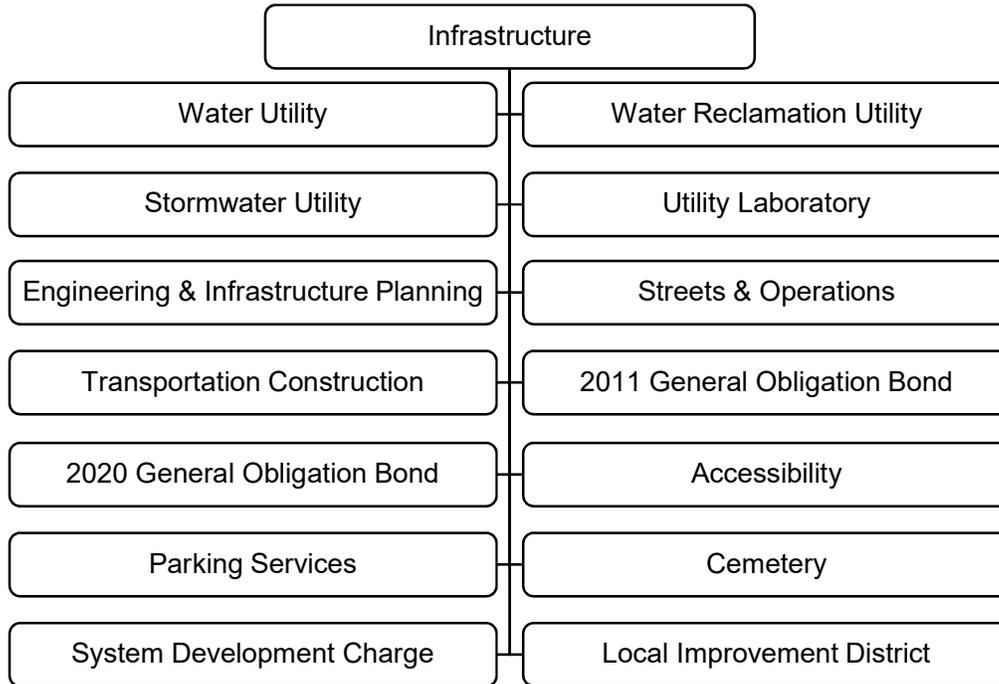


INFRASTRUCTURE SERVICE AREA



Water, Water Reclamation and Stormwater Utilities

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

Utility Laboratory and Engineering & Infrastructure Planning

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

Streets & Operations

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

Transportation Construction

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

2011 General Obligation Bond

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

2020 General Obligation Bond

The General Obligation (G.O.) Bond Construction and Debt Service Funds account for the transportation construction projects and debt payments associated with the issuance of G.O. Bonds approved by the voters in November 2020.

Accessibility

The goal of the accessibility program is to provide equal access to all City-sponsored services, programs, and activities for community members and employees with disabilities. In the 2021-2023 Proposed Biennial Budget the Accessibility Program has moved and is part of the Diversity, Equity, Inclusion and Accessibility Division. The budget and program details are now presented under the City's "Administration & Central Services Service Area." The Accessibility Construction Fund accounts for construction activity and capital accessibility improvements.

Continued on the next page

Parking Services

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

Cemetery

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

System Development Charge (SDC)

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

Local Improvement District (LID)

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

INFRASTRUCTURE
Utility Department

ONE WATER

The Utility Department has four service Divisions: Administration; Operations and Maintenance; Environmental Compliance; and the Capital Improvement Program managed by the Engineering & Infrastructure Planning Department. The Utility Department adopted the “One Water” concept, which is an integrated planning and implementation approach to managing finite water resources. One Water is a collaborative way of achieving sustainable, reliable and resilient water systems. For Bend, a great example is the gains made in operational efficiencies by cross training across all three disciplines of the Utility: Water, Water Reclamation and Stormwater. The cross training of staff was a concept borne out of necessity during the recession when the Utility Department was required to flat line staffing, but maintain the same high level of service. Having staff trained to perform in all three areas allows the Utility Department to not only be more efficient, but to be more adaptable to changing regulations, operational and maintenance needs, community values and internal City goals and objectives.



Water Fund

Programs within the Water Fund ensure that we treat and deliver the highest quality water from pure sources to Bend’s residents, businesses and visitors every day, in support of industry and homeowner needs.



Water Reclamation Fund

Programs within the Water Reclamation Fund make sure that wastewater is a renewable resource. Safe conveyance and treatment processes along with strong operational objectives ensure that the management of wastewater and its byproducts are an important part of our environmental stewardship process.



Stormwater Fund

Programs within the Stormwater Fund seek to prevent and/or minimize localized flooding events which protects the public, and the water quality of both our surface water and groundwater resources.

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Water Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 44,055,825	\$ 52,495,800	\$ 54,997,253	\$ 62,038,700	\$ 62,038,700	\$ 62,897,600
Intergovernmental revenues	81,325	80,100	87,119	-	-	-
Charges for services	40,365,602	42,102,600	40,782,600	45,259,000	45,259,000	45,259,000
Miscellaneous	2,624,651	2,252,200	2,035,985	1,511,600	1,511,600	1,511,600
Debt proceeds	-	2,795,400	2,708,131	-	-	-
Interfund transfers	7,175,745	6,468,200	7,217,533	7,902,900	7,902,900	7,902,900
TOTAL RESOURCES	\$ 94,303,149	\$ 106,194,300	\$ 107,828,621	\$ 116,712,200	\$ 116,712,200	\$ 117,571,100
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 9,205,436	\$ 11,799,000	\$ 10,986,318	\$ 13,050,400	\$ 13,050,400	\$ 13,050,400
Materials & services	7,588,079	9,392,700	7,827,724	9,984,300	9,984,300	9,984,300
Capital outlay	6,404,593	12,916,400	10,159,244	25,233,100	25,233,100	26,092,000
Total Infrastructure Program	23,198,108	34,108,100	28,973,286	48,267,800	48,267,800	49,126,700
Interfund Transfers	7,832,854	6,246,400	6,218,957	7,003,100	7,003,100	7,003,100
Debt Service	8,274,934	9,880,000	9,738,824	8,361,000	8,361,000	8,361,000
Contingency	-	4,853,600	-	4,865,800	4,865,800	4,865,800
Reserves Future Construction	-	44,606,200	-	41,714,500	41,714,500	41,714,500
Reserves Major Maintenance	-	5,000,000	-	5,000,000	5,000,000	5,000,000
Reserves Rate Stabilization	-	1,500,000	-	1,500,000	1,500,000	1,500,000
TOTAL REQUIREMENTS	\$ 39,305,896	\$ 106,194,300	\$ 44,931,066	\$ 116,712,200	\$ 116,712,200	\$ 117,571,100

Full Time Equivalents			44.71			45.71
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE **Water Fund**

Overview

The City's potable water system derives its primary source from the pristine spring fed waters of the Bend Municipal Watershed, and a secondary source from groundwater contained in the Deschutes Regional Aquifer. The City currently operates 20 wells, 15 reservoirs and 6 pump stations; and delivers water to over 26,000 customer accounts through over 440 miles of water mains. The core function of the potable water system is to provide safe and reliable drinking water and fire protection for the community members of Bend through the prudent and efficient use of ratepayer funds.

The Water Filtration Facility is located approximately 1 mile northwest of Bend at the Outback Site. This facility is an advanced membrane treatment facility with an annual average of 8.73 million gallons per day, though it varies greatly between winter maximum daily water demand and summer maximum daily water demand. The treatment facility was required to meet federal water treatment regulations and came online in April of 2016. While still relatively new, the Water Filtration Facility requires regular maintenance and equipment replacement.

The City maintains a 30-year water rate model to project the financial needs of the Water Fund. The City's goal is to ensure the financial stability of the Water Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Fund within this budget cycle will continue to be addressing portions of the distribution system that contain old infrastructure, specifically the aging cast iron, galvanized iron and steel pipes identified through the Integrated Water System Master Plan. Prioritization of replacement work considers the age of the pipe, the potential consequence and criticality of failure, project coordination with other city departments and private utility projects, as well as the results of the leak detection program. Additional public facing water conservation programs analyzed through the Water Management and Conservation Plan are also included within this budget.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Update the department's Utility Assistance Programs to support the City Council's 2021-2023 Shared Prosperity Goal
- Provide additional water conservation opportunities for customers to support the City Council's 2021-2023 Environmental and Climate Goal
- Deliver Capital Improvement Program
- Develop a new Utility Department strategic plan
- Improve the public understanding of water resources
- Conduct water cost of service analysis
- Complete and adopt an update to the Water System Master Plan that identifies \$85.0 million over the next five years in system improvements to the surface and groundwater distribution system and repair and replacement improvements to reservoirs, groundwater wells, pipelines, power, and security. The adopted budget includes \$6.5 million in projects identified in the Water System Master Plan, and future budget adjustments and Capital Improvement Programs will reflect further implementation of the plan.

Major Accomplishments during the 2019 – 2021 Biennium

- Water main replacement project completed on Lower Village Road totaling 800 feet of new main
- Water main replacement project completed on NW 2nd Street and NW 3rd Street totaling 1,000 feet of new main
- Residential Meter Box Upgrade project Phases 9 and 10
- WaterWise workshop series at Hollinshead Park
- COVID-19 Utility Rate Assistance collaboration for commercial customers
- The Utility Billing software replacement project was implemented in June 2021.

Significant Changes from the 2019 – 2021 Biennial Budget

- Additional budget for synergy projects that align with other street & transportation projects
- Increased support for Utility Billing software replacement
- One (1) new Utility Program Compliance Technician for Water Conservation to assist with water conservation programs for the public

Administration

The Administration Division is comprised of six programs:

- The Business Management program oversees all budget and financial activities within the department. This includes budget development for Water, Water Reclamation and Stormwater Funds in addition to regular financial analyses for cost of utility services, monthly and annual reporting for the department, and development of key performance indicators for the department.
- The Administrative Services program performs all administrative duties related to the Utility Department. This includes general administrative process oversight and human resources management for the department's staff.
The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Transportation and Mobility departments, operational program analysis and operator certification training for Utility staff, special projects for Utilities, and oversight of the Internal Services Department's safety program.
- The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives.
- The Water Resources program provides for long-term sustainable water supply for Bend including: planning, acquisition, management, and compliance for the entire water rights portfolio including the Deschutes Basin Groundwater Mitigation program. The Water Resources Program is comprised of the Water Rights, Watershed Management and WaterWise subprograms. Water Resources also provides the liaison and government affairs coordination for water related partnerships with irrigation districts, the US Forest Service, US Geological Service (USGS) and the Oregon Water Resources Department along with related legislative policy work and coordination with key water stakeholders.
- The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges. The Utility Billing software replacement project was implemented in June 2021.

Operations and Maintenance

The Operations and Maintenance Division consists of five programs:

- The Safe Drinking Water program ensures that no point-source contamination of the City water system occurs. This program works with homeowners and businesses to prevent cross contamination of water sources in accordance with State regulation.
- The Water Operations program carries out the daily tasks required to provide water to all customers. They are responsible for operating the Heidi Lansdowne Intake facility, the Water Filtration Facility, the water distribution system, groundwater wells, disinfection, reservoirs, pump stations and pressure regulating systems to deliver safe water, on demand, at appropriate pressures throughout the City.
- The Repair and Replacement program provides field services and oversight in repairing and replacing waterlines and water meters. This program is responsible for the operation and maintenance of all valves, hydrants, and other appurtenances associated with the water distribution system. This service group supports both public and private utility projects, and responds to pipe breaks and emergency events such as setting up temporary water systems.
- The Instrumentation, Controls and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City's Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.
- The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure; and is responsible for all meter turn on and off activity related to new and/or changing accounts, or non-payment of services. The Customer Service Program also provides customer side leak detection through Watersmart Software.

Capital Infrastructure Program

The Water Capital Infrastructure Program (CIP), administered by the Engineering & Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget the Infrastructure section.

