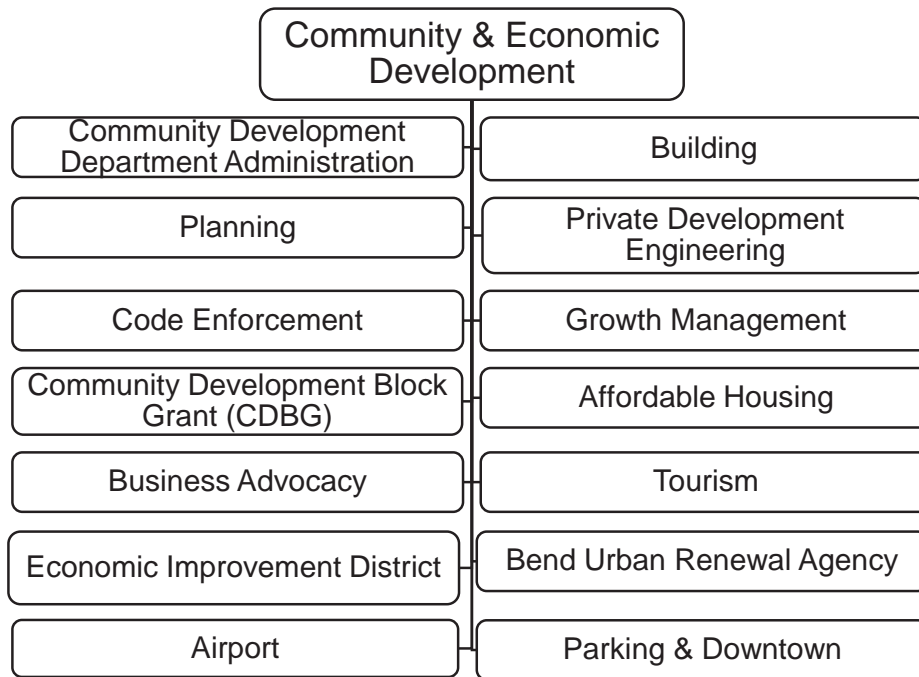


COMMUNITY & ECONOMIC DEVELOPMENT

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COMMUNITY & ECONOMIC DEVELOPMENT SERVICE AREA



Community Development Department (CDD) Administration

This Internal Service Fund division accounts for the administrative support of the various Community Development departments and functions.

Building and Planning

Activities for these funds include managing building inspections and permitting, accounting for current planning activities, and reviewing new development plans, plats and partitions for compliance.

Private Development Engineering

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

Code Enforcement

Expenditures related to the Code Enforcement fund are accounted for in the General Fund. Code Enforcement's mission is to protect the safety and health of the City's residents and visitors by ensuring compliance with the City's land use and building codes.

Growth Management

Growth Management identifies and manages activities of a long-term nature including land use, public facility and transportation planning.

Community Development Block Grant (CDBG)

This fund accounts for the City's Community Development Block Grant program which is funded by CDBG direct entitlement and other grant funds allocated through the U.S. Department of Housing and Urban Development.

Affordable Housing

This fund accounts for the City's Affordable Housing program which is funded by an affordable housing fee assessed on building permits.

Business Advocacy

This fund is responsible for implementing the Bend Economic Development Advisory Board's Strategic Plan.

Tourism

This fund accounts for the expenditure of room tax revenues dedicated to tourism promotion.

Continued on the next page

Economic Improvement District (EID)

This fund accounts for collection and payment of assessments for the Economic Improvement District created for the maintenance and beautification of downtown Bend.

Bend Urban Renewal Agency (BURA)

These funds account for the activities of the City's urban renewal districts. The BURA General Fund accounts for general services within BURA not accounted for within another fund. The Juniper Ridge Construction and Debt Service Funds account for the activities of the City's Juniper Ridge urban renewal district. The Murphy Crossing Construction and Debt Service Funds account for the activities of the City's Murphy Crossing urban renewal district.

Airport

This program accounts for the activities and operations of the Bend Municipal Airport.

Parking & Downtown

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

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

	-	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	ACTUALS	BUDGET		PROPOSED	APPROVED	ADOPTED
	2013-15	2015-17	2015-17	2017-19	2017-19	2017-19
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund transfers	-	-	-	1,980,200	1,980,200	1,980,200
Licenses and permits	-	-	-	385,900	385,900	385,900
Interfund charges	-	-	-	392,450	392,450	392,450
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ 2,758,550	\$ 2,758,550	\$ 2,758,550

	-	ADJUSTED	ESTIMATE	BIENNIAL BUDGET		
	ACTUALS	BUDGET		PROPOSED	APPROVED	ADOPTED
	2013-15	2015-17	2015-17	2017-19	2017-19	2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
CDD Administration	\$ -	\$ -	\$ -	\$ 2,390,600	\$ 2,384,000	\$ 2,414,100
Interfund transfers	-	-	-	212,700	219,300	219,300
Contingency	-	-	-	155,250	155,250	125,150
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 2,758,550	\$ 2,758,550	\$ 2,758,550
By Category:						
Personnel services	\$ -	\$ -	\$ -	\$ 2,226,300	\$ 2,210,900	\$ 2,241,000
Materials and services	-	-	-	164,300	164,300	173,100
Interfund transfers	-	-	-	212,700	228,100	219,300
Contingency	-	-	-	155,250	155,250	125,150
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 2,758,550	\$ 2,758,550	\$ 2,758,550

Notes:

CDD Administration is a new program in the 2017-2019 biennium. Refer to budget narrative for additional information.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

Overview

CDD Administration has recently been reorganized to provide support services to the operational divisions within CDD: Building, Planning, and Private Development Engineering. Through this consolidated support model, CDD Administration enables CDD to work as one coordinated department, while allowing each division to focus on its specific regulatory areas of authority and expertise. The primary roles of CDD Administration are to administer the human, physical, digital and data resources of CDD, to facilitate data-driven decision-making by CDD management, to operate the CDD Permit Center, and to manage City addressing, licensing and special programs.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ -	\$ -	\$ 1,067,200	\$ 1,173,800	\$ 2,241,000		
Materials and services	-	-	87,700	85,400	173,100		
Program Total	-	-	1,154,900	1,259,200	2,414,100		
Interfund transfers	-	-	109,900	109,400	219,300		
CDD Administration	\$ -	\$ -	\$ 1,264,800	\$ 1,368,600	\$ 2,633,400		
Full Time Equivalents	-	-	9.15	9.65	9.65		

Goals for the 2017 – 2019 Biennial Budget

- ✘ Handle administrative functions including budget administration, purchasing, fleet management, human resources management and payroll administration, as well as coordination with the IT Department to support CDD's permitting software and data systems
- ✘ Provide on-demand data, reporting and GIS mapping for CDD
- ✘ Use data and analysis to provide insight into budget forecasting, departmental assessments, and strategic planning
- ✘ Manage the operations and cashiering functions of the CDD Permit Center, a “one-stop shop” for development permitting
- ✘ Administer several permitting and licensing programs that affect or require review by multiple City departments: addressing, business registration, licensing for marijuana businesses, short term rentals and vehicles for hire, special events and noise variance permits, and liquor license endorsements
- ✘ Coordinate, execute and monitor development agreements for large development projects
- ✘ Assess Systems Development Charges (SDCs) that help fund City capital improvements

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Coordinate CDD's participation in the LEAP project, particularly Integrated Inspections and Permitting Applications (IIPA) by assigning a member of CDD Admin to serve as the functional lead for this phase of the LEAP project
- ✘ Replace legacy address management system with a GIS-based solution that integrates with LEAP software
- ✘ Develop the City's nascent Licensing Program to act as a central hub for all licensing activities, previously housed in multiple departments
- ✘ Formalize processes governing the administration of development agreements and SDCs
- ✘ Perform parking pass audit in conjunction with Economic Development

- ✧ Assist Human Resources with wage and compensation study for Program Manager and Program Coordinator roles
- ✧ Assist Human Resources with wage and compensation study for Planning divisions series
- ✧ Digitize historical paper plan sets to ensure better access and better integration with applications
- ✧ Help develop data governance program to build standard and repeatable processes, reduce costs and increase effectiveness through coordination of efforts, and protect the needs of data stakeholders
- ✧ Process business licenses for Economic Development

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ CDD has been reorganized to provide support services to the operational divisions within CDD, supported by FTE that have been transferred in from the now dissolved Permit Center that was accounted for in the Building Fund
- ✧ One (1) new Admin Specialist FTE in 2017-18

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Department (CDD) Administration

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
# of new and renewed business licenses issued	5,016	5,184	5,459	5,500	5,655
Special Event Permits issued	69	37	45	48	50
Marijuana Licenses issued ¹	n/a	n/a	20	60	70
SDC reviews ²	n/a	355	367	400	415
Short Term Rental Licenses issued ²	n/a	652	675	700	725
Address reviews	66	297	320	344	348
Front Counter visits	11,635	13,722	13,670	14,200	14,300
<i>Effectiveness Measures:</i>					
Average days to issue Business License	7.0	6.5	5.0	5.0	5.0
Average days to issue Special Events Permit	37.0	69.0	67.0	60.0	55.0
Average days to issue Marijuana License ¹	n/a	n/a	180.0	150.0	90.0
Average days to review SDC application ²	n/a	5.0	4.0	3.8	3.5
Average days to issue Short Term Rental License ²	n/a	30.0	21.0	14.0	14.0
Average days to review Addresses	1.4	2.9	2.7	2.5	2.5
<i>Efficiency Measures:</i>					
Average front counter customer visit (minutes) ²	n/a	17.7	34.9	30.0	30.0
% overdue Business License payments	38%	40%	42%	39%	25%

¹ Marijuana licensing program during 2016-17

² Performance measure data not available for 2014-15. Tracking began in 2015-16

Building Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 2,407,582	\$ 6,878,700	\$ 7,418,818	\$ 12,845,883	\$ 12,845,883	\$ 12,845,883
Licenses and permits	8,974,576	10,563,540	11,347,953	10,557,800	10,557,800	10,557,800
Charges for services	2,706,210	2,852,040	3,143,276	2,963,000	2,963,000	2,963,000
Interfund charges	286,372	1,680,000	1,669,850	-	-	-
Investment income	82,281	158,300	264,844	311,100	311,100	311,100
Miscellaneous	17,038	8,500	5,787	4,000	4,000	4,000
TOTAL RESOURCES	\$ 14,474,059	\$ 22,141,080	\$ 23,850,528	\$ 26,681,783	\$ 26,681,783	\$ 26,681,783

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
Community & Econ. Dev.:						
Community & Econ. Development Program:						
Building Services	\$ 6,023,721	\$ 9,450,113	\$ 7,272,496	\$ 11,124,336	\$ 11,063,736	\$ 12,167,336
Permit Center	-	2,349,825	2,130,483	-	-	-
Total	6,023,721	11,799,938	9,402,978	11,124,336	11,063,736	12,167,336
Interfund transfers	1,031,519	1,628,900	1,601,667	2,765,200	2,825,800	2,825,800
Contingency	-	8,712,242	-	12,792,247	12,792,247	11,688,647
TOTAL REQUIREMENTS	\$ 7,055,241	\$ 22,141,080	\$ 11,004,645	\$ 26,681,783	\$ 26,681,783	\$ 26,681,783

By Category:						
Personnel services	\$ 5,355,443	\$ 9,459,299	\$ 8,404,685	\$ 9,028,100	\$ 8,967,500	\$ 10,071,100
Materials and services	545,819	1,960,639	762,779	2,064,236	2,064,236	2,064,236
Capital outlay:						
Vehicle/equipment	122,460	380,000	235,514	32,000	32,000	32,000
Interfund transfers	1,031,519	1,628,900	1,601,667	2,765,200	2,825,800	2,825,800
Contingency	-	8,712,242	-	12,792,247	12,792,247	11,688,647
TOTAL REQUIREMENTS	\$ 7,055,241	\$ 22,141,080	\$ 11,004,645	\$ 26,681,783	\$ 26,681,783	\$ 26,681,783

COMMUNITY & ECONOMIC DEVELOPMENT Building Fund

Overview

The Building Program is comprised of the Building Safety and Electrical programs and serves as the clearinghouse for all construction permitting through a shared permitting software platform that includes coordination with Planning, Engineering, Utilities, Fire, State of Oregon Department of Environmental Quality, Deschutes County Environmental Health and Sanitation, and State of Oregon Department of Agriculture. The control measures are permit issuance and certificate of occupancy. Without clearance from all affected agencies, permits and occupancies are not issued. This provides a high level of accountability and quality control for regulating development services.

