

**CITY OF SPRINGFIELD  
BUDGET COMMITTEE MEETING**  
Tuesday, April 14, 2015, 5:30 p.m.  
Library Meeting Room, Springfield City Hall  
225 Fifth Street  
Springfield, Oregon

**AGENDA**

- |            |                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                      |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <b>A.)</b> | <b>COMMITTEE OPENING REMARKS</b>                                                                                                                                                                                                                                                                                                                                                       | 10 minutes                                                                                           |
|            | <ul style="list-style-type: none"> <li>1. Welcome from the Chair <span style="float: right;">Chair Chris Stole</span></li> <li>2. Roll Call <span style="float: right;">Staff</span></li> <li>3. Election of Chairperson <span style="float: right;">Chair Chris Stole</span></li> <li>4. Election of Vice Chairperson <span style="float: right;">Chair Chris Stole</span></li> </ul> |                                                                                                      |
| <b>B.)</b> | <b>STAFF OPENING REMARKS</b>                                                                                                                                                                                                                                                                                                                                                           | 30 minutes                                                                                           |
|            | <ul style="list-style-type: none"> <li>1. Welcome from the City Manager</li> <li>2. Delivery of Budget Message</li> </ul>                                                                                                                                                                                                                                                              | Gino Grimaldi                                                                                        |
| <b>C.)</b> | <b>INTRODUCTION OF BUDGET</b>                                                                                                                                                                                                                                                                                                                                                          | 30 minutes                                                                                           |
|            | <ul style="list-style-type: none"> <li>1. Budget Committee Bylaws</li> <li>2. Budget Process</li> <li>3. Budget Overview</li> </ul>                                                                                                                                                                                                                                                    | Bob Duey                                                                                             |
|            | <b>BREAK</b>                                                                                                                                                                                                                                                                                                                                                                           | 15 minutes                                                                                           |
| <b>D.)</b> | <b>NEW BUSINESS</b>                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                      |
|            | Department presentations                                                                                                                                                                                                                                                                                                                                                               |                                                                                                      |
|            | <ul style="list-style-type: none"> <li>1. Library <span style="float: right;">Rob Everett</span></li> <li>2. Fire &amp; Life Safety <span style="float: right;">Chief Groves</span></li> <li>3. Information Technology <span style="float: right;">Brandt Melick</span></li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>20 minutes</li> <li>40 minutes</li> <li>20 minutes</li> </ul> |
| <b>E.)</b> | <b>BUSINESS FROM THE AUDIENCE</b>                                                                                                                                                                                                                                                                                                                                                      | 10 minutes                                                                                           |
| <b>F.)</b> | <b>ANNOUNCE NEXT BUDGET COMMITTEE MEETING</b>                                                                                                                                                                                                                                                                                                                                          | Chair                                                                                                |
|            | <ul style="list-style-type: none"> <li>1. Tuesday, April 21, 2015 – 5:30 PM, Springfield City Hall – Library Meeting Room</li> </ul>                                                                                                                                                                                                                                                   |                                                                                                      |

Note:

The Budget Committee for the Springfield Urban Renewal Agency (SEDA) will convene at 5:30 PM at the same location. The legal advertisement for this meeting will be published separately. Dinner will be provided and the City of Springfield Budget Committee will convene at the conclusion of the SEDA meeting.

**G.) ADJOURN**

Citizens' comments are normally scheduled under the agenda item "Business from the Audience" and are limited to three (3) minutes each. All subsequent meetings will have time scheduled for citizen input and anyone wishing to make a longer presentation should contact the City Manager's Office at 726-3700, so that the presentation can be included separately on the agenda.

**ATTACHMENTS**

- 1) FY2015-2016 Budget Message
- 2) April 14, 2015 Agenda Memo
- 3) City of Springfield Total Operating Expenditures– Total All Funds
- 4) Operating Expenditures by Department's – Total All Funds

April 14th

- 5) Library Budget Summary Memo
- 6) Library Presentation
- 7) Fire & Life Safety Budget Summary Memo
- 8) Fire & Life Safety Presentation
- 9) Information Technology Summary Memo
- 10) Information Technology Presentation

April 21st

- 11) City Manager's Office Budget Summary Memo
- 12) City Manager's Office Presentation
- 13) Human Resources Budget Summary Memo
- 14) Human Resources Presentation
- 15) Police Budget Summary Memo
- 16) Police Presentation

April 27th

- 17) Finance Budget Summary Memo
- 18) Finance Presentation
- 19) Legal/Judicial Services Budget Summary Memo
- 20) Legal/Judicial Services Presentation
- 21) Development & Public Works Budget Summary Memo
- 22) Development & Public Works Presentation
- 23) Capital Budget Presentation

FY16 Proposed

- 24) City of Springfield Proposed Budget Fiscal Year 2015/2016



## Budget Message 2016

It is my pleasure to present the city of Springfield's proposed Fiscal Year 2016 budget.

### Budget Overview

The proposed Fiscal Year 2016 budget makes strategic investments that will improve service delivery to the citizens of Springfield and control costs. The preparation of this year's budget continues the use of the Priority Based Budgeting tool introduced during last year's budget review. Priority Based Budgeting is used throughout the year in an effort to continuously improve and make sure programs are provided in the most cost effective manner. Priority Based Budgeting also helps facilitate discussions regarding the shifting of resources so that programs most important to the community are provided.

In prior years, the preparation of the budget was approached from the primary perspective of the need to balance revenue with expenditures. This caused the majority of the budget preparation work to be focused on budget reductions and left little room to have conversations about what the city should be doing to meet the growing needs of the community. The need to balance revenue and expenditures has not disappeared. The local economy is slowly improving and increases in revenue have been very modest.

The starting point for the preparation of the Fiscal Year 2016 was the creation of comprehensive list of programs needing additional investments. During the Executive Team (city department heads and staff from the City Manager's Office) offsite meetings in November and December 2014 all department resource requests were reviewed. The list was prioritized and recommendations for funding were established. The complete list is presented in Exhibit A and is sorted into two sections: those requests being funded in FY16; and requests not funded. Without having the advantage of significant additional resources, improving programs had to rely on shifting resources coupled with controlling costs in order to remain fiscally stable over a three year time frame.

The result of the budget preparation efforts briefly described above is a proposed Fiscal Year 2016 budget that contains improvements in program areas related to public safety, economic development, Library, and Development and Public Works. In addition, the Fiscal Year 2016 budget contains investments in Finance and Human Resources designed to produce cost savings and/or allow for the reallocation of resources to high priority services.

The proposed Fiscal Year 2016 budget results in long range financial projections for the General Fund that are the healthiest they have been in many years. In prior years the projections showed General Fund deficits of over \$1 million in years two and three. Current projections for the General Fund project manageable deficits of \$695K for year two and \$884K for year three.

### Highlights of Service Improvements and Changes

- Economic Development/City Manager's Office

The duties of the City Manager and Assistant City Manager will be shifted so that the Assistant City Manager will be able to provide increased focus on economic development activities including Glenwood and Downtown redevelopment, ongoing economic development efforts and the redevelopment of the Booth Kelly facility. The anticipated retirement of the Community Development Manager will allow for the additional realignment of duties within the City Manager's Office to provide for additional support in areas such as intergovernmental relations, involvement in state legislative issues, and support for the Mayor and City Council for major initiatives impacting the community.

- Development Review/Development and Public Works

The department has restructured several major functional areas to reduce costs and improve services. The department will be expanding front counter hours in City Hall by an hour each day and expects turnaround time for plan review, phone responses, and permit issuance to improve as well as position the department to be responsive to increases in development activity.

The vacant position of Deputy Director of Development and Public Works is being eliminated. Duties of that position will be absorbed by other management positions within the department.

- Program Analysis/Finance

The proposed Fiscal Year 2016 budget adds an additional Management Analyst position and increases a Department Assistant by 0.2 FTE. This will provide capacity to evaluate Priority Based Budget programs as well as conduct other studies designed to continue efforts to utilize existing resources as effectively and efficiently as possible. It is anticipated that the savings realized through the various studies will exceed the cost to fund the positions.

- Fire & Life Safety

The Fire & Life Safety Department is constantly seeking ways to improve response times to fire and medical emergencies. The proposed budget includes \$30,000 for a new system to alert fire stations to calls. The existing system alerts fire stations sequentially. The proposed system will alert stations simultaneously which will reduce the time it takes to notify responders by 20 to 40 seconds depending on the type of call.

The Fire & Life Safety Department is reducing support personnel by 1.0 FTE to reduce costs. Duties will be distributed among other staff.

- Volunteer Coordination/Human Resources

The proposed Fiscal Year 2016 budget continues the limited duration Volunteer Coordinator position included in the current budget. The city utilizes 200 to 250 volunteers citywide.

- Risk Program and Claims Administration/Human Resources

During the current fiscal year the Human Resources Department, in cooperation with the Development and Public Works Department, has had a limited duration position that has been tracking Workers Compensation and Short and Long Term Disability claims. The efforts have resulted in additional wage subsidy and worksite modification funding of approximately \$44,000 in six months. The proposed budget continues the limited duration position for another six months. The position will be reevaluated at that time.

- Benefit Plan and Program Administration/Human Resources

Fiscal Year 2016 will be the first full year of staffing the Employee Wellness Clinic with a Nurse Practitioner. It was previously staffed with a Registered Nurse. This allows employees to access a higher level of care and avoid costlier visits to physicians. This reduces the city's health care costs and improves the health of city employees. In 2016 the Employee Wellness Clinic will move from its current temporary location to a portion of space currently utilized by the Fire & Life Safety Department.

- Borrower Services/Library

The Library will complete the implementation of the patron self-service checkout stations which will be faster and more cost efficient allowing the Library to address other patron service needs without increasing staff. The ability to address other patron needs will be dependent on the extent of the use of the self-service checkout stations.

The leadership structure of the Library Department continues to be fine-tuned to create a structure that meets their needs at a lower cost. The Library is proposing to use a portion of the savings to increase a library technician by 0.4 FTE to full time. This will provide additional staff support for timely material support and public desk coverage.

- Public Safety/Police

The Police Department is reorganizing its rank structure with the creation of four Lieutenants. This will improve the ability of the Police Department to respond to changing conditions in neighborhoods and the community through the creation of a special response team; to improve succession planning; improve supervision; move towards state accreditation; and to increase training opportunities for staff. The total cost to implement this change is approximately \$35,000.

The proposed Fiscal Year 2016 contains \$18,000 for a pilot project exploring the use of body cameras for the department. It is anticipated that the deployment of body cameras will be beneficial to the public and police officers.

One additional Detention Officer is included in the proposed budget. This will reduce the number of forced overtime shifts worked by Detention Officers. The Police Department will continue to use vacancy management to reduce costs.

### Capital Projects

The city of Springfield is responsible for maintaining and building facilities that are critical to the livability and the economic vitality of the community. The Fiscal Year 2016 budget invests approximately \$38 million in these facilities. Among the major capital projects included in the Capital Budget are the following:

- Gateway Street Overlay – The city has received approximately \$1.5 million in Surface Transportation funding for pavement preservation work on Gateway Street. The project includes 0.97 miles of pavement preservation as well as accessibility and signal upgrades.
- Franklin Boulevard Sanitary Sewer Expansion – The expansion of the sewer began last fiscal year and will be completed in Fiscal Year 2016 providing the availability of sewer service the entire length of Franklin Boulevard that is within the Urban Growth Boundary. This is a critical element to the redevelopment of the Glenwood area.
- Franklin Boulevard Reconstruction – The city has received \$6 million in state funds and another \$3.5 to \$5 million in a state loan for the first phase of the reconstruction of Franklin Boulevard. The first phase will begin from the Franklin/McVay intersection and terminate in the vicinity of Mississippi Avenue. The project will create a multiway boulevard that includes access lanes and parking adjacent to the arterial.

### Strategic Plan/Performance Measures

The City of Springfield Strategic Plan is a constantly evolving document aimed at quantifying progress towards the city's long-range goals and tasks in such a way as to illustrate the success of City Council Goal achievement. In 2013, the City of Springfield began the transition to a priority based budget. Since that time and continuing over the next several months, staff will work to update and align the Strategic Plan, Council Goals, and Priority Based Budget Programs. During this process, current strategic plan measures will be reviewed, refined, or removed and new strategic plan measures are likely to be identified. This rewrite is aimed at creating a logical system of measures and budget programs, all directed at achieving and illustrating achievement of Council Goal success.

Ultimately, a balanced set of measures cannot be established overnight. Most organizations with a strategic plan have performed significant revisions, and most have resulted in simplification of measurements. One of our expectations is that an updated strategic plan complete with Council Goals, priority initiatives and performance measures will be presented as an appendix to the city's budget next year and into the future.

### Long-Term Fiscal Health

The city's use of the priority based budgeting tool commits us to a multi-year effort that occasionally should be reviewed and updated to keep relevant. As we approach the third year of priority based budgeting during Fiscal Year 2016, departments will review and update their current list of programs and services. They will validate their description and update their costing methodologies for all existing and new programs. Also during Fiscal Year 2016, departments will have access to additional analytical support to complete necessary program analysis to continue aligning services with Council and Community priorities. Utilizing priority based budgeting has demonstrated a commitment to long-term financial stability, brought a new perspective and understanding to the budget process, and has empowered departments to take ownership in critical funding decisions. Priority based budgeting will allow us to manage the new norm and as revenues stabilize the process can help us manage requests for new spending to ensure they support high priority programs and services.

As mentioned previously, a significant part of fully benefiting from this approach is an increased focus on the 5 and 10 year financial planning windows for the city's operating funds. Along with the use of performance measurements to ensure services are better aligned with Council goals, having the right financial policies and targets in place can help ensure that more immediate decisions and actions taken do not jeopardize the long-term strategy for achieving our community's vision. To accomplish this, time and effort needs to be spent to review the city's revenue's reliability and its expenditure trends to help create our own fiscal health models.

Having started this year and continuing into next year, management has already begun this work on four selected accounting funds. This will allow us to develop better defined longer-range fiscal policies for achieving fiscal health. These four funds are: General fund, the Street fund, the Building fund and the Ambulance fund.

### Challenges

In the next several years the city of Springfield will be making some important decisions that will be important to the community and its citizens.

In May, the City Council will begin discussions regarding the renewal of the operating levy that provides funding for the staff of one fire station. Assuming the City Council decides to move forward with the renewal of the levy, in November, 2015 the voters will decide whether or not to renew the operating levy. A year from now the same process will be followed regarding the Police levy that funds the Municipal Jail, Courts, City Prosecutor and police services.

The condition of city streets continues to deteriorate due to lack of funding for maintenance and preservation. In May, Lane County voters will vote on an increase in the vehicle registration fee. Revenue from the increase in the vehicle registration fee will be shared with local governments in Lane County. Voter approval of the vehicle registration fee will generate approximately \$1 million for the city of Springfield. This would be used exclusively for preservation. Even with this additional funding, a backlog of preservation needs will remain requiring careful consideration of additional funding solutions.

There is a growing backlog of projects needed to adequately maintain city buildings and reserves are inadequate to replace building components such as heating and air-conditioning systems. As an example, the heating and air-conditioning units for City Hall are projected to cost \$1.65 million to replace. Another major unfunded project is the improvements to City Hall that will be needed to bring the building up to current seismic standards. The cost of those improvements will be known in the next several months. While the issues regarding the maintenance of city building are significant, they are not insurmountable if addressed in the next several years.

### Conclusion

The proposed Fiscal Year 2016 budget moves the community and the city organization forward by shifting resources among programs and controlling costs. It is noteworthy that the proposed budget contains a number of service enhancements while only increasing the total number of employees by 0.60 full time equivalents. City employees continuously strive to cost effectively improve services to the citizens of Springfield. I believe the Budget Committee will see many examples of that as you review the proposed budget and listen to department presentations during your upcoming meetings.

The future definitely contains some challenges. However, the community and the city organization has a strong tradition of meeting and overcoming challenges and there is nothing to indicate a change in that tradition.

Preparation of the budget is truly a team effort. I would like to thank those that helped prepare the budget. I would like to give special thanks to Bob Duey and Paula Davis of the Finance Department for the leadership role they have played in the preparation of the budget.

I formally submit the Fiscal Year 2016 proposed budget for your consideration and look forward to discussing it in greater detail with you.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gino Grimaldi', written in a cursive style.

Gino Grimaldi  
City Manager

## Exhibit A Program Request

Department	Program Name	Q.	Resource Request	Funded
City Managers Office	Downtown Parking*	4	Increase operating expense for contractual services in implement Downtown Parking Program	\$40k Program Expense in Downtown Urban Renewal SEDA Funds
City Managers Office	Community Events Coordination	3	Increase program expense for increase in Community Events demand	\$16,800 was added to CMO budget in the Transient Room Tax Fund
City Managers office / Development & Public Works	Comprehensive Planning	1	Increase program expense to begin implementation of a Main Street Vision Strategies	\$100k was added to the City Manager's special projects expense in the Development Projects Fund
Finance	Budget Development & Procurement Administration	1	1.0 FTE support staff for purchasing and budget	Management Analyst FTE added to focus on PBB program analysis and efficiency projects.
Finance	Budget Development	1	Replace BRASS / Implement a new budget and forecasting tool	Initial analysis to be completed in FY16 with implementation in FY17
Fire & Life Safety	Suppression Fire Operations	1	Fire Staffing Study; BC Contract; IAFF contract; overtime	Overtime adjust were made in FY16 to reflect last year adjustments
Fire & Life Safety	Suppression Fire Operations	1	Turnouts & Fire Hose replacement	Reduction in lease payments offset increase in Equipment replacement reserves.
Fire & Life Safety	Suppression Fire Operations	1	Fire Apparatus Replacement / Apparatus Replacement Reserve	Replacement reserves were identified for future apparatus purchases
Fire & Life Safety	Dispatch and Communication	2	Dispatch Contract	Dispatch contract was increased by 5%
Fire & Life Safety	Dispatch and Communication	2	IP Alerting Equipment, implement changes to CAD system related to the alerting system used to "tone" out fire station crews.	\$30k was added to proposed budget for this project.
Human Resources	Health & Wellness Program	4	Wellness Clinic service expansion and new facility: \$300k estimate. (\$160k for service contract and up to \$100k for space remodel.)	Funded with existing insurance reserves.
Human Resources	Health & Wellness Program	4	Increase in contracted services for Wellness Clinic	Funded with existing insurance reserves.
Human Resources	Risk Administration & Programs	1	Staffing Needs, 1.00 Management Analyst Volunteer Coordinator	Approved as limited duration position.
Human Resources	Risk Administration & Programs	1	.5 FTE Admin Specialist	Approved as limited duration position.
Information Technology	Network Administration	1	Replace HVAC for computer server room and set up reserve.	Emergency funded in FY15
Library	Borrower's Services	3	Phase 2 self checkout	\$15k was added to Library's FY16 Proposed budget for Phase 2
Library	Borrower's Services	3	Borrower's Service I - FTE change from .6 to 1.0	Library Technician FTE increase completed for FY16
Police	Cahoots		Cahoots	Program was funded with grants.
Police	Patrol Emergency	1	Car video and/or body cameras	Pilot program added to FY16 Proposed budget for \$18k Federal Forfeitures
Police	K-9 Unit	2	Ongoing Drug Dog costs and permanent vehicle	Ongoing drug dog costs with vehicle purchase was added to FY16 Proposed budget in F204.
Police	Jail Management	3	Jail Staffing Levels - 1.0 FTE Detention Officer	Analysis on levy projections was completed and an additional detention officer was added to FY16 Proposed.
Police	Long Range Planning	3	Department Reorg	Department re-org was completed in SBFS in Jan 2015 and is part of the FY16 Proposed budget.

**Request not funded in FY16.** *Not prioritized and sorted by department.*

Department	Program Name	Q.	Resource Request
City Managers Office	Community Business Development	3	Add additional 1.0 FTE for Community Business Development
Development & Public Works	Code Enforcement	1	Add .5FTE for dedicated clerical support for the Code Enforcement program based on current workload.
Development & Public Works	Surface Drainage Vegetation Management	2	Add additional 1.0 FTE and purchase of vehicle for removal of invasive species on Mill Race corridor and bioswales.
Development & Public Works	Surface Drainage Vegetation Management	2	.2 FTE plus supplies to address homeless camps near city waterways.
Development & Public Works	Street Maintenance and Preservation	2	Street maintenance resources
Development & Public Works	Street Maintenance and Preservation	2	Purchase asphalt grinder and hire seasonal FTE to provide crack seal, pavement marking, and asphalt repair
Development & Public Works	Traffic Operations-Engineering	1	Replace traffic control and communication systems.-Intelligent Transportation System plan.
Development & Public Works	Facilities Maintenance-City*	3	Create a building systems reserve that would allow timing replacement of the systems.
Development & Public Works	Facilities Maintenance-Custodial Services*	4	FTE Request for Custodial Services
Development & Public Works	Vehicle & Equipment Preventive Maintenance and Scheduled and Unscheduled Repairs	4	1.0 FTE mechanic to provide service to Public Safety vehicles and Operation specialized equipment.
Development & Public Works	Community Development	1	.5 FTE HUD Planning Staffing
Development & Public Works	Integrated System Support	1	Acela Replacement
Development & Public Works	GIS Ad-Hoc Support	2	Asset Mgmt. Replacement Reserves
Development & Public Works	Emergency Management	2	Increase General Fund support of Emergency Manager from .02 to .25
Development & Public Works	Comprehensive Planning	1	Budget for litigation expenses and contractual services for 2030 plan.
Fire & Life Safety	Fire Inspection/Code Enforcement	2	1.0 FTE Deputy Fire Marshal
Fire & Life Safety	EMS Billing - Springfield	4	EMS 1st Response Fee (4-5year implementation)
Human Resources	Benefit Leave Administration	3	Provide employee paid short term disability in partnership with paid time off program \$154k.
Human Resources	Benefit Plan and Program Administration	2	.5 FTE Admin Specialist
Human Resources	Risk Programs and Claim Administration	1	Risk Management Information System
Human Resources	Risk Programs and Claim Administration	1	Volunteer Management System
Human Resources	Employee Training	2	Leadership Skills Training and/or diversity training
Information Technology	Customer Support	4	1.0 FTE for dedicated HELP Desk
Information Technology	Server Administration and Maintenance	1	Server Replacements: Additional funds were approved in FY15 no increase is needed at this time.
Information Technology	Network Administration	1	Develop disaster recovery plan and .25 FTE to implement disaster recovery plan

**Continued Request not funded in FY16.**

Department	Program Name	Q.	Resource Request
Information Technology	Application Support - Departmental Applications	2	Establish Reserve for Safety Software upgrade and/or replacement
Information Technology	Systems Security	1	1.0 FTE Limited duration then .5 FTE ongoing & contractual services to comply CJIS regulations.
Information Technology	Network Administration	1	Audit Network Infrastructure. (50k) and .5 FTE to implement audit recommendations.
Police	Financial Resource	4	Building Replacement Reserve
Police	Fleet Vehicle	3	Increased funds for vehicle replacement
Police	Animal Control	3	Veterinarian Reporting
Police	Response Team		Response Team
Police	Policy Review and Admin	2	Lexipol
Police	Training and Certifications	3	Sustainable Training Program
Police	Dispatch	2	Potential replacement of Gold Elite consoles in Dispatch - (Police requested hold on project

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**To:** Members of the Springfield Budget Committee  
**From:** Bob Duey, Finance Director  
**Date:** March 23, 2015  
**Subject:** First Budget Meeting Scheduled April 14, 2015

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I would like to thank each of you in advance for volunteering your time to help review the Proposed Budget for the City. The first meeting is scheduled for Tuesday April 14, @ 5:30 p.m. in the Library Meeting Room of Springfield City hall. Dinner will be served and ready for you at 5:00 pm.

### **Committee Roster and Officers**

In the front of your FY16 Proposed Budget document (Attachment 24) there is a listing of the members of this year's committee. Returning for community members are Chris Stole (Ward 1), Terry Buck (Ward 2), Gabriele Guidero (Ward 4), Diana Alldredge (Ward 5) and Paul Selby (Ward 6). Our new member recently appointed to the Committee by the Council is Nathan Mischel (Ward 3).

The current officers for the Committee are Chris Stole, Chairman, and Diana Alldredge, Vice Chair. One of the first official actions at your April 14<sup>th</sup> meeting will be to elect officers for 2015. For Springfield the chair position has historically been held by a community member but that is practice and not a rule and the positions can be held by any of the 12 members. The Budget Committee has been willing in past years to appoint the Mayor as a non-voting ex-officio member of the Committee as state statutes does not include the mayor of a city as an official appointed to the Budget Committee.

You are also being asked again to serve on the Budget Committee for the Springfield Economic Development Agency (SEDA). As a separate agency, SEDA is required to follow Oregon budget law in the manner similar to your role on the city's Budget Committee for the City's two urban renewal districts. The SEDA Board is comprised of the six City Councilors, the City's Mayor, and one County Commissioner. To ensure equal representation between elected officials and appointed members, the SEDA Budget Committee is comprised of those 8 individuals plus the six community members from the City's Budget Committee plus 2 additional members.

### **Volunteering**

With the recent implementation of the new Volunteer Coordinator program in HR, the City has begun tracking volunteer hours. All volunteers are now covered by an excess medical policy or Workers Compensation Insurance while performing their duties. In accordance with City policies and procedures all time donated to the City of Springfield is documented and recognized annually. At the beginning of each meeting a sign in form will be sent around to assist us with this effort.

### **Bylaws**

By request of Council and reviewed at a regular session bylaws for the Budget Committee were approved on March 2, 2015, Exhibit A. Bylaws set forth the structure of the committee in the organization. They state what rights the members have within the organization and what limits of power are put on boards and officers. The bylaws address the attendance policy that matches the language in the Council Operating Policies and Procedures document and are in accordance with Local Budget Law ORS294.414.

### **Agenda Packet**

The agenda included in this packet for the first meeting on April 14<sup>th</sup> also includes tentative agendas for the next two Tuesdays. Staff has scheduled the presentations and deliberations for this year's process to occur over three

evenings. If the Committee does need more time to review department's budgets or have more questions answered we have included on the calendar a fourth meeting for Tuesday May 05<sup>th</sup>.

**Fiscal Health**

Priority Based Budgeting (PBB) is a process and a set of tools that has helped the City change the way we talk about making financial decisions and how we achieve the results that our community is looking for. The new process has allowed staff to focus on program results as opposed to budgeted line items. Staff has prioritized what programs and services are most important to our residents, identified programs we should focus on and recognized programs we continue to do will. Finance and department staff have been facilitating the use of PBB in the decision making process. As a result of the City's use of PBB, several departments have identified, recommended and successfully reorganized their operations to shift resources from lower priorities to higher priority programs. This has improved customer services and increased efficiencies which has built trust and credibility to all stakeholders involved in the budget process.

To be successful in this effort the City must also engage in long range financial planning. Be able to properly analyze the long range impact of immediate decisions. Plan for the volatility that can occur with certain revenue sources, project and plan for knowable asset management and provide for a level of financial stability which will provide for an appropriate level of services during economic bust and boom times. The first of several steps that management is taking to move towards accomplishing this goal is to review and update existing fiscal policies. These policies have been adopted by the Council or administratively followed by staff. We will be assessing the policies current impact on the City's fiscal health to determining where we are currently are, along a continuum and where we would like to be at some time in the future.

Because of the way municipal governments are organized financially with numerous types of accounting funds and many different types of legally dedicated revenues an effective approach to working on this project is to address different parts of the City's budget at different times. The following is a breakout of the funds types for the City:

<b><u>General</u></b>	<b><u>Special Revenue</u></b>	<b><u>Enterprise</u></b>	<b><u>Debt Service</u></b>	<b><u>Internal Service</u></b>	<b><u>Capital Projects</u></b>
General*	Street*	Sewer	Bancroft	Insurance	Sewer
	Spec Rev	Regional WW	Bond Sinking	Equip Replace.	Drainage
	Room Tax	Ambulance*	MWMC Debt	SDC Admin	Street
	CDBG	Drainage			Regional WW (2)
	Building*	Booth-Kelly			SDC Drainage (2)
	Jail Ops	Reg Fiber			SDC Sanitary (2)
	Fire Levy				SDC Transportation (2)
	Police Levy				SDC Regional (2)
	Glenwood URD				Devl'p Projects
	Downtown URD				Devl'p Assessment

The initial phases of the fiscal health analysis project is going to concentrate on operating funds and specifically the General Fund, the Street Fund (special revenue type), the Building Fund (special revenue type) and the Ambulance Fund (enterprise type). These accounting funds best represent the types of possible fiscal policies that could be applied universally across the remainder of the City and provide the template for additional analysis.

**Four Select Operating Funds Beginning Cash and Operating Balances**

The City's total Proposed Budget for FY15 is \$340,611,422 while the Operating Budget share of the total is \$99,886,651 (*Proposed Budget FY16 Attachment 24 Pages 11-19*). The Operating Budget includes the necessary resources for each of the 9 departments within the City and is appropriated across 29 different accounting funds in recognition of the various revenues received that are accounted for separately. Included in the total operating budget is over \$13.5M that is the City of Eugene's cost of operating the regional sanitary sewer treatment plant that is appropriated within the City of Springfield's budget because of the role Springfield has as the administrator of the Metro Wastewater Management Commission.

The General Fund is by far the single largest fund used by the City for accounting purposes and contains the largest percentage of every department's operating budget except for the department of Development & Public Works (DPW). The largest percentage of the DPW operating budget is located in the Street, Sanitary Sewer and Storm Water funds.

The table below shows the current cash flow projections for the City's General Fund:

**GENERAL FUND**

	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Est Actuals FY15</b>	<b>Proposed FY16</b>	<b>Projected FY17</b>	<b>Projected FY18</b>
<b>Operations Revenue</b>	32,148,512	32,622,492	32,917,157	34,709,014	35,404,046	35,993,261	36,788,002
<b>Operating Expenses</b>	30,866,349	31,107,938	31,775,305	33,390,117	34,607,945	35,616,503	36,600,989
<b>Fiscal Transactions</b>							
XFR to Street Fd	357,673	367,715	377,220	397,866	397,566	397,866	397,866
XRF to Jail Fd	450,000	401,393	373,685	450,000	450,000	450,000	450,000
Xfr to Other Fds	38,499	2,947			100,000	0	0
Debt Service	232,375	229,168	230,715	226,896	227,709	223,030	223,108
	1,078,547	1,001,222	981,620	1,074,762	1,175,275	1,070,896	1,070,974
<b>TOTAL EXPENSES</b>	<b>31,944,896</b>	<b>32,109,160</b>	<b>32,756,925</b>	<b>34,464,879</b>	<b>35,783,220</b>	<b>36,687,399</b>	<b>37,671,963</b>
<b>Revenue Over Expenses</b>	<b>203,616</b>	<b>513,332</b>	<b>160,232</b>	<b>244,135</b>	<b>-379,174</b>	<b>-694,138</b>	<b>-883,961</b>
Beginning Cash	7,551,136	7,754,752	8,268,084	8,428,315	8,672,450	8,293,276	7,599,138
Ending Cash	<b>7,754,752</b>	<b>8,268,084</b>	<b>8,428,315</b>	<b>8,672,450</b>	<b>8,293,276</b>	<b>7,599,138</b>	<b>6,715,177</b>

Type of Fund: ..... General

Description: ..... Primary operating fund for the City, required by Oregon budget law

Primary Revenue: ..... Property taxes are 56% of total fund and Intergovernmental 20%

Revenue Stability: ..... Most revenues are reliable from one year to the next with the exception being planning fees resulting from the recession. A majority of fees trend low for growth potential.

Fund History: ..... As primary operating fund and heavily supporting subsidized services, this fund has historically kept itself in balance by finding efficiencies, reductions and deference of scheduled maintenance. Primarily relying on property taxes sets the revenue growth trend for the fund. To supplement fund activities the City has passed two special tax levies for police and fire services that are now accounted for separately.

Fund Outlook: ..... Tenuous stable, this fund has a basic structurally in-balance between its annual revenue and expenditures however not so large it can't be solved but may require immediate resolutions. Current 3 year projections show a continual in-balance growing to \$2M annually.

Financial Trends: ..... Property values are beginning to rise however may be capped somewhat as the 3% restriction from Measure 51. Some moderate growth in commercial property. Positive trends in building and construction market are being seen but have yet to show up on tax rolls. Personal service cost account for almost 80% of the fund expenditures which are generally trending at a rate greater than revenue growth

Operating Reserves: ..... Operating reserve for contingency and cash flow balances have remained positive during the recession and shown small growth.

Capital Reserves: ..... Currently minimal Reserve

Requirements: ..... Cash flow, contingency, capital, long term stability and additional software & hardware replacements, equipment replacement, building preservation and replacement.

SEE ATTACHMENT 2 EXHIBIT B FOR GENERAL FUND BALANCE HISTORY

**AMBULANCE FUND**

	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
<b>Revenue</b>	\$ 6,007,217	\$ 5,721,100	\$ 5,921,500
<b>Less Expenses</b>	(5,340,476)	(5,659,061)	(5,951,849)
<b>Net</b>	666,741	62,039	(30,349)
<b>Plus Beginning Cash</b>	328,104	994,845	1,056,884
<b>Ending Cash Balance</b>	\$ 994,845	\$ 1,056,884	\$ 1,026,535

Type of Fund: ..... Enterprise  
Description: ..... Ambulance services within the larger Fire & Life Safety Department  
Primary Revenue: ..... Ambulance transport fees with reliance on federal reimbursements for Medicare and Medicaid, supplemented with FireMed and Ambulance billing services revenue.  
Revenue Stability:..... Council sets local rates while federal government determines reimbursement rate. No control over reimbursement rates.  
Fund History:..... Strong financial performance late 90's and early 00's but change in federal reimbursement program has restricted local control. Fund required use of \$2M in reserves during relatively short period. Focused management has benefited fund by expanding revenue base and controlling growth increase of expenses.  
Fund Outlook:..... Tenuous stable, last 3 to 4 years has improved outlook and allowed time to consider longer term strategy. Any solution for under reimbursements by federal government is unlikely. Operating and Capital reserves underfunded.  
Financial Trends: ..... Revenue growth since FY07 has been slow until last couple years. Strong in FY14 and FY15 from rate changes, activity level and collection efforts. Expenditures from FY07 thru FY13 showed only moderate growth. Recent growth in FY14 and projected through FY16 shows increasing at higher percentage.  
Operating Reserves:..... Completely eliminated as recently as FY11. Since that time reserves have been building every year and back to approximately \$1M.  
Capital Reserves: ..... During period of decline in operating reserves the capital reserves were maintained within a consistent dollar range. Long term health indicated that reserves should be growing as major apparatus becomes more expensive and technology needs increase.  
Reserve  
Requirements:..... Cash flow, contingency, capital, long term stability

SEE ATTACHMENT 2 EXHIBIT C FOR AMBULANCE FUND BALANCE HISTORY

**BUILDING CODE FUND**

	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
<b>Revenue</b>	\$ 727,427	\$ 965,254	\$ 901,180
<b>Less Expenses</b>	(792,465)	(853,773)	(939,953)
<b>Net</b>	(65,038)	(111,481)	(38,773)
<b>Plus Beginning Cash</b>	150,068	85,030	196,511
<b>Ending Cash Balance</b>	\$ 85,030	\$ 196,511	\$ 157,738

Type of Fund: ..... Special Revenue  
Description: ..... Building Division within the Development and Public Works Department  
Primary Revenue: ..... Fees received from building permits and inspection fees.  
Revenue Stability:..... Council sets local rates but regulated by State of Oregon. State requires that fees are reviewed by them prior to changes and monitored for comparison with actual cost of service. Also fees charged competitively compared with other jurisdictions.  
Fund History:..... Fund was created in FY05 from the General Fund to better account for the activities of this regulated service. Performance and reserves were strong through FY08 until recession. Revenue consistently dropped every year and eventually by 80%. Staffing was reduced but need to keep minimal qualified staffing for issuing permits and inspections required use of reserves.  
Fund Outlook:..... Unstable. Staff reductions have been severe. Revenues are still at the low point since the recession started. Recent activity is starting to show uptick but not enough yet to outpace expenditure growth. When building activity does show increase there may be a need to consider staffing levels to match activity level with qualified staff.  
Financial Trends: ..... The recession hit the housing market particularly hard. Fees and charges are only revenue for this service and are set primarily to match expenditures. As revenue dropped (by 80%) immediately expenditures reductions were difficult to match (60%). During this time \$2M in reserves were used. Expenditures are larger than current revenues every year with minimal reserves remaining. There are indications in the market that building activity is seeing an increase but without additional reserves to rely on this fund is not in a position to get too far out ahead of the activity with expenditure increases. Minimal revenue increases being shown for FY16.  
Operating Reserves:..... Even for cash flow purposes, minimal reserves remaining and showing decline projected for YY16.  
Capital Reserves: ..... None established. Minimal requirement except for technology.  
Reserve  
Requirements:..... Cash flow, contingency, capital, long term stability

SEE ATTACHMENT 2 EXHIBIT D FOR BUILDING FUND BALANCE HISTORY

**STREET FUND**

	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>
	<b>Actual</b>	<b>Estimated</b>	<b>Proposed</b>
<b>Revenue</b>	\$ 5,500,254	\$ 5,559,069	\$ 5,594,500
<b>Less Expenses</b>	(5,546,584)	(5,534,370)	(5,668,041)
<b>Net</b>	(46,330)	24,699	(73,541)
<b>Plus Beginning Cash</b>	893,681	847,350	872,049
<b>Ending Cash Balance</b>	\$ 847,351	\$ 872,049	\$ 798,508

Type of Fund: ..... Special Revenue

Description: ..... Street Operations within the Development and Public Works Department

Primary Revenue: ..... Transportation Fuel Tax from both the State and local ordinance. Some additional revenue from right-of-way fees, maintenance contracts with other jurisdictions and other government grants.

Revenue Stability:..... The fuel tax itself is stable and reliable although not seen as a growth tax as reduced miles travelled and fuel efficient vehicles become state and national goals.

Fund History:..... Historically this has been a strong performing fund but has seen financial stress in the past decade. This fund has to balance needs and requirements of immediate maintenance operations needs with the streets capital program. In the past much of the Street programs capital needs flowed through this fund and fuel use taxes could be relied upon to provide capital for these projects. Drop in overall revenue from fuel taxes and increased street maintenance needs has necessitated that these resources be diverted from capital projects for ongoing maintenance needs only. This requires the city's capital improvement program to rely more on less secure and available sources such as SDCs and grants. Streets operations and maintenance is now the primary focus of his fund.

Financial Trends: ..... With the fuel tax becoming less reliable as a stable revenue source to sustain growth the Street Fund has responded by reducing its commitments to perform scheduled maintenance duties and using reserves from within the fund. Neither action has been that successful. Reserves have been reduced to levels of only meeting minimal cash flow needs and are not addressing long term stability. The deferred maintenance needs for streets has grown substantially larger.

Operating Reserves:..... Cash flow, contingency, long term stability

Capital Reserves: ..... No capital reserves available from current street operating revenues

Reserve

Requirements: ..... Cash flow, contingency, capital, long term stability and long term funding strategy for ongoing street repairs and maintenance

SEE ATTACHMENT 2 EXHIBIT E FOR STREET FUND BALANCE HISTORY

If you have any questions about the information or the process prior to next Tuesday's meeting, please do not hesitate to contact either myself by phone at 726-3740 or e-mail at rduely@springfield-or.gov or contact our Budget Officer, Paula Davis, by phone at 726-3698 or e-mail at pldavis@springfield-or.gov. Either of us would be more than willing to meet with you prior to that time.

# City of Springfield

## Budget Committee Bylaws

### **ARTICLE I. Establishment**

The Budget Committee is established pursuant to ORS 294.414 in accordance with Local Budget Law.

### **ARTICLE II. Purpose and Objectives**

The Budget Committee shall act as a fiscal policy and review committee for the City of Springfield and as such shall:

- a) Conduct a review of the City manager's proposed budget and make a recommendation to City Council regarding the proposed funding and service level and configuration.
- b) Review the Capital Improvement Program and forward comments to the City Council.
- c) Respond to ad hoc request by the City Council.

### **ARTICLE III. Membership, Terms of Office and Voting.**

**Section 1.** The Budget Committee shall consist of all members of the City Council and a like number of electors of the city, totaling 12 members.

**Section 2.** Lay members of the Budget Committee shall be appointed in the following manner:

- a) On or before March of any year, vacancies in the office of appointive members of the Budget Committee shall be filled by appointment by the City Council.
- b) Appointive members of the Budget Committee shall be appointed for terms of three years. The terms shall be staggered so that one third of the terms of the appointive members ends each year. Vacancies in the appointive membership of the Budget Committee shall be filled in the same manner as the original appointments.
- c) Any appointive member may be reappointed for an additional terms.

**Section 3.** Decisions of the Budget Committee shall be made by an affirmative vote of majority of the membership of the committee.

**Section 4.** Committee members shall receive no compensation, but shall be reimbursed for duly authorized expenditures.

### **ARTICLE IV. Officers' Duties**

**Section 1.** The officers of the Budget Committee shall be a Chairperson and a Vice-Chairperson.

**Section 2.** The officers shall be elected for one year terms and shall be elected at the first meeting.

**Section 3.** The Chairperson shall preside at all meetings and is eligible to vote on all matters.

**Section 4.** The Vice-Chairperson shall perform all the duties of the Chairperson in the Chairperson's absence.

**Section 5.** The committee shall be staffed by the City Manager or his/her designee.

**ARTICLE V. Meetings of Committee**

**Section 1.** Meeting of the Budget Committee shall be called by the Committee Chairperson.

**Section 2.** A majority of the sitting Committee shall constitute a quorum.

**Section 3.** Budget Committee members shall attend all regular meetings and standing subcommittee meetings. If a member is unable to attend a meeting, said member is expected to notify Budget Office staff.

**Section 4.** All appointees of the Budget Committee serve at the pleasure of the Council. A position shall be vacated by the Council when the Budget Committee member has two or more consecutive unexcused absences from the committee meetings in any twelve consecutive month periods.

**Section 4.** All Budget Committee members shall be given at least 24 hours' notice of any meeting called. Study materials and agenda will be delivered at least 24 hours prior to a meeting.

**ARTICLE VI. Subcommittees**

**Section 1.** The Chairperson shall appoint subcommittee as needed.

**Section 2.** The Chairperson of the Budget Committee may appoint a Chairperson for each subcommittee.

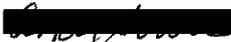
**ARTICLE VII. Amendment of the Bylaws**

These bylaws may be amended by an affirmative vote of a majority of the membership of a majority of the membership of the Budget Committee at any regular meeting, providing notice of such amendment is given at a preceding regular meeting or in an agenda packet, or all members committee are present.

Adopted by City Council on March 2, 2015

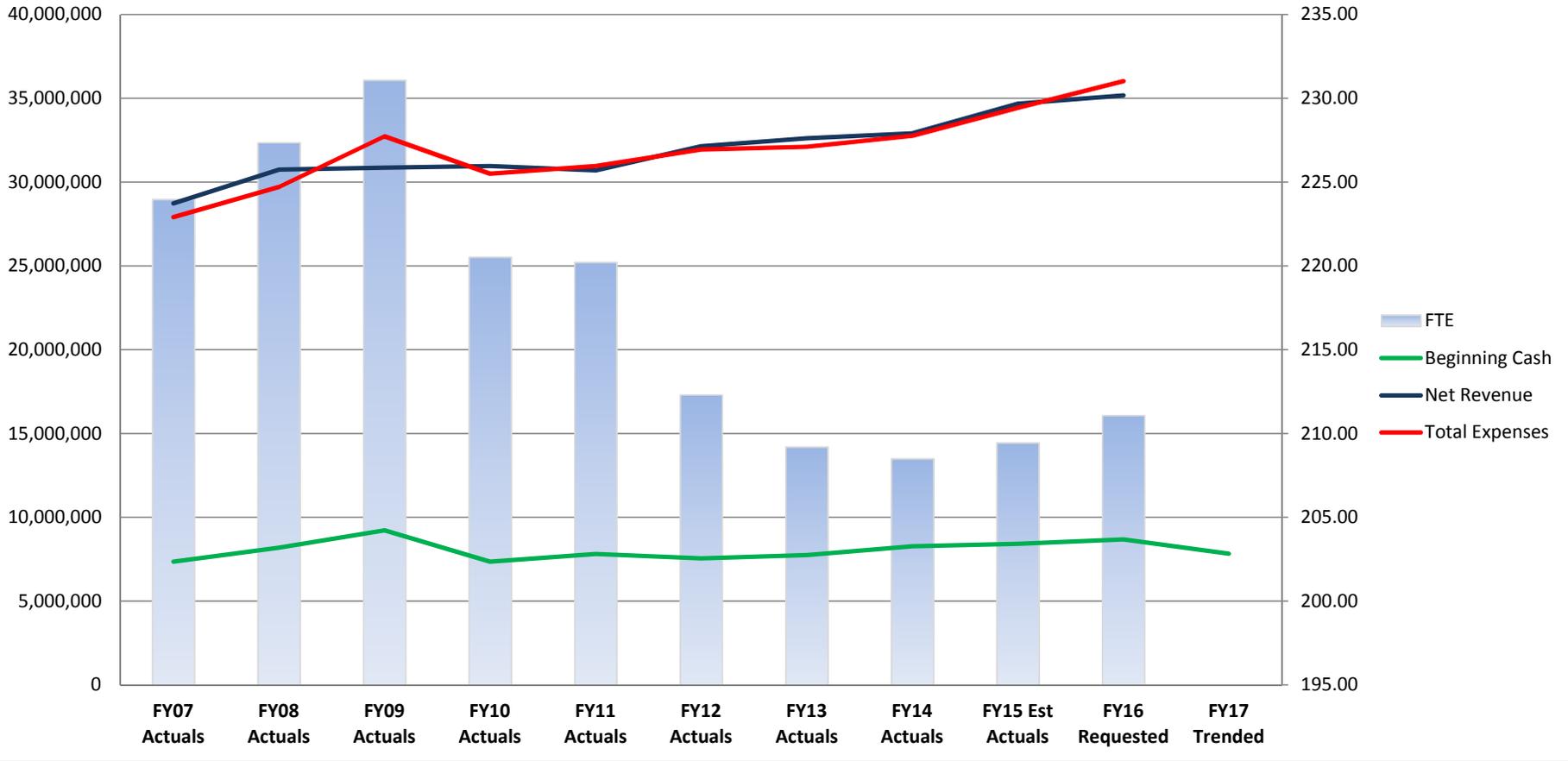
  
\_\_\_\_\_  
Mayor

Attest:

  
\_\_\_\_\_  
City Recorder

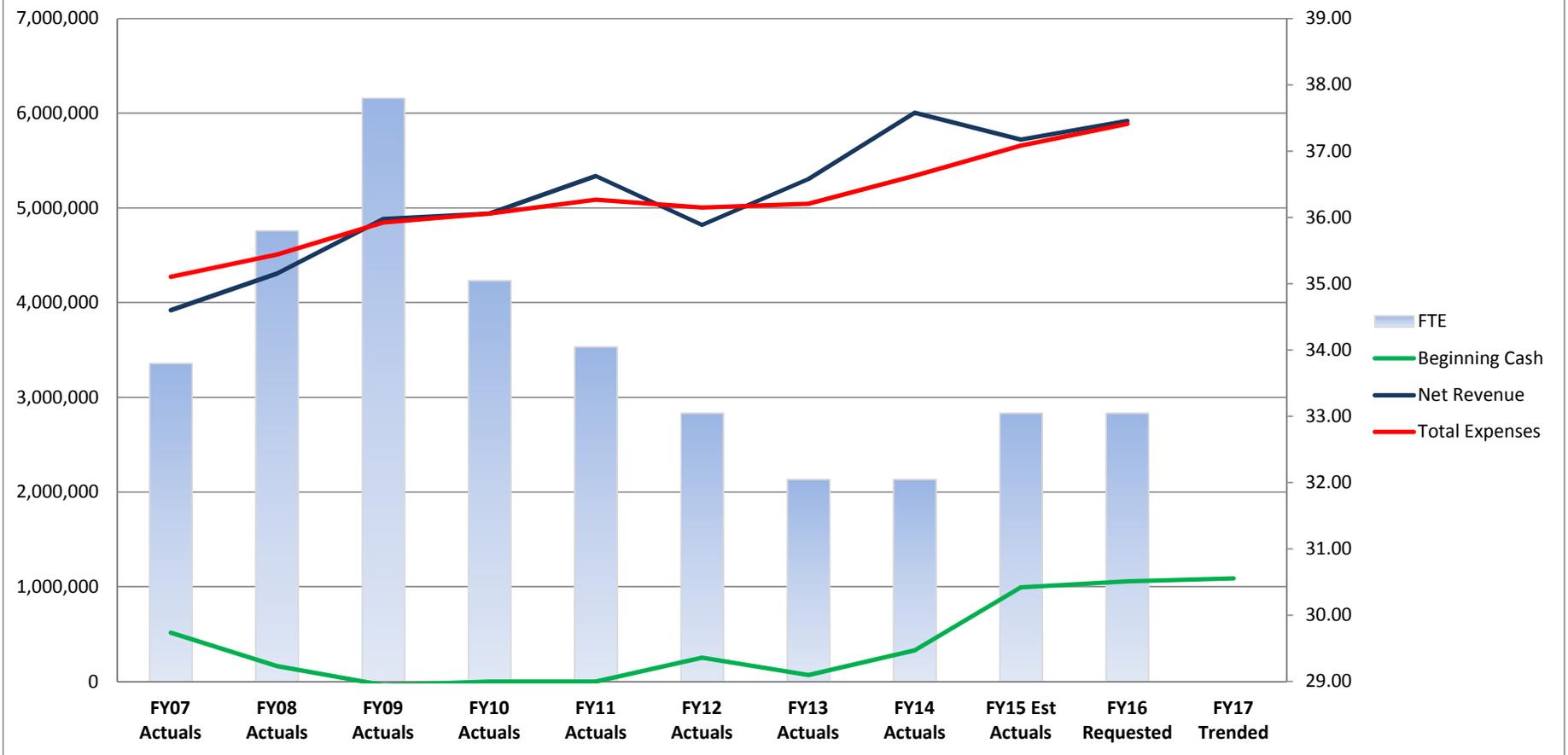
Last Revised: February 20, 2015.

### General Fund



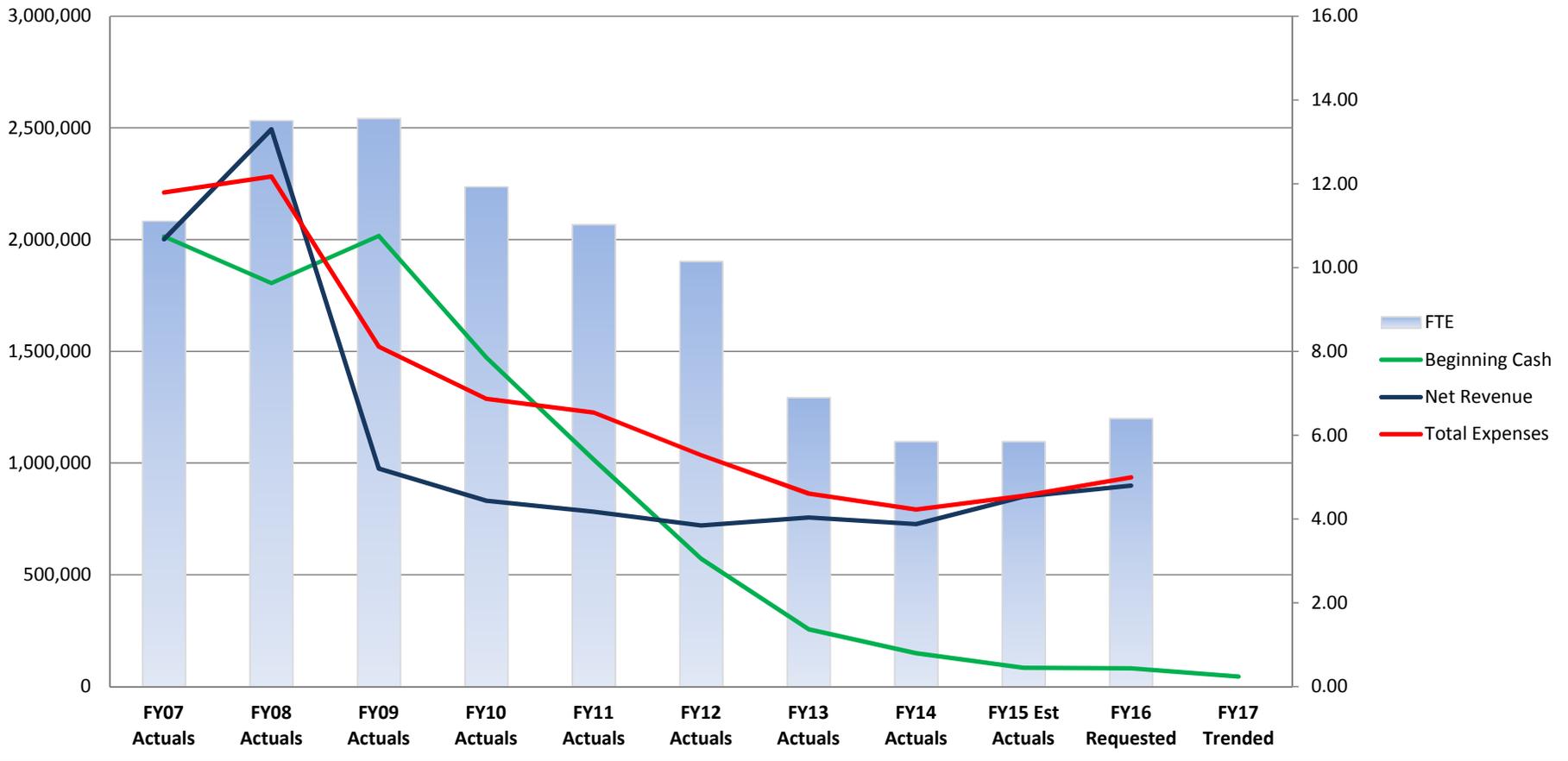
General Fund	Actuals FY07	Actuals FY08	Actuals FY09	Actuals FY10	Actuals FY11	Actuals FY12	Actuals FY13	Actuals FY14	Est Actuals FY15	Requested FY16	Trended FY17
Total Revenue	36,093,856	38,941,499	40,096,509	38,316,276	38,513,623	39,699,648	40,377,244	41,185,241	43,137,329	44,076,496	
Beginning Cash	7,357,907	8,189,659	9,231,938	7,361,246	7,808,672	7,551,136	7,754,752	8,268,084	8,428,315	8,672,450	8,293,276
Net Revenue	28,735,949	30,751,840	30,864,571	30,955,030	30,704,951	32,148,512	32,622,492	32,917,157	34,709,014	35,404,046	
Total Expenses	27,904,198	29,709,561	32,735,263	30,507,604	30,962,488	31,944,896	32,109,160	32,756,925	34,464,879	35,783,220	
FTE	223.96	227.35	231.08	220.52	220.21	212.30	209.20	208.49	209.44	210.97	

### Ambulance Fund

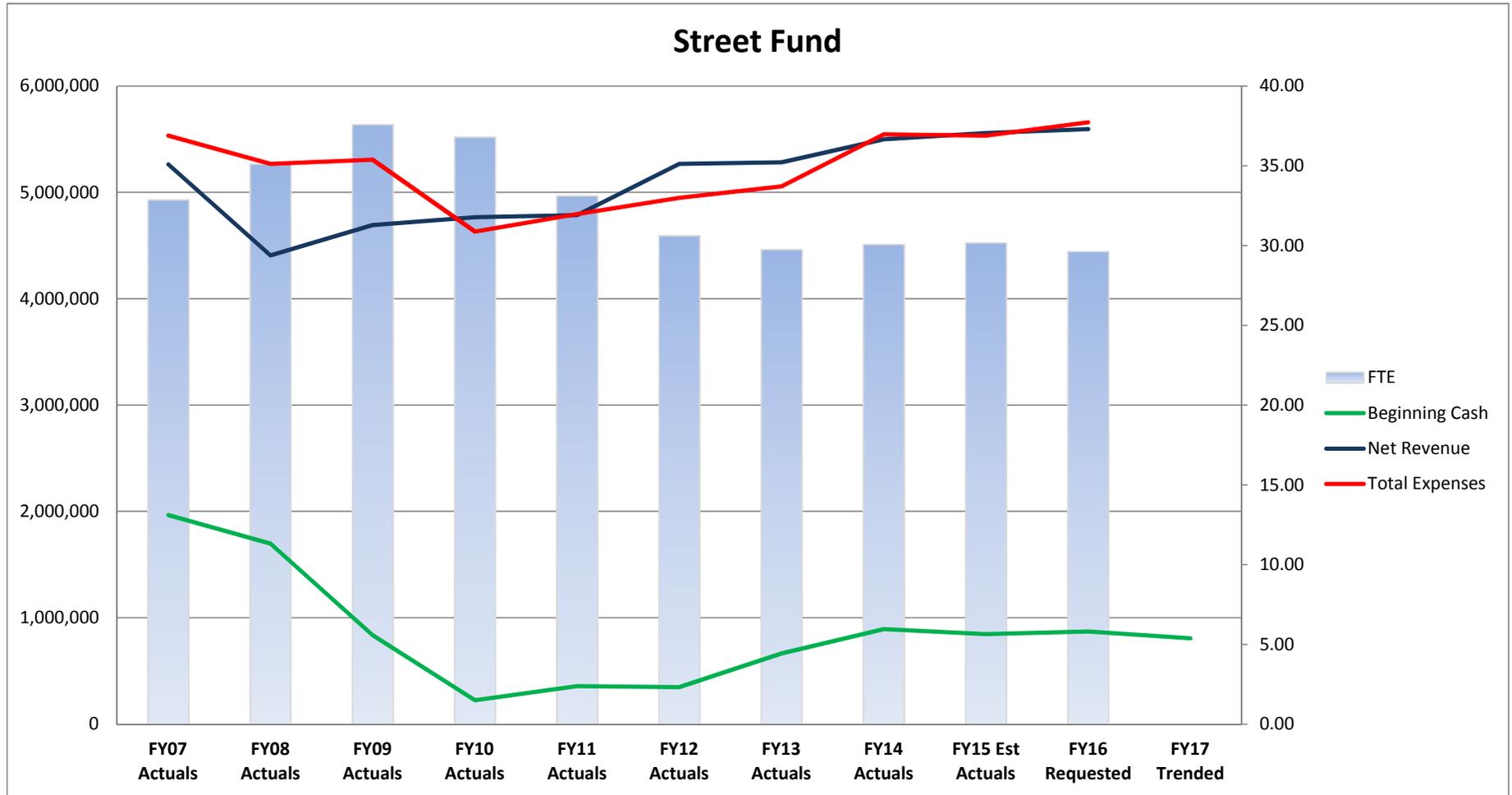


Ambulance Fund	Actuals FY07	Actuals FY08	Actuals FY09	Actuals FY10	Actuals FY11	Actuals FY12	Actuals FY13	Actuals FY14	Est Actuals FY15	Requested FY16	Trended FY17
Total Revenue	4,437,127	4,470,026	4,847,245	4,942,827	5,338,648	5,073,450	5,373,701	6,335,321	6,715,945	6,978,384	
Beginning Cash	516,048	163,321	-37,982	5	0	251,606	68,097	328,104	994,845	1,056,884	1,026,535
Net Revenue	3,921,079	4,306,704	4,885,228	4,942,821	5,338,648	4,821,844	5,305,604	6,007,217	5,721,100	5,921,500	
Total Expenses	4,273,805	4,508,008	4,847,240	4,942,827	5,087,042	5,005,353	5,045,597	5,340,476	5,659,061	5,951,849	
FTE	33.80	35.80	37.80	35.05	34.05	33.05	32.05	32.05	33.05	33.25	

### Building Fund

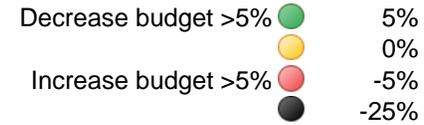


Building Fund	Actuals FY07	Actuals FY08	Actuals FY09	Actuals FY10	Actuals FY11	Actuals FY12	Actuals FY13	Actuals FY14	Est Actuals FY15	Requested FY16	Trended FY17
Total Revenue	4,017,633	4,300,373	2,993,347	2,303,958	1,799,233	1,293,158	1,014,714	877,495	1,050,284	1,097,691	
Beginning Cash	2,014,588	1,806,040	2,017,685	1,471,972	1,016,241	572,216	257,234	150,068	85,030	196,511	157,738
Net Revenue	2,003,044	2,494,333	975,662	831,986	782,992	720,942	757,481	727,427	965,254	901,180	
Total Expenses	2,211,592	2,282,688	1,521,374	1,287,717	1,227,016	1,035,924	864,647	792,465	853,773	939,953	
FTE	11.11	13.51	13.56	11.93	11.03	10.15	6.90	5.85	5.85	6.43	



Street Fund	Actuals FY07	Actuals FY08	Actuals FY09	Actuals FY10	Actuals FY11	Actuals FY12	Actuals FY13	Actuals FY14	Est Actuals FY15	Requested FY16	Trended FY17
Total Revenue	7,232,199	6,106,135	5,532,912	4,992,560	5,145,147	5,615,908	5,950,427	6,393,935	6,406,419	6,466,549	
Beginning Cash	1,967,679	1,698,346	838,570	225,299	359,501	347,825	666,281	893,681	847,351	872,049	798,508
Net Revenue	5,264,520	4,407,789	4,694,343	4,767,261	4,785,646	5,268,083	5,284,146	5,500,254	5,559,068	5,594,500	
Total Expenses	5,533,853	5,267,565	5,307,613	4,633,059	4,797,323	4,949,626	5,056,747	5,546,584	5,534,370	5,668,041	
Capital XFR	750,000	400,000	0	0	0	350,000	100,000	100,000	250,000	150,000	