INFRASTRUCTURE
Water Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
Three (3) SUV replacements	\$ 90,000	\$ -	\$ -	\$ -	\$ -
Two (2) Standard truck replacement	70,000	-	-	-	75,000
One (1) Heavy duty truck replacement	35,000	-	-	-	-
One (1) SUV replacement	-	35,000	-	-	-
Two (2) Heavy duty truck replacements	-	75,000	95,000	-	-
One (1) Standard truck replacement	-	-	30,000	30,000	-
Four (4) Heavy duty truck replacements	-	-	-	170,000	-
One (1) Dump truck replacement	-	-	-	-	125,000
Subtotal Vehicles:	\$ 195,000	\$ 110,000	\$ 125,000	\$ 200,000	\$ 200,000
Equipment:					
One (1) New dump truck + 8-9 yard dump body	\$ 145,000	\$ -	\$ -	\$ -	\$ -
One (1) Wachs standard valve maintenance skid unit	80,000	-	-	-	-
24" Flow meter for Outback Reservoir #2	20,000	-	-	-	-
Ground penetrating radar (GPR) replacement	-	15,000	-	-	-
One (1) New snowmobile	-	20,000	-	-	-
One (1) CAT 303.5 Mini-excavator replacement	-	80,000	-	-	-
One (1) Service body for truck replacement	-	10,000	-	-	-
One (1) Onan generator replacement	-	150,000	-	-	-
Water Transmission Equipment	-	61,000	-	-	-
One CAT 303.5 Mini-excavator replacemnt	-	-	80,000	-	-
Subtotal Equipment	\$ 245,000	\$ 336,000	\$ 80,000	\$ -	\$ -
Intangibles:					
Supervisory control and data acquisition system replacement	\$ -	\$ -	\$ 450,000	\$ -	\$ -
Subtotal intangibles	\$ -	\$ -	\$ 450,000	\$ -	\$ -
Total	\$ 440,000	\$ 446,000	\$ 655,000	\$ 200,000	\$ 200,000

FIVE YEAR REPAIR, REPLACEMENT & LAND ACQUISITION CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Water Line replacement	\$ 1,065,000	\$ 900,000	\$ 600,000	\$ 700,000	\$ 700,000
Meter Box Replacement	750,000	750,000	750,000	750,000	825,000
Murphy Pump Station Improvement	693,900	-	-	-	-
Rebuild Awbrey PS pumps #1 & #2	20,000	-	-	-	-
City-ODOT US20 Greenwood synergy project	200,000	-	-	-	-
Re-coat Outback 2 reservoir interior	1,300,000	-	-	-	-
Re-coat RockBluff reservoir interior	-	700,000	-	-	-
Total	\$ 4,028,900	\$ 2,350,000	\$ 1,350,000	\$ 1,450,000	\$ 1,525,000

Water Fund
Five Year Capital Improvement Program (CIP) Schedule

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RFGU Franklin & Greenwood Underpass	5	\$ -	\$ -	\$ 145,000	\$ -	\$ -	145,000
1RNPR Newport Corridor Improvements	1	2,263,500	794,000	-	-	-	\$ 3,057,500
1SCSE Collection System Enhancement Program	N/A	315,000	-	-	-	-	315,000
1TMC2 Murphy Brosterhous to 15th	1	59,000	-	-	-	-	59,000
1TNPS Neff and Purcell Intersection	2	-	18,600	-	-	-	18,600
1TTSI Traffic Signal Improvements	5	15,000	-	-	-	-	15,000
1WABD Awbrey Butte Distribution Improvements	5	1,060,000	5,937,000	9,312,000	9,139,000	3,170,000	28,618,000
1WFRR Capital Repair and Replacement Projects	N/A	500,000	500,000	500,000	2,500,000	2,500,000	6,500,000
1WMP1 Water System Master Plan Update	N/A	15,000	-	-	-	-	15,000
1WOFI Outback Facility Improvements	5	3,400,000	3,400,000	4,000,000	8,000,000	8,839,000	27,639,000
1WPDI Pilot Butte Distribution Improvements	5	-	-	500,000	5,000,000	7,000,000	12,500,000
1WROC Rock Bluff Reservoir	5	-	300,000	400,000	-	-	700,000
1WWCM Well Capital Maintenance	5	-	-	1,450,000	3,676,000	-	5,126,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		\$ 7,827,500	\$ 10,999,600	\$ 16,307,000	\$ 28,315,000	\$ 21,509,000	\$ 84,958,100

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

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

Water Reclamation Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 48,022,488	\$ 65,864,200	\$ 67,628,777	\$ 73,971,500	\$ 73,971,500	\$ 73,971,500
Intergovernmental revenues	365,391	326,200	262,538	-	-	-
Charges for services	56,301,369	64,726,300	63,466,494	69,428,100	69,428,100	69,428,100
Miscellaneous	2,593,637	1,635,200	1,751,135	1,445,200	1,445,200	1,445,200
Debt proceeds	34,121,400	57,771,000	75,650,275	18,389,700	18,389,700	18,389,700
Interfund transfers	13,352,112	11,739,000	11,509,821	10,250,600	10,250,600	10,250,600
TOTAL RESOURCES	\$ 154,756,396	\$ 202,061,900	\$ 220,269,040	\$ 173,485,100	\$ 173,485,100	\$ 173,485,100
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 11,473,610	\$ 13,619,300	\$ 12,700,527	\$ 15,871,200	\$ 15,871,200	\$ 15,871,200
Materials & services	5,844,181	7,697,200	7,122,872	8,819,200	8,819,200	8,819,200
Capital outlay	41,879,072	97,637,100	87,471,907	54,071,200	54,071,200	54,071,200
Total Infrastructure Program	59,196,864	118,953,600	107,295,306	78,761,600	78,761,600	78,761,600
Interfund Transfers	11,829,445	13,794,700	13,724,973	15,819,700	15,819,700	15,819,700
Debt Service	16,101,311	30,038,000	25,277,277	29,019,500	29,019,500	29,019,500
Contingency	-	3,128,600	-	3,616,600	3,616,600	3,616,600
Reserves Debt Service	-	4,611,500	-	5,625,200	5,625,200	5,625,200
Reserves Future Construction	-	25,535,500	-	34,642,500	34,642,500	34,642,500
Reserves Major Maintenance	-	5,000,000	-	5,000,000	5,000,000	5,000,000
Reserves Rate Stabilization	-	1,000,000	-	1,000,000	1,000,000	1,000,000
TOTAL REQUIREMENTS	\$ 87,127,619	\$ 202,061,900	\$ 146,297,555	\$ 173,485,100	\$ 173,485,100	\$ 173,485,100

Full Time Equivalents	53.40	55.40
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE **Water Reclamation Fund**

Overview

The City's sewer collection system collects and conveys wastewater from almost 34,000 customer accounts to the treatment plant in a well-maintained system, with minimal blockages and overflows. The collection system includes over 470 miles of wastewater pipes and approximately 400 wastewater pumping lift stations. The lift stations provide a means of moving wastewater from areas lacking gravity sewer lines to an adjacent area where gravity lines exist.

The Water Reclamation Facility (WRF) is located approximately eight miles northeast of Bend. This facility is an advanced conventional activated sludge plant built in 1980, with an average daily capacity of 8.5 million gallons/day. The WRF is the only facility with the capability of treating Bend's domestic and industrial wastewater. The WRF operates under a Water Pollution Control Facility permit issued by the Department of Environmental Quality (DEQ). The permit contains requirements concerning the treatment and disposal of all wastewater from the collection system, and the operation and maintenance of all equipment needed to meet these requirements. The facility is recently expanded in accordance with needs identified in the Facilities Master Plan. The upgraded WRF operates with a state-of-the-art Integrated Fixed Activated Sludge treatment process that replaces the conventional activated sludge process and enables the WRF to handle increased loads and flows. The WRF Solids Handling Improvement Project is currently underway and scheduled to be completed in the 2021-2023 biennium. This project will focus its attention on a new process to treat the biosolids from the wastewater treatment process and ultimately prepare them for safe distribution in the environment. During all this construction activity, the WRF must still operate and meet regulatory permit requirements.

The City maintains a 30-year sewer rate model to project the financial needs of the Water Reclamation Utility Fund. The City's goal is to ensure the financial stability of the Water Reclamation Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenge facing the Water Reclamation Fund in this budget cycle will be financing the significant infrastructure needs identified in the Collection System Master Plan, on-going needs at the WRF, the expansion of the Urban Growth Boundary and the Septic to Sewer Conversion program, transitioning homes within city limits from septic to public sewer. The City continues to work on minimizing these rate impacts while ensuring the financial stability of the Water Reclamation Fund.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Update the department's Utility Assistance Programs to support the City Council's 2021 – 2023 Shared Prosperity Goal
- Deliver Capital Improvement Program
- Develop a new Utility Department strategic plan
- Perform Cured in Place Pipe rehabilitation at two new collections systems locations
- Continue lift station maintenance in alignment with the Collection System Enhancement Program
- Improve the public understanding of water reuse and resource recovery
- Conduct water reclamation cost of service analysis

Major Accomplishments during the 2019 – 2021 Biennium

- Completed sewer pipe rehabilitation project totaling 4,200 feet of pipe rehabilitated

- Decommissioned eleven sewer lift stations
- Upgraded thirteen sewer lift stations to smart control pumps
- WRF expansion and upgrade to new treatment process
- WRF Solids Handling Improvement Project began to improve potential use of biosolids
- Continued WRF operations throughout extended construction

Significant Changes from the 2019 – 2021 Biennial Budget

- Additional budget for synergy projects that align with other street & transportation projects
- Additional repair and maintenance budget at WRF to optimize post-expansion
- Equipment replacement for WRF biosolids handling / drying equipment
- One (1) Utility Mechanic at the WRF to provide preventative maintenance at the recently expanded facility
- One (1) Utility Collections Apprentice to assist with utility project support, emergency response and preventative maintenance of the collections system

Administration

The Administration Division is comprised of five programs:

- The Business Management program oversees all budget and financial activities within the department. This includes budget development for Water, Water Reclamation and Stormwater Funds in addition to regular financial analyses for cost of utility services, monthly and annual reporting for the department, and development of key performance indicators for the department.
- The Administrative Services program performs all administrative duties related to the Utility Department. This includes general administrative process oversight and human resources management for the department's staff.
- The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Transportation and Mobility departments, operational program analysis and operator certification training for Utility staff, special projects for Utilities, and oversight of the Internal Services Department's safety program.
- The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives.
- The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges. The Utility Billing software replacement project was implemented in June 2021.

Environmental Compliance Division

The Industrial Pretreatment Program protects the collection system and Water Reclamation Facility by ensuring compliance with all federal, state and local pretreatment laws. The program ensures the health and safety of the collection system workers, protects the City's expensive infrastructure and guards the biological process at the City's water reclamation facility. This program is the main point of contact for customers that participate in the Extra Strength Charge program. Beginning in the new biennium the Industrial Pretreatment Program will expand its focus to include additional revenue streams through resource recovery and reuse.

Operations and Maintenance

The Operations and Maintenance Division consists of five programs:

- The Water Reclamation Facility program is responsible for operating and maintaining the WRF. This team of certified operators is responsible for providing consistent and reliable wastewater treatment and meeting all permit parameters established by the Oregon DEQ.
- The Repair and Replacement program is responsible for the preventative and emergency repairs of all underground wastewater pipes (gravity and force mains) and the rehabilitation of all manholes.
- The Collection System program performs the operation and general maintenance functions of the Wastewater Collections system. This work group is responsible for the cleaning of the collection system utilizing specialized equipment capable of high pressure water cleaning and vacuuming debris out of the collections system, and vans equipped with closed circuit television equipment capable of video inspecting wastewater piping. The work group also oversees all lift station operations, smoke testing and collection system odor control activities. Collection System staff also operate and provide mechanical maintenance and repair services to all of the wastewater lift stations.
- The Instrumentation, Control and Electrical (ICE) program provides oversight, maintenance and repair to the electrical, instrumentation, control and telemetry systems serving the Water Reclamation Utility. ICE infrastructure allows for system automation, control and monitoring. This group is responsible for implementation of the City's Supervisory Control and Data Acquisition (SCADA) program and standards. The ICE group keeps the control and communication systems running, installs and maintains all instrumentation, installs and programs controllers, and maintains all electrical system equipment and components.
- The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure.

