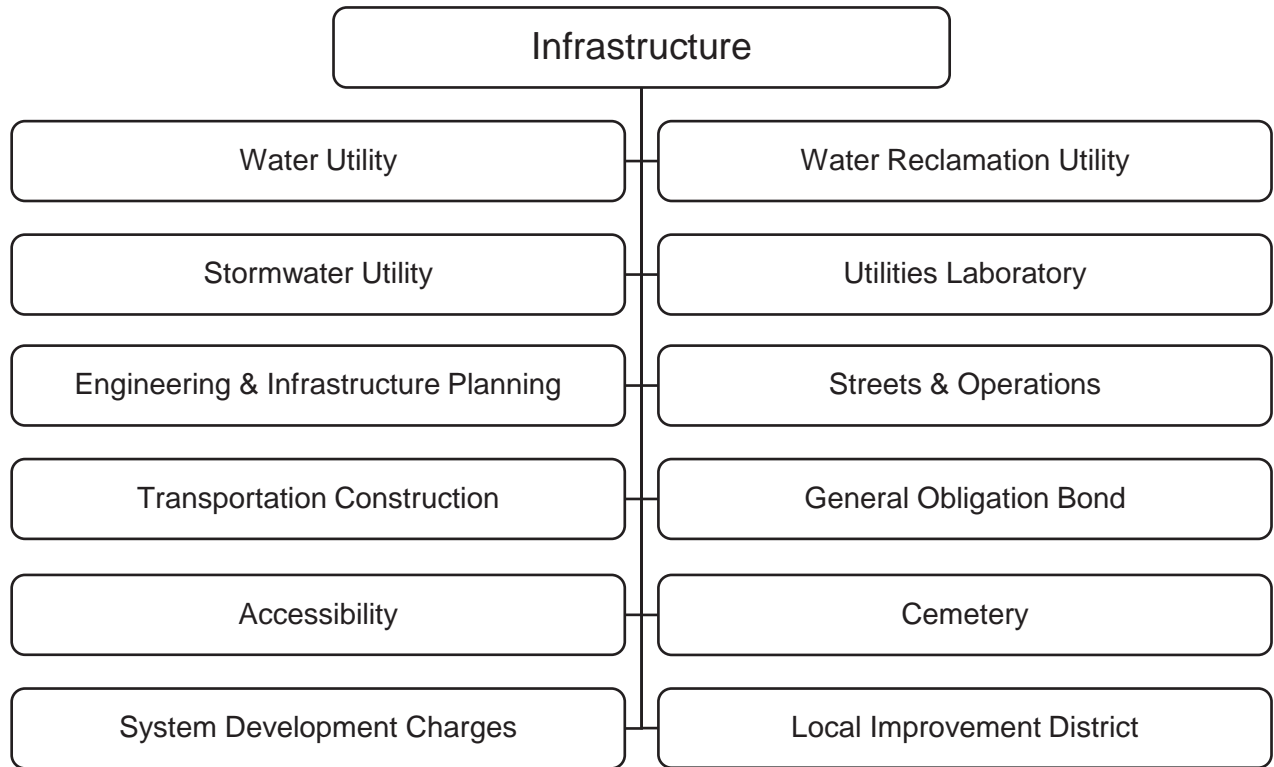


INFRASTRUCTURE

(This page intentionally left blank)

INFRASTRUCTURE SERVICE AREA



Water, Water Reclamation and Stormwater Utilities

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

Utilities Laboratory and Engineering & Infrastructure Planning

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

Streets & Operations

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

Transportation Construction

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

General Obligation Bond

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

Accessibility

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

Continued on the next page

Cemetery

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

System Development Charges (SDC)

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

Local Improvement District (LID)

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

Water Utility Fund

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

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

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

(This page intentionally left blank)

Bridge Creek Pipeline Construction Fund

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

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

Note:

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

INFRASTRUCTURE **Water Utility Fund**

Overview

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

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

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

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

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

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

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

Support Services Program

The Support Services Program is comprised of four groups:

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

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

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

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Water Filtration Facility

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

Goals for the 2017 – 2019 Biennial Budget

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

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Water Operations and Maintenance Program

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

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

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Capital Infrastructure Program

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

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

Goals for the 2017 - 2019 Biennial Budget

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

Key Operational Objectives for the 2017 - 2019 Biennial Budget

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

Major Accomplishments during the 2015 - 2017 Biennium

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

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

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

Water Resources Program

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

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

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

INFRASTRUCTURE
Water Utility Fund

PERFORMANCE MEASURES

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

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

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

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

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

N/A = not available

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

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

INFRASTRUCTURE
Water Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

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

Capital Improvement Program 2018-2022

Water
Five Year Capital Improvement Program (CIP) Schedule

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

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

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

Water Reclamation Utility Fund

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

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

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

(This page intentionally left blank)

Secondary Expansion Construction Fund

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

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

Note:

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

(This page intentionally left blank)

Southeast Interceptor Construction Fund

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

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

Note:

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

INFRASTRUCTURE

Water Reclamation Utility Fund

Overview

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

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

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

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

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

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

Support Services Program

The Support Services Program is comprised of four groups:

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Environmental Compliance Program

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Water Reclamation Facility (WRF) Operations and Maintenance Program

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

Significant Changes from the 2015 – 2017 Biennial Budget

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

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

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

Wastewater Collection System Operations and Maintenance Program

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

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

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

Goals for the 2017 – 2019 Biennial Budget

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

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennium

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

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

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

Capital Infrastructure Program

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

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

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

Goals for the 2017 - 2019 Biennial Budget

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

Key Operational Objectives for the 2017 - 2019 Biennial Budget

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

Major Accomplishments during the 2015 - 2017 Biennium

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

Significant Changes from the 2015 - 2017 Biennial Budget

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

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

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

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

INFRASTRUCTURE
Water Reclamation Utility Fund

PERFORMANCE MEASURES

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

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

² Using Winter Quarter Average

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

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

INFRASTRUCTURE
Water Reclamation Utility Fund

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

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

Capital Improvement Program 2018-2022

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

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

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

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

Stormwater Fund

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

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

INFRASTRUCTURE **Stormwater Utility Fund**

Overview

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

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

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

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

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

Stormwater Operations and Maintenance Program

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennial Budget

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

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ Increased funding for swale maintenance

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

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

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

Stormwater Regulatory Program

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

Major Accomplishments during the 2015 – 2017 Biennial Budget

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

Capital Infrastructure Program

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

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

Goals for the 2017 - 2019 Stormwater Biennial Budget

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

Key Operational Objectives for the 2017 - 2019 Stormwater Biennial Budget

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

Major Accomplishments during the 2015 - 2017 Biennium

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

Significant Changes from the 2015 - 2017 Biennial Budget

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

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

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

INFRASTRUCTURE
Stormwater Utility Fund

PERFORMANCE MEASURES

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

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

INFRASTRUCTURE
Stormwater Utility Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

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

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

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

Capital Improvement Program 2018-2022

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

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

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

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

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

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

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

INFRASTRUCTURE **Utilities Laboratory**

Overview

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

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

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

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

Goals for the 2017 – 2019 Biennial Budget

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

Key Operational Objectives for the 2017 – 2019 Biennial Budget

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

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

Major Accomplishments during the 2015 – 2017 Biennium

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

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

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

INFRASTRUCTURE
Utilities Laboratory

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
# of Drinking Water Tests	2,950	2,894	3,072	3,115	3,255
- Potable water					
- State / EPA Water Quality Monitoring Tests					
- Source water					
- Operation & maintenance					
- New mains					
# of Wastewater Tests	11,006	10,850	10,505	10,900	11,500
- State Reported / Ops Control tests					
- IPP Local Limits Tests					
- IPP Commercial/industrial Tests					
# of Stormwater Tests	149	155	145	160	175
- Samples collected					
- Sample analyses / data management					
# of Water Quality Monitoring Tests	1,655	1,516	1,510	1,550	1,610
- Deschutes River samples collected					
- Deschutes River sample analyses					
- Bridge Creek samples collected					
- Bridge Creek sample analyses					
Effectiveness Measures:					
NELAC Accreditation	Yes	Yes	Yes	Yes	Yes
Efficiency Measures:					
Tests/hour/person	1.78	1.74	1.72	1.78	1.87

INFRASTRUCTURE
Utilities Laboratory

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
¹ One (1) YSI ExO Multi-parameter Sonde	\$ 18,500	\$ -	\$ 19,500	\$ 20,500	\$ -
² One (1) Replacement FS3000	90,000	-	-	-	-
³ One (1) Replacement ICP-MS	-	150,000	-	-	-
⁴ One (1) 6' Lab Fume Hood, installed	-	-	17,500	-	19,000
⁵ One (1) Replacement Chromatograph	-	-	75,000	-	-
One (1) Replacement SUV	-	-	-	28,000	-
One (1) Replacement Van	-	-	-	-	30,000
Total	\$ 108,500	\$ 150,000	\$ 112,000	\$ 48,500	\$ 49,000

Analytical Instrument definition (Items 1 through 5)