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	27,002,675	27,733,723	28,350,488	29,160,271	30,202,475	● -4%	● -9%
Season/Intern/Tmp Wages	147,373	121,024	159,581	186,000	131,000	● 30%	● 8%
Overtime	1,913,420	2,088,230	1,858,952	1,588,710	2,076,096	● -31%	● -6%
Fringe Benefits	3,200,262	3,244,756	2,820,300	2,846,524	2,972,929	● -4%	● 4%
Medical/Dental Insurance	6,988,835	7,104,198	7,867,884	8,342,658	8,774,118	● -5%	● -20%
City Retirement Plan	568,194	674,786	650,804	650,804	534,732	● 18%	● 15%
PERS/OPSRP	3,728,803	3,692,932	3,824,916	3,907,429	4,355,809	● -11%	● -16%
Season/Intern/Tmp Fringe	-	-	13,000	13,000	8,000	● 38%	● -85%
CRP Interest Guarantee	1,215,000	1,346,731	1,352,000	1,352,000	1,352,000	● 0%	● -4%
Car Allowance	15,764	15,263	14,206	13,848	13,848	● 0%	● 8%
Pager Allowance	15,972	16,429	16,595	15,336	17,340	● -13%	● -6%
Uniform Allowance	153,740	155,395	156,532	166,932	163,056	● 2%	● -5%
Cell Phone Allowance	31,610	33,310	92,883	37,656	36,396	● 3%	● 31%
Personnel Svs Adjustments	-	-	698,300	809,300	49,920	● 94%	● 79%
<b>Personnel Services</b>	<b>44,981,648</b>	<b>46,226,778</b>	<b>47,876,441</b>	<b>49,090,468</b>	<b>50,687,719</b>	● -3%	● -9%
Interpreter Fees	5,751	5,400	5,570	5,000	7,423	● -48%	● -33%
Dispatch Contract	623,367	651,839	677,096	677,096	710,950	● -5%	● -9%
Billing & Coll Exp	790,280	829,721	846,000	885,000	887,000	● 0%	● -8%
Contractual Services	2,402,475	2,316,723	2,939,679	3,147,629	3,159,757	● 0%	● -24%
Litigation Expense	4,092	59,381	192,563	238,975	271,375	● -14%	● -218%
Prisoner Exp Medical	245,270	230,616	224,000	233,000	233,000	● 0%	● 0%
Indigent Representation	238,900	236,608	226,443	236,500	236,500	● 0%	● -1%
Environmental Ed	5,741	7,413	40,155	40,250	12,720	● 68%	● 28%
Drug Prevention/Ed	18,448	8,763	10,500	10,500	10,000	● 5%	● 20%
Attorney Fees	28,214	37,323	97,600	75,000	92,000	● -23%	● -69%
Contractual Temporary Help	1,945	-	-	-	-	● 100%	● 100%
Merchant fees	81,520	107,427	107,569	95,764	110,614	● -16%	● -12%
Planning Commission Expenses	332	1,336	1,500	1,500	1,500	● 0%	● -42%
Fuel Tax Administration	8,322	7,603	7,525	7,525	7,650	● -2%	● 2%
Emergency Management Program	2,060	-	-	-	-	● 100%	● 100%
Mental Health Eval	4,000	8,000	6,000	8,000	8,000	● 0%	● -33%
Special Prosecutor Services	950	-	3,000	3,000	3,000	● 0%	● -128%
NESC Compliance	-	-	5,000	5,000	5,000	● 0%	● -200%
Personnel Services Reimbursemt	7,337,672	7,058,194	7,561,685	7,949,897	8,347,791	● -5%	● -14%
Cleaning Services	9,626	8,452	8,715	8,715	8,800	● -1%	● 1%
Equipment Rental	8,344	6,140	9,650	11,391	10,800	● 5%	● -34%

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Space Rental	3,107	-	-	-	-	● 100%	● 100%
Operating Lease	-	-	-	-	-	● 100%	● 100%
Property & Liability Ins	279,123	412,150	401,858	404,300	461,000	● -14%	● -27%
Telephone, Cellular,Pager	87,052	85,308	104,090	108,736	110,033	● -1%	● -19%
Ris/Airs/Geo Charges	497,444	286,774	181,150	182,487	207,734	● -14%	● 35%
Audio Visual Communications	9,511	9,987	10,760	10,760	10,800	● 0%	● -7%
Info system Operations	-	-	167,257	167,257	167,257	● 0%	● -200%
Computer Equipment	142,232	417,060	199,043	173,199	183,935	● -6%	● 27%
Advertising	261,575	277,566	303,048	306,753	306,250	● 0%	● -9%
Duplicating Supplies	29,027	28,899	29,259	32,641	30,701	● 6%	● -6%
Library Xerox	2,024	2,002	2,609	2,609	2,600	● 0%	● -18%
Printing	28,590	13,664	20,841	24,000	11,975	● 50%	● 43%
Travel & Meeting Expenses	80,332	86,555	117,463	127,352	148,631	● -17%	● -57%
Internal Meeting	4,452	1,436	3,226	3,627	3,601	● 1%	● -19%
Council Reimbursement	10,935	10,750	12,500	12,500	12,500	● 0%	● -10%
Community Events	-	-	1,976	1,976	2,000	● -1%	● -204%
Software License Fee	269,584	314,555	569,141	513,065	515,521	● 0%	● -34%
Recording Fees	378	782	825	825	825	● 0%	● -25%
Subpoena & Jury Fees	868	2,024	1,300	2,000	2,000	● 0%	● -43%
Witness Fees	20	-	2,400	2,400	2,400	● 0%	● -198%
Property Taxes	69,693	72,425	77,003	79,400	82,100	● -3%	● -12%
NPDES Permits	104,197	111,474	126,900	128,100	128,400	● 0%	● -12%
Government ethics Comm charges	1,028	1,590	2,050	2,370	2,075	● 12%	● -33%
ROW Fee	367,715	382,062	392,500	393,300	405,100	● -3%	● -6%
Audio Visual Supplies	2,474	5,186	2,694	2,694	2,700	● 0%	● 22%
Eng/Survey Supplies	786	847	5,150	5,150	3,950	● 23%	● -75%
Code Enforce Supply	825	-	-	-	-	● 100%	● 100%
Medical Supplies	148,879	183,063	139,050	150,000	146,000	● 3%	● 7%
Pretreatment Supplies	1,147	2,051	2,200	4,000	4,000	● 0%	● -122%
Safety Clothing/Eq	77,579	98,703	88,914	84,814	82,564	● 3%	● 7%
Cleaning Supplies	8,461	10,149	20,100	9,900	6,900	● 30%	● 47%
Police Weapons	55,624	-	-	-	-	● 100%	● 100%
Uniforms	6,299	14,796	18,000	13,000	18,000	● -38%	● -38%
Inmate Supplies	10,201	10,691	8,400	17,000	15,000	● 12%	● -54%
Prisoner Meal Expense	123,318	118,696	120,000	128,000	128,000	● 0%	● -6%
Gasoline & Oil	1,360,331	1,017,591	985,818	1,303,284	1,114,775	● 14%	● 1%
Utilities	103,524	63,389	223,245	256,655	114,881	● 55%	● 12%
Electricity	-	-	-	-	8,096	● -100%	● -100%
Natural Gas	-	-	-	-	5,953	● -100%	● -100%
Street Lighting Electricity	167,883	177,765	162,000	162,000	165,000	● -2%	● 2%
Traffic Signal Electricity	28,521	29,381	35,000	35,000	32,000	● 9%	● -3%
Fuel Facility Expense	6,267	7,258	8,130	16,000	55,297	● -246%	● -666%

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
SUB Water	68,996	100,370	62,738	49,253	74,983	● -52%	● 3%
SUB Sewer & Drainage	38,436	45,227	25,821	19,272	40,250	● -109%	● -10%
SUB Electricity	220,869	253,868	100,991	142,984	169,833	● -19%	● 12%
Periodicals	3,965	3,194	3,095	3,095	3,060	● 1%	● 10%
Memberships, Books, Subscrips	57,010	61,011	81,140	86,097	82,991	● 4%	● -25%
Direct Mail	68,900	16,545	-	-	-	● 100%	● 100%
Postage & Shipping Charges	65,350	63,865	51,208	52,664	46,365	● 12%	● 23%
Office Supplies	59,269	63,566	84,025	83,140	99,315	● -19%	● -44%
Computer Supplies	12,129	4,962	10,200	10,200	10,200	● 0%	● -12%
Computer Software	69,814	78,421	107,583	114,803	104,571	● 9%	● -23%
Small Furniture & appliances	6,865	2,185	17,499	8,575	9,475	● -10%	● -7%
Stormwater Sampling Exp	2,854	3,113	10,700	14,500	14,500	● 0%	● -161%
Clothing Allowance	39,370	52,649	56,160	57,650	57,150	● 1%	● -16%
Commuter Trip Reduction	2,296	2,413	4,128	3,900	4,851	● -24%	● -65%
Parts & Materials	9,807	6,622	9,500	9,904	9,696	● 2%	● -12%
Street Maint Materials	44,016	47,773	66,000	89,449	65,000	● 27%	● -24%
Sweeper Supplies	3,808	3,738	13,500	13,500	13,500	● 0%	● -92%
Drainage Maint Materials	47,956	49,090	50,000	55,035	57,235	● -4%	● -17%
Sewer Maint Materials	22,052	29,243	35,000	38,000	32,616	● 14%	● -13%
Cleang/Maint Materials	42,899	35,881	47,000	42,000	47,000	● -12%	● -12%
Program Expense	306,153	488,544	406,937	345,634	363,730	● -5%	● 9%
Traff Maint Materials	114,931	88,049	118,000	118,000	122,500	● -4%	● -14%
Land Maint Materials	12,888	18,739	19,000	19,000	19,000	● 0%	● -13%
Damage Claims	130,685	146,361	100,000	60,000	100,000	● -67%	● 20%
Canine Donations Expenditures	29,622	22,979	30,000	30,000	30,000	● 0%	● -9%
Street Tree Replacement	2,749	6,817	10,000	12,000	12,000	● 0%	● -84%
Illumination Materials	-	80,010	-	-	-	● 100%	● 100%
GIS Program Expense	1,408	848	1,500	1,500	1,500	● 0%	● -20%
Art Alley Repair	395	29	6,794	6,794	750	● 89%	● 69%
Arts Comm Operations	7,814	8,769	10,000	11,430	7,500	● 34%	● 15%
Rural Life Support Exp	10,000	10,000	10,000	10,000	10,000	● 0%	● 0%
Permit Project Exp	-	-	35,000	35,000	35,000	● 0%	● -200%
Citizen Survey	1,548	-	-	1,500	1,500	● 0%	● -191%
Metro Partnership Inc	50,000	2,500	-	-	-	● 100%	● 100%
1st Time Homebuyers	76,141	91,499	-	108,501	-	● 100%	● 100%
League Of Oregon Cities	38,123	38,626	38,722	38,722	38,750	● 0%	● -1%
Intergvt Human Srvc	156,954	159,019	136,922	136,922	199,600	● -46%	● -32%
Mayor's Promo Items	3	50	300	50	200	● -300%	● -70%
Region Training Plan	5,000	5,000	5,000	5,000	5,000	● 0%	● 0%
L-COG	23,417	23,417	23,417	23,417	23,936	● -2%	● -2%
LCOG/Cable Reg	-	-	3,500	3,500	-	● 100%	● 100%
Chamber Of Commerce	35,000	35,000	35,000	35,000	35,000	● 0%	● 0%

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Hist Dist Signage	-	-	750	750	750	0%	-200%
Room Tax Collect	4,824	5,864	6,000	6,000	6,000	0%	-8%
Air Pollution-LRAPA	21,224	21,224	21,224	21,224	21,224	0%	0%
Eugene Operations	3,052,100	3,179,416	3,124,944	3,612,499	4,122,130	-14%	-32%
Eugene Indirect Costs	753,260	783,774	834,626	983,500	1,001,150	-2%	-27%
Bicycle Program Supplies	1,088	640	3,010	2,000	2,000	0%	-27%
Hazmat	1,940	2,098	2,500	-	5,000	-100%	-129%
Eugene Capital Outlay	26,094	30,747	63,500	63,500	45,000	29%	-12%
Spring Clean Up	500	710	2,000	2,000	2,000	0%	-87%
Team Springfield	12,524	8,846	20,000	20,000	20,000	0%	-45%
Springfield Museum	45,000	45,000	45,000	45,000	45,000	0%	0%
Catholic Community Services	15,317	31,158	31,158	31,158	-	100%	100%
Food for Lane County	18,501	18,501	14,237	14,237	-	100%	100%
Relief Nursery	14,247	14,247	14,247	14,247	-	100%	100%
St. Vincent de Paul	11,784	-	-	-	-	100%	100%
White Bird	8,029	8,029	-	-	-	100%	100%
Olympic Trials	50,000	-	-	-	-	100%	100%
Art Alley Special Project	-	-	1,265	1,265	500	60%	-19%
SDC Prior Year Refunds	44,420	-	3	8	3	63%	100%
SDC Credits Paid	6,869	3,009	2	8	2	75%	100%
Mohawk Open Banners	-	-	730	730	730	0%	-200%
Millrace Sponsorship	-	-	-	-	-	100%	100%
Cedar Creek Sponsorship	-	-	-	-	-	100%	100%
Sustainable Cities	34,068	166	3,222	3,222	-	100%	100%
EPA Brownfield Cons Grant Exp	2,360	-	219	-	-	100%	100%
HUD Lane Livability Grant Exp	3,537	67	-	-	-	100%	100%
SWEDCO	-	-	-	-	50,000	-100%	-100%
ADA Compliance	-	5,554	5,000	5,000	-	100%	100%
Habitat for Humanity	52	67	-	59,860	-	100%	100%
Lockout Crime Project	12,091	2,369	11,252	11,252	11,252	0%	-31%
Brattain Playground	-	-	-	-	-	100%	100%
Relief Nursery Facility	25,089	3,496	-	14,041	-	100%	100%
Lane Shelter/Safe Haven	-	-	-	-	-	100%	100%
Neighborhood Improvements	-	-	-	-	136,000	-100%	-100%
Section 108 Repayment Xfr	34,393	34,078	33,692	33,692	35,000	-4%	-3%
Mt. Vernon Playground	19,811	8,454	-	-	-	100%	100%
NEDCO Food Hub	58,000	-	-	-	-	100%	100%
Alvord Taylor Group Home	29,000	-	-	-	-	100%	100%
NEDCO Foreclosure Recovery	50,000	133,128	-	16,872	-	100%	100%
HACSA River Point Place	39,688	34,457	-	22,355	-	100%	100%
ARC of Lane County	-	-	-	12,000	-	100%	100%
NEDCO HATCH	-	23,033	-	-	-	100%	100%

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
BRING Recycling	-	47,293	-	9,707	9,707	0%	38%
City Fountain Plaza	-	-	30,000	30,000	30,000	0%	-200%
NEDCO Facade Improvement	-	9,325	10,675	10,675	10,675	0%	-60%
Community Relations Prgrm Exp	-	6,003	10,000	15,000	15,000	0%	-181%
CCS Renovation	-	17,500	-	-	-	100%	100%
SEDA Downtown Acquisition	-	-	-	50,000	50,000	0%	-100%
HACSA Glenwood Place	-	-	-	81,580	81,580	0%	-100%
NEDCO 2014 Hatch	-	-	-	30,000	30,000	0%	-100%
NEDCO Sprout exterior	-	-	-	20,353	20,353	0%	-100%
Habitat R Street	-	-	-	30,250	-	100%	100%
HACSA Glenwood Place	-	-	-	186,306	-	100%	100%
Homeless Overnight parking Program	-	-	5,000	5,000	5,000	0%	-200%
HSC Womenspace	-	-	-	8,029	-	100%	100%
Emerald Art Window Light	-	-	8,000	8,000	-	100%	100%
Cath Comm Svcs Frex/Frig	-	-	27,615	27,615	-	100%	100%
Nedco Bus Dve 405 Main St	-	-	56,379	56,379	56,379	0%	-200%
Nedco Retail Assist Main	-	-	10,500	10,500	10,500	0%	-200%
SRDC Downtown Demo Proj	-	-	35,000	35,000	35,000	0%	-200%
Fire Station Maintenance	12,890	36,073	23,500	18,500	22,500	-22%	7%
Street Light Maint	99,428	108,061	100,000	100,000	102,012	-2%	0%
Equipment Maintenance	150,536	146,406	207,880	196,455	203,909	-4%	-21%
Audio Visual Maintenance	-	-	281	281	300	-7%	-220%
Communicate EQ Maint	17,515	23,094	8,100	8,350	7,000	16%	57%
Rescue Equip Maint	1,149	1,575	500	1,030	-	100%	100%
Small Tool Maint	3,662	2,775	3,000	3,500	-	100%	100%
Breathing App Maint	14,625	36,250	10,000	12,000	10,000	17%	51%
Power Tool Maint	1,096	469	1,500	2,600	-	100%	100%
Bldg Maintenance	58,753	97,476	123,967	49,967	51,500	-3%	45%
Vehicle Maintenance	330,069	381,920	313,791	310,694	312,100	0%	9%
Wildland EQ Repair	135	5,667	1,000	2,330	-	100%	100%
Water Res EQ Repair	7,581	2,490	3,000	3,000	3,000	0%	31%
Technical Rescue Equip. Repair	812	-	1,000	2,000	-	100%	100%
Signal Detector Repair	30,449	38,083	46,000	45,596	46,500	-2%	-22%
Sidewalk Repair	23,090	20,143	22,000	17,500	17,500	0%	20%
Guard Rail Repair	-	-	2,500	2,500	2,500	0%	-200%
Wire Theft Remediation	36,597	12,508	40,000	40,000	40,000	0%	-35%
Stream and Channel O&M	-	-	-	(60,353)	65,000	208%	-100%
Training Aids	15	165	700	700	800	-14%	-173%
City EE Recognition	2,308	1,875	1,410	6,710	1,210	82%	35%
City Wide Training	-	62	-	-	-	100%	100%
Employee Development	112,625	130,775	187,504	212,958	170,076	20%	-18%
Organization Development	496	2,233	2,720	2,580	5,580	-116%	-207%

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Tuition Reimbursement	35,616	39,910	67,700	51,000	44,710	● 12%	● 6%
City Ee Recognition - Taxable	-	907	-	-	525	● -100%	● -74%
Workers Comp	9,979	42	-	-	-	● 100%	● 100%
Wellness Center	59,653	53,213	85,000	85,000	-	● 100%	● 100%
Self Funded Ins Program	265,500	-	-	-	-	● 100%	● 100%
Fire Mileage Reimb	-	16	3,100	-	8,000	● -100%	● -670%
Emp Development Bldg Ed	-	-	-	6,000	5,500	● 8%	● -100%
Unemployment Reimburse	50,465	60,520	100,000	100,000	100,000	● 0%	● -42%
Retiree Medical Premium	22,391	-	79,494	65,000	71,996	● -11%	● -112%
Employee Benefit Adjustment	4,006	-	-	-	-	● 100%	● 100%
Misc Benefit Expense	-	1,722	-	-	-	● 100%	● 100%
SF Medical Admin Fee	88,108	247,930	301,963	301,963	302,000	● 0%	● -42%
SF Med Stop Loss Prem	263,255	508,967	500,750	592,719	593,000	● 0%	● -40%
SF Med Aggregate SL Prem	19,266	40,490	43,025	39,788	44,000	● -11%	● -28%
SF Med Optionals	2,545	5,045	5,261	5,261	6,000	● -14%	● -40%
SF Dental Admin Fee	16,936	33,442	35,006	35,006	35,000	● 0%	● -23%
2013 Dental Claims	276,958	232,877	-	-	-	● 100%	● 100%
2014 Dental Claims	-	297,560	245,000	366,414	-	● 100%	● 100%
2015 Dental Claims	-	-	310,000	366,414	389,553	● -6%	● -277%
2016 Dental Claims	-	-	-	-	389,553	● -100%	● -100%
2013 Medical Claims	1,747,912	2,252,012	-	-	-	● 100%	● 100%
2014 Medical Claims	-	2,312,676	3,206,574	3,206,574	-	● 100%	● 100%
2015 Medical Claims	-	-	3,206,574	3,206,574	3,448,508	● -8%	● -223%
2016 Medical Claims	-	-	-	-	3,448,508	● -100%	● -100%
Recruitment Expense	15,179	42,776	29,036	21,200	24,100	● -14%	● 17%
Hiring & Promotion Expense	21,075	15,294	15,000	25,000	25,000	● 0%	● -46%
Rehab Loans	-	8,857	41,143	41,143	41,143	● 0%	● -147%
Home Revolving Loan	81,485	-	-	-	-	● 100%	● 100%
License & Fee Refunds	9,378	-	-	-	-	● 100%	● 100%
Default Purchase Card Chg	-	-	2,516	-	-	● 100%	● 100%
Tax Refund	-	157	-	-	-	● 100%	● 100%
<b>Material &amp; Service</b>	<b>26,347,149</b>	<b>29,668,327</b>	<b>33,151,775</b>	<b>35,507,655</b>	<b>36,669,509</b>	<b>● -3%</b>	<b>● -23%</b>
Internal Insurance Chgs	741,863	741,859	1,603,213	1,603,213	1,480,196	● 8%	● -44%
Internal Contractual Services	-	-	-	18,000	-	● 100%	● 100%
Internal Veh Mt Chgs	164,769	189,787	192,928	192,946	189,613	● 2%	● -4%
Internal Fac Rent	237,570	240,578	238,544	238,544	251,286	● -5%	● -5%
Int Computer Equip Chgs	181,906	249,580	286,068	286,068	281,376	● 2%	● -18%
Internal Bldg Maint Chgs	302,418	289,243	287,895	287,895	296,749	● -3%	● -1%
Internal Veh & Equip Rent	992,508	922,404	908,652	908,652	1,021,104	● -12%	● -8%
Indirect Costs	2,299,749	2,410,476	2,582,478	2,586,115	2,523,537	● 2%	● -4%
Internal Employee Benefit Chg	321,735	322,669	396,532	396,759	397,950	● 0%	● -15%

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Internal Lease Payments	375,616	375,615	375,615	375,615	286,080	● 24%	● 24%
Internal Admin Fee	397,759	497,244	475,000	475,000	475,000	● 0%	● -4%
Internal MS Enterprise Agreement	61,247	60,005	81,492	81,492	82,160	● -1%	● -22%
Int Bldng Preservation Chrgs	266,958	269,445	268,731	268,731	271,906	● -1%	● -1%
<b>Internal Charges</b>	<b>6,344,098</b>	<b>6,568,905</b>	<b>7,697,148</b>	<b>7,719,030</b>	<b>7,556,957</b>	● 2%	● -10%
Video Monitoring EQ	-	-	-	-	18,000	● -100%	● -100%
Vehicles	595,332	546,140	1,862,433	2,237,674	732,558	● 67%	● 27%
Personnel Safe Equip	2,316	-	-	-	56,000	● -100%	● -7155%
Rescue Equipment	55,000	-	-	-	-	● 100%	● 100%
Police Dog	-	1,335	8,300	26,000	-	● 100%	● 100%
Program Equipment	13,915	14,461	-	-	-	● 100%	● 100%
Fleet Maintenance Equipment	-	-	3,630	3,630	-	● 100%	● 100%
Street Maintenance Equipment	-	-	-	-	9,940	● -100%	● -100%
Sewer Maintenance Equipment	8,000	-	17,917	19,000	-	● 100%	● 100%
Surface Maintenance Equipment	-	-	-	4,368	7,768	● -78%	● -100%
Traffic Maint. Equipment	8,120	-	-	-	-	● 100%	● 100%
Survey Equipment	-	-	6,935	8,522	-	● 100%	● 100%
Equipment Replacement	225,185	392,536	614,500	614,530	593,300	● 3%	● -44%
Major Rehab	267,155	289,394	1,154,500	1,654,498	371,300	● 78%	● 35%
MWMC Capital Outlay	790,220	18,697	-	200,000	2,900,000	● -1350%	● -976%
Computer Equipment	63,684	156,346	68,751	76,800	58,800	● 23%	● 39%
Telephone Equipment	-	-	20,000	40,000	-	● 100%	● 100%
Radios	-	111,020	159,000	159,000	-	● 100%	● 100%
LRIG Capital Outlay	-	-	109,969	95,000	95,000	● 0%	● -159%
Digital Copiers	18,538	-	-	-	-	● 100%	● 100%
Adult Books	44,999	52,935	58,858	58,858	54,700	● 7%	● -5%
Reference Books	6,146	2,582	8,100	8,100	8,100	● 0%	● -44%
Children's Books	23,044	23,499	28,813	28,813	24,500	● 15%	● 2%
Young Adult Books	5,159	6,739	6,972	6,972	7,000	● 0%	● -11%
Lib Gift & Mem Books	25,218	5,036	26,000	32,200	26,000	● 19%	● -39%
Computer Software	21,500	395	-	-	-	● 100%	● 100%
Public Safety Info System	452,715	184,191	141,478	10,000	9,500	● 5%	● 96%
<b>Capital Outlay</b>	<b>2,626,246</b>	<b>1,805,307</b>	<b>4,296,156</b>	<b>5,283,965</b>	<b>4,972,466</b>	● 6%	● -71%
<b>Total All Funds</b>	<b>80,299,141</b>	<b>\$ 84,269,317</b>	<b>\$ 93,021,520</b>	<b>\$ 97,601,118</b>	<b>\$ 99,886,651</b>	● -2%	● -16%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



**City Manager's Office**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	625,980	642,781	661,407	661,407	684,565	<span style="color: red;">●</span> -4%	<span style="color: red;">●</span> -6%
Overtime	405	-	-	-	-	<span style="color: green;">●</span> 100%	<span style="color: green;">●</span> 100%
Fringe Benefits	57,046	59,033	52,917	52,917	54,193	<span style="color: red;">●</span> -2%	<span style="color: yellow;">●</span> 4%
Medical/Dental Insurance	138,371	137,540	141,630	141,630	148,056	<span style="color: red;">●</span> -5%	<span style="color: red;">●</span> -6%
PERS/OPSRP	103,896	98,271	103,726	103,726	108,777	<span style="color: red;">●</span> -5%	<span style="color: red;">●</span> -7%
Car Allowance	7,244	7,264	7,248	7,248	7,248	<span style="color: yellow;">●</span> 0%	<span style="color: yellow;">●</span> 0%
Cell Phone Allowance	3,280	3,289	3,276	3,276	3,276	<span style="color: yellow;">●</span> 0%	<span style="color: yellow;">●</span> 0%
<b>Personnel Services</b>	<b>936,221</b>	<b>948,179</b>	<b>970,204</b>	<b>970,204</b>	<b>1,006,115</b>	<span style="color: red;">●</span> -4%	<span style="color: red;">●</span> -6%
Contractual Services	16,959	14,610	74,570	77,090	25,400	<span style="color: green;">●</span> 67%	<span style="color: green;">●</span> 28%
Emergency Management Program	2,060	-	-	-	-	<span style="color: green;">●</span> 100%	<span style="color: green;">●</span> 100%
Telephone, Cellular, Pager	1,085	729	897	897	897	<span style="color: yellow;">●</span> 0%	<span style="color: yellow;">●</span> 1%
Computer Equipment	1,308	1,970	3,200	3,900	3,900	<span style="color: yellow;">●</span> 0%	<span style="color: black;">●</span> -81%
Advertising	435	2,656	2,500	1,855	3,000	<span style="color: black;">●</span> -62%	<span style="color: black;">●</span> -61%
Duplicating Supplies	1,073	394	-	-	-	<span style="color: green;">●</span> 100%	<span style="color: green;">●</span> 100%
Travel & Meeting Expenses	16,255	21,430	25,650	18,046	23,600	<span style="color: black;">●</span> -31%	<span style="color: red;">●</span> -12%
Council Reimbursement	10,935	10,750	12,500	12,500	12,500	<span style="color: yellow;">●</span> 0%	<span style="color: red;">●</span> -10%
Community Events	-	-	1,976	1,976	2,000	<span style="color: red;">●</span> -1%	<span style="color: black;">●</span> -204%
Government ethics Comm charges	260	619	670	670	670	<span style="color: yellow;">●</span> 0%	<span style="color: black;">●</span> -30%
Utilities	-	-	-	-	-	<span style="color: green;">●</span> 100%	<span style="color: green;">●</span> 100%
Natural Gas	-	-	-	-	2	<span style="color: black;">●</span> -100%	<span style="color: black;">●</span> -100%
SUB Water	81	88	80	80	82	<span style="color: red;">●</span> -3%	<span style="color: yellow;">●</span> 1%
SUB Sewer & Drainage	174	178	160	160	162	<span style="color: red;">●</span> -1%	<span style="color: green;">●</span> 5%
SUB Electricity	3,623	3,905	2,500	3,000	2,502	<span style="color: green;">●</span> 17%	<span style="color: green;">●</span> 25%
Memberships, Books, Subscrips	3,798	4,690	5,415	4,615	5,400	<span style="color: red;">●</span> -17%	<span style="color: red;">●</span> -17%
Postage & Shipping Charges	575	572	350	-	400	<span style="color: black;">●</span> -100%	<span style="color: green;">●</span> 20%
Office Supplies	1,257	1,919	-	-	-	<span style="color: green;">●</span> 100%	<span style="color: green;">●</span> 100%
Program Expense	14,399	10,639	28,000	17,509	34,248	<span style="color: black;">●</span> -96%	<span style="color: black;">●</span> -94%
Metro Partnership Inc	50,000	2,500	-	-	-	<span style="color: green;">●</span> 100%	<span style="color: green;">●</span> 100%
League Of Oregon Cities	38,123	38,626	38,722	38,722	38,750	<span style="color: red;">●</span> 0%	<span style="color: red;">●</span> -1%
Intergvt Human Svcs	156,954	159,019	132,658	132,658	132,600	<span style="color: yellow;">●</span> 0%	<span style="color: green;">●</span> 11%
Mayor's Promo Items	3	50	300	50	200	<span style="color: black;">●</span> -300%	<span style="color: black;">●</span> -70%
L-COG	23,417	23,417	23,417	23,417	23,936	<span style="color: red;">●</span> -2%	<span style="color: red;">●</span> -2%
Chamber Of Commerce	35,000	35,000	35,000	35,000	35,000	<span style="color: yellow;">●</span> 0%	<span style="color: yellow;">●</span> 0%
Hist Dist Signage	-	-	750	750	750	<span style="color: yellow;">●</span> 0%	<span style="color: black;">●</span> -200%

**City Manager's Office**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Room Tax Collect	4,824	5,864	6,000	6,000	6,000	● 0%	● -8%
Air Pollution-LRAPA	21,224	21,224	21,224	21,224	21,224	● 0%	● 0%
Team Springfield	12,524	8,846	20,000	20,000	20,000	● 0%	● -45%
Springfield Museum	45,000	45,000	45,000	45,000	45,000	● 0%	● 0%
Olympic Trials	50,000	-	-	-	-	● 100%	● 100%
Mohawk Open Banners	-	-	730	730	730	● 0%	● -200%
Sustainable Cities	33,516	166	3,222	3,222	-	● 100%	● 100%
EPA Brownfield Cons Grant Exp	2,360	-	219	-	-	● 100%	● 100%
SWEDCO	-	-	-	-	50,000	● -100%	● -100%
Community Relations Prgm Exp	-	6,003	10,000	15,000	15,000	● 0%	● -181%
Equipment Maintenance	256	208	200	400	300	● 25%	● -35%
Vehicle Maintenance	9	-	-	-	-	● 100%	● 100%
Employee Development	4,719	2,475	3,737	4,737	4,000	● 16%	● -10%
Tax Refund	-	157	-	-	-	● 100%	● 100%
<b>Material &amp; Service</b>	<b>552,205</b>	<b>423,704</b>	<b>499,647</b>	<b>489,208</b>	<b>508,253</b>	● -4%	● -3%
Internal Insurance Chgs	4,747	4,747	9,748	9,748	9,434	● 3%	● -47%
Int Computer Equip Chgs	1,032	1,032	1,032	1,032	1,032	● 0%	● 0%
Internal Bldg Maint Chgs	1,164	1,273	1,217	1,217	1,262	● -4%	● -4%
Internal Veh & Equip Rent	756	756	756	756	756	● 0%	● 0%
Indirect Costs	8,220	-	-	-	-	● 100%	● 100%
Internal Employee Benefit Chg	5,299	5,509	7,760	7,760	7,760	● 0%	● -25%
Internal MS Enterprise Agreement	1,022	1,022	2,124	2,124	2,520	● -19%	● -81%
Int Bldng Preservation Chrgs	4,130	4,214	4,816	4,816	4,816	● 0%	● -10%
<b>Internal Charges</b>	<b>26,370</b>	<b>18,553</b>	<b>27,453</b>	<b>27,453</b>	<b>27,580</b>	● 0%	● -14%
<b>Total All Funds</b>	<b>\$ 1,514,795</b>	<b>\$ 1,390,436</b>	<b>\$ 1,497,304</b>	<b>\$ 1,486,865</b>	<b>\$ 1,541,948</b>	● -4%	● -5%

**City of Springfield  
Total Operating Expenditures  
All Funds**



**Development & Public Works**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	7,664,308	7,847,516	8,090,464	8,386,120	8,123,147	● 3%	● -3%
Season/Intern/Tmp Wages	32,770	38,713	85,000	110,000	90,000	● 18%	● -73%
Overtime	87,948	94,732	132,862	153,492	155,880	● -2%	● -48%
Fringe Benefits	826,603	865,905	781,629	808,892	787,698	● 3%	● 4%
Medical/Dental Insurance	2,086,659	2,109,753	2,346,133	2,433,192	2,421,546	● 0%	● -11%
PERS/OPSRP	1,182,876	1,178,649	1,242,898	1,279,306	1,271,359	● 1%	● -6%
Season/Intern/Tmp Fringe	-	-	13,000	13,000	8,000	● 38%	● -85%
Car Allowance	3,480	3,490	3,490	1,560	1,560	● 0%	● 55%
Pager Allowance	11,252	11,647	12,000	12,000	14,004	● -17%	● -20%
Cell Phone Allowance	15,060	15,941	17,553	17,460	17,460	● 0%	● -8%
Personnel Svs Adjustments	-	-	-	-	6,920	● -100%	● -100%
<b>Personnel Services</b>	<b>11,910,956</b>	<b>12,166,346</b>	<b>12,725,029</b>	<b>13,215,022</b>	<b>12,897,574</b>	● 2%	● -5%
Billing & Coll Exp	666,959	722,891	735,000	754,000	756,000	● 0%	● -7%
Contractual Services	1,053,913	981,338	1,277,167	1,451,855	1,169,206	● 19%	● -6%
Litigation Expense	3,957	59,381	137,563	183,975	181,375	● 1%	● -171%
Environmental Ed	5,741	7,413	40,155	40,250	12,720	● 68%	● 28%
Attorney Fees	28,214	37,323	97,600	75,000	92,000	● -23%	● -69%
Merchant fees	28,659	34,787	41,258	38,364	40,500	● -6%	● -16%
Planning Commission Expenses	332	1,336	1,500	1,500	1,500	● 0%	● -42%
Fuel Tax Administration	8,322	7,603	7,525	7,525	7,650	● -2%	● 2%
NESC Compliance	-	-	5,000	5,000	5,000	● 0%	● -200%
Personnel Services Reimbursemt	7,337,672	7,058,194	7,561,685	7,949,897	8,347,791	● -5%	● -14%
Cleaning Services	9,626	8,452	8,715	8,715	8,800	● -1%	● 1%
Equipment Rental	3,502	4,909	7,650	5,100	8,800	● -73%	● -64%
Property & Liability Ins	279,123	412,150	401,858	404,300	461,000	● -14%	● -27%
Telephone, Cellular,Pager	16,383	18,390	25,778	29,493	26,118	● 11%	● -29%
Ris/Airs/Geo Charges	108,271	74,364	97,747	98,909	107,749	● -9%	● -15%
Computer Equipment	67,013	48,100	36,483	38,765	38,501	● 1%	● 24%
Advertising	10,428	9,598	15,090	19,440	17,792	● 8%	● -52%

## Development & Public Works

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Duplicating Supplies	10,817	10,068	11,010	12,850	12,270	● 5%	● -15%
Printing	4,455	4,396	9,891	9,700	9,475	● 2%	● -52%
Travel & Meeting Expenses	32,136	37,394	59,823	64,261	63,045	● 2%	● -46%
Internal Meeting	1,441	859	3,213	3,627	3,601	● 1%	● -96%
Council Reimbursement	-	-	-	-	-	● 100%	● 100%
Software License Fee	99,631	118,799	179,165	176,836	85,890	● 51%	● 35%
Recording Fees	378	782	825	825	825	● 0%	● -25%
Property Taxes	69,693	72,425	77,003	79,400	82,100	● -3%	● -12%
NPDES Permits	104,197	111,474	126,900	128,100	128,400	● 0%	● -12%
Government ethics Comm charges	767	970	1,380	1,700	1,405	● 17%	● -35%
ROW Fee	367,715	382,062	392,500	393,300	405,100	● -3%	● -6%
Eng/Survey Supplies	765	847	5,150	5,150	3,950	● 23%	● -75%
Code Enforce Supply	825	-	-	-	-	● 100%	● 100%
Pretreatment Supplies	1,147	2,051	2,200	4,000	4,000	● 0%	● -122%
Safety Clothing/Eq	14,221	13,637	15,614	16,064	14,814	● 8%	● -2%
Cleaning Supplies	85	121	200	200	200	● 0%	● -48%
Gasoline & Oil	1,028,373	705,565	677,818	969,534	785,875	● 19%	● 2%
Utilities	46,501	9,800	5,220	7,135	6,450	● 10%	● 69%
Electricity	-	-	-	-	-	● 100%	● 100%
Street Lighting Electricity	167,883	177,765	162,000	162,000	165,000	● -2%	● 2%
Traffic Signal Electricity	28,521	29,381	35,000	35,000	32,000	● 9%	● -3%
Fuel Facility Expense	6,267	7,258	8,130	16,000	16,000	● 0%	● -122%
SUB Water	56,134	85,964	62,354	49,173	66,804	● -36%	● 2%
SUB Sewer & Drainage	19,955	27,270	25,094	19,112	26,690	● -40%	● -11%
SUB Electricity	80,223	103,926	87,762	139,984	92,074	● 34%	● -2%
Memberships, Books, Subscrips	26,607	26,032	41,277	46,744	40,809	● 13%	● -30%
Postage & Shipping Charges	11,352	13,134	15,407	16,150	18,115	● -12%	● -36%
Office Supplies	9,143	16,953	24,462	26,268	25,441	● 3%	● -51%
Computer Supplies	684	-	200	200	200	● 0%	● 32%
Computer Software	53,326	61,357	95,636	95,721	77,784	● 19%	● -11%
Small Furniture & appliances	1,675	876	7,299	6,875	6,900	● 0%	● -110%
Stormwater Sampling Exp	2,854	3,113	10,700	14,500	14,500	● 0%	● -161%
Clothing Allowance	18,842	18,361	25,550	25,650	25,150	● 2%	● -20%
Commuter Trip Reduction	2,296	2,413	4,128	3,900	4,851	● -24%	● -65%
Parts & Materials	9,807	6,622	9,500	9,904	9,696	● 2%	● -12%
Street Maint Materials	44,016	47,773	66,000	89,449	65,000	● 27%	● -24%

## Development & Public Works

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Sweeper Supplies	3,808	3,738	13,500	13,500	13,500	● 0%	● -92%
Drainage Maint Materials	47,956	49,090	50,000	55,035	57,235	● -4%	● -17%
Sewer Maint Materials	22,052	29,243	35,000	38,000	32,616	● 14%	● -13%
Cleang/Maint Materials	16,911	17,100	17,000	17,000	17,000	● 0%	● 0%
Program Expense	46,721	64,439	56,162	85,006	81,686	● 4%	● -46%
Traff Maint Materials	114,931	88,049	118,000	118,000	122,500	● -4%	● -14%
Land Maint Materials	12,888	18,739	19,000	19,000	19,000	● 0%	● -13%
Street Tree Replacement	2,749	6,817	10,000	12,000	12,000	● 0%	● -84%
Illumination Materials	-	80,010	-	-	-	● 100%	● 100%
GIS Program Expense	1,408	848	1,500	1,500	-	● 100%	● 100%
Permit Project Exp	-	-	35,000	35,000	35,000	● 0%	● -200%
Citizen Survey	-	-	-	-	-	● 100%	● 100%
1st Time Homebuyers	76,141	91,499	-	108,501	-	● 100%	● 100%
Intergvt Human Svcs	-	-	4,264	4,264	67,000	● -1471%	● -4614%
LCOG/Cable Reg	-	-	3,500	3,500	-	● 100%	● 100%
Eugene Operations	3,052,100	3,179,416	3,124,944	3,612,499	4,122,130	● -14%	● -32%
Eugene Indirect Costs	753,260	783,774	834,626	983,500	1,001,150	● -2%	● -27%
Bicycle Program Supplies	1,088	640	3,010	2,000	2,000	● 0%	● -27%
Eugene Capital Outlay	26,094	30,747	63,500	63,500	45,000	● 29%	● -12%
Spring Clean Up	500	710	2,000	2,000	2,000	● 0%	● -87%
Catholic Community Services	15,317	31,158	31,158	31,158	-	● 100%	● 100%
Food for Lane County	18,501	18,501	14,237	14,237	-	● 100%	● 100%
Relief Nursery	14,247	14,247	14,247	14,247	-	● 100%	● 100%
St. Vincent de Paul	11,784	-	-	-	-	● 100%	● 100%
White Bird	8,029	8,029	-	-	-	● 100%	● 100%
SDC Prior Year Refunds	44,420	-	3	8	3	● 63%	● 100%
SDC Credits Paid	6,869	3,009	2	8	2	● 75%	● 100%
Millrace Sponsorship	-	-	-	-	-	● 100%	● 100%
Cedar Creek Sponsorship	-	-	-	-	-	● 100%	● 100%
Sustainable Cities	551	-	-	-	-	● 100%	● 100%
HUD Lane Livability Grant Exp	3,537	67	-	-	-	● 100%	● 100%
ADA Compliance	-	5,554	5,000	5,000	-	● 100%	● 100%
Habitat for Humanity	52	67	-	59,860	-	● 100%	● 100%
Lockout Crime Project	12,091	2,369	11,252	11,252	11,252	● 0%	● -31%
Brattain Playground	-	-	-	-	-	● 100%	● 100%
Relief Nursery Facility	25,089	3,496	-	14,041	-	● 100%	● 100%

## Development & Public Works

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Lane Shelter/Safe Haven	-	-	-	-	-	● 100%	● 100%
Neighborhood Improvements	-	-	-	-	136,000	● -100%	● -100%
Section 108 Repayment Xfr	34,393	34,078	33,692	33,692	35,000	● -4%	● -3%
Mt. Vernon Playground	19,811	8,454	-	-	-	● 100%	● 100%
NEDCO Food Hub	58,000	-	-	-	-	● 100%	● 100%
Alvord Taylor Group Home	29,000	-	-	-	-	● 100%	● 100%
NEDCO Foreclosure Recovery	50,000	133,128	-	16,872	-	● 100%	● 100%
HACSA River Point Place	39,688	34,457	-	22,355	-	● 100%	● 100%
ARC of Lane County	-	-	-	12,000	-	● 100%	● 100%
NEDCO HATCH	-	23,033	-	-	-	● 100%	● 100%
BRING Recycling	-	47,293	-	9,707	9,707	● 0%	● 38%
City Fountain Plaza	-	-	30,000	30,000	30,000	● 0%	● -200%
NEDCO Facade Improvement	-	9,325	10,675	10,675	10,675	● 0%	● -60%
CCS Renovation	-	17,500	-	-	-	● 100%	● 100%
SEDA Downtown Acquisition	-	-	-	50,000	50,000	● 0%	● -100%
HACSA Glenwood Place	-	-	-	81,580	81,580	● 0%	● -100%
NEDCO 2014 Hatch	-	-	-	30,000	30,000	● 0%	● -100%
NEDCO Sprout exterior	-	-	-	20,353	20,353	● 0%	● -100%
Habitat R Street	-	-	-	30,250	-	● 100%	● 100%
HACSA Glenwood Place	-	-	-	186,306	-	● 100%	● 100%
Homeless Overnight parking Program	-	-	5,000	5,000	5,000	● 0%	● -200%
HSC Womenspace	-	-	-	8,029	-	● 100%	● 100%
Emerald Art Window Light	-	-	8,000	8,000	-	● 100%	● 100%
Cath Comm Svcs Frex/Frig	-	-	27,615	27,615	-	● 100%	● 100%
Nedco Bus Dve 405 Main St	-	-	56,379	56,379	56,379	● 0%	● -200%
Nedco Retail Assist Main	-	-	10,500	10,500	10,500	● 0%	● -200%
SRDC Downtown Demo Proj	-	-	35,000	35,000	35,000	● 0%	● -200%
Street Light Maint	99,428	108,061	100,000	100,000	102,012	● -2%	● 0%
Equipment Maintenance	46,290	44,103	62,994	71,159	62,000	● 13%	● -21%
Bldg Maintenance	51,381	36,445	43,967	43,967	44,500	● -1%	● -1%
Vehicle Maintenance	50,970	67,343	52,691	48,700	51,700	● -6%	● 9%
Signal Detector Repair	30,449	38,083	46,000	45,596	46,500	● -2%	● -22%
Sidewalk Repair	23,090	20,143	22,000	17,500	17,500	● 0%	● 20%
Guard Rail Repair	-	-	2,500	2,500	2,500	● 0%	● -200%
Wire Theft Remediation	36,597	12,508	40,000	40,000	40,000	● 0%	● -35%
Stream and Channel O&M	-	-	-	(60,353)	65,000	● 208%	● -100%

## Development & Public Works

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Training Aids	15	165	700	700	800	● -14%	● -173%
City EE Recognition	-	179	200	400	400	● 0%	● -217%
Employee Development	44,413	65,825	87,060	94,390	78,310	● 17%	● -19%
Organization Development	496	2,233	2,440	2,300	5,300	● -130%	● -208%
Tuition Reimbursement	-	-	13,500	13,500	7,210	● 47%	● -60%
City Ee Recognition - Taxable	-	907	-	-	525	● -100%	● -74%
Emp Development Bldg Ed	-	-	-	6,000	5,500	● 8%	● -100%
Retiree Medical Premium	-	-	14,494	-	-	● 100%	● 100%
Recruitment Expense	-	345	1,336	1,000	2,900	● -190%	● -418%
Rehab Loans	-	8,857	41,143	41,143	41,143	● 0%	● -147%
Home Revolving Loan	81,485	-	-	-	-	● 100%	● 100%
License & Fee Refunds	9,378	-	-	-	-	● 100%	● 100%
Default Purchase Card Chg	-	-	2,516	-	-	● 100%	● 100%
<b>Material &amp; Service</b>	<b>16,994,821</b>	<b>16,829,497</b>	<b>17,963,492</b>	<b>20,217,831</b>	<b>20,301,984</b>	● 0%	● -18%
Internal Insurance Chgs	264,224	264,225	591,474	591,474	420,391	● 29%	● -13%
Internal Veh Mt Chgs	159,826	184,395	187,975	187,975	184,585	● 2%	● -4%
Internal Fac Rent	202,950	201,465	198,466	198,466	196,460	● 1%	● 2%
Int Computer Equip Chgs	53,832	84,144	78,780	78,780	72,504	● 8%	● 0%
Internal Bldg Maint Chgs	213,895	198,869	198,770	198,770	207,537	● -4%	● -2%
Internal Veh & Equip Rent	492,840	459,612	416,328	416,328	430,512	● -3%	● 6%
Indirect Costs	1,611,508	1,640,070	1,768,052	1,771,689	1,627,596	● 8%	● 3%
Internal Employee Benefit Chg	107,983	103,097	125,896	126,123	120,526	● 4%	● -7%
Internal Admin Fee	397,759	497,244	475,000	475,000	475,000	● 0%	● -4%
Internal MS Enterprise Agreement	20,274	19,124	26,088	26,088	28,767	● -10%	● -32%
Int Bldng Preservation Chrgs	96,301	91,911	90,311	90,311	87,226	● 3%	● 6%
<b>Internal Charges</b>	<b>3,621,392</b>	<b>3,744,154</b>	<b>4,157,140</b>	<b>4,161,004</b>	<b>3,851,104</b>	● 7%	● 0%
Vehicles	349,650	24,679	1,153,224	1,377,754	60,058	● 96%	● 88%
Fleet Maintenance Equipment	-	-	3,630	3,630	-	● 100%	● 100%
Street Maintenance Equipment	-	-	-	-	9,940	● -100%	● -100%
Sewer Maintenance Equipment	8,000	-	17,917	19,000	-	● 100%	● 100%
Surface Maintenance Equipment	-	-	-	4,368	7,768	● -78%	● -100%
Traffic Maint. Equipment	8,120	-	-	-	-	● 100%	● 100%
Survey Equipment	-	-	6,935	8,522	-	● 100%	● 100%
Equipment Replacement	225,185	184,562	614,500	614,530	593,300	● 3%	● -74%

**Development & Public Works**

<b>Account</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Est Actual</b>	<b>FY15 Amended Budget</b>	<b>Proposed FY16 Budget</b>	<b>% Change Over Amend</b>	<b>% Change 3 Year Avg</b>
Major Rehab	267,155	289,394	1,154,500	1,654,498	371,300	● 78%	● 35%
MWMC Capital Outlay	790,220	18,697	-	200,000	2,900,000	● -1350%	● -976%
Computer Equipment	6,461	-	13,451	16,500	13,000	● 21%	● -96%
Radios	-	-	159,000	159,000	-	● 100%	● 100%
<b>Capital Outlay</b>	<b>1,654,790</b>	<b>517,332</b>	<b>3,123,157</b>	<b>4,057,802</b>	<b>3,955,366</b>	● 3%	● -124%
<b>Total All Funds</b>	<b>\$ 34,181,960</b>	<b>\$ 33,257,329</b>	<b>\$ 37,968,818</b>	<b>\$ 41,651,659</b>	<b>\$ 41,006,028</b>	● 2%	● -17%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



**Finance**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	617,010	629,082	662,336	662,336	790,647	● -19%	● -24%
Fringe Benefits	52,891	54,525	57,096	57,096	67,849	● -19%	● -24%
Medical/Dental Insurance	170,352	160,579	185,640	185,640	238,128	● -28%	● -38%
PERS/OPSRP	74,328	77,786	81,603	81,603	98,076	● -20%	● -26%
<b>Personnel Services</b>	<b>914,582</b>	<b>921,972</b>	<b>986,675</b>	<b>986,675</b>	<b>1,194,700</b>	● -21%	● -27%
Contractual Services	89,784	98,418	79,255	80,255	80,255	● 0%	● 10%
Contractual Temporary Help	1,945	-	-	-	-	● 100%	● 100%
Telephone, Cellular, Pager	725	738	850	850	850	● 0%	● -10%
Computer Equipment	820	1,105	3,850	3,850	250	● 94%	● 87%
Advertising	1,475	1,266	2,458	2,458	2,458	● 0%	● -42%
Duplicating Supplies	424	-	560	560	560	● 0%	● -71%
Printing	184	52	1,100	1,100	1,100	● 0%	● -147%
Travel & Meeting Expenses	2,609	2,178	2,710	3,210	3,210	● 0%	● -28%
Software License Fee	57,196	30,498	51,396	51,396	40,000	● 22%	● 14%
Memberships, Books, Subscrips	7,868	8,107	8,900	9,000	9,000	● 0%	● -9%
Postage & Shipping Charges	-	-	275	275	275	● 0%	● -200%
Office Supplies	3,523	2,323	4,750	4,800	4,800	● 0%	● -36%
Computer Software	713	162	200	200	200	● 0%	● 44%
Small Furniture & appliances	173	-	-	-	-	● 100%	● 100%
Program Expense	2,167	3,305	3,500	3,500	3,500	● 0%	● -17%
Equipment Maintenance	11	455	565	565	565	● 0%	● -64%
City EE Recognition	-	63	210	210	210	● 0%	● -131%
Employee Development	2,561	2,029	6,400	6,500	6,500	● 0%	● -77%
Organization Development	-	-	80	80	80	● 0%	● -200%
Recruitment Expense	1,122	47	-	-	-	● 100%	● 100%
<b>Material &amp; Service</b>	<b>173,300</b>	<b>150,746</b>	<b>167,059</b>	<b>168,809</b>	<b>153,813</b>	● 9%	● 6%
Internal Insurance Chgs	5,582	5,582	11,739	11,739	11,006	● 6%	● -44%

**Finance**

<b>Account</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Est Actual</b>	<b>FY15 Amended Budget</b>	<b>Proposed FY16 Budget</b>	<b>% Change Over Amend</b>	<b>% Change 3 Year Avg</b>
Internal Fac Rent	-	4,493	7,331	7,331	6,706	● 9%	● -70%
Int Computer Equip Chgs	-	10,000	996	996	420	● 58%	● 89%
Internal Bldg Maint Chgs	5,570	4,732	4,523	4,523	4,691	● -4%	● 5%
Indirect Costs	32,052	28,386	30,274	30,274	33,615	● -11%	● -11%
Internal Employee Benefit Chg	7,419	7,870	9,703	9,703	10,671	● -10%	● -28%
Internal MS Enterprise Agreement	1,387	1,460	2,784	2,784	2,520	● 9%	● -34%
Int Bldng Preservation Chrgs	6,346	6,157	6,174	6,174	6,759	● -9%	● -9%
<b>Internal Charges</b>	<b>58,356</b>	<b>68,680</b>	<b>73,524</b>	<b>73,524</b>	<b>76,388</b>	● -4%	● -14%
<b>Total All Funds</b>	<b>\$ 1,146,238</b>	<b>\$ 1,141,398</b>	<b>\$ 1,227,258</b>	<b>\$ 1,229,008</b>	<b>\$ 1,424,901</b>	● -16%	● -22%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



**Fire & Life Safety**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	7,554,628	7,841,232	7,960,605	7,972,744	8,382,061	● -5%	● -8%
Season/Intern/Tmp Wages	66,425	41,994	20,000	20,000	-	● 100%	● 100%
Overtime	1,206,903	1,314,003	929,090	949,594	1,440,312	● -52%	● -25%
Fringe Benefits	1,107,381	1,058,013	844,651	844,651	922,273	● -9%	● 8%
Medical/Dental Insurance	1,787,558	1,818,414	2,076,852	2,134,884	2,241,258	● -5%	● -18%
PERS/OPSRP	1,026,822	1,008,363	958,663	958,663	1,133,909	● -18%	● -14%
Cell Phone Allowance	4,344	4,358	60,912	4,500	4,860	● -8%	● 79%
Personnel Svs Adjustments	-	-	555,000	626,000	-	● 100%	● 100%
<b>Personnel Services</b>	<b>12,754,060</b>	<b>13,086,376</b>	<b>13,405,773</b>	<b>13,511,036</b>	<b>14,124,673</b>	● -5%	● -8%
Dispatch Contract	623,367	651,839	677,096	677,096	710,950	● -5%	● -9%
Contractual Services	49,752	117,371	143,000	148,240	166,340	● -12%	● -61%
Merchant fees	30,746	49,159	36,000	36,400	48,250	● -33%	● -25%
Space Rental	2,724	-	-	-	-	● 100%	● 100%
Telephone, Cellular,Pager	18,043	19,505	21,550	21,917	23,085	● -5%	● -17%
Ris/Airs/Geo Charges	5,748	2,899	1,000	1,175	720	● 39%	● 78%
Computer Equipment	58,142	55,029	11,200	9,900	9,000	● 9%	● 78%
Advertising	246,177	263,644	283,000	283,000	283,000	● 0%	● -7%
Duplicating Supplies	3,334	5,153	3,250	6,100	5,500	● 10%	● -41%
Printing	1,829	-	1,000	1,400	1,400	● 0%	● -48%
Travel & Meeting Expenses	8,611	9,992	8,850	13,825	14,025	● -1%	● -53%
Internal Meeting	121	-	-	-	-	● 100%	● 100%
Medical Supplies	142,507	172,038	132,000	140,000	139,000	● 1%	● 7%
Safety Clothing/Eq	43,306	74,847	55,250	50,750	50,250	● 1%	● 13%
Cleaning Supplies	8,376	5,403	6,900	9,700	6,700	● 31%	● 3%
Uniforms	6,299	14,796	18,000	13,000	18,000	● -38%	● -38%
Gasoline & Oil	131,222	123,587	128,100	133,650	133,400	● 0%	● -5%
Utilities	10,051	11,465	83,225	82,287	12,244	● 85%	● 65%
Electricity	-	-	-	-	8,096	● -100%	● -100%

## Fire & Life Safety

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Natural Gas	-	-	-	-	5,951	● -100%	● -100%
Fuel Facility Expense	-	-	-	-	39,297	● -100%	● -100%
SUB Water	6,580	7,023	-	-	326	● -100%	● 93%
SUB Sewer & Drainage	5,883	5,510	-	-	657	● -100%	● 83%
SUB Electricity	45,883	49,748	-	-	12,531	● -100%	● 61%
Memberships/Books/Periodicals	-	-	-	-	-	● 100%	● 100%
Memberships, Books, Subscrips	8,966	12,265	9,205	11,615	11,455	● 1%	● -13%
Direct Mail	68,900	16,545	-	-	-	● 100%	● 100%
Postage & Shipping Charges	25,977	23,896	9,200	11,045	11,045	● 0%	● 44%
Office Supplies	8,896	7,339	6,200	7,225	7,025	● 3%	● 6%
Computer Software	30	-	-	-	-	● 100%	● 100%
Small Furniture & appliances	2,618	-	1,700	1,700	1,700	● 0%	● -18%
Program Expense	45,919	164,629	62,700	71,012	86,320	● -22%	● 5%
Rural Life Support Exp	10,000	10,000	10,000	10,000	10,000	● 0%	● 0%
Fire Station Maintenance	12,890	36,073	23,500	18,500	22,500	● -22%	● 7%
Equipment Maintenance	75,440	58,963	103,300	94,050	106,880	● -14%	● -35%
Communicate EQ Maint	17,515	23,094	8,100	8,350	7,000	● 16%	● 57%
Rescue Equip Maint	1,149	1,575	500	1,030	-	● 100%	● 100%
Small Tool Maint	3,662	2,775	3,000	3,500	-	● 100%	● 100%
Breathing App Maint	14,625	36,250	10,000	12,000	10,000	● 17%	● 51%
Power Tool Maint	1,096	469	1,500	2,600	-	● 100%	● 100%
Vehicle Maintenance	215,239	267,957	195,600	213,494	211,900	● 1%	● 6%
Wildland EQ Repair	135	5,667	1,000	2,330	-	● 100%	● 100%
Water Res EQ Repair	7,581	2,490	3,000	3,000	3,000	● 0%	● 31%
Technical Rescue Equip. Repair	812	-	1,000	2,000	-	● 100%	● 100%
Employee Development	28,473	16,856	36,500	44,020	44,000	● 0%	● -61%
Organization Development	-	-	200	200	200	● 0%	● -200%
Fire Mileage Reimb	-	16	3,100	-	8,000	● -100%	● -670%
Hiring & Promotion Expense	21,075	15,294	15,000	25,000	25,000	● 0%	● -46%
<b>Material &amp; Service</b>	<b>2,019,701</b>	<b>2,341,162</b>	<b>2,113,726</b>	<b>2,171,111</b>	<b>2,254,747</b>	● -4%	● -4%
Internal Insurance Chgs	100,255	100,251	379,344	379,344	325,016	● 14%	● -68%
Internal Veh Mt Chgs	1,648	1,660	1,786	1,786	1,864	● -4%	● -10%
Internal Fac Rent	24,477	24,477	21,261	21,261	21,261	● 0%	● 9%
Int Computer Equip Chgs	57,588	58,656	56,220	56,220	56,316	● 0%	● 2%

## Fire & Life Safety

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Internal Bldg Maint Chgs	29,285	32,755	28,712	28,712	35,999	● -25%	● -19%
Internal Veh & Equip Rent	283,404	200,352	222,480	222,480	320,700	● -44%	● -36%
Indirect Costs	399,999	474,212	501,138	501,138	501,134	● 0%	● -9%
Internal Employee Benefit Chg	77,972	79,487	97,003	97,003	96,032	● 1%	● -13%
Internal Lease Payments	375,616	375,615	375,615	375,615	286,080	● 24%	● 24%
Internal MS Enterprise Agreement	14,894	14,748	15,264	15,264	15,481	● -1%	● -3%
Int Bldng Preservation Chrgs	64,185	66,017	65,415	65,415	65,542	● 0%	● -1%
<b>Internal Charges</b>	<b>1,429,323</b>	<b>1,428,230</b>	<b>1,764,238</b>	<b>1,764,238</b>	<b>1,725,425</b>	● 2%	● -12%
Vehicles	70,487	383,103	119,289	270,000	478,500	● -77%	● -151%
Personnel Safe Equip	-	-	-	-	56,000	● -100%	● -100%
Rescue Equipment	55,000	-	-	-	-	● 100%	● 100%
Equipment Replacement	-	207,974	-	-	-	● 100%	● 100%
Computer Equipment	22,331	41,575	42,300	42,300	27,800	● 34%	● 21%
Radios	-	111,020	-	-	-	● 100%	● 100%
Digital Copiers	13,127	-	-	-	-	● 100%	● 100%
Computer Software	21,500	395	-	-	-	● 100%	● 100%
Public Safety Info System	90,429	20,121	9,334	10,000	9,500	● 5%	● 76%
<b>Capital Outlay</b>	<b>272,873</b>	<b>764,187</b>	<b>170,923</b>	<b>322,300</b>	<b>571,800</b>	● -77%	● -42%
<b>Total All Funds</b>	<b>\$ 16,475,958</b>	<b>\$ 17,619,955</b>	<b>\$ 17,454,660</b>	<b>\$ 17,768,685</b>	<b>\$ 18,676,645</b>	● -5%	● -9%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



**Human Resources**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	413,225	415,708	485,621	485,621	464,395	● 4%	● -6%
Season/Intern/Tmp Wages	-	-	13,581	15,000	-	● 100%	● 100%
Overtime	-	133	-	-	-	● 100%	● 100%
Fringe Benefits	36,666	36,877	42,180	42,180	39,844	● 6%	● -3%
Medical/Dental Insurance	83,724	88,112	129,708	129,708	115,812	● 11%	● -15%
PERS/OPSRP	60,206	58,579	70,205	70,205	71,161	● -1%	● -13%
Car Allowance	3,480	3,490	1,908	3,480	3,480	● 0%	● -18%
Cell Phone Allowance	450	1,086	1,620	1,620	1,620	● 0%	● -54%
Personnel Svs Adjustments	-	-	-	-	43,000	● -100%	● -100%
<b>Personnel Services</b>	<b>597,751</b>	<b>603,985</b>	<b>744,823</b>	<b>747,814</b>	<b>739,312</b>	● 1%	● -14%
Contractual Services	126,812	99,730	151,150	151,150	311,150	● -106%	● -147%
Litigation Expense	135	-	50,000	50,000	50,000	● 0%	● -199%
Equipment Rental	4,842	1,231	2,000	6,291	2,000	● 68%	● 26%
Space Rental	383	-	-	-	-	● 100%	● 100%
Telephone, Cellular,Pager	1,053	642	1,546	1,546	1,546	● 0%	● -43%
Computer Equipment	4,434	878	2,226	-	5,000	● -100%	● -99%
Duplicating Supplies	4,122	3,825	5,291	1,000	5,291	● -429%	● -20%
Travel & Meeting Expenses	4,838	4,453	8,000	8,000	8,000	● 0%	● -39%
Utilities	-	-	-	-	12,000	● -100%	● -100%
Memberships, Books, Subscrips	3,399	4,037	5,957	5,957	5,957	● 0%	● -33%
Postage & Shipping Charges	5,511	4,593	6,510	6,510	6,510	● 0%	● -18%
Office Supplies	2,027	1,057	2,247	2,247	5,147	● -129%	● -190%
Computer Supplies	-	99	-	-	-	● 100%	● 100%
Computer Software	1,538	-	500	500	500	● 0%	● 26%
Program Expense	3,189	2,022	5,928	5,928	6,928	● -17%	● -87%
Damage Claims	130,685	146,361	100,000	60,000	100,000	● -67%	● 20%
Equipment Maintenance	1,060	-	1,400	1,400	1,400	● 0%	● -71%
City EE Recognition	497	1,594	-	4,500	-	● 100%	● 100%