Building Program

The Building Program ensures compliance with the State of Oregon Specialty Codes related to commercial buildings, multi-family units, one and two family dwellings, structural, energy, accessibility, plumbing, mechanical and electrical systems along with all related administrative rules. City staff provides the following customer services: 100% electronic plan review, on-line applications, permit issuance, code interpretation, inspections, enforcement actions, and over the counter information. City staff obtains and maintains proper certifications including required continuing education credits.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16		2016-17		2017-18	2018-19	2017-19
Personnel services	\$ 2,943,121	\$ 3,378,900	\$ 4,925,700	\$ 5,145,400	\$ 10,071,100		
Materials and services	287,705	427,255	593,004	1,471,232	2,064,236		
Capital outlay:							
Vehicle/equipment	188,514	47,000	-	32,000	32,000		
Program Total	3,419,341	3,853,155	5,518,704	6,648,632	12,167,336		
Interfund transfers	579,067	551,400	1,389,800	1,436,000	2,825,800		
Building Services	\$ 3,998,408	\$ 4,404,555	\$ 6,908,504	\$ 8,084,632	\$ 14,993,136		
Full Time Equivalents	25.60	27.10	39.18	39.18	39.18		

Goals for the 2017 – 2019 Biennial Budget

- ✘ Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- ✘ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Reduce average daily inspections per inspector down to 15 inspections per inspector, as recommended by the State of Oregon
- ✘ Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- ✘ Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Integrated two (2) FTE from the dissolution of the permit center which helped improve the efficiency of the department
- ✘ Implemented new building workflows to provide transparency
- ✘ Averages less than 10 business days to turn around residential plan reviews
- ✘ Managed commercial workloads equal to that of 2006-2007 activity levels with less staff
- ✘ Helped OSU through building process in order for the campus to open on time
- ✘ Met the demand to permit several new businesses from “seed to sale” for cannabis businesses
- ✘ Reviewed, inspected and approved 49 multifamily buildings, resulting in 939 new housing units

Significant Changes from the 2015 – 2017 Biennial Budget

- ✘ Materials and services budget includes a digital conversation project that is budgeted for \$1M in 2019
- ✘ Three (3) new Building Inspector FTE in 2017-18
- ✘ Two (2) new Plans Examiner FTE in 2017-18

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

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

Permit Center

As of July 1, 2017, the Community Development Permit Center program will be dissolved into the following funds: Building, Planning and Community Development Department (CDD) Administration. The Community Development Permit Center will continue to operate within Community Development by providing technical support to Planning, Private Development Engineering and Building and at the counter where they issue over-the-counter permits and assist the general public.

	ACTUALS		ESTIMATE		
	2015-16	2016-17	ADOPTED BUDGET		
			2017-18	2018-19	2017-19
Personnel services	\$ 968,164	\$ 1,114,500	\$ -	\$ -	\$ -
Materials and services	35,119	12,700	-	-	-
Capital outlay:					
Vehicle/equipment	-	-	-	-	-
Program Total	1,003,283	1,127,200	-	-	-
Interfund transfers	230,700	240,500	-	-	-
Permit Center	\$ 1,233,983	\$ 1,367,700	\$ -	\$ -	\$ -
Full Time Equivalents	13.00	19.00	-	-	-

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Improve permit review times by dedicating staff to specific tasks and job functions thus allowing for more streamlined work and major reductions in review times
- ✘ Through analyzing data and workflows the Permit Center created specific key performance indicators for the 2017-2019 biennial budget in order to create team and individual division goals that are measurable

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The program has been dissolved and FTE will be transferred into CDD Administration, Building, Planning and Private Development Engineering (PDE) in 2017-18

COMMUNITY & ECONOMIC DEVELOPMENT
Building Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Average inspection per day	175	206	180	175	175
Commercial/Industrial plans examined	342	381	370	375	380
Residential plans examined	1,250	1,344	1,411	1,450	1,500
Effectiveness Measures:					
Daily inspections per inspector	19	19	16	15	15
Plans examined per staff	177	173	178	183	188
Efficiency Measures:					
Single Family building permits issued within the following targets:					
% of reviews within 30 days (target 50%)		39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permits issued within the following targets:					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%

data not available

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ -	\$ 32,000	\$ 32,000	\$ 32,000	-
Total	\$ -	\$ 32,000	\$ 32,000	\$ 32,000	\$ -

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Planning Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,013,683	\$ 2,349,800	\$ 2,846,615	\$ 3,701,937	\$ 3,701,937	\$ 3,701,937
Intergovernmental revenues	-	13,000	10,699	20,000	20,000	20,000
Licenses and permits	118,992	128,600	163,383	151,900	151,900	151,900
Charges for services	4,351,747	4,108,700	4,459,843	5,011,400	5,011,400	5,011,400
General fund subsidy	1,132,400	1,050,900	1,050,900	1,123,000	1,123,000	1,123,000
Interfund charges	24,000	-	-	-	-	-
Interfund transfers	264,044	-	-	-	-	-
Investment income	36,586	43,300	66,540	102,800	102,800	102,800
Miscellaneous	842	700	14,500	-	-	-
TOTAL RESOURCES	\$ 6,942,295	\$ 7,695,000	\$ 8,612,480	\$ 10,111,037	\$ 10,111,037	\$ 10,111,037

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Planning	\$ 2,740,306	\$ 3,802,619	\$ 3,649,464	\$ 4,368,613	\$ 4,344,413	\$ 4,344,413
Long-range planning	611,949	-	-	-	-	-
Interfund transfers	743,425	1,302,550	1,261,078	1,148,600	1,172,800	1,172,800
Contingency	-	2,589,831	-	4,593,824	4,593,824	4,593,824
TOTAL REQUIREMENTS	\$ 4,095,680	\$ 7,695,000	\$ 4,910,542	\$ 10,111,037	\$ 10,111,037	\$ 10,111,037
By Category:						
Personnel services	\$ 3,052,392	\$ 3,343,793	\$ 3,187,614	\$ 3,857,100	\$ 3,832,900	\$ 3,832,900
Materials and services	299,863	458,826	461,850	479,513	479,513	479,513
Capital outlay:						
Vehicle/equipment	-	-	-	32,000	32,000	32,000
Interfund transfers	743,425	1,302,550	1,261,078	1,148,600	1,172,800	1,172,800
Contingency	-	2,589,831	-	4,593,824	4,593,824	4,593,824
TOTAL REQUIREMENTS	\$ 4,095,680	\$ 7,695,000	\$ 4,910,542	\$ 10,111,037	\$ 10,111,037	\$ 10,111,037

COMMUNITY & ECONOMIC DEVELOPMENT

Planning Fund

Overview

The Planning Fund establishes and maintains the land use framework within which businesses and residents conduct their daily activities. It is responsible for implementing state-mandated requirements for comprehensive planning and zoning, public facilities planning, and development review. The program comprises multiple sub-programs designated to accomplish this work: Development Review, Sign Code Permitting, Historic Preservation and Code administration and amendments. This program ensures the City's compliance with the Oregon Revised Statutes, Oregon Administrative Rules, and Oregon case law, Bend Comprehensive Plan, Transportation System Plan, and the Bend Development Code.

The Planning Fund provides a vital economic development role in the city by providing the land use permits necessary for commercial and residential construction and for land divisions. This program is continually working to streamline processes and minimize unnecessary regulations to reduce delay and eliminate uncertainty from the permitting process. The program:

- ✧ Reviews all land development in the City
- ✧ Creates and responds to economic development opportunities
- ✧ Is the venue for public participation and due process in land development
- ✧ Provides property and land use information at the Community Development customer counter
- ✧ Maintains and updates the Bend Development Code, Landmarks Code and Sign Code
- ✧ Oversees the Historic Preservation Program
- ✧ Provides initial investigations and seeks compliance for Development Code enforcement
- ✧ Administers the City's Sign Code including permitting and assistance with code enforcement
- ✧ Interacts with developers of potential large scale projects to foster economic development opportunities

In performing these duties, Planning staff work with citizens, business owners, developers and other city departments and partner entities such as Oregon Department of Transportation, Deschutes County, irrigation districts and private utility providers. This coordination ensures that new development is compatible with existing neighborhoods, is efficiently provided with the full range of urban services and that future economic development opportunities are preserved.

The Sign Code Program is a component of the Planning Fund and implements the City Council's policies related to aesthetics and appearance in regards to the size, type and placement of signs. The program administers the Sign Code by providing sign permitting services and Sign Code enforcement. In performing these duties, Planning staff work with citizens, business owners and developers to ensure that new signs comply with the Sign Code.

The Historic Preservation Program is a component of the Planning Fund. Activities in this area include permit review for alterations to any of the City's 42 locally designated historic structures as well as development/alterations in the City's two historic districts. Staff coordinate with the State Historic Preservation Office to ensure compliance with state regulations, which allow the City to obtain approximately \$10,000 per year in grant funding and to maintain the City's Landmarks Commission as a Certified Local Government.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 1,463,214	\$	1,724,400	\$ 1,879,300	\$ 1,953,600	\$ 3,832,900
Materials and services	155,882		305,968	238,525	240,988	479,513
Capital outlay:						
Vehicle/equipment	-		-	-	32,000	32,000
Program Total	1,619,096		2,030,368	2,117,825	2,226,588	4,344,413
Interfund transfers	685,078		576,000	578,300	594,500	1,172,800
Planning	\$ 2,304,174	\$	2,606,368	\$ 2,696,125	\$ 2,821,088	\$ 5,517,213
Full Time Equivalents	11.88		11.88	15.53	15.53	15.53

Goals for the 2017 – 2019 Biennial Budget

- ✧ Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- ✧ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- ✧ Focus efforts on supporting urban renewal planning and funding
- ✧ Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Process 80% of Type 1 applications with an average review time of 30 days
- ✧ Process 80% of Type 2 applications with an average review time of 60 Days
- ✧ Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- ✧ Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Implemented new planning workflow to provide transparency and create better project tracking
- ✧ Averaged under 10 days to turn around residential plan reviews
- ✧ Maintained Development Review timelines within development community expectations
- ✧ Provided planning and legal support to assist OSU Cascades Phase One construction
- ✧ Aided in the adoption of the new Urban Growth Boundary
- ✧ Amended the Development Code to create the Short Term rental permitting program, adopt regulations for recreational and medical marijuana, revise and modernize the Master Planning chapter, institute affordable housing directive from Council to create density bonuses, cottage housing, streamline ADU permitting, allow murals in the Maker's District as requested by the ABC Committee

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ One (1) new FTE Associate Planner in 2017-18

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

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

**COMMUNITY & ECONOMIC DEVELOPMENT
Planning Fund**

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Applications received	966	840	848	890	875
Sign Permits issued	364	292	295	290	296
Effectiveness Measures:					
Applications per planner	138	120	106	99	97
Efficiency Measures:					
Planning applications					
# of days to process Type 1 application (target 30 days)		21	20	21	22
# of days to process Type 2 application (target 60 days)		39	54	58	58
Single Family building permit review					
% of reviews within 30 days (target 50%)		39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permit review					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%

data not available

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ -	\$ 32,000	\$ -	\$ 32,000	\$ -
Total	\$ -	\$ 32,000	\$ -	\$ 32,000	\$ -

