



**CITY OF BEND / BEND URBAN RENEWAL AGENCY**  
**2021-2023 BIENNIAL BUDGET DELIBERATIONS**  
**MAY 11, 2021**



1. High Level Financial Overview
2. Revenues
3. Requirements
  - a. Expenditures
  - b. Contingency & Reserves
4. Council Goals and Budget Connectivity

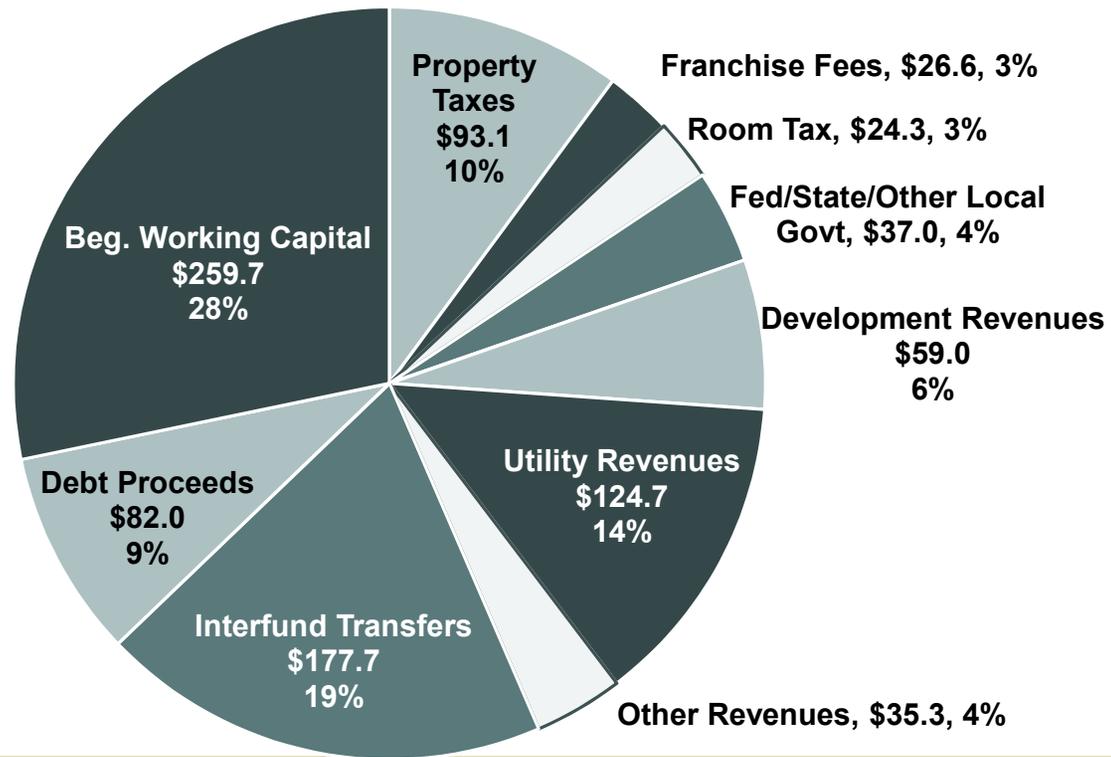
# FINANCIAL OVERVIEW

# 2021-2023 PROPOSED RESOURCES



## Total Resources \$919.4 Million

(in Millions)

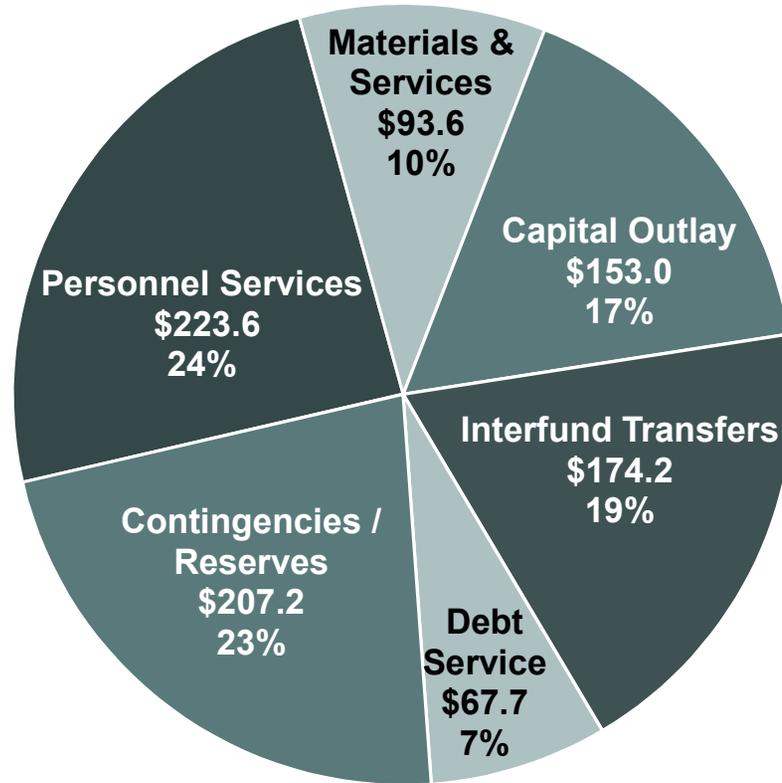


# 2021-2023 PROPOSED REQUIREMENTS



## Total Requirements \$919.4 Million

(in Millions)



