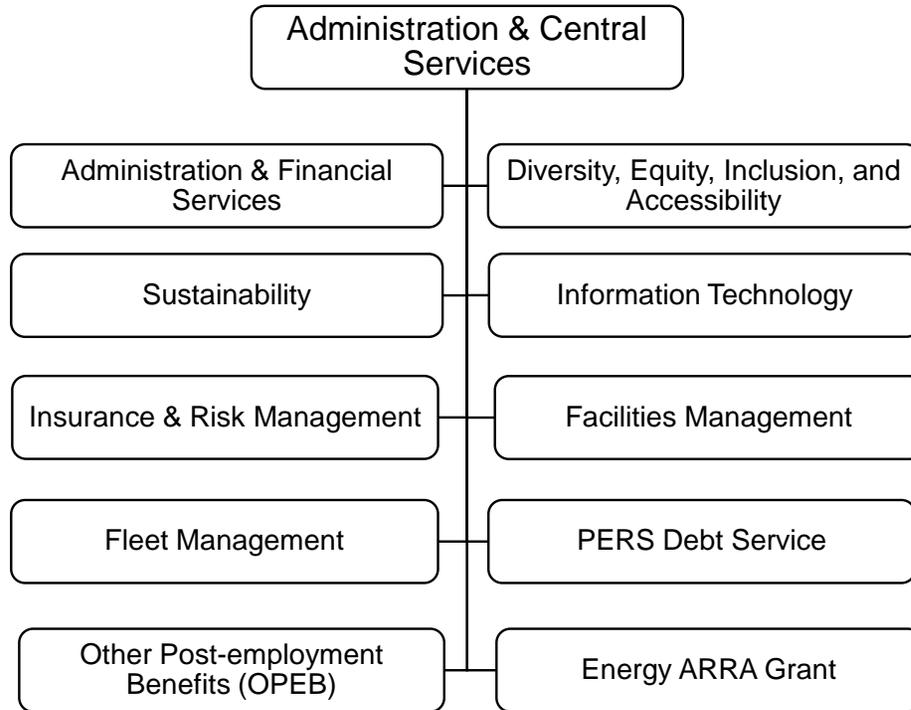


**ADMINISTRATION & CENTRAL SERVICES
SERVICE AREA**



Administration & Financial Services

These Internal Service Fund divisions account for the activities of the following departments: City Council, City Manager, Communications, Performance Management, Volunteerism, Human Resources, Financial Services, Procurement, Project Management and City Attorney.

Diversity, Equity, Inclusion, and Accessibility

This Internal Service Fund division is responsible for embedding a commitment to diversity, equity, inclusion and accessibility within the City of Bend through internal and external initiatives guided by the work of the City Council's new Human Rights and Equity Commission (HREC) and the internal Diversity, Equity, Inclusion and Accessibility (DEIA) Task Force.

Sustainability

This Internal Service Fund division is responsible for carrying out the City's energy and climate related initiatives, including developing, updating, and implementing the City's Community Climate Action Plan (CCAP) and the City's Strategic Energy Management Plan.

Information Technology

This Internal Service Fund division accounts for the activities of the Information Technology (IT) department which maintains and manages the City's computer software and equipment and phone systems. Costs of the Enterprise Resource Planning Project are also accounted for in the IT department budget.

Insurance & Risk Management

This Internal Service Fund division accounts for the City's commercial liability insurance, workers compensation insurance, and risk management functions.

Facilities Management

This Internal Service Fund division accounts for the maintenance and construction activities of City-owned facilities, including the 15th Street Campus, Downtown Campus, Utilities Campus at Boyd Acres, and the Police building.

Fleet Management

This Internal Service Fund division accounts for Garage Services, which provides garage repairs, preventative maintenance, and fueling for the city-wide fleet of equipment. Costs incurred by this internal division are charged to other City departments or functions through direct billings.

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City of Bend, Oregon
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PERS Debt Service

This fund accounts for debt service payments on the City's PERS bonds issued to payoff a portion of the PERS unfunded actuarial liability. Contributions from departments are used to fund debt service payments and reserves.

Other Post-employment Benefits (OPEB)

This internal service fund accounts for Other Post-employment Benefits (OPEB) funds collected from departments to fund reserves for future liabilities. The only expenditures permitted from this fund will be for health care expenditures in accordance with ORS 243.343 or in accordance with negotiated union agreements.

Energy ARRA Grant

This fund accounts for the monies received from an Energy Efficiency and Conservation Block Grant. Through the 2019-2021 biennium, grant revenues were recorded in this fund and proceeds were transferred to the City Manager's Office where all of the programmatic costs are incurred. In the 2021-2023 biennium, grant revenues will be recorded directly into a new Internal Service Fund - City Wide Administration Sustainability Program.

**Internal Service Fund - City Wide Administration
Administration & Financial Services**

	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	\$ 2,669,320	\$ 323,100	\$ 378,757	\$ 867,500	\$ 867,500	\$ 867,500
Intergovernmental revenues	169,199	209,400	122,313	-	-	-
Charges for services	282,188	343,400	388,715	24,800	24,800	24,800
Miscellaneous	40,561	119,600	103,517	90,500	90,500	90,500
Debt proceeds	-	-	-	580,400	580,400	580,400
Interfund transfers	15,823,001	19,646,100	19,262,076	27,795,200	27,795,200	27,795,200
General Fund transfer for Council Initiatives	-	-	-	625,000	625,000	625,000
TOTAL RESOURCES	\$ 18,984,268	\$ 20,641,600	\$ 20,255,378	\$ 29,983,400	\$ 29,983,400	\$ 29,983,400
REQUIREMENTS						
By Service Area/Program:						
Admin. & Central Serv. Program						
City Council	\$ 471,142	\$ 515,600	\$ 546,406	\$ 935,400	\$ 935,400	\$ 935,400
City Manager's Office	2,844,949	3,678,700	3,469,802	4,085,700	4,085,700	4,085,700
Communications	1,072,981	1,626,600	1,484,077	2,004,500	2,004,500	2,004,500
Office of Performance Management	-	2,019,000	1,886,174	3,240,600	3,240,600	3,240,600
Volunteerism	282,503	308,800	290,869	-	-	-
Human Resources	2,205,076	2,580,300	2,469,379	3,745,500	3,745,500	3,745,500
Financial Services	7,243,343	5,825,700	5,445,502	6,073,000	6,073,000	6,073,000
Procurement	1,094,897	1,548,000	1,379,115	2,001,000	2,001,000	2,001,000
Project Management	-	-	-	2,146,600	2,146,600	2,146,600
City Attorney's Office	1,245,851	1,650,100	1,555,628	1,944,100	1,944,100	1,944,100
Total Admin. & Central Serv. Program	16,460,742	19,752,800	18,526,952	26,176,400	26,176,400	26,176,400
Interfund Transfers	2,177,163	861,800	861,007	858,600	858,600	858,600
Debt Service	-	-	-	2,688,000	2,688,000	2,688,000
Contingency	-	27,000	-	260,400	260,400	260,400
TOTAL REQUIREMENTS	\$ 18,637,905	\$ 20,641,600	\$ 19,387,958	\$ 29,983,400	\$ 29,983,400	\$ 29,983,400
By Category:						
Admin. & Central Serv. Program						
Personnel services	\$ 13,000,351	\$ 16,730,800	\$ 15,623,927	\$ 21,329,700	\$ 21,329,700	\$ 21,329,700
Materials & services	3,460,392	3,022,000	2,903,024	4,231,700	4,231,700	4,231,700
Capital outlay	-	-	-	615,000	615,000	615,000
Total Admin. & Central Serv. Program	16,460,742	19,752,800	18,526,952	26,176,400	26,176,400	26,176,400
Interfund Transfers	2,177,163	861,800	861,007	858,600	858,600	858,600
Debt Service	-	-	-	2,688,000	2,688,000	2,688,000
Contingency	-	27,000	-	260,400	260,400	260,400
TOTAL REQUIREMENTS	\$ 18,637,905	\$ 20,641,600	\$ 19,387,958	\$ 29,983,400	\$ 29,983,400	\$ 29,983,400

Full Time Equivalents 61.03 66.42

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

ADMINISTRATION & CENTRAL SERVICES
City Council

Overview

The City Council is the policy making board elected by the community members of Bend. The role of the Council is to determine public policy as it relates to the decisions made and actions taken for the City of Bend. The City is served by six Councilors and a Mayor who are elected to staggered, four-year terms. Expenditures directly related to the City Council are accounted for as part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration.



From left to right: Councilor Barb Campbell, Councilor Anthony Broadman, Mayor Pro Tem Gena Goodman-Campbell, Councilor Megan Perkins, Mayor Sally Russell, Councilor Melanie Kebler, Councilor Rita Schenkelberg

Sally Russell was elected to City Council in November 2012 and 2016. She was selected as Mayor Pro Tem in January 2015 and January 2017. In 2018, she was elected to a four-year term as Mayor. Sally is Bend's first elected Mayor since 1923.

Sally has served on Council since November 2012. Sally's career, her participation on the Bend Planning Commission and other community volunteer positions have led her to know and understand the many and diverse sides of the Bend community. Her passions include skiing on Mt Bachelor, mountain biking, running an organic CSA garden and enjoying life with her two daughters whenever they come home from college.

Barb Campbell was elected to City Council in November 2014 and 2018.

Barb has lived in Bend for over 20 years. She co-founded Slower Safer Bend dedicated to building a safer, more livable community.

Melanie Kebler was elected to the Bend City Council in November of 2020.

Melanie grew up in Bend and has spent her career as an attorney working for the public. She enjoys crafting and getting outdoors to hike, bike, and explore with her family.

Anthony Broadman was elected to the Bend City Council in November of 2020.

Anthony is a lawyer whose practice focuses on representing Tribal governments, assisting businesses in Bend, and advancing Indigenous rights in federal and state courts. He and his wife, Dr. Kate Broadman, have lived in Bend since 2010 and have three daughters.

Megan Perkins was elected to the Bend City Council in November of 2020.

Megan is a 5th generation Oregonian who moved to Bend in 2018 with her three children and husband. She wants to work with the Council to create a safe, equitable and affordable city for all.

Rita Schenkelberg was elected to the Bend City Council in November of 2020.

Rita moved to Bend in 2015. Rita is a queer person of color who is the child of an immigrant. They are passionate about the outdoors and supporting communities who have been historically oppressed. Rita practices yoga, creates art, and camps as much as they possibly can.

Gena Goodman-Campbell was elected to City Council in November 2018. In January 2021, she was selected by the Council to serve as Mayor Pro Tem.

Gena and her husband have one daughter.

Gena received a BA in Political Science from Colorado College. She is the Public Lands Coordinator for the Oregon Natural Desert Association.

Goals & Objectives for the 2021 – 2023 Biennial Budget

The following focus areas were identified, by the City Council, as goals and objectives for the 2021-23 biennium. They were adopted by Council on March 17, 2021.

ACCESSIBLE & EFFECTIVE CITY GOVERNMENT

Goal: Meet the diverse and changing needs of the community and build connection between community members and City government by providing services in a way that works for everyone, builds public trust, and promotes civic engagement.