Private Development Engineering Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 376,288	\$ 202,509	\$ -	\$ -	\$ -	\$ -
General fund subsidy	118,100	238,300	238,300	152,000	152,000	152,000
Licenses and permits	53,265	915,400	787,008	951,400	951,400	951,400
Charges for services	2,069,364	3,214,200	3,337,471	3,828,100	3,828,100	3,828,100
Interfund transfers	-	1,075,000	280,000	1,670,116	1,670,116	1,670,116
Interfund charges	-	-	-	-	-	-
Investment income	-	-	-	9,600	9,600	9,600
TOTAL RESOURCES	\$ 2,617,017	\$ 5,645,409	\$ 4,642,779	\$ 6,611,216	\$ 6,611,216	\$ 6,611,216

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
Private Development Engineering	\$ 1,648,619	\$ 2,781,209	\$ 2,458,893	\$ 3,306,327	\$ 3,286,627	\$ 3,571,027
Interfund transfers	255,221.61	2,089,200	1,073,770	747,000	766,700	766,700
Contingency	-	775,000	-	2,557,889	2,557,889	2,273,489
TOTAL REQUIREMENTS	\$ 1,903,841	\$ 5,645,409	\$ 3,532,663	\$ 6,611,216	\$ 6,611,216	\$ 6,611,216
<i>By Category:</i>						
Personnel services	\$ 1,469,135	\$ 2,218,359	\$ 2,018,014	\$ 2,999,000	\$ 2,979,300	\$ 3,263,700
Materials and services	104,039.50	412,850	341,536	275,327	275,327	275,327
Capital outlay:						
Vehicle/equipment	75,445	150,000	99,342	32,000	32,000	32,000
Interfund transfers	255,222	2,089,200	1,073,770	747,000	766,700	766,700
Contingency	-	775,000	-	2,557,889	2,557,889	2,273,489
TOTAL REQUIREMENTS	\$ 1,903,841	\$ 5,645,409	\$ 3,532,663	\$ 6,611,216	\$ 6,611,216	\$ 6,611,216

Note:

Private Development Engineering is accounted for in a new special revenue fund in the 2017-2019 biennium. During the 2015-2017 biennium this program was accounted for as a division of the Engineering Division of the Internal Service Fund. During the 2013-2015 biennium the program was accounted for partially as a division of the Engineering Division of the Internal Service Fund and partially in a separate special revenue fund. Amounts for the 2013-2015 and 2015-2017 bienniums have been included for illustrative purposes. Refer to budget narrative for additional information.

COMMUNITY & ECONOMIC DEVELOPMENT **Private Development Engineering Fund**

Overview

Private Development Engineering (PDE) staff are dedicated to ensuring that new development in the City of Bend meets the goals of the community while protecting the City's vital infrastructure. This process works through collaborative efforts between the Planning, Building and Utility Departments. Staff works closely with engineering consulting firms, land developers, and private landowners, helping to provide guidance through the City of Bend development processes, and extend services to coordinate new development efforts with other local, state, and federal agencies.

PDE staff review all new development plans, plats, and partitions for engineering accuracy and compliance with the City of Bend standards and specifications. New development in Bend that is reviewed by staff includes all commercial and industrial sites, residential subdivisions, schools, and parks. PDE is generally responsible for parts of most types of building and planning permits as well as all Right of Way (ROW) permits within City limits.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 861,314	\$ 1,156,700	\$ 1,595,100	\$ 1,668,600	\$ 3,263,700		
Materials and services	204,739	136,798	141,962	133,365	275,327		
Capital outlay:							
Vehicle/equipment	49,342	50,000	32,000	-	32,000		
Program Total	1,115,395	1,343,498	1,769,062	1,801,965	3,571,027		
Interfund transfers	545,820	527,950	377,600	389,100	766,700		
Private Development Engineering	\$ 1,661,215	\$ 1,871,448	\$ 2,146,662	\$ 2,191,065	\$ 4,337,727		
Full Time Equivalents	8.79	8.79	13.34	13.34	13.34		

Note:

Starting in 2017-18, Private Development Engineering revenue and expenditure will be reallocated from the Engineering & Infrastructure Planning division of the Internal Service Fund to a separate special fund. 2015-16 and 2016-17 actuals are shown for illustrative purposes.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Support small business expansion by periodically reviewing fees, code requirements and City standards for efficiency and equity
- ✧ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- ✧ Focus efforts on urban renewal planning and funding
- ✧ Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Process 80% of applications with an average review time for Type 1 in 30 days
- ✧ Process 80% of applications with an average review time for Type 2 in 60 Days
- ✧ Ensure that 50% of Single Family reviews are completed in 30 days, 60% of Single Family reviews are completed in 40 days, and 70% of single family are completed in 50 days
- ✧ Ensure that 50% of Commercial reviews are completed in 30 days, 60% of Commercial reviews are completed in 40 days, and 75% of Commercial are completed in 50 days

- ✧ Process 80% of Tier 1 applications with an average review time of 15 days, Tier 2 applications with an average review time of 25 days, and Tier 3 applications with an average review time of 90 days

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✧ Integrated one and a half (1.5) FTE from the dissolution of the permit center
- ✧ Implemented new workflow to provide transparency and create better project tracking
- ✧ Hired a Construction Manager with the main focus on actively managing ROW permitting and inspections
- ✧ Updated code to reflect changes in community needs and promote diversity of building demands
- ✧ Helped with the adoption of the new Urban Growth Boundary
- ✧ Implemented fee study and new fees
- ✧ Hired new City Engineer and staffed department according to workloads

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ The PDE division will no longer be included in Engineering and Infrastructure Planning Division of the Internal Services Fund and will be accounted for in a separate special revenue fund
- ✧ A one-time transfer of \$1,110,116 will be made in 2017-18 to transfer the PDE ending fund balance from the Internal Service Fund to the new special revenue fund
- ✧ Two (2) new Project Engineer FTE in 2017-18
- ✧ One (1) new Engineering Inspector FTE in 2017-18

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

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

COMMUNITY & ECONOMIC DEVELOPMENT
Private Development Engineering Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
Output Measures:					
Applications received	179	220	231	250	260
Inspections	2,967	3,999	4,100	4,160	4,170
Effectiveness Measures:					
Inspections per inspector	742	1,000	1,025	1,040	1,043
Efficiency Measures:					
Planning applications					
# of days to process Type 1 application (target 30 days)		21	20	21	22
# of days to process Type 2 application (target 60 days)		39	54	58	58
Single Family building permit review					
% of reviews within 30 days (target 50%)		39%	50%	55%	50%
% of reviews within 40 days (target 60%)		53%	61%	63%	58%
% of reviews within 50 days (target 70%)		65%	69%	69%	63%
Commercial building permit review					
% of reviews within 30 days (target 50%)		46%	50%	52%	48%
% of reviews within 40 days (target 60%)		53%	57%	57%	51%
% of reviews within 50 days (target 75%)		63%	62%	71%	64%
# of days to process Type 1 application (target 15 days)	14	19	17	16	14
# of days to process Type 2 application (target 25 days)	11	23	20	18	17
# of days to process Type 2 application (target 90 days)	n/a	78	90	74	68

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ 32,000	\$ -	\$ 32,000	\$ -	\$ 32,000
Total	\$ 32,000	\$ -	\$ 32,000	\$ -	\$ 32,000

General Fund

Community & Economic Development Program - Code Enforcement

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
Code Enforcement	\$ 456,698	\$ 860,925	\$ 860,638	\$ 1,043,125	\$ 1,037,125	\$ 1,037,125
Interfund transfers	107,318	151,258	155,129	196,100	196,100	196,100
TOTAL REQUIREMENTS	\$ 564,016	\$ 1,012,183	\$ 1,015,767	\$ 1,239,225	\$ 1,233,225	\$ 1,233,225
<i>By Category:</i>						
Personnel services	\$ 442,653	\$ 779,125	\$ 805,502	\$ 944,500	\$ 938,500	\$ 938,500
Materials and services	14,045	25,800	29,485	68,625	68,625	68,625
Capital outlay:						
Vehicle/equipment	-	56,000	25,651	30,000	30,000	30,000
Interfund transfers	107,318	151,258	155,129	196,100	196,100	196,100
TOTAL REQUIREMENTS	\$ 564,016	\$ 1,012,183	\$ 1,015,767	\$ 1,239,225	\$ 1,233,225	\$ 1,233,225

Note:

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

COMMUNITY & ECONOMIC DEVELOPMENT Code Enforcement

Overview

The duties of the City of Bend's Code Enforcement program are to protect the health and safety of the City's residents and visitors and the livability of the community by ensuring compliance with Bend's land-use, environmental and building codes. The City will ensure code compliance both by encouraging voluntary compliance and by penalizing code violators who do not comply.

This program ensures compliance with the Bend Municipal Code, Bend Development Code and State of Oregon Specialty Codes. City Code Enforcement staff provides the following customer services: inspections, enforcement actions, and over the counter information. In order to provide a professional level of service to Bend's residents, City staff obtains and maintains proper certifications including required continuing education credits.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16		2016-17		2017-18	2018-19	2017-19
Personnel services	\$ 393,392	\$	412,111	\$	451,500	\$ 487,000	\$ 938,500
Materials and services	12,345		17,140		33,095	35,530	68,625
Capital outlay:							
Vehicle/equipment	25,651		-		30,000	-	30,000
Program Total	431,387		429,251		514,595	522,530	1,037,125
Interfund transfers	79,221		75,908		101,900	94,200	196,100
Code Enforcement	\$ 510,609	\$	505,159	\$	616,495	\$ 616,730	\$ 1,233,225
Full Time Equivalents	4.00		4.00		4.00	4.00	4.00

Goals for the 2017 – 2019 Biennial Budget

- ✘ Encourage appropriate City infill and redevelopment in alignment with goals and policies of the Comprehensive Plan
- ✘ Assist Enterprise Resource Planning (ERP) replacement project with implementation of the Integrated Inspections and Permitting Applications (IIPA) permitting software
- ✘ 100% of staff to attain International Fire Code Certification

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Maintain average case turnaround time of 50 days for 80% of total cases
- ✘ 60% of cases are proactive

Major Accomplishments during the 2015 – 2017 Biennial Budget

- ✘ Proactively managed temporary sign code violations
- ✘ Helped implement the Short Term Rental program
- ✘ Reestablished temporary Sign Permitting program
- ✘ 50% of staff attained International Fire Code Certification
- ✘ Maintained voluntary compliance levels above 98%
- ✘ Recovered over \$75,000 in liens and penalties
- ✘ Processed over 1,000 snow removal cases

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

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

COMMUNITY & ECONOMIC DEVELOPMENT
Code Enforcement

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
New cases received	1,081	1,151	2,175	2,197	2,219
<i>Efficiency Measures:</i>					
Cases per FTE	284	288	544	549	555
% of cases closed in 50 days (target 80%)	72%	81%	86%	80%	83%
% of proactive cases (target 60%)	60%	70%	72%	68%	68%

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2017-18	2018-19	2019-20	2020-21	2021-22
One (1) Vehicle replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 30,000	\$ -	\$ -	\$ -	\$ -

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**General Fund
Growth Management**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Growth Management	\$ 1,865,484	\$ 3,314,873	\$ 2,796,393	\$ 1,997,442	\$ 2,491,642	\$ 2,491,642
Interfund transfers	215,157	473,054	477,782	557,600	557,600	557,600
TOTAL REQUIREMENTS	\$ 2,080,641	\$ 3,787,927	\$ 3,274,174	\$ 2,555,042	\$ 3,049,242	\$ 3,049,242
By Category:						
Personnel services	\$ 618,967	\$ 1,471,123	\$ 1,394,357	\$ 1,300,200	\$ 1,294,400	\$ 1,294,400
Materials and services	1,246,517	1,843,750	1,402,035	697,242	1,197,242	1,197,242
Interfund transfers	215,157	473,054	477,782	557,600	557,600	557,600
TOTAL REQUIREMENTS	\$ 2,080,641	\$ 3,787,927	\$ 3,274,174	\$ 2,555,042	\$ 3,049,242	\$ 3,049,242

Note:

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

COMMUNITY & ECONOMIC DEVELOPMENT

Growth Management

Overview

The Growth Management Department was created in 2014 to bring together the city's long range planning and transportation planning staff to identify and manage projects of a long-term nature including land use, public facility and transportation planning.