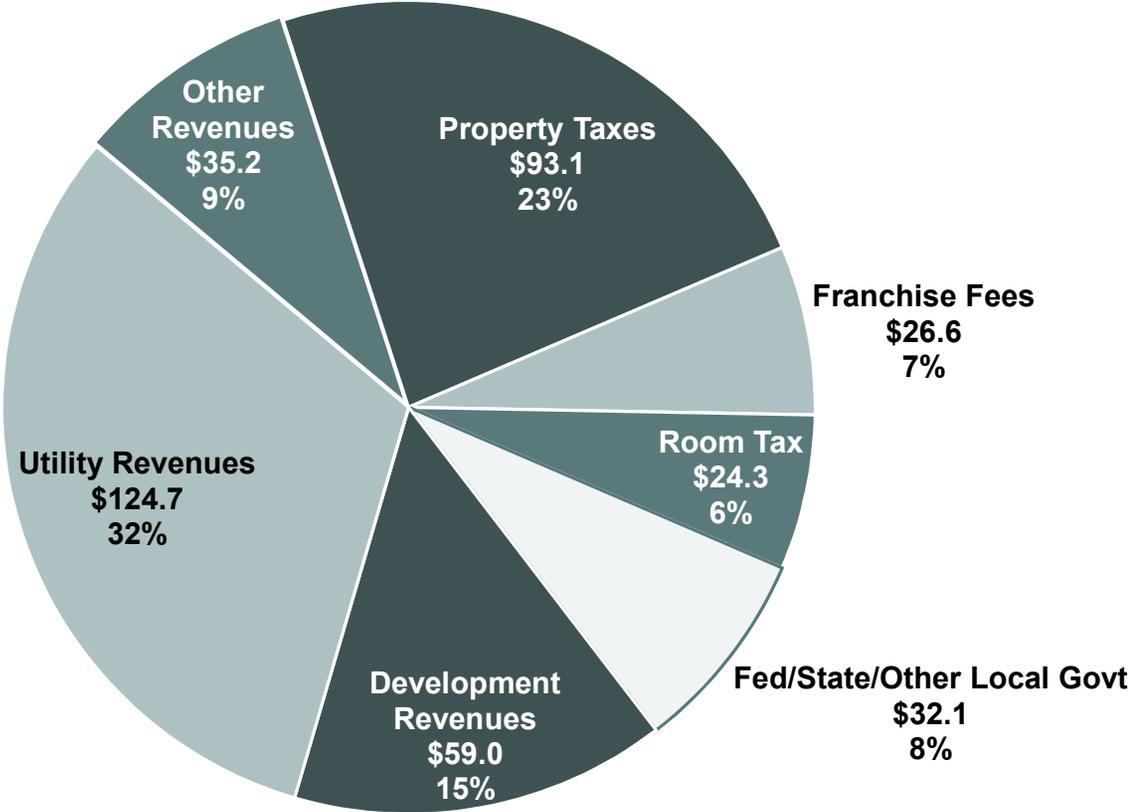
# REVENUES

# 2021-2023 PROPOSED OPERATING REVENUES



**Total Operating Revenues \$395 Million**

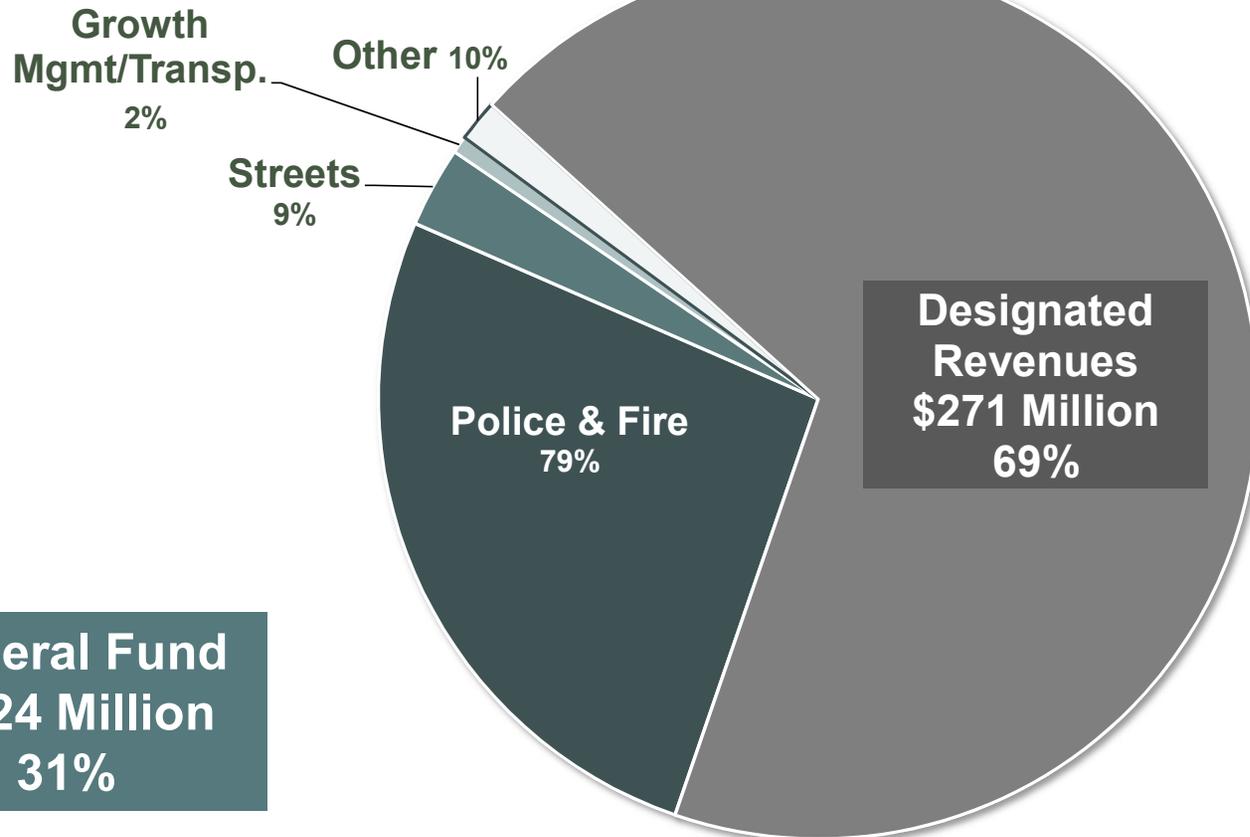
(in Millions)





# GENERAL FUND AND CITY-WIDE OPERATING REVENUES

(in Millions)



**Total Operating Revenue  
2021-2023 Biennium  
\$395 Million**

**General Fund  
\$124 Million  
31%**

## PROPERTY TAX REVENUE ASSUMPTIONS



	FY 2021-22 Proposed	FY 2022-23 Proposed
Tax Assessed Value (TAV) Increase	5.5%	5.0%
City Permanent Rate Levy (per \$1,000 Taxable Assessed Value)	\$2.8035	
City – Fire Local Option Levy (per \$1,000 Taxable Assessed Value)	\$0.20	
City – General Obligation Bond Levy for 2011 GO Bond	\$1,978,500	
City – General Obligation Bond Levy for 2020 GO Bond	n/a	\$2,249,500
BURA – Urban Renewal/Tax Increment Financing (TIF) District Levies Proposed	Full Division of Tax Levy	

# ROOM TAX REVENUE ASSUMPTIONS



	FY 2021-22 Proposed	FY 2022-23 Proposed
Annual Increases in Room Tax Activity	16%	5%

## FRANCHISE FEE REVENUE ASSUMPTIONS



	<b>2021-2023 Proposed Allocation of Revenues</b>
Telecom, Electric, Gas, & Cable Franchise Fees	100% to General Fund
Garbage Franchise Fees	100% to Streets & Operations
Water & Sewer Franchise Fees	25% to Accessibility Construction 75% to Transportation Construction

# STATE SHARED REVENUE ASSUMPTIONS



	2021-2023 Proposed Allocation of Revenues
State Shared (Cigarette, Liquor and Marijuana Taxes)	100% to General Fund
Highway Apportionment (Gas Tax)	100% to Street Maintenance

# SYSTEM DEVELOPMENT CHARGE (SDC) REVENUE ASSUMPTIONS



	2021-2023 Estimated Annual Activity Increases	2021-2023 Annual ENR* Rate Increase in the Budget	May 2021 ENR
Water SDC	1.42%	2.7%	5.0%
Sewer SDC	1.91%	2.7%	5.0%
Transportation SDC	3.00%	2.7%	5.0%

\* ENR is the Engineering News Record, a construction cost index. Proposed Budget is based on the February 2021 ENR of 2.7%. Annual SDC increases included in the Fee Resolution are based on the May ENR.

# DEVELOPMENT REVENUE ASSUMPTIONS



	2021-2023 Estimated Annual Activity Increase	2021-2023 Proposed Annual Fee Increase
Building	3%	3%
Planning	3%	6%
Private Development Engineering	3%	3%

## UTILITY REVENUE ASSUMPTIONS



	FY 2021-22 Proposed Rate Increase	FY 2022-23 Proposed Rate Increase
Water Revenue Increase	3.0%	3.0%
Sewer Revenue Increase	2.5%	2.5%
Stormwater Revenue Increase	7.0%	7.0%