- ¹ Multiparameter instrument for field analysis of pH, nutrients chloride, conductivity, turbidity, temperature, dissolved oxygen, etc...
- ² Flow injection auto-analyzer for nutrients in drinking water, wastewater, stormwater
- ³ Laboratory instrument for analyzing trace metals in drinking water, wastewater, stormwater
- ⁴ Laboratory ventilation system
- ⁵ Laboratory instrument for analyzing ions (e.g., fluoride, chloride, nitrate, nitrite, sulfate, lithium, sodium, ammonium, potassium, calcium, and magnesium) in drinking water, wastewater, stormwater

(This page intentionally left blank)

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

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 456,028	\$ 1,502,300	\$ 1,900,042	\$ 3,555,790	\$ 3,555,790	\$ 3,555,790
Licenses and permits	53,265	915,400	787,008	-	-	-
Charges for services	2,069,364	3,214,200	3,337,471	-	-	-
General fund subsidy	118,100	238,300	238,300	-	-	-
Interfund charges	620,839	173,800	154,947	45,000	45,000	45,000
Interfund transfers	6,362,335	9,592,751	6,996,500	6,353,700	6,353,700	6,353,700
Investment income	26,579	-	-	-	-	-
Miscellaneous	373	-	-	-	-	-
TOTAL RESOURCES	\$ 9,706,883	\$ 15,636,751	\$ 13,414,267	\$ 9,954,490	\$ 9,954,490	\$ 9,954,490

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Infrastructure:						
EIPD	\$ 4,205,702	\$ 6,413,844	\$ 5,230,172	\$ 7,574,842	\$ 7,564,742	\$ 7,564,742
Private Development Engineering	1,648,619	2,781,209	2,458,893	-	-	-
Transportation Planning	399,663	-	-	-	-	-
Total	6,253,984	9,195,053	7,689,065	7,574,842	7,564,742	7,564,742
Interfund transfers	1,552,857	4,651,042	2,169,412	2,279,616	2,289,716	2,289,716
Contingency	-	1,790,656	-	100,032	100,032	100,032
TOTAL REQUIREMENTS	\$ 7,806,841	\$ 15,636,751	\$ 9,858,477	\$ 9,954,490	\$ 9,954,490	\$ 9,954,490

By Category:						
Personnel services	\$ 5,716,782	\$ 7,774,453	\$ 6,963,276	\$ 7,001,600	\$ 6,960,300	\$ 6,960,300
Materials and services	438,573	982,857	572,139	310,242	341,442	341,442
Capital outlay:						
Vehicle/equipment	98,629	202,743	153,650	28,000	28,000	28,000
Intangibles	-	235,000	-	235,000	235,000	235,000
Total capital outlay	98,629	437,743	153,650	263,000	263,000	263,000
Interfund transfers	1,552,857	4,651,042	2,169,412	2,279,616	2,289,716	2,289,716
Contingency:						
EIPD	-	1,015,656	-	100,032	100,032	100,032
Private Development Engineering	-	775,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 7,806,841	\$ 15,636,751	\$ 9,858,477	\$ 9,954,490	\$ 9,954,490	\$ 9,954,490

INFRASTRUCTURE

Engineering and Infrastructure Planning Department

Overview

The Engineering and Infrastructure Planning Department (EIPD) is responsible for implementing the Capital Improvement Program (CIP) as well as master plans. EIPD provides professional services related to capital infrastructure project development and delivery in order to meet current and future needs of the community.

EIPD is responsible for coordinating between the Community Development, Utilities, Streets and Operations, Growth Management, and Legal Departments to ensure infrastructure development is consistent with current and long-term needs. The CIP focuses on ensuring that the planned Transportation, Stormwater, Water, and Water Reclamation infrastructure is constructed to meet the economic growth needs of our community.

Over the next 5 years, EIPD will oversee nearly \$157 million of the \$228 million planned infrastructure improvements on 56 projects in the following programs:

- ✧ Transportation, which is comprised of several programs focused on Safety, Bicycle and Pedestrian projects as well as Accessibility issues. These include Transportation Construction, BURM Crossing Construction, General Obligation Bond Construction, and Accessibility Construction funds
- ✧ Stormwater
- ✧ Water
- ✧ Water Reclamation

Additional information on projects can be found in the CIP section.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17		2017-18	2018-19	2017-19
Personnel services	\$ 2,377,362	\$ 2,567,900	\$ 3,413,100	\$ 3,547,200	\$ 6,960,300	
Materials and services	88,258	142,345	172,995	168,447	341,442	
Capital outlay:						
Vehicle/equipment	27,848	26,460	28,000	-	28,000	
Intangibles	-	-	235,000	-	235,000	
Program Total	2,493,467	2,736,705	3,849,095	3,715,647	7,564,742	
Interfund transfers	555,543	540,100	598,599	581,000	1,179,599	
EPD	\$ 3,049,010	\$ 3,276,805	\$ 4,447,694	\$ 4,296,647	\$ 8,744,341	
Full Time Equivalents	21.11	21.11	25.75	25.75	25.75	

Goals for the 2017 - 2019 Biennial Budget

- ✧ Provide support for continued expansion and upgrading of City infrastructure systems through development and implementation of public and private projects
- ✧ Provide engineering/planning assistance and expertise to internal and external clients
- ✧ Coordinate with various stakeholders and citizen committees to develop comprehensive, stable and long-term infrastructure financial plans
- ✧ Provide focused efforts for community outreach
- ✧ Look for public private partnerships, or other alternative delivery methods (design build, contract engineering services, etc.) for implementing infrastructure needs

Key Operational Objectives for the 2017 - 2019 Biennial Budget

- ✧ Implement capital projects as planned by the Capital Improvement Program
- ✧ Continue to coordinate with internal City departments to deliver Capital Improvement Program projects to the maximum benefit of rate payers
- ✧ Work with Human Resources Department to recruit and retain key staff
- ✧ Achieve adequate staffing levels needed to complete emerging Urban Growth Boundary (UGB) projects as well as the existing projects planned in the 5 Year CIP
- ✧ Monitor and measure objectives through monthly reporting updates
- ✧ Complete a new project management manual for the City
- ✧ Acquire and implement project management software that tracks scope, schedule, budget, along with all reports and communication for each project in a single location
- ✧ Develop a strategy for updating the *City of Bend Public Improvement Construction Procedures* (Standard & Specifications)

Major Accomplishments during the 2015 - 2017 Biennium

- ✧ Completed 20 projects with infrastructure improvements of nearly \$140 million
- ✧ Collaborated with Internal Service Divisions to implement the Project Modules for new core financial software implementation (Tyler Munis)
- ✧ Established a monthly report to communicate changes in scope, schedule and cost information on current and future CIP Projects
- ✧ Partnered with Oregon State University's Civil Engineering Co-op Program by providing an annual internship opportunity to selected students
- ✧ Designated a project engineer to focus on the management of transportation and accessibility projects
- ✧ Worked with Purchasing Department to improve how the City procures services for construction on large-scale projects
- ✧ Continued coordination with the Utility and Finance Departments to develop a more comprehensive long term rate model for utilities to stabilize rates in the future
- ✧ Worked with the Growth Management Department to develop the UGB infrastructure needs and update of associated planning documents
- ✧ Department relocated to City Hall Campus to improve interdepartmental coordination and reduce loss of productivity and travel related costs

Significant Changes from the 2015 - 2017 Biennial Budget

- ✧ Private Development Engineering Program will be accounted for in a new special revenue fund beginning July 1, 2017
- ✧ Adding five (5) Engineering FTE in the upcoming biennium to support continued expansion and upgrades to City infrastructure
- ✧ Established coordination with Growth Management, Utilities, Private Development Engineering, and Street & Operations to identify synergy projects to maximize efforts and mitigate construction disruptions to the community

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

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

INFRASTRUCTURE
Engineering and Infrastructure Planning Department (EIPD)

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Total # CIP Projects Budgeted	60	59	60	65	65
# Budgeted Projects in Active Status	27	27	29	44	33
Total cost of work scheduled	\$ 78,812,700	\$ 80,451,082	\$ 64,260,100	\$ 51,504,000	\$ 18,948,000
<i>Efficiency Measures:</i>					
Planned project value per project manager	\$ 9,851,588	\$ 10,056,385	\$ 7,140,011	\$ 3,678,857	\$ 1,353,429
Projects per project manager	3.4	3.4	3.2	4.0	2.2
Projects per Inspector	6.8	6.8	7.3	11.0	8.3

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) vehicle replacement	\$ 28,000	\$ -	\$ -	\$ -	\$ -
Project Portfolio Management Software	235,000	-	-	-	-
Total	\$ 263,000	\$ -	\$ -	\$ -	\$ -

Streets & Operations Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 2,685,268	\$ 3,160,100	\$ 3,160,081	\$ 5,064,187	\$ 5,064,187	\$ 6,254,187
Franchise fees	1,056,800	1,111,100	1,492,568	2,194,100	2,994,100	2,994,100
Intergovernmental revenues	10,931,191	10,691,900	11,046,826	11,180,237	11,180,237	11,180,237
General fund subsidy	5,450,000	10,924,833	10,916,900	12,604,000	13,099,500	13,099,500
Licenses and permits	305,818	297,100	40,112	-	-	-
Sale of capital assets	304,233	-	10,967	-	-	-
Interfund charges	934,302	518,000	608,276	496,000	496,000	496,000
Interfund transfers	1,014	197,770	217,667	28,000	62,268	62,268
Investment income	35,788	37,100	125,800	128,600	128,600	128,600
Miscellaneous	71,732	35,200	50,823	44,000	44,000	44,000
Issuance of long-term debt	-	-	-	1,273,800	1,273,800	1,273,800
TOTAL RESOURCES	\$ 21,776,146	\$ 26,973,103	\$ 27,670,020	\$ 33,012,924	\$ 34,342,692	\$ 35,532,692