## Human Resources

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Employee Development	5,360	5,033	11,300	11,300	11,300	● 0%	● -56%
Workers Comp	9,979	42	-	-	-	● 100%	● 100%
Wellness Center	59,653	53,213	85,000	85,000	-	● 100%	● 100%
Self Funded Ins Program	265,500	-	-	-	-	● 100%	● 100%
Unemployment Reimburse	50,465	60,520	100,000	100,000	100,000	● 0%	● -42%
Retiree Medical Premium	22,391	-	65,000	65,000	65,000	● 0%	● -123%
Employee Benefit Adjustment	4,006	-	-	-	-	● 100%	● 100%
Misc Benefit Expense	-	1,722	-	-	-	● 100%	● 100%
SF Medical Admin Fee	88,108	247,930	301,963	301,963	302,000	● 0%	● -42%
SF Med Stop Loss Prem	263,255	508,967	500,750	592,719	593,000	● 0%	● -40%
SF Med Aggregate SL Prem	19,266	40,490	43,025	39,788	44,000	● -11%	● -28%
SF Med Optionals	2,545	5,045	5,261	5,261	6,000	● -14%	● -40%
SF Dental Admin Fee	16,936	33,442	35,006	35,006	35,000	● 0%	● -23%
2013 Dental Claims	276,958	232,877	-	-	-	● 100%	● 100%
2014 Dental Claims	-	297,560	245,000	366,414	-	● 100%	● 100%
2015 Dental Claims	-	-	310,000	366,414	389,553	● -6%	● -277%
2016 Dental Claims	-	-	-	-	389,553	● -100%	● -100%
2013 Medical Claims	1,747,912	2,252,012	-	-	-	● 100%	● 100%
2014 Medical Claims	-	2,312,676	3,206,574	3,206,574	-	● 100%	● 100%
2015 Medical Claims	-	-	3,206,574	3,206,574	3,448,508	● -8%	● -223%
2016 Medical Claims	-	-	-	-	3,448,508	● -100%	● -100%
Recruitment Expense	4,480	3,871	8,200	8,200	8,200	● 0%	● -49%
<b>Material &amp; Service</b>	<b>3,131,338</b>	<b>6,325,923</b>	<b>8,466,408</b>	<b>8,695,242</b>	<b>9,362,051</b>	● -8%	● -57%
Internal Insurance Chgs	3,646	3,646	29,907	29,907	28,136	● 6%	● -127%
Internal Fac Rent	10,143	10,143	11,486	11,486	26,859	● -134%	● -154%
Int Computer Equip Chgs	2,004	2,004	2,004	2,004	2,004	● 0%	● 0%
Internal Bldg Maint Chgs	5,337	5,834	8,415	8,415	6,627	● 21%	● -2%
Internal Employee Benefit Chg	4,542	4,722	6,790	6,790	6,790	● 0%	● -27%
Internal MS Enterprise Agreement	876	876	2,292	2,292	2,160	● 6%	● -60%
Int Bldng Preservation Chrgs	3,541	3,612	4,214	4,214	4,214	● 0%	● -11%
<b>Internal Charges</b>	<b>30,089</b>	<b>30,837</b>	<b>65,108</b>	<b>65,108</b>	<b>76,790</b>	● -18%	● -83%
Digital Copiers	5,411	-	-	-	-	● 100%	● 100%
<b>Capital Outlay</b>	<b>5,411</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	● 100%	● 100%

**Human Resources**

<b>Account</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Est Actual</b>	<b>FY15 Amended Budget</b>	<b>Proposed FY16 Budget</b>	<b>% Change Over Amend</b>	<b>% Change 3 Year Avg</b>
<b>Total All Funds</b>	\$ 3,764,588	\$ 6,960,745	\$ 9,276,339	\$ 9,508,164	\$ 10,178,153	 -7%	 -53%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



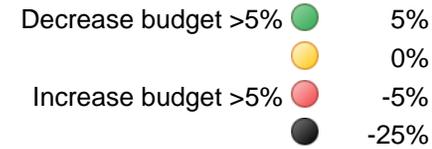
**Information Technology**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	770,994	755,963	776,132	776,132	1,159,764	● -49%	● -51%
Overtime	-	-	-	-	2,880	● -100%	● -100%
Fringe Benefits	68,336	66,246	67,564	67,564	101,870	● -51%	● -51%
Medical/Dental Insurance	133,546	124,188	184,440	184,440	292,530	● -59%	● -98%
PERS/OPSRP	132,454	118,704	126,964	126,964	189,991	● -50%	● -51%
Car Allowance	1,560	1,020	1,560	1,560	1,560	● 0%	● -13%
Pager Allowance	4,720	4,782	4,595	3,336	3,336	● 0%	● 29%
Cell Phone Allowance	2,250	1,856	1,620	1,620	1,620	● 0%	● 15%
<b>Personnel Services</b>	<b>1,113,860</b>	<b>1,072,758</b>	<b>1,162,875</b>	<b>1,161,616</b>	<b>1,753,551</b>	● -51%	● -57%
Contractual Services	3,702	49,112	51,000	51,000	215,324	● -322%	● -522%
Merchant fees	-	-	-	-	864	● -100%	● -100%
Telephone, Cellular, Pager	12,862	7,780	13,250	13,250	14,018	● -6%	● -24%
Ris/Airs/Geo Charges	82,050	60,257	82,403	82,403	84,781	● -3%	● -13%
Computer Equipment	-	17,267	115,584	115,584	115,584	● 0%	● -161%
Travel & Meeting Expenses	2,936	4,654	3,000	3,000	7,771	● -159%	● -120%
Internal Meeting	143	113	13	-	-	● 100%	● 100%
Software License Fee	112,757	95,896	120,984	120,984	225,863	● -87%	● -106%
Utilities	-	-	-	11,600	-	● 100%	● 100%
SUB Water	232	253	304	-	304	● -100%	● -16%
SUB Sewer & Drainage	501	512	567	-	613	● -100%	● -16%
SUB Electricity	10,425	11,239	10,729	-	11,709	● -100%	● -8%
Memberships, Books, Subscrips	125	-	300	300	2,440	● -713%	● -1624%
Postage & Shipping Charges	-	-	100	100	100	● 0%	● -200%
Office Supplies	595	870	2,000	400	1,552	● -288%	● -34%
Computer Supplies	10,813	4,802	10,000	10,000	10,000	● 0%	● -17%
Computer Software	8,768	2,453	5,000	5,000	20,587	● -312%	● -281%
Small Furniture & appliances	1,008	-	500	-	875	● -100%	● -74%
Program Expense	407	1,618	500	500	500	● 0%	● 41%

## Information Technology

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
GIS Program Expense	-	-	-	-	1,500	● -100%	● -100%
Equipment Maintenance	4,851	7,749	8,000	8,000	9,864	● -23%	● -44%
City EE Recognition	-	40	500	1,000	-	● 100%	● 100%
Employee Development	5,310	6,306	8,000	8,000	21,066	● -163%	● -222%
Retiree Medical Premium	-	-	-	-	6,996	● -100%	● -100%
<b>Material &amp; Service</b>	<b>257,482</b>	<b>270,920</b>	<b>432,734</b>	<b>431,121</b>	<b>752,311</b>	● -75%	● -135%
Internal Insurance Chgs	5,896	5,896	12,276	12,276	11,517	● 6%	● -44%
Int Computer Equip Chgs	58,918	46,716	100,008	100,008	106,596	● -7%	● -56%
Indirect Costs	-	-	-	-	78,180	● -100%	● -100%
Internal Employee Benefit Chg	8,327	7,870	9,700	9,700	14,551	● -50%	● -69%
Internal MS Enterprise Agreement	1,638	1,460	5,076	5,076	5,872	● -16%	● -116%
Int Bldng Preservation Chrgs	6,490	6,020	6,020	6,020	9,635	● -60%	● -56%
<b>Internal Charges</b>	<b>81,269</b>	<b>67,962</b>	<b>133,080</b>	<b>133,080</b>	<b>226,351</b>	● -70%	● -141%
Computer Equipment	34,635	109,146	10,000	10,000	10,000	● 0%	● 80%
<b>Capital Outlay</b>	<b>34,635</b>	<b>109,146</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	● 0%	● 80%
<b>Total All Funds</b>	<b>\$ 1,487,246</b>	<b>\$ 1,520,787</b>	<b>\$ 1,738,689</b>	<b>\$ 1,735,817</b>	<b>\$ 2,742,213</b>	● -58%	● -73%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



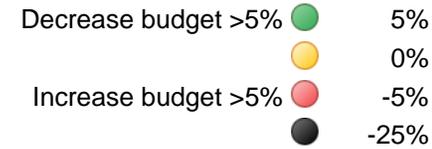
**Legal and Judicial Services**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	483,966	509,912	534,640	596,711	603,262	● -1%	● -18%
Overtime	5,095	-	-	-	-	● 100%	● 100%
Fringe Benefits	42,327	43,817	46,744	51,237	51,866	● -1%	● -17%
Medical/Dental Insurance	108,435	128,816	126,035	167,796	176,718	● -5%	● -46%
PERS/OPSRP	61,984	61,204	61,145	70,032	70,274	● 0%	● -14%
Cell Phone Allowance	540	542	540	540	540	● 0%	● 0%
<b>Personnel Services</b>	<b>702,347</b>	<b>744,291</b>	<b>769,104</b>	<b>886,316</b>	<b>902,660</b>	● -2%	● -22%
Interpreter Fees	5,751	5,400	5,570	5,000	7,423	● -48%	● -33%
Billing & Coll Exp	123,321	106,830	111,000	131,000	131,000	● 0%	● -15%
Contractual Services	520,458	458,967	540,015	541,517	550,557	● -2%	● -9%
Litigation Expense	-	-	5,000	5,000	40,000	● -700%	● -2300%
Indigent Representation	238,900	236,608	226,443	236,500	236,500	● 0%	● -1%
Merchant fees	10,195	13,426	13,311	10,000	10,000	● 0%	● 19%
Mental Health Eval	4,000	8,000	6,000	8,000	8,000	● 0%	● -33%
Special Prosecutor Services	950	-	3,000	3,000	3,000	● 0%	● -128%
Telephone, Cellular,Pager	817	970	1,041	854	1,154	● -35%	● -22%
Computer Equipment	3,234	1,366	-	-	-	● 100%	● 100%
Advertising	-	90	-	-	-	● 100%	● 100%
Duplicating Supplies	3,684	4,080	3,697	4,680	4,680	● 0%	● -22%
Travel & Meeting Expenses	2,430	3,156	4,300	4,380	4,380	● 0%	● -33%
Software License Fee	-	67,196	117,952	64,205	64,192	● 0%	● -4%
Subpoena & Jury Fees	868	2,024	1,300	2,000	2,000	● 0%	● -43%
Witness Fees	20	-	2,400	2,400	2,400	● 0%	● -198%
Memberships, Books, Subscrips	1,449	435	2,070	2,100	2,170	● -3%	● -65%
Postage & Shipping Charges	7,402	7,358	7,532	7,250	6,570	● 9%	● 12%
Office Supplies	4,062	3,381	4,000	5,500	5,250	● 5%	● -38%
Program Expense	6,087	7,272	5,997	7,997	6,940	● 13%	● -8%
Equipment Maintenance	450	99	200	500	500	● 0%	● -100%

## Legal and Judicial Services

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Employee Development	38	1,408	6,072	4,000	4,000	● 0%	● -60%
<b>Material &amp; Service</b>	<b>934,115</b>	<b>928,066</b>	<b>1,066,900</b>	<b>1,045,883</b>	<b>1,090,716</b>	● -4%	● -12%
Internal Insurance Chgs	2,899	2,899	13,907	13,907	11,959	● 14%	● -82%
Int Computer Equip Chgs	5,532	4,032	4,032	4,032	3,504	● 13%	● 23%
Internal Employee Benefit Chg	6,052	7,083	7,760	7,760	7,760	● 0%	● -11%
Internal MS Enterprise Agreement	1,241	1,460	3,444	3,444	3,780	● -10%	● -85%
Int Bldng Preservation Chrgs	5,216	4,816	5,070	5,070	5,070	● 0%	● -1%
<b>Internal Charges</b>	<b>20,940</b>	<b>20,290</b>	<b>34,213</b>	<b>34,213</b>	<b>32,073</b>	● 6%	● -28%
Computer Equipment	-	5,431	-	-	-	● 100%	● 100%
Public Safety Info System	113,083	8,960	-	-	-	● 100%	● 100%
<b>Capital Outlay</b>	<b>113,083</b>	<b>14,391</b>	<b>-</b>	<b>-</b>	<b>-</b>	● 100%	● 100%
<b>Total All Funds</b>	<b>\$ 1,770,486</b>	<b>\$ 1,707,038</b>	<b>\$ 1,870,217</b>	<b>\$ 1,966,412</b>	<b>\$ 2,025,449</b>	● -3%	● -14%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



**Library**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	749,540	741,703	796,537	796,537	819,202	● -3%	● -7%
Season/Intern/Tmp Wages	48,178	40,317	41,000	41,000	41,000	● 0%	● 5%
Fringe Benefits	69,566	68,223	69,323	69,323	70,869	● -2%	● -3%
Medical/Dental Insurance	177,839	189,982	243,972	243,972	266,274	● -9%	● -31%
PERS/OPSRP	118,118	111,702	124,056	124,056	121,705	● 2%	● -3%
Cell Phone Allowance	360	361	360	360	360	● 0%	● 0%
Personnel Svs Adjustments	-	-	33,300	33,300	-	● 100%	● 100%
<b>Personnel Services</b>	<b>1,163,600</b>	<b>1,152,288</b>	<b>1,308,548</b>	<b>1,308,548</b>	<b>1,319,410</b>	● -1%	● -9%
Contractual Services	43,723	38,292	39,022	39,022	39,025	● 0%	● 3%
Telephone, Cellular, Pager	1,027	1,082	1,178	1,178	1,175	● 0%	● -7%
Audio Visual Communications	9,511	9,987	10,760	10,760	10,800	● 0%	● -7%
Computer Equipment	-	-	1,200	1,200	1,200	● 0%	● -200%
Duplicating Supplies	2,337	2,007	2,451	2,451	2,400	● 2%	● -6%
Library Xerox	2,024	2,002	2,609	2,609	2,600	● 0%	● -18%
Travel & Meeting Expenses	2,343	1,060	1,630	1,630	1,600	● 2%	● 5%
Software License Fee	-	2,166	3,234	3,234	3,250	● 0%	● -81%
Audio Visual Supplies	2,474	5,186	2,694	2,694	2,700	● 0%	● 22%
Eng/Survey Supplies	21	-	-	-	-	● 100%	● 100%
Utilities	-	-	40,000	40,000	40,000	● 0%	● -200%
SUB Water	744	814	-	-	-	● 100%	● 100%
SUB Sewer & Drainage	1,608	1,643	-	-	-	● 100%	● 100%
SUB Electricity	33,472	36,083	-	-	-	● 100%	● 100%
Periodicals	3,965	3,194	3,095	3,095	3,060	● 1%	● 10%
Memberships, Books, Subscrips	710	510	1,766	1,766	1,760	● 0%	● -77%
Postage & Shipping Charges	3,719	3,310	3,334	3,334	3,350	● 0%	● 3%
Office Supplies	9,232	8,521	9,500	9,500	9,500	● 0%	● -5%
Computer Supplies	399	61	-	-	-	● 100%	● 100%
Computer Software	3,090	2,781	5,500	5,500	5,500	● 0%	● -45%

## Library

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Program Expense	17,780	26,697	91,122	64,063	53,608	● 16%	● -19%
Art Alley Repair	395	29	6,794	6,794	750	● 89%	● 69%
Arts Comm Operations	7,814	8,769	10,000	11,430	7,500	● 34%	● 15%
Art Alley Special Project	-	-	1,265	1,265	500	● 60%	● -19%
Equipment Maintenance	-	14	381	381	400	● -5%	● -204%
Audio Visual Maintenance	-	-	281	281	300	● -7%	● -220%
Employee Development	1,692	1,312	883	883	900	● -2%	● 31%
<b>Material &amp; Service</b>	<b>148,081</b>	<b>155,520</b>	<b>238,699</b>	<b>213,070</b>	<b>191,878</b>	● 10%	● -6%
Internal Insurance Chgs	18,884	18,884	25,108	25,108	26,020	● -4%	● -24%
Int Computer Equip Chgs	3,000	3,000	3,000	3,000	3,000	● 0%	● 0%
Internal Bldg Maint Chgs	775	-	-	-	-	● 100%	● 100%
Internal Employee Benefit Chg	9,387	10,231	12,610	12,610	14,550	● -15%	● -35%
Internal MS Enterprise Agreement	1,810	1,898	4,260	4,260	3,780	● 11%	● -42%
Int Bldng Preservation Chrgs	7,611	7,826	7,826	7,826	9,030	● -15%	● -16%
<b>Internal Charges</b>	<b>41,467</b>	<b>41,839</b>	<b>52,804</b>	<b>52,804</b>	<b>56,380</b>	● -7%	● -24%
Computer Equipment	257	193	3,000	8,000	8,000	● 0%	● -596%
Adult Books	44,999	52,935	58,858	58,858	54,700	● 7%	● -5%
Reference Books	6,146	2,582	8,100	8,100	8,100	● 0%	● -44%
Children's Books	23,044	23,499	28,813	28,813	24,500	● 15%	● 2%
Young Adult Books	5,159	6,739	6,972	6,972	7,000	● 0%	● -11%
Lib Gift & Mem Books	25,218	5,036	26,000	32,200	26,000	● 19%	● -39%
<b>Capital Outlay</b>	<b>104,823</b>	<b>90,984</b>	<b>131,743</b>	<b>142,943</b>	<b>128,300</b>	● 10%	● -18%
<b>Total All Funds</b>	<b>\$ 1,457,971</b>	<b>\$ 1,440,631</b>	<b>\$ 1,731,794</b>	<b>\$ 1,717,365</b>	<b>\$ 1,695,968</b>	● 1%	● -10%

**City of Springfield**  
**Total Operating Expenditures**  
**All Funds**



**Police**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Salaries	8,123,024	8,349,827	8,382,746	8,822,663	9,175,432	● -4%	● -11%
Overtime	613,069	679,362	797,000	485,624	477,024	● 2%	● 32%
Fringe Benefits	939,447	992,119	858,196	852,664	876,467	● -3%	● 6%
Medical/Dental Insurance	2,302,351	2,346,814	2,433,474	2,721,396	2,873,796	● -6%	● -22%
City Retirement Plan	568,194	674,786	650,804	650,804	534,732	● 18%	● 15%
PERS/OPSRP	968,120	979,674	1,055,656	1,092,874	1,290,557	● -18%	● -29%
CRP Interest Guarantee	1,215,000	1,346,731	1,352,000	1,352,000	1,352,000	● 0%	● -4%
Uniform Allowance	153,740	155,395	156,532	166,932	163,056	● 2%	● -5%
Cell Phone Allowance	5,326	5,876	7,002	8,280	6,660	● 20%	● -10%
Personnel Svs Adjustments	-	-	110,000	150,000	-	● 100%	● 100%
<b>Personnel Services</b>	<b>14,888,271</b>	<b>15,530,584</b>	<b>15,803,410</b>	<b>16,303,237</b>	<b>16,749,724</b>	<b>● -3%</b>	<b>● -9%</b>
Contractual Services	497,373	458,886	584,500	607,500	602,500	● 1%	● -17%
Prisoner Exp Medical	245,270	230,616	224,000	233,000	233,000	● 0%	● 0%
Drug Prevention/Ed	18,448	8,763	10,500	10,500	10,000	● 5%	● 20%
Merchant fees	11,921	10,055	17,000	11,000	11,000	● 0%	● 15%
Telephone, Cellular,Pager	35,057	35,471	38,000	38,751	41,190	● -6%	● -14%
Ris/Airs/Geo Charges	301,375	149,253	-	-	14,484	● -100%	● 90%
Info system Operations	-	-	167,257	167,257	167,257	● 0%	● -200%
Computer Equipment	7,280	291,345	25,300	-	10,500	● -100%	● 90%
Advertising	3,059	313	-	-	-	● 100%	● 100%
Duplicating Supplies	3,236	3,372	3,000	5,000	-	● 100%	● 100%
Printing	22,121	9,215	8,850	11,800	-	● 100%	● 100%
Travel & Meeting Expenses	8,175	2,238	3,500	11,000	23,000	● -109%	● -396%
Internal Meeting	2,748	465	-	-	-	● 100%	● 100%
Software License Fee	-	-	96,410	96,410	96,326	● 0%	● -200%
Medical Supplies	6,372	11,025	7,050	10,000	7,000	● 30%	● 14%
Safety Clothing/Eq	20,052	10,218	18,050	18,000	17,500	● 3%	● -9%
Cleaning Supplies	-	4,625	13,000	-	-	● 100%	● 100%

**Police**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Police Weapons	55,624	-	-	-	-	● 100%	● 100%
Inmate Supplies	10,201	10,691	8,400	17,000	15,000	● 12%	● -54%
Prisoner Meal Expense	123,318	118,696	120,000	128,000	128,000	● 0%	● -6%
Gasoline & Oil	200,736	188,440	179,900	200,100	195,500	● 2%	● -3%
Utilities	46,972	42,124	94,800	115,633	44,187	● 62%	● 28%
SUB Water	5,226	6,227	-	-	7,467	● -100%	● -96%
SUB Sewer & Drainage	10,314	10,115	-	-	12,128	● -100%	● -78%
SUB Electricity	47,244	48,967	-	-	51,017	● -100%	● -59%
Memberships, Books, Subscrips	4,089	4,935	6,250	4,000	4,000	● 0%	● 21%
Postage & Shipping Charges	10,814	11,003	8,500	8,000	-	● 100%	● 100%
Office Supplies	20,535	21,203	30,866	27,200	40,600	● -49%	● -68%
Computer Supplies	233	-	-	-	-	● 100%	● 100%
Computer Software	2,348	11,668	747	7,882	-	● 100%	● 100%
Small Furniture & appliances	1,391	1,309	8,000	-	-	● 100%	● 100%
Clothing Allowance	20,528	34,288	30,610	32,000	32,000	● 0%	● -12%
Cleang/Maint Materials	25,988	18,781	30,000	25,000	30,000	● -20%	● -20%
Program Expense	169,483	207,923	153,028	90,119	90,000	● 0%	● 49%
Canine Donations Expenditures	29,622	22,979	30,000	30,000	30,000	● 0%	● -9%
Citizen Survey	1,548	-	-	1,500	1,500	● 0%	● -191%
Region Training Plan	5,000	5,000	5,000	5,000	5,000	● 0%	● 0%
Hazmat	1,940	2,098	2,500	-	5,000	● -100%	● -129%
Equipment Maintenance	22,178	34,815	30,840	20,000	22,000	● -10%	● 25%
Bldg Maintenance	7,371	61,031	80,000	6,000	7,000	● -17%	● 86%
Vehicle Maintenance	63,851	46,620	65,500	48,500	48,500	● 0%	● 17%
City EE Recognition	1,811	-	500	600	600	● 0%	● 22%
City Wide Training	-	62	-	-	-	● 100%	● 100%
Employee Development	20,060	29,531	27,552	39,128	-	● 100%	● 100%
Tuition Reimbursement	35,616	39,910	54,200	37,500	37,500	● 0%	● 13%
Recruitment Expense	9,578	38,513	19,500	12,000	13,000	● -8%	● 42%
<b>Material &amp; Service</b>	<b>2,136,107</b>	<b>2,242,789</b>	<b>2,203,110</b>	<b>2,075,380</b>	<b>2,053,756</b>	● 1%	● 6%
Internal Insurance Chgs	335,730	335,729	529,710	529,710	636,717	● -20%	● -59%
Internal Veh Mt Chgs	3,295	3,732	3,167	3,185	3,164	● 1%	● 7%
Int Computer Equip Chgs	-	39,996	39,996	39,996	36,000	● 10%	● -35%
Internal Bldg Maint Chgs	46,392	45,780	46,258	46,258	40,633	● 12%	● 12%

**Police**

Account	FY13 Actual	FY14 Actual	FY15 Est Actual	FY15 Amended Budget	Proposed FY16 Budget	% Change Over Amend	% Change 3 Year Avg
Internal Veh & Equip Rent	215,508	261,684	269,088	269,088	269,136	● 0%	● -8%
Indirect Costs	247,970	267,808	283,014	283,014	283,012	● 0%	● -6%
Internal Employee Benefit Chg	94,754	96,801	119,310	119,310	119,310	● 0%	● -15%
Internal MS Enterprise Agreement	18,105	17,958	20,160	20,160	17,280	● 14%	● 8%
Internal Contractual Services	-	-	-	18,000	-	● 100%	● 100%
Int Bldng Preservation Chrgs	73,138	78,872	78,885	78,885	79,614	● -1%	● -3%
<b>Internal Charges</b>	<b>1,034,892</b>	<b>1,148,360</b>	<b>1,389,588</b>	<b>1,407,606</b>	<b>1,484,866</b>	● -5%	● -25%
Video Monitoring EQ	-	-	-	-	18,000	● -100%	● -100%
Vehicles	175,196	138,358	589,920	589,920	194,000	● 67%	● 36%
Personnel Safe Equip	2,316	-	-	-	-	● 100%	● 100%
Police Dog	-	1,335	8,300	26,000	-	● 100%	● 100%
Program Equipment	13,915	14,461	-	-	-	● 100%	● 100%
Telephone Equipment	-	-	20,000	40,000	-	● 100%	● 100%
LRIG Capital Outlay	-	-	109,969	95,000	95,000	● 0%	● -159%
Public Safety Info System	249,203	155,111	132,144	-	-	● 100%	● 100%
<b>Capital Outlay</b>	<b>440,630</b>	<b>309,265</b>	<b>860,333</b>	<b>750,920</b>	<b>307,000</b>	● 59%	● 43%
<b>Total All Funds</b>	<b>\$ 18,499,899</b>	<b>\$ 19,230,998</b>	<b>\$ 20,256,441</b>	<b>\$ 20,537,143</b>	<b>\$ 20,595,346</b>	● 0%	● -7%

**DEPARTMENT BUDGET SUMMARY**

**City of Springfield, Oregon**

**To:** Gino Grimaldi, City Manager  
**From:** Robert Everett, Library Director  
**Date:** March 13, 2015

<b>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</b>	<b>FTE</b>	<b>COST</b>
Reclass current Senior Manager & Associate Manager positions; increase current Library Technician position by 0.4 FTE.	0.4 FTE	(\$20,000)
Phase II Patron Self-Service / Security Upgrade Project		\$15,000
New Library Program Development Project – Grant funded		\$20,000

**SUMMARY OF BUDGET AND SERVICE CHANGES**

By implementing the changes described below the Library hopes to establish a leaner, more appropriate management structure while redirecting some of those salary savings toward improving both patron service and library productivity through increased line staff hours and enabling patron self-service. This year the Library also intends to move forward on planning for a new facility capable of mounting the best of current and future library innovations while retaining our historically strong community connection.

Reclass Library Manager Positions / Increase Library Technician Position

By reclassifying two Library Manager positions we will achieve immediate savings while reducing the Library’s long-term financial liability as well. At the same time we have established a management career track within the library. In addition, by adding 0.4 FTE to an existing part-time Library position we are addressing both Library access and productivity needs in a very cost effective manner. It provides more staff support for timely materials processing and public desk coverage by expanding a position that is already fully funded for benefits and would only require a small amount of additional salary. The Library would have more coverage flexibility across its six-day schedule. This increase in regular staffing level comes in conjunction with increases in both library programming and open hours. It will reduce our dependence on the use of temporary/substitute staffing with a potential corresponding reduction in our seasonal /temporary personnel budget. It will help the library continue to support increased programming and open hours that, in turn, create greater capacity for Springfield citizens to access their Library.

Patron Self-Service / Security Upgrade Project

Funding to complete the implementation of patron self-service checkout stations in the library will allow the implementation of patron directed library circulation services which will be faster and more cost-efficient. Will reduce pressure on limited library staff resources; will free up existing staff to work on more complex or person centered projects and services; and will reduce the amount of staff growth needed to meet growing service demand. Delay in completing this project will mean we won’t realize the value of our FY 15 commitment to this project (\$35,000) and we will delay improving both the patron’s library experience and the library’s ability to address service needs without expansion of existing

staff. The Library will continue to allocate its scarce staff resource to mechanical and repetitive tasks at the expense of services that require person-to-person interactions and/or professional expertise.

The City allocates \$15,000 to the project in addition to a \$10,000 grant from the Library Foundation that would provide \$25,000 for the completion of the self-check stations and security system. This is a one-time expenditure. This two-year project was originally priced at \$85,000. The first year of the project was funded at \$35,000 with the second year funding requested being \$50,000. We have subsequently opted to use a less expensive technology which will reduce the overall cost of the project by \$25,000. We have also obtained a \$10,000 grant from the Library Foundation further reducing the City's liability in completing this project. This project improves PBB Library program – Borrower Services.

### New Library Program Development

Finally we will be utilizing dedicated grant funds to develop a building program for a new library facility. This is an initial step in gathering both community input and professional guidance on the type and scope of a new library building and the services it would house that current and future Springfield residents want and need.

### **FUTURE NEEDS**

The Library needs to update both its range of services and the facilities capable of delivering them in order to respond to the changing nature and growing importance of literacy and information in today's knowledge-based economy. Three important steps can be taken to help secure a successful literacy/information future for Springfield:

1. Increase access to existing services by increasing the hours of operation of the current library. An additional 2 hours added to the current Library schedule would provide consistent open hours, across our six-day schedule, and would have a modest funding impact of approximately \$18,200.
2. Institute a robust, interactive, virtual library service, via the library's website creating 24/7 information access for Springfield citizens and managed by an information professional who could liaison with Springfield schools. \$46,700
3. Design and build a new library that serves as the hub of not only community literacy and information but as the hub of community creativity as well. A facility designed and dedicated to enlightening and inspiring generations of Springfield citizens. \$25,000,000

### **CONCLUSION**

Each year the Library takes a similar approach to evaluating its budget and services. First we make sure we are maximizing the level of service we can provide within our current budget allocation. This year's example would be the reclassifying and reorganizing of the Library management team which produced significant salary savings now and in the future. It also provided funds to increase line staff hours by 0.4 FTE thereby directing our limited resources to the service point not the board room. Next we look for ways to invest in the near term to improve services within our current funding capacity. An example of this is the patron self-service / security project funded by one-time city funding and a \$10,000 grant from the Library Foundation. Finally we are always striving to secure a better future for the Library and by utilizing another source of grant funding we are able to move forward on planning for a new library facility designed to meet the immediate and future information needs of Springfield citizens.

# Library

FY 2016

**Literacy • Culture  
Community**



## Focused on Service



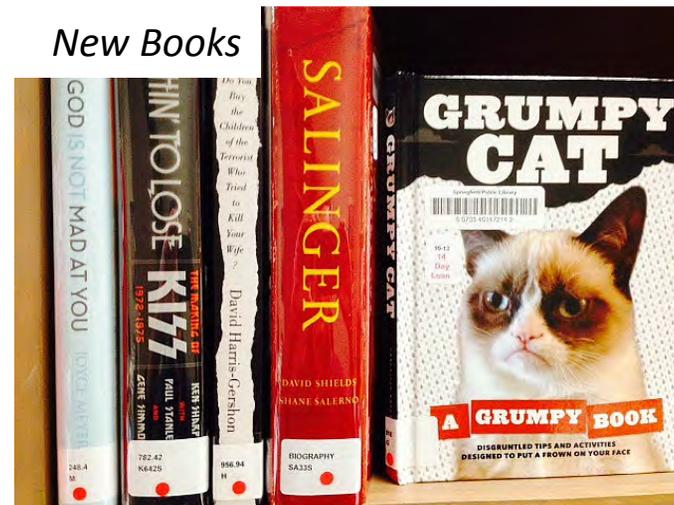
## Literacy • Culture Community

*Speakers*



*Parenting Connections*

*New Books*



## Literacy



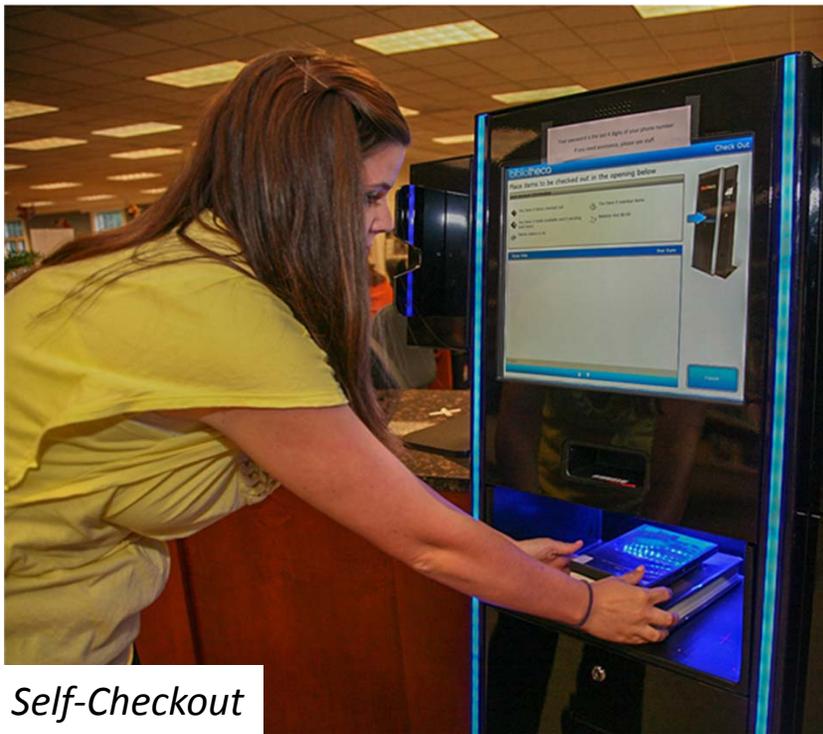
*Counting & sorting at the laundromat*

Attachment 6

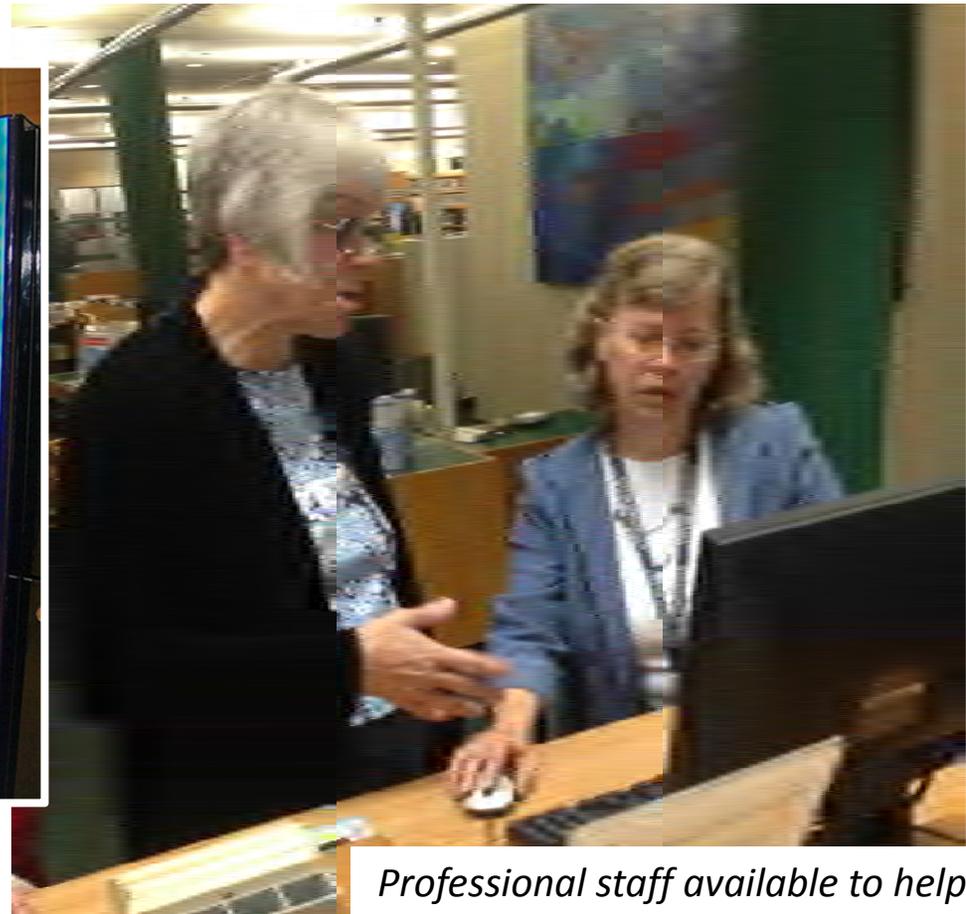


*Young scientists*

## Serving the Public



*Self-Checkout*



*Professional staff available to help*



# Library

FY 2016



*Día de los Niños y los Libros*

## Culture



presents the  
2014-2015 season of **SPRINGfilm**  
Film & Discussion Series

---

*Almost Oscars* 

They didn't win, but should have.

**One Thursday a Month at 6:30pm**

*Fargo*, JAN 8 • *Network*, FEB 5 • *To Kill a Mockingbird*, MAR 19  
*Goodfellas*, APR 2 • *Groundhog Day*, MAY 7 • *Being There*, JUN 11  
*The Searchers*, JUL 2 • *Do the Right Thing*, AUG 6

Wildish Theater • 630 Main St. • Springfield

Additional Springfield Partners:  



*Film & Discussion Series*



# Library

FY 2016

## Community

*Springfield Library, 1981*



*Springfield Library, 2015*

# Library

FY 2016

*A Community Hub*



## A New Library

*A Springfield Destination*

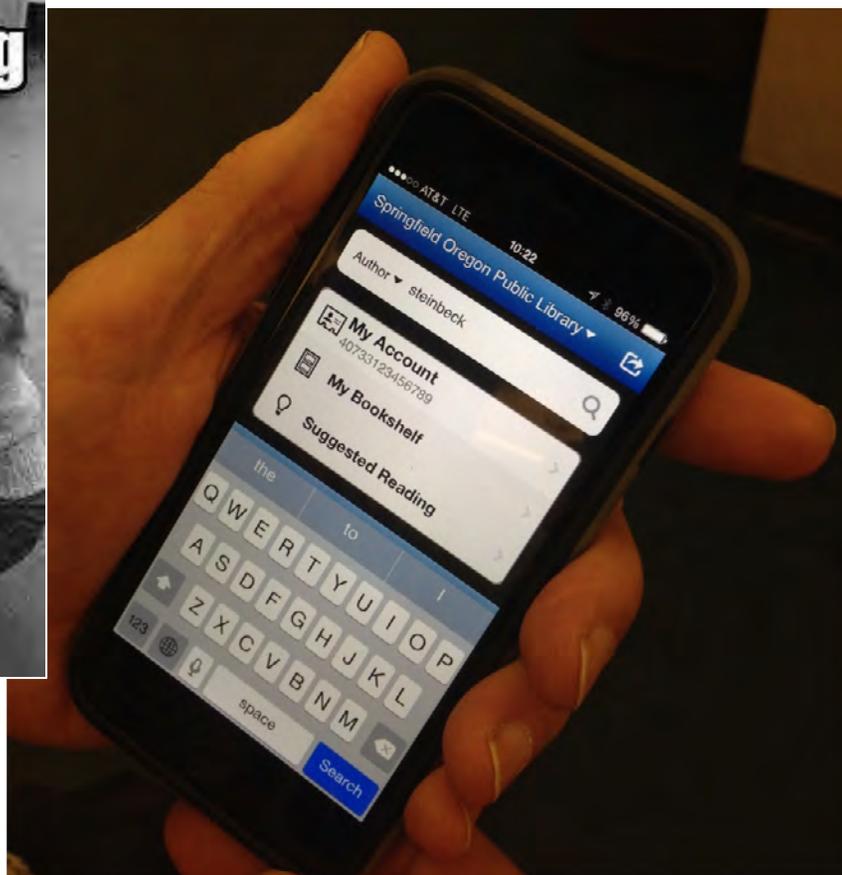




# Library

FY 2016

## Innovative Upgrades

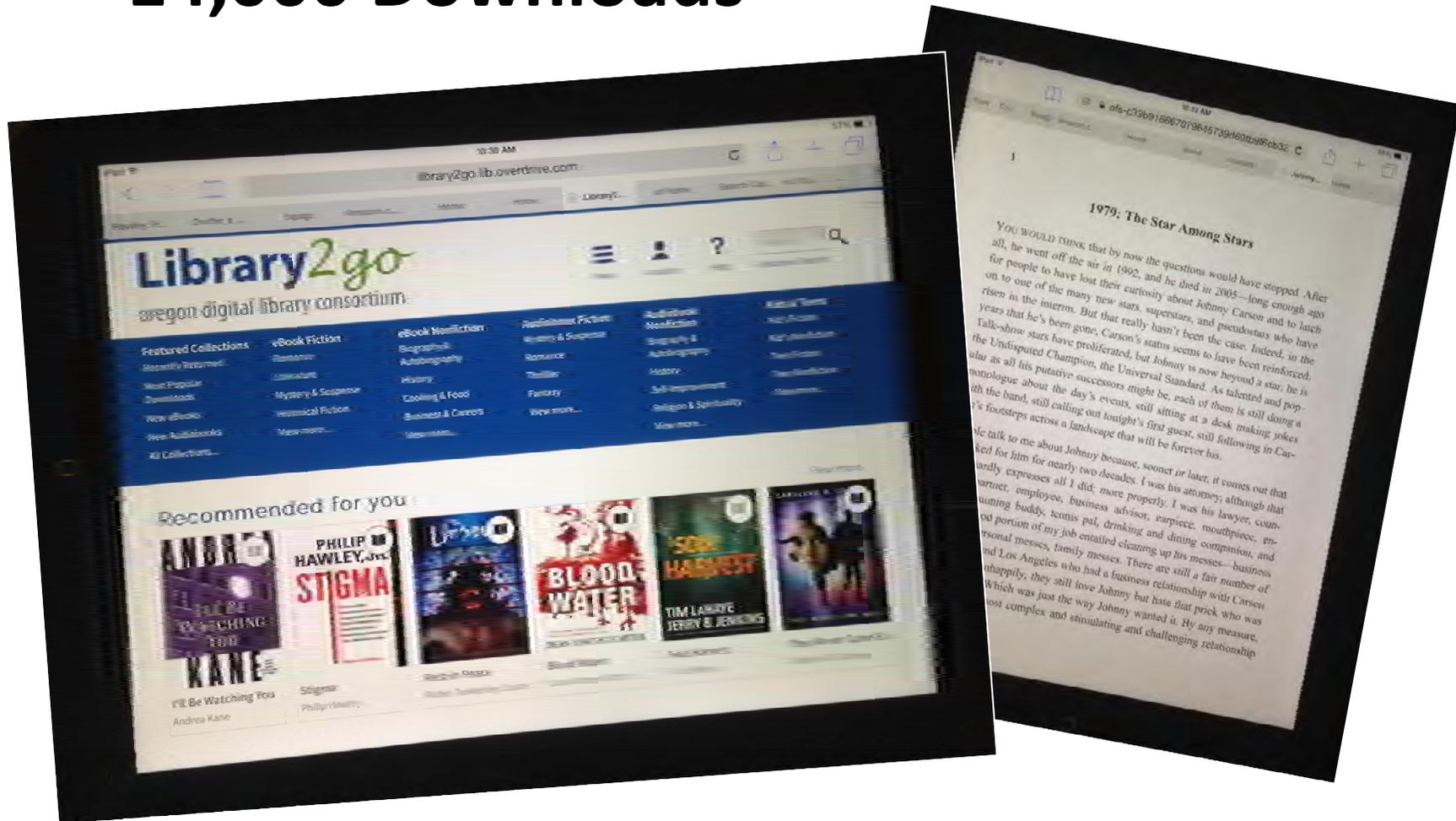




# Library

FY 2016

## 14,000 Downloads





## Library Hours

Monday & Tuesday:	10am-8pm
Wednesday & Thursday:	10am-6pm
Friday & Saturday:	10am-5pm

## Increased Open Hours

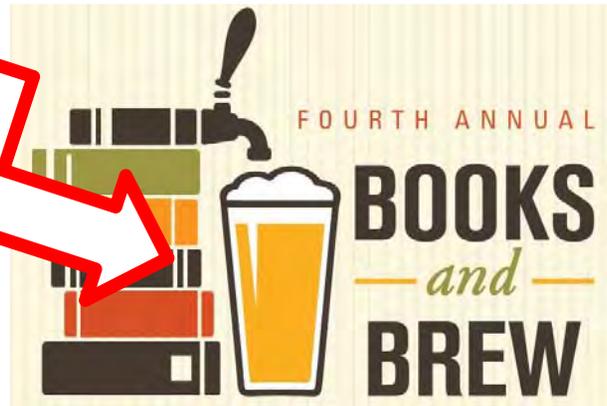
- *More programs*
- *Greater Access*



*At the puppet show kicking off our new hours*

## Committed to Our Success

Springfield Public Library  
**FOUNDATION**  
\$31,000!



Community  
Advocacy



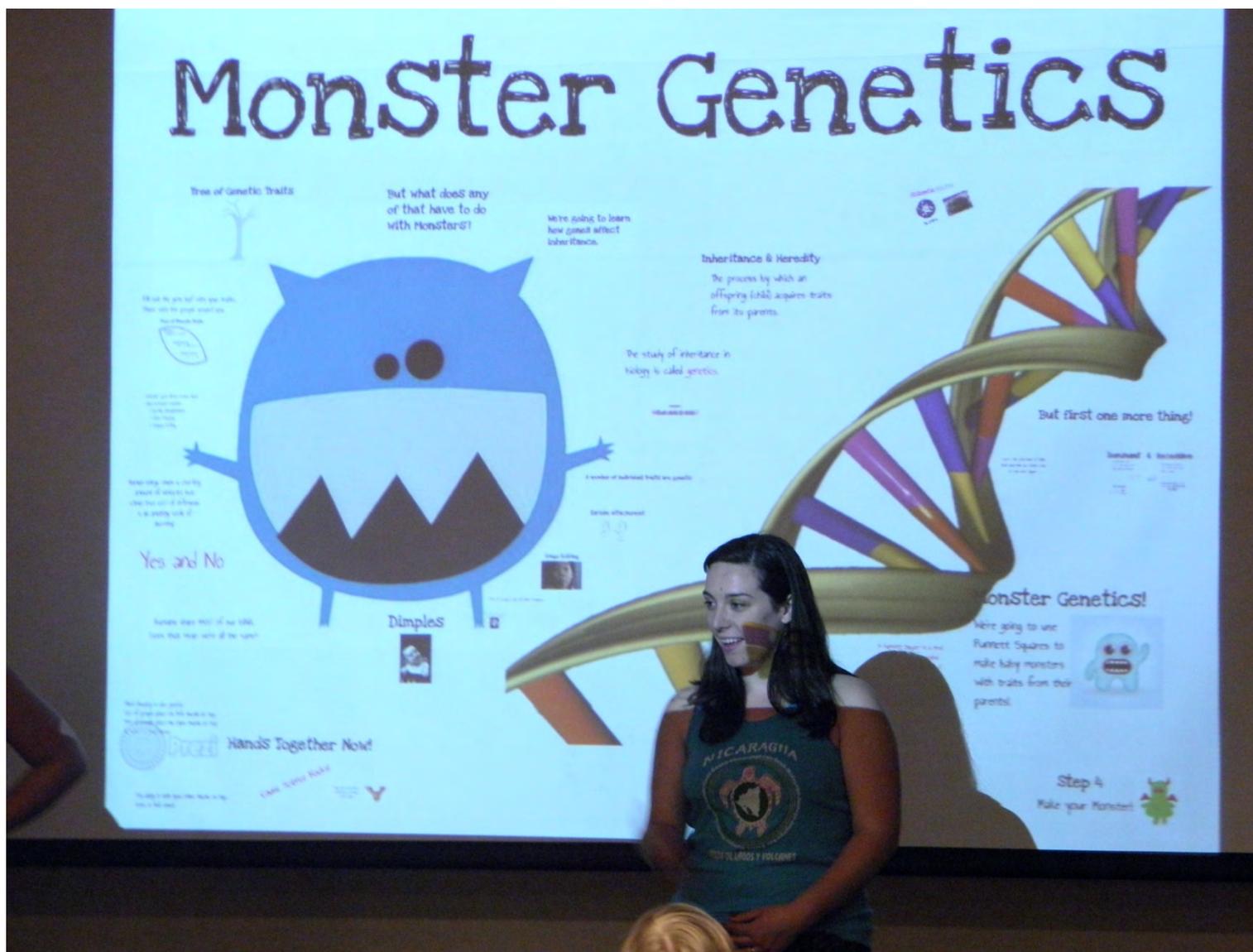


# Library

FY 2016

## Building a Community Network

Springfield Library Foundation • Friends of the Springfield Library  
• Willamalane • Springfield Rotary • Gift of Literacy • Cressey  
Family Trust • Springfield Utility Board • Plank Town • Springfield  
Public Schools • Head Start of Lane County • Oregon Poetry  
Association • Oregon Humanities • Lane County Cultural  
Coalition • Lane County Historical Society • Springfield Arts  
Commission • American Library Association • Oregon Library  
Association • Eugene Public Library • Reforma • Wildish Theater  
• University of Oregon • Oregon Cultural Trust • Noodle N Thai •  
S.M.A.R.T. • Oregon Poetry Association • ACLU of Lane County •  
Parenting Now! • Springfield Chamber of Commerce • Kiwanis •  
Lions Club • Women's Gift • Lane Education District • SELCO . . .





# Library

FY 2016



**To:** Gino Grimaldi, City Manager

**From:** Randall B. Groves

**Date:** 3/17/2015

<b><u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u></b>	<b><u>FTE</u></b>	<b><u>COST</u></b>
Reduction of Administrative Staff (General Fund)	1.0	(\$87,000)
Re-allocation of 25% Administrative Services Bureau Mgr to Ambulance Fund	0.25	\$37,000

**SUMMARY OF BUDGET AND SERVICE CHANGES**

No service level changes are planned for FY16. Fire’s focus will be on continuing to gain efficiencies in the merged environment, with no major budget impacts. The system has already achieved, and exceeded, what was intended when the merger process began.

IAFF Merger Successful

In FY15, the Fire line personnel merged into one labor group and began working as a fully-integrated unit. Personnel may be assigned to any station throughout the system, as needed, and share a vacation calendar and promotional process. This allows more growth opportunities for employees, more flexibility in assignments, and will expand the knowledge base of the department. Additionally, as calls for service rise (we have seen an 11.8% call volume increase in the last six months alone), the merged environment allows Fire to always have emergency resources available to respond. Fire has maintained a timely response while decreasing the need for off-duty call backs. When one city’s fire apparatus or ambulance is out of service for repair and/or maintenance, reserve apparatus from either city can be utilized to maintain the response fleet.

Fire Staffing Analysis Completed

In FY14, Fire committed to doing a staffing analysis in FY15 that would objectively evaluate the current line staffing costs. The analysis outlined the current staffing model including: shift structure, minimum staffing requirements, authorized full time equivalents (FTE), and approved number of relief personnel. Staffing numbers, average availability, and backfill needs were the elements used to develop a cost analysis of hiring additional FTE or using overtime to cover vacant assignments. The cost analysis provided support for the current level of staffing by showing there is not a significant difference in the cost of adding FTE versus paying overtime. Final staffing decisions need to include a consideration of non-financial considerations. The analysis highlighted some of these considerations as well. Further, to answer concerns regarding total overtime costs associated with maintaining minimum fire suppression activities, the analysis provided a summary overview of shift versus non-shift overtime. Finally, based on the review, the analysis team developed the following recommendations: 1) Maintain current staffing levels at least for one year. This gives the department time to analyze average time off and overtime trends as a merged department; 2) Review and update the analysis annually; 3) Continue to stabilize the common database (ELOG) capturing hiring and overtime data to ensure consistency in trend analysis; 4) Develop common time accounting system to ensure consistency in trend analysis (earn codes, project codes); 5) Include analysis as part of discussions affecting any future changes to staffing levels.

In FY16, Fire will continue work on stabilizing the database and developing common time accounting codes to allow consistent data analysis.

#### Cardio Cerebral Resuscitation (CCR)

Cardio Cerebral Resuscitation (CCR) as a model is a radical departure from traditional cardiopulmonary resuscitation (CPR) as based on the 2000 American Heart Association guidelines. It calls for chest compressions to be rapidly performed with very minimal interruption in order to keep oxygenated blood flowing to the brain. This model is based on the principle that survival is improved when blood flow from the heart to the brain is maximized. We have had several successful resuscitations ultimately leading to full patient recovery. Since the merger date (08/04/14) Eugene Springfield Fire has responded to 202 CCR calls in the metro area including 83 calls in Springfield. In FY16, continued use of this model could impact many lives in the metro area.

#### Ambulance Equipped with Power Loading Devices

In FY15, Eugene Springfield Fire received a \$420,000 Assistance to Firefighters federal grant, to equip all of the ambulances with lifting devices called power loaders. These devices attach to the stretcher (power gurney) and lift the stretcher and patient into the ambulance for transport. These new devices secure the stretcher in the ambulance and are dynamically crash-tested. Consistent use of the power loaders is expected to improve firefighter safety and wellness through reduced back stress injuries.

Fire continually seeks alternative funding sources for safety, extrication and communications equipment, training props, software and other projects where funding is available.

#### Fire Local Option Levy Preparing for Renewal Effort in November 2015

The current Fire Local Option Levy will expire in June 2016. This funding source is critical to maintaining our emergency response force and providing adequate coverage for all Springfield area EMS/fire/rescue emergencies. The Levy funds 20% of our staffed fire suppression and EMS first response resources. Discussion will begin soon regarding placing the Levy on the ballot for voters in November 2015.

#### Ambulance Fund has Another Good Year

The Ambulance Fund is enjoying another successful year in FY15. Revenues are expected to finish above the adopted budget, with expenses within budget. This should ensure that additional reserves are maintained going into FY16. In FY15, Ambulance Account Services gained further efficiencies by outsourcing invoicing, mailing of patient statements, and electronic claims submissions to a third party. Additionally, a patient exchange web portal now in use allows patients to pay their bills online, offering customers convenience while saving staff time.

Due to some of the recent gains in efficiencies, an additional ambulance billing client was added to the enterprise in early 2015. This new client will bring in new revenues in FY16, potentially as much as \$70,000-\$75,000, without the need to add additional staff.

In FY16, Account Services will begin using technology now available to auto-verify patient insurance information and addresses. This new functionality in the Zoll RescueNet billing system will save staff time, reduce mailing costs/returned mail, and provide updated addressing and insurance information automatically for all patients billed. Fire will begin testing this new function on a month-to-month basis to make sure the benefits outweigh the costs as much as expected. This is potentially a huge time saver that could allow Fire to continue expanding the client base and increase revenues.

### Metro West Joins Eugene-Springfield Fire Department Team

As part of our tiered-response system, Eugene-Springfield Fire has contracted out certain non-emergency transports to a private ambulance provider the past several years. In January 2015, through an RFP process, Metro West Ambulance (MWA) joined the Eugene-Springfield Fire response team as our new non-emergency transport partner. MWA will provide prescheduled and inter-facility non-emergency transport services throughout the metro area. MWA is a privately-held Oregon company with a long history in the non-emergency transport arena. Fire will continue to focus the available resources on emergency responses, leaving non-emergency transports to a real expert in the field. This partnership will allow Fire to stretch the available resources, as call volumes continue to increase each year.

### Investing in Technology to Improve Processes and Services

In FY15, Fire implemented an improved way to alert firefighter's of incoming calls. Known collectively as 'heart saver tones', the new tones provide a gentler notification to firefighters, reducing stress and providing for a healthier environment. The new tones start out softy and gradually increase in level instead of blasting at full volume from the start.

In FY16 additional improvements in technology will get firefighters to the emergency scene faster than ever. A new enhancement to the Computer Aided Dispatch (CAD) system will reduce emergency response times by using technology to 'tone' all required units at the same time. IP Alerting (Internet Protocol) will produce simultaneous rather than sequential alerting for our metro fire stations. Fire station alerting is accomplished through a radio signal transmitted by the dispatch center to the fire stations where speakers are activated allowing a voice transmission from the fire dispatcher. Currently, Central Lane 9-1-1 must alert our fire stations sequentially to provide emergency response notification. This adds 20 seconds to the average emergency medical call, 30 seconds to a small incident multi-company response, and up to 40 seconds for a large incident multi-company response. Once in place, the system should consistently improve response times for all units.

### Staff Reduction and Reallocation

Fire will reduce General Fund expenditures for FY16, including a reduction of 1.0 FTE. This approximately \$124,000 reduction was accomplished through elimination of an administrative support position and re-allocation of 0.25 FTE of the Administrative Services Bureau Manager.

### **FUTURE NEEDS**

As you can see from the Summary of Budget and Service Changes section; the use of technology has allowed the Fire department to increase efficiencies and continue to provide excellent service to the public. However there is also a need for additional staff resources. In all, over the past five years, through both the merger and budget reduction process, the Department has reduced its size by about 10%.

### Fire Marshal and Administrative Staffing

The Fire Marshal's Office (FMO) will continue to operate with two Deputy Fire Marshals, vs. four positions considered 'full' staffing. A Deputy Fire Marshal position was eliminated in FY14 to meet budget targets. A second position was unfunded in FY15 and will remain unfunded in FY16. This will limit the Fire Marshal's Office capabilities, and Springfield Deputy Fire Marshal's will be focused only on those high-priority tasks required by law. Additionally, the FMO has no support staff since the position was eliminated in budget reductions several years ago.

Fire Administration has absorbed 6.0 FTE reductions in the past 5 years, to meet General Fund budget targets. The addition of another 1.0 FTE in FY16 will severely stretch the limited resources now available. Customer service (internal and external) and administrative processes will be negatively affected.

### Equipment and Apparatus Replacement Funding

Ongoing funding for equipment and apparatus replacement remains an issue. For FY16 equipment replacement funds will be utilized to purchase necessary fire hose and turnout gear. This is an ongoing expense of approximately \$50,000 per year that cannot be funded beyond FY16 using current replacement funds.

Apparatus replacements in recent years have been done on 5-year lease agreements. As more apparatus are purchased in lease agreements, overlapping leases will cause dips/spikes in General Fund needs for the department. A planned engine replacement in FY16 has been delayed until FY17 due to funding issues.

### CONCLUSION

Fire is presenting what is essentially a flat budget, with some General Fund reductions and use of equipment reserves, one time, to fund FY16 safety equipment needs. The IAFF contract expires June 2015 and may impact FY16 budget requirements.