The Program:

- Create and implement long range land use and transportation plans
- Addresses concerns such as focusing limited public financing on public improvements, conservation, infill development, transit, sustainability, livability and resiliency to economic and housing booms and busts;
- Incorporates the community's increasing desires for forward looking plans, community involvement, and new ideas and trends into the city's planning and development policies, and;
- Follows the State's policy directives as well as good planning practice.

Statewide planning laws require cities like Bend to provide close coordination between planning for urbanization and planning for transportation. One of the purposes for doing this is that cities in Metropolitan Planning Organizations (MPO), like Bend, need to reduce vehicular use, not only by increasing the use of alternative modes of travel, but also by encouraging a mix of land uses whereby creating walkable developments.

The two programs within Growth Management are funded separately. The Land Use Planning program is accounted for in the General Fund while Transportation Planning costs are accounted for in the Transportation Construction Fund.

Land Use Planning

As part of the General Fund program, the Growth Management land use planning program promotes community and economic development by maintaining and updating the City's long-range planning elements, including the Bend Area Comprehensive Plan, the Transportation System Plan, and the Water and Wastewater Public Facilities Plans (PFPs). Amendments to the Comprehensive Plan and its functional plans are often major efforts with far-reaching impacts, such as the recent Water PFP adoption and subsequent Remand Order from the State of Oregon Land Use Board of Appeals regarding the Urban Growth Boundary (UGB). These projects provide and maintain a larger, on-going supply of buildable land for employment and needed housing and infrastructure plans. The program ensures that these buildable lands are zoned properly, are in the best locations, and are adequately served with public facilities.

Growth Management staff also conduct special purpose projects as directed by the City Council, such as refinement plans and data forecasting. The Central Westside Plan and Population forecasting in collaboration with Portland State University are examples of these types of efforts. All of these activities are carried out in compliance with State statutes and Administrative Rules and City policy.

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 677,157	\$ 717,200	\$ 657,200	\$ 637,200	\$ 1,294,400		
Materials and services	988,996	413,039	548,544	648,698	1,197,242		
Program Total	1,666,154	1,130,239	1,205,744	1,285,898	2,491,642		
Interfund transfers	248,148	229,634	281,000	276,600	557,600		
Growth Management	\$ 1,914,301	\$ 1,359,873	\$ 1,486,744	\$ 1,562,498	\$ 3,049,242		
Full Time Equivalents	5.15	5.15	4.25	4.25	4.25		

Goals for the 2017 - 2019 Biennial Budget

- ✧ Implement a growth plan that is consistent with community goals for the economy, environment and affordability
- ✧ Move people and products around Bend efficiently, safely and reliably

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Update TSP
- ✧ Create Citywide Transportation Committee
- ✧ Create UGB Expansion plans
- ✧ Conduct land use refinement and financing plans

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Completed the UGB Remand
- ✧ Hired a GIS Analyst and Executive Assistant: GIS Analyst will create new and revised land use and infrastructure data bases to monitor and assess progress for meeting recently adopted goals and policies of UGB project

Significant Changes for the 2017 – 2019 Biennial Budget

- ✧ With completion of UGB, related costs are decreasing in the upcoming biennium
- ✧ During budget deliberations on May 11, 2017, the Budget Committee approved an additional \$500,000 to be redirected from General Fund reserves to fund additional area plans.

Transportation Planning

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

Duties include:

- Long range transportation planning projects and the Transportation System Plan (TSP)
- Transportation options program (bike-pedestrian-Transportation Demand Management (TDM) and transit)
- Safety implementation programs and plans

The program also implements the projects and programs in the Transportation Capital Improvement Program (CIP) and the CIP Program Strategy. The program also manages the short range planning functions such as development review concerning transportation studies and implementation and coordinates with the Bend Metropolitan Planning Organization (MPO) to develop regional transportation strategies. Refer to the Transportation Construction Fund in the Infrastructure service area for more details.

**Community Development
Block Grant (CDBG) Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 88,100	\$ 491,600	\$ 492,085	\$ 451,178	\$ 451,178	\$ 451,178
Intergovernmental revenues	1,052,183	1,200,000	831,722	1,288,200	1,288,200	1,288,200
General fund loan	25,000	200,000	100,000	200,000	200,000	200,000
Loan repayments	544,441	436,000	414,200	16,200	16,200	16,200
Investment income	1,605	7,700	5,515	6,400	6,400	6,400
Miscellaneous	-	-	206	-	-	-
Interfund transfers	127,000	130,000	135,000	215,000	215,000	215,000
TOTAL RESOURCES	\$ 1,838,329	\$ 2,465,300	\$ 1,978,728	\$ 2,176,978	\$ 2,176,978	\$ 2,176,978

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
CDBG Administration	\$ 1,191,968	\$ 1,908,036	\$ 1,468,651	\$ 1,488,600	\$ 1,486,500	\$ 1,486,500
Debt service	75,000	200,000	25,000	200,000	200,000	200,000
Interfund transfers	79,276	33,900	33,900	29,000	31,100	31,100
Contingency	-	323,364	-	459,378	459,378	459,378
TOTAL REQUIREMENTS	\$ 1,346,244	\$ 2,465,300	\$ 1,527,551	\$ 2,176,978	\$ 2,176,978	\$ 2,176,978
By Category:						
Personnel services	\$ 238,332	\$ 296,826	\$ 262,564	\$ 357,200	\$ 355,100	\$ 355,100
Materials and services	953,636	1,611,210	1,206,087	1,131,400	1,131,400	1,131,400
Debt service; Interfund loan repayment	75,000	200,000	25,000	200,000	200,000	200,000
Interfund transfers	79,276	33,900	33,900	29,000	31,100	31,100
Contingency	-	323,364	-	459,378	459,378	459,378
TOTAL REQUIREMENTS	\$ 1,346,244	\$ 2,465,300	\$ 1,527,551	\$ 2,176,978	\$ 2,176,978	\$ 2,176,978

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant (CDBG) Fund

Overview

Signed into law by President Ford in August 1974, Title I of the Housing and Community Development Act created a federal block grant funding program. It became effective January 1, 1975. Since then, the Community Development Block Grant (CDBG) fund has been continually reauthorized by Congress.

CDBG is funded by the U.S. Department of Housing and Urban Development (HUD). The CDBG Fund provides, on an annual basis, an allocation of funds to local governments for a wide-range of eligible housing and community development activities. These funds are allocated each year to cities and urban counties with populations in excess of 50,000.

The City of Bend, along with over 1,100 other cities in the country, is an “entitlement city” which means it automatically receives the federal money based on a formula that takes into consideration the community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas. The total funds available to the City of Bend vary each year.

The stated purpose of the program is: *“The development of viable urban communities, by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income.”*

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 130,464	\$ 132,100	\$ 174,200	\$ 180,900	\$ 355,100		
Materials and services	1,021,076	185,011	566,900	564,500	1,131,400		
Program Total	1,151,540	317,111	741,100	745,400	1,486,500		
Interfund loan repayment	25,000	-	100,000	100,000	200,000		
Interfund transfers	16,600	17,300	15,600	15,500	31,100		
CDBG Administration	\$ 1,193,140	\$ 334,411	\$ 856,700	\$ 860,900	\$ 1,717,600		
Full Time Equivalents	0.90	1.40	1.28	1.28	1.28		

Goals for the 2017 – 2019 Biennial Budget

- ✘ Implement the CDBG Entitlement Program in Bend through efficient allocation of funds in the annual Action Plan, with public involvement and project evaluation led by the Affordable Housing Advisory Committee
- ✘ Meet federal requirements in the management of CDBG funded programs, including project monitoring and fiscal reporting

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Development and completion of CDBG program requirements, including annual action plans and an annual Performance Report
- ✘ Implementation of Council-adopted 2017 annual action plan for Bend
- ✘ Coordinate the ongoing monitoring of program grants and loans
- ✘ Effective management of the U.S. Department of Housing and Urban Development (HUD) financial tracking system

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Council approved and completed the 2015 and 2016 Action Plans
- ✧ Twelve projects initiated in 2016
- ✧ Ten projects initiated in 2017

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ One (1) new Affordable Housing Coordinator position being recruited in 2016-17; will not have a full year of costs until 2017-18. This position will be funded between the CDBG and Affordable Housing Funds.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant & Affordable Housing Funds

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATED 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Affordable Housing Units created	68	220	38	100	100
Affordable Housing Units preserved	-	-	-	40	40
Affordable Housing Units rehabilitated	90	16	-	10	10
Persons assisted with homeownership	6	13	2	50	50
Homeless assisted with a variety of services	2,100	3,273	326	250	250
<i>Effectiveness Measures:</i>					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	\$ 8,169,133	\$ 13,084,538	\$ 17,185,586	\$ 5,000,000	\$5,000,000

Affordable Housing Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,468,319	\$ 951,300	\$ 1,935,191	\$ 2,067,085	\$ 2,067,085	\$ 2,067,085
Affordable housing fee	1,394,114	1,677,000	2,105,634	2,235,600	2,235,600	2,235,600
Sale of capital assets	-	-	82,400	-	-	-
Loan repayments	1,659,228	1,990,000	564,137	198,000	198,000	198,000
Investment income	26,915	12,700	59,622	58,000	58,000	58,000
TOTAL RESOURCES	\$ 4,548,575	\$ 4,631,000	\$ 4,746,985	\$ 4,558,685	\$ 4,558,685	\$ 4,558,685

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
<i>By Service Area/Program:</i>						
Community & Econ. Dev.:						
Affordable Housing	\$ 2,463,105	\$ 4,176,507	\$ 2,512,100	\$ 2,751,300	\$ 2,749,500	\$ 2,749,500
Interfund transfers	150,280	170,800	167,800	249,600	251,400	251,400
Contingency	-	283,693	-	1,557,785	1,557,785	1,557,785
TOTAL REQUIREMENTS	\$ 2,613,385	\$ 4,631,000	\$ 2,679,900	\$ 4,558,685	\$ 4,558,685	\$ 4,558,685
<i>By Category:</i>						
Personnel services	\$ 148,150	\$ 172,961	\$ 170,121	\$ 291,800	\$ 290,000	\$ 290,000
Materials and services	2,314,955	4,003,546	2,341,979	2,459,500	2,459,500	2,459,500
Interfund transfers	150,280	170,800	167,800	249,600	251,400	251,400
Contingency	-	283,693	-	1,557,785	1,557,785	1,557,785
TOTAL REQUIREMENTS	\$ 2,613,385	\$ 4,631,000	\$ 2,679,900	\$ 4,558,685	\$ 4,558,685	\$ 4,558,685

COMMUNITY & ECONOMIC DEVELOPMENT **Affordable Housing Fund**

Overview

The City Council approved an ordinance in June 2006 that made the City of Bend the first city in the State of Oregon to implement a fee on new development to aid in the funding of Affordable Housing. This program is funded by a fee of 1/3 of 1% of the total building permit valuation for all building permits issued by the City.