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Support services	\$ 1,770,265	\$ 3,354,280	\$ 3,072,929	\$ 3,587,700	\$ 3,574,400	\$ 3,574,400
Street maintenance	12,161,166	17,884,318	13,313,076	22,750,572	24,101,440	25,291,440
Landscaping	501,327	971,270	905,892	1,445,720	1,437,920	1,437,920
Total	14,432,758	22,209,868	17,291,897	27,783,992	29,113,760	30,303,760
Debt service	401,225	401,000	400,525	554,600	554,600	554,600
Interfund transfers	3,782,083	4,025,383	3,723,411	4,131,530	4,131,530	4,131,530
Contingency	-	336,852	-	542,802	542,802	542,802
TOTAL REQUIREMENTS	\$ 18,616,066	\$ 26,973,103	\$ 21,415,833	\$ 33,012,924	\$ 34,342,692	\$ 35,532,692
<i>By Category:</i>						
Personnel services	\$ 6,079,847	\$ 7,712,248	\$ 7,209,310	\$ 9,300,500	\$ 9,236,700	\$ 9,236,700
Materials and services	3,289,897	4,348,791	4,339,308	5,245,019	5,245,019	5,245,019
Capital outlay:						
Vehicle/equipment	402,458	431,628	391,625	1,070,000	1,070,000	1,070,000
Construction/Infrastructure: ¹						
Street Preservation	4,660,556	9,717,201	5,351,655	10,393,476	11,787,044	12,977,044
ADA Curb Ramps	-	-	-	1,749,997	1,749,997	1,749,997
Construction/Infrastructure	4,660,556	9,717,201	5,351,655	12,143,473	13,537,041	14,727,041
Intangibles	-	-	-	25,000	25,000	25,000
Total capital outlay	5,063,014	10,148,829	5,743,280	13,238,473	14,632,041	15,822,041
Debt service	401,225	401,000	400,525	554,600	554,600	554,600
Interfund transfers	3,782,083	4,025,383	3,723,411	4,131,530	4,131,530	4,131,530
Contingency	-	336,852	-	542,802	542,802	542,802
TOTAL REQUIREMENTS	\$ 18,616,066	\$ 26,973,103	\$ 21,415,833	\$ 33,012,924	\$ 34,342,692	\$ 35,532,692

¹ The City's new Core Financial system provides the capability for more detailed project tracking. Reporting of construction costs as Street Preservation vs. Curb Ramps is not readily available for the prior budget reporting periods.

INFRASTRUCTURE **Streets and Operations Fund**

Overview

The Streets and Operations Department is responsible for street preservation, legends and markings, conducting winter sanding and plowing operations, landscape maintenance and vegetation control of public right of ways, sweeping services, street surface and sidewalk management/maintenance, accessibility construction improvements, traffic control, traffic signal program/maintenance, and bridge program/maintenance. The City of Bend has 850 lane miles, or 406 centerline miles. Approximately 230 lane miles are arterials and collectors, while 620 lane miles are local residential roadways.

Support Services Program

The Support Services program supports all Streets and Operations programs. The program includes a licensed transportation engineer who studies, plans and implements traffic control devices for Bend's transportation system. Other programmatic examples of Support Services include: upgrading and creating signal timing plans along major signal corridors, the bridge improvement program, traffic signal program, street light utility billing, street maintenance oversight and on-going signal timing and traffic control upgrade projects. In addition, the program works in conjunction with private development dealing with the on-going management and maintenance of lane closures, right of way and revocable permits as well as citizen service requests. Support Services also includes budget development and implementation, purchasing, staffing and work plans, and community outreach.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 776,043	\$ 785,300	\$ 1,105,500	\$ 1,154,100	\$ 2,259,600		
Materials and services	661,921	849,665	657,400	657,400	1,314,800		
Program Total	1,437,964	1,634,965	1,762,900	1,811,500	3,574,400		
Interfund transfers	833,902	812,633	904,800	871,800	1,776,600		
Support Services	\$ 2,271,866	\$ 2,447,598	\$ 2,667,700	\$ 2,683,300	\$ 5,351,000		
Full Time Equivalents	8.40	9.40	8.80	8.80	8.80		

Goals for the 2017 – 2019 Biennial Budget

- ✧ Continue to assess and refine the duties and needs of the support service program in conjunction with the transportation focus and implementation of the UGB
- ✧ Support the design, construction, and management of Streets & Operations programs and projects that relieve congestion, improve connectivity, improve safety, and create additional transportation system options for the community
- ✧ Provide and maintain an efficient and safe multimodal transportation system for all users, ages and abilities
- ✧ Seek cost effective strategies to improve safety and operations
- ✧ Maintain adequate service levels, such as responding to initial inquiries within 24-48 hours
- ✧ Improve the Customer service request program

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Assess operations and procedures for potential cost effective, efficient process improvements.

- ✧ Optimize signal timing on major corridors
- ✧ Implement projects as a result of the bridge inventory and bridge condition status, including Archie Briggs Bridge and Portland Avenue Bridge
- ✧ Update and revise standard operating procedures for traffic practices in line with goals of City Council and UGB growth plan
- ✧ Respond in a timely and professional manner to citizen service requests

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Created and implemented a cost effective slurry seal program for the lower traffic volume roads within the City
- ✧ Programmed staff and work schedules through the largest winter storm in 25 years for effective winter operations.
- ✧ Documented assets in the right of way with INFOR asset management program.
- ✧ Staff support and transition to a new Core Financial System (Tyler Munis)

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Redefine the Transportation Engineer position and include a Transportation Engineering Associate to support the City transportation improvement needs, UGB implementation and improve the customer service requests program
- ✧ The increase in Personnel costs in 2017-18 compared to the 2016-17 estimate reflects the Transportation Engineer and Transportation Engineering Associate vacancies during 2015-2017 of approximately \$250,000. Additionally, funding for .60 FTE was reallocated to Cemetery, Garage Services and Utilities.

Street Maintenance Program

This program provides field services in repairing and maintaining the overall condition of the City's streets. This includes several areas: concrete, sweeping, landscape, legends and markings, winter operations and street preservation.

- ✧ The Preservation program maintains the condition of the streets by providing crackseal, chipseal, slurry seal, overlay, pothole patching services and other street preservation methods
- ✧ The Accessibility program maintains and makes improvements to infrastructure including accessible ramps, curbs and sidewalks
- ✧ The Street Sweeping program consists of cleaning the City's streets for debris removal, which contributes to water and air quality improvements and improved surface conditions for all modes of transportation in the City
- ✧ The Signs & Markings program includes, but is not limited to, installing and maintaining signs, striping and other markings providing a safe transportation network
- ✧ The Winter Operations program oversees the division's response to snow and ice conditions, flooding, wind and other acts of nature

	ACTUALS		ESTIMATE			ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19			
Personnel services	\$ 2,352,523	\$ 2,618,500	\$ 2,933,300	\$ 3,070,100	\$ 6,003,400			
Materials and services	779,312	1,819,462	1,789,771	1,771,228	3,560,999			
Capital outlay:								
Vehicle/equipment	31,625	360,000	675,000	300,000	975,000			
Construction/Infrastructure: ¹								
Street Preservation	2,069,054	3,282,601	7,206,656	5,770,388	12,977,044			
ADA Curb Ramps	-	-	874,997	875,000	1,749,997			
Construction/Infrastructure	2,069,054	3,282,601	8,081,653	6,645,388	14,727,041			
Intangibles	-	-	25,000	-	25,000			
Program Total	5,232,513	8,080,563	13,504,724	11,786,716	25,291,440			
Debt service	200,425	200,100	199,700	354,900	554,600			
Interfund transfers	857,258	793,900	942,000	987,500	1,929,500			
Street Maintenance	\$ 6,290,196	\$ 9,074,563	\$ 14,646,424	\$ 13,129,116	\$ 27,775,540			
Full Time Equivalents	27.44	27.44	27.77	27.77	27.77			

¹ The City's new Core Financial system provides the capability for more detailed project tracking. Reporting of construction costs as Street Preservation vs. Curb Ramps is not readily available for the prior budget reporting periods.

