515,039	$ 16,000	$ 3,531,039
Reserves	-	-	-	16,000	(16,000)	-
TOTAL REQUIREMENTS	$ 9,233,460	$ 3,335,402	$ 2,169,191	$ 3,531,039	$ -	$ 3,531,039
By Category:						
Materials and services	$ 1,800	$ 500	$ 900	$ -	$ -	$ -
Capital outlay:						
Construction/infrastructure	9,231,660	3,334,902	2,168,291	3,515,039	16,000	3,531,039
Reserves for:						
Future Construction	-	-	-	16,000	(16,000)	-
TOTAL REQUIREMENTS	$ 9,233,460	$ 3,335,402	$ 2,169,191	$ 3,531,039	$ -	$ 3,531,039

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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General Obligation Bond Debt Service Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 981,400	$ 996,956	$ 1,100,088	$ 1,170,988	$ -	$ 1,170,988
Property taxes	3,780,200	1,922,790	1,890,100	1,890,100	1,890,100	3,780,200
Investment income	20,800	17,992	16,900	15,000	15,400	30,400
TOTAL RESOURCES	$ 4,782,400	$ 2,937,738	$ 3,007,088	$ 3,076,088	$ 1,905,500	$ 4,981,588

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Materials and services	$ -	$ -	$ -	$ 500	$ 500	$ 1,000
Debt service	3,678,000	1,837,650	1,836,100	1,838,100	1,839,000	3,677,100
Debt service reserve	1,104,400	-	-	1,237,488	66,000	1,303,488
TOTAL REQUIREMENTS	$ 4,782,400	$ 1,837,650	$ 1,836,100	$ 3,076,088	$ 1,905,500	$ 4,981,588

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
General Obligation Bond

Overview

In May 2011, the City of Bend voters passed a $30 million bond measure to improve safety, mobility and access on major street corridors and intersections. The City's significant growth in the last 15 years has impacted the transportation system and the measure was proposed so that street infrastructure improvements can be made before there are further impacts from growth. 14th Street, Brookswood/Powers and Reed Market are the only remaining active projects from the original projects that were funded as noted below:

- 18th Street/Empire Avenue roundabout
- Simpson Avenue/Mt. Washington Drive roundabout
- Brookswood Boulevard/Powers Road roundabout
- Reed Market Road from 3rd Street to 27th Street
- 27th Street reconstruction from Hwy 20 (Greenwood Avenue) to Neff Road with SE Interceptor Project
- 14th Street/Century Drive reconstruction

Goals for the 2017 - 2019 Biennial Budget

- Complete design and construction on 14th Street Reconstruction
- Close out Brookswood/Powers and Reed Market projects

Key Operational Objectives for the 2017 – 2019 Budget

- Achieve final closeout, including plant establishment period for all projects and close the GO Bond Fund

Major Accomplishments during the 2015 - 2017 Biennium

- Completed approximately $25 million in infrastructure improvements with the completion of three (3) Roundabout projects and two (2) Reed Market Corridor Improvement projects
- Recipient of the Oregon Chapter America Concrete Institute and Oregon Concrete & Aggregate Producers Association Excellence in Concrete for Reed Market Rd.
- Completed construction on Reed Market (Newberry to 3rd) under budget

Significant Changes from the 2015 - 2017 Biennial Budget

- Approximately $1 million of remaining 14th Street work will be funded by the Transportation Construction Fund

Capital Improvement Program 2018-2022

General Obligation Bond Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1T14R 14th St. Reconstruction	4	$ 3,305,039	$ -	$ -	$ -	$ -	$ 3,305,039
1TPWP Powers & Brookswood Roundabout Phase II	2	50,000	-	-	-	-	50,000
1TR3N Reed Mkt: 3rd to Newberry	1	160,000	16,000	-	-	-	176,000
Total GO Bond CIP		**$ 3,515,039**	**$ 16,000**	**$ -**	**$ -**	**$ -**	**$ 3,531,039**

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

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

CITY OF BEND

GO Bond Trans Construction Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(9,233,460)**	**(8,673,611)**	**(5,381,309)**	**(3,531,039)**	**-**	**(3,531,039)**
30 - BeginWorkingCapital	(9,187,860)	(8,600,574)	(5,338,209)	(3,212,118)	-	(3,212,118)
33 - Intergovernmental	-	-	-	-	-	-
34 - Charges&FeesforServ	-	-	-	-	-	-
36 - MiscellaneousRevenue	(45,600)	(73,036)	(43,100)	(42,100)	-	(42,100)
38 - Transfers	-	-	-	(276,821)	-	(276,821)
42 - Materials & Services	**1,800**	**500**	**900**	**-**	**-**	**-**
43 - Purchased Services	1,800	500	900	-	-	-
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**9,231,660**	**3,334,902**	**2,168,291**	**3,515,039**	**16,000**	**3,531,039**
60 - Land Acquisition	50,000	-	-	-	-	-
62 - Equipment >$5000	-	-	-	-	-	-
65 - Infrastructure	9,181,660	3,334,902	2,168,291	3,515,039	16,000	3,531,039
90 - Reserves	**-**	**-**	**-**	**16,000**	**(16,000)**	**-**
90 - Reserves	-	-	-	16,000	(16,000)	-
Grand Total	**-**	**(5,338,209)**	**(3,212,118)**	**0**	**-**	**0**

CITY OF BEND

2410 - GO Bond Debt Service Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(4,782,400)**	**(2,937,738)**	**(3,007,088)**	**(3,076,088)**	**(1,905,500)**	**(4,981,588)**
30 - BeginWorkingCapital	(981,400)	(996,956)	(1,100,088)	(1,170,988)	-	(1,170,988)
31 - Taxes	(3,780,200)	(1,922,790)	(1,890,100)	(1,890,100)	(1,890,100)	(3,780,200)
36 - MiscellaneousRevenue	(20,800)	(17,992)	(16,900)	(15,000)	(15,400)	(30,400)
42 - Materials & Services	**-**	**-**	**-**	**500**	**500**	**1,000**
43 - Purchased Services	-	-	-	500	500	1,000
80 - Debt Service	**3,678,000**	**1,837,650**	**1,836,100**	**1,838,100**	**1,839,000**	**3,677,100**
80 - Principal-Long term	2,180,000	1,080,000	1,100,000	1,135,000	1,170,000	2,305,000
81 - Interest-Long term	1,498,000	757,650	736,100	703,100	669,000	1,372,100
90 - Reserves	**1,104,400**	**-**	**-**	**1,237,488**	**66,000**	**1,303,488**
90 - Reserves	1,104,400	-	-	1,237,488	66,000	1,303,488
Grand Total	**-**	**(1,100,088)**	**(1,170,988)**	**0**	**-**	**0**

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General Fund
Accessibility

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Accessibility	$ 384,819	$ 173,689	$ 177,446	$ 195,745	$ 198,945	$ 394,690
Interfund transfers	155,351	75,605	79,741	71,700	74,200	145,900
TOTAL REQUIREMENTS	$ 540,170	$ 249,293	$ 257,187	$ 267,445	$ 273,145	$ 540,590
By Category:						
Personnel services	$ 344,779	$ 167,290	$ 168,100	$ 152,600	$ 155,800	$ 308,400
Materials and services	40,040	6,399	9,346	43,145	43,145	86,290
Interfund transfers	155,351	75,605	79,741	71,700	74,200	145,900
TOTAL REQUIREMENTS	$ 540,170	$ 249,293	$ 257,187	$ 267,445	$ 273,145	$ 540,590

Note:
Accessibility costs are accounted for in the Infrastructure Program of the General Fund.

INFRASTRUCTURE
Accessibility

Overview

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 167,290	$ 168,100	$ 152,600	$ 155,800	$ 308,400
Materials and services	6,399	9,346	43,145	43,145	86,290
Program Total	173,689	177,446	195,745	198,945	394,690
Interfund transfers	75,605	79,741	71,700	74,200	145,900
Accessibility	$ 249,293	$ 257,187	$ 267,445	$ 273,145	$ 540,590
Full Time Equivalents	1.30	1.30	1.05	1.05	1.05

Goals for the 2017 – 2019 Biennial Budget

- Maintain and continue working to improve relationships with various community accessibility groups
- Identify noncompliant curb ramps to be reconstructed and work with the Streets and Operations program to ensure self-performed work is compliant
- Maintain and grow effective working relationship with Streets and Operations program and engineering staff on all public right-of-way needs relating to connectivity and access
- Maintain and update the City's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way* document on a bi-annual basis to demonstrate the to-date curb ramp compliance and identify steps to continue to increase compliance across the city
- Continue to research and submit applications for various funding sources to continue curb ramp work
- Maintain and grow identified work plans developed through the efforts of the City of Bend Accessibility Advisory Committee (COBAAC), which was established in April 2010
- Continue to improve access for people with disabilities throughout the City's facilities, programs, services, and activities, as well as throughout the community
- Work with other City staff in developing an overall city sidewalk program contingent on council approval and funding
- Manage the Customer Service Request for Barrier Removal process to resolve citizen requests as they are submitted to the City of Bend

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Increase opportunities for participation and partnerships with people with disabilities in the community
- Provide education and training internally and externally to increase understanding and awareness about the importance of an accessible City
- Implement accessibility policies, procedures, and processes throughout the City's operations to ensure access for all citizens

- Continue to provide input on plans submitted for permit through the Community Development department and other departments, as needed, to ensure projects incorporate all applicable accessibility codes and guidelines and support external stakeholder accessibility design needs
- Periodically report to Council on implemented programs

Major Accomplishments during the 2015 – 2017 Biennium

- Continued management of the COBAAC to assist and advise the City on the most appropriate means by which to make its programs, services, activities and facilities accessible to Bend's citizens
- Resolved a number of citizen requests for barrier removal including curb ramps and sidewalks to enhance access. Of the approximate 150 barrier removal requests submitted by the Central Oregon Coalition for Access in September of 2015, 75% have been closed or are planned for construction. 27 barrier removal requests were submitted during 2015 and 2016, 18 have been closed or are planned for construction, nine were addressed via other means (did not require City construction).
- Collaborated with Human Resources (HR) to implement the Equal Employment Opportunity Policy to ensure appropriate accommodations are made for employees with disabilities. Provided prompt confidential support and follow through to all requests from HR for an employee who may need a workplace accommodation.
- Continue working on building a partnership with HR and Abilitree (Central Oregon's Independent Living Facility) to further increase employment of individuals with disabilities within the City of Bend
- City of Bend received two employment awards for inclusive employment, one from Abilitree for being a community partner and the other from the Central Oregon Employment First campaign
- Collaborated with the City Project Manager on the South 3rd St. Pedestrian Improvement Project on the design of accessible sidewalks and curb ramps.
- Creation of four snow removal educational materials (flyers) for business corridors, business/shopping complexes, apartments/hotels and motels, and residential neighborhoods
- Increased education and learning opportunities through hands-on trainings for interdepartmental needs such as with the new hire orientation academies in the Fire and Police departments
- Increased the number of compliant curb ramps City-wide via street overlay and other street reconstruction projects, as well as, areas needing curb ramp improvements recommended by COBAAC and the Accessibility Manager. It is estimated that by the end of 2017, the City will have approximately 53% of their curb ramps compliant with the U.S. Access Boards' Public Right-of-Way Accessibility Guidelines.

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Accessibility Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 802,200	$ 911,066	$ 1,142,609	$ 1,080,609	$ -	$ 1,080,609
Franchise fees	1,311,600	683,707	680,000	693,000	707,000	1,400,000
Intergovernmental revenues	78,200	41,513	38,300	34,900	31,000	65,900
General fund subsidy	821,000	486,000	335,000	335,000	335,000	670,000
Interfund charges	-	-	3,030	3,085	3,140	6,225
Investment income	19,700	10,052	13,300	11,300	10,600	21,900
TOTAL RESOURCES	$ 3,032,700	$ 2,132,339	$ 2,212,239	$ 2,157,894	$ 1,086,740	$ 3,244,634

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Accessibility Construction	$ 1,866,986	$ 505,133	$ 753,630	$ 940,456	$ 728,513	$ 1,668,969
Debt service	617,000	308,983	306,700	308,500	309,200	617,700
Interfund transfers	206,800	175,614	71,300	144,500	149,200	293,700
Contingency	341,914	-	-	10,000	-	10,000
Reserves	-	-	-	754,438	(100,173)	654,265
TOTAL REQUIREMENTS	$ 3,032,700	$ 989,729	$ 1,131,630	$ 2,157,894	$ 1,086,740	$ 3,244,634
By Category:						
Personnel services	$ 136,819	$ 41,773	$ 56,700	$ 60,300	$ 63,300	$ 123,600
Materials and services	12,960	2,338	1,930	15,156	15,213	30,369
Capital outlay:						
Construction/infrastructure	1,717,207	461,022	695,000	865,000	650,000	1,515,000
Debt service	617,000	308,983	306,700	308,500	309,200	617,700
Interfund transfers	206,800	175,614	71,300	144,500	149,200	293,700
Contingency	341,914	-	-	10,000	-	10,000
Reserves						
Future Capital	-	-	-	754,438	(100,173)	654,265
TOTAL REQUIREMENTS	$ 3,032,700	$ 989,729	$ 1,131,630	$ 2,157,894	$ 1,086,740	$ 3,244,634

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Accessibility Construction

Overview

The Accessibility Construction Program is responsible for overseeing the phases of development from design through construction for the City's rights-of-way and to facilitate goals of the Accessibility Program.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 41,773	$ 56,700	$ 60,300	$ 63,300	$ 123,600
Materials and services	2,338	1,930	15,156	15,213	30,369
Capital outlay:					
Construction/infrastructure	461,022	695,000	865,000	650,000	1,515,000
Program Total	505,133	753,630	940,456	728,513	1,668,969
Debt service	308,983	306,700	308,500	309,200	617,700
Interfund transfers	175,614	71,300	144,500	149,200	293,700
Accessibility Construction	$ 989,729	$ 1,131,630	$ 1,393,456	$ 1,186,913	$ 2,580,369
Full Time Equivalents	0.50	0.50	0.50	0.50	0.50

Goals for the 2017 – 2019 Biennial Budget

- Continue to work toward meeting the ADA infrastructure requirements related to curb ramps and related sidewalks within the City of Bend's jurisdiction
- Respond to citizen requests for barrier removal involving the public rights-of-way in a timely manner
- Develop Sidewalk Improvement program as funding becomes available

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Continued coordination of curb ramp improvements self-performed by Streets and Operations staff and support design of City CIP projects, which include curb ramps and related accessible rights-of-way issues
- Continue with design and construction of various Citywide Accessibility Construction improvement projects

Major Accomplishments during the 2015 – 2017 Biennium

- A full time Project Engineer specializing in transportation projects was hired. This position is funded by the Transportation Construction Fund and the Accessibility Construction Fund. This position assists the Accessibility Manager to resolve barrier removal requests by creating and managing key infrastructure projects impacting accessibility throughout the City.
- Collaborated with various City projects, such as the Galveston Corridor Project, 14th St. Project, South 3rd Pedestrian Project, Citywide Accessibility Improvement Projects, to ensure accessibility is incorporated in all phases of project development
- Continued increasing the number of compliant curb ramps citywide via street alteration projects, as well as areas needing curb ramps improvements recommended by COBAAC and the Accessibility Manager. It is estimated that by the end of 2017 the City will have approximately 53% of their curb ramps be compliant with the U.S. Access Boards' Public Right-of-Way Accessibility Guidelines.

- Council continued to direct 50% of the Water and Sewer Franchise Fees be allocated to the Accessibility Construction Fund to provide funding for curb ramps and accessibility improvements. The 2017-2019 biennial budget reflects the continuation of this funding.
- Project Manager has designed key accessibility projects improving corridor connectivity and resolving numerous barrier removal requests that were submitted by and on behalf of citizens with disabilities. Construction of these areas will occur in the summer of 2017 with further design and construction of other areas in need.

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

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

Capital Improvement Program 2018-2022

Accessibility Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1A3AA South 3rd Street Pedestrian Improvements	1	$ 15,000	$ -	$ -	$ -	$ -	$ 15,000
1ACAI Citywide Accessibility Improvements (Includes Barrier Removal)	2	850,000	-	-	-	-	850,000
Dean Swift Road Corridor	5	-	150,000	-	-	-	150,000
NE Division Street Corridor	5	-	500,000	-	-	-	500,000
Lodge Pole Drive Corridor	5	-	-	315,000	-	-	315,000
Poplar Street Corridor	5	-	-	250,000	-	-	250,000
SW Truman Hill Taft Silver Lake Corridor	5	-	-	-	440,000	-	440,000
SW Cleveland Avenue Corridor	5	-	-	-	190,000	-	190,000
NW Delaware Avenue Corridor	5	-	-	-	-	500,000	500,000
NW Hill Street Corridor	5	-	-	-	-	250,000	250,000
NW Seismore Street Corridor	5	-	-	-	-	125,000	125,000
Total Accessibility Construction CIP		**$ 865,000**	**$ 650,000**	**$ 565,000**	**$ 630,000**	**$ 875,000**	**$ 3,585,000**

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

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

CITY OF BEND

1000 - General Fund by Expenditure Category - Accessibility

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**344,779**	**167,290**	**168,100**	**152,600**	**155,800**	**308,400**
40 - Wages	246,563	120,164	119,300	107,600	109,700	217,300
41 - Benefits	98,216	47,125	48,800	45,000	46,100	91,100
42 - Materials & Services	**40,040**	**6,399**	**9,346**	**43,145**	**43,145**	**86,290**
43 - Purchased Services	21,940	1,791	895	34,345	34,345	68,690
44 - Equipment <$5000	-	-	1,651	2,000	2,000	4,000
45 - ConsumSupplies&Mater	2,400	82	1,200	1,200	1,200	2,400
46 - Employee Costs	13,100	3,896	4,300	4,300	4,300	8,600
47 - CommuEducat&Outreach	2,600	631	1,300	1,300	1,300	2,600
70 - Transfers Out - OH	**155,241**	**75,500**	**79,741**	**71,700**	**74,200**	**145,900**
70 - TransferCity-wideOH	155,241	75,500	79,741	71,700	74,200	145,900
72 - Transfers Out	**110**	**105**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	110	105	-	-	-	-
Grand Total	**540,170**	**249,293**	**257,187**	**267,445**	**273,145**	**540,590**

CITY OF BEND

3500 - Accessibility Construction Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(3,032,700)**	**(2,132,339)**	**(2,212,239)**	**(2,157,894)**	**(1,086,740)**	**(3,244,634)**
30 - BeginWorkingCapital	(802,200)	(911,066)	(1,142,609)	(1,080,609)	-	(1,080,609)
31 - Taxes	(1,311,600)	(683,707)	(680,000)	(693,000)	(707,000)	(1,400,000)
33 - Intergovernmental	(78,200)	(41,513)	(38,300)	(34,900)	(31,000)	(65,900)
36 - MiscellaneousRevenue	(19,700)	(10,052)	(13,300)	(11,300)	(10,600)	(21,900)
38 - Transfers	(821,000)	(486,000)	(338,030)	(338,085)	(338,140)	(676,225)
40 - Personnel Services	**136,819**	**41,773**	**56,700**	**60,300**	**63,300**	**123,600**
40 - Wages	87,624	32,334	40,200	41,600	43,700	85,300
41 - Benefits	49,195	9,439	16,500	18,700	19,600	38,300
42 - Materials & Services	**12,960**	**2,338**	**1,930**	**15,156**	**15,213**	**30,369**
43 - Purchased Services	12,600	1,688	1,700	14,156	14,213	28,369
46 - Employee Costs	360	650	230	1,000	1,000	2,000
60 - Capital Outlay	**1,717,207**	**461,022**	**695,000**	**865,000**	**650,000**	**1,515,000**
65 - Infrastructure	1,717,207	461,022	695,000	865,000	650,000	1,515,000
70 - Transfers Out - OH	**56,800**	**27,500**	**29,300**	**94,500**	**99,200**	**193,700**
70 - TransferCity-wideOH	56,800	27,500	29,300	33,900	35,900	69,800
71 - TransferDeptOH	-	-	-	60,600	63,300	123,900
72 - Transfers Out	**150,000**	**148,114**	**42,000**	**50,000**	**50,000**	**100,000**
74 - TransferInterfundChg	150,000	148,114	42,000	50,000	50,000	100,000
80 - Debt Service	**617,000**	**308,983**	**306,700**	**308,500**	**309,200**	**617,700**
80 - Principal-Long term	425,000	210,000	215,000	225,000	235,000	460,000
81 - Interest-Long term	192,000	98,983	91,700	83,500	74,200	157,700
90 - Reserves	**-**	**-**	**-**	**754,438**	**(100,173)**	**654,265**
90 - Reserves	-	-	-	754,438	(100,173)	654,265
91 - Contingency	**341,914**	**-**	**-**	**10,000**	**-**	**10,000**
91 - Contingency	341,914	-	-	10,000	-	10,000
Grand Total	**-**	**(1,142,609)**	**(1,080,609)**	**0**	**-**	**0**

Cemetery Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 3,200	$ 3,038	$ 9,105	$ 20,005	$ -	$ 20,005
Burial and lot fees	156,900	107,174	69,500	128,800	131,800	260,600
General fund subsidy	110,000	1,407	55,000	81,200	54,500	135,700
Interfund transfers	32,026	18,423	14,900	15,600	15,600	31,200
Investment income	-	314	100	400	400	800
TOTAL RESOURCES	$ 302,126	$ 130,356	$ 148,605	$ 246,005	$ 202,300	$ 448,305

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Cemetery	$ 234,481	$ 97,586	$ 102,500	$ 197,450	$ 156,750	$ 354,200
Interfund transfers	61,000	23,665	26,100	43,500	45,500	89,000
Contingency	6,645	-	-	5,055	50	5,105
TOTAL REQUIREMENTS	$ 302,126	$ 121,251	$ 128,600	$ 246,005	$ 202,300	$ 448,305
By Category:						
Personnel services	$ 147,891	$ 69,814	$ 76,300	$ 105,400	$ 108,700	$ 214,100
Materials and services	86,590	27,772	26,200	71,050	48,050	119,100
Capital outlay:						
Vehicle/equipment	-	-	-	21,000	-	21,000
Interfund transfers	61,000	23,665	26,100	43,500	45,500	89,000
Contingency	6,645	-	-	5,055	50	5,105
TOTAL REQUIREMENTS	$ 302,126	$ 121,251	$ 128,600	$ 246,005	$ 202,300	$ 448,305

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Cemetery Fund

Overview

The Pilot Butte Cemetery was established in 1913. The property consists of 40 acres of land with 13 acres that have been developed and are maintained by the City of Bend Streets & Operations Department.

Cemetery revenues have been suffering over the last several years as many of the prime lots have been sold, and consumers have opted for cremation over full burials. Limited operating revenues coupled with the steady increase in operating & maintenance costs has necessitated a General Fund subsidy from the Street Division to maintain the current service levels at the Cemetery. Fees are being updated to reflect the cost of service as well as align to the market; however, to remain competitive, fees were not increased to a level that would eliminate the need for a subsidy from the General Fund.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 69,814	76,300	$ 105,400	$ 108,700	$ 214,100
Materials and services	27,772	26,200	71,050	48,050	119,100
Capital outlay:					
Vehicle/equipment	-	-	21,000	-	21,000
Program Total	97,586	102,500	197,450	156,750	354,200
Interfund transfers	23,665	26,100	43,500	45,500	89,000
Cemetery	$ 121,251	$ 128,600	$ 240,950	$ 202,250	$ 443,200
Full Time Equivalents	0.66	0.66	1.00	1.00	1.00

Goals for the 2017-2019 Biennial Budget

- Implement Cemetery Fee Study
- Complete expansion of Block “W” which will provide more desirable and marketable lots
- Begin construction of Cemetery property fence
- Improve overall road condition within the Cemetery
- Upgrade Cemetery Facility to comply with ADA
- Maintain necessary staffing levels for Cemetery upkeep
- Institute a yearly tree condition/ safety rehab schedule

Key Operational Objectives for the 2017-2019 Biennial Budget

- Use fee study to update current Cemetery fee schedule
- Install irrigation and seed Block “W”
- Repave all existing roads within the Cemetery
- Stripe and install signage for ADA parking
- Track all Street Division staff that supports Cemetery
- Replace obsolete mower

Major Accomplishments during the 2015-2017 Biennium

- Public survey updated with corner posts added on North & East side of Cemetery (South & West are City of Bend Right of Way)
- North Street paved by generous donation (work self-performed by Street Division)
- Paved ADA parking stalls (work self-performed by Street Division)

Significant Changes from the 2015 – 2017 Biennial Budget

- Liner sale and use discontinued by the Cemetery as this service is better coordinated with the funeral home
- Fees are being updated to reflect the cost of service as well as align to the market

INFRASTRUCTURE
Cemetery Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
# of acres maintained	13	13	13	14	14
Efficiency Measures:					
Operating revenue per acre of Cemetery maintained	$ 5,385	$ 8,244	$ 5,346	$ 9,200	$ 9,414

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Industrial Mower Replacement	$ 21,000	$ -	$ -	$ -	$ -
Second Industrial Mower Replacement	-	-	-	25,000	-
Cemetery Work Truck replacement	-	-	35,000	-	-
Total	**$ 21,000**	**$ -**	**$ 35,000**	**$ 25,000**	**$ -**

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Cemetery Permanent Maintenance Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 656,200	$ 616,397	$ 628,926	$ 636,226	$ -	$ 636,226
Permanent maintenance fees	9,100	12,530	7,300	9,700	10,600	20,300
Investment income	40,000	21,535	20,000	21,000	21,000	42,000
TOTAL RESOURCES	$ 705,300	$ 650,461	$ 656,226	$ 666,926	$ 31,600	$ 698,526

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
Cemetery Maintenance	$ 10,000	$ 5,091	$ 5,100	$ 5,400	$ 5,400	$ 10,800
Interfund transfers	30,000	16,444	14,900	15,600	15,600	31,200
Reserves	665,300	-	-	645,926	10,600	656,526
TOTAL REQUIREMENTS	$ 705,300	$ 21,535	$ 20,000	$ 666,926	$ 31,600	$ 698,526
By Category:						
Materials and services	$ 10,000	$ 5,091	$ 5,100	$ 5,400	$ 5,400	$ 10,800
Interfund transfers	30,000	16,444	14,900	15,600	15,600	31,200
Reserves for:						
Permanent Maintenance	665,300	-	-	645,926	10,600	656,526
TOTAL REQUIREMENTS	$ 705,300	$ 21,535	$ 20,000	$ 666,926	$ 31,600	$ 698,526

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Cemetery Permanent Maintenance Fund

Overview

The City operates a municipal cemetery registered as an endowment cemetery under Oregon Revised Statues (ORS) 97.810. The ORS requires the City to establish, maintain, and operate an endowment care fund for the cemetery and also requires that no less than 15% of cemetery lot sales be deposited into the fund as permanent maintenance fees.

In accordance with ORS 97.830, investment income earned, and realized, by this fund will be transferred to the Cemetery program to be used for the general care and maintenance of the cemetery property. Transfer of investment earnings from the cemetery permanent maintenance trust are limited to actual cash earnings (interest and dividends) received by the trust. Additional investment earnings from fluctuations in market-value are held in trust until the investment is sold or matures.

CITY OF BEND

4100 - Cemetery Fund By Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(302,126)**	**(130,356)**	**(148,605)**	**(246,005)**	**(202,300)**	**(448,305)**
30 - BeginWorkingCapital	(3,200)	(3,038)	(9,105)	(20,005)	-	(20,005)
34 - Charges&FeesforServ	(156,900)	(107,174)	(69,500)	(128,800)	(131,800)	(260,600)
36 - MiscellaneousRevenue	-	(314)	(100)	(400)	(400)	(800)
38 - Transfers	(142,026)	(19,830)	(69,900)	(96,800)	(70,100)	(166,900)
40 - Personnel Services	**147,891**	**69,814**	**76,300**	**105,400**	**108,700**	**214,100**
40 - Wages	101,799	45,033	48,600	64,300	66,100	130,400
41 - Benefits	46,092	24,781	27,700	41,100	42,600	83,700
42 - Materials & Services	**86,590**	**27,772**	**26,200**	**71,050**	**48,050**	**119,100**
43 - Purchased Services	39,900	8,542	16,100	44,800	22,800	67,600
44 - Equipment <$5000	2,000	2,399	1,000	3,000	2,000	5,000
45 - ConsumSupplies&Mater	43,000	16,664	8,000	22,000	22,000	44,000
46 - Employee Costs	290	167	400	550	550	1,100
52 - Other	1,400	-	700	700	700	1,400
60 - Capital Outlay	**-**	**-**	**-**	**21,000**	**-**	**21,000**
62 - Equipment >$5000	-	-	-	21,000	-	21,000
70 - Transfers Out - OH	**26,800**	**13,100**	**13,700**	**17,900**	**18,700**	**36,600**
70 - TransferCity-wideOH	26,800	13,100	13,700	17,900	18,700	36,600
72 - Transfers Out	**34,200**	**10,565**	**12,400**	**25,600**	**26,800**	**52,400**
74 - TransferInterfundChg	34,200	10,565	12,400	25,600	26,800	52,400
91 - Contingency	**6,645**	**-**	**-**	**5,055**	**50**	**5,105**
91 - Contingency	6,645	-	-	5,055	50	5,105
Grand Total	**-**	**(9,105)**	**(20,005)**	**-**	**-**	**-**

CITY OF BEND

6100 - Cemetery Permanent Maintenance By Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(705,300)**	**(650,461)**	**(656,226)**	**(666,926)**	**(31,600)**	**(698,526)**
30 - BeginWorkingCapital	(656,200)	(616,397)	(628,926)	(636,226)	-	(636,226)
34 - Charges&FeesforServ	(9,100)	(12,530)	(7,300)	(9,700)	(10,600)	(20,300)
36 - MiscellaneousRevenue	(40,000)	(21,535)	(20,000)	(21,000)	(21,000)	(42,000)
42 - Materials & Services	**10,000**	**5,091**	**5,100**	**5,400**	**5,400**	**10,800**
43 - Purchased Services	10,000	5,091	5,100	5,400	5,400	10,800
72 - Transfers Out	**30,000**	**16,444**	**14,900**	**15,600**	**15,600**	**31,200**
73 - TransferSpeciPurp	30,000	16,444	14,900	15,600	15,600	31,200
90 - Reserves	**665,300**	**-**	**-**	**645,926**	**10,600**	**656,526**
90 - Reserves	665,300	-	-	645,926	10,600	656,526
Grand Total	**-**	**(628,926)**	**(636,226)**	**-**	**-**	**-**

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System Development Charges (SDC) Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 5,934,000	$ 5,525,202	$ 10,848,411	$ 14,934,634	$ -	$ 14,934,634
Transportation SDCs	14,647,000	8,565,684	5,429,900	5,733,800	6,054,700	11,788,500
Water SDCs	8,193,500	3,722,977	3,420,000	3,611,400	3,813,584	7,424,984
Water Reclamation SDCs	11,245,000	6,125,515	5,968,100	6,302,300	6,655,200	12,957,500
Loan repayments	155,500	242,950	990,573	-	-	-
Investment income	165,300	166,736	198,300	163,600	135,300	298,900
TOTAL RESOURCES	$ 40,340,300	$ 24,349,064	$ 26,855,284	$ 30,745,734	$ 16,658,784	$ 47,404,518

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Transfers to:						
Building Fund	$ 267,000	$ 64,500	$ 180,750	$ -	$ -	$ -
CDD Administration	-	-	-	190,900	201,550	392,450
Admin/Financial Services	267,000	68,271	180,750	190,900	201,550	392,450
Transportation Construction Fund	11,678,800	3,420,638	2,456,250	6,907,791	10,450,900	17,358,691
Water Fund	8,170,200	3,762,604	3,352,200	3,539,900	3,738,100	7,278,000
Water Reclamation Fund	11,073,300	6,184,640	5,750,700	6,072,700	6,412,800	12,485,500
Contingency						
Transportation SDC	8,884,000	-	-	-	-	-
Reserves for:						
Future Transportation Proj.	-	-	-	13,843,543	(4,346,116)	9,497,427
TOTAL REQUIREMENTS	$ 40,340,300	$ 13,500,653	$ 11,920,650	$ 30,745,734	$ 16,658,784	$ 47,404,518

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
System Development Charges

Overview

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

The 2017-2019 Proposed Biennial Budget assumed Engineering News Record (ENR), a construction cost inflation index, increases of 3.6% per fiscal year. Increases to SDCs are based on the 20-city national average.

SDC Methodologies

SDCs are critical resources used to fund transportation, water and water reclamation capital improvements. They represent fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development. The SDC fees are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on ENR. The City last updated its Transportation SDC methodology in 2011-2012 and Water methodology in 2008-2009. The Water Reclamation methodology was adopted by City Council in August 2015. The SDC rates for a single family dwelling are estimated as follows:

	2016-17 Actuals	2017-18 Estimate	2018-19 Estimate
Transportation SDC	$5,096	$5,279	$5,470
Water SDC	$5,034	$5,215	$5,403
Water Reclamation SDC	$4,489	$4,651	$4,818

Goals for the 2017 - 2019 Biennial Budget

- Update the Water and Transportation SDC methodologies

CITY OF BEND

System Development Charge Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(40,340,300)**	**(24,349,064)**	**(26,855,284)**	**(30,745,734)**	**(16,658,784)**	**(47,404,518)**
30 - BeginWorkingCapital	(5,934,000)	(5,525,202)	(10,848,411)	(14,934,634)	-	(14,934,634)
34 - Charges&FeesforServ	(34,085,500)	(18,414,176)	(14,818,000)	(15,647,500)	(16,523,484)	(32,170,984)
36 - MiscellaneousRevenue	(320,800)	(409,686)	(1,188,873)	(163,600)	(135,300)	(298,900)
72 - Transfers Out	**31,456,300**	**13,500,653**	**11,920,650**	**16,902,191**	**21,004,900**	**37,907,091**
73 - TransferSpeciPurp	30,723,300	13,268,382	11,559,150	16,520,391	20,601,800	37,122,191
74 - TransferInterfundChg	733,000	232,271	361,500	381,800	403,100	784,900
90 - Reserves	**-**	**-**	**-**	**13,843,543**	**(4,346,116)**	**9,497,427**
90 - Reserves	-	-	-	13,843,543	(4,346,116)	9,497,427
91 - Contingency	**8,884,000**	**-**	**-**	**-**	**-**	**-**
91 - Contingency	8,884,000	-	-	-	-	-
Grand Total	**-**	**(10,848,411)**	**(14,934,634)**	**-**	**-**	**-**

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Local Improvement District (LID) Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 591,900	$ 592,432	$ 599,166	$ 606,966	$ -	$ 606,966
Investment income	11,900	6,734	7,800	7,900	7,900	15,800
TOTAL RESOURCES	$ 603,800	$ 599,166	$ 606,966	$ 614,866	$ 7,900	$ 622,766

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Reserves for:						
Future LID's	$ 603,800	$ -	$ -	$ 614,866	$ 7,900	$ 622,766
TOTAL REQUIREMENTS	$ 603,800	$ -	$ -	$ 614,866	$ 7,900	$ 622,766

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

INFRASTRUCTURE
Local Improvement District (LID) Program

Overview

Local Improvement Districts (LIDs) are formed for the construction of infrastructure to provide direct benefit to property owners in the LID. The construction and financing of LIDs are governed by Oregon Revised Statues 223.205 to 223.295. In the past, property owners have petitioned the City to form LIDs for wastewater infrastructure to be constructed in areas within the City of Bend that are on septic systems. City engineering staff work with property owners to design the infrastructure, and if the cost is feasible and the assessments to the property owners are affordable, then the City will build the infrastructure and assessments will be levied to the properties that receive benefit.

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

Currently there are no active LIDs. The reserve balance remaining in this fund will be used for future LIDs.

CITY OF BEND

3600 - LID Construction Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(603,800)**	**(599,166)**	**(606,966)**	**(614,866)**	**(7,900)**	**(622,766)**
30 - BeginWorkingCapital	(591,900)	(592,432)	(599,166)	(606,966)	-	(606,966)
36 - MiscellaneousRevenue	(11,900)	(6,734)	(7,800)	(7,900)	(7,900)	(15,800)
90 - Reserves	**603,800**	**-**	**-**	**614,866**	**7,900**	**622,766**
90 - Reserves	603,800	-	-	614,866	7,900	622,766
Grand Total	**-**	**(599,166)**	**(606,966)**	**-**	**-**	**-**

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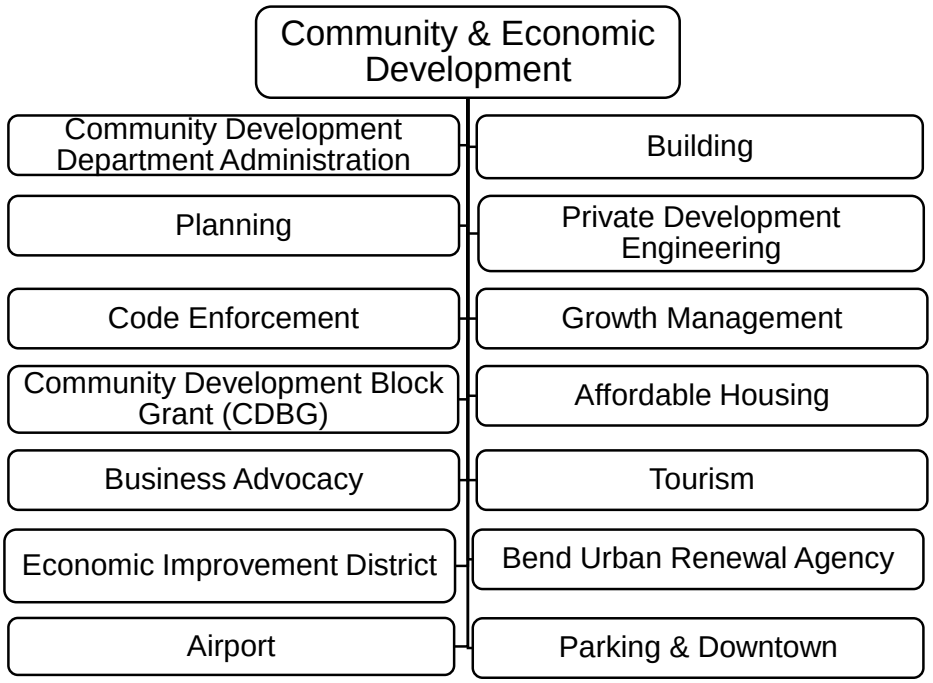
COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA



Community Development Department (CDD) Administration
This Internal Service Fund division accounts for the administrative support of the various Community Development departments and functions.

Building and Planning
Activities for these funds include managing building inspections and permitting, accounting for current planning activities, and reviewing new development plans, plats and partitions for compliance.

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

Code Enforcement
Expenditures related to the Code Enforcement fund are accounted for in the General Fund. Code Enforcement's mission is to protect the safety and health of the City's residents and visitors by ensuring compliance with the City's land use and building codes.

Growth Management
Growth Management identifies and manages activites of a long-term nature including land use, public facility and transportation planning.

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

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

Business Advocacy
This fund is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan.

Tourism
This fund accounts for the expenditure of room tax revenues dedicated to tourism promotion.

Continued on the next page

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

Bend Urban Renewal Agency (BURA)
These funds account for the activities of the City's urban renewal districts. The BURA General Fund accounts for general services within BURA not accounted for within another fund. The Juniper Ridge Construction and Debt Service Funds account for the activities of the City's Juniper Ridge urban renewal district. The Murphy Crossing Construction and Debt Service Funds account for the activities of the City's Murphy Crossing urban renewal district.

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

Parking & Downtown
This program accounts for the activities and operations of City parking and downtown management operations.

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

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital	$ -	$ -	$ -	$ -	$ -	$ -
Interfund transfers	-	-	-	970,700	1,009,500	1,980,200
Licenses and permits	-	-	-	191,300	194,600	385,900
Interfund charges	-	-	-	190,900	201,550	392,450
TOTAL RESOURCES	$ -	$ -	$ -	$ 1,352,900	$ 1,405,650	$ 2,758,550

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
CDD Administration	$ -	$ -	$ -	$ 1,143,200	$ 1,247,400	$ 2,390,600
Interfund transfers	-	-	-	107,000	105,700	212,700
Contingency	-	-	-	102,700	52,550	155,250
TOTAL REQUIREMENTS	$ -	$ -	$ -	$ 1,352,900	$ 1,405,650	$ 2,758,550
By Category:						
Personnel services	$ -	$ -	$ -	$ 1,059,800	$ 1,166,500	$ 2,226,300
Materials and services	-	-	-	83,400	80,900	164,300
Interfund transfers	-	-	-	107,000	105,700	212,700
Contingency	-	-	-	102,700	52,550	155,250
TOTAL REQUIREMENTS	$ -	$ -	$ -	$ 1,352,900	$ 1,405,650	$ 2,758,550

Notes:
CDD Administration is a new program in the 2017-2019 biennium. Refer to budget narrative for additional information.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

Overview

CDD Administration has recently been reorganized to provide support services to the operational divisions within CDD: Building, Planning, and Private Development Engineering. Through this consolidated support model, CDD Administration enables CDD to work as one coordinated department, while allowing each division to focus on its specific regulatory areas of authority and expertise. The primary roles of CDD Administration are to administer the human, physical, digital and data resources of CDD, to facilitate data-driven decision-making by CDD management, to operate the CDD Permit Center, and to manage City addressing, licensing and special programs.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ -	$ -	$ 1,059,800	$ 1,166,500	$ 2,226,300
Materials and services	-	-	83,400	80,900	164,300
Program Total	-	-	1,143,200	1,247,400	2,390,600
Interfund transfers	-	-	107,000	105,700	212,700
CDD Administration	$ -	$ -	$ 1,250,200	$ 1,353,100	$ 2,603,300
Full Time Equivalents	-	-	9.00	9.50	9.50

Goals for the 2017 – 2019 Biennial Budget

- Handle administrative functions including budget administration, purchasing, fleet management, human resources management and payroll administration, as well as coordination with the IT Department to support CDD's permitting software and data systems
- Provide on-demand data, reporting and GIS mapping for CDD
- Use data and analysis to provide insight into budget forecasting, departmental assessments, and strategic planning
- Manage the operations and cashiering functions of the CDD Permit Center, a “one-stop shop” for development permitting
- Administer several permitting and licensing programs that affect or require review by multiple City departments: addressing, business registration, licensing for marijuana businesses, short term rentals and vehicles for hire, special events and noise variance permits, and liquor license endorsements
- Coordinate, execute and monitor development agreements for large development projects
- Assess Systems Development Charges (SDCs) that help fund City capital improvements

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Coordinate CDD’s participation in the LEAP project, particularly Integrated Inspections and Permitting Applications (IIPA) by assigning a member of CDD Admin to serve as the functional lead for this phase of the LEAP project
- Replace legacy address management system with a GIS-based solution that integrates with LEAP software
- Develop the City’s nascent Licensing Program to act as a central hub for all licensing activities, previously housed in multiple departments
- Formalize processes governing the administration of development agreements and SDCs
- Perform parking pass audit in conjunction with Economic Development

- Assist Human Resources with wage and compensation study for Program Manager and Program Coordinator roles
- Assist Human Resources with wage and compensation study for Planning divisions series
- Digitize historical paper plan sets to ensure better access and better integration with applications
- Help develop data governance program to build standard and repeatable processes, reduce costs and increase effectiveness through coordination of efforts, and protect the needs of data stakeholders
- Process business licenses for Economic Development

Significant Changes from the 2015 – 2017 Biennial Budget

- CDD has been reorganized to provide support services to the operational divisions within CDD, supported by FTE that have been transferred in from the now dissolved Permit Center that was accounted for in the Building Fund

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
# of new and renewed business licenses issued	5,016	5,184	5,459	5,500	5,655
Special Event Permits issued	69	37	45	48	50
Marijuana Licenses issued[1]	n/a	n/a	20	60	70
SDC reviews[2]	n/a	355	367	400	415
Short Term Rental Licenses issued[2]	n/a	652	675	700	725
Address reviews	66	297	320	344	348
Front Counter visits	11,635	13,722	13,670	14,200	14,300
Effectiveness Measures:					
Average days to issue Business License	7.0	6.5	5.0	5.0	5.0
Average days to issue Special Events Permit	37.0	69.0	67.0	60.0	55.0
Average days to issue Marijuana License[1]	n/a	n/a	180.0	150.0	90.0
Average days to review SDC application[2]	n/a	5.0	4.0	3.8	3.5
Average days to issue Short Term Rental License[2]	n/a	30.0	21.0	14.0	14.0
Average days to review Addresses	1.4	2.9	2.7	2.5	2.5
Efficiency Measures:					
Average front counter customer visit (minutes)[2]	n/a	17.7	34.9	30.0	30.0
% overdue Business License payments	38%	40%	42%	39%	25%

[1] Marijuana licensing program during 2016-17

[2] Performance measure data not available for 2014-15. Tracking began in 2015-16

CITY OF BEND

5100 - ISF-DepartmentalAdministration by Expenditure Category - CDD Admin

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**-**	**-**	**-**	**(1,352,900)**	**(1,405,650)**	**(2,758,550)**
32 - Licenses & Permits	-	-	-	(191,300)	(194,600)	(385,900)
38 - Transfers	-	-	-	(1,161,600)	(1,211,050)	(2,372,650)
40 - Personnel Services	**-**	**-**	**-**	**1,059,800**	**1,166,500**	**2,226,300**
40 - Wages	-	-	-	668,000	735,200	1,403,200
41 - Benefits	-	-	-	391,800	431,300	823,100
42 - Materials & Services	**-**	**-**	**-**	**83,400**	**80,900**	**164,300**
43 - Purchased Services	-	-	-	37,300	37,300	74,600
44 - Equipment <$5000	-	-	-	11,700	7,800	19,500
45 - ConsumSupplies&Mater	-	-	-	16,000	16,000	32,000
46 - Employee Costs	-	-	-	18,400	19,800	38,200
70 - Transfers Out - OH	**-**	**-**	**-**	**107,000**	**105,700**	**212,700**
70 - TransferCity-wideOH	-	-	-	107,000	105,700	212,700
91 - Contingency	**-**	**-**	**-**	**102,700**	**52,550**	**155,250**
91 - Contingency	-	-	-	102,700	52,550	155,250
Grand Total	**-**	**-**	**-**	**-**	**-**	**-**

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Building Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 6,878,700	$ 7,418,818	$ 10,840,388	$ 12,845,883	$ -	$ 12,845,883
Licenses and permits	10,563,540	6,108,453	5,239,500	5,265,700	5,292,100	10,557,800
Charges for services	2,852,040	1,672,776	1,470,500	1,477,800	1,485,200	2,963,000
Interfund charges	1,680,000	758,500	911,350	-	-	-
Investment income	158,300	110,444	154,400	157,600	153,500	311,100
Miscellaneous	8,500	3,787	2,000	2,000	2,000	4,000
TOTAL RESOURCES	$ 22,141,080	$ 16,072,778	$ 18,618,138	$ 19,748,983	$ 6,932,800	$ 26,681,783

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
By Service Area/Program:						
Community & Econ. Dev.:						
Community & Econ. Development Program:						
Building Services	$ 9,497,813	$ 3,419,341	$ 3,853,155	$ 5,014,104	$ 6,110,232	$ 11,124,336
Permit Center	2,349,825	1,003,283	1,127,200	-	-	-
Total	11,847,638	4,422,623	4,980,355	5,014,104	6,110,232	11,124,336
Interfund transfers	1,581,200	809,767	791,900	1,360,600	1,404,600	2,765,200
Contingency	8,712,242	-	-	13,374,279	(582,032)	12,792,247
TOTAL REQUIREMENTS	$ 22,141,080	$ 5,232,390	$ 5,772,255	$ 19,748,983	$ 6,932,800	$ 26,681,783
By Category:						
Personnel services	$ 9,459,299	$ 3,911,285	$ 4,493,400	$ 4,421,100	$ 4,607,000	$ 9,028,100
Materials and services	2,008,339	322,824	439,955	593,004	1,471,232	2,064,236
Interfund transfers	1,581,200	809,767	791,900	1,360,600	1,404,600	2,765,200
Capital outlay:						
Vehicle/equipment	380,000	188,514	47,000	-	32,000	32,000
Contingency	8,712,242	-	-	13,374,279	(582,032)	12,792,247
TOTAL REQUIREMENTS	$ 22,141,080	$ 5,232,390	$ 5,772,255	$ 19,748,983	$ 6,932,800	$ 26,681,783

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

Overview

The Building Program is comprised of the Building Safety and Electrical programs and serves as the clearinghouse for all construction permitting through a shared permitting software platform that includes coordination with Planning, Engineering, Utilities, Fire, State of Oregon Department of Environmental Quality, Deschutes County Environmental Health and Sanitation, and State of Oregon Department of Agriculture. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

Building Program

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

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 2,943,121	$ 3,378,900	$ 4,421,100	$ 4,607,000	$ 9,028,100
Materials and services	287,705	427,255	593,004	1,471,232	2,064,236
Capital outlay:					
Vehicle/equipment	188,514	47,000	-	32,000	32,000
Program Total	3,419,341	3,853,155	5,014,104	6,110,232	11,124,336
Interfund transfers	579,067	551,400	1,360,600	1,404,600	2,765,200
Building Services	$ 3,998,408	$ 4,404,555	$ 6,374,704	$ 7,514,832	$ 13,889,536
Full Time Equivalents	25.60	27.10	34.33	34.33	34.33

Goals for the 2017 – 2019 Biennial Budget

- Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Reduce average daily inspections per inspector down to 15 inspections per inspector, as recommended by the State of Oregon
- Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Integrated two (2) FTE from the dissolution of the permit center which helped improve the efficiency of the department
- Implemented new building workflows to provide transparency
- Averages less than 10 business days to turn around residential plan reviews
- Managed commercial workloads equal to that of 2006-2007 activity levels with less staff
- Helped OSU through building process in order for the campus to open on time
- Met the demand to permit several new businesses from “seed to sale” for cannabis businesses
- Reviewed, inspected and approved 49 multifamily buildings, resulting in 939 new housing units

Significant Changes from the 2015 – 2017 Biennial Budget

- Materials and services budget includes a digital conversation project that is budgeted for $1M in 2019
- One (1) new Building Inspector FTE in 2017-18

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

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

Permit Center

As of July 1, 2017, the Community Development Permit Center program will be dissolved into the following funds: Building, Planning and Community Development Department (CDD) Administration. The Community Development Permit Center will continue to operate within Community Development by providing technical support to Planning, Private Development Engineering and Building and at the counter where they issue over-the-counter permits and assist the general public.

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 968,164	$ 1,114,500			
Materials and services	35,119	12,700			
Capital outlay:					
Vehicle/equipment	-	-			
Program Total	1,003,283	1,127,200	-	-	-
Interfund transfers	230,700	240,500	-	-	-
Permit Center	$ 1,233,983	$ 1,367,700	$ -	$ -	$ -
Full Time Equivalents	13.00	19.00	-	-	-

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Improve permit review times by dedicating staff to specific tasks and job functions thus allowing for more streamlined work and major reductions in review times
- Through analyzing data and workflows the Permit Center created specific key performance indicators for the 2017-2019 biennial budget in order to create team and individual division goals that are measurable

Significant Changes from the 2015 – 2017 Biennial Budget

- The program has been dissolved and FTE will be transferred into CDD Administration, Building, Planning and Private Development Engineering (PDE) in 2017-18

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Average inspection per day	175	206	180	175	175
Commercial/Industrial plans examined	342	381	370	375	380
Residential plans examined	1,250	1,344	1,411	1,450	1,500
Effectiveness Measures:					
Daily inspections per inspector	19	19	16	15	15
Plans examined per staff	177	173	178	183	188
Efficiency Measures:					
Single Family building permits issued within the following targets:					
% of reviews within 30 days (target 50%)	data not available	39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permits issued within the following targets:					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	$ -	$ 32,000	$ 32,000	$ 32,000	-
Total	**$ -**	**$ 32,000**	**$ 32,000**	**$ 32,000**	**$ -**

CITY OF BEND

1300 - Building Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(22,141,080)**	**(16,072,778)**	**(18,618,138)**	**(19,748,983)**	**(6,932,800)**	**(26,681,783)**
30 - BeginWorkingCapital	(6,878,700)	(7,418,818)	(10,840,388)	(12,845,883)	-	(12,845,883)
32 - Licenses & Permits	(10,563,540)	(6,108,453)	(5,239,500)	(5,265,700)	(5,292,100)	(10,557,800)
34 - Charges&FeesforServ	(2,852,040)	(1,672,776)	(1,470,500)	(1,477,800)	(1,485,200)	(2,963,000)
36 - MiscellaneousRevenue	(166,800)	(114,231)	(156,400)	(159,600)	(155,500)	(315,100)
38 - Transfers	(1,680,000)	(758,500)	(911,350)	-	-	-
40 - Personnel Services	**9,459,299**	**3,911,285**	**4,493,400**	**4,421,100**	**4,607,000**	**9,028,100**
40 - Wages	5,994,078	2,516,333	2,901,400	2,731,600	2,842,800	5,574,400
41 - Benefits	3,465,221	1,394,952	1,592,000	1,689,500	1,764,200	3,453,700
42 - Materials & Services	**2,008,339**	**322,824**	**439,955**	**593,004**	**1,471,232**	**2,064,236**
43 - Purchased Services	1,684,850	254,680	341,435	399,366	1,296,044	1,695,410
44 - Equipment <$5000	135,700	9,463	37,700	53,850	42,600	96,450
45 - ConsumSupplies&Mater	32,700	18,021	18,300	16,000	16,000	32,000
46 - Employee Costs	137,089	39,873	37,720	116,988	109,788	226,776
47 - CommuEducat&Outreach	18,000	787	-	1,100	1,100	2,200
52 - Other	-	-	4,800	5,700	5,700	11,400
60 - Capital Outlay	**380,000**	**188,514**	**47,000**	**-**	**32,000**	**32,000**
61 - Vehicles & Trucks	380,000	188,514	47,000	-	32,000	32,000
70 - Transfers Out - OH	**1,470,700**	**719,600**	**751,100**	**1,324,000**	**1,366,400**	**2,690,400**
70 - TransferCity-wideOH	1,470,700	719,600	751,100	741,600	760,700	1,502,300
71 - TransferDeptOH	-	-	-	582,400	605,700	1,188,100
72 - Transfers Out	**110,500**	**90,167**	**40,800**	**36,600**	**38,200**	**74,800**
73 - TransferSpeciPurp	52,900	56,380	18,500	-	-	-
74 - TransferInterfundChg	57,600	33,787	22,300	36,600	38,200	74,800
91 - Contingency	**8,712,242**	**-**	**-**	**13,374,279**	**(582,032)**	**12,792,247**
91 - Contingency	8,712,242	-	-	13,374,279	(582,032)	12,792,247
Grand Total	**-**	**(10,840,388)**	**(12,845,883)**	**(0)**	**-**	**(0)**

Planning Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 2,349,800	$ 2,846,615	$ 3,209,205	$ 3,701,937	$ -	$ 3,701,937
Intergovernmental revenues	13,000	599	10,100	10,000	10,000	20,000
Licenses and permits	128,600	89,583	73,800	75,200	76,700	151,900
Charges for services	4,108,700	2,027,543	2,432,300	2,480,900	2,530,500	5,011,400
General fund subsidy	1,050,900	513,800	537,100	553,000	570,000	1,123,000
Investment income	43,300	35,240	31,300	50,000	52,800	102,800
Miscellaneous	700	-	14,500	-	-	-
TOTAL RESOURCES	$ 7,695,000	$ 5,513,380	$ 6,308,305	$ 6,871,037	$ 3,240,000	$ 10,111,037

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Planning	$ 3,802,619	$ 1,619,096	$ 2,030,368	$ 2,129,525	$ 2,239,088	$ 4,368,613
Interfund transfers	1,242,550	685,078	576,000	566,600	582,000	1,148,600
Contingency	2,649,831	-	-	4,174,912	418,912	4,593,824
TOTAL REQUIREMENTS	$ 7,695,000	$ 2,304,174	$ 2,606,368	$ 6,871,037	$ 3,240,000	$ 10,111,037
By Category:						
Personnel services	$ 3,343,793	$ 1,463,214	$ 1,724,400	$ 1,891,000	$ 1,966,100	$ 3,857,100
Materials and services	458,826	155,882	305,968	238,525	240,988	479,513
Interfund transfers	1,242,550	685,078	576,000	566,600	582,000	1,148,600
Capital outlay:						
Vehicle/equipment	-	-	-	-	32,000	32,000
Contingency	2,649,831	-	-	4,174,912	418,912	4,593,824
TOTAL REQUIREMENTS	$ 7,695,000	$ 2,304,174	$ 2,606,368	$ 6,871,037	$ 3,240,000	$ 10,111,037

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
Planning Fund

Overview

The Planning Fund establishes and maintains the land use framework within which businesses and residents conduct their daily activities. It is responsible for implementing state-mandated requirements for comprehensive planning and zoning, public facilities planning, and development review. The program comprises multiple sub-programs designated to accomplish this work: Development Review, Sign Code Permitting, Historic Preservation and Code administration and amendments. This program ensures the City's compliance with the Oregon Revised Statutes, Oregon Administrative Rules, and Oregon case law, Bend Comprehensive Plan, Transportation System Plan, and the Bend Development Code.

The Planning Fund provides a vital economic development role in the city by providing the land use permits necessary for commercial and residential construction and for land divisions. This program is continually working to streamline processes and minimize unnecessary regulations to reduce delay and eliminate uncertainty from the permitting process. The program:

- Reviews all land development in the City
- Creates and responds to economic development opportunities
- Is the venue for public participation and due process in land development
- Provides property and land use information at the Community Development customer counter
- Maintains and updates the Bend Development Code, Landmarks Code and Sign Code
- Oversees the Historic Preservation Program
- Provides initial investigations and seeks compliance for Development Code enforcement
- Administers the City's Sign Code including permitting and assistance with code enforcement
- Interacts with developers of potential large scale projects to foster economic development opportunities

In performing these duties, Planning staff work with citizens, business owners, developers and other city departments and partner entities such as Oregon Department of Transportation, Deschutes County, irrigation districts and private utility providers. This coordination ensures that new development is compatible with existing neighborhoods, is efficiently provided with the full range of urban services and that future economic development opportunities are preserved.

The Sign Code Program is a component of the Planning Fund and implements the City Council's policies related to aesthetics and appearance in regards to the size, type and placement of signs. The program administers the Sign Code by providing sign permitting services and Sign Code enforcement. In performing these duties, Planning staff work with citizens, business owners and developers to ensure that new signs comply with the Sign Code.

The Historic Preservation Program is a component of the Planning Fund. Activities in this area include permit review for alterations to any of the City's 42 locally designated historic structures as well as development/alterations in the City's two historic districts. Staff coordinate with the State Historic Preservation Office to ensure compliance with state regulations, which allow the City to obtain approximately $10,000 per year in grant funding and to maintain the City's Landmarks Commission as a Certified Local Government.

Goals for the 2017 – 2019 Biennial Budget

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 1,463,214	$ 1,724,400	$ 1,891,000	$ 1,966,100	$ 3,857,100
Materials and services	155,882	305,968	238,525	240,988	479,513
Capital outlay:					
Vehicle/equipment	-	-	-	32,000	32,000
Program Total	1,619,096	2,030,368	2,129,525	2,239,088	4,368,613
Interfund transfers	685,078	576,000	566,600	582,000	1,148,600
Planning	$ 2,304,174	$ 2,606,368	$ 2,696,125	$ 2,821,088	$ 5,517,213
Full Time Equivalents	11.88	11.88	15.53	15.53	15.53

- Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- Focus efforts on supporting urban renewal planning and funding
- Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Process 80% of Type 1 applications with an average review time of 30 days
- Process 80% of Type 2 applications with an average review time of 60 Days
- Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Implemented new planning workflow to provide transparency and create better project tracking
- Averaged under 10 days to turn around residential plan reviews
- Maintained Development Review timelines within development community expectations
- Provided planning and legal support to assist OSU Cascades Phase One construction
- Aided in the adoption of the new Urban Growth Boundary
- Amended the Development Code to create the Short Term rental permitting program, adopt regulations for recreational and medical marijuana, revise and modernize the Master Planning chapter, institute affordable housing directive from Council to create density bonuses, cottage housing, streamline ADU permitting, allow murals in the Maker's District as requested by the ABC Committee

Significant Changes from the 2015 – 2017 Biennial Budget

- One (1) new FTE Associate Planner in 2017-18

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

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

COMMUNITY & ECONOMIC DEVELOPMENT
Planning Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Applications received	966	840	848	890	875
Sign Permits issued	364	292	295	290	296
Effectiveness Measures:					
Applications per planner	138	120	106	99	97
Efficiency Measures:					
Planning applications					
# of days to process Type 1 application (target 30 days)		21	20	21	22
# of days to process Type 2 application (target 60 days)		39	54	58	58
Single Family building permit review	data not available				
% of reviews within 30 days (target 50%)		39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permit review					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	$ -	$ 32,000	$ -	$ 32,000	$ -
Total	**$ -**	**$ 32,000**	**$ -**	**$ 32,000**	**$ -**

1310 - Planning Fund by Expenditure Category

CITY OF BEND

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(7,695,000)**	**(5,513,380)**	**(6,308,305)**	**(6,871,037)**	**(3,240,000)**	**(10,111,037)**
30 - BeginWorkingCapital	(2,349,800)	(2,846,615)	(3,209,205)	(3,701,937)	-	(3,701,937)
32 - Licenses & Permits	(128,600)	(89,583)	(73,800)	(75,200)	(76,700)	(151,900)
33 - Intergovernmental	(13,000)	(599)	(10,100)	(10,000)	(10,000)	(20,000)
34 - Charges&FeesforServ	(4,108,700)	(2,027,543)	(2,432,300)	(2,480,900)	(2,530,500)	(5,011,400)
36 - MiscellaneousRevenue	(44,000)	(35,240)	(45,800)	(50,000)	(52,800)	(102,800)
38 - Transfers	(1,050,900)	(513,800)	(537,100)	(553,000)	(570,000)	(1,123,000)
40 - Personnel Services	**3,343,793**	**1,463,214**	**1,724,400**	**1,891,000**	**1,966,100**	**3,857,100**
40 - Wages	2,151,841	959,301	1,116,900	1,176,900	1,222,600	2,399,500
41 - Benefits	1,191,952	503,913	607,500	714,100	743,500	1,457,600
42 - Materials & Services	**458,826**	**155,882**	**305,968**	**238,525**	**240,988**	**479,513**
43 - Purchased Services	300,320	127,481	207,318	192,175	199,588	391,763
44 - Equipment <$5000	106,000	1,478	71,100	26,150	21,200	47,350
45 - ConsumSupplies&Mater	9,000	3,816	3,200	1,000	1,000	2,000
46 - Employee Costs	30,956	16,188	17,650	11,500	11,500	23,000
47 - CommuEducat&Outreach	12,550	4,944	6,200	6,200	6,200	12,400
52 - Other	-	1,976	500	1,500	1,500	3,000
60 - Capital Outlay	**-**	**-**	**-**	**-**	**32,000**	**32,000**
61 - Vehicles & Trucks	-	-	-	-	32,000	32,000
70 - Transfers Out - OH	**591,700**	**288,900**	**302,800**	**539,100**	**553,000**	**1,092,100**
70 - TransferCity-wideOH	591,700	288,900	302,800	296,400	300,600	597,000
71 - TransferDeptOH	-	-	-	242,700	252,400	495,100
72 - Transfers Out	**650,850**	**396,178**	**273,200**	**27,500**	**29,000**	**56,500**
73 - TransferSpeciPurp	42,550	46,939	24,900	25,000	26,400	51,400
74 - TransferInterfundChg	608,300	349,239	248,300	2,500	2,600	5,100
91 - Contingency	**2,649,831**	**-**	**-**	**4,174,912**	**418,912**	**4,593,824**
91 - Contingency	2,649,831	-	-	4,174,912	418,912	4,593,824
Grand Total	**-**	**(3,209,205)**	**(3,701,937)**	**(0)**	**-**	**(0)**

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Private Development Engineering Fund

	ADJUSTED BUDGET 2015-17	*ACTUALS 2015-16*	*ESTIMATE 2016-17*	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	*$ 202,509*	*$ -*	*$ 362,364*	$ -	$ -	$ -
General fund subsidy	*238,300*	*115,200*	*123,100*	75,000	77,000	152,000
Licenses and permits	*915,400*	*345,008*	*442,000*	464,100	487,300	951,400
Charges for services	*3,214,200*	*1,563,371*	*1,774,100*	1,867,400	1,904,700	3,772,100
Interfund transfers	*1,075,000*	*-*	*280,000*	1,390,116	280,000	1,670,116
Investment income	-	-	-	3,200	6,400	9,600
TOTAL RESOURCES	*$ 5,645,409*	*$ 2,023,579*	*$ 2,981,564*	$ 3,799,816	$ 2,755,400	$ 6,555,216

	ADJUSTED BUDGET 2015-17	*ACTUALS 2015-16*	*ESTIMATE 2016-17*	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Private Development Engineering	*$ 2,781,209*	*$ 1,115,395*	*$ 1,343,498*	$ 1,637,962	$ 1,668,365	$ 3,306,327
Interfund transfers	*2,089,200*	*545,820*	*527,950*	368,100	378,900	747,000
Contingency	*775,000*	*-*	*-*	1,793,754	708,135	2,501,889
TOTAL REQUIREMENTS	*$ 5,645,409*	*$ 1,661,215*	*$ 1,871,448*	$ 3,799,816	$ 2,755,400	$ 6,555,216
By Category:						
Personnel services	*$ 2,218,359*	*$ 864,784*	*$ 1,156,700*	$ 1,464,000	$ 1,535,000	$ 2,999,000
Materials and services	*412,850*	*201,269*	*136,798*	141,962	133,365	275,327
Capital outlay:						
Vehicle/equipment	*150,000*	*49,342*	*50,000*	32,000	-	32,000
Interfund transfers	*2,089,200*	*545,820*	*527,950*	368,100	378,900	747,000
Contingency	*775,000*	*-*	*-*	1,793,754	708,135	2,501,889
TOTAL REQUIREMENTS	*$ 5,645,409*	*$ 1,661,215*	*$ 1,871,448*	$ 3,799,816	$ 2,755,400	$ 6,555,216

Note:
Private Development Engineering is accounted for in a new special revenue fund in the 2017-2019 biennium. During the 2015-2017 biennium this program was accounted for as a division of the Engineering Division of the Internal Service Fund. Amounts for the 2015-2017 biennium have been included for illustrative purposes. Refer to budget narrative for additional information.

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Fund

Overview

Private Development Engineering (PDE) staff are dedicated to ensuring that new development in the City of Bend meets the goals of the community while protecting the City's vital infrastructure. This process works through collaborative efforts between the Planning, Building and Utility Departments. Staff works closely with engineering consulting firms, land developers, and private landowners, helping to provide guidance through the City of Bend development processes, and extend services to coordinate new development efforts with other local, state, and federal agencies.

PDE staff review all new development plans, plats, and partitions for engineering accuracy and compliance with the City of Bend standards and specifications. New development in Bend that is reviewed by staff includes all commercial and industrial sites, residential subdivisions, schools, and parks. PDE is generally responsible for parts of most types of building and planning permits as well as all Right of Way (ROW) permits within City limits.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 864,784	$ 1,156,700	$ 1,464,000	$ 1,535,000	$ 2,999,000
Materials and services	201,269	136,798	141,962	133,365	275,327
Capital outlay:					
Vehicle/equipment	49,342	50,000	32,000	-	32,000
Program Total	1,115,395	1,343,498	1,637,962	1,668,365	3,306,327
Interfund transfers	545,820	527,950	368,100	378,900	747,000
Private Development Engineering	$ 1,661,215	$ 1,871,448	$ 2,006,062	$ 2,047,265	$ 4,053,327
Full Time Equivalents	8.79	8.79	12.34	12.34	12.34

Note:

Starting in 2017-18, Private Development Engineering revenue and expenditure will be reallocated from the Engineering & Infrastructure Planning division of the Internal Service Fund to a seperate special fund. 2015-16 and 2016-17 actuals are shown for illustrative

Goals for the 2017 – 2019 Biennial Budget

- Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- Focus efforts on urban renewal planning and funding
- Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Process 80% of applications with an average review time for Type 1 in 30 days
- Process 80% of applications with an average review time for Type 2 in 60 Days
- Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

- Process 80% of Tier 1 applications with an average review time of 15 days, Tier 2 applications with an average review time of 25 days, and Tier 3 applications with an average review time of 90 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Integrated one and a half (1.5) FTE from the dissolution of the permit center
- Implemented new workflow to provide transparency and create better project tracking
- Hired a Construction Manager with the main focus on actively managing ROW permitting and inspections
- Updated code to reflect changes in community needs and promote diversity of building demands
- Helped with the adoption of the new Urban Growth Boundary
- Implemented fee study and new fees
- Hired new City Engineer and staffed department according to workloads

Significant Changes from the 2015 – 2017 Biennial Budget

- The PDE division will no longer be included in Engineering and Infrastructure Planning Division of the Internal Services Fund and will be accounted for in a separate special revenue fund
- A one-time transfer of $1,110,116 will be made in 2017-18 to transfer the PDE ending fund balance from the Internal Service Fund to the new special revenue fund
- One (1) new Project Engineer FTE in 2017-18
- One (1) new Engineering Inspector FTE in 2017-18

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

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

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Applications received	179	220	231	250	260
Inspections	2,967	3,999	4,100	4,160	4,170
Effectiveness Measures:					
Inspections per inspector	742	1,000	1,025	1,040	1,043
Efficiency Measures:					
Planning applications					
# of days to process Type 1 application (target 30 days)		21	20	21	22
# of days to process Type 2 application (target 60 days)		39	54	58	58
Single Family building permit review	data not available				
% of reviews within 30 days (target 50%)		39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permit review					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%
# of days to process Type 1 application (target 15 days)	14	19	17	16	14
# of days to process Type 2 application (target 25 days)	11	23	20	18	17
# of days to process Type 2 application (target 90 days)	n/a	78	90	74	68

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	$ 32,000	$ -	$ 32,000	$ -	$ 32,000
Total	**$ 32,000**	**$ -**	**$ 32,000**	**$ -**	**$ 32,000**

CITY OF BEND

1320 - Private Dev Engineering Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**-**	**-**	**-**	**(3,497,516)**	**(2,755,400)**	**(6,252,916)**
32 - Licenses & Permits	-	-	-	(464,100)	(487,300)	(951,400)
34 - Charges&FeesforServ	-	-	-	(1,867,400)	(1,904,700)	(3,772,100)
36 - MiscellaneousRevenue	-	-	-	(3,200)	(6,400)	(9,600)
38 - Transfers	-	-	-	(1,162,816)	(357,000)	(1,519,816)
40 - Personnel Services	**-**	**-**	**-**	**1,464,000**	**1,535,000**	**2,999,000**
40 - Wages	-	-	-	927,200	971,900	1,899,100
41 - Benefits	-	-	-	536,800	563,100	1,099,900
42 - Materials & Services	**-**	**-**	**-**	**141,962**	**133,365**	**275,327**
43 - Purchased Services	-	-	-	56,612	55,915	112,527
44 - Equipment <$5000	-	-	-	25,400	11,000	36,400
45 - ConsumSupplies&Mater	-	-	-	1,000	1,000	2,000
46 - Employee Costs	-	-	-	37,050	41,550	78,600
47 - CommuEducat&Outreach	-	-	-	300	300	600
52 - Other	-	-	-	21,600	23,600	45,200
60 - Capital Outlay	**-**	**-**	**-**	**32,000**	**-**	**32,000**
61 - Vehicles & Trucks	-	-	-	32,000	-	32,000
70 - Transfers Out - OH	**-**	**-**	**-**	**360,800**	**371,400**	**732,200**
70 - TransferCity-wideOH	-	-	-	215,200	220,000	435,200
71 - TransferDeptOH	-	-	-	145,600	151,400	297,000
72 - Transfers Out	**-**	**-**	**-**	**7,300**	**7,500**	**14,800**
74 - TransferInterfundChg	-	-	-	7,300	7,500	14,800
91 - Contingency	**-**	**-**	**-**	**1,491,454**	**708,135**	**2,199,589**
91 - Contingency	-	-	-	1,491,454	708,135	2,199,589
Grand Total	**-**	**-**	**-**	**-**	**-**	**-**

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General Fund
Community & Economic Development Program - Code Enforcement

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Code Enforcement	$ 841,925	$ 431,387	$ 429,251	$ 517,495	$ 525,630	$ 1,043,125
Interfund transfers	151,258	79,221	75,908	101,900	94,200	196,100
TOTAL REQUIREMENTS	$ 993,183	$ 510,609	$ 505,159	$ 619,395	$ 619,830	$ 1,239,225
By Category:						
Personnel services	$ 760,125	$ 394,114	$ 412,111	$ 454,400	$ 490,100	$ 944,500
Materials and services	25,800	11,622	17,140	33,095	35,530	68,625
Capital outlay:						
Vehicle/equipment	56,000	25,651	-	30,000	-	30,000
Interfund transfers	151,258	79,221	75,908	101,900	94,200	196,100
TOTAL REQUIREMENTS	$ 993,183	$ 510,609	$ 505,159	$ 619,395	$ 619,830	$ 1,239,225

Note:
Code Enforcement activities are accounted for in the Community & Economic Development Program of the General Fund.

COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement

Overview

The duties of the City of Bend's Code Enforcement program are to protect the health and safety of the City's residents and visitors and the livability of the community by ensuring compliance with Bend's land-use, environmental and building codes. The City will ensure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

This program ensures compliance with the Bend Municipal Code, Bend Development Code and State of Oregon Specialty Codes. City Code Enforcement staff provides the following customer services: inspections, enforcement actions, and over the counter information. In order to provide a professional level of service to Bend's residents, City staff obtains and maintains proper certifications including required continuing education credits.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 394,114	$ 412,111	$ 454,400	$ 490,100	$ 944,500
Materials and services	11,622	17,140	33,095	35,530	68,625
Capital outlay:					
Vehicle/equipment	25,651	-	30,000	-	30,000
Program Total	431,387	429,251	517,495	525,630	1,043,125
Interfund transfers	79,221	75,908	101,900	94,200	196,100
Code Enforcement	$ 510,609	$ 505,159	$ 619,395	$ 619,830	$ 1,239,225
Full Time Equivalents	4.00	4.00	4.00	4.00	4.00

Goals for the 2017 – 2019 Biennial Budget

- Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software
- 100% of staff to attain International Fire Code Certification

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Maintain average case turnaround time of 50 days for 80% of total cases
- 60% of cases are proactive

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Proactively managed temporary sign code violations
- Helped implement the Short Term Rental program
- Reestablished temporary Sign Permitting program
- 50% of staff attained International Fire Code Certification
- Maintained voluntary compliance levels above 98%
- Recovered over $75,000 in liens and penalties
- Processed over 1,000 snow removal cases

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

- Refer to Five Year Vehicle and Equipment Plan on following page for detail

COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
New cases received	1,081	1,151	2,175	2,197	2,219
Efficiency Measures:					
Cases per FTE	284	288	544	549	555
% of cases closed in 50 days (target 80%)	72%	81%	86%	80%	83%
% of proactive cases (target 60%)	60%	70%	72%	68%	68%

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	$ 30,000	$ -	$ -	$ -	$ -
Total	**$ 30,000**	**$ -**	**$ -**	**$ -**	**$ -**

1000 - General Fund by Expenditure Category - Code Enforcement

CITY OF BEND

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**760,125**	**394,114**	**412,111**	**454,400**	**490,100**	**944,500**
40 - Wages	444,666	248,298	259,311	276,200	299,700	575,900
41 - Benefits	315,459	145,816	152,800	178,200	190,400	368,600
42 - Materials & Services	**25,800**	**11,622**	**17,140**	**33,095**	**35,530**	**68,625**
43 - Purchased Services	8,500	5,408	8,561	19,695	19,730	39,425
44 - Equipment <$5000	10,400	1,366	4,700	6,700	9,500	16,200
45 - ConsumSupplies&Mater	2,300	2,035	1,500	1,000	1,000	2,000
46 - Employee Costs	4,600	2,502	2,379	5,400	5,000	10,400
47 - CommuEducat&Outreach	-	311	-	300	300	600
60 - Capital Outlay	**56,000**	**25,651**	**-**	**30,000**	**-**	**30,000**
61 - Vehicles & Trucks	56,000	25,651	-	30,000	-	30,000
70 - Transfers Out - OH	**145,208**	**71,300**	**73,908**	**98,400**	**90,400**	**188,800**
70 - TransferCity-wideOH	145,208	71,300	73,908	98,400	90,400	188,800
72 - Transfers Out	**6,050**	**7,921**	**2,000**	**3,500**	**3,800**	**7,300**
73 - TransferSpeciPurp	2,150	1,918	-	-	-	-
74 - TransferInterfundChg	3,900	6,004	2,000	3,500	3,800	7,300
Grand Total	**993,183**	**510,609**	**505,159**	**619,395**	**619,830**	**1,239,225**

General Fund
Growth Management

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Growth Management	$ 3,314,873	$ 1,666,154	$ 1,130,239	$ 958,844	$ 1,038,598	$ 1,997,442
Interfund transfers	473,054	248,148	229,634	281,000	276,600	557,600
TOTAL REQUIREMENTS	$ 3,787,927	$ 1,914,301	$ 1,359,873	$ 1,239,844	$ 1,315,198	$ 2,555,042
By Category:						
Personnel services	$ 1,471,123	$ 678,855	$ 717,200	$ 660,300	$ 639,900	$ 1,300,200
Materials and services	1,843,750	987,298	413,039	298,544	398,698	697,242
Interfund transfers	473,054	248,148	229,634	281,000	276,600	557,600
TOTAL REQUIREMENTS	$ 3,787,927	$ 1,914,301	$ 1,359,873	$ 1,239,844	$ 1,315,198	$ 2,555,042

Note:
Growth Management activities are accounted for in the Community & Economic Development Program of the General Fund.

COMMUNITY & ECONOMIC DEVELOPMENT
Growth Management

Overview

The Growth Management Department was created in 2014 to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning.

The Program:

- Create and implement long range land use and transportation plans
- Addresses concerns such as focusing limited public financing on public improvements, conservation, infill development, transit, sustainability, livability and resiliency to economic and housing booms and busts;
- Incorporates the community's increasing desires for forward looking plans, community involvement, and new ideas and trends into the city's planning and development policies, and;
- Follows the State's policy directives as well as good planning practice.

Statewide planning laws require cities like Bend to provide close coordination between planning for urbanization and planning for transportation. One of the purposes for doing this is that cities in Metropolitan Planning Organizations (MPO), like Bend, need to reduce vehicular use, not only by increasing the use of alternative modes of travel, but also by encouraging a mix of land uses whereby creating walkable developments.

The two programs within Growth Management are funded separately. The Land Use Planning program is accounted for in the General Fund while Transportation Planning costs are accounted for in the Transportation Construction Fund.

Land Use Planning

As part of the General Fund program, the Growth Management land use planning program promotes community and economic development by maintaining and updating the City's long-range planning elements, including the Bend Area Comprehensive Plan, the Transportation System Plan, and the Water and Wastewater Public Facilities Plans (PFPs). Amendments to the Comprehensive Plan and its functional plans are often major efforts with far-reaching impacts, such as the recent Water PFP adoption and subsequent Remand Order from the State of Oregon Land Use Board of Appeals regarding the Urban Growth Boundary (UGB). These projects provide and maintain a larger, on-going supply of buildable land for employment and needed housing and infrastructure plans. The program ensures that these buildable lands are zoned properly, are in the best locations, and are adequately served with public facilities.

Growth Management staff also conduct special purpose projects as directed by the City Council, such as refinement plans and data forecasting. The Central Westside Plan and Population forecasting in collaboration with Portland State University are examples of these types of efforts. All of these activities are carried out in compliance with State statutes and Administrative Rules and City policy.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 678,855	$ 717,200	$ 660,300	$ 639,900	$ 1,300,200
Materials and services	987,298	413,039	298,544	398,698	697,242
Program Total	1,666,154	1,130,239	958,844	1,038,598	1,997,442
Interfund transfers	248,148	229,634	281,000	276,600	557,600
Growth Management	$ 1,914,301	$ 1,359,873	$ 1,239,844	$ 1,315,198	$ 2,555,042
Full Time Equivalents	5.15	5.15	4.25	4.25	4.25

Goals for the 2017 - 2019 Biennial Budget

- Implement a growth plan that is consistent with community goals for the economy, environment and affordability
- Move people and products around Bend efficiently, safely and reliably

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Update TSP
- Create Citywide Transportation Committee
- Create UGB Expansion plans
- Conduct land use refinement and financing plans

Major Accomplishments during the 2015 – 2017 Biennium

- Completed the UGB Remand
- Hired a GIS Analyst and Executive Assistant: GIS Analyst will create new and revised land use and infrastructure data bases to monitor and assess progress for meeting recently adopted goals and policies of UGB project

Significant Changes for the 2017 – 2019 Biennial Budget

- With completion of UGB, related costs are decreasing in the upcoming biennium

Transportation Planning

The Transportation Planning Program includes management and implementation of transportation planning, state and federal rules, and Council transportation and land use goals and policies. Funding for this sub-program is accounted for in the City's Transportation Construction Fund. Refer to the Transportation Construction Fund narrative in the Infrastructure service area for more detail.

Duties include:

- Long range transportation planning projects and the Transportation System Plan (TSP)
- Transportation options program (bike-pedestrian-Transportation Demand Management (TDM) and transit)
- Safety implementation programs and plans

The program also implements the projects and programs in the Transportation Capital Improvement Program (CIP) and the CIP Program Strategy. The program also manages the short range planning functions such as development review concerning transportation studies and implementation and

coordinates with the Bend Metropolitan Planning Organization (MPO) to develop regional transportation strategies. Refer to the Transportation Construction Fund in the Infrastructure service area for more details.

CITY OF BEND

1000 - General Fund by Expenditure Category - GMD

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**1,471,123**	**678,855**	**717,200**	**660,300**	**639,900**	**1,300,200**
40 - Wages	958,080	454,594	476,100	418,000	411,600	829,600
41 - Benefits	513,043	224,261	241,100	242,300	228,300	470,600
42 - Materials & Services	**1,843,750**	**987,298**	**413,039**	**298,544**	**398,698**	**697,242**
43 - Purchased Services	1,777,950	978,681	389,539	263,544	364,948	628,492
44 - Equipment <$5000	20,900	100	10,700	15,950	13,200	29,150
45 - ConsumSupplies&Mater	14,500	2,268	5,000	7,250	7,250	14,500
46 - Employee Costs	26,600	4,084	5,800	9,300	10,800	20,100
47 - CommuEducat&Outreach	3,800	2,165	1,900	2,500	2,500	5,000
52 - Other	-	-	100	-	-	-
70 - Transfers Out - OH	**445,934**	**219,100**	**226,834**	**278,900**	**274,300**	**553,200**
70 - TransferCity-wideOH	445,934	219,100	226,834	278,900	274,300	553,200
72 - Transfers Out	**27,120**	**29,048**	**2,800**	**2,100**	**2,300**	**4,400**
73 - TransferSpeciPurp	16,820	26,234	-	-	-	-
74 - TransferInterfundChg	10,300	2,814	2,800	2,100	2,300	4,400
Grand Total	**3,787,927**	**1,914,301**	**1,359,873**	**1,239,844**	**1,315,198**	**2,555,042**

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Community Development Block Grant (CDBG) Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 491,600	$ 492,085	$ 214,789	$ 451,178	$ -	$ 451,178
Intergovernmental revenues	1,200,000	690,322	141,400	654,100	634,100	1,288,200
General fund loan	200,000	-	100,000	100,000	100,000	200,000
Loan repayments	436,000	147,800	266,400	8,100	8,100	16,200
Investment income	7,700	2,515	3,000	3,200	3,200	6,400
Miscellaneous	-	206	-	-	-	-
Interfund transfers	130,000	75,000	60,000	95,000	120,000	215,000
TOTAL RESOURCES	$ 2,465,300	$ 1,407,928	$ 785,589	$ 1,311,578	$ 865,400	$ 2,176,978

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
CDBG Administration	$ 1,908,036	$ 1,151,540	$ 317,111	$ 742,100	$ 746,500	$ 1,488,600
Debt service	200,000	25,000	-	100,000	100,000	200,000
Interfund transfers	33,900	16,600	17,300	14,600	14,400	29,000
Contingency	323,364	-	-	454,878	4,500	459,378
TOTAL REQUIREMENTS	$ 2,465,300	$ 1,193,140	$ 334,411	$ 1,311,578	$ 865,400	$ 2,176,978
By Category:						
Personnel services	$ 296,826	$ 130,464	$ 132,100	$ 175,200	$ 182,000	$ 357,200
Materials and services	1,611,210	1,021,076	185,011	566,900	564,500	1,131,400
Debt service; Interfund loan repayment	200,000	25,000	-	100,000	100,000	200,000
Interfund transfers	33,900	16,600	17,300	14,600	14,400	29,000
Contingency	323,364	-	-	454,878	4,500	459,378
TOTAL REQUIREMENTS	$ 2,465,300	$ 1,193,140	$ 334,411	$ 1,311,578	$ 865,400	$ 2,176,978

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant (CDBG) Fund

Overview

Signed into law by President Ford in August 1974, Title I of the Housing and Community Development Act created a federal block grant funding program. It became effective January 1, 1975. Since then, the Community Development Block Grant (CDBG) fund has been continually reauthorized by Congress.

CDBG is funded by the U.S. Department of Housing and Urban Development (HUD). The CDBG Fund provides, on an annual basis, an allocation of funds to local governments for a wide-range of eligible housing and community development activities. These funds are allocated each year to cities and urban counties with populations in excess of 50,000.

The City of Bend, along with over 1,100 other cities in the country, is an "entitlement city" which means it automatically receives the federal money based on a formula that takes into consideration the community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas. The total funds available to the City of Bend vary each year.

The stated purpose of the program is: *"The development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income."*

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 130,464	$ 132,100	$ 175,200	$ 182,000	$ 357,200
Materials and services	1,021,076	185,011	566,900	564,500	1,131,400
Program Total	1,151,540	317,111	742,100	746,500	1,488,600
Interfund loan repayment	25,000	-	100,000	100,000	200,000
Interfund transfers	16,600	17,300	14,600	14,400	29,000
CDBG Administration	$ 1,193,140	$ 334,411	$ 856,700	$ 860,900	$ 1,717,600
Full Time Equivalents	0.90	1.40	1.28	1.28	1.28

Goals for the 2017 – 2019 Biennial Budget

- Implement the CDBG Entitlement Program in Bend through efficient allocation of funds in the annual Action Plan, with public involvement and project evaluation led by the Affordable Housing Advisory Committee
- Meet federal requirements in the management of CDBG funded programs, including project monitoring and fiscal reporting

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report
- Implementation of Council-adopted 2017 annual action plan for Bend
- Coordinate the ongoing monitoring of program grants and loans
- Effective management of the U.S. Department of Housing and Urban Development (HUD) financial tracking system

Major Accomplishments during the 2015 – 2017 Biennium

- Council approved and completed the 2015 and 2016 Action Plans
- Twelve projects initiated in 2016
- Ten projects initiated in 2017

Significant Changes from the 2015 – 2017 Biennial Budget

- One (1) new Affordable Housing Coordinator positon being recruited in 2016-17; will not have a full year of costs until 2017-18. This position will be funded between the CDBG and Affordable Housing Funds.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant & Affordable Housing Funds

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATED 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Affordable Housing Units created	68	220	38	100	100
Affordable Housing Units preserved	-	-	-	40	40
Affordable Housing Units rehabilitated	90	16	-	10	10
Persons assisted with homeownership	6	13	2	50	50
Homeless assisted with a variety of services	2,100	3,273	326	250	250
Effectiveness Measures:					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	$ 8,169,133	$ 13,084,538	$ 17,185,586	$ 5,000,000	$5,000,000

CITY OF BEND

CommDev Block Grant Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(2,465,300)**	**(1,407,928)**	**(785,589)**	**(1,311,578)**	**(865,400)**	**(2,176,978)**
30 - BeginWorkingCapital	(491,600)	(492,085)	(214,789)	(451,178)	-	(451,178)
33 - Intergovernmental	(1,200,000)	(690,322)	(141,400)	(654,100)	(634,100)	(1,288,200)
36 - MiscellaneousRevenue	(443,700)	(150,521)	(269,400)	(11,300)	(11,300)	(22,600)
37 - Proceeds From Debt	(200,000)	-	(100,000)	(100,000)	(100,000)	(200,000)
38 - Transfers	(130,000)	(75,000)	(60,000)	(95,000)	(120,000)	(215,000)
40 - Personnel Services	**296,826**	**130,464**	**132,100**	**175,200**	**182,000**	**357,200**
40 - Wages	200,366	86,473	85,900	107,800	111,900	219,700
41 - Benefits	96,460	43,991	46,200	67,400	70,100	137,500
42 - Materials & Services	**1,611,210**	**1,021,076**	**185,011**	**566,900**	**564,500**	**1,131,400**
43 - Purchased Services	16,260	7,295	2,341	8,800	8,800	17,600
45 - ConsumSupplies&Mater	200	145	100	200	200	400
46 - Employee Costs	4,750	2,503	2,570	5,700	3,300	9,000
50 - Grant&LoanRecipients	1,590,000	1,011,133	180,000	552,200	552,200	1,104,400
70 - Transfers Out - OH	**33,900**	**16,600**	**17,300**	**14,600**	**14,400**	**29,000**
70 - TransferCity-wideOH	33,900	16,600	17,300	14,600	14,400	29,000
80 - Debt Service	**200,000**	**25,000**	**-**	**100,000**	**100,000**	**200,000**
87 - Short term-LoanRepay	200,000	25,000	-	100,000	100,000	200,000
91 - Contingency	**323,364**	**-**	**-**	**454,878**	**4,500**	**459,378**
91 - Contingency	323,364	-	-	454,878	4,500	459,378
Grand Total	**-**	**(214,789)**	**(451,178)**	**-**	**-**	**-**

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Affordable Housing Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 951,300	$ 1,935,191	$ 2,692,573	$ 2,067,085	$ -	$ 2,067,085
Affordable housing fee	1,677,000	996,134	1,109,500	1,115,000	1,120,600	2,235,600
Sale of capital assets	-	-	82,400	-	-	-
Loan repayments	1,990,000	333,437	230,700	99,000	99,000	198,000
Investment income	12,700	28,122	31,500	29,900	28,100	58,000
TOTAL RESOURCES	$ 4,631,000	$ 3,292,885	$ 4,146,673	$ 3,310,985	$ 1,247,700	$ 4,558,685

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Affordable Housing	$ 4,176,507	$ 509,412	$ 2,002,688	$ 1,374,800	$ 1,376,500	$ 2,751,300
Interfund transfers	162,800	90,900	76,900	112,300	137,300	249,600
Contingency	291,693	-	-	1,823,885	(266,100)	1,557,785
TOTAL REQUIREMENTS	$ 4,631,000	$ 600,312	$ 2,079,588	$ 3,310,985	$ 1,247,700	$ 4,558,685
By Category:						
Personnel services	$ 172,961	$ 84,321	$ 85,800	$ 142,900	$ 148,900	$ 291,800
Materials and services	4,003,546	425,091	1,916,888	1,231,900	1,227,600	2,459,500
Interfund transfers	162,800	90,900	76,900	112,300	137,300	249,600
Contingency	291,693	-	-	1,823,885	(266,100)	1,557,785
TOTAL REQUIREMENTS	$ 4,631,000	$ 600,312	$ 2,079,588	$ 3,310,985	$ 1,247,700	$ 4,558,685

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
Affordable Housing Fund

Overview

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

The objective of this program as stated in the ordinance is: *"All funding from this source must be targeted for housing opportunities for residents at or below 100% of median income."*

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 84,321	$ 85,800	$ 142,900	$ 148,900	$ 291,800
Materials and services	425,091	1,916,888	1,231,900	1,227,600	2,459,500
Program Total	509,412	2,002,688	1,374,800	1,376,500	2,751,300
Interfund transfers	90,900	76,900	112,300	137,300	249,600
Affordable Housing	$ 600,312	$ 2,079,588	$ 1,487,100	$ 1,513,800	$ 3,000,900
Full Time Equivalents	0.56	1.06	1.08	1.08	1.08

Goals for the 2017 – 2019 Biennial Budget

- Implement funding and policy strategies to provide affordable housing in Bend
- Implement new programs and policies to meet 2017-2019 Council Goals

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Continue to use Request for Proposals (RFP) process, with public involvement and project evaluation, will be led by the Affordable Housing Advisory Committee in an effort to allocate funding
- Monitor loan program to ensure program compliance
- Work with Affordable Housing providers to use code and policy changes to increase total units built
- Continue work on System Development Charges (SDC) exemptions

Major Accomplishments during the 2015 – 2017 Biennium

- Seven (7) projects were approved for funding in 2016 using 2015-16 funds in the amount of $1.4M,
- Two (2) projects were approved for funding in 2017 using 2016-17 funds in the amount of $600,000 another $600,000 was awarded to previous projects to meet funding gaps
- Council approved a cottage code, allowing more units to be built on a small plot of land by arranging open space differently than is traditionally done with single family residential developments
- Council approved limited System Development Charge exemptions, which allows qualified affordable housing projects to reduce their development cost by removing the System Development Charge expenses
- Council approved changes to Accessory Dwelling Unit code, which allows more single family residential lot owners to have the ability to build accessory dwelling units on their property
- Council approved a density bonus which allows developments to build more units if the multi-family development agrees to build some affordable units
- Nearly every proposal submitted in the 2016-17 funding cycle took advantage of one of these code changes resulting in a great number of housing units approved for funding

Significant Changes from the 2015 – 2017 Biennial Budget

- One (1) new Affordable Housing Coordinator positon being recruited in 2016-17; will not have a full year of costs until 2017-18. This position will be funded between the CDBG and Affordable Housing Funds.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant & Affordable Housing Funds

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATED 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Affordable Housing Units created	68	220	38	100	100
Affordable Housing Units preserved	-	-	-	40	40
Affordable Housing Units rehabilitated	90	16	-	10	10
Persons assisted with homeownership	6	13	2	50	50
Homeless assisted with a variety of services	2,100	3,273	326	250	250
Effectiveness Measures:					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	$ 8,169,133	$ 13,084,538	$ 17,185,586	$ 5,000,000	$5,000,000

CITY OF BEND

Affordable Housing Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(4,631,000)**	**(3,292,885)**	**(4,146,673)**	**(3,310,985)**	**(1,247,700)**	**(4,558,685)**
30 - BeginWorkingCapital	(951,300)	(1,935,191)	(2,692,573)	(2,067,085)	-	(2,067,085)
34 - Charges&FeesforServ	(1,677,000)	(996,134)	(1,109,500)	(1,115,000)	(1,120,600)	(2,235,600)
36 - MiscellaneousRevenue	(2,002,700)	(361,560)	(344,600)	(128,900)	(127,100)	(256,000)
40 - Personnel Services	**172,961**	**84,321**	**85,800**	**142,900**	**148,900**	**291,800**
40 - Wages	113,778	55,875	55,900	87,800	91,400	179,200
41 - Benefits	59,183	28,446	29,900	55,100	57,500	112,600
42 - Materials & Services	**4,003,546**	**425,091**	**1,916,888**	**1,231,900**	**1,227,600**	**2,459,500**
43 - Purchased Services	1,640	1,432	1,988	16,700	16,700	33,400
44 - Equipment <$5000	-	-	3,500	-	-	-
45 - ConsumSupplies&Mater	200	140	200	200	200	400
46 - Employee Costs	706	1,191	1,300	7,000	2,700	9,700
47 - CommuEducat&Outreach	-	-	500	1,000	1,000	2,000
50 - Grant&LoanRecipients	4,000,000	420,943	1,898,400	1,200,000	1,200,000	2,400,000
52 - Other	1,000	1,386	11,000	7,000	7,000	14,000
70 - Transfers Out - OH	**32,800**	**15,900**	**16,900**	**17,300**	**17,300**	**34,600**
70 - TransferCity-wideOH	32,800	15,900	16,900	17,300	17,300	34,600
72 - Transfers Out	**130,000**	**75,000**	**60,000**	**95,000**	**120,000**	**215,000**
73 - TransferSpeciPurp	130,000	75,000	60,000	95,000	120,000	215,000
91 - Contingency	**291,693**	**-**	**-**	**1,823,885**	**(266,100)**	**1,557,785**
91 - Contingency	291,693	-	-	1,823,885	(266,100)	1,557,785
Grand Total	**-**	**(2,692,573)**	**(2,067,085)**	**-**	**-**	**-**

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Business Advocacy Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 76,900	$ 88,036	$ 145,691	$ 154,670	$ -	$ 154,670
Business licenses	626,100	296,635	310,800	316,000	321,200	637,200
General fund subsidy	150,000	75,000	75,000	85,000	87,000	172,000
Miscellaneous	-	2,139	-	-	-	-
Investment income	1,100	1,368	1,300	1,900	1,900	3,800
TOTAL RESOURCES	$ 854,100	$ 463,178	$ 532,791	$ 557,570	$ 410,100	$ 967,670

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Business Advocacy	$ 705,434	$ 272,517	$ 336,421	$ 375,500	$ 354,900	$ 730,400
Interfund transfers	87,200	44,970	41,700	47,550	48,150	95,700
Contingency	61,466	-	-	134,520	7,050	141,570
TOTAL REQUIREMENTS	$ 854,100	$ 317,487	$ 378,121	$ 557,570	$ 410,100	$ 967,670
By Category:						
Personnel services	$ 319,037	$ 103,473	$ 167,700	$ 198,400	$ 206,500	$ 404,900
Materials and services	386,397	169,044	168,721	177,100	148,400	325,500
Interfund transfers	87,200	44,970	41,700	47,550	48,150	95,700
Contingency	61,466	-	-	134,520	7,050	141,570
TOTAL REQUIREMENTS	$ 854,100	$ 317,487	$ 378,121	$ 557,570	$ 410,100	$ 967,670

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT

Business Advocacy Fund

Overview

The purpose of the Business Advocacy Fund is to advocate for businesses – their needs and their interests - in all of the City's departments. The City's Business Advocate is tasked with providing the business community with regular communication, a single point of contact for questions or concerns, and an avenue for feedback on city policies and processes.

The Business Advocate is staff to the City's Business and Economic Development Advisory Board (BEDAB) which provides policy input and direction to the Bend City Council.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 103,473	$ 167,700	$ 198,400	$ 206,500	$ 404,900
Materials and services	169,044	168,721	177,100	148,400	325,500
Program Total	272,517	336,421	375,500	354,900	730,400
Interfund transfers	44,970	41,700	47,550	48,150	95,700
Business Advocacy	$ 317,487	$ 378,121	$ 423,050	$ 403,050	$ 826,100
Full Time Equivalents	1.63	1.63	1.85	1.85	1.85

Goals for the 2017 - 2019 Biennial Budget

- Coordinate resources to grow, recruit and retain businesses
- Create an environment where businesses thrive
- Provide the City with business perspective recommendations

Key Operational Objectives for 2017 - 2019 Biennial Budget

- Advocate for initiatives that support the BEDAB's aims for 2017-2019, as outlined in their goal-setting presentation to Council. Those focus areas are:
  - Housing availability and affordability,
  - Development of transportation infrastructure and options
  - Urban Growth Boundary (UGB) implementation and facilities plans
  - Developing or expanding infrastructure to serve employment lands
  - Initiate business facing interaction and communication to support the development and rollout of a new permitting and planning system outlined in the Integrated Inspections and Permitting Applications (IIPA) phase of the LEAP ERP system upgrade.

Major Accomplishments during the 2015 - 2017 Biennium

- Hired a new Business Advocate in January 2016
- Expanded program communications offerings with regular updates on BendforBusiness.com, weekly emails to BEDAB members, and monthly electronic newsletters for Business Registration holders
- BEDAB adopted a set of agreed upon Economic Development Outcomes that will drive the development of an updated BEDAB strategic plan

- Continued to see growth in Business Registrations, reflecting increased compliance and economic growth
- BEDAB provided feedback on numerous process and policy issues
- Improved alignment between the City of Bend and the Economic Development for Central Oregon (EDCO)
- City management and City Council recognize positive assistance of/input from BEDAB on issues
- Support of recruitment and retention of businesses-marketing efforts
- Increased community awareness of BEDAB program and Business Advocate position
- Successfully fulfilled role assigned by council to oversee VB business plan

Significant Changes from the 2015 – 2017 Biennial Budget

- Funding to the Community Development Department for administration of the Business License program was reduced from .55 FTE to .50 FTE of Senior Administration Assistant
- Allocated funding for direct administrative support of the Business Advocacy program
- Funding for backfill to Business Advocacy administrative support, as that position will be needed for the next phase of LEAP development and implementation

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Number of new & renewed business licenses issued	5,016	5,184	5,459	5,500	5,655
Annual increase in business license revenue	3%	2%	5%	2%	2%
Number of businesses assisted - Direct	250	105	300	315	325
Number of businesses assisted - Indirect	275	170	325	335	350
Number of businesses assisted	525	275*	625	650	675
Effectiveness Measures:					
Avg. monthly e-newsletters to Business Registration holders	0.25	0.25*	1.25	1.50	2.00
Open rate (how many recipients open an email, target 25%)	n/a	30%	28%	30%	30%
Click-through rate (how many recipients click through to email links, target 5%)	n/a	3%	2%	5%	5%
Efficiency Measures:					
Cost of program administration per business license	$12	$8*	$9	$9	$9

*Business Advocate Position staffed for only 6 months in 2015/16

CITY OF BEND

Business Advocacy Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(854,100)**	**(463,178)**	**(532,791)**	**(557,570)**	**(410,100)**	**(967,670)**
30 - BeginWorkingCapital	(76,900)	(88,036)	(145,691)	(154,670)	-	(154,670)
32 - Licenses & Permits	(626,100)	(296,635)	(310,800)	(316,000)	(321,200)	(637,200)
36 - MiscellaneousRevenue	(1,100)	(3,507)	(1,300)	(1,900)	(1,900)	(3,800)
38 - Transfers	(150,000)	(75,000)	(75,000)	(85,000)	(87,000)	(172,000)
40 - Personnel Services	**319,037**	**103,473**	**167,700**	**198,400**	**206,500**	**404,900**
40 - Wages	195,475	73,553	113,200	131,800	137,100	268,900
41 - Benefits	123,562	29,920	54,500	66,600	69,400	136,000
42 - Materials & Services	**386,397**	**169,044**	**168,721**	**177,100**	**148,400**	**325,500**
43 - Purchased Services	361,339	159,813	156,171	164,800	135,100	299,900
44 - Equipment <$5000	500	-	500	300	300	600
45 - ConsumSupplies&Mater	4,000	1,945	500	500	500	1,000
46 - Employee Costs	7,558	1,565	4,050	4,000	4,000	8,000
47 - CommuEducat&Outreach	3,000	1,221	1,500	1,500	1,500	3,000
51 - Sponsorships&Contrib	10,000	4,500	6,000	6,000	7,000	13,000
70 - Transfers Out - OH	**81,600**	**39,900**	**41,700**	**46,600**	**47,200**	**93,800**
70 - TransferCity-wideOH	81,600	39,900	41,700	46,600	47,200	93,800
72 - Transfers Out	**5,600**	**5,070**	**-**	**950**	**950**	**1,900**
73 - TransferSpeciPurp	5,600	5,070	-	950	950	1,900
91 - Contingency	**61,466**	**-**	**-**	**134,520**	**7,050**	**141,570**
91 - Contingency	61,466	-	-	134,520	7,050	141,570
Grand Total	**-**	**(145,691)**	**(154,670)**	**-**	**-**	**-**

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Tourism Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 301,700	$ 301,650	$ 549,524	$ 257,224	$ -	$ 257,224
Room taxes	5,920,900	2,801,644	3,079,400	2,938,100	3,176,000	6,114,100
Investment income	2,600	1,275	1,300	-	-	-
TOTAL RESOURCES	$ 6,225,200	$ 3,104,570	$ 3,630,224	$ 3,195,324	$ 3,176,000	$ 6,371,324

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Tourism Promotion	$ 5,975,250	$ 2,502,845	$ 3,317,700	$ 3,111,724	$ 3,087,100	$ 6,198,824
Interfund transfers	116,250	52,200	55,300	83,600	88,900	172,500
Contingency	133,700	-	-	-	-	-
TOTAL REQUIREMENTS	$ 6,225,200	$ 2,555,045	$ 3,373,000	$ 3,195,324	$ 3,176,000	$ 6,371,324
By Category:						
Materials and services	$ 5,975,250	$ 2,502,845	$ 3,317,700	$ 3,111,724	$ 3,087,100	$ 6,198,824
Interfund transfers	116,250	52,200	55,300	83,600	88,900	172,500
Contingency	133,700	-	-	-	-	-
TOTAL REQUIREMENTS	$ 6,225,200	$ 2,555,045	$ 3,373,000	$ 3,195,324	$ 3,176,000	$ 6,371,324

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
Tourism Fund

Overview

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

The City contracts for the ongoing efforts to promote tourism. Additionally, City sponsored tourism promotion events or projects may be specifically approved by the City Council through a grant process or by direct appropriation. On November 5th, 2013, the voters of the City of Bend approved a ballot measure that increased the transient room tax rate levied from 9% to 10% as of June 1, 2014, with a subsequent increase from 10% to 10.4% on June 1, 2015.

Goals for the 2017 – 2019 Biennial Budget

- Promote tourism to increase the number of overnight stays and gross lodging taxes collected in the City of Bend

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Continue proper administration of the Visit Bend contract

Major Accomplishments during the 2015-2017 Biennium

- The Bend Economic Development Advisory Board (BEDAB) successfully provided oversight for the tourism promotion contract with Visit Bend
- Extended contract with Visit Bend
- Approved local ordinance change to support continued growth in the tourism industry

Significant Changes from the 2015-2017 Biennium

- On May 3, 2017 the City Council is set to approve a new local ordinance which reallocates a portion of the room tax revenues to General Fund. This ordinance will allocate 31.2 percent of the gross lodging taxes to the Tourism Fund and restricts use of the Tourism Fund for tourism promotion only.

CITY OF BEND

Tourism Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(6,225,200)**	**(3,104,570)**	**(3,630,224)**	**(3,195,324)**	**(3,176,000)**	**(6,371,324)**
30 - BeginWorkingCapital	(301,700)	(301,650)	(549,524)	(257,224)	-	(257,224)
31 - Taxes	(5,920,900)	(2,801,644)	(3,079,400)	(2,938,100)	(3,176,000)	(6,114,100)
36 - MiscellaneousRevenue	(2,600)	(1,275)	(1,300)	-	-	-
42 - Materials & Services	**5,975,250**	**2,502,845**	**3,317,700**	**3,111,724**	**3,087,100**	**6,198,824**
43 - Purchased Services	5,975,250	2,502,845	3,317,700	3,111,724	3,087,100	6,198,824
70 - Transfers Out - OH	**107,500**	**52,200**	**55,300**	**83,600**	**88,900**	**172,500**
70 - TransferCity-wideOH	107,500	52,200	55,300	83,600	88,900	172,500
72 - Transfers Out	**8,750**	**-**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	8,750	-	-	-	-	-
91 - Contingency	**133,700**	**-**	**-**	**-**	**-**	**-**
91 - Contingency	133,700	-	-	-	-	-
Grand Total	**-**	**(549,524)**	**(257,224)**	**(0)**	**-**	**(0)**

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Economic Improvement District (EID) Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ -	$ -	$ -	$ -	$ -	$ -
EID Assessments	306,000	170,958	170,500	170,500	170,500	341,000
Investment income	200	257	100	400	400	800
TOTAL RESOURCES	$ 306,200	$ 171,215	$ 170,600	$ 170,900	$ 170,900	$ 341,800

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Improvement	$ 290,900	$ 162,667	$ 162,100	$ 162,400	$ 162,400	$ 324,800
Interfund transfers	15,300	8,548	8,500	8,500	8,500	17,000
TOTAL REQUIREMENTS	$ 306,200	$ 171,215	$ 170,600	$ 170,900	$ 170,900	$ 341,800
By Category:						
Materials and services	$ 290,900	$ 162,667	$ 162,100	$ 162,400	$ 162,400	$ 324,800
Interfund transfers	15,300	8,548	8,500	8,500	8,500	17,000
TOTAL REQUIREMENTS	$ 306,200	$ 171,215	$ 170,600	$ 170,900	$ 170,900	$ 341,800

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
Economic Improvement District (EID) Fund

Overview

The Economic Improvement District (EID) was created by the City Council at the request of Downtown property owners to provide a funding program for maintenance by the Downtown Bend Business Association (DBBA). The initial formation of the District was an assessment of eleven cents per square foot of commercial space for two consecutive years. The EID was renewed in May 2009 with an assessment of fifteen cents per square foot. The EID was renewed again in May 2012 with an assessment of eighteen cents per square foot. The 2012 EID expired on April 30th, 2015, and the downtown property owners took action to extend the EID for another 3 years at eighteen cents per square foot, with final City Council approval on May 6, 2015. The current EID will expire in May 2018, during the 2017-2019 biennium.

The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the DBBA for the implementation of the EID's work plan. A 5% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

Goals for the 2017 – 2019 Biennial Budget

- Provide a funding program for the maintenance of downtown beautification efforts by the DBBA
- Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- Provide oversight for the collection and distribution of assessments
- Identify long-term funding for improvements and maintenance for our growing downtown

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Renew EID for another three- or five-year term
- The EID work plan provides for the following programs for Downtown Bend:
    - Flower baskets
    - Beautified planters
    - Sidewalk snow removal
    - Sidewalk sweeping and debris removal
    - Graffiti removal
    - Tree lights & holiday wreaths
    - Banners
    - Benches
    - Trash receptacles-maintain
    - Marketing downtown to promote business
    - Management of the Downtown Dollars Gift Certificate Program
    - Events drawing customers to the District - Art Walk, Art Hop, Sidewalk Sale, Christmas Tree Lighting, Oktoberfest.
    - Advertising, in order to draw customers to the district, to include radio, television, print, internet and other outlets

Major Accomplishments during the 2015 – 2017 Biennium

- Operated successfully during the 2015 – 2017 biennium, accomplishing the objectives for the programs identified in the ordinance

CITY OF BEND

Economic Improvement District (EID) by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1240 - Economic Improvement Dist Fund	**-**	**(0)**	**-**	**-**	**-**	**-**
30 - Resources	**(306,200)**	**(171,215)**	**(170,600)**	**(170,900)**	**(170,900)**	**(341,800)**
36 - MiscellaneousRevenue	(306,200)	(171,215)	(170,600)	(170,900)	(170,900)	(341,800)
42 - Materials & Services	**290,900**	**162,667**	**162,100**	**162,400**	**162,400**	**324,800**
43 - Purchased Services	290,900	162,667	162,100	162,400	162,400	324,800
72 - Transfers Out	**15,300**	**8,548**	**8,500**	**8,500**	**8,500**	**17,000**
74 - TransferInterfundChg	15,300	8,548	8,500	8,500	8,500	17,000
Grand Total	**-**	**(0)**	**-**	**-**	**-**	**-**

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Bend Urban Renewal Agency (BURA)
General Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 395,300	$ 398,503	$ 362,104	$ 317,554	$ -	$ 317,554
Investment income	6,100	4,303	3,000	3,500	2,600	6,100
TOTAL RESOURCES	$ 401,400	$ 402,805	$ 365,104	$ 321,054	$ 2,600	$ 323,654

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
BURA Administration	$ 85,140	$ 22,801	$ 26,550	$ 134,700	$ 129,700	$ 264,400
Interfund transfers	94,400	17,900	21,000	13,260	5,400	18,660
Reserves	221,860	-	-	173,094	(132,500)	40,594
TOTAL REQUIREMENTS	$ 401,400	$ 40,701	$ 47,550	$ 321,054	$ 2,600	$ 323,654
By Category:						
Personnel services	$ 25,780	$ 13,067	$ 14,700	$ 63,200	$ 66,100	$ 129,300
Materials and services	59,360	9,734	11,850	71,500	63,600	135,100
Interfund transfers	94,400	17,900	21,000	13,260	5,400	18,660
Reserves	221,860	-	-	173,094	(132,500)	40,594
TOTAL REQUIREMENTS	$ 401,400	$ 40,701	$ 47,550	$ 321,054	$ 2,600	$ 323,654

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
BURA General Fund

Overview

The purpose of urban renewal is to improve specific areas of a city that are poorly or under developed (such as areas that have deteriorated buildings) or lack adequate public infrastructure. These conditions are defined as blight according to ORS 457.460.

The Bend Urban Renewal Agency (BURA) was first established in 1984 to address redevelopment of an area in downtown Bend known as the Central Bend Development Program Area (or Downtown Plan Area). The policies of BURA are established by a seven member board, the Bend Urban Renewal Agency Board, consisting of members of the Bend City Council. BURA utilizes tax increment financing to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund is used to account for the general services within BURA not accounted for in the BURA debt service or construction funds. Reserves held in the BURA General Fund will be set aside for future development projects.

Goals for the 2017 – 2019 Biennial Budget

- Focus resources on future urban renewal planning to accomplish Growth Plan objectives

Significant Changes from the 2015 – 2017 Biennial Budget

- Economic Development Director will increase time spent on Urban Renewal efforts to accomplish Council goals. Allocation of Director time will increase from 8.34% to 30%.
- The budget also reflects 12.5% of additional administrative staff support

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 13,067	$ 14,700	$ 63,200	$ 66,100	$ 129,300
Materials and services	9,734	11,850	71,500	63,600	135,100
Program Total	22,801	26,550	134,700	129,700	264,400
Interfund transfers	17,900	21,000	13,260	5,400	18,660
BURA Administration	$ 40,701	$ 47,550	$ 147,960	$ 135,100	$ 283,060
Full Time Equivalents	0.08	0.08	0.42	0.42	0.42

Bend Urban Renewal Agency (BURA)
Juniper Ridge Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 2,800	$ 417	$ 40	$ 40	$ -	$ 40
Investment income	-	(68)	-	-	-	-
BURA General fund subsidy	82,000	12,000	14,500	8,260	-	8,260
TOTAL RESOURCES	$ 84,800	$ 12,349	$ 14,540	$ 8,300	$ -	$ 8,300

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Development	$ 82,000	$ 12,310	$ 14,500	$ 8,300	$ -	$ 8,300
Contingency	2,800	-	-	-	-	-
TOTAL REQUIREMENTS	$ 84,800	$ 12,310	$ 14,500	$ 8,300	$ -	$ 8,300
By Category:						
Materials and services	$ 82,000	$ 12,310	$ 14,500	$ 8,300	$ -	$ 8,300
Contingency	2,800	-	-	-	-	-
TOTAL REQUIREMENTS	$ 84,800	$ 12,310	$ 14,500	$ 8,300	$ -	$ 8,300

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 1,309,900	$ 1,315,605	$ 1,671,709	$ 2,140,116	$ -	$ 2,140,116
Property taxes	1,901,800	1,023,178	989,745	1,015,300	1,030,300	2,045,600
Investment income	31,500	18,855	24,800	28,500	31,200	59,700
Issuance of long-term debt	2,439,000	-	2,439,000	-	-	-
TOTAL RESOURCES	$ 5,682,200	$ 2,357,638	$ 5,125,254	$ 3,183,916	$ 1,061,500	$ 4,245,416

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Debt Administration	$ 14,000	$ -	$ 19,812	$ -	$ -	$ -
Debt Service	3,801,600	685,928	2,965,326	477,786	670,457	1,148,243
Reserves	1,866,600	-	-	2,706,130	391,043	3,097,173
TOTAL REQUIREMENTS	$ 5,682,200	$ 685,928	$ 2,985,138	$ 3,183,916	$ 1,061,500	$ 4,245,416
By Category:						
Materials and services	$ 14,000	$ -	$ 19,812	$ -	$ -	$ -
Debt service	3,801,600	685,928	2,965,326	477,786	670,457	1,148,243
Reserves for:						
Debt Service	1,866,600	-	-	2,706,130	391,043	3,097,173
TOTAL REQUIREMENTS	$ 5,682,200	$ 685,928	$ 2,985,138	$ 3,183,916	$ 1,061,500	$ 4,245,416

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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

Overview

The Juniper Ridge Urban Renewal Plan was adopted in 2005 for development of an area northeast of Bend known as the Juniper Ridge Urban Renewal Area. Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of Bend, east of Highway 97 and north of Cooley road. Of the 1,500 acres, approximately 700 acres is within the Juniper Ridge Urban Renewal District. Approximately 500 acres of Juniper Ridge is within the Urban Growth Boundary. Roughly 300 acres are within the Juniper Ridge Overlay zoning district which is geared towards accommodating light industrial and employment based businesses. Roughly 200 acres are within the Urban Area Reserve zoning district which is primarily an urban holding zone.

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

The 1,500-acre Juniper Ridge property is intended to be developed into a mixed-use master-planned community, with a variety of employment uses supported by housing and commercial uses and potentially an institution of higher learning. To date, the City has constructed an extension of Cooley Road, a roundabout at Cooley Road and 18th Street and sewer forcemain to serve development in the first phase of Juniper Ridge. The City has sold approximately 33 acres to three private businesses. In addition, the City developed seven lots within Juniper Ridge ranging in size from 1.5 to 6.3 acres. The City has been working on a strategy to encourage development of larger portions of the property.

The first phase of Juniper Ridge includes approximately 300 acres of employment land for light industrial and limited commercial use. The process of entitling this land included development of a Special Plan Area zoning code amendment, a zone change, and partitioning of a portion of the land. The City has also developed Codes, Covenants & Restrictions, design standards, traffic studies and other requirements to guide the development of the property. As mentioned above, the City has completed developed 7 lots that are ready for sale and development.

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

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

Goals for the 2017– 2019 Biennial Budget

- Continue marketing and sell additional lots
- Search for master developer, public/private partnership or other appropriate approach for future development of land
- Update Urban Renewal Plan to accommodate new alignment of infrastructure projects and new financial projections

Key Operational Objectives for 2017 - 2019 Biennial Budget

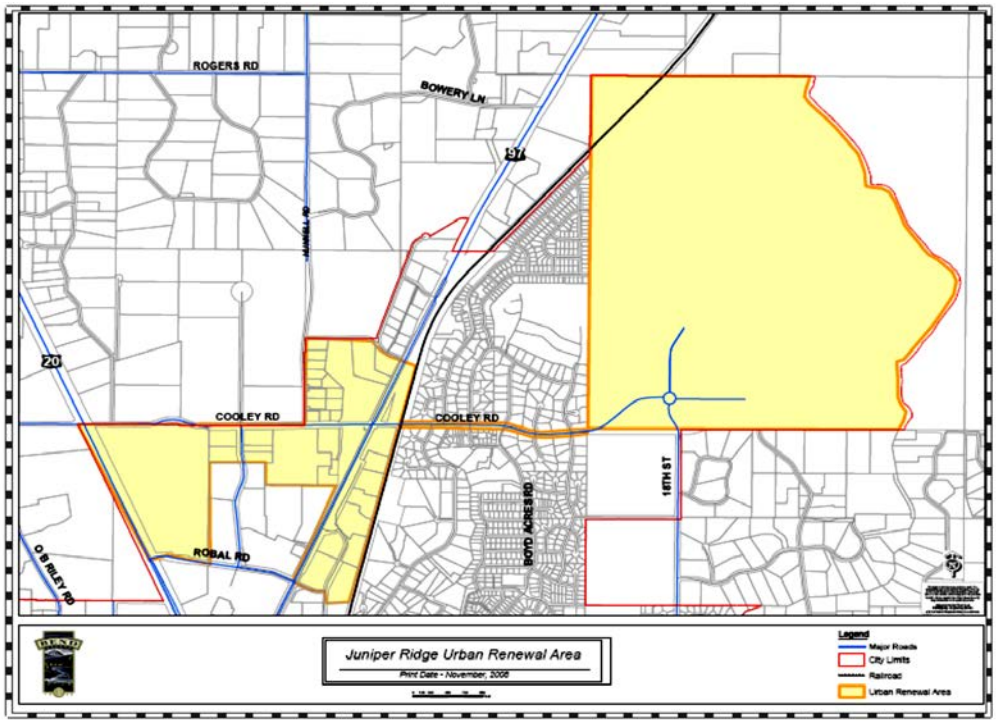
- Adopt an Updated Urban Renewal Plan for Juniper Ridge
- Consider an expansion of the Urban Renewal Area to accommodate new urban growth boundary

Major Accomplishments during the 2015 – 2017 Biennium

- Increased interest from local and relocating companies to locate business operations in Juniper Ridge
- Increase in development activity in and around the Urban Renewal Area
- Debt refunding completed resulting in debt service savings

Significant Changes from the 2015 – 2017 Biennial Budget

- Budget includes consulting funds to update the Urban Renewal Plan



Boundary of Juniper Ridge Urban Renewal Area

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Bend Urban Renewal Agency (BURA)
Murphy Crossing Construction Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 1,754,522	$ 1,754,522	$ 513,608	$ 91,408	$ -	$ 91,408
Investment income	500	17,129	2,800	11,900	11,900	23,800
TOTAL RESOURCES	$ 1,755,022	$ 1,771,651	$ 516,408	$ 103,308	$ 11,900	$ 115,208

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Development	$ 1,755,022	$ 1,258,043	$ 425,000	$ 10,000	$ 5,000	$ 15,000
Contingency	-	-	-	93,308	6,900	100,208
TOTAL REQUIREMENTS	$ 1,755,022	$ 1,258,043	$ 425,000	$ 103,308	$ 11,900	$ 115,208
By Category:						
Capital outlay:						
Construction/infrastructure	$ 1,755,022	$ 1,258,043	$ 425,000	$ 10,000	$ 5,000	$ 15,000
Contingency	-	-	-	93,308	6,900	100,208
TOTAL REQUIREMENTS	$ 1,755,022	$ 1,258,043	$ 425,000	$ 103,308	$ 11,900	$ 115,208

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 497,950	$ 510,963	$ 507,233	$ 508,550	$ -	$ 508,550
Property taxes	569,300	233,670	240,217	247,100	254,500	501,600
Investment income	10,800	6,282	4,900	6,700	6,800	13,500
TOTAL RESOURCES	$ 1,078,050	$ 750,914	$ 752,350	$ 762,350	$ 261,300	$ 1,023,650

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Debt service	$ 492,000	$ 243,681	$ 243,800	$ 243,800	$ 243,700	$ 487,500
Reserves for:						
Debt service	586,050	-	-	518,550	17,600	536,150
TOTAL REQUIREMENTS	$ 1,078,050	$ 243,681	$ 243,800	$ 762,350	$ 261,300	$ 1,023,650

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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

Overview

The Murphy Crossing Urban Renewal Plan (the "Plan") is the culmination of years of study of the Murphy Crossing area, where access and circulation have been negatively affected by the location and configuration of the Bend Parkway. In the summer of 2001, the South Bend Parkway Refinement Study was started to look specifically at the safety and function of the Bend Parkway and to develop a detailed improvement and management plan for the southern section of the Bend Parkway from Powers Road to Bend's southern urban growth boundary**.** In 2003, the Oregon Transportation Commission (OTC) and the City of Bend selected Alternative H-Modified with Option 1 for the South Parkway Refinement.

This alternative came with several conditions to select various road alignments and identify improvements prior to implementing the H-Modified Design. To meet those conditions, in March 2005, the City of Bend accepted a Transportation and Growth Management (TGM) Quick Response Grant for Murphy Crossing. Over a three month period, significant public input was sought through stakeholder and property owner interviews and public meetings. A preferred design alternative emerged from this public process. The preferred plan proposed a local street plan consistent with the OTC conditions and a land use plan that required new zoning designations within the study area. Based on the preferred alternative plan that came out of the study, the City Council authorized staff to proceed with the initiation and adoption of a refinement plan for the Murphy Crossing area in August of 2005. The Murphy Crossing Refinement Plan was adopted by the City Council in November of 2006.

The Murphy Crossing Urban Renewal Plan implements the decisions made through these years of study of the area. The Plan contains goals, objectives and projects for the development of the Murphy Crossing Urban Renewal Area ("Area"). The Area consists of approximately 230 acres of land in the vicinity of the southern convergence of the Bend Parkway and Southeast 3rd Street.

The overall purpose of the Plan is to use tax increment financing to overcome obstacles to proper development of the Area by assisting with the funding of access and utility improvements, including the overcrossing of the Bend Parkway at Murphy Road and a system of local streets. The maximum amount of indebtedness (amount of tax increment financing for projects and programs) that may be issued for the Plan is $52,600,000.

Prior to FY 2014-15, work on the Murphy Crossing Refinement Plan was funded by Oregon Legislature House Bill 2001 (also known as the Jobs and Transportation Act), Department of Transportation (ODOT) grants and the City's Transportation Construction fund.

Goals for the 2017 – 2019 Biennial Budget

- Complete plant establishment of roundabout at Murphy & Parrell Roads

Major Accomplishments during the 2015– 2017 Biennium

- Substantial completion of roundabout at Murphy & Parrell Roads
- Roundabout construction completed internally at lower cost than original contract

Capital Improvement Program 2018-2022

BURA Murphy Crossing Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1TMPR Murphy & Parrell Roundabout	1	$ 10,000	$ 5,000	$ 5,000	$ -	$ -	$ 20,000
Total BURA Construction CIP		**$ 10,000**	**$ 5,000**	**$ 5,000**	**$ -**	**$ -**	**$ 20,000**

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

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

CITY OF BEND

Bend Urban Renewal Agency (BURA) by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1010 - Urban Renewal General Fund	**-**	**(362,104)**	**(317,554)**	**-**	**-**	**-**
30 - Resources	**(401,400)**	**(402,805)**	**(365,104)**	**(321,054)**	**(2,600)**	**(323,654)**
30 - BeginWorkingCapital	(395,300)	(398,503)	(362,104)	(317,554)	-	(317,554)
34 - Charges&FeesforServ	-	-	-	-	-	-
36 - MiscellaneousRevenue	(6,100)	(4,303)	(3,000)	(3,500)	(2,600)	(6,100)
40 - Personnel Services	**25,780**	**13,067**	**14,700**	**63,200**	**66,100**	**129,300**
40 - Wages	17,851	9,098	9,600	42,500	44,400	86,900
41 - Benefits	7,929	3,969	5,100	20,700	21,700	42,400
42 - Materials & Services	**59,360**	**9,734**	**11,850**	**71,500**	**63,600**	**135,100**
43 - Purchased Services	58,000	8,966	11,100	70,600	62,700	133,300
44 - Equipment <$5000	-	-	-	-	-	-
45 - ConsumSupplies&Mater	-	-	-	100	100	200
46 - Employee Costs	60	30	100	-	-	-
47 - CommuEducat&Outreach	-	-	-	-	-	-
51 - Sponsorships&Contrib	1,300	738	650	800	800	1,600
52 - Other	-	-	-	-	-	-
70 - Transfers Out - OH	**12,400**	**5,900**	**6,500**	**5,000**	**5,400**	**10,400**
70 - TransferCity-wideOH	12,400	5,900	6,500	5,000	5,400	10,400
72 - Transfers Out	**82,000**	**12,000**	**14,500**	**8,260**	**-**	**8,260**
73 - TransferSpeciPurp	82,000	12,000	14,500	8,260	-	8,260
90 - Reserves	**221,860**	**-**	**-**	**173,094**	**(132,500)**	**40,594**
90 - Reserves	221,860	-	-	173,094	(132,500)	40,594
3320 - BURA Juniper Ridge Constr Fund	**-**	**(40)**	**(40)**	**-**	**-**	**-**
30 - Resources	**(84,800)**	**(12,349)**	**(14,540)**	**(8,300)**	**-**	**(8,300)**
30 - BeginWorkingCapital	(2,800)	(417)	(40)	(40)	-	(40)
34 - Charges&FeesforServ	-	-	-	-	-	-
36 - MiscellaneousRevenue	-	68	-	-	-	-
37 - Proceeds From Debt	-	-	-	-	-	-
38 - Transfers	(82,000)	(12,000)	(14,500)	(8,260)	-	(8,260)
42 - Materials & Services	**82,000**	**12,310**	**14,500**	**8,300**	**-**	**8,300**
43 - Purchased Services	82,000	760	3,000	8,300	-	8,300
52 - Other	-	11,550	11,500	-	-	-
91 - Contingency	**2,800**	**-**	**-**	**-**	**-**	**-**
91 - Contingency	2,800	-	-	-	-	-
2320 - BURA Juniper Ridge DebtServFnd	**-**	**(1,671,709)**	**(2,140,116)**	**-**	**-**	**-**
30 - Resources	**(5,682,200)**	**(2,357,638)**	**(5,125,254)**	**(3,183,916)**	**(1,061,500)**	**(4,245,416)**
30 - BeginWorkingCapital	(1,309,900)	(1,315,605)	(1,671,709)	(2,140,116)	-	(2,140,116)
31 - Taxes	(1,901,800)	(1,023,178)	(989,745)	(1,015,300)	(1,030,300)	(2,045,600)
34 - Charges&FeesforServ	-	-	-	-	-	-
36 - MiscellaneousRevenue	(31,500)	(18,855)	(24,800)	(28,500)	(31,200)	(59,700)
37 - Proceeds From Debt	(2,439,000)	-	(2,439,000)	-	-	-
42 - Materials & Services	**14,000**	**-**	**19,812**	**-**	**-**	**-**
43 - Purchased Services	14,000	-	19,812	-	-	-
52 - Other	-	-	-	-	-	-
80 - Debt Service	**3,801,600**	**685,928**	**2,965,326**	**477,786**	**670,457**	**1,148,243**
80 - Principal-Long term	3,503,000	533,472	2,798,000	386,606	587,523	974,129
81 - Interest-Long term	298,600	152,457	167,326	91,180	82,934	174,114
90 - Reserves	**1,866,600**	**-**	**-**	**2,706,130**	**391,043**	**3,097,173**
90 - Reserves	1,866,600	-	-	2,706,130	391,043	3,097,173
3310 - BURA Murphy Crossing ConstrFnd	**-**	**(513,608)**	**(91,407.65)**	**-**	**-**	**-**
30 - Resources	**(1,755,022)**	**(1,771,651)**	**(516,408)**	**(103,308)**	**(11,900)**	**(115,208)**
30 - BeginWorkingCapital	(1,754,522)	(1,754,522)	(513,608)	(91,408)	-	(91,408)
34 - Charges&FeesforServ	-	-	-	-	-	-
36 - MiscellaneousRevenue	(500)	(17,129)	(2,800)	(11,900)	(11,900)	(23,800)
37 - Proceeds From Debt	-	-	-	-	-	-
60 - Capital Outlay	**1,755,022**	**1,258,043**	**425,000**	**10,000**	**5,000**	**15,000**
65 - Infrastructure	1,755,022	1,258,043	425,000	10,000	5,000	15,000
91 - Contingency	**-**	**-**	**-**	**93,308**	**6,900**	**100,208**
91 - Contingency	-	-	-	93,308	6,900	100,208
2310 - BURA Murphy Cross DebtServ Fnd	**-**	**(507,233)**	**(508,550)**	**-**	**-**	**-**
30 - Resources	**(1,078,050)**	**(750,914)**	**(752,350)**	**(762,350)**	**(261,300)**	**(1,023,650)**
30 - BeginWorkingCapital	(497,950)	(510,963)	(507,233)	(508,550)	-	(508,550)
31 - Taxes	(569,300)	(233,670)	(240,217)	(247,100)	(254,500)	(501,600)
34 - Charges&FeesforServ	-	-	-	-	-	-
36 - MiscellaneousRevenue	(10,800)	(6,282)	(4,900)	(6,700)	(6,800)	(13,500)
80 - Debt Service	**492,000**	**243,681**	**243,800**	**243,800**	**243,700**	**487,500**
80 - Principal-Long term	342,000	167,669	172,300	176,900	181,600	358,500
81 - Interest-Long term	150,000	76,012	71,500	66,900	62,100	129,000
90 - Reserves	**586,050**	**-**	**-**	**518,550**	**17,600**	**536,150**
90 - Reserves	586,050	-	-	518,550	17,600	536,150
Grand Total	**-**	**(3,054,693)**	**(3,057,667)**	**-**	**-**	**-**

Airport Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 465,400	$ 401,937	$ 343,957	$ 430,957	$ -	$ 430,957
Intergovernmental revenues	9,739,839	653,057	6,122,400	3,211,600	155,600	3,367,200
Charges for services	130,400	70,715	78,800	79,600	80,500	160,100
Interfund transfers	-	-	52,000	-	-	-
General fund loan	500,000	-	250,000	250,000	250,000	500,000
Investment income	8,800	3,376	2,700	11,600	13,200	24,800
Rent revenues	1,819,700	872,794	1,016,500	1,046,700	1,077,800	2,124,500
Miscellaneous	4,300	9,284	5,500	5,500	5,500	11,000
TOTAL RESOURCES	$ 12,668,439	$ 2,011,163	$ 7,871,857	$ 5,035,957	$ 1,582,600	$ 6,618,557

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Support Services	$ 626,249	$ 262,185	$ 412,910	$ 388,200	$ 401,600	$ 789,800
Airport Operations	329,620	85,950	191,800	122,100	124,000	246,100
Airport Construction	9,778,239	664,828	6,218,300	3,236,700	156,300	3,393,000
Total	10,734,108	1,012,963	6,823,010	3,747,000	681,900	4,428,900
Debt service	1,087,600	308,675	264,500	517,100	443,100	960,200
Interfund transfers	517,000	345,569	353,390	317,790	458,590	776,380
Contingency	329,731	-	-	454,067	(990)	453,077
TOTAL REQUIREMENTS	$ 12,668,439	$ 1,667,206	$ 7,440,900	$ 5,035,957	$ 1,582,600	$ 6,618,557
By Category:						
Personnel services	$ 555,789	$ 245,862	$ 291,100	$ 317,100	$ 328,700	$ 645,800
Materials and services	383,480	86,394	240,910	143,900	147,600	291,500
Capital outlay:						
Vehicle/equipment	25,000	21,390	-	-	-	-
Repairs and maintenance	116,671	-	73,400	50,000	50,000	100,000
Construction/infrastructure	9,653,168	659,317	6,217,600	3,236,000	155,600	3,391,600
Total capital outlay	9,794,839	680,706	6,291,000	3,286,000	205,600	3,491,600
Debt service	537,600	268,675	264,500	267,100	193,100	460,200
Debt service; Interfund loan repayment	550,000	40,000	-	250,000	250,000	500,000
Interfund transfers	517,000	345,569	353,390	317,790	458,590	776,380
Contingency	329,731	-	-	454,067	(990)	453,077
TOTAL REQUIREMENTS	$ 12,668,439	$ 1,667,206	$ 7,440,900	$ 5,035,957	$ 1,582,600	$ 6,618,557

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY AND ECONOMIC DEVELOPMENT
Airport Fund

Overview

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

The Bend Municipal Airport is located on 415 acres, situated five miles east of Bend's city limits. Owned by the City of Bend, the airport is located within Deschutes County and is outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length; a full parallel taxiway on the west side, and a second taxiway constructed on the east side; more than 72 hangars and industrial buildings; and parking facilities for aircraft and vehicles. Fifteen aviation related businesses are located at the airport. The Bend Municipal Airport is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport, with 234 based aircraft and an estimated 147,000 operations in 2017. An operation is defined by the Federal Aviation Administration (FAA) as either a takeoff or a landing and is the basis for capacity projections and future CIP projects.

Total operations are expected to increase to approximately 160,000 by 2020. The number of large aircraft using the Bend Municipal Airport passed the FAA threshold of 500 in 2015 and in 2016 increased to over 600. This is the FAA's justification for the early update to the Airport Master plan to evaluate the need for a longer runway.

Principal sources of operating revenue for the Airport include tenant ground leases, City-owned hangar and tie down leases, and fuel flowage fees. Expenses include operation, maintenance and capital improvement of the Airport infrastructure. FAA grants provide significant funding for capital improvements.

Goals for the 2017 – 2019 Biennial Budget

- Maintain the airport as a fully self-sufficient entity
- Meet existing and near term demand for aircraft hangar space, tie-down space and business needs
- Complete the Helicopter Operations Area project to both increase safety and enhance the efficiency of rotor and fixed wing operations at the airport
- Complete County Airport Master Plan adoption

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 245,862	291,100	317,100	328,700	$ 645,800
Materials and services	86,394	240,910	143,900	147,600	291,500
Capital outlay:					
Vehicle/equipment	21,390	-	-	-	-
Repairs and maintenance	-	73,400	50,000	50,000	100,000
Construction/Infrastructure	659,317	6,217,600	3,236,000	155,600	3,391,600
Program Total	1,012,963	6,823,010	3,747,000	681,900	4,428,900
Debt service	268,675	264,500	267,100	193,100	460,200
Interfund transfers	385,569	353,390	567,790	708,590	1,276,380
Airport	$ 1,667,206	$ 7,440,900	$ 4,581,890	$ 1,583,590	$ 6,165,480
Full Time Equivalents	2.33	2.58	2.39	2.39	2.39

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Continue to enhance revenues by identifying additional funding mechanisms and/or drive economic development
- Increase job creation by development of the eastside property for aviation-related industrial and general aviation uses, including hangars and aviation business properties
- Continue to seek ways to enhance safety and provide services that will meet the needs of pilots

Major Accomplishments during the 2015 – 2017 Biennium

- Completed the Helicopter Operations Area Environmental Assessment
- Secured a $1.1M ConnectOregon VI grant to help fund the FAA-match required to design and construct the Helicopter Operations Area
- Secured a $966,670 FAA grant for the design and construction of the Helicopter Operations Area
- Secured a $5,674,997 FAA grant to construct the Helicopter Operations Area
- Began Construction of the Helicopter Operations Area
- Reconfigured Airport traffic pattern to address Rotor and Fixed conflicts and noise complaints

Significant Changes from the 2015 – 2017 Biennium

- Invest funds to upgrade and/or repair city-owned hangars
- Begin to bring Airport facilities under centralized Facilities operations
- Review office space needs for Airport personnel and address space limitations

Major Capital Projects for 2017 – 2019 Biennial Budget

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

COMMUNITY AND ECONOMIC DEVELOPMENT
Airport Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Total # of operations (take offs and landings)	137,513	140,000	150,000	153,615	157,317
Total Instrument Flight Rules (IFR) operations	1,250	1,737	2,220	2,841	3,636
Total # jobs at Airport*	297	368	431	504	589
Total # of aircraft based at Airport	254	234	239	244	249
Total payroll generated from airport businesses *	$14,116,000	$17,490,717	$21,338,675	$26,033,183	$31,760,483
Annual fuel sales by type and gallons per calendar year:					
Jet A	313,193	330,827	340,752	350,975	361,504
100LL	328,550	293,817	302,632	311,710	321,062
Total	641,743	624,644	643,384	662,685	682,566
Effectiveness Measures:					
Square footage of new hangars or commercial buildings constructed annually	33,000	33,000	30,000	40,000	40,000
Number of operations (take offs and landings) per Airport FTE	55,005	56,000	60,000	61,446	62,927

*From the Master Plan Strategic Positioning & Employment Lands Analysis (SPELA)

Capital Improvement Program 2018-2022

Airport

Five Year Capital Improvement Program (CIP) Schedule

*Project numbers may change	Classification *	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	5 Year Total
AP13A Helicopter Operations Area Phase 1	1	$ 59,200	$ -	$ -	$ -	$ -	$ 59,200
AP18A Helicpoter Operations Area Phase II	1	1,215,900	-	-	-	-	1,215,900
AP16A West Apron	3	1,645,300	-	-	-	-	1,645,300
AP15D Wildlife Hazard Assessment	NA	4,500	-	-	-	-	4,500
*APXX Master Plan Update	NA	311,100	155,600	-	-	-	466,700
*APXX South Hangar Taxilane Rehab	5	-	-	500,000			500,000
*AP19XX Runway Ext. EA Phase I Environmental	NA			250,000			
*AP19XX Runway Ext. EA Phase II Environmental	NA	-	-	250,000	-	-	250,000
*AP20XX Runway Ext. Design/Property Acquisition	5	-	-	-	10,000,000		10,000,000
*AP21XX Runway Construction	5	-	-	-	-	10,000,000	10,000,000
Total Airport CIP		**$ 3,236,000**	**$ 155,600**	**$ 1,000,000**	**$ 10,000,000**	**$ 10,000,000**	**24,391,600**

Note: Airport capital improvement projects are pending approval of 90% FAA funding and funding for City match.

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

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

CITY OF BEND

Airport Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(12,668,439)**	**(2,011,163)**	**(7,871,857)**	**(5,035,957)**	**(1,582,600)**	**(6,618,557)**
30 - BeginWorkingCapital	(465,400)	(401,937)	(343,957)	(430,957)	-	(430,957)
33 - Intergovernmental	(9,739,839)	(653,057)	(6,122,400)	(3,211,600)	(155,600)	(3,367,200)
34 - Charges&FeesforServ	(1,950,100)	(943,509)	(1,095,300)	(1,126,300)	(1,158,300)	(2,284,600)
36 - MiscellaneousRevenue	(13,100)	(12,660)	(8,200)	(17,100)	(18,700)	(35,800)
37 - Proceeds From Debt	(500,000)	-	(250,000)	(250,000)	(250,000)	(500,000)
38 - Transfers	-	-	(52,000)	-	-	-
40 - Personnel Services	**555,789**	**245,862**	**291,100**	**317,100**	**328,700**	**645,800**
40 - Wages	343,997	155,099	180,000	188,800	195,200	384,000
41 - Benefits	211,792	90,763	111,100	128,300	133,500	261,800
42 - Materials & Services	**383,480**	**86,394**	**240,910**	**143,900**	**147,600**	**291,500**
43 - Purchased Services	368,000	79,889	226,610	115,200	116,900	232,100
44 - Equipment <$5000	4,600	434	2,100	5,600	6,400	12,000
45 - ConsumSupplies&Mater	1,800	980	3,900	4,900	5,400	10,300
46 - Employee Costs	7,780	4,204	4,000	5,500	6,000	11,500
47 - CommuEducat&Outreach	700	61	4,000	400	400	800
49 - Leases	-	-	-	12,000	12,000	24,000
52 - Other	600	826	300	300	500	800
60 - Capital Outlay	**9,794,839**	**680,706**	**6,291,000**	**3,286,000**	**205,600**	**3,491,600**
62 - Equipment >$5000	25,000	21,390	-	-	-	-
63 - Buildings&Structures	116,671	-	33,400	50,000	50,000	100,000
65 - Infrastructure	9,653,168	659,317	6,257,600	3,236,000	155,600	3,391,600
70 - Transfers Out - OH	**472,100**	**229,200**	**242,900**	**208,500**	**219,600**	**428,100**
70 - TransferCity-wideOH	472,100	229,200	242,900	208,500	219,600	428,100
72 - Transfers Out	**44,900**	**116,369**	**110,490**	**109,290**	**238,990**	**348,280**
73 - TransferSpeciPurp	7,500	107,421	100,000	100,000	229,300	329,300
74 - TransferInterfundChg	37,400	8,948	10,490	9,290	9,690	18,980
80 - Debt Service	**1,087,600**	**308,675**	**264,500**	**517,100**	**443,100**	**960,200**
80 - Principal-Long term	431,600	215,105	216,000	226,700	162,500	389,200
81 - Interest-Long term	106,000	53,570	48,500	40,400	30,600	71,000
87 - Short term-LoanRepay	550,000	40,000	-	250,000	250,000	500,000
91 - Contingency	**329,731**	**-**	**-**	**454,067**	**(990)**	**453,077**
91 - Contingency	329,731	-	-	454,067	(990)	453,077
Grand Total	**0**	**(343,957)**	**(430,957)**	**-**	**-**	**-**

Parking & Downtown Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 1,559,600	$ 1,586,340	$ 1,760,037	$ 1,815,813	$ -	$ 1,815,813
Fines and forfeitures	473,800	263,961	216,600	228,800	234,800	463,600
Licenses and permits	837,242	465,572	463,600	504,800	510,000	1,014,800
Rent revenues	404,400	188,597	198,500	216,300	233,100	449,400
Investment income	32,100	19,060	22,900	22,600	22,400	45,000
Miscellaneous	700	812	400	400	400	800
TOTAL RESOURCES	$ 3,307,842	$ 2,524,342	$ 2,662,037	$ 2,788,713	$ 1,000,700	$ 3,789,413

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Parking Administration	$ 767,567	$ 363,178	$ 364,568	$ 462,800	$ 482,650	$ 945,450
Parking Structure	416,081	183,648	257,566	289,200	269,900	559,100
Downtown Operations	-	-	-	46,900	48,700	95,600
Total	1,183,648	546,826	622,134	798,900	801,250	1,600,150
Interfund transfers	442,700	217,479	224,090	216,390	225,790	442,180
Contingency	211,494	-	-	303,423	(26,340)	277,083
Reserves	1,470,000	-	-	1,470,000	-	1,470,000
TOTAL REQUIREMENTS	$ 3,307,842	$ 764,304	$ 846,224	$ 2,788,713	$ 1,000,700	$ 3,789,413
By Category:						
Personnel services	$ 69,330	$ 35,993	$ 73,000	$ 267,200	$ 268,900	$ 536,100
Materials and services	1,073,818	477,293	549,134	531,700	532,350	1,064,050
Capital outlay:						
Construction/infrastructure	40,500	33,541	-	-	-	-
Interfund transfers	442,700	217,479	224,090	216,390	225,790	442,180
Contingency	211,494	-	-	303,423	(26,340)	277,083
Reserves for:						
Future construction	1,270,000	-	-	1,270,000	-	1,270,000
Major Maintenance	200,000	-	-	200,000	-	200,000
TOTAL REQUIREMENTS	$ 3,307,842	$ 764,304	$ 846,224	$ 2,788,713	$ 1,000,700	$ 3,789,413

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

COMMUNITY AND ECONOMIC DEVELOPMENT
Parking & Downtown Fund

Overview

The Parking & Downtown Fund supports on-street downtown parking, the Bend Centennial Parking Plaza (Parking Structure), and the Downtown coordination efforts. This fund provides parking management/enforcement services, operations and maintenance of the downtown parking structure and off-street surface parking lots, parking signage within the downtown area, as well as downtown permitting and coordination. Additional services include administration of the parking permit system, coordination with special events for parking issues, security services for the downtown parking structure as well as property management for the commercial spaces in the parking structure.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 35,993	$ 73,000	$ 267,200	$ 268,900	$ 536,100
Materials and services	477,293	549,134	531,700	532,350	1,064,050
Capital outlay:					
Construction/infrastructure	33,541	-	-	-	-
Program Total	546,826	622,134	798,900	801,250	1,600,150
Interfund transfers	217,479	224,090	216,390	225,790	442,180
Parking & Downtown	**$ 764,304**	**$ 846,224**	**$ 1,015,290**	**$ 1,027,040**	**$ 2,042,330**
Full Time Equivalents	0.28	0.28	2.19	2.19	2.19

Goals for the 2017 – 2019 Biennial Budget

- Implement the parking management strategies adopted in the 2017 Downtown Parking Study
- Improve safety and accessibility of downtown parking facilities for employees, property owners and visitors
- Hire Parking Demand Manager

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Support and management of parking structure building systems maintenance
- Maintenance and management of leasehold spaces in the parking structure
- Promote the downtown employee parking permit program to increase permit revenue
- Increase parking citation collection rate
- Maintain parking facilities using industry best practice
- Improve communication between Municipal Court, Economic Development, Streets & Operations and downtown parking enforcement to improve parking experience for employees and visitors

Major Accomplishments during the 2015 – 2017 Biennium

- Installed new signs in the Parking Structure
- Installed skateboard deterrents in Parking Structure
- Installed new lighting in the Parking Structure
- Made minor changes to doors and stairwells in Parking Structure in response to users' request
- Established working relationship with Bend Police Department to improve the safety of city-owned parking facilities
- Initiated and completed the 2017 Downtown Parking study
- Improved business process with Municipal Court for collection of unpaid parking citiations

- Formalized relationship with property owners along Brooks Alley for use of the four garbage enclosures in the Mirror Pond Parking lots
- Approved a new Parking Enforcement contract that improves level of parking enforcement service and instituted use of industry best practice
- Installed three new parking meters with “pay by plate” functionality that will improve customer experience
- Improved the permit review process for Sidewalk Café and Street Vendor permits

Significant Changes from the 2015 – 2017 Biennial Budget

- Created a new Downtown Operations program to account for work that occurs downtown that is not related to parking, i.e. Sidewalk Café and Street Vendor permit program oversight
- Hire a Parking Demand Manager
- Hire 0.5 FTE in Municipal Court that will be funded by the Parking & Downtown Fund
- Increase Economic Development Director staffing allocation to 30% to reflect workload associated with supporting parking and downtown operations

COMMUNITY AND ECONOMIC DEVELOPMENT
Parking and Downtown Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Parking Permits Issued - On-Street, Parking Lots	5,112	5,994	6,636	6,824	6,960
Parking Permits Issued - Parking Structure	3,815	4,053	4,764	4,907	4,956
Average monthly rental revenue per commercial sq ft in Parking Structure	$1.79	$1.73	$1.82	$1.98	$2.13
Street Vendor Permits Issued	12	16	10	11	13
Sidewalk Café Permits Issued	19	54	40	43	46
# of Parking Citations	13,671	15,271	15,200	15,400	15,800
# of Parking Citations paid	10,317	11,610	8,500	8,976	9,209
Effectiveness Measures:					
Average Annual Collection Rate for Citations	75%	76%	56%	58%	58%
% of Available Parking Spaces Permitted; on-street parking and parking lots	28%	54%	66%	75%	85%
% of Available Parking Spaces Permitted; Centennial Parking Garage	58%	62%	73%	85%	95%
Efficiency Measures:					
Revenue Permits - On-street and Parking Lots	$180,003	$229,687	$236,500	$243,200	$248,000
Revenue Permits - Parking Structure	$213,607	$235,885	$232,800	$239,800	$240,000
Revenue Parking Citiation Fines - On-street, Parking Lots	$200,300	$242,553	$192,000	$203,500	$215,700
Revenue Parking Citation Fines - Parking Structure	$15,857	$21,409	$24,600	$25,300	$19,100
Cost for Enforcement Services	$239,000	$225,129	$255,800	$263,500	$271,400
Cost of Parking Enforcement Program as a % of Total Citation and Permit Revenue	39%	31%	37%	37%	38%

CITY OF BEND

Parking & Downtown Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(3,307,842)**	**(2,524,342)**	**(2,662,037)**	**(2,788,713)**	**(1,000,700)**	**(3,789,413)**
30 - BeginWorkingCapital	(1,559,600)	(1,586,340)	(1,760,037)	(1,815,813)	-	(1,815,813)
32 - Licenses & Permits	(837,242)	(465,572)	(463,600)	(504,800)	(510,000)	(1,014,800)
34 - Charges&FeesforServ	(404,400)	(188,597)	(198,500)	(216,300)	(233,100)	(449,400)
35 - Fines & Forfeitures	(473,800)	(263,961)	(216,600)	(228,800)	(234,800)	(463,600)
36 - MiscellaneousRevenue	(32,800)	(19,872)	(23,300)	(23,000)	(22,800)	(45,800)
40 - Personnel Services	**69,330**	**35,993**	**73,000**	**267,200**	**268,900**	**536,100**
40 - Wages	47,100	23,635	42,700	161,900	169,300	331,200
41 - Benefits	22,230	12,358	30,300	105,300	99,600	204,900
42 - Materials & Services	**1,073,818**	**477,293**	**549,134**	**531,700**	**532,350**	**1,064,050**
43 - Purchased Services	1,042,360	459,068	518,483	503,300	507,400	1,010,700
44 - Equipment <$5000	1,000	4,500	15,200	4,100	500	4,600
45 - ConsumSupplies&Mater	2,000	380	725	1,000	1,000	2,000
46 - Employee Costs	1,418	102	540	2,600	2,650	5,250
47 - CommuEducat&Outreach	-	760	1,000	6,000	6,000	12,000
49 - Leases	13,200	6,600	6,600	7,600	7,600	15,200
51 - Sponsorships&Contrib	-	886	886	900	900	1,800
52 - Other	13,840	4,997	5,700	6,200	6,300	12,500
60 - Capital Outlay	**40,500**	**33,541**	**-**	**-**	**-**	**-**
63 - Buildings&Structures	40,500	33,541	-	-	-	-
70 - Transfers Out - OH	**290,600**	**141,700**	**148,900**	**146,400**	**155,700**	**302,100**
70 - TransferCity-wideOH	290,600	141,700	148,900	146,400	155,700	302,100
72 - Transfers Out	**152,100**	**75,779**	**75,190**	**69,990**	**70,090**	**140,080**
73 - TransferSpeciPurp	17,600	8,800	8,800	-	-	-
74 - TransferInterfundChg	134,500	66,979	66,390	69,990	70,090	140,080
90 - Reserves	**1,470,000**	**-**	**-**	**1,470,000**	**-**	**1,470,000**
90 - Reserves	1,470,000	-	-	1,470,000	-	1,470,000
91 - Contingency	**211,494**	**-**	**-**	**303,423**	**(26,340)**	**277,083**
91 - Contingency	211,494	-	-	303,423	(26,340)	277,083
Grand Total	**-**	**(1,760,037)**	**(1,815,813)**	**-**	**-**	**-**

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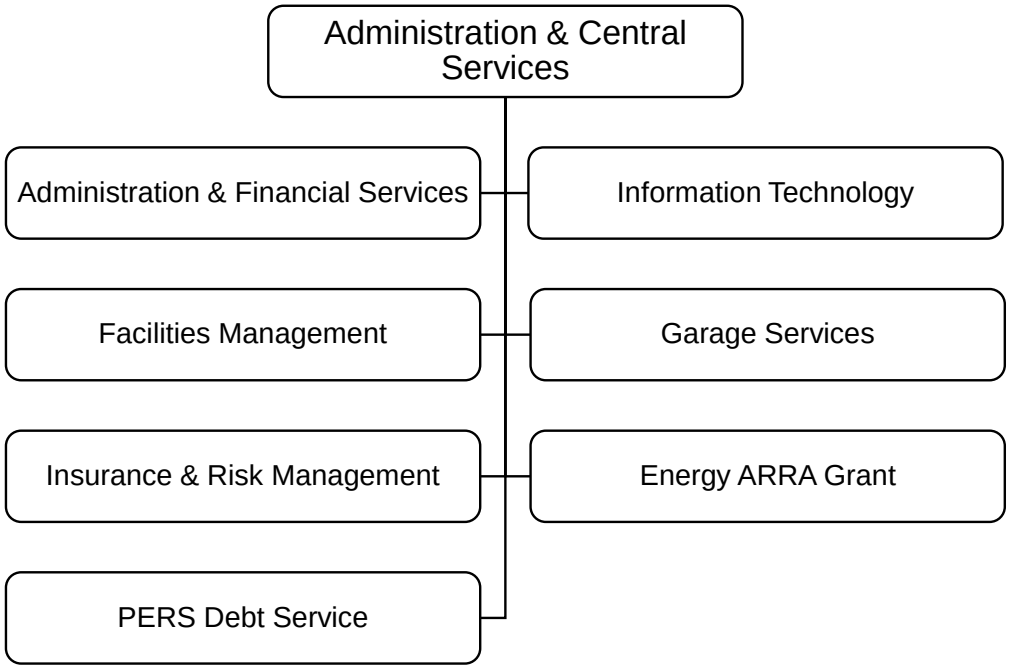
ADMINISTRATION & CENTRAL SERVICES SERVICE AREA



Administration & Financial Services
These Internal Service Fund divisions account for the activities of the following departments: City Council, City Manager's office, Communications, Volunteerism, Human Resources, Financial Services, Purchasing, and the City Attorney's office.