Capital Infrastructure Program

The Water Reclamation Capital Infrastructure Program (CIP), administered by the Engineering & Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget in the Infrastructure section.

INFRASTRUCTURE
Water Reclamation Fund

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) SUV replacement	\$ 30,000	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
One (1) Standard truck replacement	45,000	-	-	-	-
One (1) Standard work truck replacement	35,000	-	35,000	-	-
Two (2) SUV replacement	-	-	60,000	-	-
One (1) Dump truck replacement	-	-	-	150,000	-
Four (4) Heavy duty work truck replacement	-	-	-	-	215,000
Subtotal Vehicles	\$ 110,000	\$ -	\$ 125,000	\$ 180,000	\$ 245,000
Equipment:					
One (1) Vactor replacement	\$ 480,000	\$ -	\$ -	\$ -	\$ 450,000
One (1) Service body & one (1) crane	30,000	-	-	-	-
Wood River vacuum pump modulation upgrade	41,000	-	-	-	-
Wastewater Reclamation Facility (WRF) equipment	60,000	60,000	-	-	-
Ground penetrating radar (GPR) replacement	-	15,000	-	-	-
One (1) Brown Bear aerator replacement	-	300,000	-	-	-
One (1) Case loader replacement	-	235,000	-	-	-
HVAC equipment	-	40,000	-	-	-
Wood River - new wireless monitoring system	-	85,000	-	-	-
One (1) emergency backup Generator replacement	-	100,000	100,000	130,000	55,000
One (1) Portable generator replacement	-	-	95,000	-	-
Subtotal Equipment	\$ 611,000	\$ 835,000	\$ 195,000	\$ 130,000	\$ 505,000
Intangibles:					
Supervisory control and data acquisition system replacement	\$ -	\$ -	\$ 450,000	\$ -	\$ -
Subtotal intangibles	\$ -	\$ -	\$ 450,000	\$ -	\$ -
Total	\$ 721,000	\$ 835,000	\$ 770,000	\$ 310,000	\$ 750,000

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Cure-in-place piping (CIPP) sewerline rehabilitation	\$ 550,000	\$ 550,000	\$ 550,000	\$ 590,000	\$ 550,000
Manhole rehabilitation equipment	125,000	125,000	-	-	-
WRF Major infrastructure upgrades	70,000	70,000	-	-	-
Replace electrical enclosures at Romaine Village	35,000	35,000	-	-	-
Total	\$ 780,000	\$ 780,000	\$ 550,000	\$ 590,000	\$ 550,000

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

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RNPR Newport Corridor Improvements	1	\$ 2,722,000	\$ 1,009,000	\$ -	\$ -	\$ -	\$ 3,731,000
1SAAI Addison & Butler Mkt Gravity Improvement	5	-	-	-	1,512,000	-	1,512,000
1SAMM SW Sewer Basin Improvements	3	4,200,000	2,200,000	2,400,000	3,600,000	-	12,400,000
1SBSS Bend Septic Solutions	N/A	50,000	10,000	-	-	-	60,000
1SCSE Collection System Enhancement Program	N/A	3,300,000	-	-	-	-	3,300,000
1SFPU WRF Facilities Plan Update	N/A	500,000	-	-	-	-	500,000
1SMP1 Collection System Master Plan Update	N/A	1,250,000	250,000	-	-	-	1,500,000
1SN02 Via Sandia, Orion & East Lake Sewer	1	1,600,000	-	-	-	-	1,600,000
1SN03 Admiral and King Jehu Sewer Project	5	2,622,500	1,315,000	-	-	-	3,937,500
1SNEP Bend Sewer Neighborhood Extension Program	N/A	793,000	2,500,000	2,500,000	2,500,000	2,500,000	10,793,000
1SNI2 North Interceptor Phase II	1	11,000,000	-	-	-	-	11,000,000
1SNIA North Interceptor Pipe Alignment	1	236,000	-	-	-	-	236,000
1SNIL North Interceptor Lift Station	1	193,000	-	-	-	-	193,000
1SNIP North Interceptor Phase I	1	34,000	-	-	-	-	34,000
1SNIX North Interceptor Canal Crossing	1	745,000	-	-	-	-	745,000
1SOC1 Odor Control Master Plan	N/A	-	-	1,155,000	-	-	1,155,000
1SPCR WRF Primary Clarifier Rehabilitation	5	1,000,000	-	-	-	-	1,000,000
1SPGA Large Gravity Pipe Condition Assessment	5	-	-	-	200,000	200,000	400,000
1SPSD Pump Station Decommissions	3	3,442,000	3,139,000	-	-	-	6,581,000
1SPSX Pump Station Program Funding	N/A	200,000	1,500,000	2,500,000	2,500,000	2,500,000	9,200,000
1SSFU Support Facilities Upgrade	5	-	500,000	500,000	-	-	1,000,000
1SSHI Solids Handling Improvements	1	3,000,000	560,700	-	-	-	3,560,700
1TMCI Murphy Railway Overcrossing	1	46,000	-	-	-	-	46,000
1TNPS Neff and Purcell Intersection	2	394,000	394,000	-	-	-	788,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		\$ 37,527,500	\$ 13,427,700	\$ 9,055,000	\$ 10,312,000	\$ 5,200,000	\$ 75,522,200

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

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

Stormwater Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 5,170,675	\$ 5,402,400	\$ 5,685,880	\$ 7,133,500	\$ 7,133,500	\$ 7,248,500
Intergovernmental revenues	-	-	8,516	-	-	-
Charges for services	7,807,389	8,532,600	8,534,090	10,025,700	10,025,700	10,025,700
Miscellaneous	336,643	67,200	197,456	150,700	150,700	150,700
Debt proceeds	804,097	8,218,500	4,570,000	9,168,000	9,168,000	9,168,000
Interfund transfers	48,324	53,200	137,977	60,300	60,300	60,300
TOTAL RESOURCES	\$ 14,167,129	\$ 22,273,900	\$ 19,133,919	\$ 26,538,200	\$ 26,538,200	\$ 26,653,200
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 2,383,767	\$ 2,519,900	\$ 2,332,901	\$ 2,860,100	\$ 2,860,100	\$ 2,860,100
Materials & services	715,181	935,600	771,202	1,373,700	1,373,700	1,488,700
Capital outlay	3,603,949	8,538,600	6,734,445	11,312,300	11,312,300	11,312,300
Total Infrastructure Program	6,702,897	11,994,100	9,838,549	15,546,100	15,546,100	15,661,100
Interfund Transfers	1,682,976	1,928,500	1,858,413	2,664,900	2,664,900	2,664,900
Debt Service	95,376	788,000	188,454	693,000	693,000	693,000
Contingency	-	1,166,700	-	792,200	792,200	792,200
Reserves Debt Service	-	-	-	453,900	453,900	453,900
Reserves Future Construction	-	6,396,600	-	6,388,100	6,388,100	6,388,100
TOTAL REQUIREMENTS	\$ 8,481,249	\$ 22,273,900	\$ 11,885,416	\$ 26,538,200	\$ 26,538,200	\$ 26,653,200

Full Time Equivalents

11.04

11.04

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

INFRASTRUCTURE **Stormwater Fund**

Overview

The City's stormwater system consists of 64 miles of stormwater pipe, almost 10,626 catch basins and 203 swales. Unlike in some other communities, Bend's stormwater system and sewer collection systems are not combined. The primary responsibility of the Stormwater Fund is to protect water quality and prevent flooding through the maintenance, repair and expansion of the stormwater system in compliance with federal and state regulation. Stormwater regulation is governed by the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Phase II stormwater permit, and the Underground Injection Control (UIC) Water Pollution Control Facilities (WPCF) permit, and Public Facility Plan requirements.

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

The City maintains a 30-year stormwater rate model to project the financial needs of the Stormwater Fund. The City's goal is to ensure the financial stability of the Stormwater Fund while continuing to evaluate the affordability of rates for ratepayers and meeting stewardship, regulatory and environmental compliance commitments.

The most significant challenges facing the Stormwater Fund in this budget cycle will be completing the stormwater cost of service analysis, kicking off the upcoming Stormwater Master Plan, beginning upgrades of drill hole spill protection in sensitive drinking water protection areas, and completing the Newport Avenue infrastructure improvements. In addition, it will be important for the Utility Department to identify potential synergy projects initiated through other street and transportation projects that aid the stormwater system.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Update the department's Utility Assistance Programs to support the City Council's 2021-2023 Shared Prosperity Goal
- Deliver Capital Improvement Program
- Develop a new Utility Department strategic plan
- Identify street and transportation synergy projects that aid stormwater quality
- Continue full compliance with regulatory requirements and water quality needs. Develop a new Integrated Stormwater Management Plan to address the needs of reissued NPDES and WPCF-UIC permits
- Conduct stormwater cost of service analysis to provide guidance and development rule modification to support drainage and density flexibility

Major Accomplishments during the 2019 – 2021 Biennium

- Completed stormwater drainage improvement project at NE 8th St. and NE Penn Ave.
- Completed stormwater drainage improvement project within City Alley behind McMenamins
- Localized flooding / stormwater improvements made at multiple locations

- Developed and implementing street sweeping plan for sensitive MS4 permit area with the Transportation and Mobility Department
- Youth education collaboration with Bend Film to improve public understanding of water quality
- Completed dry well retrofits for spill protection and drinking water protection

Significant Changes from the 2019 – 2021 Biennial Budget

- Additional budget for catch basin and drill hole rehabilitation to improve water quality
- Completion of stormwater cost of service analysis

Administration

The Administration Division is comprised of five programs:

- The Business Management program oversees all budget and financial activities within the department. This includes budget development for Water, Water Reclamation and Stormwater Funds in addition to regular financial analyses for cost of utility services, monthly and annual reporting for the department, and development of key performance indicators for the department.
- The Administrative Services program performs all administrative duties related to the Utility Department. This includes general administrative process oversight and human resources management for the department's staff.
- The Safety program performs all safety related activities. Safety training development and scheduling, including emergency management for Utilities and Transportation and Mobility departments, operational program analysis and operator certification training for Utility staff, special projects for Utilities, and oversight of the Internal Services Department's safety program.
- The Data Services program manages collection and auditing of the utility infrastructure data utilizing enterprise asset management (work order management), the geographic information system (GIS), computer-aided design (CAD) software programs, and as-built file archives.
- The Utility Billing program performs all functions related to customer service and billing of water, sewer and stormwater accounts; and general billing of sewer dump fees, property damage, industrial pretreatment and all non-rate related fees and charges. The Utility Billing software replacement project was implemented in June 2021.

Operations and Maintenance

The Operations and Maintenance Division consists of two programs:

- The Stormwater Operations and Maintenance program provides for the maintenance and repair of stormwater infrastructure, including pipe and catch basin repair, drill hole reconditioning, water quality controls, and system cleaning. This program pays for system operation, including emergency response during flooding events. The program also funds 40% of the City's street sweeping program, which removes sediment from streets and stormwater runoff thereby protecting catch basin and drill hole operations from prematurely failing.
- The Customer Service program responds to internal and external customer needs and affords prompt and thorough service to all. This group provides timely response to customers and closes communication loops inside and outside the organization. By having a single point of contact to respond to issues, the customer benefits by effectively receiving a definitive answer and prompt service. This program also performs all requests for underground utility locates of water, sewer and stormwater infrastructure.