Goals for the 2017 – 2019 Biennial Budget

- ✧ The 2017-2019 biennial budget includes infrastructure funding of approximately \$14.7 million of which \$1.8 million is related to accessible ramp replacements and approximately \$12.9 million is street preservation related. These investments along with work performed through private development and City capital costs are anticipated to increase the system wide pavement condition index (PCI) by 3 points over the biennium from 70 to 73.
- ✧ Work with the City's accessibility division and accessibility advocates to improve sidewalks and accessibility in the City
- ✧ Continue coordinated efforts on CIP projects for synergy and efficiency in addressing the street conditions
- ✧ Upgrade signage annually to meet the Manual on Uniform Traffic Control Devices (MUTCD) standards
- ✧ Implementation and refinement of the Neighborhood Association Speed Radar sign program
- ✧ Review and update the Snow and Ice removal plan for increased level of service in winter operations
- ✧ Complete implementation of sign and legend asset management into the INFOR asset management system
- ✧ Reinstate a targeted curb painting program
- ✧ Implement GPS technology for winter operations and sweeping program for gained efficiency, effectiveness, routing, records, and accountability
- ✧ Improve sweeping program to gain efficiency and effectiveness
- ✧ Implementation and utilization of slurry seal program for lower traffic volume roadways

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Program and utilize the most cost effective street preservation and maintenance treatments to maintain our streets
- ✧ Implementation and utilization of slurry seal program for lower traffic volume roadways
- ✧ Target grind and inlay or overlay of 45+/- lane miles of arterial and collectors roads annually

- ✧ Target the cost effective chip seal and slurry seal treatments of 40+ lane miles of lower volume roads annually
- ✧ Construct 350 curb ramps each construction season
- ✧ Construct 2,640 linear feet of sidewalk each year
- ✧ Sweep the equivalent of 30,000 lane miles of roadway annually
- ✧ Continue Deschutes County partnership through the Intergovernmental Agreement for Best Management Practices as well the sharing of equipment, resources and purchasing agreements

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Though the local fuel tax effort was unsuccessful, the City raised awareness and needs of the Street Maintenance program, resulting substantial increases in funding, including one-time funds, for street preservation over the biennium
- ✧ Street Maintenance Funding Committee formed and worked with staff and Council to recommend a street preservation target funding of \$6M annually
- ✧ Programmed, managed, and implemented an increase in funding for street preservation efforts
- ✧ Programmed street preservation treatment of 156 lane miles resulting in turning around the deteriorating street conditions trend with an improvement in PCI from 68 to 70
- ✧ Overlaid or grind and inlaid 69 lane miles
- ✧ Chip Sealed 42 lane miles
- ✧ Created and programmed a new Slurry Seal program for 57 lane miles
- ✧ Constructed approximately 377 curb ramps across the biennium
- ✧ Constructed/repared over a mile of sidewalk over the biennium
- ✧ Repaired over 7,500 potholes
- ✧ Proactive winter operations response to the largest winter snowfall in 25 years
- ✧ Successful coordination and synergy with CIP projects to benefit the community and streets conditions including Southeast Interceptor (27th St) and Colorado Lift Station (Arizona)
- ✧ Coordination and implementation on multi-modal and safety enhancements, such as the buffered bike lane on Wall Street
- ✧ Development of Street Pave Back policies for all construction impacts to streets including franchise utility, private development, and City projects, to benefit the street conditions and life of the street
- ✧ Assist Code Enforcement in site clean ups eliminating the need for contracted services in some cases, which has generated savings for the Code Enforcement program

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Increased funding for street maintenance and preservation reflects implementation of Council fiscal policies to dedicate 75% of General Fund Franchise Fees to street maintenance, as well as additional funding authorized at the April 5, 2017 work session and the May 11, 2017 budget deliberations.
- ✧ Aging fleet and equipment is causing excessive repairs and maintenance costs. The 2017-2019 biennial budget includes needed equipment replacement, upgrades, and new devices to increase level of service for the community. The majority of the equipment will be funded with long term debt.
- ✧ Increase in Street preservation projects requires additional government standards to maintain compliance such as Manual on Uniform Traffic Control Devices (MUTCD), Public Rights of Way Access Board (PROWAG), and American Association of State Highway and Transportation Officials (AASHTO), and therefore impacts other Streets & Operations programs such as accessibility, signing and striping, landscaping, and street maintenance to support street preservation
- ✧ Funded FTEs in the above table include the addition of two (2) Street Utility Workers to support the street preservation effort. However, funding for approximately 1.17 FTE has been reallocated to

the Landscaping program in order to support increased work in relation to street preservation efforts. Additionally, funding for a vacant .50 FTE Private Development Inspector was included in the 2016-17 budget, but is no longer funded out of the Street & Operations Fund.

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

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

Landscaping Program

This program is responsible for maintenance of rights of way and City-owned properties.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 318,344	\$	358,600	\$ 476,200	\$ 497,500	\$ 973,700
Materials and services	100,648		128,300	182,360	186,860	369,220
Capital outlay:						
Vehicle/equipment	-		-	50,000	45,000	95,000
Program Total	418,992		486,900	708,560	729,360	1,437,920
Interfund transfers	215,738		209,980	209,460	215,970	425,430
Landscaping	\$ 634,730	\$	696,880	\$ 918,020	\$ 945,330	\$ 1,863,350
Full Time Equivalents	3.73		3.73	4.90	4.90	4.90

Goals for the 2017 – 2019 Biennial Budget

- ✧ Sustainable funding for the implementation of water conservation efforts to comply with City Water Wise standards
- ✧ Sustainable funding to keep pace with the increase in additional right of way areas such as Reed Market and Murphy Road becoming the Streets and Operations responsibility as they come out of warranty, increased equipment and material costs, and additional street preservation efforts.

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✧ Continue to respond in a timely and professional manner to citizen service requests on site clearance and code enforcement compliance
- ✧ Continue Deschutes County Sheriff’s Department partnership through the Intergovernmental Agreement for Best Management Practices
- ✧ Increased utilization of Deschutes County spray program and inmate crews for cost effective landscape service
- ✧ Upgrade equipment in 2017-2019 as listed below on subsequent pages

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Increased support to the substantial increase in Street Preservation projects
- ✧ Landscaping work to complement Street Preservation capital improvement projects
- ✧ Improved partnership with Code Enforcement which provides better communication with residents regarding landscape and vegetation trimming for fire safety, pedestrian safety, and clear site vision needs

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The increase in FTE assigned to the Landscaping Program compared to the 2015-2017 biennium reflects reallocation of funding of 1.17 positions from the Street Maintenance program. Streets staff were able to absorb the additional landscaping work during 2015-2017, but the additional Street Preservation funding in 2017-2019 necessitates the allocation of additional staff to the landscaping program to perform the landscaping work required for street preservation and maintenance efforts.

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

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

**INFRASTRUCTURE
Streets and Operations Fund**

PERFORMANCE MEASURES

	ACTUAL 2014-15	ACTUAL 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Lane miles of chip seal	29	27	15	22	31
Lane miles of road paved (overlays or grind/inlays)	16	41	28	49	44
Lane miles of road slurry sealed	0	12	45	18	27
Miles of street cleaned / sweeping	30,000	19,912	30,000	30,000	30,000
Number of self-performed curb ramps constructed	215	177	200	350	350
Lineal Footage of self-performed Sidewalk Constructed	2,640	3,361	2,640	2,640	2,640
Total number of pot holes repaired	1,482	2,597	5,000	3,000	3,300
Total number of pot hole Customer Service Requests	201	331	200	340	350
Total number of Department Citizen Service Requests	2,273.0	2,641	4,500	3,000	3,000
Effectiveness Measures:					
Overall street system rating (PCI)	69	68	70	72	73
Efficiency Measures:					
Average cost per lane mile of road repaired (chip seal)	\$ 16,772	\$ 11,954	\$ 15,000	\$ 16,000	\$ 17,000
Average cost per lane mile of road repaired (slurry seal)	N/A	N/A	\$ 20,000	\$ 20,000	\$ 20,000
Average cost per lane mile of road repaired (overlay)	\$ 75,776	\$ 96,239	\$ 95,134	\$ 96,000	\$ 97,000

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Sweeper Replacement	\$ 360,000	\$ -	\$ -	\$ -	\$ -
One (1) Bobcat Utility Vehicle w/ attachments	60,000	-	-	-	-
One (1) Landscape / Wood Chipper	50,000	-	-	-	-
Two (2) Magnesium Chloride Storage Tanks	20,000	-	-	-	-
Three (3) Work Truck replacements	120,000	-	-	-	-
Two (2) Work Truck replacements	-	80,000	-	-	-
Two (2) Truck Mounted Plow replacements	30,000	-	-	-	-
Two (2) Mag Tanks	-	20,000	-	-	-
One (1) Sander \ Dump Truck replacement	-	200,000	-	-	-
One (1) Power Wheel Barrow	-	30,000	-	-	-
One (1) Landscape Mower Replacement	-	15,000	-	-	-
One (1) Asphalt Recycler / Portable Hot Mix Plant	85,000	-	-	-	-
One (1) PB Truck Mounted Loader	-	-	300,000	-	-
One (1) Sweeper Replacement	-	-	380,000	-	-
Paint Truck Retrofit Upgrade	-	-	100,000	-	-
One (1) Mini Excavator with Attachments	-	-	-	75,000	-
Two (2) Work Truck Replacement	-	-	-	80,000	-
One (1) Skid Steer	-	-	-	75,000	-
One (1) Loader	-	-	-	-	270,000
Vehicle GPS Fleet Tracking Software	25,000	-	-	-	-
Total	\$ 750,000	\$ 345,000	\$ 780,000	\$ 230,000	\$ 270,000