Information Technology
This Internal Service Fund division accounts for the activities of the Information Technology (IT) department which maintains and manages the City's computer software and equipment and phone systems. Costs of the Enterprise Resource Planning Project are also accounted for in the IT department budget.

Facilities Management
This Internal Service Fund division accounts for the maintenance and construction activities of City-owned facilities, including the 15th Street Campus, Downtown Campus, Utilities Campus at Boyd Acres, and the Police building.

Garage Services
This Internal Service Fund division accounts for Garage Services, which provides garage repairs, preventative maintenance, and fueling for the city-wide fleet of equipment. Costs incurred by this internal division are charged to other City departments or functions through direct billings.

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

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

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

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Internal Service Fund - City Wide Administration
Administration & Financial Services

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 371,400	$ 878,562	$ 1,745,555	$ 2,804,279	$ -	$ 2,804,279
Charges for services	374,200	267,326	267,581	271,407	276,644	548,051
Licenses and permits	221,100	211,336	163,370	-	-	
Interfund charges	366,600	115,980	224,650	232,000	243,480	475,480
Interfund transfers	16,469,044	8,042,430	9,131,840	7,550,000	7,753,200	15,303,200
Investment income	6,600	15,120	75,800	136,800	126,700	263,500
Miscellaneous	2,300	7,044	3,200	2,000	2,000	4,000
TOTAL RESOURCES	$ 17,811,244	$ 9,537,798	$ 11,611,996	$ 10,996,486	$ 8,402,024	$ 19,398,510

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
City Council	$ 361,980	$ 233,081	$ 211,250	$ 214,750	$ 218,186	$ 432,936
City Manager	2,940,550	1,331,567	1,473,077	1,361,070	1,405,790	2,766,860
Communications	1,010,109	420,193	465,371	530,590	545,814	1,076,404
Volunteerism	230,326	111,593	127,880	137,825	135,040	272,865
Human Resources	2,044,208	873,809	980,855	937,372	1,194,501	2,131,873
Finance	6,825,692	2,939,063	3,528,516	3,906,012	4,050,651	7,956,663
Purchasing	853,511	377,975	473,768	548,640	563,140	1,111,780
*Legal^*	*1,278,088*	*568,987*	685,350	635,400	660,050	1,295,450
Total	15,544,464	6,856,268	7,946,067	8,271,659	8,773,172	17,044,831
Interfund transfers	1,745,740	935,975	861,650	1,137,700	1,086,250	2,223,950
Contingency	521,040	-	-	1,587,127	(1,457,398)	129,729
TOTAL REQUIREMENTS	$ 17,811,244	$ 7,792,243	$ 8,807,717	$ 10,996,486	$ 8,402,024	$ 19,398,510
By Category:						
Personnel services	$ 12,453,313	$ 5,643,035	$ 6,108,660	$ 6,604,050	$ 6,967,250	$ 13,571,300
Materials and services	3,091,151	1,213,232	1,837,407	1,667,609	1,805,922	3,473,531
Interfund transfers	1,745,740	935,975	861,650	1,137,700	1,086,250	2,223,950
Contingency	521,040	-	-	1,587,127	(1,457,398)	129,729
TOTAL REQUIREMENTS	$ 17,811,244	$ 7,792,243	$ 8,807,717	$ 10,996,486	$ 8,402,024	$ 19,398,510

Note:

^ Shown for illustrative purposes. Legal services moved in to Administration and Financial Services in FY 2016-17. Prior to that, Legal and Risk Management were in a separate fund.

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

ADMINISTRATION & CENTRAL SERVICES
City Council

Overview

The City Council is the policy making board elected by the citizens of Bend. The role of the Council is to determine public policy as it relates to the decisions made and actions taken for the City of Bend. The City is served by seven Councilors who are elected to staggered, four-year terms. The Councilors appoint a Mayor from among the elected body for a term of two years.

Left to Right: Mayor Pro Tem Sally Russell, Justin Livingston, Mayor Casey Roats, Bruce Abernethy, Barb Campbell, Nathan Boddie, and Bill Moseley

Casey Roats was elected to City Council in November 2014. He was selected by the Council to serve as Mayor in January 2017.

Casey is a fourth generation resident of Bend. Casey is married and has two daughters. He and his family love Bend because of all of the longstanding ties to the community as well as the lifestyle that Bend offers. He and his family enjoy the outdoors and horseback riding with their free time. He and his family own Roats Water System, which is a privately held water utility company that services homes and businesses in the south end of Bend.

Sally Russell was elected to City Council in November 2012 and again in November 2016. She was selected as Mayor ProTem in January 2015 and January 2017.

A resident of Bend since 1984, Sally was Director of Marketing for Broken Top Limited Partnership and Executive Director of the Cascade Festival of Music. Her extensive volunteer experience includes service on the Tower Theatre Board and the Bend Planning Commission. Current volunteer work includes the Deschutes County Committee on Recreation Assets and the Galveston Revitalization Committee. Her passions include Nordic skiing, mountain biking, running a community garden and enjoying life with her two daughters. Sally attended Smith College for undergraduate studies, and earned a MBA in marketing from Portland State University.

Nathan Boddie was elected to City Council in November 2014.

Like many citizens, Nathan chose Bend for its unbeatable quality of life. As both a physician and member of Bend City Council, he works on improving the health of our community. “I have the privilege and responsibility of helping my patients recover as quickly as possible and get back to their lives. In my work on Council, I try to ensure the health of local business too and help citizens have an affordable, healthy, sustainable place to call home. Join me in working to ensure a livable, and prosperous community in Bend,” says Dr. Boddie.

Barb Campbell was elected to City Council in November 2014.

Barb has lived in Bend for over 20 years. She is the owner/founder of Wabi Sabi located downtown. She co-founded Slower Safer Bend dedicated to building a safer, more livable community.

Justin Livingston was elected in November 2016 and seated on the City Council in January 2017.

Justin studied at Chemeketa Community College and graduated from Salem Academy High School.

Justin is a real estate broker at Berkshire Hathaway NW Real Estate and partner in Genesis Construction Group, LLC. His previous employment includes being a Production Manager at Jet Porter Inc. (Aviation Ground Support Company) and he was once a professional motocross racer.

He has been involved with a number of civic organizations including the City’s Affordable Housing Advisory Committee, the Street Maintenance Funding Committee, Old Farm District Neighborhood Association and Central Oregon Association of Realtors Government Affairs Committee.

Bill Moseley was elected in November 2016 and seated on the City Council in January 2017.

First in his extended family to receive higher education, Bill earned a master’s in Public Administration - City Management, Juris Doctorate and Bachelors of Arts in Economics and Political Science from the University of Kansas.

Bill Moseley is CEO of GL Solutions, a software company he founded in 1997. Prior to GL Solutions, Bill worked for the Oregon Department of Justice, consulted municipalities on public nuisance law and worked as a private attorney in Kansas.

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

He is interested in growing the local economy through technology groups, Economic Development for Central Oregon (EDCO), Looking Forward and other organizations. As a Councilor, Bill plans on

focusing on four main issues: a strong economy, strategic leadership, affordable housing and basic services.

Bruce Abernethy was elected in November 2016 and seated on the City Council in January 2017.

Bruce received his BA in Economics and Political Science from Swarthmore College and holds a master's degree in Public Policy from the John F. Kennedy School of Government at Harvard University.

Bruce Abernethy, grant writer for the Bend La Pine School District, Central Oregon Community College board member and active Rotary Club of Greater Bend member, moved to Bend in 1992. He has served on the boards of the Bend-La Pine School District, the Bend Park and Recreation District and the Bend City Council (2000-2008, including a stint as Mayor).

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

His top issues include affordable housing and homelessness. Bruce has been involved in educational initiatives including Children's Forest of Central Oregon, Camp Tamarack (outdoor school), Better Together, Cascades Commitment and TeachOregon.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 20,673	$ 20,800	$ 21,300	$ 21,300	$ 42,600
Materials and services	212,409	190,450	193,450	196,886	390,336
Program Total	233,081	211,250	214,750	218,186	432,936
Interfund transfers	53,400	57,500	60,100	62,600	122,700
City Council	$ 286,481	$ 268,750	$ 274,850	$ 280,786	$ 555,636

Goals for the 2017– 2019 Biennial Budget

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

Goal 1: Execute a growth plan that preserves community values

- Complete foundational planning work to create a more predictable process
- Prioritize planning and infrastructure investments in expansion areas and opportunity sites
- Leverage private sector development activity through a cross-functional rapid response team
- Enhance communication between City, University, and Neighborhoods
- Develop fair and cost effective options for residents converting from septic to sewer
- Employ energy efficiency and fossil fuel use reduction policies to guide operations and growth plans

Goal 2: Move people around Bend efficiently, safely, and reliably

- Improve street maintenance and update Snow Removal policies
- Develop a short term capital improvement strategy, including use of Transportation Fund reserves
- Reformat the Transportation Safety Advisory Committee with the charge of providing long term sustainable funding that:
    - Relieves congestion, improves connectivity and safety, and creates additional options
    - Updates the Transportation System Plan
    - Improves the process for responding to Neighborhood requests
- Expand transit service and work towards sustainable funding

Goal 3: Increase affordable housing options

- Develop metrics of housing needs based on income that leverage funding and supply strategies
- Prioritize land use and infrastructure planning that maximize the supply of affordable housing
- Increase supply of affordable housing through a package of incentives, removing regulatory barriers, and increased land supply and funding options
- Work with community partners to provide housing plus services for people who are chronically homeless due to mental health and substance abuse issues

Goal 4: Keep residents safe with innovative and cost-effective Public Safety services

- Deploy alternative, more cost effective service models
- Implement the Community Engagement Program in the Police Department
- Construct an additional Fire/EMS Station in the central core of the City
- Prepare for the Fire/EMS Operating Levy renewal

Goal 5: Modernize and professionalize how City government runs

- Conduct a City Charter review to explore provisions identified by Council
- Review Council Rules
- Align City Boards and Committees to Council Goals
- Increase capacity of the Neighborhood Association system
- Replace the City's operating software as a key drive for business process improvements
- Create systems to improve, prioritize and monitor resource allocation
- Elevate consistency and quality of project management skills across the organization
- Promote and improve the City's performance management systems

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office

Overview

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

The responsibilities of the City Manager's Office include the provision of professional leadership in the administration and execution of policies and objectives formulated by City Council, the development and recommendation of alternative solutions to community problems for Council consideration, the planning and development of new programs to meet future needs of the City, preparation of the biennial budget, community relations, interagency coordination and fostering community pride in City government through excellent customer service. Assistant City Managers oversee operations and internal services. Primarily, the Operations Departments focus on provision of streets, sewer and water infrastructure, maintenance of such infrastructure, managing community growth including planning and building permits as well as fostering a healthy environment for economic development opportunities. Internal Services support the mission of those same operating departments, plus the Fire and Police departments, providing advice and delivery of services in the areas of: Communications, Facility Management, Finance, Legal, Human Resources, Information Technology, Insurance, Purchasing and Garage.

Within the City Manager's Office, the City Recorder's Office ensures access to public records, coordinates public meetings, and oversees the election process for the City of Bend. Two Senior Policy Analysts review and make recommendations on City wide policy issues such as transportation and water utility infrastructure, land use planning, rates and fees, and natural resource issues. In addition, they support a variety of complex projects and programs on behalf of the City Manager's Office. City wide economic development support is also accounted for as a division of the City Manager's Office.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 1,255,564	$ 1,356,500	$ 1,292,800	$ 1,338,200	$ 2,631,000
Materials and services	76,003	116,577	68,270	67,590	135,860
Program Total	1,331,567	1,473,077	1,361,070	1,405,790	2,766,860
Interfund transfers	170,783	160,200	223,100	220,700	443,800
City Manager	$ 1,502,349	$ 1,633,277	$ 1,584,170	$ 1,626,490	$ 3,210,660
Full Time Equivalents	8.72	8.72	8.18	8.18	8.18

Goals for the 2017 – 2019 Biennial Budget

- Carry out the policy directives of the Bend City Council
- Provide City leadership and direct departments and programs
- Maintain records and vital statistics for the City
- Coordinate elections in the City of Bend
- Respond to public records requests in a timely manner
- Continue to pursue efficiencies in operations within all areas of the City
- Provide information to, and pursue special projects, as directed by the City Manager

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Oversee the achievement of City Council Goals and Objectives (see the City Council Budget Narrative for the list of 2017-2019 Goals)
- Work in partnership with the City Council to increase Bend's involvement in state and federal legislative processes
- Work in partnership with the City Council and the community to develop a community growth plan that includes infrastructure, financial and land use planning components
- Facilitate the City's strategic planning efforts to encourage full-scale development that coordinate strategic plans with programs and performance measures
- Encourage cross-departmental team work and communications through further implementation of our training program
- Continue development and refinement of program based budgeting and performance based management strategies for the City
- Improve access to city ordinances and resolutions; maintain the City Code
- Prepare and distribute City Council agendas; attend and assist in conducting City Council meetings
- Provide support to the City Council and advisory boards as appropriate
- Sponsor and guide the Leading Effective Applications and Processes (LEAP) project to modernize the City's enterprise resource planning (ERP) software capability

Major Accomplishments during the 2015 – 2017 Biennium

- Proactively and effectively managed City finances and operations
- Completed the Urban Growth Boundary (UGB) Remand, including major update to the City's Comprehensive Plan
- Completed key infrastructure projects including the Colorado Sewer Lift Station and Surface Water Project under budget
- Partnered with St. Charles, Central Oregon Community College (COCC), Oregon State University (OSU)-Cascades and Central Oregon Intergovernmental Council (COIC) to expand the Transit System
- Implemented new laws regarding recreational and medical marijuana
- Developed 20-year Needs Analysis for major City campus areas
- Created opportunities for Transportation Network Companies (TNCs) to operate in Bend
- Successful "Go Live" of new Core Financial Software and accompanied business process improvements on time and within budget
- Successful negotiation of the City of Bend Employee Association (COBEA) and Police Association Collective Bargaining Agreements
- Aligned internal resources to develop a Climate Action Plan policy framework that is integrated with City Operations

Significant Changes from the 2015 – 2017 Biennial Budget

- Transferred administrative programs to the Community Development Department (Short Term Rental Operating License, Marijuana Operators License, Noise Variance, and Oregon Liquor Control Commission (OLCC)).

ADMINISTRATION & CENTRAL SERVICES
Communications

Overview

Communications is a part of the Administration Division within the City-Wide Internal Services Fund.

Communication Services Program

The Communications Services Program provides information and education to the public and media about the City of Bend's programs, services and activities.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 253,851	$ 268,900	$ 392,700	$ 412,700	$ 805,400
Materials and services	166,343	196,471	137,890	133,114	271,004
Program Total	420,193	465,371	530,590	545,814	1,076,404
Interfund transfers	31,707	32,300	58,200	56,900	115,100
Communications	$ 451,901	$ 497,671	$ 588,790	$ 602,714	$ 1,191,504
Full Time Equivalents	2.00	3.00	3.00	3.00	3.00

Goals for the 2017- 2019 Biennial Budget

- Increase awareness, interest and participation in the City of Bend's government programs, services and activities
- Employ a multi-medium and multi-level communications approach to ensure communication programs are diverse, to reach and involve all segments of the community
- Provide the framework (internally and externally) to guide citizen outreach programs, activities and educational programs of the City
- Continue to expand opportunities to engage the public in City government and empower neighborhood associations and other community partners
- Develop and provide the citizens of Bend with opportunities to become involved in and knowledgeable about their role in City government and in the community
- Foster a universally positive image and facilitate trust in City government
- Improve City-wide consistency in messaging through the development of key messages and a formalized liaison program with all departments and projects
- Assist departments in proactively developing messages and outreach strategies that help departments portray an efficient, responsive, innovative, professional and responsible City government

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Develop and manage web governance policies and graphic templates to ensure a more professional and consistent web presence
- Launch new online citizen survey and engagement tools to gather input from Bend residents, which will replace a traditionally outsourced biennial survey
- Update the Citywide Communications Plan and develop new social media policies to protect the City and to better reflect the rapidly changing nature of social media

- Provide graphic design services internally, including templates for regular outreach such as postcards and brochures, to reduce dependence on graphic design outsourcing and improve consistency in our materials, further advancing the goal of portraying a professional organization
- Develop an online newsletter template and program to supplement and eventually replace the outsourced printed newsletter, in conjunction with Utility billing's move toward e-billing
- Continue to develop and distribute professional, high-quality videos that incorporate consistent key messages, tell the City's stories and portray an efficient, innovative and responsible City government
- Support a variety of outreach needs for all departments, including UGB implementation, transportation and development projects, utility and other infrastructure project construction, and more
- Support Councilors' communications and assist Councilors in obtaining information and data needed to respond to constituents

Major Accomplishments during the 2015- 2017 Biennium

- Completed the City's website redesign project that provides a more user-friendly web interface for residents and visitors
- Continued social marketing initiatives on Facebook (over 10,600 "Likes"), iTunes via video podcast, Twitter (about 6,000 followers) and YouTube (about 346,700 video views) and participation in Nextdoor, an online social media platform for neighborhoods (more than 7,000 participants)
- Responded to an average of about 10 citizen contacts per day, a number that is increasing due to an improved website, with a goal of a next-day response time
- Developed content and managed the production and distribution of our monthly newsletter, which is sent out to all utility customers with utility bills (approximately 384,000 newsletters mailed each year)
- Coordinated, publicized and attended weekly City Council office hours to improve community access to their elected body
- Developed messages for and coordinated four City Edition videos each month (48 per year) to spotlight key projects, community issues, and the services provided by City government

Significant Changes from the 2015 – 2017 Biennial Budget

- The Web and Graphics Coordinator position was added in 2016-2017. Funding for this position is partially offset by removing the outsourced biennial survey and reducing graphic design expenditures from the City budget.

Neighborhood Association Program

The City of Bend has thirteen (13) recognized Neighborhood Associations that provide a link between the City and residents who may have an interest in various local matters, including land use decisions, capital improvement projects, and other services and programs offered by the City.

Neighborhood Association Program funds are allocated based on the number of tax lots within the Association, and may be used for communication-related expenditures. These include printing of meeting agendas, special meeting notices, fliers for Neighborhood Association sponsored events, annual meeting reminder postcards and expenses, and newsletters. Bulk mailing expenses for annual meeting notices and pre-approved purchases of communications equipment are also authorized expenses.

Key Operational Objectives for the 2017 - 2019 Biennial Budget

- Additional dedicated Neighborhood Association support from the Community Relations Manager, including focus on supporting the revival of inactive Neighborhood Associations and coordinating additional training services
- Facilitate City staff involvement with and presentations at Neighborhood Association membership meetings
- Administer Neighborhood Association funds and manage a rollover grant program for community-building projects initiated by Neighborhood Associations

Significant Changes from the 2015 - 2017 Biennial Budget

- The Community Relations Manager job description added support for Neighborhood Associations and key partner community groups in accordance with council goals.

ADMINISTRATION & CENTRAL SERVICES
Communications

PERFORMANCE MEASURES

	ACTUAL 2014-15	ACTUAL 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Annual City Edition Views through YouTube and Facebo	63,670	78,431	51,900	25,000	18,600
Annual mailings of Newsletter (mailed in utility bills) ends June 2017	343,342	353,507	384,000	n.a.	n.a.
Digital email newsletter, new in 2017-2018				8,000	10,000
Efficiency Measures:					
Cost per City Edition video production	$975	$988	$988	$988	$988
Cost per video view	$1.33	$1.63	$1.08	$1.25	$1.24
Annual Costs of Newsletter design, printing and mailing	$22,000	$23,000	$24,000	n.a.	n.a.
Cost per Utility Bill Newsletter mailed	$0.06	$0.07	$0.06	n.a.	n.a.

ADMINISTRATION & CENTRAL SERVICES
Volunteerism

Overview

The Volunteerism Program is a part of the Administration Division within the City-Wide Internal Services Fund.

This program seeks to develop and enhance community partnerships, promote standards for excellence in external and internal customer service, and serve as ombudsmen for the community.

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 105,510	$ 105,960	$ 109,850	$ 112,550	$ 222,400
Materials and services	6,083	21,920	27,975	22,490	50,465
Program Total	111,593	127,880	137,825	135,040	272,865
Interfund transfers	-	12,000	-	-	-
Volunteerism	$ 111,593	$ 139,880	$ 137,825	$ 135,040	$ 272,865
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00

Goals for the 2017 - 2019 Biennial Budget

- Provide information to the citizens of Bend, and continue to work cooperatively with other agencies and organizations in Central Oregon and throughout the State
- Continue to provide community relations, ombudsmanship, and general information to City Council, staff, and citizens
- Foster an environment for interagency coordination and cooperation

Key Operational Objectives for 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Expanded the Bend Beautification Program to supplement against reductions in the landscaping maintenance program
- Fostered greater stewardship, ownership and ambassadors for the City in many of these volunteer efforts (roundabouts, community garden, stormwater/environmental stewardship, public safety, etc.)
- Continued development and expansion of volunteer program throughout multiple departments at the City of Bend
- Although not the intent of the volunteer program, given the high caliber and experience of volunteers who have been boarded with the City through the volunteer program, several volunteers have subsequently been hired by the City of Bend throughout multiple departments
- Communication and Outreach: Stormwater/Clean water efforts, Dismount Zone (downtown Bend), further development of accessories at Franklin's Corner Community Garden (toolshed construction and material donation)
- Coordinated the first annual Bend Business Meeting for City employees

Significant Changes from the 2015 – 2017 Biennial Budget

- Centralized coordination of community outreach and City-Wide events including Bend Business Meeting, City Quest (winter and summer), and Octoberfest

ADMINISTRATION & CENTRAL SERVICES
Volunteerism

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Effectiveness Measures:					
Total number of regular volunteers	200	220	240	260	300
Total number of volunteer hours per year	20,800	22,880	24,960	27,560	31,800
Estimated dollar value of volunteer work	$ 473,200	$ 530,930	$ 590,781	$ 665,367	$ 783,086

ADMINISTRATION & CENTRAL SERVICES
Human Resources

Overview

The Human Resources Program is a part of the Administration Division within the City-Wide Internal Services Fund.

Human Resources guides the establishment and implementation of effective, city-wide employment policies and practices. Human resource management includes recruitment and selection of new employees, personnel policy development and implementation, wage and benefit administration, employee/labor relations, employee safety, and training.

The policies and procedures that determine pay, benefits, and working conditions of City employees varies depending on whether or not the employee belongs to a labor union. Non-represented employees' pay, benefits, and other conditions of employment are established by personnel policies, whereas the terms of employment for represented employees are determined by labor contracts negotiated between the City and the bargaining unit to which an employee belongs. The bargaining units representing City employees are: the City of Bend Employees Association (COBEA), which represents approximately two hundred thirteen (213) employees in Utilities, Streets & Operations, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #227, representing approximately eighty four (84) fire personnel; and the Police Association, which represents approximately one hundred and one (101) police employees.[1]

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 733,702	$ 795,100	$ 713,400	$ 877,600	$ 1,591,000
Materials and services	140,107	185,755	223,972	316,901	540,873
Program Total	873,809	980,855	937,372	1,194,501	2,131,873
Interfund transfers	113,608	73,100	81,100	71,900	153,000
Human Resources	$ 987,417	$ 1,053,955	$ 1,018,472	$ 1,266,401	$ 2,284,873
Full Time Equivalents	6.00	6.00	6.00	7.00	7.00

Goals for the 2017 – 2019 Biennial Budget

- Create an organizational culture that calls for high standards of performance and aligns employee efforts with the City's mission, vision, and business strategy through full implementation of the performance management program: B^3 – Believe, Build, Become a Better Bend
- Develop labor/management relationships and processes that are built on mutual trust and respect and result in collaborative partnerships committed to achieving the City's mission, vision, and program goals
- Negotiate a successor agreement with the Fire Association
- Support leaders at all levels in effectively managing their teams by assisting departments with navigating organizational changes related to staffing and workforce planning
- Advocate for strategic staff development, including effective onboarding, career development, planning, and timely and appropriate recognition
- Improve the City's ability to attract and retain the highest quality talent in order to enhance the City's services to our community
- Ensure City workplaces, personnel policies and practices promote safety, productivity and innovation, and comply with applicable state and federal regulations
- Provide quality professional development for all levels and professions throughout the organization

- Improve Human Resources access and analysis of employee data through development of a Human Resource Information System (HRIS) in conjunction with the new Enterprise Resource Planning (ERP) Replacement Project software
- Explore and refine existing benefit plans and adjust to the new regulations and programs brought on by the Affordable Health Care Act and research opportunities to enhance quality and control cost of existing insurance programs
- Continue work with all departments identifying issues regarding risk, potential loss and programs to mitigate, control and lower exposures
- Work closely with finance department to identify and develop meaningful budgets for workers' compensation risk allotment and savings
- Continue working with all departments and represented employee associations to identify and develop meaningful benefit programs that promote and ensure employee/family health that help control medical-benefit costs
- Continue work with City departments and partner with public agencies providing impactful and meaningful supervisory, managerial, professional development and compliance training programs

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Deploy the Performance Management program (B^3) to leverage the discretionary efforts of employees towards organizational goals and objectives that incorporate multiple incentive strategies and tools, and Incorporate Cornerstone to support program goals
- Implement the HRIS, Time and Attendance, and Payroll functions of the ERP project
- Expand partnership with regional agencies toward reduction in cost, quality improvements, and diversity of services available

Major Accomplishments during the 2015– 2017 Biennial Budget

- Continued to decrease the City's insurance premium expense via a high deductible medical insurance plan with a health reimbursement account (HRA) and a voluntary employee benefit association (VEBA) account program for all employees of the City
- Incorporated a telemedicine program to control insurance premium cost
- Implemented phase one of the City's Cornerstone Performance Management software to include goal setting, mid-term check-in tasks, and performance reviews
- Implemented Citywide Insurance and Wellness Committees
- Amended the City of Bend Employee Handbook
- Conducted occupational classification studies in the Utility and Community Development Departments resulting in new job classification families
- Implemented a new Employee Survey methodology that focuses on improving overall organizational performance
- Negotiated successor agreements with COBEA and the Police Association
- Continued to expand "at-will" employment agreements for managerial executive positions within the organization
- Updated the records administration procedures to provide higher quality recordkeeping and ensure continuity of services in the event of a structural failure due to fire
- Implemented Leadership Program, including six partnership agencies (Deschutes County, Bend Parks and Recreation District, Central Oregon Community College, Deschutes Public Library, and City of Redmond)
- Represented the City at key workers' compensation claims settlement discussions, closing claims and mitigating City department future loss amounts

Significant Changes from the 2015 - 2017 Biennial Budget

- One (1) FTE transferred to Leading Effective Applications and Processes (LEAP) Project budget during the City's migration to a new financial system will be returned to the Human Resources budget in 2018-19
- Will eliminate one (1) limited term employee (LTE) position hired during the City's migration to a new HR and payroll system in 2018-19

[1] Number of employees represented by a bargaining unit as of 4/22/17

ADMINISTRATION & CENTRAL SERVICES
Human Resources

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
One-year turnover count *					
# of voluntary resignations	30	31	32	30	32
# of involuntary resignations	5	6	2	4	5
# of retirements	14	16	12	30	40
Total resignations	49	53	46	64	77
Total # of new hires	95	104	45	70	75
Total # of promotions/transfers	87	65	20	40	50
Effectiveness Measures:					
# of separations within first 12 months	5	15	5	5	5
Percentage of total separations	10%	28%	11%	10%	10%
Efficiency Measures:					
Ratio of HR staff to total employees (standard is 1.0/100)	1.09/100	1.01/100	1/100	0.97/100	0.97/100
Cost of HR services per City-Wide FTE	$ 1,382	$ 1,665	$ 1,790	$ 1,660	$ 2,055
Workers' Compensation claims filed	46	37	32	35	37
# of Disabling Claims	15	9	10	10	11
# of Claims with Permanent Partial Disability	2	3	-	-	-
Total Paid Claims Cost	$ 115,061	$ 124,651	$ 34,313	$ 40,000	$ 42,000

* Turnover rate is a measurement of ability to retain employees. A moderate rate indicates that compensation, benefits and working conditions are sufficient to avoid undue disruption of service caused by extended vacancies and the impact of new inexperienced staff. Any significant variation in turnover rate should be analyzed.

ADMINISTRATION & CENTRAL SERVICES
Finance

Overview

The Finance Department is a part of the Administration Division within the City-Wide Internal Service Fund.

The Finance Department promotes sound financial management and provides an umbrella of accountable, effective and efficient financial services for our citizens and City departments.

Financial Services

This program performs the following functions: accounting, budgeting, financial reporting and analysis, treasury and debt management, payroll and accounts payable processing, oversees compliance and prepares reports for federal grants, grant billing and reporting services. The City produces a monthly financial report that compares budget to actual as well as the Comprehensive Annual Financial Report (CAFR) which has earned the distinguished reporting and presentation award from the Government Finance Officers Association (GFOA) since 1993. This program also prepares the City's Biennial Budget and Long Term Financial Plans. It also performs financial analyses and financial planning for the City. The City's budget has earned the distinguished budget presentation award from the GFOA since 1999.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 1,561,871	$ 1,650,400	$ 1,904,500	$ 1,890,300	$ 3,794,800
Materials and services	278,574	588,416	479,882	513,011	992,893
Program Total	1,840,445	2,238,816	2,384,382	2,403,311	4,787,693
Interfund transfers	249,512	269,650	327,500	312,950	640,450
Financial Services	$ 2,089,957	$ 2,508,466	$ 2,711,882	$ 2,716,261	$ 5,428,143
Full Time Equivalents	16.00	17.00	15.00	15.00	15.00

Goals for the 2017 - 2019 Biennial Budget

- Protect City's bond rating and ensure City's financial stability
- Modernize procedures through the use of technology
- Develop long term financial plan and funding strategies for various City operations
- Participate in the implementation of a new Enterprise Resource Planning (ERP) system

Key Operational Objectives for 2017 - 2019 Biennial Budget

- Oversee finances of the City and ensure compliance with financial policies and goals
- Provide accurate and timely information regarding City financial, budgetary and operational performance to the City Council, City Manager, department managers and citizens of Bend
- Provide accurate and timely processing of payroll and vendor invoices
- Ensure proper management of the city's cash, including collateralization and investment of surplus funds
- Manage the City's debt and ensure timely payment of debt service
- Provide financial analysis and other relevant assistance to departments including identification of funding alternatives for Transportation and Southeast Septic to Sewer conversions
- Provide financial review of transportation related issues, including street funding options, Capital Improvement Program (CIP) projects, System Development Charge (SDC) project lists and methodology review as needed

- Prepare the Biennial Budget for adoption, ensuring that it addresses the operational needs of the City while also complying with state statutes

Major Accomplishments during the 2015 - 2017 Biennial Budget

- Completed implementation of ERP Core Financial modules including General Ledger, Project Ledger, Budget, Purchasing, Contract Management, Accounts Payable, Cash Management and Fixed Assets
- Completed annual financial strategy session with City Council and department managers to consider city-wide financial strategies
- Received the GFOA awards for the 2015 – 2017 Biennial Budget, the 2014 – 2015 CAFR and submitted the 2015 – 16 to the GFOA for award consideration
- Utilized CaseWare software to produce the 2015 – 16 CAFR
- Entered into five Clean Water State Revolving Fund Loans (CWSRF) through the Oregon Department of Environmental Quality (DEQ) to provide funding needed for improvements to critical water reclamation infrastructure at low interest rates. This funding is being used for the following projects:
    - Secondary Expansion Project for up to $21 million in addition to the $18.8 previously awarded for this project;
    - The Southeast Interceptor project for $28.1 million with an additional $63 million authorized if needed for this project at the same loan terms;
    - The Colorado lift station and force main for $13.6 million;
    - The North Area Force Main project for $7.9 million; and,
    - The Plant Interceptor project for $5.5 million
- Issued Water Revenue Bonds in amount of $49.9 million to finance the costs of additions, replacements, expansions and improvements to the City's water system infrastructure, to pay off the City's $30 million interim financing note, and refund the balance of the 2009 Safe Drinking Water Loan for $2.4 million
- Issued Full Faith and Credit and Refunding Bonds in the amount of $9.9 million to acquire property adjacent to City Hall, reimburse the City for the acquisition of property adjacent to the Utilities campus, reimburse costs associated with the acquisition of ambulances and public safety equipment, and refund outstanding 2006 and 2008 obligations
- Refunded the balance of the 2005 Sewer Revenue bonds in the amount of $3.7 million
- Contracted with Government Portfolio Advisors (GPA) to manage the City's investments and revise our Investment Policy

Significant Changes from the 2015 - 2017 Biennial Budget

- Created an Assistant Finance Director position to manage internal Finance department operations
- Eliminated two of the four limited term employee (LTE) positions during the first year of the biennium that were hired to support the City during the ERP implementation of the Core Financial modules and a third LTE position will be eliminated in the second year of the biennium after completion of the Human Resources and Payroll modules implementation
- One (1) temporary Payroll Specialist in 2017-18 to support the Human Resources and Payroll modules system implementation

Billing and Customer Service

This program performs billing, collection, account maintenance and customer service support for the City's water, wastewater and stormwater utility customers, ambulance customers, airport tenants and other miscellaneous receivable accounts.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 792,532	$ 818,900	$ 1,058,800	$ 1,157,900	$ 2,216,700
Materials and services	306,087	470,800	462,830	489,440	952,270
Program Total	1,098,618	1,289,700	1,521,630	1,647,340	3,168,970
Interfund transfers	226,842	170,600	249,500	233,300	482,800
Support Services	$ 1,325,461	$ 1,460,300	$ 1,771,130	$ 1,880,640	$ 3,651,770
Full Time Equivalents	10.50	10.50	11.63	11.63	11.63

Goals for the 2017 - 2019 Biennial Budget

- Enhance customer service through the use of technology including implementation of new Utility and General Billing modules
- Ensure the accurate and timely collection of all amounts owed to the City for water, sewer, stormwater, ambulance, leases and other billable services
- Continued support for ongoing discussions and collaboration with business partners around rate modernization
- Participate in the implementation of the ERP system to enhance the City's financial, billing and customer service systems

Key Operational Objectives for 2017 - 2019 Biennial Budget

- Continue to review and update policies, procedures and workflows to identify and implement business process improvements to gain efficiencies and streamline billing and collections
- Provide timely response to all customer service requests by effectively managing customer lobby and phone traffic

Major Accomplishments during the 2015 - 2017 Biennial Budget

- Implementation of new rate structure and Extra-Strength program
- Enhanced relationships and worked collaboratively with other water providers
- Redesigned utility bill to improve customer readability
- Implemented electronic statement option for customers which allows faster delivery of the bill and additional time to review before payment is due as well as reduced mailing costs and use of paper
- Implemented Selectron phone system upgrade allowing customers to obtain account information, pay by phone, and provide outbound courtesy calls to customers
- Developed and implemented winter quarter average appeal process
- Created Customer Service Training Manual
- Transitioned Juniper Utility customers to other water service providers

Significant Changes from the 2015 - 2017 Biennial Budget

- One (1) new FTE Performance/Data Analyst in 2017-18 that will focus on preparing data to convert to our new billing systems
- Increase existing part-time Accounting Technician position from 20 to 25 hours a week which results in an additional 0.125 FTE for the first year of the biennium

ADMINISTRATION & CENTRAL SERVICES
Finance

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Total Utility Billing calls handled	41,658	41,012	40,272	39,668	38,875
Effectiveness Measures:					
Secured GFOA Budget Award	Yes	Yes	Yes	Yes	Yes
Secured GFOA CAFR Award	Yes	Yes	Yes	Yes	Yes
Efficiency Measures:					
Percent of utility payments made electronically	18.0%	24.2%	29.0%	29.4%	30.0%
Number of utility customers per customer service representative	7,980	8,134	8,296	8,462	8,631
Number of utility bills sent electronically	n/a	n/a	3,500	6,770	8,650

ADMINISTRATION & CENTRAL SERVICES
Purchasing

Overview

The Purchasing Program is a part of the Administration Division within the City-Wide Internal Services Fund.

The Purchasing Program provides the central purchasing function for the City of Bend. Items such as office supplies, fuel, construction work, engineering services, heavy equipment and many other services and products for all departments are procured through competitive public contracting processes. Services include procurement of goods and services for City departments, developing and managing invitation for bids and requests for proposals, providing guidance and assistance to other City staff in helping to define needs, evaluating and understanding supplier contracting terms and conditions, conducting price and terms negotiations, ensuring compliance with applicable procurement laws, and providing for fair and equitable treatment of City suppliers. Centralization of purchasing authorization provides for internal control of City expenditures and reduces contracting risk while still affording City staff the ability to specify the products and services needed.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 370,569	$ 431,900	$ 507,900	$ 526,900	$ 1,034,800
Materials and services	7,405	41,868	40,740	36,240	76,980
Program Total	377,975	473,768	548,640	563,140	1,111,780
Interfund transfers	69,915	66,600	98,600	94,200	192,800
Purchasing	$ 447,890	$ 540,368	$ 647,240	$ 657,340	$ 1,304,580
Full Time Equivalents	4.00	4.00	4.00	4.00	4.00

Goals for the 2017 - 2019 Biennial Budget

- Ensure city-wide compliance with purchasing policies and state and local laws
- Provide the best value for citizens by guiding efficient procurement processes that are, and are seen to be, fair and equitable
- Facilitate the efficient and economical disposal of surplus property

Key Operational Objectives for 2017 - 2019 Biennial Budget

- Support inventory and work order module implementation as part of the Enterprise Resource Planning (ERP) replacement project
- Implement an electronic bidding solution to increase efficiencies and competition
- Implement a secure electronic signature process to increase efficiencies

Major Accomplishments during the 2015 - 2017 Biennial Budget

- Reviewed and updated business processes as part of the ERP replacement project
- Implemented Procurement and Contracts modules of Munis as part of the ERP replacement project
- Conducted a record number of successful formal procurements including contracts for construction of the Southeast Interceptor, the North Area Sewer Capacity Improvements, and Colorado Lift Station

ADMINISTRATION & CENTRAL SERVICES
Purchasing

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
# of formal procurements completed	24	35	35	50	50
Effectiveness Measures:					
# of formal protests determined valid	-	-	1	-	-
% of purchases from Oregon businesses	new measure to be tracked starting this biennial budget				
Efficiency Measures:					
Average time to requisition approval	new measure to be tracked starting this biennial budget				
# of formal procurements per FTE	8	9	9	13	13

ADMINISTRATION & CENTRAL SERVICES
Legal

Overview

The Legal Department is a part of the City-Wide Internal Services Fund.

Legal Services

The mission of the City Attorney's office is to help the City achieve its policy goals and serve the public interest by providing excellent, objective, timely and economical legal advice and advocacy to the City Council, City Manager and all City departments, irrespective of politics or personal interest. The City's In-House Legal Department is charged with the following duties:

- Provide advice and serve as General Counsel for the City; provide legal services to the City Council, Bend Urban Renewal Agency, City Manager and all City Departments
- Reduce litigation and support innovative decision-making by early involvement and by taking a proactive approach in guiding the City toward legally sound decisions
- Draft or review ordinances, resolutions, contracts, issue summaries and other legal documents
- Provide legal support and interpretation of the law, City charter, State and Federal statutes and local ordinances, resolutions, policies and codes for the City Council, staff, boards and commissions, including quality written and oral legal analysis as requested
- Manage risk to the City related to legal liability and exposure; work with the City's insurance authority and provide oversight on tort claims
- Work with City Council, Planning Commission and their established citizen boards on long range and community planning and growth related issues and concerns, providing legal support and advice throughout the processes and defending the City's decisions as needed
- Represent the City in legal matters involving civil litigation and land use appeals at the local, State, and Federal levels
- Minimize use and cost of outside counsel, while assuring outside expertise is used when needed and maintaining reasonable job expectations for in-house attorneys; manage contracts and direct the work of outside contracted legal services as needed
- Provide legal advice and support to departments and work with HR department on employment law, personnel and labor issues
- Manage Accessibility Program and continue to foster and build positive relationship with people with disabilities, and advocates, provide advice to the public works, community development and other departments on accessibility issues and help the Accessibility Manager take a proactive approach to accessibility in the City's role as a Title II entity
- Work with the Purchasing Division on legal issues relating to contract solicitation and amendment
- Provide assistance to Municipal Court, and act as prosecutor of City violations if and when need

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 548,765	$ 660,200	$ 602,800	$ 629,800	$ 1,232,600
Materials and services	20,222	25,150	32,600	30,250	62,850
Program Total	568,987	685,350	635,400	660,050	1,295,450
Interfund transfers	20,208	19,700	39,600	33,700	73,300
Legal Services	$ 589,195	$ 705,050	$ 675,000	$ 693,750	$ 1,368,750
Full Time Equivalents	3.38	3.63	3.40	3.40	3.40

Goals for the 2017-2019 Biennial Budget

- Continue to strengthen relationship with all departments, especially Police and Human Resources, through greater legal involvement, proactive advice and employee training
- Maintain good communication and work closely with City Manager, management staff and City Council to identify matters that may lead to legal disputes and develop strategies that reduce risk of adverse decisions
- Re-engagement on sidewalk program at the policy level related to funding, maintenance and council level policy issues
- Continue to reduce the need for outside legal services and resolving legal matters internally, while effectively managing current litigation related to Water Reclamation Facility and Airport
- Continue to revise codes/procedures/policies/practices that are inefficient or outdated
- Continue to work to help ensure the success of the Accessibility Program for the City of Bend
- Work to provide long term legal solutions relating to leasing and other issues at Bend Municipal Airport
- Resolution of Surfacewater Project/NEPA Ninth Circuit Appeal and Litigation
- Implement the UGB Boundary Expansion, efficiency measures and newly adopted Comprehensive Plan Goals consistent with Council priorities and implementation planning
- Lead legal role in process for master planning code and implementation, including OSU/Cascade University process
- Legal involvement in implementing Southeast Interceptor sewer project and effective phased conversion from septic to sewer
- Implement council goals through drafting of responsive codes/ordinances, provide research and legal advice on council's direction and response to community concerns and vision

Key Operational Objectives for 2017-2019 Biennial Budget

- Continue building a strong working relationship with City Councilors, particularly the Mayor and Mayor Pro Team. Help City Council establish trust and positive relationships with City staff, facilitate legal review of processes for greater efficiency in conducting City business and to achieve council goals
- Work on succession planning and hiring/training of new attorney for continuity and quality of legal services to departments
- Continue to represent City and support Planning Department, Hearing Officer and Council Decisions in Land Use Board of Appeals (LUBA), help draft Findings, prepare briefing, and argue appeals, in-house
- Facilitate review of existing sidewalk program, adjoining owner responsibility, review innovative approaches from other cities, and coordinate departments to bring options to the City Council and community
- Provide legal oversight and management of risk management and accessibility departments, including review of department goals
- Legal review of transportation related issues, including street funding options, CIP projects, SDC project lists and methodology review as needed
- Work closely with current and long range planning departments and provide legal advice on urban growth planning and implementation of UGB related to efficiency measures, annexation, area and master planning, transportation and public facility planning; help identify and effectuate council priorities
- Continue to build and support legal internship program, providing training to law students and recent graduates
- Manage workload on airport-related tasks, including litigation and Federal Aviation Administration (FAA) Part 16 administrative procedure.

- Continue to act as lead supervising attorneys to guide and coordinate outside legal services for all aspects of the surface water project (National Environmental Policy Act appeal, amici, water rights issues); provide legal advice and strategic input to reduce legal risk related to the 2019 United States Forest Service Special Use Permit (USFS SUP)
- Continue to work with Private Development Engineering, Engineering and Infrastructure Planning, Public Works and Planning relating to planning and construction of infrastructure facilities
- Advice and strategic analysis for SE Interceptor project related to legal options, particularly local improvement districts, possible code amendments, DEQ requirements and other legal aspects of implementing a phased, efficient and responsible approach to septic to sewer transition
- Develop new Bend Code chapters for utilities use of right-of-ways and solid waste collection
- Provide legal guidance relating to transfer of water infrastructure in former Juniper Utility area
- Continue to build strong relationship with Police and Fire departments, providing ongoing proactive advice

Major Accomplishments during the 2015-2017 Biennium

- Lead counsel advising City in remand tasks for the Urban Growth Boundary expansion process; attended Technical Advisory Committee (TAC) and UGB steering committee meetings, provided legal strategy, consultation with long range planning/consultants and review of all adoption documents for compliance with remand, goals and statutes, without use of outside counsel. Adoption of efficiency measures.
- Hired a new paralegal and a new associate City Attorney who is proficient in labor and employment law, which has decreased the need for outside legal services
- Continuing a successful legal internship program with multiple law schools, greatly benefitting the law students and the City
- No employee grievances have gone to arbitration. Successfully resolved several difficult and demanding personnel issues and termination/settlements without litigation.
- Developed a more complete set of contract and public contracting forms, real property transaction documents (deeds, leases, easements, etc.)
- Successful resolution of OSU appeal before LUBA and Court of Appeals
- Worked through difficult ethics issues/concerns successfully
- Drafted resolution and other documents to place fuel tax on the ballot; successfully resolved challenge to fuel tax ballot explanatory statement
- Drafted code amendments for right-of-way permits to limit impacts on streets from street cuts and code provision for fuel tax if approved
- Gathered background information, produced memorandum and options for revisiting/revising current sidewalk program. Continue to organize interdepartmental staff meeting and devised plan for City Council engagement.
- Advice and work with staff on franchise agreement and right of way changes to code
- Attend Planning Commission meetings, providing ongoing advice and training; updated Bylaws and Rules of Procedure
- Prevailed in litigation in federal district court (Central Oregon Land Watch and Water Watch of Oregon v. USFS and City of Bend). Worked extensively with mediator in mediation process, as well as parties and City Council. Although not resolved through mediation, progress was made in relationships through the process. Have successfully engaged amici in appeal, to the benefit of the Forest Service and City, and managed outside counsel for Ninth Circuit briefing and worked with US Attorney.
- Working with Planning, City Manager's Office and Public Works staff to facilitate energy efficient, in-conduit hydroelectric energy projects within the City of Bend water pipelines at council direction
- Worked extensively with City Manager's office, community and City Council on legal options and compromise solutions for the Climate Action resolution

- Provided legal advice to citizen committee, drafted codes and provided advice (privileged and public) and legal memos to staff and City Council for short term rental land use and operational license code. Provided follow-up involvement with permitting and enforcement.
- Reviewed and monitored state regulations, provided legal advice to citizen committee, drafted land use and license code for new marijuana regulations. Continued providing advice to planning commission and City Council based on expertise from conferences, League of Oregon Cities participation, and review of updated regulations and legislation
- Taken the lead in formulating, reviewing and drafting temporary event regulations

Significant Changes from the 2015 – 2017 Biennial Budget

- Risk Management costs will be accounted for in the Insurance Program in the new biennium (now renamed Insurance & Risk Management)

CITY OF BEND

5000 - ISF-City Wide Administration by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(17,811,244)**	**(9,537,798)**	**(11,611,996)**	**(10,996,486)**	**(8,402,024)**	**(19,398,510)**
30 - BeginWorkingCapital	(371,400)	(878,562)	(1,745,555)	(2,804,279)	-	(2,804,279)
32 - Licenses & Permits	(221,100)	(211,336)	(163,370)	-	-	-
34 - Charges&FeesforServ	(374,200)	(267,326)	(267,581)	(271,407)	(276,644)	(548,051)
36 - MiscellaneousRevenue	(8,900)	(22,165)	(79,000)	(138,800)	(128,700)	(267,500)
38 - Transfers	(16,835,644)	(8,158,410)	(9,356,490)	(7,782,000)	(7,996,680)	(15,778,680)
40 - Personnel Services	**12,453,313**	**5,643,035**	**6,108,660**	**6,604,050**	**6,967,250**	**13,571,300**
40 - Wages	8,077,927	3,715,138	4,016,900	4,182,750	4,411,500	8,594,250
41 - Benefits	4,375,386	1,927,897	2,091,760	2,421,300	2,555,750	4,977,050
42 - Materials & Services	**3,091,151**	**1,213,232**	**1,837,407**	**1,667,609**	**1,805,922**	**3,473,531**
43 - Purchased Services	2,250,740	783,486	1,375,180	1,203,399	1,367,776	2,571,175
44 - Equipment <$5000	33,950	28,179	27,962	40,100	25,000	65,100
45 - ConsumSupplies&Mater	97,400	48,391	35,450	31,650	31,625	63,275
46 - Employee Costs	452,111	188,394	242,335	239,760	240,121	479,881
47 - CommuEducat&Outreach	244,600	115,497	125,200	121,500	110,150	231,650
48 - Insurance	750	-	-	-	-	-
51 - Sponsorships&Contrib	10,000	48,442	30,000	30,000	30,000	60,000
52 - Other	1,600	844	1,280	1,200	1,250	2,450
70 - Transfers Out - OH	**1,571,300**	**768,400**	**802,900**	**1,068,400**	**1,022,000**	**2,090,400**
70 - TransferCity-wideOH	1,571,300	768,400	802,900	1,068,400	1,022,000	2,090,400
72 - Transfers Out	**174,440**	**167,575**	**58,750**	**69,300**	**64,250**	**133,550**
73 - TransferSpeciPurp	171,940	166,890	57,950	68,400	63,350	131,750
74 - TransferInterfundChg	2,500	686	800	900	900	1,800
90 - Reserves	**-**	**-**	**-**	**-**	**-**	**-**
90 - Reserves	-	-	-	-	-	-
91 - Contingency	**521,040**	**-**	**-**	**1,587,127**	**(1,457,398)**	**129,729**
91 - Contingency	521,040	-	-	1,587,127	(1,457,398)	129,729
Grand Total	**-**	**(1,745,555)**	**(2,804,279)**	**-**	**-**	**-**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - City Council

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
(blank)	**-**	**-**				
42 - ProjectLedger Adjust	-	-				
40 - Personnel Services	**41,480**	**20,673**	**20,800**	**21,300**	**21,300**	**42,600**
40 - Wages	33,600	16,800	16,800	16,800	16,800	33,600
41 - Benefits	7,880	3,873	4,000	4,500	4,500	9,000
42 - Materials & Services	**320,500**	**212,409**	**190,450**	**193,450**	**196,886**	**390,336**
43 - Purchased Services	105,000	69,728	55,450	55,450	55,450	110,900
44 - Equipment <$5000	-	-	-	-	-	-
45 - ConsumSupplies&Mater	1,000	38	500	500	500	1,000
46 - Employee Costs	190,500	88,053	94,500	107,500	110,936	218,436
47 - CommuEducat&Outreach	14,000	6,148	10,000	-	-	-
51 - Sponsorships&Contrib	10,000	48,442	30,000	30,000	30,000	60,000
52 - Other	-	-				
70 - Transfers Out - OH	**110,900**	**53,400**	**57,500**	**60,100**	**62,600**	**122,700**
70 - TransferCity-wideOH	110,900	53,400	57,500	60,100	62,600	122,700
Grand Total	**472,880**	**286,481**	**268,750**	**274,850**	**280,786**	**555,636**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - City Manager's Office

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**2,742,600**	**1,255,564**	**1,356,500**	**1,292,800**	**1,338,200**	**2,631,000**
40 - Wages	1,821,575	834,032	908,100	825,800	853,800	1,679,600
41 - Benefits	921,025	421,532	448,400	467,000	484,400	951,400
42 - Materials & Services	**197,950**	**76,003**	**116,577**	**68,270**	**67,590**	**135,860**
43 - Purchased Services	119,450	18,342	65,697	18,170	18,490	36,660
44 - Equipment <$5000	3,000	19,813	3,000	4,000	3,000	7,000
45 - ConsumSupplies&Mater	15,000	8,265	7,500	7,500	7,500	15,000
46 - Employee Costs	53,500	25,868	34,600	33,100	33,100	66,200
47 - CommuEducat&Outreach	7,000	3,215	5,000	5,000	5,000	10,000
52 - Other	-	500	780	500	500	1,000
70 - Transfers Out - OH	**311,400**	**152,000**	**159,400**	**222,200**	**219,800**	**442,000**
70 - TransferCity-wideOH	311,400	152,000	159,400	222,200	219,800	442,000
72 - Transfers Out	**20,700**	**18,783**	**800**	**900**	**900**	**1,800**
73 - TransferSpeciPurp	18,200	18,097	-	-	-	-
74 - TransferInterfundChg	2,500	686	800	900	900	1,800
Grand Total	**3,272,650**	**1,502,349**	**1,633,277**	**1,584,170**	**1,626,490**	**3,210,660**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - Communications

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**596,259**	**253,851**	**268,900**	**392,700**	**412,700**	**805,400**
40 - Wages	406,901	170,714	189,800	253,400	266,700	520,100
41 - Benefits	189,358	83,136	79,100	139,300	146,000	285,300
42 - Materials & Services	**413,850**	**166,343**	**196,471**	**137,890**	**133,114**	**271,004**
43 - Purchased Services	147,050	39,901	68,121	25,590	25,814	51,404
44 - Equipment <$5000	4,000	-	8,200	2,000	2,000	4,000
45 - ConsumSupplies&Mater	26,000	15,554	5,000	1,000	1,000	2,000
46 - Employee Costs	14,900	4,754	9,950	9,300	9,300	18,600
47 - CommuEducat&Outreach	221,900	106,134	105,200	100,000	95,000	195,000
52 - Other	-	-	-	-	-	-
70 - Transfers Out - OH	**63,500**	**31,200**	**32,300**	**58,200**	**56,900**	**115,100**
70 - TransferCity-wideOH	63,500	31,200	32,300	58,200	56,900	115,100
72 - Transfers Out	**29,440**	**507**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	29,440	507	-	-	-	-
74 - TransferInterfundChg	-	-	-	-	-	-
Grand Total	**1,103,049**	**451,901**	**497,671**	**588,790**	**602,714**	**1,191,504**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - Volunteerism

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**210,806**	**105,510**	**105,960**	**109,850**	**112,550**	**222,400**
40 - Wages	133,270	65,538	66,600	66,100	67,400	133,500
41 - Benefits	77,536	39,972	39,360	43,750	45,150	88,900
42 - Materials & Services	**19,520**	**6,083**	**21,920**	**27,975**	**22,490**	**50,465**
43 - Purchased Services	12,420	5,996	6,870	2,275	2,290	4,565
44 - Equipment <$5000	800	-	600	400	400	800
45 - ConsumSupplies&Mater	700	87	350	350	350	700
46 - Employee Costs	5,600	-	9,100	9,800	9,300	19,100
47 - CommuEducat&Outreach	-	-	5,000	15,150	10,150	25,300
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**
62 - Equipment >$5000	-	-	-	-	-	-
72 - Transfers Out	**-**	**-**	**12,000**	**-**	**-**	**-**
73 - TransferSpeciPurp	-	-	12,000	-	-	-
Grand Total	**230,326**	**111,593**	**139,880**	**137,825**	**135,040**	**272,865**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - Human Resources

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**1,679,257**	**733,702**	**795,100**	**713,400**	**877,600**	**1,591,000**
40 - Wages	1,077,533	485,653	523,000	450,500	555,500	1,006,000
41 - Benefits	601,724	248,049	272,100	262,900	322,100	585,000
42 - Materials & Services	**364,951**	**140,107**	**185,755**	**223,972**	**316,901**	**540,873**
43 - Purchased Services	301,500	121,494	137,755	204,772	301,601	506,373
44 - Equipment <$5000	3,000	495	600	5,700	1,500	7,200
45 - ConsumSupplies&Mater	9,000	1,540	4,000	2,000	2,000	4,000
46 - Employee Costs	51,451	16,577	43,400	11,500	11,800	23,300
52 - Other	-	-	-	-	-	-
60 - Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**
62 - Equipment >$5000	-	-	-	-	-	-
70 - Transfers Out - OH	**142,900**	**69,800**	**73,100**	**81,100**	**71,900**	**153,000**
70 - TransferCity-wideOH	142,900	69,800	73,100	81,100	71,900	153,000
72 - Transfers Out	**40,050**	**43,808**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	40,050	43,808	-	-	-	-
Grand Total	**2,227,158**	**987,417**	**1,053,955**	**1,018,472**	**1,266,401**	**2,284,873**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - Finance

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**5,248,352**	**2,354,403**	**2,469,300**	**2,963,300**	**3,048,200**	**6,011,500**
40 - Wages	3,283,497	1,507,155	1,578,100	1,838,550	1,890,300	3,728,850
41 - Benefits	1,964,855	847,247	891,200	1,124,750	1,157,900	2,282,650
42 - Materials & Services	**1,577,340**	**584,661**	**1,059,216**	**942,712**	**1,002,451**	**1,945,163**
43 - Purchased Services	1,428,140	523,566	1,000,269	863,052	929,341	1,792,393
44 - Equipment <$5000	17,150	4,873	11,762	18,100	12,500	30,600
45 - ConsumSupplies&Mater	41,900	21,540	16,800	18,500	18,725	37,225
46 - Employee Costs	87,700	34,682	30,185	41,510	41,635	83,145
47 - CommuEducat&Outreach	1,700	-	-	1,350	-	1,350
48 - Insurance	750	-	-	-	-	-
52 - Other	-	-	200	200	250	450
60 - Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**
62 - Equipment >$5000	-	-	-	-	-	-
70 - Transfers Out - OH	**774,200**	**379,900**	**394,300**	**508,600**	**482,900**	**991,500**
70 - TransferCity-wideOH	774,200	379,900	394,300	508,600	482,900	991,500
72 - Transfers Out	**74,800**	**96,454**	**45,950**	**68,400**	**63,350**	**131,750**
73 - TransferSpeciPurp	74,800	96,454	45,950	68,400	63,350	131,750
74 - TransferInterfundChg	-	-	-	-	-	-
Grand Total	**7,674,692**	**3,415,417**	**3,968,766**	**4,483,012**	**4,596,901**	**9,079,913**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - Purchasing

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
40 - Personnel Services	**738,271**	**370,569**	**431,900**	**507,900**	**526,900**	**1,034,800**
40 - Wages	488,529	245,650	287,100	323,100	334,500	657,600
41 - Benefits	249,742	124,920	144,800	184,800	192,400	377,200
42 - Materials & Services	**115,240**	**7,405**	**41,868**	**40,740**	**36,240**	**76,980**
43 - Purchased Services	90,980	1,009	29,718	23,090	23,790	46,880
44 - Equipment <$5000	5,500	1,488	1,500	7,300	5,100	12,400
45 - ConsumSupplies&Mater	1,400	769	800	800	800	1,600
46 - Employee Costs	17,360	4,140	9,800	9,550	6,550	16,100
52 - Other	-	-	50	-	-	-
70 - Transfers Out - OH	**129,400**	**62,800**	**66,600**	**98,600**	**94,200**	**192,800**
70 - TransferCity-wideOH	129,400	62,800	66,600	98,600	94,200	192,800
72 - Transfers Out	**7,600**	**7,115**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	7,600	7,115	-	-	-	-
Grand Total	**990,511**	**447,890**	**540,368**	**647,240**	**657,340**	**1,304,580**

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity - Legal

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
(blank)	**-**	**-**				
42 - ProjectLedger Adjust	-	-				
40 - Personnel Services	**1,196,288**	**548,765**	**660,200**	**602,800**	**629,800**	**1,232,600**
40 - Wages	833,022	389,595	447,400	408,500	426,500	835,000
41 - Benefits	363,266	159,169	212,800	194,300	203,300	397,600
42 - Materials & Services	**81,800**	**20,222**	**25,150**	**32,600**	**30,250**	**62,850**
43 - Purchased Services	46,200	3,452	11,300	11,000	11,000	22,000
44 - Equipment <$5000	500	1,510	2,300	2,600	500	3,100
45 - ConsumSupplies&Mater	2,400	598	500	1,000	750	1,750
46 - Employee Costs	31,100	14,319	10,800	17,500	17,500	35,000
47 - CommuEducat&Outreach	-	-	-	-	-	-
52 - Other	1,600	344	250	500	500	1,000
70 - Transfers Out - OH	**39,000**	**19,300**	**19,700**	**39,600**	**33,700**	**73,300**
70 - TransferCity-wideOH	39,000	19,300	19,700	39,600	33,700	73,300
72 - Transfers Out	**1,850**	**908**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	1,850	908	-	-	-	-
Grand Total	**1,318,938**	**589,195**	**705,050**	**675,000**	**693,750**	**1,368,750**

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

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 2,043,500	$ 1,823,587	$ 1,446,763	$ 1,620,389	$ -	$ 1,620,389
Interfund transfers	7,734,990	4,248,952	3,467,490	4,237,600	4,298,100	8,535,700
Investment income	30,300	22,163	2,800	-	-	-
Miscellaneous	2,000	11,090	8,000	2,000	2,000	4,000
Issuance of long-term debt	3,106,400	928,620	3,053,300	7,729,500	1,204,900	8,934,400
TOTAL RESOURCES	$ 12,917,190	$ 7,034,412	$ 7,978,353	$ 13,589,489	$ 5,505,000	$ 19,094,489

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
IT Operations	$ 10,695,611	$ 4,759,180	$ 3,361,922	$ 3,846,087	$ 3,977,462	$ 7,823,548
LEAP Project	-	-	1,305,579	2,136,725	1,126,278	3,263,003
Total	10,695,611	4,759,180	4,667,501	5,982,812	5,103,740	11,086,552
Debt service	144,500	23,695	65,363	5,140,605	518,000	5,658,605
Interfund transfers	1,937,200	804,774	1,625,100	1,060,200	544,900	1,605,100
Contingency	139,879	-	-	400,091	(249,962)	150,129
Reserves	-	-	-	1,005,781	(411,678)	594,103
TOTAL REQUIREMENTS	$ 12,917,190	$ 5,587,649	$ 6,357,964	$ 13,589,489	$ 5,505,000	$ 19,094,489
By Category:						
Personnel services	$ 4,066,786	$ 1,975,957	$ 2,320,200	$ 2,808,000	$ 2,926,000	$ 5,734,000
Materials and services	3,085,035	1,616,545	1,269,545	1,670,812	1,416,240	3,087,052
Capital outlay:						
Vehicle/equipment	883,908	417,277	77,000	225,000	130,000	355,000
Intangibles	2,659,882	749,402	1,000,756	1,279,000	631,500	1,910,500
Total capital outlay	3,543,790	1,166,679	1,077,756	1,504,000	761,500	2,265,500
Debt service	144,500	23,695	65,363	5,140,605	518,000	5,658,605
Interfund transfers	1,937,200	804,774	1,625,100	1,060,200	544,900	1,605,100
Contingency	139,879	-	-	400,091	(249,962)	150,129
Reserves for:						
IT LEAP Project	-	-	-	1,005,781	(411,678)	594,103
TOTAL REQUIREMENTS	$ 12,917,190	$ 5,587,649	$ 6,357,964	$ 13,589,489	$ 5,505,000	$ 19,094,489

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

ADMINISTRATION & CENTRAL SERVICES
Information Technology

Overview

The Information Technology (IT) Program is part of the support division of the City-Wide Internal Service Fund.

Our mission is to partner with the City's business units to deliver quality and innovative technology solutions. The IT department manages the City's enterprise information systems, including Geographic Information Systems (GIS), software implementation and management, local and wide area networks and supporting infrastructure. IT supports the City, its citizens and employees through a variety of services and seeks to improve operational efficiency through effective use of technology.

IT Operations

The IT Operation consists of 3 teams:

- Service Desk team focused on the prompt restoration of service to end-user's technology solutions
- Infrastructure Operations team focused on supporting the City's employees and technology infrastructure (servers, storage and networks)
- Application Services team supports the City's needs for technology solution design and implementation, data architecture and management, and enterprise software maintenance and support

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 1,975,957	$ 2,176,100	$ 2,283,700	$ 2,396,800	$ 4,680,500
Materials and services	1,616,545	1,068,972	1,357,387	1,375,662	2,733,048
Capital outlay:					
Vehicle/equipment	417,277	77,000	205,000	130,000	335,000
Intangibles	749,402	39,850	-	75,000	75,000
Program Total	4,759,180	3,361,922	3,846,087	3,977,462	7,823,548
Debt service	23,695	-	-	-	-
Interfund transfers	804,774	214,100	295,100	263,400	558,500
IT Operations	$ 5,587,649	$ 3,576,022	$ 4,141,187	$ 4,240,862	$ 8,382,048
Full Time Equivalents	22.00	22.00	18.00	18.00	18.00

Goals for the 2017 - 2019 Biennial Budget

- Support the Leading Effective Applications and Processes (LEAP) project with technology expertise to deliver a replacement of the city's Enterprise Resource Planning (ERP) systems
- Continue to increase the level of city employee efficiency thru increased anywhere access to key business systems
- Complete the conversion of the City's workstation fleet to a standardized Windows 10 environment
- Complete the implementation of the SharePoint system to address the City's content management and collaboration needs

Key Operational Objectives for 2017 – 2019 Biennial Budget

- Continue to improve the level of business understanding in our customer's operations

- Reduce time and effort required to manage the city's workstation fleet with the modernization of tools to allow for remote and unsupervised management
- Increase the governance structure for key technology solutions to allow for greater end-user/organizational feedback in the management and future of these solutions
- Partner with the City's Data Officer to develop and implement a city-wide data governance environment
- Collaborate with department analysts to leverage technology to accurately collect key data elements critical to city operations and process improvement

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Improved communication with customers through an IT Office Hours program in each of the departments city-wide
- Completed a wireless based network backhaul to increase the redundancy of the city's network to ensure reliable operations
- Completed the selection and testing of a mobility platform for city users
- Delivered an upgrade and design refresh for the city's website
- Designed and developed a new public facing GIS/mapping tool for use by the public
- Managed and resolved 6 significant Cyber Security events

Significant Changes from the 2015 – 2017 Biennial Budget

- Costs associated with the ERP replacement project are now accounted for in a separate subprogram of the IT budget, to improve budgeting and cost tracking for the LEAP project
- Individual department technology budgeting and expenses are accounted for in each departments financial organization to improve transparency and management by both Information Technology and department staff

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

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

LEAP Project

In 2013, City Council established a goal to replace and modernize the City's operating software as a key driver for business process improvement. The City Manager's Office chartered the LEAP project as a city-wide ERP and process improvement project. For budgetary simplicity, the project's budget is managed out of Information Technology, but the LEAP Executive Steering Team (on which every City department is represented) emphasizes that LEAP is a business process improvement project with a software component; it is not an IT project.

In November 2016 the LEAP Project implemented a new financial software to replace a 26-year-old "green screen" system and related processes. The project team is two-thirds of the way to "Go-Live" for the City's first integrated payroll/human resources system. Implementation of the extended financials modules (fleet and facilities management, work orders, inventory) begins in the 2017-2019 biennium as does the Integrated Inspection and Permitting Applications (IIPA) software. Replacement software for municipal court administration and utility billing will also be implemented during the biennium.