The objective of this program as stated in the ordinance is: *“All funding from this source must be targeted for housing opportunities for residents at or below 100% of median income.”*

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 84,321	\$ 85,800	\$ 142,000	\$ 148,000	\$ 290,000		
Materials and services	425,091	1,916,888	1,231,900	1,227,600	2,459,500		
Program Total	509,412	2,002,688	1,373,900	1,375,600	2,749,500		
Interfund transfers	90,900	76,900	113,200	138,200	251,400		
Affordable Housing	\$ 600,312	\$ 2,079,588	\$ 1,487,100	\$ 1,513,800	\$ 3,000,900		
Full Time Equivalents	0.56	1.06	1.08	1.08	1.08		

Goals for the 2017 – 2019 Biennial Budget

- ✘ Implement funding and policy strategies to provide affordable housing in Bend
- ✘ Implement new programs and policies to meet 2017-2019 Council Goals

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✘ Continue to use Request for Proposals (RFP) process, with public involvement and project evaluation, will be led by the Affordable Housing Advisory Committee in an effort to allocate funding
- ✘ Monitor loan program to ensure program compliance
- ✘ Work with Affordable Housing providers to use code and policy changes to increase total units built
- ✘ Continue work on System Development Charges (SDC) exemptions

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Seven (7) projects were approved for funding in 2016 using 2015-16 funds in the amount of \$1.4M,
- ✘ Two (2) projects were approved for funding in 2017 using 2016-17 funds in the amount of \$600,000 another \$600,000 was awarded to previous projects to meet funding gaps
- ✘ Council approved a cottage code, allowing more units to be built on a small plot of land by arranging open space differently than is traditionally done with single family residential developments
- ✘ Council approved limited System Development Charge exemptions, which allows qualified affordable housing projects to reduce their development cost by removing the System Development Charge expenses
- ✘ Council approved changes to Accessory Dwelling Unit code, which allows more single family residential lot owners to have the ability to build accessory dwelling units on their property
- ✘ Council approved a density bonus which allows developments to build more units if the multi-family development agrees to build some affordable units
- ✘ Nearly every proposal submitted in the 2016-17 funding cycle took advantage of one of these code changes resulting in a great number of housing units approved for funding

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ One (1) new Affordable Housing Coordinator position being recruited in 2016-17; will not have a full year of costs until 2017-18. This position will be funded between the CDBG and Affordable Housing Funds.

COMMUNITY & ECONOMIC DEVELOPMENT
Community Development Block Grant & Affordable Housing Funds

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATED 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Affordable Housing Units created	68	220	38	100	100
Affordable Housing Units preserved	-	-	-	40	40
Affordable Housing Units rehabilitated	90	16	-	10	10
Persons assisted with homeownership	6	13	2	50	50
Homeless assisted with a variety of services	2,100	3,273	326	250	250
<i>Effectiveness Measures:</i>					
Amount of Federal and State funds (loans, grants, etc.) leveraged by program	\$ 8,169,133	\$ 13,084,538	\$ 17,185,586	\$ 5,000,000	\$5,000,000

Business Advocacy Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ 76,900	\$ 88,036	\$ 154,670	\$ 154,670	\$ 154,670
Business licenses	575,465	626,100	607,435	637,200	637,200	637,200
Charges for services	225	-	-	-	-	-
Loan repayments	9,000	-	-	-	-	-
General fund subsidy	140,000	150,000	150,000	172,000	172,000	172,000
Interfund charges	10,677	-	-	-	-	-
Interfund transfers	107,289	-	-	-	-	-
Miscellaneous	4,623	-	2,139	-	-	-
Investment income	983	1,100	2,668	3,800	3,800	3,800
TOTAL RESOURCES	\$ 848,262	\$ 854,100	\$ 850,278	\$ 967,670	\$ 967,670	\$ 967,670

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Business Advocacy	\$ 618,745	\$ 705,434	\$ 608,938	\$ 730,400	\$ 728,500	\$ 728,500
Interfund transfers	141,481	87,200	86,670	95,700	97,600	97,600
Contingency	-	61,466	-	141,570	141,570	141,570
TOTAL REQUIREMENTS	\$ 760,225	\$ 854,100	\$ 695,608	\$ 967,670	\$ 967,670	\$ 967,670
By Category:						
Personnel services	\$ 371,987	\$ 319,037	\$ 271,173	\$ 404,900	\$ 403,000	\$ 403,000
Materials and services	246,757	386,397	337,765	325,500	325,500	325,500
Interfund transfers	141,481	87,200	86,670	95,700	97,600	97,600
Contingency	-	61,466	-	141,570	141,570	141,570
TOTAL REQUIREMENTS	\$ 760,225	\$ 854,100	\$ 695,608	\$ 967,670	\$ 967,670	\$ 967,670

COMMUNITY & ECONOMIC DEVELOPMENT

Business Advocacy Fund

Overview

The purpose of the Business Advocacy Fund is to advocate for businesses – their needs and their interests - in all of the City's departments. The City's Business Advocate is tasked with providing the business community with regular communication, a single point of contact for questions or concerns, and an avenue for feedback on city policies and processes.

The Business Advocate is staff to the City's Business and Economic Development Advisory Board (BEDAB) which provides policy input and direction to the Bend City Council.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 103,473	\$	167,700	\$ 197,500	\$ 205,500	\$ 403,000
Materials and services	169,044		168,721	177,100	148,400	325,500
Program Total	272,517		336,421	374,600	353,900	728,500
Interfund transfers	44,970		41,700	48,450	49,150	97,600
Business Advocacy	\$ 317,487	\$	378,121	\$ 423,050	\$ 403,050	\$ 826,100
Full Time Equivalents	1.63		1.63	1.85	1.85	1.85

Goals for the 2017 - 2019 Biennial Budget

- ✘ Coordinate resources to grow, recruit and retain businesses
- ✘ Create an environment where businesses thrive
- ✘ Provide the City with business perspective recommendations

Key Operational Objectives for 2017 - 2019 Biennial Budget

- ✘ Advocate for initiatives that support the BEDAB's aims for 2017-2019, as outlined in their goal-setting presentation to Council. Those focus areas are:
 - Housing availability and affordability,
 - Development of transportation infrastructure and options
 - Urban Growth Boundary (UGB) implementation and facilities plans
 - Developing or expanding infrastructure to serve employment lands
 - Initiate business facing interaction and communication to support the development and rollout of a new permitting and planning system outlined in the Integrated Inspections and Permitting Applications (IIPA) phase of the LEAP ERP system upgrade.

Major Accomplishments during the 2015 - 2017 Biennium

- ✘ Hired a new Business Advocate in January 2016
- ✘ Expanded program communications offerings with regular updates on BendforBusiness.com, weekly emails to BEDAB members, and monthly electronic newsletters for Business Registration holders
- ✘ BEDAB adopted a set of agreed upon Economic Development Outcomes that will drive the development of an updated BEDAB strategic plan

- ✧ Continued to see growth in Business Registrations, reflecting increased compliance and economic growth
- ✧ BEDAB provided feedback on numerous process and policy issues
- ✧ Improved alignment between the City of Bend and the Economic Development for Central Oregon (EDCO)
- ✧ City management and City Council recognize positive assistance of/input from BEDAB on issues
- ✧ Support of recruitment and retention of businesses-marketing efforts
- ✧ Increased community awareness of BEDAB program and Business Advocate position
- ✧ Successfully fulfilled role assigned by council to oversee VB business plan

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Funding to the Community Development Department for administration of the Business License program was reduced from .55 FTE to .50 FTE of Senior Administration Assistant
- ✧ Allocated funding for direct administrative support of the Business Advocacy program

COMMUNITY & ECONOMIC DEVELOPMENT
Business Advocacy Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Number of new & renewed business licenses issued	5,016	5,184	5,459	5,500	5,655
Annual increase in business license revenue	3%	2%	5%	2%	2%
Number of businesses assisted - Direct	250	105	300	315	325
Number of businesses assisted - Indirect	275	170	325	335	350
Number of businesses assisted	525	275*	625	650	675
<i>Effectiveness Measures:</i>					
Avg. monthly e-newsletters to Business Registration holders	0.25	0.25*	1.25	1.50	2.00
Open rate (how many recipients open an email, target 25%)	n/a	30%	28%	30%	30%
Click-through rate (how many recipients click through to email links, target 5%)	n/a	3%	2%	5%	5%
<i>Efficiency Measures:</i>					
Cost of program administration per business license	\$12	\$8*	\$9	\$9	\$9

*Business Advocate Position staffed for only 6 months in 2015/16

Tourism Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 138,125	\$ 301,700	\$ 301,650	\$ 257,224	\$ 257,224	\$ 257,224
Room taxes	3,622,614	5,920,900	5,881,044	6,114,100	6,114,100	6,114,100
Investment income	383	2,600	2,575	-	-	-
TOTAL RESOURCES	\$ 3,761,122	\$ 6,225,200	\$ 6,185,270	\$ 6,371,324	\$ 6,371,324	\$ 6,371,324

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Tourism Promotion	\$ 3,389,996	\$ 5,975,250	\$ 5,820,545	\$ 6,198,824	\$ 6,198,824	\$ 6,198,824
Interfund transfers	69,476	116,250	107,500	172,500	172,500	172,500
Contingency	-	133,700	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,459,472	\$ 6,225,200	\$ 5,928,045	\$ 6,371,324	\$ 6,371,324	\$ 6,371,324
By Category:						
Materials and services	\$ 3,389,996	\$ 5,975,250	\$ 5,820,545	\$ 6,198,824	\$ 6,198,824	\$ 6,198,824
Interfund transfers	69,476	116,250	107,500	172,500	172,500	172,500
Contingency	-	133,700	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,459,472	\$ 6,225,200	\$ 5,928,045	\$ 6,371,324	\$ 6,371,324	\$ 6,371,324

COMMUNITY & ECONOMIC DEVELOPMENT

Tourism Fund

Overview

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

The City contracts for the ongoing efforts to promote tourism. Additionally, City sponsored tourism promotion events or projects may be specifically approved by the City Council through a grant process or by direct appropriation. On November 5th, 2013, the voters of the City of Bend approved a ballot measure that increased the transient room tax rate levied from 9% to 10% as of June 1, 2014, with a subsequent increase from 10% to 10.4% on June 1, 2015.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Promote tourism to increase the number of overnight stays and gross lodging taxes collected in the City of Bend

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Continue proper administration of the Visit Bend contract

Major Accomplishments during the 2015-2017 Biennium

- ✧ The Bend Economic Development Advisory Board (BEDAB) successfully provided oversight for the tourism promotion contract with Visit Bend
- ✧ Extended contract with Visit Bend
- ✧ Approved local ordinance change to support continued growth in the tourism industry

Significant Changes from the 2015-2017 Biennium

- ✧ On May 3, 2017 the City Council is set to approve a new local ordinance which reallocates a portion of the room tax revenues to General Fund. This ordinance will allocate 31.2 percent of the gross lodging taxes to the Tourism Fund and restricts use of the Tourism Fund for tourism promotion only.

Economic Improvement District (EID) Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EID Assessments	340,231	341,700	341,458	341,000	341,000	341,000
Investment income	308	200	357	800	800	800
TOTAL RESOURCES	\$ 340,539	\$ 341,900	\$ 341,815	\$ 341,800	\$ 341,800	\$ 341,800

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Improvement	\$ 323,527	\$ 324,800	\$ 324,767	\$ 324,800	\$ 324,800	\$ 324,800
Interfund transfers	17,012	17,100	17,048	17,000	17,000	17,000
TOTAL REQUIREMENTS	\$ 340,539	\$ 341,900	\$ 341,815	\$ 341,800	\$ 341,800	\$ 341,800
By Category:						
Materials and services	\$ 323,527	\$ 324,800	\$ 324,767	\$ 324,800	\$ 324,800	\$ 324,800
Interfund transfers	17,012	17,100	17,048	17,000	17,000	17,000
TOTAL REQUIREMENTS	\$ 340,539	\$ 341,900	\$ 341,815	\$ 341,800	\$ 341,800	\$ 341,800

COMMUNITY & ECONOMIC DEVELOPMENT **Economic Improvement District (EID) Fund**

Overview

The Economic Improvement District (EID) was created by the City Council at the request of Downtown property owners to provide a funding program for maintenance by the Downtown Bend Business Association (DBBA). The initial formation of the District was an assessment of eleven cents per square foot of commercial space for two consecutive years. The EID was renewed in May 2009 with an assessment of fifteen cents per square foot. The EID was renewed again in May 2012 with an assessment of eighteen cents per square foot. The 2012 EID expired on April 30th, 2015, and the downtown property owners took action to extend the EID for another 3 years at eighteen cents per square foot, with final City Council approval on May 6, 2015. The current EID will expire in May 2018, during the 2017-2019 biennium.