# Fire & Life Safety

FY 2016



*Preserving Life, Property, and  
the Environment*



# Fire & Life Safety

FY 2016

City Goal: Strengthen Public Safety by Leveraging Partnerships and Resources



- Operating under an IGA; sharing a service
- IAFF Merger - 8/4/2014
- Future – Admin Merger  
Form of Governance

# Senior Staff



Office of the  
Chief

Shift Operations

Special  
Operations ,  
Training, & EMS

Administrative  
Services Bureau

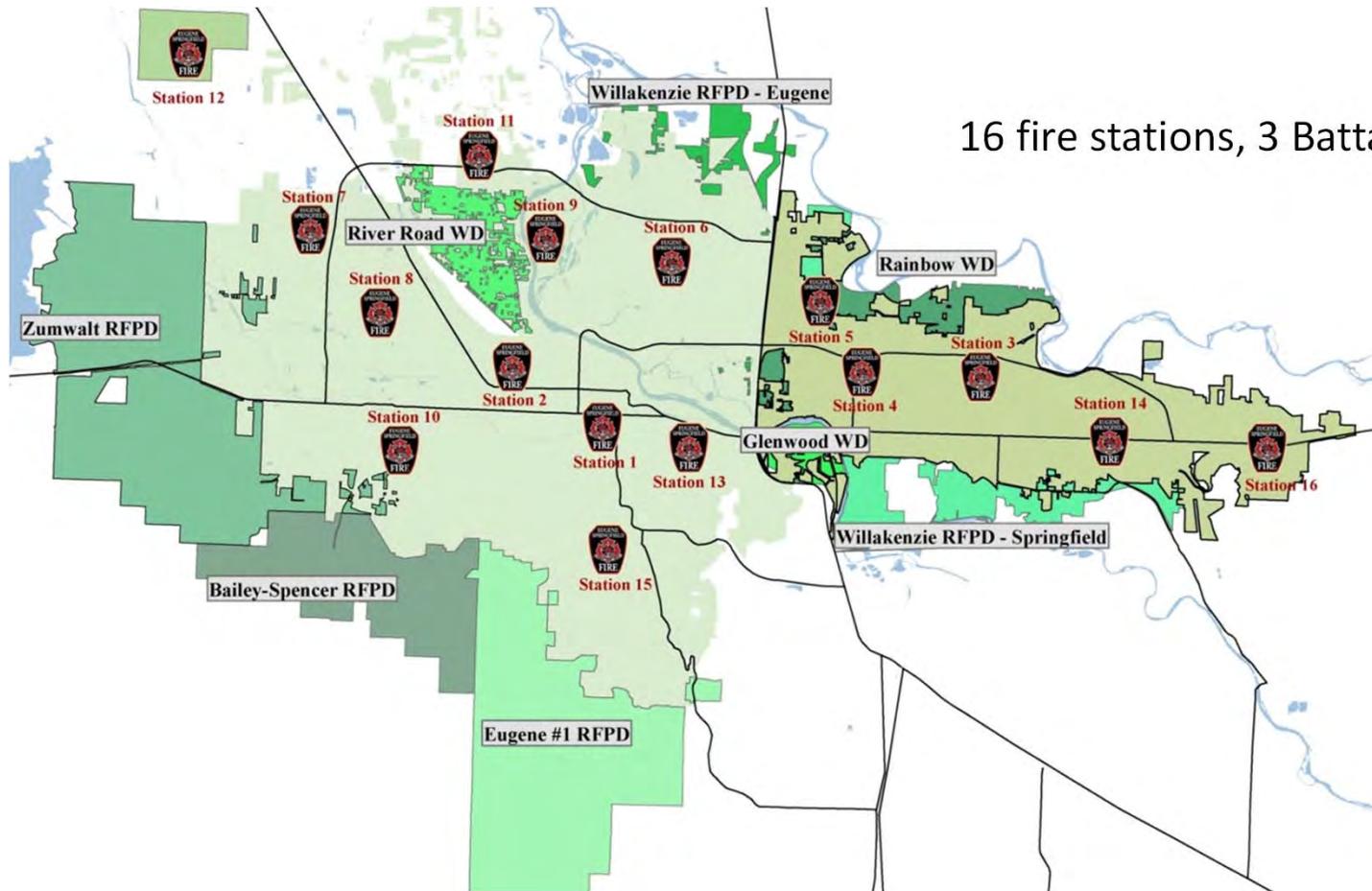
Fire Marshal's  
Office





# Fire & Life Safety

FY 2016



16 fire stations, 3 Battalions





# Fire & Life Safety

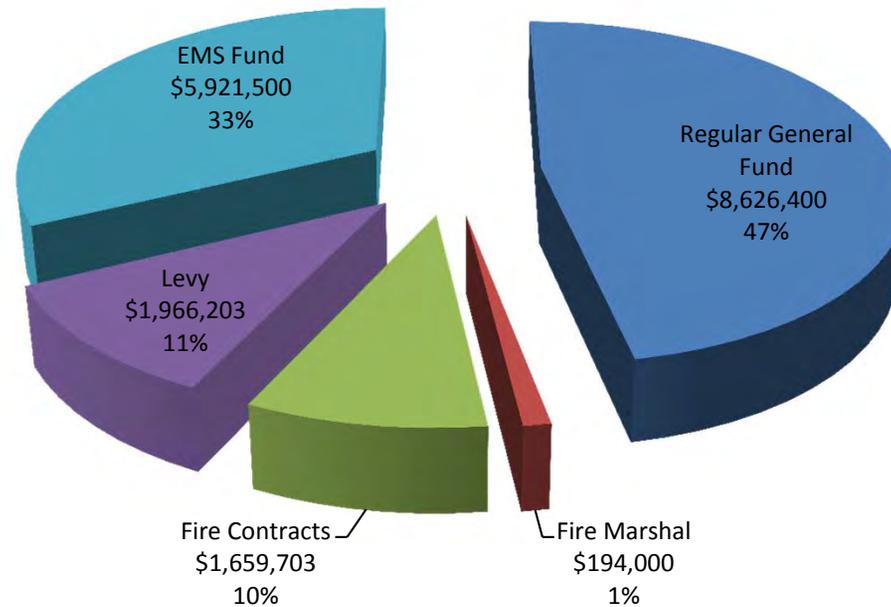
FY 2016



## FY16 SFLS Funding Sources

Total Revenue:  
\$18,367,603

Total Expenses:  
\$18,676,645





# Fire & Life Safety

FY 2016

City Goal: Provide Financially Responsible and Innovative Government Services



Staffing in FY11 = 108 FTE

*Proposed FY16 = 99 FTE*

- This represents a 10% reduction in just 5 years!
- All reductions in Administration or Fire Marshal's Office
- At (or below) 'bare bones' already

Fire Budget FY11 = \$16,170,434

Proposed FY16 = \$18,676,645

- Growth of approx. 3% per year over 5 years
- Increases largely in Personnel costs





# Fire & Life Safety

FY 2016

City Goal: Strengthen Public Safety by Leveraging Partnerships and Resources

EUGENE  
SPRINGFIELD



**FIRE**

Mission

Ensure timely and effective response to emergencies:  
Fire  
Rescue  
Public Assistance  
Contract Districts

Fire Operations

Programs

Public Assistance  
Special Events  
Teen Day  
Young Women's Fire  
Camp  
Community  
Involvement

***FY15 Highlights***

IAFF Integration  
Incident Command  
Training (Blue Card)  
Merged Safety  
Committees

City Goal: Strengthen Public Safety by Leveraging Partnerships and Resources



Mission

Fire Prevention

Programs

***FY15 Highlights***

Provide code enforcement, public education and fire cause/origin:  
Business Inspections  
Arson Investigation  
Public Education  
Bldg Plan Review

Public Education  
Fire Investigation  
Business Inspections  
HAZMAT Permits

Compliance Engine  
Strategic Planning  
Exemption  
Compliance



# Fire & Life Safety

FY 2016

City Goal: Strengthen Public Safety by Leveraging Partnerships and Resources



Mission

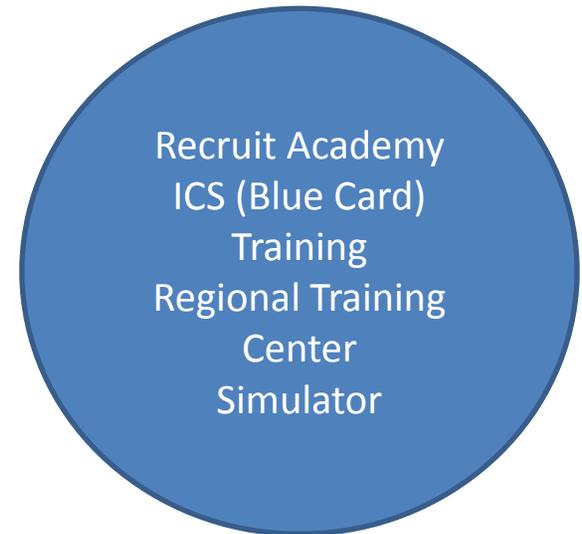


## Special Operations

Programs



*FY15 Highlights*





# Fire & Life Safety

FY 2016

City Goal: Strengthen Public Safety by Leveraging Partnerships and Resources

## *FY16 Challenges*

- Managing two budgets and maintaining cost balance
- Balancing competing priorities
- Funding equipment/apparatus in future years

## *Long Term:*

- Budget reductions impacting basic needs
- *Governance Model* - Councils/JEO





# Fire & Life Safety

FY 2016

City Goal: Provide Financially Responsible and Innovative Government Services

## Enterprise Fund Programs:

EMS Billing

Provide revenue to support ambulance operations:  
Full cycle billing  
25 Client agencies  
Experts in the field

FireMed

Ambulance Membership program:  
Revenue supports ambulance operations in Lane County

Ambulance Operations

EMS emergency response - largest percentage of service delivery  
Paramedic Training  
Protocols





# Fire & Life Safety

FY 2016

City Goal: Provide Financially Responsible and Innovative Government Services

## FY15 Enterprise Fund Highlights

- Contracted with clearinghouse to manage invoicing/ mailing – cost reduction, plus staff time
- Fully integrated billing & FireMed systems
- Continued strong collections performance = higher-than-planned revenues

## *FY16 Challenges*

- Increasing costs of ambulance operations
- Unknown changes in Federal laws that could impact revenues



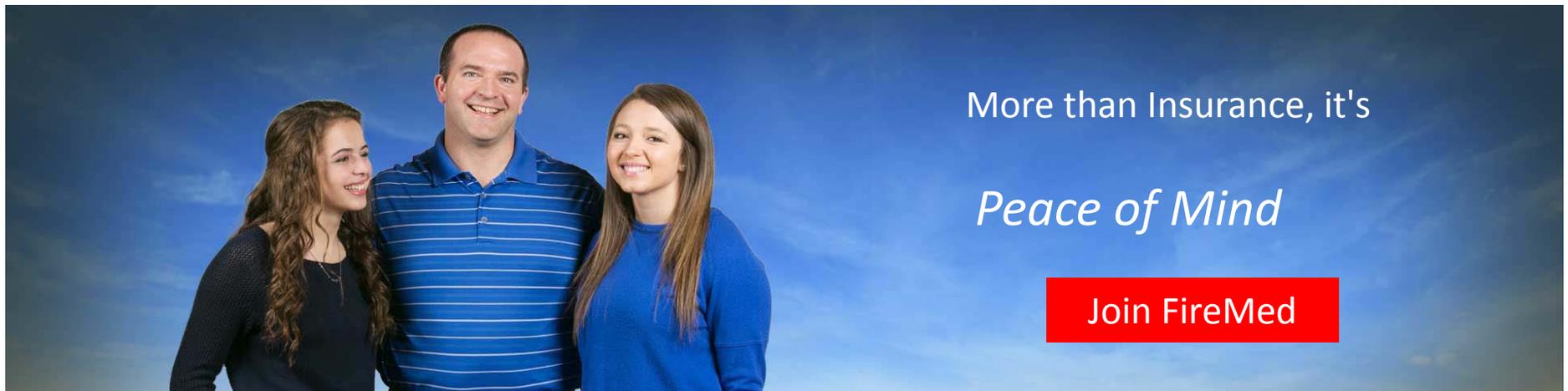


28<sup>th</sup> Year of this Ambulance Membership Program

31,130 members (FY15 total)

Eugene	16,164
Springfield	10,293
Lane Rural	4,673
Life Flight	13,577

FY15 Revenue: \$2,605,100 total; Spfld \$655,255



## QUESTIONS?



*Cody the Fire Dog says:*

Anyone can learn CPR and everyone should. You are most likely to perform CPR on someone you know, four out of five cardiac arrests happen at home. Woof!

**DEPARTMENT BUDGET SUMMARY**

**City of Springfield, Oregon**

**To:** Gino Grimaldi, City Manager

**From:** Brandt Melick, Information Technology Director

**Date:** February 23, 2015

<b><u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u></b>	<b><u>FTE</u></b>	<b><u>COST</u></b>
FY15-16 Systems Security – Criminal Justice Information System (CJIS) Compliance (Reaching compliance funded from Police vacancies and reserves; sustaining compliance requires additional FTE in FY17)	0	\$160,000
FY16 Customer Service – Help Desk Support 1.0 FTE (approx. \$95,000) (In lieu adding 1.0 FTE , City will continue Lane County HelpDesk Service)	0	\$30,000
FY15-16 Network Administration – Audit of City Network Infrastructure (Audit funded by telephone replacement reserves as telephone systems rely heavily on network infrastructure)	0	\$50,000
FY15-FY16 Integrated Systems Support, Administration and Financial Management – Fill vacant GIS Manager 1.0 FTE	1.0	budgeted

**SUMMARY OF BUDGET AND SERVICE CHANGES**

FY15 saw several key accomplishments for the IT Department. These projects represent a few of the many accomplishments of the IT Department over FY15, related impacts into FY16 and anticipated work extending to FY17:

FY15 Network Administration – Server Room Cooling and Uninterrupted Power Supply Systems Replacement

IT is replacing the cooling system and backup power supply for the server room which contains nearly three quarter of a million dollars’ worth of server equipment, network support equipment, phone support equipment, transportation control equipment, survey control equipment and regional fiber support devices. Mitigating risk from temperature, moisture and power failure, this work supports business continuity to major systems such as facilities management, human resource management, financial system management, asset management, and communication systems (mail, phone and internet access) management that connect staff with in the City and that allow external connections through regional fiber to the region, the state and the world wide web. Efforts began in FY15 and will be completed early in FY16. As significant work remains to avoid disruption on major systems, throughout FY16 IT staff will continue to replace failing equipment and strategically look toward consolidation and hosting to increase efficiency and contain costs.

FY15 Telecommunication – Replacement of the Justice Center Phone System and FY16 Planned Replacement of City Hall Phone Systems

IT installed servers, network equipment and Private Branch Exchange (PBX) equipment that control telephone and radio switching and routing within the secure telephone network used by Police to support computer aided dispatch, investigation and police operations. The project began in October FY15 and is anticipated to be complete by the end of FY15. In FY16, depending on available resource, staff may begin planning for the

replacement of phone systems in City Hall and the conversion to newer phone technologies such as voice over internet protocol (VOIP).

#### FY15-16 Systems Security – Criminal Justice Information System

Facing an anticipated audit by the Federal Bureau of Investigation and the Oregon State Police in the summer of 2015, IT reviewed recent regional audit reports, initiated a preparatory internal audit, sought legal review and followed legal advice to develop and (now) implement a work plan to meet published requirements for the protection of Criminal Justice Information System (CJIS) information. The resulting scope of work exceeded current city network resource (people and budget) and went before Executive Team for prioritization. Receiving top priority and authorization to proceed, IT procured hardware, software and personal services and initiated a limited duration not-to-exceed project to complete the work plan. Work began FY15. The project will lapse the anticipated audit this summer and extend for a total duration of approximately twelve months. The project is anticipated to be complete toward the end of FY16.

#### FY15-16 Administration and Financial Management – Regional Partnerships and Agreements

IT worked closely with the Police Department, the Finance Department and the City Attorney's Office to complete intergovernmental agreements with regional Public Safety partners and clarify costs sharing arrangements for implementation, interim service support and on-going future hosting services. Efforts spanned approximately six months and resulted in an equitable cost sharing solution that reflects Springfield's more conservative approach to funding large IT projects. Moving forward in FY16, the City has concise agreements in place that clearly cap on-going charges, articulate decision making process and account for full cost of ownership (software, hardware, personal services and reserves).

#### FY16 Administration and Financial Management – GIS-IT Integration

Beginning July 1, 2015, GIS will be moving from the Development and Public Works Department and will be a program within IT. This change neither increases nor decreases FTE within City; it simply reallocates an information services program from the Development and Public Works Department to the IT Department. Long term advantages to this departmental move includes the ability to better coordinate information services to customers, better coordinate activities with regional partners, advance location based technologies (e.g., locating critical infrastructure like servers, communications facilities, emergency operations facilities, etc.), advance mobile and remote access technologies, advance asset management, and advance information security in critical areas such as emergency response, human resource and purchasing. Since both programs (IT and GIS) face increasing demands for service with limited resources, shorter term benefits of merging the groups does not solve resource shortages. The merge simply increases efficiency and meets current service delivery levels with existing funds.

#### FY15-16 Integrated Systems Support, Administration and Financial Management –Asset Information System Integration Project – Phase Three

Phase Three of the Asset Management (Transportation Integration) will be funded with savings from earlier phases and will be the most complex of all asset management system projects to date. To accomplish this work, in late FY15 and into FY16 the department will be filling the vacant GIS Manager position. In addition to work on Phase Three, the position will coordinate service delivery to the Development and Public Works Department (DPW) and service other DPW needs such as those to address and formalize processes surrounding data security, contribute to reducing the asset workload facing the network audit, and support on-going needs to support facilities master planning, downtown planning and citywide 2030 planning initiatives.

#### FY16 Administration and Financial Management – New Program and Product Delivery

Most notably, the newly merged IT Department will be implementing a new strategic plan and consolidated work plan. In addition to the items listed above, the work plan includes development of new policies and operating procedures to streamline work and increase system security; upgrades to major systems such as electronic

recruiting, data security and risk management in human resource systems, contracting and budget planning in financial systems; journal entry and work flow automation in electronic document management systems; and automated lighting control and transportation system integration in asset management systems.

Planned for the FY16 proposed budget are anticipated major equipment replacements and systems upgrades and implementations. These are only some of the anticipated projects in addition to ongoing support services provided to the organization.

## **FUTURE NEEDS**

With proliferation of use and reliance on IT services and ever increasing regulations on the protection of information contained in city systems, workload strain will continue to be significant on existing staff. Accordingly all approved FTE are planned to be filled early in FY16, helping the merged IT Department to continue forward with project schedules. The FY16 proposed budget has 15.0 FTE with additional FTE and contractual services costs anticipated in the FY17 department budget.

### **Customer Support and Systems Security -Help Desk Support**

This request is for an additional 1.0 FTE, General Fund, for dedicated Help Desk resource staffing to allow senior staff time to address critical network infrastructure issues and address on-going system security issues related to justice system information, purchase card information and other forms of protected information and systems. These programs have cost savings for the city by providing timely customer support, which allows the city staff continuity in workflow without interruptions from technical issues, mitigate risk associated with not adequately protecting sensitive information, allows for the protection, management, and optimization of city resources by providing technical customer support to city staff, influences a high quality and productive workforce by maintaining the optimal technical work environment, and strongly influences the city ability to provide responsive, courteous, and innovative services to the citizens.

### **Administration and Financial Management and Integrated Systems Support – Systems Software Reserves**

Similar to existing reserves for computer servers, this request is to increase funding \$100k, General Fund, to create dedicated reserves to replace large integrated software systems at the end of their useful life. These systems (such as facilities management systems, financial systems, and public safety systems) support city programs with costly systems software that experience lost productivity at end of useful life when systems start to fail. These services will be delayed and productivity levels decreased until budget has been identified, dedicated and approved. The maintenance costs for aging systems will continue to increase as more effort is put into old systems to prolong their lifecycle. Implementation of this reserve would include an inventory, prioritization and synchronization of replacement schedules in support of priority programs.

## **CONCLUSION**

Department efforts focus on business continuity, security, fiscal responsibility and transparency. It is the ultimate goal of the department to most effectively, responsibly, and innovatively implement the priorities of the Mayor and Council, thus continuing to deliver high quality services and projects to the organization and community.

The proposed budget meets the guidelines set forth by the Finance Department.



## Focusing on business continuity, security, fiscal responsibility and transparency

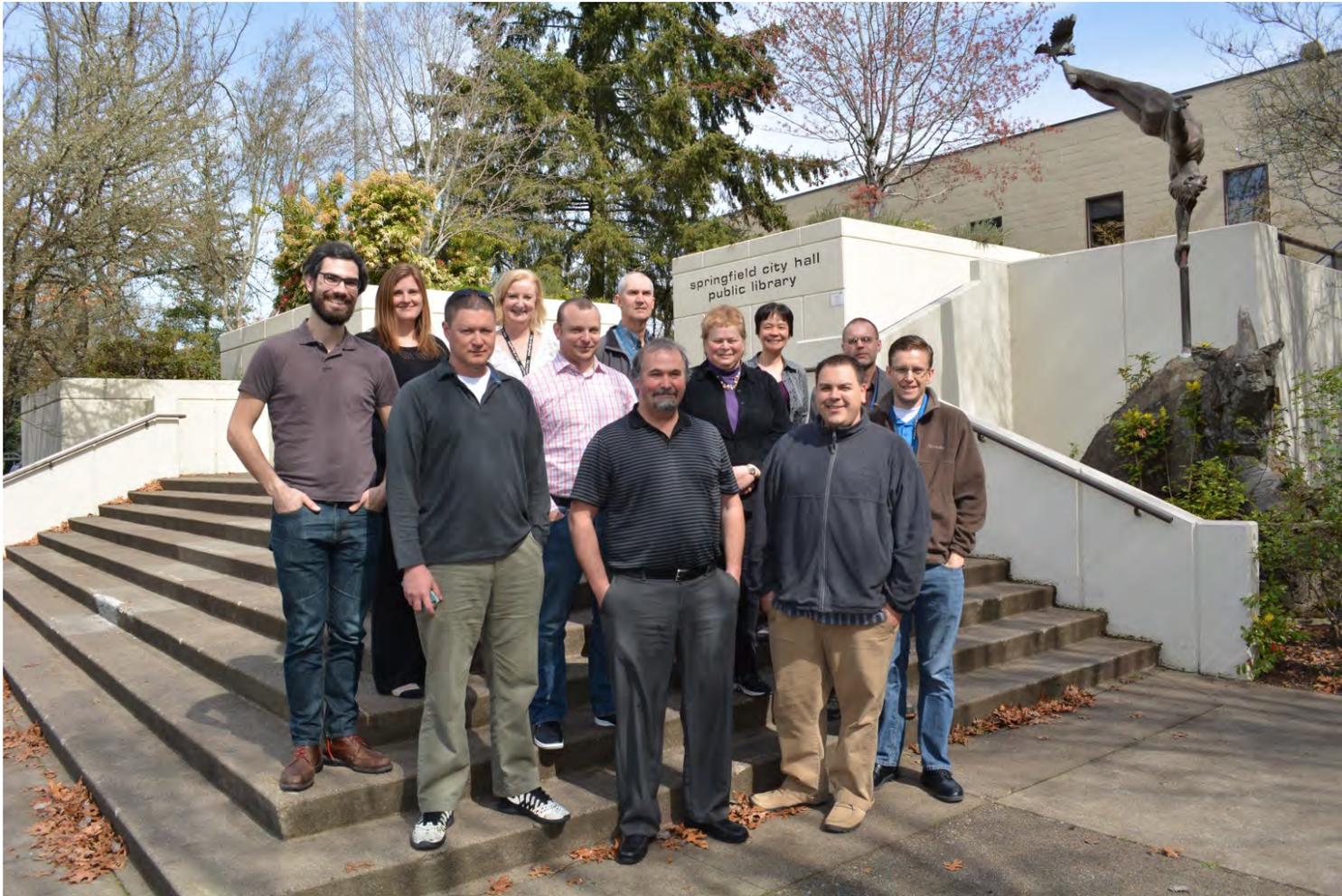
*“We live in a society exquisitely dependent on science and technology, in which hardly anyone knows anything about science and technology.”*

*-Carl Sagan*



# Information Technologies (IT)

FY 2016





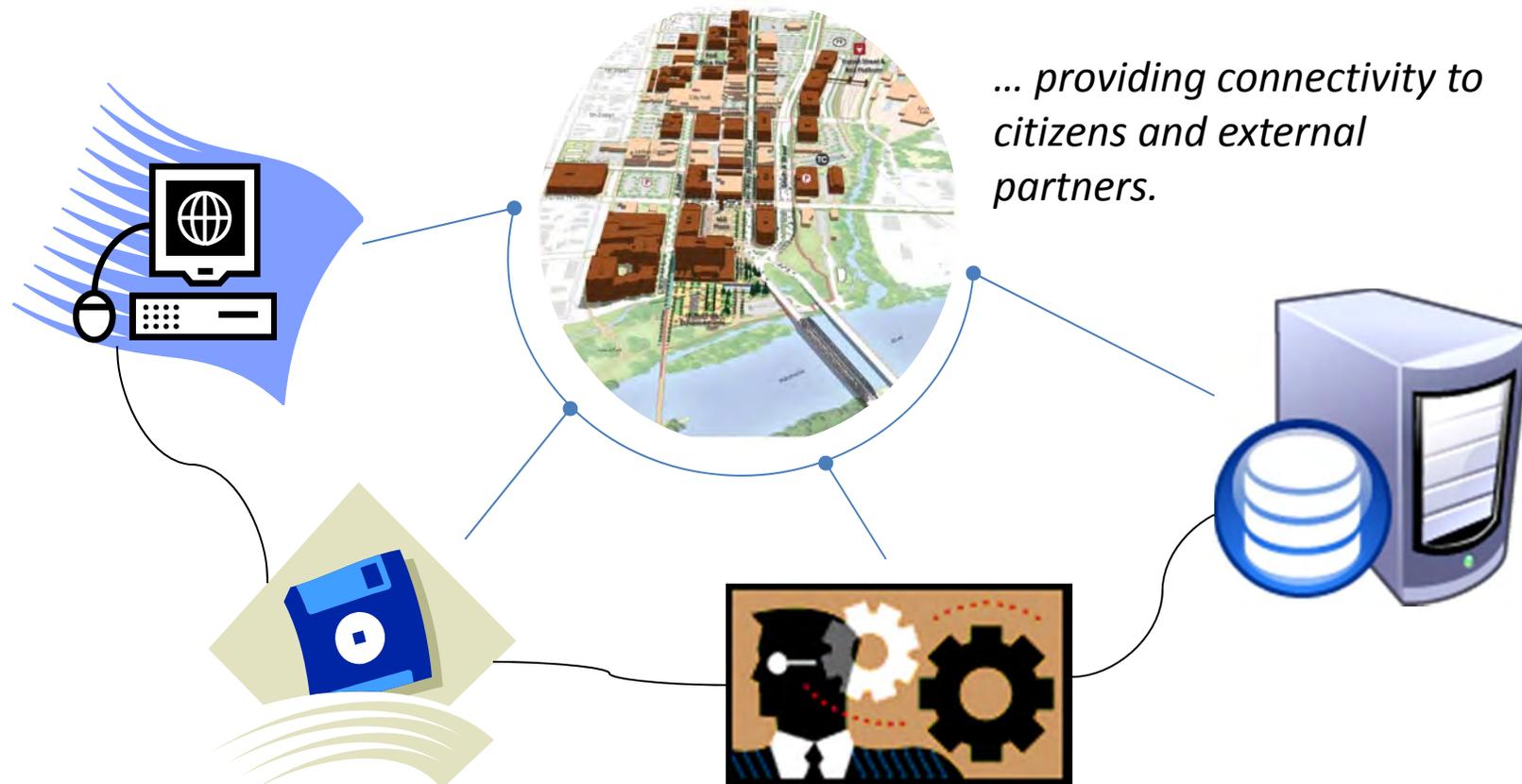
## Agenda

- **What is IT . . .(what is IT today)?**
- **IT Programs and Key Accomplishments**
- **Future Needs**
- **Future Opportunities**

# Information Technologies

FY 2016

*IT is an integrated system of devices, software, systems and people providing financial, human resource, public safety, public works, planning, and library information services to the City of Springfield.*

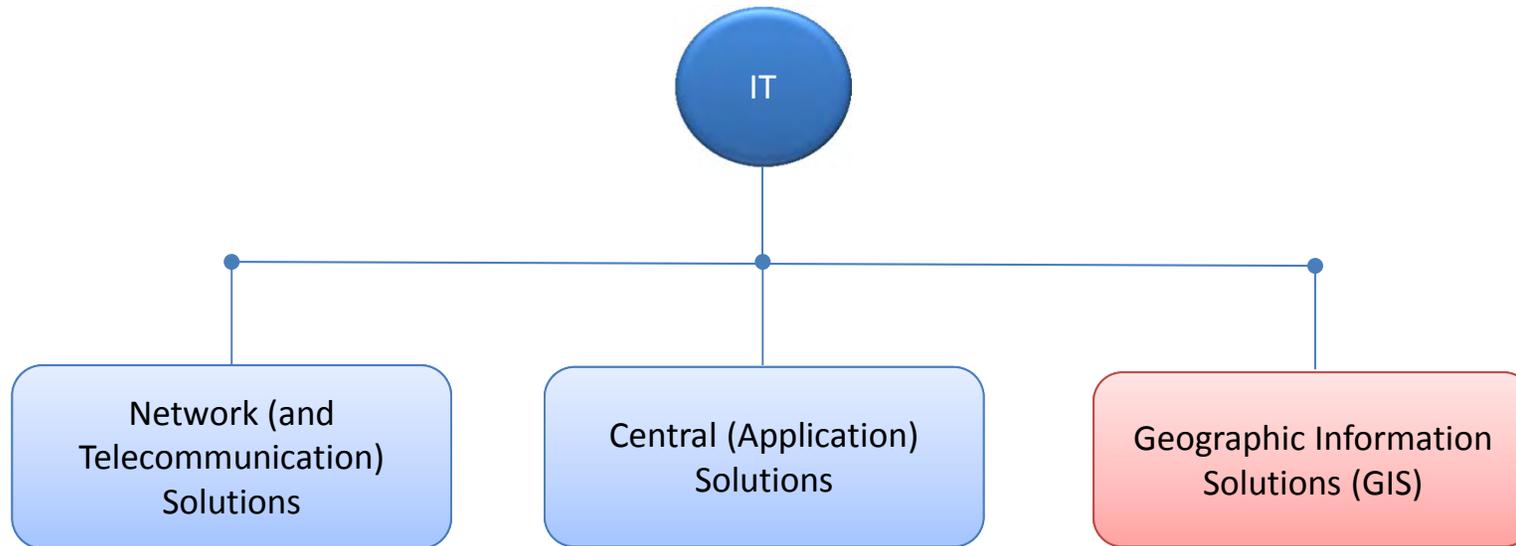




# Information Technologies

FY 2016

## Organizational Structure



*GIS has been moved from Development and Public Works to Information Technologies.*



# Information Technologies

FY 2016



## High level Priority Based Budget Program Areas

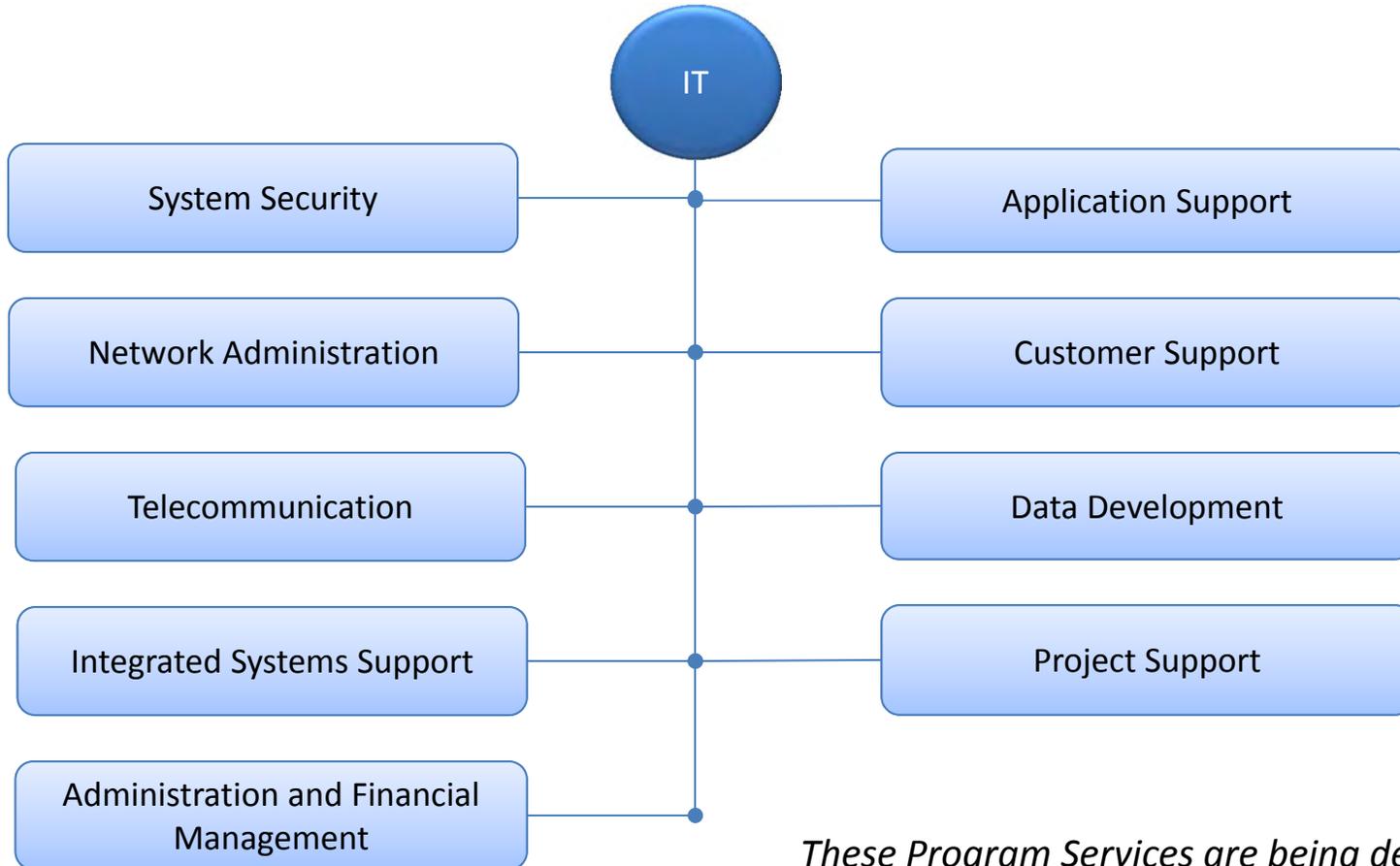
1. *Program areas are being developed through a strategic planning process*
2. *Service Level Agreements (SLAs), an outcome of this process, will clarify service and resource allocation to priority program areas*
3. *The goal is target and track priority services to city departments*



# Information Technologies

FY 2016

## High level Priority Based Budget Program Areas



*These Program Services are being developed through a strategic Priority Based Budget Process*

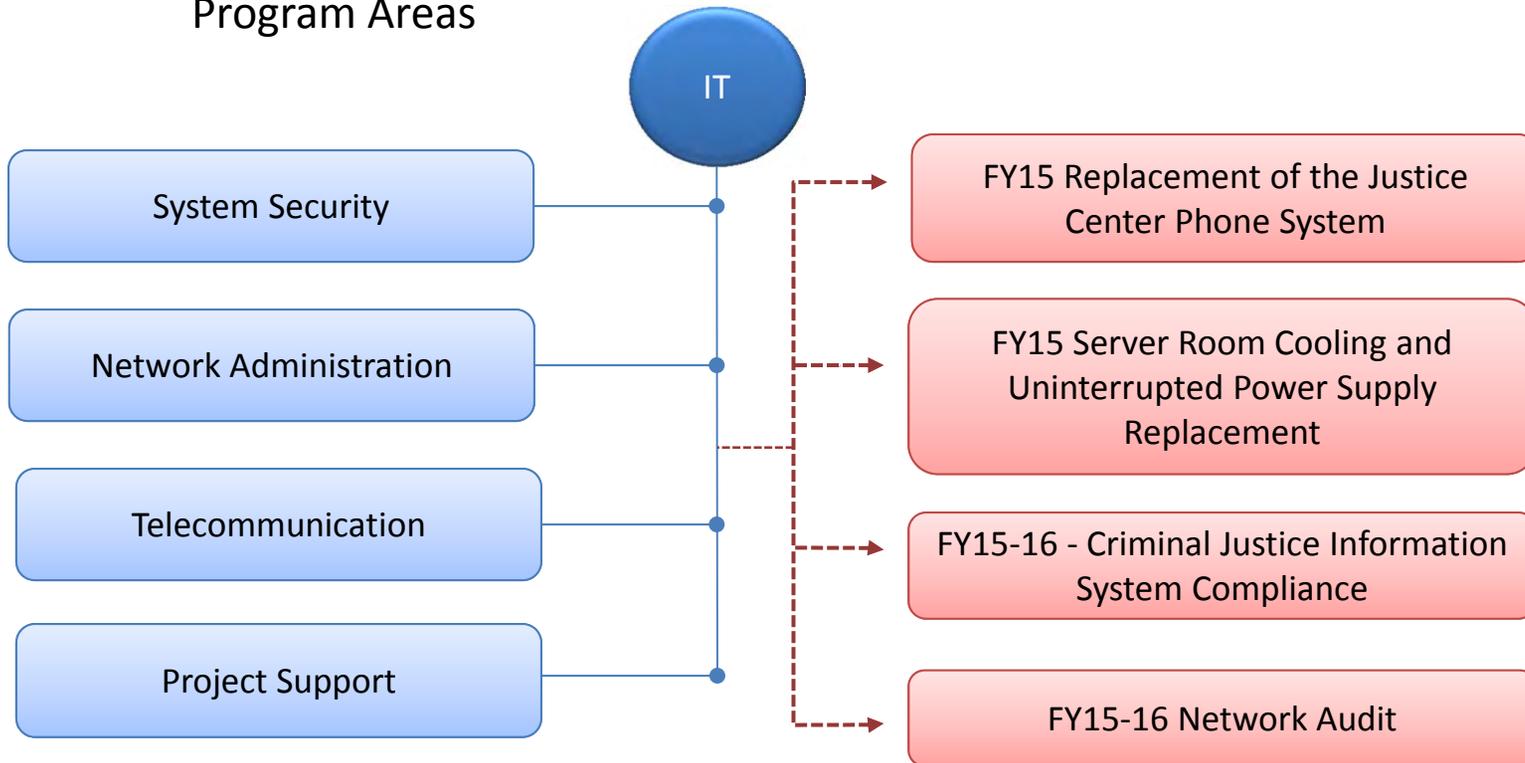


# Information Technologies

FY 2016

## High level Priority Based Budget Program Areas

## Key Accomplishments



*“As the world is increasingly interconnected, everyone shares the responsibility of securing cyberspace.”*

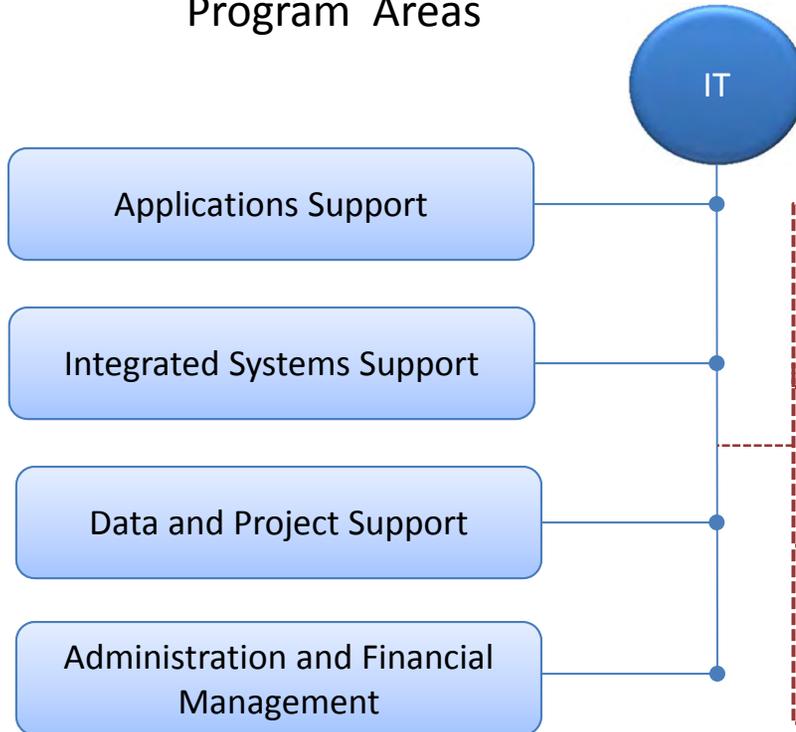
*Newton Lee, Counterterrorism and Cybersecurity: Total Information Awareness*



# Information Technologies

FY 2016

## High level Priority Based Budget Program Areas



## Key Accomplishments

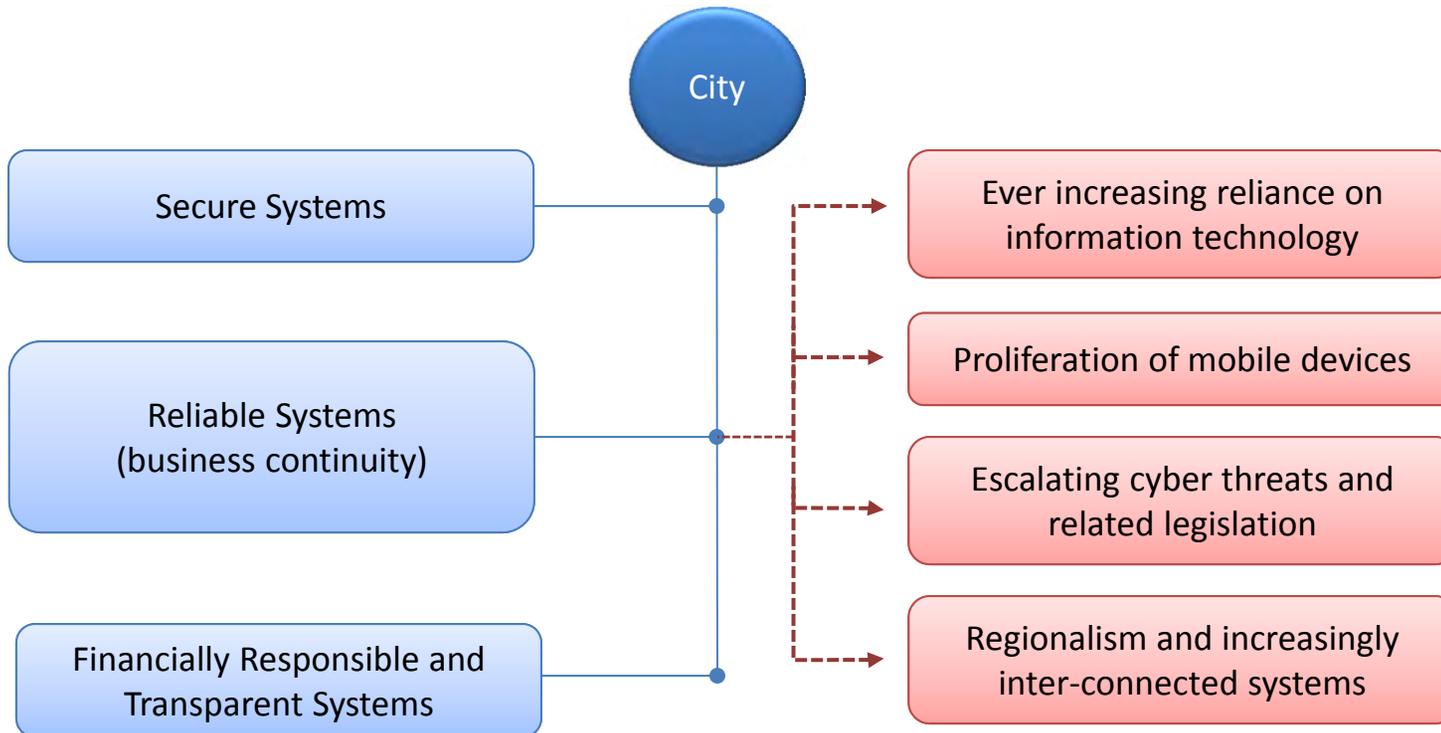


*"There is nothing so useless as doing efficiently that which should not be done at all."*

*-Peter Drucker*

## Future Needs

## Drivers

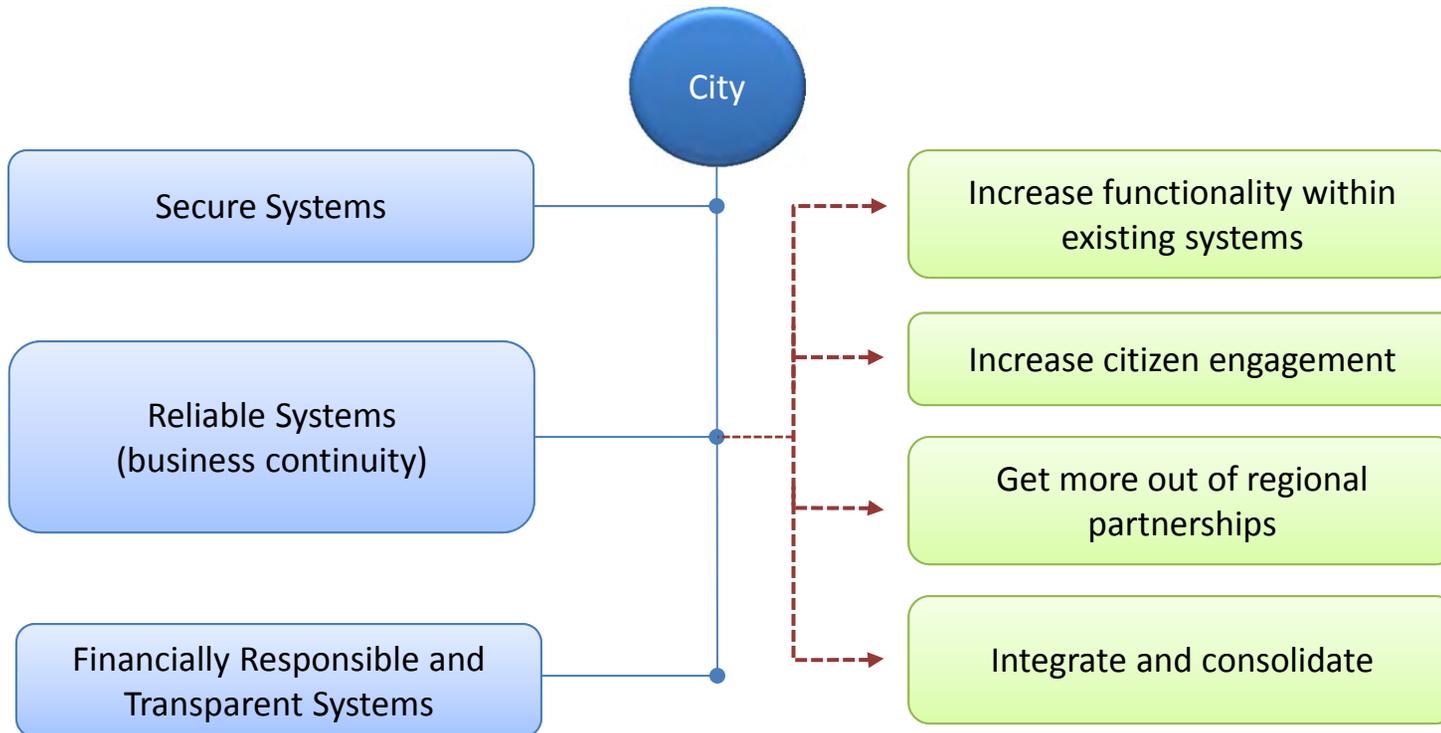


*"In the old days, people robbed stagecoaches and knocked off armored trucks. Now they're knocking off servers."*

*Richard Power*

## Future Needs

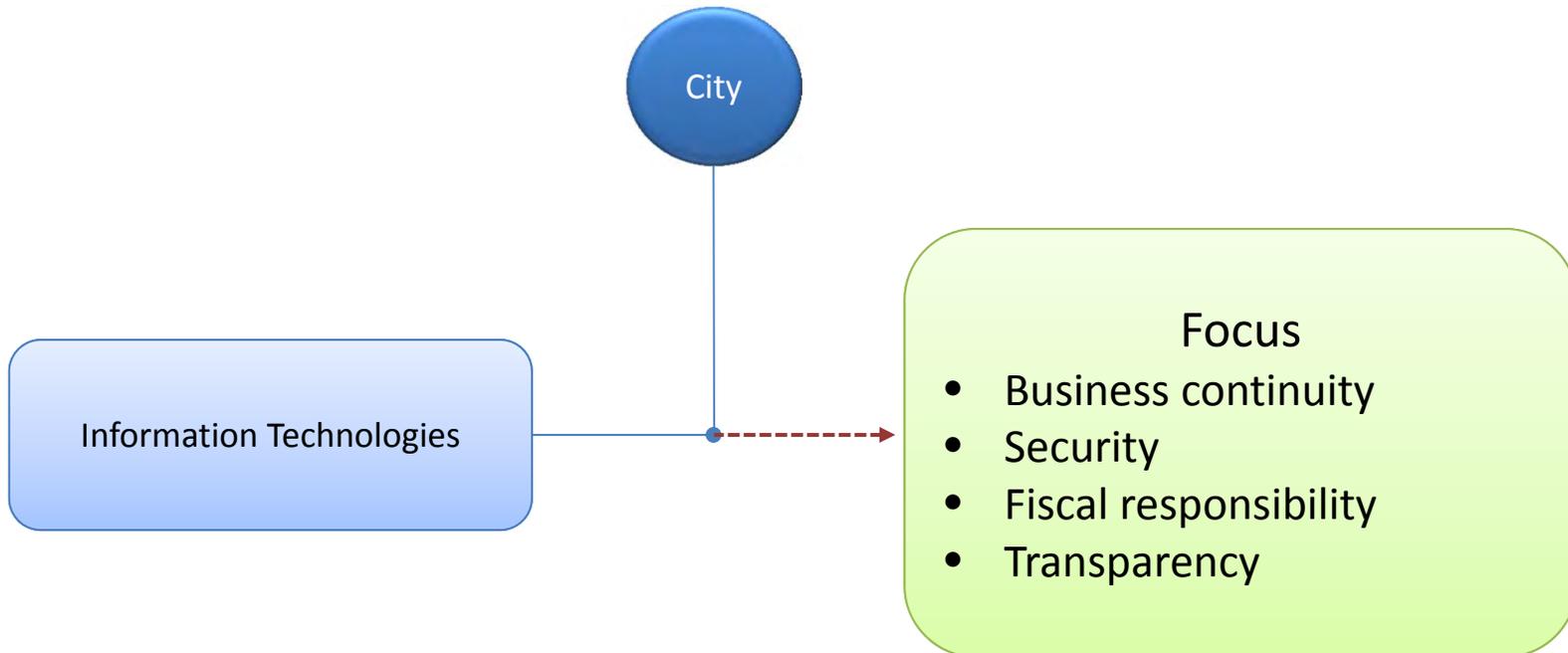
## Future Opportunities



*"In the old days, people robbed stagecoaches and knocked off armored trucks. Now they're knocking off servers."*

*Richard Power*

## Conclusion



*“The number one benefit of information technology is that it empowers people to do what they want to do. It lets people be creative. It lets people be productive. It lets people learn things they didn't think they could learn before, and so in a sense it is all about potential.”*

*-Steve Ballmer*

# Information Technologies

FY 2016



**To:** Gino Grimaldi, City Manager

**From:** Courtney Griesel, Community & Economic Development Analyst

**Date:** March 23, 2015

<b><u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u></b>	<b><u>FTE</u></b>	<b><u>COST</u></b>
South Willamette Economic Development Corporation Support Contract	0.0	\$50,000

**SUMMARY OF BUDGET AND SERVICE CHANGES**

The economy continues to show signs of recovery from the past years of economic downturn. Area businesses are leading the recovery by investing in Springfield facilities and employees, positively impacting the value of individual properties and the area unemployment rates. While staff is optimistic about continued recovery, we are still understanding that it will continue to occur at a slow and gradual rate, demanding us to be strategic and efficient in our budgeting and service delivery. It must also be noted that business changes have occurred which were both unexpected and unrelated to the economy’s downturn or recovery, but will impact city-wide property tax revenues received.

While there are no key projects or budget changes proposed which generate a request for additional FTE, it should be noted that 1FTE is anticipated to retire during FY16, generating opportunity for minor adjustments in reporting structure and general fund and urban renewal budget expenditures on staffing. These adjustments are anticipated to lessen impacts to the General Fund while increasing capacity in the Economic Development Program. The current proposed FTE for FY16 remains at 7.5 without a proposed increase in FTE or associated costs.

This year’s City Managers Office budget does not propose any significant program budget increases. The budget continues to fund programs at a level aimed to effectively provide key services and monitor costs and efficiency of service delivery.

**South Willamette Economic Development Corporation (SWEDCO) Contract**

SWEDCO is a newly formed (January 2015) regional organization focused on regional business recruitment, retention, and expansion. Formed in January, 2015, SWEDCO is supported by the City of Springfield, the City of Eugene, Lane County, Eugene Chamber of Commerce, Springfield Area Chamber of Commerce, Lane Workforce Partnership, and multiple other business support organization. The City of Springfield’s support to SWEDCO in the amount of \$50,000 for FY16 is the beginning of a commitment for annual support.

**FUTURE NEEDS**

The City Manager’s Office Economic Development Program manages both Urban Renewal Areas (Glenwood and Downtown) as well as revenues received from local Transient Room Taxes. While revenues seen from these programs has been gradually increasing over the past year, the increase is anticipated to continue at a conservative pace, requiring continued caution in the allocation of these funds to City and community projects. Additionally, the loss of a key industrial property located within the Downtown Urban Renewal Area will create a significant decrease in the annual increment funds generated within the district. Through committed leadership by the Mayor and efforts of staff, the loss will only be temporary while the property redevelops and utilizes enterprise zone incentives. This decrease in available funds is anticipated to, at minimum, limit the ability of the Downtown Urban Renewal District to implement multiple, or large, projects for FY16.

Transient Room Tax funds, those dollars received from each overnight hotel stay in Springfield, are also increasing as the economy recovers. These funds are vital to the City’s ability to fund community projects and events which positively impact the tourism industry and the number of travelers visiting Springfield, projects like the Simpson’s Mural installation and community unveiling and celebration event in FY15 which drew visitors to Springfield from around the world and has continued to draw visitors to the area since. In FY16, the City

Manager's Office Communications Program is excited for the next installation of artwork, a mural to honor Springfield resident Ken Kesey.

Beginning in FY13, the Communications Program also began accepting sponsorships for City organized events and projects. These revenues are aimed directly at funding the specific costs of a specific community project or event. Staff continues to identify and secure increasing numbers of partnerships for the funding of important community events and as a result, the FY16 budget includes an increased event program budget which utilizes no City tax funds but, rather, benefits from full repayment by event/project private sponsorships.

**CONCLUSION**

It is the ultimate goal of the department to most effectively, responsibly, and innovatively implement the priorities of the Mayor and Council, thus continuing to deliver high quality services and projects to both the organization and community.

The proposed budget meets the guidelines set forth by the Finance Department.



# City Manager's Office

FY 2016

## AGENDA

- Mayor and City Council
- Community Partnerships
- Intergovernmental Partnerships
- Economic Development
- Community Relations and Events





# City Manager's Office

FY 2016

## Mayor and City Council

Provide Financially Responsible and Innovative Government Services

Encourage Economic Development and Revitalization through Community Partnerships

Strengthen Public Safety by Leveraging Partnerships and Resources

Foster an Environment that Values Diversity and Inclusion

Maintain and Improve Infrastructure and Facilities

Promote and Enhance our Hometown Feel while Focusing on Livability and Environmental Quality





# City Manager's Office

FY 2016





# City Manager's Office

FY 2016

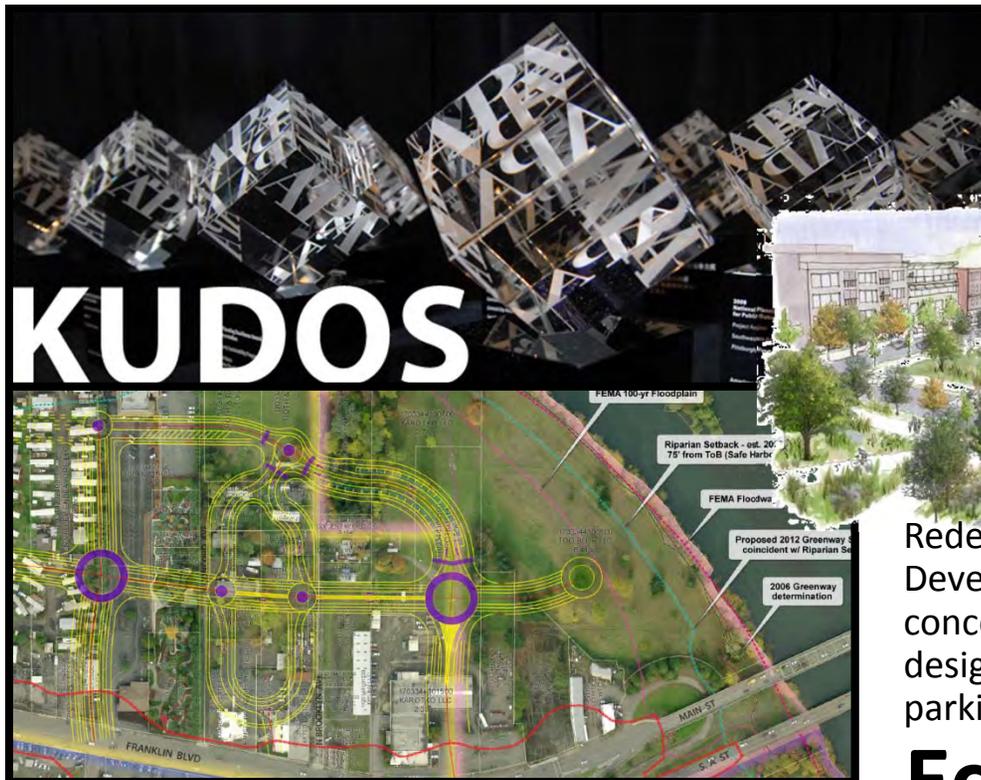
## Changes to Intergovernmental Funding Partnerships for Services in FY16

# SWEDCO

### **South Willamette Economic Development Corporation (SWEDCO)**

- Regional Business Recruitment
- Regional Business Retention & Expansion
- Partnership through Inter-Governmental Agreement
- *Proposed funding: \$25,000 General Fund*

Downtown continues to benefit from the investments of exciting new and existing businesses. Beautification projects are taking place, including lighting, façade improvements, and upgrades to bike parking, contributing to the constant efforts of generating a positive and exciting sense of place.



Redevelopment momentum in Glenwood is increasing. Development teams have come together to align multiple concepts to a shared street grid. City staff are assessing design and feasibility of infrastructure, including a shared parking facility.

## Economic Development



# City Manager's Office

FY 2016

## Community Events



Nick Symmonds  
Springfield 800



Simpsons



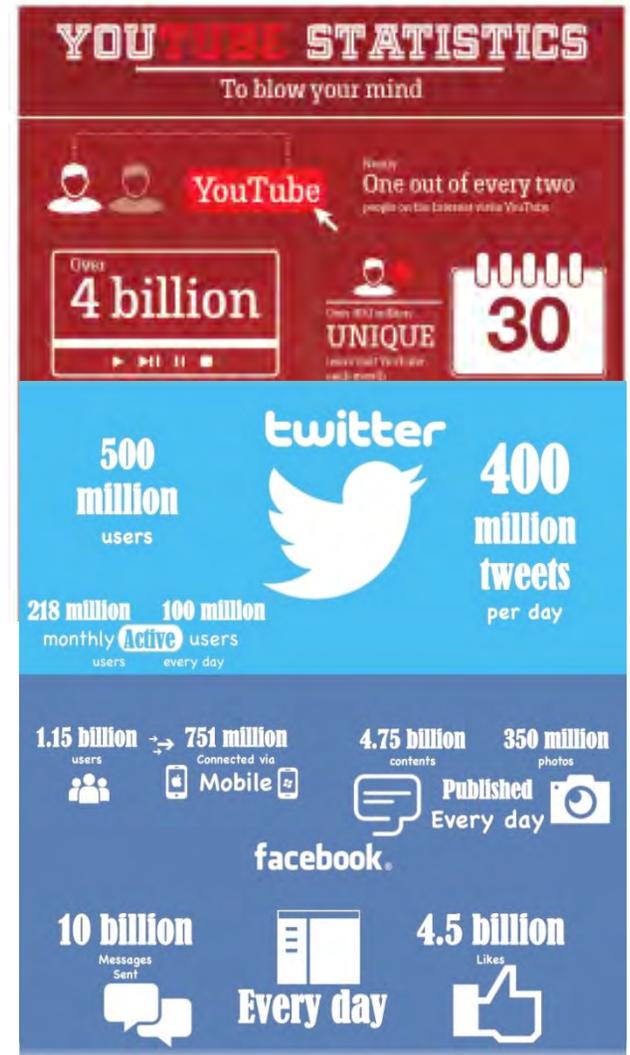
Mayor's Soccer Tourney



# City Manager's Office

FY 2016

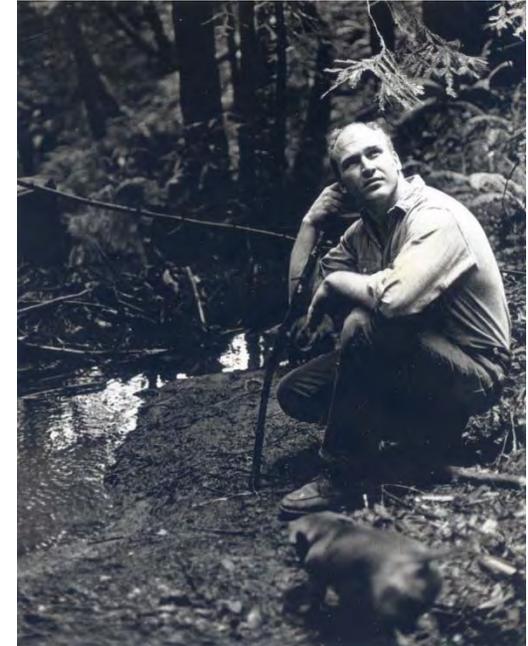
## Community Relations 2016





# City Manager's Office

FY 2016





# City Manager's Office

FY 2016

**Questions?**

**To:** Gino Grimaldi, City Manager

**From:** Greta Utecht, Human Resources Director

**Date:** March 23, 2015

<u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u>	<u>FTE</u>	<u>COST</u>
Staffing & Materials for Wellness Clinic	N/A	\$160,000
Clinic Relocation and Space Remodel	N/A	\$100,000
Volunteer Coordination Program	1.0 (LD)	\$87,000
Claims Specialist	.5 (LD)	\$43,000

**SUMMARY OF BUDGET AND SERVICE CHANGES**

**Benefit Plan and Program Administration (Quartile 2): Employee Wellness Clinic.**

The continual increase in health care costs and the complexity of meeting the requirements of the Affordable Care Act (ACA) continue to be a major focus of the department as we continue refining our practices and procedures as a self-funded health insurance provider. Becoming self-insured has greatly mitigated the increasing costs of providing insurance over the past two years and has also provided us with an opportunity to provide a greater level of service to our employees while continuing our efforts to contain our costs and hopefully avoid the most expensive feature of the ACA, the “Cadillac Tax”. Beginning in January 2018, the total cost of our health plan benefits per employee will be compared to a federally set threshold. If our plan costs exceed that threshold, we are subject to a 40% tax on all dollars above the threshold.

As of January 2015, we have remodeled the Employee Wellness Center (Springwell), formally staffed by a Registered Nurse, and created a more professional medical office which is now staffed three full days per week by a Family Nurse Practitioner (FNP), who is able to diagnose and treat minor illnesses, prescribe medications and write prescriptions and refer patients to specialists if needed.

By converting the Springwell Center to a health clinic, the City will be able to meet the primary care needs of most employees, dependents and retirees. Based on our experience, we believe that the clinic will reduce our claim costs because employees can visit the clinic at no cost, and will therefore avoid seeking service from more expensive care providers. The clinic is operated under contract at a fixed price. Since the City is self-funded, and 43% of all claims are for normal doctor visits, we anticipate a drop in costs as employees become more accustomed to using the onsite clinic. In the first two months of the Clinic’s operation, we avoided approximately \$12,000 in claims (based on an average cost of \$142 per primary care visit), and our FNP has only averaged four patient visits per day. With more marketing and exposure, our goal is to maximize our nurse’s time to a minimum of eight patients per day in the current space, and to date, the numbers are increasing. Later this calendar year, we hope to move the clinic to a larger space here in City Hall, and further increase the number of patients that can be seen, as well as increase the level of services.

**Classification and Compensation Management (Quartile 1): Non-Union and SEIU (OPEU) Employee Compensation Plans.** In moving away from automatic pay increases based on CPI, we have committed to doing periodic market surveys to be sure our plans remains competitive but not above market. We contracted with an external consultant to perform the market survey and analysis, and apply the results to our pay plans. As the economy improves and we continue to experience a high number of retirements, having a competitive compensation plan that allows us to fill our vacancies with high quality applicants is important in providing the

level of services the community has grown to expect. We strive to have a plan that is internally equitable, and placed suitably in the market based on the position we are trying to fill.

When we changed to a different type of classification plan in 2011, we hoped for a more flexible system that would allow us to be more nimble and reflective of change within our workforce. That has certainly been the case, and particularly over the past year. As a result of several high level retirements in different departments, we have been able to restructure, reorganize and achieve either savings or more resource from the same expenditures because of our ability to re-align our jobs with the needs of the organization. Two prime examples are the re-organization in the police department with the re-introduction of the lieutenant rank and the addition of more resource in the Library for the same cost.