Transportation Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 7,926,361	\$ 6,722,800	\$ 7,808,649	\$ 8,088,923	\$ 8,088,923	\$ 8,338,923
Franchise fees	1,313,890	1,311,600	1,285,845	800,000	-	-
Charges for services	-	-	-	-	-	-
Intergovernmental revenues	967,593	77,800	77,800	-	-	-
Interfund charges	113,367	231,100	32,893	34,289	34,289	34,289
Transfer from SDC fund	3,583,484	7,279,800	5,876,888	17,358,691	17,358,691	17,358,691
Interfund transfers	14,059	-	25,000	1,360,000	1,360,000	1,360,000
Contributions	521,451	-	153,538	-	-	-
Investment income	116,442	132,000	216,870	197,500	197,500	197,500
Rent revenues	25,911	10,400	1,600	-	-	-
Miscellaneous	103,594	155,500	13,640	-	-	-
Sale of capital assets	230,069	389,600	124,100	-	-	-
Issuance of long-term debt	6,283,391	-	-	-	-	-
Loan repayments	6,869	-	-	-	-	-
TOTAL RESOURCES	\$ 21,206,481	\$ 16,310,600	\$ 15,616,822	\$ 27,839,403	\$ 27,039,403	\$ 27,289,403

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Transportation Construction	\$ 2,501,819	\$ 5,984,322	\$ 3,227,187	\$ 17,608,041	\$ 17,214,541	\$ 17,464,541
Debt service	8,960,396	2,612,000	2,610,087	2,608,000	2,608,000	2,608,000
Interfund transfers	1,935,617	1,642,500	1,440,626	2,077,185	2,085,685	2,085,685
Contingency	-	600,000	-	607,404	607,404	607,404
Reserves	-	5,471,778	-	4,938,773	4,523,773	4,523,773
TOTAL REQUIREMENTS	\$ 13,397,832	\$ 16,310,600	\$ 7,277,900	\$ 27,839,403	\$ 27,039,403	\$ 27,289,403
<i>By Category:</i>						
Personnel services	\$ 241,848	\$ 912,210	\$ 818,587	\$ 1,508,100	\$ 1,499,600	\$ 1,499,600
Materials and services	469,647	2,087,112	1,012,621	2,484,611	2,484,611	2,484,611
Capital outlay:						
Vehicle/equipment	-	35,000	35,000	-	-	-
Construction/infrastructure	1,790,324	2,950,000	1,360,979	13,615,330	13,230,330	13,480,330
Total capital outlay	1,790,324	2,985,000	1,395,979	13,615,330	13,230,330	13,480,330
Debt service	8,960,396	2,612,000	2,610,087	2,608,000	2,608,000	2,608,000
Interfund transfers	1,935,617	1,642,500	1,440,626	2,077,185	2,085,685	2,085,685
Contingency	-	600,000	-	607,404	607,404	607,404
Reserves for:						
Debt service	-	1,309,000	-	-	-	-
Future construction	-	2,848,978	-	3,831,594	3,416,594	3,416,594
Developer exactions	-	1,313,800	-	1,107,179	1,107,179	1,107,179
TOTAL REQUIREMENTS	\$ 13,397,832	\$ 16,310,600	\$ 7,277,900	\$ 27,839,403	\$ 27,039,403	\$ 27,289,403

INFRASTRUCTURE

Transportation Construction Fund

Overview

The Transportation Construction program is a capital projects program that accounts for the construction of transportation capital projects, which also includes the studies and plans to formulate the projects. This program also accounts for the repayment of debt issued for transportation construction projects.

Transportation construction is primarily funded by System Development Charges (SDCs). Other funding sources include water and water reclamation utility franchise fees, grants and developer contributions.

The Transportation Planning Program includes management and implementation of transportation planning, state and federal rules, and Council transportation and land use goals and policies. Funding for this sub-program of Growth Management is accounted for in the City's Transportation Construction Fund. Refer to the Growth Management narrative in the Community & Economic Development service area for more detail.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 387,487	\$ 431,100	\$ 431,100	\$ 743,900	\$ 755,700	\$ 1,499,600
Materials and services	282,141	730,480	730,480	1,383,078	1,101,533	2,484,611
Capital outlay:						
Vehicle/equipment	-	35,000	35,000	-	-	-
Construction/Infrastructure	354,729	1,006,250	1,006,250	5,115,330	8,365,000	13,480,330
Program Total	1,024,357	2,202,830	2,202,830	7,242,308	10,222,233	17,464,541
Debt service	1,307,087	1,303,000	1,303,000	1,305,200	1,302,800	2,608,000
Interfund transfers	817,501	623,125	623,125	1,170,153	915,532	2,085,685
Transportation Construction	\$ 3,148,945	\$ 4,128,955	\$ 4,128,955	\$ 9,717,661	\$ 12,440,565	\$ 22,158,226
Full Time Equivalents	3.35	3.35	3.35	5.52	5.45	5.45

Goals for the 2017 - 2019 Biennial Budget

- ✘ Complete the Capital Improvement Program (CIP) projects in design
- ✘ Develop short-term capital improvement strategy, including use of Transportation Fund reserves
- ✘ Create citywide committee to formulate sustainable transportation funding strategies to: relieve congestion, improve connectivity and safety and create additional options as well as update the Transportation Systems Plan and improve the process for responding to citizen requests.
- ✘ Execute blended approach option that funds CIP projects with reserves, cash funds other future projects, evaluates participation in public/private partnerships and preserves debt capacity for future construction
- ✘ Update Transportation System Development Charges (SDC) methodology

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Implement capital projects as planned by the Capital Improvement Program
- ✘ Continue partnership with Streets & Operations department to implement sidewalk, safety and operations projects
- ✘ Continue to seek grant funding for safety and bike and pedestrian projects

- ✧ Advance major corridor and intersection projects to project development and design stages in order to be eligible for grant funding opportunities
- ✧ Implement the UGB transportation goals and policies

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ A full time Project Engineer specializing in transportation projects was hired. This position is funded by the Transportation Construction Fund and the Accessibility Construction Fund.
- ✧ Completed Downtown and City Wide Parking Study
- ✧ Hired a GIS Analyst and Executive Assistant: GIS Analyst will create new and revised land use and infrastructure data bases to monitor and assess progress for meeting recently adopted goals and policies of UGB project
- ✧ Completed the Central Westside Plan –transportation and land use plan. This was a Council goal that amended, along with the UGB, the comprehensive plan for a mixed use area that includes an innovative way to measure the transportation and land use system with alternative performance measures and financing that will be explored in phase 2 of the Central Westside Plan.
- ✧ Completed Multimodal Count Program, which is a comprehensive approach to counting all types of travel on the transportation system. The counts are important in order to measure how the transportation system works in relation to goals, policies and benchmarks and provides the data needed to design and implement projects.
- ✧ Completed the Bridge Program

Significant Changes for the 2017 – 2019 Biennial Budget

- ✧ Significant increase in capital spending over the next 5 years
- ✧ One (1) new FTE Transportation Planner in 2017-18
- ✧ Extending a Senior Planner position through 2017-19, a three-month succession planning Senior Planner position, and a Program Intern
- ✧ Temporary reallocation of Water/Sewer Franchise Fee revenue to Streets and Operations for street preservation efforts

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

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

Capital Improvement Program 2018-2022
Transportation Construction
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1T14R 14th St. Reconstruction	5	\$ 901,330	\$ 150,000	\$ -	\$ -	\$ -	\$ 1,051,330
1TCSI Citywide Safety Improvements	4	2,219,000	775,000	-	-	-	2,994,000
1TGC Galveston Corridor Improvements	5	520,000	-	-	-	-	520,000
1TBKE Bicycle Greenways	5	225,000	225,000	225,000	225,000	-	900,000
1TNPS Neff and Purcell Intersection	5	50,000	350,000	300,000	3,300,000	-	4,000,000
1TSDP Complete Street Corridors	5	200,000	600,000	-	-	-	800,000
1TEMP Empire Corridor Improvements	5	500,000	3,465,000	5,665,000	3,000,000	3,000,000	15,630,000
1TMPY Murphy Corridor Improvements	5	500,000	1,500,000	2,000,000	3,000,000	3,000,000	10,000,000
1T14B 14th St. Reconstruct Phase II Newport to Galveston	5	-	1,300,000	1,300,000	-	-	2,600,000
Total Transportation Construction CIP		\$ 5,115,330	\$ 8,365,000	\$ 9,490,000	\$ 9,525,000	\$ 6,000,000	\$ 38,495,330

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

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

General Obligation Bond Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 20,375,591	\$ 9,187,860	\$ 8,600,574	\$ 3,212,118	\$ 3,212,118	\$ 3,212,118
Investment income	243,733	45,600	116,136	42,100	42,100	42,100
Interfund transfers	110,946	-	-	276,821	276,821	276,821
Miscellaneous	363,796	-	-	-	-	-
TOTAL RESOURCES	\$ 21,094,066	\$ 9,233,460	\$ 8,716,711	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Construction CIP	\$ 12,493,492	\$ 9,233,460	\$ 5,504,593	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039
TOTAL REQUIREMENTS	\$ 12,493,492	\$ 9,233,460	\$ 5,504,593	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039
<i>By Category:</i>						
Materials and services	\$ 1,000	\$ 1,800	\$ 1,400	\$ -	\$ -	\$ -
Capital outlay:						
Construction/infrastructure	12,492,492	9,231,660	5,503,193	3,531,039	3,531,039	3,531,039
TOTAL REQUIREMENTS	\$ 12,493,492	\$ 9,233,460	\$ 5,504,593	\$ 3,531,039	\$ 3,531,039	\$ 3,531,039