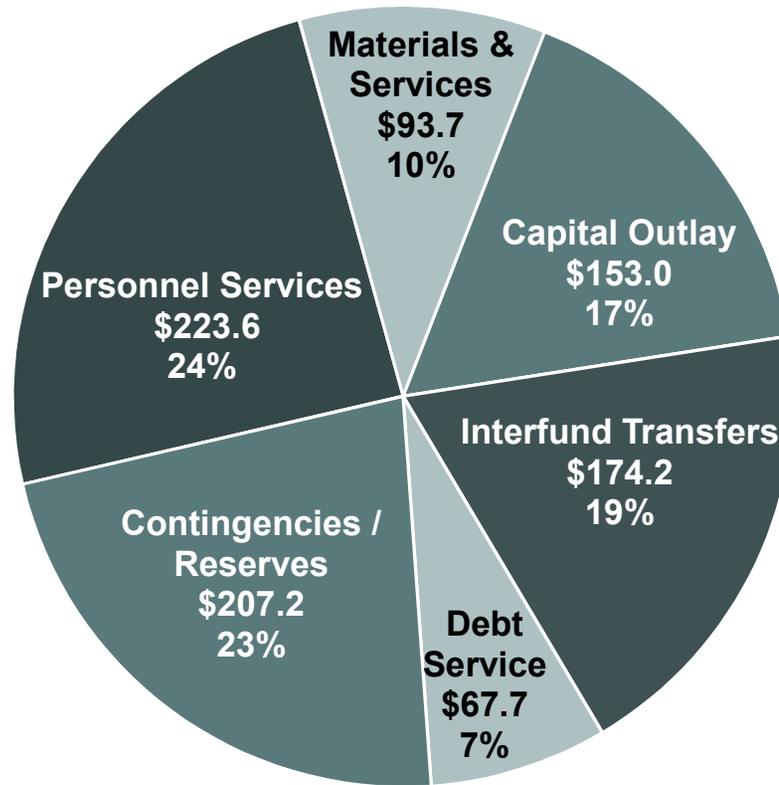
# REQUIREMENTS - EXPENDITURES

# 2021-2023 PROPOSED REQUIREMENTS



**Total Requirements \$919.4 Million**

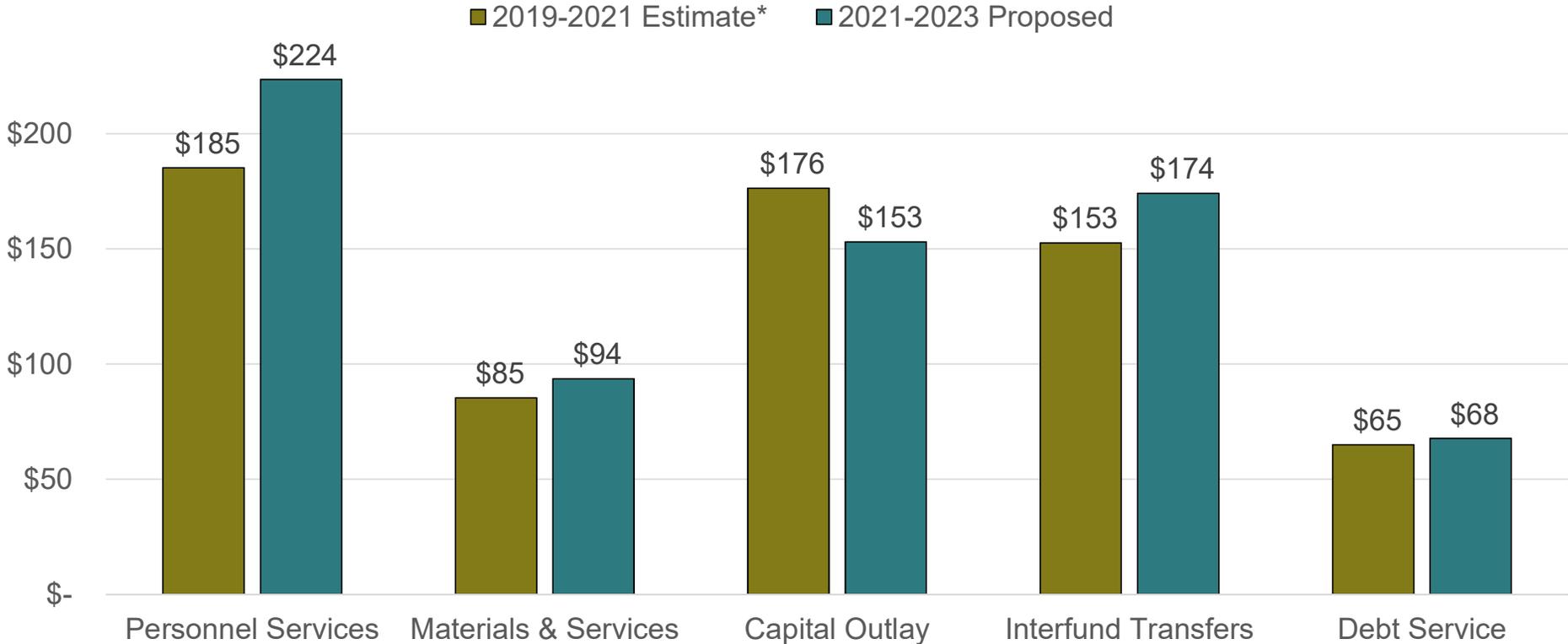
(in Millions)



# EXPENDITURE COMPARISONS



(in Millions)



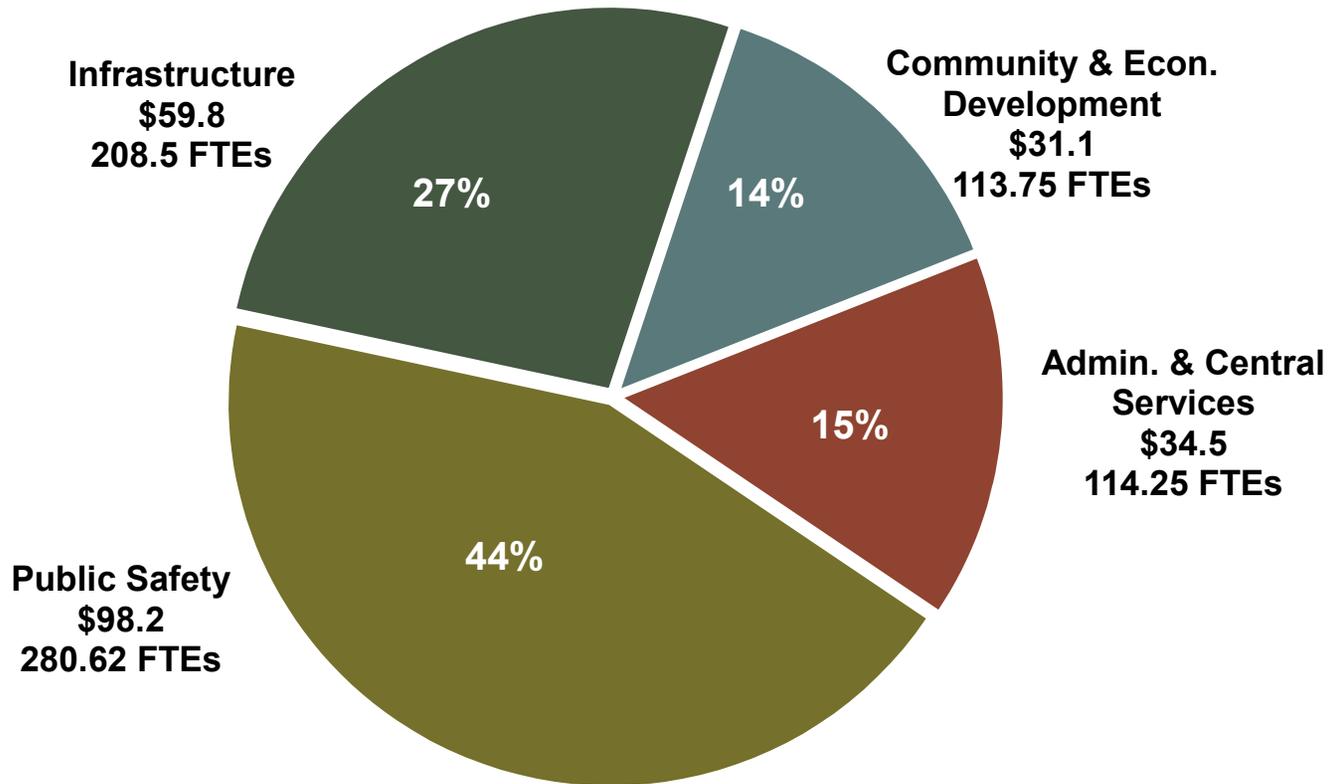
\* 2019-2021 Estimate reflects the 2019-20 Actuals + 2020-21 Estimate

# 2021-2023 PERSONNEL SERVICES BY SERVICE AREA



**Total Personnel Services \$223.6M 717.12 FTE**

(in Millions)