**Risk Administration (Quartile 1): Volunteer Coordination Program.** Human Resources has had a limited-duration (one year) Volunteer Coordinator position since July 2014. That position has again been included in our FY16 budget as limited duration. The City utilizes the services of approximately 200-250 volunteers in most departments, especially in the Library, the Police Department, and in the Development & Public Works Department. For many of these individuals, the City provides Workers Compensation insurance coverage, and many of them have access to confidential/secure areas of our facilities and systems, and direct contact with children. Our insurer has set forth a list of best practices that, if adhered to, will directly result in lower premium costs and far better controls and lower risk exposure. Having a volunteer coordinator position is one of those best practices. Thus far, the volunteer coordination program has developed a consistent and centralized application and review system, created a database of volunteers with their interests and skill sets that all departments can pull from when they need help, established a newsletter and online presence and a lobby customer service kiosk. In addition, our volunteer coordination staff has developed standard policies and procedures for the use of volunteers, and a program to acknowledge and positively recognize the value they give to the City that culminated in an award celebration on January 28. In ten months, the dollar value of the 14,000 hours worked by the City's volunteers equated to \$342,667. Because of the success of the program's first year, we are continuing the program for another year.

**Recruitment and Selection (Quartile 1):** An additional benefit to having a volunteer coordinator is that we are able to bring people who reflect the diverse nature of our community into the organization and who we can help be viable candidates for our positions. Recruiting for volunteers is similar to recruiting for paid employees, and we have several interns and volunteers who are interested in regular positions; they are learning skills that will help them in a formal recruitment and selection process.

We are also making major changes in our recruiting efforts, especially for our law enforcement positions. We have "taken our show on the road" to colleges and universities and have seen a dramatic increase in the number of applicants for our police officer positions, especially in regard to the number of women applicants.

We are constantly re-evaluating our selection processes, and helping departments design the best process for the job they are seeking to fill. We have incorporated nationally validated testing in our processes to ascertain customer service qualities, supervisory skills, and law enforcement capabilities. In addition, for director and upper management level positions, we have included Behavioral Event interviewing, which assesses candidates in their Emotional Intelligence dimensions. As the economy continues to improve, our recruitment and selection processes will become even more crucial in our ability to compete for the best candidates.

**Risk Programs and Claim Administration (Quartile 1) & Benefit Plan & Program Administration: Claims Specialist.** Managing Workers Compensation (WC) claims and returning employees to work as soon as possible is a key factor in helping employees and reducing City costs. Having one person assigned to our risk programs is not sufficient to adequately manage the program. Since December 1, 2014, Human Resources has had additional assistance from a limited duration position who has been managing and tracking our WC, Short-Term Disability (STD) and Long-Term Disability (LTD) claims. Primary duties of this position are to process claims and related documents, to contact claimants weekly to check in on their status; to push employees to complete documentation, to push supervisors to investigate incidents and accidents in a timely manner, to work with supervisors on appropriate early Return to Work (RTW) positions and to work with supervisors and our insurer on Employer At Injury Program (EAIP) Worksite modifications. We are eligible to receive 45% of wages for 66 days from the State while a worker is on modified duty, but it requires time to document and apply for that revenue.

Between 12/1/2014 and 2/28/2015 this effort has resulted in an additional \$22,000 of revenue from the State as wage subsidy, and \$20,000 in reimbursement for worksite modification purchases. Ergonomic furniture, heart healthy fire sirens, better lighting, and public reception counter safety features are examples of ways the EAIP funds can be used.

STD and LTD claims tracking can result in less duplication of effort if benefit is delivered at time of injury. Calculating differential between insurance benefit and employee's accrued time usage is complicated and after the fact, which results in manual adjustments and increased resource needs.

In order to have a longer period of time to assess whether the revenue experienced thus far is sustainable, we are continuing the claims administration program through December 2015 on a limited duration basis and will then reassess.

**Employee and Labor Relations (Quartile 1):** Contract negotiations, grievance management and supervisor coaching continue to be a large workload in Human Resources and Finance. This past year saw the birth of a new bargaining group when changes in State statute allowed the Fire Battalion Chiefs to organize. As a result, a new contract was bargained between the Battalion Chiefs (now part of the larger IAFF 851 unit) and the Cities of Springfield and Eugene. Shared governance of the Fire Department continues to pose challenges and opportunities as we discover more differences between each City, and work to find common solutions to problems and issues.

We are now in the beginning stages of bargaining the larger IAFF contract, which expires June 30, 2015. In addition we are also at the bargaining table with our AFSCME unit.

### **FUTURE NEEDS**

Personnel costs (compensation and benefits) continue to be the major cost driver in our and other public sector organizations. Maintaining an attractive compensation and benefit package is fundamental to our ability to continue to provide excellent services to the community, while protecting the assets of the City means constantly analyzing and searching for the best way to achieve that goal without jeopardizing the City's financial stability. In addition to base salary, we will continue to review other compensation ingredients to determine if we are above, at, or below what is appropriate to pay. We are reviewing our vacation and sick leave benefits, both for active and for retiring employees. For example, in partnership with Finance staff, we have embarked upon an analysis of whether it would be to the City's and our employees' advantage to move from a separate vacation and sick leave benefit, to a combined benefit, often referred to as "paid time out." We have also reviewed implementing a post-retirement VEBA plan account that would allow for retirement payouts to be placed into a tax free account for health related expenditures. Employees would avoid federal and state taxes and the City will avoid payroll taxes.

Greater investment in employee training is also high on our priority list, especially with regard to cultural competency, improved communication, and supervisory training, all of which have been reduced during the past four years.

Investment in more analytical resources, whether in Human Resources or Finance is an investment in our future, as is more support and investment in technology. There are technological tools available such as a Risk Management system, a Volunteer Management system, and a Recruitment system that would provide far more sophisticated analysis and support than what we now have, plus allowing for staff resources to be more effectively deployed.

The Springwell Employee Clinic is a perfect example of finding the right balance between employee support and financial savings. With the onset of the Affordable Care Act, and the probability of the Cadillac Tax in 2018, we believe that the Clinic may actually save us direct health care costs in the long term, while providing an incredible benefit to our employees.

### **CONCLUSION**

A fundamental value of the Human Resources department is to maximize employee effectiveness *and* satisfaction. Protecting our financial and human resources, preventing needless costs that can result from inadequate risk management or misadministration of pay plans and benefits, and continuing to evaluate our programs for cost containment is how we see our role in providing the best service to the community.





# Highlights Challenges Opportunities





**“New” Wellness Clinic opened January 1, 2015  
staffed by Family Nurse Practitioner.**



- Provides same services as family doctor
- Has potential of reducing City's health benefit costs
- Provides enhanced benefit to employees



Redecorated  
lobby/waiting  
room



- Benefit available to dependents, including kids 4+ in age, as well as to retirees
- Generally same day appointment
- Close to work so less time away from job
- Sports physicals, shots

# Human Resources

FY 2016



Professional  
Exam Room



- Sarah Aitken, FNP employed by Cascade Health Solutions
- Complete confidentiality for patients
- Service provided on flat rate contract, so more use means more savings
- Provides primary care & preventive care services, Rx and lab work



## Wellness Clinic Challenges:

Need larger space in order to perform more procedures:

- Lab
- Accessible rest rooms
- Additional exam room with sink
- Office space
- Waiting/reception space
- Sound-proofing

## Wellness Clinic Challenges continued:



Would like to remodel space in City Hall (east wing), since ultimate plan is for Fire personnel to move to Eugene.

- Have budgeted funds for improvements
- Would provide accessible external entrance
- Larger facility would encourage other agency participation



## Wellness Clinic Opportunities:



- Keep overall health costs down and mitigate Cadillac tax in 2018
- Reduce time employees need to be away from work to see family doctor therefore increasing productivity
- Encourage employees to seek treatment at onset rather than waiting until Urgent Care situation
- Identify chronic conditions early and treat with less extensive methods
- Provides an attractive recruitment tool; we are currently the only public sector agency except 4J Schools with such a positive benefit



# Human Resources

FY 2016

## Volunteer Coordinator Program



- City benefits from 200-250 volunteers annually
- We provide WC insurance coverage for many; our insurer provides City with financial incentive if we have strong oversight of volunteers
- Until FY2015 we had no coordinated oversight for volunteers.

# Human Resources

FY 2016

We couldn't do it without our volunteers!



## Volunteer Program Accomplishments



- Have created database to help match City need with volunteer's skill
- Held 1<sup>st</sup> annual all-City volunteer recognition event, presented City with "check" representing the financial value volunteers provide to our community





## Volunteer Program Accomplishments

- Have website presence and newsletter to recruit new volunteers
- Are placing volunteers in departments throughout City to help perform duties that support ongoing operations:, such as book shelving in Library, filing in DPW, data entry in HR, fleet maintenance in the PD, etc.
- Developed policies and practices for use of volunteers and interns to ensure our compliance with State labor laws
- Recognizing hours that volunteers put in with President's Volunteer Service Award Program



## Volunteer Program Challenges

- Currently staffed by one limited duration (LD) FTE and supported by volunteers; need ongoing permanent position to ensure that gains made in FY15 continue
- Need better software system to enroll, review, engage, recognize and match volunteers with appropriate assignments
- Need to continue culture of appreciation and recognition of how much volunteers bring. Change employees' perception of "just a volunteer" to "one of us; service motivated unpaid employee"

## Volunteer Program Opportunities



- Integrates community with City organization & allows citizen to learn and support our operations
- Provides unofficial recruitment opportunities: volunteers see what it takes to work at the City of Springfield, and we have chance to test and observe skills in informal venue
- Provides highly motivated workforce we couldn't otherwise afford
- Demonstrates our organization's and community's "can do, will do" values



## Risk & Benefits: Claims Management

- Employing .5 FTE LD to actively manage Workers' Compensation and Disability claims
- In initial three months, were able to recoup \$22,000 in wage subsidy and \$20,000 in work site modification reimbursement
- Have ability to help employees return to work more quickly after injury and prevent injuries in future
- Changing employee demographics require more flexible work sites and equipment

## Risk & Benefits: Claims Management

- Although generally used to aid injured workers in returning to work, sit-stand work spaces are becoming more prevalent in work place
- Center for Disease Control & Prevention 2011 study shows that reduction in sitting time improves health, reduces upper back and neck pain and improves mood and performance
- Average sit-stand desk can run between \$1500 and \$3000 depending on size and complexity
- Without reimbursement from State and active management of claims, we would not have ability to respond to employees' health issues



## Challenges Now and in the Future



- Personnel costs major expense for public sector; total compensation package review is key in finding balance and solutions
- We need to be vigilant in searching for ways to mitigate costs while not deteriorating our ability to be employer of choice
- Economic recovery in private sector putting pressure on our ability to attract and retain top caliber employees
- Responding to changes resulting from Affordable Care Act will continue to impact all aspects of HR's work

## Challenges Now and in the Future



- Potential unfunded legislative mandates regarding employment matters and collective bargaining
- Demographics indicate huge loss in institutional knowledge: 56% of supervisors and managers able to retire in next 3 years
- Need to provide more leadership and risk avoidance training
- Need to continue to find ways to diversify our workforce

## Opportunities for HR



- Have a trust relationship with our employees
- Able to be more nimble in making changes than larger organizations
- Have good relationships with our unions
- Have been able to recruit very talented employees city-wide
- Stars aligned re Clinic, Self-funding and ACA

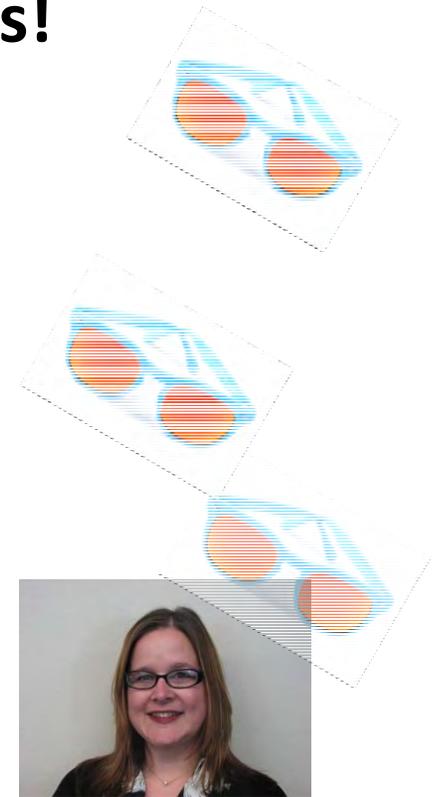
# Human Resources

FY 2016

Our future's  
so bright...



We gotta wear  
shades!



**To:** Gino Grimaldi, City Manager

**From:** Tim Doney, Chief of Police

**Date:** 3/16/2015

<b><u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u></b>	<b><u>FTE</u></b>	<b><u>COST</u></b>
Department Reorganization		\$35,000
Vehicle for Drug Dog Team		\$32,000
Body Camera Pilot Project		\$18,000
Detention Officer Position – Municipal Jail	1.0	\$89,000
Sungard Implementation		Unknown

**SUMMARY OF BUDGET AND SERVICE CHANGES**

Department Reorganization

The Department is reorganizing its rank structure with the creation of four Lieutenants, which will increase the General Fund budget by roughly \$35,000. The goals of the reorganization are to improve the ability of the Department to respond flexibly and dynamically to changing conditions in neighborhoods and the community; to improve succession planning; improved supervision; move towards state accreditation; and to increase training opportunities for all staff.

Vehicle for Drug Dog Team

Funding for a vehicle for the Drug Dog team has been added to the Federal Forfeiture budget. One of the ongoing measures of success for the program will be to generate enough continued funding to be financially viable, and the purchase of this vehicle will not have an impact on the General Fund. Initial implementation of the drug dog team in Fiscal Year 2015 has been successful, although there have been some mechanical and electrical issues with the currently assigned vehicle. Addition of this request will allow a full and fair assessment of the drug dog team’s effectiveness and potential. The drug dog program will significantly increase the Department’s ability to disrupt drug trafficking along the I-5 corridor and through local transportation and shipping hubs.

Body Camera Pilot Project

Funding for a pilot project exploring the implementation of body cameras for patrol officers is also included in the Forfeiture budget. This project may or may not be implemented during FY16, and the lieutenant assigned to the pilot project will be expected to develop a full cost proposal for long term sustainability before a full implementation is planned and approved.

Detention Officer Position

With the implementation of the Lieutenants, the municipal jail will now report to a Lieutenant rather than to a civilian manager position. Recognizing that a majority of the Jail’s funding comes from the Police Operating Levy, the Department will consider long range staffing needs, future program direction, and consideration of implementing work crews as part of an ongoing analysis seeking to implement a long term, sustainable funding and operations model.

For FY16, one additional Detention Officer position has been added to the Jail budget, position #1539, at an estimated cost of \$89,000. Adding this position will decrease the number of forced overtime shifts worked by Detention staff.

### Sungard Project Implementation

In November of 2013, the Department implemented new dispatching and record keeping databases that support a majority of the law enforcement work carried out by the Department. We are continuing to work with the vendor, Sungard, and with our regional partners to implement additional components of the system: such as field-based reporting, electronic ticketing, and to integrate our data with the systems used by Municipal Courts. The Department will continue to work on efficiencies available within the system, with an eye towards improving productivity and lowering the costs of conducting business. Negotiations for contractual support of the system with the City of Eugene are ongoing, and the outcome of those negotiations will impact future operating costs for the Department.

## **FUTURE NEEDS**

### CJIS Compliance Project

Additional funding during FY16 for the CJIS compliance project is part of the IT Department's budget request, but the work directly impacts the Police Department. Costs for the portion of the work scheduled during FY15 is being funded by the Police Department budget, and the PD strongly supports the request from IT to include funding for FY16 to complete the work.

### Regional Radio System Maintenance and Upgrades

The Police Dispatch Center relies upon three Motorola Gold Elite consoles for radio dispatching. This equipment, originally purchased and installed in 1996, has reached the end of its useful life and needs to be replaced. The Department will coordinate with regional partners to secure the best pricing from Motorola for this critical investment.

### Departmental Training and Policy Development

The Police Department believes that public support, departmental accountability and integrity are essential to maintaining a positive relationship with the community, and to limiting the City's exposure to civil liability. To that end, the Department will seek to provide training opportunities to its members in areas of professional expertise, leadership, and community interaction. In support of that training, the Department will explore adopting Lexipol as a policy platform. Lexipol is a set of standardized policies developed for each state that follows best practices and maintains policies current with case law and societal trends. Oregon Accreditation may also be considered in the future.

## **CONCLUSION**

The Department has submitted a budget which complies with the direction received from the Finance Department. This budget continues to be extremely frugal and will likely rely upon staffing vacancies to meet financial targets. The Department believes that it will be able to meet the goals and objectives of the City Council within the available resources.



# Police Department

FY 2016



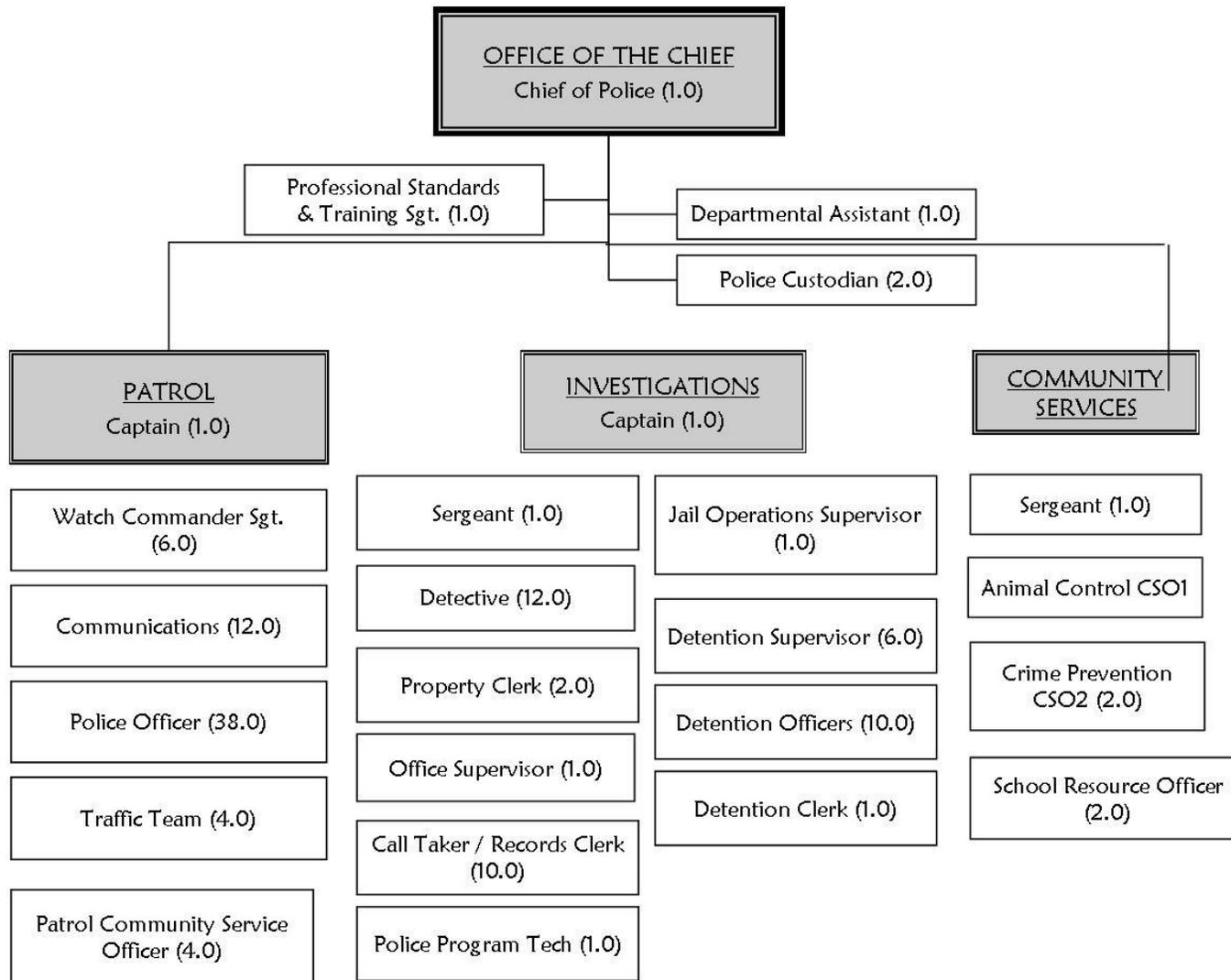
*Committed to Excellence*



# Police Department

FY 2016

## Previous Organizational Structure



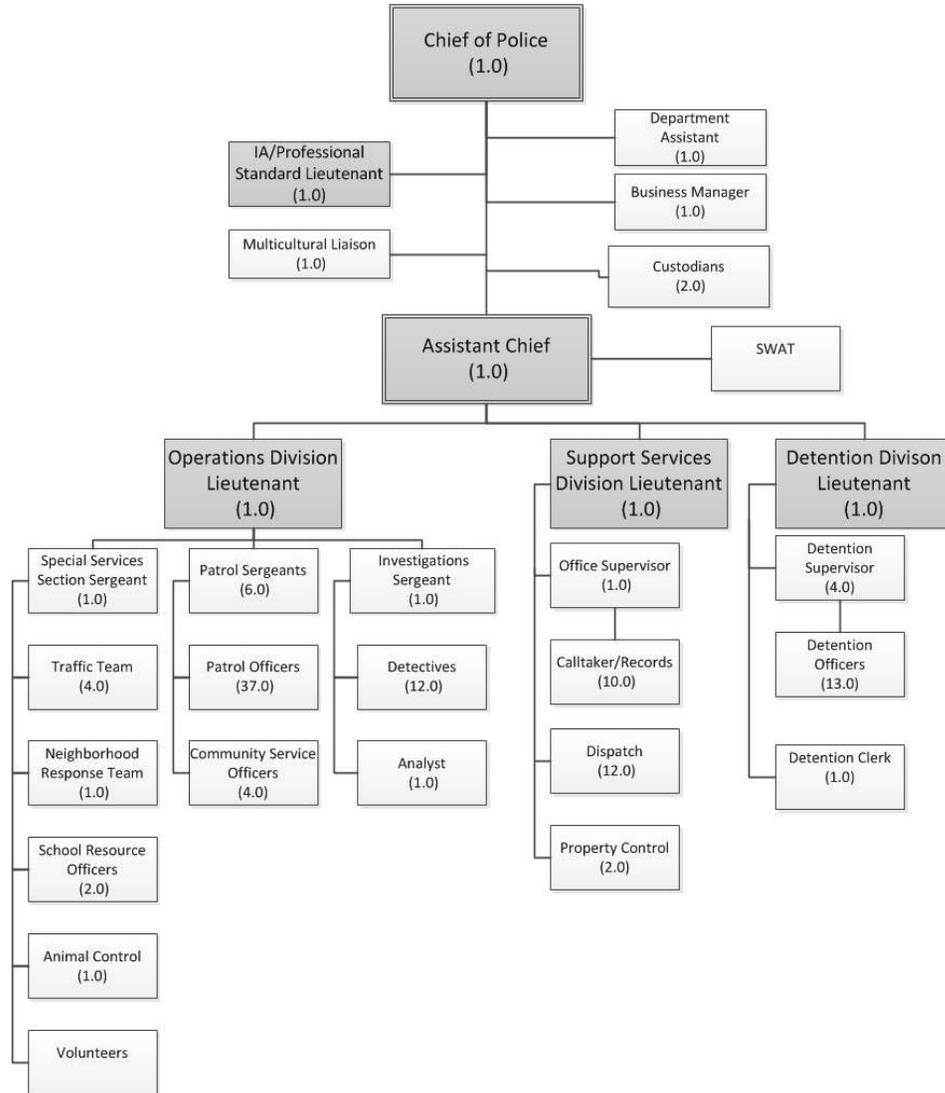


# Police Department

FY 2016



## New Organizational Structure





# Police Department

FY 2016

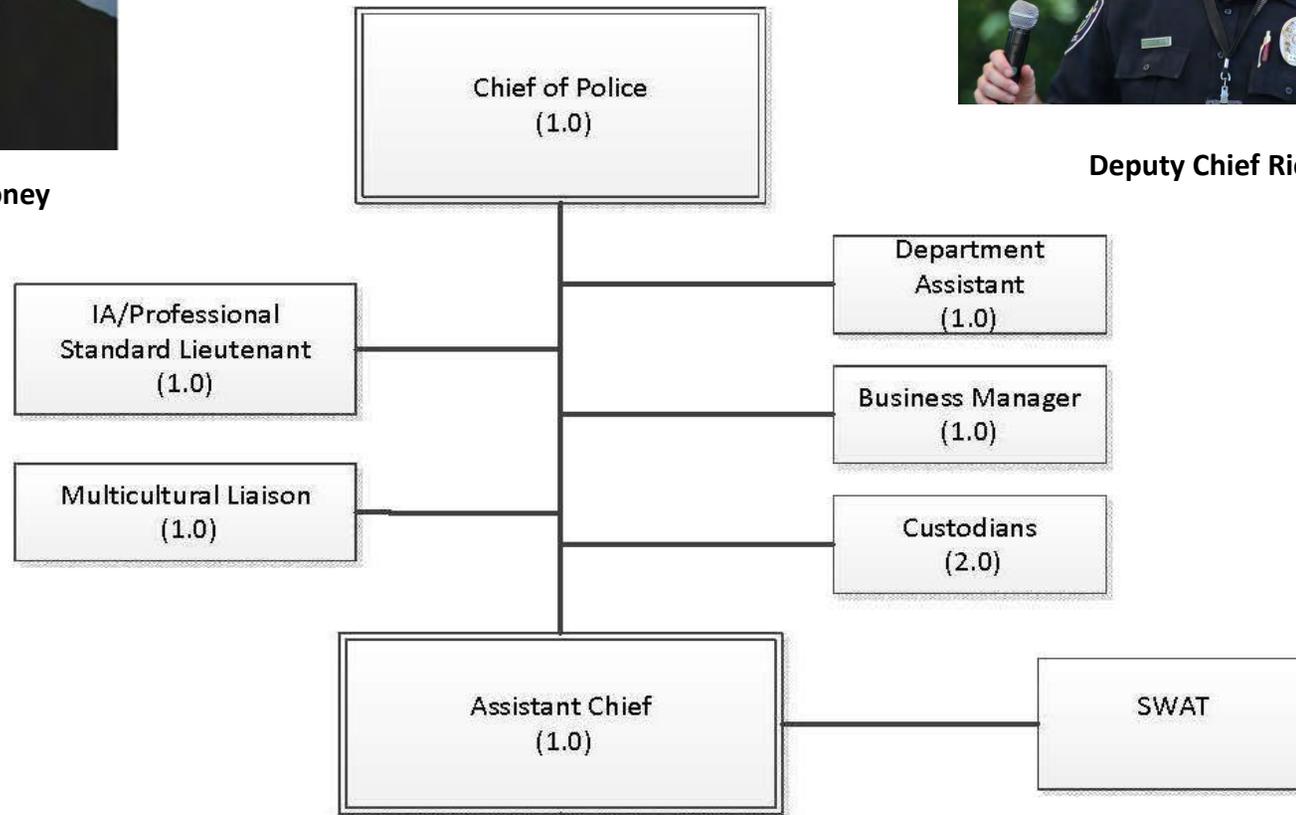


Chief Tim Doney



Deputy Chief Rick Lewis

## Office of the Chief





# Police Department

FY 2016

## Office of the Chief

### In 2014

- Six new employees hired
- Over 2900 training hours provided to employees
- Managed a budget of \$20.1 million dollars
- Coordinated multiple community events, including the Citizen Police Academy



Lieutenant Dick Jones





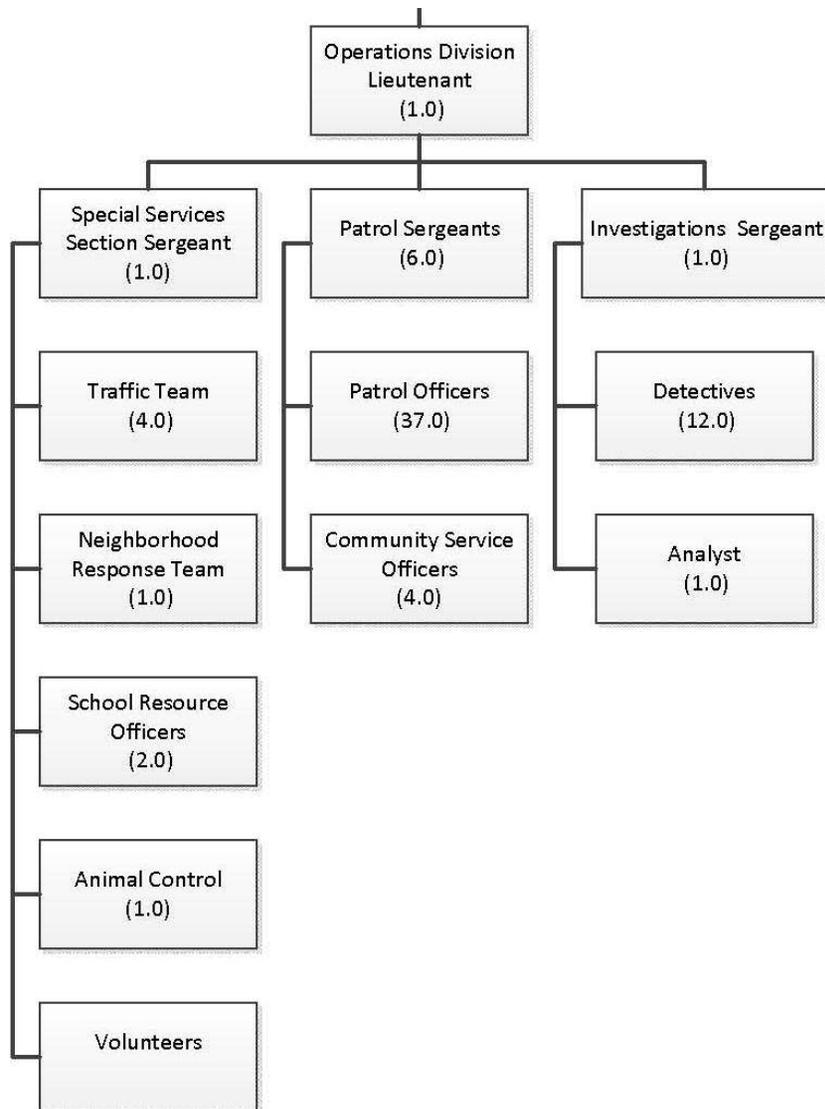
# Police Department

FY 2016

## Operations Division



Lieutenant Tom Rappe





# Police Department

FY 2016

## Operations Division

In 2014

- 5,871 Arrests
- 549 DUII arrests
- 4,866 Traffic Citations
- 3500 Dog Licenses Issued or Renewed





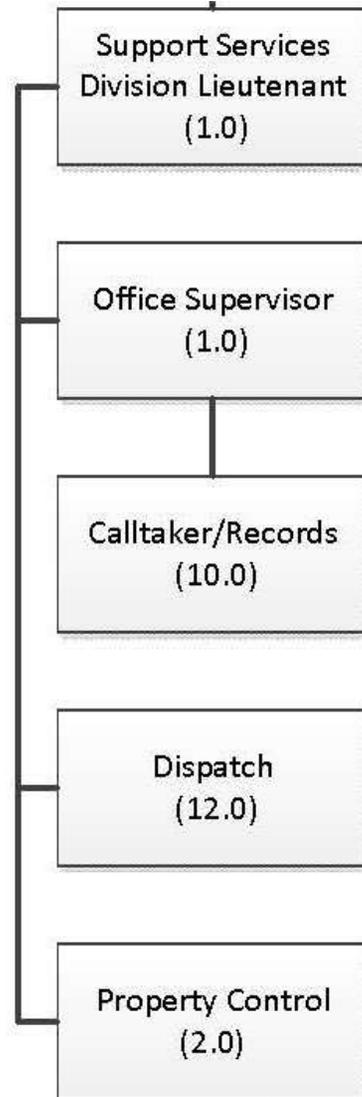
# Police Department

FY 2016

## Support Services



Lieutenant Scott McKee





# Police Department

FY 2016

## Support Services

In 2014

- 85,000 Telephone Calls
- 53,400 Calls for Service
- 11,132 Police Reports
- 5,745 Property Items lodged





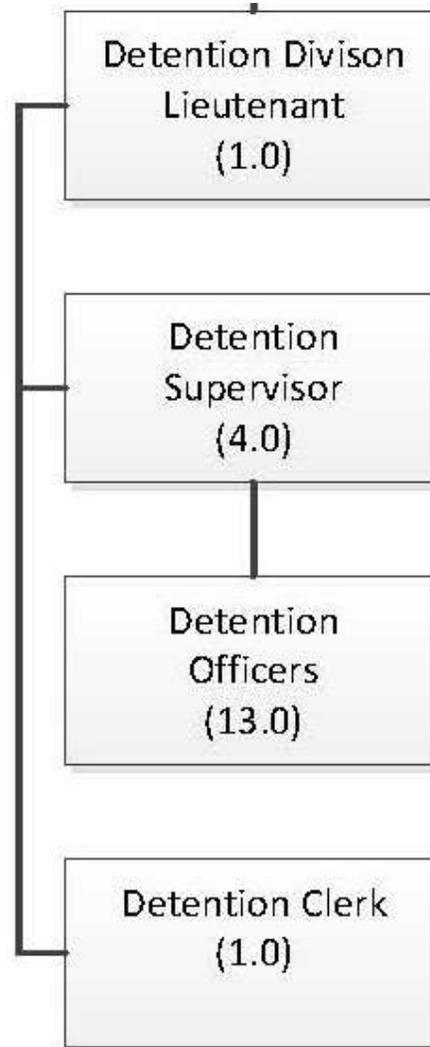
# Police Department

FY 2016

## Detention Division



Lieutenant Russ Boring





# Police Department

FY 2016

## Detention Division

- 2098 Inmate Bookings in 2014
- \$227,325 revenue from leased jail beds
- For FY16, the Jail is adding 1.0 FTE with the goal of improving overall Jail operations
- The new FTE is not related to the Department's reorganization

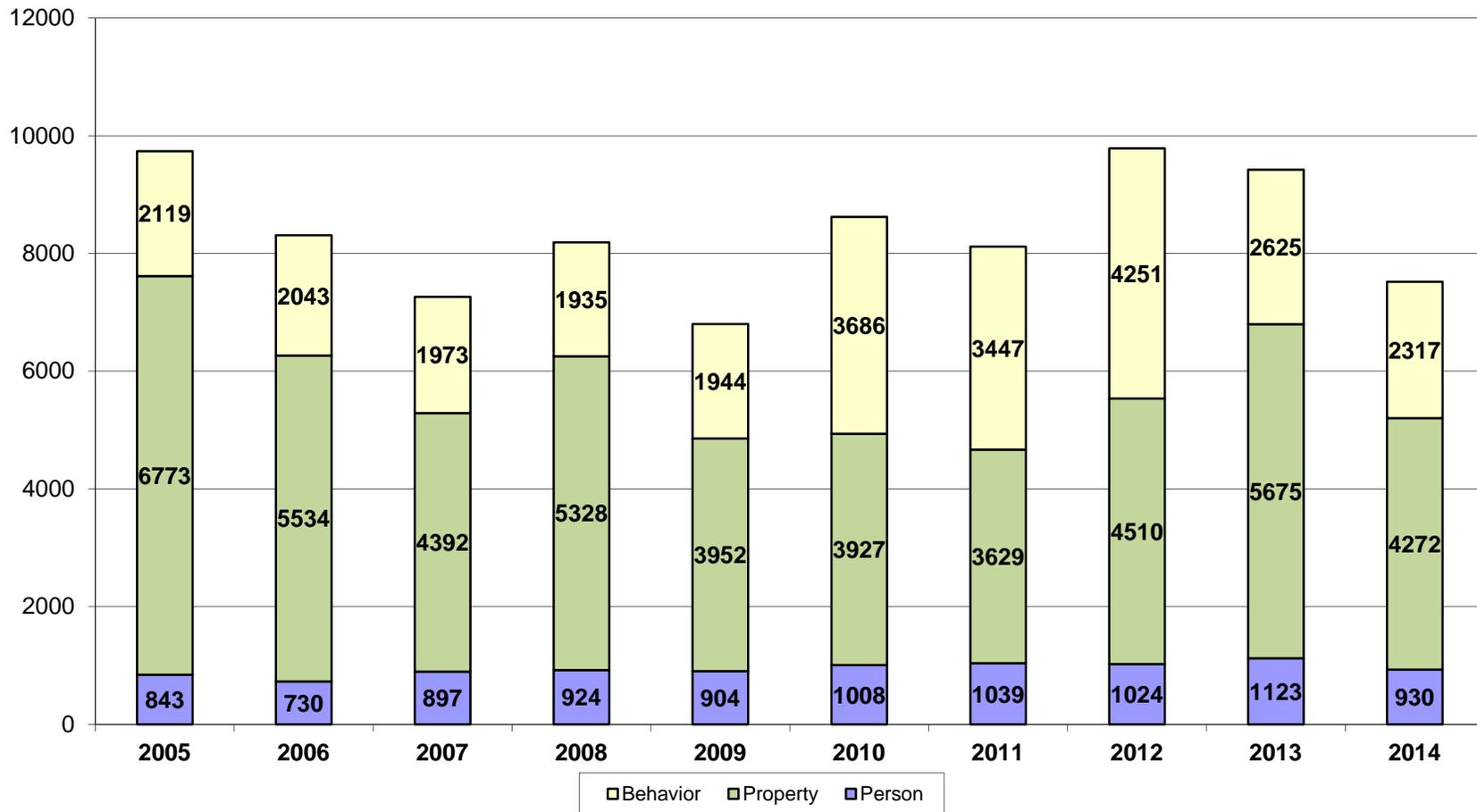




# Police Department

FY 2016

Reported Crimes Calendar Years 2005-2014



## We are Involved in Our Community



## 2014 Citizen Police Academy Graduates



# Police Department

FY 2016





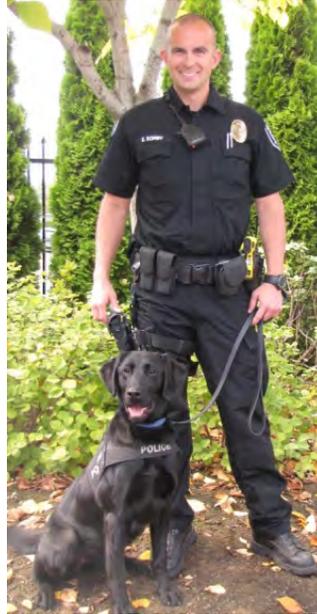
# Police Department

FY 2016



# Police Department

FY 2016



- In FY15 the Department added a Drug Dog Team to the K9 Program
- Officer Eric Sorby and K9 Danner are now actively engaged in searching for illegal drugs in our community
- For FY16, a vehicle will be added to the fleet, paid for with federal forfeiture reserves, to accommodate this new team

## What's Ahead: SunGard Implementation

- The Department has implemented new Dispatch and Records systems called SunGard
- New capabilities, such as field-based report writing and electronic ticketing, require new hardware, software, and security systems
- During FY16 the Department will work closely with IT to successfully implement and manage these systems



## What's Ahead: Body Cameras

- Body Cameras are currently an important topic in law enforcement
- During FY16 the Department has designated funding for a pilot project to study what successful implementation will look like
- Upfront costs may not be significant, but policy implications, data storage needs and long term funding will be important issues to understand as we move forward



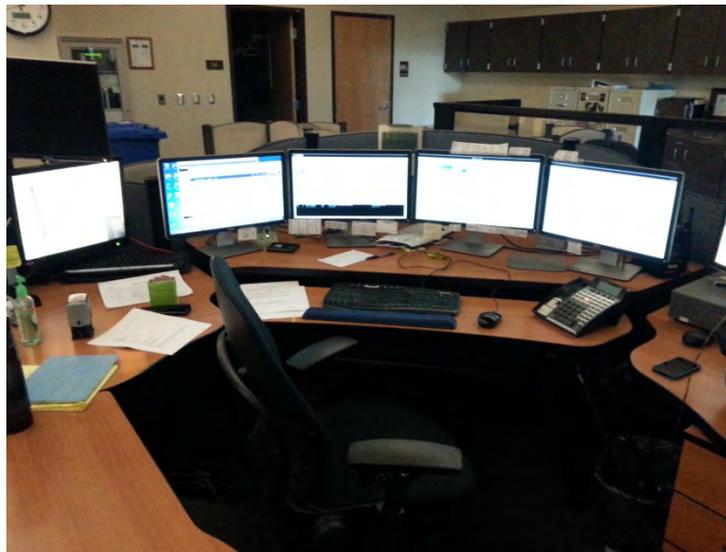
## What's Ahead: Training Opportunities

- One of the goals of the Department's reorganization is to improve training opportunities for our employees
- With new leaders in place, employee development will be an important element for our future success as an agency
- In FY16, the Department will seek training opportunities for new supervisors and staff



## What's Ahead: Regional Radio System

- The Department is a member of the Lane Radio Interoperability Group (LRIG) and relies upon the LRIG radio system for radio communications
- During FY16, the Department will continue to work with our regional partners to plan and maintain a robust communication infrastructure



## What's Ahead: Policy Development and State Accreditation

- The Department is considering joining many other agencies around the State and the Country in adopting a standardized, tested policy manual for Police Departments
- During FY16, the Department will begin the work of standardizing policies, and moving toward State Accreditation





# Police Department

FY 2016

## What's Ahead: Recruitment and Retention

- Recruiting successful new employees continues to be a challenge in the law enforcement environment as high quality candidates are recruited by multiple agencies
- 35% of the Department's interns in the last year have been hired to work for the Police Department
- During FY16, the Department will continue to strive to recruit and retain a workforce that is representative of the values and diversity of the Springfield community.



**REAL PEOPLE. REAL CAREERS.  
REAL POLICING.** FIND YOUR ROLE IN THE COMMUNITY  
Real People. Real Careers. Real Policing.

# Police Department

FY 2016

Questions?



*Committed to Excellence*

**To:** Gino Grimaldi, City Manager  
**From:** Bob Duey, Finance Director  
**Date:** March 23, 2015

<b><u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u></b>	<b><u>FTE</u></b>	<b><u>COST</u></b>
Centralized AP Accounting Tech (Occurred July 2014 as an in-house recruitment for the paperless accounts payable project, no net FTE gain for the City.)	1.0	\$69,060
Priority Based Budget Management Analyst	1.0	\$84,978
Admin Specialist – scanning support	.20	\$9,072
Phase 1 Budget Software System Replacement		\$0

**SUMMARY OF BUDGET AND SERVICE CHANGES**

The Finance Department is going to be project driven this next year ranging from the use of additional technology to improve processes to the next step in the process of utilizing priority based budgeting to address financial planning. The projects are:

Centralizing Accounts Payable Processing

The Finance Department implemented a centralized paperless AP process in FY15. This was a significant project that was a year in planning and involved or impacted many people across every department. Most departments were easily integrated into a centralized process and the majority of stakeholders have benefitted from either reduced workloads and/or improved access to financial information. With the timing of the implementation coincided with a PeopleSoft Financials upgrade and a Laserfiche upgrade shortly thereafter, the new process was rolled out in phases with continued enhancements through the present date based on planned functionality as well as stakeholder feedback and suggestions. While meeting our expectations in the first year in both reduced workloads and better information access, we continue to see more opportunities to streamline processes and potentially centralize additional AP activities still retained in outside departments without any additional FTE added in the Finance Department. The additional FTE for Finance Department to accomplish the project was provided by the Development and Public Works Department by electing to not re-hire for a vacant administrative support position as a result of the work load savings from this project.

Priority Based Budgeting Year Three

The Department has been facilitating the second year of the priority based budgeting (PBB) process by working to bring the available data into the decision making process. Supplemental budget requests that were presented to Council during this year were required to incorporate PBB scoring into the explanation of need and request for service changes for FY16 were also required to use PBB to assist in the justifications. Numerous meetings have been held with departments during the course of the year looking for efficiency opportunities and re-organizational strategies to better utilize resources. A connecting program to PBB has been studying revenue and expenditure past and future trending activities to help determine the overall fiscal health of the organization. For FY16 all of the fore mentioned efforts will continue but the year will begin by providing the opportunity for departments to review their current description of programs, services and costings methodologies to see if the initial data still fits the needs of the program. For this program to be successful it is important to ensure that all

departments city-wide have access to analytical support skills to complete the necessary program analysis for aligning services with Council and Community priorities. In response to this an additional FTE has been added to the Finance Department's budget to increase the ability for it to provide staff support in this area. PBB is multi-year learning tool that will require occasional review and updating to keep relevant. It is believed that Year 3 will be a good year timing wise to go back and review the initial set-up.

#### Journal Entry Work Flow

The accounting staff currently are required to write, post, file and store journal entries manually. The step of filing and the constant need by finance and staff city-wide to retrieve this data is very time consuming. A current project is scheduled to automate the file and retrieval process by committing these steps to the City's Laserfiche product. Once completed the finance staff, will be able to store and all city staff long with the City's auditors will be able to complete the search for this financial information from the computer without need to physically search for the journal entry packets in centralized file cabinets.

#### PeopleSoft Contract Work Flow

Much like was done for the City's time entry system, Springfield again has the opportunity to take advantage of a Lane County effort to add value to the PeopleSoft product. A fully developed process for helping put the development of a contract for services into a on-line work flow process that can be utilized by multiple people and departments involved in its development is available from Lane County for a estimated nominal cost of \$5,000. The use of this product would be significant time saver through efficiencies for both the department initiating the contract and for Finance in the contract review phase. Finance plans to pursue this effort but will be able to absorb this cost into its existing budget due to other savings.

#### Budget Software Replacement

Viewed as a multi-year project (1 to 3 years), Finance considers the replacement of the current BRASS budgeting system has a high priority. This system was implemented prior to Y2K and is well past its expected life. The vendor has moved onto newer versions and platforms and no longer supports this particular product. The system is clunky in its capabilities and does not support the more up to date budget practices wanting to be utilized at the City. Replacement software would allow the Finance department to continue to provide support in the decision making process; provide timely and accurate short-term and long range analysis. It will also allow the department to meet regulatory and policy compliance beyond December 2019. The replacement of BRASS/SBFS could allow more transparency to the departments with easier accessibility within the system and the ability to perform scenario planning. A significant budget savings is being realized as the Department has dropped on-going software support for the current product. It is planned that the research to provide the specifications for a new vendor product will be completed during FY16 with the actual selection of a specific vendor to occur in late FY16 or early FY17.

#### Consolidated Account Receivables

Much like the previous accounts payable process, the city has decentralized its accounts receivables programs to the individual departments. Reviewing this type of program across the entire city from a efficiency of service perspective indicates that there could be gains made by developing standards that are consistent across all departments and possibly a reduction in overall staff effort by developing a single point of contact for most billings and receipting. The Finance Department will be studying this topic shortly and looking for ways to enhance this particular service. Billing and collecting programs that are most likely not to be included in this particular review are those that have HIPPA or CJIS confidentiality issues such as ambulance billing and court services.

## **FUTURE NEEDS**

From the types of projects identified in the Significant Issues discussion it becomes obvious that the use of technology is what allows Finance to improve or increase the services it is able to provide to others departments, city vendors and outside reporting entities.

For the last decade the only staff position budget that has been added to the department is the recent accounts payable technician which was added when a full FTE of work was added because of the centralization process. Next year the proposed budget includes a position that will be vital to the implementation of the priority based budgeting program. Also during this past decade the volume of work and increased expectations have grown faster than what the technology improvements are able to address. This has resulted in professional staff in different areas not having adequate support services available to match the department's work plan expectations. The following additional position has been talked about in the budget conversation for next year but has not been included in the budget as proposed.

### **PBB Program: Procurement Administration and Support Activities**

Description: Procure goods and services at the best value for the City using the most efficient and effective methods possible while abiding by state and local rules and regulations while maintain good stewardship of public funds. Draft Municipal Code, Administrative Guidelines, legislative review, contract administration, provide business and legal sufficiency review, and grant compliance.

Request: Funding for 1.00 FTE. Specific job classification has yet to be determined but would align within a Clerk 3, Accounting Tech or entry level Management Analyst with an estimated cost of \$65k to \$80k. The FTE would be responsible for advanced paraprofessional procurement duties. Currently the Program Manager in procurement is responsible for all day to day transactions within the program. This limits her availability to perform high level analysis work or expand the program beyond its current scope. This request would allow the Finance department to manage and optimize its financial and human resources.

## **CONCLUSION**

Status quo for budget requirements with several key projects planned.



## **Mission Statement:**

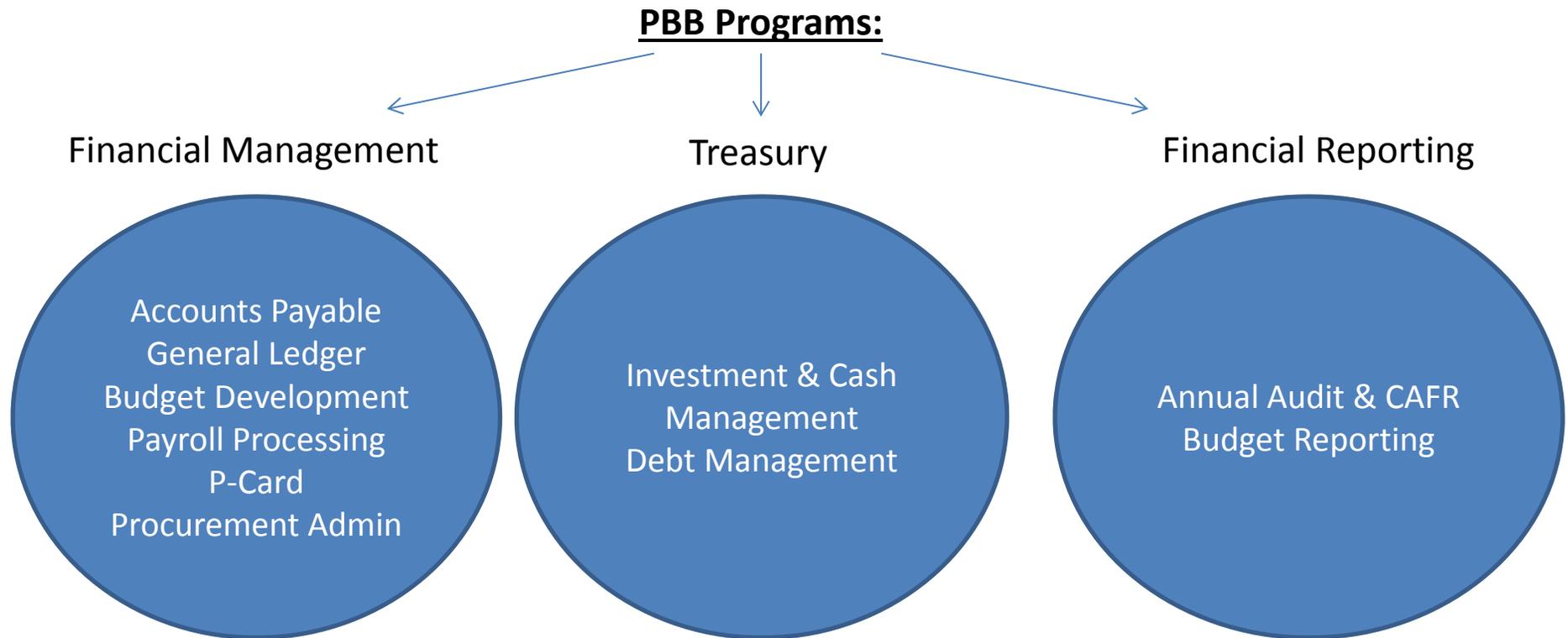
*Provides professional oversight and consultation to City programs and services regarding financial, accounting and budgetary practices. The Department's focus is to ensure compliance with all relevant financial and budgetary regulations.*



# Finance

FY 2016

City Goal: Provide financially responsible and innovative government services





# Finance

FY 2016

## Program: Budget Development

### INNOVATION: Priority Based Budgeting

Formed in partnership with City's departments

- Flexible step-by-step process to budget scarce resources
- Demands accountability for results

#### **FY16 objectives:**

- Revisit department program list and descriptions
- Expanded definitions for results and attributes
- Link performance measurements to City's Strategic Plan
- Review Program Costing methodologies
- Expand program analysis capabilities city-wide
- Identify community input opportunities
- Integrate agency fiscal health results into budget decisions



# Finance

FY 2016

## Program: Budget Development

### INNOVATION: Fiscal Health Policies

Adoption of financial policies and strategic targets that supports the City's adoption of a long range financial plan.

#### **FY16 objectives:**

- Historical and future projections of City's Revenue and Expenditures
- Specific accounting fund trend reviews
- Identification of on-going and one-time cost of program requirements
- Identification of cash flow and reserve requirements
- Establishment of financial targets and policies for achieving fiscal health



# Finance

FY 2016

## Program: Accounts Payable

### INNOVATION: Paperless AP

Centralized the City of Springfield's accounts payable (AP) function and implemented a paperless process that resulted in efficiencies of labor and freed up resources to meet other program needs.

#### Objective:

- Easier and faster retrieval of information
- Less FTE devoted to the accounts payable process
- Fewer budget exceptions and correcting journal entries
- Automated document retention process
- Streamlined voucher approval process



# Finance

FY 2016

## Program: Budget Development

### INNOVATION: Budget Module Software Replacement

Implement a fully integrated software product that supports a program driven priority based budgeting process that promotes both a regular budget reporting cycle as well as modeling for long-term fiscal stability.

#### **FY16 objectives:**

- Research current software vendors on the market for innovative solutions
- Develop the specific requirements of the City for budget development software needs and requirements
- Fully develop a request for proposal for soliciting bids from vendors
- Develop an action plan that allows full implementation of new product for the FY18 budget process



# Finance

FY 2016

## Program: Financial Management & Financial Reporting

INNOVATION: Process Improvement through Technology Solutions

### **FY16 objectives:**

- Continued improvements to Paperless AP
- Journal entry work flow
- PeopleSoft contract work flow
- Laserfiche data storage and retrieval
- Consolidated accounts receivables

**To:** Gino Grimaldi, City Manager  
**From:** Robert Duey, Finance Director  
**Date:** March 19, 2015

<u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u>	<u>FTE</u>	<u>COST</u>
NONE		

**SUMMARY OF BUDGET AND SERVICE CHANGES**

Process enhancements are continual and new projects planned for implementation in FY2016 are not expected to have significant impacts to the operating budget.

**The Springfield Municipal Jail** opened on January 29, 2010. The pace of trial settings required for custody cases does operational impacts for all stakeholders in the Court process. It has, however, improved the Court goals towards meeting the National Center for State Courts Performance Standards (to resolve cases within 90 days and for certainty of case resolution at first trial setting). These two performance standards reflect the efficiency of the Court’s adjudications process to avoid undue delays in the administration of justice. Expedited internal process changes have been made to meet time constraint and minimize adverse impacts to stakeholders. Court scheduling changes, status reporting requirements and scheduling of court appearances at specific time intervals have been implemented to minimize wait times for all court participants.

**The” Tyler” court computer system: (Tyler Technologies InCode October 29, 2012)**

The system offers enhanced functionalities and provides the means to continually refine and improve services. System performance in the hosted environment is not without some problems, but improvements have been continual. The Court is now a part of the Tyler team known as early adopters. As such, the Court commits to dedicated testing of Tyler fixes and builds that helps to decrease or eliminate operational issues. Tyler actively supports a community page that allows Tyler Courts to post system enhancement suggestions. The suggestions posted by Springfield Municipal Court to improve efficiencies have been recently added to the last few builds that have improved system functionality. This relationship is of significance since it allows Tyler Courts to post suggestions that Tyler might include - at no additional development cost to the requesting Court – but mutually beneficial: operationally for all Tyler courts and allows Tyler to maintain an extremely robust Court system. Although this process can be periodically staff intensive, since the Tyler system is the catalyst for continual improvements in service, the Court staff will continue to commit resources to drive system functionality and enhancements.

**Mental Health Issues**

Municipal Courts do not have the ability to commit individuals to state mental health facilities. A model approach by another jurisdiction was recently presented and Police, Court and Prosecutor will seek to determine feasibility of implementing the multi-jurisdictional model that extends assistance to at least a limited number of individuals. An interim solution will be to develop a deferred prosecution agreement that is tailored specifically for defendants who have mental health issues that may benefit from a more structured resolution to deter problematic behavior in the community.

### **The DUII Court program**

Planning for the program began in late 2014 and was implemented in January 2015. The program is an intensive compliance program using the DUII Diversion agreement participants (first time offenders). The DUII Court program begins with a mandatory appearance to hear a judicial presentation about the consequences of non-compliance including punitive sanctions for non-compliance; meet with an Alcohol evaluator who gives defendants an overview of the evaluation and treatment program; and meets with an IID (Ignition Interlock Device) representative who demonstrates how the device works and field questions. The DUII Court requires four scheduled appearances by defendants throughout the course of the year long program; appearances are waived if compliance documents are filed prior to the appearance date and if the defendant is compliant with all agreement directives. The objective of this program is to reduce future re-offenses and it is anticipated that this will help to reduce the high expenditures associated with the Probation Monitoring and Enforcement Program. Statistical information for the year prior to implementation will be compiled to help determine success of the program. Reduced show cause proceedings, court appointed attorney fees, and increased program completion will be tracked for the program, as well as reduced recidivism over time. If success can be demonstrated, this model can be expanded to include DUII convictions and possibly all case types requiring probation monitoring and enforcement. This program is staff intensive, but anticipated to reduce resources needed to maintain “traditional reactive monitoring”. Cost and staff resource savings realized could then be applied towards development of other community court programs and possibly might include addressing of co-occurring addiction and or mental health issues that have high impact for all criminal justice stakeholders.

**A Veterans’** referral process is currently in development to help connect eligible defendants to services available through Veteran programs. This will provide a simplified application for and or contact information that will be forwarded by the Court to Veterans Affairs. If eligible, it is hoped that services and assistance available may help the veteran to avoid future criminal activity. This process may also lead to a “Veterans Court” that can not only help connect eligible defendants to services but may be an opportunity to serve as an additional community court similar to the DUII Court.

**Wage Garnishments** will be initiated through Professional Credit Service “PCS” in early 2015, pursuant to ORS 18.635, that allows wage garnishments for judgments docketed in municipal Courts. Costs for this service are assessed by PCS to the defendant. The Court will be setting guidelines to ensure that contacts are made by PCS for a set period of time prior to proceeding to more punitive actions such as wage garnishments.

**The Department of Revenue “DOR”** program is scheduled for implementation first quarter 2015. This may result in a garnishment of tax refunds and thereby address situations where defendants might be electing not to pay despite compliance actions by the Court or by assignment to a private collection agency. Resources of an .5 FTE hire for this program is being used to help with data clean up and preparation so that data is ready as soon the export process (from Tyler) is available.

### **FUTURE NEEDS**

No additional budgetary needs are anticipated for program changes.

### **CONCLUSION**

The Court is in a unique position to efficiently and effectively adjudicate cases and to compel compliance with laws that protect the safety and quality of life in the community through the use of technology and implementing innovative programs and process changes.

## Springfield Municipal Court



### Mission Statement

The Municipal Court strives to maintain public confidence in the ability of the legal judicial system to uphold the rule of law,

fairly and impartially resolve legal contests in a timely manner,

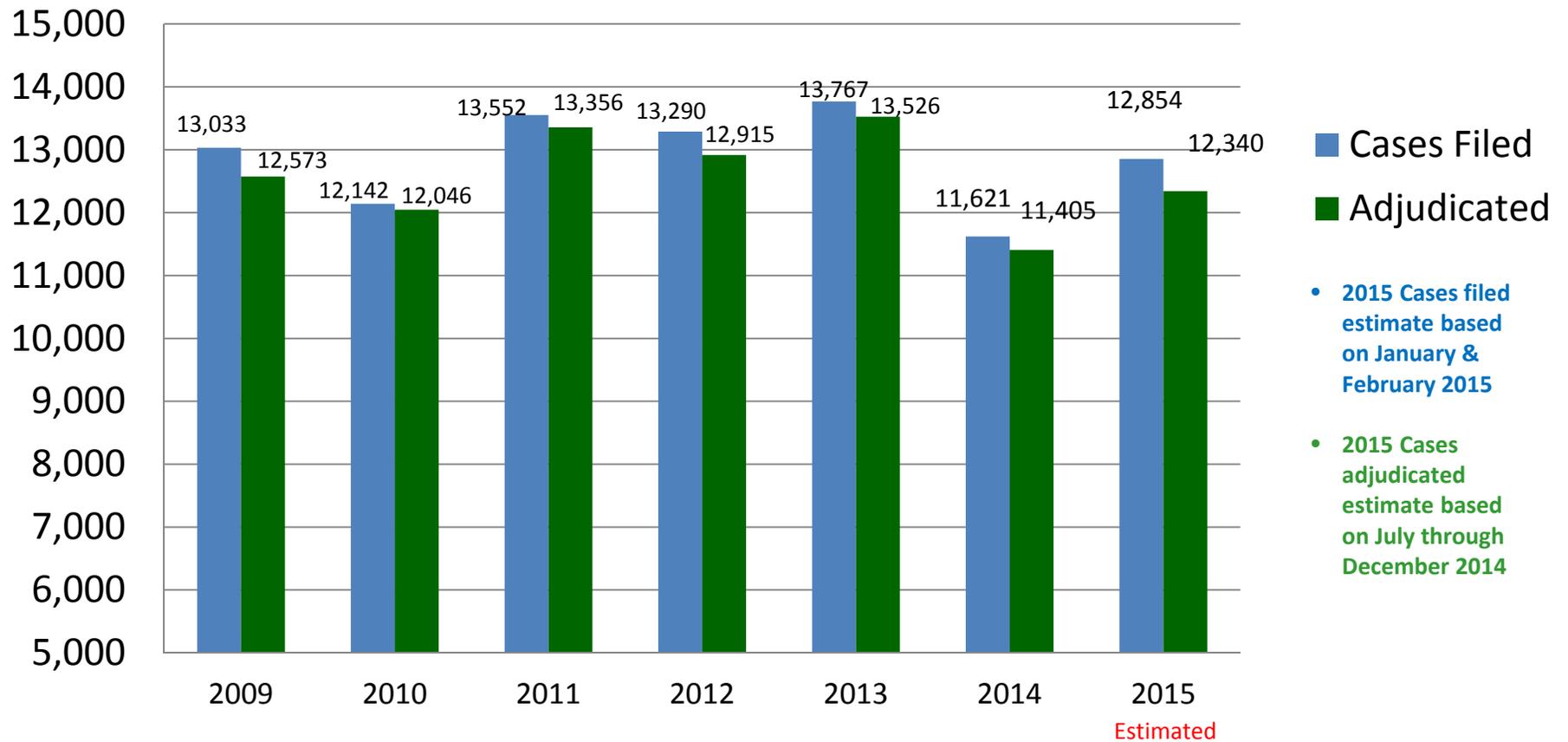
and to compel compliance with the laws that protect the safety and quality of life in the community.