Environmental Compliance

The Stormwater Regulatory program focuses on ensuring water quality of the Deschutes River and underground drinking water aquifers. This is accomplished through close coordination with utility operations and engineering staff tasked with building and maintaining the city's stormwater infrastructure. This program includes a focus on public education and outreach to promote environmental stewardship throughout the community.

Capital Infrastructure Program

The Stormwater Capital Infrastructure Program (CIP), administered by the Engineering & Infrastructure Planning Department (EIPD), implements projects identified in various City-adopted long-range plans and from operational needs. The CIP is prioritized through coordinated departmental efforts that consider the integration of planning and development, engineering, construction, financing requirements and future operational costs. For program goals and objectives, please see the EIPD budget in the Infrastructure section.

INFRASTRUCTURE
Stormwater Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Sweeper replacement	\$ -	\$ -	\$ -	\$ 350,000	\$ -
Subtotal Vehicles	\$ -	\$ -	\$ -	\$ 350,000	\$ -
Equipment:					
One (1) Vactor replacement	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Subtotal Equipment	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Total	\$ -	\$ -	\$ -	\$ 350,000	\$ 450,000

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Drainage improvement projects	\$ 300,000	\$ 395,000	\$ 300,000	\$ 350,000	\$ 350,000
Total	\$ 300,000	\$ 395,000	\$ 300,000	\$ 350,000	\$ 350,000

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

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1RFGU Franklin & Greenwood Underpass	5	\$ -	\$ -	\$ -	\$ 750,000	\$ 1,500,000	\$ 2,250,000
1RMNW Minnesota & Wall Stormwater	5	-	-	-	324,000	-	324,000
1RMP1 Stormwater Master Plan Update	N/A	166,000	166,000	168,000	-	-	500,000
1RNPR Newport Corridor Improvements	1	4,000,000	5,168,000	-	-	-	9,168,000
1RRMC Roosevelt & McKinley Stormwater	5	-	-	-	104,000	475,000	579,000
1RSAB South Awbrey Butte Drainage Improvements	5	-	-	-	1,250,000	3,500,000	4,750,000
1TCSI Citywide Safety Improvements	1	204,000	-	-	-	-	204,000
1TEC5 Purcell Butler Market	1	20,000	-	-	-	-	20,000
1TEC6 Purcell Blvd Modernization	1	20,000	-	-	-	-	20,000
1TMC2 Murphy Brosterhous to 15th	1	233,500	-	-	-	-	233,500
1TNPS Neff & Purcell Intersection	2	118,000	471,800	-	-	-	589,800
1XSTS Standards & Specifications Update	N/A	50,000	-	-	-	-	50,000
		\$ 4,811,500	\$ 5,805,800	\$ 168,000	\$ 2,428,000	\$ 5,475,000	\$ 18,688,300

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

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 583,424	\$ 259,700	\$ 272,287	\$ 716,200	\$ 716,200	\$ 716,200
Intergovernmental revenues	-	5,300	5,324	-	-	-
Miscellaneous	1,300	-	10,300	-	-	-
Interfund transfers	2,242,300	3,077,000	3,077,000	2,991,400	2,991,400	2,991,400
TOTAL RESOURCES	\$ 2,827,024	\$ 3,342,000	\$ 3,364,911	\$ 3,707,600	\$ 3,707,600	\$ 3,707,600
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 1,740,052	\$ 2,140,100	\$ 1,943,981	\$ 2,522,600	\$ 2,522,600	\$ 2,522,600
Materials & services	372,502	531,300	410,933	515,100	515,100	515,100
Capital outlay	191,750	73,300	38,735	160,000	160,000	160,000
Total Infrastructure Program	2,304,305	2,744,700	2,393,649	3,197,700	3,197,700	3,197,700
Interfund Transfers	250,432	255,200	255,109	476,000	476,000	476,000
Contingency	-	342,100	-	33,900	33,900	33,900
TOTAL REQUIREMENTS	\$ 2,554,737	\$ 3,342,000	\$ 2,648,758	\$ 3,707,600	\$ 3,707,600	\$ 3,707,600
Full Time Equivalents			9.00			9.00

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

INFRASTRUCTURE **Utility Laboratory**

Overview

The Utility Laboratory division within the Utility Department consists of two internal service programs, the Water Quality Laboratory and the Field Sampling and Measurement Program. The Water Quality Laboratory (“the Laboratory”) provides nationally accredited environmental laboratory analysis, technical data management, regulatory reporting and technical support for pertinent divisions within the Utility Department, other City departments and external customers. The Field Sampling and Measurement Program provides field sampling services and field measurement services for pertinent divisions within the Utility Department and other City departments. The main functions of the laboratory and field services programs are to perform the following duties:

- Drinking water, wastewater, reuse water and biosolids analysis for regulatory compliance and process performance
- Industrial Pretreatment sampling and waste discharge analysis
- Sampling, field activities and field measurement coordination
- Flow monitoring of the wastewater collection system supporting modeling and planning
- Water Quality Monitoring Program (Deschutes River, Bridge Creek and Tumalo Creek)
- Stormwater sampling / analysis and telemetry
- Specially requested analysis in conjunction with capital improvement projects
- Technical support including data analysis, database management and reporting
- Preparation and distribution of consumer confidence report / annual water quality report to all Bend Water consumers

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

The Laboratory is a division of the Internal Service Fund – Departmental Administration and is cost allocated to the Water, Water Reclamation and Stormwater Funds based on testing, sampling and analysis required for each system. The most significant challenges facing the Laboratory in this budget cycle include the increasing demand for public health protection and the increasing regulatory and operating requirements for sampling and analysis of drinking water, wastewater, biosolids, reuse water, stormwater and all environmental waters in the City.

Goals & Objectives for the 2021-2023 Biennial Budget

- Continued work to protect public health and the environment.
- Develop and support a new Utility Department strategic plan.
- Develop a plan for compliance with revised Lead and Copper Rule requirements
- Improve the public understanding of water quality and potential contaminants.
- Continued support of water, wastewater and stormwater regulatory compliance, continuous process improvement and efficient functioning
- Prepare and apply for TNI accreditation for the WQL for up to 3 chemistry analytical methods, further reducing our need for contract lab services.

Major Accomplishments during the 2019-2021 Biennium

- Laboratory was operational and staffed every day during the COVID-19 pandemic, including weekends and holidays.
- Field Sampling & Measurement program began COVID-19 wastewater surveillance program in cooperation with Deschutes County Health and Oregon State University
- Maintained Oregon Laboratory Accreditation Program / TNI Accreditation, retaining the Laboratory's ability to analyze drinking water for regulatory compliance and to remain protective of public health
- Received an average of 7,000 unique samples and performed an average of 21,000 unique analyses per year
- Collected numerous Industrial Pretreatment Program, stormwater and water quality samples and gathered field data through the Field Sampling and Measurement Program
- Acquired, installed and developed trace metals analysis method with new Agilent 7800 ICP-MS instrument

Significant Changes from the 2019-2021 Biennial Budget

- Replacing capital equipment that was deferred by the COVID-19 budget reductions in 2020 including remote sampler and Ion Chromatography instrument

INFRASTRUCTURE
Utility Laboratory

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) SUV replacement	\$ -	\$ 30,000	\$ -	\$ -	\$ -
One (1) Cargo van replacement	-	-	-	45,000	-
Subtotal Vehicles	\$ -	\$ 30,000	\$ -	\$ 45,000	\$ -
Equipment:					
One (1) YSI ExO Multi-parameter Sonde	\$ 21,500	\$ -	\$ 22,000	\$ -	\$ 22,500
One (1) Replacement Chromatograph	75,000	-	-	-	-
One (1) Refrigerated Field Composite Sampler	22,000	-	-	-	-
One (1) Portable Field Sampler	-	11,500	-	11,500	-
One (1) Autoclave	-	-	15,000	-	-
One (1) Microwave Digestion unit for metals analysis	-	-	-	-	40,000
One (1) 6' Lab Fume Hood, installed	-	-	-	-	22,000
Subtotal Equipment	\$ 118,500	\$ 11,500	\$ 37,000	\$ 11,500	\$ 84,500
Total	\$ 118,500	\$ 41,500	\$ 37,000	\$ 56,500	\$ 84,500

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

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 2,695,735	\$ 1,203,900	\$ 1,205,666	\$ 636,200	\$ 636,200	\$ 636,200
Intergovernmental revenues	-	20,000	19,971	-	-	-
Miscellaneous	-	-	996	-	-	-
Interfund transfers	6,353,700	9,503,900	8,761,394	11,535,200	11,535,200	11,535,200
TOTAL RESOURCES	\$ 9,049,435	\$ 10,727,800	\$ 9,988,027	\$ 12,171,400	\$ 12,171,400	\$ 12,171,400
	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 6,059,892	\$ 7,747,500	\$ 6,837,089	\$ 9,241,100	\$ 9,241,100	\$ 9,241,100
Materials & services	198,078	437,800	356,301	608,600	608,600	608,600
Capital outlay	27,593	496,200	277,520	327,000	327,000	327,000
Total Infrastructure Program	6,285,563	8,681,500	7,470,910	10,176,700	10,176,700	10,176,700
Interfund Transfers	1,558,206	1,889,000	1,880,957	1,848,600	1,848,600	1,848,600
Contingency	-	157,300	-	146,100	146,100	146,100
TOTAL REQUIREMENTS	\$ 7,843,768	\$ 10,727,800	\$ 9,351,867	\$ 12,171,400	\$ 12,171,400	\$ 12,171,400

Full Time Equivalents	28.25	30.75
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Engineering & Infrastructure Planning Department (EIPD)

Overview

The Engineering and Infrastructure Planning Department (EIPD) is responsible for the planning, design, engineering and construction of improvements to the City's infrastructure systems outlined in the Capital Improvement Program (CIP). This five-year plan specifies the City's capital project schedules and links infrastructure spending to the goals and values outlined in the City's strategic and master plans. The input from community member advisory groups, public agencies, internal City departments and City Council helps to prioritize areas of focus to ensure that the infrastructure exists to meet the current and long-term economic growth needs of our community in the Water Reclamation, Transportation (including the recently passed General Obligation Bond), Accessibility, Water and Stormwater program areas.

EIPD professional, technical and support staff are professionally trained in Project Management Institute (PMI) fundamentals and all project management practices are based on PMI standards. These standards drive the department's primary objective: To deliver Capital Improvement Projects to the maximum benefit of ratepayers by implementing projects as planned – on time and within scope and budget.