# PERSONNEL COSTS DRIVERS



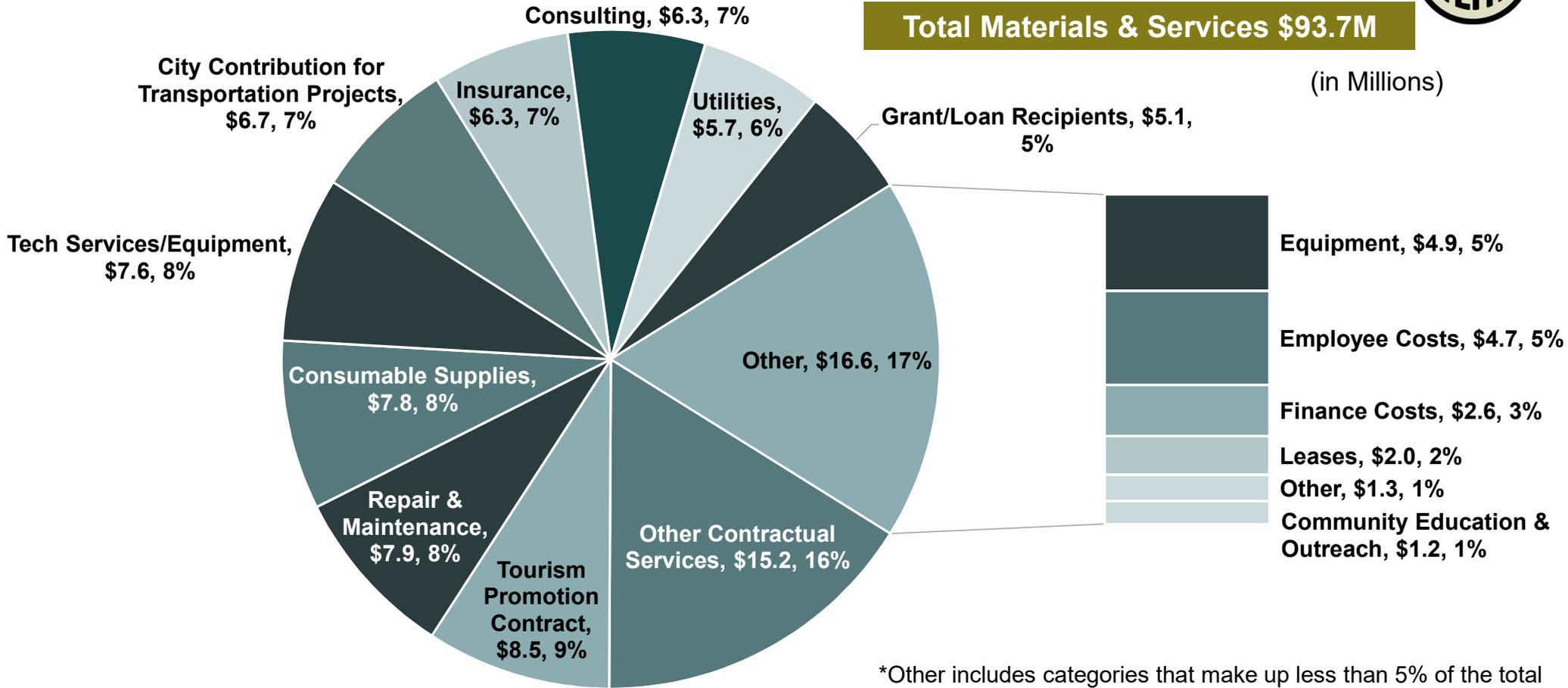
	FY 2019-20	FY 2020-21	FY 2021-22 Proposed	FY 2022-23 Proposed
FTEs (approved)	672.62	686.62	715.12	717.12
Annual Health Premium (City portion for family coverage)	\$13,488 -4% Change in Premiums	\$14,836 10% Change in Premiums	\$16,616 12% Change in Premiums	\$18,610 12% Change in Premiums
Annual Deductible	\$4,000	\$4,000	\$4,000	\$4,000
Annual Dental Premium	\$1,434 4% Change in Premiums	\$1,434 0% Change in Premiums	\$1,549 8% Change in Premiums	\$1,673 8% Change in Premiums
PERS Rate (combined % of payroll)	25%	23%	24%	24%
Other Post Employment Benefits (OPEB) annual cost	\$1.6M	\$1.6M	\$1.0M	\$1.1M

# 2021-2023 MATERIALS AND SERVICES



**Total Materials & Services \$93.7M**

(in Millions)



\*Other includes categories that make up less than 5% of the total

## 2021-2023 CAPITAL OUTLAY

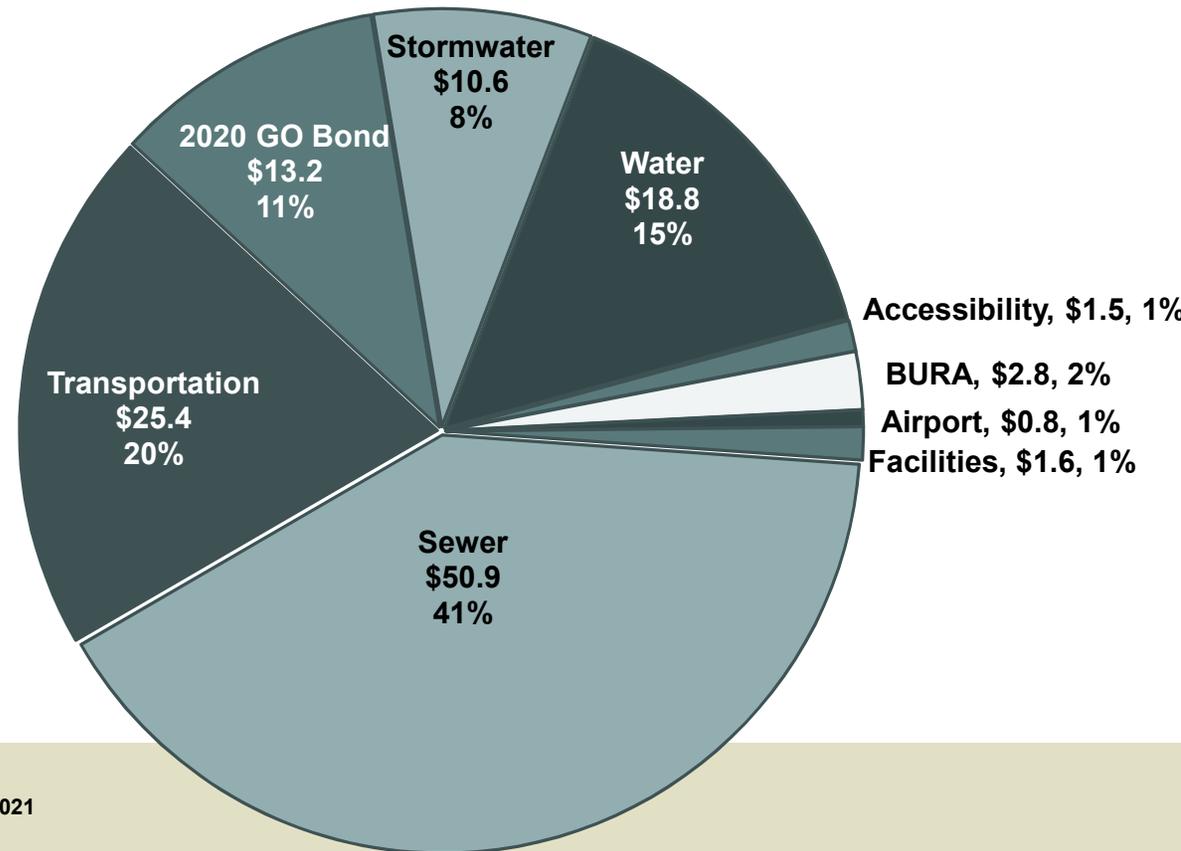


# Total Capital Outlay \$153M

(in Millions)

2021-2023 Capital Improvement Program, \$125.6M

Capital Outlay Category	2021-2023 Biennial Budget Amount
Capital Improvement Program	\$125.6M
Repair & Replacement	\$14.5M
Vehicles, Equipment & Software	\$12.9M
<b>Total Capital Outlay</b>	<b>\$153M</b>

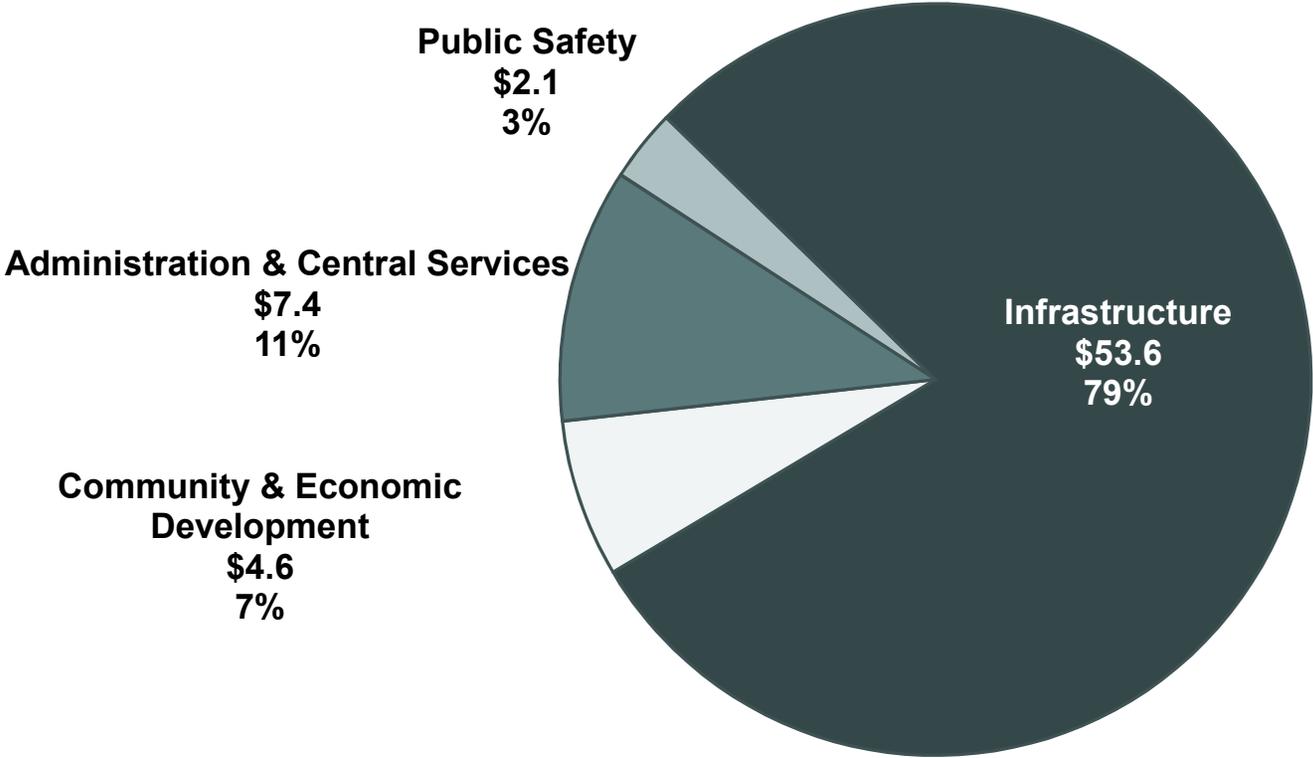


# 2021-2023 DEBT SERVICE BY SERVICE AREA



**Total Debt Service \$67.7M**

(in Millions)