Strategy 1: Apply an equity lens across all City services, goals, strategies and budgets

- Use Equity Mapping and other tools to assess the gaps in equitable access to City services
- Expand opportunities for community members to connect with the city
- Lower barriers to engagement and improve access

Strategy 2: Expand outreach and public engagement with all community members, so that everyone feels welcome and that their voice will be heard

- Conduct an assessment that will inform an outreach and communication strategy and structure
- Use art and creativity to provoke thought, challenge assumptions and shape how we define our narrative as a city
- Assess the neighborhood association system as a conduit of information and representation and create opportunities to engage under-served communities

- Connect with local regional partners on issues of shared interest, including Warm Springs

Strategy 3: Increase efficiency and transparency of city operations through use of technology, data and long-term planning

- Increase transparency through open data, publicly available dashboards, and reporting
- Use a human centered design approach to improve City web site and customer service
- Advance facilities planning to include a new City Hall and a shared public works campus
- Create a self-sustaining financial model for the Bend airport

Strategy 4: Increase the opportunity for Council and Committees to effectively serve all of the community

- Remove barriers to participation on City Boards and Committees and provide equitable access to Council meetings
- Increase opportunities for community members to engage with City Council including young people and renters
- Increase Council support and constituent engagement through staffing and technology

ENVIRONMENT & CLIMATE

Goal: Protect our environment by implementing sustainable solutions that demonstrate the City's commitment and leadership in preserving our natural resources and reversing the effects of climate change. Improve quality of life for more people in Bend by increasing equitable access to a healthy environment.

Strategy 1: Implement the Community Climate Action Plan (goal of reducing fossil fuel use by 40% by 2030 and 70% by 2050)

- Implement recommendations from the Environment & Climate Committee (ECC)
- Explore opportunities for statewide programs that reduce greenhouse gas emissions
- Conduct community electric vehicle planning
- Implement resource recovery and reuse strategies for the Water Reclamation Facility
- Advocate for and track strategies to reduce Vehicle Miles Traveled (VMT) consistent with the Transportation System Plan

Strategy 2: Implement the City's internal Strategic Energy Management Plan

- Implement carbon reduction measures to the City's fleet
- Pursue opportunities for renewable energy generation and sustainable design and resiliency on City properties and facilities
- Purchase renewable energy for all City facilities where feasible

Strategy 3: Preserve natural resources, such as clean air and water, wildlife and trees, through partnerships and policy

- Promote water conservation through programs, incentives, partnership and agreements
- Revise tree ordinance that balances affordability and natural resource preservation
- Protect critical water resources and other essential city facilities with a focus on sustainability and resiliency

Strategy 4: Create wildfire and emergency resiliency plans that acknowledge our changing climate

- Adopt a wildfire resiliency plan that includes hazard zone mapping and building and development code standards that acknowledge Bend's climate, fuel types and topography
- Partner with state and regional efforts to reduce wildfire risk and provide relief for those who have been impacted and experienced losses
- Create a more robust emergency management plan that is connected to regional efforts
- Develop plans to address the risk and impact of fires on critical infrastructure

SAFETY, HEALTH, ACCOUNTABILITY & JUSTICE

Goal: Work to create an environment where all community members feel safe accessing the services they need and confident the right service will be provided. Deliver public safety services in a way that builds community resiliency and trust.

Strategy 1: Invest in programs and partnerships that result in collaborative, concrete actions toward ending homelessness in Bend

- Partner with Deschutes County to create an Emergency Homelessness Task Force that results in a 5- year Community Action Plan
- Increase funding and services for people experiencing homelessness and those that are housing insecure
- Continue to reform our response to mental health and addiction calls for service are responded to and invest in appropriate resources

Strategy 2: Create equitable community engagement around policing that promote accountability and justice

- Advocate for improvements to the criminal justice system by leveraging national, state and regional efforts
- Revise Police Chief's Advisory Council with a focus on community representation, transparency, public oversight and accountability
- Build organizational capacity and connections with neighborhood associations and other community groups

Strategy 3: Invest in delivery of City public safety services that align with broader community values, plans and vision

- Ensure core services are keeping pace with a growing City and adjust staffing resources to match service demands
- Maintain response times and cardiac survivability rates for Fire/EMS services
- Recruit and retain a diverse workforce that reflects the community

SHARED PROSPERITY

Goal: Cultivate tomorrow's economy to assure that we are creating opportunity for all community members to equitably share in Bend's prosperity.

Strategy 1: Optimize planning and infrastructure investments to create employment opportunities

- Develop land use & infrastructure plans for Core, Southeast Area, Juniper Ridge and Airport

- Update the City's Economic Opportunity Analysis to ensure an adequate supply of employment land
- Use Equity Mapping to inform GO Bond implementation, capital project investments, and maintenance activities
- Advocate and be prepared for State and Federal resources

Strategy 2: Increase economic opportunity, advancement and resiliency

- Partner with key organizations to increase internet (broadband) access
- Modernize the Utility Assistance Program through community partnerships
- Leverage City contracting and employment opportunities to incentivize higher wages and opportunities for BIPOC and women-owned businesses

Strategy 3: Align with and promote the Bend Economic Development Advisory Board Strategic Plan in attracting and retaining targeted sectors

- Increase affordable childcare options
- Increase and attract green jobs
- Promote an 'Innovation District' in partnership with the Bend Chamber
- Invest in workforce development activities

TRANSPORTATION & INFRASTRUCTURE

Goal: Design and build a connected multimodal transportation system that allows people to move around safely and equitably, increasing efficiency for all transportation users. Invest in Bend's robust and resilient infrastructure systems to meet community expectations regarding service and stewardship

Strategy 1: Implement policies and actions identified in the Transportation System Plan

- Implement programs identified in the Recommended Near-term Programs in the Transportation System Plan and develop and track progress
- Implement GO Bond projects that address community mobility demands
- Develop and adopt an action plan aimed towards zero traffic deaths or serious injuries
- Prioritize funding for projects and programs that improve safety for vulnerable users
- Prioritize the right user for the right road, keeping freight moving and reducing cut through traffic in neighborhoods

Strategy 2: Provide robust transit and mobility services with a focus on safe options in neighborhoods

- Track and aggressively pursue federal, state and local funding sources that provide sustainable funding for transit service
- Partner with Bend LaPine School and Bend Parks and Recreation Districts to create safe, connected and accessible routes to school
- Partner with agencies and stakeholders to increase transportation options
- Expand partnerships with Bend LaPine School and Bend Park Districts with a focus on equity while funding the Neighborhood Street Safety Program
- Advance the funding and construction of Bike Greenways and leverage the GO Bond to implement this strategy where possible
- Implement a sidewalk program to maintain and expand the city's sidewalk network

Strategy 3: Prioritize water utility investments and programs on water conservation, resource re-use and resource recovery

- Adopt an Integrated Water System Master Plan with a focus on conservation
- Develop facility plans for the Water Reclamation and Water Filtration Facilities based on operational needs and environmental and financial stewardship
- Develop a Stormwater Master Plan that is adaptable to Bend's continued urbanization
- Plan rate structures to assure that prudent maintenance is funded

HOUSING

Goal: Take meaningful action to make this statement a reality: People who live and work in Bend can afford housing in Bend.

Strategy 1: Align infrastructure investments to create buildable land for needed housing

- Leverage projects in the GO Bond and Capital Improvement Project plans to provide housing opportunities
- Develop housing specific strategies and targets in the Core and Southeast Area Plans
- Evaluate housing opportunities in Juniper Ridge

Strategy 2: Pursue policy actions to increase the supply of housing

- Leverage legislative opportunities to obtain needed housing
- Remove and reduce regulatory barriers for development of housing, with an emphasis on incentivizing deed-restricted affordable housing, middle income housing, and housing that serves vulnerable community members
- Explore funding sources to construct housing/facilities and related supportive services to serve community members experiencing homelessness
- Review existing land use designations to find more housing opportunities
- Leverage city and other publicly owned property to create needed housing

Strategy 3: Establish housing strategies as a platform for equity

- Establish housing in a geographically dispersed manner throughout the City with proximity to schools, parks, services and employment opportunities
- Create 1000 units of deed restricted affordable housing
- Modify City codes to allow for managed camps, shelters and other facilities to address homelessness
- Create housing units or facilities to house 500 homeless individuals on a temporary or permanent basis
- Explore additional tools to maintain affordability of built units

Significant Changes from the 2019 – 2021 Biennial Budget

- Budget includes \$275k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including removing barriers to participation on City Boards and Committees, providing equitable access to Council meetings, increasing opportunities for community members to engage with City Council including young people and renters, and increasing Council support and constituent engagement through staffing and technology

ADMINISTRATION & CENTRAL SERVICES
City Manager's Office

Overview

The City Manager's Office is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration.

The responsibilities of the City Manager's Office include the provision of professional leadership in the administration and execution of policies and objectives formulated by City Council, the development and recommendation of alternative solutions to community problems for Council consideration, the planning and development of new programs to meet future needs of the City, oversight of the biennial budget process, community relations, interagency coordination and fostering community pride in City government through excellent customer service. City-wide economic development support is also accounted for as a division of the City Manager's Office.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Provide support to the City Council, including achievement of goals and objectives (see the City Council Budget Narrative earlier in this section for the list of 2021-2023 Goals) and policy directives
- Provide City leadership and direct departments and programs city-wide
- Provide information to, and pursue special projects, as directed by the City Manager and/or City Council
- Manage Advisory Boards, Committees and Commissions

Major Accomplishments during the 2019 – 2021 Biennium

- Proactively and effectively managed City finances and operations, while managing through a pandemic and resulting economic uncertainty
- Developed and approved the Community Climate Action Plan consistent with Council Greenhouse Gas reduction goals
- Created the Human Rights and Equity Commission and Environment and Climate Committee
- Completed an organizational assessment as a foundational element of the City's internal Diversity, Equity, Inclusion and Accessibility strategic plan
- Revised Council Goal framework to account for the COVID-19 pandemic, including the distribution of over \$3M in CARES Act funding to community partners
- Collaborated across the organization and with community partners to achieve a voter-approved \$190M Transportation Bond that is consistent with the adopted 2040 Transportation System Plan
- Partnered with local government agencies to create 'Collective Impact Bend', a coalition of elected and staff leadership that prioritizes and coordinates services and programs to address key community issues such as Diversity, Equity, and Inclusion (DEI), Homelessness, Affordable Housing, Transportation, etc.

Significant Changes from the 2019 – 2021 Biennial Budget

- Transitioned one (1) Purchasing Coordinator position from the Information Technology department to the City Manager's Office to provide administrative support to the central service departments
- Reallocation of (0.1) FTE Senior Administrative Support Specialist from Administration and Financial Services to Facilities Management
- Reallocation of (0.3) FTE Senior Management Analyst from Administration and Financial Services to the Economic Development programs

- The Sustainability program, previously known as the Energy program, is removed from within the City Manager's Office to create a new division for the 2021-2023 biennium within the Administration & Central Services Service Area of the Internal Service Fund – City Wide Administration. It is being separated out as a standalone budgetary program to improve transparency of the City's climate initiatives.
- Moved the Authorized FTE for Economic Development on the Authorized FTE schedule from the Administration & Central Services Service Area to the Community & Economic Development Service Area

ADMINISTRATION & CENTRAL SERVICES

Communications

Overview

Communications, part of the Administration & Financial Services Division within the Internal Service Fund - City Wide Administration, consists of the Communications Services and Neighborhood Association programs.

Communications Services provides information and education to the public and media about City programs, projects and services, and deploys a multi-medium, multi-faceted communications and community relations plan to reach and involve a broad segment of the community. It includes strategic communications planning, media relations, crisis communications, oversight of the City's website, social media, and graphic design standards. The Communications Department also supports City Council meeting broadcasting, livestreaming and captioning.