The LEAP Project charter calls for adopting best business practices as embodied in the underlying software and recommended by industry experts. Doing so involves significant organizational change, so all departments are involved in configuring, testing and training on the new software packages. The assistant city managers in charge of organizational change management under the project are reviewing the techniques and approaches used internally for Phase 1 Core Financials, in hopes of better communicating to staff and citizens/customers both the substance and the reasons for the coming changes in City business processes.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ -	$ 144,100	$ 524,300	$ 529,200	$ 1,053,500
Materials and services	-	200,573	313,425	40,578	354,003
Capital outlay:					
Vehicle/equipment	-	-	20,000	-	20,000
Intangibles	-	960,906	1,279,000	556,500	1,835,500
Program Total	-	1,305,579	2,136,725	1,126,278	3,263,003
Debt service	-	65,363	5,140,605	518,000	5,658,605
Interfund transfers	-	1,411,000	765,100	281,500	1,046,600
LEAP Project	$ -	$ 2,781,942	$ 8,042,430	$ 1,925,778	$ 9,968,208
Full Time Equivalents	-	-	4.00	4.50	4.50

Goals for the 2017 - 2019 Biennial Budget

- Manage the implementation of the City's new Payroll/Human Resources modules, extended financials modules of fleet, facilities, work orders, inventory and property file, and the IIPA systems
- Launch and (schedule permitting) implement replacement software for utility billing and municipal court administration

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Successful "Go-Live" of Phase 1 Core Financials on November 1, 2016
- Substantial progress toward January 2018 "Go-Live" of Phase 2 Payroll/Human Resources

Significant Changes from the 2015 – 2017 Biennial Budget

- Staff assigned to the project full time will be paid for directly out of the LEAP project budget. Other specific staff that are not assigned to the project full time will be funded through interfund transfers based on time and costs tracked to the project.
- There are five (5) new limited term employee (LTE) positions requested in the budget to support the LEAP project. The request includes functional leads for upcoming modules, one project manager, one system administrator and one program coordinator that will provide general project support.
- In 2015 the City obtained a $5 million, three year line of credit (LOC) for $5 million from Bank of the Cascades to finance the LEAP project. The LOC will be repaid and converted to long-term debt during the first year of the biennium. Additional LOC financing will be obtained to finance remaining project costs, and will be converted to long-term debt upon completion of the LEAP project.

ADMINISTRATION & CENTRAL SERVICES
Information Technology

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Effectiveness Measures:					
Support requests per user	7.86	6.60	5.79	5.50	5.00
% of survey responses rated 'satisfied'	99%	98%	98%	99%	99%
Efficiency Measures:					
% of support requests resolved on the first customer call (15 mins)	8%	7%	10%	15%	20%

FIVE YEAR VEHICLE, EQUIPMENT AND INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
IT Operations:					
Primary Storage (SAN) upgrades	$ 85,000	$ -	$ 20,000	$ -	$ 20,000
Network Switching lifecycle	30,000	114,000	25,000	35,000	15,000
Wireless LAN Controllers	30,000	-	-	-	-
Server Environment lifecycle	60,000	16,000	-	24,000	60,000
Firewall upgrades	-	-	25,000	-	-
City Website update	-	-	-	40,000	-
Cisco Prime Management	-	15,000	-	-	-
Aerial Imagery	-	60,000	-	-	-
IT Operations Total	**$ 205,000**	**$ 205,000**	**$ 70,000**	**$ 99,000**	**$ 95,000**
LEAP Project:					
ERP Software	$ 1,279,000	$ 556,500	$ -	$ -	$ -
Harris Blade Server	20,000	-	-	-	-
LEAP Project Total	**$ 1,299,000**	**$ 556,500**	**$ -**	**$ -**	**$ -**
Total	**$ 1,504,000**	**$ 761,500**	**$ 70,000**	**$ 99,000**	**$ 95,000**

CITY OF BEND

5000 - ISF-City Wide Administration by Expenditure Category - Information Technology

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(12,917,190)**	**(7,034,412)**	**(7,978,353)**	**(13,589,489)**	**(5,505,000)**	**(19,094,489)**
30 - BeginWorkingCapital	(2,043,500)	(1,823,587)	(1,446,763)	(1,620,389)	-	(1,620,389)
34 - Charges&FeesforServ	(200)	(1,267)	-	-	-	-
36 - MiscellaneousRevenue	(32,100)	(31,985)	(10,800)	(2,000)	(2,000)	(4,000)
37 - Proceeds From Debt	(3,106,400)	(928,620)	(3,053,300)	(7,729,500)	(1,204,900)	(8,934,400)
38 - Transfers	(7,734,990)	(4,248,952)	(3,467,490)	(4,237,600)	(4,298,100)	(8,535,700)
40 - Personnel Services	**4,066,786**	**1,975,957**	**2,320,200**	**2,808,000**	**2,926,000**	**5,734,000**
40 - Wages	2,685,190	1,323,528	1,582,400	1,797,400	1,861,500	3,658,900
41 - Benefits	1,381,596	652,429	737,800	1,010,600	1,064,500	2,075,100
42 - Materials & Services	**3,085,035**	**1,616,545**	**1,269,545**	**1,670,812**	**1,416,240**	**3,087,052**
43 - Purchased Services	2,342,465	1,081,235	817,451	1,084,612	848,030	1,932,642
44 - Equipment <$5000	608,370	484,458	390,234	520,250	502,260	1,022,510
45 - ConsumSupplies&Mater	4,000	3,110	5,170	5,500	5,500	11,000
46 - Employee Costs	130,200	47,742	56,690	60,450	60,450	120,900
60 - Capital Outlay	**3,543,790**	**1,166,679**	**1,077,756**	**1,504,000**	**761,500**	**2,265,500**
61 - Vehicles & Trucks	-	22,169	-	-	-	-
62 - Equipment >$5000	883,908	395,108	77,000	225,000	130,000	355,000
64 - Intangibles	2,659,882	749,402	1,000,756	1,279,000	631,500	1,910,500
70 - Transfers Out - OH	**415,900**	**205,400**	**210,500**	**291,000**	**259,100**	**550,100**
70 - TransferCity-wideOH	415,900	205,400	210,500	291,000	259,100	550,100
72 - Transfers Out	**1,521,300**	**599,374**	**1,414,600**	**769,200**	**285,800**	**1,055,000**
73 - TransferSpeciPurp	1,513,700	595,770	1,411,000	765,100	281,500	1,046,600
74 - TransferInterfundChg	7,600	3,604	3,600	4,100	4,300	8,400
80 - Debt Service	**144,500**	**23,695**	**65,363**	**5,140,605**	**518,000**	**5,658,605**
80 - Principal-Long term	-	-	-	5,000,000	346,000	5,346,000
81 - Interest-Long term	144,500	23,695	65,363	140,605	172,000	312,605
90 - Reserves	**-**	**-**	**-**	**1,005,781**	**(411,678)**	**594,103**
90 - Reserves	-	-	-	1,005,781	(411,678)	594,103
91 - Contingency	**139,879**	**-**	**-**	**400,091**	**(249,962)**	**150,129**
91 - Contingency	139,879	-	-	400,091	(249,962)	150,129
Grand Total	**(0)**	**(1,446,763)**	**(1,620,389)**	**(0)**	**(0)**	**(0)**

Internal Service Fund - Citv Wide Administration Facilities Management

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 1,408,100	$ 1,431,892	$ 901,984	$ 1,415,020	$ -	$ 1,415,020
Interfund charges	121,800	61,300	60,500	64,000	64,000	128,000
Interfund transfers	8,095,737	4,425,616	3,160,097	3,594,650	3,409,300	7,003,950
Sale of capital assets	2,278,500	2,000,787	-	-	-	-
Rent revenues	96,130	77,268	80,200	50,700	51,900	102,600
Investment income	20,100	15,687	5,600	-	-	-
Miscellaneous	-	19,201	25,800	7,500	7,500	15,000
Issuance of long-term debt	5,575,000	-	5,575,000	-	-	-
TOTAL RESOURCES	$ 17,595,367	$ 8,031,749	$ 9,809,181	$ 5,131,870	$ 3,532,700	$ 8,664,570

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
Downtown Campus	$ 2,926,198	$ 553,181	$ 1,467,704	$ 1,419,900	$ 665,800	$ 2,085,700
Utilities - Boyd Acres	2,113,169	1,715,265	245,820	486,600	381,800	868,400
Utilities - 15th Street	509,503	172,053	184,050	300,600	225,200	525,800
Police Station	671,950	262,042	402,320	313,500	304,000	617,500
Central Services	1,205,867	551,149	583,299	833,042	988,502	1,821,544
Total	7,426,687	3,253,690	2,883,193	3,353,642	2,565,302	5,918,944
Debt service	5,343,000	2,057,256	3,337,031	1,025,180	850,283	1,875,463
Interfund transfers	4,263,967	1,818,820	2,173,937	93,160	96,770	189,930
Contingency	261,713	-	-	359,888	20,345	380,233
Reserves	300,000	-	-	300,000	-	300,000
TOTAL REQUIREMENTS	$ 17,595,367	$ 7,129,765	$ 8,394,161	$ 5,131,870	$ 3,532,700	$ 8,664,570
By Category:						
Personnel services	$ 1,141,017	$ 505,412	$ 560,300	$ 696,700	$ 867,700	$ 1,564,400
Materials and services	3,090,364	1,118,011	1,530,809	1,760,942	1,556,602	3,317,544
Capital outlay:						
Vehicle/equipment	64,106	37,537	9,000	101,000	35,000	136,000
Construction/infrastructure	3,131,200	1,592,731	783,084	795,000	106,000	901,000
Total capital outlay	3,195,306	1,630,267	792,084	896,000	141,000	1,037,000
Debt service	5,343,000	2,057,256	3,337,031	1,025,180	850,283	1,875,463
Interfund transfers	4,263,967	1,818,820	2,173,937	93,160	96,770	189,930
Contingency	261,713	-	-	359,888	20,345	380,233
Reserves	300,000	-	-	300,000	-	300,000
TOTAL REQUIREMENTS	$ 17,595,367	$ 7,129,765	$ 8,394,161	$ 5,131,870	$ 3,532,700	$ 8,664,570

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

Overview

Facilities Management is a division of the city-wide Internal Service Fund. Facilities Management is responsible for cleaning, maintenance, repair, small construction and capital improvement projects related to city-owned facilities. In addition, central service staff assist in the planning and design of future space needs in existing buildings or new city facilities. These facilities include City Hall, Bond Annex, Franklin Annex, Wall Annex, miscellaneous downtown city-owned buildings, Streets & Operations campus at 15th Street, Boyd Acres Utilities Annex, and Police Facility. Facilities also provides project management and maintenance services for the Parking and Airport Programs. Revenue is generated through the City's cost allocation plan from rent charges to the building tenants. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Central Services

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Personnel services	$ 505,412	$ 560,300	$ 696,700	$ 867,700	$ 1,564,400
Materials and services	8,200	13,999	126,342	120,802	247,144
Capital outlay:					
Vehicle/equipment	37,537	9,000	10,000	-	10,000
Program Total	551,149	583,299	833,042	988,502	1,821,544
Interfund transfers	46,077	42,500	45,800	47,600	93,400
Central Services	$ 597,226	$ 625,799	$ 878,842	$ 1,036,102	$ 1,914,944
Full Time Equivalents	5.05	5.05	6.00	7.00	7.00

Goals for the 2017 – 2019 Biennial Budget

- Provide appropriate work environments to accommodate department needs
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings
- Pursue efforts towards 20 year Master Plan for Boyd Acres and Pilot Butte Campuses
- Perform comprehensive inventory of all City property and leases
- Identify surplus properties for disposition

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Pursue opportunities for cost savings at every facility in an effort to provide excellent work environments that are less expensive to operate over time
- Successfully manage, plan, design, maintain and preserve facilities for the people that use them
- Identify & deploy management efficiencies for all City property and leases

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Remodels at all campuses providing appropriate work environments to accommodate department needs
- 11.5% consumption reduction in electricity from 2013 to 2016
- Saved 542,180 kWh over the three years 2013 to 2016
- Downtown Campus Programming
- Fuel Station Decommissioning at Pilot Butte Campus

- Property acquisition for Downtown and Boyd Acres Campuses

Significant Changes from the 2015 – 2017 Biennial Budget

- Creating a separate Property division responsible for management and disposition of real property owned or leased by the City
- Transfer one (1) Program Coordinator FTE in 2017 – 18 from Economic Development department
- One (1) new Property Manager FTE in 2018 – 19

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

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

Downtown Campus

The downtown campus includes City Hall, Bond Annex, Franklin Annex, Wall Annex and miscellaneous city-owned buildings.

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Materials and services	$ 462,531	$ 739,020	$ 851,900	$ 665,800	$ 1,517,700
Capital outlay:					
Vehicle/equipment	-	-	8,000	-	8,000
Construction/infrastructure	90,650	728,684	560,000	-	560,000
Program Total	553,181	1,467,704	1,419,900	665,800	2,085,700
Debt service	1,512,358	106,240	403,573	202,041	605,614
Interfund transfers	952,253	395,210	11,590	11,990	23,580
Downtown Campus	$ 3,017,792	$ 1,969,154	$ 1,835,063	$ 879,831	$ 2,714,894

Goals for the 2017 – 2019 Biennial Budget

- Provide appropriate work environments to accommodate department needs
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings

Major Accomplishments during the 2015 – 2017 Biennial Budget

- City Hall Heating Ventilation and Cooling (HVAC) equipment replacement
- Community Development Permit Center remodel
- Conversion of re-located Network Operations Center to office space
- Wall Annex and Franklin Annex exterior painting

Significant Changes from the 2015 – 2017 Biennial Budget

- Issued long term debt for the purchase of 740 NW Wall St. to accommodate need for additional office space

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

- Refer to Five Year Vehicle and Equipment Plan on following page for details
- $475,000 for the final payment of 740 NW Wall in 2017 - 18

Boyd Acres Utilities Annex

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Materials and services	$ 220,648	$ 245,820	$ 231,600	$ 275,800	$ 507,400
Capital outlay:					
Vehicle/equipment	-	-	50,000	-	50,000
Construction/infrastructure	1,494,617	-	205,000	106,000	311,000
Program Total	1,715,265	245,820	486,600	381,800	868,400
Debt service	-	15,465	118,606	116,659	235,265
Interfund transfers	90,412	1,597,533	13,630	14,130	27,760
Utilities - Boyd Acres	$ 1,805,676	$ 1,858,818	$ 618,836	$ 512,589	$ 1,131,425

Goals for the 2017 – 2019 Biennial Budget

- Provide appropriate work environments to accommodate department needs
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings
- Pursue efforts towards 20 year Master Plan for site

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Issued long term debt to reimburse for expenses associated with the purchase of land adjacent to the Boyd Acres campus
- Tenant Improvement converting mezzanine storage to office space in Building “D”
- Exterior, parking lot and Building “D” lighting retrofit

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

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

15th Street Campus

	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
Materials and services	$ 164,590	$ 168,650	$ 237,600	$ 190,200	$ 427,800
Capital outlay:					
Vehicle/equipment	-	-	33,000	35,000	68,000
Construction/infrastructure	7,464	15,400	30,000	-	30,000
Program Total	172,053	184,050	300,600	225,200	525,800
Interfund transfers	675,072	80,305	17,120	17,830	34,950
Utilities - 15th Street	$ 847,126	$ 264,355	$ 317,720	$ 243,030	$ 560,750

Goals for the 2017 – 2019 Biennial Budget

- Provide appropriate work environments to accommodate department needs
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings
- Pursue efforts towards 20 year Master Plan for site

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Vacated office space converted to Training Room
- Parking lot and interior lighting retrofits

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

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

Police Facility

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Materials and services	$ 262,042	$ 363,320	$ 313,500	$ 304,000	$ 617,500
Capital outlay:					
Construction/infrastructure	-	39,000	-	-	-
Program Total	262,042	402,320	313,500	304,000	617,500
Debt service	544,898	3,215,326	503,001	531,583	1,034,584
Interfund transfers	55,006	58,389	5,020	5,220	10,240
Police Station	$ 861,945	$ 3,676,035	$ 821,521	$ 840,803	$ 1,662,324

Goals for the 2017 – 2019 Biennial Budget

- Provide appropriate work environments to accommodate department needs
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings
- Pursue efforts towards 20 year Master Plan for site

Major Accomplishments during the 2015 – 2017 Biennial Budget

- Refinanced outstanding 2006 and 2008 full faith and credit obligations to achieve debt service savings
- Exterior painting
- Charging solution for officer equipment
- Evidence Room remodel including exhaust system upgrade
- Parking lot lighting retrofit
- HVAC controls tune-up

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

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

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Number of work tickets completed per year	890	1,080	1,058	1,280	1,280
Effectiveness Measures:					
Facility FTE's per 100,000 sq/ft	2.34	2.93	2.93	3.51	4.10
Work tickets completed per Facilities Technician	305	382	353	427	427
Efficiency Measures:					
Facilities power consumption (KWH)	2,084,980	1,984,188	1,827,289	1,790,743	1,754,929

FIVE YEAR VEHICLE AND EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Central Services					
One (1) truck mount snow plow, two frames for trucks	$ 10,000	$ -	$ -	$ -	$ -
Downtown Campus					
One (1) HVAC replacement	8,000	-	-	-	-
Boyd Acres Utilities Annex					
Five (5) Heating system replacements	50,000		-	-	-
15th Street Campus					
Five (5) HVAC replacements	33,000	-	-	-	-
One (1) Radiant Tube Heating system	-	35,000	-	-	-
Police Facility					
One (1) 30 ton RTU replacement	-	-	-	-	180,000
Total	**$ 101,000**	**$ 35,000**	**$ -**	**$ -**	**$ 180,000**

Capital Improvement Program 2018-2022

Facilities Management
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
FA18AX Site Development/Fuel Island - Boyd Acres**	5	$ 160,000	$ -	$ 3,544,530	$ -	$ -	$ 3,704,530
FA18BX Streets Building G Re-Insulate Re-Roof	3	30,000	-	-	-	-	30,000
FA18CX Boyd Acres Building C - Replace Roof	3	45,000	-	-	-	-	45,000
FA18DX 740 NW Wall Tenant Improvement	5	65,000	-	-	-	-	65,000
FA18EX 875 NW Brooks Re-Roof	3	20,000	-	-	-	-	20,000
FA19AX Boyd Acres Building D - Replace Roof	3	-	106,000	-	-	-	106,000
FA20AX Site Paving/Grading - Pilot Butte Campus**	5	-	-	6,375,600	-	-	6,375,600
FA21AX Vehicle Storage/Parking - Pilot Butte Campus**	5	-	-	-	8,528,400	-	8,528,400
FA22AX Fleet Building/Truck Wash - Pilot Butte Campus**	5	-	-	-	-	13,549,882	13,549,882
FA22BX Operations Building B Remodel - Boyd Acres**	5			-	-	1,097,712	1,097,712
Total Facilities Management CIP		**$ 320,000**	**$ 106,000**	**$ 9,920,130**	**$ 8,528,400**	**$ 14,647,594**	**$ 33,522,124**

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

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

Notes:
** These projects were generated as a result of the 20 year facilities plan created in February 2015.

CITY OF BEND

5000 - ISF-City Wide Administration Expenditures by Program/Activity

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
1000 - Administration & Support Serv	**1,300,617**	**597,226**	**625,799**	**878,842**	**1,036,102**	**1,914,944**
40 - Personnel Services	**1,141,017**	**505,412**	**560,300**	**696,700**	**867,700**	**1,564,400**
40 - Wages	724,499	325,149	356,500	432,300	535,600	967,900
41 - Benefits	416,518	180,262	203,800	264,400	332,100	596,500
42 - Materials & Services	**20,850**	**8,200**	**13,999**	**126,342**	**120,802**	**247,144**
43 - Purchased Services	12,600	4,460	9,149	105,842	107,302	213,144
44 - Equipment <$5000	4,850	1,656	2,950	10,500	6,000	16,500
45 - ConsumSupplies&Mater	600	616	1,000	1,000	1,000	2,000
46 - Employee Costs	2,800	1,468	900	9,000	6,500	15,500
60 - Capital Outlay	**44,000**	**37,537**	**9,000**	**10,000**	**-**	**10,000**
61 - Vehicles & Trucks	9,000	37,537	9,000	-	-	-
62 - Equipment >$5000	35,000	-	-	10,000	-	10,000
70 - Transfers Out - OH	**77,700**	**38,300**	**39,400**	**40,400**	**41,900**	**82,300**
70 - TransferCity-wideOH	77,700	38,300	39,400	40,400	41,900	82,300
72 - Transfers Out	**17,050**	**7,777**	**3,100**	**5,400**	**5,700**	**11,100**
73 - TransferSpeciPurp	4,850	4,850	-	-	-	-
74 - TransferInterfundChg	12,200	2,927	3,100	5,400	5,700	11,100
7100 - Downtown Campus	**6,068,514**	**2,992,345**	**1,943,724**	**1,660,433**	**840,001**	**2,500,434**
42 - Materials & Services	**1,389,398**	**441,840**	**718,520**	**767,400**	**631,300**	**1,398,700**
43 - Purchased Services	841,998	266,502	383,600	390,500	352,000	742,500
44 - Equipment <$5000	50,000	-	75,000	107,000	-	107,000
45 - ConsumSupplies&Mater	11,800	5,070	3,000	-	-	-
46 - Employee Costs	7,400	2,141	4,700	3,200	3,200	6,400
49 - Leases	478,200	168,127	247,000	266,700	276,100	542,800
52 - Other	-	-	5,220	-	-	-
60 - Capital Outlay	**1,506,200**	**90,650**	**728,684**	**483,000**	**-**	**483,000**
62 - Equipment >$5000	-	-	-	8,000	-	8,000
63 - Buildings&Structures	1,506,200	90,650	728,684	475,000	-	475,000
72 - Transfers Out	**1,564,516**	**947,497**	**390,280**	**6,460**	**6,660**	**13,120**
73 - TransferSpeciPurp	1,548,416	941,464	384,020	-	-	-
74 - TransferInterfundChg	16,100	6,033	6,260	6,460	6,660	13,120
80 - Debt Service	**1,608,400**	**1,512,358**	**106,240**	**403,573**	**202,041**	**605,614**
80 - Principal-Long term	1,521,900	1,459,800	62,100	344,400	146,700	491,100
81 - Interest-Long term	86,500	52,558	44,140	59,173	55,341	114,514
7200 - Pilot Butte Campus	**5,808,495**	**1,709,071**	**3,940,390**	**1,139,241**	**1,083,833**	**2,223,074**
(blank)	**-**	**-**				
82 - Payments to Escrow	-	-				
42 - Materials & Services	**1,036,347**	**426,631**	**531,970**	**551,100**	**494,200**	**1,045,300**
43 - Purchased Services	1,018,947	417,368	528,000	545,100	494,200	1,039,300
52 - Other	-	-	70	-	-	-
60 - Capital Outlay	**145,106**	**7,464**	**54,400**	**63,000**	**35,000**	**98,000**
62 - Equipment >$5000	20,106	-	-	33,000	35,000	68,000
63 - Buildings&Structures	105,000	-	54,000	-	-	-
65 - Infrastructure	20,000	7,464	400	30,000	-	30,000
72 - Transfers Out	**892,442**	**730,078**	**138,694**	**22,140**	**23,050**	**45,190**
73 - TransferSpeciPurp	841,342	709,643	117,464	-	-	-
74 - TransferInterfundChg	51,100	20,435	21,230	22,140	23,050	45,190
80 - Debt Service	**3,734,600**	**544,898**	**3,215,326**	**503,001**	**531,583**	**1,034,584**
80 - Principal-Long term	3,304,100	325,200	2,978,900	350,895	389,529	740,424
81 - Interest-Long term	430,500	219,698	236,426	152,106	142,054	294,160
7300 - Boyd Acres	**3,815,628**	**1,805,676**	**1,858,818**	**618,836**	**512,589**	**1,131,425**
42 - Materials & Services	**613,169**	**220,648**	**245,820**	**231,600**	**275,800**	**507,400**
43 - Purchased Services	606,169	217,110	207,000	231,600	275,800	507,400
44 - Equipment <$5000	-	-	37,000	-	-	-
45 - ConsumSupplies&Mater	7,000	3,538	1,800	-	-	-
52 - Other	-	-	20	-	-	-
60 - Capital Outlay	**1,500,000**	**1,494,617**	**-**	**255,000**	**106,000**	**361,000**
60 - Land Acquisition	1,500,000	1,494,617	-	-	-	-
62 - Equipment >$5000	-	-	-	50,000	-	50,000
65 - Infrastructure	-	-	-	205,000	106,000	311,000
72 - Transfers Out	**1,702,459**	**90,412**	**1,597,533**	**13,630**	**14,130**	**27,760**
73 - TransferSpeciPurp	1,672,359	77,711	1,583,903	-	-	-
74 - TransferInterfundChg	30,100	12,700	13,630	13,630	14,130	27,760
80 - Debt Service	**-**	**-**	**15,465**	**118,606**	**116,659**	**235,265**
80 - Principal-Long term	-	-	-	85,000	85,000	170,000
81 - Interest-Long term	-	-	15,465	33,606	31,659	65,265
7400 - Other City Owned Property	**40,400**	**25,447**	**25,430**	**174,630**	**39,830**	**214,460**
42 - Materials & Services	**30,600**	**20,691**	**20,500**	**84,500**	**34,500**	**119,000**
43 - Purchased Services	26,000	18,570	18,000	32,000	32,000	64,000
44 - Equipment <$5000	-	-	-	50,000	-	50,000
52 - Other	4,600	2,122	2,500	2,500	2,500	5,000
60 - Capital Outlay	**-**	**-**	**-**	**85,000**	**-**	**85,000**
63 - Buildings&Structures	-	-	-	85,000	-	85,000
72 - Transfers Out	**9,800**	**4,756**	**4,930**	**5,130**	**5,330**	**10,460**
74 - TransferInterfundChg	9,800	4,756	4,930	5,130	5,330	10,460
Grand Total	**17,033,654**	**7,129,765**	**8,394,161**	**4,471,982**	**3,512,355**	**7,984,337**

CITY OF BEND

5000 - ISF-City Wide Administration by Expenditure Category - Facilities

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(17,595,367)**	**(8,031,749)**	**(9,809,181)**	**(5,131,870)**	**(3,532,700)**	**(8,664,570)**
30 - BeginWorkingCapital	(1,408,100)	(1,431,892)	(901,984)	(1,415,020)	-	(1,415,020)
34 - Charges&FeesforServ	(96,130)	(77,268)	(80,200)	(50,700)	(51,900)	(102,600)
36 - MiscellaneousRevenue	(2,298,600)	(2,035,674)	(31,400)	(7,500)	(7,500)	(15,000)
37 - Proceeds From Debt	(5,575,000)	-	(5,575,000)	-	-	-
38 - Transfers	(8,217,537)	(4,486,916)	(3,220,597)	(3,658,650)	(3,473,300)	(7,131,950)
40 - Personnel Services	**1,141,017**	**505,412**	**560,300**	**696,700**	**867,700**	**1,564,400**
40 - Wages	724,499	325,149	356,500	432,300	535,600	967,900
41 - Benefits	416,518	180,262	203,800	264,400	332,100	596,500
42 - Materials & Services	**3,090,364**	**1,118,011**	**1,530,809**	**1,760,942**	**1,556,602**	**3,317,544**
43 - Purchased Services	2,505,714	924,010	1,145,749	1,305,042	1,261,302	2,566,344
44 - Equipment <$5000	54,850	1,656	114,950	173,500	6,000	179,500
45 - ConsumSupplies&Mater	36,800	18,487	9,700	1,000	1,000	2,000
46 - Employee Costs	10,200	3,609	5,600	12,200	9,700	21,900
49 - Leases	478,200	168,127	247,000	266,700	276,100	542,800
52 - Other	4,600	2,122	7,810	2,500	2,500	5,000
60 - Capital Outlay	**3,195,306**	**1,630,267**	**792,084**	**896,000**	**141,000**	**1,037,000**
60 - Land Acquisition	1,500,000	1,494,617	-	-	-	-
61 - Vehicles & Trucks	9,000	37,537	9,000	-	-	-
62 - Equipment >$5000	55,106	-	-	101,000	35,000	136,000
63 - Buildings&Structures	1,611,200	90,650	782,684	560,000	-	560,000
65 - Infrastructure	20,000	7,464	400	235,000	106,000	341,000
70 - Transfers Out - OH	**77,700**	**38,300**	**39,400**	**40,400**	**41,900**	**82,300**
70 - TransferCity-wideOH	77,700	38,300	39,400	40,400	41,900	82,300
72 - Transfers Out	**4,186,267**	**1,780,520**	**2,134,537**	**52,760**	**54,870**	**107,630**
73 - TransferSpeciPurp	4,066,967	1,733,668	2,085,387	-	-	-
74 - TransferInterfundChg	119,300	46,852	49,150	52,760	54,870	107,630
80 - Debt Service	**5,343,000**	**2,057,256**	**3,337,031**	**1,025,180**	**850,283**	**1,875,463**
80 - Principal-Long term	4,826,000	1,785,000	3,041,000	780,295	621,229	1,401,524
81 - Interest-Long term	517,000	272,256	296,031	244,885	229,054	473,939
90 - Reserves	**300,000**	**-**	**-**	**300,000**	**-**	**300,000**
90 - Reserves	300,000	-	-	300,000	-	300,000
91 - Contingency	**261,713**	**-**	**-**	**359,888**	**20,345**	**380,233**
91 - Contingency	261,713	-	-	359,888	20,345	380,233
Grand Total	**-**	**(901,984)**	**(1,415,020)**	**(0)**	**0**	**0**

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Internal Service Fund - Departmental Administration
Garage Services

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 103,400	$ 95,286	$ 444,442	$ 300,188	$ -	$ 300,188
Interfund charges	4,754,000	1,893,531	1,835,400	2,186,500	2,291,300	4,477,800
Interfund transfers	1,040,714	254,811	-	28,500	-	28,500
Investment income	2,900	3,741	38,500	49,700	41,500	91,200
Miscellaneous	5,500	526	2,700	500	500	1,000
TOTAL RESOURCES	$ 5,906,514	$ 2,247,895	$ 2,321,042	$ 2,565,388	$ 2,333,300	$ 4,898,688

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
Garage services	$ 4,573,516	$ 1,605,416	$ 1,804,353	$ 2,056,782	$ 2,034,100	$ 4,090,882
Interfund transfers	1,210,694	198,038	216,500	325,150	263,750	588,900
Contingency	122,304	-	-	183,456	35,450	218,906
TOTAL REQUIREMENTS	$ 5,906,514	$ 1,803,453	$ 2,020,853	$ 2,565,388	$ 2,333,300	$ 4,898,688
By Category:						
Personnel services	$ 1,817,616	$ 757,455	$ 812,500	$ 947,600	$ 979,400	$ 1,927,000
Materials and services	2,709,900	840,711	991,853	1,044,482	1,054,700	2,099,182
Capital outlay:						
Vehicle/equipment	46,000	7,250	-	59,700	-	59,700
Construction/infrastructure		-	-	5,000	-	5,000
Total capital outlay	46,000	7,250	-	64,700	-	64,700
Interfund transfers	1,210,694	198,038	216,500	325,150	263,750	588,900
Contingency	122,304	-	-	183,456	35,450	218,906
TOTAL REQUIREMENTS	$ 5,906,514	$ 1,803,453	$ 2,020,853	$ 2,565,388	$ 2,333,300	$ 4,898,688

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

ADMINISTRATION & CENTRAL SERVICES
Garage Services

Overview

The Garage Services Program is accounted for as a division of the Internal Service Fund – Departmental Administration and provides maintenance and services for all City-owned vehicles and heavy equipment. Revenue is generated by billing the departments and/or funds served at the time maintenance is performed. Major expenditures are for personnel, fuel and parts.

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 757,455	$ 812,500	$ 947,600	$ 979,400	$ 1,927,000
Materials and services	840,711	991,853	1,044,482	1,054,700	2,099,182
Capital outlay:					
Vehicle/equipment	7,250	-	59,700	-	59,700
Construction/infrastructure	-	-	5,000	-	5,000
Program Total	1,605,416	1,804,353	2,056,782	2,034,100	4,090,882
Interfund transfers	198,038	216,500	325,150	263,750	588,900
Garage Services	$ 1,803,453	$ 2,020,853	$ 2,381,932	$ 2,297,850	$ 4,679,782
Full Time Equivalents	7.81	7.81	7.63	7.63	7.63

Goals for the 2017 – 2019 Biennial Budget

- Provide an ongoing Preventative Maintenance Program that meets the changing needs of the City's fleet to ensure safe, reliable transportation and equipment
- Maintain a vehicle fleet efficiently and cost effectively that will travel approximately 1.5 million miles a year
- Hire a Fleet Manger that will be responsible for overseeing the activities and operations related to a wide-range of Citywide fleet initiatives, including fleet service operations, acquisition, maintenance, repair, overhauling, and scheduled replacement of City equipment and vehicles
- Full implementation of the fleet module in the new ERP system for maintenance and repair tracking, billing, and reporting

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- Continue pursuing the Preventative Maintenance Program to ensure maximum efficiency in performance and operations are met, and maximum equipment life and condition are maintained within budgetary and operational limits
- Continue staff training for Emergency Vehicle Technician (EVT) certification for emergency vehicles.
- Successful recruitment of Fleet Manager position for a wide-range of Citywide fleet initiatives and succession planning for retirement of Equipment Maintenance Supervisor
- Continue maintaining a high level of customer service

Major Accomplishments during the 2015 – 2017 Biennium

- Supported all department in fleet needs and maintained over 600 pieces of equipment, built by over 70 different manufacturers
- Performed 5,784 repairs over the biennium (of which, 2,320 were preventive maintenance)
- Successful decommission of the aged City fuel system and fuel pump site at Pilot Butte Campus, with no contamination issues
- Conversion to a card lock fuel program

- Maintained a City fleet that traveled approximately 1.5 million miles a year

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

- Refer to Five Year Vehicle, Equipment & Capital Improvement Plan on following page for details

ADMINISTRATION & CENTRAL SERVICES
Garage Services

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Fleet miles driven	1,380,451	1,348,684	1,535,074	1,500,000	1,500,000
Gallons of fuel pumped	186,987	167,734	186,760	180,000	180,000
Effectiveness Measures:					
% of total jobs that are scheduled preventive maintenance	38%	40%	40%	40%	40%
% of Fleet Maintenance expenditures contracted out	16%	11%	6%	10%	10%

FIVE YEAR VEHICLE, EQUIPMENT AND CAPITAL IMPROVEMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Oil Containment Area	$ 5,000	$ -	$ -	$ -	$ -
One (1) Truck Mounted Crane	15,000	-	-	-	-
One (1) H-Frame Press new	8,000	-	-	-	-
One (1) Press Tig Welder	6,700	-	-	-	-
One (1) New Vehicle for Fleet Manager	30,000	-	-	-	-
Total	**$ 64,700**	**$ -**	**$ -**	**$ -**	**$ -**

CITY OF BEND

5100 - ISF-DepartmentalAdministration by Expenditure Category - Garage

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(5,906,514)**	**(2,247,895)**	**(2,321,042)**	**(2,565,388)**	**(2,333,300)**	**(4,898,688)**
30 - BeginWorkingCapital	(103,400)	(95,286)	(444,442)	(300,188)	-	(300,188)
36 - MiscellaneousRevenue	(8,400)	(4,267)	(41,200)	(50,200)	(42,000)	(92,200)
38 - Transfers	(5,794,714)	(2,148,342)	(1,835,400)	(2,215,000)	(2,291,300)	(4,506,300)
40 - Personnel Services	**1,817,616**	**757,455**	**812,500**	**947,600**	**979,400**	**1,927,000**
40 - Wages	1,110,826	461,431	492,500	562,900	579,700	1,142,600
41 - Benefits	706,790	296,024	320,000	384,700	399,700	784,400
42 - Materials & Services	**2,709,900**	**840,711**	**991,853**	**1,044,482**	**1,054,700**	**2,099,182**
43 - Purchased Services	15,100	6,083	101,653	38,982	32,400	71,382
44 - Equipment <$5000	61,000	11,097	19,500	28,000	22,500	50,500
45 - ConsumSupplies&Mater	2,606,800	818,612	861,300	964,400	986,400	1,950,800
46 - Employee Costs	24,000	4,275	8,900	12,600	12,900	25,500
52 - Other	3,000	644	500	500	500	1,000
60 - Capital Outlay	**46,000**	**7,250**	**-**	**64,700**	**-**	**64,700**
61 - Vehicles & Trucks	30,000	-	-	30,000	-	30,000
62 - Equipment >$5000	16,000	7,250	-	29,700	-	29,700
63 - Buildings&Structures	-	-	-	5,000	-	5,000
70 - Transfers Out - OH	**387,400**	**190,600**	**196,800**	**300,300**	**243,000**	**543,300**
70 - TransferCity-wideOH	387,400	190,600	196,800	300,300	243,000	543,300
72 - Transfers Out	**823,294**	**7,438**	**19,700**	**24,850**	**20,750**	**45,600**
73 - TransferSpeciPurp	823,294	7,438	19,700	24,850	20,750	45,600
91 - Contingency	**122,304**	**-**	**-**	**183,456**	**35,450**	**218,906**
91 - Contingency	122,304	-	-	183,456	35,450	218,906
Grand Total	**-**	**(444,442)**	**(300,188)**	**(0)**	**-**	**(0)**

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Internal Service Fund - City Wide Administration
Insurance & Risk Management

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 4,590,600	$ 4,936,276	$ 5,784,949	$ 5,554,026	$ -	$ 5,554,026
Interfund transfers	3,613,196	1,593,222	1,687,300	2,310,500	2,386,000	4,696,500
Investment income	92,600	53,627	7,700	-	-	-
Miscellaneous	181,000	936,197	252,000	150,000	150,000	300,000
TOTAL RESOURCES	$ 8,477,396	$ 7,519,322	$ 7,731,949	$ 8,014,526	$ 2,536,000	$ 10,550,526

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
Insurance & Risk Managemen	$ 3,860,900	$ 1,661,273	$ 2,117,155	$ 2,371,000	$ 2,476,700	$ 4,847,700
Risk Management	*93,296*	*47,742*	*55,368*	-	-	-
Total	3,954,196	1,709,015	2,172,523	2,371,000	2,476,700	4,847,700
Interfund transfers	101,100	25,358	5,400	-	-	-
Reserves	4,422,100	-	-	5,643,526	59,300	5,702,826
TOTAL REQUIREMENTS	$ 8,477,396	$ 1,734,373	$ 2,177,923	$ 8,014,526	$ 2,536,000	$ 10,550,526
By Category:						
Personnel services	$ 78,496	$ 43,518	$ 53,200	$ 93,400	$ 97,000	$ 190,400
Materials and services	3,875,700	1,665,497	2,119,323	2,277,600	2,379,700	4,657,300
Interfund transfers	101,100	25,358	5,400	-	-	-
Reserves	4,422,100	-	-	5,643,526	59,300	5,702,826
TOTAL REQUIREMENTS	$ 8,477,396	$ 1,734,373	$ 2,177,923	$ 8,014,526	$ 2,536,000	$ 10,550,526

Note:
Risk Management costs for 2015-2016 biennium are shown for illustrative purposes as it was formerly reported as a division of the Legal program. Risk Management expenditures are now consolidated into the Insurance & Risk Management program for the 2017-2019 biennium.

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

ADMINISTRATION & CENTRAL SERVICES
Insurance and Risk Management

The Insurance Program in the City's Internal Service Fund accounts for funding of commercial liability premiums, policy deductibles and self-insurance reserves for catastrophic losses.

The City is exposed to various risks of loss related to tort claims; theft, damage to, and destruction of assets; errors and omissions; information breach; injuries to employees; and natural disasters. The City obtains commercial insurance policies and annual premiums are paid for the following coverages: general liability limit of $10,000,000 per occurrence, or $30,000,000 in the aggregate; automobile liability with coverage up to $10,000,000 (combined single limit); commercial property blanket including real, personal and inland marine property coverage for replacement costs with a limit of $100,000,000; an employee dishonesty policy with a limit of $500,000; a cyber liability policy in the amount of $1,000,000; and a public official fidelity bond at $100,000 covering the Finance Director and the Accounting Manager. The City also carries a no limit policy per employee per occurrence and a $500,000 employer's liability limit for workers' compensation and a $10,000,000 limit policy for airport liability.

Departments are responsible for paying all deductibles and the cost of accident related repairs not covered by insurance. Reserves in the Insurance and Risk Management Program are maintained to cover expenses not paid by insurance in the event of catastrophic losses. Use of such reserves will be limited to significant expenditures not covered by the City's insurance and that are too large to be absorbed in the department or fund's operating budget or reserves.

The City's Risk Management Program is responsible for the following:

- Provide oversight and manage risk to the City departments in liability, fleet operations and property
- Identify and mitigate, through operational change or insurance coverage, hazards and risks to the City
- Develop and implement programs, policies and procedures that increase awareness and lower potential loss to City employees, property, infrastructure and citizens
- Serve as city representative in proceedings with regulatory agencies dealing with safety, environmental and insurance matters
- Work with City insurance carriers to review and provide oversight on claims (tort, property, etc.)
- Work with City departments projects to insure proper insurance and lease language in place
- Provide planning and guidance for City Emergency Action Plan
- Plan and manage City-wide property and general liability loss control programs, identifying, evaluating and preventing potential exposure to risk and financial loss
- Work with the City's insurance carriers to identify, evaluate and analyze risk and makes recommendations to City Manager and City Attorney related to risk management, and to the Human Resources Department on training opportunities
- Process all incident and property liability claims (such as sewer back up, water pressure incidents, potholes, sidewalk claims, etc.) including working with departments to compile the necessary information, tracking, follow-up and notifying various entities
- Manages investigation and administration of tort claims filed against the City
- Process all insurance for special events and review auto liability insurance for submission to agent
- Process all restitution notices

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19
Personnel services	$ 43,518	$ 53,200	$ 93,400	$ 97,000	$ 190,400
Materials and services	1,665,497	2,119,323	2,277,600	2,379,700	4,657,300
Program Total	1,709,015	2,172,523	2,371,000	2,476,700	4,847,700
Interfund transfers	25,358	5,400	-	-	-
Insurance & Risk Management	$ 1,734,373	$ 2,177,923	$ 2,371,000	$ 2,476,700	$ 4,847,700
Full Time Equivalents	0.38	0.38	0.75	0.75	0.75

Goals for the 2017-2019 Biennial Budget

- Continue to work with all departments to identify issues regarding risk, potential loss and programs to mitigate, control and lower exposures
- Identify and develop effective self-funding options for property, casualty and liability coverage
- Continue to work with the City's insurance provider to identify, evaluate and analyze risk
- Continue to process claims in a timely and effective manner
- Continue to manage and administer all tort claims
- Continue to develop and implement programs, policies and procedures that decrease potential losses to the City

Key Operational Objectives for 2017-2019 Biennial Budget

- Initiate the Request for Proposal (RFP) process for Insurance broker

Major Accomplishments during the 2015-2017 Biennium

- Drafted Emergency Action Plan at the direction of the City Manager
- Worked with the Police Department to draft and implement "Run, Hide, Fight" training
- Worked with various City departmental staff to determine areas within City facilities where staff felt that safety and security was lacking, and then worked with Facilities staff to modify work areas and implement various procedures and protocols to increase employee safety
- Developed renewal strategies for property, casualty, liability and workers compensation that recognized in-house savings for premiums and loss

Significant Changes from the 2015 – 2017 Biennial Budget

- Risk Management, which was formerly reported under Legal, will be accounted for within the Insurance program for the 2017-2019 biennium

CITY OF BEND

5000 - ISF-City Wide Administration by Expenditure Category - Insurance & Risk

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(8,477,396)**	**(7,519,322)**	**(7,731,949)**	**(8,014,526)**	**(2,536,000)**	**(10,550,526)**
30 - BeginWorkingCapital	(4,590,600)	(4,936,276)	(5,784,949)	(5,554,026)	-	(5,554,026)
36 - MiscellaneousRevenue	(273,600)	(989,824)	(259,700)	(150,000)	(150,000)	(300,000)
38 - Transfers	(3,613,196)	(1,593,222)	(1,687,300)	(2,310,500)	(2,386,000)	(4,696,500)
40 - Personnel Services	**78,496**	**43,518**	**53,200**	**93,400**	**97,000**	**190,400**
40 - Wages	59,512	28,507	34,000	59,900	62,200	122,100
41 - Benefits	18,984	15,011	19,200	33,500	34,800	68,300
42 - Materials & Services	**3,875,700**	**1,665,497**	**2,119,323**	**2,277,600**	**2,379,700**	**4,657,300**
43 - Purchased Services	1,000	736	255	400	400	800
44 - Equipment <$5000	1,000	77	-	-	-	-
46 - Employee Costs	112,800	67,184	21,968	32,500	32,500	65,000
48 - Insurance	3,490,900	1,535,348	1,891,100	2,244,700	2,346,800	4,591,500
52 - Other	270,000	62,154	206,000	-	-	-
70 - Transfers Out - OH	**10,700**	**5,300**	**5,400**	**-**	**-**	**-**
70 - TransferCity-wideOH	10,700	5,300	5,400	-	-	-
72 - Transfers Out	**90,400**	**20,058**	**-**	**-**	**-**	**-**
73 - TransferSpeciPurp	90,400	20,058	-	-	-	-
90 - Reserves	**4,422,100**	**-**	**-**	**5,643,526**	**59,300**	**5,702,826**
90 - Reserves	4,422,100	-	-	5,643,526	59,300	5,702,826
Grand Total	**-**	**(5,784,949)**	**(5,554,026)**	**-**	**-**	**-**

PERS Debt Service Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 2,797,600	$ 2,713,429	$ 2,682,319	$ 2,745,919	$ -	$ 2,745,919
Interfund transfers	2,500,900	1,120,814	1,265,400	1,012,200	1,058,800	2,071,000
Investment income	57,000	32,451	35,200	35,300	35,400	70,700
TOTAL RESOURCES	$ 5,355,500	$ 3,866,694	$ 3,982,919	$ 3,793,419	$ 1,094,200	$ 4,887,619

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Category:						
Debt service	$ 2,373,000	$ 1,160,575	$ 1,212,000	$ 1,263,500	$ 1,314,900	$ 2,578,400
Interfund transfers	48,800	23,800	25,000	24,100	25,600	49,700
Reserves for:						
Debt service	2,933,700	-	-	2,505,819	(246,300)	2,259,519
TOTAL REQUIREMENTS	$ 5,355,500	$ 1,184,375	$ 1,237,000	$ 3,793,419	$ 1,094,200	$ 4,887,619

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

ADMINISTRATION & CENTRAL SERVICES
PERS Debt Service

Overview

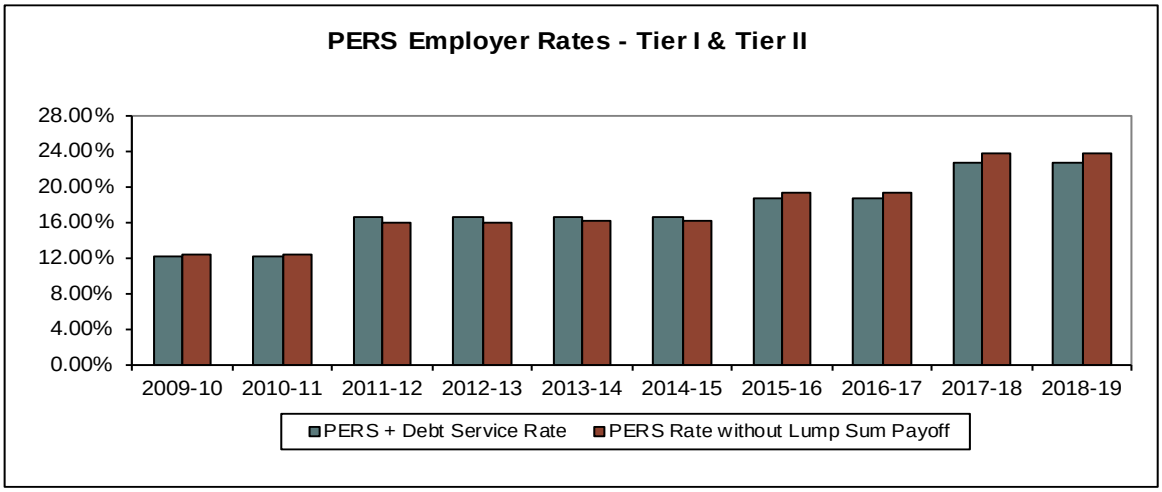
The PERS Debt Service fund accounts for the payment of debt issued to fund a portion of the City's unfunded pension liability under the Oregon Public Employees' Retirement System (PERS) and the Oregon Public Service Retirement Plan. The City issued $13,725,000 of pension obligation bonds during fiscal year 2003-04 and made a $13,122,795 lump sum contribution towards its unfunded actuarial liability which was determined to be at a fair value of $17,497,060 on June 1, 2004. The lump sum contribution is being amortized through June 1, 2028 to provide employer contribution rate relief.

In 2013 the Oregon Legislature approved Senate Bill (SB) 822, which reduced cost-of-living increases for members of the system and benefits for members who retire and live out of state. As a result, employer contribution rates for the 2013-2015 biennium were lower than originally budgeted. In 2013-14, a one-time transfer of approximately $1 million was made from operating department personnel budget savings to the PERS debt service fund to provide future budget relief should PERS rates increase significantly in coming years. The PERS debt service rate charged to the City departments will be reduced from 2.75% to 2.00% in the 2017-2019 biennium to drawn down approximately $500,000 of reserves and reduce the financial impact of the 2017-2019 PERS contribution rates on operating budgets.

On April 30th, 2015 the Oregon Supreme Court overturned a key portion of the Oregon Legislature approved Senate Bill (SB) 822. In its unanimous opinion, the Oregon Supreme Court determined that it was unconstitutional to cut the cost-of-living adjustment retroactively. Employer contribution rates, as provided by PERS, for the 2017-2019 biennium reflect the Supreme Court's ruling.

Fiscal Year	PERS Employer Rate*	Debt Service Rate (1)	Total Rate	PERS Rate without Lump Sum Payoff (2)
2009-10	8.52%	3.50%	12.02%	12.24%
2010-11	8.52%	3.50%	12.02%	12.24%
2011-12	13.01%	3.50%	16.51%	16.00%
2012-13	13.01%	3.50%	16.51%	16.00%
2013-14	13.04%	3.50%	16.54%	16.07%
2014-15	13.04%	3.50%	16.54%	16.07%
2015-16	15.78%	2.75%	18.53%	19.32%
2016-17	15.78%	2.75%	18.53%	19.32%
2017-18	20.73%	2.00%	22.73%	23.59%
2018-19	20.73%	2.00%	22.73%	23.59%

(1) Debt service rate represents rate charged to departments to pay principal and interest on the PERS debt
(2) Represents rate that City would be charged if PERS debt was not issued to pay down unfunded liability



*PERS Tier 1 and Tier II employer rate

CITY OF BEND

2200 - PERS Debt Service Fund By Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(5,355,500)**	**(3,866,694)**	**(3,982,919)**	**(3,793,419)**	**(1,094,200)**	**(4,887,619)**
30 - BeginWorkingCapital	(2,797,600)	(2,713,429)	(2,682,319)	(2,745,919)	-	(2,745,919)
34 - Charges&FeesforServ	-	-	-	-	-	-
36 - MiscellaneousRevenue	(57,000)	(32,451)	(35,200)	(35,300)	(35,400)	(70,700)
38 - Transfers	(2,500,900)	(1,120,814)	(1,265,400)	(1,012,200)	(1,058,800)	(2,071,000)
42 - Materials & Services	**-**	**-**	**-**	**-**	**-**	**-**
43 - Purchased Services	-	-				
52 - Other	-	-	-	-	-	-
70 - Transfers Out - OH	**48,800**	**23,800**	**25,000**	**24,100**	**25,600**	**49,700**
70 - TransferCity-wideOH	48,800	23,800	25,000	24,100	25,600	49,700
80 - Debt Service	**2,373,000**	**1,160,575**	**1,212,000**	**1,263,500**	**1,314,900**	**2,578,400**
80 - Principal-Long term	895,000	410,000	485,000	565,000	650,000	1,215,000
81 - Interest-Long term	1,478,000	750,575	727,000	698,500	664,900	1,363,400
90 - Reserves	**2,933,700**	**-**	**-**	**2,505,819**	**(246,300)**	**2,259,519**
90 - Reserves	2,933,700	-	-	2,505,819	(246,300)	2,259,519
Grand Total	**-**	**(2,682,319)**	**(2,745,919)**	**-**	**-**	**-**

Energy ARRA Grant Fund

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
RESOURCES						
Beginning working capital*	$ 73,500	$ 78,119	$ 85,854	$ 38,254	$ -	$ 38,254
Loan repayments	72,000	13,408	25,000	25,000	25,000	50,000
Investment income	1,300	960	800	500	200	700
TOTAL RESOURCES	$ 146,800	$ 92,487	$ 111,654	$ 63,754	$ 25,200	$ 88,954

	ADJUSTED BUDGET 2015-17	ACTUALS 2015-16	ESTIMATE 2016-17	PROPOSED BUDGET 2017-18	2018-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Services:						
Energy ARRA Grant	$ 40,000	$ -	$ 20,000	$ 10,000	$ 10,000	$ 20,000
Interfund transfers	106,800	6,633	53,400	53,754	15,200	68,954
TOTAL REQUIREMENTS	$ 146,800	$ 6,633	$ 73,400	$ 63,754	$ 25,200	$ 88,954
By Category:						
Materials and services	$ 40,000	$ -	$ 20,000	$ 10,000	$ 10,000	$ 20,000
Interfund transfers	106,800	6,633	53,400	53,754	15,200	68,954
TOTAL REQUIREMENTS	$ 146,800	$ 6,633	$ 73,400	$ 63,754	$ 25,200	$ 88,954

* Estimate of 2016-17 Beginning Working Capital is presented for illustrative purposes, as beginning working capital is only budgeted for in the 1st year of the biennium.

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 will be used to improve City facilities and partner with other community organizations for residential energy improvements. Projects completed and anticipated to be funded with grant funds are as follows:

	ACTUALS	ESTIMATE	PROPOSED BUDGET		
	2015-16	2016-17	2015-17	2017-18	2018-19
Community & Economic Development:					
Building loans	$ 6,633	$ 53,400	$ 53,754	$ 15,200	$ 68,954
Residential renew able energy	-	20,000	10,000	10,000	20,000
Energy ARRA Grant	$ 6,633	$ 73,400	$ 63,754	$ 25,200	$ 88,954

CITY OF BEND

Energy ARRA Fund by Expenditure Category

Account	Revised Budget 2015-17	Actuals 2015-16	Estimate 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19	Proposed Budget 2017-19
30 - Resources	**(146,800)**	**(92,487)**	**(111,654)**	**(63,754)**	**(25,200)**	**(88,954)**
30 - BeginWorkingCapital	(73,500)	(78,119)	(85,854)	(38,254)	-	(38,254)
36 - MiscellaneousRevenue	(73,300)	(14,369)	(25,800)	(25,500)	(25,200)	(50,700)
42 - Materials & Services	**40,000**	**-**	**20,000**	**10,000**	**10,000**	**20,000**
50 - Grant&LoanRecipients	40,000	-	20,000	10,000	10,000	20,000
72 - Transfers Out	**106,800**	**6,633**	**53,400**	**53,754**	**15,200**	**68,954**
73 - TransferSpeciPurp	106,800	6,633	53,400	53,754	15,200	68,954
Grand Total	**-**	**(85,854)**	**(38,254)**	**-**	**-**	**-**

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Capital Improvement Program 2018-2022

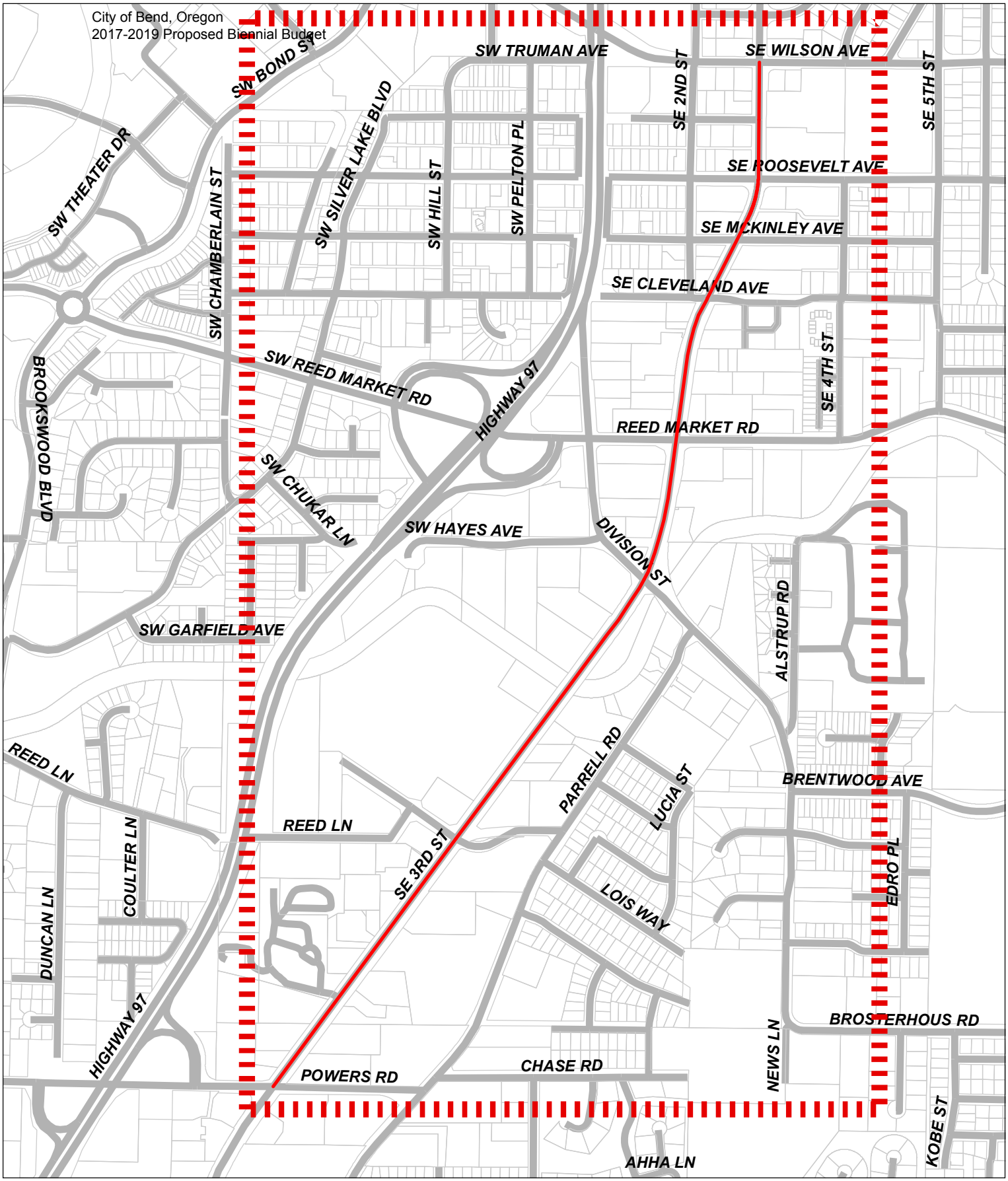
Water

Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1WS3W South 3rd St. Water Portion Phase II	4	$ 550,000	$ -	$ -	$ -	$ -	$ 550,000
1WSDC Water SDC Methodology Study	N/A	60,000	-	-	-	-	60,000
1WEWL Egypt Waterline	2	550,000	-	-	-	-	550,000
1WMP1 Water Master Plan Update	N/A	400,000	-	-	-	-	400,000
1WAWP Awbrey Well Supply Expansion	5	-	-	2,021,760	-	-	2,021,760
1WCPS College Parallel Pipe Study	N/A	-	-	1,215,760	-	-	1,215,760
1WLPE Lafayette Pipe Enlargement	5	-	-	250,640	-	-	250,640
1WVSS Valves Operational System Study	N/A	-	-	78,000	78,000	78,000	234,000
1WSPP Parallel Piping Brookswood to Brosterhous	5	-	-	-	1,596,400	-	1,596,400
1WSSC New Water Well – Near NE Shirley Court	5	-	-	-	2,830,464	-	2,830,464
1WRBO Parallel Piping Rock Bluff to Brookswood	5	-	-	-	-	2,940,000	2,940,000
1WSWO New Water Well Shiloh Site	5	-	-	-	-	2,721,600	2,721,600
Total Water CIP		**$ 1,560,000**	**$ -**	**$ 3,566,160**	**$ 4,504,864**	**$ 5,739,600**	**$ 15,370,624**

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

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



1WS3W South 3rd St Pedestrian-Water Portion

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South 3rd St. Water Portion Phase 2	Budget Period:	2017-2019
		Total Project Est:	$631,437
Project Type:	Water	Target Start Date:	2016
Project Fund:	Water Fund	Target Completion:	Jun 2018
Project #:	1WS3W		
Project Manager:	Suhr, Jason		
Cost Estimate Classification:	4		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Replace existing 2-inch, dead-end waterlines that are of non-standard material with 8-inch pipelines and add fire hydrants at appropriate intervals. Install new water service lines from the new main to reconnect service and abandon existing infrastructure.

NEED/JUSTIFICATION

Existing water mains have reached their design life and run the risk of failure. Relocating the lines from the back alleyways to the roadway in front allows improved access for maintenance and operation. Installation of hydrants provides fire flow protection where it is currently below standard. Looping the waterline along with increasing the pipeline diameter improves hydraulics and water quality within the service area.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact on operations budget.

Consequence of Delaying or Eliminating this Project: If the timing is delayed there is potential to have to dig into Third Street after the paving project occurs if a watermain break occurs.

Project Related To: Street preservation work

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$81,437	$550,000	$ -	$ -	$ -	$ -	$631,437

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Water SDC Methodology Study	Budget Period:	2017-2019
		Total Project Est:	$60,578
Project Type:	Water	Target Start Date:	2017
Project Fund:	Water	Target Completion:	Dec 2017
Project #:	1WSDC		
Project Manager:	Hickmann		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Complete a Water System Development Charge (SDC) comprehensive methodology as a follow up to our water rate structure changes and update to the Water Master Plan. Alignment of master planning, rate analysis and SDC development allows for unity between future water system operational needs and the required water system funding.

NEED/JUSTIFICATION

Revisions have been made to water rate structures. This project will be coordinated with the water master plan update scheduled for 2017-18 to update the SDC methodology to reflect the current water system in order to provide equitable treatment to all users.

FINANCIAL NARRATIVE

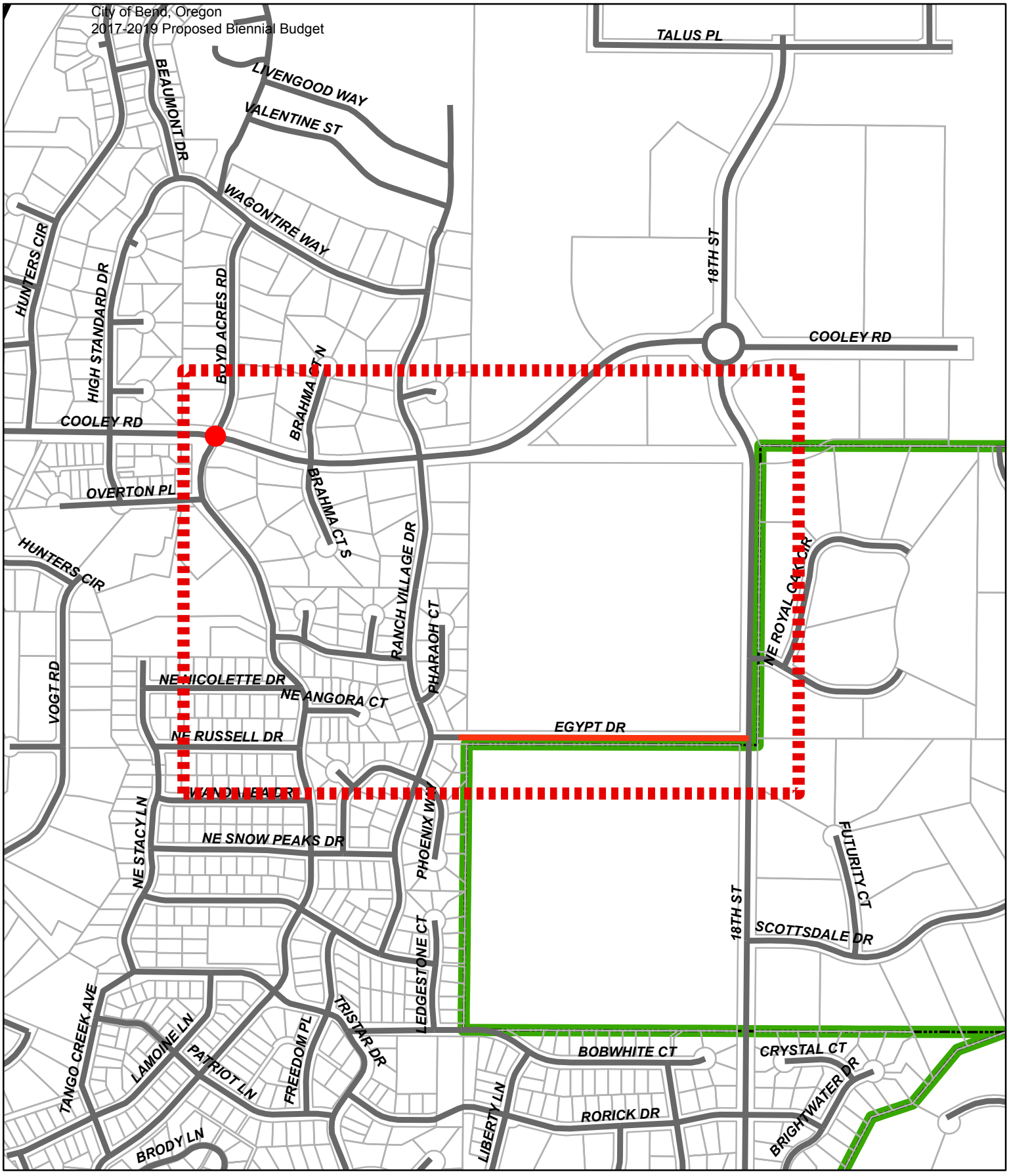
Impact on Annual Operating Budget: Changes SDC assessments

Consequence of Delaying or Eliminating this Project: Delays the possibility of improving cost recovery for growth related portion of system expansions.

Project Related To: 1WMP1 Water Master Plan update.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$578	$60,000	$ -	$ -	$ -	$ -	$60,578



1WEWL Egypt Waterline

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 300 600 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Egypt Waterline	Budget Period:	2017-2019
		Total Project Est:	$630,000
Project Type:	Water	Target Start Date:	2012
Project Fund:	Water Fund	Target Completion:	Dec 2017
Project #:	1WEWL		
Project Manager:	Webb		
Cost Estimate Classification:	2		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The scope of this project is to create a secondary water connection to the Juniper Ridge area. Currently, the City has a single pipeline that serves Juniper Ridge. A secondary connection is in the master plan, but the prescribed connection requires a pipe installation within 18th Street from Empire to Cooley Road, a significant distance. Avion Water Company already has a robust system within the vicinity of Juniper Ridge that can provide a secondary source of water, but only by means of manual activation. Lastly, there is an option to tie the City's Juniper Ridge system to the City's greater system in the Boyd Acres area. This would require changing the pressure zone that currently serves Juniper Ridge.

NEED/JUSTIFICATION

There is potential to connect to Avion's water system which is robust in this vicinity. A connection of this nature requires special attention to chlorine as Avion does not chlorinate their water. The connection would only be able to be exercised by manual operation with temporary chlorination tools in place. The City can provide a secondary connection by linking the Juniper Ridge system to the City's system within the Boyd Acres area. This would require a pressure level change for the Juniper Ridge area, but would have the advantage being active at all times, thus bolstering fire flows to Juniper Ridge and avoiding any auxiliary chlorination equipment.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal

Consequences of Delaying or Eliminating this Project: Currently there is no secondary or redundant water connection to Juniper Ridge. City would continue to rely on having one water source going to Juniper Ridge.

Project Related To: NA

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$80,000	$550,000	$ -	$ -	$ -	$ -	$630,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Water Master Plan Update	Budget Period:	2017-2019
		Total Project Est:	$550,000
Project Type:	Water	Target Start Date:	2017
Project Fund:	Water Fund	Target Completion:	Dec 2017
Project #:	1WMP1		
Project Manager:	Martin, Skip		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The 2011 Water System Master Plan Optimization Study was a data-driven analysis of system needs that resulted in a set of improvements that meet future demands at the least cost, how to best operate the existing system and identified where the system is most vulnerable to pipe break events. It is industry best practice to update master plans every 5 years. The City will use the same optimization approach in the 2017 Water Master Plan Update as was used in 2011.

NEED/JUSTIFICATION

The existing Water Master Plan was completed in 2011 and is due to be updated in order to more accurately reflect current system conditions.

FINANCIAL NARRATIVE

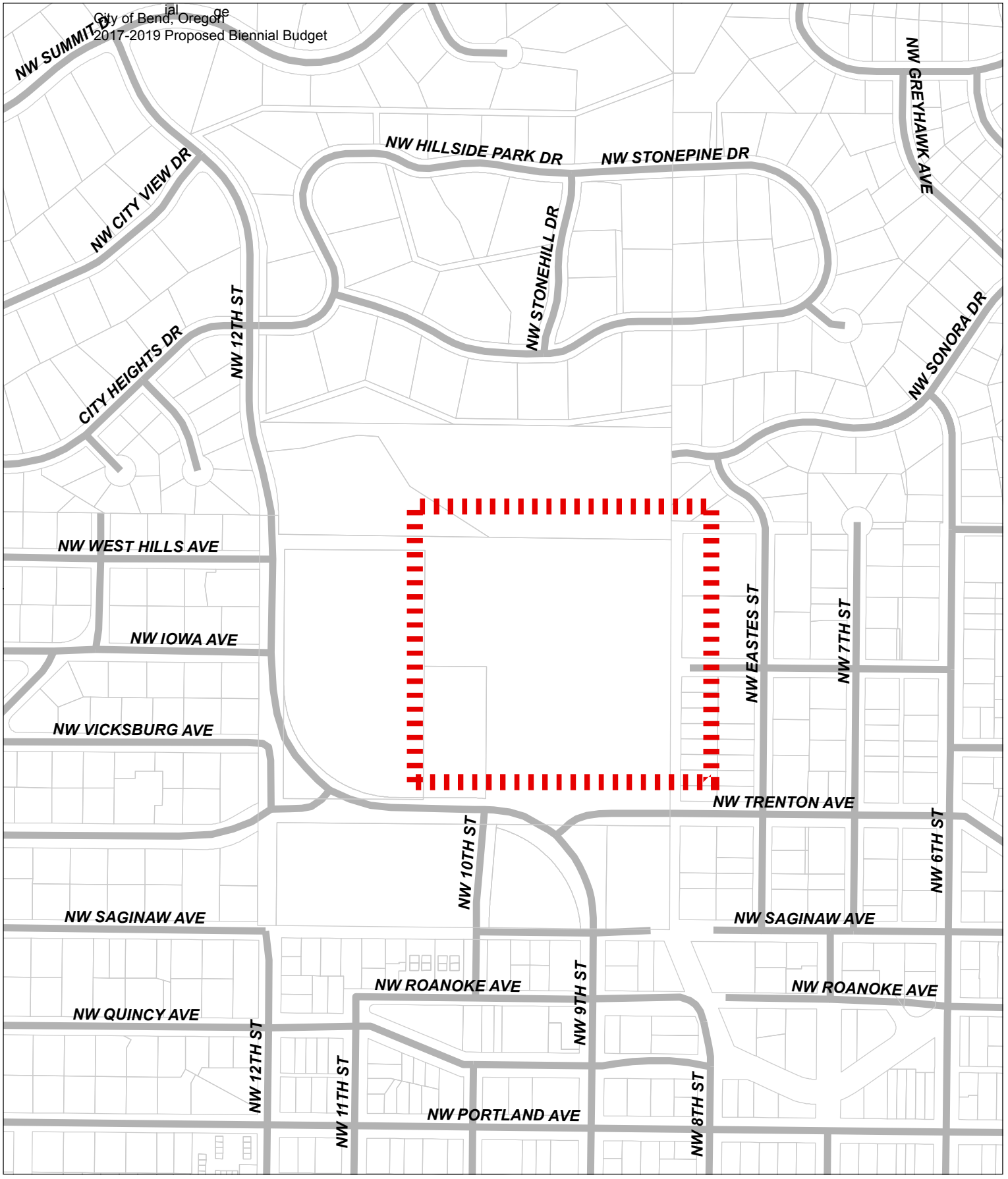
Impact on Annual Operating Budget: N/A

Consequence of Delaying or Eliminating this Project: Private development decisions and capital improvement project prioritization will be based on limited data which can lead to less than optimal use of both public and private resources.

Project Related To: 1WSDC Water SDC Methodology Study

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$150,000	$400,000	$ -	$ -	$ -	$ -	$550,000



1WAWP Awbrey Well Supply Expansion

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Awbrey Well Supply Expansion	Budget Period:	2017-2019
		Total Project Est:	$2,021,760
Project Type:	Water	Target Start Date:	2019
Project Fund:	Water Fund	Target Completion:	Jun 2020
Project #:	1WAWP		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The Awbrey Well is a new well to be constructed on Awbrey Butte and will be used to meet future demands related to growth. This project was determined to be needed by the City's 2011 Water Master Plan through its optimization study when the maximum day demand reaches, or approaches, 35 Million Gallons per Day (MGD).

NEED/JUSTIFICATION

To meet the needs of future growth and expand groundwater use capability to supplement surface water when needed.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget: Increased operations and maintenance costs.