## 2021-2023 PROPOSED DEBT



(in millions)	Balance @ 6/30/21	New Debt Proposed	Principal Payments	Balance @ 6/30/23
Water	\$45.9	\$ -	(\$4.1)	\$41.8
Water Reclamation *	217.0	-	(17.7)	199.3
Stormwater *	15.6	-	(0.4)	15.2
Transportation (Street Ops & Constr.)	49.1	16.1	(2.9)	62.3
Accessibility	1.0	0.8	(0.6)	1.2
2011 GO Bond	16.9	-	(2.6)	14.3
2020 GO Bond	-	24.2	(0.7)	23.5
Cemetery	0.03	-	(0.01)	0.02
<b>Total-Infrastructure</b>	<b>\$345.5</b>	<b>\$41.1</b>	<b>(\$29.0)</b>	<b>\$357.6</b>

- Water Reclamation & Stormwater loans from the DEQ are drawn down on a reimbursement basis. The outstanding balances as of 6/30/21 shown above reflect the maximum amounts eligible to be drawn, and therefore already include the \$18.4 million in water reclamation and \$9.2 million in stormwater of draw downs anticipated this biennium that are reflected as debt proceeds in the budget.

## 2021-2023 PROPOSED DEBT - CONTINUED



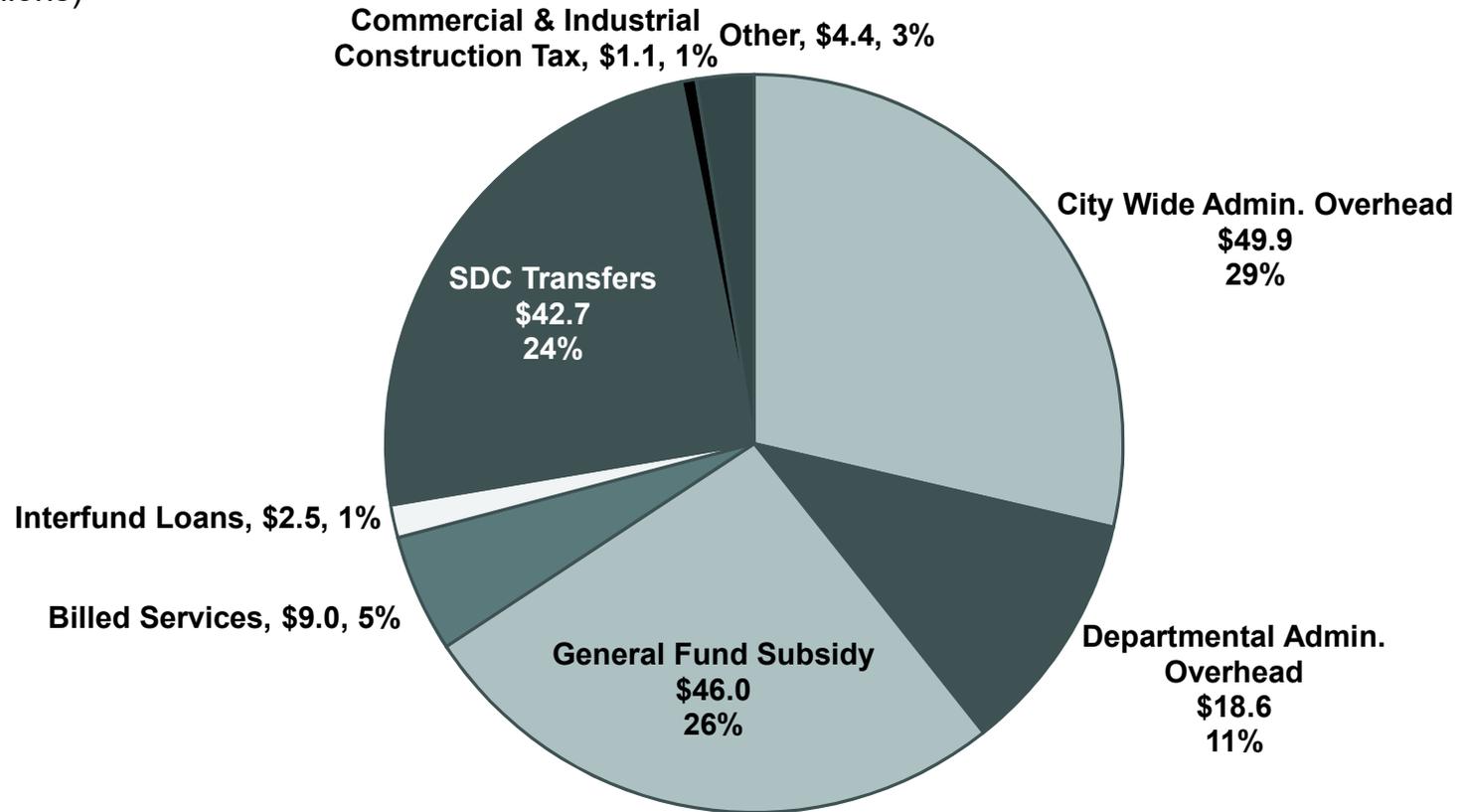
(in millions)	Balance @ 6/30/21	New Debt Proposed	Principal Payments	Balance @ 6/30/23
Fire	\$5.8	\$ 1.8	(\$1.7)	\$5.9
Urban Renewal	5.2	2.7	(1.8)	6.1
Airport	0.54	0.04	(0.08)	0.5
Technology & Software	9.6	1.3	(2.2)	8.7
Facilities, incl. Parking	7.3	1.7	(1.3)	7.7
PERS Bonds	8.7	-	(2.0)	6.7
<b>Total-Other</b>	<b>\$37.1</b>	<b>\$7.5</b>	<b>(\$9.1)</b>	<b>\$35.6</b>
<b>Total City &amp; BURA</b>	<b>\$382.7</b>	<b>\$48.6</b>	<b>(\$38.1)</b>	<b>\$393.2</b>



# 2021-2023 INTERFUND TRANSFERS

Total Interfund Transfers \$174.2M

(in Millions)