The Neighborhood Association Program supports the City's thirteen (13) recognized Neighborhood Associations (NAs) that provide a link between the City and residents who may have an interest in various local matters, including land-use decisions, capital improvement projects, and other services and programs offered by the City. Neighborhood Association Program funds are allocated by the number of tax lots within the Association and may be used for communication-related expenditures such as conducting and publicizing meetings in person or virtually, maintaining websites, outreach to members, printing meeting agendas, notices or fliers, mailing postcards or newsletters, and more.

Communications Department staff support the Neighborhood Leadership Alliance (NLA) Council advisory committee, which consists of one representative from each NA and provides input to the City Council from a neighborhood and community perspective.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Conduct an assessment that will inform an outreach and communication strategy and structure
- Assess the neighborhood association system as a conduit of information and representation and create opportunities to engage underserved communities
- Promote interest and participation in the City of Bend's government policies, programs, and services
- Increase community engagement through the Neighborhood Associations and the Neighborhood Leadership Alliance
- Develop a Diversity, Equity, and Inclusion focused communications strategy to support City Council's 2021-2023 Accessible and Effective City Government goal and improve access to City information by increasing communications translated into Spanish, starting by launching a new, Spanish-translated version of our monthly Bend Current newsletter
- Improve the user experience of the City's website so visitors to Bendoregon.gov can easily find information they seek
- Increase the public's online/electronic engagement with the City through social media
- Support departments in developing messages and outreach strategies
- Enable consistent messaging and imagery in a variety of outreach tools through citywide policies and trainings for staff who communicate with the public
- Use and build on baseline key performance measures to set goals for communications, tracking effectiveness of neighborhood associations, community participation (land-use education resources), online engagement and effectiveness of department trainings.
- Implement an internal communications plan and strategies

Major Accomplishments during the 2019 – 2021 Biennium

- Added a new Community Relations Manager position to support growing Neighborhood Association (NA) needs and the Neighborhood Leadership Alliance (NLA)
- Facilitated the NLA's development of a strategic plan, work plan, communications and input structure and an education curriculum for onboarding new NLA representatives
- Produced monthly NA newsletters to improve communication between the City and NAs
- Helped NAs transition from in-person operations to hosting online meetings and virtual events to continue member engagement during the COVID-19 pandemic
- Worked with the NLA and NAs to develop a Land Use Education Plan and identify education materials needed to help better the community's understanding of land use in Bend
- Helped establish a new Neighborhood Street Safety Program with the Transportation & Mobility Department and the Office of Performance Management and worked with the NLA and NAs to prioritize funding for neighborhood projects
- Expanded social media followers and engagement with the addition of a Communications Coordinator to oversee a growing number of social media platforms and accommodate growing citywide communications needs associated with transportation, housing, infrastructure, land-use education and more
- Established baseline data for tracking effectiveness of neighborhood associations, community participation (land-use education resources), online engagement and effectiveness of department trainings.
- Grew enews subscribers to the Communications Department's primary content sources: the Weekly Road and Traffic Report (40% over the two-year period), News Releases (20% over the two-year period) and the Bend Current monthly enewsletter (4% over the two-year period)
- Dedicated a portion of an existing position to internal communications to improve internal communications, including BendHub, COVID-19 employee communications, and more
- Supported the Central Oregon Emergency Information Network, a collaborative, interagency emergency public information coalition, and the associated Joint Information Center throughout the COVID-19 pandemic

Significant Changes from the 2019 – 2021 Biennial Budget

- Budget includes \$95k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including a communications assessment and an assessment of neighborhood association programs
- Funding increase to support two advertising campaigns and billboards to help reach different community audiences
- Budgetary increase to pay for translation and interpretation of monthly enewsletters, emergency outreach communications, and limited, identified projects as needed
- Adding an "off-year" community survey with a neighborhoods-directed focus
- Increasing budget for internal communications digital signage and a printed newsletter to support new, dedicated Internal Communications capacity

ADMINISTRATION & CENTRAL SERVICES
Office of Performance Management

Overview

The Office of Performance Management (OPM) is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The OPM is a centralized department that coordinates resources to ensure that the City meets the community's goals through data and analytics. The OPM helps the City think differently about its operations and contributes to the City becoming a more customer-focused and strategically aligned organization through data and technology solutions.

The OPM assists with Council goal-setting, monitors performance targets and supports the City's Innovation Strategic Plan. In addition, the OPM leads the management of enterprise data sets to create synergy between departments.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Improve the availability, quality and consistency of data via a city-wide data management program
- Provide increased transparency through an open data policy and program, including publicly available dashboards and reporting
- Develop an equity mapping tool to support Council Goals and decision-making
- Collaborate with departments to elevate and expand infrastructure asset management
- Improve the connectivity of the current performance management system with budget development, human resource management and data analytics
- Direct, support and monitor business process improvements and changes for key business systems as well as ongoing departmental needs for continuous improvement
- Incubate new or innovative ways of solving problems through use of technology and data

Major Accomplishments during the 2019 – 2021 Biennium

- Developed and launched the Council Goals Performance Dashboard
- Supported the Online Permit Center (CityView) project through data conversions, data integrations, and report development
- Designed and implemented a SQL and GIS-based data warehouse solution for reporting and merging the 20+ year old legacy application with the City's new Permitting Software
- Designed and created the City of Bend's planning and permitting Data Explorer tool
- Launched the City's continuous improvement program (SPARK)
- Created the Bend Land Information System (BLIS) which allows Council and the public to view and monitor trends in developable lands
- Increased employee knowledge and skills on the use of data and analysis tools through training, communication and coordination of user group meetings

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Information Systems Analyst to help with data management and analytics
- Reallocated one (1) existing Senior Information Systems Analyst from the Community Development Department to the Office of Performance Management
- Budgeting for new aerial imagery capture. As the City grows, it's important to have updated imagery to assist in capturing information used by multiple departments for planning and policy purposes.
- Budget includes \$25k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including data development and management

ADMINISTRATION & CENTRAL SERVICES
Volunteerism

Overview

The Volunteerism Program is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. This program seeks to develop and enhance community partnerships, promote standards for excellence in external and internal customer service, and serve as ombudsmen for the community.

Major Accomplishments during the 2019 – 2021 Biennium

- Continued to refine the Bend Beautification Program and create more user-friendly platforms through technology for public access
- Fostered greater stewardship, ownership and ambassadors for the City in various volunteer efforts (roundabouts, community garden, stormwater/environmental stewardship, public safety, etc.)
- Although not the intent of the volunteer program, given the high caliber and experience of volunteers who have been onboarded with the City through the volunteer program, several volunteers have subsequently been hired by the City of Bend throughout multiple departments
- Continued development of events utilized for both internal and external communication including; the Bend Business Meeting, Let's Pull Together, the annual Holiday Luncheon/Charitable Giving Campaign, etc.

Significant Changes from the 2019 – 2021 Biennial Budget

- Beginning in the 2021 – 2023 Biennium the Volunteerism program budget is fully incorporated into the Human Resources program. Goals and significant changes for the Volunteerism program are included in the Human Resources program section.

ADMINISTRATION & CENTRAL SERVICES
Human Resources

Overview

The Human Resources Program is a part of the Administration & Financial Services Division within the Internal Service Fund - City Wide Administration. Human Resources guides the establishment and implementation of effective, city-wide employment policies and practices. Human resource management includes talent acquisition, policy development and implementation, compensation and benefit administration, employee/labor relations, safety, and workforce development.

The policies and procedures that determine compensation, benefits, and working conditions of City employees varies depending on whether or not the employee belongs to a labor union. Non-represented employees' pay, benefits, and other conditions of employment are established by personnel policies, whereas the terms of employment for represented employees are determined by labor contracts negotiated between the City and the bargaining unit to which an employee belongs. The bargaining units representing City employees are: the City of Bend Employees Association (COBEA), which as of March 31, 2021, represents approximately 262 employees in Utilities, Streets & Operations, Finance, Information Systems and Community Development Departments; the International Association of Fire Fighters Local #227 (Bend Fire Association – BFA), representing approximately 88 fire personnel; and the Bend Police Association (BPA), which represents approximately 113 police employees.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Provide an exceptional employee experience by focusing additional attention on new methods of talent acquisition, hybrid work assignments, employee onboarding, workforce development, and wellbeing
- Implement a temporary staffing program for all Operational Departments to include, talent acquisition, placement, monitoring, and administration
- Implement a Diversity in Government City-wide internship program designed to encourage candidates from groups traditionally underrepresented in the sciences, social sciences, business and humanities to consider careers in the public sector
- Create an inclusive organizational culture that calls for high standards of performance and aligns employee efforts with the City's mission, vision, and business strategy
- Develop labor/management relationships that are built on mutual trust and respect and result in collaborative partnerships committed to achieving the City's mission, vision, and program goals
- Negotiate successor agreements with each of the City's three Associations (BPA, BFA, and COBEA)
- Support leaders at all levels in effectively managing their teams by assisting departments with navigating organizational changes related to staffing and workforce planning
- Advocate for strategic staff development, including effective onboarding, career development, planning, and timely and appropriate recognition
- Improve the City's ability to attract and retain the highest quality talent in order to enhance the City's services to our community
- Improve Human Resources access and analysis of employee data through implementation of bi-weekly payroll in partnership with the Finance Department
- Commit resources to a Diversity, Equity, Inclusion, and Accessibility (DEIA) program to promote continued respect and support the City Manager's Office and Departmental projects and initiatives
- Implement organizational changes to ensure compliance with the Oregon Pay Equity Act to include conducting a pay equity analysis and identifying an action plan
- Improve employee well-being by enhancing our benefits such as, adding virtual counseling to our telemedicine contract and upgrading our Employee Assistance Program (EAP)

- Continue to provide community relations, ombudsmanship, and general information to City Council, staff, and community members through the Volunteerism program
- Continue development and expansion of volunteer programs throughout multiple departments at the City of Bend, including additional opportunities for remote volunteers and intern/extern programs

Major Accomplishments during the 2019 – 2021 Biennium

- Responded to the COVID-19 Pandemic. HR Programs and Services included:
 - Workforce Safety
 - Workforce Planning
 - Labor and Employee Relations
 - Training and Organizational Development
 - Leave Administration / Worker's Compensation
 - Volunteer and Community Partnership Development and Coordination
 - Benefits Response
 - Continuity of Essential HR Programs and Services
- Transitioned the workforce to remote hybrid work in order to support city-wide continuity of operations plans
- Implemented Families First Coronavirus Response Act (FFCRA) leave for all employee groups
- Administered the contract with Trupp HR to conduct a pay equity analysis in alignment with Oregon Pay Equity statutes
- Administered the contract with Trupp HR to conduct a classification review of technology and data positions in the City.
- Continued to decrease the City's insurance premium expense via a high deductible medical insurance plan with a health reimbursement account (HRA) and a voluntary employee benefit association (VEBA) account program for all employees of the City

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) LTE Program Specialist hired during the transition of the City's migration to the new ERP system will be converted to full time to maintain compliance with new Oregon Pay Equity Law and expansion of data systems requirements for administration
- One (1) new HR Business Partner to oversee temporary staffing administration city-wide
- Incorporating a DEIA program which will include conducting an organizational assessment, training for employees, Council and volunteers, and working with the City Council to establish a permanent commission/committee to develop a DEIA action plan
- Beginning in the 2021 – 2023 Biennium the Volunteerism program budget is fully incorporated into the Human Resources program.
- Reestablishment of minimal volunteer and staff events, after significant cuts as part of the COVID-19 pandemic response, budgets for future events incorporate additional safety measures to promote public wellbeing

ADMINISTRATION & CENTRAL SERVICES
Financial Services

Overview

The Finance Department is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The Finance Department promotes sound financial management and provides an umbrella of accountable, effective and efficient financial services for our community members and City departments.