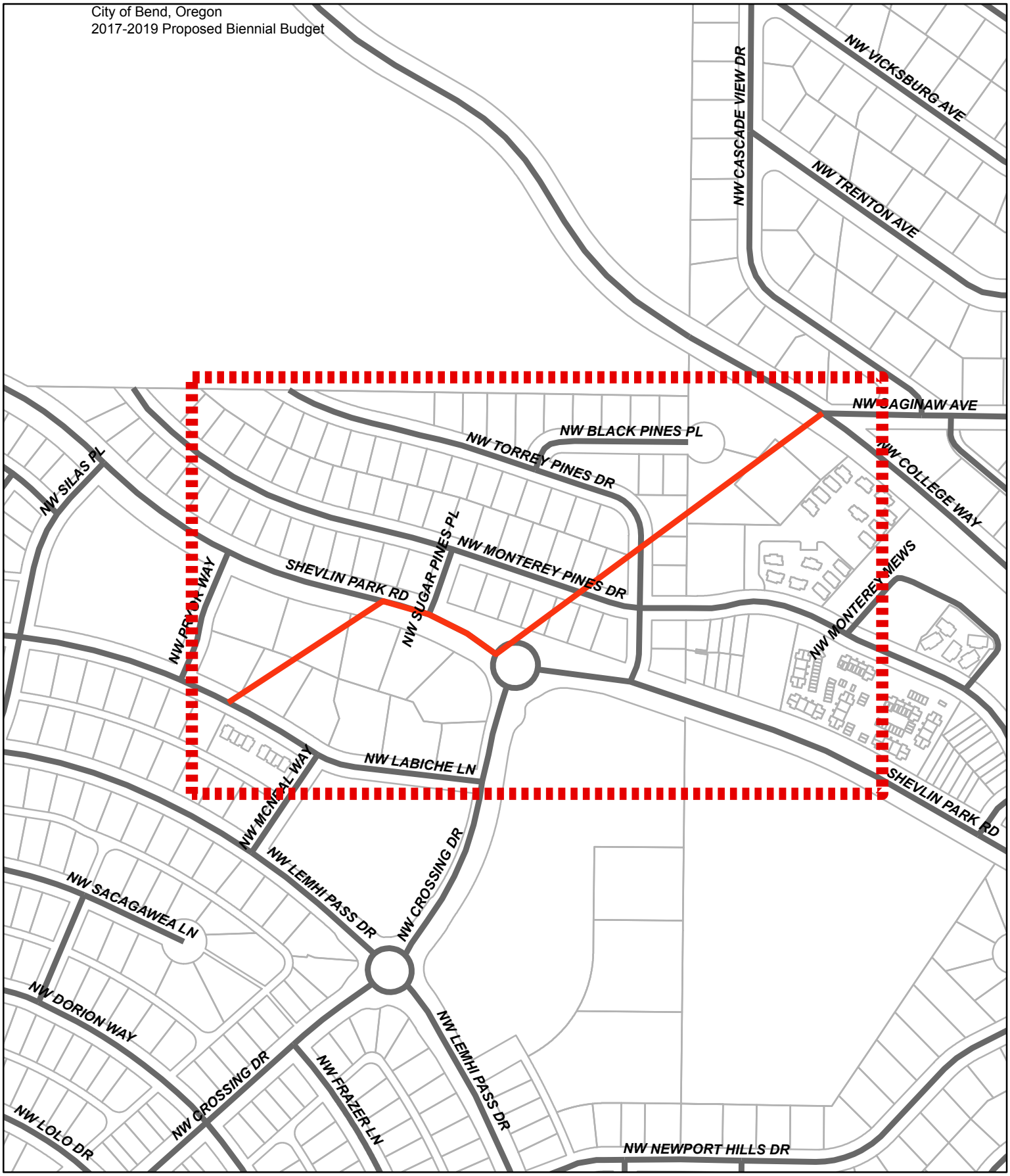
Consequences of Delaying or Eliminating this Project: If the City's demands rise to the point of triggering this investment, currently estimated at 2019, the City may not have sufficient supply to meet peak demands. This could trigger curtailment or water rationing should this occur.

Project Related to: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$2,021,760	$ -	$ -	$2,021,760

City of Bend, Oregon
2017-2019 Proposed Biennial Budget



1WCPS College Parallel Pipe Study

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 200 400 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	College Parallel Pipe Study	Budget Period:	2017-2019
		Total Project Est:	$1,215,760
Project Type:	Water	Target Start Date:	2019
Project Fund:	Water	Target Completion:	Jun 2020
Project #:	1WCPS		
Project Manager:	Unassigned		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The additional pipe will be needed to meet future demands related from growth.

NEED/JUSTIFICATION

Identified in 2011 master plan. The Water Master Plan Update (1WMP1) project, scheduled for the 2017-18 fiscal year, will determine the future for this project.

FINANCIAL NARRATIVE

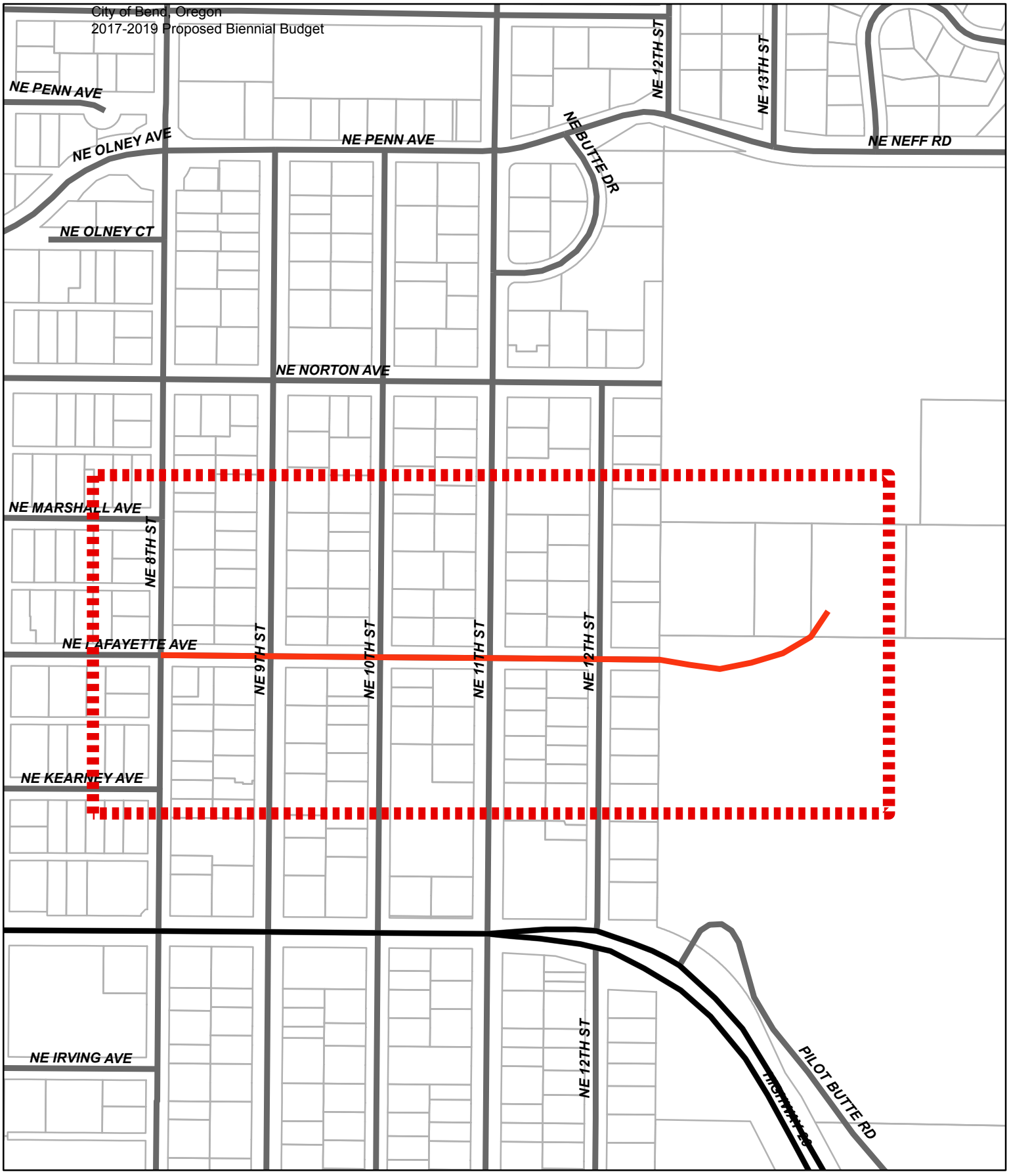
Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or Eliminating this Project: Reduced system efficiency

Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$1,215,760	$ -	$ -	$1,215,760



1WLPE Lafayette Pipe Enlargement

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 200 400 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Lafayette Pipe Enlargement	Budget Period:	2017-2019
		Total Project Est:	$250,640
Project Type:	Water	Target Start Date:	2019
Project Fund:	Water Fund	Target Completion:	Jun 2020
Project #:	1WLPE		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Replace an existing water pipe line with a larger diameter pipe line adjacent to existing Pilot Butte wells and reservoirs.

NEED/JUSTIFICATION

To meet growing water system demands by increasing water distribution system capacity.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget: Minimal. Annual maintenance on a couple additional valves.
Consequences of Delaying or Eliminating this Project: Could result in water shortages or low water pressure in certain areas of the water distribution.

Project Related to: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$250,640	$ -	$ -	$250,640

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	Valves Operational System Study	Budget Period:	2017-2019
		Total Project Est:	$234,000
Project Type:	Water	Target Start Date:	2020
Project Fund:	Water Fund	Target Completion:	Jun 2022
Project #:	1WVSS		
Project Manager:	Unassigned		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING	
TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

A study to review possible water system valving operational improvements.

NEED/JUSTIFICATION

To improve distribution system efficiencies and meet future water demands related to growth.

FINANCIAL NARRATIVE

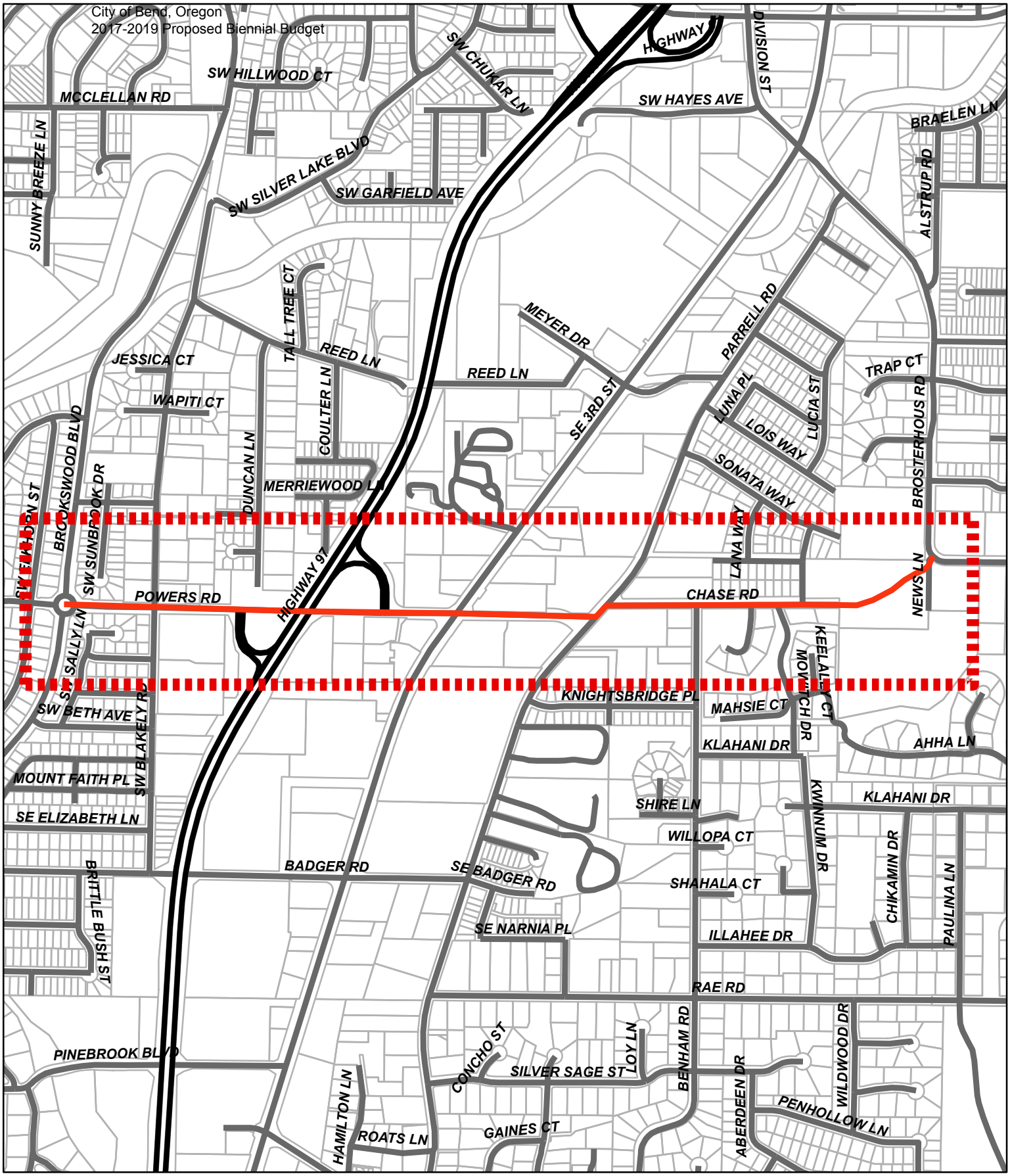
Impact to Annual Operating Budget: None

Consequences of Delaying or Eliminating this Project: Reduced system efficiency

Project Related to: 2011 City Water Master Plan

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$78,000	$78,000	$78,000	$234,000



1WSPP Parallel Piping Brookswood to Brosterhous

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 500 1,000 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Parallel Piping Brookswood to Brosterhous	Budget Period:	2017-2019
		Total Project Est:	$1,596,400
Project Type:	Water	Target Start Date:	2020
Project Fund:	Water Fund	Target Completion:	Jun 2021
Project #:	1WSPP		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The 2011 "Water System Master Plan Update – Optimization Study" identifies the need for a 42-inch diameter transmission pipeline (or 2x24-inch parallel pipes) between Brookswood Blvd. and Brosterhous Rd.

NEED/JUSTIFICATION

The large diameter transmission line(s) are needed to provide fire flow and domestic use capacity for the water system in the southern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the pipe(s) be installed in 2015. The second, and more important criteria, is based on actual system demand and actual need for the pipe(s). The triggers for this criteria are 39 MGD (Max Day Demand) and 17.3 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time.

FINANCIAL NARRATIVE

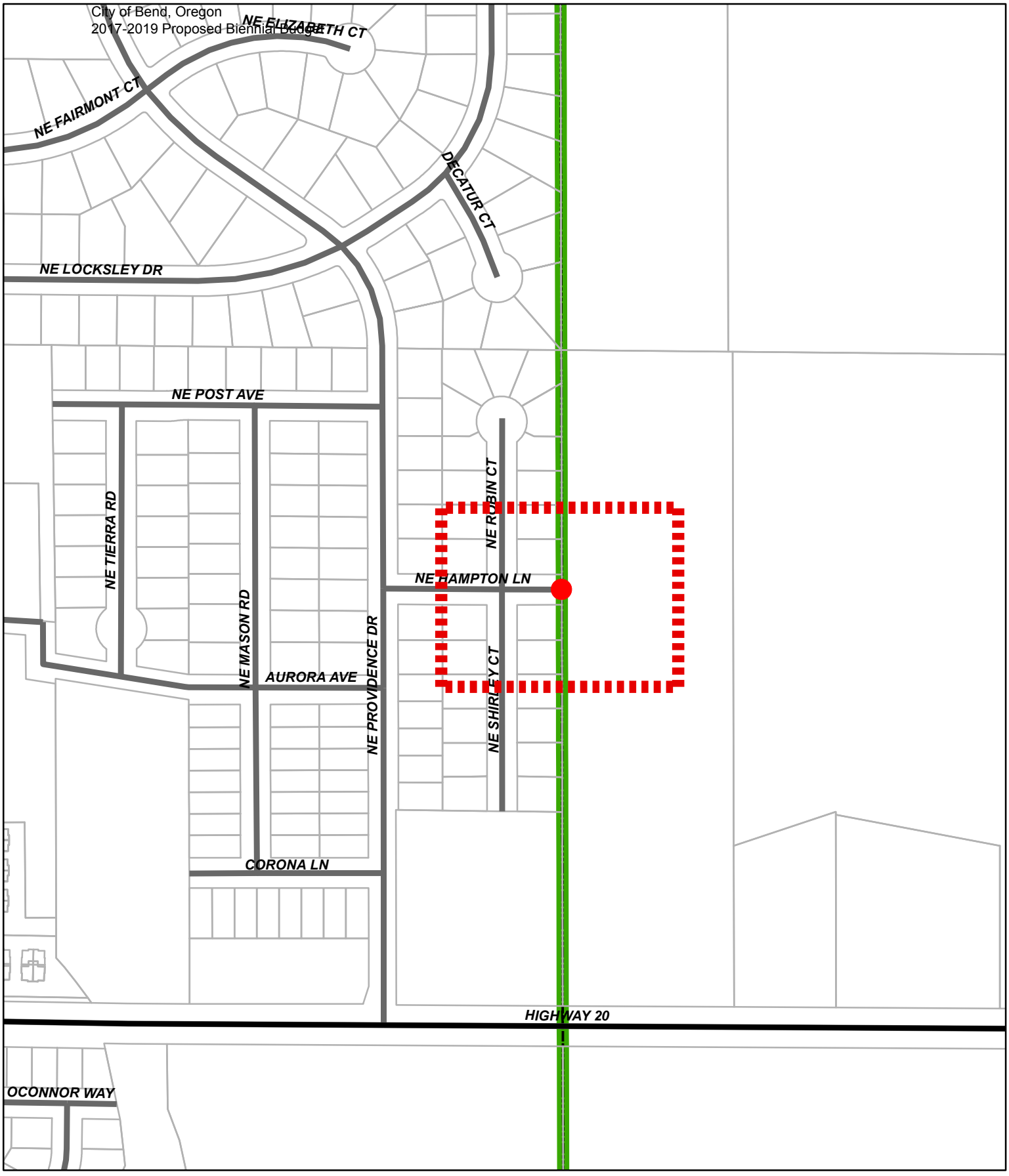
Impact on Annual Operating Budget: Minimal

Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited

Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$1,596,400	$ -	$1,596,400



1WSSC New Water Well - Near NE Shirley Ct

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 150 300 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	New Water Well – Near NE Shirley Court	Budget Period:	2017-2019
		Total Project Est:	$2,830,464
Project Type:	Water	Target Start Date:	2020
Project Fund:	Water Fund	Target Completion:	Jun 2021
Project #:	1WSSC		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The 2011 "Water System Master Plan Update – Optimization Study" identifies the need for a new ground water well in the vicinity of NE Shirley Ct. (near NE Providence Drive and HWY 20).

NEED/JUSTIFICATION

The well is needed to provide fire flow and domestic use capacity for the water system in the eastern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the well be installed in 2013. The second, and more important criteria, is based on actual system demand and actual need for additional water source. The triggers for this criteria are 35 MGD (Max Day Demand) and 15.6 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time (currently estimated to be FY 20/21).

FINANCIAL NARRATIVE

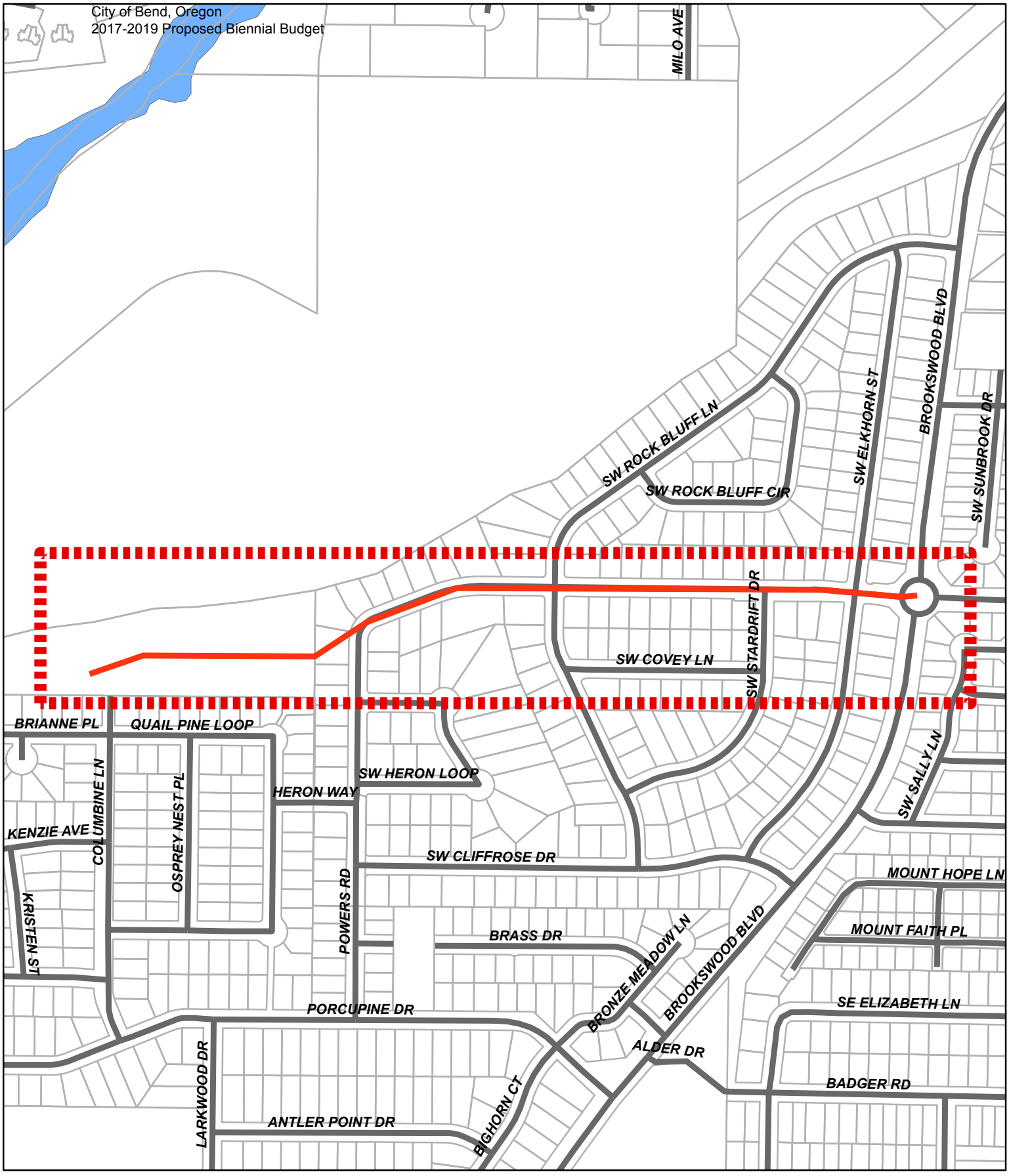
Impact on Annual Operating Budget: Minimal

Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited

Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$2,830,464	$ -	$2,830,464



1WRBO Parallel Piping Rock Bluff to Brookswood

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 250 500 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Parallel Piping Rock Bluff to Brookswood	Budget Period:	2017-2019
		Total Project Est:	$2,940,000
Project Type:	Water	Target Start Date:	2021
Project Fund:	Water Fund	Target Completion:	Jun 2022
Project #:	1WRBO		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The 2011 "Water System Master Plan Update – Optimization Study" identifies the need for a 42-inch diameter transmission pipeline (or 2x24-inch parallel pipes) between the existing Rock Bluff storage reservoir and Brookswood Blvd.

NEED/JUSTIFICATION

The large diameter transmission line(s) are needed to provide fire flow and domestic use capacity for the water system in the southern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the pipe(s) be installed in 2014. The second, and more important criteria, is based on actual system demand and actual need for the pipe(s). The triggers for this criteria are 37 MGD (Max Day Demand) and 16.4 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time.

FINANCIAL NARRATIVE

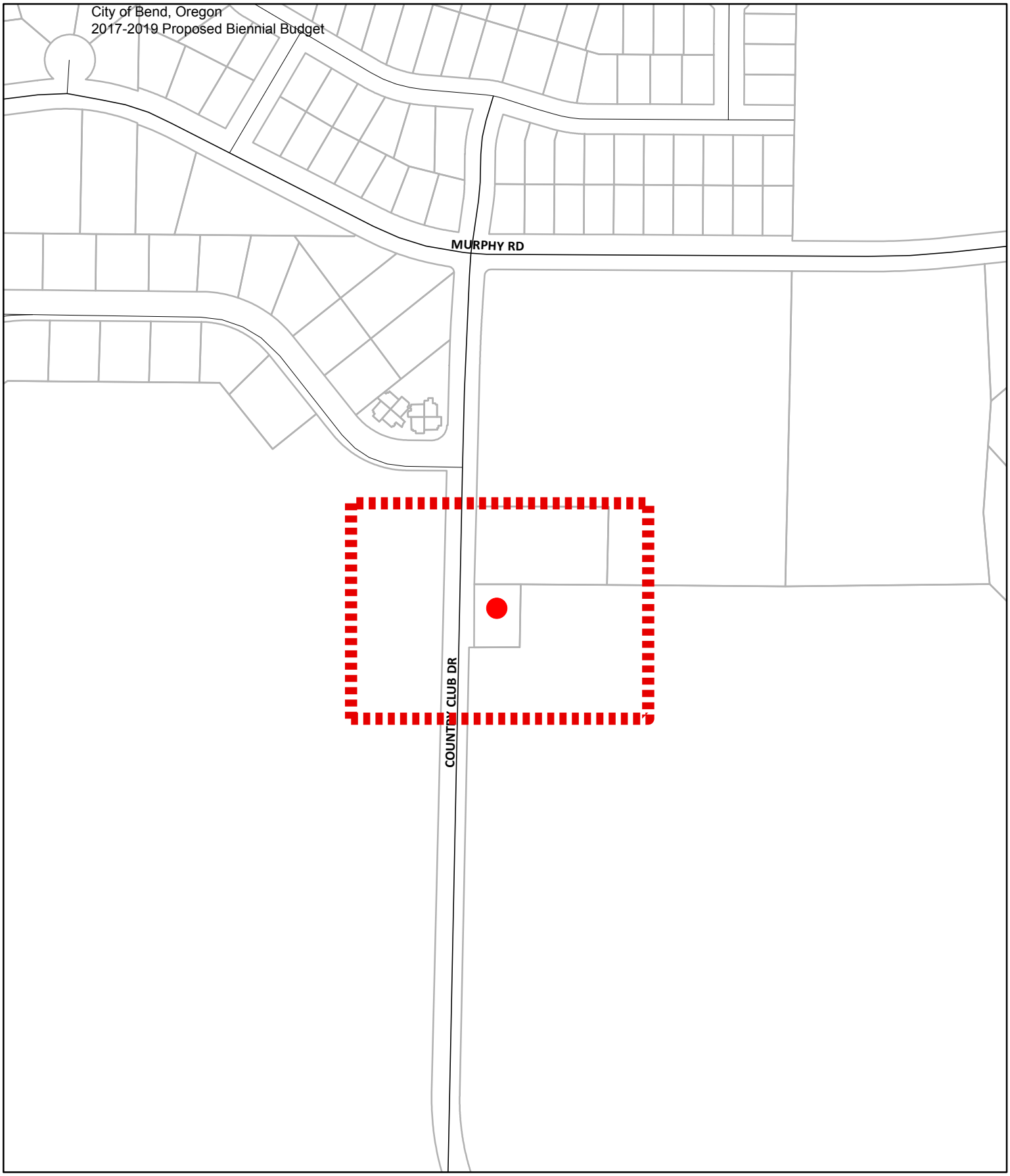
Impact on Annual Operating Budget: Minimal

Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited

Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$ -	$2,940,000	$2,940,000



1WSWO New Water Well Shiloh Site

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 150 300 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	New Water Well Shiloh Site	Budget Period:	2017-2019
		Total Project Est:	$2,721,600
Project Type:	Water	Target Start Date:	2021
Project Fund:	Water Fund	Target Completion:	Jun 2022
Project #:	1WSWO		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The 2011 "Water System Master Plan Update – Optimization Study" identifies the need for a new ground water well at the existing Shiloh Site.

NEED/JUSTIFICATION

The well is needed to provide fire flow and domestic use capacity for the water system in the south-eastern portion of the City. The Optimization Study evaluated the timing for improvement using a couple of criteria. One is based on the assumed population growth rate used at the time of the study which recommended the well be installed in 2015. The second, and more important criteria, is based on actual system demand and actual need for additional water source. The triggers for this criteria are 39 MGD (Max Day Demand) and 17.3 MGD (Average Day Demand) neither of which have been met thus far. Engineering staff will continue to monitor system demands and pursue design and construction at the appropriate time (currently estimated to be FY 21/22).

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal

Consequence of Delaying or Eliminating this Project: Growth in affected areas will be limited

Project Related To: 1WMP1 Water Master Plan Update

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$ -	$2,721,600	$2,721,600

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Capital Improvement Program 2018-2022

Water Reclamation
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1SPSD Pump Station Decommissions Program Projects:							
Nottingham PS Connection to SEI	5	$ 15,000	$ -	$ -	$ -	$ -	$ 15,000
#17A+B Ridgewater #1	5	90,000	-	-	-	-	90,000
#18A+B Bridges at Shadow Glen	5	90,000	-	-	-	-	90,000
#6A Tri-Peaks	5	30,000	220,000	-	-	-	250,000
#13A+B Crown Villa #1	5	20,000	180,000	-	-	-	200,000
#14A+B Crown Villa #2	5	20,000	180,000	-	-	-	200,000
#15 Murphy	5	15,000	135,000	-	-	-	150,000
#16A+B Quail Ridge #2	5	10,000	90,000	-	-	-	100,000
#19A+B South Village	5	20,000	180,000	-	-	-	200,000
#20A+B Sun Meadow	5	10,000	90,000	-	-	-	100,000
#90A+B Quail Ridge #1	5	10,000	90,000	-	-	-	100,000
1SP1X SEI Phase 1 Extension	5	8,000,000	-	-	-	-	8,000,000
1S2S3 SEI Schedule 2S&3	1	11,300,000	-	-	-	-	11,300,000
1XNAS North Area Sewer Capacity Improvement Projects:							
1SNAF North Area Force Main	1	1,700,000	-	-	-	-	1,700,000
1SNAS North Area Gravity Main	1	1,100,000	-	-	-	-	1,100,000
1SRLS Riverhouse Lift Station Hydraulic Upgrade	3	400,000	-	-	-	-	400,000
1SCAP Capacity Improvements	5	7,000,000	-	-	-	-	7,000,000
1SPSO Parallel Sewer on Olney Avenue	5	605,000	-	-	-	-	605,000
1SWRF Secondary Expansion	1	1,500,000	1,000,000	-	-	-	2,500,000
1SPIR Plant Interceptor Rehabilitation	5	4,905,000	5,515,000	-	-	-	10,420,000
1SBSS Southeast Bend Septic Solutions	5	1,000,000	800,000	-	-	-	1,800,000
1S036 Drake Lift Station Condition Upgrade	5	1,000,000	1,000,000	-	-	-	2,000,000
1SEIP East Interceptor	5	1,000,000	1,000,000	-	-	-	2,000,000
1SAMM Amethyst Mahogany Street Sewer	5	250,000	1,000,000	1,250,000	-	-	2,500,000
1SSHI Solids Handling Improvement Project	5	250,000	250,000	2,500,000	2,500,000	-	5,500,000
1SNIP North Interceptor	5	1,000,000	1,000,000	7,000,000	7,000,000	7,000,000	23,000,000
1SHWK Headworks	5	-	1,000,000	-	-	-	1,000,000
1SOC1 Odor Control Master Plan	N/A	-	-	1,050,000	-	-	1,050,000
1SSLA Sewer Storage - Land Acquisition	N/A	-	-	730,000	-	-	730,000
1SPIC Plant Interceptor Condition Assessment	5	-	-	630,000	-	-	630,000
1SMP1 Collection System Master Plan (Years 6-10)	N/A	-	-	750,000	-	-	750,000
1SFPU Facilities Plan Update	N/A	-	-	500,000	-	-	500,000
1SSFU Support Facilities Upgrade	N/A	-	-	1,250,000	1,250,000	-	2,500,000
1SGPA Gravity Pipe Condition Assessment	5	-	-	200,000	200,000	200,000	600,000
Total Water Reclamation CIP		**$ 41,340,000**	**$ 13,730,000**	**$ 15,860,000**	**$ 10,950,000**	**$ 7,200,000**	**$ 89,080,000**

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

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

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Pump Station Decommissions Projects	Budget Period:	2017-2019
		Total Project Est:	$1,515,000
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2019
Project #:	1SPSD		
Project Manager:	Murray, Oliver		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The project consists of decommissioning multiple sewer pump stations throughout the City where gravity sewer diversions have been determined to be viable.

NEED/JUSTIFICATION

The cost analysis in the Collection System Master Plan determined the following lift station decommissions: Nottingham Pump Station Connections to SEI, Ridgewater #1, Bridges at Shadow Glen, Tri-Peaks, Crown Villa #1 & #2, Muphy, Quail Ridge #1 & #2, South Village, and Sun Meadow.

FINANCIAL NARRATIVE

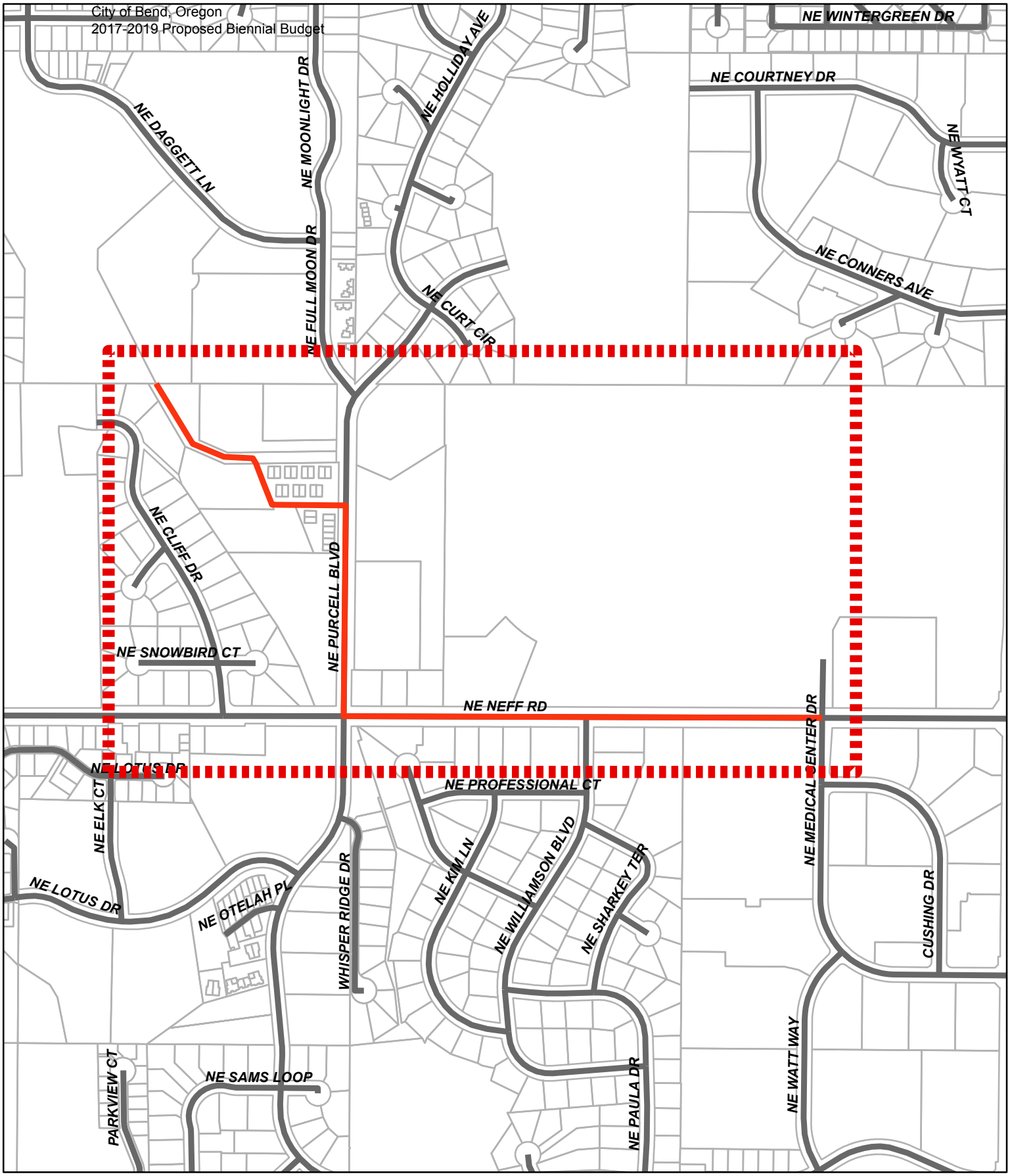
Impact on Annual Operating Budget: No impacts to operating budget.

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

Project Related To: 1XSEI Southeast Interceptor

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$20,000	$330,000	$1,165,000	$ -	$ -	$ -	$1,515,000



1SPIX Southeast Interceptor Phase 1 Extension

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 350 700 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	Southeast Interceptor (SEI) Phase 1 Extension	Budget Period:	2017-2019
		Total Project Est:	$10,500,000
Project Type:		Target Start Date:	2016
Project Fund:	Water Reclamation Water	Target Completion:	Dec 2017
Project #:	Reclamation Fund 1SPIX		
Project Manager:	Forster, Eric		
Cost Estimate Classification:	5		
Status:	Open		
Stage:	Construction		

METHOD OF FINANCING	
TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Downstream connection facility for SEI that activates use of the SEI. It comprises of a 24-inch line that runs from 27th Street to Moody Park. This project is essential in order for the SEI to reroute sewage away from the downtown and central sewer systems to the east side of the City in accordance with the Collection System Master Plan/UGB Expansion.

NEED/JUSTIFICATION

This project is essential in order for the SEI to reroute sewage away from the downtown and central sewer systems to the east side of the City in accordance with the Collection System Master Plan/UGB Expansion.

FINANCIAL NARRATIVE

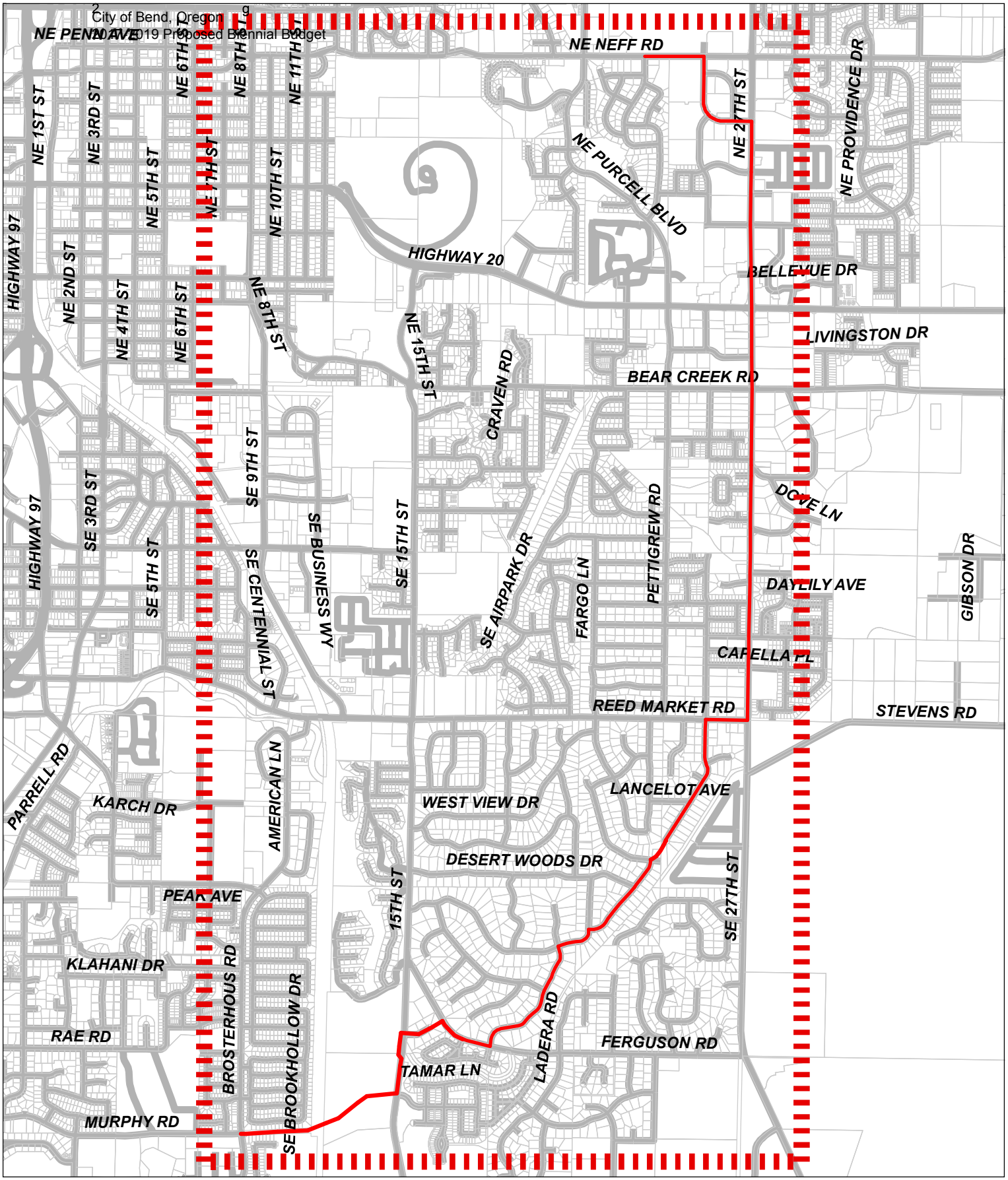
Impact on Annual Operating Budget: The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections.

Consequences of Delaying or Eliminating this Project: Inadequate sewage conveyance capacity to serve existing and future development. Possible building moratorium and increased likelihood of raw sewage spills resulting in public health risks and regulatory fines.

Project Related To: 1S2S3 Southeast Interceptor Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$2,500,000	8,000,000	$ -	$ -	$ -	$ -	$10,500,000



SW0707 Southeast Interceptor Project

Capital Improvement Projects
2015/16 - 2019/20

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South East Interceptor Schedule 2S&3	Budget Period:	2017-2019
		Total Project Est:	$31,466,250
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Dec 2017
Project #:	1S2S3		
Project Manager:	Forster, Eric		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Construction		

METHOD OF FINANCING

TYPE	DOLLAR	PERCENTAGE
Rates/SDC's		100%
Street Preservation	$665,000	

DESCRIPTION

Large diameter gravity sewer pipeline extending from the southwest quadrant to the northeast quadrant of the City. This project reroutes or intercepts a significant volume of sewage away from the downtown and central sewer systems to the east side of the City in accordance with the Collection System Master Plan.

NEED/JUSTIFICATION

This project is necessary to accommodate existing and future collection system demands and restore capacity to the older downtown and central core areas while providing service to a large area of un-serviced properties in the southeast quadrant. The collection system computer model clearly shows that the existing system is inadequate to meet future needs. Provides additional conveyance capacity that will enable the City to continue to provide service as the community increases in population. Extends ability to provide gravity sewer service to 1,000 un-serviced homes as well as ability to decommission 24 pump stations.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The addition of the interceptor will create additional infrastructure requiring intermittent maintenance cleaning and TV inspections. This should be more than mitigated by 12+ existing pump stations that will be taken off-line with subsequent projects related to this project.

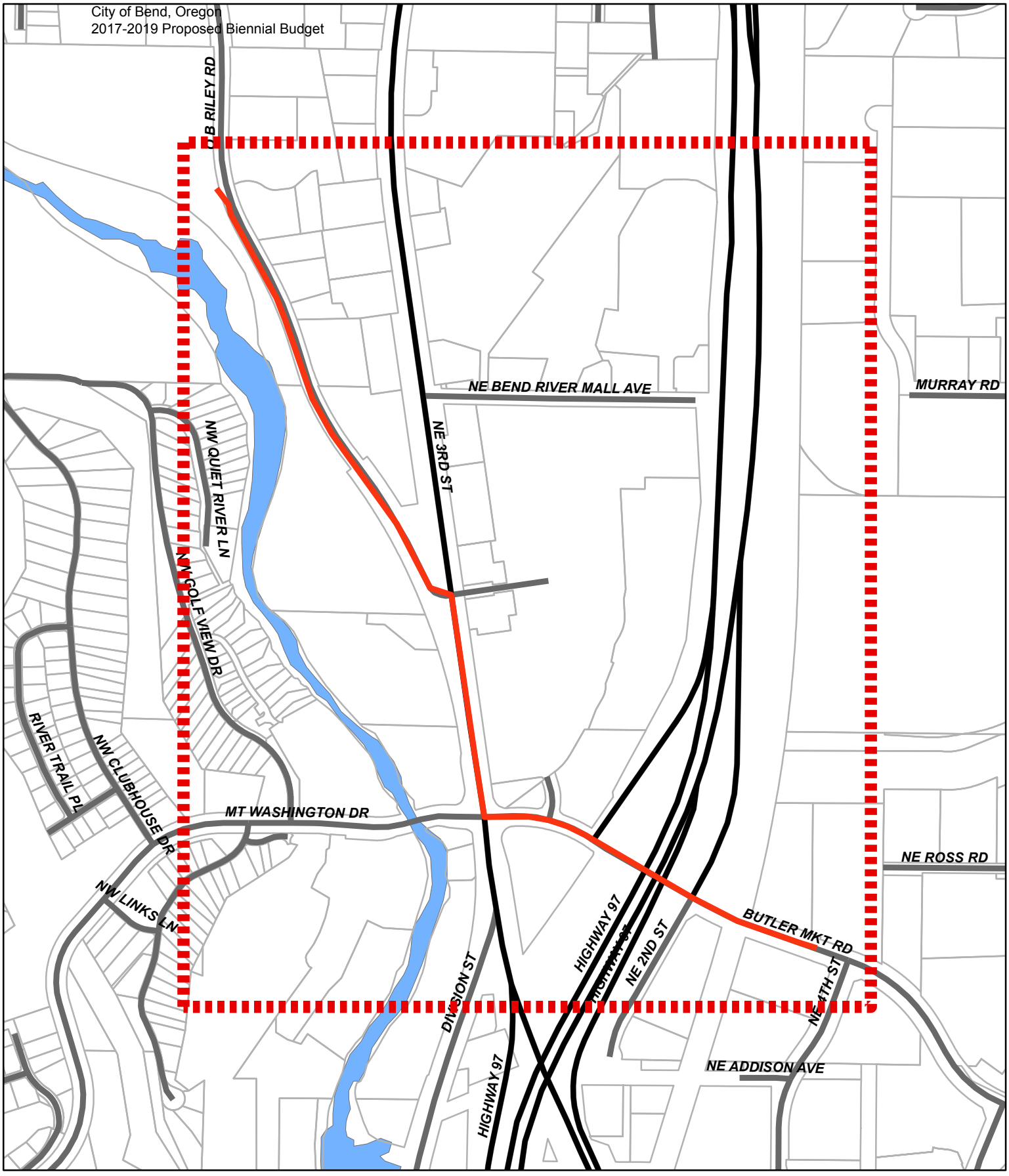
Consequences of Delaying or Eliminating this Project: Inadequate sewage conveyance capacity to serve existing and future development. Possible building moratorium and increased likelihood of raw sewage spills resulting in public health risks and regulatory fines.

Project Related To: 1XSEI Southeast Interceptor Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$20,166,250*	$11,300,000	$ -	$ -	$ -	$ -	$31,466,250

* Includes $665,000 in funding provided by Street Operations for street preservation work



1SNAF North Area Force Main

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 300 600 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	North Area Sewer Capacity Improvements	Budget Period:	2017-2019
		Total Project Est:	$8,806,862
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2018
Project #:	1SNAF, 1SNAS, 1SRLS		
Project Manager:	Franklet, George		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Constrution		

METHOD OF FINANCING		
TYPE	DOLLAR	PERCENTAGE
Rates/SDC's		100%
Street Preservation	$50,000	

DESCRIPTION

This project will increase the capacity of the gravity main downstream of the multiple force main discharge point at manhole 3157 and reroute the force main discharge from several lift stations and the NE 3rd Street pressure sewer. It will also reconfigure the structure at Mervin Sampels Bypass and include modifications to both the Sawyer and Riverhouse lift stations.

NEED/JUSTIFICATION

As one of the short term solutions recommended by the Sewer Infrastructure Advisory Group (SIAG) through the CSMP project, this solution was developed to facilitate development by addressing capacity challenged areas of the City. This project is the force main portion of the North Area solutions (identified as Area 2 in the CSMP process). The North Area solutions are being separated into three projects: (1) force, (2) gravity, and (3) Riverhouse Lift Station. This project provides a plan to facilitate development in the North Area of Bend and addresses capacity issues evidenced by existing surcharging in the system. The force main project has more certainty of being a long-term solution and lower risk of stranded assets than the gravity solution.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget

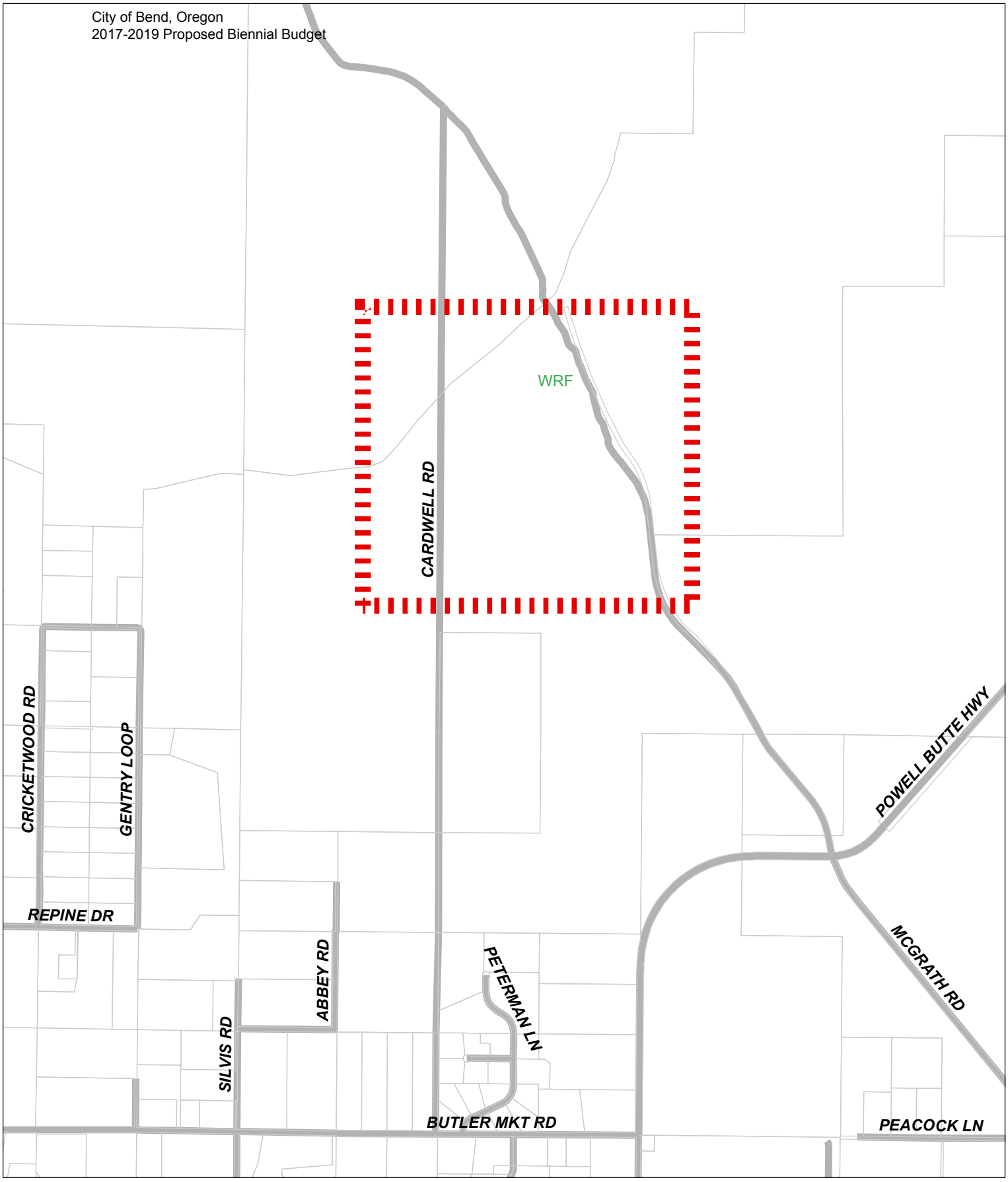
Consequences of Delaying or Eliminating this Project: Lack of capacity already results in surcharging of the collection system and could eventually result in overflows. Capacity issues also present challenges when addressing development pressures.

Project Related To: 1XNAS North Area Sewer Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$5,606,862*	$3,200,000	$ -	$ -	$ -	$ -	$8,806,862

* Includes $50,000 in funding provided by Street Operations for street preservation work



1SCAP CAPACITY IMPROVEMENTS

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Capacity Improvements	Budget Period:	2017-2019
		Total Project Est:	$8,000,000
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2018
Project #:	1SCAP		
Project Manager:	Robertson, Josh		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

This project would add plant capacity by retrofitting existing aeration basins to Integrated Fixed-Film Activated Sludge (IFAS) operation, making hydraulic improvements to plant piping and starting up Ultra Violet disinfection systems to replace the current chlorine contact system.

NEED/JUSTIFICATION

Treatment capacity is needed to keep up with growth and increased flows. Advanced UV disinfection will also improve effluent quality allowing more consistent production of reclaimed water.

FINANCIAL NARRATIVE

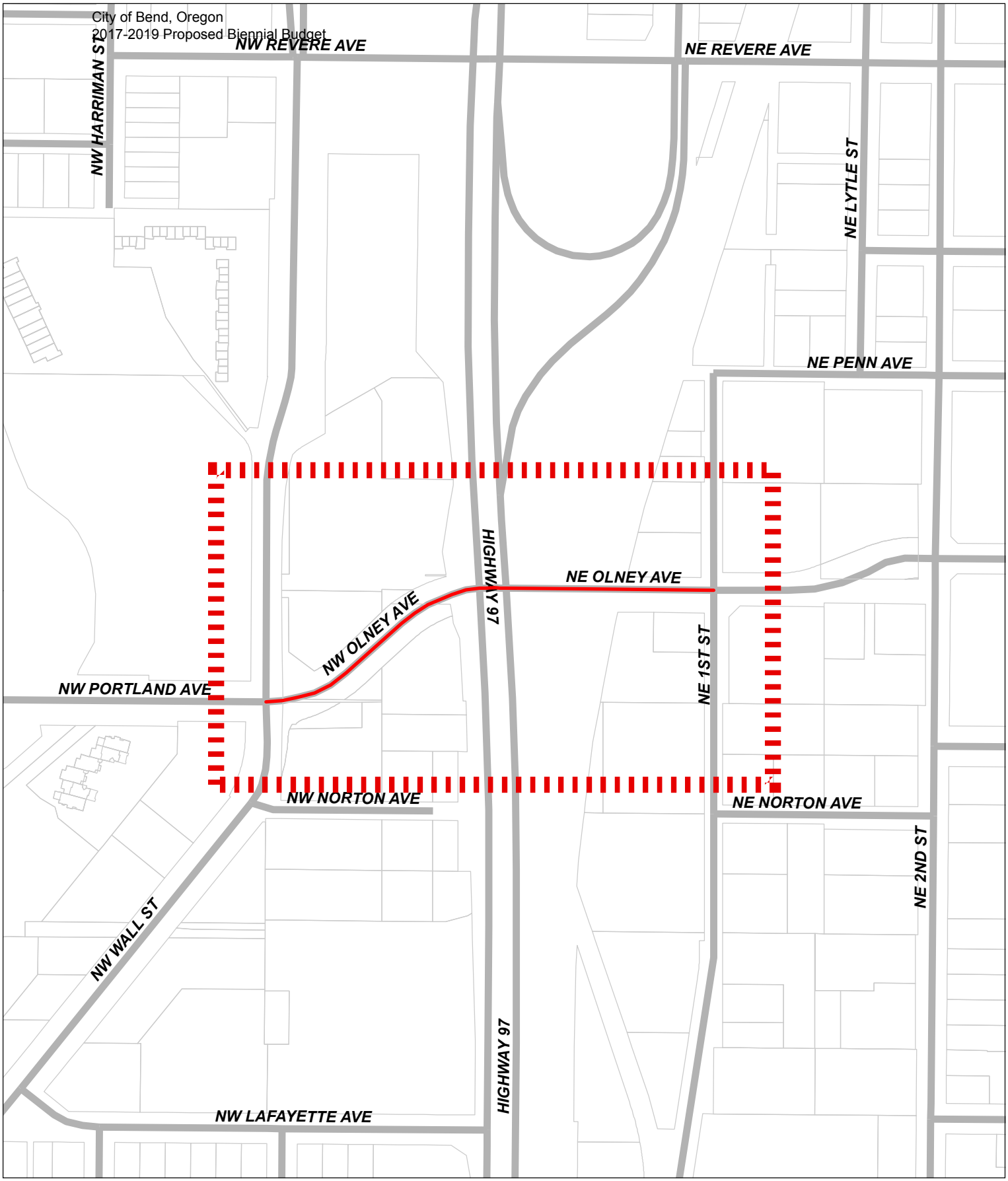
Impact on Annual Operating Budget: Minimal

Consequence of Delaying or Eliminating this Project: Unrealized treatment capacity and efficiency forgone

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$1,000,000	$7,000,000	$ -	$ -	$ -	$ -	$8,000,000



1SPSO Parallel Sewer on Olney Ave

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Parallel Sewer on Olney Avenue	Budget Period:	2017-2019
		Total Project Est:	$605,000
Project Type:	Water Reclamation	Target Start Date:	2018
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2018
Project #:	1SPSO		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Parallel 8-inch pipe along Olney Avenue between Wall Street and 1st Street, connecting to the existing 16-inch pipe at 1st Street and Olney Avenue intersection.

NEED/JUSTIFICATION

Eliminate City owned and maintained pump station at Pioneer Park.

FINANCIAL NARRATIVE

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

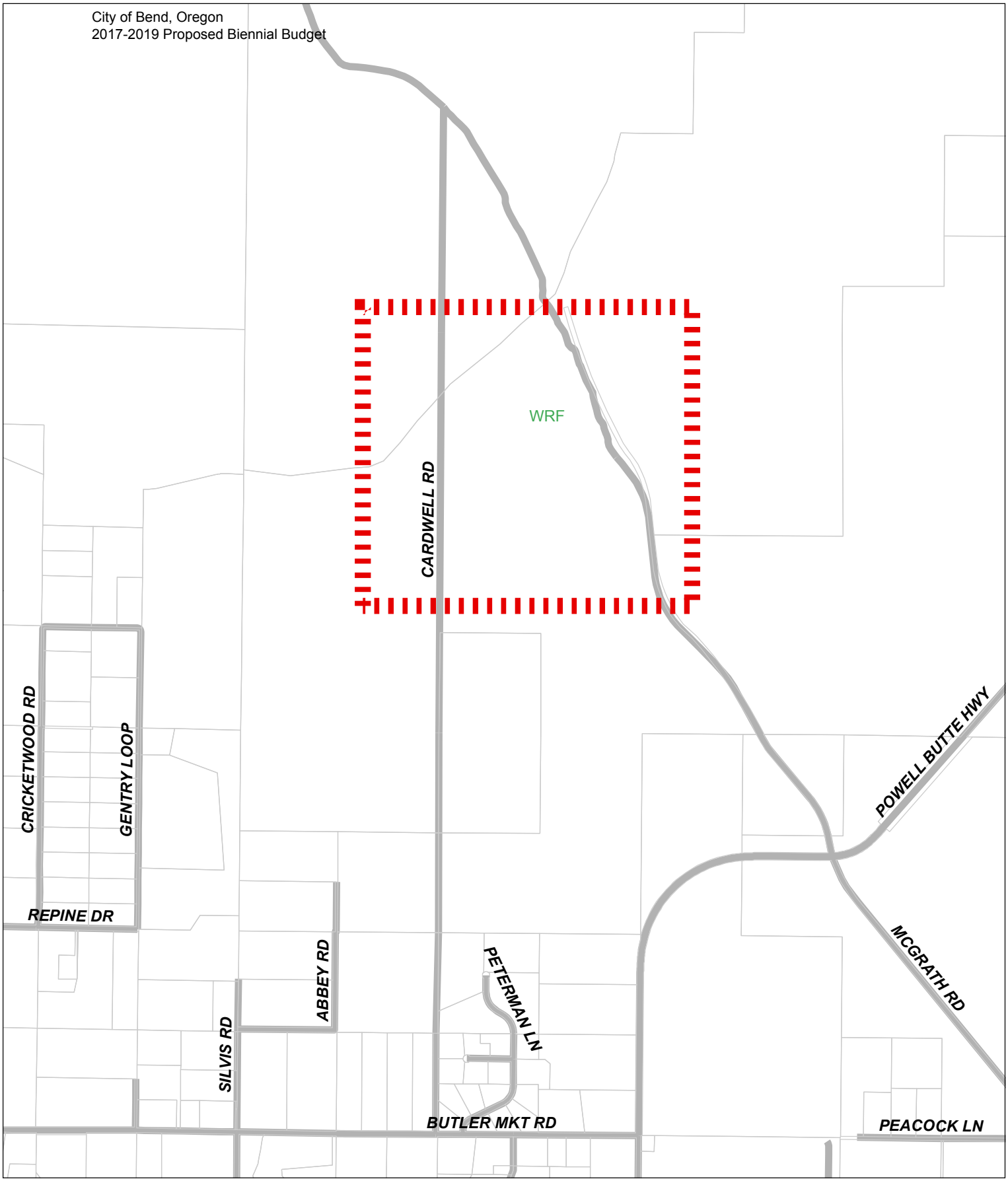
Consequence of Delaying or Eliminating this Project: Cost-savings from pump station elimination lost. Leaves another component within the system to prone to failure.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$605,000	$ -	$ -	$ -	$ -	$605,000

City of Bend, Oregon
2017-2019 Proposed Biennial Budget



1SWRF Secondary Expansion

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Secondary Expansion Water Reclamation Facility	Budget Period:	2017-2019
		Total Project Est:	$43,798,454
Project Type:	Water Reclamation	Target Start Date:	2008
Project Fund:	Water Reclamation Fund	Target Completion:	Dec 2018
Project #:	1SWRF		
Project Manager:	Robertson, Josh		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Construction		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

This project provides additional capacity to the primary and secondary treatment processes at the Water Reclamation Facility (WRF). These processes are currently nearing capacity and must be expanded to ensure the City meet the DEQ permitted treatment requirements. The project will add an aeration basin, primary clarifier, blower building, UV and sodium hypochlorite disinfection improvements, and piping modifications.

NEED/JUSTIFICATION

The WRF Facilities Plan concluded that the capacity of the secondary processes must be expanded within this budget period in order to maintain the effluent quality necessary to comply with existing and future discharge permit requirements. Ability to meet existing permit requirements and capacity to serve future growth. Without this additional treatment, future development will be negatively impacted.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Due to substantial increase in capacity it is anticipated that operational and maintenance costs will increase at the facility. Energy and equipment sustainability are a key parameter in the design of the expansion in order to reduce additional operating and maintenance costs.

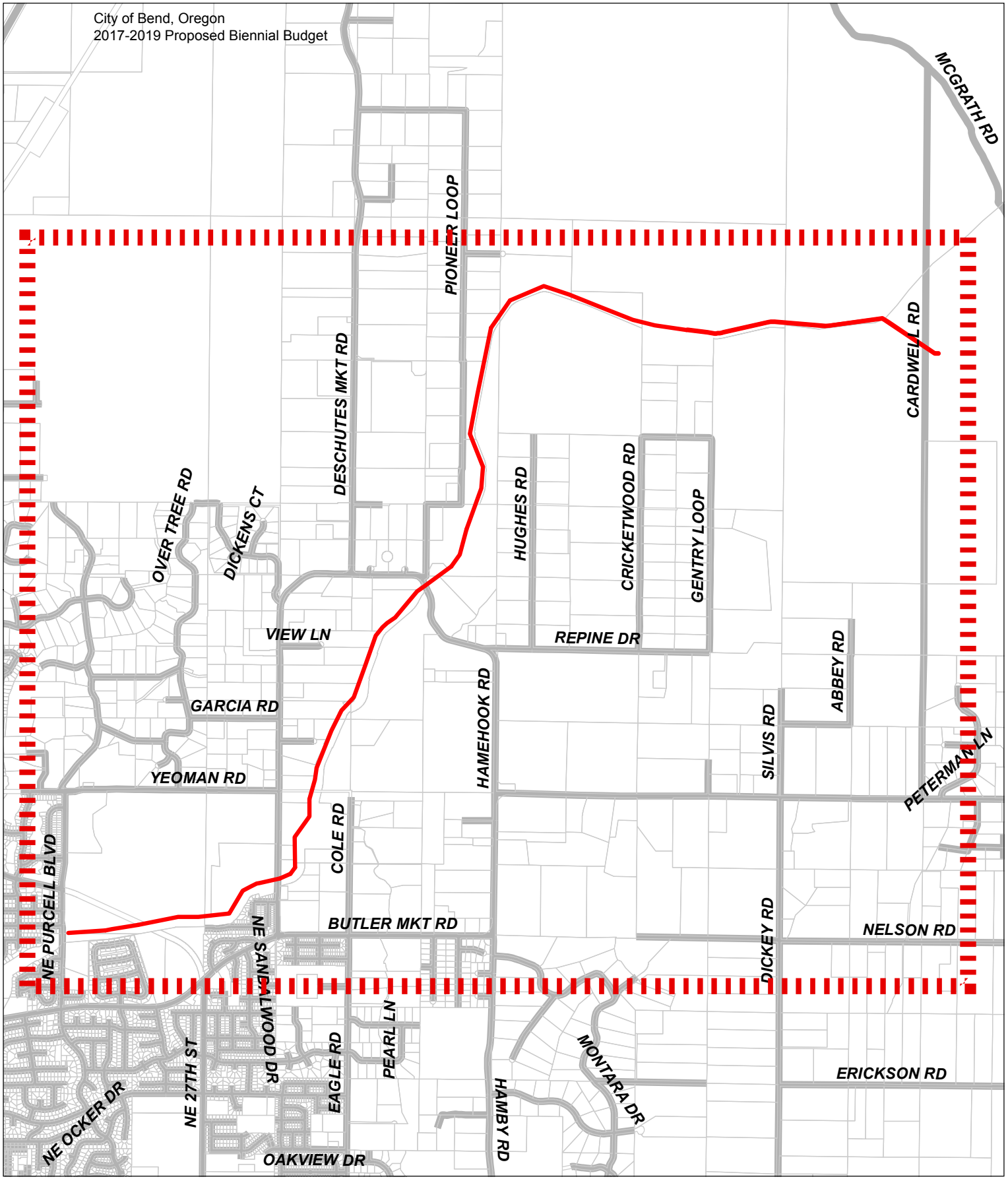
Consequences of Delaying or Eliminating this Project: Potential state fines and building moratoriums due to the inability to comply with waste discharge requirements as additional development is connected to the system.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$41,298,454	$1,500,000	$1,000,000	$ -	$ -	$ -	$43,798,454

City of Bend, Oregon
2017-2019 Proposed Biennial Budget



1SPIR Plant Interceptor Rehabilitation

Capital Improvement Projects
2018- 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Plant Interceptor Rehabilitation	Budget Period:	2017-2019
		Total Project Est:	$10,692,918
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2019
Project #:	1SPIR		
Project Manager:	Suhr, Jason		
Cost Estimate Classification:	5		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

This is a rehabilitation of the plant interceptor. Results of the 2010 condition assessment will be used to assist in developing the design. The recommendation that was provided includes installing a Cured-In-Place Pipe (CIPP) liner for the Grade 5 segments and sectional liners on all Grade 4 segments, upsizing 4 pipeline segments, replacing the existing siphon junction box, installing an air extraction system, and cleaning the double barreled siphons. The air extraction system will serve as a corrosion control system in that will extract air from the headspace of the pipe, drying it out and reducing the corrosion rate on the concrete. The rehabilitated pipe segments will be reclassified as Grade 3 or 2 upon installing the liner. This project includes the following CSMP projects: Project 7A-7E - Rehab of the interceptor, Project 24 & 69 - Upsizing of 4 pipe segments

NEED/JUSTIFICATION

This is one of the most important collection system pipelines in the City. The pipeline is deteriorating due to it's age as well as the extreme amount of usage. The City cannot afford to have this pipeline fail as it conveys all of the wastewater from the City to the Water Reclamation Facility. This project will rehabilitate the plant interceptor by designing and constructing a liner and corrosion control (air extraction) system. This solution provides protection for the worst portions of the pipe and keeps the other portions from deteriorating at the current rate.

FINANCIAL NARRATIVE

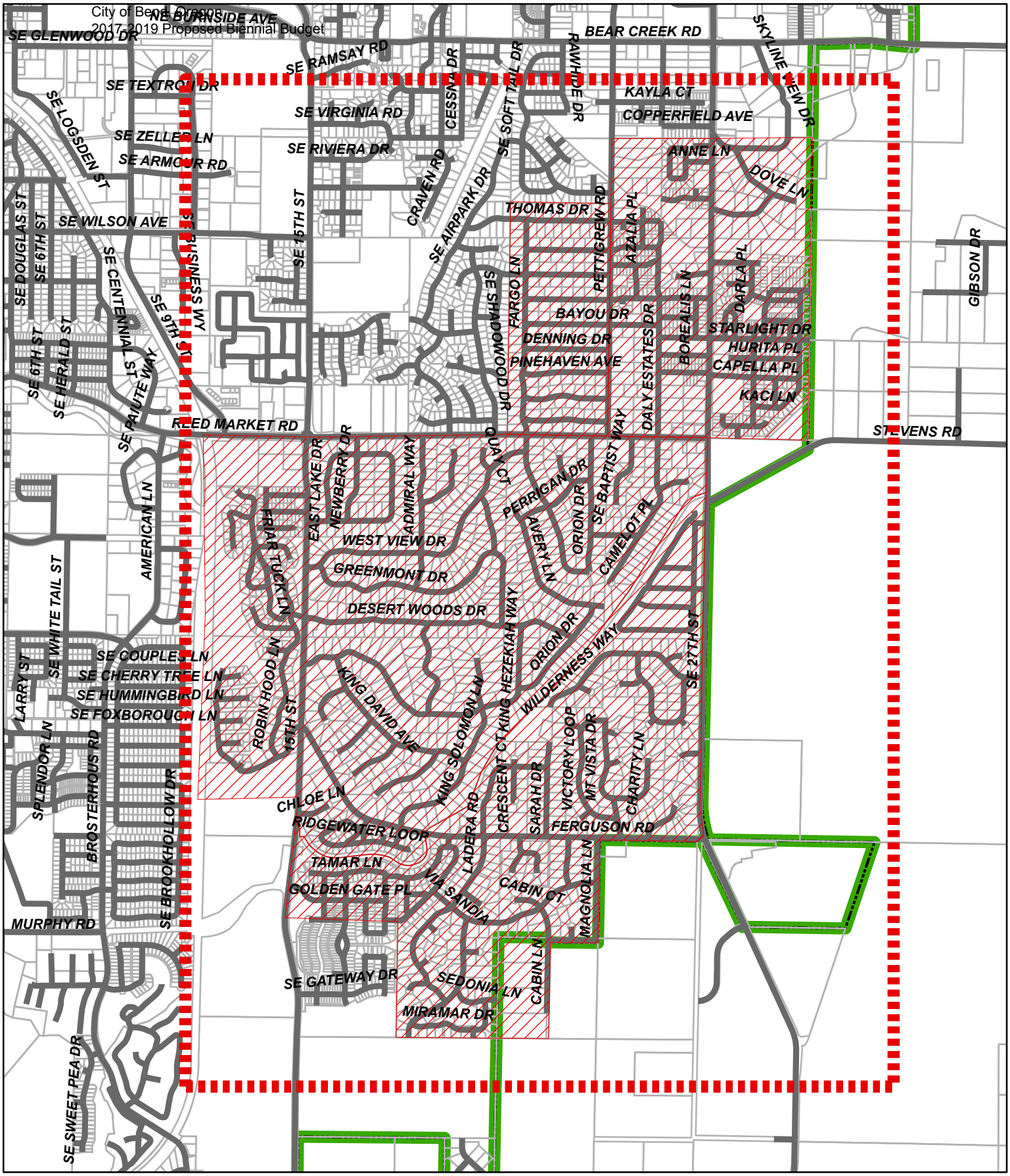
Impact on Annual Operating Budget: Projet will reduce the annual operational needs.

Consequence of Delaying or Eliminating this Project: The deficient pipeline may suffer an emergency scenario such as a collapse in the pipeline causing sewage to not be able to be conveyed to the treatment plant and spilling out over the surrounding area.

Project Related To: CSMP projects 7A-E, 24, and 69

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$275,918	$4,905,000	$5,515,000	$ -	$ -	$ -	$10,692,918


NE BUTLER MARKET RD
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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Southeast Bend Septic Solutions	Budget Period:	2017-2019
		Total Project Est:	$2,000,000
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2019
Project #:	1SBSS		
Project Manager:	Martin, Skip		
Cost Estimate Classification:	5		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

Design 70,000 feet of gravity sewer throughout South East Bend area, near the Kings Forest neighborhood. If constructed, this project will enable existing residences, currently on septic systems, to eventually and systematically connect to the recently constructed South East Interceptor (SEI). This project will require phases to meet constructability limitations and to better meet community involvement requirements.

NEED/JUSTIFICATION

DEQ requires residential customers on septic systems to eventually connect to gravity sewers, if the gravity sewer is within 300 feet of their property line. Branch gravity sewers in South East Bend need to be designed and constructed to provide 4-inch lateral connections at the resident's property lines.