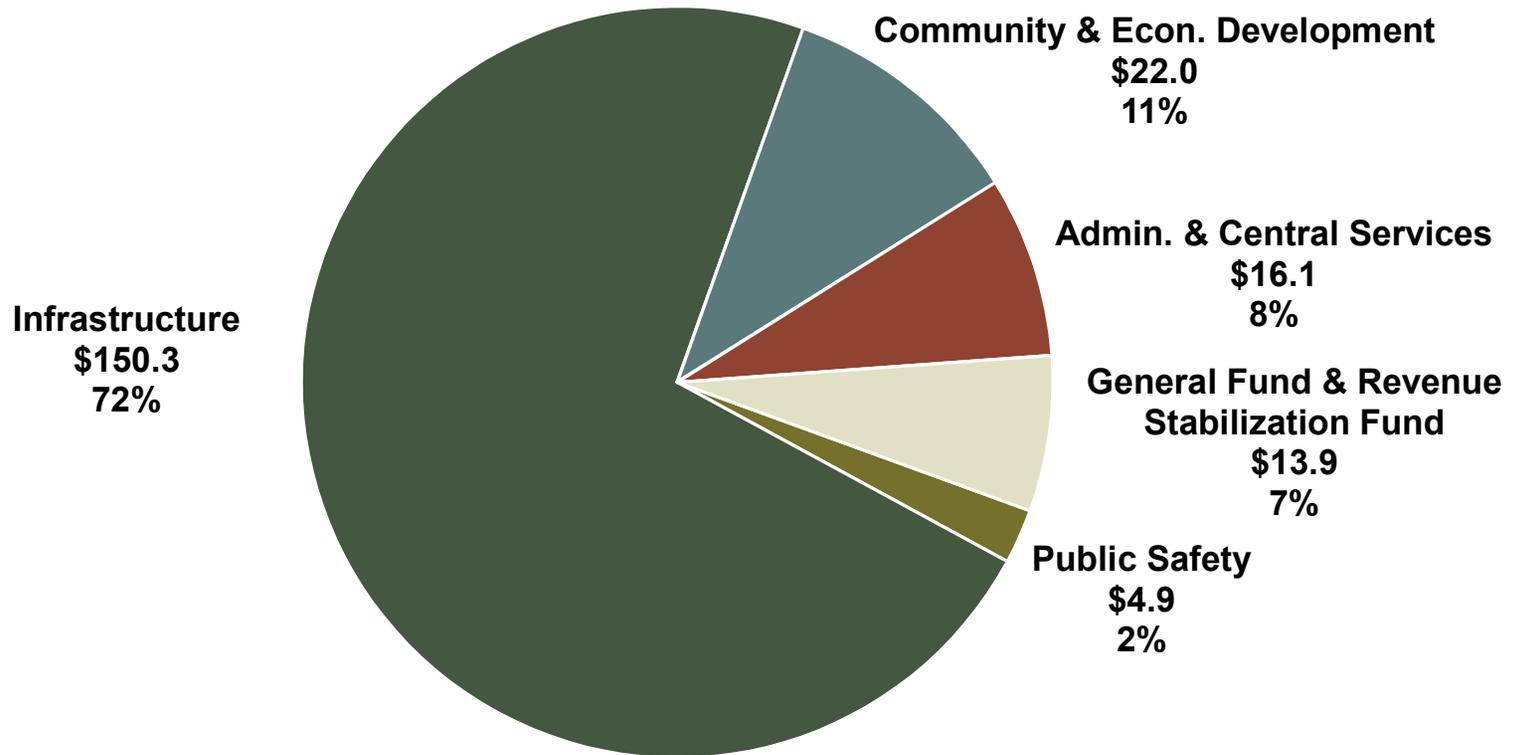
# REQUIREMENTS – CONTINGENCY & RESERVES

# 2021-2023 CONTINGENCIES/RESERVES BY SERVICE AREA



**Total Contingencies & Reserves \$207.2M**

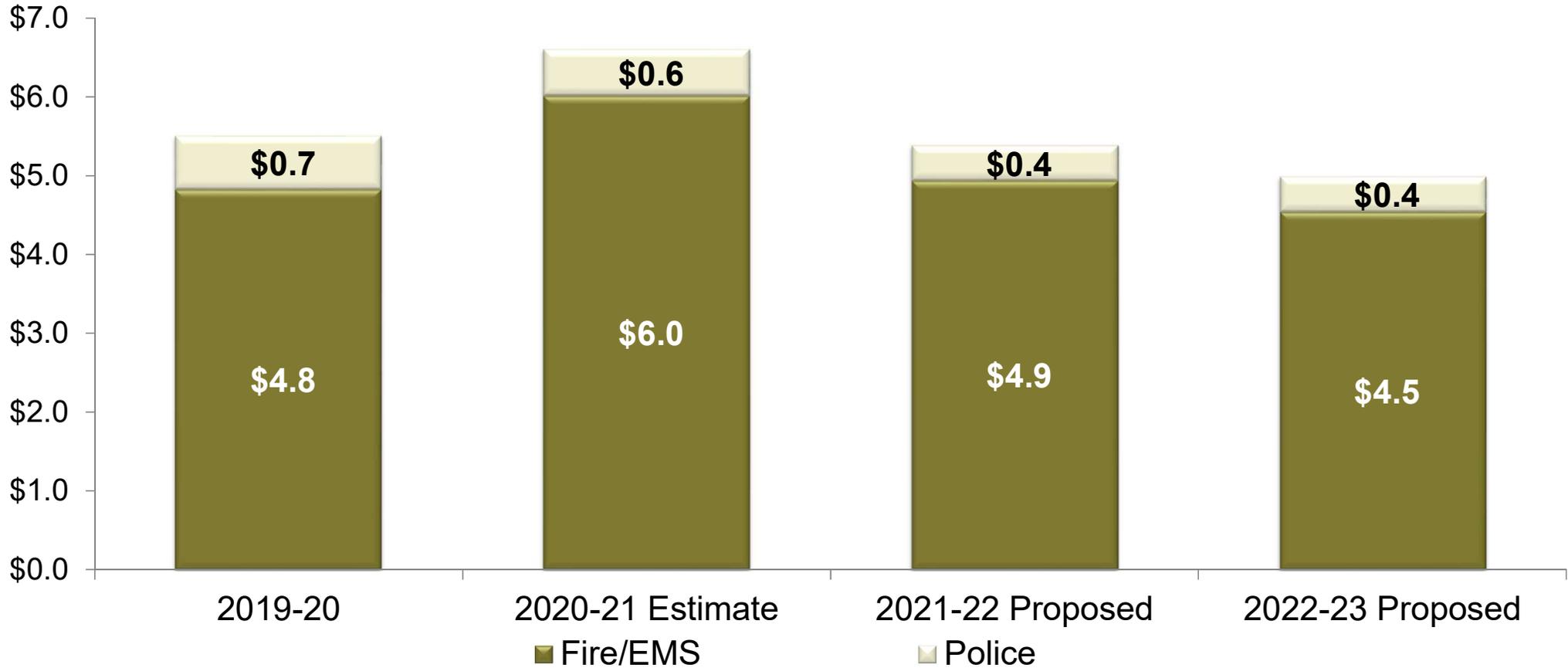
(in Millions)



# CONTINGENCIES/RESERVES TRENDS – PUBLIC SAFETY



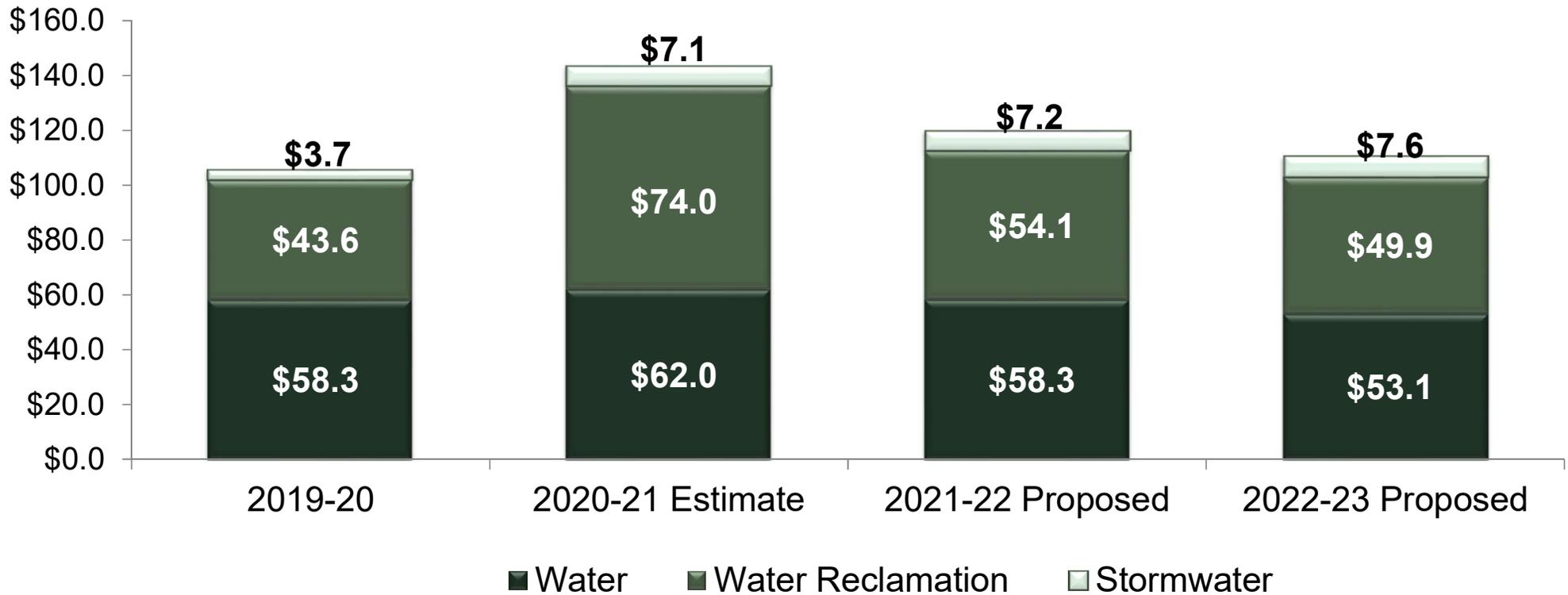
(in Millions)