This department performs the following functions: accounting, budgeting, financial reporting and analysis, treasury and debt management, payroll and accounts payable processing, oversees compliance and prepares reports for federal grants, grant billing and reporting services. The City produces a monthly financial report and revenue dashboard that compares budget to actual as well as the Comprehensive Annual Financial Report which has earned the distinguished reporting and presentation award from the Government Finance Officers Association (GFOA) since 1993. This department also prepares the City's Biennial Budget and Long Term Financial Plans. It also performs financial analyses and financial planning for the City. The City's budget has earned the distinguished budget presentation award from the GFOA since 1999.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Oversee financial management for the City and ensure compliance with financial policies as well as state and federal statutes and accounting principles
- Develop long term financial plans and funding strategies for various City operations including facility, transportation and infrastructure planning
- Continued participation in the implementation of the final modules of the Enterprise Resource Planning (ERP) system including systems for debt management, annual financial reporting, grants management and general billing
- Actively seek and recommend funding strategies to address the City's long-term financial obligations
- Implement bi-weekly payroll and improve access and analysis of employee data in partnership with Human Resources

Major Accomplishments during the 2019 – 2021 Biennial Budget

- Worked with departments, consultants and partner agencies to administer, track and report on \$4.0 million of COVID-19 related federal funding of which \$3.0 million went directly into community programs and assistance
- Received the GFOA awards for the 2019 – 2021 Biennial Budget, the 2018 - 2019 Comprehensive Annual Financial Report and submitted the 2019 -2020 Comprehensive Annual Financial Report to the GFOA for award consideration
- Applied for and received from the Oregon State Employer Incentive Fund matching contributions of \$2.8 million into a side account for the City at the Oregon Public Employees Retirement System resulting in contribution rate reductions of 3.10% for each of the next 20 years
- Entered into \$50.2 million of new or increased loans through the State's Clean Water State Revolving Fund Loans (CWSRF) with the Oregon Department of Environmental Quality (DEQ) to provide improvements to critical water reclamation infrastructure at low interest rates
- Issued Full Faith and Credit Bonds in the amount of \$49.8 million to finance the costs of transportation system improvements including the Empire and Murphy corridors, the acquisition of fire engines, the implementation of various energy savings projects and parking lot improvements

- Issued Sewer System Revenue Bonds in the amount of \$37.9 million to finance the costs of improvements to the City’s water reclamation system, including the North Interceptor Sewer Line
- Refunded the balance of the 2010 Full Faith and Credit Bonds in the amount of \$10.7 million which resulted in approximately \$822,000 of interest savings over the remaining life of the loans
- Authorized to issue Full Faith and Credit Bonds and Refunding Bonds in an amount not to exceed \$35.6 million to finance the costs of equipment, acquisition and installation of enterprise resource planning software, stormwater construction projects and Urban Renewal capital projects as well as refinancing older Full Faith and Credit notes for interest savings. These bonds closed in May 2021.
- Created a dashboard measuring the current state of key infrastructure and necessary improvements needed to meet industry best practices and desired service levels
- Assisted in the design and implementation of ERP systems for Municipal Court, Capital Assets, Fleet Services, Utility Billing, Online Permitting and Construction Project Management

Significant Changes from the 2019 – 2021 Biennial Budget

- Transferred one (1) Financial Accountant position from Finance Department to the Project Management Office to support the increasing reporting, contract oversight and systems design and operations needs of the organization
- One (1) new full-time Financial Accountant was adopted by City Council in March 2021 to support the growing complexity of financial reporting based on seven new ERP systems going live in the current and next biennium.
- Capital Outlay for acquisition of debt and loan management system and annual financial reporting and budgeting system is included in the 2021-2023 biennial budget

ADMINISTRATION & CENTRAL SERVICES

Procurement

Overview

The Procurement and Public Contracts Department is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The responsibilities of the department include providing procurement services and contract administration to all city departments and the public in a timely, courteous and ethical manner. Items including but not limited to fuel, construction work, professional services, heavy equipment, maintenance equipment and supplies are procured through competitive public contracting processes. In addition to developing and managing invitation for bid and request for proposals processes, the department provides guidance and assistance to other City staff in helping to define needs, soliciting quotes and administering contracts. The department manages the Vendor, Purchase Order, Procurement Card, and Contracts modules of the Enterprise Resource Planning (ERP) system. Procurement negotiates contracting terms and conditions, ensures compliance with applicable procurement laws, ensures fair and equitable treatment of suppliers, and manages the disposition of surplus property.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Develop a supplier diversity program that leverages City contracting opportunities to incentivize higher wages and increase opportunities for BIPOC and women-owned businesses
- Implement an e-procurement/bidding software system to increase efficiencies and competition
- Implement Procurement related sections of the Strategic Energy Management Plan
- Participate in the update of the standards and specifications for public improvements
- Ensure city-wide compliance with purchasing policies and state and local laws

Major Accomplishments during the 2019 – 2021 Biennium

- COVID-19 Pandemic response including transitioning to remote work, implementing city-wide electronic signature platform, and meeting organizational face covering and PPE needs
- Increased contracts with Oregon Forward program supporting meaningful work for Oregonians living with disabilities
- Realigned department roles and responsibilities to better support departments and increase efficiencies
- Developed a process in coordination with the City Attorney's Office to review and modernize Information Technology contracts

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Senior Procurement Analyst to implement the GO Bond Program. This position will be funded by the 2020 General Obligation Bond Construction Fund
- Addition of costs for city-wide electronic signature system annual subscription
- One (1) Purchasing Analyst in the second year of the biennium funded through a special purpose transfer from the General Fund as prioritized in Council's 2021-2023 Shared Prosperity goal to support the Council initiated supplier diversity program

ADMINISTRATION & CENTRAL SERVICES
Project Management Office

Overview

The Project Management Office (PMO) Program is part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The mission of the PMO is to deliver quality project management services, tools and training to the organization. The PMO directly oversees a suite of enterprise projects in the Innovation Strategic Plan. In addition, the program assists business units by providing project management training and tools, consulting and other services to help departments deliver their own projects utilizing innovative and nimble approaches coupled with standard project management methodologies.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Support the implementation of the Innovation Strategic Plan by providing project management services and portfolio management. Some of the priority projects include:
 - Bi-weekly payroll implementation
 - Infrastructure asset management strategy and system
 - Fleet telematics implementation
 - Document management strategy
 - City website improvements
 - Customer service enhancements, including a service request system and customer service center
 - Budgeting and Comprehensive Annual Financial Reporting system replacement
- Complete the implementation of the remaining portions of the Leading Effective Applications & Processes (LEAP) program, including Account Receivable and General Billing, Cemetery and Property Management
- Expand the organizations project management capacity by:
 - Providing project management training
 - Developing and maintaining a flexible project management framework and toolkit

Major Accomplishments during the 2019 – 2021 Biennium

- Implementation and/or replacement of key business systems including:
 - Online Permit Center (CityView)
 - Utility Billing (Munis)
 - Fleet Management (FleetFocus)
 - Court and Case Management (Incode)
 - Online Utility Billing (Invoice Cloud), replacing the Click2Gov billing and payment infrastructure
 - Online payments for Ambulance and EMS (Invoice Cloud)
- Created the Project Management Office
- Assisted in the development of the Innovation Strategic Plan and provided project management support to key projects

Significant Changes from the 2019 – 2021 Biennial Budget

- Budget includes \$80k in additional General Fund support for implementation of City Council's Accessible and Effective City Government Goal, including use of a human centered design approach to improve City website and customer service

- The LEAP program transitioned into the Project Management Office (PMO) and is now a separate budget entity in the Internal Service Fund – City Wide Administration.
- One (1) new Senior Project Manager FTE that will serve as a lead to PMO staff and replace the expiring LTE LEAP Manager position
- Conversion of the three project managers from LTE to FTE to support the ongoing project management needs of Innovation Strategic Plan and organization
- Transition of one (1) Financial Accountant from the Finance Department to the PMO

ADMINISTRATION & CENTRAL SERVICES
City Attorney's Office

Overview

The City Attorney's Office is a part of the Administration & Financial Services Division in the Internal Service Fund - City Wide Administration. The City Attorney's office acts as general in-house counsel to the City of Bend, providing legal advice and services to the City Council, the City Manager, Department Heads and other management personnel, as well as providing legal advice to boards, commissions, agencies, and to City employees related to their official responsibilities. The City Attorney's office seeks to provide timely and proactive legal advice consistent with a complex system of local, state and federal laws and regulations, the US and state constitutions and applicable case law, to be responsive to the City's needs and innovative and solution oriented in our approach to a growing and changing city. In addition to providing constant daily advice, the attorneys implement Council policy direction and goals by drafting or amending City ordinances and resolutions, contracts, intergovernmental agreements, engineering and planning documents, and memos. They provide ongoing employment and personnel advice related to City employees and collective bargaining. The City Attorney's office proactively tries to resolve disputes when they arise, and takes the lead in settling disputes, including personnel matters, open records act challenges, land use matters and other disputes affecting the City, and manages outside litigation when it occurs.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Build a strong and respectful relationship with the new City Council, support Council Goals, help educate and respond to Councilor questions and provide legal guidance and perspective to facilitate Councilors' community leadership role and enhance their ability to effectively achieve their objectives.
- Continued focus on code changes, short term and long term, related to homelessness, including temporary, emergency, transitional and housing, shelters, safe parking, and managed vehicle camping, etc.
- Legal support/research as needed to variety of ideas from Human Rights and Equity Commission and Council, including equitable access to government and City services and meetings, as well as helping with the hiring and support for the new Equity and Inclusion Director
- Continued review and legal advice on Council and Committee pay and stipends.
- Legal review and ongoing oversight of documents and plans including but not limited to: Water Public Facility Plan, Water Conservation Management Plan, Southeast Area Expansion Area Planning, Urban Growth Boundary (UGB) expansion documents, Airport Master Plan, and activity at Juniper Ridge
- Review, draft documents and provide advice to Engineering Infrastructure & Planning (EIPD) and Procurement departments related to major infrastructure projects, including support and coordination with outside counsel on condemnation matters and implementation of the 2020 General Obligation Bond
- Provide advice regarding Council's goals related to affordable housing, including tools to maintain affordability, structuring development proposals to achieve affordability and middle-income housing, and other mechanisms to achieve housing strategy of equitable housing opportunities
- Continue to be lead legal support regarding water rights issues, including working on instream issues with Tumalo Irrigation District, supporting future hydro project
- Continue supporting public safety departments in evolving roles and services, including measures such as Police body-worn camera project
- Assist the City Manager's Office (CMO) with the transition to hiring of a new ADA Coordinator and transition the program from Legal to the CMO to best serve the City and community interests