FINANCIAL NARRATIVE

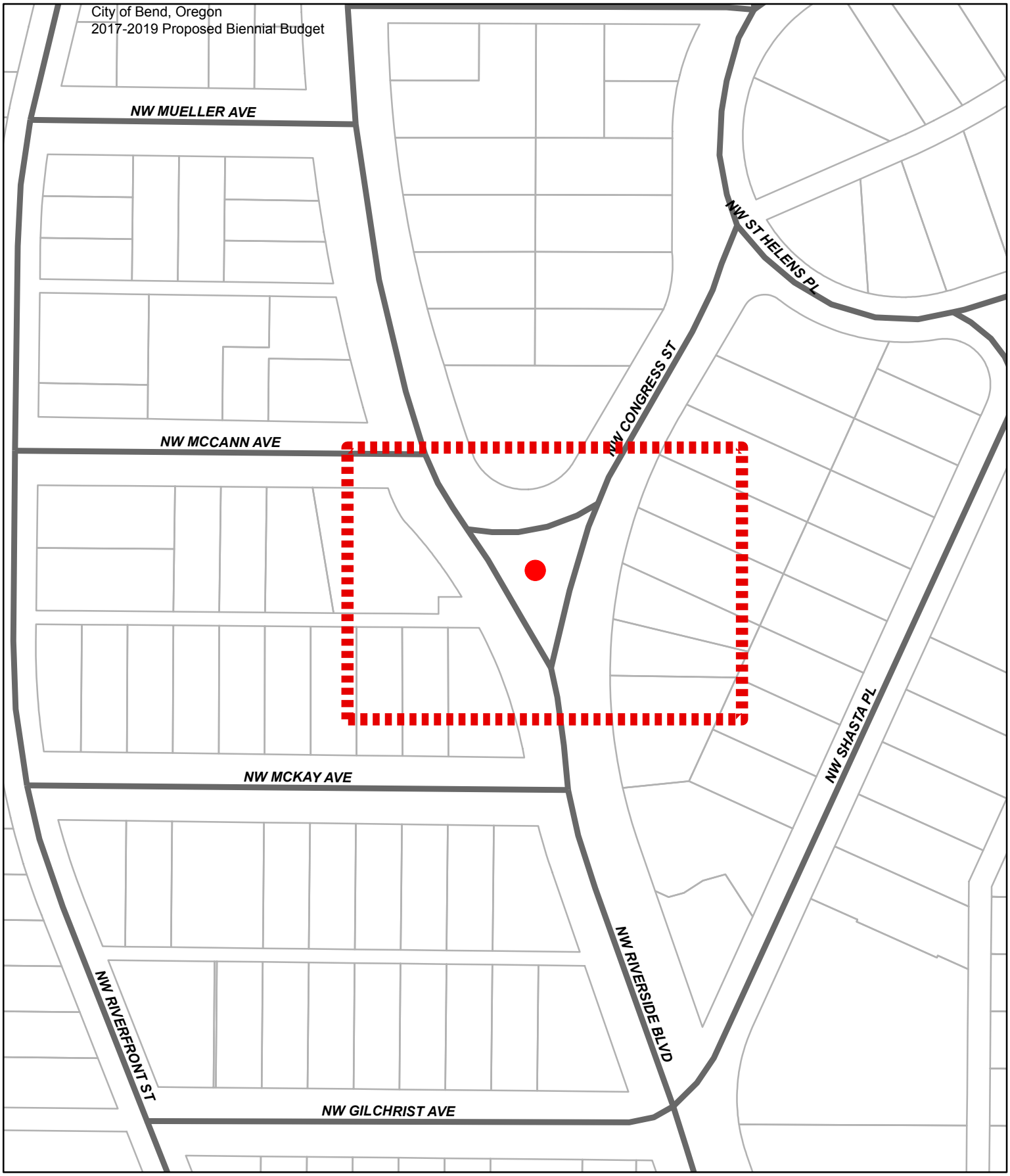
Impact on Annual Operating Budget: None

Consequence of Delaying or Eliminating this Project: Increases the risk of unplanned, ad hoc sewer connections by land owners required to connect to the City gravity sewers, because of their failed septic systems, and DEQ's enforcement of the 300-foot rule. SEI will go online in approximately one year from now. If the City has no plan, then DEQ will no recourse, but to strictly enforce the 300-foot rule, and the land owners with failed septic system will have no design standard to follow.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$200,000	$1,000,000	$800,000	$ -	$ -	$ -	$2,000,000



1SO36 Drake Lift Station Condition Upgrade

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 75 150 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	1S036 Drake Lift Station Condition Upgrade	Budget Period:	2017-2019
		Total Project Est:	$2,000,000
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Dec 2018
Project #:	1S036		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Replacement of existing facility with a new lift station to address condition issues and site constraints. Project includes pumps, piping, electrical and control equipment, standby generator for back-up power, odor control equipment, wet or dry well, liquid level monitoring, pressure monitoring, flow monitoring, bypass pumping port and telemetry equipment.

NEED/JUSTIFICATION

The existing Drake lift station is at the end of its useful life. Replacement is necessary to address condition issues, capacity issues, and site constraints. The project includes pumps, piping, electrical and control equipment, standby generator for back-up power, odor control equipment, and telemetry/SCADA equipment.

FINANCIAL NARRATIVE

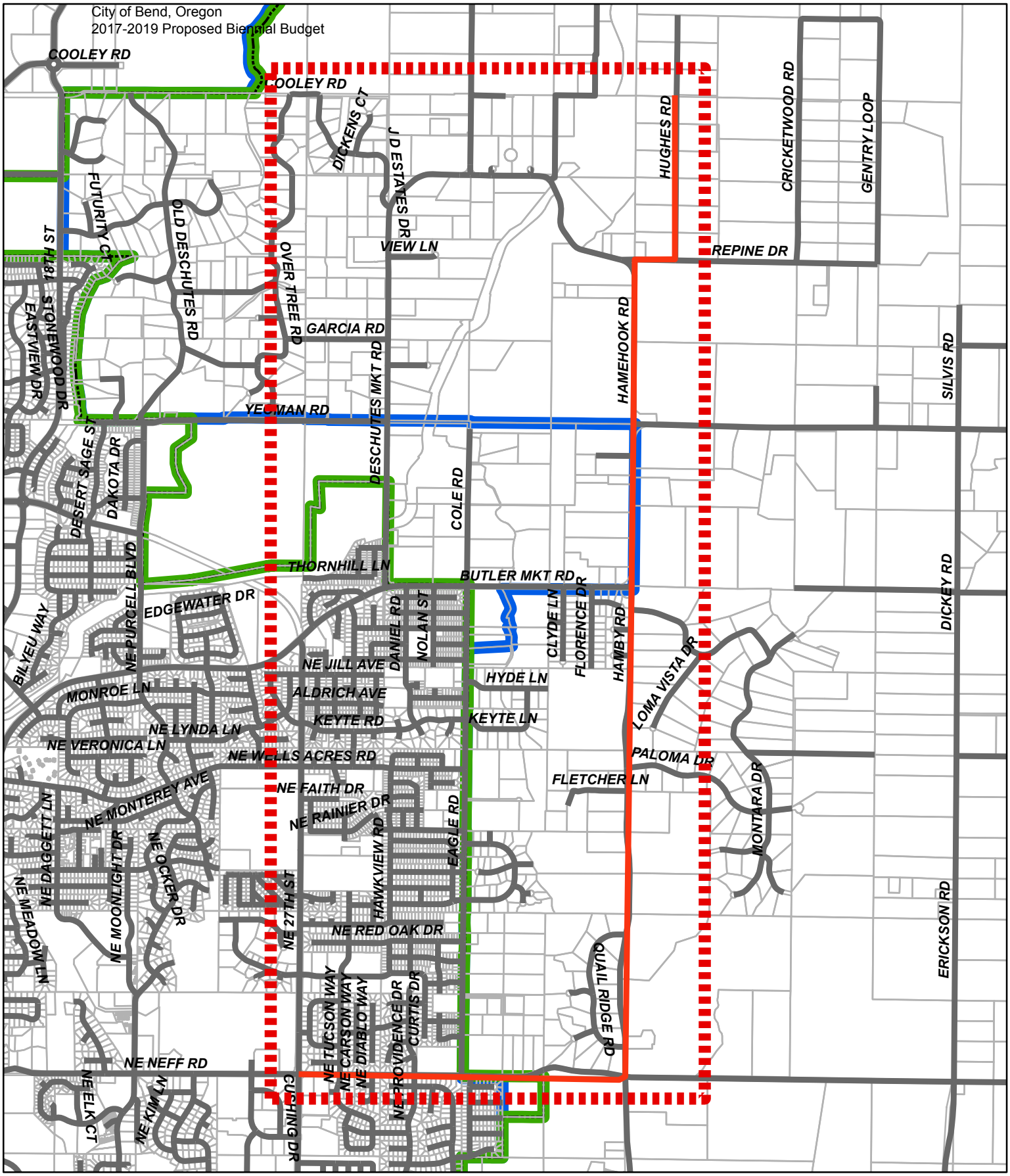
Impact on Annual Operating Budget: Reduced expense due to operation and maintenance of the pump station eliminated.

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

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$1,000,000	$1,000,000	$ -	$ -	$ -	$2,000,000



CITY OF BEND

1SEIP East Interceptor

Capital Improvement Projects
2018 - 2022

0 1,250 2,500 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	East Interceptor	Budget Period:	2017-2019
		Total Project Est:	$21,000,000
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2025
Project #:	1SEIP		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

New 30-inch pipe along 27th Street between Mary Rose Place and Butler Market Road, then along Butler Market Road to Deschutes Market Road, then along Deschutes Market Road, connecting to existing 36-inch pipe north of Deschutes Market Road and Monticello Drive intersection. This project will be triggered by a specific flow value that will be metered in the Southeast Interceptor, phase I.

NEED/JUSTIFICATION

Provides long term service to the upper reaches of the SEI to divert flows from the central core of Bend, provide the ability to service approximately 1,000 homes via gravity means that are currently on septic as well as service to significant undeveloped areas, and the ability to decommission 24 pump stations. Project is initiated by dry weather peak flow trigger of 920 gpm at manhole CMH002318. See Project ID 9 in the Collection System Master Plan for more information on Flow Monitoring Program.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This new facility will require minimal maintenance. Savings (and risk) are reduced as pump stations are decommissioned due to the ability to provide collection via a gravity system

Consequence of Delaying or Eliminating this Project: Higher potential for system overflows, Reduced capacities in other areas in the city

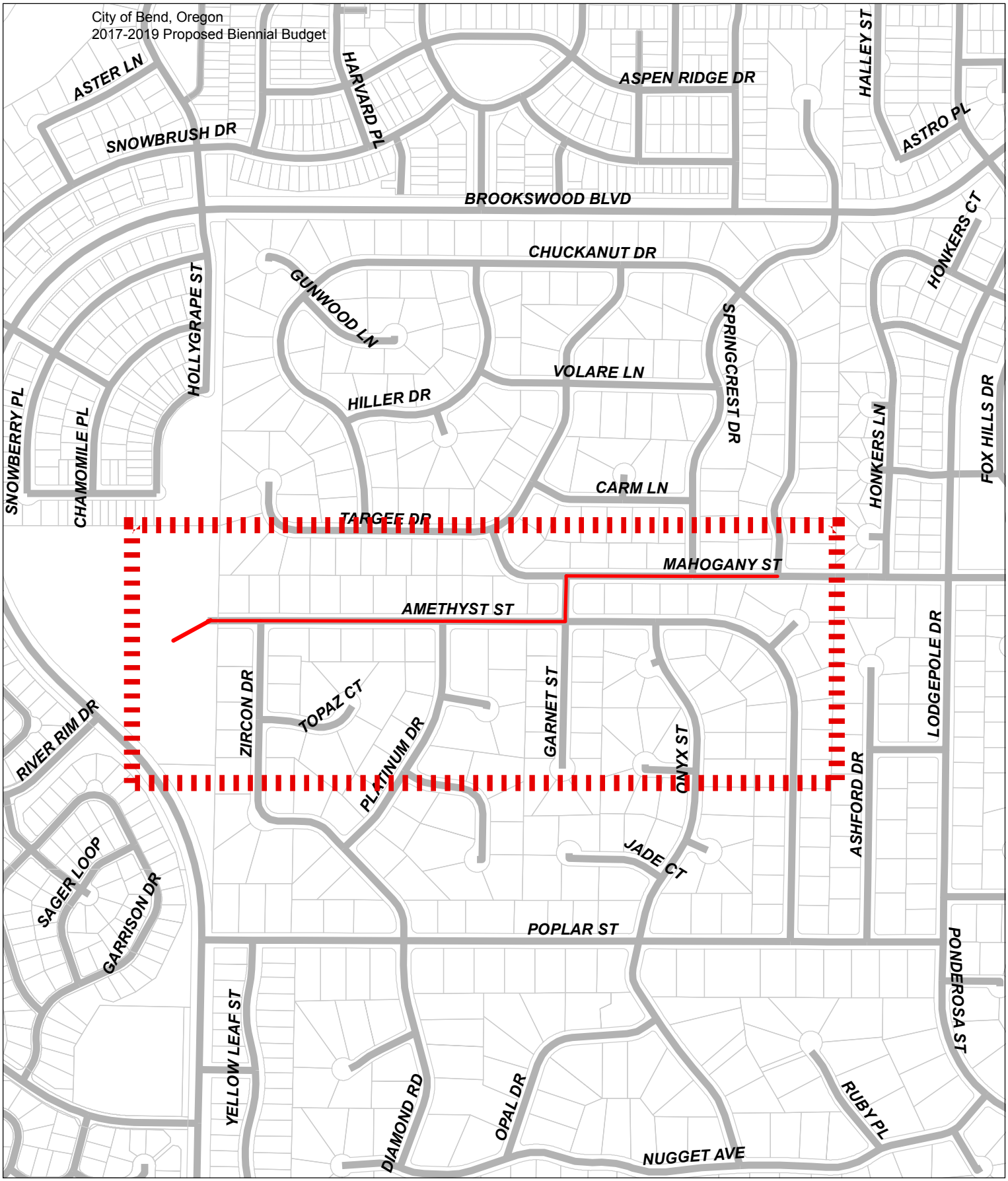
Project Related To: 1XSE Southeast Interceptor, 1XCOL Colorado Pump Station, SNIP North Interceptor

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$1,000,000	$1,000,000	$ -	$ -	$ -	$2,000,000*

* Project extends past current 5-Year CIP with $19,000,000 estimated in 2022-23 and beyond.

City of Bend, Oregon
2017-2019 Proposed Biennial Budget



1SAMM Amethyst/Mahogany Street Sewer

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Amethyst Mahogany Street Sewer	Budget Period:	2017-2019
		Total Project Est:	$2,500,000
Project Type:	Water Reclamation	Target Start Date:	2019
Project Fund:	Water Reclamation Fund	Target Completion:	Dec 2019
Project #:	1SAMM		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Parallel 8-inch pipe from Brookswood Boulevard and River Rim Drive intersection cross-country northeast to Amethyst Street, then east along Amethyst Street, connecting to the existing 10-inch pipe east of the Amethyst Street and Zircon Drive intersection.

Parallel 10-inch pipe along Amethyst Street east of Zircon Drive to Garnet Street, then along Garnet Street to Mahogany Street, then along Mahogany Street to Chuckanut Drive, connecting to the existing 12-inch pipe at Mahogany Street and Chuckanut Drive intersection.

Parallel 12-inch pipe along Granite Drive from Mahogany Street to Kings Lane, then along Kings Lane to Driftwood Lane, then along Driftwood Lane to Crystal Lane, then along Crystal Lane and cross-country, connecting to the existing 12-inch pipe northeast of the Crystal Lane and Driftwood Lane intersection.

NEED/JUSTIFICATION

Project is initiated by dry weather peak flow trigger of 270 gpm at manhole CMH002318. See Project ID 9 for more information on Flow Monitoring Program.

FINANCIAL NARRATIVE

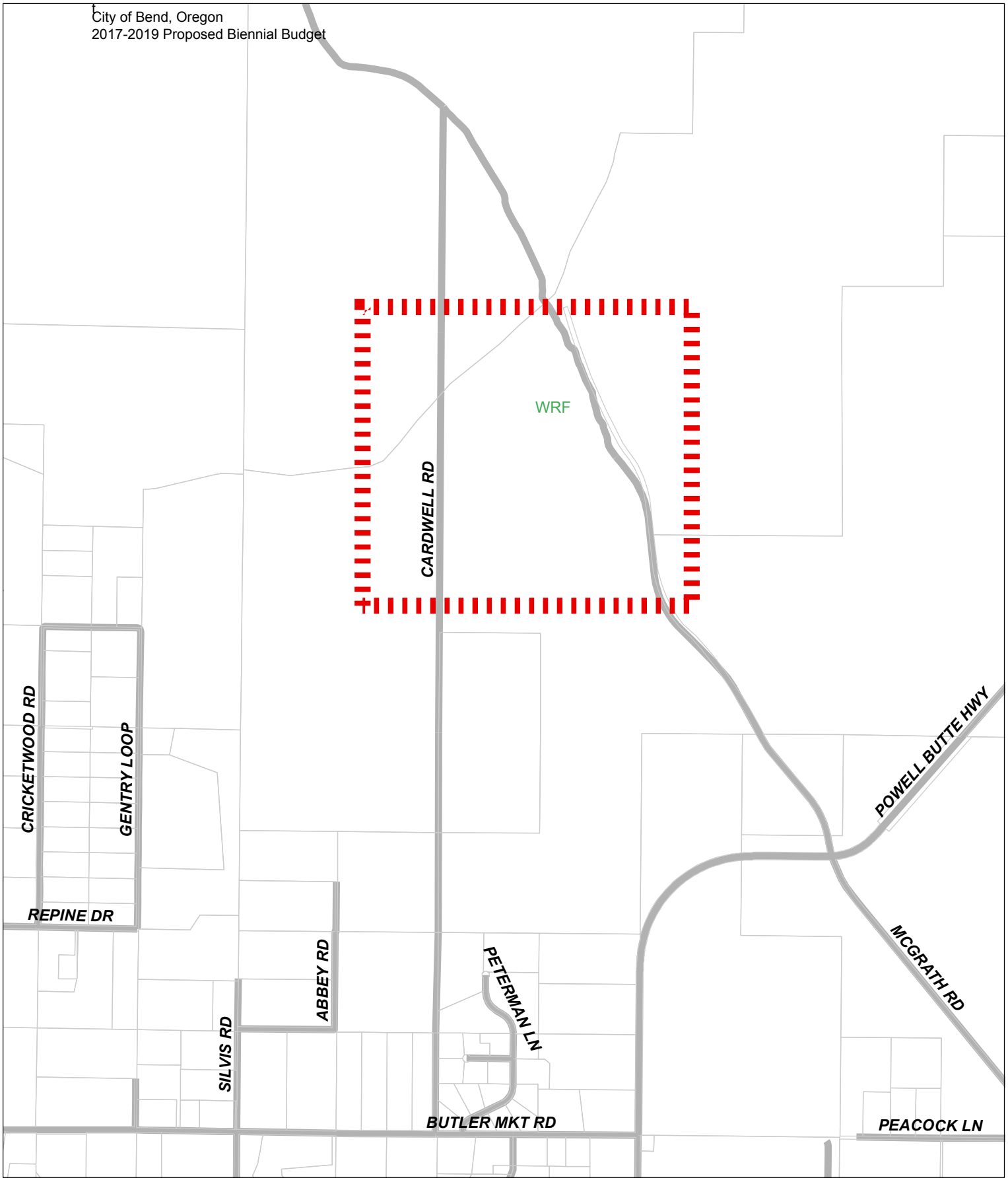
Impact on Annual Operating Budget: No impacts to operating budget.

Consequence of Delaying or Eliminating this Project: System capacity remains unchanged in the Amethyst/Mahogany area which may not keep up with expected growth in the area. The system capacity remaining the same increases the chances of a sanity sewer overflow (SSO), which violates our Water Pollution Control Facilities (WPCF) permit.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$250,000	$1,000,000	$1,250,000	$ -	$ -	$2,500,000



1SSHI SOLIDS HANDLING IMPROVEMENT

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Solids Handling Improvement Project	Budget Period:	2017-2019
		Total Project Est:	$5,500,000
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2021
Project #:	1SSHI		
Project Manager:	Robertson, Josh		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The solids handling project was originally scheduled to be part of the Secondary Expansion Project. It became apparent to the Utility staff that combining the solids handling project with the secondary upgrades was too large of an endeavor to take on and keep the WRF properly operating and meeting permit. In addition, solids handling equipment is seeing major advances in technology. Staff felt further investigation into treatment technologies was appropriate. As the secondary expansion project enters its final phases, and evaluation will be conducted of the existing solids handling systems and work will commence on concepts for a new system that will maximize existing infrastructure use to improve solids handling efficiency.

NEED/JUSTIFICATION

Maximize solids treatment and delivery efficiency so that the end user of the bioslids has a safe and effective product for their agricultural use.

FINANCIAL NARRATIVE

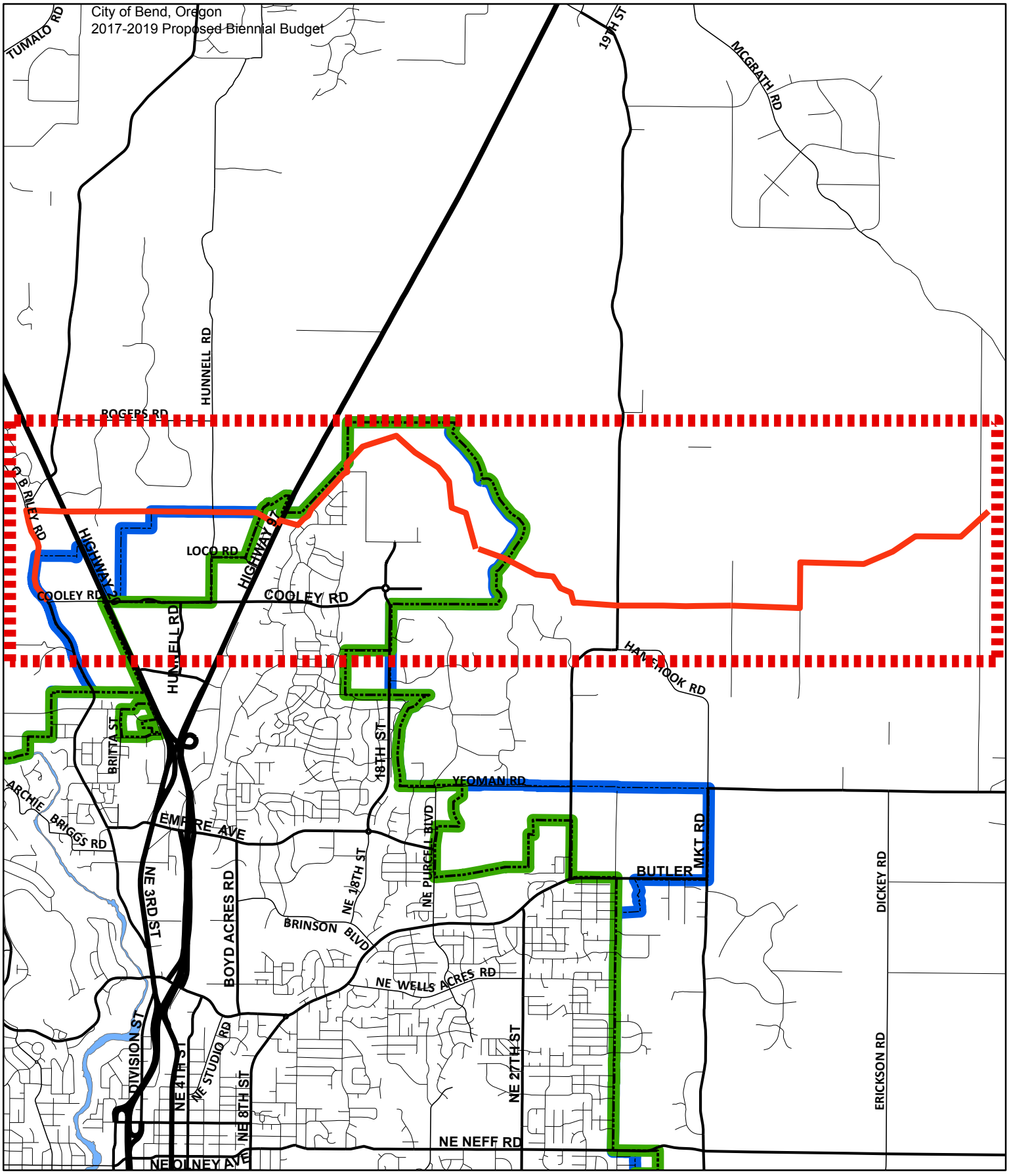
Impact on Annual Operating Budget: Positive; Will reduce overall costs associated with solids handling

Consequence of Delaying or Eliminating this Project: Unrealized efficiencies in solids handling foregone.

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$250,000	$250,000	$2,500,000	$2,500,000	$ -	$5,500,000



1SNIP North Interceptor

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 2,250 4,500 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	North Interceptor	Budget Period:	2017-2019
		Total Project Est:	$23,000,000
Project Type:	Water Reclamation	Target Start Date:	2017
Project Fund:	Water Reclamation Fund	Target Completion:	Dec 2021
Project #:	1SNIP		
Project Manager:	Franklet, George		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

New large diameter trunk line that extends from water reclamation facility west to Highway 97.

NEED/JUSTIFICATION

Provides additinoal sewer conveyance capacity for the entire north area, inclding both existing growth areas and new growth areas.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This new facility will require minimal maintenance. Savings (and risk) are reduced as pump stations are decommissioned due to the ability to provide collection via a gravity system

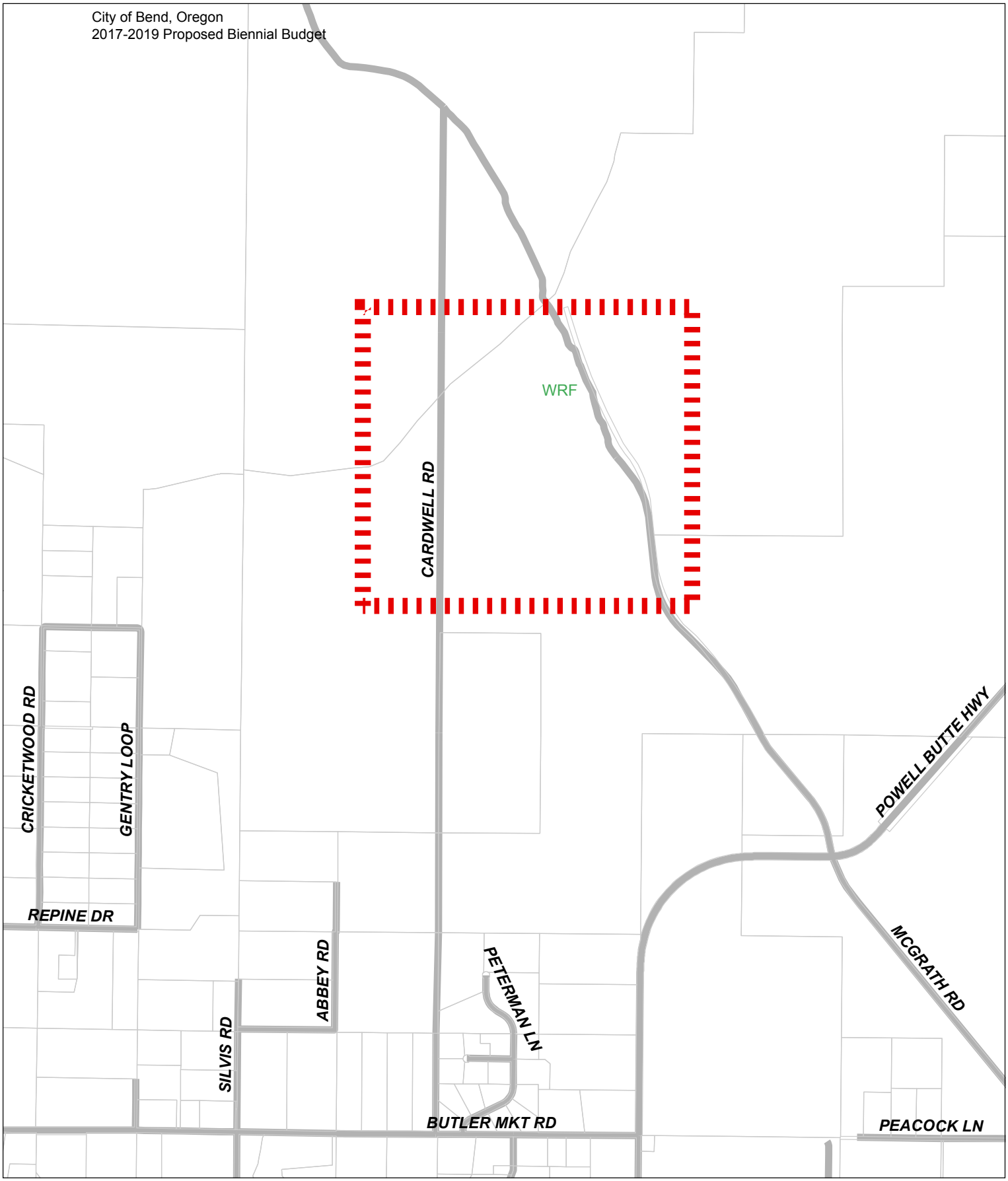
Consequence of Delaying or Eliminating this Project: Higher potential for system overflows, Reduced capacities in other areas in the city

Project Related To: 1SEIP East Interceptor Project

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$1,000,000	$1,000,000	$7,000,000	$7,000,000	$7,000,000	$23,000,000

City of Bend, Oregon
2017-2019 Proposed Biennial Budget



1SHWK HEADWORKS

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Headworks Upgrade	Budget Period:	2017-2019
		Total Project Est:	$1,000,000
Project Type:	Water Reclamation	Target Start Date:	2018
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2019
Project #:	1SHWK		
Project Manager:	Robertson, Josh		
Cost Estimate Classification:	5		
Status:	Open		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The existing headworks facility was designed and constructed in a manner which allows the installation of additional screening at such time as deemed necessary to meet the needs of the plant. It has been determined, based on current flow and loading, that the additional screening is now needed.

NEED/JUSTIFICATION

Add another screening mechanism at the headworks in order to increase Water Reclamation Facility primary treatment capacity as well as influent hydraulic capacity.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Minimal

Consequence of Delaying or Eliminating this Project: Reduced treatment capacity and efficiency

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$1,000,000	$ -	$ -	$ -	$1,000,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	Odor Control Master Plan	Budget Period:	2017-2019
		Total Project Est:	$1,050,000
Project Type:	Water Reclamation	Target Start Date:	2019
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2020
Project #:	1SOCI		
Project Manager:	Unassigned		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING	
TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

Collection System Odor Master Plan will include study, documentation and evaluation of the collection system odors issues as well as recommend improvements and prepare a capital improvement program.

NEED/JUSTIFICATION

Develop a plan to effectively and efficiently reduce and/or eliminate offensive odors generated within the sewer collection system.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Odor control facilities recommended by this study will impact operational costs. Actual cost impacts are unknown at this time.

Consequence of Delaying or Eliminating this Project: On-going odor complaints and further deterioration of piping systems

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$1,050,000	$ -	$ -	$1,050,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Sewer Storage - Land Acquisition	Budget Period:	2017-2019
		Total Project Est:	$730,000
Project Type:	Water Reclamation	Target Start Date:	2019
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2020
Project #:	1SSLA		
Project Manager:	Unassigned		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Central Sewer Storage: This project is for land acquisition that would be used in the future for offline underground storage of wet weather sewage flow. This project does not include design or construction of the storage facility. The future storage will connect to the gravity pipe in Studio Road (manhole CMH000543) to remove flow from the interceptor and pump the stored sewage back to the interceptor after the storm event has passed. The wet weather flow would cause deficiencies downstream of the storage facility if not captured. The future below ground storage tank will be approximately 0.25 million gallons.

Amethyst Street Sewer Storage: This project is for land acquisition that would be used in the future for offline underground storage of wet weather sewage flow. This project does not include design or construction of the storage facility. The future storage will connect to the gravity pipe in Amethyst Street (manhole CMH001642) to remove flow from the interceptor and pump the stored sewage back to the interceptor after the storm event has passed. The wet weather flow would cause deficiencies downstream of the storage facility if not captured. The future below ground storage tank will be approximately 0.1 million gallon.

Plant Interceptor Sewer Storage: This project is for land acquisition that would be used in the future for offline underground storage of wet weather sewage flow. This project does not include design or construction of the storage facility. The future storage will connect to the Plant Interceptor to remove flow from the interceptor and pump the stored sewage back to the interceptor after the storm event has passed. The wet weather flow would cause deficiencies downstream of the storage facility if not captured. The future below ground storage tank will be approximately 1.0 million gallons.

NEED/JUSTIFICATION

Secure land in order to site future sewage storage facilities as identified in the CSMP. The storage facility will mitigate peak flows and reduce pipe size requirements

FINANCIAL NARRATIVE

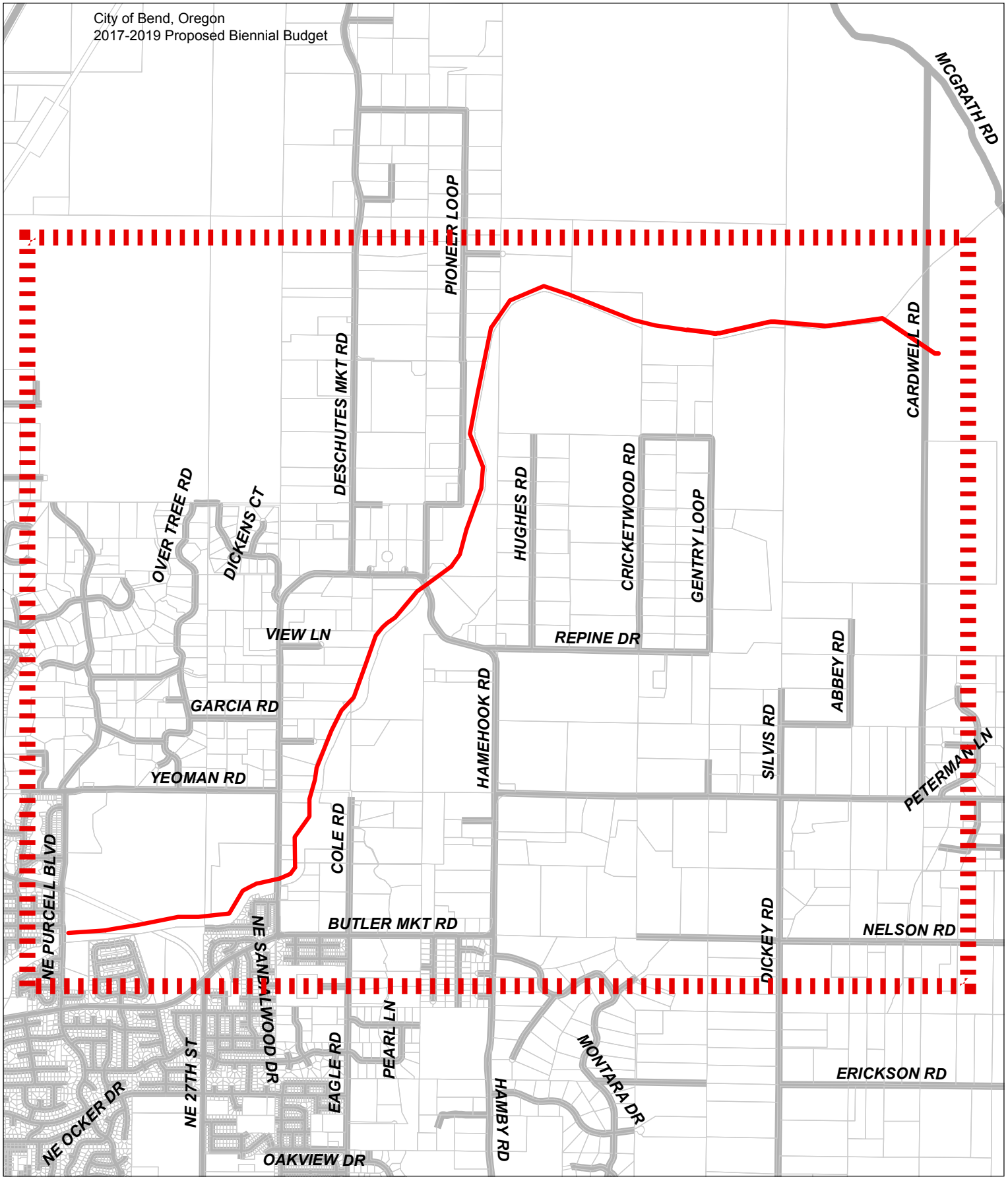
Impact on Annual Operating Budget: No impact to operations budget.

Consequence of Delaying or Eliminating this Project: Market fluctuations in land costs or unavailable land at a future date

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$730,000	$ -	$ -	$730,000



1SPIC Plant Interceptor Condition Assessment

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Plant Interceptor Condition Assessment	Budget Period:	2017-2019
		Total Project Est:	$630,000
Project Type:	Water Reclamation	Target Start Date:	2019
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2020
Project #:	1SPIC		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Condition Assessment of the Plant Interceptor and Siphon. This inspection requires different equipment than is currently owned by the Utilities Operations & Maintenance Department and the budget is for the City to hire a consultant to assist with this project. The Plant Interceptor is approximately 20,200 feet of 30-, 36- and 42-inch gravity pipe. The Siphon is approximately 4,900 feet of 21-inch and 36-inch parallel pipe. This project does not include assessment of any piping other than the Plant Interceptor. This project will serve as an update to the assessment conducted in 2013.

NEED/JUSTIFICATION

Perform condition assessment of key collection system interceptors and trunk lines. Determine which pipes may need to be rehabilitated, to what extent, and when needed.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequence of Delaying or Eliminating this Project: Further unknown degradation of key collection system pipes

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$630,000	$ -	$ -	$630,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Collection System Master Plan Update	Budget Period:	2017-2019
		Total Project Est:	$750,000
Project Type:	Water Reclamation	Target Start Date:	2019
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2020
Project #:	1SMP1		
Project Manager:	Hickmann, Tom		
Cost Estimate Classification:	NA		
Status:	Open		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

This project will update the City's Collection System Master Plan to reflect current and future build out conditions. Most of the work and cost associated with this update will be for system modeling including field data acquisition, model calibration and project optimization. An additional significant portion of the cost is related to supporting the public involvement process.

NEED/JUSTIFICATION

The City's sewer collection system model provides an important measure for development approval and capital improvement project prioritization. The current model is based upon a limited amount of data and it does not meet its objectives in a manner that provides optimal accuracy. Additional field data and model calibration are needed in order to have a reliable and accurate system model. Provides an invaluable tool in determining existing and future capacity constraints. Enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or Eliminating this Project: Private development decisions and capital improvement project prioritization will be based on limited data which can lead to less than optimal use of both public and private resources.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$750,000	$ -	$ -	$750,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Facilities Plan Update	Budget Period:	2017-2019
		Total Project Est:	$500,000
Project Type:	Water Reclamation	Target Start Date:	2019
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2020
Project #:	1SFPU		
Project Manager:	Robertson, Josh		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

The objective of this project is to update the current facilities plan to reflect current insight with respect to the plant itself as well as revised growth projections. The current facilities plan was completed in 2008 with a year 2030 planning horizon. Since that time, several factors which influence the operation of the plant have changed including increased flow, increased waste loading, a major plant expansion, revised biological treatment process, and discharge permit requirements. It is typical for facilities plans to be updated every 5 to 10 years more or less depending on overall collection and treatment system dynamics.

NEED/JUSTIFICATION

The City's water reclamation facility (WRF) treats all of the sewage generated within the City of Bend. The WRF Plan is a facility planning document that summarizes existing, near-term, and anticipated long-term flow, loading, and process conditions. The plan is a useful tool for planning necessary facilities upgrades and improvements to the plant which are necessitated to meet the demands of growth in the community as well as federal/state regulatory requirements.

FINANCIAL NARRATIVE

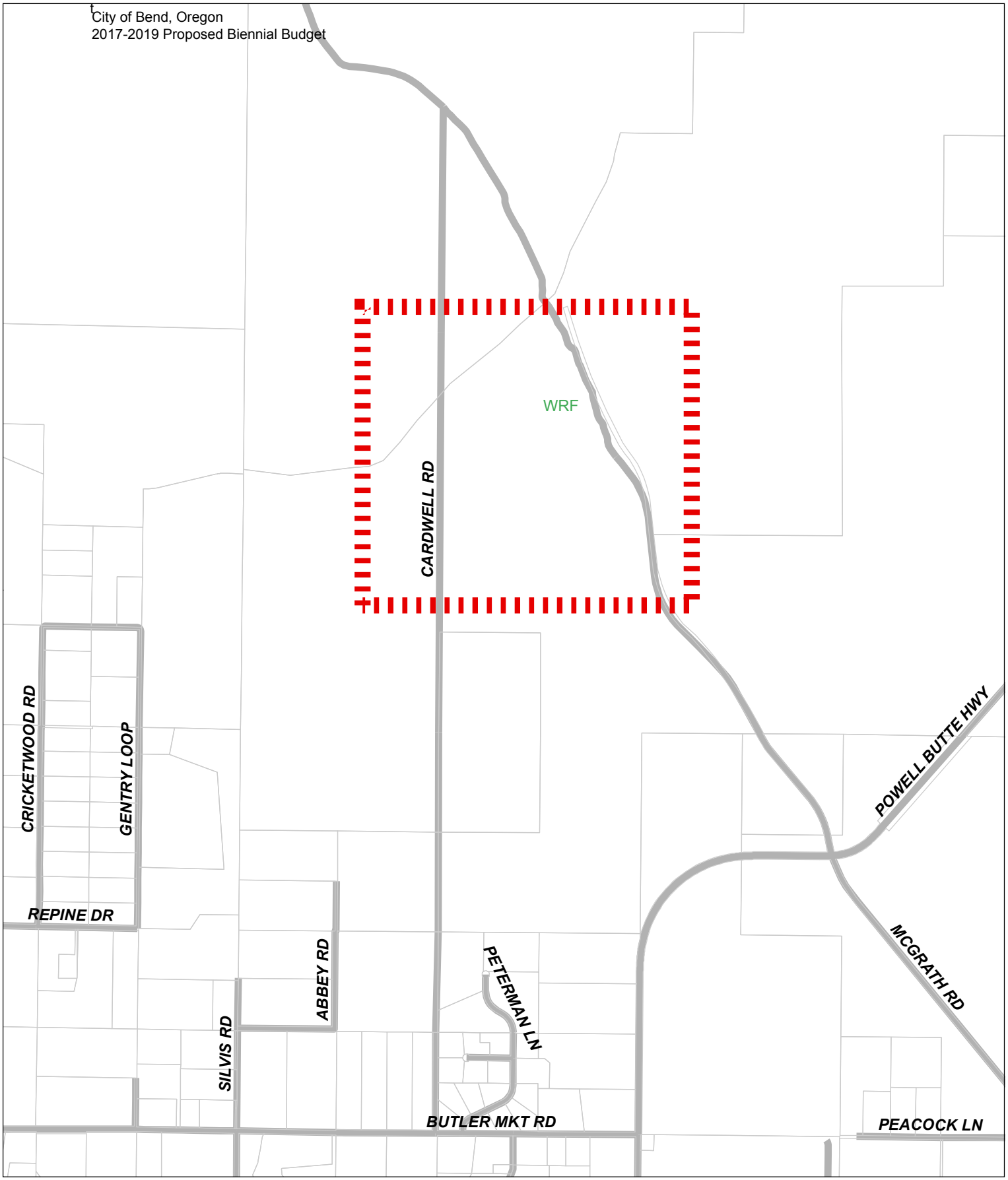
Impact on Annual Operating Budget: No impacts to operating budget.

Consequence of Delaying or Eliminating this Project: Facilities Plan is out of sync with actual plant facilities and operation

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$500,000	$ -	$ -	$500,000



1SSFU FACILITIES SUPPORT UPGRADE

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	Support Facilities Upgrade	Budget Period:	2017-2019
		Total Project Est:	$2,500,000
Project Type:	Water Reclamation	Target Start Date:	2019
Project Fund:	Water Reclamation Fund	Target Completion:	Jun 2021
Project #:	1SSFU		
Project Manager:	Robertson, Josh		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING	
TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

WRF support facilities include administration buildings, the laboratory, and various operations / maintenance building to house staff and materials / equipment. Several existing buildings were constructed as part of the original plant in 1980 and are in need of upgrades / remodeling. New buildings are also needed to meet the demands of a growing plant now and into the future.

NEED/JUSTIFICATION

The objective of the facility upgrades is to ensure the adequacy of support facilities at the plant to meet current and future needs.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Capital costs increase in order to construct upgrades but operational costs decrease due to increased efficiencies

Consequence of Delaying or Eliminating this Project: Decreased efficiencies

Project Related To: 1XWRF Water Reclamation Facility Projects

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$1,250,000	$1,250,000	$ -	$2,500,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Gravity Pipe Condition Assessment	Budget Period:	2017-2019
		Total Project Est:	Ongoing $200,000/YR
Project Type:	Water Reclamation	Target Start Date:	2020
Project Fund:	Water Reclamation Fund	Target Completion:	Ongoing
Project #:	1SGPA		
Project Manager:	Unassigned		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates/SDC's	100%

DESCRIPTION

Establish a program to inspect the conditions of existing gravity trunk collection system with diameters greater than 15 inches (approximately 4% of collection system), grade the trunk system components, evaluate rehabilitation options and recommend the most effective solution.

NEED/JUSTIFICATION

Most of the existing major sanitary sewer main lines were installed in the late 1970s early 1980s as part of the project that provided sewer service from the old wastewater treatment plant to the new (current) plant. Many of these main lines are reconstructed of reinforced concrete pipe and have not had a through condition assessment in many years, if ever. Over the past several years, the City of Bend has seen a proliferation of pump stations in it's collection system. The waste stream in pressure sewer system generally elevates hydrogen sulfide production which in turn contributes to degradation of reinforced concrete pipe. it will be necessary to preform adequate condition assements on this pipelines and make recommendations for rehabilitation if necessary in order to ensure the overall integrity of the system.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Positive; Overall reduction in capital repair and replacement.

Consequence of Delaying or Eliminating this Project: Further deterioration of reinforced concrete pipe lines and increased risk of pipeline failures.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$200,000	$200,000	$200,000	$600,000

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Capital Improvement Program 2018-2022

Stormwater

Five Year Capital Improvement Program (CIP) Schedule

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

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

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

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Stormwater Master Plan Update	Budget Period:	2017-2019
		Total Project Est:	$500,000
Project Type:	Stormwater	Target Start Date:	2018
Project Fund:	Stormwater Fund	Target Completion:	Jun 2019
Project #:	1RMP1		
Project Manager:	Unassigned		
Cost Estimate Classification:	NA		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

Engineering services contract to update the current Master Plan, document changes in the system, update the system analysis and CIP. The update will ensure the City is utilizing up-to-date and accurate information regarding the condition of the collection system, flow projections, and applicable regulations.

NEED/JUSTIFICATION

Models should be updated every five years as they provide an invaluable tool in determining existing and future capacity constraints. Last master plan update was completed in 2014.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or Eliminating this Project: Reduced system efficiency

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$500,000	$ -	$ -	$ -	$500,000

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South Awbrey Butte Drainage Study	Budget Period:	2017-2019
		Total Project Est:	$283,194
Project Type:	Stormwater	Target Start Date:	2016
Project Fund:	Stormwater Fund	Target Completion:	Oct 2017
Project #:	1RABD		
Project Manager:	Sabourin, Garrett		
Cost Estimate Classification:	NA		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

Complete a drainage basin study of South Awbrey as topography directs flows to the Newport Pipe Replacement Design (1RNPR) on next page, extending from College Way to the Deschutes River. The objective is to identify drainage system deficiencies, provide improvement solutions and preliminary estimates, as well as determine the proposed storm sewer sizing for replacement of the Newport Ave SS. This project is a precursor to the Newport Avenue Storm Sewer design, scheduled for 18/19 fiscal year.

NEED/JUSTIFICATION

The Stormwater Masterplan (SMP) identifies several segments of the Newport Avenue Storm Sewer for replacement due to the existing scouring, structural issues, and hydraulic capacity concerns. Prior to completing design an upstream basin analysis must be completed to quantify flows for sizing and address drainage issues, water quality and quantity. Upstream drainage issues will be formally identified with recommended solutions providing quantifiable results to reducing impacts on Newport Ave SS.

FINANCIAL NARRATIVE

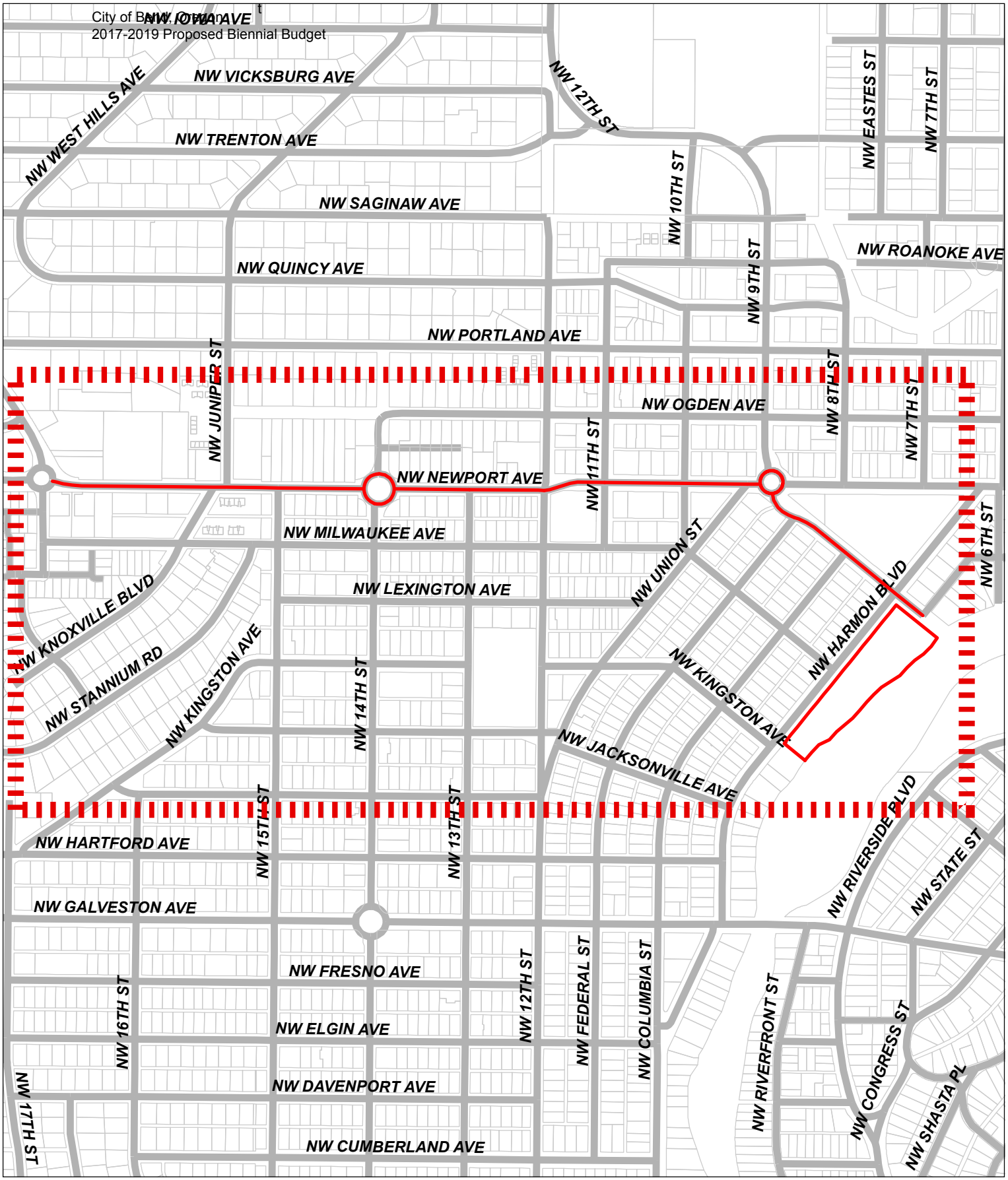
Impact on Annual Operating Budget: No impact on operations budget

Consequence of Delaying or Eliminating this Project: Continued erosion and other run-off related issues.

Project Related To: 1RNPR Newport Pipe Replacement Design

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$273,194	$10,000	$ -	$ -	$ -	$ -	$283,194



1RNPR Newport Pipe Replacement Design

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Newport Pipe Replacement Design	Budget Period:	2017-2019
		Total Project Est:	$442,000
Project Type:	Stormwater	Target Start Date:	2018
Project Fund:	Stormwater Fund	Target Completion:	Jun 2019
Project #:	1RNPR		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

Replace and Rehabilitate sections of existing stormwater piping that are in poor condition.

NEED/JUSTIFICATION

Replace and Rehabilitate sections of existing stormwater piping that are in poor condition.

FINANCIAL NARRATIVE

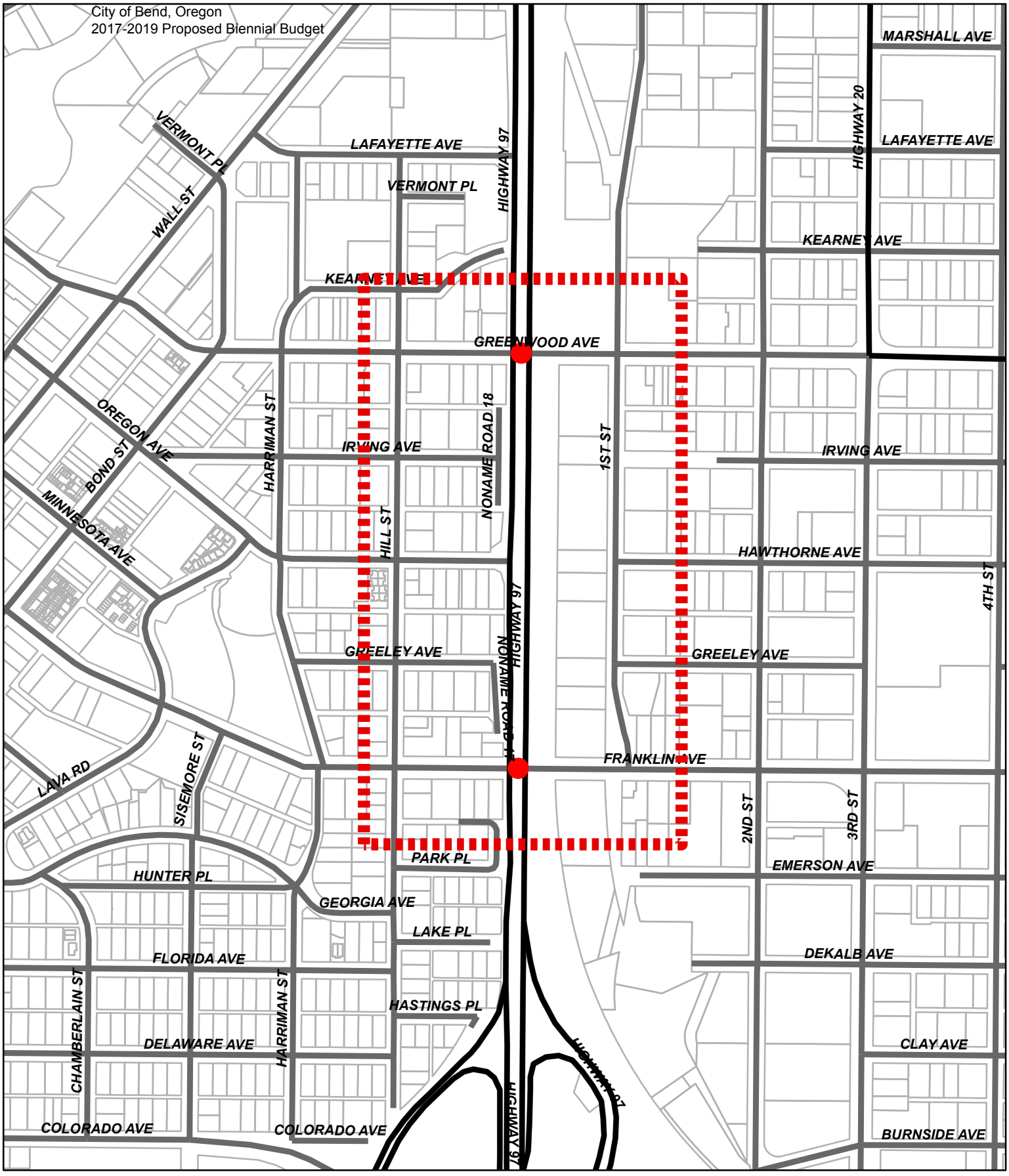
Impact on Annual Operating Budget: Reduces costs of spot fixes to existing pipe line.

Consequence of Delaying or Eliminating this Project: Further deterioration of existing pipeline and higher costs later

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$442,000	$ -	$ -	$ -	$442,000



1RFGU Franklin and Greenwood Underpasses

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 250 500 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Franklin & Greenwood Underpass	Budget Period:	2017-2019
		Total Project Est:	$5,620,000
Project Type:	Stormwater	Target Start Date:	2021
Project Fund:	Stormwater Fund	Target Completion:	Jun 2026
Project #:	1RFGU		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

These projects will include construction of surface water swales to reduce the volume of water entering the underpass, larger capacity storm drains and a pump station to move water from the underpass to an off-site force main and an infiltration swale to retain and infiltrate stormwater.

NEED/JUSTIFICATION

Both Franklin Ave. and Greenwood Ave. are vital east-west corridors providing access to downtown and the West side. The underpasses close during moderate rainfall events blocking all traffic. Flooding of the underpasses create a barrier for emergency vehicles and the general public. The flooding creates a public Safety hazard and burden upon the City Staff to respond.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget

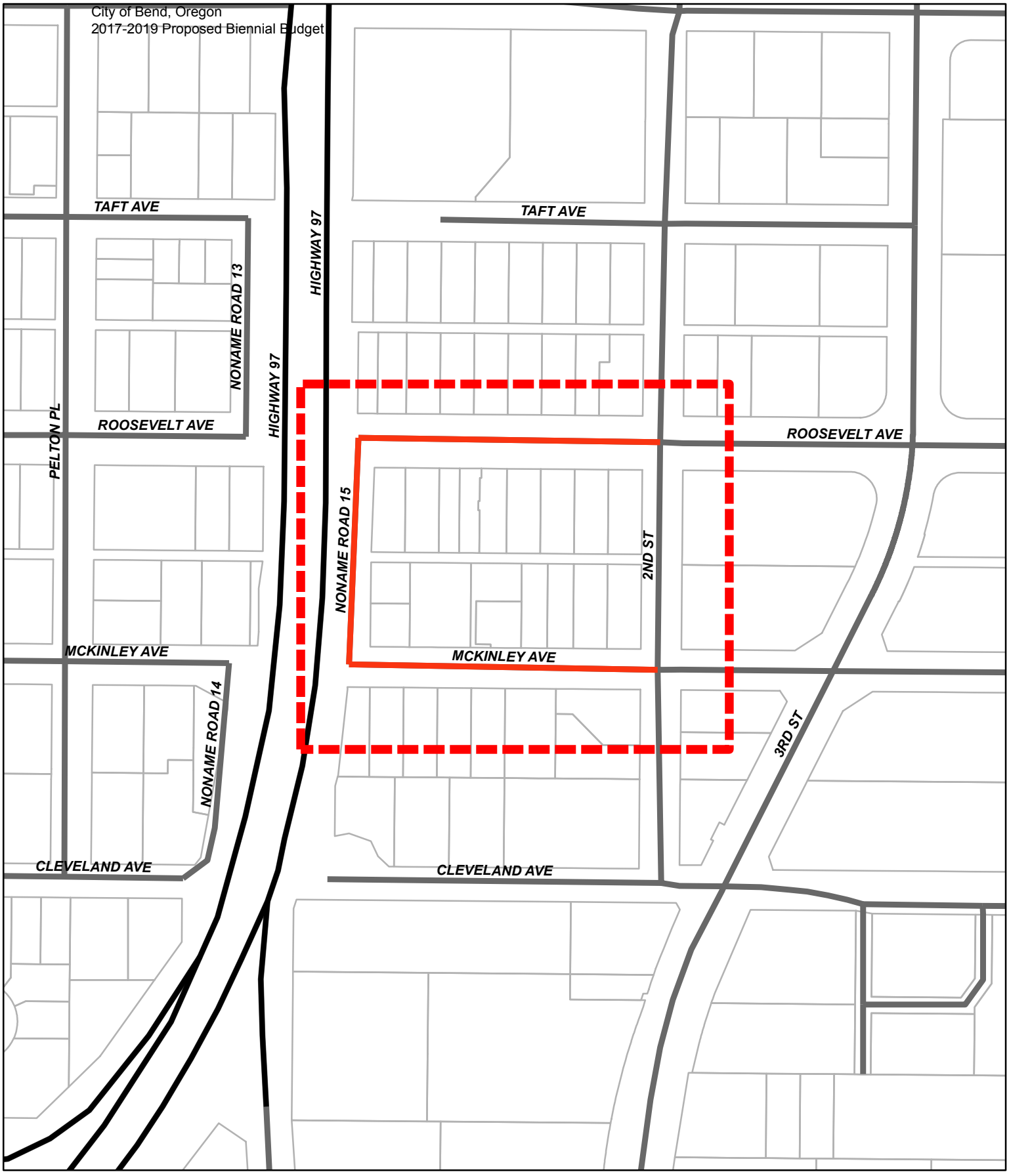
Consequences of Delaying or Eliminating this Project: Maintains the current risk the City has with localized flooding. During times of infrequent flooding, traffic through these east-west corridors backs up and other routes must be used. While this is an inconvenience to the general public, the biggest threat is to emergency vehicle response times.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$120,000	$600,000	$720,000*

* Project extends past current 5-Year CIP with $4,900,000 estimated in 2022-23 and beyond.



CITY OF BEND

1RRMC Roosevelt and McKinley

Capital Improvement Projects
2018 - 2022

0 112.5 225 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Roosevelt & McKinley	Budget Period:	2017-2019
		Total Project Est:	$579,000
Project Type:	Stormwater	Target Start Date:	2020
Project Fund:	Stormwater Fund	Target Completion:	Jun 2022
Project #:	1RRMC		
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Pending		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rates	100%

DESCRIPTION

Use City owned property to develop detention basins with safe overflow, as necessary, to help prevent flooding of three homes impacted by the development of the parkway.

NEED/JUSTIFICATION

Prevent private property damage resulting from drainage off public streets. Top 10 ranking in 2011 stormwater problem area prioritization plan.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: No impact to operations budget.

Consequences of Delaying or Eliminating this Project: Maintains the current risk the City has with localized flooding. During times of infrequent flooding, there is risk of damage to adjacent private property caused by storm water run-off leaving City right of way and entering onto private property.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$104,000	$475,000	$579,000

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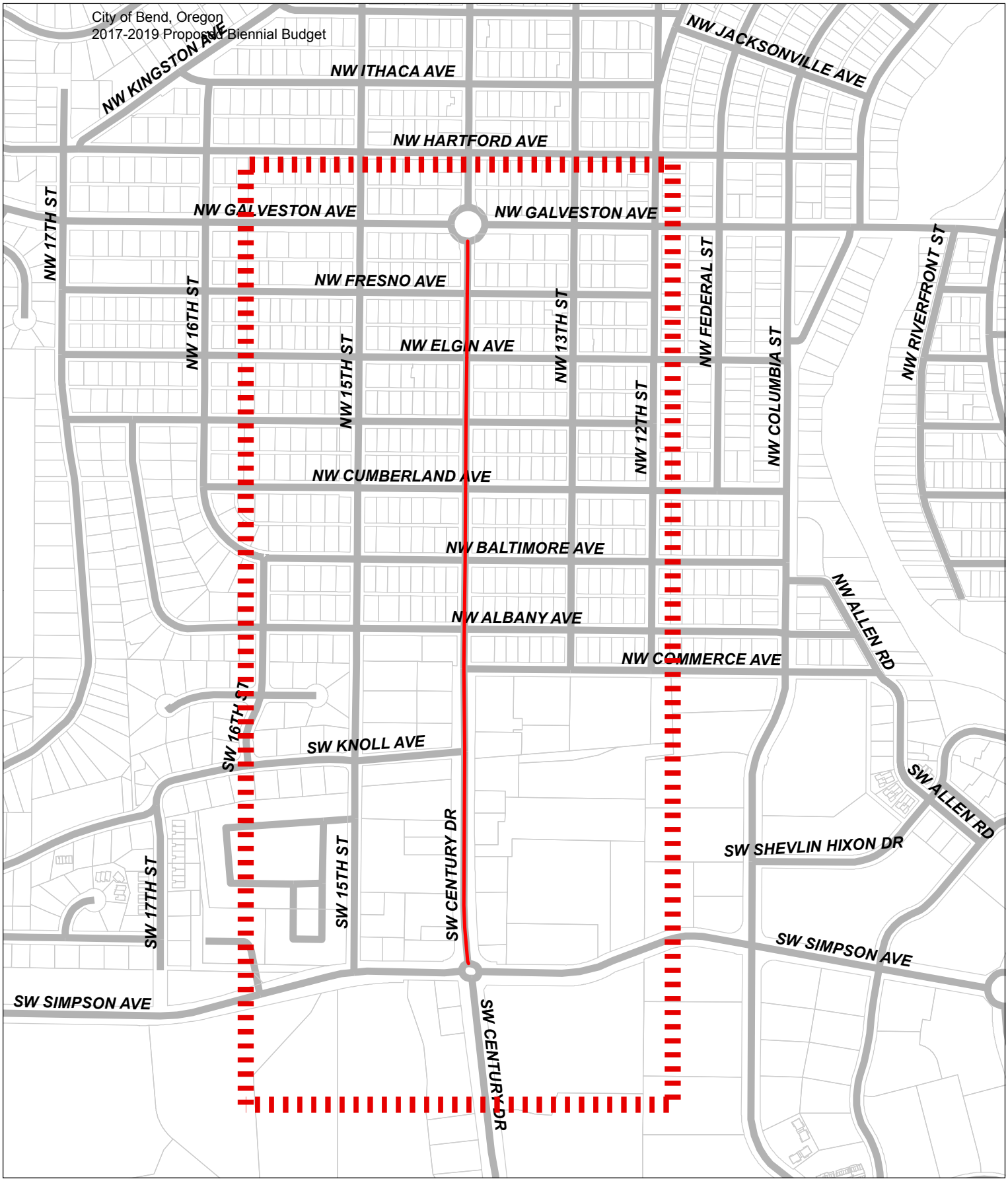
Capital Improvement Program 2018-2022

Transportation Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1T14R 14th St. Reconstruction	5	$ 901,330	$ 150,000	$ -	$ -	$ -	$ 1,051,330
1TCSI Citywide Safety Improvements	4	1,969,000	775,000	-	-	-	2,744,000
1TGCI Galveston Corridor Improvements	5	520,000	2,630,000	1,300,000	-	-	4,450,000
1TBKE Bicycle Greenways	5	225,000	225,000	225,000	225,000	-	900,000
1TNPS Neff and Purcell Intersection	5	50,000	350,000	300,000	3,300,000	-	4,000,000
1TSDP Complete Street Corridors	5	140,000	380,000	830,000	1,150,000	-	2,500,000
1TEMP Empire Corridor Improvements	5	500,000	1,500,000	2,000,000	3,000,000	3,000,000	10,000,000
1TMPY Murphy Corridor Improvements	5	500,000	1,500,000	2,000,000	3,000,000	3,000,000	10,000,000
1T14B 14th St. Reconstruct Schedule B Newport to Galveston	5	-	1,300,000	1,300,000	-	-	2,600,000
Total Transportation Construction CIP		**$ 4,805,330**	**$ 8,810,000**	**$ 7,955,000**	**$ 10,675,000**	**$ 6,000,000**	**$ 38,245,330**

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

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



1T14R 14th St Reconstruction

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title: 14th St. Reconstruction

Project Type: Transportation

Project Fund: GO Bond / Transportation Construction

Project #: 1T14R

Project Manager: Sabourin, Garrett

Cost Estimate Classification: 5

Status: Open

Stage: Design

Budget Period: 2017 – 2019

Total Project Est: $6,193,242

Target Start Date: 2016

Target Completion: Oct 2019

METHOD OF FINANCING

TYPE	PERCENTAGE
GO Bond	83%
Transportation SDC's	17%

DESCRIPTION

14th Street is the 8th and final project to be completed under the 2011 voter approved General Obligation Fund Measure. Project limits extend from the intersection of Colorado Avenue to Newport Avenue. This project is intended to address sub-par infrastructure, multi-modal transportation, pedestrian safety, accessibility, stormwater, lighting, and align with objectives as established in the Central Westside Plan and Urban Growth Boundary Remand.

NEED/JUSTIFICATION

Voters approved this project as the eighth (8th) and final project to be completed under the GO Bond measure. The project was presented as a "bonus" project, only to be completed if substantial cost savings experienced on previous seven (7) projects. As of project initiation the estimated cost savings were approximately $4 million, to be budgeted for design and construction. Costs in excess of GO Bond funding will be paid out of Transportation Const. Fund.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.

Consequences of Delaying or Eliminating this Project: Project is part of the voter approved General Obligation Bond.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$1,836,872	$4,206,370	$150,000	$ -	$ -	$ -	$ 6,193,242

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ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Citywide Safety Improvements	Budget Period:	2017-2019
		Total Project Est:	$3,534,289
Project Type:	Transportation	Target Start Date:	2016
Project Fund:	Transportation Construction Fund	Target Completion:	Sep 2018
Project #:	1TCSI		
Project Manager:	Rowan, Rory		
Cost Estimate Classification:	4		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's	100%

DESCRIPTION

With the help of the community and a prior safety study, the city has identified multiple locations across the city where there have been a high number of crashes. Several treatments are proposed to make these locations safer for people walking, riding bicycles, and driving. This project will further develop the design of these treatments and construct them with additional community input.

NEED/JUSTIFICATION

This project focuses on providing a safe, accessible, and cost effective transportation system. The high benefit, low cost safety improvements proposed as part of this project have been specifically selected by the consultant team, through community input, the Oregon Department of Transporttaion (OODOT) and Bend Police Dept. to target high risk streets and intersections.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Some new pavement markings, signs, beacons, and lighting added will require minimal ongoing routine replacement and power costs.

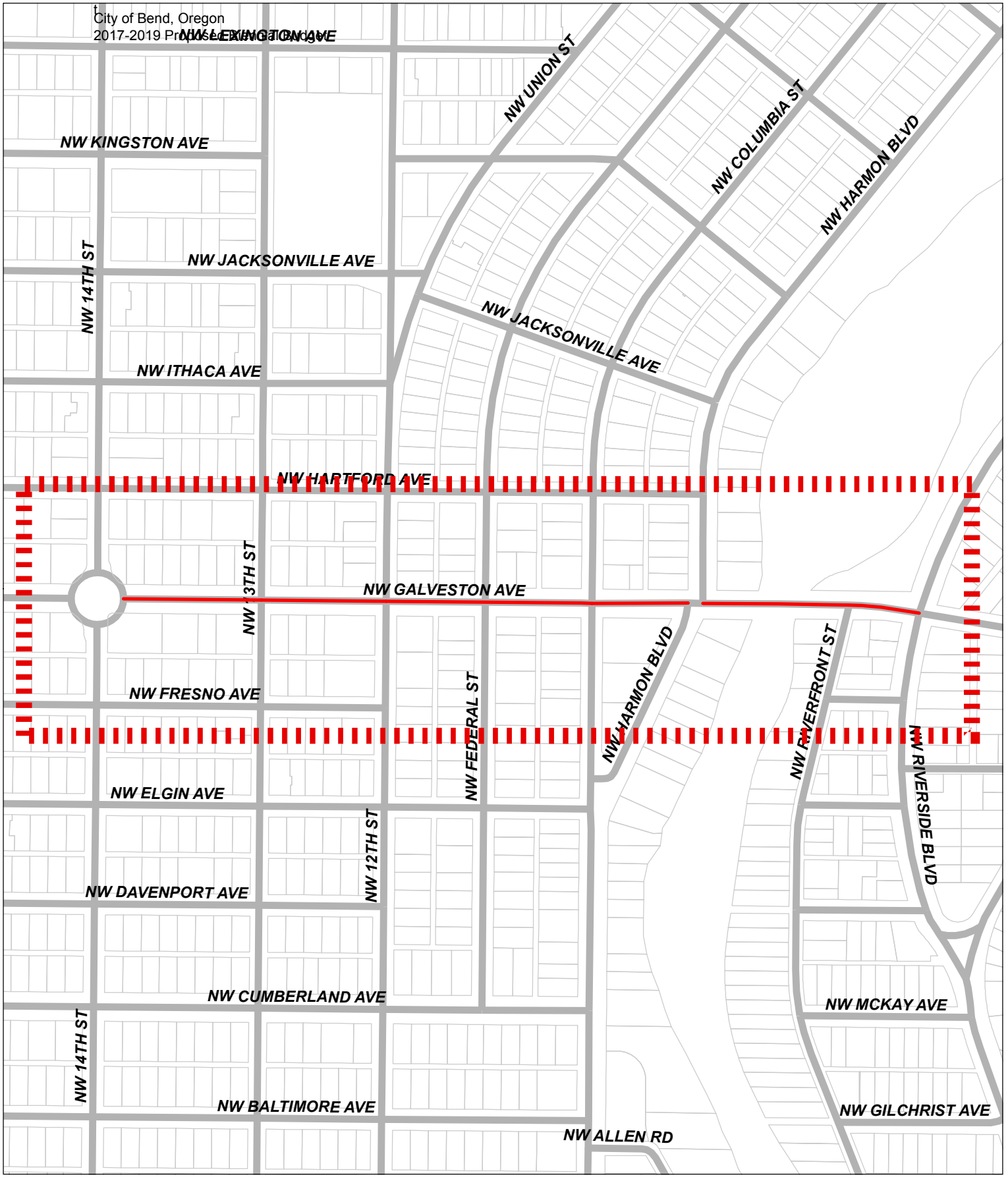
Consequence of Delaying or Eliminating this Project: There is a high likelihood of continued crashes resulting in serious injuries and in some cases deaths.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$790,289	$1,969,000	$775,000	$ -	$ -	$ -	$3,534,289

City of Bend, Oregon
2017-2019 Proposed Capital Projects



1TGCI Galveston Corridor Improvements

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title: Galveston Corridor Improvements

Project Type: Transportation

Project Fund: Transportation Construction - CIP

Project #: 1TGCI

Project Manager: Sabourin, Garrett

Cost Estimate Classification: 5

Status: Open

Stage: Design

Budget Period: 2017 – 2019

Total Project Est: $4,830,329

Target Start Date: 2011

Target Completion: Oct 2017

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's	100%

DESCRIPTION

In July 2015 City Council approved the recommended 3-lane hybrid concept, with minimal median treatment and authorized the project to proceed to 30% design. The 3-lane hybrid includes the reconstruction of the Galveston Ave right of way, 14th Street to Deschutes River. Improvements include full-depth reconstruction, stormwater mgmt, distribuition system line upgrades, buffered bike lanes, accessible crossings, sidewalks, transit facilities, on-street parking, and several aesthetic improvements. Improvements are reflective of a typical complete street transportation project with add'l utility upgrades for economy of scale and maintenance purposes.