# CONTINGENCIES/RESERVES TRENDS – INFRASTRUCTURE UTILITIES



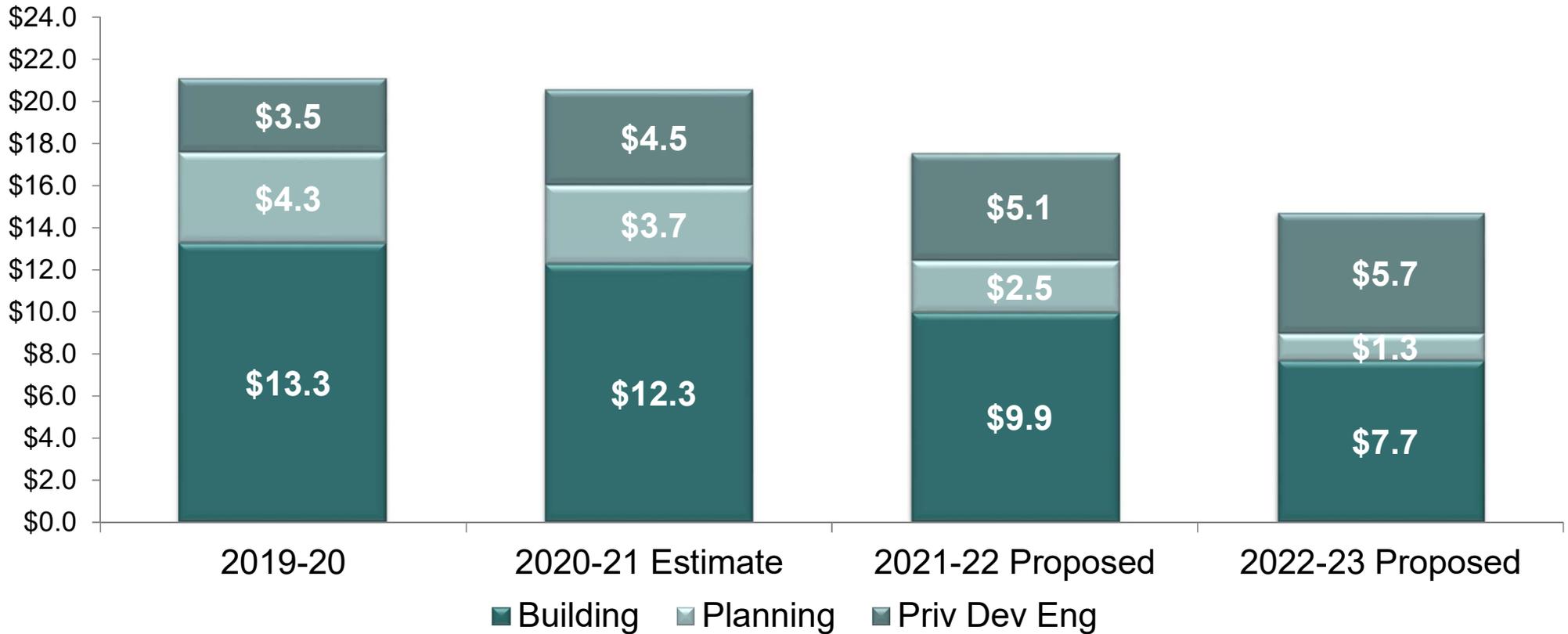
(in Millions)



# CONTINGENCIES/RESERVES TRENDS – COMMUNITY DEVELOPMENT



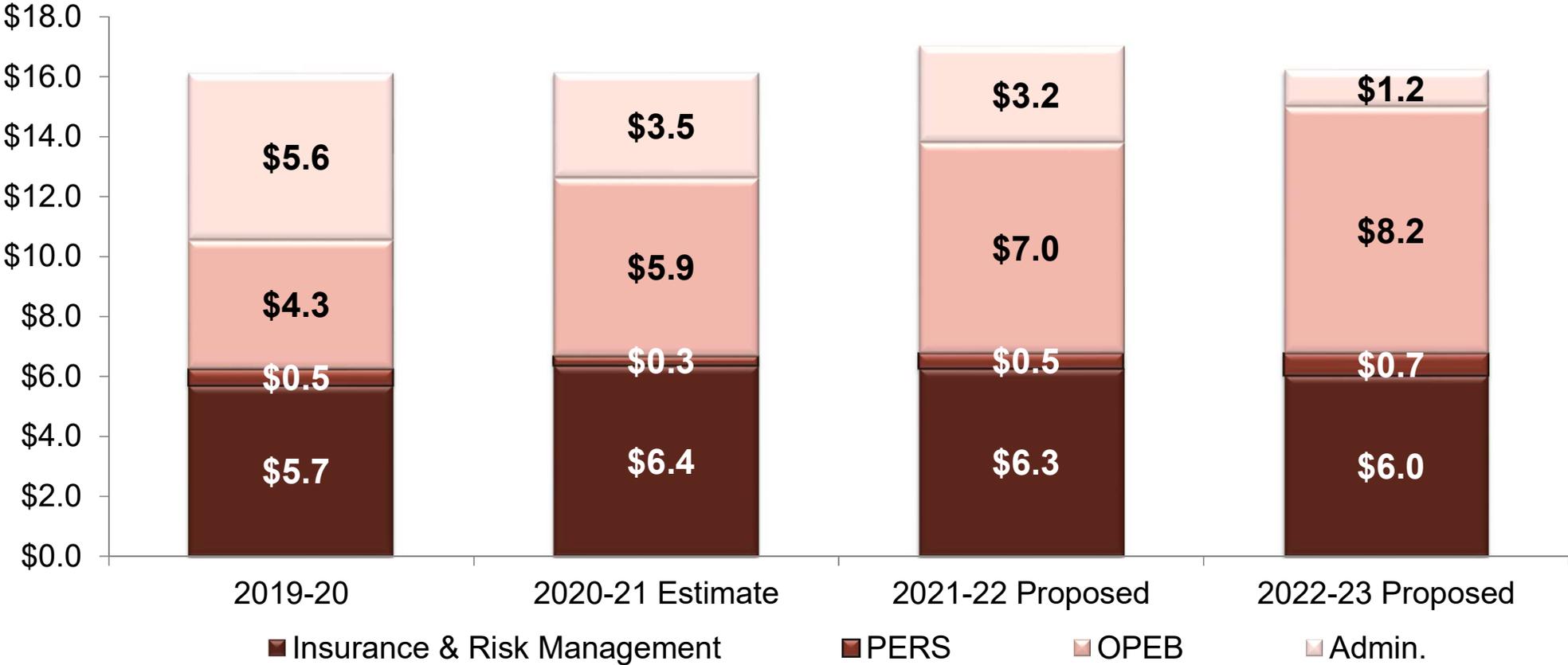
(in Millions)