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Update the City's Standards and Specifications, including special provisions, to provide a standard set of procedures for managing projects that will improve quality of design and construction as well as the cost of maintenance of City infrastructure
- Deliver updated Water, Sewer and Stormwater Master Plans that incorporate technical, financial, political and environmental issues to address current operations of these systems as well as provide a basis for future system planning
- Develop specific outcomes to align the City of Bend Diversity Equity and Inclusion (DEI) goals into the Capital Planning and Engineering Programs
- Develop initiatives that incorporate Council adopted climate action goals and the Strategic Energy Management Plan

Major Accomplishments during the 2019 – 2021 Biennium

- Delivered over \$150 million in infrastructure improvements on approximately 50 projects
- Participated in updating the Transportation System Plan and Southeast Area Plan
- Implemented project management software that tracks scope, schedule, budget, along with all reports and communication for each project
- Used Design-Build project delivery method on Columbia Roundabout Improvements project to facilitate an Intergovernmental Agreement (IGA) between Bend Park and Recreation District, Oregon State University-Cascades and the City to work together and leverage funding to construct two roundabouts

Significant Changes from the 2019 – 2021 Biennial Budget

- EIPD staff will manage delivery of the Transportation General Obligation Bond (2020 GO Bond) that was passed by the voters in November 2020
- One (1) new Engineering Associate
- One (1) existing Senior Project Engineer previously funded out of the Accessibility Construction Fund will now be funded by EIPD
- Addition of a half of an FTE (.5) Senior Information System Analyst to support the department (cost share with the Growth Management department and Transportation Construction Fund)

INFRASTRUCTURE
Engineering & Infrastructure Planning Department (EIPD)

FIVE YEAR VEHICLE & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
Two (2) SUV replacements	\$ 52,000	\$ -	\$ -	\$ -	\$ -
One (1) new SUV	25,000	-	-	-	-
One (1) electric vehicle replacement	-	-	35,000	-	-
Subtotal Vehicles	\$ 77,000	\$ -	\$ 35,000	\$ -	\$ -
Intangibles:					
Project management software	\$ 100,000	\$ 150,000	\$ -	\$ -	\$ -
Subtotal Intangibles	\$ 100,000	\$ 150,000	\$ -	\$ -	\$ -
Total	\$ 177,000	\$ 150,000	\$ 35,000	\$ -	\$ -

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Streets & Operations Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 5,827,832	\$ 1,722,300	\$ 1,722,221	\$ 2,257,700	\$ 2,257,700	\$ 4,659,600
Franchise fees	1,684,178	2,366,100	2,087,423	2,542,700	2,542,700	2,542,700
Intergovernmental revenues	12,871,438	15,647,100	15,232,205	15,276,400	15,276,400	15,276,400
Charges for services	-	-	22,500	-	-	-
Miscellaneous	332,678	87,400	386,127	84,800	84,800	84,800
Debt proceeds	1,206,146	3,756,000	2,835,813	1,326,000	1,326,000	1,326,000
Interfund transfers	501,182	1,127,100	1,238,765	986,700	986,700	986,700
General fund subsidy	13,199,500	12,541,900	12,541,900	11,674,900	11,674,900	11,674,900
General fund transfer for Council Goal Initiatives	-	-	-	50,000	50,000	50,000
TOTAL RESOURCES	\$ 35,622,954	\$ 37,247,900	\$ 36,066,954	\$ 34,199,200	\$ 34,199,200	\$ 36,601,100
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 8,757,788	\$ 11,435,200	\$ 10,953,315	\$ 13,031,900	\$ 13,031,900	\$ 13,031,900
Materials & services	4,216,375	4,515,900	4,236,810	5,189,700	5,189,700	5,269,700
Capital outlay	16,308,881	12,954,300	9,319,153	7,919,700	7,919,700	10,241,600
Total Infrastructure Program	29,283,044	28,905,400	24,509,278	26,141,300	26,141,300	28,543,200
Interfund Transfers	4,073,696	6,453,300	6,328,594	6,818,400	6,818,400	6,818,400
Debt Service	543,993	1,538,000	569,443	889,000	889,000	889,000
Contingency	-	351,200	-	350,500	350,500	350,500
TOTAL REQUIREMENTS	\$ 33,900,733	\$ 37,247,900	\$ 31,407,315	\$ 34,199,200	\$ 34,199,200	\$ 36,601,100

Full Time Equivalents	48.60	50.90
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE **Streets & Operations Fund**

Overview

The Streets & Operations Fund, part of the Transportation & Mobility Department, is responsible for street preservation, legends and markings, winter sanding and plowing operations, landscape maintenance and vegetation control of public right of ways, sweeping services, street surface and sidewalk management/maintenance, accessibility construction improvements, traffic control, traffic signal program/maintenance, and bridge program/maintenance. The City of Bend has about 865 total lane miles, or 418 centerline miles. Approximately 160 lane miles are arterials, 74 lane miles are collectors, and 631 lane miles are local residential roadways.

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Work with City Council and advocate for transportation funding needs as identified in the Transportation System Plan (TSP) to formulate and begin implementation of the goals, policies, actions, and programs identified in Table 5-2 of the TSP which identifies “Recommended Near-Term Program Funding Allocations”. A copy of the adopted TSP is available on the City’s website at <https://www.bendoregon.gov/Home/ShowDocument?id=47764>
- Budgeted \$110,000, including \$50,000 of funds allocated to support council goals, to begin development of TSP Table 5-2 near term program projects P-4 (Bicycle Program) and P-5 (Pedestrian Program), to include updating the Bike Design Guide to a Complete Streets Design Guide for adoption with the updated Standard and Specifications in spring of 2022
- Create list of projects and prioritization matrix with consideration of the General Obligation (GO) Bond, TSP, Transportation Capital Improvement Program (CIP), Community Member Service Requests, Safe Routes to Schools, Bike / Pedestrian Priority Routes, Low Stress Network Routes, Equity mapping and Diversity, Equity, Inclusion and Accessibility (DEIA) criteria. Coordinate efforts with Bend La Pine School District, Bend Parks & Recreation District, the Neighborhood Leadership Alliance (NLA), and other community stakeholders
- Program and utilize the most cost-effective street preservation and maintenance treatments to maintain our current Pavement Condition Index (PCI) of 75 over this next biennium and attempt to minimize the increasing deferred maintenance back log, while subject to budget constraints due to the COVID-19 pandemic
- Update and follow our 5-year Bridge Maintenance Program and 5-year Traffic Signal Program, within available resources
- Complete re-decking of existing Columbia Park Pedestrian Bridge over the Deschutes River for pedestrian safety improvement on a Bike / Pedestrian Key Route
- Collaborate and participate as stakeholder in the ODOT managed design replacement project for Archie Briggs Road Bridges, while advocating for leveraging of State Local Bridge Program for construction funding
- Continue efforts with the Fleet Management Department to upgrade existing outdated vehicles and equipment at or beyond life cycle, within available resources
- Coordinate with Fleet Management Department and fleet management software for full GPS / Telematics implementation to provide data based operational decisions, routing benefits (particularly sweeping and winter snow plowing), and for public facing informational data

Major Accomplishments during the 2019 - 2021 Biennium

- All Department programs supported programing, preparing, and utilizing the most cost-effective street preservation and maintenance treatments to maintain and improve our streets conditions from a city-wide average Pavement Condition Index (PCI) of 73 to 75, meeting Council's goal
- Arterial Streets and Collector Streets PCI values of 81, maintained at our goal level. Local Residential Streets PCI increased from 71 to 72
- Successfully completed synergy projects with Utilities Department, Bend Park & Recreation District (BPRD), Oregon Department of Transportation (ODOT), and the Engineering & Infrastructure Planning Department (EIPD). Examples include: 18 barrier removals, 8 sewer projects, 11 stormwater projects, 5 bridge repair/maintenance projects, surface preservation projects with ODOT for Reed Market and Newport Bridges, chip seal projects with Deschutes County, and BPRD Goodrich Park synergy project completing an existing gravel street upgrade to current standards on Quimby Avenue
- Successfully launched the new Neighborhood Street Safety Program (NSSP). The program can respond to the community's requests and needs through a tiered and prioritized approach with the NLA that includes education, enforcement, engineering, and implementation. The program received 362 project applications. Working with the neighborhood associations and the NLA, the top 25 projects were prioritized. With funding resources available this biennium (\$800K), the top 8 projects were delivered. The GO Bond will help fund and continue this successful program.

Significant Changes from the 2019 - 2021 Biennial Budget

- Neighborhood Street Safety Program projects to be funded by the 2020 GO Bond Fund
- Adopted Transportation System Plan will guide work plan and investments in transportation system
- Street preservation program dollars will be deployed with the most cost-effective maintenance treatments available in order to maintain our current Pavement Condition Index (PCI) of 75 in the next biennium, while minimizing increased deferred maintenance backlog.
- Three new (3) FTE's added to support our growing transportation system, new TSP initiatives, and multi modal efforts including:
 - Replace a position that was eliminated in 2020 due to the COVID-19 pandemic with a Street Public Works Yard Worker that will also assist at the Pilot Butte Cemetery owned by the City of Bend
 - Reinstate Street Utility Worker position which was eliminated in 2020 due to COVID pandemic
 - Engineering Inspector / Technician to support existing operations and TSP initiatives
- In addition, funding allocations for Streets & Operations staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full time equivalents (FTE) in each fund from one biennium to the next
- Traffic count program will transition from Growth Management to the Transportation & Mobility Department
- Budget includes \$50k in additional General Fund support for implementation of City Council's Transportation and Infrastructure Goal, including implementation of a sidewalk program that is included in the near-term recommendations of the Transportation System Plan

Transportation Engineering and Business Operations Divisions

The Transportation Engineering Operations and Business Operations Divisions support all Transportation & Mobility Department programs. The Engineering Division includes two licensed transportation engineers and two engineering technicians who study, plan, and implement traffic control devices for Bend's transportation system, upgrading and creating signal timing plans along major signal

corridors, bridge improvement program, traffic signal program, street light utility billing, NSSP Program, Key Bike Pedestrian Routes, Low Stress Network, support street maintenance, and on-going signal timing and traffic control upgrade projects. In addition, the Engineering Division program works in conjunction with private development dealing with the on-going management and maintenance of lane closures, right of way and revocable permits as well as community member service requests. The Business Operations Division includes budget development and implementation, purchasing, procurement, contracts, staffing and work plans, and community outreach.

Streets & Operations Division

The Streets & Operations Division has various programs providing field services in repairing and maintaining the overall condition of the City's streets. This includes several areas: concrete, sweeping, landscape, legends and markings, winter operations, street maintenance and preservation.

- The Street Maintenance and Preservation program maintains the condition of the streets by providing crack seal, chip seal, slurry seal, overlay, pothole patching services and other street preservation methods
- The Accessibility program maintains and makes improvements to infrastructure including accessible ramps, curbs and sidewalks
- The Street Sweeping program consists of cleaning the City's streets for debris removal, which contributes to water and air quality improvements and improved surface conditions for all modes of transportation in the City
- The Signs & Markings program includes, but is not limited to, installing and maintaining signs, striping and other markings providing a safe transportation network for all users
- The Winter Operations program oversees the division's response to snow and ice conditions, flooding, wind and other acts of nature
- The Landscaping Program is responsible for maintenance of the streets landscape in designated areas. This includes fire mitigation, the spray program of noxious weeds, the preparation for pavement preservation equipment clearance, hazard tree assessment and removal, the repair of City of Bend landscape after motor vehicle accidents, Water irrigation systems, Bend Beautification, and site clearance response

INFRASTRUCTURE
Streets & Operations Fund

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Sander / Dump Truck Replacement	\$ 249,800	\$ -	\$ -	\$ -	\$ -
One (1) Work Cone Truck Replacement	55,000	-	-	-	-
One (1) Mag Truck Replacement	40,000	-	-	-	-
One (1) Truck Mounted Loader	280,000	-	-	-	-
Three (3) SUV Work Vehicle Replacement	60,000	30,000	-	-	-
One (1) Paint/Striping Truck Replacement	-	800,000	-	-	-
One (1) Dump Truck, Plow, Sander Replacement	-	-	175,000	-	-
One (1) Front Loader Replacement	-	-	170,000	-	-
One (1) Plow / Patch Truck Replacement	-	-	175,000	-	-
One (1) Sweeper Replacement	-	-	300,000	-	-
Two (2) Work Truck Replacements	-	-	-	60,000	-
One (1) Dump Truck, Plow, Sander Replacement	-	-	-	175,000	-
One (1) Dump Truck, Plow, Mag Replacement	-	-	-	175,000	-
One (1) Dump Truck, Plow, Sander Replacement	-	-	-	175,000	-
One (1) Sign Board Work Truck Replacement	-	-	-	35,000	-
Three (3) Dump Truck, Plow, Sander Replacements	-	-	-	-	525,000
Two (2) Work Truck Replacements	-	-	-	-	70,000
Subtotal Vehicles	\$ 684,800	\$ 830,000	\$ 820,000	\$ 620,000	\$ 595,000
Equipment:					
One (1) Skid Steer Loader Replacement	\$ 220,000	\$ -	\$ -	\$ -	\$ -
One (1) Mini Excavator Replacement	60,000	-	-	-	-
One (1) Quonset Hut	18,100	-	-	-	-
Six (6) School Zone Flahers	119,000	40,000	-	-	-
One (1) Skid Steer Sweeper Replacement	-	-	-	60,000	-
One (1) Paving Machine Replacement	-	-	-	-	150,000
Subtotal Equipment	\$ 417,100	\$ 40,000	\$ -	\$ 60,000	\$ 150,000
Total	\$ 1,101,900	\$ 870,000	\$ 820,000	\$ 680,000	\$ 745,000