NEED/JUSTIFICATION

Galveston Avenue, from 14th Street to the Deschutes River, has long been a priority arterial for improvement as identified by the Traffic Safety Advisory Committee (TSAC) during the evaluation of arterial and collector street safety projects. The safety criteria rated projects based on crashes, pedestrian and bicycle use estimates, speeds, volumes and missing sidewalks. The sidewalks, storm drainage and general street infrastructure are currently substandard.

FINANCIAL NARRATIVE

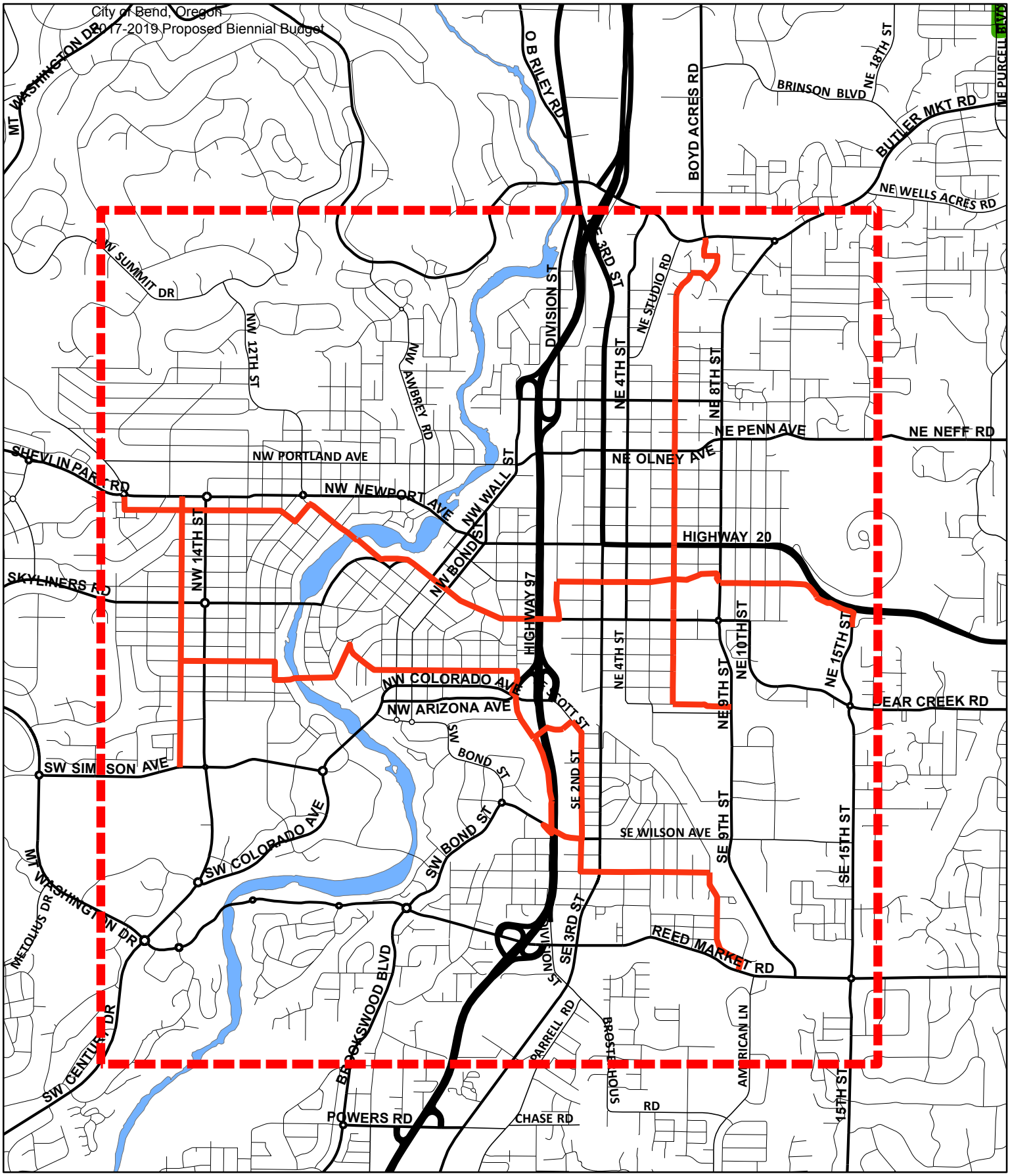
Impact on Annual Operating Budget: Additional maintenance for striping and pavement preservation.

Consequence of Delaying or Eliminating this Project: The project is currently being coordinated with a business and citizen task-force that is motivated to initiate a project. Delaying the design funding for the project may cause the task-force to cease their efforts.

Project Related To: Project related to TSAC and the Galveston Improvement Taskforce.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$380,329	$520,000	$2,630,000	$1,300,000	$ -	$ -	$4,830,329



1TBKE Bicycle Greenways

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 0.25 0.5 Miles

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Bicycle Greenways

Project Type: Transportation
Project Fund: Transportation
Project # 1TBKE
Project Manager: N/A
Cost Estimate Classification: 5
Status: Pending
Stage: Pending

Budget Period: 2017-2019
Total Project Est: $900,000
Target Start Date: 2018
Target Completion: Oct 2021

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's	100%

DESCRIPTION

Design and construct four bike greenway projects.

NEED/JUSTIFICATION

The projects were identified as a priority in the 2014 Bike and Walking Priority Process. Council gave direction to staff to include projects in the CIP at the March 22, 2017 Council Financial Strategy session.

FINANCIAL NARRATIVE

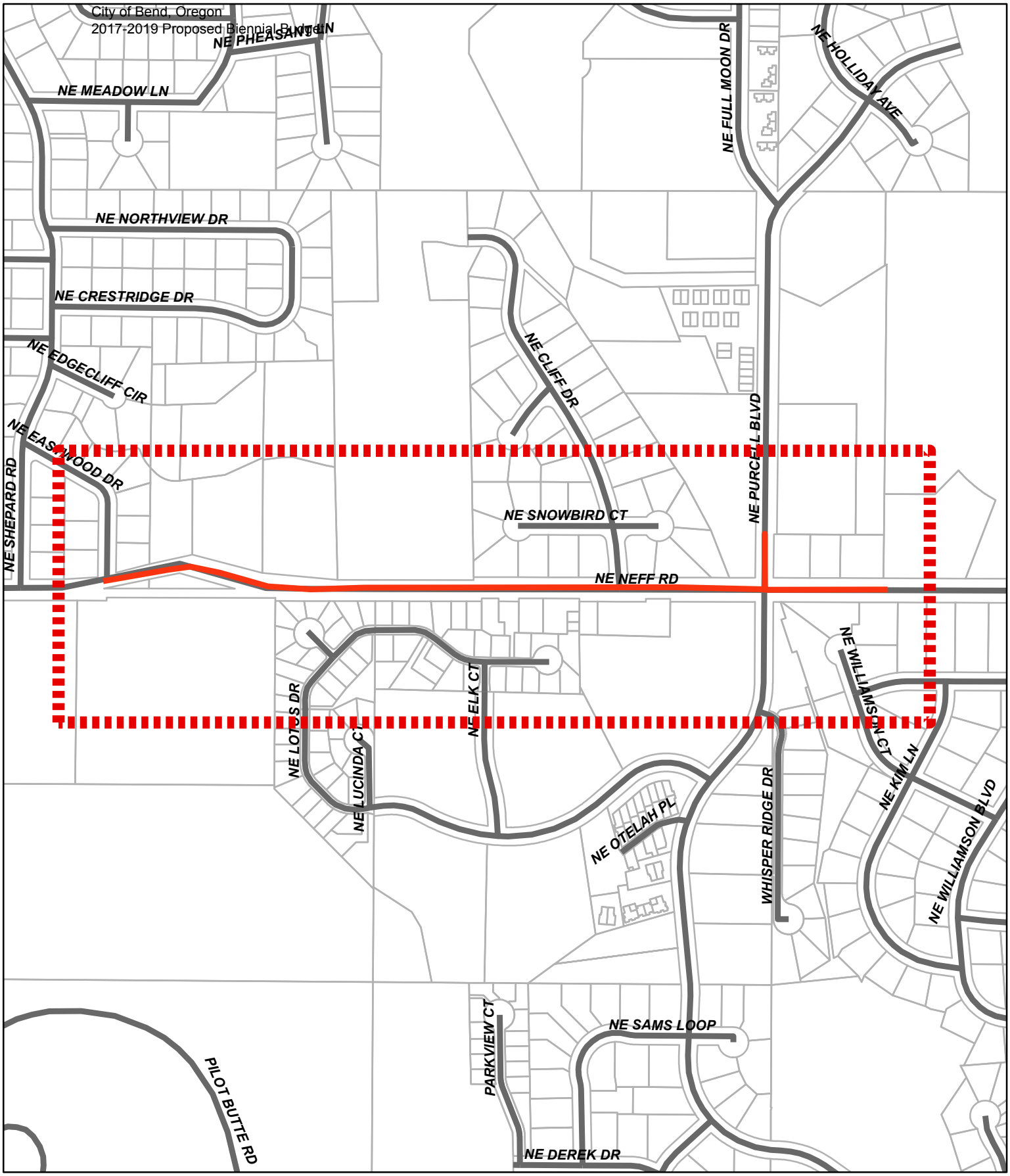
Impact on Annual Operating Budget: Growth Management Department requested a transportation planner to assist with possible evaluation of bike greenway concepts; EIPD has requested two project managers.

Consequence of Delaying or Eliminating the Project: There is no imminent safety or regulatory issue to delay the project; eliminating the project may cause issue with the state Department of Land Conservation and Development as the Bike Greenways was listed as a project in the City adopted Integrated Land Use and Transportation Plan to reduce vehicle miles travelled and supports the infill
/opportunity areas development

Project Related to: Implementation of the Urban Growth Boundary assessment relating to infill/opportunity areas

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$225,000	$225,000	$225,000	$225,000	$ -	$900,000



CITY OF BEND

1TNPS Neff & Purcell Intersection

Capital Improvement Projects
2018 - 2022

0 250 500 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Neff and Purcell Intersection (Formerly Neff & Purcell Sidewalk)
Project Type:	Transportation
Project Fund:	Transportation Construction Fund
Project #:	1TNPS
Project Manager:	Rowan, Rory
Cost Estimate Classification:	5
Status:	Pending
Stage:	Pending

Budget Period:	2017-2019
Total Project Est:	$4,000,000
Target Start Date:	2017
Target Completion:	May 2021

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's and Water/Sewer Franchise Fees	100%

DESCRIPTION

Public engagement, survey, design, and construction of missing sidewalks and a safer intersection for all users serving the surrounding medical, residential, and school properties. This intersection and corridor has been highly prioritized by members of the community serving on the City of Bend Accessibility Advisory Committee and a previous safety study.

NEED/JUSTIFICATION

This intersection and surrounding streets have been previously identified by the community and a safety study as one of the highest priority parts of the city needing safety improvements. The aging traffic signal at this intersection is in need of routine replacement and this coupled with the improved community connectivity will benefit users of all ages and abilities and the surrounding neighborhoods.

FINANCIAL NARRATIVE

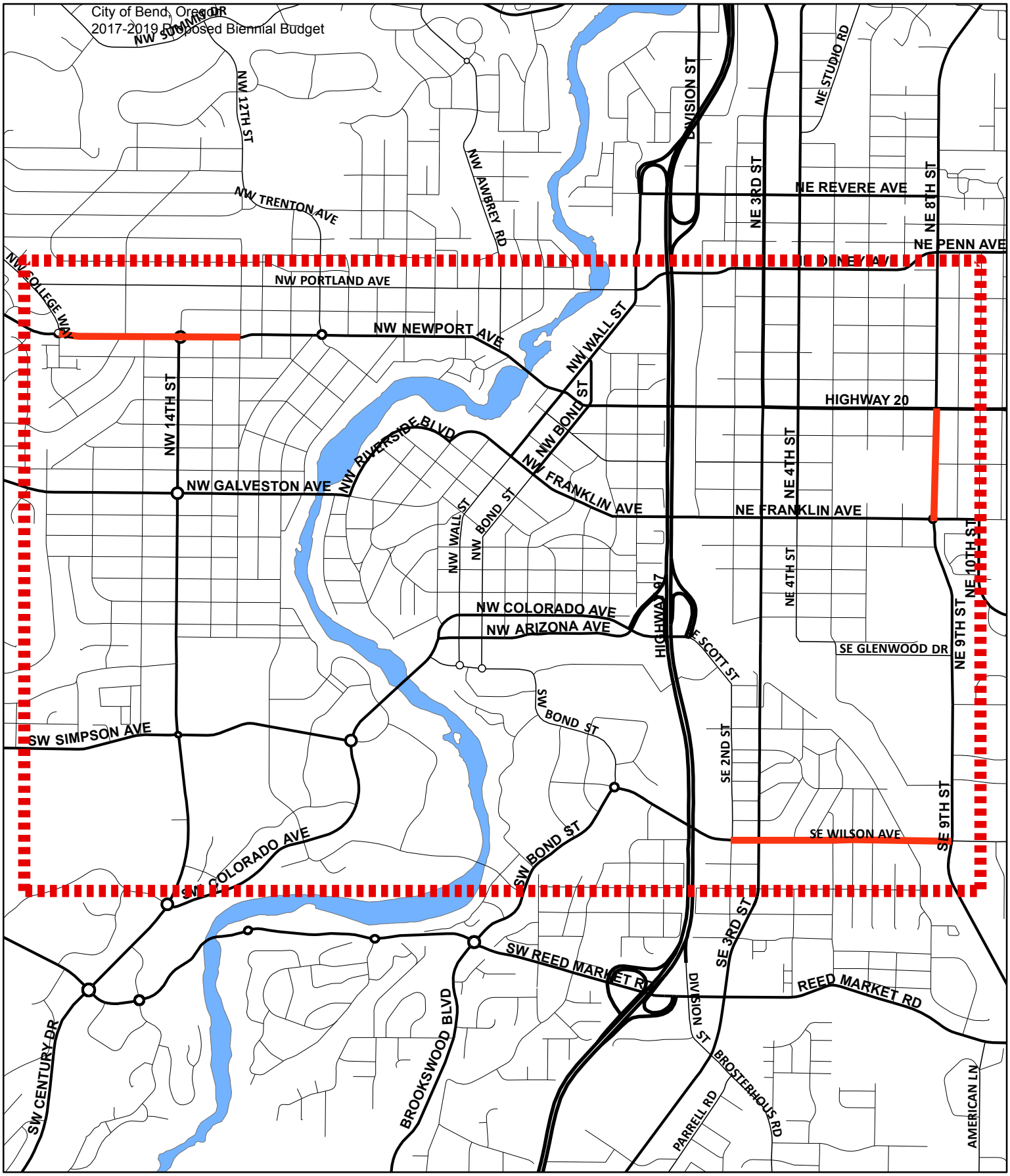
Impact on Annual Operating Budget: Could reduce operating costs if aging traffic signal is replaced and stormwater issues are addressed.

Consequence of Delaying or Eliminating this Project: One of the highest crash and most congested intersections in the community would remain.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$50,000	$350,000	$300,000	$3,300,000	$ -	$4,000,000



1TSDP Complete Street Corridors

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 1,000 2,000 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title: Complete Street Corridors (formerly Sidewalk Design & Projects)
Project Type: Transportation
Project Fund: Transportation Construction - CIP
Project #: 1TSDP
Project Manager: Rowan, Rory
Cost Estimate Classification: 5
Status: Open
Stage: Pending

Budget Period: 2017-2019
Total Project Est: $2,501,000
Target Start Date: 2017
Target Completion: Oct 2020

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's	100%

DESCRIPTION

Improve existing, if needed, and install key missing sidewalk links on primary collectors and arterials as recommended by City of Bend Accessibility Advisory Committee (COBAAC). Scope the following corridors: 8th Street, 27th Street, Newport Avenue and Wilson Avenue. There are also three pedestrian crossing locations from COBAAC: Neff/Williamson; 27th/Conners; 8th/Hawthorne.

NEED/JUSTIFICATION

Sidewalks are an integral part of the transportation system. The sidewalks recommended by COBAAC are missing sections that when built will complete the sidewalk corridor. The sidewalk projects are consistent with the Transportation Options Sidewalk Program reviewed and approved by COBAAC (2012). These sidewalk projects will increase pedestrian access, mobility, and safety.

FINANCIAL NARRATIVE

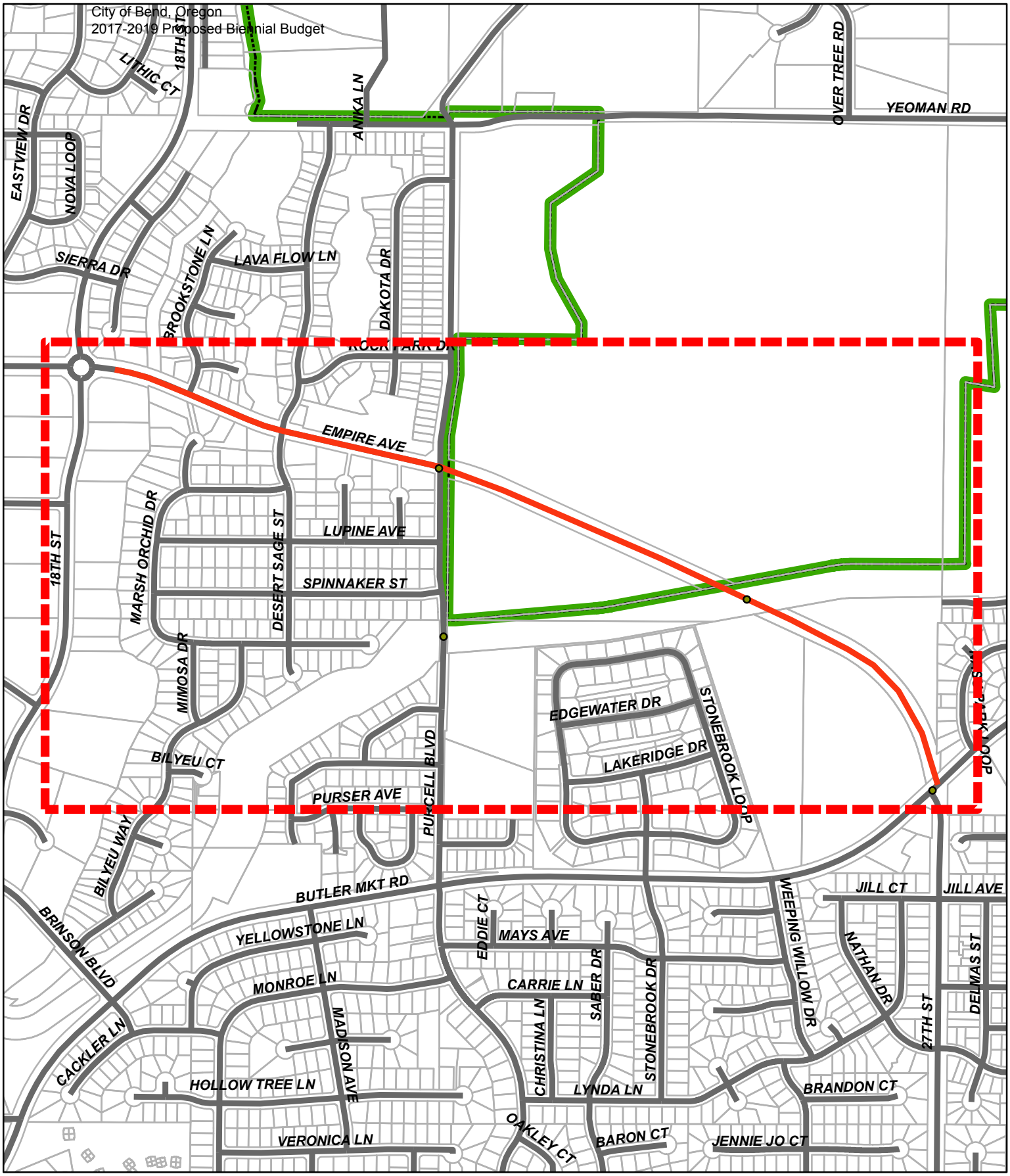
Impact on Annual Operating Budget: Concrete sidewalks will last about 30 years.

Consequences of Delaying or Eliminating this Project: Without these projects the City's risk and liability increases.

Project Related To: COBAAC reviewed and recommended the current sidewalk and pedestrian crossing improvements based on the Transportation Options program and sidewalk focus completed in 2012.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$1,000	$140,000	$380,000	$830,000	$1,150,000	$ -	$2,501,000



1TECI Empire Corridor Improvements

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 450 900 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Empire Corridor Improvements

Project Type: Transportation

Project Fund: Transportation

Project :# 1TECI

Project Manager: N/A

Cost Estimate Classification: 5

Status: Pending

Stage: Pending

Budget Period: 2017-2019

Total Project Est: $10,000,000*

Target Start Date: 2018

Target Completion: Dec 2022

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's and Water/Sewer Franchise Fees	100%

DESCRIPTION

Complete design and construction for the Empire Corridor (18th to 27th/Butler Market) that includes the Purcell Canal crossing south of the Empire/Purcell intersection.

NEED/JUSTIFICATION

Empire Corridor is a high priority project for the last ten years; a 30% design was completed in 2009 however funds were not available; the City Council at the March 22, 2017 financial retreat recommended staff conduct a 100% design.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: EIPD has requested two project engineers to assist with the design.

Consequence of Delaying or Eliminating the Project: There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in NE Bend. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled which was approved by the state as part of the UGB.

Project Related to: Implementation of the Urban Growth Boundary assessment relating to the NE Expansion area and the recently completed Murphy Road corridor (Parrell to Brookswood)

PROJECT COST BY FISCAL YEAR

Paid to Date ** + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$500,000	$1,500,000	$2,000,000	$3,000,000	$3,000,000	$10,000,000

*Project extends past current 5-Year CIP with $20,000,000 estimated in 2022-23 and beyond.

** Does not include prior planning expenditures.

1TMCI Murphy Corridor Improvements

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 750 1,500 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: Murphy Corridor Improvements

Project Type: Transportation

Project Fund: Transportation

Project #: 1TMCI

Project Manager: N/A

Cost Estimate Classification: 5

Status: Pending

Stage: Pending

Budget Period: 2017-2019

Total Project Est: $10,000,000*

Target Start Date: 2018

Target Completion: Dec 2022

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's and Water/Sewer Franchise Fees	100%

DESCRIPTION

Complete design and construction for the Murphy Corridor from Parrell to 15th.

NEED/JUSTIFICATION

The Murphy Corridor is a high priority for the last ten years; a preliminary design and corridor study was completed in 2010 however funds were not available; the City Council at the March 22, 2017 financial retreat recommended staff conducted a 100% design.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: EIPD has requested two project engineers to assist with the design.

Consequence of Delaying or Eliminating the Project: There are no known legal or regulatory issues about delaying the project. Eliminating the project will prolong connectivity and access issues in SE Bend that includes emergency services. The project is also listed on the Integrated Land Use and Transportation Plan to reduce vehicle miles traveled which was approved by the state as part of the UGB.

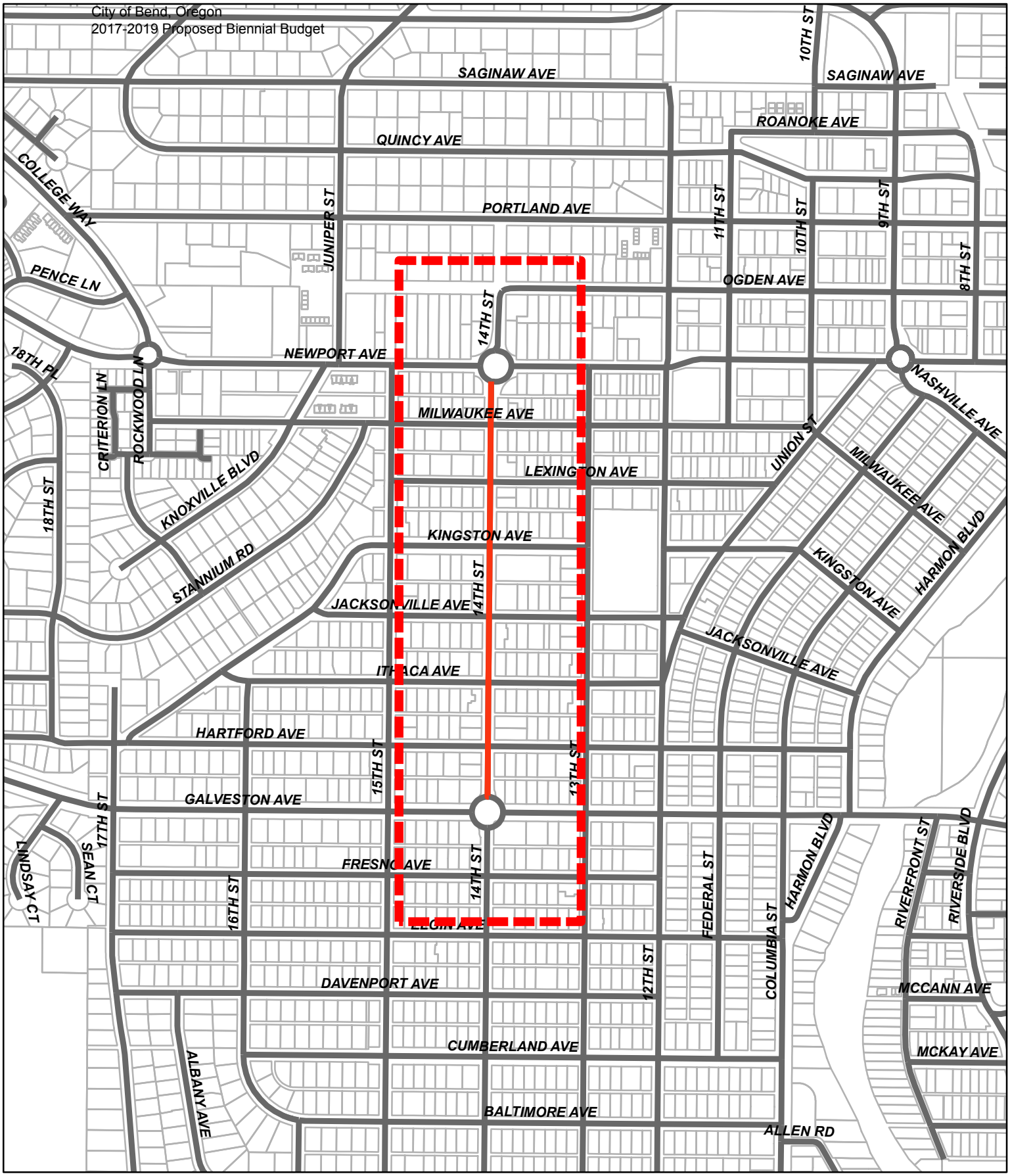
Project Related to: Implementation of the Urban Growth Boundary assessment relating to the SE Expansion and Opportunity areas.

PROJECT COST BY FISCAL YEAR

Paid to Date** + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$500,00	$1,500,000	$2,000,000	$3,000,000	$3,000,000	$10,000,000

*Project extends past current 5-Year CIP with $20,000,000 estimated in 2022-23 and beyond

** Does not include prior planning expenditures.



1T14B 14th St. Reconstruction - Sched B Newport to Galveston

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 400 800 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title: 14th St. Reconstruction – Schedule B Newport to Galveston

Project Type: Transportation

Project Fund: Transportation

Project #: 1T14B

Project Manager: Garrett Sabourin

Cost Estimate Classification: 5

Status: Pending

Stage: Pending

Budget Period: 2017-2019

Total Project Est: $2,600,000

Target Start Date: 2018

Target Completion: Apr 2020

METHOD OF FINANCING

TYPE	PERCENTAGE
Transportation SDC's	100%

DESCRIPTION

The design of 14th Street, Newport to Galveston, was initiated in conjunctions with the GO Bond 14th Street Reconstruction project. The GO Bond initially identified the segment from Galveston to Simpson. The project limits were extended north to Newport and south to Colorado under council approval. Newport to Galveston's segment of roadway will continue to be designed simultaneously and funded through a separate source. This project is intended to address subpar infrastructure, multi-modal transportation, pedestrian safety, accessibility, stormwater, lighting, and align with objectives as established in the Central Westside Plan and Urban Growth Boundary Remand.

NEED/JUSTIFICATION

This project closely aligns with project 1T14R outlined above. In addition, the extended limits, included with this project were given consideration and ultimately added due to sub-par existing infrastructure, recent development, future development, and planning priorities as outlined in the UGB remand and 2016 Central Westside Plan.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.

Consequence of Delaying or Eliminating the project: Once construction funding is identified for this segment the project team will begin coordinating with a large group of stakeholders to address Right of Way acquisition, encroaching private features, conflicting franchise utilities of concern, transportation detours, etc. If the project was delayed or eliminated the impact would be wide spread, and may include additional cost, schedule adjustments, contract amendments, etc. Some of the additional consequences, not as easily quantified, may include a reduced level of confidence and trust with external stakeholders which has the potential to affect future construction efforts and coordination.

Project Related to: 1T14R (14th Street Reconstruction – GO Bond). This segment will be construction with Transportation Construction Funding and will not be part of the GO Bond. The GO Bond segment currently includes Simpson RAB.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$1,300,000	$1,300,000	$ -	$ -	$2,600,000

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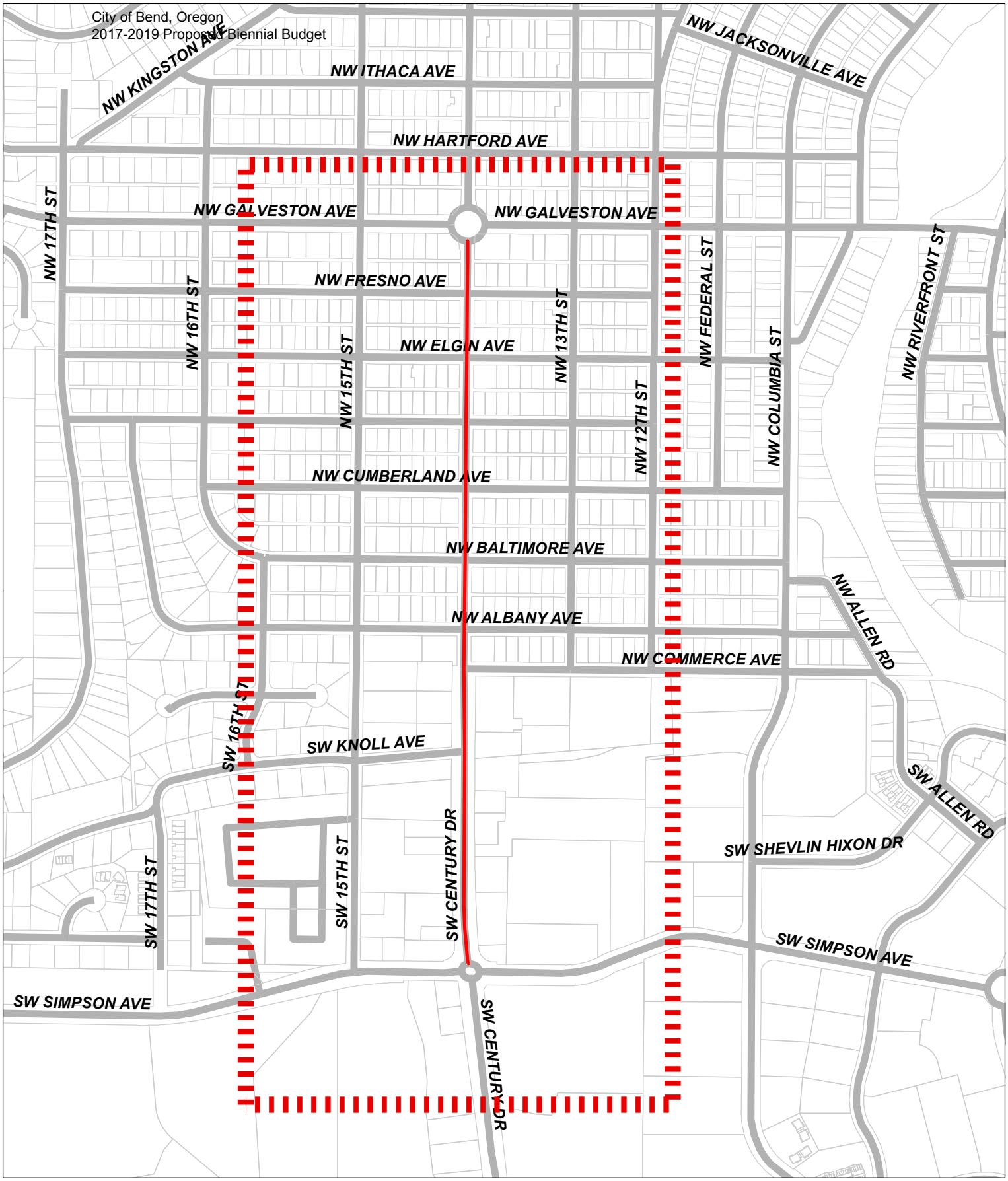
Capital Improvement Program 2018-2022

General Obligation Bond Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1T14R 14th St. Reconstruction	4	$ 3,305,039	$ -	$ -	$ -	$ -	$ 3,305,039
1TPWP Powers & Brookswood Roundabout Phase II	2	50,000	-	-	-	-	50,000
1TR3N Reed Mkt: 3rd to Newberry	1	160,000	16,000	-	-	-	176,000
Total GO Bond CIP		**$ 3,515,039**	**$ 16,000**	**$ -**	**$ -**	**$ -**	**$ 3,531,039**

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

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



1T14R 14th St Reconstruction

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018 – 2022

SUMMARY

Project Title: 14th St. Reconstruction

Project Type: Transportation

Project Fund: GO Bond / Trans Construction

Project #: 1T14R

Project Manager: Sabourin, Garrett

Cost Estimate Classification: 5

Status: Open

Stage: Design

Budget Period: 2017 – 2019

Total Project Est: $6,193,242

Target Start Date: 2016

Target Completion: Oct 2019

METHOD OF FINANCING

TYPE	PERCENTAGE
GO Bond	83%
Transportation SDC's	17%

DESCRIPTION

14th Street is the 8th and final project to be completed under the 2011 voter approved General Obligation Fund Measure. Project limits extend from the intersection of Colorado Avenue to Newport Avenue. This project is intended to address sub-par infrastructure, multi-modal transportation, pedestrian safety, accessibility, stormwater, lighting, and align with objectives as established in the Central Westside Plan and Urban Growth Boundary Remand.

NEED/JUSTIFICATION

Voters approved this project as the eighth (8th) and final project to be completed under the GO Bond measure. The project was presented as a "bonus" project, only to be completed if substantial cost savings experienced on previous seven (7) projects. As of project initiation the estimated cost savings were approximately $4 million, to be budgeted for design and construction. Costs in excess of GO Bond funding will be paid out of Transportation Const. Fund.

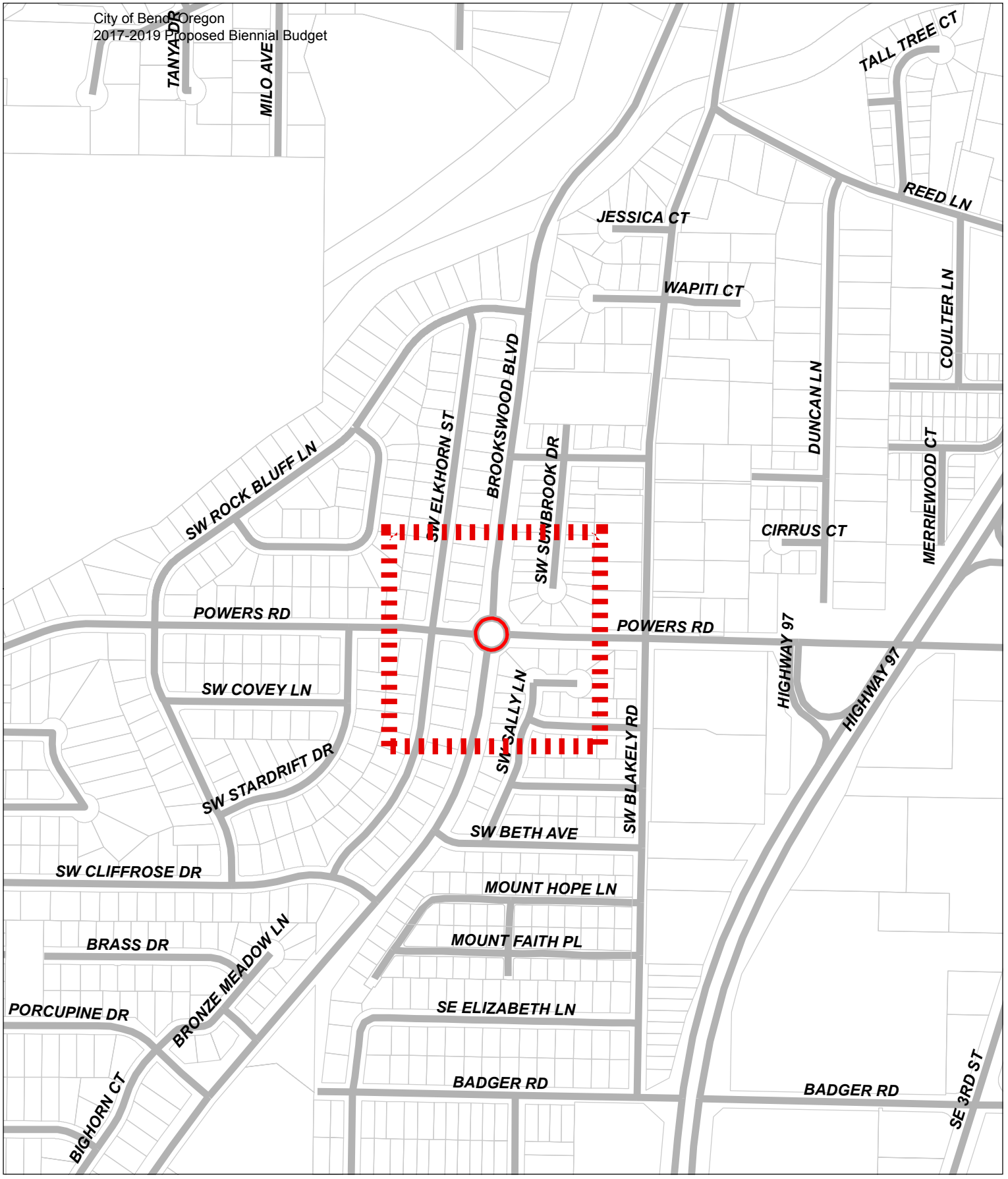
FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.

Consequences of Delaying or Eliminating this Project: Project is part of the voter approved General Obligation Bond. Project Related To: General Obligation Bond

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$1,836,872	$4,206,370	$150,000	$ -	$ -	$ -	$ 6,193,242



1TPWP Powers/Brookswood RAB

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Powers & Brookswood Roundabout Phase II	Budget Period:	2017-2019
		Total Project Est:	$50,000
Project Type:	Transportation	Target Start Date:	2017
Project Fund:	General Obligation Bond Fund	Target Completion:	Oct 2017
Project #:	1TPWP		
Project Manager:	Sabourin, Garrett		
Cost Estimate Classification:	2		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
GO Bond	100%

DESCRIPTION

Re-construct check dams to convey water at appropriate velocity and location. Check dam height will also convert swale into retention ponds for increased retention capacity and sediment collection.

NEED/JUSTIFICATION

The stormwater from the newly constructed roundabout on Brookswood and Powers is conveyed to and drains into stormwater structures through a swale to the northeast of the roundabout. The Powers & Brookswood Roundabout Phase II Project intent is to rehabilitate this swale. This will be done by cleaning out the storm structures and re-constructing the check dams to convert the swale into a series of retention ponds. This will ensure proper erosion control and sediment collection.

FINANCIAL NARRATIVE

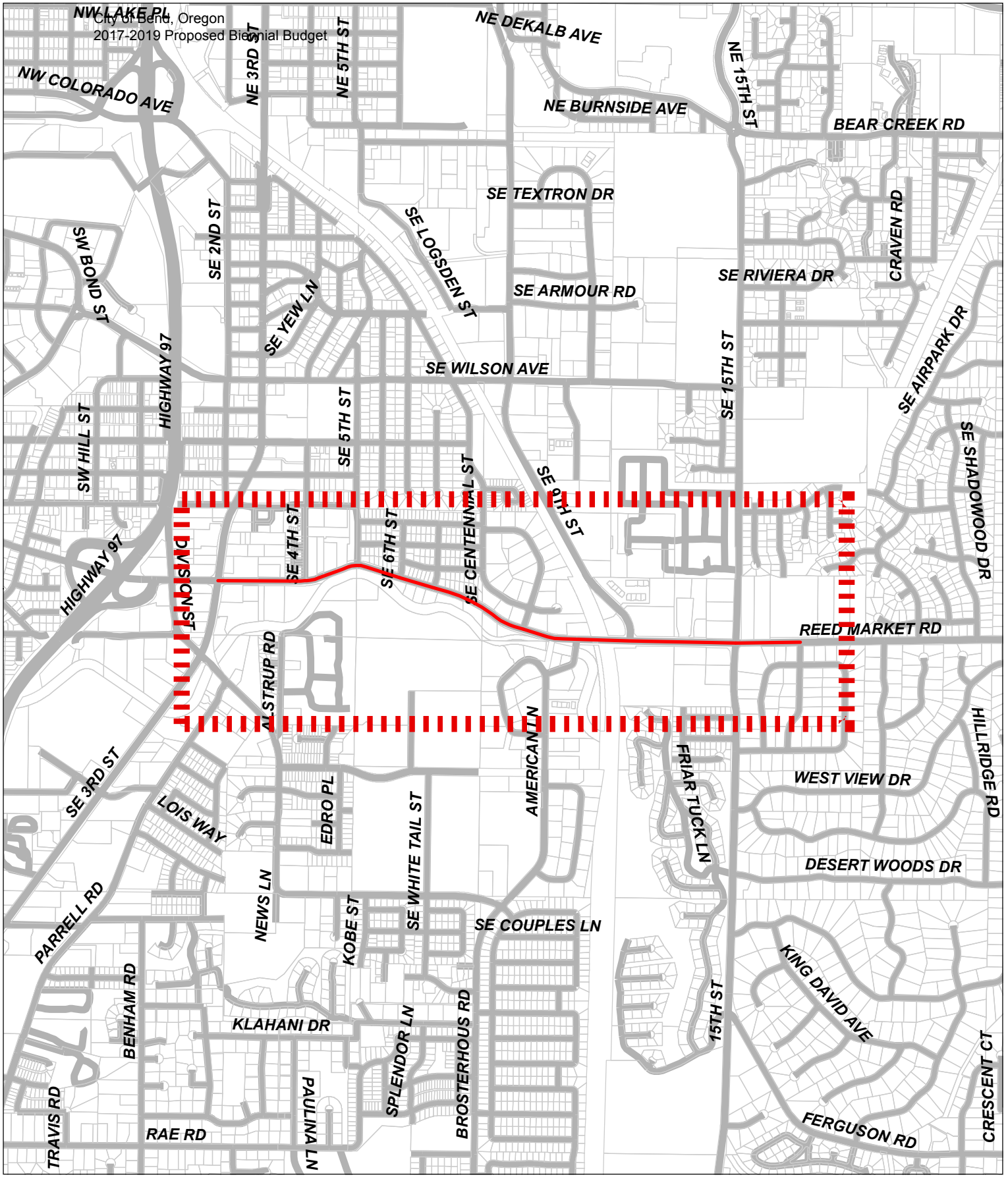
Impact on Annual Operating Budget: No impact on operating budget.

Consequences of Delaying or Eliminating this Project: Not applicable, project is substantially complete.

Project Related To: 1XGOB General Obligation Bond

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$50,000	$ -	$ -	$ -	$ -	$50,000



1TR3N Reed Market: 3rd to Newberry

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY			
Project Title:	Reed Market: 3rd to Newberry	Budget Period:	2017-2019
		Total Project Est:	$13,808,664
Project Type:	Transportation	Target Start Date:	2012
Project Fund:	General Obligation Bond Fund	Target Completion:	Oct 2018
Project #:	1TR3N		
Project Manager:	Sabourin, Garrett		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Construction		

METHOD OF FINANCING	
TYPE	PERCENTAGE
GO Bond	100%

DESCRIPTION

Upgrade the existing roadway to current City of Bend standards to a major arterial. This includes two (2) travel lanes and a continuous center turn lane, six (6) foot shoulders and bike lanes, separated sidewalks and a landscape strip. This project also provides new stormwater facilities, signing, lighting, retaining walls and striping; upgrades the existing railroad crossing; and realigns American Lane to the west of the current location and reconstructs a bridge at the new location. At the intersection of Reed Market and 15th Street the existing signalized intersection will be upgraded to a roundabout.

NEED/JUSTIFICATION

Improved safety of the corridor for vehicular, pedestrian, and bicycle traffic. Reduced congestion in the corridor.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: This project will decrease maintenance costs in street and operations budget.

Consequences of Delaying or Eliminating this Project: Project is part of the voter approved General Obligation Bond.

Project Related To: 1XGOB General Obligation Bond

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$13,632,664	$160,000	$16,000	$ -	$ -	$ -	$13,808,664

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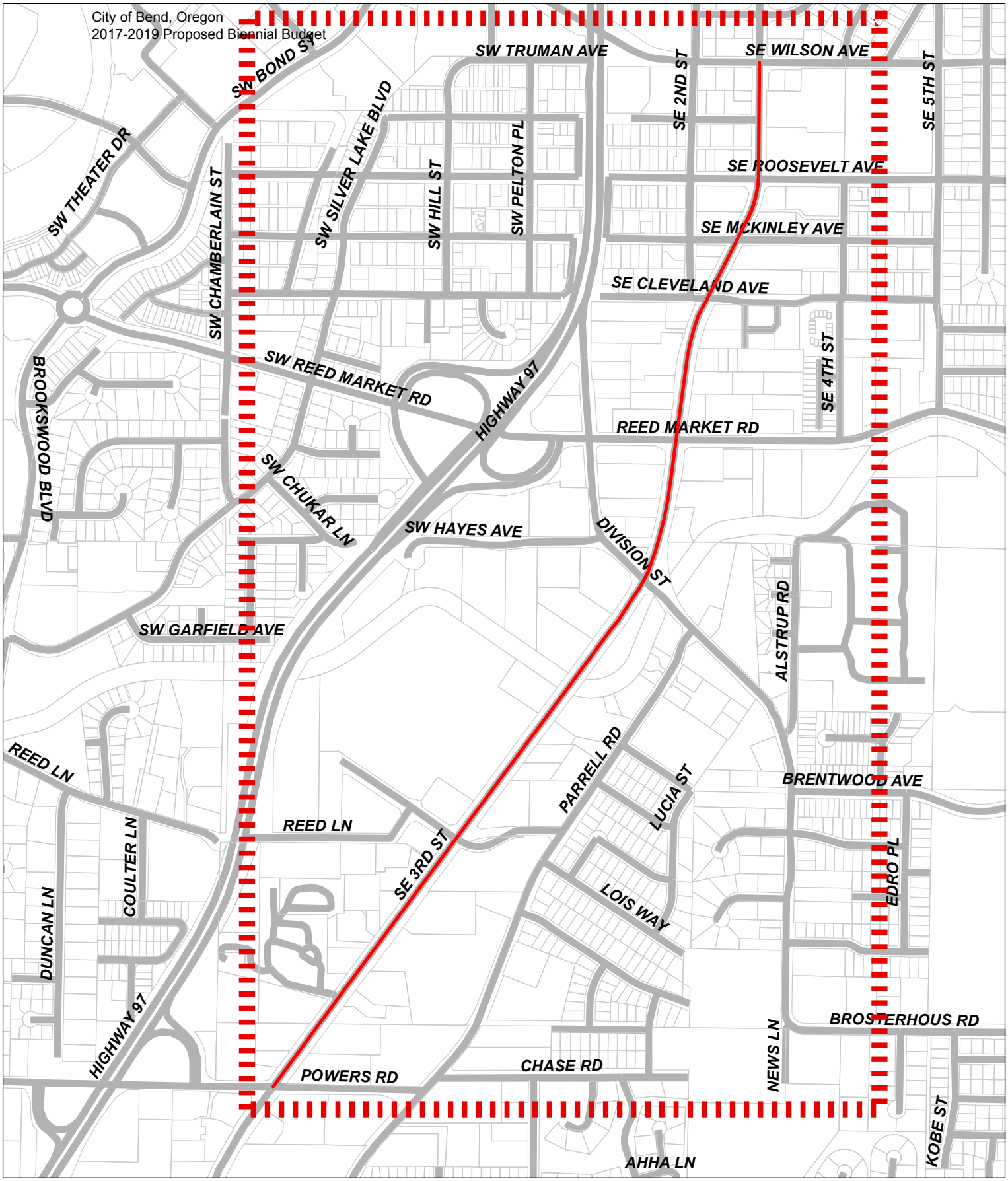
Capital Improvement Program 2018-2022

Accessibility Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1A3AA South 3rd Street Pedestrian Improvements	1	$ 15,000	$ -	$ -	$ -	$ -	$ 15,000
1ACAI Citywide Accessibility Improvements Includes Barrier Removal	2	850,000	-	-	-	-	850,000
Dean Swift Road Corridor	5	-	150,000	-	-	-	150,000
NE Division Street Corridor	5	-	500,000	-	-	-	500,000
Lodge Pole Drive Corridor	5	-	-	315,000	-	-	315,000
Poplar Street Corridor	5	-	-	250,000	-	-	250,000
SW Truman Hill Taft Silver Lake Corridor	5	-	-	-	440,000	-	440,000
SW Cleveland Avenue Corridor	5	-	-	-	190,000	-	190,000
NW Delaware Avenue Corridor	5	-	-	-	-	500,000	500,000
NW Hill Street Corridor	5	-	-	-	-	250,000	250,000
NW Sisemore Street Corridor	5	-	-	-	-	125,000	125,000
Total Accessibility Construction CIP		**$ 865,000**	**$ 650,000**	**$ 565,000**	**$ 630,000**	**$ 875,000**	**$ 3,585,000**

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

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



1A3AA South 3rd St Pedestrian Improvements

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	South 3rd Street Pedestrian Improvements	Budget Period:	2017-2019
		Total Project Est:	$812,874
Project Type:	Transportation	Target Start Date:	2011
Project Fund:	Accessibility Construction Fund	Target Completion:	Jul 2017
Project #:	1A3AA		
Project Manager:	Suhr, Burr		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Water/Sewer Franchise Fees	100%

DESCRIPTION

Project is a collaboration with ODOT to provide continuous pedestrian facilities along the 3rd Street corridor between Wilson Avenue and Powers Road by repairing existing facilities that are either non-existent, out of compliance, or deteriorated.

NEED/JUSTIFICATION

Sidewalks, curb ramps and bike lanes do not exist continually on the 3rd Street arterial. Curb ramps are required per DOJ settlement and bike lanes are required on arterials per state transportation rules. Sidewalks link curb ramps and transit stops. 3rd Street has several "high crash" locations for pedestrians and bicyclists according to Crash Study (2012). Significant multi modal access, mobility, and safety improvements.

FINANCIAL NARRATIVE

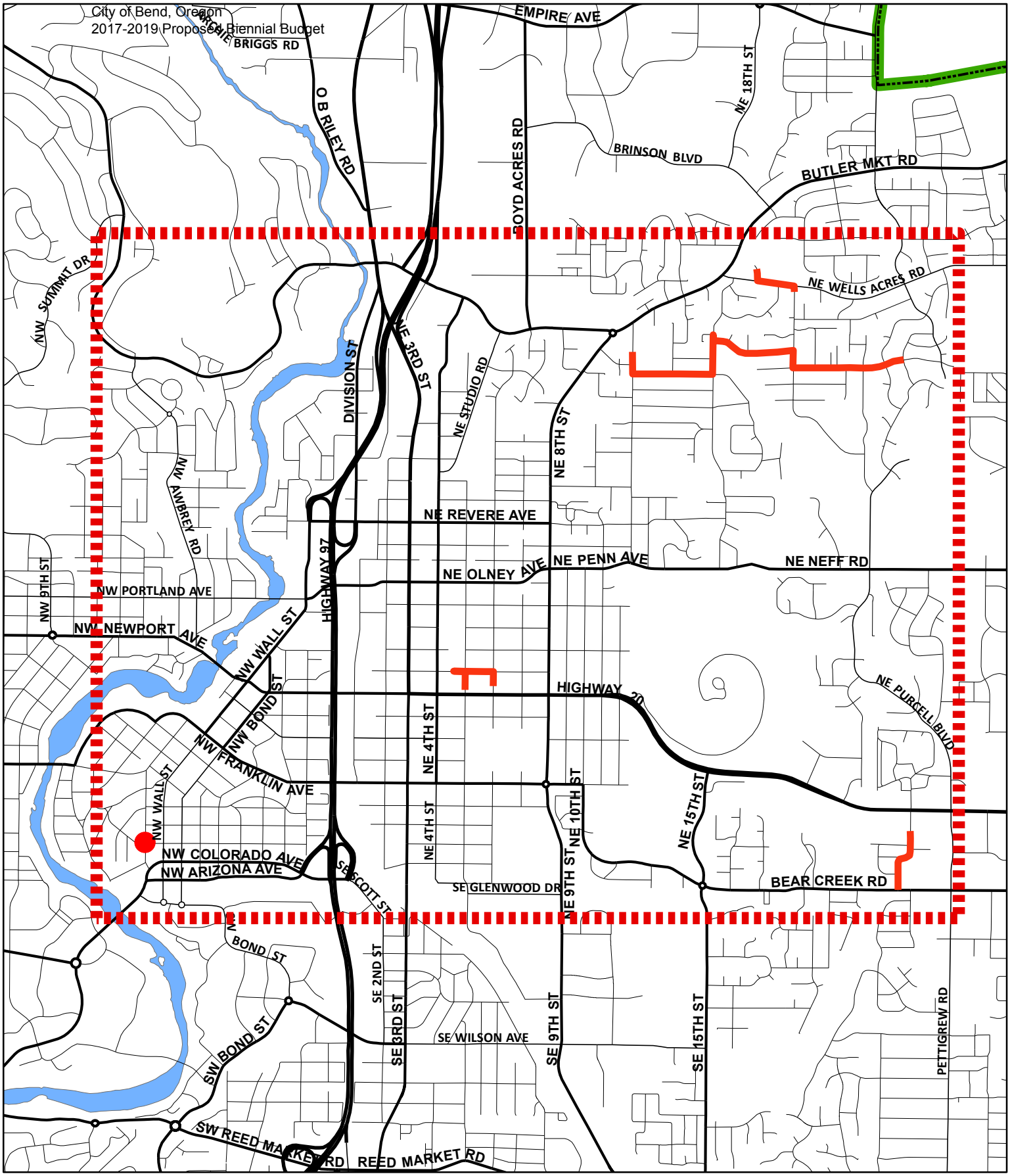
Impact on Annual Operating Budget: No impact on operations budget

Consequence of Delaying or Eliminating this Project: 3rd Street would remain an incomplete and non-compliant ADA pedestrian corridor. Cascade East Transit (CET) bus stops would remain unideal for pedestrian safety

Project Related To: 1WSW3 South 3rd Street – Water portion

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$797,874	$15,000	$ -	$ -	$ -	$ -	$812,874



1ACAI Citywide Accessibility Improvements

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 1,250 2,500 Feet

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Citywide Accessibility Improvements Includes Barrier Removal	Budget Period:	2017-2019
		Total Project Est:	$3,876,000
Project Type:	Transportation	Target Start Date:	2016
Project Fund:	Accessibility Construction Fund	Target Completion:	June 2022
Project #:	1ACAI		
Project Manager:	Rowan, Rory		
Cost Estimate Classification:	2 - 5		
Status:	Open		
Stage:	Design		

METHOD OF FINANCING

TYPE	PERCENTAGE
Water/Sewer Franchise Fees	100%

DESCRIPTION

Through the help of dedicated volunteers on the City of Bend Accessibility Advisory Committee (COBAAC) and the Central Oregon Coalition for Access (COCA), key corridors and neighborhoods across the city have been prioritized for accessibility improvements. This project will design, construct, or repair these curb ramps and sidewalks including those identified through the City's Barrier Removal Request process.

NEED/JUSTIFICATION

Under the terms of previous legal settlements, federal requirements, and the City's adopted ADA Transition Plan, barriers to accessibility in the public right of way must be addressed in a timely manner. These improvements do so by addressing specific Barrier Removal Requests previously submitted by the community as well as by reducing additional barriers to accessibility in comprehensive corridors. Refer to the 5-year Capital Improvement Program schedule for details of corridors identified for improvements.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: Reduces operating costs by repairing existing damaged or non-compliant sidewalk and curb ramps.

Consequence of Delaying or Eliminating this Project: High priority Barrier Removal Requests submitted by the accessibility community would not be addressed.

Project Related To: N/A

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$306,000	$850,000	$650,000	$565,000	$630,000	$875,000	$3,876,000

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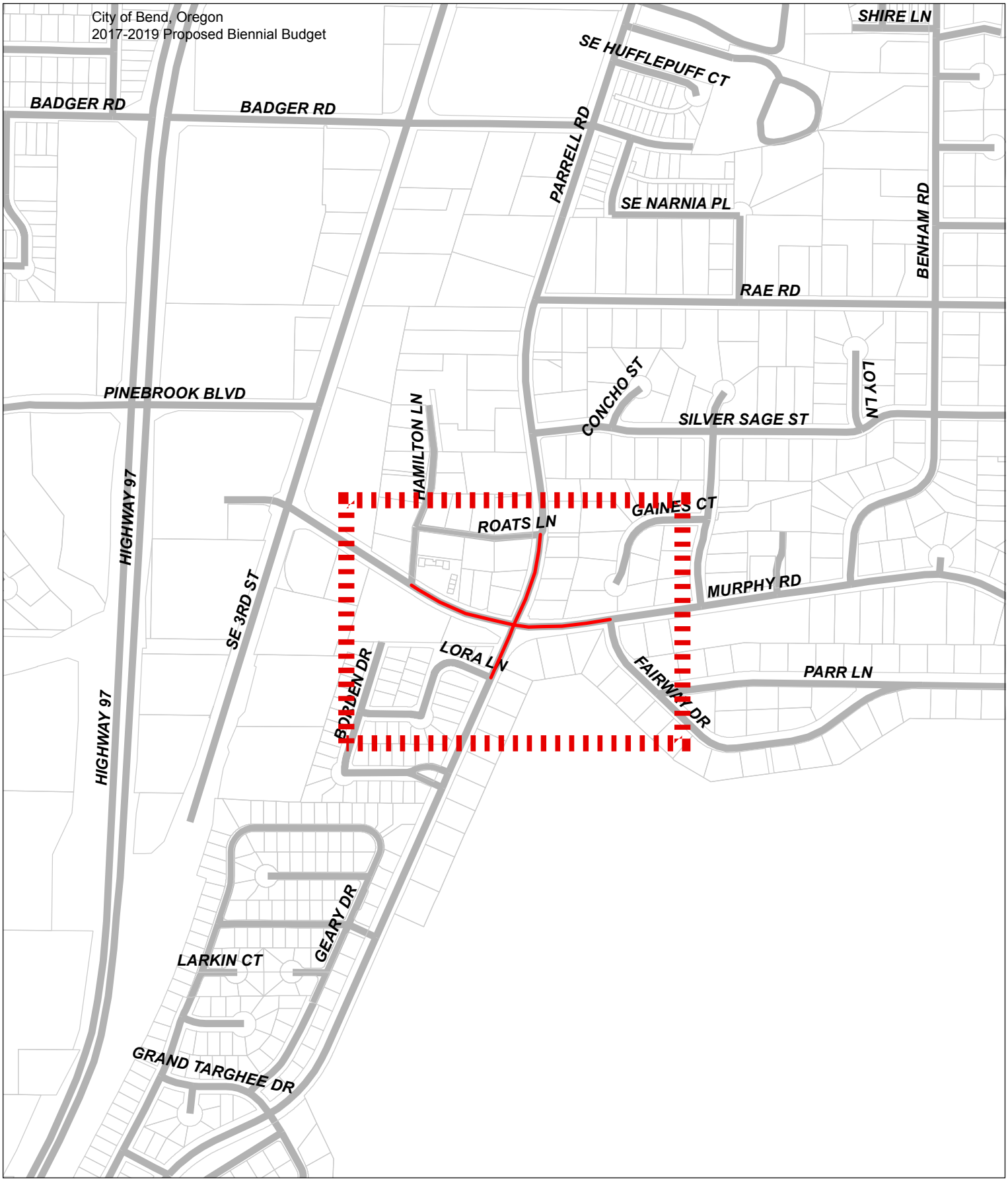
Capital Improvement Program 2018-2022

BURA Murphy Crossing Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
1TMPR Murphy & Parrell Roundabout	1	$ 10,000	$ 5,000	$ 5,000	$ -	$ -	$ 20,000
Total BURA Construction CIP		**$ 10,000**	**$ 5,000**	**$ 5,000**	**$ -**	**$ -**	**$ 20,000**

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

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



1TMPR Murhpy & Parrell Roundabout

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

ENGINEERING

Engineering & Infrastructure Planning Department

Capital Improvement Program Project Summary

CIP Fiscal Years 2018– 2022

SUMMARY

Project Title:	Murphy & Parrell Roundabout	Budget Period:	2017-2019
		Total Project Est:	$2,952,600
Project Type:	Transportation	Target Start Date:	2015
Project Fund:	BURA Construction Fund	Target Completion:	May 2020
Project #:	1TMPR		
Project Manager:	Sabourin, Garrett		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Sub-complete		

METHOD OF FINANCING

TYPE	PERCENTAGE
Tax Increment/Urban Renewal Financing	100%

DESCRIPTION

Construct a portion of Segment 5 of the SE Interceptor. Construct a roundabout, landscaping , stormwater facilities , illumination, signs and striping to current City standards.

NEED/JUSTIFICATION

This project will finalize the originally conceptualized extension of Murphy Road on the east side as a part of the Murphy Overcrossing Project and make the intersection safer for vehicles, pedestrians and bicycles.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The City roads will be constructed in concrete which reduces the need for street overlays and the landscaping will be drought tolerant and native to Central Oregon.

Consequence of Delaying or Eliminating this Project: The project is finished with only plant establishment remaining.

Project Related To: Murphy Crossing Refinement Plan

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$2,932,600	$10,000	$5,000	$5,000	$ -	$ -	$2,952,600

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Capital Improvement Program 2018-2022

Airport

Five Year Capital Improvement Program (CIP) Schedule

*Project numbers may change	Classification *	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	5 Year Total
AP13A Helicopter Operations Area Phase 1	1	$ 59,200	$ -	$ -	$ -	$ -	$ 59,200
AP18A Helicpoter Operations Area Phase II	1	1,215,900	-	-	-	-	1,215,900
AP16A West Apron	3	1,645,300	-	-	-	-	1,645,300
AP15D Wildlife Hazard Assessment	NA	4,500	-	-	-	-	4,500
*APXX Master Plan Update	NA	311,100	155,600	-	-	-	466,700
*APXX South Hangar Taxilane Rehab	5	-	-	500,000			500,000
*AP19XX Runway Ext. EA Phase I Environmental	NA			250,000			
*AP19XX Runway Ext. EA Phase II Environmental	NA	-	-	250,000	-	-	250,000
*AP20XX Runway Ext. Design/Property Acquisition	5	-	-	-	10,000,000		10,000,000
*AP21XX Runway Construction	5	-	-	-	-	10,000,000	10,000,000
Total Airport CIP		**$ 3,236,000**	**$ 155,600**	**$ 1,000,000**	**$ 10,000,000**	**$ 10,000,000**	**24,391,600**

Note: Airport capital improvement projects are pending approval of 90% FAA funding and funding for City match.

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

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

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Helicopter Operations Area Phase I	**Budget Period:**	2017 – 2019
Project #:	AP13A	**Total Project Est:**	$393,900
Project Type:	Airport	**Target Start Date:**	2016
Project Fund:	Airport Fund	**Target Completion:**	Dec 2017
Project Manager:	Judd, Gary		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Construction		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues	1%
ConnectOregon Grant	9%

DESCRIPTION
Construct a Rotor craft taxiway, helipad landing site and helicopter ramp on the east side of the Bend Airport.

NEED/JUSTIFICATION
The new Airport Master Plan update has identified a significant growth pattern for helicopter operations. The Airport does not currently have a dedicated facility that provides separation for fixed wing and rotor craft operations. This project will enhance safety and efficiency by providing increased separation from fixed wing aircraft; it will also allow for enhanced safety of operations based on the expected increase in numbers of helicopters and operations (FAA approved aviation activity forecast); and economic development. Once helicopters are moved from the west side, additional fixed wing parking capacity will be available for west side jet parking and allow for the re-construction of the West side parking ramp in front of the City owned Fixed Based Operator (FBO) building.

FINANCIAL NARRATIVE
Impact on Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come from directly from airport funds, city general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal. A ConnectOregon grant has been approved for $515,864 as part of the 10% required match.

Consequences of Delaying or Eliminating this Project: Currently, there is a potential of a fixed wing/rotor craft conflict while airborne or during ground operations and the overall efficency of the operating environment would be reduced. Furthermore, delaying the project limits the growth of Airport revenue and job creation.

Project Related To: Airport Master Plan (AP10AA); FBO Ramp (AP16AA); Eastside Helipad Phase II (AP18AA)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$334,700	$59,200	$ -	$ -	$ -	$ -	$393,900

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Helicopter Operations Area Phase II	**Budget Period:**	2017 – 2019
Project #:	AP18A	**Total Project Est:**	$6,907,200
Project Type:	Airport	**Target Start Date:**	2016
Project Fund:	Airport Fund	**Target Completion:**	Dec 2017
Project Manager:	Judd, Gary		
Cost Estimate Classification:	1		
Status:	Open		
Stage:	Construction		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues	1%
ConnectOregon Grant	9%

DESCRIPTION

Construct a Rotor craft taxiway, helipad landing site and helicopter ramp on the east side of the Bend Airport.

NEED/JUSTIFICATION

The new Airport Master Plan update has identified a significant growth pattern for helicopter operations. The Airport does not currently have a dedicated facility that provides separation for fixed wing and rotor craft operations. This project will enhance safety and efficiency by providing increased separation from fixed wing aircraft; it will also allow for enhanced safety of operations based on the expected increase in numbers of helicopters and operations (FAA approved aviation activity forecast); and economic development. Once helicopters are moved from the west side, additional fixed wing parking capacity will be available for west side jet parking and allow for the re-construction of the West side parking ramp in front of the City owned Fixed Based Operator (FBO) building.

FINANCIAL NARRATIVE

Impact on Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come from directly from airport funds, city general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal. A ConnectOregon grant has been approved for $515,864 as part of the 10% required match.

Consequences of Delaying or Eliminating this Project: Currently, there is a potential of a fixed wing/rotor craft conflict while airborne or during ground operations and the overall efficency of the operating environment would be reduced. Furthermore, delaying the project limits the growth of Airport revenue and job creation.

Project Related To: Airport Master Plan (AP10AA); FBO Ramp (AP16A); Eastside Helipad Phase I (AP13A)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$5,691,300	$1,215,900	$ -	$ -	$ -	$ -	$6,907,200

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	West Apron	**Budget Period:**	2017 – 2019
Project #:	AP16A	**Total Project Est:**	$1,833,400
Project Type:	Airport	**Target Start Date:**	2017
Project Fund:	Airport Fund	**Target Completion:**	Jun 2018
Project Manager:	Judd, Gary		
Cost Estimate Classification:	3		
Status:	Planning		
Stage:	Planning		

METHOD OF FINANCING

TYPE	PERCENTAGE
FAA Grant	90%
ConnectOregon VI grant	10%

DESCRIPTION

Remove the existing asphalt, excavate existing base and reconstruct the ramp back to FAA standards. Re-pave and reconfigure parking area to FAA standards.

NEED/JUSTIFICATION

The asphalt in this area has been classified as “failed” by the documented state pavement maintenance program (PMP). Existing parking does not meet FAA standards or current needs. Ensures the pavement can support the weight of parked aircraft. Establishes a parking configuration that meets FAA standards for larger aircraft. Allows adjustments to parking to better meet the current needs. This project is part of the maintenance required by our FAA grant assurances.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget: The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds are available. The current planning costs will reimbursed under a combined planning/constuction grant estimated to be issued in July, 2017 after bids for the constrcution segment are received.

Consequences of Delaying or Eliminating this Project: Aircraft could break through the pavement causing damage to aircraft and/or personnel. Debris from deteriorating pavement can be picked up by propellers or jet intake. Parking is not optimal and it limits the efficient use of the area. Water infiltration will accelerate sub-base detioration.

Project Related To: Bend Airport safety; Eastside Helipad Phase I (AP13AA); Eastside Helipad Phase II (AP18A)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-20	2021-22	Total
$ 188,100	$1,645,300	$ -	$ -	$ -	$ -	$1,833,400

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Wildlife Hazard Assessment	**Budget Period:**	2017 – 2019
Project #:	AP15D	**Total Project Est.**	$25,268
Project Type:	Airport	**Target Start Date:**	2015
Project Fund:	Airport Fund	**Target Completion:**	Dec 2017
Project Manager:	Judd, Gary		
Cost Estimate Classification:	N/A		
Status:	Open		
Stage:	In Progress		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues	10%

DESCRIPTION

A study required by the FAA to identify the potential hazards of wildlife at the airport. The study is complete and is being reviwed by the FAA. A Wildlife Hazard Management Plan may be required by the FAA and is included in the cost estimates.

NEED/JUSTIFICATION

Reduce the number of accidents or incidents caused by wildlife and aircraft collisions.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds are available. Initial cost estimates were substantially higher than the final bid price.

Consequences of Delaying or Eliminating this Project- An FAA requirement and must be complied with in order to receive future FAA funding.

Project Related to- Flight safety

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$20,768	$4,500	$ -	$ -	$ -	$ -	$25,268

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Master Plan Update	**Budget Period:**	2017 – 2019
Project #:	APXX	**Total Project Est:**	$466,700
Project Type:	Airport	**Target Start Date:**	2017
Project Fund:	Airport Fund	**Target Completion:**	Jun 2019
Project Manager:	Judd, Gary		
Cost Estimate Classification:	N/A		
Status:	Pending		
Stage:	Planning		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues	10%

DESCRIPTION
An update to the Airport Master Plan.

NEED/JUSTIFICATION
This would be performed prior to any actions regarding a runway extension.

FINANCIAL NARRATIVE
Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.

Consequences of Delaying or Eliminating this Project- The project would only proceed if existing use justified the additional length. If the project was justified by the FAA, met the Environmental qualifications and was approved by the FAA for funding, a delay could cost the City all or a part of available FAA funds. The lack of a runway long enough to accommodate aircraft using it would create a safety concern. It would also limit the ability of the airport to serve the aircraft and businesses wishing to be based at or visit Bend.

Project Related to- Flight safety and airport capacity

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$311,100	$155,600	$ -	$ -	$ -	$466,700

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	South Hangar Taxilane Rehab	**Budget Period:**	2017 – 2019
Project #:	APXX	**Total Project Est:**	$500,000
Project Type:	Airport	**Target Start Date:**	2019
Project Fund:	Airport Fund	**Target Completion:**	Jun 2020
Project Manager:	Judd, Gary		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Planning		

METHOD OF FINANCING

TYPE	PERCENTAGE
Airport Revenues	100%

DESCRIPTION

Replacement of Detiorated asphalt surfaces on taxilanes east and west the City owned south hangar complexes D-H

NEED/JUSTIFICATION

The surface's current condition is poor and will continue to deteriorate creating safety issues for access of aircraft to hangars.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget- At this time the project will be Airport funded as the FAA does not normally fund taxilane projects. Grants will be applied for to help defray the costs if available.

Consequences of Delaying or Eliminating this Project- Taxilanes could become unusable.

Project Related to- Safety and accessibility by aircraft to essential services. (aircraft hangaring)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$500,000	$ -	$ -	$500,000

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Runway Ext EA Phase I Environmental	**Budget Period:**	2017 – 2019
Project #:	AP19XX	**Total Project Est.**	$250,000
Project Type:	Airport	**Target Start Date:**	2019
Project Fund:	Airport Fund	**Target Completion:**	Jun 2020
Project Manager:	Judd, Gary		
Cost Estimate Classification:	N/A		
Status:	Pending		
Stage:	Planning		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues/grants	10%

DESCRIPTION
The first phase of the environmental study required prior to proceeding with the actual design and construction of the extension. Phase I is an assessment of the areas that will be impacted, agencies to be contacted, jurisdictions that apply, the types and kinds of expected findings such as endangered species and historical or archaeological findings based on previous studies in similar areas in the regions. It is done in coordination with the FAA and their guidelines. No formal onsite inspections are done. Phase I lays out the outline of what Phase II will have to have included in the scope.

NEED/JUSTIFICATION
To determine the environmental affects and determine what, if any, steps should be taken to meet federal requirements.

FINANCIAL NARRATIVE
Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can come directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. For this project, the 10% costs are derived from the operating budget since no additional grant funds available at this time.

Consequences of Delaying or Eliminating this Project- Without the environmental process the project cannot proceed.