The City mails assessments to property owners and collects the revenues. The City Council entered into a contract for services with the DBBA for the implementation of the EID's work plan. A 5% administration fee is maintained to assure that the City recovers administrative costs associated with oversight obligations for the program.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Provide a funding program for the maintenance of downtown beautification efforts by the DBBA
- ✧ Provide marketing, promotions, event sponsorship/coordination, and advertising for the district
- ✧ Provide oversight for the collection and distribution of assessments
- ✧ Identify long-term funding for improvements and maintenance for our growing downtown

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Renew EID for another three- or five-year term
- ✧ The EID work plan provides for the following programs for Downtown Bend:
 - Flower baskets
 - Beautified planters
 - Sidewalk snow removal
 - Sidewalk sweeping and debris removal
 - Graffiti removal
 - Tree lights & holiday wreaths
 - Banners
 - Benches
 - Trash receptacles-maintain
 - Marketing downtown to promote business
 - Management of the Downtown Dollars Gift Certificate Program
 - Events drawing customers to the District - Art Walk, Art Hop, Sidewalk Sale, Christmas Tree Lighting, Oktoberfest.
 - Advertising, in order to draw customers to the district, to include radio, television, print, internet and other outlets

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Operated successfully during the 2015 – 2017 biennium, accomplishing the objectives for the programs identified in the ordinance

**Bend Urban Renewal Agency (BURA)
General Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 463,582	\$ 395,300	\$ 398,503	\$ 317,554	\$ 317,554	\$ 317,554
Loan repayments	15,266	-	-	-	-	-
Investment income	6,722	6,100	7,303	6,100	6,100	6,100
TOTAL RESOURCES	\$ 485,570	\$ 401,400	\$ 405,805	\$ 323,654	\$ 323,654	\$ 323,654

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
BURA Administration	\$ 17,592	\$ 85,140	\$ 49,351	\$ 264,400	\$ 264,400	\$ 264,400
Interfund transfers	69,476	94,400	38,900	18,660	18,660	18,660
Reserves	-	221,860	-	40,594	40,594	40,594
TOTAL REQUIREMENTS	\$ 87,068	\$ 401,400	\$ 88,251	\$ 323,654	\$ 323,654	\$ 323,654
By Category:						
Personnel services	\$ -	\$ 27,780	\$ 27,767	\$ 129,300	\$ 128,700	\$ 128,700
Materials and services	17,592	57,360	21,584	135,100	135,700	135,700
Interfund transfers	69,476	94,400	38,900	18,660	18,660	18,660
Reserves	-	221,860	-	40,594	40,594	40,594
TOTAL REQUIREMENTS	\$ 87,068	\$ 401,400	\$ 88,251	\$ 323,654	\$ 323,654	\$ 323,654

**COMMUNITY & ECONOMIC DEVELOPMENT
BEND URBAN RENEWAL AGENCY (BURA)
BURA General Fund**

Overview

The purpose of urban renewal is to improve specific areas of a city that are poorly or under developed (such as areas that have deteriorated buildings) or lack adequate public infrastructure. These conditions are defined as blight according to ORS 457.460.

The Bend Urban Renewal Agency (BURA) was first established in 1984 to address redevelopment of an area in downtown Bend known as the Central Bend Development Program Area (or Downtown Plan Area). The policies of BURA are established by a seven member board, the Bend Urban Renewal Agency Board, consisting of members of the Bend City Council. BURA utilizes tax increment financing to finance its improvement projects.

The Bend Urban Renewal Agency (BURA) General Fund is used to account for the general services within BURA not accounted for in the BURA debt service or construction funds. Reserves held in the BURA General Fund will be set aside for future development projects.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Focus resources on future urban renewal planning to accomplish Growth Plan objectives

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Economic Development Director will increase time spent on Urban Renewal efforts to accomplish Council goals. Allocation of Director time will increase from 8.34% to 30%.
- ✧ The budget also reflects 12.5% of additional administrative staff support

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16	2016-17	2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 13,067	\$ 14,700	\$ 14,700	\$ 62,900	\$ 65,800	\$ 128,700
Materials and services	9,734	11,850	11,850	71,800	63,900	135,700
Program Total	22,801	26,550	26,550	134,700	129,700	264,400
Interfund transfers	17,900	21,000	21,000	13,260	5,400	18,660
BURA Administration	\$ 40,701	\$ 47,550	\$ 47,550	\$ 147,960	\$ 135,100	\$ 283,060
Full Time Equivalents	0.08	0.08	0.08	0.42	0.42	0.42

**Bend Urban Renewal Agency (BURA)
Juniper Ridge Construction Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 25,187	\$ 2,800	\$ 417	\$ 40	\$ 40	\$ 40
Investment income	(66)	-	(68)	-	-	-
BURA General fund subsidy	40,000	82,000	26,500	8,260	8,260	8,260
Interfund transfers	20,000	-	-	-	-	-
Issuance of long-term debt	3,700,000	-	-	-	-	-
TOTAL RESOURCES	\$ 3,785,121	\$ 84,800	\$ 26,849	\$ 8,300	\$ 8,300	\$ 8,300

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Development	\$ 60,083	\$ 82,000	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300
Debt Service	3,708,850	-	-	-	-	-
Interfund Transfers	15,770	-	-	-	-	-
Contingency	-	2,800	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,784,703	\$ 84,800	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300
By Category:						
Materials and services	\$ 60,083	\$ 82,000	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300
Debt service	3,708,850	-	-	-	-	-
Interfund transfers	15,770	-	-	-	-	-
Contingency	-	2,800	-	-	-	-
TOTAL REQUIREMENTS	\$ 3,784,703	\$ 84,800	\$ 26,810	\$ 8,300	\$ 8,300	\$ 8,300

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

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 648,221	\$ 1,309,900	\$ 1,315,605	\$ 2,140,116	\$ 2,140,116	\$ 2,140,116
Property taxes	1,841,099	1,901,800	2,012,923	2,045,600	2,045,600	2,045,600
Investment income	18,125	31,500	43,655	59,700	59,700	59,700
Issuance of long-term debt	-	2,439,000	2,439,000	-	-	-
TOTAL RESOURCES	\$ 2,507,445	\$ 5,682,200	\$ 5,811,183	\$ 4,245,416	\$ 4,245,416	\$ 4,245,416

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Debt Administration	\$ -	\$ 20,000	\$ 19,812	\$ -	\$ -	\$ -
Debt Service	1,191,840	3,795,600	3,651,254	1,148,243	1,148,243	1,148,243
Reserves	-	1,866,600	-	3,097,173	3,097,173	3,097,173
TOTAL REQUIREMENTS	\$ 1,191,840	\$ 5,682,200	\$ 3,671,066	\$ 4,245,416	\$ 4,245,416	\$ 4,245,416
By Category:						
Materials and services	\$ -	\$ 20,000	\$ 19,812	\$ -	\$ -	\$ -
Debt service	1,191,840	3,795,600	3,651,254	1,148,243	1,148,243	1,148,243
Reserves for:						
Debt Service	-	1,866,600	-	3,097,173	3,097,173	3,097,173
TOTAL REQUIREMENTS	\$ 1,191,840	\$ 5,682,200	\$ 3,671,066	\$ 4,245,416	\$ 4,245,416	\$ 4,245,416

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

Overview

The Juniper Ridge Urban Renewal Plan was adopted in 2005 for development of an area northeast of Bend known as the Juniper Ridge Urban Renewal Area. Juniper Ridge consists of 1,500 acres of city-owned vacant land located at the north edge of Bend, east of Highway 97 and north of Cooley road. Of the 1,500 acres, approximately 700 acres is within the Juniper Ridge Urban Renewal District. Approximately 500 acres of Juniper Ridge is within the Urban Growth Boundary. Roughly 300 acres are within the Juniper Ridge Overlay zoning district which is geared towards accommodating light industrial and employment based businesses. Roughly 200 acres are within the Urban Area Reserve zoning district which is primarily an urban holding zone.

The BURA Juniper Ridge Construction Fund accounts for capital improvements to the Juniper Ridge Urban Renewal Area and is also the operating fund for all activities of BURA as it relates to the Juniper Ridge Urban Renewal Area. The BURA Juniper Ridge Debt Service Fund accounts for debt service on urban renewal debt issued. Property taxes levied on the new growth or incremental assessed value within the Juniper Ridge Urban Renewal Area are collected and used to pay debt service on the urban renewal debt.

The 1,500-acre Juniper Ridge property is intended to be developed into a mixed-use master-planned community, with a variety of employment uses supported by housing and commercial uses and potentially an institution of higher learning. To date, the City has constructed an extension of Cooley Road, a roundabout at Cooley Road and 18th Street and sewer forcemain to serve development in the first phase of Juniper Ridge. The City has sold approximately 33 acres to three private businesses. In addition, the City developed seven lots within Juniper Ridge ranging in size from 1.5 to 6.3 acres. The City has been working on a strategy to encourage development of larger portions of the property.

The first phase of Juniper Ridge includes approximately 300 acres of employment land for light industrial and limited commercial use. The process of entitling this land included development of a Special Plan Area zoning code amendment, a zone change, and partitioning of a portion of the land. The City has also developed Codes, Covenants & Restrictions, design standards, traffic studies and other requirements to guide the development of the property. As mentioned above, the City has completed developed 7 lots that are ready for sale and development.

Future major improvements needed for the development of Juniper Ridge include:

- ✧ US 97 / Cooley Road improvements
- ✧ North Interceptor sewer trunk line
- ✧ Additional water system storage and transmission facilities
- ✧ Extension of Cooley Road to Deschutes Market Road

Goals for the 2017– 2019 Biennial Budget

- ✧ Continue marketing and sell additional lots
- ✧ Search for master developer, public/private partnership or other appropriate approach for future development of land
- ✧ Update Urban Renewal Plan to accommodate new alignment of infrastructure projects and new financial projections

Key Operational Objectives for 2017 - 2019 Biennial Budget

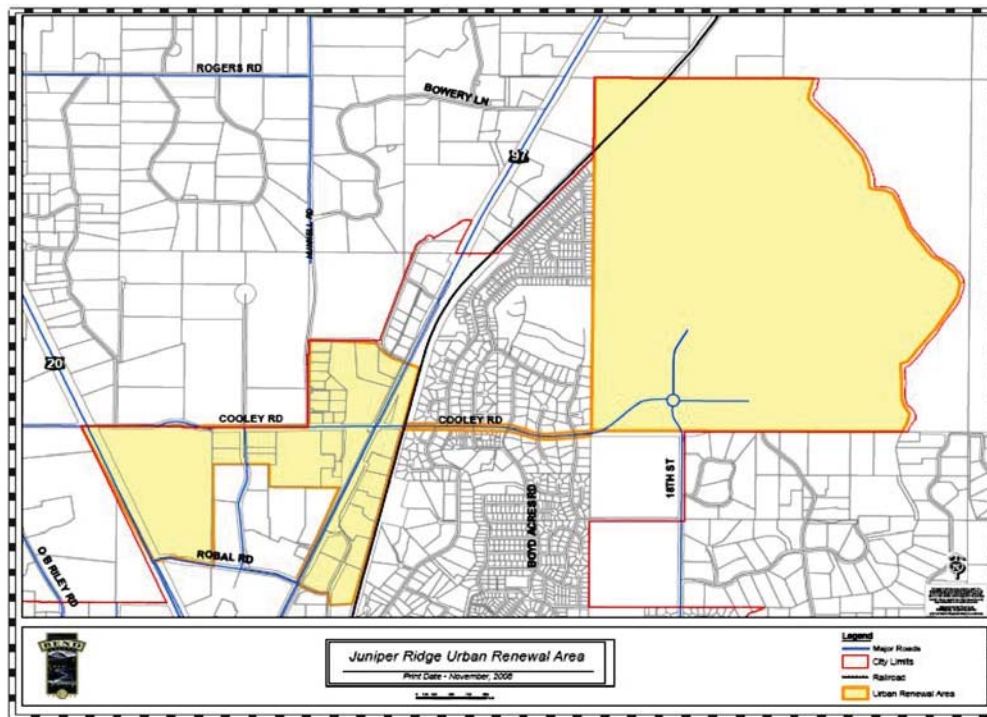
- ✧ Adopt an Updated Urban Renewal Plan for Juniper Ridge
- ✧ Consider an expansion of the Urban Renewal Area to accommodate new urban growth boundary