# Legal & Judicial

FY 2016

## Compel compliance: Holding Defendants Accountable



National Trial Court performance standard 2.1.2 : Consistent trend of 1:1 ratio of cases filed to disposed



# Legal & Judicial

FY 2016

## INNOVATION: Springfield Municipal Truancy Court

### Enhance Public Safety



We formed a partnership with Springfield School District September, 2012

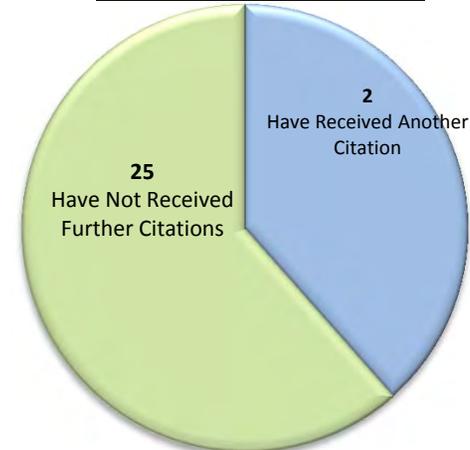
- Fast track, intensive intervention process by School Truancy Officers
- Citation to Springfield Municipal Court if intervention processes fail
- Highly geared towards providing incentives for parents to keep child in school and avoid Court legal processes
- Clearly defined Court punitive sanctions to compel parental compliance to keep child in school

### Objective:

**- Keeping the child in school to ensure a better chance of educational success and future success in community as adults**

**- Eliminate occurrence of criminal conduct in the future**

Individuals Cited to date 27



Truancy Cases Filed to Date: 34





# Legal & Judicial

FY 2016

- ENHANCING PUBLIC SAFETY

- INNOVATION to compel compliance: Springfield DUI COURT

- Implementation January 2015

- Enhanced Probation Monitoring & Enforcement for DUI Diversion Agreements (First Offenders)



**Objective:** Intensive, structured compliance program to encourage program completion - with clearly defined punitive sanctions for non-compliances **to reduce future re-offenses**

Lane County Population: (excludes Eugene/Springfield) 158,715 - DUI Arrests: 649  
Eugene Population: 130,000 Municipal Court DUI Arrests: 536  
Springfield Population: 63,000 – Municipal Court DUI Arrests: 549 (+ Circuit Court : 52)

*“**Hardcore drunk drivers** are those who drive with a high blood alcohol concentration (**BAC**) **of .15 or above** or **who do so repeatedly**, as demonstrated by having more than one impaired driving arrest, and who are highly resistant to changing their behavior despite previous sanctions, treatment or education. The National Hardcore Drunk Driving Project advocates a comprehensive approach that includes swift identification, certain punishment, and effective treatment as the most effective strategy to reduce hardcore drunk driving.”*



# Legal & Judicial

FY 2016

## INNOVATION: Using technology to provide better services

- \* New online records search website with configurable security controls.
- \* Automated Collection Processes- The ability to import and export cases and payments to and from Professional Credit Service “PCS”  
( 2015 authorization to garnish wages through PCS)
- \* Call notifications “Robo-calls”- An automated call will go out to individuals notifying them of pending further court action... potential to avoid costs for Court and individuals.
- \* Fingerprint signature for Judges on electronic warrants (spring/summer 2015)
- \* Electronic signature for defendants
- \* “Automated, on-demand” document creation from system information

- **Enhanced Automated Processes:**

- **Citation Import Process**

- Bulk import of traffic violations from Police
  - Shortens time between the citation being issued and citation being available at the court level for payments and court appearances.
  - Time that used to be used entering each citation manually is now available for other court processes.

- **Warrant Export Process**

- Bulk export of all warrants activated and recalled by the court
  - Shortens time between the Court issuing/recalling a warrant and Police entering it in SunGard
  - Faster warrant service results in faster case adjudication
  - Electronic Warrant documents are pending implementation in Spring 2015



## Opportunities

Pending implementation 2015

- \*Feasibility of Diversion options for individuals with mental health issues.
- \* Veterans Assistance Program- Provide referrals for eligible individuals to connect with Veterans Assistance programs
- \* Community First: Vehicle Compliance Program - to improve vehicle safety



*“Be the change  
you want to see  
in the World.”*

**- Mahatma Gandhi**

**DEPARTMENT BUDGET SUMMARY**

**City of Springfield, Oregon**

**To:** Gino Grimaldi, City Manager

**From:** Anette Spickard, Development and Public Works Director

**Date:** March 23, 2015

<b><u>SUMMARY OF SIGNIFICANT PROPOSED BUDGET CHANGES</u></b>	<b><u>FTE</u></b>	<b><u>COST</u></b>
Relocation of the Geographic Information Systems (GIS) section to the Informational Technology (IT) department.	-5.0	(\$1,470,907)
Elimination of Development and Public Works Deputy Director	-1.0	(\$163,786)
Elimination of Administrative Specialist (mid-year FY15)	-1.0	(\$62,484)
Reclassification of two Administrative Specialists to Permit Technicians (mid-year FY15)	-	(\$18,228)
Reclassification Program Technician to Administrative Specialist (mid-year FY15)	-	(\$11,892)
Reclassification of a Senior Planner to a Planner 1	-	(\$1,886)
Oregon State University Engineering Intern – limited duration	-	\$30,000

**SUMMARY OF BUDGET AND SERVICE CHANGES**

The Department is proposing an overall status quo budget with some strategic adjustments to position the City to respond to the economic recovery and new development activity; the highlights of which are discussed below and grouped by applicable Priority Based Budget program.

Development and Public Works Administration, Quartile N/A

The Department has looked internally for organizational efficiencies and has restructured several major functional areas. Permit and Planning front counter staff were restructured to reduce costs and provide enhanced counter services to the public. A vacant Administrative Assistant and a vacant Administrative Specialist position were eliminated. One of the Administrative Specialist positions was eliminated to support the implementation of the new Paperless AP process in the Finance department. The department re-classed a Program Technician position down to an Administrative Specialist position to focus on Laserfiche and Planning support. The department re-classed two vacant Administrative Specialists to Permit Tech 1 and Permit Tech 2 to provide expanded over-the-counter permit services. Lastly, the Department has reorganized its management structure and is eliminating the Deputy Director position.

Integrated Systems Support, Quartile 1, Data Support, Quartile 1, GIS Ad-Hoc Support, Quartile 2, GIS Project Support, Quartile 1

The Department supported the transfer of five (5) staff from the Technical Services Division of DPW into the IT Department effective July 1, 2015 as part of the larger strategic plan of the City to improve delivery of technology services both to internal customers and to the public.

Development Review, Quartile 1

The department reclassified a Senior Planner to a Planner 1 to provide primary front counter support along with the existing Planner 1 and two Permit Tech positions. As a result the department will expand counter hours to the public by an additional hour each day in FY16 and expects turnaround times for plan review, phone responses, and permit issuance to improve and will position the city to be responsive to increases in development activity.

### Comprehensive Land Use Planning, Quartile 1

The Comprehensive Land Use Planning program has two major Council initiatives underway, the Main Street Vision Plan and the 2030 Plan that require contractual services and special legal counsel assistance. For FY16 the legal fees associated with the 2030 Plan will be absorbed through the City Attorney's budget, estimated at \$50k. Contractual services funding for the 2030 Plan will continue to be developed over the next fiscal year. Main Street Vision Plan implementation activities will be funded through the City Manager's Opportunity Fund. Traffic and pedestrian safety improvements are the first strategies prioritized by Council as part of the Main Street Vision Plan implementation efforts.

### Capital Projects-Stormwater, Quartile 1, Capital Projects-Street, Quartile 1, Capital Projects-Wastewater, Quartile 1, Development Review, Quartile 1

DPW continues to focus its efforts on maintaining the public infrastructure of the city as well as supporting new development and delivering major capital projects that provide a community benefit and generate new jobs. We are working with developers and our local government partners on major economic development initiatives such as new mixed use developments in Glenwood; the Glenwood Riverfront Path; the Millrace Stormwater Park; siting and reconstruction of the new Swanson Mill; development of new commercial and industrial parks; new subdivisions and housing starts in the residential market; and creating new process efficiency measures such as the newly proposed Minimum Development and Ministerial Review Standards created by the Developer Advisory Committee (DAC).

The Department has partnered with the Oregon State University engineering program and is hosting an engineering intern. This intern is working with the local wastewater system staff and Metropolitan Wastewater Management Commission (MWMC) staff to analyze collection system flows to help design performance metrics and identify sewer rehabilitation projects under the Capacity Management Operations and Maintenance (CMOM) plan being developed by the City.

### Traffic Engineering-Operations, Quartile 1

The Department consolidated the Traffic Engineering, Maintenance and Operations functions under the Traffic Engineer. The previous Traffic Maintenance supervisor has been re-assigned to Subsurface Maintenance thereby removing 1.0 FTE from the Street Fund to help relieve budgetary pressure in that fund. Traffic safety initiatives continue to be a high priority for this program.

### Street Maintenance and Preservation, Quartile 2

The Oregon Department of Transportation (ODOT) signed over jurisdiction of the Franklin Blvd in this current fiscal year. The City received a onetime payment of \$3.2M for this transfer and is planning to use the funding for the Franklin Blvd redesign. The City has been fortunate recently to receive discretionary state and federal funds for key projects such as Gateway Street surface preservation, \$1,525,000 (STP-U); Main Street Pedestrian Crossings construction, \$750,000 (ODOT R2 Bike/Ped); Virginia/Daisy Bike Boulevard implementation, \$698,400 (ODOT Statewide Bike/Ped); and Franklin Boulevard Phase 1 reconstruction, \$6,000,000 (STIP). Staff continues to work with regional, state and federal partners to secure investments in Springfield's multi-modal transportation system.

### Surface Drainage Maintenance, Quartile 2

The PBB Surface Drainage Maintenance program maintains surface stormwater quality by performing culvert cleaning, culvert repair/construction, canal reshaping, ditch/canal cleaning, flood control, drainage grading, high velocity culvert cleaning, inspections, shoulder repair, water quality features maintenance. In the past the program's expenditure of \$65K for Millrace maintenance was budgeted in the stormwater capital fund. In FY16 it will be budgeted into the stormwater operating fund as it is an ongoing maintenance expense. This increases the operating line item beyond the 0% directive for this fund, but needs to be viewed holistically in terms of the 0% Materials & Services directive. This is not new budget but only a movement of budget from capital to operating for the same dollar amount as FY15.

### Facilities Maintenance-City, Quartile 3

The City Hall Seismic study project was initiated in FY15 and will be completed by July 2015. The preliminary report indicates the building has several major deficiencies and areas of concern. The final report will be shared when received with the City Executive Team for discussion and planning to address the issues.

### **FUTURE NEEDS**

As part of the budget preparation process the department actively participated in the Priority Based Budgeting initiative which gave the department a fresh look at the services delivered and how they relate to the Council's goals for the city. This effort helped the department set priorities for work to be accomplished in this year's budget proposal. The department will continue to fine tune these Priority Based Budget programs.

The department has multiple future expenditure items that are noteworthy and not budgeted for at this time.

Street Maintenance and Preservation, Quartile 2, Bicycle Facilities, Quartile 2, Landscape Tree Maintenance, Quartile 3, Landscape Maintenance, Quartile 2, Street Sweeping, Quartile 2, Street Sidewalk Maintenance and Preservation, Quartile 2, Street Lighting, Quartile 2, Traffic Operation-Engineering, Quartile 1, Street Engineering, Quartile 1, Capital Projects-Streets, Quartile 1

The City has identified a \$4.5M annual revenue shortfall to perform adequate levels of maintenance and preservation on the City's Street System. The City has also identified a backlog of \$27M for street surface improvements. The City Council has a goal that our Street Condition Index (surface condition) will show 85% at Fair or Better condition. At this time more than half of our streets are in the Fair to Poor condition category.

A breakdown of estimated annual program service improvement funding needs is as follows (\$4.5 Million):

- \$2,500,000 annual capital spending for street preservation through overlay or rehabilitation (arterials, collectors, locals)
- \$500,000 annual street crack and slurry seal (locals)
- \$750,000 annual program funding for service enhancements for landscape, traffic and street operations
- \$500,000 annual program funding to address City R.O.W. ADA compliance (sidewalks, ped crossing)
- \$250,000 annual program funding to replace/upgrade City street lighting systems

If the County's vehicle registration fee is passed by voters in May 2015 the City will be able to reinstate the residential slurry seal program along with other priority street preservation work on arterials and collectors. Project list includes, in order of priority, 42<sup>nd</sup> Street, Marcola Road, Virginia/Daisy, South 5<sup>th</sup> Street, Thurston Road, South 2<sup>nd</sup> Street, 48<sup>th</sup> Street and 52<sup>nd</sup> Street, Olympic Street, 18<sup>th</sup> Street, Mohawk Boulevard, and 18<sup>th</sup> Street (next segment continuation).

If the City were to restart a street preservation program, the first step would be to purchase a compact track machine up-fitted with an asphalt grinder attachment (\$100,000) to expedite needed asphalt repairs; hire seasonal staff (\$50,000 [2,600 hours]) to perform crack seal, pavement marking, and general asphalt repair activities as part of street preservation and maintenance work. This equipment will improve the operational efficiency of removing damage areas of asphalt surface so crews can achieve high quality repairs. Another benefit is that staff can accomplish the work much quicker which is important toward minimizing traffic disruption and improved construction zone safety. The additional seasonal staff will perform crack seal, pavement marking, and general asphalt repair activities as part of street preservation and maintenance work.

### Traffic Engineering Operations, Quartile 1

The City has an identified need to replace outdated traffic control and communication systems in conformity with the Intelligent Transportation Systems (ITS) Metropolitan Area Plan. The key actions to implement this:

- Replace obsolete traffic signal controllers and cabinets with current standard controllers and cabinets; ~50 City owned or maintained controllers and cabinets, ODOT controllers and cabinets are not included.
- Upgrade the central control system to current standard and compatibility with controllers.
- Repair or replace legacy copper wire signal communication lines and equipment.
- Expand digital radio signal communications deployment or establish fiber optic paths to unserved locations or in lieu of legacy copper lines.

This program is mandated by FHWA/USDOT requirements related to use of federal transportation funds such as STP-U, and other programs, Oregon law and administrative rules adopted by OTC concerning application of the Manual on Uniform Traffic Control Devices (MUTCD), and ITS rules requiring new traffic controls to conform to National Transportation Communications for ITS Protocol standards. The estimated cost of the project is \$250k annually for five (5) years.

#### Affordable Housing, Quartile 2, Community Development, Quartile 1, Social Services, Quartile 3

The CDBG, HOME and Social Service programs have experienced regulatory changes in FY15. The combination of increasing regulatory burden and reductions in funding allocations at the federal level has created a challenging environment in which to manage an effective program using only CDBG/HOME dollars to pay for program staff. The Department is continuing to develop strategies that will allow the City to more effectively provide these services within known resource constraints and prioritize spending on those activities that are of the highest priority to the community and the CDAC. Staff are refocusing efforts and reducing program spending in the FY16 budget through the reallocation of Code Enforcement out of the Community Development fund. Staff continues the negotiation of a new HOME program model with the City of Eugene. In order to fully staff the program to HUD recommended staff levels, the department needs an additional .50FTE.

#### Integrated Systems Support, Quartile 1

The Accela software for managing building permit, development review and code enforcement has neared its end of useful life. The City has several choices for replacement software but no funds identified yet for the purchase. It is estimated that \$500k will be needed to purchase a new system and do the data conversion. This system is core to the City's work with private development and essential to economic development. The most significant service level improvements from a system upgrade will result from better quality data and the reduction in time to process a unit of work, which also means customers will spend less time waiting at the front counter. For example: It takes 20 to 25 minutes to process an over-the-counter transaction with Accela. It is estimated that time can be reduced 50% to 75% with new software.

The City has invested in Asset Management software which is integral to the Public Infrastructure management activities of the City. It is prudent for the City to begin planning and saving for a future upgrade or replacement of that system. The request to begin saving is to insure manageable, reliable funding for the upgrade or replacement of the Asset Management System at the end of its useful life and to avoid the large one time budgetary expense that is typically incurred when information technology systems are replaced.

#### Code Enforcement, Quartile 1, Building Safety Programs, Quartile 2, Land Drainage & Alteration Permit (LDAP), Quartile 2

As part of positioning the City for a rebound in private construction activity, the Department recommends the addition of 1.0 FTE administrative support staff to support Code Enforcement, LDAP and the Building Safety program to reduce service backlog and improve the timeliness of service provided to the community. The additional staffing will result in a number of service improvements, including effective ability to achieve enforcement in the urban transition area and building safety code enforcement everywhere in Springfield's jurisdiction.

#### Surface Drainage Vegetation Management, Quartile 2

Expansion of City stormwater infrastructure has increased the inventory of bioswales needing annual maintenance work. A key outcome of Springfield's existing stormwater management plan is to ensure that stormwater management is focused on creating safe, clean, and attractive community amenities from Springfield's many open waterways. The program prevents and/or avoids risk to the property of the citizens by reducing the amount of vegetation in waterways, thus allowing for the efficient flow of stormwater. This program has a strong influence on the environmental quality, natural resource stewardship and community livability of the city. Not maintaining vegetation properly results in loss of drainage system functionality and jeopardizes our ability to meet Clean Water Act requirements of reducing pollutants to the maximum extent practicable. The City would benefit from a dedicated seasonal work crew with 1.0 FTE coordinator to oversee the seasonal work crew plus equipment that would focus on City stormwater facilities and the removal of invasive species on the Mill Race corridor and bioswales.

#### Licensing and Fees, Quartile 4

On the horizon is the updated Lane County Solid Waste Management Plan which will trigger the need for a related Municipal Action Plan. As a result of the County's intent to adopt a new Solid Waste Management Plan in 2016, the city will be asked by Lane County to pursue the creation of a Municipal Action plan, which will cost an estimated \$25k in FY17. The County's plan will provide the vehicle for the future of the Glenwood Transfer Station and the City has an interest in those decisions as part of Glenwood's redevelopment. The plan could also impact the City's waste hauler, Sanipac, and potentially our citizen's garbage rates. Therefore, the city should remain engaged in this process and be ready respond in the future with its own plan.

#### Facilities Maintenance-City, Quartile 4

Maintenance of City facilities continues to be a challenge due to several factors including; an ever aging infrastructure, acquisition of additional (typically older) facilities; and limited funding. The City has several large facilities projects on the horizon that will require strategic decision making about funding such as a City Hall HVAC system and duct replacement project (approximately \$1M), and the City Hall Seismic retrofit project (approximately \$2-\$3M); and other major system upgrades such as roofing, plumbing, mechanical and electrical at a number of buildings. Strategies range from saving funds over time as a "pay as you go" strategy to using bonds as a debt financing strategy. Looking holistically at the City's needs for buildings and facilities now and in the future will be an important factor in determining the best approach to financing these needs.

#### Facilities Maintenance-Custodial Services, Quartile 4

Custodial services provided to City Hall remains at minimal levels, including such items as restroom cleaning/sanitation, vacuuming, garbage/recycle, dusting and window cleaning. A recent City Hall staff survey indicated that 72% of employees were satisfied or very satisfied with the current level of service, 15% of respondents were dissatisfied or very dissatisfied with overall facility cleanliness, and the remaining 13% are either satisfied or dissatisfied. One specific category revealed a 21% dissatisfaction rating with the cleanliness of entries, counters, floors and trash cans. If an additional custodian position was created frequency of service delivery would substantially improve and would address cleanliness concerns.

#### Vehicle & Equipment Maintenance and Repair, Quartile 4

Repair and maintenance of city vehicles and large specialized heavy equipment is provided by two mechanics at the Operations Division location. The program is unable to maintain optimal service levels with only 2.0 FTE; during vacations and sickness only one mechanic is available to service the needs of the City's fleet, including any emergency repairs that occur. The addition of one mechanic would improve timeliness of service and minimize downtime of operations. Currently, when the program is reduced to 1.0 FTE due to sickness or vacation, the service needs are slowed to half for required turnaround time on vehicle and equipment repairs. The program also lacks a dedicated FTE for Public Safety or Infrastructure system vehicles and equipment.

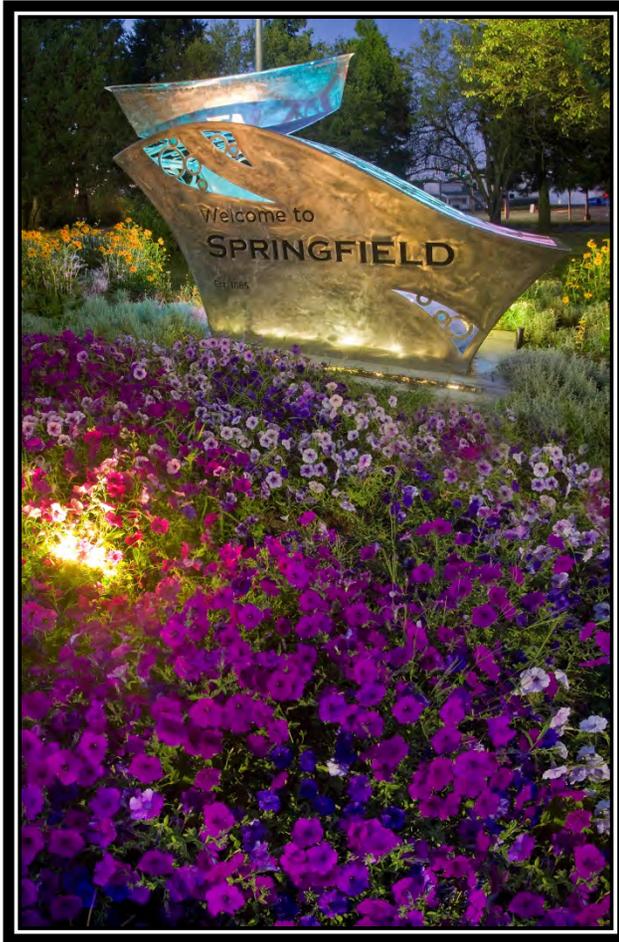
#### **CONCLUSION**

The Department's proposed budget for FY16 will allow DPW to continue to be responsive to Council initiatives and customer service requests from the public even though we face many challenges in the coming year. We will continue to maintain the city's infrastructure assets and will actively participate in partnerships with our other government and non-profit partners to bring positive community benefits to the residents and visitors of Springfield. We will continue to look for creative solutions to our challenges and look forward to serving Springfield.



# Development and Public Works Department

FY 2016



Building a safe and livable  
community through proper  
public infrastructure and  
support for private  
development

*"You can design and create, and build the most wonderful place in the world. But it takes people to make the dream a reality."*

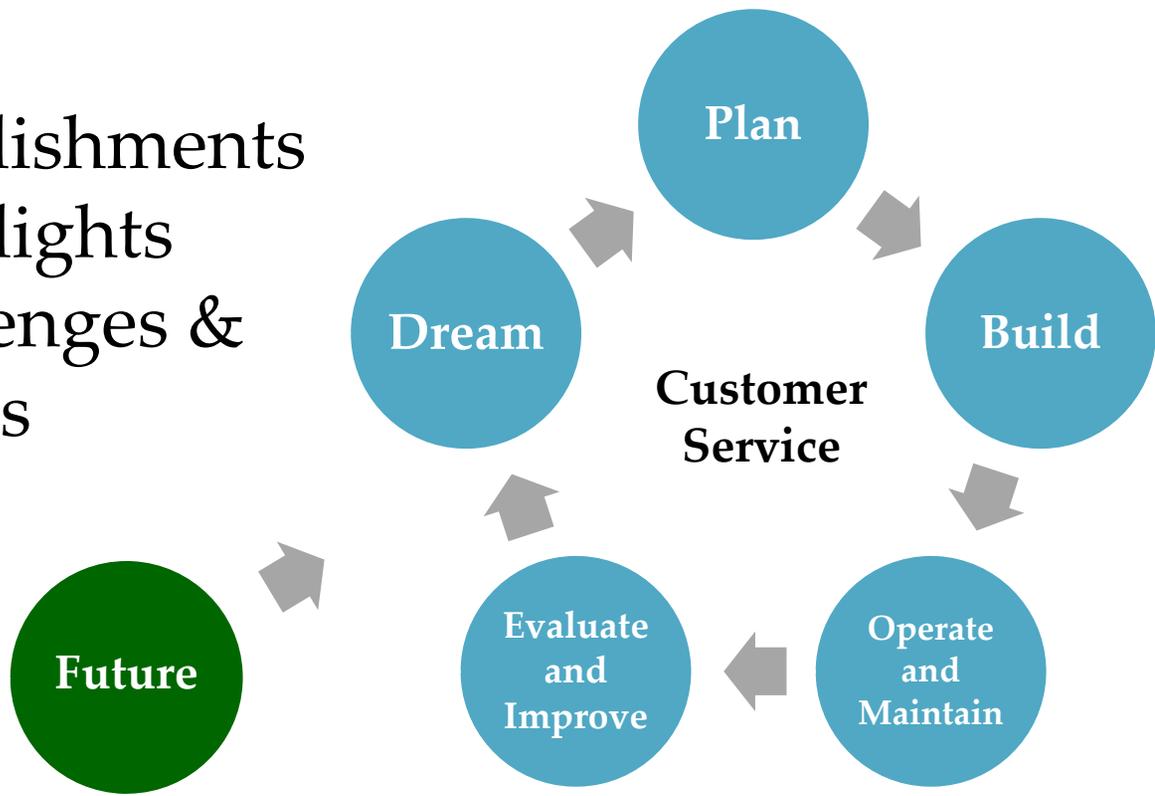
*- Walt Disney*



# Development and Public Works Department

FY 2016

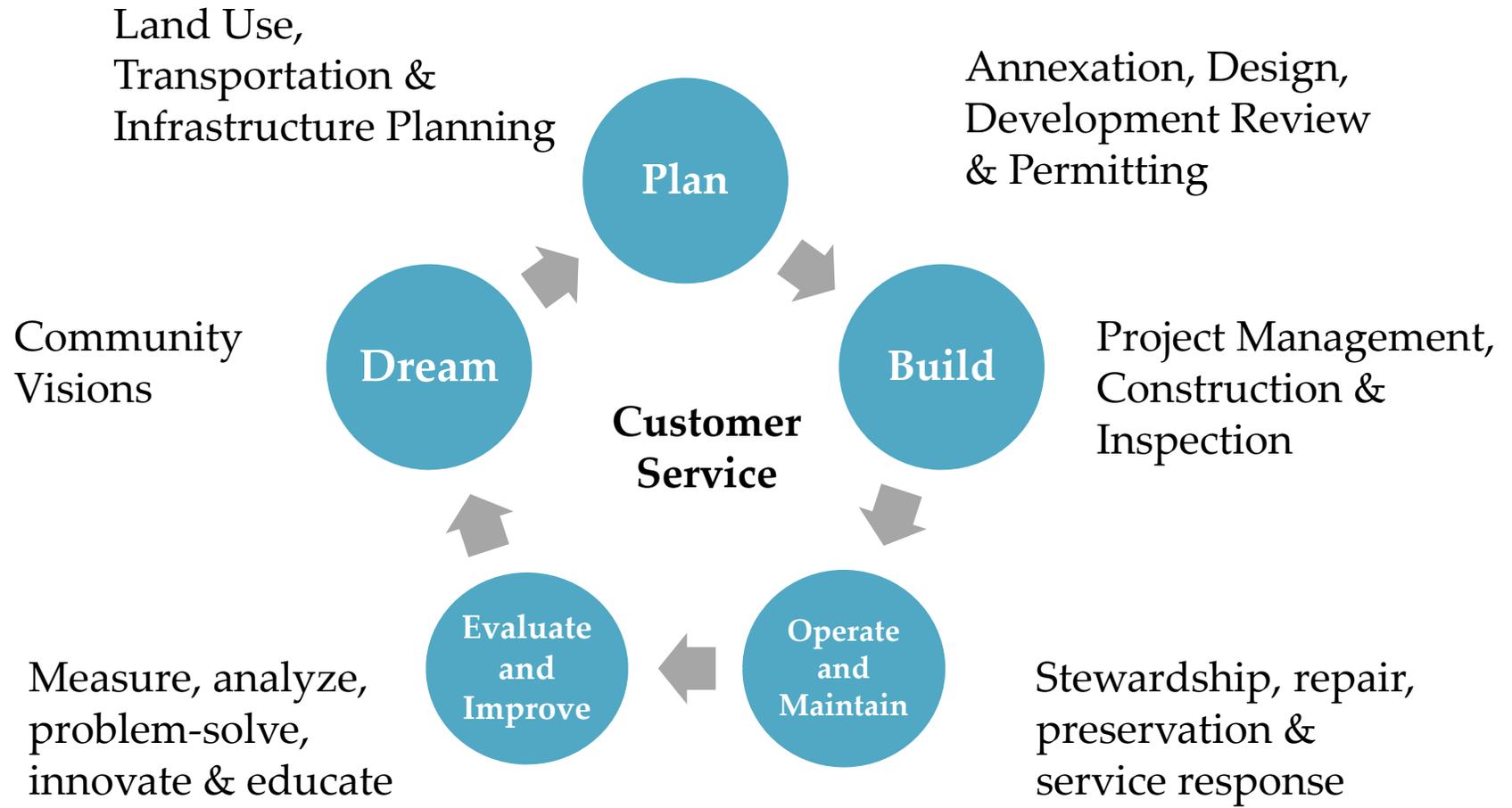
- Key Accomplishments
- Budget Highlights
- Future Challenges & Opportunities
- Q&A





# Development and Public Works Department

FY 2016

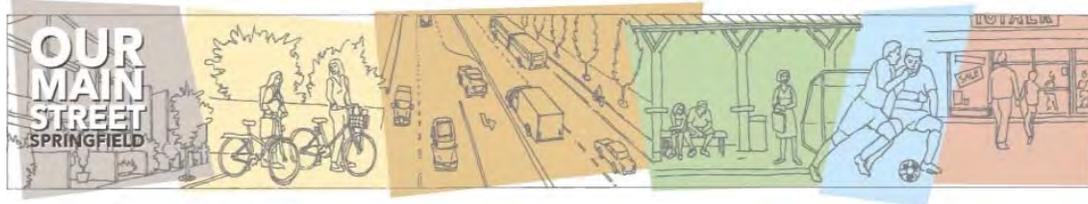




# Development and Public Works Department

FY 2016

Long Range Planning and Community Engagement





# Development and Public Works Department

FY 2016

Future Public Infrastructure

Plan

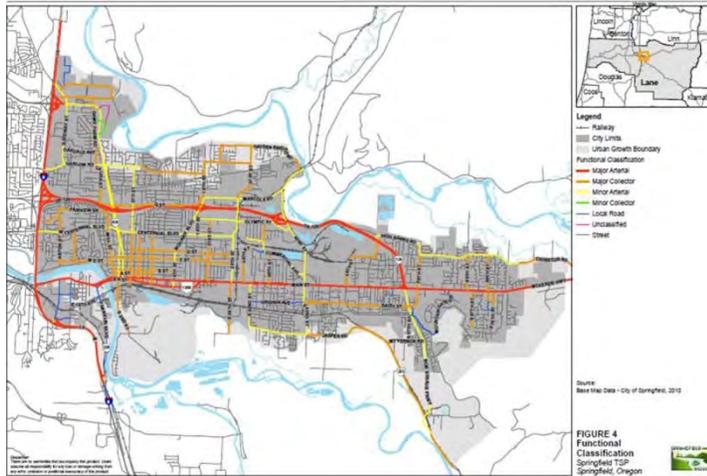


FIGURE 4  
Functional  
Classification  
Springfield TSP  
Springfield, Oregon

ITERATION





# Development and Public Works Department

FY 2016

Economic Development

Build





# Development and Public Works Department

FY 2016

Street, Wastewater and  
Stormwater Systems

Operate  
and  
Maintain





# Development and Public Works Department

FY 2016

Public-Private Partnerships

Operate  
and  
Maintain





# Development and Public Works Department

FY 2016

Preservation and  
Residential Slurry Seal

Operate  
and  
Maintain



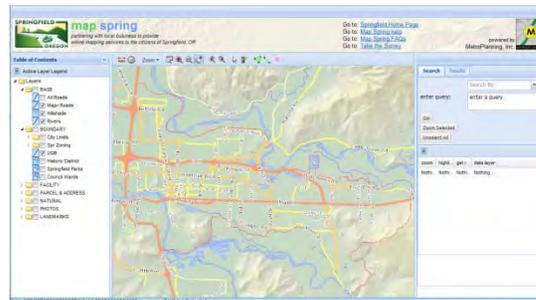
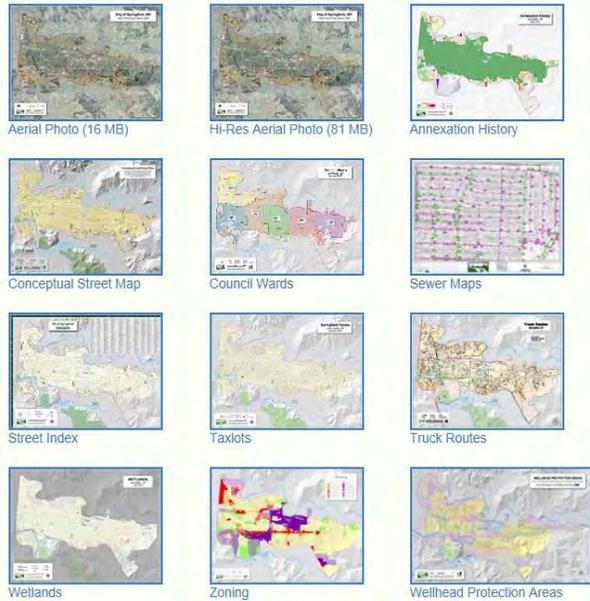


# Development and Public Works Department

FY 2016

GIS Consolidation with IT Department

Evaluate and Improve





# Development and Public Works Department

FY 2016

Front Counter staffing restructure  
To increase hours of operation

Evaluate  
and  
Improve





# Development and Public Works Department

FY 2016

Traffic Engineering and Operations Restructure

Evaluate and Improve





# Development and Public Works Department

FY 2016

Citizen Involvement, Education & Outreach  
Pedestrian Crossing Safety  
Clean Water University  
Public Works Week

Evaluate and Improve

## Rapid Flashing Beacons

**What you need to know!**  
New crosswalk enhancements that have been installed are pedestrian-activated rapid-flashing warning lights, sometimes called rapid flash signals.

**This warning light flashes to alert motorists that a pedestrian wants to cross the street. Drivers are legally obligated to stop for that person.**

**What does this mean for pedestrians?**

1. Push the button to activate flashing lights.
2. Wait until the traffic stops.
3. Cross the street.

*Located in your neighborhood!*

**What does this mean for drivers?**

1. Watch for the new devices at intersections.
2. **STOP\* when lights flash. Know that a pedestrian is waiting to cross.**
3. Proceed when the pedestrian has crossed your lane and the adjacent lane.

\* Oregon law requires motorists to stop for pedestrians in crosswalks.

**SafeRoutes**  
Oregon's Safe Routes to School Program

**Smart Trips: Springfield**

**SPRINGFIELD OREGON**

For additional information, contact  
City of Springfield Traffic Operations  
at 541-726-3761.

Watch an instructional video about **RAPID FLASHING BEACONS** at <http://www.springfield-or.gov/dpw/Traffic.htm>





# Development and Public Works Department

FY 2016

Caring for the community  
Going the extra mile

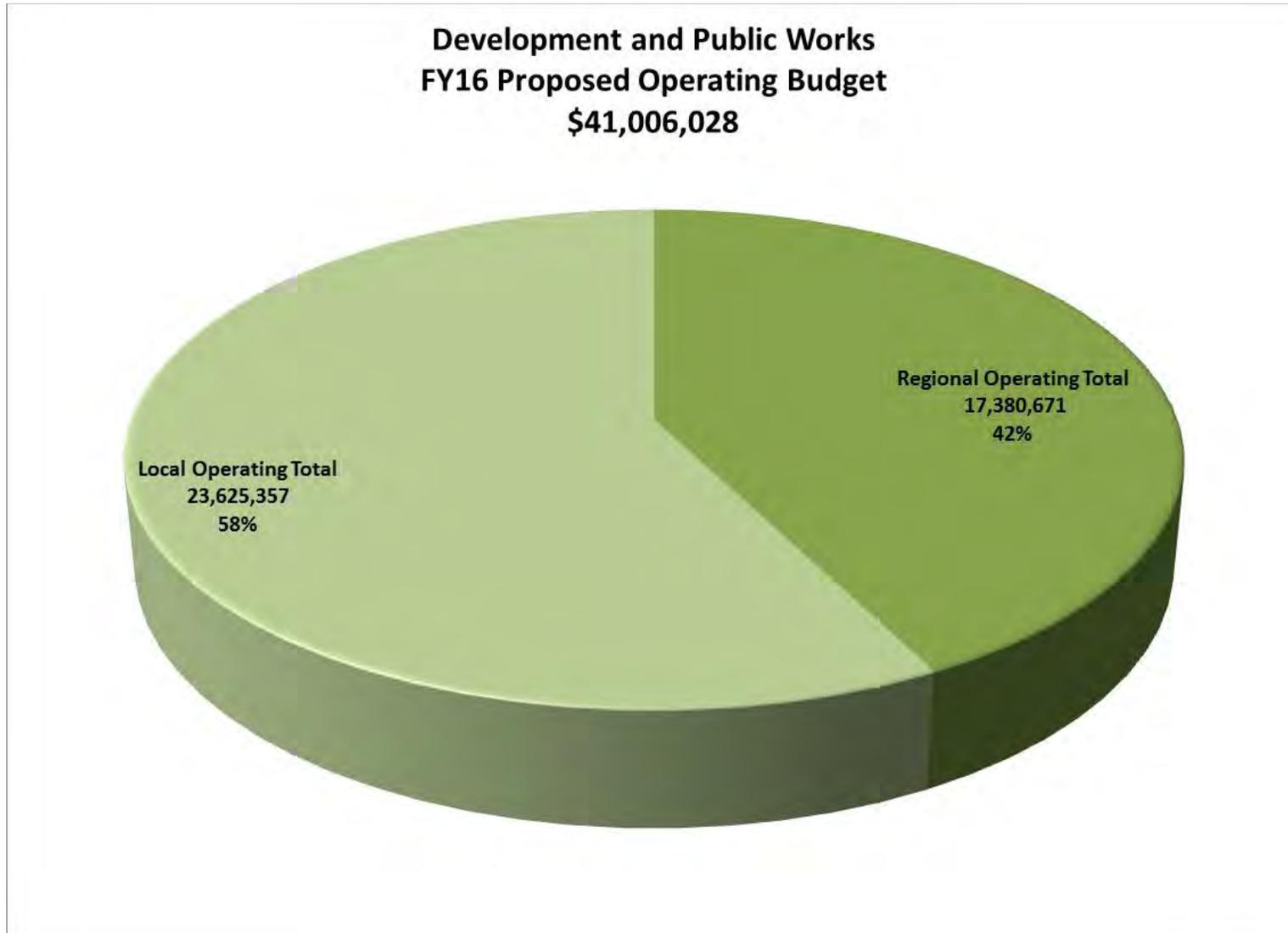
Evaluate  
and  
Improve





# Development and Public Works Department

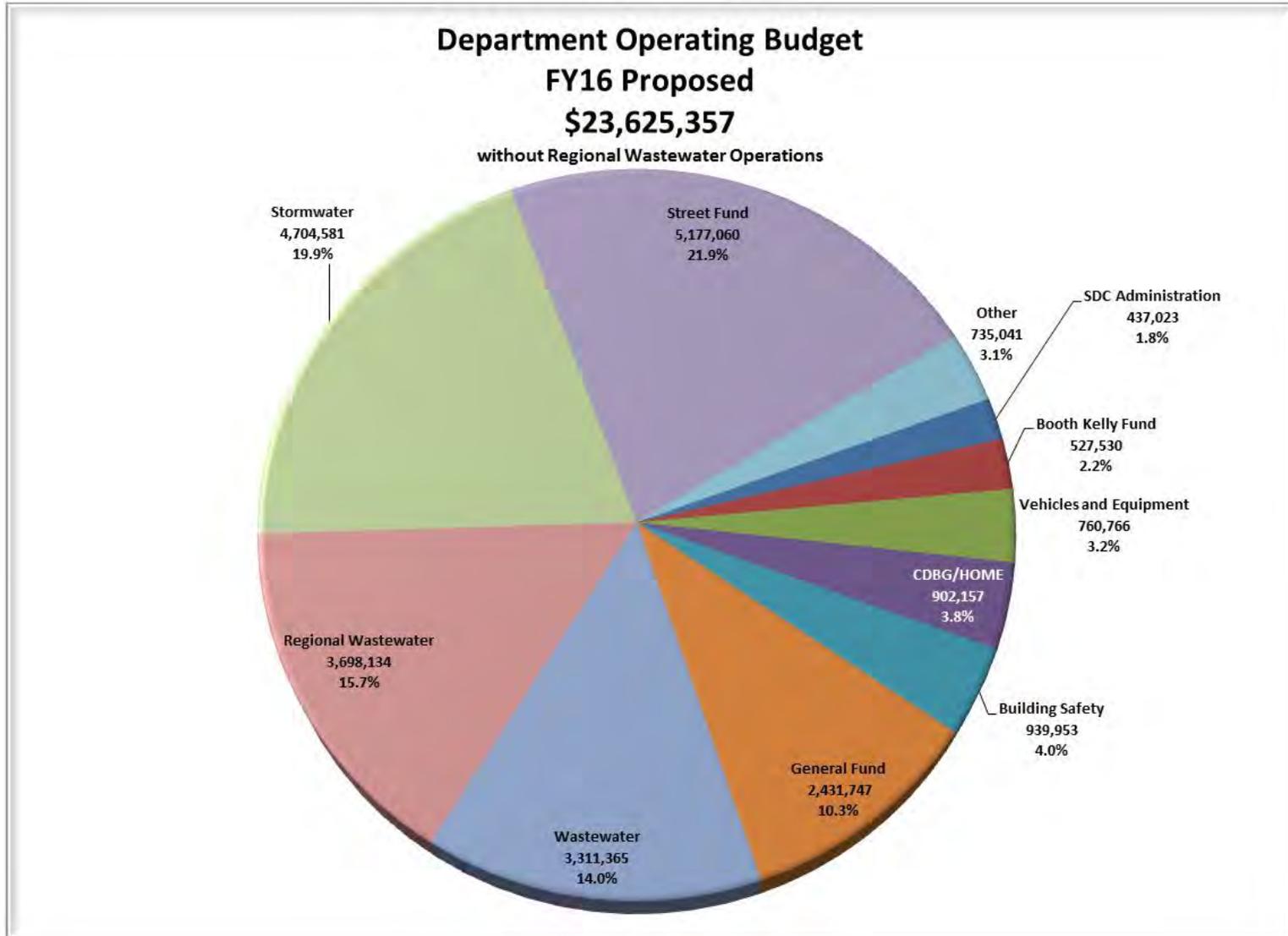
FY 2016





# Development and Public Works Department

FY 2016





# Development and Public Works Department

FY 2016

Sanitary Sewer System  
Capacity, Maintenance, Operations &  
Management (CMOM)

Future





# Development and Public Works Department

FY 2016

Traffic Signal upgrades and  
Street Preservation

Future





# Development and Public Works Department

FY 2016

Social Services and affordable  
housing development

Future





# Development and Public Works Department

FY 2016

Technology Replacement

Future





# Development and Public Works Department

FY 2016

Support for Code Enforcement  
and Building Safety programs

Custodial Services

Fleet Mechanic Staff

Seasonal Stormwater  
Maintenance Crew





# Development and Public Works Department

FY 2016

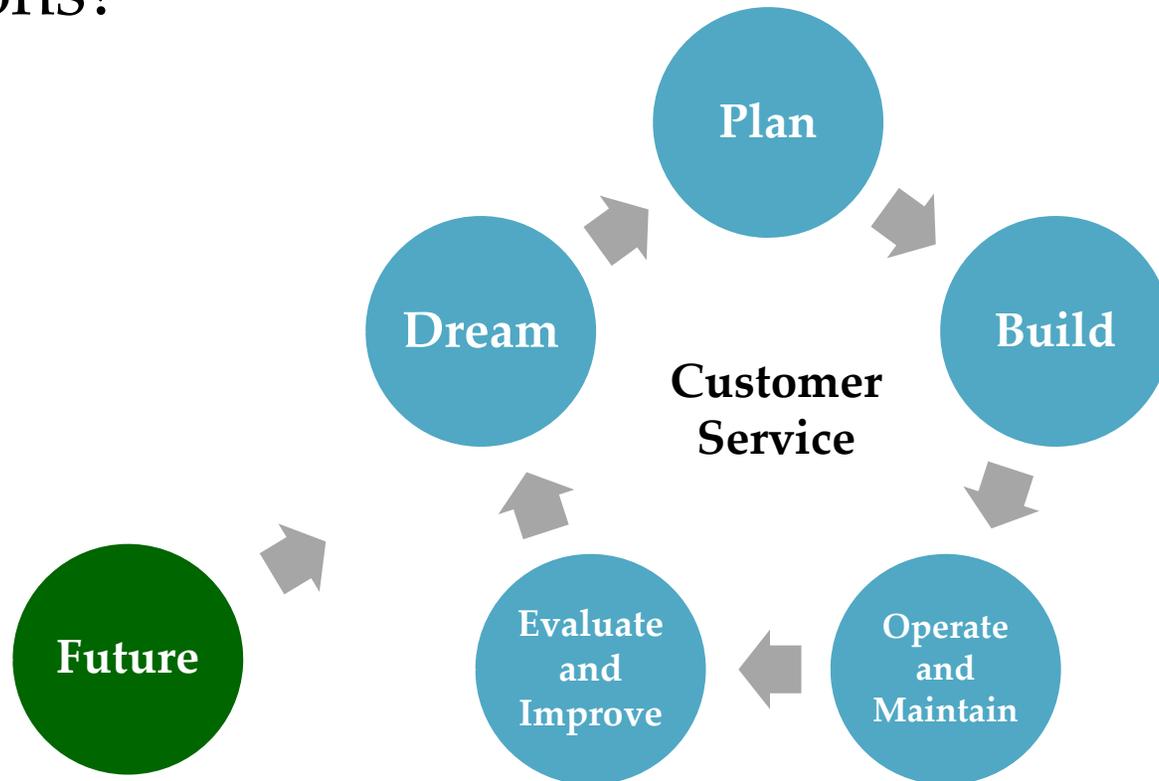




# Development and Public Works Department

FY 2016

## Questions?



*“Without leaps of imagination, or dreaming, we lose the excitement of possibilities. Dreaming, after all, is a form of planning.”*

*- Gloria Steinem*



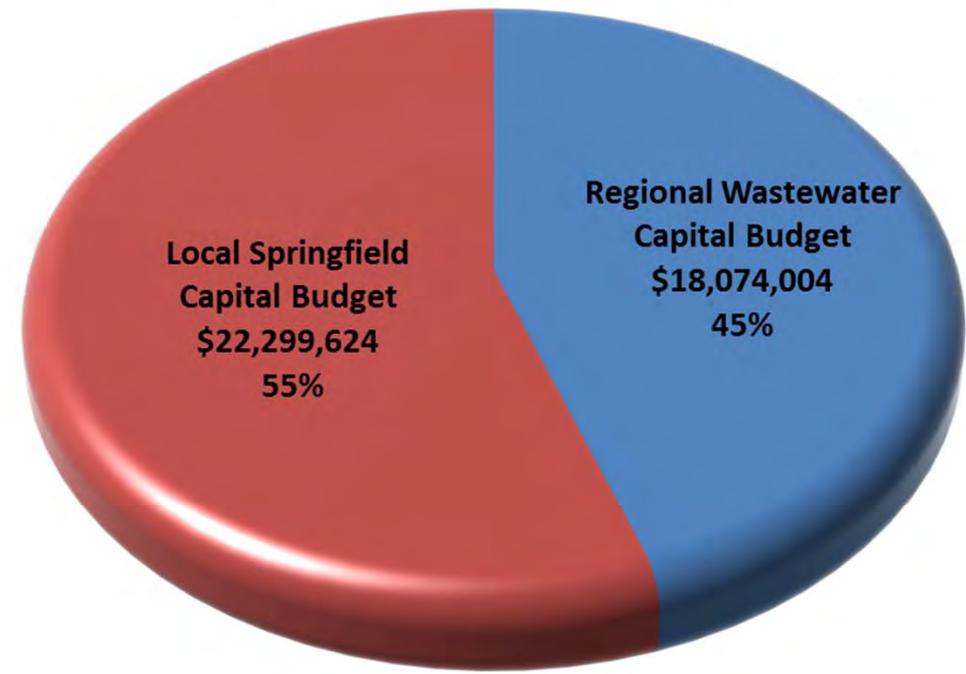
# Development and Public Works Department

FY 2016

## Capital Budget: *Maintain and Improve Infrastructure Facilities*

❖ City of Springfield

❖ Regional Wastewater (MWMC)



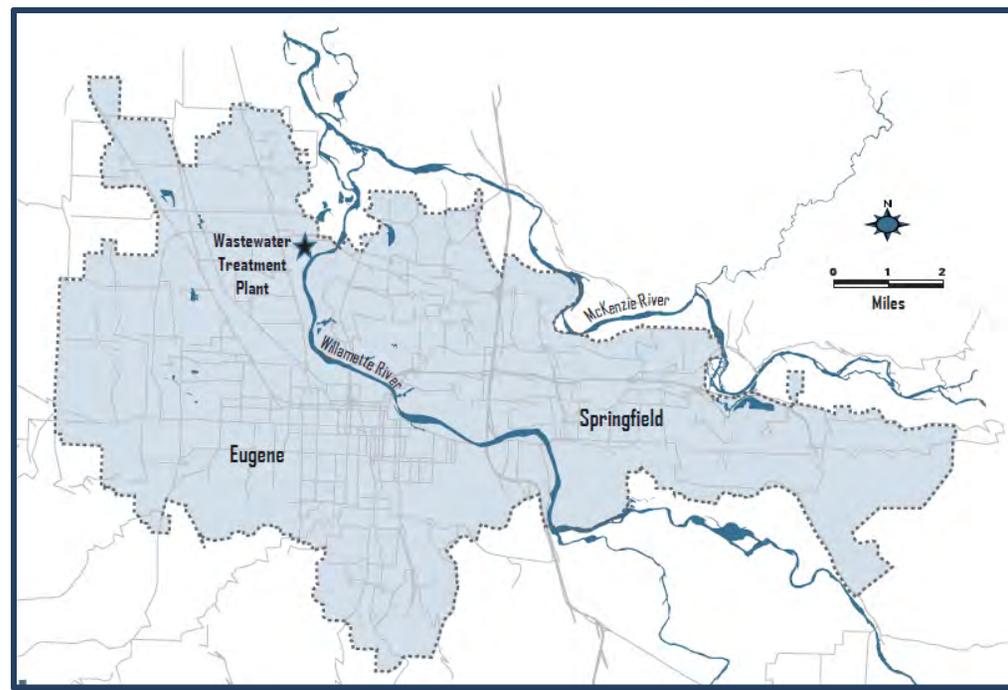


# Development and Public Works Department

FY 2016

Capital Budget: *Maintain and Improve Infrastructure Facilities*

## Metropolitan Wastewater Management Commission



City of Springfield: *Administration & Capital Programs*  
City of Eugene: *Operations & Maintenance*  
Lane County: *Unincorporated Eugene & Springfield UGB*

Metropolitan Wastewater Management Commission





# Development and Public Works Department

FY 2016

Metropolitan Wastewater Management Commission

## Treatment Facility





# Development and Public Works Department

FY 2016

## Biosolids Management Facility & Poplar Farm



Metropolitan Wastewater Management Commission

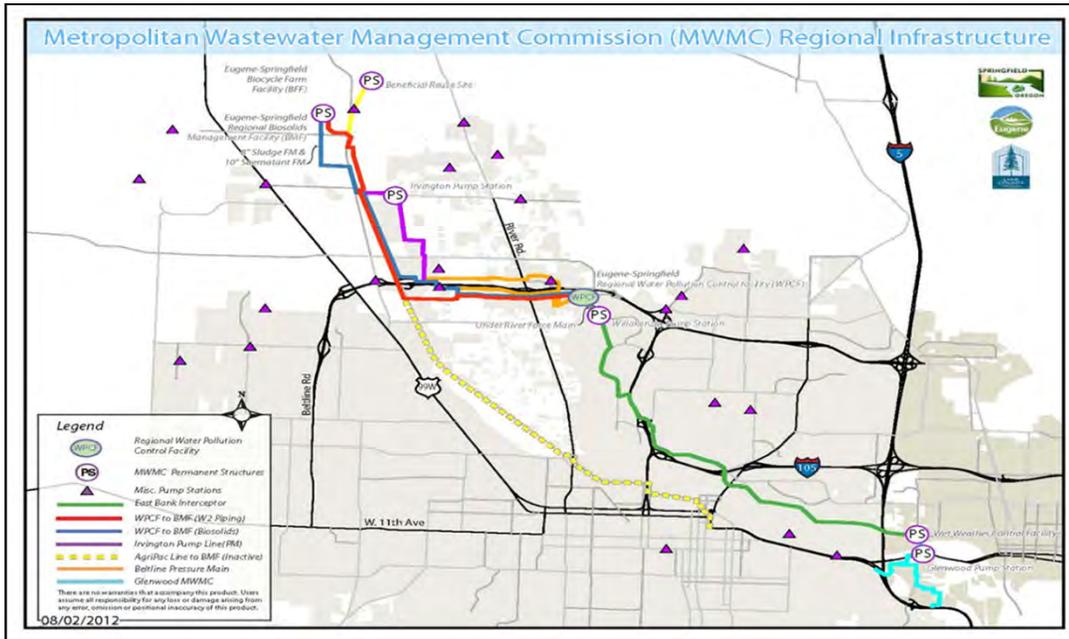


partners in wastewater management



# Development and Public Works Department

FY 2016



## Biosolids Piping – New Access



Metropolitan Wastewater Management Commission



partners in wastewater management

## Increase Digestion Capacity & Decommission Lagoon



Metropolitan Wastewater Management Commission



*partners in wastewater management*



# Development and Public Works Department

FY 2016

## Operations & Maintenance Building Improvements



- ⑤ WPCF MAIN ENTRY
  - ① ADMIN/OPS BUILDING
  - ② LABORATORY
  - ③ ISC MODULAR BUILDING
  - ④ MAINTENANCE BUILDING
  - ⑤ FACILITY MAINT. SHOP BLDG.
  - ⑥ WELDING/STEAM CLEANING BLDG.
  - ⑦ VEHICLE SERVICE STATION BLDG.
  - ⑧ MAINTENANCE PARKING LOT
  - ⑨ ADMIN. PARKING LOT
  - ⑩ FLEET PARKING LOT
  - ⑪ RESERVED - FUTURE PROCESS
- WPCF - NON-PROCESS BUILDING AREA



Metropolitan Wastewater Management Commission



partners in wastewater management



# Development and Public Works Department

FY 2016

Capital Budget: *Maintain and Improve Infrastructure Facilities*

## FY 15/16 Regional Capital Program Budget (MWMC)

<b>Plant Performance Improvements</b>	
Increase Digestion Capacity	13,583,231
WPCF Lagoon Removal /Decommissioning	
Sodium Hypochlorite Conversion	1,039,800
Thermal Load Mitigation: Pre-Implementation	1,004,000
Thermal Load Mitigation: Implementation 1	
Operations & Maintenance Building Improvements	950,000
<b>Biosolids Management</b>	
Poplar Harvest Management Services	1,265,000
<b>Misc. Projects</b>	
	231,973
<b>Total</b>	
	<b>18,074,004</b>

Metropolitan Wastewater Management Commission



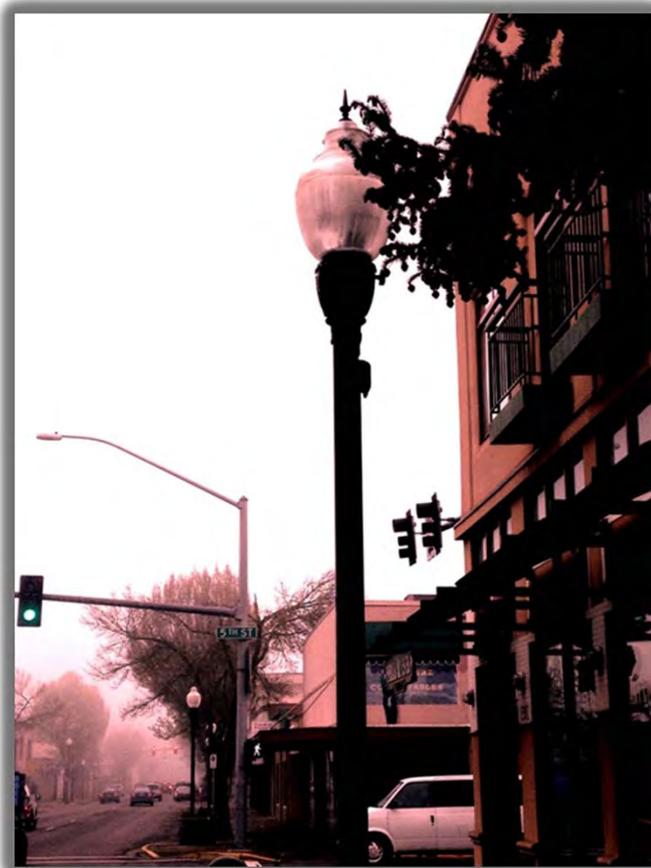
partners in wastewater management



# Development and Public Works Department

FY 2016

## Capital Budget: *Maintain and Improve Infrastructure Facilities*



## City of Springfield Capital Budget

### Agenda:

- Overview
- Highlights
- Looking Ahead



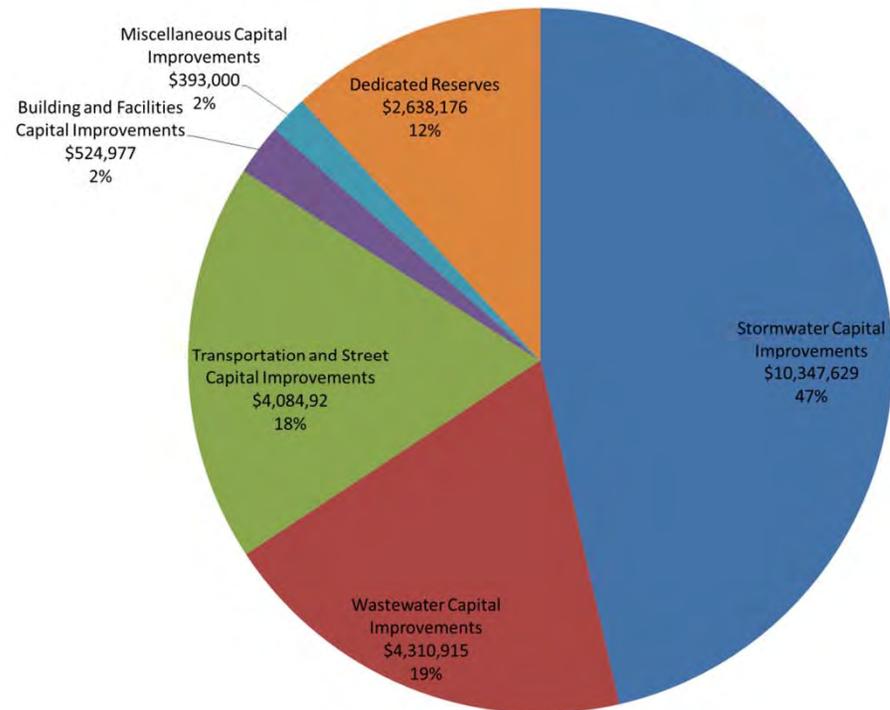
# Development and Public Works Department

FY 2016

## Overview

### The Five Components of the Capital Budget:

- Stormwater
- Transportation and Streets
- Wastewater
- Buildings and Properties
- Miscellaneous





# Development and Public Works Department

FY 2016

## Overview

Projects are classified into several categories

Examples:

- Repair and Preservation
- Studies
- Water Quality
- Flood Control
- System Expansion
- System Upgrades
- Remodels





# Development and Public Works Department

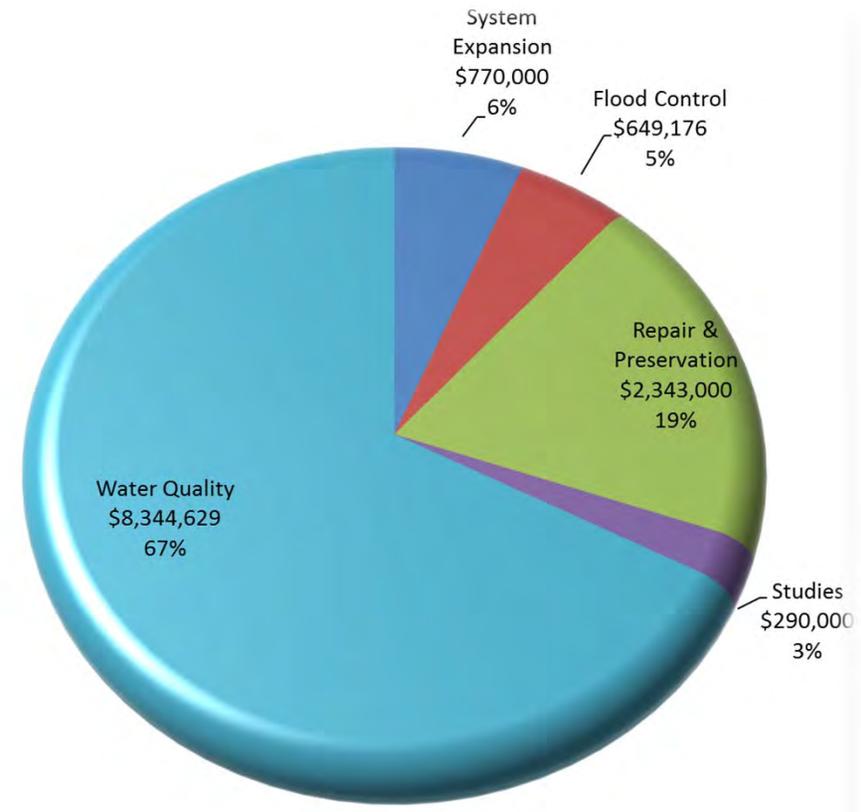
FY 2016

## Highlights

### Stormwater System Capital Investment

#### FY 2016 Goals

- Channel Restoration
- Mill Race WQ Facility
- Over/Under Pipe Replacement
- Plan for the Future





# Development and Public Works Department

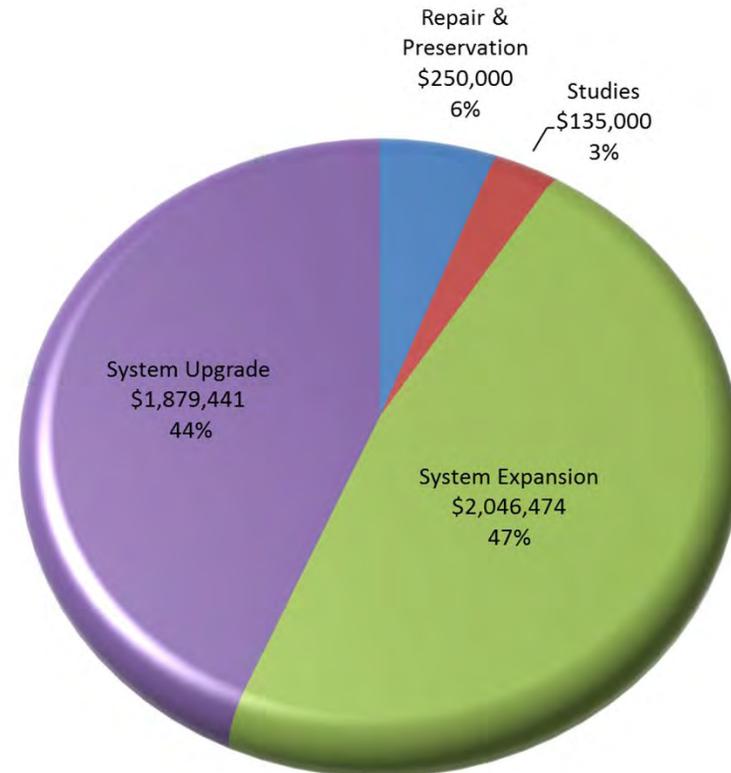
FY 2016

## Highlights

### Wastewater System Capital Investment

#### FY 2016 Goals

- Complete McVay Sewer
- System Upgrades
- Plan for the Future





# Development and Public Works Department

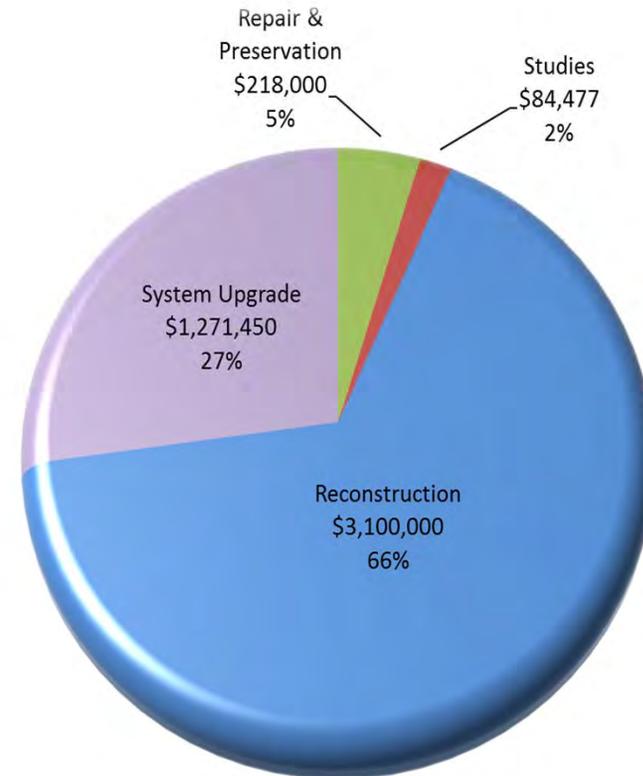
FY 2016

## Highlights

### Transportation and Street System Capital Investment

#### FY 2016 Goals

- Gateway St. Preservation
- Residential Slurry Seal
- Complete Franklin Design
- 19<sup>th</sup> St and Yolanda St. Preservation





# Development and Public Works Department

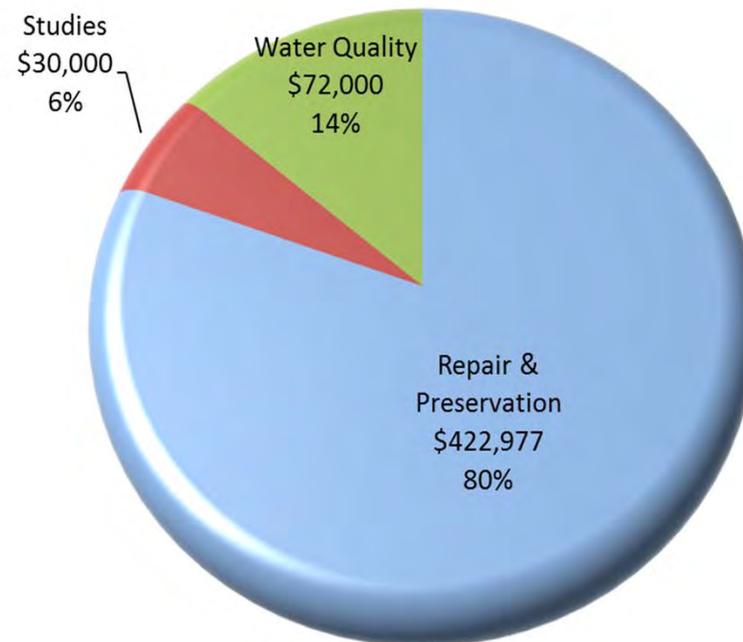
FY 2016

## Highlights

### Building and Facilities Capital Investment

#### FY 2016 Goals

- Cont. Booth Kelly Water Leak Repair
- Complete Booth Kelly Facilities Assessment
- HVAC Replacements
- Elevator Safety Upgrades



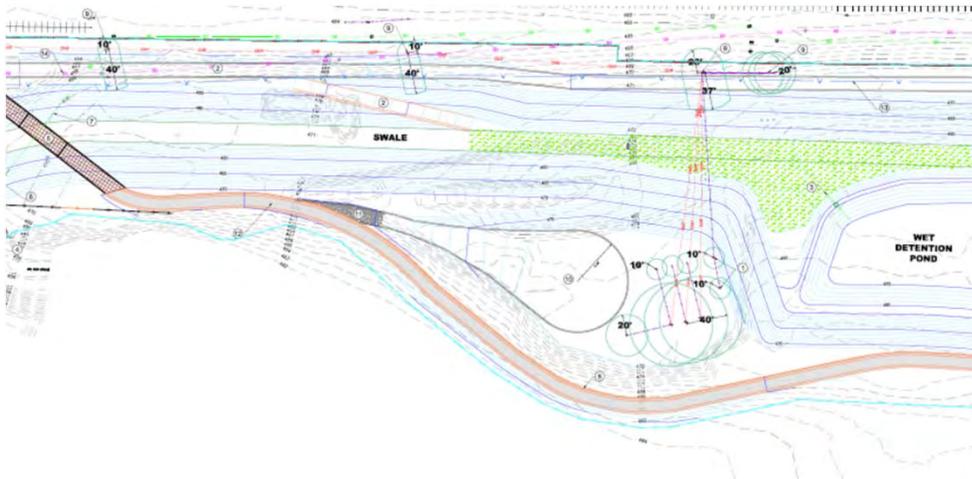


# Development and Public Works Department

FY 2016

## Looking Ahead

### Continue Partnering with Local Agencies



### Leveraging Grant Dollars



**CITY OF SPRINGFIELD**  
**Adopted Budget – FY16**

Christine L. Lundberg  
 Mayor

Members of the Budget Committee

Council Members:	Ward	Public Members:
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Sean Van Gordon	1	Chris Stole
Hillary Wylie	2	Terry Buck
Sheri Moore	3	Nathan Mischel
Dave Ralston	4	Gabrielle Guidero
Marilee Woodrow	5	Diana Alldredge
Joe Pishioneri	6	Paul Selby

Gino Grimaldi  
 City Manager

Jeff Towery  
 Assistant City Manager

City Executive Team
---------------------

Bob Duey	-	Finance Director
Rob Everett	-	Library Director
Anette Spickard	-	Development & Public Works Director
Brandt Melick	-	Information Technology Director
Niel Laudati	-	Community Relations Manager
Randy Groves	-	Fire Chief
Timothy Doney	-	Chief of Police
Greta Utecht	-	Human Resources Director

ADA Statement

The City of Springfield operates without regard to race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, or disability in accordance with the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice and related statutes and regulations, including Title VI of the Civil Rights Act and Title II of the Americans with Disabilities Act. For accommodations, translations, or additional information, contact the ADA Coordinator at 541-726-3724 or [tmugleston@springfield-or.gov](mailto:tmugleston@springfield-or.gov), City TTY users dial Oregon Relay Services at 711.