Project Related to- Runway Extension Environmental Assessment Phase II (AP19XX); Runway Extension /Design and Property Acquisition (AP20XX)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$250,000	$ -	$ -	$250,000

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Runway Ext. EA Phase II Environmental	**Budget Period:**	2017 – 2019
Project #:	AP19XX	**Total Project Est:**	$250,000
Project Type:	Airport	**Target Start Date:**	2019
Project Fund:	Airport Fund	**Target Completion:**	Jun 2020
Project Manager:	Judd, Gary		
Cost Estimate Classification:	N/A		
Status:	Pending		
Stage:	Planning		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues	10%

DESCRIPTION

Second phase of the environmental study required prior to proceeding with the actual design and construction of the extension. Phase II is an “on the ground” investigation to determine what, if any, of the items identified in Phase I are present and to what extent. It also determines the next steps in the environmental process. Sometimes nothing is needed, additional studies indicated or extensive mitigation measures need to be taken. During this phase actual digging may occur, wildlife may be monitored and specialists will perform the tasks. The findings are passed along to the appropriate agencies such as Tribal, BLM, EPA etc. for their reviews. Ultimately the FAA determines what additional steps should be taken if needed.

NEED/JUSTIFICATION

To determine the environmental affects and determine what if any steps should be taken to meet federal requirements.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, city general funds or other grant sources such as ConnectOregon if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.

Consequences of Delaying or Eliminating this Project- Without the environmental process the project cannot proceed.

Project Related to- Runway Extension Environmental Assessment Phase 1 (AP19XX); Runway Extension /Design and Property Acquisition (AP20XX)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$250,000	$ -	$ -	$250,000

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Runway Extension Design/Property Acquisition	**Budget Period:**	2017 – 2019
Project #:	AP20XX	**Total Project Est:**	$10,000,000
Project Type:	Airport	**Target Start Date:**	2020
Project Fund:	Airport Fund	**Target Completion:**	Jun 2022
Project Manager:	Judd, Gary		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Planning		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues	10%

DESCRIPTION

The design of the actual runway extension and identifying what, if any, additional land would need to be acquired.

NEED/JUSTIFICATION

This would be performed prior to the actual bidding/construction of the extension and creates a basis for the “on the ground” construction.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.

Consequences of Delaying or Eliminating this Project- The project would only proceed if existing use justified the additional length. If the project was justified by the FAA, met the Environmental qualifications and was approved by the FAA for funding, a delay could cost the City all or a part of available FAA funds. The lack of a runway long enough to accommodate aircraft using it would create a safety concern. It would also limit the ability of the airport to serve the aircraft and businesses wishing to be based at or visit Bend.

Project Related to- Flight safety and airport capacity, Runway Construction (AP21XX)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$ 10,000,000	$ -	$10,000,000

CITY OF BEND

Economic Development Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 - 2022

SUMMARY		KEY DATES	
Project Title:	Runway Extension Construction	**Budget Period:**	2017 – 2019
Project #:	AP21XX	**Total Project Est:**	$10,000,000
Project Type:	Airport	**Target Start Date:**	2021
Project Fund:	Airport Fund	**Target Completion:**	Jun 2022
Project Manager:	Judd, Gary		
Cost Estimate Classification:	5		
Status:	Pending		
Stage:	Planning		

METHOD OF FINANCING	
TYPE	PERCENTAGE
FAA Grant	90%
Airport Revenues	10%

DESCRIPTION

Construction of runway extension.

NEED/JUSTIFICATION

If the Airport Master Plan update indicates the need the runway extension is required to meet the safety and capacity needs of the current and forecast aircraft use.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget- The FAA pays for 90% of the costs and the City has to provide the remaining 10%. This amount can from directly from airport funds, City general funds or other grant sources such as ConnectOregon, if approved. Generally the 10% costs are derived from other grant sources and the impact to the operating budget is minimal.

Consequences of Delaying or Eliminating this Project- The project would only proceed if existing use justified the additional length. If the project was justified by the FAA, met the Environmental qualifications and was approved by the FAA for funding, a delay could cost the City all or a part of available FAA funds. The lack of a runway long enough to accommodate aircraft using it would create a safety concern. It would also limit the ability of the airport to serve the aircraft and businesses wishing to be based at or visit Bend.

Project Related to- Flight safety and airport capacity, Runway Extension Design Acquisition (AP20XX)

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$ -	$10,000,000	$10,000,000

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Capital Improvement Program 2018-2022

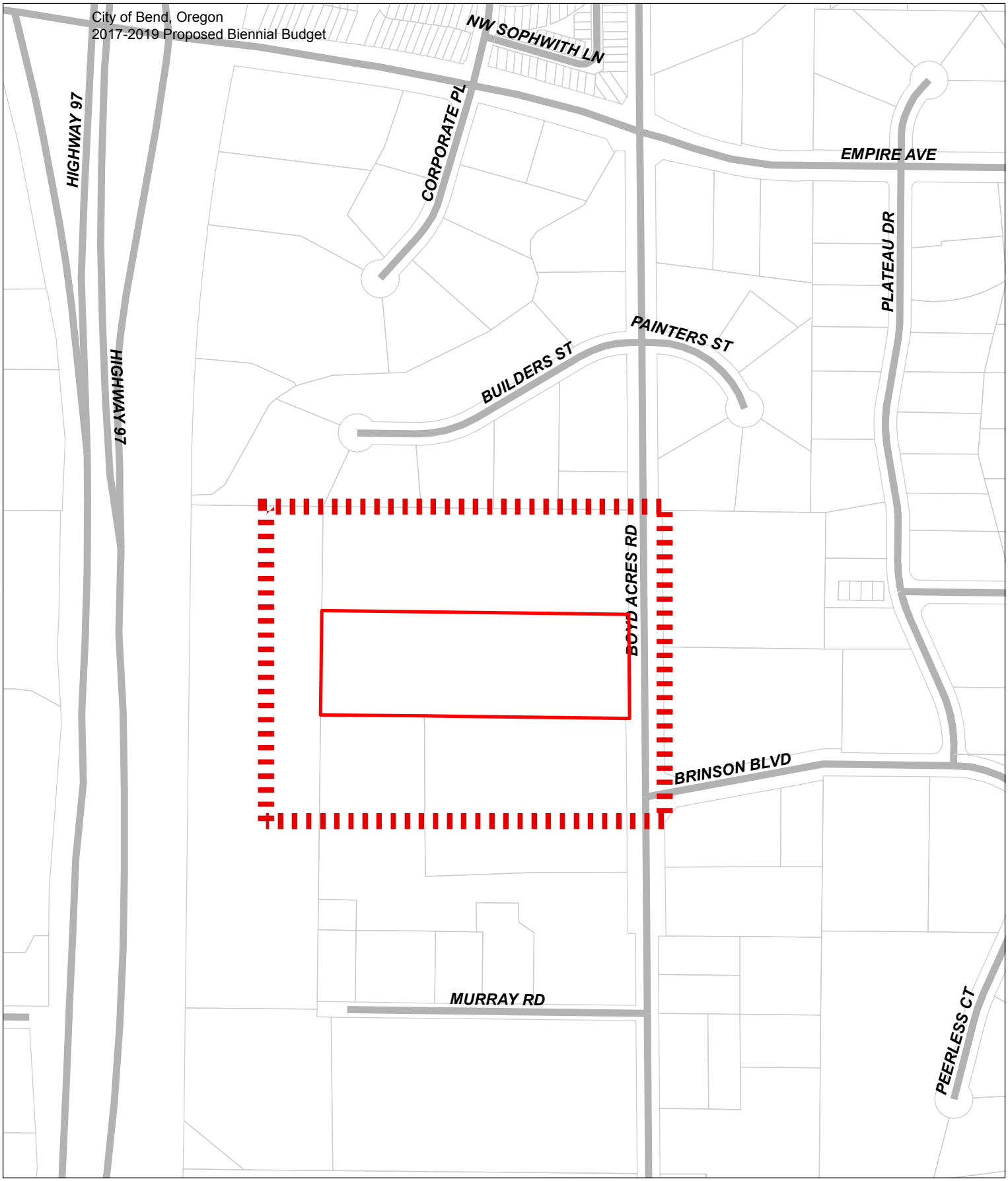
Facilities Management
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	2017-18	2018-19	2019-20	2020-21	2021-22	5 Year Total
FA18AX Site Development/Fuel Island - Boyd Acres**	5	$ 160,000	$ -	$ 3,544,530	$ -	$ -	$ 3,704,530
FA18BX Streets Building G Re-Insulate Re-Roof	3	30,000	-	-	-	-	30,000
FA18CX Boyd Acres Building C - Replace Roof	3	45,000	-	-	-	-	45,000
FA18DX 740 NW Wall Tenant Improvement	5	65,000	-	-	-	-	65,000
FA18EX 875 NW Brooks Re-Roof	3	20,000	-	-	-	-	20,000
FA19AX Boyd Acres Building D - Replace Roof	3	-	106,000	-	-	-	106,000
FA20AX Site Paving/Grading - Pilot Butte Campus**	5	-	-	6,375,600	-	-	6,375,600
FA21AX Vehicle Storage/Parking - Pilot Butte Campus**	5	-	-	-	8,528,400	-	8,528,400
FA22AX Fleet Building/Truck Wash - Pilot Butte Campus**	5	-	-	-	-	13,549,882	13,549,882
FA22BX Operations Building B Remodel - Boyd Acres**	5			-	-	1,097,712	1,097,712
Total Facilities Management CIP		**$ 320,000**	**$ 106,000**	**$ 9,920,130**	**$ 8,528,400**	**$ 14,647,594**	**$ 33,522,124**

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

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

Notes:
** These projects were generated as a result of the 20 year facilities plan created in February 2015.



FA18AX Site Development/Fuel Island - Boyd Acres

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Site Development/Fuel Island – Boyd Acres	**Budget Period:**	2017-2019
Project #:	FA18AX	**Total Project Est:**	$3,704,530
Project Type:	Facilities Management	**Target Start Date:**	2017
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2020
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Proposed		
Stage:	Planning		

METHOD OF FINANCING

TYPE	PERCENTAGE
Debt Proceeds – Debt service paid by Utilities and operating departments that utilize the truck wash and possible fuel island	100%

DESCRIPTION

This project will include site development and construction of a parking lot, truck wash and possibly a fuel island at the Boyd Acres site. This will improve operational efficiencies by making best use of existing buildings, have more efficient parking, and a more secure site.

NEED/JUSTIFICATION

Project is part of 20-year facilities plan.

Utilities will have more effective operations.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget – This project will be funded by the issuance of long-term debt. Annual debt service payments will be funded by transfers from the operating departments that utilize the fuel island.

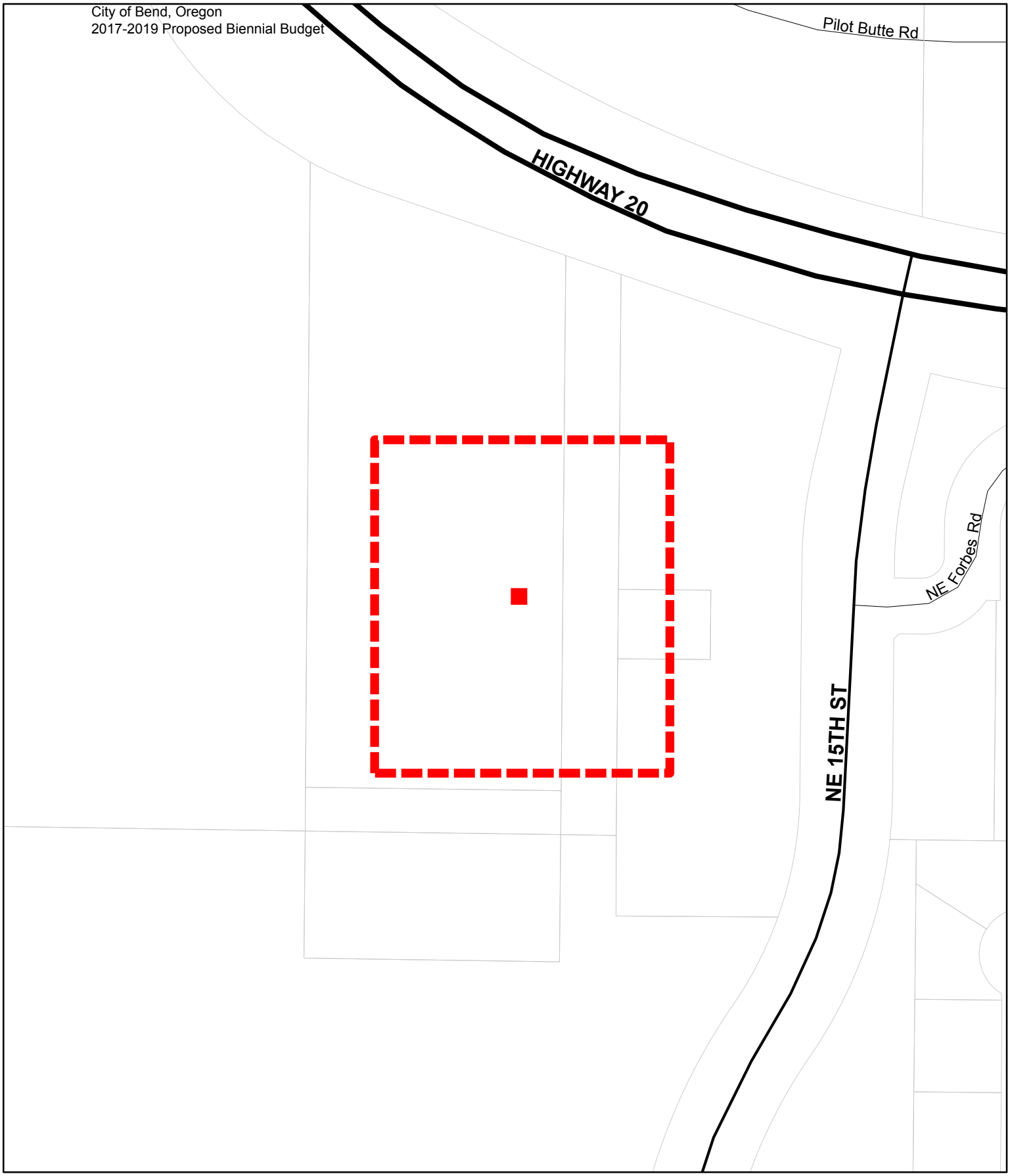
Consequences of Delaying or Eliminating this Project – Operational inefficiencies as the department out-grows existing facilities.

Project Related to – 20 year facilities plan completed February 2015

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ 160,000	$ -	$3,544,530	$ -	$ -	$3,704,530

City of Bend, Oregon
2017-2019 Proposed Biennial Budget



FA18BX Streets Building G Re-Insulate Re-Roof/Coat

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 75 150 Feet

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Streets Building G Re-Insulate Re-Roof	**Budget Period:**	2017-2019
Project #:	FA18BX	**Total Project Est:**	$ 30,000
Project Type:	Facilities Management	**Target Start Date:**	2017
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2018
Project Manager:	Unassigned		
Cost Estimate Classification:	3		
Status:	Proposed		
Stage:	Planned		

METHOD OF FINANCING

TYPE	PERCENTAGE
Cost Allocated – Cost allocations paid by Streets & Operations Department at Pilot Butte campus	100%

DESCRIPTION

Outbuilding "G" roof replacement - Streets & Operations Department, Pilot Butte Campus

NEED/JUSTIFICATION

The roof of Outbuilding "G" is leaking and beyond lifecycle for replacement. As a result, the insulation has been saturated with moisture and is no longer effective. Equipment stored in Outbuilding "G" must be protected against freezing conditions.

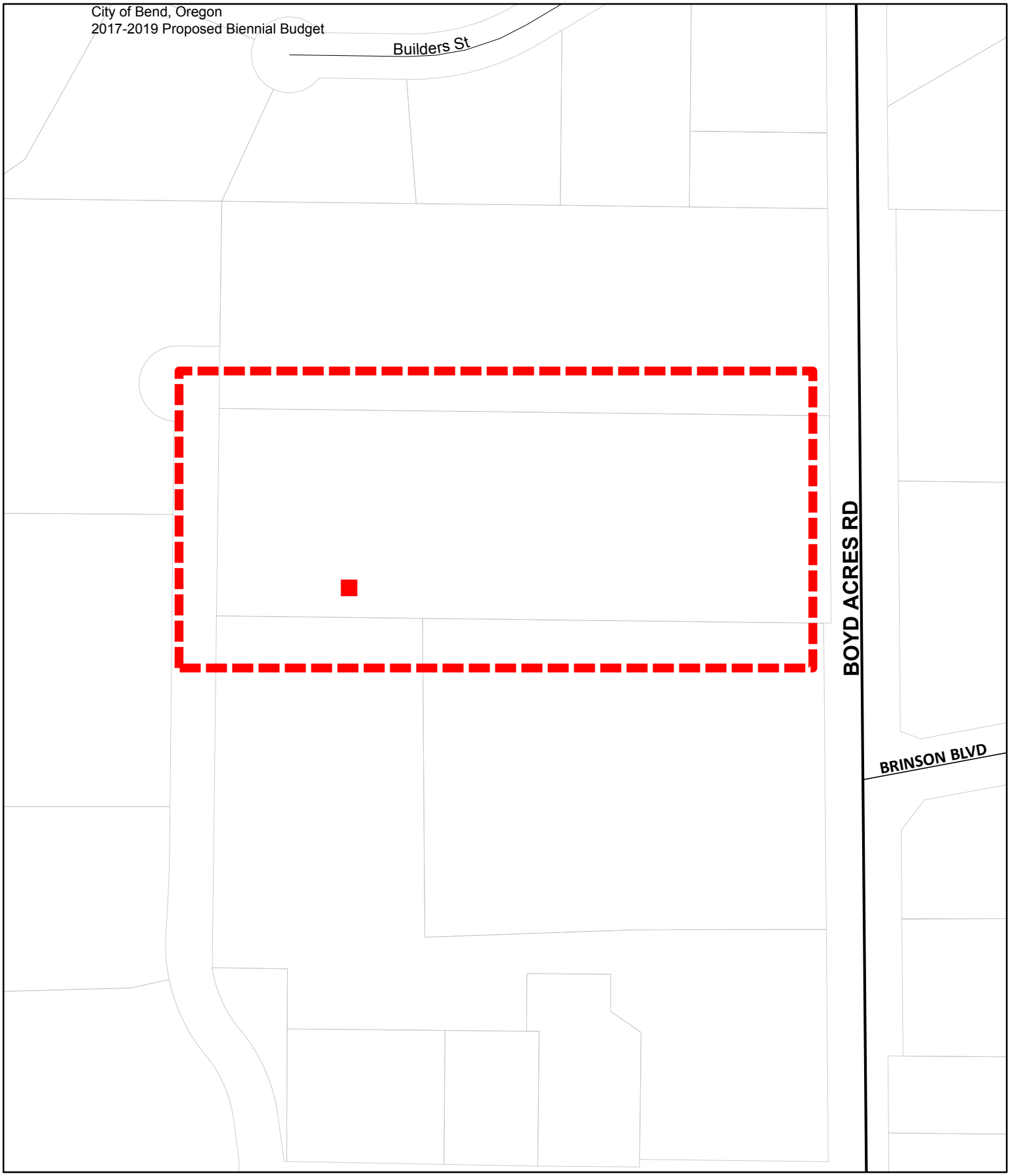
FINANCIAL NARRATIVE

Impact to Annual Operating Budget – This project will have minimal impact and is cost allocated to Streets & Operations.

Consequences of Delaying or Eliminating this Project – Roof system and insulation will continue to deteriorate. Energy costs to maintain adequate frost protection increased.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ 30,000	$ -	$ -	$ -	$ -	$ 30,000



FA18CX Boyd Acres Building C – Replace Roof

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 100 200 Feet

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Boyd Acres Building C – Replace Roof	**Budget Period:**	2017-2019
Project #:	FA18CX	**Total Project Est:**	$ 45,000
Project Type:	Facilities Management	**Target Start Date:**	2017
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2018
Project Manager:	Unassigned		
Cost Estimate Classification:	3		
Status:	Proposed		
Stage:	Planned		

METHOD OF FINANCING

TYPE	PERCENTAGE
Cost Allocated–Cost allocationspaid by operating departments at Boyd Acres Campus	100%

DESCRIPTION

Building “C” roof replacement – Utility Department, Boyd Acres Campus

NEED/JUSTIFICATION

The roof of Building “C” is leaking and beyond lifecycle for replacement. Existing roof system allows for ice damming and water intrusion in occupied space to occur.

FINANCIAL NARRATIVE

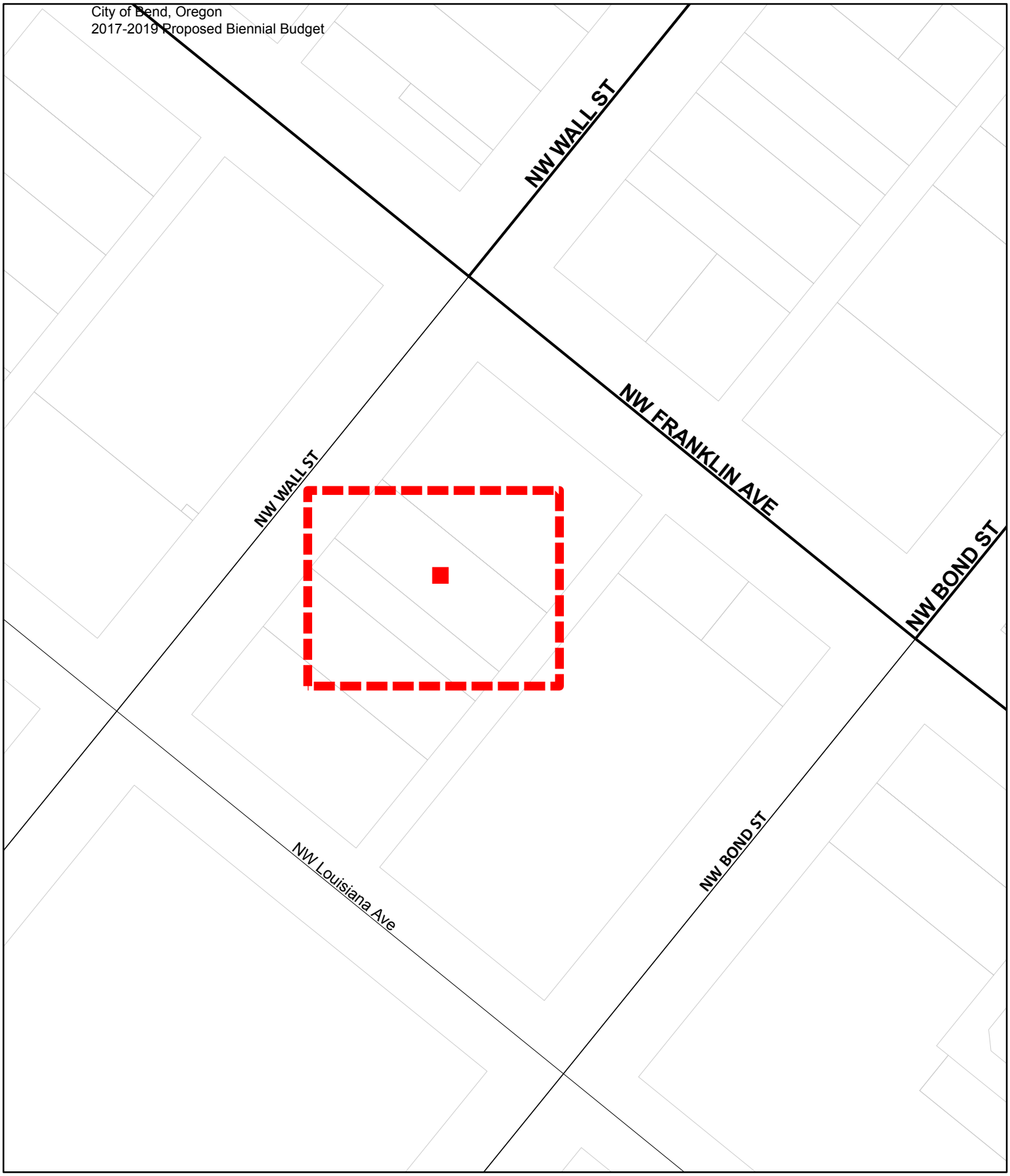
Impact to Annual Operating Budget – This project will have minimal impact and is cost allocated to the Utility Department.

Consequences of Delaying or Eliminating this Project –Roof system will continue to deteriorate. Ice damming and water intrusion in occupied space to continue resulting in additional expenses for remediation and repair.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ 45,000	$ -	$ -	$ -	$ -	$ 45, 000

City of Bend, Oregon
2017-2019 Proposed Biennial Budget



FA18DX 740 NW Wall TI

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 50 100 Feet

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	740 NW Wall Tenant Improvement	**Budget Period:**	2017-2019
Project #:	FA18DX	**Total Project Est:**	$ 65,000
Project Type:	Facilities Management	**Target Start Date:**	2017
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2018
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Proposed		
Stage:	Planned		

METHOD OF FINANCING

TYPE	PERCENTAGE
Cost Allocated – Cost allocations paid by interdepartmental transfers.	100%

DESCRIPTION

740 NW Wall Tenant Improvements

NEED/JUSTIFICATION

The LEAP project team's current space is not suitable for their space requirements. Tenant improvements will be necessary to 740 NW Wall Street property to provide sufficient space for upcoming module work and training environments.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget – This space is currently leased to a retail tenant. Relocating the LEAP team will require termination of the lease which will result in the loss of approximately $31,000 in annual revenues.

Consequences of Delaying or Eliminating this Project – LEAP project team will continue to operate in unsuitable environment. Training space necessary for implementation will be inadequate. Implementation will be delayed.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ 65,000	$ -	$ -	$ -	$ -	$ 65,000

FA18EX 875 NW Brooks Re-Roof

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 100 200 Feet

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	875 NW Brooks Re-Roof	**Budget Period:**	2017-2019
Project #:	FA18EX	**Total Project Est:**	$ 20,000
Project Type:	Facilities Management	**Target Start Date:**	2017
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2018
Project Manager:	Unassigned		
Cost Estimate Classification:	3		
Status:	Proposed		
Stage:	Planned		

METHOD OF FINANCING

TYPE	PERCENTAGE
Rent proceeds – Costs will be paid with rent proceeds from the property.	100%

DESCRIPTION

875 NW Brooks Street Re-Roof

NEED/JUSTIFICATION

The roof of 875 NW Brooks Street is leaking at flashing areas and is beyond lifecycle for replacement.

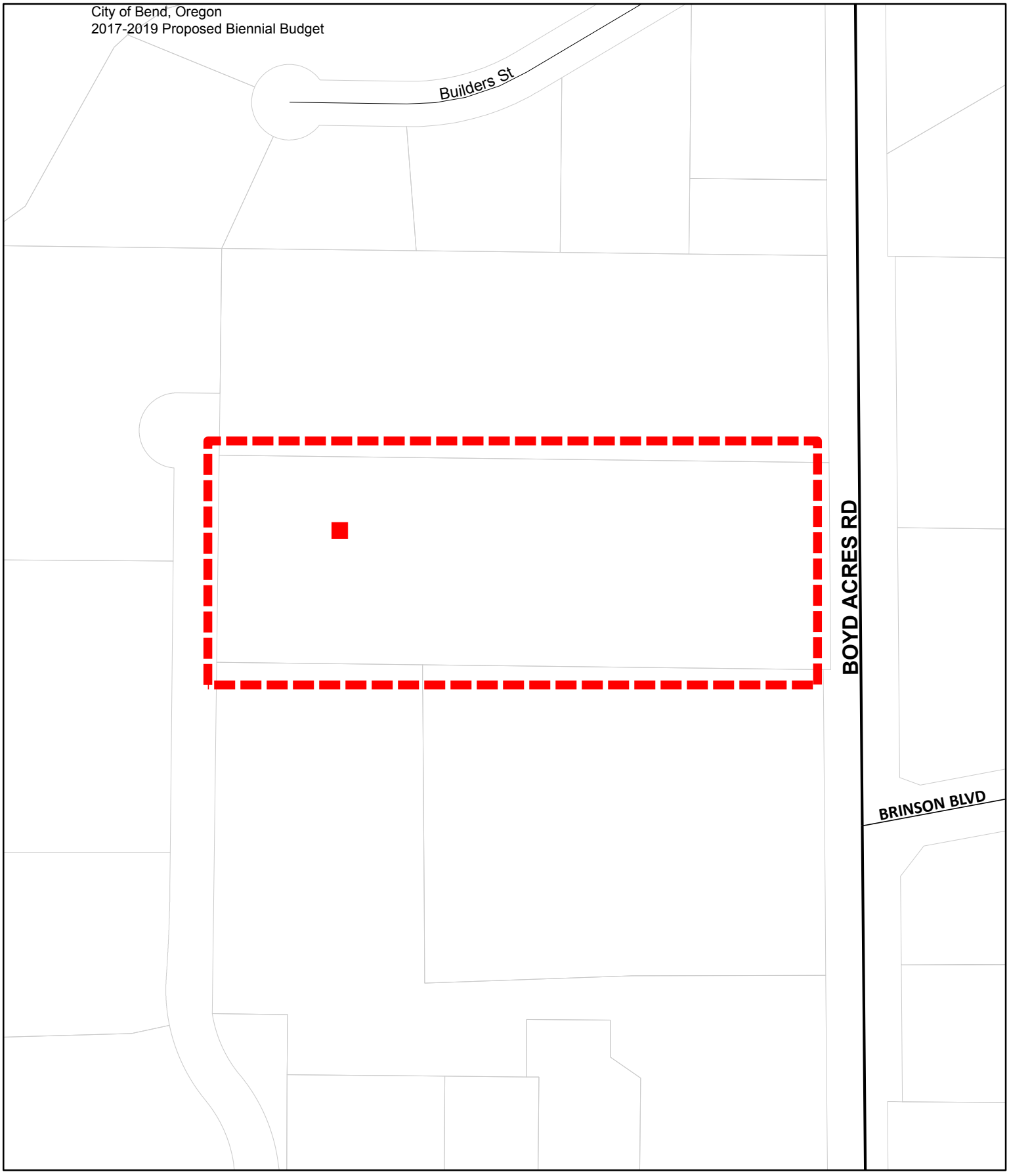
FINANCIAL NARRATIVE

Impact to Annual Operating Budget – This project will have minimal impact and will be paid for by rent proceeds.

Consequences of Delaying or Eliminating this Project – Roof system will continue to deteriorate. Tenant's business operations will be negatively impacted. Additional expenses for remediation and repair will be realized.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000



FA19AX Boyd Acres Building D – Replace Roof

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 100 200 Feet

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Boyd Acres Building D – Replace Roof	**Budget Period:**	2017-2019
Project #:	FA19AX	**Total Project Est:**	$ 106,000
Project Type:	Facilities Management	**Target Start Date:**	2018
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2019
Project Manager:	Unassigned		
Cost Estimate Classification:	3		
Status:	Proposed		
Stage:	Planned		

METHOD OF FINANCING

TYPE	PERCENTAGE
Cost Allocated–Cost allocationspaid by operating departments at Boyd Acres Campus	100%

DESCRIPTION

Building “D” roof replacement – Utility Department, Boyd Acres Campus

NEED/JUSTIFICATION

The roof of Building “D” is at end of lifecycle. Equipment/materials stored and employee spaces need to be protected from risk of water damage.

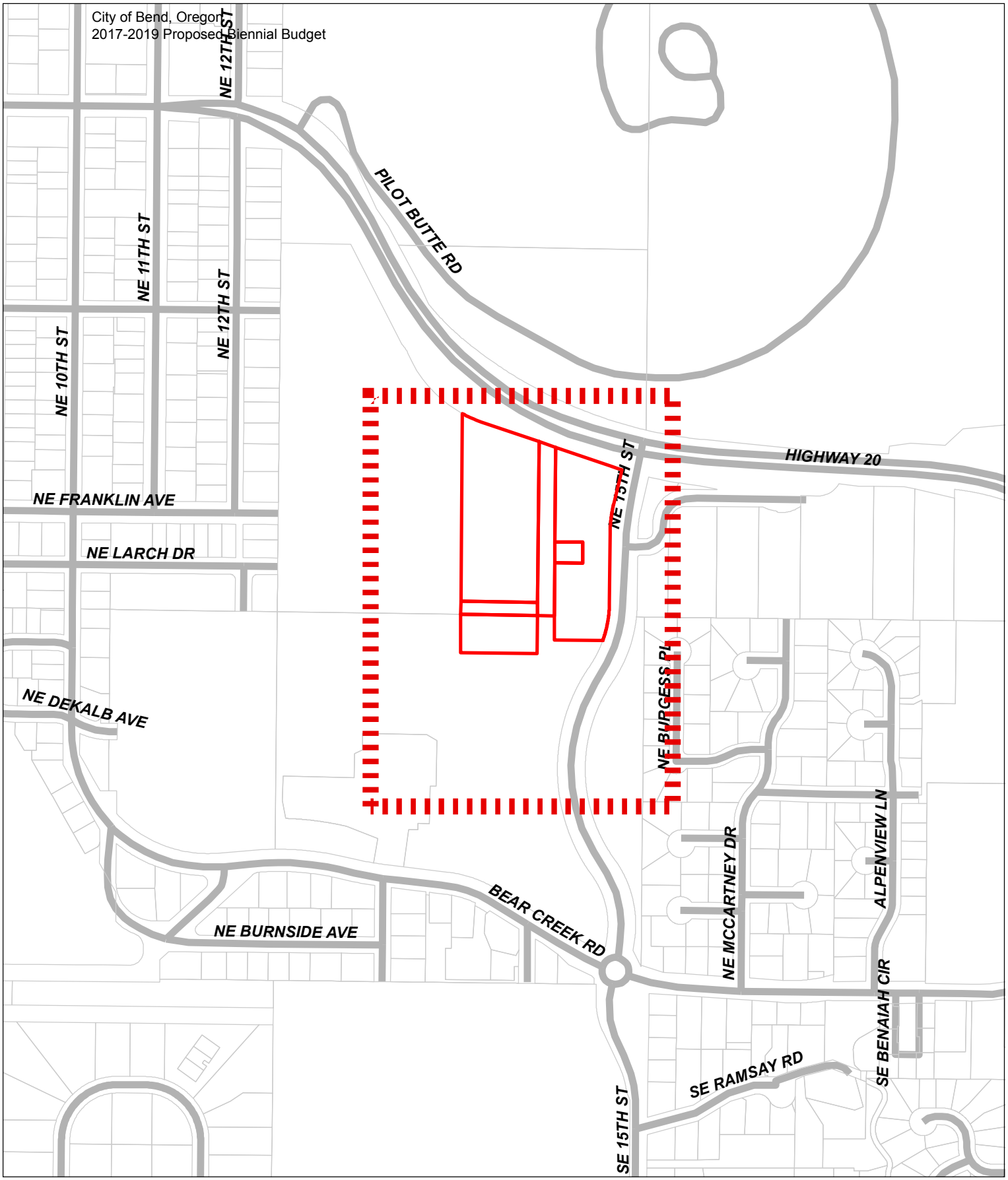
FINANCIAL NARRATIVE

Impact to Annual Operating Budget – This project will have minimal impact and is cost allocated to the Utility Department.

Consequences of Delaying or Eliminating this Project –Roof system will extend beyond lifecycle. Equipment/materials stored and employee spaces susceptible to damage.

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ 106,000	$ -	$ -	$ -	$ 106,000



FA20AX Site Paving/Grading - Pilot Butte

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Site Paving/Grading – Pilot Butte Campus	**Budget Period:**	2017-2019
Project #:	FA20AX	**Total Project Est:**	$6,375,600
Project Type:	Facilities Management	**Target Start Date:**	2019
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2020
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Proposed		
Stage:	Planning		

METHOD OF FINANCING

TYPE	PERCENTAGE
Debt Proceeds-Debt Service paid by operating departments at each facility	100%

DESCRIPTION

This project consists of site paving/grading in the southeast corner of Pilot Butte site. Area will initially be used for Yard Storage and vehicle parking. Subsequent phases will include additional improvements/modifications to site.

NEED/JUSTIFICATION

Project is part of 20 year facilities plan and will attempt to accomplish more efficient parking for staff and visitors; better circulation and flow through site; and a more secure area.

FINANCIAL NARRATIVE

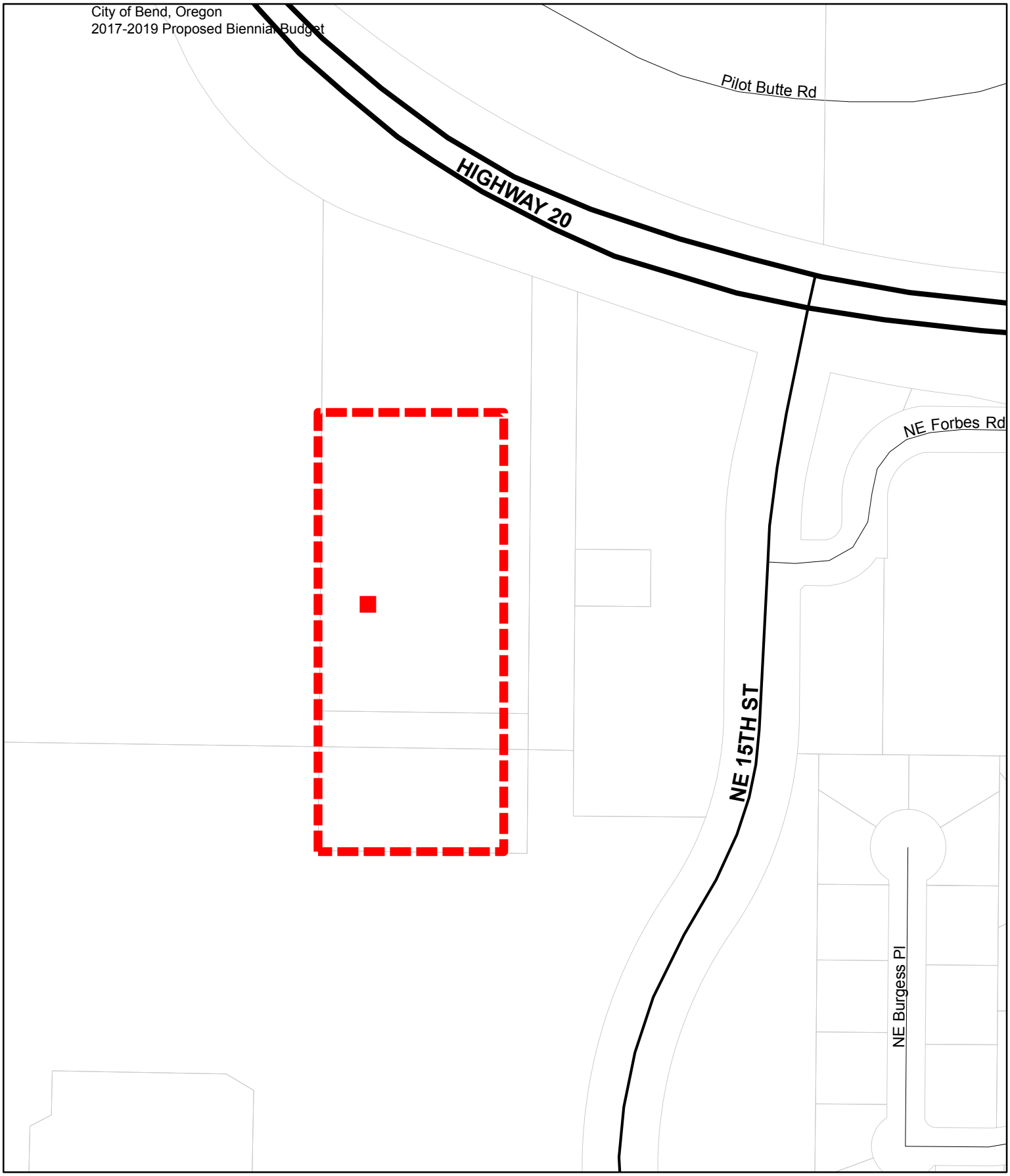
Impact to Annual Operating Budget – High due to new facilities to operate and maintain. Exact amount not known at this time. This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.

Consequences of Delaying or Eliminating this Project – Increased inefficiencies as the department continues to grow in the coming years.

Project Related to – 20 year facilities plan completed February 2015

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ 6,375,600	$ -	$ -	$6,375,600



FA21AX Vehicle Storage/Parking– Pilot Butte

Capital Improvement Projects
2018 - 2022

CITY OF BEND

0 100 200 Feet

CITY OF BEN

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Vehicle Storage/Parking– Pilot Butte Campus	**Budget Period:**	2017-2019
Project #:	FA21AX	**Total Project Est:**	$8,528,400
Project Type:	Facilities Management	**Target Start Date:**	2020
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2021
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Proposed		
Stage:	Planning		

METHOD OF FINANCING

TYPE	PERCENTAGE
Debt Proceeds-Debt Service paid by operating departments at each facility	100%

DESCRIPTION

This project will include the design and construction of a vehicle storage/parking facility at Pilot Butte. Covered vehicle and storage areas would be located along west property line near cemetery.

NEED/JUSTIFICATION

Project is part of 20 year facilities plan. Vehicles and equipment are currently exposed to the elements.

FINANCIAL NARRATIVE

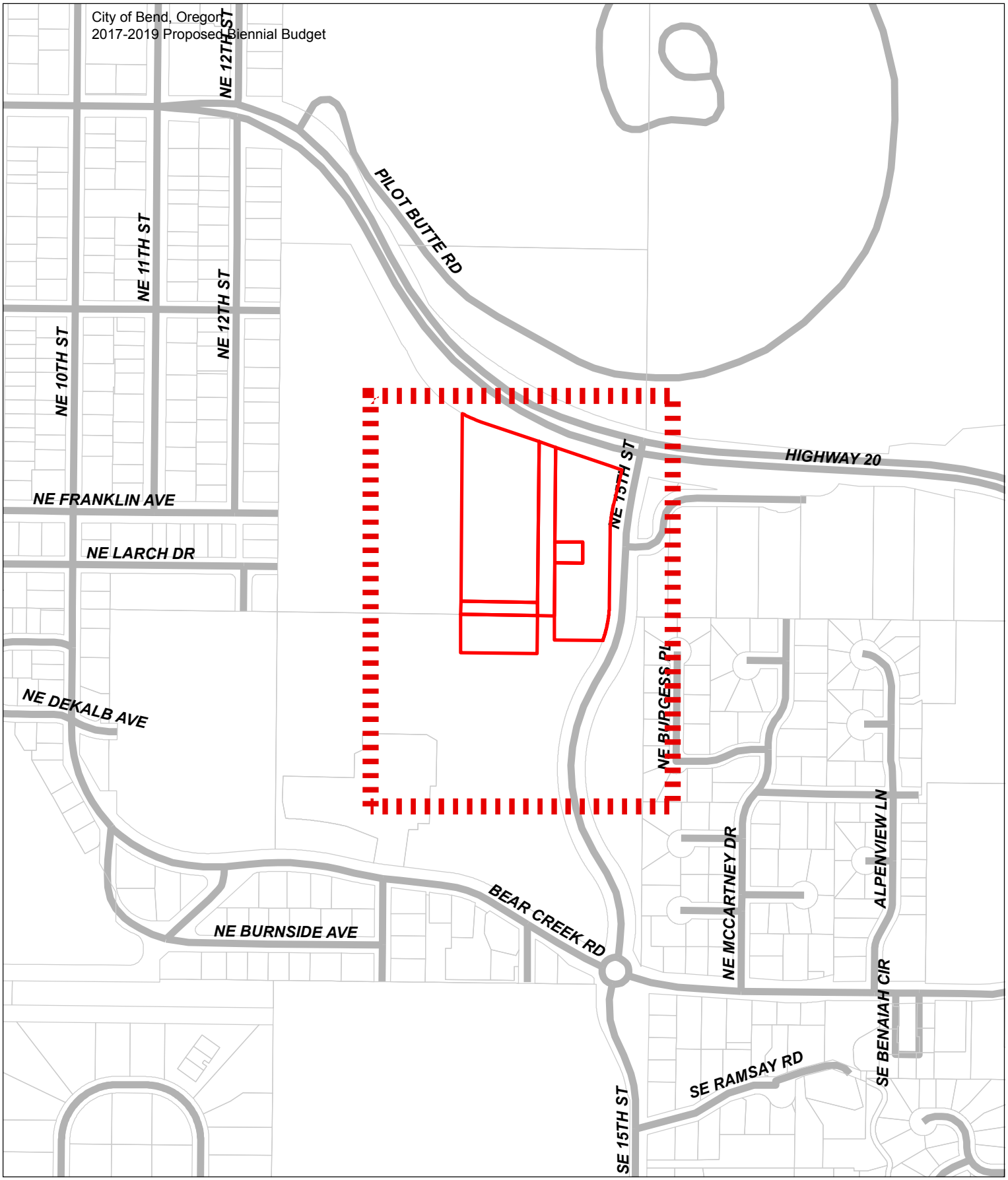
Impact to Annual Operating Budget – High. This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.

Consequences of Delaying or Eliminating this Project – Vehicles and equipment will continue to be exposed to inclement weather.

Project Related to – 20 year facilities plan completed February 2015

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$ 8,528,400	$ -	$8,528,400



FA22AX Fleet Building/Truck Wash - Pilot Butte

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Fleet Building/Truck Wash– Pilot Butte Campus	**Budget Period:**	2017-2019
Project #:	FA22AX	**Total Project Est:**	$13,549,882
Project Type:	Facilities Management	**Target Start Date:**	2021
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2022
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Proposed		
Stage:	Planning		

METHOD OF FINANCING

TYPE	PERCENTAGE
Debt Proceeds-Debt Service paid by operating departments at each facility	100%

DESCRIPTION

This project will include the design and construction of a fleet building/truck wash at Pilot Butte, located on southern portion of site. Each Wash Bay will include automatic vehicle washing equipment.

NEED/JUSTIFICATION

Project is included in 20 year facilities plan. Currently, mechanics are working in the same building as administrative staff exposing them to fumes and other hazards. There is limited space for current staffing levels and this space is in line with projected growth in the 20 year plan.

FINANCIAL NARRATIVE

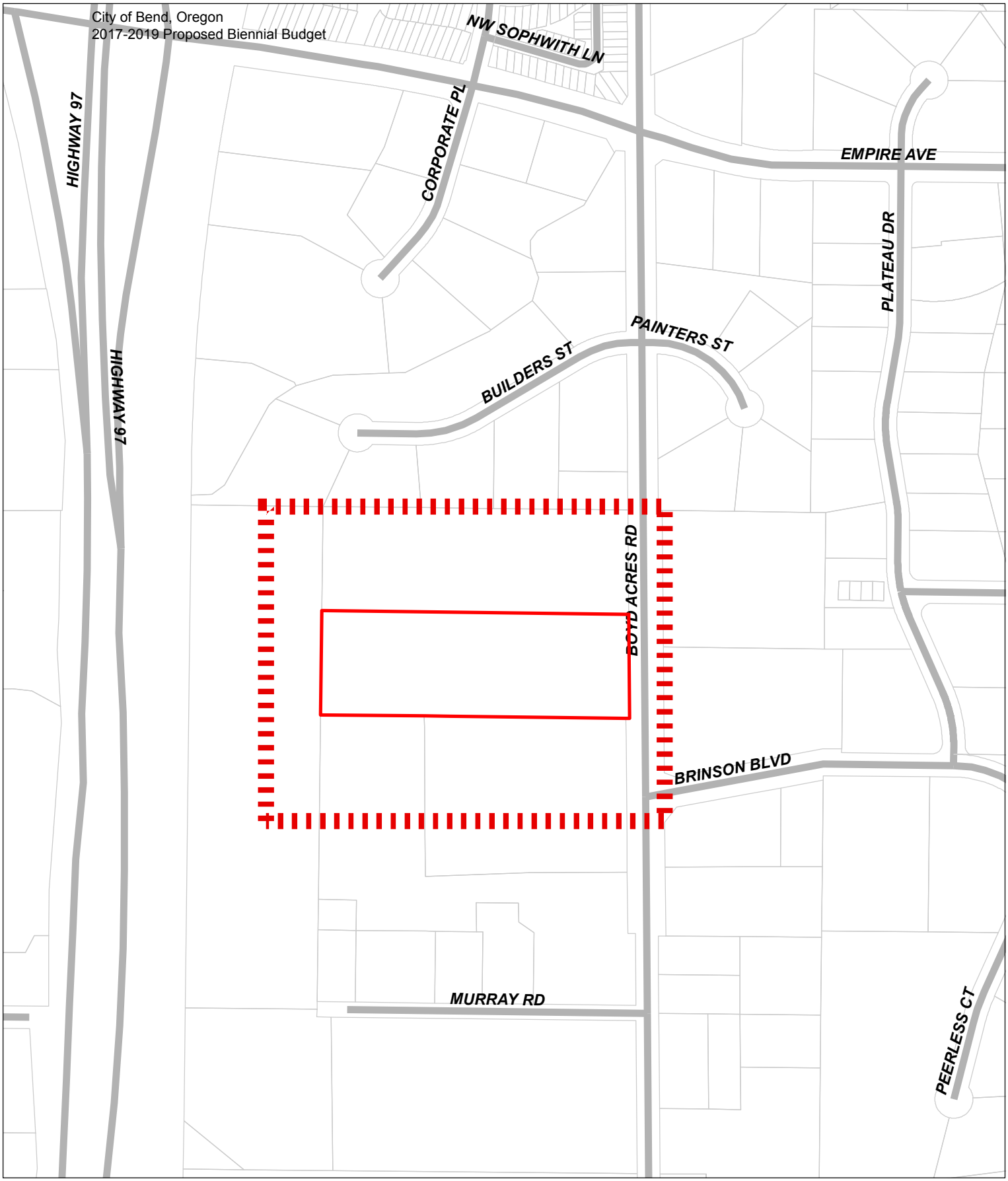
Impact to Annual Operating Budget – High due to new facilities to operate and maintain. Exact amount not known at this time. This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at each facility.

Consequences of Delaying or Eliminating this Project – Continued operational inefficiencies and the combination of mechanics and administrative staff working in the same facility.

Project Related to – 20 year facilities plan completed February 2015

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$ -	$13,549,882	$13,549,882



FA22BX Operations Building B Remodel - Boyd Acres

Capital Improvement Projects
2018 - 2022

NOT TO SCALE

CITY OF BEND

Facilities Management Department
Capital Improvement Program Project Summary
CIP Fiscal Years 2018 – 2022

SUMMARY		KEY DATES	
Project Title:	Operations Building B Remodel – Boyd Acres	**Budget Period:**	2017-2019
Project #:	FA22BX	**Total Project Est:**	$1,097,712
Project Type:	Facilities Management	**Target Start Date:**	2021
Project Fund:	Facilities Management Fund	**Target Completion:**	Jun 2022
Project Manager:	Unassigned		
Cost Estimate Classification:	5		
Status:	Proposed		
Stage:	Planned		

METHOD OF FINANCING

TYPE	PERCENTAGE
Debt Proceeds – Debt service paid by operating departments at Boyd Acres campus	100%

DESCRIPTION

This project will include a remodel of the Operations Building B at the Boyd Acres site to accommodate operations staffing needs of the utility departments.

NEED/JUSTIFICATION

Project is part of the facilities plan that reviewed the operational needs of the city over the next 20 years. This project is in line with the needs at Boyd Acres over that time period.

FINANCIAL NARRATIVE

Impact to Annual Operating Budget – This project will be funded by the issuance of long term debt. Annual debt service payments will be funded by transfers from the operating departments located at the Boyd Acres campus.

Consequences of Delaying or Eliminating this Project – Operational inefficiencies of the utility departments as it grows in the coming years.

Project Related to – 20 year facilities plan completed February 2015

PROJECT COST BY FISCAL YEAR

Paid to Date + 2016-17 EST	2017-18	2018-19	2019-20	2020-21	2021-22	Total
$ -	$ -	$ -	$ -	$ -	$1,097,712	$1,097,712

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Acronyms

ADA Americans with Disabilities Act of 1990

APWA American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

BEDAB Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

BURA Bend Urban Renewal Agency

CIP Capital Improvement Program, a plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

CDBG Community Development Block Grant, as a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Community Development Department, which is operated by Central Oregon Intergovernmental Council and includes the City of Bend's Building, Planning, Private Development Engineering, and Code Enforcement programs.

CET Cascade East Transit which provides bus service to Deschutes, Crook and Jefferson Counties.

COBAAC City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Utilities, Streets & Operations, Financial Services, Information Technology and Community Development departments.

COIC Central Oregon Intergovernmental Council organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

DLCD Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

DOJ Department of Justice, a department of the United States Government created to enforce the law and defend the interests of the United States according to the law.

DRO Disability Rights Oregon, an independent, private, nonprofit agency established in 1978 pursuant to the Developmental Disabilities Assistance and Bill of Right Act.

DCRFPD #2 Deschutes County Rural Fire Protection District No. 2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

EIPD Abbreviation for the Engineering & Infrastructure Planning Department, which consists of the following programs.

ERP Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources. Also referred to as the "LEAP" project.

FHWA The Federal Highway Administration provides stewardship over the construction, maintenance and preservation of the Nation's highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability, and to encourage innovation.

FTE Full Time Equivalent, staffing levels are measured in FTE's to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

GAAP Generally Accepted Accounting Principles, which are uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GFOA Government Finance Officers Association, the professional association of state/provincial and local finance officers in the United States and Canada, that has served the public finance profession since 1906.

GO Bond General Obligation Bond, a municipal bond backed by the full faith and credit of the issuing municipality. This means the municipality commits its full resources to paying bondholders, including the raising of property taxes. The City of Bend issued GO Bonds during the 2011-2013 Biennium for transportation system improvements that were approved by the voters in May 2011.

ICE Instrumentation, Control and Electrical program that provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility.

IIPA Integrated Inspection and Permitting Applications, which is the module of the LEAP Project that will manage information associated with a land parcel and its development.

Infrastructure Departments for the City of Bend which include the following services: Laboratory, Engineering Program, Accessibility Program, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, Airport and Local Improvement District Construction and Debt Service.

LCDC Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

LEAP Leading Effective Applications and Processes, a Citywide enterprise resource planning software replacement and business process review project.

LID Local Improvement District, an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

LTFP Long Term Financial Plan, a forecasting tool used to assess the long term financial implications of current and proposed policies, programs and assumptions.

MGD Million Gallons per Day

O&M Operations & Maintenance

ODOT Oregon Department of Transportation

OR-DEQ Oregon Department of Environmental Quality, a regulatory agency whose job is to protect the quality of Oregon's environment by being a leader in restoring, maintaining and enhancing the quality of Oregon's air, land and water.

PERS Public Employees Retirement System for the State of Oregon

RAB Abbreviation for roundabout. This abbreviation is commonly used in the Capital Improvement Program.

RFPD Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department.

RMV Real Market Value, the value of real property as determined by the Deschutes County Assessor's Office in terms of what it would be worth on the open market.

SDC's Systems Development Charges, which are fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development.

SIAG Sewer Infrastructure Advisory Group. The City of Bend updated its Sewer Collection System Master Plan which guided improvements for sewer infrastructure. The update was prepared by City staff with the assistance of engineering, environmental and financial specialists, and citizen advisors.

TAV Taxable Assessed Valuation, a valuation set upon real estate or other property by a government as a basis of levying taxes. Assessed value is determined by the Deschutes County Assessor's Office.

TIF Tax Increment Financing, the primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

TRT Transient Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

US EPA United States Environmental Protection Agency

UEFB Unappropriated Ending Fund Balance, resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

WRF Water Reclamation Facility

Glossary

Accrual Basis The recording, of the financial effects on a government, of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

Activity Classification Expenditure classification according to the specific type of work performed by organizational units (e.g., police is an activity within the Public Safety service area).

ADA Acronym for the Americans with Disabilities Act of 1990.

Adopted Budget Proposed budget amended and approved by the Budget Committee becomes the adopted budget after City Council takes action on it. The adopted budget becomes effective July 1 and includes all Council adopted changes through the year.

Ad Valorem Tax A property tax computed as a percentage of the value of taxable property.

Agency Fund A fund normally used to account for assets held by government as an agent for individuals, private organizations or other governments and/or other funds.

Amortization (1) The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period. (2) The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

Annexation The incorporation of land into an existing city with a resulting change in the boundaries of that city.

Appropriated Budget The expenditure authority created by the appropriation bills and ordinances, which are signed into law, and the related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations and other legally authorized legislative and executive changes.

Appropriation A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

Approved Budget Proposed budget as amended and approved by the Budget Committee and recommended to the City Council for adoption.

APWA Acronym for the American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services.

Assessed Valuation A valuation set upon real estate or other property by a government as a basis of levying taxes.

Asset A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

Balanced Budget The State of Oregon defines a balanced budget as "the total resources in a fund equal the total of expenditures and requirements for that fund".

Basis of Accounting A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

BEDAB Acronym for Bend Economic Development Advisory Board, a Council appointed committee charged with advocating for local businesses, facilitating business retention and recruitment, marketing Bend as a business friendly community, and coordinating city resources applied to economic development.

BMPO The Bend Metropolitan Planning Organization, the federally designated regional transportation planning organization for Bend.

Bond A long-term promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date).

Budget A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Committee As dictated by Oregon State Statute, the budget committee consists of the governing body and an equal number of appointed citizens and is charged with the task of reviewing the proposed budget, taking public comment and approving the budget.

Budgetary Control The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

BURA Abbreviation for Bend Urban Renewal Agency.

Capital Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets, also referred to as fixed assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over $5,000 with an estimated life of one year or more.

Capital Budget A plan of proposed capital outlays and the means of financing them.

Capital Expenditures Expenditures resulting in the acquisition of or addition to the government's general fixed assets.

Capital Improvement Fund A fund that accounts for the resources to be used for the acquisition or construction of major capital facilities.

Capital Improvement Program (CIP) A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

Capital Improvement Project Expenditures which result in the acquisition of land, improvements to existing facilities, and construction of streets, sewers, storm drains and other public facilities.

Capitalization Policy The criteria used by the government to determine which outlays should be reported as fixed assets.

Capital Projects Fund A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Cash Basis A basis of accounting under which transactions are recognized only when cash is received or disbursed.

CDBG Abbreviation for Community Development Block Grant. As a CDBG direct entitlement community, the City of Bend will receive an annual allocation of CDBG funds from the U.S. Department of Housing and Urban Development (HUD).

CDD Abbreviation for Community Development Department, which includes the City of Bend's Building, Planning, Private Development Engineering, and Code Enforcement programs.

CET Acronym for Cascade East Transit which is operated by Central Oregon Intergovernmental Council and provides bus service to Deschutes, Crook and Jefferson Counties.

City-Wide Administration and Support Refers to the following departments and functions that serve other City departments: Administration and Finance, Legal Services, Information Technology, Facilities Management, Risk Management, and the PERS Debt Service Fund.

COBAAC Acronym for City of Bend Accessibility Advisory Committee

COBEA City of Bend Employees Association, a union representing labor, technical and clerical employees in the Utilities, Streets & Operations, Financial Services, Information Technology and Community Development departments.

COIC Acronym for Central Oregon Intergovernmental Council organized under ORS 190. COIC provides services to the counties of Crook, Deschutes and Jefferson and the cities of Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters. Services include: employment and training, alternative high school education, business loans, transportation, and community and economic development.

Contingency An appropriation established in certain funds for the funding of unforeseen events. Contingency may be appropriated for a specific purpose by the City Council upon the approval of a resolution.

CSMP Collection System Master Plan provides an important measure for development approval and capital improvement project prioritization. The CSMP enhances ability to provide sound private development decisions and effectively prioritize City capital projects.

Debt An obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit The maximum amount of outstanding gross or net debt legally permitted.

Debt Proceeds The difference between the face amount of debt and the issuance discount or the sum of the face amount and the issuance premium. Debt proceeds differ from cash receipts to extent issuance costs, such as underwriters' fees, are withheld by the underwriter.

Debt Service Fund A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Service Requirements The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Deferred Revenue Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met

Deficit The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

Delinquent Taxes Taxes remaining unpaid on or after the date to which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or cancelled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid or converted into tax liens.

Depreciation An accounting convention used to charge the expiration in the service life of a fixed asset to the period it benefits.

Deschutes County Rural Fire Protection District # 2 (DCRFPD #2) which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with RFPD.

DLCD Acronym for the Department of Land Conservation and Development, the department responsible for guiding land use policy in Oregon.

DOJ Department of Justice, a department of the United States Government created to enforce the law and defend the interests of the United States according to the law.

DRO Disability Rights Oregon, an independent, private, nonprofit agency established in 1978 pursuant to the Developmental Disabilities Assistance and Bill of Right Act.

EIPD Abbreviation for the Engineering & Infrastructure Planning Department.

Employee Benefits Benefits include social security, retirement, group health, dental and life insurance, workers' compensation, and disability insurance.

Encumbrances Commitments related to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, airport, sewer).

ERP Acronym for Enterprise Resource Planning Replacement Project. Business management software that will allow the City to use a system of integrated applications to manage and automate functions related to finance, technology, services and human resources. Also referred to as the "LEAP" project.

Estimated Life The expected estimated useful life of an asset from the date placed in service to the projected retirement date.

Expenditures Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenses Outflows or other using up of assets or incurrences of liabilities (or combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing, major or central operations.

Fees General term used for any charge levied by local government in connection with providing a service, permitting an activity or imposing a fine or penalty. Major types of fees include business and non-business licenses, fines, and user charges.

FHWA The Federal Highway Administration provides stewardship over the construction, maintenance and preservation of the Nation's highways, bridges and tunnels. FHWA also conducts research and provides technical assistance to state and local agencies in an effort to improve safety, mobility, and livability, and to encourage innovation.

Fiduciary Fund Type The Trust and Agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

Financial Resources Cash or other assets that, in the normal course of operations, will become cash.

Fiscal Year A twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The City's fiscal year begins on July 1 and ends the following June 30.

Fixed Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets, also referred to as capital assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over $5,000 with an estimated life of one year or more.

Franchise A special privilege granted by a government, permitting the continued use of public property, and usually involving the elements of monopoly and regulation.

FTE Abbreviation for Full Time Equivalent. Staffing levels are measured in FTE's to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

Function A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance The difference between fund assets and fund liabilities of governmental and similar trust funds.

Fund Type Any one of seven categories into which all funds are classified in governmental accounting. The seven types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

General Fund The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GFOA Government Finance Officers Association, the professional association of state/provincial and local finance officers in the United States and Canada, that has served the public finance profession since 1906.

GO Bond General Obligation Bond, a municipal bond backed by the full faith and credit of the issuing municipality. This means the municipality commits its full resources to paying bondholders, including the raising of property taxes. The City of Bend issued GO Bonds during the 2011-2013 Biennium for transportation system improvements that were approved by the voters in May 2011.

Governmental Accounting The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

Governmental Fund Types Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds and fiduciary funds.

Grants Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

ICE Acronym for Instrumentation, Control and Electrical program that provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility.

IIPA Acronym for Integrated Inspection and Permitting Applications, which is the module of the LEAP Project that will manage information associated with a land parcel and its development.

Infrastructure Departments for the City of Bend which include the following services: Laboratory, Engineering Program, Accessibility Program, System Development Charge Fund, Transportation Construction, Water, Water Reclamation, Cemetery, Stormwater, and Local Improvement District Construction and Debt Service.

Infrastructure Assets Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

Interfund Transactions Transactions between funds of the same government reporting entity. They include 1) Quasi-external Transactions, 2) Reimbursements, 3) Residual Equity Transfers, 4) Operating Transfers and 5) Interfund Loans.

Interfund Transfers All interfund transactions except loans, quasi-external transactions and reimbursements.

Intergovernmental Revenues Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Interim Borrowing 1) Short-term loans to be repaid from general revenues during the course of a fiscal year. 2) Short-term loans in anticipation of tax collections, grants or bond issuance.

Internal Service Fund A fund used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

LCDC Acronym for Land Conservation and Development Commission, a seven member citizen commission from around the state that sets long-term policy (together with the state legislature). When certain major local land use decisions (such as urban growth boundary amendments) are appealed, LCDC hears those cases and resolves the appeals.

LEAP Acronym for Leading Effective Applications and Processes, a Citywide enterprise resource planning software replacement and business process review project.

Legal Level Of Budgetary Control The level at which spending in excess of budgeted amounts would be a violation of law.

Liabilities Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

LID Abbreviation for Local Improvement District. A LID is an entity formed by a group of property owners to construct public improvements to benefit their properties. Costs of such improvements are then assessed among benefiting properties.

Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

Local Government Any city, county, port, school district, public or quasi-public corporation.

LTE Abbreviation for Limited Term Employee, which are employees hired for a limited contract term, typically 2-3 years, to complete specific projects.

LTFP Long Term Financial Plan, a forecasting tool used to assess the long term financial implications of current and proposed policies, programs and assumptions.

Materials and Services Object classification to account for purchases of materials and services excluding capital outlay, personnel and debt service.

Measurable and Available An accounting convention employed in the modified accrual accounting basis to determine if a revenue is recognized in the current period.

Modified Accrual Basis of accounting in which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received. All governmental funds are accounted for using the modified accrual basis of accounting.

Municipal Corporation A political and corporate body established pursuant to state statues to provide government services and regulations for its inhabitants.

Net Bonded Debt Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

Nonexpendable Trust Fund A trust fund, the principle of which may not be expended.

O&M Acronym for Operations & Maintenance.

ODOT Abbreviation for Oregon Department of Transportation.

Object Class Expenditure classification according to the types of items purchased or services obtained (e.g., personal services, materials, supplies and equipment).

Operating Budget Planned, current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

Ordinance A formal legislative enactment by the governing body of a municipality. The difference between an ordinance and a resolution is that the later requires less legal formality and has a lower legal status.

Organizational Unit A responsibility center within a government.

Overlapping Debt The proportionate share, property within each government must bear of the debts of all local governments located wholly or in part within the geographic boundaries of the reporting government.

Per Capita Debt The amount of a government's debt divided by its population. Per capita debt is used to indicate the governments' credit position by reference to the proportionate debt borne per resident.

Permanent Fund A fund established to report resources that are legally restricted so that only earnings, and not principal, may be used for purposes that support the program.

PERS Abbreviation for the State of Oregon Public Employees Retirement System.

Personnel Services Object classification to account for compensation to City employees in the form of salaries, wages and employee benefits.

Program A group of related activities to accomplish a major service or function for which the local government is responsible.

Proposed Budget The budget proposed by the City Manager and submitted to the Budget Committee prior to their deliberations.

Proprietary Fund Types Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Purchase Order A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Quasi-External Transactions Interfund transactions that would be treated as revenues, expenditures or expenses if they involved organizations external to the government unit. (e.g., internal service fund billings to departments). These transactions should be accounted for as revenues, expenditures or expenses in the funds involved.

RAB Abbreviation for roundabout. This abbreviation is commonly used in the Capital Improvement Program.

Reimbursements (1) Repayments of amounts remitted on behalf of another party. (2) Interfund transactions that constitute reimbursements to a fund for expenditures or expenses initially made from it but that properly apply to another fund. These transactions are recorded as expenditures or expenses in the reimbursing fund and as reductions of expenditures or expenses in the fund reimbursed.

Requirements Total expenditures and unappropriated fund balance.

Requisition A written demand or request, usually from one department or the purchasing agent.

Reserved Fund Balance Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

Residual Equity Transfer Nonrecurring or nonroutine transfers of equity between funds (e.g., transfers of residual balances of discontinued funds to the general fund or debt service fund).

Resolution A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Restricted Assets Monies or other resources, the use of which is restricted by legal or contractual requirements.

Retained Earnings An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

RFPD Abbreviation for the Deschutes County Rural Fire Protection District #2, which encompasses 250 square miles and is serviced by the Bend Fire Department. This is used interchangeably with DCRFPD #2.

RMV Real Market Value. The value of real property as determined by the Deschutes County Assessors Office in terms of what it would be worth on the open market.

Shared Revenues Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

SIAG Acronym for Sewer Infrastructure Advisory Group. The City of Bend updated its Sewer Collection System Master Plan which guided improvements for sewer infrastructure. The update was prepared by City staff with the assistance of engineering, environmental and financial specialists, and citizen advisors.

Special Assessment A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special District An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt or levy taxes.

Special Revenue Fund A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specific purposes.

Supplemental Budget Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was adopted. The supplemental budget cannot be used to increase a tax levy.

Systems Development Charges (SDCs) SDCs are fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development.

TAV Taxable Assessed Valuation, a valuation set upon real estate or other property by a government as a basis of levying taxes. Assessed value is determined by the Deschutes County Assessor's Office.

Tax Base Oregon law allows cities within the State, with voter approval, to establish a dollar amount of property tax that may be levied on property within the city. Once established, a tax base may be increased by 6% each year without further voter approval. Any increase beyond the statutory 6% limit must be approved by voters.

TIF An acronym for tax increment financing. The primary funding mechanism for urban renewal is called tax increment financing. Increases in property values within an urban renewal district are responsible for generating the revenue that is directed to the district. Under Measure 50, the increases are mainly a result of new construction and / or improvements to properties.

TRT Transient Room Tax, a 10.4% lodging tax levied upon hotels and motels within the Bend city limits.

Trust Funds Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unappropriated Ending Fund Balance Resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues.

UGB Urban Growth Boundary, an officially adopted and mapped line that separates an urban area from surrounding open lands. All cities in Oregon are required to have a 20-year supply of land for housing and employment in their Urban Growth Boundary.

Working Capital Unspent resources that can be carried over to the following fiscal year and which are available for appropriation.

WRF Acronym for Water Reclamation Facility

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Full Time Equivalents (FTE) by Service Area

			2017-18 Changes				2018-19 Changes			
	Adopted 2015-16	Adopted 2016-17	New Positions	Transfers & Reclasses	Eliminated Positions	Proposed 2017-18	New Positions	Eliminated Positions	Proposed 2018-19	Change from 2016-17
PUBLIC SAFETY										
Police Department	122.00	122.00	4.00	-	-	126.00	-	-	126.00	4.00
Fire Department	129.70	124.70	-	-	(4.60)	120.10	-	-	120.10	(4.60)
Municipal Court	4.00	4.00	0.50	-	-	4.50	-	-	4.50	0.50
PUBLIC SAFETY TOTAL	***255.70***	***250.70***	***4.50***	***-***	***(4.60)***	***250.60***	***-***	***-***	***250.60***	***(0.10)***
INFRASTRUCTURE										
Water	30.00	32.00	0.50	-	-	32.50	-	-	32.50	0.50
Water Reclamation	34.00	32.00	0.50	-	-	32.50	-	-	32.50	0.50
Stormwater	8.00	8.00	-	-	-	8.00	-	-	8.00	-
Utilities Laboratory	7.00	7.00	-	-	-	7.00	-	-	7.00	-
Utilities Support	14.00	14.00	-	-	-	14.00	-	-	14.00	-
Utilities Data Services	6.00	6.00	-	-	-	6.00	-	-	6.00	-
Instrument Control & Electrical	7.00	8.00	-	-	-	8.00	1.00	-	9.00	1.00
Capital Imp. Program (CIP) Engineering	22.00	22.00	5.00	-	-	27.00	-	-	27.00	5.00
Streets & Operations	41.00	42.00	2.00	-	-	44.00	-	-	44.00	2.00
Accessibility Program	1.00	1.00	-	-	-	1.00	-	-	1.00	-
Cemetery	1.00	1.00	-	-	-	1.00	-	-	1.00	-
Private Development Engineering		-	-	-	-	-	-	-	-	-
INFRASTRUCTURE TOTAL	***180.00***	***173.00***	***8.00***	***-***	***-***	***181.00***	***1.00***	***-***	***182.00***	***9.00***
COMMUNITY & ECONOMIC DEVELOPMENT										
CDD Administration	-	-	-	11.00	-	11.00	-	-	11.00	11.00
Building	28.00	31.00	1.00	2.00	-	34.00	-	-	34.00	3.00
Permit Center	13.00	14.00	-	(14.00)	-	-	-	-	-	(14.00)
Planning	11.00	15.00	1.00	(1.00)	-	15.00	-	-	15.00	-
Private Development Engineering	9.00	8.00	2.00	2.00	-	12.00	-	-	12.00	4.00
Code Enforcement	4.00	4.00	-	-	-	4.00	-	-	4.00	-
Growth Management	8.50	9.00	1.00	-	(0.50)	9.50	-	-	9.50	0.50
CDBG/Affordable Housing	2.00	3.00	-	(1.00)	-	2.00	-	-	2.00	(1.00)
Business Advocacy	1.00	1.00	-	-	-	1.00	-	-	1.00	-
Airport	2.25	2.50	-	-	(0.25)	2.25	-	-	2.25	(0.25)
Parking & Downtown	-	-	1.00	-	-	1.00	-	-	1.00	1.00
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL	***69.75***	***87.50***	***6.00***	***(1.00)***	***(0.75)***	***91.75***	***-***	***-***	***91.75***	***4.25***
ADMINISTRATION & CENTRAL SERVICES										
City Manager's Office	9.75	10.75	-	1.00	-	11.75	-	-	11.75	1.00
Communications	2.00	3.00	-	-	-	3.00	-	-	3.00	-
Human Resources/Volunteerism	7.00	7.00	-	1.00	-	8.00	-	(1.00)	7.00	-
Finance Department	26.50	27.50	1.13	-	(2.00)	26.63	-	-	26.63	(0.87)
Purchasing	4.00	4.00	1.00	-	(1.00)	4.00	-	-	4.00	-
Legal	3.75	4.00	-	-	-	4.00	-	-	4.00	-
Information Technology	22.00	21.00	2.00	(2.00)	(1.00)	20.00	3.00	(1.00)	22.00	1.00
Facilities Management	5.00	5.00	-	1.00	-	6.00	1.00	-	7.00	2.00
Garage Services	7.73	7.73	-	-	-	7.73	-	-	7.73	-
ADMINISTRATION TOTAL	***87.73***	***89.98***	***4.13***	***1.00***	***(4.00)***	***91.11***	***4.00***	***(2.00)***	***93.11***	***3.13***
TOTAL POSITIONS *	***593.18***	***601.18***	***22.63***	***-***	***(9.35)***	***614.46***	***5.00***	***(2.00)***	***617.46***	***16.28***

* includes regular and limited term employees

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