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Increased interest from local and relocating companies to locate business operations in Juniper Ridge
- ✧ Increase in development activity in and around the Urban Renewal Area
- ✧ Debt refunding completed resulting in debt service savings

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Budget includes consulting funds to update the Urban Renewal Plan



Boundary of Juniper Ridge Urban Renewal Area

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**Bend Urban Renewal Agency (BURA)
Murphy Crossing Construction Fund**

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ -	\$ 1,754,522	\$ 1,754,522	\$ 91,408	\$ 91,408	\$ 91,408
Issuance of long-term debt	2,997,500	-	-	-	-	-
Investment income	6,615	500	19,929	23,800	23,800	23,800
TOTAL RESOURCES	\$ 3,004,115	\$ 1,755,022	\$ 1,774,451	\$ 115,208	\$ 115,208	\$ 115,208

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Economic Development	\$ 1,249,593	\$ 1,755,022	\$ 1,683,043	\$ 15,000	\$ 15,000	\$ 15,000
Contingency	-	-	-	100,208	100,208	100,208
TOTAL REQUIREMENTS	\$ 1,249,593	\$ 1,755,022	\$ 1,683,043	\$ 115,208	\$ 115,208	\$ 115,208
By Category:						
Materials and services	\$ 23,105	\$ -	\$ -	\$ -	\$ -	\$ -
Capital outlay:						
Construction/infrastructure	1,226,488	1,755,022	1,683,043	15,000	15,000	15,000
Contingency	-	-	-	100,208	100,208	100,208
TOTAL REQUIREMENTS	\$ 1,249,593	\$ 1,755,022	\$ 1,683,043	\$ 115,208	\$ 115,208	\$ 115,208

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

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 237,113	\$ 497,950	\$ 510,963	\$ 508,550	\$ 508,550	\$ 508,550
Property taxes	389,185	569,300	473,887	501,600	501,600	501,600
Investment income	6,506	10,800	11,182	13,500	13,500	13,500
TOTAL RESOURCES	\$ 632,803	\$ 1,078,050	\$ 996,031	\$ 1,023,650	\$ 1,023,650	\$ 1,023,650

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Category:						
Debt service	\$ 121,841	\$ 492,000	\$ 487,481	\$ 487,500	\$ 487,500	\$ 487,500
Reserves for:						
Debt service	-	586,050	-	536,150	536,150	536,150
TOTAL REQUIREMENTS	\$ 121,841	\$ 1,078,050	\$ 487,481	\$ 1,023,650	\$ 1,023,650	\$ 1,023,650

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

Overview

The Murphy Crossing Urban Renewal Plan (the “Plan”) is the culmination of years of study of the Murphy Crossing area, where access and circulation have been negatively affected by the location and configuration of the Bend Parkway. In the summer of 2001, the South Bend Parkway Refinement Study was started to look specifically at the safety and function of the Bend Parkway and to develop a detailed improvement and management plan for the southern section of the Bend Parkway from Powers Road to Bend’s southern urban growth boundary. In 2003, the Oregon Transportation Commission (OTC) and the City of Bend selected Alternative H-Modified with Option 1 for the South Parkway Refinement.

This alternative came with several conditions to select various road alignments and identify improvements prior to implementing the H-Modified Design. To meet those conditions, in March 2005, the City of Bend accepted a Transportation and Growth Management (TGM) Quick Response Grant for Murphy Crossing. Over a three month period, significant public input was sought through stakeholder and property owner interviews and public meetings. A preferred design alternative emerged from this public process. The preferred plan proposed a local street plan consistent with the OTC conditions and a land use plan that required new zoning designations within the study area. Based on the preferred alternative plan that came out of the study, the City Council authorized staff to proceed with the initiation and adoption of a refinement plan for the Murphy Crossing area in August of 2005. The Murphy Crossing Refinement Plan was adopted by the City Council in November of 2006.

The Murphy Crossing Urban Renewal Plan implements the decisions made through these years of study of the area. The Plan contains goals, objectives and projects for the development of the Murphy Crossing Urban Renewal Area (“Area”). The Area consists of approximately 230 acres of land in the vicinity of the southern convergence of the Bend Parkway and Southeast 3rd Street.

The overall purpose of the Plan is to use tax increment financing to overcome obstacles to proper development of the Area by assisting with the funding of access and utility improvements, including the overcrossing of the Bend Parkway at Murphy Road and a system of local streets. The maximum amount of indebtedness (amount of tax increment financing for projects and programs) that may be issued for the Plan is \$52,600,000.

Prior to FY 2014-15, work on the Murphy Crossing Refinement Plan was funded by Oregon Legislature House Bill 2001 (also known as the Jobs and Transportation Act), Department of Transportation (ODOT) grants and the City’s Transportation Construction fund.

Goals for the 2017 – 2019 Biennial Budget

- ✧ Complete plant establishment of roundabout at Murphy & Parrell Roads

Major Accomplishments during the 2015– 2017 Biennium

- ✧ Substantial completion of roundabout at Murphy & Parrell Roads
- ✧ Roundabout construction completed internally at lower cost than original contract

Capital Improvement Program 2018-2022

**BURA Murphy Crossing Construction
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Classification *	Cost Estimate					5 Year Total
		2017-18	2018-19	2019-20	2020-21	2021-22	
1TMPR Murphy & Parrell Roundabout	1	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 20,000
Total BURA Construction CIP		\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ 20,000

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

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

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Airport Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 773,005	\$ 465,400	\$ 401,937	\$ 430,957	\$ 430,957	\$ 430,957
Intergovernmental revenues	220,000	9,739,839	6,775,457	3,367,200	3,367,200	3,367,200
Charges for services	132,110	130,400	149,515	160,100	160,100	160,100
Interfund transfers		-	52,000	-	-	-
General fund loan	93,891	500,000	250,000	500,000	500,000	500,000
Investment income	6,158	8,800	6,076	24,800	24,800	24,800
Rent revenues	1,653,219	1,819,700	1,889,294	2,124,500	2,124,500	2,124,500
Miscellaneous	5,353	4,300	14,784	11,000	11,000	11,000
Debt proceeds	-	1,000,000	-	-	-	-
TOTAL RESOURCES	\$ 2,883,736	\$ 13,668,439	\$ 9,539,063	\$ 6,618,557	\$ 6,618,557	\$ 6,618,557

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Support Services	\$ 571,730	\$ 626,249	\$ 675,095	\$ 789,800	\$ 784,500	\$ 784,500
Airport Operations	159,895	329,620	277,750	246,100	246,100	246,100
Airport Construction	256,913	10,778,239	6,883,128	3,393,000	3,393,000	3,393,000
Total	988,538	11,734,108	7,835,973	4,428,900	4,423,600	4,423,600
Debt service	940,896	887,600	573,175	960,200	960,200	986,200
Interfund transfers	552,365	717,000	698,959	776,380	781,680	781,680
Contingency	-	329,731	-	453,077	453,077	427,077
TOTAL REQUIREMENTS	\$ 2,481,798	\$ 13,668,439	\$ 9,108,106	\$ 6,618,557	\$ 6,618,557	\$ 6,618,557
By Category:						
Personnel services	\$ 406,696	\$ 555,789	\$ 536,962	\$ 645,800	\$ 640,500	\$ 640,500
Materials and services	334,890	383,480	327,304	291,500	291,500	291,500
Capital outlay:						
Vehicle/equipment	-	25,000	21,390	-	-	-
Repair & replacement	-	116,671	73,400	100,000	100,000	100,000
Construction/infrastructure	246,952	10,653,168	6,876,917	3,391,600	3,391,600	3,391,600
Total capital outlay	246,952	10,794,839	6,971,706	3,491,600	3,491,600	3,491,600
Debt service	532,005	537,600	533,175	460,200	460,200	486,200
Debt service; Interfund loan repayment	408,891	350,000	40,000	500,000	500,000	500,000
Interfund transfers	552,365	717,000	698,959	776,380	781,680	781,680
Contingency	-	329,731	-	453,077	453,077	427,077
TOTAL REQUIREMENTS	\$ 2,481,798	\$ 13,668,439	\$ 9,108,106	\$ 6,618,557	\$ 6,618,557	\$ 6,618,557

COMMUNITY AND ECONOMIC DEVELOPMENT Airport Fund

Overview

The Airport fund provides oversight and management of the planning, operations, maintenance, development and expansion of the Bend Municipal Airport.

The Bend Municipal Airport is located on 415 acres, situated five miles east of Bend’s city limits. Owned by the City of Bend, the airport is located within Deschutes County and is outside the Bend Urban Growth Boundary. Airport facilities consist of a single instrument capable runway, 5,200 feet in length; a full parallel taxiway on the west side, and a second taxiway constructed on the east side; more than 72 hangars and industrial buildings; and parking facilities for aircraft and vehicles. Fifteen aviation related businesses are located at the airport. The Bend Municipal Airport is identified by the Oregon Department of Aviation as a Category 2, High Activity Business/General Aviation airport, with 234 based aircraft and an estimated 147,000 operations in 2017. An operation is defined by the Federal Aviation Administration (FAA) as either a takeoff or a landing and is the basis for capacity projections and future CIP projects.

Total operations are expected to increase to approximately 160,000 by 2020. The number of large aircraft using the Bend Municipal Airport passed the FAA threshold of 500 in 2015 and in 2016 increased to over 600. This is the FAA’s justification for the early update to the Airport Master plan to evaluate the need for a longer runway.

Principal sources of operating revenue for the Airport include tenant ground leases, City-owned hangar and tie down leases, and fuel flowage fees. Expenses include operation, maintenance and capital improvement of the Airport infrastructure. FAA grants provide significant funding for capital improvements.