## Acknowledgments

Special thanks go to the following individuals for their assistance with the compilation of the FY15 Adopted Budget Document.

**Budget Review Team:** Gino Grimaldi, City Manager  
Jeff Towery, Asst. City Manager  
Bob Duey, Finance Director  
Paula Davis, Budget Officer

**Preparation of the Budget Document:** Paula Davis, Budget Officer

**Department Budget Coordinators:** Kathy Cunningham, Legal & Judicial Services  
Mike Harman, Police Department  
Brandt Melick, Information Technology Department  
Rhonda Rice, Development & Public Works Department  
Jana Sorenson, Fire and Life Safety Department  
Courtney Griesel, City Manager's Office  
Dee Dee Thomas, HR Specialist

**Finance Department Staff:** Meg Allocco, Accountant  
Nathan Bell, Accounting Manager  
Andrew Bemiller, Accounting Tech  
David Held, Administrative Assistant  
Jayne McMahan, Procurement Analyst  
Sally McKay, Accountant  
Alison Rich, Payroll Specialist

**Budget System Support:** Kerrie Miller, Programmer Analyst

Additional appreciation goes to support staff, who have assisted the department budget coordinators.

# Our Organizational Values Statement

## Passion \* Integrity \* Results

### *Passion for our community*

We are dedicated to providing exceptional service. We listen carefully and respond to the needs and expectations of our customers and our community. Each of us plays an important role in serving the community and making our city a great place to live and work. We encourage creativity and innovation as we constantly seek to improve our services and to enhance the quality of life in our community. At Springfield, each individual makes a difference.

### *Integrity in our work*

We are professional and honest in our working relationships. We strive for equity and fairness in our decision making and in our treatment of one another. We honor our commitments. We hold ourselves accountable to the highest ethical and performance standards.

### *Results through collaboration*

As City of Springfield employees we are committed to working together with citizens, elected officials and each other. We get the job done. We value our culture of participation, building strong partnerships across our organization and within our community. We respect individual differences, recognizing they are part of our strength as a team. We share ideas to inspire and learn from one another.





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## READERS GUIDE

### *The Budget Document*

The budget document represents the entire City budget. The City of Springfield budget is arranged in separate sections to provide an easier understanding of the budget document. They are:

- Budget Message
- City Overview
- Operating Budget
- Capital Budget
- Non-Departmental Budget
- Financial Summaries and Statistical Tables
- Glossary

The **Budget Message** is a letter to the Mayor and City Council of Springfield, from the Springfield City Manager. The budget message from the City Manager outlines the overall direction and key goals used in developing the budget. The message highlights major service changes, organization changes or budgetary changes that are part of the adopted budget.

The **City Overview** provides the reader with a view of how the City is organized, information on how to contact the City and a list of scheduled meetings for the Budget Committee. This is also a description of the City's Budget Process and Annual Budget Process and Timeline.

The **Operating Budget** by Department presents the City's operating budget (personnel services, materials and services, and capital outlay) from the department view. There are eight City departments and one service area: City Manager's Office; Development & Public Works; Finance; Fire and Life Safety; Human Resources; Information Technology; Legal and Judicial (a service area); Library, and Police. Each of the nine Departmental areas includes a description of the Department, its mission, community outcomes, organization chart, financial summary, and information about the personnel services of the Department. The Department view answers such questions as "How is the department organized to provide services to Springfield citizens? What budget authority is established for each major category of expenditures? What is the total budget for the Department and where is the funding coming from?" The Operating Budget of \$99,886,651 makes up 29.33% of the total City budget.

The **Capital Budget** section provides a summary page of the total City capital budget and detail descriptions of the projects and project categories are included. The Capital Budget of \$34,839,266 makes up 10.23% of the total City budget. This section

represents the recommended budget for projects previously published and approved by Council in the Capital Improvement Program (CIP) document. The CIP is prepared annually, beginning in early October. The process begins with an outreach effort to gain public input, and input from private utilities and other public agencies and ends with City council adoption in February.

The **Non-Departmental Budget** section provides information for all budget categories that are neither department operating nor capital costs. The Non-Departmental Budget of \$205,885,505 makes up 60.45% of the total City Budget. This section provides detail to those expenditures not under the direct authority of a department and/or the activities of the program are not specifically identifiable by department. Such detail as the City Fund Reserves, debt servicing costs, and inter-fund transfers of all funds are summarized in this section.

The **Financial Summaries and Statistical Tables** section provides additional reference information. The City's property taxes and operating budget analysis are included as well.

The **Glossary** includes a description of each City Fund, as well as a list of Budget Acronyms and Abbreviations used in the document and common for municipalities.



## Budget Message 2016

It is my pleasure to present the city of Springfield's proposed Fiscal Year 2016 budget.

### Budget Overview

The proposed Fiscal Year 2016 budget makes strategic investments that will improve service delivery to the citizens of Springfield and control costs. The preparation of this year's budget continues the use of the Priority Based Budgeting tool introduced during last year's budget review. Priority Based Budgeting is used throughout the year in an effort to continuously improve and make sure programs are provided in the most cost effective manner. Priority Based Budgeting also helps facilitate discussions regarding the shifting of resources so that programs most important to the community are provided.

In prior years, the preparation of the budget was approached from the primary perspective of the need to balance revenue with expenditures. This caused the majority of the budget preparation work to be focused on budget reductions and left little room to have conversations about what the city should be doing to meet the growing needs of the community. The need to balance revenue and expenditures has not disappeared. The local economy is slowly improving and increases in revenue have been very modest.

The starting point for the preparation of the Fiscal Year 2016 was the creation of comprehensive list of programs needing additional investments. During the Executive Team (city department heads and staff from the City Manager's Office) offsite meetings in November and December 2014 all department resource requests were reviewed. The list was prioritized and recommendations for funding were established. The complete list is presented in Exhibit A and is sorted into two sections: those requests being funded in FY16; and requests not funded. Without having the advantage of significant additional resources, improving programs had to rely on shifting resources coupled with controlling costs in order to remain fiscally stable over a three year time frame.

The result of the budget preparation efforts briefly described above is a proposed Fiscal Year 2016 budget that contains improvements in program areas related to public safety, economic development, Library, and Development and Public Works. In addition, the Fiscal Year 2016 budget contains investments in Finance and Human Resources designed to produce cost savings and/or allow for the reallocation of resources to high priority services.

The proposed Fiscal Year 2016 budget results in long range financial projections for the General Fund that are the healthiest they have been in many years. In prior years the projections showed General Fund deficits of over \$1 million in years two and three. Current projections for the General Fund project manageable deficits of \$695K for year two and \$884K for year three.

### Highlights of Service Improvements and Changes

- Economic Development/City Manager's Office

The duties of the City Manager and Assistant City Manager will be shifted so that the Assistant City Manager will be able to provide increased focus on economic development activities including Glenwood and Downtown redevelopment, ongoing economic development efforts and the redevelopment of the Booth Kelly facility. The anticipated retirement of the Community Development Manager will allow for the additional realignment of duties within the City Manager's Office to provide for additional support in areas such as intergovernmental relations, involvement in state legislative issues, and support for the Mayor and City Council for major initiatives impacting the community.

- Development Review/Development and Public Works

The department has restructured several major functional areas to reduce costs and improve services. The department will be expanding front counter hours in City Hall by an hour each day and expects turnaround time for plan review, phone responses, and permit issuance to improve as well as position the department to be responsive to increases in development activity.

The vacant position of Deputy Director of Development and Public Works is being eliminated. Duties of that position will be absorbed by other management positions within the department.

- Program Analysis/Finance

The proposed Fiscal Year 2016 budget adds an additional Management Analyst position and increases a Department Assistant by 0.2 FTE. This will provide capacity to evaluate Priority Based Budget programs as well as conduct other studies designed to continue efforts to utilize existing resources as effectively and efficiently as possible. It is anticipated that the savings realized through the various studies will exceed the cost to fund the positions.

- Fire & Life Safety

The Fire & Life Safety Department is constantly seeking ways to improve response times to fire and medical emergencies. The proposed budget includes \$30,000 for a new system to alert fire stations to calls. The existing system alerts fire stations sequentially. The proposed system will alert stations simultaneously which will reduce the time it takes to notify responders by 20 to 40 seconds depending on the type of call.

The Fire & Life Safety Department is reducing support personnel by 1.0 FTE to reduce costs. Duties will be distributed among other staff.

- Volunteer Coordination/Human Resources

The proposed Fiscal Year 2016 budget continues the limited duration Volunteer Coordinator position included in the current budget. The city utilizes 200 to 250 volunteers citywide.

- Risk Program and Claims Administration/Human Resources

During the current fiscal year the Human Resources Department, in cooperation with the Development and Public Works Department, has had a limited duration position that has been tracking Workers Compensation and Short and Long Term Disability claims. The efforts have resulted in additional wage subsidy and worksite modification funding of approximately \$44,000 in six months. The proposed budget continues the limited duration position for another six months. The position will be reevaluated at that time.

- Benefit Plan and Program Administration/Human Resources

Fiscal Year 2016 will be the first full year of staffing the Employee Wellness Clinic with a Nurse Practitioner. It was previously staffed with a Registered Nurse. This allows employees to access a higher level of care and avoid costlier visits to physicians. This reduces the city's health care costs and improves the health of city employees. In 2016 the Employee Wellness Clinic will move from its current temporary location to a portion of space currently utilized by the Fire & Life Safety Department.

- Borrower Services/Library

The Library will complete the implementation of the patron self-service checkout stations which will be faster and more cost efficient allowing the Library to address other patron service needs without increasing staff. The ability to address other patron needs will be dependent on the extent of the use of the self-service checkout stations.

The leadership structure of the Library Department continues to be fine-tuned to create a structure that meets their needs at a lower cost. The Library is proposing to use a portion of the savings to increase a library technician by 0.4 FTE to full time. This will provide additional staff support for timely material support and public desk coverage.

- Public Safety/Police

The Police Department is reorganizing its rank structure with the creation of four Lieutenants. This will improve the ability of the Police Department to respond to changing conditions in neighborhoods and the community through the creation of a special response team; to improve succession planning; improve supervision; move towards state accreditation; and to increase training opportunities for staff. The total cost to implement this change is approximately \$35,000.

The proposed Fiscal Year 2016 contains \$18,000 for a pilot project exploring the use of body cameras for the department. It is anticipated that the deployment of body cameras will be beneficial to the public and police officers.

One additional Detention Officer is included in the proposed budget. This will reduce the number of forced overtime shifts worked by Detention Officers. The Police Department will continue to use vacancy management to reduce costs.

### Capital Projects

The city of Springfield is responsible for maintaining and building facilities that are critical to the livability and the economic vitality of the community. The Fiscal Year 2016 budget invests approximately \$38 million in these facilities. Among the major capital projects included in the Capital Budget are the following:

- Gateway Street Overlay – The city has received approximately \$1.5 million in Surface Transportation funding for pavement preservation work on Gateway Street. The project includes 0.97 miles of pavement preservation as well as accessibility and signal upgrades.
- Franklin Boulevard Sanitary Sewer Expansion – The expansion of the sewer began last fiscal year and will be completed in Fiscal Year 2016 providing the availability of sewer service the entire length of Franklin Boulevard that is within the Urban Growth Boundary. This is a critical element to the redevelopment of the Glenwood area.
- Franklin Boulevard Reconstruction – The city has received \$6 million in state funds and another \$3.5 to \$5 million in a state loan for the first phase of the reconstruction of Franklin Boulevard. The first phase will begin from the Franklin/McVay intersection and terminate in the vicinity of Mississippi Avenue. The project will create a multiway boulevard that includes access lanes and parking adjacent to the arterial.

### Strategic Plan/Performance Measures

The City of Springfield Strategic Plan is a constantly evolving document aimed at quantifying progress towards the city's long-range goals and tasks in such a way as to illustrate the success of City Council Goal achievement. In 2013, the City of Springfield began the transition to a priority based budget. Since that time and continuing over the next several months, staff will work to update and align the Strategic Plan, Council Goals, and Priority Based Budget Programs. During this process, current strategic plan measures will be reviewed, refined, or removed and new strategic plan measures are likely to be identified. This rewrite is aimed at creating a logical system of measures and budget programs, all directed at achieving and illustrating achievement of Council Goal success.

Ultimately, a balanced set of measures cannot be established overnight. Most organizations with a strategic plan have performed significant revisions, and most have resulted in simplification of measurements. One of our expectations is that an updated strategic plan complete with Council Goals, priority initiatives and performance measures will be presented as an appendix to the city's budget next year and into the future.

### Long-Term Fiscal Health

The city's use of the priority based budgeting tool commits us to a multi-year effort that occasionally should be reviewed and updated to keep relevant. As we approach the third year of priority based budgeting during Fiscal Year 2016, departments will review and update their current list of programs and services. They will validate their description and update their costing methodologies for all existing and new programs. Also during Fiscal Year 2016, departments will have access to additional analytical support to complete necessary program analysis to continue aligning services with Council and Community priorities. Utilizing priority based budgeting has demonstrated a commitment to long-term financial stability, brought a new perspective and understanding to the budget process, and has empowered departments to take ownership in critical funding decisions. Priority based budgeting will allow us to manage the new norm and as revenues stabilize the process can help us manage requests for new spending to ensure they support high priority programs and services.

As mentioned previously, a significant part of fully benefiting from this approach is an increased focus on the 5 and 10 year financial planning windows for the city's operating funds. Along with the use of performance measurements to ensure services are better aligned with Council goals, having the right financial policies and targets in place can help ensure that more immediate decisions and actions taken do not jeopardize the long-term strategy for achieving our community's vision. To accomplish this, time and effort needs to be spent to review the city's revenue's reliability and its expenditure trends to help create our own fiscal health models.

Having started this year and continuing into next year, management has already begun this work on four selected accounting funds. This will allow us to develop better defined longer-range fiscal policies for achieving fiscal health. These four funds are: General fund, the Street fund, the Building fund and the Ambulance fund.

### Challenges

In the next several years the city of Springfield will be making some important decisions that will be important to the community and its citizens.

In May, the City Council will begin discussions regarding the renewal of the operating levy that provides funding for the staff of one fire station. Assuming the City Council decides to move forward with the renewal of the levy, in November, 2015 the voters will decide whether or not to renew the operating levy. A year from now the same process will be followed regarding the Police levy that funds the Municipal Jail, Courts, City Prosecutor and police services.

The condition of city streets continues to deteriorate due to lack of funding for maintenance and preservation. In May, Lane County voters will vote on an increase in the vehicle registration fee. Revenue from the increase in the vehicle registration fee will be shared with local governments in Lane County. Voter approval of the vehicle registration fee will generate approximately \$1 million for the city of Springfield. This would be used exclusively for preservation. Even with this additional funding, a backlog of preservation needs will remain requiring careful consideration of additional funding solutions.

There is a growing backlog of projects needed to adequately maintain city buildings and reserves are inadequate to replace building components such as heating and air-conditioning systems. As an example, the heating and air-conditioning units for City Hall are projected to cost \$1.65 million to replace. Another major unfunded project is the improvements to City Hall that will be needed to bring the building up to current seismic standards. The cost of those improvements will be known in the next several months. While the issues regarding the maintenance of city building are significant, they are not insurmountable if addressed in the next several years.

#### Conclusion

The proposed Fiscal Year 2016 budget moves the community and the city organization forward by shifting resources among programs and controlling costs. It is noteworthy that the proposed budget contains a number of service enhancements while only increasing the total number of employees by 0.60 full time equivalents. City employees continuously strive to cost effectively improve services to the citizens of Springfield. I believe the Budget Committee will see many examples of that as you review the proposed budget and listen to department presentations during your upcoming meetings.

The future definitely contains some challenges. However, the community and the city organization has a strong tradition of meeting and overcoming challenges and there is nothing to indicate a change in that tradition.

Preparation of the budget is truly a team effort. I would like to thank those that helped prepare the budget. I would like to give special thanks to Bob Duey and Paula Davis of the Finance Department for the leadership role they have played in the preparation of the budget.

I formally submit the Fiscal Year 2016 proposed budget for your consideration and look forward to discussing it in greater detail with you.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gino Grimaldi', with a stylized flourish at the end.

Gino Grimaldi  
City Manager

## Exhibit A Program Request

Department	Program Name	Q.	Resource Request	Funded
City Managers Office	Downtown Parking*	4	Increase operating expense for contractual services in implement Downtown Parking Program	\$40k Program Expense in Downtown Urban Renewal SEDA Funds
City Managers Office	Community Events Coordination	3	Increase program expense for increase in Community Events demand	\$16,800 was added to CMO budget in the Transient Room Tax Fund
City Managers office / Development & Public Works	Comprehensive Planning	1	Increase program expense to begin implementation of a Main Street Vision Strategies	\$100k was added to the City Manager's special projects expense in the Development Projects Fund
Finance	Budget Development & Procurement Administration	1	1.0 FTE support staff for purchasing and budget	Management Analyst FTE added to focus on PBB program analysis and efficiency projects.
Finance	Budget Development	1	Replace BRASS / Implement a new budget and forecasting tool	Initial analysis to be completed in FY16 with implementation in FY17
Fire & Life Safety	Suppression Fire Operations	1	Fire Staffing Study; BC Contract; IAFF contract; overtime	Overtime adjust were made in FY16 to reflect last year adjustments
Fire & Life Safety	Suppression Fire Operations	1	Turnouts & Fire Hose replacement	Reduction in lease payments offset increase in Equipment replacement reserves.
Fire & Life Safety	Suppression Fire Operations	1	Fire Apparatus Replacement / Apparatus Replacement Reserve	Replacement reserves were identified for future apparatus purchases
Fire & Life Safety	Dispatch and Communication	2	Dispatch Contract	Dispatch contract was increased by 5%
Fire & Life Safety	Dispatch and Communication	2	IP Alerting Equipment, implement changes to CAD system related to the alerting system used to "tone" out fire station crews.	\$30k was added to proposed budget for this project.
Human Resources	Health & Wellness Program	4	Wellness Clinic service expansion and new facility: \$300k estimate. (\$160k for service contract and up to \$100k for space remodel.)	Funded with existing insurance reserves.
Human Resources	Health & Wellness Program	4	Increase in contracted services for Wellness Clinic	Funded with existing insurance reserves.
Human Resources	Risk Administration & Programs	1	Staffing Needs, 1.00 Management Analyst Volunteer Coordinator	Approved as limited duration position.
Human Resources	Risk Administration & Programs	1	.5 FTE Admin Specialist	Approved as limited duration position.
Information Technology	Network Administration	1	Replace HVAC for computer server room and set up reserve.	Emergency funded in FY15
Library	Borrower's Services	3	Phase 2 self checkout	\$15k was added to Library's FY16 Proposed budget for Phase 2
Library	Borrower's Services	3	Borrower's Service I - FTE change from .6 to 1.0	Library Technician FTE increase completed for FY16
Police	Cahoots		Cahoots	Program was funded with grants.
Police	Patrol Emergency	1	Car video and/or body cameras	Pilot program added to FY16 Proposed budget for \$18k Federal Forfeitures
Police	K-9 Unit	2	Ongoing Drug Dog costs and permanent vehicle	Ongoing drug dog costs with vehicle purchase was added to FY16 Proposed budget in F204.
Police	Jail Management	3	Jail Staffing Levels - 1.0 FTE Detention Officer	Analysis on levy projections was completed and an additional detention officer was added to FY16 Proposed.
Police	Long Range Planning	3	Department Reorg	Department re-org was completed in SBFS in Jan 2015 and is part of the FY16 Proposed budget.

**Request not funded in FY16.** Not prioritized and sorted by department.

Department	Program Name	Q.	Resource Request
City Managers Office	Community Business Development	3	Add additional 1.0 FTE for Community Business Development
Development & Public Works	Code Enforcement	1	Add .5FTE for dedicated clerical support for the Code Enforcement program based on current workload.
Development & Public Works	Surface Drainage Vegetation Management	2	Add additional 1.0 FTE and purchase of vehicle for removal of invasive species on Mill Race corridor and bioswales.
Development & Public Works	Surface Drainage Vegetation Management	2	.2 FTE plus supplies to address homeless camps near city waterways.
Development & Public Works	Street Maintenance and Preservation	2	Street maintenance resources
Development & Public Works	Street Maintenance and Preservation	2	Purchase asphalt grinder and hire seasonal FTE to provide crack seal, pavement marking, and asphalt repair
Development & Public Works	Traffic Operations-Engineering	1	Replace traffic control and communication systems.-Intelligent Transportation System plan.
Development & Public Works	Facilities Maintenance-City*	3	Create a building systems reserve that would allow timing replacement of the systems.
Development & Public Works	Facilities Maintenance-Custodial Services*	4	FTE Request for Custodial Services
Development & Public Works	Vehicle & Equipment Preventive Maintenance and Scheduled and Unscheduled Repairs	4	1.0 FTE mechanic to provide service to Public Safety vehicles and Operation specialized equipment.
Development & Public Works	Community Development	1	.5 FTE HUD Planning Staffing
Development & Public Works	Integrated System Support	1	Acela Replacement
Development & Public Works	GIS Ad-Hoc Support	2	Asset Mgmt. Replacement Reserves
Development & Public Works	Emergency Management	2	Increase General Fund support of Emergency Manager from .02 to .25
Development & Public Works	Comprehensive Planning	1	Budget for litigation expenses and contractual services for 2030 plan.
Fire & Life Safety	Fire Inspection/Code Enforcement	2	1.0 FTE Deputy Fire Marshal
Fire & Life Safety	EMS Billing - Springfield	4	EMS 1st Response Fee (4-5year implementation)
Human Resources	Benefit Leave Administration	3	Provide employee paid short term disability in partnership with paid time off program \$154k.
Human Resources	Benefit Plan and Program Administration	2	.5 FTE Admin Specialist
Human Resources	Risk Programs and Claim Administration	1	Risk Management Information System
Human Resources	Risk Programs and Claim Administration	1	Volunteer Management System
Human Resources	Employee Training	2	Leadership Skills Training and/or diversity training
Information Technology	Customer Support	4	1.0 FTE for dedicated HELP Desk
Information Technology	Server Administration and Maintenance	1	Server Replacements: Additional funds were approved in FY15 no increase is needed at this time.
Information Technology	Network Administration	1	Develop disaster recovery plan and .25 FTE to implement disaster recovery plan

**Continued Request not funded in FY16.**

<b>Department</b>	<b>Program Name</b>	<b>Q.</b>	<b>Resource Request</b>
Information Technology	Application Support - Departmental Applications	2	Establish Reserve for Safety Software upgrade and/or replacement
Information Technology	Systems Security	1	1.0 FTE Limited duration then .5 FTE ongoing & contractual services to comply CJIS regulations.
Information Technology	Network Administration	1	Audit Network Infrastructure. (50k) and .5 FTE to implement audit recommendations.
Police	Financial Resource	4	Building Replacement Reserve
Police	Fleet Vehicle	3	Increased funds for vehicle replacement
Police	Animal Control	3	Veterinarian Reporting
Police	Response Team		Response Team
Police	Policy Review and Admin	2	Lexipol
Police	Training and Certifications	3	Sustainable Training Program
Police	Dispatch	2	Potential replacement of Gold Elite consoles in Dispatch - (Police requested hold on project

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## CITY OVERVIEW

### ***City Government Organization***

The City of Springfield, incorporated in 1885, is a home rule charter city. This charter is the basic law under which the City operates. Amendments to the charter can only be made by a vote of the people and can be placed on the ballot by the Council or by the voters through an initiative process. The City of Springfield has a Council-Manager form of government.

The **Mayor** is the formal representative of the City of Springfield and is elected to a four-year term by the voters at large on a non-partisan ballot. The Mayor presides over Council meetings and does not vote, except in the case of a tie. The Mayor can veto any Council decision, but a two-thirds vote of the Council can override the veto. As the chief elected officer, the Mayor is responsible for providing political and policy leadership for the community.

The six-member **City Council** sets overall City policy and goals. The City Council also makes laws or ordinances, which govern the City of Springfield. Councilors are nominated from one of six wards and are elected at large for four-year staggered terms. Councilors are elected to represent citizens' interests on the Council. The Council takes official action at regular Council meetings which are open to the public. The Council supervises, and is responsible for selecting, the City Manager.

The **City Manager** supervises the operations of all City departments. City departments include the City Manager's Office, Development Services, Finance, Fire and Life Safety, Human Resources, Information Technology, Legal and Judicial Services, Library, Police and Public Works Departments. As chief administrator, the City Manager has no vote in the Council, but may take part in discussions of matters coming before the legislative body.

### ***Citizen Involvement***

Our citizens are the most important part of the City organization. City services are directed to meet the needs of the citizens. Public hearings are held so that citizens can contribute to the planning and budgeting process of the City. Citizens may express their concerns and requests to their representatives on the City Council, City Budget Committee and other City committees. Citizens are also encouraged to attend the various public hearings held regarding City actions. Notices of all City public hearings are published in the Public Notices section of the Register Guard. Upcoming meeting agenda items are listed in the City Region section of the local newspapers.

<b>Date</b>	<b>Time and Place</b>	<b>Agenda Items</b>
Tuesday April 14, 2015	5:30 p.m. Library Meeting Room	Election of Officers Welcome from the City Manager Presentation of FY16 Proposed Budget
Tuesday April 21st	5:30 p.m. 6:00 p.m. Library Meeting Room	Presentation of SEDA Budget Department Presentations Business from the Audience

*Continued*

Date	Time and Place	Agenda Items
Tuesday April 28 <sup>th</sup>	5:30 p.m. Library Meeting Room	Business from the Audience Departmental Presentation Conclusion

## **City Services**

Under the direction of the City Manager, eight departments and one service area provide services to the citizens of Springfield: City Manager's Office, Development & Public Works, Finance, Fire and Life Safety, Human Resources, Information Technology, Legal and Judicial Services, Library, and Police Departments.

The **City Manager's Office** is responsible for directing and coordinating the work plans of all City Departments in conformance with the goals and objectives established by the Mayor and City Council.

The **Development & Public Works Department** provides urban planning services to the community, mandates building permitting and inspection, responds to property nuisance complaints, manages City-owned real estate; designs, constructs, operates, and maintains public improvements, facilities and equipment owned by the City and the public.

The **Finance Department** provides financial management services to all City Departments, the City Council, Budget Committee, the Metropolitan Wastewater Management Commission, the Regional Fiber Consortium and the Springfield Economic Development Agency.

The **Fire and Life Safety Department** acts as first responder in medical and fire-related emergencies, reviews buildings and construction plans to ensure fire safety and provides FireMed and ambulance billing services for many different agencies.

The **Human Resources Department** serves other City Departments by providing technical advice, service, leadership and training for issues related to the City's work force.

The **Information Technology Department** is responsible for the purchasing, repair and maintenance of the City's telecommunications and computer networks and systems.

The **Legal and Judicial Service Area** is responsible for functions provided by the City Attorney, the City Prosecutor and the Municipal Court.

The **Library Department** provides a wide range of informational, educational, cultural and recreational materials to more than 18,070 patrons in our community.

The **Police Department** responds to the emergency and law enforcement needs of the community through response to calls for service, police patrols, traffic law enforcement and investigation of crimes.

Please refer to the Operating Budget section of this document for more detailed information about the departments and service area listed above.

## ***City Services***

**Purpose of an Annual Budget** – The budget represents the financial plan of the City. It is a policy tool for the Mayor and City Council to express the targets and priorities for the next fiscal year and an implementation tool that translates the targets into action plans which are reflected in each program’s goals, objectives and performance measures.

The budget serves other functions as well. It is a financial tool which enables the City to allocate its resources. As a public document, it is a tool for elected officials and administrators to communicate decisions to the citizens and staff. As a decision-making document, staff uses the budget both as an accounting tool to ensure financial integrity and a management auditing tool to measure performance.

**Budget Process Overview** – Oregon’s local budget law, as set forth in Chapter 294 of the Oregon Revised Statutes, requires local governments to prepare and adopt an annual budget. The law establishes standard procedures for preparing, presenting, and administering the budget. The law requires citizen involvement in the preparation of the budget and public disclosure of the budget before final adoption.

**Preparation** – The City of Springfield operates on a fiscal year calendar (July 1 to June 30 of the following year). Preparation of the City budget usually begins in January by projecting annual resources and requirements for the coming fiscal year. Resources include revenues received in the current fiscal year, such as property tax receipts, user fees, grants and inter-governmental revenues, as well as reserves and working capital carried forward from the previous fiscal year. Requirements include wages, materials and services and other known costs. This comparison of resources and requirements establishes the context in which the Budget Committee provides policy direction for the preparation of the budget.

Before City staff begins preparing the budget for the upcoming fiscal year, the Budget Committee or City Council are asked to establish general guidelines that will govern the preparation process. After the guidelines are established, staff prepares a proposed budget which the City manager presents to the Budget Committee, usually in April.

The Budget Committee, consisting of the City Council and an equal number of citizens, reviews and revises the budget during a series of meetings in April and May. After the Budget Committee approves the budget, it is forwarded to the City Council for final adoption, usually in late June. A summary of the budget is published in the local newspaper prior to a City Council public hearing. The City Council has final authority to adopt or change the budget. If a change occurs during the review and adoption of the budget (after the public notice of the budget) that increases the property tax levy or increases expenditures in any fund by more than 10%, the budget must be referred back to the Budget Committee.

## ***City of Springfield Annual Budget Process and Timeline***

A summary of the City's annual budget process timeline is as follows:

### **January - March**

- ♦ The citizen members of the City of Springfield Budget Committee are appointed by Council.
- ♦ Springfield City Council adopts goals for the next fiscal year.
- ♦ The City Council adopts the Five Year Capital Improvement Program.
- ♦ The City Council reviews the Community Development Block Grant projects for budget preparation.
- ♦ The Budget Committee or City Council provides guidance to City Manager.
- ♦ The City Manager prepares the recommended FY16 Proposed Budget for consideration by the Budget Committee.

### **April – May**

- ♦ The City Manager's budget message and the Proposed Budget are presented to the Budget Committee.
- ♦ The Budget Committee meets and deliberates on the Proposed Budget.
- ♦ The Budget Committee recommends its FY16 Approved Budget to the City Council.

### **June**

- ♦ The City Council holds hearings and adopts the FY16 Annual Budget.

### **July**

- ♦ The FY16 Adopted Budget is implemented and Tax Levy certified.

### ***Adjusting the Adopted Budget***

The budget may be amended during the fiscal year. Amending a budget means that the original resolution adopted by Council will be changed based on updated information and/or unanticipated revenues or expenditures occurring after the adoption. Changes to the original resolution that alter legal spending levels must be approved by the City Council before any action can occur. Changes to the resolution are processed through supplemental budget action.

A supplemental budget must be prepared and adopted before any expenditures are made in excess of a department's legal budget appropriation. Notices of all budget hearings are published in the Springfield Times using guidelines in the Oregon Budget Law manual.

**CITY OVERVIEW - Continued**  
**FY16 Proposed Budget**

**Total Operating Budget and Debt Service - Last Four Fiscal Years**

Budget Data	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Proposed
<b>Operating Budget - All Funds</b>	<b>\$ 80,299,146</b>	<b>\$ 84,269,317</b>	<b>\$ 97,601,118</b>	<b>\$ 99,886,651</b>
Cost per Capita	1,341.90	1,397.06	1,605.24	1,629.79
% Change (cost per capita)		4.1%	14.9%	1.5%
<b>Debt Service *</b>	<b>\$ 3,295,156</b>	<b>\$ 3,287,966</b>	<b>\$ 3,287,303</b>	<b>\$ 2,208,136</b>
Cost per Capita	55.07	54.51	54.07	36.03
% Change (cost per capita)		-1.0%	-0.8%	-33.4%
<b>Population</b>	<b>59,840</b>	<b>60,319</b>	<b>60,802</b>	<b>61,288</b>

**Total Operating Revenue by Source - Last Four Fiscal Years**

Source	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Proposed
Taxes	\$ 29,215,818	\$ 30,112,033	\$ 31,959,194	\$ 31,927,321
Licenses and Permits	3,441,747	3,544,726	3,536,722	3,837,636
Intergovernmental	8,679,809	8,587,015	9,881,616	8,927,749
Charges for Service	61,732,750	67,487,566	67,643,417	70,480,338
Fines and Forfeitures	1,499,746	1,675,489	2,027,263	1,852,600
Use of Money and Property	2,587,340	2,908,764	2,411,359	2,671,422
Special Assessments	43,859	154,545	17,300	14,200
Miscellaneous Receipts	1,043,454	901,001	1,000,490	1,014,531
Other Financing Sources	43,388,402	33,095,356	33,722,174	36,537,409
Cash Carry-Over	165,975,180	170,254,884	179,195,245	183,348,216
<b>Total</b>	<b>\$ 317,608,104</b>	<b>\$ 318,721,378</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>

**Staffing Summaries Citywide Full-Time Authorized Positions - Last Four Years**

Source	FY13 Adopted	FY14 Adopted	FY15 Adopted	FY16 Proposed
Total Personnel (FTE)	408.49	406.69	407.94	408.54
Employees/1,000 Population	6.83	6.74	6.71	6.67
% Change in Emp/1,000 Population		-1.23%	-0.49%	-0.65%

\* Amended as of Feb 17, 2015

**TOTAL BUDGET SUMMARY - FY13 through FY16**  
**Resources and Requirements: All Funds**

Source	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Resources: (Summary Level)</b>				
Taxes (Current and Delinquent)	\$ 29,215,818	\$ 30,112,033	\$ 31,959,194	\$ 31,927,321
Licenses, Permits and Fees	3,441,747	3,544,726	3,536,722	3,837,636
Intergovernmental	8,679,809	8,587,015	9,881,616	8,927,749
Charges for Service	61,732,750	67,487,566	67,643,417	70,480,338
Fines and Forfeitures	1,499,746	1,675,489	2,027,263	1,852,600
Use of Money and Property	2,587,340	2,908,764	2,411,359	2,671,422
Special Assessments	43,859	154,545	17,300	14,200
Miscellaneous Receipts	1,043,454	901,001	1,000,490	1,014,531
Other Financing Sources	43,388,402	33,095,356	33,722,174	36,537,409
<b>Total Current Revenues</b>	<b>\$ 151,632,925</b>	<b>\$ 148,466,494</b>	<b>\$ 152,199,535</b>	<b>\$ 157,263,206</b>
<b>Cash Carryover</b>	<b>165,975,180</b>	<b>170,254,884</b>	<b>179,195,245</b>	<b>183,348,216</b>
<b>Total Resources</b>	<b>\$ 317,608,104</b>	<b>\$ 318,721,378</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>
	-	-	-	-
<b>Requirements:</b>				
<b>Operating Budget</b>				
City Manager's Office	\$ 1,514,795	\$ 1,390,436	\$ 1,486,865	\$ 1,541,948
Development & Public Works		\$ 33,257,329	\$ 41,651,659	\$ 41,006,028
Development Services	3,481,724	-	-	-
Finance	1,146,238	1,141,398	1,229,008	1,424,901
Fire and Life Safety	16,475,958	17,619,955	17,768,685	18,676,645
Human Resources	3,764,588	6,960,745	9,508,164	10,178,153
Information Technology	1,487,246	1,520,787	1,735,817	2,742,213
Legal and Judicial Services	1,770,486	1,707,038	1,966,412	2,025,449
Library	1,457,971	1,440,631	1,717,365	1,695,968
Police	18,499,899	19,230,998	20,537,143	20,595,346
Public Works	30,700,241	-	-	-
<b>Total Operating Budget</b>	<b>\$ 80,299,146</b>	<b>\$ 84,269,317</b>	<b>\$ 97,601,118</b>	<b>\$ 99,886,651</b>
<b>Total Capital Budget</b>	<b>11,727,537</b>	<b>7,001,018</b>	<b>32,148,483</b>	<b>34,839,266</b>
<b>Total Non-Departmental Budget</b>	<b>55,327,846</b>	<b>48,320,699</b>	<b>201,645,179</b>	<b>205,885,505</b>
<b>Total Requirements</b>	<b>\$ 147,354,529</b>	<b>\$ 139,591,034</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>
	-	-	-	-

\* Amended as of Feb 17, 2015

**TOTAL BUDGET SUMMARY - FY13 through FY16**  
**Resources and Requirements: General Fund**

Source	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Proposed
<b>Resources: (Summary Level)</b>				
Taxes (Current and Delinquent)	\$ 18,141,402	\$ 18,355,980	\$ 19,427,022	\$ 19,875,826
Licenses, Permits and Fees	2,271,576	2,398,017	2,312,097	2,580,436
Intergovernmental	4,161,177	3,844,641	4,024,091	4,098,000
Charges for Service	2,867,845	2,919,870	3,103,345	3,053,326
Fines and Forfeitures	1,418,423	1,585,514	2,026,663	1,852,000
Use of Money and Property	54,406	57,139	72,500	95,000
Miscellaneous Receipts	201,699	383,717	223,000	250,000
Other Financing Sources	3,505,966	3,372,279	3,467,117	3,599,458
<b>Total Current Revenues</b>	<b>\$ 32,622,492</b>	<b>\$ 32,917,157</b>	<b>\$ 34,655,835</b>	<b>\$ 35,404,046</b>
<b>Cash Carryover</b>	<b>7,754,752</b>	<b>8,268,084</b>	<b>8,428,315</b>	<b>8,672,450</b>
<b>Total Resources</b>	<b>\$ 40,377,244</b>	<b>\$ 41,185,241</b>	<b>\$ 43,084,150</b>	<b>\$ 44,076,496</b>
<b>Requirements:</b>				
<b>Operating Budget</b>				
City Manager's Office	\$ 1,238,724	\$ 1,200,841	\$ 1,281,335	\$ 1,312,493
Development & Public Works		2,145,954	2,399,777	2,431,747
Development Services	1,112,960	-	-	-
Finance	852,975	877,933	930,325	1,118,869
Fire and Life Safety	9,651,508	9,970,790	10,153,433	10,479,400
Human Resources	398,744	363,443	439,238	444,636
Information Technology	1,390,837	1,343,620	1,478,817	1,549,830
Legal and Judicial Services	1,374,233	1,303,310	1,480,816	1,533,447
Library	1,342,895	1,357,587	1,554,261	1,580,952
Police	12,803,458	13,211,827	13,916,034	14,156,571
Public Works	941,604	-	-	-
<b>Total Operating Budget</b>	<b>\$ 31,107,938</b>	<b>\$ 31,775,305</b>	<b>\$ 33,634,036</b>	<b>\$ 34,607,945</b>
<b>Total Capital Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Non-Departmental Budget</b>	<b>1,001,222</b>	<b>981,620</b>	<b>9,450,114</b>	<b>9,468,551</b>
<b>Total Requirements</b>	<b>\$ 32,109,160</b>	<b>\$ 32,756,925</b>	<b>\$ 43,084,150</b>	<b>\$ 44,076,496</b>

\* Amended as of Feb 17, 2015

## TOTAL BUDGET SUMMARY - FY13 through FY16 Requirements Only - All Funds

Expenditures by Department	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Proposed
City Manager's Office	\$ 1,539,795	\$ 1,420,436	\$ 1,536,865	\$ 1,691,948
Development & Public Works		40,228,347	73,750,142	75,423,348
Development Services	3,481,724	-	-	-
Finance	1,146,238	1,141,398	1,229,008	1,424,901
Fire and Life Safety	16,475,958	17,619,955	17,768,685	18,676,645
Human Resources	3,764,588	6,960,745	9,508,164	10,178,153
Information Technology	1,487,246	1,520,787	1,735,817	3,014,159
Legal and Judicial Services	1,770,486	1,707,038	1,966,412	2,025,449
Library	1,457,971	1,440,631	1,717,365	1,695,968
Police	18,499,899	19,230,998	20,537,143	20,595,346
Public Works	42,402,778	-	-	-
Non-Departmental	55,327,846	48,320,699	201,645,179	205,885,505
<b>Total</b>	<b>\$ 147,354,529</b>	<b>\$ 139,591,034</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>
	-	-	-	-
Expenditures by Fund	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Proposed
General - Fund 100	\$ 32,109,160	\$ 32,756,925	\$ 43,084,150	\$ 44,076,496
Street - Fund 201	5,056,747	5,546,584	6,340,741	6,466,549
Jail Operations - Fund 202	2,667,337	2,803,675	2,933,396	3,181,942
Special Revenue - Fund 204	817,557	672,944	1,606,653	1,326,173
Transient Room Tax - Fund 208	923,169	939,240	1,518,392	1,929,200
Community Development - Fund 210	813,552	726,078	1,340,690	925,641
Building Fund - Fund 224	864,647	792,465	896,425	1,097,691
Fire Local Option Levy - Fund 235	1,538,828	1,472,140	1,955,295	1,966,703
Police Local Option Levy - Fund 236	4,547,866	4,660,509	6,843,102	7,316,909
Bancroft Redemption - Fund 305	19,289	46,995	129,360	130,427
Bond Sinking - Fund 306	3,295,156	3,287,966	3,785,588	2,563,440
Regional Wastewater Debt Service - Fund 312	7,710,025	7,711,425	7,706,702	7,709,628
Sewer Capital Projects - Fund 409	7,226,264	2,696,066	12,975,384	12,456,585
Regional WW Rev. Bond Cap. Proj. - Fund 412	5,242,580	2,216,439	19,406,866	16,213,286
Development Assessment Capital - Fund 419	114,025	99,231	1,073,938	1,010,505
Development Projects - Fund 420	639,706	949,446	4,218,304	4,264,006
Drainage Capital - Fund 425	765,715	742,681	15,768,780	16,042,900
Police Building Bond Capital Project - Fund 428	24,075	94,378	37,240	-

<b>Expenditures by Fund - Continued</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
Regional Wastewater Capital - Fund 433	3,255,308	1,005,428	73,764,817	80,711,437
Street Capital - Fund 434	38,082	192,859	1,218,193	4,017,691
SDC Storm Improvement - Fund 440	80,499	390,318	1,483,033	1,414,189
SDC Storm Drainage Reimb Fund - Fund 441	22,994	32,741	153,310	179,912
SDC Sanitary Reimbursement - Fund 442	135,888	152,966	1,570,786	1,617,803
SDC Sanitary Improvement - Fund 443	129,344	121,129	439,718	417,168
SDC Regional Wastewater Reimb. - Fund 444	16,691	17,676	504,836	594,746
SDC Regional Wastewater Improv. - Fund 445	1,202,116	1,401,961	4,005,028	3,961,028
SDC Transportation Reimbursement - Fund 446	154,259	53,212	377,065	412,013
SDC Transportation Improvement - Fund 447	337,116	189,946	1,610,481	1,706,507
Sewer Operations - Fund 611	8,251,002	7,069,017	11,521,260	11,937,192
Regional Wastewater - Fund 612	28,428,685	28,590,684	46,509,123	48,652,319
Ambulance - Fund 615	5,045,597	5,340,476	6,339,946	6,978,384
Drainage Operating - Fund 617	5,640,353	6,268,617	10,028,891	10,054,972
Booth-Kelly - Fund 618	1,443,643	1,456,754	2,366,989	2,325,966
Regional Fiber Consortium - Fund 629	40,610	43,551	267,696	279,378
Insurance - Fund 707	15,927,258	16,018,430	26,113,368	26,354,620
Vehicle and Equipment - Fund 713	2,371,917	2,515,133	10,683,999	9,554,167
SDC Administration - Fund 719	457,470	514,948	815,235	763,849
<b>Total</b>	<b>\$ 147,354,529</b>	<b>\$ 139,591,034</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>
	-	-	-	-
<b>Expenditures by Category</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
Personal Services	\$ 44,981,648	\$ 46,226,778	\$ 49,090,468	\$ 50,687,719
Materials and Services	32,691,252	36,237,232	43,226,685	44,226,466
Capital Outlay	2,626,246	1,805,307	5,283,965	4,972,466
Capital Projects	11,727,537	7,001,018	32,148,483	34,839,266
Non-Departmental	55,327,846	48,320,699	201,645,179	205,885,505
<b>Total</b>	<b>\$ 147,354,529</b>	<b>\$ 139,591,034</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>
<b>Expenditure Summary</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
Operating	\$ 80,299,146	\$ 84,269,317	\$ 97,601,118	\$ 99,886,651
Capital Projects	11,727,537	7,001,018	32,148,483	34,839,266
Non Departmental	55,327,846	48,320,699	201,645,179	205,885,505
<b>Total</b>	<b>\$ 147,354,529</b>	<b>\$ 139,591,034</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>

\* Amended as of Feb 17, 2015

Note: Department totals include Capital Projects and Capital Outlay

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**OPERATING BUDGET SUMMARY - FY13 through FY16  
Requirements Only - All Funds**

<b>Expenditures by Department</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
City Manager's Office	\$ 1,514,795	\$ 1,390,436	\$ 1,486,865	\$ 1,541,948
Development & Public Works		33,257,329	41,651,659	41,006,028
Development Services	3,481,724	-	-	-
Finance	1,146,238	1,141,398	1,229,008	1,424,901
Fire and Life Safety	16,475,958	17,619,955	17,768,685	18,676,645
Human Resources	3,764,588	6,960,745	9,508,164	10,178,153
Information Technology	1,487,246	1,520,787	1,735,817	2,742,213
Legal and Judicial Services	1,770,486	1,707,038	1,966,412	2,025,449
Library	1,457,971	1,440,631	1,717,365	1,695,968
Police	18,499,899	19,230,998	20,537,143	20,595,346
Public Works	30,700,241	-	-	-
<b>Total</b>	<b>\$ 80,299,146</b>	<b>\$ 84,269,317</b>	<b>\$ 97,601,118</b>	<b>\$ 99,886,651</b>
<b>Expenditures by Fund</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
General - Fund 100	\$ 31,107,938	\$ 31,775,305	\$ 33,634,036	\$ 34,607,945
Street - Fund 201	4,956,747	5,446,584	5,416,211	5,518,041
Jail Operations - Fund 202	2,667,337	2,803,675	2,924,126	3,181,942
Special Revenue - Fund 204	727,316	660,647	891,279	595,338
Transient Room Tax - Fund 208	406,169	345,448	365,716	376,874
Community Development - Fund 210	813,552	726,078	1,340,690	925,641
Building Code - Fund 224	864,647	792,465	861,103	939,953
Fire Local Option Levy - Fund 235	1,538,828	1,472,140	1,633,670	1,683,096
Police Local Option Levy - Fund 236	2,724,560	2,820,465	3,005,649	3,076,835
Bancroft Redemption - Fund 305	15,885	16,995	17,394	17,966
Development Assessment Capital - Fund 419	98,140	75,359	85,789	88,155
Regional Wastewater Capital - Fund 433	1,282,560	492,653	2,469,028	3,864,600
SDC Storm Improvement - Fund 440	33,553	56,356	55,697	36,470
SDC Sanitary Reimbursement - Fund 442	126,363	152,966	135,985	159,255
SDC Storm Drainage Reimb Fund - Fund 441	22,994	32,203	44,799	25,087
SDC Sanitary Improvement - Fund 443	83,682	75,467	68,390	76,259
SDC Regional Wastewater Reimb. - Fund 444	167	156	2,000	2,000
SDC Regional Wastewater Improve. - Fund 445	2,116	1,961	3,000	2,000
SDC Transportation Reimb. - Fund 446	44,457	39,169	35,880	38,514
SDC Transportation Improvement - Fund 447	137,999	144,092	134,260	139,415
Sewer Operations - Fund 611	3,268,253	3,292,138	3,664,630	3,638,814
Regional Wastewater - Fund 612	14,123,208	14,145,014	16,434,885	17,344,272

**Operating Budget Summary - Continued**

<b>Expenditures by Fund</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
Ambulance - Fund 615	5,045,597	5,340,476	5,669,282	5,951,849
Drainage Operating - Fund 617	3,999,228	4,023,242	4,862,563	4,965,906
Booth-Kelly - Fund 618	524,270	537,413	611,892	527,530
Regional Fiber Consortium - Fund 629	40,610	43,551	128,900	127,900
Insurance - Fund 707	3,355,999	6,596,424	9,068,926	9,728,517
Vehicle and Equipment - Fund 713	1,831,312	1,845,926	3,450,959	1,707,466
SDC Administration - Fund 719	455,660	514,948	584,379	539,011
<b>Total</b>	<b>\$ 80,299,146</b>	<b>\$ 84,269,317</b>	<b>\$ 97,601,118</b>	<b>\$ 99,886,651</b>
	-	-	-	-

<b>Expenditures by Category</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
Personal Services	\$ 44,981,648	\$ 46,226,778	\$ 49,090,468	\$ 50,687,719
Materials and Services	32,691,252	36,237,232	43,226,685	44,226,466
Capital Outlay	2,626,246	1,805,307	5,283,965	4,972,466
<b>Total</b>	<b>\$ 80,299,146</b>	<b>\$ 84,269,317</b>	<b>\$ 97,601,118</b>	<b>\$ 99,886,651</b>

\* Amended as of Feb 17, 2015

# FY16 OPERATING BUDGET

**All Funds: \$ 99,886,651**

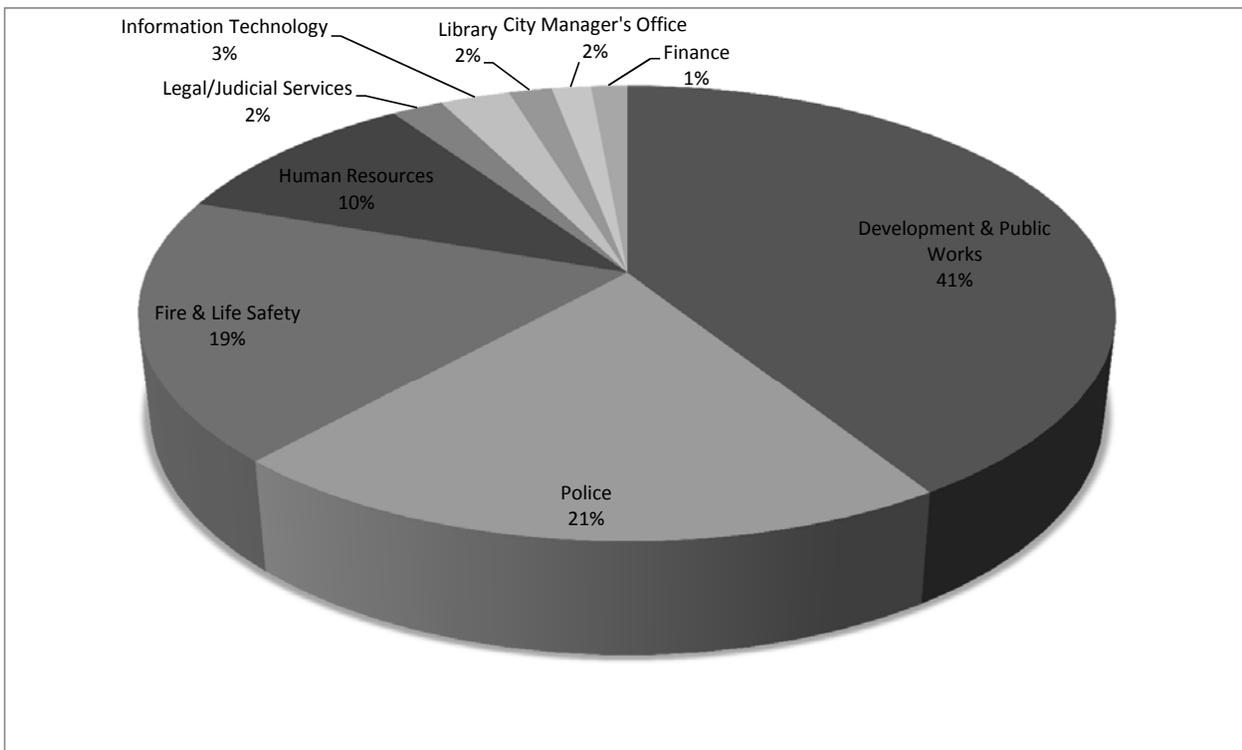
## By Department

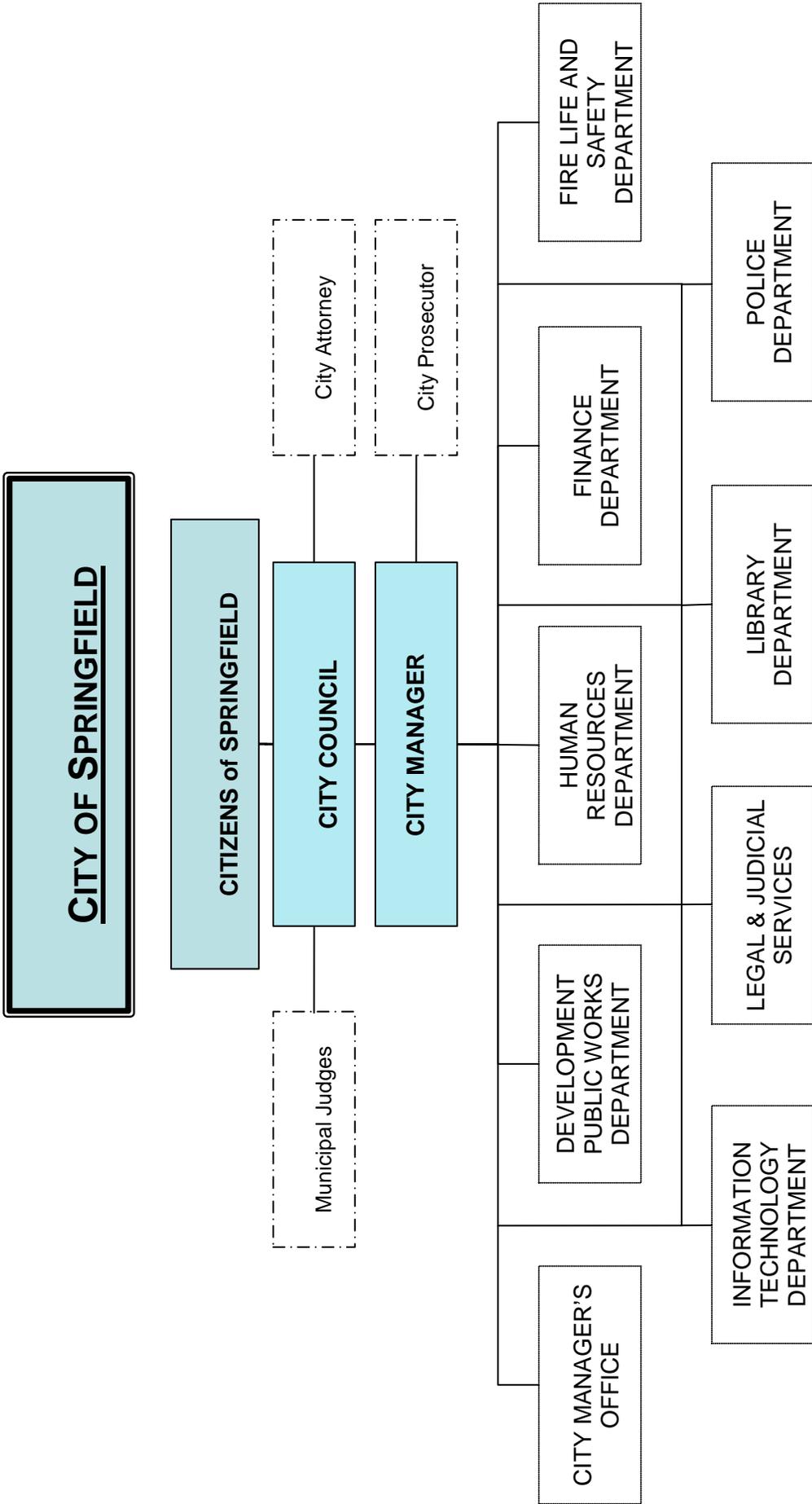
	Amount	%
City Manager's Office	\$ 1,541,948	2%
Development & Public Works	41,006,028	41%
Finance	1,424,901	1%
Fire & Life Safety	18,676,645	19%
Human Resources	10,178,153	10%
Information Technology	2,742,213	3%
Legal/Judicial Services	2,025,449	2%
Library	1,695,968	2%
Police	20,595,346	21%
<b>Total</b>	<b>\$ 99,886,651</b>	<b>100%</b>

## By Category

	Amount	%
Personal Services	\$ 50,687,719	51%
Materials and Services	44,226,466	44%
Capital Outlay	4,972,466	5%
<b>Total</b>	<b>\$ 99,886,651</b>	<b>100%</b>

## By Department





## City Manager's Office

### Departmental Programs

- Administration
- Economic Development
- Communications
- Mayor and Council

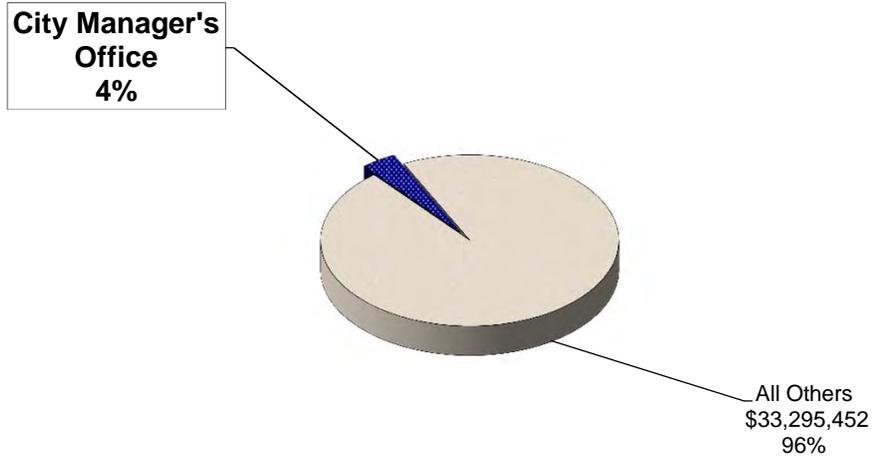
### Department Description

The City Manager's Office directs and coordinates the work plans of all City departments in conformance with the goals and objectives established by the Mayor and City Council. The City Manager is the chief administrative officer for the City and is responsible for informing and advising the City Council regarding services the City provides to the community and ensures that appropriate administrative processes are in place to facilitate effective and efficient provision of City services. The City Manager oversees the administration of all City departments and functions and appoints the department directors. Staff in the City Manager's Office support the Mayor and City Council and are responsible for city recorder functions, city elections, management of boards, commissions and committees as well as media relations, public information, responding to citizen concerns, intergovernmental relations, website maintenance, administration of the City budget, , and managing the city's community and economic development program, including staffing of the Springfield Economic Development Agency.