Major Accomplishments during the 2019 – 2021 Biennium

- Continued supporting EIPD in complex and multiple progressive design-build public infrastructure projects and providing increasingly sophisticated document drafting and forms, negotiations with irrigation districts and condemnation proceedings
- Worked with CMO and Council to create the Human Rights and Equity Commission and Environment & Climate Committee and support to those processes
- Worked with CMO and Council to help address those facing homelessness in Bend, including Juniper Ridge efforts, research and creation of a safe parking program for overnight vehicle stays, implementing state law, Turnkey project review/documents and other initiatives
- Worked with various departments on various initiatives to support efforts to create more affordable housing in Bend, including House Bill 4079 UGB pilot project
- Lead attorneys for Transportation System Plan process with ongoing advice to Task Force and staff; drafted all GO Bond Resolutions and ballot documents
- Worked with the Community Development Department on numerous planning projects, including drafting complex development agreements (Westside Annexation and Development Agreements)
- Handled all municipal court matters, Land Use Board of Appeals (LUBA) appeals, labor and personnel matters, circuit court litigation, in-house with existing four attorney staff
- Ongoing legal support to successful Bend Urban Renewal Agency projects (Core Area Urban Renewal Area/Tax Increment Financing/Bend Central District amendments, in particular)
- Hired a capable, effective new attorney who has successfully integrated into the City culture and legal department, particularly focusing on filling gaps at the airport that needed attention, and providing focused internal legal services to the utilities and Information Technology departments
- Researched law in state and across the country to help with multiple emergency orders related to the COVID pandemic, including general order covering many programs, the mask enforcement order, tourism order, and wildfire RV order, and updates. Worked with City Manager Office and departments to quickly understand legal and policy options and programs to better serve Bend during the public health crisis and social upheaval with new and changing legal tools and principles of governance

ADMINISTRATION & CENTRAL SERVICES
Administration & Financial Services

FIVE YEAR VEHICLE & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
Two (2) Electric vehicle replacements	\$ -	\$ -	\$ 70,000	\$ -	\$ -
Subtotal Vehicles:	\$ -	\$ -	\$ 70,000	\$ -	\$ -
Intangibles:					
E-Procurement System	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Financial Reporting Software Replacement	75,000	-	-	-	-
Debt Management Software	100,000	-	-	-	-
Organizational Survey Software	35,000	35,000	-	-	-
Document Management	50,000	50,000	-	-	-
Transition of legacy ERP Software	30,000	-	-	-	-
Service Request System (311)	40,000	-	-	-	-
Equity Mapping	75,000	25,000	-	-	-
Subtotal Intangibles:	\$ 505,000	\$ 110,000	\$ -	\$ -	\$ -
Total	\$ 505,000	\$ 110,000	\$ 70,000	\$ -	\$ -

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**Internal Service Fund - City Wide Administration
Diversity, Equity, Inclusion, & Accessibility**

	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	BIENNIAL BUDGET		
				PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
RESOURCES						
Interfund transfers	\$ -	\$ -	\$ -	\$ 1,114,800	\$ 1,114,800	\$ 1,114,800
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ 1,114,800	\$ 1,114,800	\$ 1,114,800
	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ -	\$ -	\$ -	\$ 800,300	\$ 800,300	\$ 800,300
Materials & services	-	-	-	305,000	305,000	305,000
Total Admin. & Central Serv. Program	-	-	-	1,105,300	1,105,300	1,105,300
Contingency	-	-	-	9,500	9,500	9,500
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 1,114,800	\$ 1,114,800	\$ 1,114,800

Full Time Equivalents	0.00	2.55
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Diversity, Equity, Inclusion, and Accessibility

Overview

Diversity, Equity, Inclusion, and Accessibility (DEIA) is a new program of the Administration & Central Services Division of the Internal Services Fund – City Wide Administration.

The DEIA program will be responsible for embedding a commitment to diversity, equity, inclusion and accessibility within the City of Bend through internal and external initiatives guided by the work of the City Council’s new Human Rights and Equity Commission (HREC) and the internal Diversity, Equity, Inclusion and Accessibility (DEIA) Task Force. The HREC is focused on ensuring historically marginalized and underrepresented people and communities in Bend have equal access to City programs and services, representation in City decision-making, and a venue to raise concerns and complaints about discrimination. The Internal Diversity, Equity, Inclusion, and Accessibility (DEIA) Task Force is focused on increasing awareness of equity and cultivating a workplace environment where all feel welcomed and equally valued. This will be accomplished by identifying strategies and concrete actions item, as well as creating tools and templates to center diversity, equity, inclusion and accessibility.

The Accessibility Program, previously accounted for as a division of the City’s General Fund, will be incorporated into the new DEIA program. 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. The program also serves as a resource to individuals and external contacts on ADA related topics.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Develop and implement a city-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) plan that outlines initiatives, community engagement strategies, policy review, data analysis, and interdepartmental coordination. The plan will set objectives and a timeline for successful completion of outcomes.
- Work with internal and external stakeholders to apply an equity lens across all City services, goals, strategies and budgets
- Facilitate and assist with the development and implementation the HREC’s goals which include facilitating the creation of the structure for the HREC and developing an action plan to address the key elements of the HREC’s code and ordinance
- Plan, develop, and implement an equity mapping tool and additional resources to assess the gaps in equitable access to City services. Collaborate with Collective Impact Bend public agencies to leverage efforts specific to equity mapping.
- Expand outreach and public engagement with all community members, so that everyone feels welcome and that their voice will be heard. This will be informed by an assessment and input from the entire community.
- Work to remove barriers to participation on City Boards and Committees and provide equitable access to public meetings and events, including Council meetings
- Maintain and update the City’s ADA Transition Plan for Curb Ramps in Public Rights-of-Way document on a bi-annual basis to demonstrate the to-date curb ramp compliance and identify steps to continue to increase compliance across the city
- Continue to improve access for people with disabilities throughout the City’s facilities, programs, services, and activities, as well as throughout the community

- Work with other City staff in developing an overall city sidewalk program contingent on Council approval and available funding
- Continue building and maintaining relationships with community accessibility groups

Major Accomplishments during the 2019 – 2021 Biennium

Though the 2021-2023 biennium is the first year DEIA is being reported as a separate program, the following achievements were accomplished during the 2019-2021 biennium:

- Created the Human Rights and Equity Commission
- Hosted a DEIA kick-off at the 2020 City of Bend Annual Business Meeting as well as an employee Town Hall dedicated to DEIA
- Launched the Internal DEIA Task Force, a voluntary team of City employees
- Created DEIA tools and resources for all City Departments, including a DEIA BendHub (intranet) page that is accessible by staff and the City Council
- Facilitated the funding of several community nonprofits through the DEI funds to support diverse events
- Funded over \$15,000 in translation resources for the City's commitment to accessible government
- Completed an organizational assessment as a foundational element of the City's internal Diversity, Equity, Inclusion and Accessibility Strategic Plan
- Partnered with local government agencies to create 'Collective Impact Bend', a coalition of elected and staff leadership that prioritizes and coordinates services and programs to address key community issues such as DEI, Homelessness, Affordable Housing, Transportation, etc.
- Received 86 external customer contacts related to Accessibility, all of which were responded to within 72 hours
- Assisted the Community Development Department in creating and processing of Business Parklet applications for businesses to be able to expand their seating into the public right-of-way during COVID-19
- City staff deployed for two weeks to the Red Cross' Oregon Fires response as the Disability Integration Lead for the Red Cross' Cascade Region
- Attend various community meetings, including disability groups, the Community Huddle (made up of various health, low-income, and other community organizations), the Tri-County Access & Functional Needs Emergency Preparedness Group

Significant Changes from the 2019 – 2021 Biennial Budget

- This is a new budgetary program for the 2021-2023 biennium to improve transparency of the City's DEIA initiatives. Costs associated with the Accessibility portion of the program were previously accounted for as a division of the City's General Fund and can be found in the Infrastructure Service Area section of the budget document. Previous DEIA expenses were paid for out of the City Manager Office's budget. This budget will only account for the programmatic costs of the City's DEIA efforts – capital costs related to accessibility improvements will continue to be paid out of the Accessibility Construction Fund that is included in the Infrastructure Service Area of the budget document.
- Recruitment for one (1) new Equity and Inclusion Director began in Spring 2021. It is anticipated that this new position will begin in Summer 2021.

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**Internal Service Fund - City Wide Administration
Sustainability**

	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	\$ -	\$ -	\$ -	\$ 13,400	\$ 13,400	\$ 13,400
Interfund transfers	-	-	-	409,400	409,400	409,400
General Fund transfer for Council Initiatives	-	-	-	100,000	100,000	100,000
TOTAL RESOURCES	\$ -	\$ -	\$ -	\$ 522,800	\$ 522,800	\$ 522,800
REQUIREMENTS						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ -	\$ -	\$ -	\$ 244,200	\$ 244,200	\$ 244,200
Materials & services	-	-	-	275,100	275,100	275,100
Total Admin. & Central Serv. Program	-	-	-	519,300	519,300	519,300
Contingency	-	-	-	3,500	3,500	3,500
TOTAL REQUIREMENTS	\$ -	\$ -	\$ -	\$ 522,800	\$ 522,800	\$ 522,800

Full Time Equivalents	0.00	0.81
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Sustainability

Overview

The Sustainability program is a new division for the 2021-2023 biennium that was previously accounted for in the City Manager's Office program within the Administration & Financial Services Division of Internal Service Fund – City Wide Administration. It is being separated out as a standalone budgetary program to improve transparency of the City's climate initiatives.

The Sustainability program is responsible for carrying out the City's energy and climate related initiatives, including developing, updating, and implementing the City's Community Climate Action Plan (CCAP) and the City's Strategic Energy Management Plan (SEM Plan). These initiatives were launched in 2016 with the adoption of City Council Resolution 3044. This program is also responsible for coordinating the Environment and Climate Committee, a permanent advisory committee to the City Council, due to its close relationship to the Community Climate Action Plan.

Goals & Objectives for the 2021-2023 Biennial Budget

- Implement the Community Climate Action plan through the following activities:
 - Review and consider implementing recommendations from the Environment and Climate Committee
 - Explore opportunities for statewide programs that reduce greenhouse gas emissions
 - Plan for electric vehicles community-wide
 - Prioritize implementing equity actions in the Community Climate Action Plan
- Implement the City's internal Strategic Energy Management Plan through coordination of city departments with key implementation responsibilities
- Procure renewable energy for all City facilities where feasible
- Manage the Environment and Climate Committee's activities as they respond to Council and City staff requests for direction and feedback

Major Accomplishments during the 2019-2021 Biennium

Though the 2021-2023 biennium is the first year the Energy Program is being separated from the City Manager's Office, the following achievements were accomplished during the 2019-2021 Biennium:

- Development and adoption of the Bend Community Climate Action Plan
- Development and adoption of the City of Bend's Strategic Energy Management Plan
- Conducted the Bend Community Greenhouse Gas Emissions Inventory
- Conducted the City of Bend Facilities and Operations Greenhouse Gas Emissions Inventory
- Managed an ad-hoc public advisory committee to guide development of the Bend Community Climate Action Plan
- Recruited and launched a new permanent advisory Committee for the City Council, the Environment and Climate Committee
- Managed and reported on a two-year grant that offset expenses for the sustainability coordinator position and consulting fees for the CCAP
- Built and sustained relationships with key community partners in environmental and climate related fields

Significant Changes from the 2019-2021 Biennial Budget

- A large grant provided a significant portion of the revenue for the 2019-2021 biennial budget. That grant was intended to be seed money for the establishment of an ongoing program, and is not available on a continuing basis as a revenue source for this program.
- Budget includes \$100k to support Council's 2021-2023 Environment and Climate Goal, including the implementation of the Community Climate Action Plan