(This page intentionally left blank)

General Obligation Bond Debt Service Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 775,837	\$ 981,400	\$ 996,956	\$ 1,170,988	\$ 1,170,988	\$ 1,170,988
Property taxes	3,876,951	3,780,200	3,812,890	3,780,200	3,780,200	3,780,200
Investment income	22,769	20,800	34,892	30,400	30,400	30,400
TOTAL RESOURCES	\$ 4,675,556	\$ 4,782,400	\$ 4,844,738	\$ 4,981,588	\$ 4,981,588	\$ 4,981,588

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Materials and services	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Debt service	3,678,600	3,678,000	3,673,750	3,677,100	3,677,100	3,677,100
Debt service reserve	-	1,104,400	-	1,303,488	1,303,488	1,303,488
TOTAL REQUIREMENTS	\$ 3,678,600	\$ 4,782,400	\$ 3,673,750	\$ 4,981,588	\$ 4,981,588	\$ 4,981,588

INFRASTRUCTURE **General Obligation Bond**

Overview

In May 2011, the City of Bend voters passed a \$30 million bond measure to improve safety, mobility and access on major street corridors and intersections. The City's significant growth in the last 15 years has impacted the transportation system and the measure was proposed so that street infrastructure improvements can be made before there are further impacts from growth. 14th Street, Brookwood/Powers and Reed Market are the only remaining active projects from the original projects that were funded as noted below:

- ✧ 18th Street/Empire Avenue roundabout
- ✧ Simpson Avenue/Mt. Washington Drive roundabout
- ✧ Brookwood Boulevard/Powers Road roundabout
- ✧ Reed Market Road from 3rd Street to 27th Street
- ✧ 27th Street reconstruction from Hwy 20 (Greenwood Avenue) to Neff Road with SE Interceptor Project
- ✧ 14th Street/Century Drive reconstruction

Goals for the 2017 - 2019 Biennial Budget

- ✧ Complete design and construction on 14th Street Reconstruction
- ✧ Close out Brookwood/Powers and Reed Market projects

Key Operational Objectives for the 2017 – 2019 Budget

- ✧ Achieve final closeout, including plant establishment period for all projects and close the GO Bond Fund

Major Accomplishments during the 2015 - 2017 Biennium

- ✧ Completed approximately \$25 million in infrastructure improvements with the completion of three (3) Roundabout projects and two (2) Reed Market Corridor Improvement projects
- ✧ Recipient of the Oregon Chapter America Concrete Institute and Oregon Concrete & Aggregate Producers Association Excellence in Concrete for Reed Market Rd.
- ✧ Completed construction on Reed Market (Newberry to 3rd) under budget

Significant Changes from the 2015 - 2017 Biennial Budget

- ✧ Approximately \$1 million of remaining 14th Street work will be funded by the Transportation Construction Fund

Capital Improvement Program 2018-2022

**General Obligation Bond Construction
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1T14R 14th St. Reconstruction	4	\$ 3,305,039	\$ -	\$ -	\$ -	\$ -	\$ 3,305,039
1TPWP Powers & Brookwood Roundabout Phase II	2	50,000	-	-	-	-	50,000
1TR3N Reed Mkt: 3rd to Newberry	1	160,000	16,000	-	-	-	176,000
Total GO Bond CIP		\$ 3,515,039	\$ 16,000	\$ -	\$ -	\$ -	\$ 3,531,039

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

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

(This page intentionally left blank)

**General Fund
Accessibility**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Accessibility	\$ 326,100	\$ 384,819	\$ 351,135	\$ 394,690	\$ 393,890	\$ 393,890
Interfund transfers	119,926	155,351	155,346	145,900	145,900	145,900
TOTAL REQUIREMENTS	\$ 446,026	\$ 540,170	\$ 506,481	\$ 540,590	\$ 539,790	\$ 539,790
<i>By Category:</i>						
Personnel services	\$ 312,442	\$ 344,779	\$ 334,922	\$ 308,400	\$ 307,600	\$ 307,600
Materials and services	13,658	40,040	16,214	86,290	86,290	86,290
Interfund transfers	119,926	155,351	155,346	145,900	145,900	145,900
TOTAL REQUIREMENTS	\$ 446,026	\$ 540,170	\$ 506,481	\$ 540,590	\$ 539,790	\$ 539,790

Note:

Accessibility costs are accounted for in the Infrastructure Program of the General Fund.

INFRASTRUCTURE Accessibility

Overview

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

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 166,822	\$ 168,100	\$ 168,100	\$ 152,200	\$ 155,400	\$ 307,600
Materials and services	6,867	9,346	9,346	43,145	43,145	86,290
Program Total	173,689	177,446	177,446	195,345	198,545	393,890
Interfund transfers	75,605	79,741	79,741	71,700	74,200	145,900
Accessibility	\$ 249,293	\$ 257,187	\$ 257,187	\$ 267,045	\$ 272,745	\$ 539,790
Full Time Equivalents	1.30	1.30	1.30	1.05	1.05	1.05

Goals for the 2017 – 2019 Biennial Budget

- ✘ Maintain and continue working to improve relationships with various community accessibility groups
- ✘ Identify noncompliant curb ramps to be reconstructed and work with the Streets and Operations program to ensure self-performed work is compliant
- ✘ Maintain and grow effective working relationship with Streets and Operations program and engineering staff on all public right-of-way needs relating to connectivity and access
- ✘ Maintain and update the City's *ADA Transition Plan for Curb Ramps in Public Rights-of-Way* document on a bi-annual basis to demonstrate the to-date curb ramp compliance and identify steps to continue to increase compliance across the city
- ✘ Continue to research and submit applications for various funding sources to continue curb ramp work
- ✘ Maintain and grow identified work plans developed through the efforts of the City of Bend Accessibility Advisory Committee (COBAAC), which was established in April 2010
- ✘ Continue to improve access for people with disabilities throughout the City's facilities, programs, services, and activities, as well as throughout the community
- ✘ Work with other City staff in developing an overall city sidewalk program contingent on council approval and funding
- ✘ Manage the Customer Service Request for Barrier Removal process to resolve citizen requests as they are submitted to the City of Bend

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Increase opportunities for participation and partnerships with people with disabilities in the community
- ✘ Provide education and training internally and externally to increase understanding and awareness about the importance of an accessible City
- ✘ Implement accessibility policies, procedures, and processes throughout the City's operations to ensure access for all citizens

- ✧ Continue to provide input on plans submitted for permit through the Community Development department and other departments, as needed, to ensure projects incorporate all applicable accessibility codes and guidelines and support external stakeholder accessibility design needs
- ✧ Periodically report to Council on implemented programs

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Continued management of the COBAAC to assist and advise the City on the most appropriate means by which to make its programs, services, activities and facilities accessible to Bend's citizens
- ✧ Resolved a number of citizen requests for barrier removal including curb ramps and sidewalks to enhance access. Of the approximate 150 barrier removal requests submitted by the Central Oregon Coalition for Access in September of 2015, 75% have been closed or are planned for construction. 27 barrier removal requests were submitted during 2015 and 2016, 18 have been closed or are planned for construction, nine were addressed via other means (did not require City construction).
- ✧ Collaborated with Human Resources (HR) to implement the Equal Employment Opportunity Policy to ensure appropriate accommodations are made for employees with disabilities. Provided prompt confidential support and follow through to all requests from HR for an employee who may need a workplace accommodation.
- ✧ Continue working on building a partnership with HR and Abilitree (Central Oregon's Independent Living Facility) to further increase employment of individuals with disabilities within the City of Bend
- ✧ City of Bend received two employment awards for inclusive employment, one from Abilitree for being a community partner and the other from the Central Oregon Employment First campaign
- ✧ Collaborated with the City Project Manager on the South 3rd St. Pedestrian Improvement Project on the design of accessible sidewalks and curb ramps.
- ✧ Creation of four snow removal educational materials (flyers) for business corridors, business/shopping complexes, apartments/hotels and motels, and residential neighborhoods
- ✧ Increased education and learning opportunities through hands-on trainings for interdepartmental needs such as with the new hire orientation academies in the Fire and Police departments
- ✧ Increased the number of compliant curb ramps City-wide via street overlay and other street reconstruction projects, as well as, areas needing curb ramp improvements recommended by COBAAC and the Accessibility Manager. It is estimated that by the end of 2017, the City will have approximately 53% of their curb ramps compliant with the U.S. Access Boards' Public Right-of-Way Accessibility Guidelines.