# CONTINGENCIES/RESERVES TRENDS – ADMINISTRATION & CENTRAL SERVICES



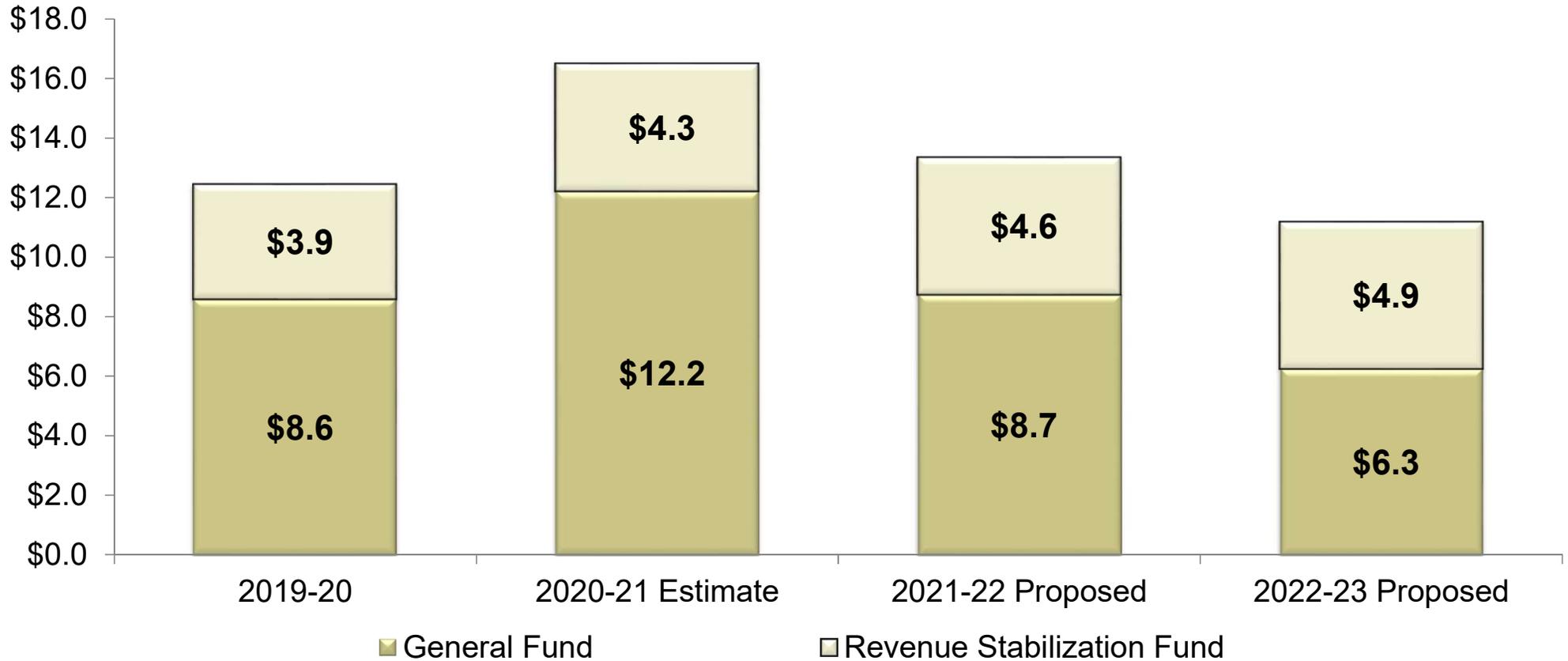
(in Millions)



# OPERATING CONTINGENCIES/RESERVES TRENDS – GENERAL FUND



(in Millions)



# COUNCIL GOALS AND BUDGET CONNECTIVITY

# COUNCIL GOAL SETTING INPUTS

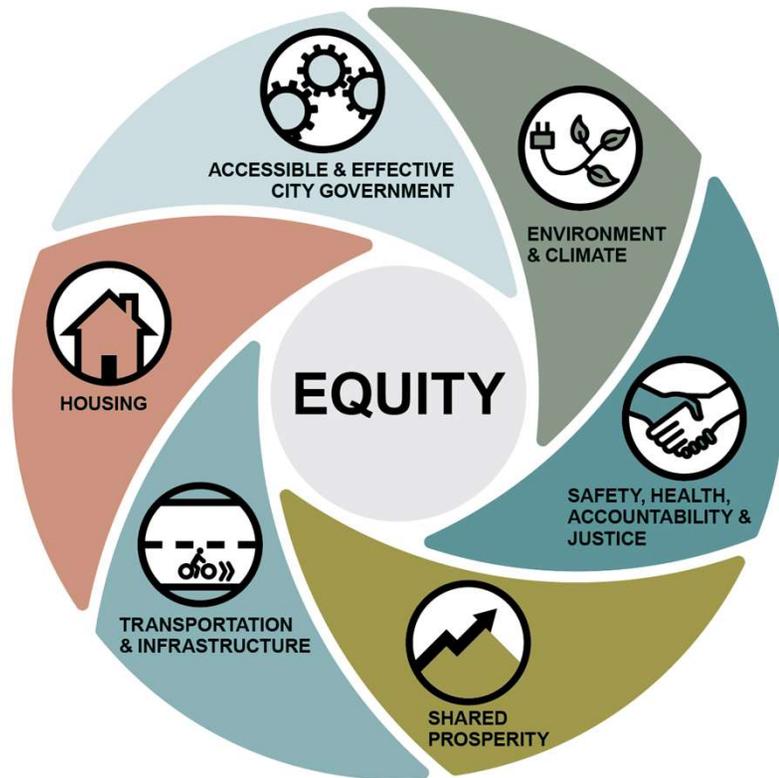


# COUNCIL GOAL SETTING TIMELINE



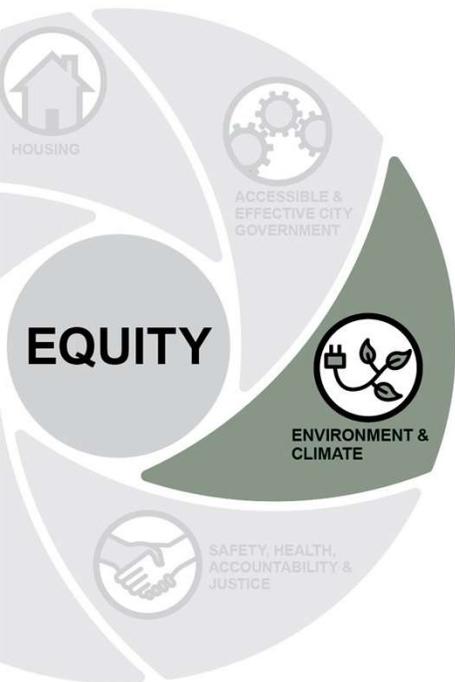
**Budget Approval**

## COUNCIL GOALS AND THE PROPOSED BUDGET



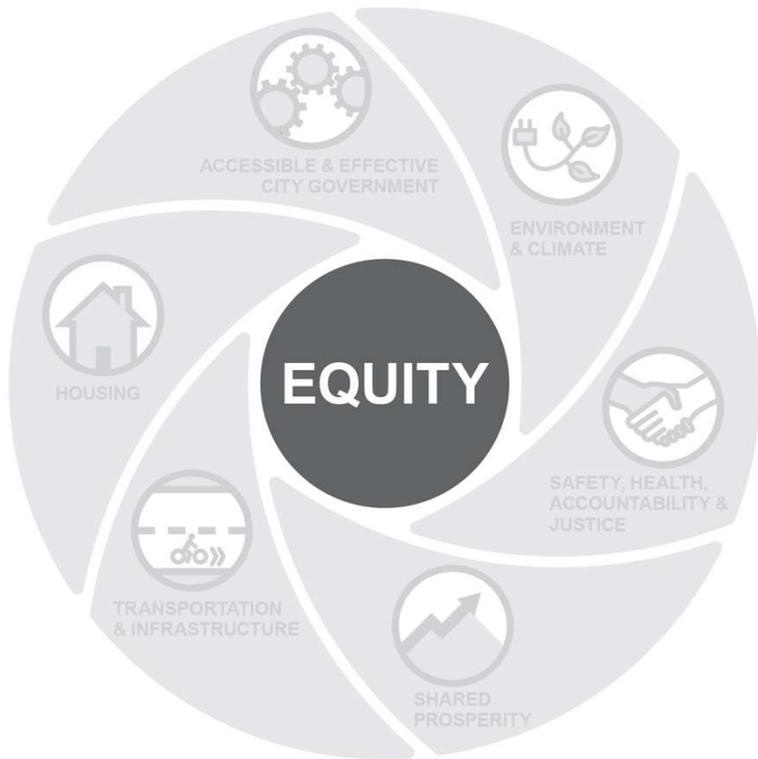
- Presentations will be focused on support and implementation of Council Goals
- Slides will feature the icon or graphic for the respective goal area
- Goals with city-wide focus:
  - Environment & Climate
  - Diversity, Equity, Inclusion, & Accessibility

## ENVIRONMENT & CLIMATE



- New standalone “Sustainability” program in the budget
  - Includes \$100,000 of City General Fund support to implement the Community Climate Action Plan
  - \$75,000 included for community-wide electric vehicle planning
- Department budgets reflect the following:
  - \$68,800 related to implementation of strategic energy management plan
  - 8 Electric Vehicle (EV) charging stations planned for in the Facilities budget
  - Fleet department to conduct an electric vehicle feasibility study and cost-benefit analysis

# DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY



- New standalone “Diversity, Equity, Inclusion, and Accessibility (DEIA)” program in the budget
  - Accessibility Program previously accounted for in General Fund now part of new DEIA program
- Department budgets and operations include:
  - New Equity and Inclusion Director
  - Increased focus on DEIA in hiring and recruitment efforts
  - Training
  - Community outreach
  - Translation and interpretation services

QUESTIONS?