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**Internal Service Fund - City Wide Administration
Information Technology (IT)**

	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	\$ 1,782,889	\$ 2,390,100	\$ 1,256,844	\$ 565,500	\$ 565,500	\$ 663,500
Intergovernmental revenues	-	87,100	42,287	-	-	-
Charges for services	-	48,800	48,800	-	-	-
Miscellaneous	1,819	-	2,600	-	-	-
Debt proceeds	7,684,436	12,601,600	6,864,749	675,300	675,300	675,300
Interfund transfers	8,550,513	9,663,200	10,332,373	9,942,400	9,942,400	9,942,400
TOTAL RESOURCES	\$ 18,019,658	\$ 24,790,800	\$ 18,547,653	\$ 11,183,200	\$ 11,183,200	\$ 11,281,200
REQUIREMENTS						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 5,501,798	\$ 5,986,100	\$ 5,792,747	\$ 5,655,500	\$ 5,655,500	\$ 5,655,500
Materials & services	2,909,584	3,530,700	3,144,889	3,951,700	3,951,700	4,022,700
Capital outlay	1,234,091	2,522,900	2,099,835	1,073,600	1,073,600	1,100,600
Total Admin. & Central Serv. Program	9,645,473	12,039,700	11,037,471	10,680,800	10,680,800	10,778,800
Interfund Transfers	1,432,913	1,335,000	1,610,204	315,000	315,000	315,000
Debt Service	5,684,428	11,321,600	5,236,494	134,000	134,000	134,000
Contingency	-	4,300	-	53,400	53,400	53,400
Reserves Future Capital	-	90,200	-	-	-	-
TOTAL REQUIREMENTS	\$ 16,762,814	\$ 24,790,800	\$ 17,884,169	\$ 11,183,200	\$ 11,183,200	\$ 11,281,200

Full Time Equivalents	23.00	19.00
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Information Technology

Overview

The Information Technology (IT) Division is part of the Internal Service Fund – City Wide Administration. The mission of IT is to partner with the City’s business units to deliver quality and innovative technology solutions. Information Technology manages the City’s enterprise information systems, including software implementation and management, local and wide area networks and supporting infrastructure. In addition, IT supports the City, its community members and employees through a variety of services and seeks to improve operational efficiency through effective use and stewardship of technology.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Support Innovation Strategic Plan projects and initiatives including:
 - Account Receivable and General Billing system replacement
 - Budgeting and Comprehensive Annual Financial Reporting system replacement
 - Bi-weekly payroll implementation
 - Online Permit Center optimization
 - e-Procurement system implementation
 - Fleet telematics implementation
 - Optimization of the TeleStaff scheduling system for public safety
- Continue development of the Cybersecurity Program:
 - Conduct a cybersecurity assessment
 - Develop a citywide cybersecurity policy
 - Deliver ongoing cybersecurity training to City employees
- Modernize the Helpdesk system with a human-centric interface that also integrates hard and soft asset inventory
- Collaborate with business units to develop a formal Incident Response Plan that will guide the recovery of critical IT infrastructure systems, applications and data sets in response to a disruptive event that impacts technology services hosted by the City of Bend.
- Refresh the City’s core network, virtualization, and storage infrastructure in support of a healthy lifecycle replacement plan
- Optimize the Office365 suite of applications and tools
- Upgrade Microsoft Office to version 2019

Major Accomplishments during the 2019 – 2021 Biennium

- Expanded the use and adoption of Microsoft Teams as the City’s main collaboration and teleworking platform, which has been critical in supporting continuity of operations during COVID-19
- Quickly rolled out Zoom and WebEx video conferencing solutions to support virtual public meetings and the governance process
- Implemented Multi-Factor Authentication for all City staff in support of cybersecurity objectives
- Modernized the City’s SharePoint environment, improving intra-city and cross-departmental collaboration.
- Converted the City’s server fleet from Windows Server 2008 to Windows Server 2019
- Updated Microsoft Enterprise Agreement licensing to leverage new security and Business Intelligence features
- Supported the implementation of technology solutions at the two new Fire Stations (Stations 306 and 302)
- Expanded the City’s internet bandwidth from 100Mbps to 1Gbps

- Migrated City phone services from a circuit-based technology to an internet-based one for cost-efficiency and to support long-term business growth
- Transitioned the City's wireless network to Wi-Fi 6 technology offering faster wireless speeds and increased capacity
- Implemented DocuSign for electronic signatures
- Established internal Long-Term Support Plans for Munis and CityView
- Supported the implementation of systems in support of Leading Effective Applications & Processes (LEAP) and the Innovation Strategic Plan.

Significant Changes from the 2019 – 2021 Biennial Budget

- One (1) new Security Administrator to help drive the City's focus on data systems and infrastructure security and integrity. This position will be instrumental in working across the organization to help develop security policies, procedures and trainings centered on minimizing cyber threats, vulnerabilities and attacks.
- Implement needed upgrades to the core network, server and storage platforms in order to reduce maintenance costs, implement security enhancements, improve speed and reliability, increase compatibility and expand scalability to prepare our technology infrastructure for future growth.
- Transitioned three (3) project manager positions from the Information Technology department to the new Project Management Office and one (1) administrative support position to the City Manager's Office to provide administrative support to the central service departments

There are two teams within IT: the Enterprise Operations Team and the Enterprise Solutions Team.

Enterprise Operations Team - The Operations team consists of two broad and diverse groups.

The Service Desk supports approximately 750 users across the City organization. They prioritize the prompt restoration of service to end-user technology; the asset management of the 2,000+ pieces of equipment (desktops, laptops, phones, printers, mobile devices, etc.); and managing the provisioning of equipment and access for new and departing employees. This work is accomplished with a 99% internal customer satisfaction rating.

Infrastructure Operations focuses on supporting City operations by ensuring the smooth functioning of the technology infrastructure that supports operating system and application deployment to internal and external customers. This includes the network infrastructure (160+ network switches across 27 facilities); server and device management (130+ servers); computer operations; storage management; disaster recovery management; and cybersecurity management.

Enterprise Applications Team

The Enterprise Applications Team provides services to the City's users and business operations through the implementation, ongoing support, and continuous improvement and optimization of the major Enterprise systems in use at the City. The team also provides asset management of those software system through maintenance and upgrades, usage reviews and annual audits as well as workflow and process maintenance in support of the evolving business needs of City operations.

ADMINISTRATION & CENTRAL SERVICES
Information Technology

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Vehicle replacement	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Subtotal Vehicles:	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Equipment:					
Web Application Firewall	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Sans Replacment	130,000	-	-	-	-
Datacenter Storage	82,000	-	-	-	-
ISE Appliance	50,000	-	-	-	-
Downtown Cameras	27,000	-	-	-	-
ASA Firewall	25,000	-	120,000	-	-
Secondary Storage solution	34,300	34,300	-	-	-
Network switches	50,000	50,000	-	-	-
Datacenter Server Lifecycle replacement	-	300,000	-	-	-
Telepresence Server	-	25,000	-	-	-
Backup & Recovery Proxy	-	-	-	27,000	-
Identity Services Appliance	-	-	-	-	35,000
Subtotal Equipment:	\$ 428,300	\$ 409,300	\$ 120,000	\$ 27,000	\$ 35,000
Intangibles:					
Server Firewall Management Software	\$ 42,000	\$ -	\$ -	\$ -	\$ -
Digital Sign Software	27,000	-	-	-	-
Adobe Acrobat	42,000	-	-	-	-
VMWare Horizon	25,000	-	-	-	-
Telepresence Server Licenses	-	42,000	-	-	-
New Ticketing System	-	35,000	-	-	-
Certificate Management Software	-	25,000	-	-	-
Subtotal intangibles:	\$ 136,000	\$ 102,000	\$ -	\$ -	\$ -
Total	\$ 589,300	\$ 511,300	\$ 120,000	\$ 27,000	\$ 35,000

**Internal Service Fund - City Wide Administration
Insurance & Risk Management**

	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	\$ 5,096,687	\$ 4,678,700	\$ 4,543,908	\$ 6,374,300	\$ 6,374,300	\$ 6,374,300
Charges for services	-	2,600	2,600	-	-	-
Miscellaneous	601,616	450,000	628,170	228,200	228,200	228,200
Debt proceeds	13,000	224,700	237,700	-	-	-
Interfund transfers	4,377,760	5,365,900	5,690,538	5,955,900	5,955,900	5,955,900
General Fund transfer for Council Initiatives	-	-	-	150,000	150,000	150,000
TOTAL RESOURCES	\$ 10,089,063	\$ 10,721,900	\$ 11,102,915	\$ 12,708,400	\$ 12,708,400	\$ 12,708,400
REQUIREMENTS						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 197,243	\$ 207,400	\$ 184,758	\$ 364,600	\$ 364,600	\$ 364,600
Materials & services	4,346,712	5,461,700	4,526,402	6,396,600	6,396,600	6,396,600
Total Admin. & Central Serv. Program	4,543,955	5,669,100	4,711,160	6,761,200	6,761,200	6,761,200
Interfund Transfers	1,001,200	52,400	17,500	-	-	-
Reserves Commercial Insurance	-	5,000,400	-	5,947,200	5,947,200	5,947,200
TOTAL REQUIREMENTS	\$ 5,545,155	\$ 10,721,900	\$ 4,728,660	\$ 12,708,400	\$ 12,708,400	\$ 12,708,400

Full Time Equivalents	0.70	1.70
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Insurance & Risk Management

Overview

The Insurance program, a division in the City's Internal Service Fund – City Wide Administration, encompasses insurance and risk management and accounts for funding of commercial liability premiums, policy deductibles and self-insurance reserves for catastrophic losses.

The City is exposed to various risks of loss related to tort claims; theft, damage to and destruction of assets; errors and omissions; information breach; injuries to employees; and natural disasters. The City obtains commercial insurance policies and annual premiums are paid for the following coverages: general liability limit of \$10 million per occurrence, or \$30 million in the aggregate; automobile liability with coverage up to \$10 million (combined single limit); commercial property including real and personal property and business interruption coverage for replacement of costs with a limit of \$200,000,000; cyber-crime policy; aviation policy with a limit of \$10 million; pollution policy with \$2 million per occurrence and \$4 million in the aggregate; and a public official fidelity bond at \$100,000 covering the Chief Financial Officer and Assistant Finance Director. The City also carries a no limit policy per employee per occurrence and a \$500,000 employer's liability limit for workers' compensation.