(This page intentionally left blank)

Accessibility Construction Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 552,137	\$ 802,200	\$ 911,066	\$ 1,080,609	\$ 1,080,609	\$ 1,080,609
Franchise fees	1,236,027	1,311,600	1,363,707	1,400,000	1,400,000	1,400,000
Intergovernmental revenues	89,484	78,200	79,813	65,900	65,900	65,900
General fund subsidy	900,000	821,000	821,000	670,000	670,000	670,000
Interfund charges	-	-	3,030	6,225	6,225	6,225
Interfund transfers	-	-	-	-	-	-
Investment income	17,258	19,700	23,352	21,900	21,900	21,900
Miscellaneous	1,586	-	-	-	-	-
TOTAL RESOURCES	\$ 2,796,491	\$ 3,032,700	\$ 3,201,969	\$ 3,244,634	\$ 3,244,634	\$ 3,244,634

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Accessibility Construction	\$ 636,771	\$ 1,866,986	\$ 1,258,763	\$ 1,668,969	\$ 1,668,569	\$ 1,668,569
Debt service	609,035	617,000	615,683	617,700	617,700	617,700
Interfund transfers	639,619	248,300	246,914	293,700	294,100	294,100
Contingency	-	300,414	-	10,000	10,000	10,000
Reserves	-	-	-	654,265	654,265	654,265
TOTAL REQUIREMENTS	\$ 1,885,425	\$ 3,032,700	\$ 2,121,359	\$ 3,244,634	\$ 3,244,634	\$ 3,244,634
<i>By Category:</i>						
Personnel services	\$ -	\$ 136,819	\$ 98,473	\$ 123,600	\$ 123,200	\$ 123,200
Materials and services	18,384	12,960	4,268	30,369	30,369	30,369
Capital outlay:						
Construction/infrastructure	618,388	1,717,207	1,156,022	1,515,000	1,515,000	1,515,000
Debt service	609,035	617,000	615,683	617,700	617,700	617,700
Interfund transfers	639,619	248,300	246,914	293,700	294,100	294,100
Contingency	-	300,414	-	10,000	10,000	10,000
Reserves						
Future construction	-	-	-	654,265	654,265	654,265
TOTAL REQUIREMENTS	\$ 1,885,425	\$ 3,032,700	\$ 2,121,359	\$ 3,244,634	\$ 3,244,634	\$ 3,244,634

INFRASTRUCTURE **Accessibility Construction**

Overview

The Accessibility Construction Program is responsible for overseeing the phases of development from design through construction for the City's rights-of-way and to facilitate goals of the Accessibility Program.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 41,773	\$	56,700	\$ 60,100	\$ 63,100	\$ 123,200
Materials and services	2,338		1,930	15,156	15,213	30,369
Capital outlay:						
Construction/infrastructure	461,022		695,000	865,000	650,000	1,515,000
Program Total	505,133		753,630	940,256	728,313	1,668,569
Debt service	308,983		306,700	308,500	309,200	617,700
Interfund transfers	175,614		71,300	144,700	149,400	294,100
Accessibility Construction	\$ 989,729	\$	1,131,630	\$ 1,393,456	\$ 1,186,913	\$ 2,580,369
Full Time Equivalents	0.50		0.50	0.50	0.50	0.50

Goals for the 2017 – 2019 Biennial Budget

- ✘ Continue to work toward meeting the ADA infrastructure requirements related to curb ramps and related sidewalks within the City of Bend's jurisdiction
- ✘ Respond to citizen requests for barrier removal involving the public rights-of-way in a timely manner
- ✘ Develop Sidewalk Improvement program as funding becomes available

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Continued coordination of curb ramp improvements self-performed by Streets and Operations staff and support design of City CIP projects, which include curb ramps and related accessible rights-of-way issues
- ✘ Continue with design and construction of various Citywide Accessibility Construction improvement projects

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ A full time Project Engineer specializing in transportation projects was hired. This position is funded by the Transportation Construction Fund and the Accessibility Construction Fund. This position assists the Accessibility Manager to resolve barrier removal requests by creating and managing key infrastructure projects impacting accessibility throughout the City.
- ✘ Collaborated with various City projects, such as the Galveston Corridor Project, 14th St. Project, South 3rd Pedestrian Project, Citywide Accessibility Improvement Projects, to ensure accessibility is incorporated in all phases of project development
- ✘ Continued increasing the number of compliant curb ramps citywide via street alteration projects, as well as areas needing curb ramps improvements recommended by COBAAC and the Accessibility Manager. It is estimated that by the end of 2017 the City will have approximately 53% of their curb ramps be compliant with the U.S. Access Boards' Public Right-of-Way Accessibility Guidelines.

- ✧ Council continued to direct 50% of the Water and Sewer Franchise Fees be allocated to the Accessibility Construction Fund to provide funding for curb ramps and accessibility improvements. The 2017-2019 biennial budget reflects the continuation of this funding.
- ✧ Project Manager has designed key accessibility projects improving corridor connectivity and resolving numerous barrier removal requests that were submitted by and on behalf of citizens with disabilities. Construction of these areas will occur in the summer of 2017 with further design and construction of other areas in need.

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

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

Capital Improvement Program 2018-2022

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

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1A3AA South 3rd Street Pedestrian Improvements	1	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
1ACAI Citywide Accessibility Improvements (Includes Barrier Removal)	2	850,000	-	-	-	-	850,000
Dean Swift Road Corridor	5	-	150,000	-	-	-	150,000
NE Division Street Corridor	5	-	500,000	-	-	-	500,000
Lodge Pole Drive Corridor	5	-	-	315,000	-	-	315,000
Poplar Street Corridor	5	-	-	250,000	-	-	250,000
SW Truman Hill Taft Silver Lake Corridor	5	-	-	-	440,000	-	440,000
SW Cleveland Avenue Corridor	5	-	-	-	190,000	-	190,000
NW Delaware Avenue Corridor	5	-	-	-	-	500,000	500,000
NW Hill Street Corridor	5	-	-	-	-	250,000	250,000
NW Seismore Street Corridor	5	-	-	-	-	125,000	125,000
Total Accessibility Construction CIP		\$ 865,000	\$ 650,000	\$ 565,000	\$ 630,000	\$ 875,000	\$ 3,585,000

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

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

Cemetery Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 14,879	\$ 3,200	\$ 3,038	\$ 20,005	\$ 20,005	\$ 20,005
Burial and lot fees	114,436	156,900	176,674	260,600	260,600	260,600
General fund subsidy	72,000	110,000	56,407	135,700	135,700	135,700
Interfund transfers	46,771	32,026	33,323	31,200	31,200	31,200
Investment income	50	-	414	800	800	800
Miscellaneous	7,792	-	-	-	-	-
TOTAL RESOURCES	\$ 255,929	\$ 302,126	\$ 269,856	\$ 448,305	\$ 448,305	\$ 448,305

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Cemetery	\$ 197,615	\$ 234,481	\$ 200,086	\$ 354,200	\$ 353,200	\$ 353,200
Interfund transfers	55,275	61,000	49,765	89,000	90,000	90,000
Contingency	-	6,645	-	5,105	5,105	5,105
TOTAL REQUIREMENTS	\$ 252,890	\$ 302,126	\$ 249,851	\$ 448,305	\$ 448,305	\$ 448,305
<i>By Category:</i>						
Personnel services	\$ 134,647	\$ 147,891	\$ 146,114	\$ 214,100	\$ 213,100	\$ 213,100
Materials and services	62,968	86,590	53,972	119,100	119,100	119,100
Capital outlay:						
Vehicle/equipment	-	-	-	21,000	21,000	21,000
Interfund transfers	55,275	61,000	49,765	89,000	90,000	90,000
Contingency	-	6,645	-	5,105	5,105	5,105
TOTAL REQUIREMENTS	\$ 252,890	\$ 302,126	\$ 249,851	\$ 448,305	\$ 448,305	\$ 448,305

INFRASTRUCTURE Cemetery Fund

Overview

The Pilot Butte Cemetery was established in 1913. The property consists of 40 acres of land with 13 acres that have been developed and are maintained by the City of Bend Streets & Operations Department.

Cemetery revenues have been suffering over the last several years as many of the prime lots have been sold, and consumers have opted for cremation over full burials. Limited operating revenues coupled with the steady increase in operating & maintenance costs has necessitated a General Fund subsidy from the Street Division to maintain the current service levels at the Cemetery. Fees are being updated to reflect the cost of service as well as align to the market; however, to remain competitive, fees were not increased to a level that would eliminate the need for a subsidy from the General Fund.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 69,814	76,300	\$ 104,900	\$ 108,200	\$ 213,100		
Materials and services	27,772	26,200	71,050	48,050	119,100		
Capital outlay:							
Vehicle/equipment	-	-	21,000	-	21,000		
Program Total	97,586	102,500	196,950	156,250	353,200		
Interfund transfers	23,665	26,100	44,000	46,000	90,000		
Cemetery	\$ 121,251	\$ 128,600	\$ 240,950	\$ 202,250	\$ 443,200		
Full Time Equivalent	0.66	0.66	1.00	1.00	1.00		

Goals for the 2017-2019 Biennial Budget

- ✘ Implement Cemetery Fee Study
- ✘ Complete expansion of Block "W" which will provide more desirable and marketable lots
- ✘ Begin construction of Cemetery property fence
- ✘ Improve overall road condition within the Cemetery
- ✘ Upgrade Cemetery Facility to comply with ADA
- ✘ Maintain necessary staffing levels for Cemetery upkeep
- ✘ Institute a yearly tree condition/ safety rehab schedule