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
ADA Ramps	\$ 305,000	\$ 250,000	\$ 250,000	\$ -	\$ -
Community Member Service Requests	-	-	50,000	-	-
Bridge Resurface Project	278,000	-	-	350,000	-
Signal Efficiency Operations	50,000	50,000	50,000	50,000	-
Street Preservation	4,151,000	3,100,000	2,160,000	3,000,000	3,000,000
Traffic Signal Design	-	50,000	-	-	-
Ecology Blocks	10,000	-	-	-	-
Traffic Signal Replacement Const Project	25,700	-	-	-	-
Total	\$ 4,819,700	\$ 3,450,000	\$ 2,510,000	\$ 3,400,000	\$ 3,000,000

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Transportation Construction Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 8,630,290	\$ 10,488,500	\$ 9,886,252	\$ 19,166,500	\$ 19,166,500	\$ 19,166,500
Franchise fees	2,105,799	3,317,900	4,564,439	5,564,200	5,564,200	5,564,200
Intergovernmental revenues	81,612	5,070,000	372,585	-	2,000,000	2,000,000
Miscellaneous	1,878,651	612,300	1,701,921	987,000	987,000	987,000
Debt proceeds	-	44,832,000	51,687,751	14,737,500	14,737,500	14,737,500
Interfund loan repayments	-	-	-	1,064,500	1,064,500	1,064,500
Interfund transfers	15,823,861	20,741,100	12,552,298	25,024,600	25,024,600	25,024,600
TOTAL RESOURCES	\$ 28,520,213	\$ 85,061,800	\$ 80,765,245	\$ 66,544,300	\$ 68,544,300	\$ 68,544,300
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 1,393,303	\$ 1,470,200	\$ 1,385,903	\$ 1,366,100	\$ 1,366,100	\$ 1,366,100
Materials & services	1,819,712	3,674,400	2,859,076	8,142,800	8,142,800	8,467,800
Capital outlay	10,672,768	52,304,200	46,981,874	25,421,100	27,421,100	27,421,100
Total Infrastructure Program	13,885,784	57,448,800	51,226,854	34,930,000	36,930,000	37,255,000
Interfund Transfers	2,140,503	4,631,700	3,721,664	6,247,300	6,247,300	6,247,300
Interfund Transfers - Interfund loan to GO Bond	-	700,000	1,064,500	-	-	-
Debt Service	2,607,675	5,655,000	5,585,717	7,157,000	7,157,000	7,157,000
Contingency	-	614,400	-	909,300	909,300	909,300
Reserves Future Construction	-	10,350,400	-	9,093,800	9,093,800	8,768,800
Reserves Debt Service	-	4,598,800	-	7,508,000	7,508,000	7,508,000
Reserves Developer Exactions	-	1,062,700	-	698,900	698,900	698,900
TOTAL REQUIREMENTS	\$ 18,633,961	\$ 85,061,800	\$ 61,598,735	\$ 66,544,300	\$ 68,544,300	\$ 68,544,300

Full Time Equivalents			5.10			3.95
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE

Transportation Construction Fund

Overview

The City's system of roads, bridges, sidewalks, curb ramps, trails and bike lanes get people from place to place reliably and is the foundation for the high quality of life in Bend. The Transportation Construction Fund supports programs and initiatives that provide Bend with a comprehensive, connected system to meet the City's growing transportation needs.

The City maintains a financial model to project the long-term financial needs of the Transportation Construction Fund. Transportation construction is primarily funded by System Development Charges (SDCs). Other funding sources include water and water reclamation utility franchise fees, grants and developer contributions. The City's goal is to ensure the financial stability of the Transportation Construction Fund while continuing to evaluate the affordability of the transportation system.

The most significant challenge facing the Transportation Construction Fund within this budget cycle will be financing significant infrastructure. Prioritization of work considers current and projected transportation conditions, as well as project coordination with Streets & Operations and private development projects. Note that projects associated with the 2020 Transportation General Obligation Bond are not accounted for in this fund – they are accounted for in a standalone 2020 General Obligation Bond Fund.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Deliver Capital Improvement Program (CIP) projects as scoped, on time and within budget
- Pursue Council approved funding strategies within the Transportation System Plan (TSP) to deliver additional near-term priority TSP projects and programs
- Continue to pursue synergy opportunities with public and private projects for efficient delivery of transportation system improvements as outlined in the TSP, including transportation projects that will be constructed with GO Bond proceeds
- Expand the All Roads Transportation Safety (ARTS) grant program and other grant funding options as a tool for financing transportation infrastructure
- Update the Transportation SDC methodology

Major Accomplishments during the 2019 – 2021 Biennium

- Completed the TSP update and assisted in Council adoption
- Completed phases 1-3 of neighborhood greenways and created a plan and funding source for future phases that is integrated with the TSP
- Implemented TSP metrics and key performance indicators
- Ensured the TSP contained policies that contribute to a per capita reduction of greenhouse gas emissions and vehicle miles traveled by encouraging bicycling, walking, transit, and electric or other alternate fueled vehicles
- Protected livability and ensured equity and access through programs such as the Neighborhood Street Safety Program with \$800,000 in Council approved funding
- Delivered Murphy Corridor Improvements and Empire Corridor Improvements projects in the CIP using the progressive design build project delivery method
- Entered into a strategic partnership with Oregon State University-Cascades and Bend Park and Recreation District to build roundabouts at Columbia and Simpson as well as Columbia and Colorado

Significant Changes from the 2019 – 2021 Biennial Budget

- Funding allocations for Transportation Construction staff are re-evaluated each biennium as Council goals and program needs change, which results in a fluctuation of the number of full-time equivalents (FTE) in each fund from one biennium to the next
- Prioritization shift to completion of existing projects and those funded by the GO Bond has resulted in decreased capital expenditures of other transportation infrastructure projects in the 2021-2023 biennium
- There are no legally required debt service reserves for the full faith & credit debt issued for transportation projects paid for out of this fund. However, given that the annual debt service payments are paid for with SDCs, which can be volatile and difficult to project, the City has set aside debt service reserves equal to twice the annual principal and interest payments. In the event of a decline in SDC revenues, this reserve protects the City from potentially having to cancel projects already underway or having to rely on the General Fund to make these debt service payments.
- The Budget Committee directed the allocation of \$2,000,000 in state grant funding to fund the Midtown Pedestrian and Bicycle Crossings capital improvement project, in support of City Council's Transportation & Infrastructure goal. Additional project information can be found in the Capital Improvement Program section of this budget document.

City of Bend, Oregon
2021-2023 Adopted Biennial Budget

**Transportation Construction Fund
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1ABRI Brosterhous Road Accessibility Improvements	4	\$ 589,000	\$ -	\$ -	\$ -	\$ -	\$ 589,000
1GWAC Wilson Avenue Corridor Improvements	5	1,000,000	3,500,000	-	-	-	4,500,000
1RNPR Newport Corridor Improvements	1	3,125,900	944,400	-	-	-	4,070,300
1T3IN 3rd & Reed Market Intersection	5	-	-	150,000	500,000	2,350,000	3,000,000
1TBKE Bicycle Greenways	1	823,800	-	-	-	-	823,800
1TBMW Butler Mkt/Wells Acres	5	500,000	1,000,000	1,500,000	-	-	3,000,000
1TBRB Bond & Reed Market RAB	5	-	50,000	700,000	-	-	750,000
1TCHI Brosterhaus/Chase	5	1,000,000	2,000,000	2,000,000	-	-	5,000,000
1TCON 27th/Conners Intersection	5	-	-	500,000	2,000,000	-	2,500,000
1TCSI Citywide Safety Improvements	1	500,000	186,400	-	-	-	686,400
1TCSR Columbia Roundabout Improvements	1	805,000	-	-	-	-	805,000
1TEC5 Purcell Butler Market	1	500,000	-	-	-	-	500,000
1TEC6 Purcell Blvd Modernization	1	500,000	-	-	-	-	500,000
1TGC1 Galveston Corridor Improvements	2	-	150,000	2,000,000	1,900,000	-	4,050,000
1TMC2 Murphy Brosterhous to 15th	1	1,708,500	-	-	-	-	1,708,500
1TMC6 Murphy Corridor Improvements Parrell to Brosterhous	1	1,954,000	-	-	-	-	1,954,000
1TMCI Murphy Railway Overcrossing	1	864,100	-	-	-	-	864,100
1TMTC Midtown Pedestrian and Bicycle Crossings	N/A	1,000,000	1,000,000	-	-	-	2,000,000
1TNPS Neff & Purcell Intersection	2	1,780,000	1,665,000	-	-	-	3,445,000
1TR3N Reed Mkt: 3rd to Newberry Plant Establishment	1	25,000	-	-	-	-	25,000
1XSDC System Development Charge Update	N/A	50,000	50,000	-	-	-	100,000
1XSTS Standards & Specifications Update	N/A	150,000	-	-	-	-	150,000
		\$ 16,875,300	\$ 10,545,800	\$ 6,850,000	\$ 4,400,000	\$ 2,350,000	\$ 41,021,100

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

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

2011 General Obligation Bond Construction Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 4,151,358	\$ 8,600	\$ 8,528	\$ -	\$ -	\$ -
Miscellaneous	49,030	-	-	-	-	-
Interfund transfers	392,177	-	-	-	-	-
TOTAL RESOURCES	\$ 4,592,565	\$ 8,600	\$ 8,528	\$ -	\$ -	\$ -
REQUIREMENTS						
Infrastructure Program						
Capital outlay	\$ 4,584,037	\$ -	\$ -	\$ -	\$ -	\$ -
Total Infrastructure Program	4,584,037	-	-	-	-	-
Interfund Transfers	-	8,600	8,528	-	-	-
TOTAL REQUIREMENTS	\$ 4,584,037	\$ 8,600	\$ 8,528	\$ -	\$ -	\$ -

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

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2011 General Obligation Bond Debt Service Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 1,199,102	\$ 1,412,200	\$ 1,482,378	\$ 1,705,600	\$ 1,705,600	\$ 1,705,600
Property taxes	3,867,272	3,760,600	3,831,773	3,724,400	3,724,400	3,724,400
Miscellaneous	93,555	89,100	69,397	52,600	52,600	52,600
TOTAL RESOURCES	\$ 5,159,928	\$ 5,261,900	\$ 5,383,548	\$ 5,482,600	\$ 5,482,600	\$ 5,482,600
	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Materials & services	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Infrastructure Program	500	1,000	1,000	1,000	1,000	1,000
Debt Service	3,677,050	3,677,000	3,676,900	3,676,000	3,676,000	3,676,000
Reserves Debt Service	-	1,583,900	-	1,805,600	1,805,600	1,805,600
TOTAL REQUIREMENTS	\$ 3,677,550	\$ 5,261,900	\$ 3,677,900	\$ 5,482,600	\$ 5,482,600	\$ 5,482,600

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

INFRASTRUCTURE
2011 General Obligation Bond

Overview

In May 2011, the City of Bend voters passed a \$30 million general obligation (G.O.) bond measure to improve safety, mobility and access on major street corridors and intersections. The City's significant growth in the last 15 years impacted the transportation system and the measure was proposed so that street infrastructure improvements can be made before there are further impacts from growth. Projects completed with the bond proceeds are as follows:

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

The projects constructed with this G.O. Bond were closed out by the end of fiscal year 2019. Annual debt service payments on the 2011 G.O. Bond will continue through 2032.