Departments are responsible for paying all deductibles and the cost of accident-related repairs not covered by insurance. Reserves in the insurance program are maintained to cover expenses not paid by insurance in the event of catastrophic losses. Use of such reserves will be limited to significant expenditures not covered by the City's insurance and that are too large to be absorbed in the department of fund's operating budget or reserves.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Continue with the City of Bend Risk Committee which is comprised of representatives from the Police, Fire, Transportation & Mobility, Utilities, Legal, Finance, Human Resources and Information Technology departments, as well as the City's Broker and a representative from SAIF, the City's workers' compensation carrier, as a way to holistically approach the City's risk management needs
- Reduce the number of claims across the City
- Increase safety across City departments
- Review and update the Emergency Action Plan for City staff
- Focus on safe driving initiatives to reduce the number of at-fault vehicle accidents
- Hire an Emergency Manager to support Council's goal to create a more robust emergency management plan that is connected to regional efforts

Major Accomplishments during the 2019 – 2021 Biennium

- The Risk Committee met monthly during the 2019 and 2020 calendar years and have successfully transitioned to quarterly meetings.
- Reduction in the number of general liability claims from 66 during the 2017-19 biennium to 21 through February 17, 2021 of the 2019-21 biennium
- Reduction in the number of at-fault auto accident claims involving other vehicles and/or property from 24 during the 2017-19 biennium to 15 through February 17, 2021 of the 2019-21 biennium
- Continued support by the Safety & Risk Program Manager to ensure compliance, training and support to City employees
- Worked with the Airport to establish minimum insurance requirements for tenants and verifying that the tenants are providing proof of coverage and related endorsements

- Working with the Procurement department to ensure that contracts and contractors are carrying the appropriate insurance coverages

Significant Changes from the 2019 – 2021 Biennial Budget

- 15% increase projected for all insurance lines except workers' compensation and cyber/crime. These are estimates since it is hard to know the exact rate for the policies. We begin the insurance renewal process in mid-April, quotes are usually received by mid-May, policies are bound in June and effective July 1. There are a lot of factors that go in to the rates including frequency and severity of claims, our assets, and what the markets are doing overall. 15% could be conservative for some policies but underestimated for other policies.
- Our broker has informed the City that we should expect a 30% increase in our cyber/crime rate given the increase in cyber-attacks and losses globally. SAIF has indicated the City can expect a 10% increase for the workers' compensation policy.
- The pollution policy is a three-year policy and was paid in full in FY 2020-21 and won't be renewed until FY 2023-24.
- One (1) Emergency Manager in the second year of the biennium funded through a special purpose transfer from the General Fund as prioritized in Council's 2021-2023 Environment and Climate Goal

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**Internal Service Fund - City Wide Administration
Facilities Management**

	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	\$ 1,654,812	\$ 2,022,700	\$ 2,030,660	\$ 1,271,600	\$ 1,271,600	\$ 1,467,900
Intergovernmental revenues	-	95,900	74,977	-	-	-
Charges for services	103,290	138,600	124,448	77,500	77,500	77,500
Miscellaneous	731,686	840,400	2,145,964	333,000	333,000	333,000
Debt proceeds	-	7,454,000	276,639	1,683,000	1,683,000	1,683,000
Interfund transfers	7,099,192	6,096,400	6,096,400	8,313,500	8,313,500	8,313,500
TOTAL RESOURCES	\$ 9,588,981	\$ 16,648,000	\$ 10,749,087	\$ 11,678,600	\$ 11,678,600	\$ 11,874,900
REQUIREMENTS						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 1,461,357	\$ 2,056,800	\$ 1,902,618	\$ 2,865,900	\$ 2,865,900	\$ 2,865,900
Materials & services	3,138,083	3,660,500	2,838,881	4,316,000	4,316,000	4,512,300
Capital outlay	903,030	3,003,000	813,000	2,232,000	2,232,000	2,232,000
Total Admin. & Central Serv. Program	5,502,470	8,720,300	5,554,499	9,413,900	9,413,900	9,610,200
Interfund Transfers	358,902	699,800	841,713	263,400	263,400	263,400
Debt Service	1,696,950	6,720,400	2,885,001	1,510,000	1,510,000	1,510,000
Contingency	-	507,500	-	491,300	491,300	491,300
TOTAL REQUIREMENTS	\$ 7,558,321	\$ 16,648,000	\$ 9,281,213	\$ 11,678,600	\$ 11,678,600	\$ 11,874,900

Full Time Equivalents	9.00	10.00
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¹Due to rounding, actuals and estimated numbers may not add up precisely with the totals provided.

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

Overview

Facilities Management is a division of the Internal Service Fund – City Wide Administration. Facilities Management is responsible for cleaning, maintenance, repair, small construction and capital improvement projects related to city-owned facilities; property management activities have been assigned to the division as well. In addition, staff assist in the planning and design of future space needs in existing buildings or new city facilities at the Downtown, Boyd Acres, Pilot Butte, and future Public Works campuses. The division also provides facility-related project management and maintenance services for the Parking and Airport Programs. Revenue is generated through the City's cost allocation plan from rent charges to the building tenants. Expenditures include construction and improvement costs, operational expenses, building repairs and maintenance, and debt service.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Provide appropriate work environments to accommodate department needs
- Maintain and preserve buildings as assets
- Continue to pursue opportunities for energy savings to establish Strategic Energy Management practices and align with council goals related to energy efficiency
- Transition janitorial services to a Qualified Rehabilitation Facility, a state procurement program intended to encourage and assist individuals with disabilities to achieve maximum personal independence through productive and gainful employment
- Support transition to electrified fleet by providing required infrastructure
- Execute initial design work for Public Works Corporate Yard at Juniper Ridge
- Continue planning efforts for a new City Hall
- Manage comprehensive inventory of all City property and leases
- Identify surplus properties and prepare for disposition

Major Accomplishments during the 2019 – 2021 Biennium

- Located an appropriate site for Public Works Corporate Yard at Juniper Ridge
- Developed policy for public land management in the Juniper Ridge Area
- Continued disposition efforts of surplus properties including those critical to support Public Works Corporate Yard at Juniper Ridge
- Initiated site selection efforts for a new City Hall
- Completed \$3.8 million in energy efficiency projects through an energy savings performance contract
- Responded successfully to new facilities requirements during the COVID-19 pandemic including HVAC filtration improvements, increased frequency and thoroughness of sanitation and return-to-office safety planning

Significant Changes from the 2019 – 2021 Biennial Budget

- Biennial budget includes initial design work of \$1,750,000 for the Juniper Ridge Public Works Corporate Yard as well as \$350,000 for programming and planning costs associated with a new City Hall. High level project estimates for design and construction of the Public Works facility are approximately \$63,584,000. No preliminary estimates for design and construction of a new City Hall are known at this time
- Increased costs as a result of COVID-19 health and safety protocols

- Major equipment purchases to include two (2) replacement vehicles and eight (8) electric vehicle charging stations
- Addition of one (1) FTE Asset / Project Manager

ADMINISTRATION & CENTRAL SERVICES
Facilities Management

FIVE YEAR VEHICLE, EQUIPMENT & INTANGIBLES PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
(1) Supercab Ranger + Canopy-bed cargo slide	\$ 30,000	\$ -	\$ -	\$ -	\$ -
(1) Supercab Ranger + Bed-mounted toolbox	-	27,200	-	-	-
(1) Ford F250 cab/chassis, service truck w/ lumber rack, plow frame	-	-	-	50,000	-
Subtotal Vehicles	\$ 30,000	\$ 27,200	\$ -	\$ 50,000	\$ -
Equipment:					
(4) EV Charging Stations - City Hall	\$ -	\$ 50,000	\$ -	\$ -	\$ -
(2) EV Charging Stations - 15th St	-	25,000	-	-	-
(2) EV Charging Stations - Boyd Acres	-	25,000	-	-	-
Subtotal Equipment	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Intangibles:					
Property Management Software	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Subtotal Intangibles	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 80,000	\$ 127,200	\$ -	\$ 50,000	\$ -

FIVE YEAR REPAIR & REPLACEMENT CAPITAL PROJECT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Boyd Building C - roof replacement (thermoplastic polyolefin overlay)	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Boyd Building A - LED retrofit remaining T-12 lighting fixtures	31,500	-	-	-	-
Police - reseal exterior brick and repair concrete stairwell due to spalling	45,000	-	-	-	-
Police - replace flooring in high traffic areas, 2nd floor	35,000	-	-	-	-
15th Street - LED retrofit remaining T-12 lighting fixtures	37,300	-	-	-	-
Rademacher House - replace spalling concrete at plaza	26,000	-	-	-	-
North Sister - replace spalling concrete on Wall and Franklin	50,000	-	-	-	-
City Hall - replace flooring in high traffic areas, 2nd floor	25,000	-	-	-	-
Police - paving to gravel parking lot from McGrath at range	-	35,000	-	-	-
15th Street - lean-to structure to protect loaded sanding trucks	-	40,000	-	-	-
15th Street - replace two (2) mini-split HVAC units	-	-	20,000	-	-
Middle Sister - replace glazing system on front façade	-	-	25,000	-	-
15th Street - replace overhead doors	-	-	110,000	-	-
15th Street - replace carpet	-	-	35,000	-	-
15th Street - replace two (2) radiant tube heater systems	-	-	-	15,000	-
15th Street - replace four (4) domestic water heaters	-	-	-	-	20,000
Police - replace one (1) 30 ton rooftop HVAC unit	-	-	-	-	180,000
Police - replace one (1) 5 ton rooftop HVAC unit	-	-	-	-	25,000
Total	\$ 349,800	\$ 75,000	\$ 190,000	\$ 15,000	\$ 225,000

**Facilities Management
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
Juniper Ridge Corporate Yard Roadway Construction	5	\$ 100,000	\$ 1,500,000	\$ 5,000,000	\$ 5,000,000	\$ 4,959,000	\$ 16,559,000
Juniper Ridge Corporate Yard Vehicle Storage/Shop Bldg	5	-	-	1,500,000	3,000,000	3,000,000	7,500,000
Juniper Ridge Corporate Yard Fuel Island	5	-	-	100,000	643,500	643,500	1,387,000
Juniper Ridge Corporate Yard Fleet Building	5	-	-	-	-	100,000	100,000
		\$ 100,000	\$ 1,500,000	\$ 6,600,000	\$ 8,643,500	\$ 8,702,500	\$ 25,546,000

*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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**Internal Service Fund - City Wide Administration
Fleet Management**

	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	\$ 422,360	\$ (215,400)	\$ (215,527)	\$ 801,900	\$ 801,900	\$ 801,900
Intergovernmental revenues	-	6,300	9,441	-	-	-
Miscellaneous	129,039	68,600	91,322	25,700	25,700	25,700
Debt proceeds	-	-	-	55,100	55,100	55,100
Interfund transfers	4,780,623	7,415,200	7,586,250	7,683,400	7,683,400	7,683,400
TOTAL RESOURCES	\$ 5,332,022	\$ 7,274,700	\$ 7,471,485	\$ 8,566,100	\$ 8,566,100	\$ 8,566,100
REQUIREMENTS						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Personnel services	\$ 2,012,911	\$ 2,887,400	\$ 2,685,058	\$ 3,269,900	\$ 3,269,900	\$ 3,269,900
Materials & services	2,700,390	3,064,200	3,045,414	3,514,400	3,514,400	3,514,400
Capital outlay	226,038	90,000	37,670	148,000	148,000	148,000
Total Admin. & Central Serv. Program	4,939,339	6,041,600	5,768,141	6,932,300	6,932,300	6,932,300
Interfund Transfers	608,215	910,500	901,448	1,207,200	1,207,200	1,207,200
Debt Service	-	-	-	8,000	8,000	8,000
Contingency	-	322,600	-	18,200	18,200	18,200
Reserves Future Capital	-	-	-	400,400	400,400	400,400
TOTAL REQUIREMENTS	\$ 5,547,554	\$ 7,274,700	\$ 6,669,589	\$ 8,566,100	\$ 8,566,100	\$ 8,566,100

Full Time Equivalents

10.67

11.67

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

ADMINISTRATION & CENTRAL SERVICES

Fleet Management

Overview

The Fleet Management Program is accounted for as a division of the Internal Service Fund – Departmental Administration and provides maintenance and services for all City-owned vehicles and heavy equipment. Revenue is generated by billing the departments and/or funds served at the time maintenance is performed. Major expenditures are for personnel, fuel and parts.