Key Operational Objectives for the 2017-2019 Biennial Budget

- ✘ Use fee study to update current Cemetery fee schedule
- ✘ Install irrigation and seed Block "W"
- ✘ Repave all existing roads within the Cemetery
- ✘ Stripe and install signage for ADA parking
- ✘ Track all Street Division staff that supports Cemetery
- ✘ Replace obsolete mower

Major Accomplishments during the 2015-2017 Biennium

- ✧ Public survey updated with corner posts added on North & East side of Cemetery (South & West are City of Bend Right of Way)
- ✧ North Street paved by generous donation (work self-performed by Street Division)
- ✧ Paved ADA parking stalls (work self-performed by Street Division)

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Liner sale and use discontinued by the Cemetery as this service is better coordinated with the funeral home
- ✧ Fees are being updated to reflect the cost of service as well as align to the market

Major Equipment Purchases for the 2017-2019 Biennial Budget

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

INFRASTRUCTURE
Cemetery Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
# of acres maintained	13	13	13	14	14
<i>Efficiency Measures:</i>					
Operating revenue per acre of Cemetery maintained	\$ 5,385	\$ 8,244	\$ 5,346	\$ 9,200	\$ 9,414

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
Industrial Mower Replacement	\$ 21,000	\$ -	\$ -	\$ -	\$ -
Second Industrial Mower Replacement	-	-	-	25,000	-
Cemetery Work Truck replacement	-	-	35,000	-	-
Total	\$ 21,000	\$ -	\$ 35,000	\$ 25,000	\$ -

Cemetery Permanent Maintenance Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 595,952	\$ 656,200	\$ 616,397	\$ 636,226	\$ 636,226	\$ 636,226
Permanent maintenance fees	8,801	9,100	19,830	20,300	20,300	20,300
Investment income	67,901	40,000	41,535	42,000	42,000	42,000
TOTAL RESOURCES	\$ 672,654	\$ 705,300	\$ 677,761	\$ 698,526	\$ 698,526	\$ 698,526

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Infrastructure:						
Cemetery Maintenance	\$ 9,486	\$ 12,000	\$ 10,191	\$ 10,800	\$ 10,800	\$ 10,800
Interfund transfers	46,771	31,350	31,344	31,200	31,200	31,200
Reserves	-	661,950	-	656,526	656,526	656,526
TOTAL REQUIREMENTS	\$ 56,257	\$ 705,300	\$ 41,535	\$ 698,526	\$ 698,526	\$ 698,526
<i>By Category:</i>						
Materials and services	\$ 9,486	\$ 12,000	\$ 10,191	\$ 10,800	\$ 10,800	\$ 10,800
Interfund transfers	46,771	31,350	31,344	31,200	31,200	31,200
Reserves for:						
Permanent Maintenance	-	661,950	-	656,526	656,526	656,526
TOTAL REQUIREMENTS	\$ 56,257	\$ 705,300	\$ 41,535	\$ 698,526	\$ 698,526	\$ 698,526

INFRASTRUCTURE
Cemetery Permanent Maintenance Fund

Overview

The City operates a municipal cemetery registered as an endowment cemetery under Oregon Revised Statutes (ORS) 97.810. The ORS requires the City to establish, maintain, and operate an endowment care fund for the cemetery and also requires that no less than 15% of cemetery lot sales be deposited into the fund as permanent maintenance fees.

In accordance with ORS 97.830, investment income earned, and realized, by this fund will be transferred to the Cemetery program to be used for the general care and maintenance of the cemetery property. Transfer of investment earnings from the cemetery permanent maintenance trust are limited to actual cash earnings (interest and dividends) received by the trust. Additional investment earnings from fluctuations in market-value are held in trust until the investment is sold or matures.

System Development Charges (SDC) Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,132,524	\$ 5,934,000	\$ 5,525,202	\$ 14,934,634	\$ 14,934,634	\$ 14,934,634
Transportation SDCs	8,015,622	14,647,000	13,995,584	11,788,500	11,788,500	11,788,500
Water SDCs	5,376,360	8,193,500	7,142,977	7,424,984	7,424,984	7,424,984
Water Reclamation SDCs	5,937,998	11,245,000	12,093,615	12,957,500	12,957,500	12,957,500
Loan repayments	415,872	155,500	1,233,523	-	-	-
Investment income	139,594	165,300	365,036	298,900	298,900	298,900
TOTAL RESOURCES	\$ 21,017,969	\$ 40,340,300	\$ 40,355,937	\$ 47,404,518	\$ 47,404,518	\$ 47,404,518

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Category:</i>						
Transfers to:						
Building Fund	\$ 286,372	\$ 267,000	\$ 245,250	\$ -	\$ -	\$ -
CDD Administration		-	-	392,450	392,450	392,450
Admin/Financial Services	165,086	267,000	249,021	392,450	392,450	392,450
Transport. Planning / Growth Mgmt	99,500	-	-	-	-	-
Transportation Construction Fund	3,682,984	11,678,800	5,876,888	17,358,691	17,358,691	17,358,691
Water Fund	5,361,387	8,170,200	7,114,804	7,278,000	7,278,000	7,278,000
Water Reclamation Fund	5,901,254	11,073,300	11,935,340	12,485,500	12,485,500	12,485,500
Contingency						
Transportation SDC	-	8,884,000	-	-	-	-
Reserves for:						
Future construction	-	-	-	9,497,427	9,497,427	9,497,427
TOTAL REQUIREMENTS	\$ 15,496,583	\$ 40,340,300	\$ 25,421,303	\$ 47,404,518	\$ 47,404,518	\$ 47,404,518

INFRASTRUCTURE
System Development Charges

Overview

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

The 2017-2019 Adopted Biennial Budget assumed Engineering News Record (ENR), a construction cost inflation index, increases of 3.6% per fiscal year. The actual increase in ENR resulted in a 3.7% increase for 2017-18. Increases to SDCs are based on the 20-city national average.

SDC Methodologies

SDCs are critical resources used to fund transportation, water and water reclamation capital improvements. They represent fees charged to new development for their fair share of the cost of infrastructure built or needed to serve the new development. The SDC fees are established through methodology studies and the current SDCs are collected at 100% of the allowed fee plus annual increases based on ENR. The City last updated its Transportation SDC methodology in 2011-2012 and Water methodology in 2008-2009. The Water Reclamation methodology was adopted by City Council in August 2015. The SDC rates for a single family dwelling are estimated as follows:

	2016-17 Actuals	2017-18 Actuals	2018-19 Estimate
Transportation SDC	\$5,096	\$5,285	\$5,475
Water SDC	\$5,034	\$5,220	\$5,408
Water Reclamation SDC	\$4,489	\$4,655	\$4,833

Goals for the 2017 - 2019 Biennial Budget

- ✧ Update the Water and Transportation SDC methodologies

**Local Improvement District (LID)
Construction Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 582,983	\$ 591,900	\$ 592,432	\$ 606,966	\$ 606,966	\$ 606,966
Investment income	9,449	11,900	14,534	15,800	15,800	15,800
TOTAL RESOURCES	\$ 592,432	\$ 603,800	\$ 606,966	\$ 622,766	\$ 622,766	\$ 622,766

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Category:						
Personnel services	\$ -	\$ -	\$ -	\$ -	\$ 182,000	\$ 182,000
Reserves for:						
Future LID's	-	603,800	-	622,766	440,766	440,766
TOTAL REQUIREMENTS	\$ -	\$ 603,800	\$ -	\$ 622,766	\$ 622,766	\$ 622,766

INFRASTRUCTURE Local Improvement District (LID) Program

Overview

Local Improvement Districts (LIDs) are formed for the construction of infrastructure to provide direct benefit to property owners in the LID. The construction and financing of LIDs are governed by Oregon Revised Statutes 223.205 to 223.295. In the past, property owners have petitioned the City to form LIDs for wastewater infrastructure to be constructed in areas within the City of Bend that are on septic systems. City engineering staff work with property owners to design the infrastructure, and if the cost is feasible and the assessments to the property owners are affordable, then the City will build the infrastructure and assessments will be levied to the properties that receive benefit.

The Local Improvement District Construction fund accounts for the cost of infrastructure constructed through the LID process. Once construction is complete, Bancroft bonds are issued to reimburse the LID Construction fund and the costs are assessed to the property owners benefited through an assessment process.

Currently there are no active LIDs. The City is engaged in a project to design a sewer system and develop a financing strategy that will provide sewer service to approximately 550 homes that currently rely on septic systems for wastewater disposal. A citizen advisory committee has been formed and will meet over the biennium to help develop project policy and financial strategies that result in a recommendation to the City Council. During 2017-2019 budget deliberations, the Budget Committee made a recommendation to use some of the reserves in this fund to hire an LID Coordinator on a limited term contract, if a recommendation comes out of the advisory committee that the City should pursue an LID as a solution to that issue. No hiring decisions will be made until recommendations are made from the advisory committee to the City Council about how to proceed with the septic to sewer issue.

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

	ESTIMATE		ADOPTED BUDGET		
	2016-17	2015-17	2017-18	2018-19	2017-19
Personnel services	\$ -	\$ -	\$ 54,300	\$ 127,700	\$ 182,000
LID Construction	\$ -	\$ -	\$ 54,300	\$ 127,700	\$ 182,000
Full Time Equivalents	-	-	1.00	1.00	1.00