2020 General Obligation Bond Construction Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Miscellaneous	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000	\$ 140,000
Debt proceeds	-	-	-	24,206,000	24,206,000	24,206,000
Interfund loan proceeds	-	1,000,000	1,064,500	-	-	-
Interfund transfers	-	-	114,000	28,100	28,100	28,100
TOTAL RESOURCES	\$ -	\$ 1,000,000	\$ 1,178,500	\$ 24,374,100	\$ 24,374,100	\$ 24,374,100
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ -	\$ 63,500	\$ 73,500	\$ 1,174,500	\$ 1,174,500	\$ 1,174,500
Materials & services	-	200,000	5,000	358,000	358,000	358,000
Capital outlay	-	736,500	1,100,000	13,200,000	13,200,000	13,200,000
Total Infrastructure Program	-	1,000,000	1,178,500	14,732,500	14,732,500	14,732,500
Debt Service	-	-	-	1,064,500	1,064,500	1,064,500
Reserves	-	-	-	8,577,100	8,577,100	8,577,100
TOTAL REQUIREMENTS	\$ -	\$ 1,000,000	\$ 1,178,500	\$ 24,374,100	\$ 24,374,100	\$ 24,374,100

Full Time Equivalents	1.75	3.75
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

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2020 General Obligation Bond Debt Service Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Property taxes	\$ -	\$ -	\$ -	\$ 2,092,000	\$ 2,092,000	\$ 2,092,000
Miscellaneous	-	-	-	5,300	5,300	5,300
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ 2,097,300	\$ 2,097,300	\$ 2,097,300
	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Materials & services	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
Total Infrastructure Program	-	-	-	1,000	1,000	1,000
Debt Service	-	-	-	1,944,000	1,944,000	1,944,000
Reserves	-	-	-	152,300	152,300	152,300
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 2,097,300	\$ 2,097,300	\$ 2,097,300

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

INFRASTRUCTURE **2020 General Obligation Bond**

Overview

Community surveys show traffic congestion, flow and safety are top concerns for people living in Bend. In November 2020, the City of Bend voters passed Transportation Bond Measure 9-135 for \$190 million to improve traffic flow, east-west connections, safety, mobility and access on major street corridors and intersections.

The list of approved projects to be funded with the 2020 General Obligation (G.O.) Bond includes improvements to roads, intersections, and key east-west corridors, neighborhood safety improvement projects, a connected cross town bicycle network, sidewalks and safe crossings for access to schools, parks, and jobs, sidewalk infill on key routes, contributions to improvements on US97/the Parkway, including redesign and construction of interchanges and on/off ramps, and transit infrastructure improvements and matching funds for transit system capital improvements.

A bond oversight committee of community members will advise the City Council and City staff on the implementation and progress of the G.O. bond and provide information to the public on the progress of projects funded by the Bond.

The \$190 million of G.O. bond proceeds will fund project design and construction, bond issuance costs, and costs to administer the projects. The bonds will be issued in multiple series, over time, to provide money in multiple years for completion of the projects. The first series of bonds will be issued during the 2021-2023 biennium. The bonds will be repaid by annual assessment on real property, with the first property tax assessment not occurring until Fall 2022 (the second year of the biennium).

Goals & Objectives for the 2021 - 2023 Biennial Budget

- Continue success of Neighborhood Street Safety Program
- Initiate “Key Routes” Projects both independently and as components of other projects
- Upon oversight committee confirmation, make significant progress on the Wilson Avenue Corridor Improvements and the Brosterhous Road/Chase Road & Chase Road/Powers Road Intersections Projects
- Initiate coordination with other public agencies to identify timing and delivery methods of Transportation G.O. Bond projects

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Senior Project Engineer to support the General Obligation Bond program
- One (1) new Senior Procurement Analyst to facilitate solicitations and contract management work for General Obligation Bond projects.
- Existing positions in the Fund include one (1) Principal Engineer position authorized by City Council on December 16, 2020 and a (0.75) Communications Coordinator position authorized by City Council on March 17, 2021.

**2020 General Obligation Bond Fund
Five Year Capital Improvement Program (CIP) Schedule**

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1GLRS Local Residential Safety Improvement Program	N/A	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
1GTBD Future Projects (TBD) ¹	N/A	4,600,000	8,100,000	17,000,000	-	-	29,700,000
		\$ 5,100,000	\$ 8,100,000	\$ 17,000,000	\$ -	\$ -	\$ 30,200,000

¹ A bond oversight committee of community members will advise the City Council and City staff on the implementation and progress of the G.O. bond and provide information to the public on the progress of projects funded by the Bond.

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

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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**General Fund
 Accessibility**

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 336,607	\$ 415,900	\$ 398,633	\$ -	\$ -	\$ -
Materials & services	16,049	8,600	5,704	-	-	-
Total Infrastructure Program	352,656	424,500	404,337	-	-	-
Interfund Transfers	146,800	161,300	161,500	-	-	-
TOTAL REQUIREMENTS	\$ 499,456	\$ 585,800	\$ 565,837	\$ -	\$ -	\$ -

Full Time Equivalents			1.55			0.00
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Accessibility

Overview

The Accessibility Program strives to improve access to City services, activities, programs, facilities, and events throughout Bend. It is designed to assist City staff in understanding the intent and application of the Americans with Disabilities Act (ADA) of 1990 and all related codes, standards and guidelines is an important aspect of this citywide program resource. The Accessibility Program also receives many calls and emails from individuals seeking information. The information sought is not always related to ADA, but the Accessibility Program attempts to assist external contacts to the best of their ability.

Beginning with the 2021-2023 Biennium, this program will be part of the new Diversity, Equity, Inclusion, and Accessibility program that is a new division of the City-Wide Internal Service Fund – City Wide Administration. Please refer to the Diversity, Equity, Inclusion, and Accessibility section of the Administration & Central Services Service Area for more details, including accomplishments achieved during the 2019-2021 Biennium as well as goals and objectives for the 2021-2023 Biennium.

Accessibility Construction Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 1,247,038	\$ 1,287,400	\$ 1,334,679	\$ 782,900	\$ 782,900	\$ 782,900
Franchise fees	1,559,080	1,389,400	1,706,738	1,854,700	1,854,700	1,854,700
Intergovernmental revenues	66,367	49,600	38,480	-	-	-
Miscellaneous	65,814	14,200	27,222	171,100	171,100	171,100
Debt proceeds	-	2,085,700	1,332,109	816,000	816,000	816,000
Interfund transfers	-	5,000	-	-	-	-
General fund subsidy	488,900	-	-	-	-	-
TOTAL RESOURCES	\$ 3,427,200	\$ 4,831,300	\$ 4,439,227	\$ 3,624,700	\$ 3,624,700	\$ 3,624,700
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 121,175	\$ 138,300	\$ 136,156	\$ -	\$ -	\$ -
Materials & services	6,583	41,300	9,833	16,700	16,700	16,700
Capital outlay	1,113,727	1,816,800	1,310,377	1,452,000	1,452,000	1,452,000
Total Infrastructure Program	1,241,485	1,996,400	1,456,367	1,468,700	1,468,700	1,468,700
Interfund Transfers	233,449	496,000	492,869	701,600	701,600	701,600
Debt Service	617,588	1,893,000	1,707,138	670,000	670,000	670,000
Contingency	-	10,000	-	33,400	33,400	33,400
Reserves Future Construction	-	435,900	-	751,000	751,000	751,000
TOTAL REQUIREMENTS	\$ 2,092,521	\$ 4,831,300	\$ 3,656,373	\$ 3,624,700	\$ 3,624,700	\$ 3,624,700

Full Time Equivalents			0.50			0.00
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE **Accessibility Construction Fund**

Overview

The Accessibility Construction Program is responsible for overseeing the phases of development from design through construction of accessibility improvements in the City's rights-of-way. The Accessibility Program Manager works closely with Project Engineers in the Engineering & Infrastructure Planning Department (EIPD) to report on progress made on improving infrastructure commensurate with the Americans with Disabilities Act (ADA) through the city's ADA Transition Plan for Curb Ramps in Public Rights-of-Way.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue to work toward meeting the ADA infrastructure requirements regarding curb ramps and related sidewalks within the City of Bend's jurisdiction
- Respond to citizen requests for barrier removal involving the public rights-of-way in a timely manner
- Continue to ensure that accessibility standards are implemented appropriately and consistently across the City departments
- Continue to act as a resource for City staff with questions about accessible building standards or policies

Major Accomplishments during the 2019 – 2021 Biennium

- Delivered key corridor projects to resolve backlog of barrier removal requests that were submitted in 2014 including; the Division Street Corridor, Drake Pump Station, and Brosterhous Road accessibility improvements
- Constructed 56 curb ramps, approximately 4,000 linear feet of sidewalk, and resolved 7 barrier removal requests
- Continued collaboration with other City departments to ensure accessibility standards are applied correctly and consistently
- Continued collaboration with the Streets Division of the Transportation and Mobility Department to increase the number of compliant curb ramps citywide via street alteration projects

Significant Changes from the 2019 – 2021 Biennial Budget

- Brosterhous Road project added to serve the new southeast Bend high school and the River West neighborhood
- Reduction of direct funding for a half FTE (.5) Senior Project Engineer. In the 2021-2023 biennium this position will be funded through Interfund Transfers to the Engineering & Infrastructure Planning Department (EIPD) based their actual time spent working on each city department

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

	Cost Estimate Class*	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
1AADA Accessibility Opportunity Projects	N/A	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000	\$ 1,000,000
1ABRI Brosterhous Road Accessibility Improvements	4	225,000	-	-	-	-	225,000
1ADEI NW Delaware Accessibility Improvements	5	-	200,000	500,000	-	-	700,000
1ADIV NE Division Street Corridor	1	15,000	-	-	-	-	15,000
1ARWI River West Accessibility Improvements	5	300,000	500,000	-	-	-	800,000
1ASCA Southern Crossing Accessibility Improvements	5	-	-	100,000	600,000	-	700,000
1RNPR Newport Corridor Improvements	1	12,000	-	-	-	-	12,000
		\$ 652,000	\$ 800,000	\$ 700,000	\$ 700,000	\$ 600,000	\$ 3,452,000

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

Estimate Class	Purpose	Project Definition Level Expressed as % of completion definition	Cost Estimate Range Typical variation in high & low range
Class 5	Concept or Feasibility	0% to 2%	+ 100% / -50%
Class 4	Preliminary Engineering	1% to 15%	+ 50% / -30%
Class 3	Semi-Detailed (30%-60% Design)	10% to 40%	+ 30% / -20%
Class 2	Detailed (60%-100% Design)	30% to 75%	+ 20% / -15%
Class 1	Final (100% Design/Bid Opening)	65% to 100%	+ 10% / -10%
N/A	Not Applicable		

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Parking Services Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 1,982,771	\$ 1,673,000	\$ 1,672,965	\$ 1,855,300	\$ 1,855,300	\$ 1,875,300
Licenses and permits	1,161,604	994,300	887,001	1,011,000	1,011,000	1,011,000
Intergovernmental revenues	3,750	8,500	9,022	-	-	-
Charges for services	456,826	426,100	473,822	490,800	490,800	490,800
Fines and forfeitures	574,075	380,900	497,900	641,500	641,500	641,500
Miscellaneous	91,810	70,100	64,957	34,800	34,800	34,800
Debt proceeds	-	791,600	795,481	-	-	-
Interfund transfers	7,500	170,300	-	-	-	-
TOTAL RESOURCES	\$ 4,278,337	\$ 4,514,800	\$ 4,401,147	\$ 4,033,400	\$ 4,033,400	\$ 4,053,400
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 390,625	\$ 290,000	\$ 256,001	\$ 434,900	\$ 434,900	\$ 434,900
Materials & services	1,140,051	1,433,100	1,298,906	1,305,700	1,305,700	1,325,700
Capital outlay	612,732	378,900	378,057	-	-	-
Total Infrastructure Program	2,143,408	2,102,000	1,932,964	1,740,600	1,740,600	1,760,600
Interfund Transfers	461,964	558,700	550,218	704,100	704,100	704,100
Debt Service	-	103,000	42,707	182,000	182,000	182,000
Contingency	-	281,100	-	136,700	136,700	136,700
Reserves	-	1,270,000	-	1,270,000	1,270,000	1,270,000
Reserves Major Maintenance	-	200,000	-	-	-	-
TOTAL REQUIREMENTS	\$ 2,605,372	\$ 4,514,800	\$ 2,525,889	\$ 4,033,400	\$ 4,033,400	\$ 4,053,400

Full Time Equivalents			1.00			1.30
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE **Parking Services Fund**

Overview

The Parking Services Fund supports all city related parking programs in all current and future parking districts and the Centennial Parking Garage. This fund manages the on and off-street public parking and parking coordination efforts city-wide. The fund provides parking management and enforcement services, operations and maintenance of parking districts and public parking facilities, including the downtown parking structure and off-street surface parking lots. This fund also manages city related parking signage, as well as permitting and coordination. Additionally, this fund coordinates the administration of the parking permit system for all parking districts, metered parking areas, coordination with special events, and security services for the downtown parking structure.