Goals & Objectives for the 2021 – 2023 Biennial Budget

- Gain proficiency in fleet system—use data/reporting for economically-sound fleet decisions
- Complete City-Wide fleet utilization study and right-sizing by leveraging three city-wide motor pools
- Conduct electric vehicle feasibility study and cost-benefit analysis
- Implement telematics devices on 360 city-owned assets
- Build synergy with customers and encourage use of new fleet management system
- Develop Fleet Management Newsletter and Director-level quarterly fleet briefings
- Explore alternative fuel options (R99 renewable diesel, E85 gasoline, et cetera)
- Create city-wide fleet policy/instruction manual based on new fleet system and city processes

Major Accomplishments during the 2019 – 2021 Biennium

- Successfully up-fit police and fire assets
- Completed year-long Assetworks fleet system implementation
- Implemented vehicle sanitation program to combat COVID-19
- Teamed with Streets department to prepare for and overcome all adverse winter weather events
- Recouped costs for city departments through fleet right-sizing & vehicle auctions
- Outfitted Airport with new snow removal equipment resulting in savings during snow events

Significant Changes from the 2019 – 2021 Biennial Budget

- Converted one (1) Equipment Service Technician position from a limited duration to regular FTE position
- Fleet is now budgeting for one (1) Equipment Service Technician that was previously cost allocated to Fire and Police in the 2019 – 2021 biennium.
- Budgeted for telematics modules/subscription fees for 360 assets. Telematics allows the City to utilize GPS/cellular technology to know the exact location of fleet vehicles and extract data from the vehicle's on-board computer system to efficiently monitor vehicles in real-time.

ADMINISTRATION & CENTRAL SERVICES
Fleet Management

FIVE YEAR VEHICLE & EQUIPMENT PLAN

	2021-22	2022-23	2023-24	2024-25	2025-26
Vehicles:					
One (1) Service Truck replacement w/ maintenance body	\$ 50,000	\$ -	\$ -	\$ -	\$ -
One (1) Ford Ranger w/canopy for Parts Tech	30,000	-	-	-	-
One (1) Forklift	-	-	-	-	50,000
Subtotal Vehicles:	\$ 80,000	\$ -	\$ -	\$ -	\$ 50,000
Equipment:					
One (1) Truck-mounted air compressor/welder/generator	\$ 14,000	\$ -	\$ -	\$ -	\$ -
Telematics modules	54,000	-	-	-	-
Subtotal Equipment:	\$ 68,000	\$ -	\$ -	\$ -	\$ -
Total	\$ 148,000	\$ -	\$ -	\$ -	\$ 50,000

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PERS Debt Service

	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	\$ 2,679,094	\$ 2,872,300	\$ 2,822,216	\$ 302,200	\$ 302,200	\$ 302,200
Charges for services	-	2,497,000	9,500	-	-	-
Miscellaneous	135,508	159,600	8,220	39,300	39,300	39,300
Interfund transfers	2,664,328	9,244,900	11,538,267	3,462,200	3,462,200	3,462,200
TOTAL RESOURCES	\$ 5,478,931	\$ 14,773,800	\$ 14,378,204	\$ 3,803,700	\$ 3,803,700	\$ 3,803,700
REQUIREMENTS						
<i>By Category:</i>						
Admin. & Central Serv. Program						
Materials & services	\$ -	\$ 11,254,400	\$ 11,254,339	\$ -	\$ -	\$ -
Total Admin. & Central Serv. Program	-	11,254,400	11,254,339	-	-	-
Interfund Transfers	78,837	95,800	16,000	16,000	16,000	16,000
Debt Service	2,577,877	2,808,000	2,805,629	3,052,000	3,052,000	3,052,000
Reserves Debt Service	-	615,600	-	735,700	735,700	735,700
TOTAL REQUIREMENTS	\$ 2,656,715	\$ 14,773,800	\$ 14,075,968	\$ 3,803,700	\$ 3,803,700	\$ 3,803,700

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

ADMINISTRATION & CENTRAL SERVICES
PERS Debt Service Fund

Overview

The PERS Debt Service fund accounts for the payment of debt issued to fund a portion of the City's unfunded pension liability under the Oregon Public Employees' Retirement System (PERS) and the Oregon Public Service Retirement Plan. The City issued \$13,725,000 of pension obligation bonds during fiscal year 2003-04 and made a \$13,122,795 lump sum contribution towards its unfunded actuarial liability which was determined to be at a fair value of \$17,497,060 on June 1, 2004. The lump sum contribution is being amortized through June 1, 2028 to provide employer contribution rate relief.

Due to decisions made during 2013-2015, 2017-2019, and 2019-2021 Budget Committee deliberations, a portion of personnel cost savings in department operating budgets were transferred to the PERS Debt Service Fund to increase reserves to offset the financial impact of future PERS increases.

The City used those reserve funds during the 2019-2021 biennium, when the Oregon Legislature established The Employer Incentive Fund. Moneys in the State's Employer Incentive Fund were used to match contributions made by public employers participating in the Oregon Public Employees Retirement System (PERS), as a way to reduce future employer PERS contribution rates. In fiscal year 2020-21, the City made an \$11 million contribution to the Employer Incentive Fund, which was the amount the City could contribute to receive the 25% maximum of matching funds from the State.

This \$11.3 million contribution was made possible by use of \$4.3 million in reserves in the PERS Debt Service Fund, as well as a transfer of \$7 million from the Other Post-Employment Benefits Internal Service Fund. The City's contribution resulted in matching funds from the State of \$2.8 million, which brought the total deposit in to the Employer Incentive Fund of approximately \$14.1 million. Based on a forecasting tool developed by the State, that \$14.1 million initial deposit could reduce the City's future PERS contributions by approximately \$24.3 million over a 10 year period.

Other Post-employment Benefits (OPEB) 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	\$ -	\$ 9,372,000	\$ 9,583,422	\$ 5,930,900	\$ 5,930,900	\$ 5,930,900
Charges for services	2,700,404	3,410,400	3,206,354	2,205,800	2,205,800	2,205,800
Miscellaneous	315,743	318,000	196,947	115,800	115,800	115,800
Interfund transfers	6,650,676	-	-	-	-	-
TOTAL RESOURCES	\$ 9,666,823	\$ 13,100,400	\$ 12,986,723	\$ 8,252,500	\$ 8,252,500	\$ 8,252,500
	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
Interfund Transfers	\$ 83,401	\$ 7,116,400	\$ 7,055,812	\$ 57,900	\$ 57,900	\$ 57,900
Reserves for Future Liability	-	5,984,000	-	8,194,600	8,194,600	8,194,600
TOTAL REQUIREMENTS	\$ 83,401	\$ 13,100,400	\$ 7,055,812	\$ 8,252,500	\$ 8,252,500	\$ 8,252,500

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

ADMINISTRATION & CENTRAL SERVICES
Other Post-employment Benefits (OPEB) Fund

Overview

The City currently participates in three separate Other Post-employment Benefits (OPEB) plans which are discussed below.

1. Implicit rate subsidy for retiree Health Insurance Continuation premiums:
Per ORS 243.303, the City provides a single-employer plan to provide retirees with group health and dental insurance from the date of retirement to age 65. Retirees pay the full premium for coverage, unless the premium is charged under the stand-alone plan, discussed in plan 3 below. As the premiums cannot be separately rated from the group of active employees, there is an implicit rate subsidy paid by the City in its premiums paid for active employees.
2. Contribution to the Oregon PERS (OPERS) cost-sharing multiple-employer defined benefit plan:
The City also contributes to the OPERS Retirement Health Insurance Account. This plan is a multiple-employer defined benefit plan that provides retirees with a monthly contribution toward the cost of Medicare companion health insurance. Rates are assessed each year by OPERS based on a rate actuarially determined to finance the costs of benefits earned by employees during the year.
3. Stand-alone plan for employees meeting certain eligibility requirements:
The third plan is a stand-alone plan where the City provides retiree health benefits to employees with at least 15 years of service prior to retirement. The City pays the premium for retiree coverage until age 62 as long as the retiree maintains insurance coverage. The City will also pay the OPERS sponsored supplement to Medicare insurance beginning at age 65 if continuous coverage is maintained. The City is not responsible for any costs associated with retiree health care insurance, including Medicare and supplement to Medicare for non-represented employees hired after December 31, 2010, for COBEA members hired after August 31, 2011, for Fire Association employees hired after June 30, 2012, or for Police Association employees hired after June 30, 2013.

In response to changes in accounting for OPEB costs required by generally accepted accounting principles, the City started setting aside resources starting in fiscal year ending June 30, 2012. At the end of fiscal year ending June 30, 2018, the City created a new Internal Service Fund to account for these resources and to provide greater transparency for the intended use of these funds.

Revenues are received from user departments through a monthly charge based on the number of employees in each department. Charges are based on anticipated benefit costs for OPEB as calculated in the biennial actuarial valuation prepared for financial reporting purposes.

Management has considered the creation of a trust for the OPEB plan, however, costs are prohibitive until such a time as the plan resources are large enough to warrant the expense (at the end of the biennium there will be approximately \$6 million in the fund; this amount needs to be approximately \$50 million to achieve the economies of scale needed to create a separate legal trust). Until then, management continues to look for opportunities to invest OPEB funds in accordance with the City's investment policies as well as identify opportunities to keep OPEB and other personnel costs as low as possible which keeps future liabilities and costs low. As part of these efforts, during the 2019-2021 biennium, \$7 million was transferred from the OPEB Fund to the PERS Debt Service Fund to take advantage of the State's Employer Incentive Fund, which was a program that allowed local governments to reduce their future PERS contribution rates. Additional details on this program are available in the PERS Debt Service Fund narrative.

Energy ARRA Grant 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	\$ 96,829	\$ 13,700	\$ 14,002	\$ -	\$ -	\$ -
Miscellaneous	16,173	70,200	23,736	-	-	-
TOTAL RESOURCES	\$ 113,002	\$ 83,900	\$ 37,738	\$ -	\$ -	\$ -
	ACTUALS ¹ 2017-2019	ADJUSTED BUDGET 2019-2021	ESTIMATE ¹ 2019-2021	PROPOSED 2021-2023	APPROVED 2021-2023	ADOPTED 2021-2023
REQUIREMENTS						
<i>By Category:</i>						
Interfund Transfers	\$ 99,000	\$ 83,900	\$ 37,738	\$ -	\$ -	\$ -
TOTAL REQUIREMENTS	\$ 99,000	\$ 83,900	\$ 37,738	\$ -	\$ -	\$ -

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

ADMINISTRATION & CENTRAL SERVICES
Energy ARRA Grant Fund

Overview

The Energy ARRA (American Recovery and Reinvestment Act) Grant Fund is a special revenue fund that was established in November 2009 for an Energy Efficiency and Conservation Block Grant. The monies received by this fund were historically used to improve City facilities and partner with other community organizations for residential energy improvements. The City of Bend obtained approval from the US Department of Energy to repurpose those funds in the 2017-2019 biennium for carbon neutrality and fossil fuel reduction activities.

In the 2019-2021 biennium, grant revenues were recorded in this fund and proceeds were transferred to the City Manager's Office where all of the programmatic costs are incurred. In the 2021-2023 biennium, grant revenues will be recorded directly into a new Internal Service Fund - City Wide Administration Sustainability Program.