Goals for the 2017 – 2019 Biennial Budget

- ✘ Maintain the airport as a fully self-sufficient entity
- ✘ Meet existing and near term demand for aircraft hangar space, tie-down space and business needs
- ✘ Complete the Helicopter Operations Area project to both increase safety and enhance the efficiency of rotor and fixed wing operations at the airport
- ✘ Complete County Airport Master Plan adoption

	ACTUALS		ESTIMATE		ADOPTED BUDGET		
	2015-16	2016-17	2017-18	2018-19	2017-19		
Personnel services	\$ 245,862	\$ 291,100	\$ 314,600	\$ 325,900	\$ 640,500		
Materials and services	86,394	240,910	143,900	147,600	291,500		
Capital outlay:							
Vehicle/equipment	21,390	-	-	-	-		
Repair & replacement	-	73,400	50,000	50,000	100,000		
Construction/Infrastructure	659,317	6,217,600	3,236,000	155,600	3,391,600		
Program Total	1,012,963	6,823,010	3,744,500	679,100	4,423,600		
Debt service	308,675	264,500	280,100	206,100	486,200		
Debt service; Interfund loan repayment	-	-	250,000	250,000	500,000		
Interfund transfers	345,569	353,390	320,290	461,390	781,680		
Airport	\$ 1,667,206	\$ 7,440,900	\$ 4,594,890	\$ 1,596,590	\$ 6,191,480		
Full Time Equivalents	2.33	2.58	2.39	2.39	2.39		

Key Operational Objectives for 2017 – 2019 Biennial Budget

- ✧ Continue to enhance revenues by identifying additional funding mechanisms and/or drive economic development
- ✧ Increase job creation by development of the eastside property for aviation-related industrial and general aviation uses, including hangars and aviation business properties
- ✧ Continue to seek ways to enhance safety and provide services that will meet the needs of pilots

Major Accomplishments during the 2015 – 2017 Biennium

- ✧ Completed the Helicopter Operations Area Environmental Assessment
- ✧ Secured a \$1.1M ConnectOregon VI grant to help fund the FAA-match required to design and construct the Helicopter Operations Area
- ✧ Secured a \$966,670 FAA grant for the design and construction of the Helicopter Operations Area
- ✧ Secured a \$5,674,997 FAA grant to construct the Helicopter Operations Area
- ✧ Began Construction of the Helicopter Operations Area
- ✧ Reconfigured Airport traffic pattern to address Rotor and Fixed conflicts and noise complaints

Significant Changes from the 2015 – 2017 Biennium

- ✧ Invest funds to upgrade and/or repair city-owned hangars
- ✧ Review office space needs for Airport personnel and address space limitations

Major Capital Projects for 2017 – 2019 Biennial Budget

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

COMMUNITY AND ECONOMIC DEVELOPMENT
Airport Fund

PERFORMANCE MEASURES

	ACTUALS 2014-15	ACTUALS 2015-16	ESTIMATE 2016-17	TARGET 2017-18	TARGET 2018-19
<i>Output Measures:</i>					
Total # of operations (take offs and landings)	137,513	140,000	150,000	153,615	157,317
Total Instrument Flight Rules (IFR) operations	1,250	1,737	2,220	2,841	3,636
Total # jobs at Airport*	297	368	431	504	589
Total # of aircraft based at Airport	254	234	239	244	249
Total payroll generated from airport businesses *	\$14,116,000	\$17,490,717	\$21,338,675	\$26,033,183	\$31,760,483
Annual fuel sales by type and gallons per calendar year:					
Jet A	313,193	330,827	340,752	350,975	361,504
100LL	328,550	293,817	302,632	311,710	321,062
Total	641,743	624,644	643,384	662,685	682,566
<i>Effectiveness Measures:</i>					
Square footage of new hangars or commercial buildings constructed annually	33,000	33,000	30,000	40,000	40,000
Number of operations (take offs and landings) per Airport FTE	55,005	56,000	60,000	61,446	62,927

*From the Master Plan Strategic Positioning & Employment Lands Analysis (SPELA)

Capital Improvement Program 2018-2022

Airport Five Year Capital Improvement Program (CIP) Schedule

*Project numbers may change	Classification *	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	5 Year Total
AP13A Helicopter Operations Area Phase 1	1	\$ 59,200	\$ -	\$ -	\$ -	\$ -	\$ 59,200
AP18A Helicopter Operations Area Phase II	1	1,215,900	-	-	-	-	1,215,900
AP16A West Apron	3	1,645,300	-	-	-	-	1,645,300
AP15D Wildlife Hazard Assessment	NA	4,500	-	-	-	-	4,500
*APXX Master Plan Update	NA	311,100	155,600	-	-	-	466,700
*APXX South Hangar Taxilane Rehab	5	-	-	500,000	-	-	500,000
*AP19XX Runway Ext. EA Phase I Environmental	NA	-	-	250,000	-	-	250,000
*AP19XX Runway Ext. EA Phase II Environmental	NA	-	-	250,000	-	-	250,000
*AP20XX Runway Ext. Design/Property Acquisition	5	-	-	-	10,000,000	-	10,000,000
*AP21XX Runway Construction	5	-	-	-	-	10,000,000	10,000,000
Total Airport CIP		\$ 3,236,000	\$ 155,600	\$ 1,000,000	\$ 10,000,000	\$ 10,000,000	24,391,600

Note: Airport capital improvement projects are pending approval of 90% FAA funding and funding for City match.

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

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

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Parking & Downtown Fund

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
RESOURCES						
Beginning working capital	\$ 1,100,471	\$ 1,559,600	\$ 1,586,340	\$ 1,815,813	\$ 1,815,813	\$ 1,815,813
Fines and forfeitures	452,712	473,800	480,561	463,600	463,600	463,600
Licenses and permits	737,771	837,242	929,172	1,014,800	1,014,800	1,014,800
Rent revenues	386,464	404,400	387,097	449,400	449,400	449,400
Investment income	20,939	32,100	41,960	45,000	45,000	45,000
Miscellaneous	1,080	700	1,212	800	800	800
TOTAL RESOURCES	\$ 2,699,438	\$ 3,307,842	\$ 3,426,342	\$ 3,789,413	\$ 3,789,413	\$ 3,789,413

	ACTUALS 2013-15	ADJUSTED BUDGET 2015-17	ESTIMATE 2015-17	BIENNIAL BUDGET		
				PROPOSED 2017-19	APPROVED 2017-19	ADOPTED 2017-19
REQUIREMENTS						
By Service Area/Program:						
Community & Econ. Dev.:						
Parking Administration	\$ 466,928	\$ 766,317	\$ 727,746	\$ 945,450	\$ 943,550	\$ 943,550
Parking Structure	385,440	423,831	441,214	559,100	558,200	558,200
Downtown Operations	-	-	-	95,600	95,200	95,200
Total	852,368	1,190,148	1,168,960	1,600,150	1,596,950	1,596,950
Debt service	15,260	-	-	-	-	-
Interfund transfers	245,469	442,700	441,569	442,180	445,380	445,380
Contingency	-	204,994	-	277,083	277,083	277,083
Reserves	-	1,470,000	-	1,470,000	1,470,000	1,470,000
TOTAL REQUIREMENTS	\$ 1,113,097	\$ 3,307,842	\$ 1,610,528	\$ 3,789,413	\$ 3,789,413	\$ 3,789,413

By Category:						
Personnel services	\$ 146,087	\$ 75,830	\$ 108,993	\$ 536,100	\$ 532,900	\$ 532,900
Materials and services	706,282	1,073,818	1,026,427	1,064,050	1,064,050	1,064,050
Capital outlay:						
Construction/infrastructure	-	40,500	33,541	-	-	-
Interfund transfers	245,469	442,700	441,569	442,180	445,380	445,380
Interfund loan repayment	15,260	-	-	-	-	-
Contingency	-	204,994	-	277,083	277,083	277,083
Reserves for:						
Future construction	-	1,270,000	-	1,270,000	1,270,000	1,270,000
Major Maintenance	-	200,000	-	200,000	200,000	200,000
TOTAL REQUIREMENTS	\$ 1,113,097	\$ 3,307,842	\$ 1,610,528	\$ 3,789,413	\$ 3,789,413	\$ 3,789,413

COMMUNITY AND ECONOMIC DEVELOPMENT
Parking & Downtown Fund

Overview

The Parking & Downtown Fund supports on-street downtown parking, the Bend Centennial Parking Plaza (Parking Structure), and the Downtown coordination efforts. This fund provides parking management/enforcement services, operations and maintenance of the downtown parking structure and off-street surface parking lots, parking signage within the downtown area, as well as downtown permitting and coordination. Additional services include administration of the parking permit system, coordination with special events for parking issues, security services for the downtown parking structure as well as property management for the commercial spaces in the parking structure.

	ACTUALS		ESTIMATE	ADOPTED BUDGET		
	2015-16		2016-17	2017-18	2018-19	2017-19
Personnel services	\$ 35,993		\$ 73,000	\$ 265,400	\$ 267,500	\$ 532,900
Materials and services	477,293		549,134	531,700	532,350	1,064,050
Capital outlay:						
Construction/infrastructure	33,541		-	-	-	-
Program Total	546,826		622,134	797,100	799,850	1,596,950
Interfund transfers	217,479		224,090	218,190	227,190	445,380
Parking & Downtown	\$ 764,304		\$ 846,224	\$ 1,015,290	\$ 1,027,040	\$ 2,042,330
Full Time Equivalents	0.28		0.28	2.19	2.19	2.19

Goals for the 2017 – 2019 Biennial Budget

- ✘ Implement the parking management strategies adopted in the 2017 Downtown Parking Study
- ✘ Improve safety and accessibility of downtown parking facilities for employees, property owners and visitors
- ✘ Hire Parking Demand Manager

Key Operational Objectives for the 2017 – 2019 Biennial Budget

- ✘ Support and management of parking structure building systems maintenance
- ✘ Maintenance and management of leasehold spaces in the parking structure
- ✘ Promote the downtown employee parking permit program to increase permit revenue
- ✘ Increase parking citation collection rate
- ✘ Maintain parking facilities using industry best practice
- ✘ Improve communication between Municipal Court, Economic Development, Streets & Operations and downtown parking enforcement to improve parking experience for employees and visitors

Major Accomplishments during the 2015 – 2017 Biennium

- ✘ Installed new signs in the Parking Structure
- ✘ Installed skateboard deterrents in Parking Structure
- ✘ Installed new lighting in the Parking Structure
- ✘ Made minor changes to doors and stairwells in Parking Structure in response to users' request
- ✘ Established working relationship with Bend Police Department to improve the safety of city-owned parking facilities
- ✘ Initiated and completed the 2017 Downtown Parking study
- ✘ Improved business process with Municipal Court for collection of unpaid parking citations

- ✧ Formalized relationship with property owners along Brooks Alley for use of the four garbage enclosures in the Mirror Pond Parking lots
- ✧ Approved a new Parking Enforcement contract that improves level of parking enforcement service and instituted use of industry best practice
- ✧ Installed three new parking meters with “pay by plate” functionality that will improve customer experience
- ✧ Improved the permit review process for Sidewalk Café and Street Vendor permits

Significant Changes from the 2015 – 2017 Biennial Budget

- ✧ Created a new Downtown Operations program to account for work that occurs downtown that is not related to parking, i.e. Sidewalk Café and Street Vendor permit program oversight
- ✧ Hire a Parking Demand Manager
- ✧ Hire 0.5 FTE in Municipal Court that will be funded by the Parking & Downtown Fund
- ✧ Increase Economic Development Director staffing allocation to 30% to reflect workload associated with supporting parking and downtown operations

COMMUNITY AND ECONOMIC DEVELOPMENT
Parking and Downtown Fund

PERFORMANCE MEASURES

	ACTUALS	ACTUALS	ESTIMATE	TARGET	TARGET
	2014-15	2015-16	2016-17	2017-18	2018-19
Output Measures:					
Parking Permits Issued - On-Street, Parking Lots	5,112	5,994	6,636	6,824	6,960
Parking Permits Issued - Parking Structure	3,815	4,053	4,764	4,907	4,956
Average monthly rental revenue per commercial sq ft in Parking Structure	\$1.79	\$1.73	\$1.82	\$1.98	\$2.13
Street Vendor Permits Issued	12	16	10	11	13
Sidewalk Café Permits Issued	19	54	40	43	46
# of Parking Citations	13,671	15,271	15,200	15,400	15,800
# of Parking Citations paid	10,317	11,610	8,500	8,976	9,209
Effectiveness Measures:					
Average Annual Collection Rate for Citations	75%	76%	56%	58%	58%
% of Available Parking Spaces Permitted; on-street parking and parking lots	28%	54%	66%	75%	85%
% of Available Parking Spaces Permitted; Centennial Parking Garage	58%	62%	73%	85%	95%
Efficiency Measures:					
Revenue Permits - On-street and Parking Lots	\$180,003	\$229,687	\$236,500	\$243,200	\$248,000
Revenue Permits - Parking Structure	\$213,607	\$235,885	\$232,800	\$239,800	\$240,000
Revenue Parking Citation Fines - On-street, Parking Lots	\$200,300	\$242,553	\$192,000	\$203,500	\$215,700
Revenue Parking Citation Fines - Parking Structure	\$15,857	\$21,409	\$24,600	\$25,300	\$19,100
Cost for Enforcement Services	\$239,000	\$225,129	\$255,800	\$263,500	\$271,400
Cost of Parking Enforcement Program as a % of Total Citation and Permit Revenue	39%	31%	37%	37%	38%