Revenues for this fund are derived from five primary sources: parking permit sales, parking citation fines, metered or paid parking areas, leases for commercial space in parking garages, and permit fees for garbage/grease stored on city-owned property and rights-of-way by downtown businesses.

The Parking Services Division is part of the Transportation and Mobility Department.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue developing a community wide parking program based on the 2018 City Wide Parking Study that is responsive to the changing community needs
- Continue implementation of the parking management strategies adopted in the 2017 Downtown Parking Study, which will increase revenue for the Parking Services Fund
- Continue development of a self-sustaining Parking Services Program
- Identify long-term funding for parking improvements and maintenance
- Evaluate and update 5-Year Capital Improvement Plan based on direction and policies from the Transportation System Plan, City Wide Parking Study, and Downtown Parking Study
- Leverage technology and data to modernize parking management and the customer experience
- Implement Brooks Promenade pilot project in 2021 with closure to motorized vehicles and used as a pedestrian promenade during certain times of the day
- Repurpose Centennial Parking Garage substation for parking enforcement/management office, with reopening of public restrooms
- Evaluate Electrical Vehicle Charging Station options for public parking lots supporting the City Climate Action Plan
- Evaluate and prepare a curb management plan that would support the Transportation System Plan objectives, including micro mobility and mobility hubs

Major Accomplishments during the 2019 – 2021 Biennium

- Developed programs for residential and business parking districts based on the recommendations of the City Wide Parking Study and adopted related code changes
- Launched the Old Bend Neighborhood Parking Benefit District as a pilot program for future residential parking districts
- Implemented a permanent McKay Park Parking District after a successful pilot program
- Implemented a new Parking Management System for all parking services needs, including citation management, permit management, and mobile pay
- Installed Parking Access Control System in Centennial Garage
- Conducted major repairs at the Centennial Parking Garage

- Completed slurry seal surface treatment of Troy Field Lot, North Mirror Pond Lot, and Greenwood Lot
- Advanced the Downtown Parking Strategic Management Plan by streamlining parking signage, parking permit structure, and improved communication to public
- Successfully supported the downtown business community through a world-wide pandemic by creating new curbside pick-up and parklet programs with a balanced, demand-based parking enforcement strategy

Significant Changes from the 2019 – 2021 Biennial Budget

- Consolidated management of all parking districts to the Parking Services Division of the Transportation and Mobility Department, including residential district, neighborhood benefit district, and downtown district
- The reduction in major maintenance reserves was necessary to maintain operations during the COVID-19 pandemic, which caused significant revenue shortfalls. A plan to replenish reserves will be developed during the next biennium, which may include American Rescue Plan assistance
- Additional portion (.15) of the Transportation and Mobility Director (cost share with Transportation and Mobility funds)
- Additional portion (.15) of the Transportation and Mobility Business Manager (cost share with Transportation and Mobility funds)

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Cemetery Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 20,027	\$ 45,300	\$ 45,222	\$ 600	\$ 600	\$ 600
Charges for services	134,321	169,800	175,615	230,800	230,800	230,800
Miscellaneous	(186)	(1,100)	11,000	1,200	1,200	1,200
Debt proceeds	-	40,800	28,400	-	-	-
Interfund transfers	39,147	31,300	36,994	23,400	23,400	23,400
General fund subsidy	283,141	478,100	357,400	444,200	444,200	444,200
TOTAL RESOURCES	\$ 476,450	\$ 764,200	\$ 654,631	\$ 700,200	\$ 700,200	\$ 700,200
REQUIREMENTS						
Infrastructure Program						
Personnel services	\$ 196,407	\$ 252,100	\$ 238,993	\$ 289,800	\$ 289,800	\$ 289,800
Materials & services	77,736	121,700	95,652	120,000	120,000	120,000
Capital outlay	19,315	115,500	103,255	32,000	32,000	32,000
Total Infrastructure Program	293,458	489,300	437,900	441,800	441,800	441,800
Interfund Transfers	137,770	258,100	216,129	212,200	212,200	212,200
Debt Service	-	-	-	14,000	14,000	14,000
Contingency	-	16,800	-	32,200	32,200	32,200
TOTAL REQUIREMENTS	\$ 431,228	\$ 764,200	\$ 654,029	\$ 700,200	\$ 700,200	\$ 700,200
Full Time Equivalents			1.00			1.00

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

INFRASTRUCTURE **Cemetery Fund**

Overview

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

Cemetery revenues have been suffering over the last several years as many of the prime lots have been sold and consumers have opted for cremation over full burials. Limited operating revenues, coupled with the steady increase in operating & maintenance costs, has necessitated an increase in the General Fund subsidy and help from the Streets & Operations Division to maintain the current service levels at the Cemetery. Fees were reviewed and increased during the 2019-2021 biennium to reflect the service options and cost of service, as well as align to the market; however, to remain competitive, fees have not increased to a level that would eliminate the need for a subsidy from the General Fund.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Implement a cemetery software that captures the complete historical cemetery data and transition that data onto a public application, allowing loved ones to easily locate graves sites or to view available sites
- Complete attainable street preservation projects and continue to look for funding opportunities to address the aging roadways in the cemetery
- Continue with hazardous tree mitigation in the cemetery

Major Accomplishments during the 2019 – 2021 Biennium

- Removed 12 hazardous trees in the cemetery
- Completed the purchase of two columbaria
- Constructed concrete pad for columbaria with space to add two additional columbaria in the future
- Cemetery operations was transitioned to supervision under the administration group versus field operations to better run the cemetery as a business, rather than a maintenance program, and better meet customer needs
- Worked with the city's water saver program manager to better align watering times and utilization, reducing water consumption in the cemetery
- Through collaborative efforts with the City's Fleet Management department, analyzed life cycle costing of the tools and equipment at the Cemetery, and replaced aging equipment with new tools and equipment that will allow the Cemetery to operate more efficiently

Significant Changes from the 2019 – 2021 Biennial Budget

- Updated fee resolution, including a winter burial rate
- Completed columbarium construction in spring of 2021, providing an additional customer service option with increased revenues for the cemetery

INFRASTRUCTURE
Cemetery Fund

FIVE YEAR VEHICLE & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Landscape Mower Replacement	\$ -	\$ -	\$ -	\$ 15,000	\$ -
Two (2) Utility Vehicles	-	-	-	18,000	-
Subtotal Vehicles	\$ -	\$ -	\$ -	\$ 33,000	\$ -
Intangibles:					
Cemetery Management Software Implementation	\$ 22,000	\$ -	\$ -	\$ -	\$ -
Subtotal Intangibles	\$ 22,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 22,000	\$ -	\$ -	\$ 33,000	\$ -

FIVE YEAR REPAIR & REPLACEMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Street Preservation - chip seal	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Total	\$ -	\$ 10,000	\$ -	\$ -	\$ -

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Cemetery Permanent Maintenance Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 654,327	\$ 655,500	\$ 680,364	\$ 645,500	\$ 645,500	\$ 645,500
Charges for services	10,892	13,400	12,046	15,400	15,400	15,400
Miscellaneous	64,615	45,000	804	34,200	34,200	34,200
TOTAL RESOURCES	\$ 729,833	\$ 713,900	\$ 693,214	\$ 695,100	\$ 695,100	\$ 695,100
REQUIREMENTS						
Infrastructure Program						
Materials & services	\$ 10,322	\$ 10,800	\$ 10,703	\$ 10,800	\$ 10,800	\$ 10,800
Total Infrastructure Program	10,322	10,800	10,703	10,800	10,800	10,800
Interfund Transfers	39,147	45,000	36,994	23,400	23,400	23,400
Reserves Permanent Maintenance	-	658,100	-	660,900	660,900	660,900
TOTAL REQUIREMENTS	\$ 49,470	\$ 713,900	\$ 47,697	\$ 695,100	\$ 695,100	\$ 695,100

Full Time Equivalents			1.00			1.00
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

INFRASTRUCTURE
Cemetery Permanent Maintenance Fund

Overview

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

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

System Development Charge (SDC) Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 17,327,250	\$ 10,609,100	\$ 14,087,441	\$ 17,534,000	\$ 17,534,000	\$ 17,534,000
Charges for services	31,612,813	37,073,600	33,382,061	31,690,000	31,690,000	31,690,000
Miscellaneous	1,416,394	292,500	778,079	722,000	722,000	722,000
TOTAL RESOURCES	\$ 50,356,457	\$ 47,975,200	\$ 48,247,582	\$ 49,946,000	\$ 49,946,000	\$ 49,946,000
	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Interfund Transfers	\$ 36,269,015	\$ 44,001,400	\$ 30,713,614	\$ 43,026,700	\$ 43,026,700	\$ 43,026,700
Reserves Future Construction	-	3,973,800	-	6,919,300	6,919,300	6,919,300
TOTAL REQUIREMENTS	\$ 36,269,015	\$ 47,975,200	\$ 30,713,614	\$ 49,946,000	\$ 49,946,000	\$ 49,946,000

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

INFRASTRUCTURE
System Development Charge (SDC) Fund

Overview

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

The 2021-2023 Adopted Biennial Budget assumed Engineering News Record (ENR), a construction cost inflation index, increases of 2.7% per fiscal year based on the February 2021 report. The actual increase in ENR resulted in a 5.0% increase for 2021-22. Increases to SDCs are based on the 20-city national average.

SDC Methodologies

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

	2020-21 Actuals	2021-22 Actuals	2022-23 Estimate
Transportation SDC	\$8,136	\$8,543	\$8,774
Water SDC	\$5,578	\$5,857	\$6,015
Water Reclamation SDC	\$4,974	\$5,223	\$5,364

Goals for the 2021 - 2023 Biennial Budget

- Update the Transportation, Water, and Water Reclamation SDC methodologies. Budget for these methodology updates are included on the respective Capital Improvement Programs (CIPs)

Local Improvement District (LID) Construction Fund

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Beginning working capital	\$ 601,563	\$ 611,500	\$ 624,531	\$ 633,000	\$ 633,000	\$ 633,000
Miscellaneous	29,193	25,600	16,875	15,000	15,000	15,000
TOTAL RESOURCES	\$ 630,756	\$ 637,100	\$ 641,407	\$ 648,000	\$ 648,000	\$ 648,000
REQUIREMENTS						
Interfund Transfers	\$ 6,224	\$ 12,800	\$ 8,438	\$ 7,600	\$ 7,600	\$ 7,600
Reserves Future Construction	-	624,300	-	640,400	640,400	640,400
TOTAL REQUIREMENTS	\$ 6,224	\$ 637,100	\$ 8,438	\$ 648,000	\$ 648,000	\$ 648,000

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

INFRASTRUCTURE
Local Improvement District (LID) Construction Fund

Overview

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

The Local Improvement District Construction fund accounts for the cost of infrastructure constructed through the LID process. Once construction is complete, the City issues long term debt to reimburse the LID Construction fund and the costs are assessed to the property owners benefited through an assessment process. Currently there are no active LIDs.

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