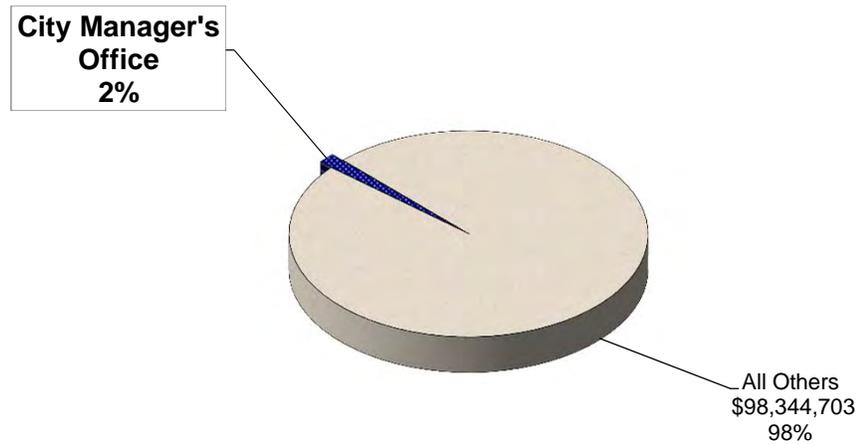
### Mission

The City Manager's Office mission is to ensure a common vision exists throughout the City's service delivery systems and the citizens of Springfield are encouraged to participate in City government. Supporting multi-jurisdictional partnerships and maintaining excellent working relationships with other governments is a focus of the City Manager's Office. The City Manager's Office creates and facilitates systems, processes and policies necessary to provide quality and consistent services to our community. The City Manager's Office ensures the city's Community and Economic Development Program offers businesses, community organizations and citizens the appropriate support for economic development and growth, and promotes awareness and understanding of city services, policies, projects and issues through communication with the citizens, employees, news media, special interest groups, community groups, neighborhoods and businesses. The City Manager's Office also staffs and implements the Springfield Economic Development Agency to develop and redevelop both the Glenwood and Downtown areas through their respective Urban Renewal plans.

<b>FY16 OPERATING BUDGET - General Fund</b>		<b>\$ 34,607,945</b>
<b>City Manager's Office:</b>	<b>\$ 1,312,493</b>	



<b>FY16 OPERATING BUDGET - All Funds</b>		<b>\$ 99,886,651</b>
<b>City Manager's Office:</b>	<b>\$ 1,541,948</b>	



## City Manager's Office

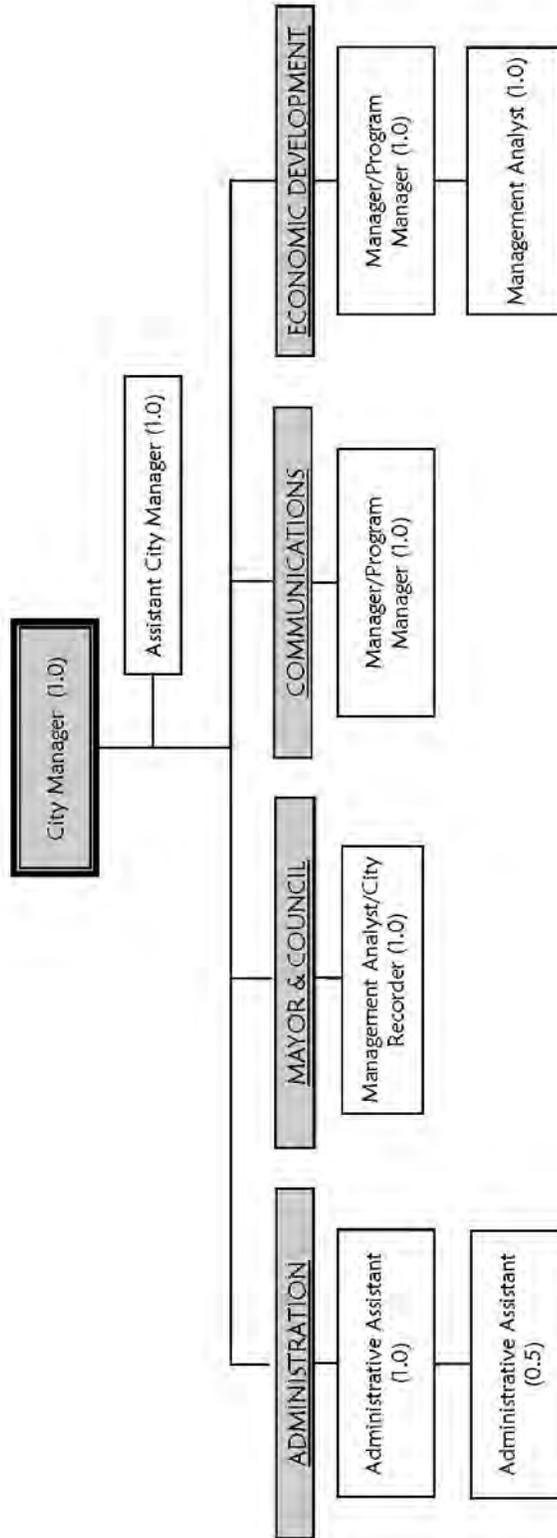
### *Financial Summary*

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 936,221	\$ 948,179	\$ 970,204	\$ 1,006,115
Materials and Services	578,575	442,257	516,661	535,833
<b>Total</b>	<b>\$ 1,514,795</b>	<b>\$ 1,390,436</b>	<b>\$ 1,486,865</b>	<b>\$ 1,541,948</b>
<b>Expenditures by Fund:</b>				
General	\$ 1,238,724	\$ 1,200,841	\$ 1,281,335	\$ 1,312,493
Special Revenue	35,873	6,169	18,952	20,730
Transient Room Tax	240,199	182,703	184,178	206,325
Vehicle and Equipment	-	723	2,400	2,400
<b>Total</b>	<b>\$ 1,514,795</b>	<b>\$ 1,390,436</b>	<b>\$ 1,486,865</b>	<b>\$ 1,541,948</b>
<b>Expenditures by Sub-Program:</b>				
Administration	\$ 761,779	\$ 762,642	\$ 613,927	\$ 601,801
City Council	31,499	33,954	134,849	140,818
Communications	17,561	12,018	165,463	193,353
Economic Development	321,715	248,189	256,605	239,466
Intergovernmental	382,242	333,632	316,021	366,510
<b>Total</b>	<b>\$ 1,514,795</b>	<b>\$ 1,390,436</b>	<b>\$ 1,486,865</b>	<b>\$ 1,541,948</b>

\* Amended as of Feb 17, 2015

# City Manager's Office

Total FTE: 7.5



## City Manager's Office

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	6.40	6.40	6.90	6.90
Transient Room Tax	0.60	0.60	0.60	0.60
<b>Total Full-Time Equivalents</b>	<b>7.00</b>	<b>7.00</b>	<b>7.50</b>	<b>7.50</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Administrative Aide/City Recorder	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	1.50	1.50
Administrative Coordinator	1.00	1.00	0.00	0.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Community Development Manager	1.00	1.00	1.00	1.00
Community Relations Manager	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents</b>	<b>7.00</b>	<b>7.00</b>	<b>7.50</b>	<b>7.50</b>

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## City Manager's Office

### Program: Administration

#### Program Description:

The City Manager's Office is responsible for directing and coordinating the work plans of all City departments in conformance with the goals and objectives established by the Mayor and City Council. The City Manager is responsible for informing and advising the City Council about changes in service levels and delivery mechanisms, implementing administrative processes which facilitate the effective and efficient provision of City services, analyzing policy issues pertaining to organizational goals and objectives and appointing department directors. Staff in the City Manager's Office is responsible for employee communication, responding to citizen concerns, intergovernmental relations, general administration, budget administration, supporting and responding to the Mayor and City Council, and managing the city's Communications Program, and Community and Economic Development Program which also staffs the City's urban renewal agency.

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#### Budget Highlights:

The budget includes continued funding to support City participation in TEAM Springfield. The proposed budget currently includes continued funding for regional Intergovernmental Agencies and local outside agencies (Springfield Area Chamber of Commerce, Human Services, L-COG, League of Oregon Cities, and the Springfield Museum). Funding for the referenced agencies is reflected within the City Manager's Office budget program area titled Intergovernmental Agencies. Based upon policy direction, funding for these outside agencies could continue to be funded, reduced and/or eliminated.

#### Service Level Changes:

Material & Service targets for FY 2016 limits expenditures to the required activities. Additional funds have been requested to provide annual support to the South Willamette Economic Development Corporation, a newly formed (January 2015), and City Council supported, organization focused on regional business recruitment, retention, and expansion. These funds are identified within the Intergovernmental Agreement budget.

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**Administration Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Actual	FY16 Target
<p style="text-align: center;"><b>To Offer Financially Sound and Stable Government Services</b></p>	<p>Departments manage resources to maintain staffing levels for key services, through proposed FTE, each budget year.</p>	<p>Number of City Employees per 1000 Population</p>	<p>6.68</p>	<p>6.41</p>	<p>8.00</p>
	<p>Retain community support by informing the community regarding services provided on a monthly basis through media advisories, print and news stories.</p>				
	<p>Update Council/Budget Committee regarding financial forecast related to annual FTE by reporting annually, at the mid-year budget meeting.</p>				

## City Manager's Office

### Program: Mayor and Council

#### Program Description:

The Mayor and Council Program is responsible for coordinating the functions of the Mayor and City Council. The program is staffed by the City Recorder and includes the responsibilities of assembling sufficient materials for the Mayor and Council to make informed decisions on matters placed before them.

Staff to the Mayor and Council are also responsible for city elections, management of boards, commissions and committees, maintenance of the public record, and responding to citizen concerns and public records requests.

#### Budget Highlights:

The Mayor and Council Program budget includes funding to support the coordination of public meetings as well as Council and Mayor attendance and collaboration on regional issues and events. In addition to funding materials and services to support public meetings and maintain the public record, funds are budgeted to provide a minimum level of training and development for both elected officials and the City Recorder. This training is vital to building relationships and knowledge which creates opportunities for innovation and partnerships at a regional, state, and national level, as well as keeping up on current laws and requirements.

#### Service Level Changes:

Material & Service targets for FY 2016 limits expenditures to the required activities and does not request any significant budget changes from FY 2015.

#### Mayor and Council Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Actual	FY16 Target
Provide Financially Responsible and Innovative Government Services	Public Records and Information Available to the Public in a Timely Manner	Records requests are responded within an average 7 days (which may include weekends)	N/A	6 Days	7 Days

# City Manager's Office

## Program: Communications

### Program Description:

The Communications Program is staffed by the Community Relations Manager and responsible for overseeing the City's public outreach activities, including media relations, City branding and promotions, messaging of priority initiatives, and the organization and implementation of special community events and projects. Other responsibilities include working directly with the Mayor, Councilors, and Executive Leadership Team to enhance public awareness of city policy, increasing civic participation, management of City website and social media content, and support to staff in preparing for media/interview requests.

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### Budget Highlights:

The budget includes continued funding to support public communication and promotions and City participation and management of community sponsorships and events, including the State of the City. The Communications program budget also continues to include Transient Room Tax funds budgeted specifically for the purpose of installing a Ken Kesey themed mural, generating community pride and bringing visitors to Springfield.

### Service Level Changes:

Material & Service targets for FY 2016 limits expenditures to the required activities. An increase in Transient Room Tax funds specific to the Ken Kesey mural is requested. Targets otherwise limit expenditures to the required activities and may limit any non-mandatory costs such as memberships, travel/meeting, and subscriptions.

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### Communications Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Residents Perception of Springfield is Positive	Community Survey Approval Rating is Good	N/A	Average+/- Good	Good

## City Manager's Office

### Program: Economic Development

#### Program Description:

The Economic Development Program is staffed by 2.0 fte, a Community Development Manager and a Senior Management Analyst. Economic Development staff work to increase the number, diversity and stability of private sector jobs in the community, by assisting local businesses with site development and infrastructure, overseeing the Enterprise Zone program and accessing other incentive programs. The staff provides services designed to facilitate economic growth, tourism, redevelopment and neighborhood stability.

Specific program activities include the administration of the Transient Room Tax program which supports tourism-related activities and projects in Springfield, the Springfield Economic Development Agency (SEDA) which works to develop and redevelop both the Glenwood and Downtown areas through their respective Urban Renewal plans, and the coordination of special projects and community development partnership initiatives like the Discover Downtown Springfield program partnership.

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#### Budget Highlights:

The budget includes SEDA funds to provide staff and capital support for redeveloping Glenwood and Downtown. Projects include the initial funding of Downtown parking enforcement, design and development of Glenwood area infrastructure and facilities, block improvements in Downtown, and the funding of Franklin Blvd reconstruction initiatives in Glenwood.

Discussions continue with developers, property owners, and county partners regarding redevelopment of Glenwood's Riverfront area. When appropriate, incentives, such as SDC payments, will be provided out of the Economic Development SEDA funds. Transient Room Tax funds are also eligible and anticipated funds for use on special projects increasing tourism in the area.

**Service Level Changes:** None

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**Economic Development Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Actual	FY16 Target
<b>To Encourage Community and Economic Development and Revitalization</b>	Compare growth of property values in Glenwood Urban Renewal area, versus growth in citywide property values (minus URA values), through a review and comparison of assessed values, from the Lane County Tax Assessor.	Growth in Level of Downtown Urban Renewal Investments (as a % above City assessed value/AV)	-1.2%	0.08%	5%
	Compare growth of property values in Downtown Urban Renewal area, versus growth in citywide property values (minus URA values), through a review and comparison of assessed values, from the Lane County Tax Assessor.				
	Monitor number of public/private investments enabled through the Glenwood Urban Renewal for planning and infrastructure.	Growth in Level of Glenwood Urban Renewal Investments (as a % above City assessed value/AV)	2.5%	8%	5%
	Monitor number of public/private investments enabled through the Downtown Urban Renewal for planning and infrastructure.				

# Development and Public Works Department

## Departmental Programs

- Administration
- Building Safety and Inspection Services
- Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME)
- Community Events
- Comprehensive Planning
- Development Review and Code Enforcement
- Drainage/Stormwater
- Emergency Management
- Facilities Maintenance
- Regional/Local Wastewater
- Streets
- Survey
- Transportation
- Vehicles & Equipment Maintenance

The Development and Public Works Department is comprised of 5 divisions – Administration, Community Development, Current Development, Operations, and Environmental Services – with a total work force of 123 full time equivalents. Each division is responsible for a variety of diverse, community enhancing programs that require, and deliver, excellent customer service, implementation of City Council goals and policies, and rigorous compliance with a host of state and federal mandates.

The Community Development Division is responsible for the planning, design and construction of public improvements, establishing and operating an efficient and safe multi-modal transportation system, and developing and delivering comprehensive land use plans and associated refinement plans.

The Current Development Division actively works to increase Springfield's housing, business and industry development opportunities and to improve the community's health, safety, welfare and livability through the efficient implementation of the Division's development assistance responsibilities, and the equitable enforcement of the City's Development Code, Municipal Code and each of the Building Safety Codes.

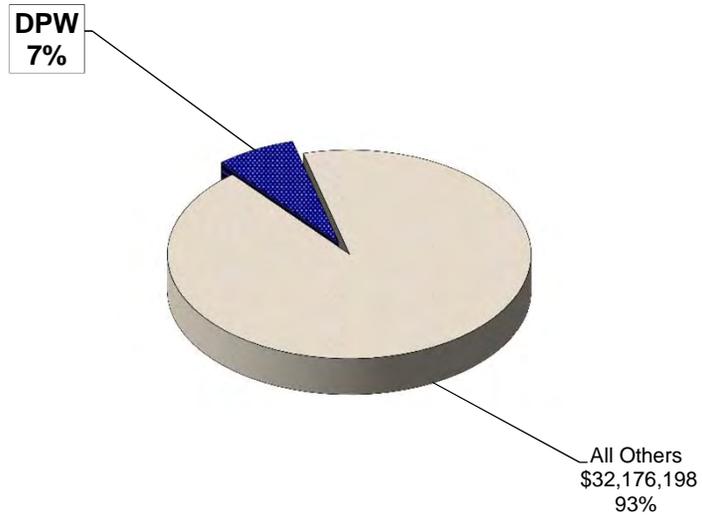
The Environmental Services Division provides administration, management and capital improvements planning and construction services for the Metropolitan Wastewater Management Commission; manages the Industrial Pretreatment Program, local wastewater and drainage rates, and customer service; and coordinates Development and Public Works efforts to manage and regulate activities affecting surface waters to protect water quality and comply with Federal clean water regulations.

The Operations Division is responsible for maintaining the City's built infrastructure including streets, wastewater collection system, surface and subsurface stormwater systems, landscapes and entrances, traffic control systems and the City's buildings/facilities and project management. The division is responsible for the City's vehicle/equipment maintenance and management of the Regional Fuel Facility. The division also provides staff support and traffic control for the City's special projects and events.

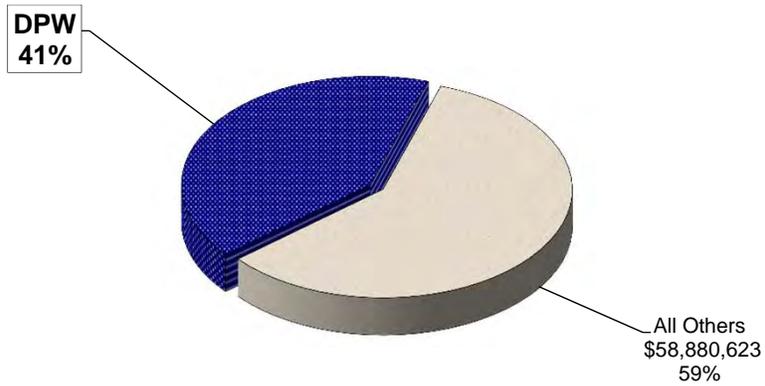
## Mission

The City of Springfield Development and Public Works Department facilitates the creation of the City. The Department offers comprehensive development assistance with primary emphasis on customer service to assist applicants with project navigation, facilitation and development with collaborative efforts from other departments and partners to guide applicants through the development process. The Department provides long-range land use planning and zoning; plan and design, construct, operate and maintain infrastructure to promote economic vitality and public safety using the design standards, building codes and the City's municipal code to sustain Springfield's livability.

<b>FY16 OPERATING BUDGET - General Fund</b>	<b>\$ 34,607,945</b>
Development & Public Works:	<b>\$ 2,431,747</b>



<b>FY16 OPERATING BUDGET - All Funds</b>	<b>\$ 99,886,651</b>
Development & Public Works:	<b>\$ 41,006,028</b>



## Development & Public Works Department

### Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 11,910,956	\$ 12,166,346	\$ 13,215,022	\$ 12,897,574
Materials and Services	20,616,219	20,573,651	24,378,835	24,153,088
Capital Outlay	1,654,790	517,332	4,027,330	3,955,366
<b>Total</b>	<b>\$ 34,181,965</b>	<b>\$ 33,257,329</b>	<b>\$ 41,621,187</b>	<b>\$ 41,006,028</b>
<b>Expenditures by Fund:</b>				
General	\$ 2,054,564	\$ 2,145,954	\$ 2,399,777	\$ 2,431,747
Building	864,647	792,465	861,103	939,953
Booth-Kelly	524,270	537,413	611,892	527,530
Community Development Fund	790,720	702,955	1,317,151	902,157
Storm Drainage Operations	3,987,891	4,011,361	4,849,847	4,704,581
Regional Fiber Consortium	40,610	43,551	128,900	127,900
Regional Wastewater	14,017,575	14,039,729	16,311,183	17,214,205
Regional Wastewater Capital	1,282,560	492,653	2,469,028	3,864,600
SDC Administration	438,379	496,008	565,152	437,023
SDC Local Storm Improvement	33,553	56,356	55,697	36,470
SDC Storm Drainage Reimbursement	22,994	32,203	44,799	25,087
SDC Local Wastewater Improvement	83,682	75,467	68,390	76,259
SDC Local Wastewater Reimbursement	126,363	152,966	135,985	159,255
SDC Regional Wastewater Improvement	2,116	1,961	3,000	2,000
SDC Regional Wastewater Reimburse.	167	156	2,000	2,000
SDC Transportation Improvement	137,999	144,092	134,260	139,415
SDC Transportation Reimbursement	44,457	39,169	35,880	38,514
Sanitary Sewer Operations	3,256,916	3,280,257	3,651,914	3,311,365
Special Revenue	71,497	20,541	197,654	10,000
Street	4,956,747	5,446,584	5,416,211	5,177,060
Transient Room Tax	109,906	105,548	114,097	118,141
Vehicle and Equipment	1,334,352	639,940	2,277,739	760,766
<b>Total</b>	<b>\$ 34,181,965</b>	<b>\$ 33,257,329</b>	<b>\$ 41,651,659</b>	<b>\$ 41,006,028</b>

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Continued</b>				
<b>Expenditures by Department:</b>				
Development Services	\$ 3,481,724			
Public Works	\$ 30,700,241			
<b>Expenditures by Division:</b>				
Office of the Director		\$ 2,217,103	\$ 2,958,312	\$ 2,456,466
Technical Services		1,275,475	1,478,335	443,914
Operations		7,460,458	10,477,107	9,509,487
Current Development		3,132,007	3,969,404	3,717,377
ESD		15,785,241	20,149,882	22,480,075
Community Development	-	3,387,046	2,618,619	2,398,709
<b>Total</b>	<b>\$ 34,181,965</b>	<b>\$ 33,257,329</b>	<b>\$ 41,651,659</b>	<b>\$ 41,006,028</b>

\* Amended as of Feb 17, 2015

# Development and Public Works Department

Total FTE 123.0

**OFFICE OF THE DIRECTOR**  
Development and Public Works Director (1.0)

City Engineer (.50)  
Emergency Manager (.50)

**Survey Section**  
City Surveyor (1.0)

Surveyor (1.0)    Survey Party Chief (1.0)

Public Information & Education Specialist (2.0)

Sr. Management Analyst (1.0)

Property Management Specialist (1.0)  
Administrative Specialist (1.0)

Management Support Specialist-Annexations (1.0)  
Permit Technician I (1.0)  
Permit Technician II (1.0)

**CURRENT DEVELOPMENT DIVISION**  
Current Development Manager (1.0)

Management Analyst (0.5)

**COMMUNITY DEVELOPMENT DIVISION**  
Community Development Manager (1.0)

Planning, Project Development & Delivery Managing Civil Eng. (1.0)  
Senior Planner (1.0)  
Sr. Infra. Planner (1.0)  
Civil Engineer (2.0)  
Construction Insp. 2 (2.0)  
Engineering Tech 4 (1.0)  
Engineering Support Specialist (1.0)

Management Analyst(0.5)  
Principal Planner (1.0)  
Principal Engineer (1.0)  
Sr. Transportation Planner (1.0)

**CDBG/HOME Program**  
Community Development Analyst (1.0)  
Housing Program Asst. (1.0)

**Land Development & Building Code Section**  
Program Manager (1.0)

Civil Engineer (2.0)  
Construction Insp. 1 (1.0)  
Engineering Tech 4 (1.0)  
Engineering Tech 3 (1.0)

Building Official (1.0)  
Plans Examiner (1.0)  
Building Inspector 3 (3.0)

**Development Review/Code Enforcement**  
Planning Supervisor (1.0)

Senior Planner (2.0)  
Planner (2.0)  
Code Enforcement Officer (2.0)

**OPERATIONS DIVISION**  
Operations Manager (1.0)

**Streets, Landscape and Surface Drainage Programs**  
Operations Supervisor (1.0)

Maintenance Crew Chiefs (2.0)  
Maintenance Technician Journey (10.0)

Maintenance Crew Chief (1.0)  
Maintenance Technician Journey (7.0)

**Vehicles & Equipment**  
Operations Supervisor (1.0)

Data Management Tech (1.0)  
Infrastructure System Tech (1.0)

Mechanic 2 (1.0)  
Mechanic Journey (1.0)  
Administrative Specialists (2.0)

**Facilities Maintenance Program**  
Associate Project Mgr (1.0)

Blgd Maintenance Worker (2.0)  
Maintenance Technician Journey (1.0)  
Security Attendant (1.0)

Custodian 2 (1.0)  
Custodian 1 (1.0)

**Apprenticeship & CMOM Programs**  
Operations Supervisor (1.0)

Infrastructure Systems Spec. (1.0)  
Maintenance Technician Journey (1.0)  
Maintenance Technician Apprentice (7.0)

Civil Engineer (2.0)  
Traffic Signal Electrician (1.0)  
Traffic Tech 4 (1.0)  
Traffic Maintenance Tech (2.0)

**ENVIRONMENTAL SERVICES DIVISION**  
Environmental Services Manager (1.0)

Financial Services Env. Services Program Manager (1.0)  
Management Analyst (1.0)  
Administrative Specialist (1.0)

Water Quality Program ESD Water Resources/Pretreatment Programs Env. Services Program Manager (1.0)  
Pretreatment Program Coordinator (1.0)  
Environmental Svs Tech 2 (2.0)  
Environmental Svs Tech 1 (0.5)

Regional Policy Support and CIP Program Managing Civil Eng. (2.0)  
Design/Construction Coordinator (2.0)  
Civil Engineer (1.0)  
Environmental Management Analyst (1.0)  
Engineering Asst. (1.0)  
Administrative Specialist (1.0)

Stormwater Program Coordinator (1.0)  
Environmental Svs Tech 2 (2.0)  
Environmental Svs Tech 1 (0.5)

Administrative Specialist (1.0)

## Development & Public Works Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	20.07	19.61	20.36	20.26
Booth-Kelly	0.90	1.53	1.53	1.59
Building Code	6.90	5.85	5.85	6.43
Community Development Fund	3.16	2.36	2.36	2.10
Regional Wastewater	14.95	15.01	15.01	14.93
Sanitary Sewer Operations	19.62	20.30	19.95	17.59
SDC Administration	3.47	3.28	3.23	2.52
Storm Drainage Operations	30.88	30.89	30.69	28.71
Street	29.75	30.07	30.17	28.02
Transient Room Tax	0.85	0.85	0.85	0.85
<b>Total Full-Time Equivalents</b>	<b>130.55</b>	<b>129.75</b>	<b>130.00</b>	<b>123.00</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Admin Specialist-Annexation	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00	0.00
Administrative Specialist	5.40	8.00	7.00	5.00
Assistant Project Coordinator	0.00	1.00	1.00	1.00
Assistant Project Manager	1.00	0.00	0.00	0.00
Associate Community Svcs Mgr	0.80	0.00	0.00	0.00
Associate Project Manager	1.00	1.00	1.00	1.00
Asst ESD/MWMC Manager	1.00	0.00	0.00	0.00
Asst Public Works Director	1.00	0.00	0.00	0.00
Bldg Maint Worker	2.00	2.00	2.00	2.00
Building Inspector 3	2.40	3.00	3.00	3.00
Building Official	0.00	0.00	1.00	1.00
Building Permit Review Tech.	0.80	1.00	0.00	0.00
City Engineer	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Civil Engineer	10.00	7.00	7.00	7.00
Civil Engineer, Managing	2.00	4.00	4.00	3.00
Civil Engineer, Supervising	2.00	0.00	0.00	0.00
Clerk 3	2.00	0.00	0.00	0.00
Code Enforcement Analyst	0.00	0.00	1.00	1.00
Code Enforce Officer	1.00	2.00	1.00	1.00
Construction Inspector 1	1.00	1.00	1.00	1.00
Construction Inspector 2	3.00	3.00	3.00	2.00
Custodian 1	1.00	1.00	1.00	1.00
Custodian 2	1.00	1.00	1.00	1.00
Data Management Technician	1.00	1.00	1.00	1.00
Departmental Assistant	1.00	1.00	0.00	0.00
Deputy Director	0.00	1.00	1.00	0.00
Design & Construction Coord	2.00	2.00	2.00	2.00
DPW Director	0.00	1.00	1.00	1.00
Engineering & Trans. Manager	1.00	1.00	1.00	0.00
Engineering Assistant	3.00	3.00	3.00	1.00
Engineering Support Specialist	0.00	0.00	0.00	1.00
Engineering Technician 3	1.00	1.00	1.00	1.00
Engineering Technician 4	2.00	2.00	2.00	2.00
Environ Svcs Super	2.00	0.00	0.00	0.00
Environ Services Program Mng	0.00	1.00	1.00	2.00
Environmental Services Tech	0.00	1.00	1.00	1.00
Environmental Services Tech 2	3.00	3.00	3.00	3.00
Environmental Services Tech Sr	2.00	0.00	0.00	0.00
Environmental Svcs Mgr	1.00	1.00	1.00	1.00

<b>Job Title/Classification Cont. :</b>	<b>Adopted FY13</b>	<b>Adopted FY14</b>	<b>Adopted FY15</b>	<b>Proposed FY16</b>
GIS Analyst	2.00	2.00	2.00	0.00
GIS Database Administrator	1.00	2.00	2.00	0.00
GIS Technician	1.00	0.00	0.00	0.00
Housing Programs Assistant	1.00	1.00	1.00	1.00
Housing Programs Specialist	1.00	1.00	1.00	0.00
Infrastructure Systems Spc	1.00	1.00	1.00	1.00
Infrastructure Systems Tech	1.00	1.00	1.00	1.00
Maint Tech Crew Chief	3.00	3.00	3.00	3.00
Maint Tech, Apprentice	3.00	5.00	6.00	4.00
Maint Tech, Journey	23.00	21.00	20.00	22.00
Maintenance Manager	1.00	1.00	1.00	0.00
Maintenance Supervisor	4.00	4.00	4.00	4.00
Management Analyst 1	0.80	0.00	0.00	2.00
Management Analyst 2	1.00	0.00	0.00	1.00
Management Analyst, Senior	2.00	3.00	3.00	2.00
Manager/Program Manager	0.00	0.00	0.00	1.00
Mechanic	0.00	0.00	2.00	2.00
Mechanic 2	1.00	1.00	0.00	0.00
Mechanic, Journey	1.00	1.00	0.00	0.00
Office Supervisor	0.00	0.00	1.00	1.00
Permit Technician	0.00	0.00	0.00	2.00
Planner 1	0.75	0.75	1.00	1.00
Planner 2/3	4.00	0.00	0.00	0.00
Planner, Senior	0.00	5.00	6.00	6.00
Planning Manager	1.00	1.00	1.00	1.00
Planning Supervisor	2.00	1.00	1.00	1.00
Plans Examiner	1.60	1.00	1.00	1.00
Principal Engineer	0.00	1.00	1.00	1.00
Principal Planner	0.00	1.00	1.00	1.00
Program Coordinator	0.00	2.00	2.00	2.00
Program Technician	1.00	1.00	1.00	0.00
Property Management Specialist	0.00	0.00	1.00	1.00
Public Info & Education Spclst	1.00	2.00	2.00	2.00
Public Works Director	1.00	0.00	0.00	0.00
Security Attendant	1.00	1.00	1.00	1.00
Senior Manager/Program Manager	0.00	0.00	0.00	2.00
Survey Party Chief	1.00	1.00	1.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Technical Services Manager	1.00	1.00	1.00	0.00
Traffic Engineer	1.00	1.00	1.00	1.00
Traffic Maintenance Technician	2.00	2.00	2.00	2.00
Traffic Signal Electrician	1.00	1.00	1.00	1.00
Traffic Technician 4	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents</b>	<b>130.55</b>	<b>129.75</b>	<b>130.00</b>	<b>123.00</b>

# Development and Public Works Department

## Program: Administration

### Program Descriptions:

The Office of the Director provides overall leadership direction and management of the Development and Public Works (DPW) department by administering and coordinating intra- and interdepartmental activities, City Engineer services, financial management, long term strategic initiatives, public outreach and media relations, coordinating a variety of program and services delivery with Team Springfield as well as with our regional partners Eugene and Lane County; and policy support for the City Council.

DPW's Financial Management program supports the City by forecasting and monitoring key revenue sources that impact the General Fund; assisting with budget compliance; and preparing semi-annual updates of the City's fee schedule. The Licensing and Fees program manages utility license agreements for utility and telecommunication businesses that operate within the city limits; franchise agreements for long-term uses of public rights-of-way; acquisition of public rights of way; and the Business License registration program. The Real Property Management program provides leasing services for city-owned property.

The DPW Administration program supports the coordination of broader activities with City-wide impact such as Front Counter customer services; the City's legislative agenda at the state and federal levels; new and updated policy initiatives of the Council; and administers the City's Management Agreement with the Springfield Museum Board. The Office of the Director also provides public information, education and outreach through a variety of media to inform the public and development community about current projects, city services, and new opportunities provided by and through Council directed initiatives.

### Budget Highlights:

The Office of the Director's budget has decreased 10.5 percent or \$288,000 largely due to the elimination of the Deputy Director position, an administrative support position and a decrease in internal insurance charges. Specifically the Property and Auto components of the internal insurance charges have decreased due to a decline in claims. There is a slight rise in software licensing expenditures due to the annual increase for the Accela (building permits) software and Business Licensing hosting and maintenance.

### Service Level Changes:

This fiscal year there is a decrease of 1.34 FTE as a result of reductions in administrative support staff and the elimination of the Deputy Director position. The Office of the Director's Priority Based Budget programs included adjustments to job duties of existing staff in order to minimize program level service impacts caused by these reductions.

**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY14 Actual</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
<b>Financially Sound and Stable Government</b>	Plan, budget, and manage enterprise funds that support infrastructure and overhead: obtain funding	Infrastructure Enterprise Funds Meet Operating & Capital Requirements	Streets 75% Wastewater 100% Stormwater 100%	Streets 75% Wastewater 100% Stormwater 100%	N/A Measure Under Review and Substantial Re-Write
<b>Foster an Environment that Values Diversity and Inclusion</b>	Proactively solicit goods and services from a diverse group of vendors	Percent of proposers on Development and Public Works solicitation that Self-identify as MWESB. Percent of awards to firms on State MWESB list	15%	15%	N/A Measure Under Review and Substantial Re-Write

# Development and Public Works Department

## Program: Building Safety and Inspection Services

### Program Description:

This major element of the Current Development Division provides services that promote and facilitate City Council goals for economic prosperity and neighborhood livability; promotes and enhances safeguards to life, health, property and the public welfare through building permit administration, inspection and enforcement; supports the effective and timely coordination of Federal, State and City standards applicable to the built environment and welfare of the community; delivers permit and inspection services cost effectively and with professional courtesy, and provides prompt, courteous and effective responses to Building Safety Code citizen requests.

### Budget Highlights:

For FY16 the Building Safety and Inspection Services program will continue to strive for timely and professional service delivery to permit applicants. Building permit volumes have been on a modest increasing trend the past year, principally from new residential development, but also as a result of three larger scale commercial redevelopments. Although there are indicators of several larger projects on the horizon, as a conservative measure the FY16 proposed budget assumes the current trend will continue in the upcoming years with the potential for a few spikes in activity for large projects. These projected slight increases in building activity coupled with a potential inflationary increase in building permit fees results in a financially sustainable Building Safety and Inspection Services program.

### Service Level Changes:

The Building Safety and Inspection Services program has and will continue to maintain the City's "same day" response time with respect to inspection services, and continues to meet the State's mandated maximum 10 day plan review turnaround time for residential building plans. Citizen/customer accessibility remains a top priority and performance measure for staff and the program as a whole. The Current Development Division will continue making improvements to the Building Safety and Inspection Services program website and in particular the development of an automated inspection request line, a service identified by members of the building community as a highly desirable customer service. As has been the program's practice since 2007, all service lines will undergo continuous process improvement to bring greater efficiencies and cost savings through review, permit issuance and inspections.

### Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Improve Customer Service through Expeditious review of permitting and inspections.	Building permit applications processed in a timely manner	TBD	TBD	N/A Measure Under Review and Substantial Re-Write

## Development and Public Works Department

### **Program: Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) Programs**

#### **Program Description:**

This program, which resides in the Community Development Division, administers the CDBG and HOME funded programs and projects for the benefit of the Springfield community, in compliance with federal regulations. Staff prepare and implement plans to address community needs for affordable housing, removal of slum and blight conditions, job creation, public safety, and contributing to the delivery of social services through agency and non-profit providers. The program assists low-income Springfield residents with housing rehabilitation loans, grants, neighborhood improvements, social services, access to housing, and provides financial assistance to non-profit and for-profit housing developers that create affordable housing for low-income Springfield residents. The program provides assistance to low and moderate-income homebuyers purchasing homes in Springfield, and provides assistance to downtown and Glenwood redevelopment efforts.

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#### **Budget Highlights:**

Program levels are driven by the level of federal funding available from the U.S. Department of Housing and Urban Development. In FY16 Springfield and Eugene will change the way the HOME program is delivered in the metro area, with Eugene taking on all program administration. This will reduce the amount of federal funding available for city staff time costs and require that certain functions that had been funded in part by CDBG/HOME be budgeted in other funds. Staff estimates that the City will receive an allocation of approximately \$466,694 in CDBG funds in FY16, compared to \$451,142 in CDBG in FY15. For the HOME program there are no anticipated funds for FY16, compared with \$299,575 in HOME funding in FY15.

The programs will assist approximately 14,000 low-income persons with social services in part by providing approximately \$67,000 to the Intergovernmental Human Services Commission (HSC). The HSC redistributes the funds to four service agencies; Food for Lane County, the Relief Nursery, White Bird Medical and Catholic Community Services. Funds will also be used to provide down payment assistance for low-income homebuyers, and emergency repair assistance to low-income homeowners. Project development assistance to affordable housing and community based non-profit organizations will now be provided on a metro-wide basis as the "last dollar" of funding necessary to complete a project.

Due to the shift in the HOME program, specific CDBG funding allocations to non-profit partners will not be available until summer 2015.

#### **Service Level Changes:**

As overall funding decreases in FY16, the City has moved certain staff costs that do not directly administer the federal programs out of the Program. In spite of this program-specific allocation, it is anticipated that the 2017 Program budget will need general fund support to continue to operate.

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**Program Performance Indicator:**

<b>Council Goal</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY14 Actual</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
<b>Encourage Community and Economic Development and Revitalization</b>	Dedicate CDBG funds to benefit primarily low and moderate-income (LMI) persons	Percent of CDBG funds expended on activities and projects that benefit low and moderate-income residents through the creation of affordable housing, social services, and employment opportunities	90% LMI benefit	90% LMI benefit	N/A Measure Under Review and Substantial Re-Write
<b>Encourage Community and Economic Development and Revitalization</b>	Increase opportunities for low & moderate income households to become and remain homeowners	Number of homes purchased by low and moderate income families through the Springfield Home Ownership Program	15 homes are purchased	15 homes are purchased	15 homes are purchased

# Development and Public Works Department

## Program: Community Events

### Program Description:

The Community Events program supports community-wide projects funded from the Transient Room Tax and appropriate expenditures from the Street Operating Fund and Drainage Operating Fund. The program provides assistance to the Veteran's Day Parade, Holiday Parade, Spring Clean-Up, hanging of holiday decorations, community festivals and special projects. Examples of support services include street sweeping, street light decorations, hanging of street banners, volunteer and event coordination, and logistics support such as barricades and traffic control.

### Budget Highlights:

The Community Events program is projected to remain status quo in FY16. Program activities will mirror past fiscal years.

### Service Level Changes:

There are no anticipated service level changes for the upcoming fiscal year.

### Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<b>Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality</b>	Reduce solid waste, pollutants and poor environmental conditions in the community	Citizens Value Spring Clean-Up and Are Recycling More	383 Cars averaging 0.22 tons (439 lbs.) each	420 Cars averaging 0.23 tons (469 lbs.) each	456 Cars averaging 0.21 tons (463 lbs.) each

# Development and Public Works Department

## Program: Comprehensive Planning

### Program Description:

The Comprehensive Planning Program, administered by the Community Development Division, is tasked with the preparation, update and technical assistance in the implementation of the Metro Plan, Springfield 2030 Comprehensive Plan, neighborhood level refinement plans, special projects, and federal and state mandates; coordinates regional and metropolitan-wide comprehensive planning with Eugene, Lane County and other governments and service providers; prepares reports and option scenarios as directed by Council; and assists other divisions and departments in evaluating and implementing state and federal laws applicable to buildable lands, housing, natural resources and hazards, TransPlan, and the Public Facilities and Services Plan.

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### Budget Highlights:

The Comprehensive Planning Program will continue to make progress toward completing the Springfield 2030 Comprehensive Plan while working with Metro planning partners to revise the Metro Plan in response to the presence of separate municipal UGBs, and acknowledge the emergence of greater jurisdictional planning autonomy as a direct result of these separate UGBs.

In FY15 staff continued to work on the Springfield 2030 Plan Urbanization Element. In FY16 decision packages will be forwarded to the elected officials for adoption of both the Economic and Urbanization Elements of the Plan. These Council decisions are highly significant to Springfield's future growth and vitality, as they will identify and locate a sufficient employment lands base to accommodate economic and community development for the planning period 2010-2030. In addition, work will continue on a parcel-specific Springfield 2030 Comprehensive Plan Diagram that will assign specific land use designations for all lands within Springfield's Urban Growth Boundary. A parcel-specific inventory greatly improves the real-time status of each of these inventories; eliminates confusion about future development or redevelopment actions intended for these lands; improves the accuracy of inventory reporting; and provides decision-makers with concise analysis in the deliberation or review of land use proposals that add to or reduce any of these inventories.

In FY16, the City will decide how to begin to implement the Main Street Corridor Vision Plan that was funded by the Oregon Department of Transportation. The Comprehensive Planning program will continue to provide coordination for Downtown Revitalization, potentially undertaking an update to the Downtown Refinement Plan, and completing amendments to the Springfield Development Code to implement new development standards downtown. The Downtown Citizen Advisory Committee will be reconvened to participate in the plan update and code amendments that support Downtown redevelopment. Staff will continue to provide liaison support for the Neighborhood Economic Development Corporation (NEDCO) initiated Main Street Program committees.

### Service Level Changes:

In FY15 Comprehensive Planning was budgeted at 2.0 FTE, although the majority of 1.0 FTE was assigned to support review of current development activities after significant cuts in that program. In The FY16 budget will remain at 2.0 FTE, but it is intended that all of this resource will be dedicated to comprehensive planning as the Development Review program staff levels have stabilized. Comprehensive planning project timelines will continue to be adjusted as funding and council priorities are set.

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**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<p><b>Encourage Economic Development and Revitalization through Community Partnerships</b></p>	<p>Plans are Current and Relevant to Market &amp; Community Conditions</p>	<p>Comprehensive (Refinement) Plans Current</p>	<p>1 of 8 Plans</p>	<p>1 of 8 Plans</p>	<p>2 of 8 Plans</p>

# Development and Public Works Department

## Program: Development Review and Code Enforcement

### Program Description:

The Development Review and Code Enforcement Staff of the Current Development Division strive to fulfill the Council goals for a safe community, excellent customer service, increased assessed value through quality development, and protection of Springfield's hometown character; implement the Springfield Development Code, and State and Federal law related to land use and development within Springfield's urban growth boundary; amend and update the Springfield Development Code in response to state and federal mandates, court decisions, and Council policies; process administrative and quasi-judicial land use applications; provide front-counter customer service on issues related to land use, development, and code compliance; serve the City Council and Planning Commission on matters involving the division's program responsibilities; collaborate with other public agencies, property owners and land developers to protect the public interest; deliver a development review process that is prompt, friendly, professional, and consistent with adopted laws and aspirations of the community; and work collaboratively with property owners to maintain safe and healthy neighborhood livability through compliance with the Municipal, Development and Building Safety Codes.

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### Budget Highlights:

The Current Development Division is projecting an FY16 Development Review program workload of 10,000 front counter and phone service requests and approximately 325 development review applications. This compares to 9000 service requests and 300 applications estimated actual for FY15. These projections are based on a steadily increasing trend of development and pre-development inquiries in FY15 that exceeds the volumes of similar activities in the preceding years and corresponds to economic trends state wide. Staff believes that these positive indicators at the local level are a result of Council's ongoing commitment to facilitate economic development and strategic use of staff and public resources. New subdivision activity, home starts, commercial and industrial investment and small business startups reflect the recovering economy and the public's strong desire to live and work in Springfield. Recent annexation requests in Glenwood, the Gateway Mall Remodel, the Swanson saw mill re-build, and the McKenzie Willamette Hospital expansion are all indicators of a strong belief in the future of Springfield. Staff will continue to cultivate new development and major projects that provide a community benefit and generate new jobs by responding to major economic development initiatives such as new mixed use developments in Glenwood; new subdivisions in a recovering residential market; bringing innovative development standards sought by Council as additional options to maximize utility of constrained development sites; and evaluate new efficiency measures such as the newly revised Minimum Development and Ministerial Review Standards proposed by the Developer Advisory Committee (DAC).

The efforts of the Development Review Section to create a livable community are supported and maintained by the versatility and effectiveness of the Code Enforcement program. The Code Enforcement program strives to meet its Council directed benchmark of 100% voluntary compliance, but annually about 5% of the case work is adjudicated in Municipal Court. Code Enforcement cases are unaffected by the economy and have consistently held at or near 2,500 annual investigations since the inception of Strategic Plan performance measures. FY16 activity levels are projected to remain at 2,500 investigations provided jurisdictional service boundaries are not expanded to include the urban transition area between the city limits and urban growth boundary.

**Service Level Changes:**

FY16 FTE for the Current Development Division are the same as the FY15 Adopted Budget. The FY16 staff levels are sufficient to staff the economic turnaround indicators of FY15 and should sustain the performance benchmarks established in the Strategic Plan, and endorsed by the City Council as the city standard, for all but the most unexpected circumstances of development application volume. In the event that actual development activity or other demands for program services exceed budgeted projections, some minor but temporary adjustments to staff assignments elsewhere within the Department may be necessary to effectively accommodate this temporary change in circumstances. Code enforcement staffing will remain at 2.0 FTE for FY16; however, limited administrative assistance for the program highlights the need for better document management technology to ensure staff time is effectively used for investigation and follow up to citizen requests/inquiries. Land Drainage Alteration (LDAP) and Encroachment Permit staffing for FY16 will remain at FY15 levels and staff will continue to maintain existing review time targets for Encroachment Permits of five (5) business days (2 days for Utility Companies) and 10 business days for LDAP reviews.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<b>Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality</b>	Continuously advance customer service satisfaction	Citizen request/Inquiries are given timely attention	90%	90%	75%
	Recognize and prioritize time value of private investment	Development Applications processed in a timely manner	87%	80%	90%
	Promote Community values through collaborative public engagement	Development Code and Municipal Code standards enforced without the Necessity of a Warning Citation or Municipal Court Action	100%	100%	100%

# Development and Public Works Department

## Program: Drainage/Stormwater

### Program Description:

The Drainage/Stormwater program consists of subprograms that maintain, enhance and improve surface and subsurface drainage, implement State and Federal water quality standards and regulations for urban runoff, and provide management of stream and waterway restoration projects, such as maintaining riparian environments and operational flows. Drainage management and planning activities optimize the stormwater drainage system capacity, minimize the occurrences and extent of local flooding, and protect the functions of open waterways. Drainage management services also provide public information and education, and program administration functions such as providing customer service, setting rates and charges, and maintaining financial plans. Drainage maintenance activities provide for leaf and debris removal, vegetation control, management of the Mill Race, and functional maintenance of water quality facilities and bioswales. Drainage engineering activities include design and construction of new and existing drainage facilities to City standards, and oversight for private construction of public facilities.

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### Budget Highlights:

In FY16, the drainage program operating budget continues to require careful management as pressure to minimize rate increases coupled with meeting debt service obligations and the need to support investments in capital assets forces constraint on the operating programs.

The City's Capital program to implement the Stormwater Facilities Master Plan will be a major focus of the program's FY16 activities. The sale of \$10 million in revenue bonds in early FY11 has permitted the program to focus attention on immediately needed projects. The Mill Race Ecosystem Restoration project has been completed and the City has accepted the project from the United States Corp of Engineers necessitating the need to begin annual maintenance and operation activities of the newly completed 2.5 mile channel. The positive bidding environment resulting from the recession has permitted the City to fund capital activities in FY16 in the face of weak Systems Development Charge revenues. Projects in FY16 will include design of the Over-Under Channel Pipe Replacement, design and construction of the Mill Race Stormwater Park, analysis of the City-owned flood control levee along 42<sup>nd</sup> Street for compliance with federal standards, and design and implementation of high priority channel restoration projects. In addition to capital design and construction activities, it is anticipated an analysis and update of high priority basins to the Stormwater Facilities Plans will be initiated.

In FY16 the City will continue to implement its Stormwater Management Plan (SWMP) to meet requirements of the City's National Pollutant Discharge Elimination System (NPDES) Stormwater Permit and Total Maximum Daily Load (TMDL) Implementation Plan. The storm drainage program will continue to benefit from the ongoing intergovernmental agreement and partnership with Lane County, which provides payment for stormwater permit activities in the urbanizable area outside City limits. City staff have been in conversations with DEQ regarding issues and concerns with the City's draft renewal Phase II NPDES permit. As a result, DEQ has agreed to revise their permitting approach from an individual permit basis to a general permit template for all Oregon Phase II communities. The City continues its participation as part of a regional task force with Oregon DEQ, other Phase II communities, and affected parties to develop recommendations for an integrated permit template applicable to all Phase II communities. This new approach will likely rely on individual SWMP's tailored to each specific discharger. Given these developments, permit renewal is not anticipated until late FY16 or early FY17. Additional staff time associated with the City's role as a partner to the

Association of Clean Water Agencies and DEQ in development of the general permit template is ongoing at this time.

The Operations Division provides regular maintenance of the City's storm drainage system, including inspection and cleaning of 206 miles of stormwater pipe and 6,520 catch basins; maintenance and vegetation control in 30 public water quality facilities including both mechanical and natural facilities. Additionally, street sweeping is a surface stormwater quality activity that addresses compliance with the NPDES Permit. Funding for seasonal temporary employees and youth corp. services will allow the Division to continue addressing the functionality of private bioswales, maintenance of the riparian vegetation along the Mill Race corridor and along the City system of cross country canals. The City has a responsibility to ensure that all water quality facilities function long term, regardless of who owns the land. The City also needs to meet its NPDES permit requirements, which regulates runoff from municipal properties (like streets).

**Service Level Changes:**

Regulatory drivers and capital projects will place significant demands on existing staffing, which was reduced in FY11 as cost savings measures to minimize increases in the Stormwater user fees and to reduce Street fund expenditures. In FY16, a portion of the dedicated capital funding has been redirected to Operations materials and service budget to meet the obligations of maintaining water quality facilities including the Mill Race. Upon renewal of the City's Phase II NPDES Stormwater permit (potentially late FY16), a reevaluation of requirements, obligations and staffing will be necessary. Additional resources in the Stormwater program associated with fulfilling renewed permit requirements will likely become necessary in order to meet more stringent water quality regulations. In particular, it is anticipated the City's renewed permit will contain specific requirements to quantify the effectiveness of public education and other mandated outreach programs along with possible numeric limitations (for specific water quality pollutants) on stormwater outfall discharge points.

**Program Performance Indicator:**

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Plans are Current and Relevant to Market & Community Conditions	Comprehensive (Refinement) Plans Current	1 of 5 Plans	1 of 5 Plans	2 of 5 Plans
<b>Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality</b>	Communicate with the Community about the City's stormwater system	Stormwater Education Outreach Workshops and Public Events Held	26	26	20
	Protect the health and safety of the McKenzie and Willamette Rivers	Businesses provided outreach proactively and not as part of a non-compliance	179	138	200

# Development and Public Works Department

## Program: Emergency Management

### Program Description:

The Emergency Management Program operates from the Office of the Director and coordinates the City's efforts for the prevention, protection, mitigation, response, and recovery of the community, and city government and services to disasters. The City Council established the Program via Chapter 2.8 of the Municipal Code. In FY13, the City Manager delegated the responsibility to deliver the Program and lead the City's Emergency Management Committee (EMC) to Development and Public Works. In response to this delegation, the Director designated the City Engineer as the Chair of the EMC and the City's Emergency Manager.

### Budget Highlights:

The Emergency Management Program was new to the Department budget in FY14 and continues as a budgeted program in FY16 at FY14 funding levels for Materials and Services. It is important for the City to demonstrate there is funding for a staff position in the Program because some of the federal grant opportunities available for Emergency Management require that the City has a funded Emergency Manager.

In FY14 and FY15, the Program generated a total of \$292,104.80 in grant revenues and reimbursements, as well as provided in-kind services to help match a Pre-Disaster Mitigation Grant with the City of Eugene and the Oregon Partnership for Disaster Resilience. One of the grants in FY15 was a State Homeland Security Grant (SHSG) for \$159,000 to be used to replace one half of the Department's obsolete radio system. Another SHSG application has been submitted for an additional \$159,000 in FY16 to complete this effort.

### Service Level Changes:

The Department will continue to dedicate 0.5 FTE of the City Engineer to the Emergency Management Program for FY16. Program activities will continue on several emergency planning projects; close coordination with the City of Eugene and Lane County; participation in several Eugene/Springfield metro area committees and initiatives; training City staff for their roles in emergency response and recovery and testing and exercising the Emergency Operations Plan.

The major initiative for the Program in FY16 is preparing for and participating in the Cascadia Rising Functional Exercise in June, 2016. This exercise will test numerous functions of the Emergency Operations Plans of federal, state, county, local, and tribal agencies in Oregon, Washington, and northern California in response to a simulated Magnitude 9.0 Cascadia Subduction Zone earthquake.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<b>Strengthen Public Safety by Leveraging Partnerships and Resources</b>	The Community Values the Springfield Emergency Management Program and is Prepared for an Emergency	Community Visits to the Emergency Management Webpage for Information and Resources	N/A	524 Visits	750 Visits

# Development and Public Works Department

## Programs: Facilities Maintenance

### Program Description:

This program of the Operations Division includes Building Maintenance and Building Preservation. The Building Preservation program sets the action plan for rehabilitation and replacement of City buildings and facilities. This includes capital projects planning and construction to sustain structural, mechanical and electrical infrastructure systems. The Building Maintenance program supports activities that include general maintenance of HVAC, roofs, fire suppression/sprinklers, elevators, office construction and remodel, painting, contract management, grounds keeping, asphalt and concrete surface maintenance, and building security at City Hall and Museum. This program also includes custodial services for City Hall, Carter Building, and Museum and it may provide backup custodial services to the Operations complex.

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### Budget Highlights:

In FY08 the Facilities Maintenance programs budgeted \$300K per year to provide annual funding for priority building preservation projects identified in the 5-Year Building and Facilities Work Plan. The City Council and Budget Committee also approved an additional \$500K to begin addressing the building projects backlog referenced in the 2007 Building Condition Report prepared by DLR Group Consulting. Unfortunately, since the 2009 recession the City has reduced the appropriation for the Building Maintenance and Building Preservation Programs. Although the program funding has decreased out of the necessity of budget balancing, staff continues to be effective in prioritizing the City's existing building maintenance and preservation needs. However this is not sustainable due to a growing backlog of preservation needs.

Furthering the program service challenge since 2008, the City has added the Justice Center-Municipal Jail, Carter Building, Springfield Depot, 138 Main Street, and Tom's Tapper in Glenwood to the inventory of facilities maintained while funding has remained relatively unchanged. In addition to the new buildings brought into the purview of this program, the City commissioned a seismic study of City Hall in concert with the broader subject of earthquakes and the emergency management plan. The results of the seismic study will be factored into the priority list of building preservation projects for FY16.

The Building Preservation program proposed FY16 budget is \$270,000 and predominately generated through an internal charge to all City funds, a 0% increase over FY15. This funding is traditionally dedicated to priority capital preservation and rehabilitation projects. Also, approximately \$80,000 of the \$270,000 is dedicated to fund a 1.0 FTE Building Maintenance Worker, leaving \$190,000 available for actual preservation/capital projects. Projects proposed for completion in FY16 include planning for seismic upgrades, HVAC replacements, elevator safety upgrades, and plumbing repair and upgrade projects across all buildings owned by the City.

The Building Maintenance program proposed FY16 budget is funded 83% by an internal charge from all City non-General Fund departments, 10% from the Booth-Kelly Fund and the remaining 7% from the General Fund. FY16 proposed has an increase of 3.3% or \$26,755 over FY15 Adopted. This increase is proposed to be evenly distributed among each of these revenue sources.

### Service Level Changes:

The Facilities Maintenance Program FY16 budget anticipates no significant program service changes.

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**Program Performance Indicator:**

<b>Effectiveness Areas</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY14 Actual</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
<b>Maintain and Improve Infrastructure and Facilities</b>	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	85%	90%	N/A Measure Under Review and Substantial Re-Write

# Development and Public Works Department

## Program: Regional/Local Wastewater

### Program Description:

The Regional/Local Wastewater program consists of sub-programs that design, construct, maintain, operate, and administer the local and regional wastewater (sanitary sewer) systems. Sewer operations activities preserve the local wastewater collection and conveyance system capacity, minimize infiltration and inflow into the system, and ensure minimal disruptions in service. Sewer engineering services design and construct new and expanded publicly developed wastewater facilities and oversee development of privately constructed public wastewater facilities to City's standards. Local wastewater services also provide administrative functions, such as customer service, and setting rates and charges, maintaining financial plans, and building and tracking budgets. Industrial Pretreatment activities manage industrial wastewater discharges to the system and implement pollution management programs necessary to comply with State and Federal regulations.

Regional Wastewater Program administration supports the Metropolitan Wastewater Management Commission (MWMC) in carrying out its purpose to protect public health and safety and the environment by providing high quality wastewater management services to the Eugene-Springfield metropolitan area. The Regional Wastewater program provides: 1) interagency coordination in support of the regional partners; 2) financial management activities including budgeting, rate setting, and financial planning; 3) planning, design, and construction of new capital assets; and, 4) regulatory and permit programs to meet State and Federal wastewater quality requirements. The regional wastewater operations and maintenance activities, staffed by the City of Eugene Wastewater Division, ensure the safe and efficient operation of the regional wastewater operations conveyance and treatment facilities to meet the intended outcomes of the MWMC Regional Wastewater Program.

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### Budget Highlights:

#### *Regional Wastewater*

The Regional Wastewater Program incorporates the entire regional water pollution control facilities budget. In FY16, the Regional Wastewater Program activities will continue to emphasize obligations for funding and constructing MWMC facility upgrades as identified in the 2004 Facilities Plan, and the 2014 Partial Facilities Plan Update. Fortunately, due to the successful project management and a favorable bidding climate, a projected borrowing of \$20 million, originally anticipated for FY11, will continue to be deferred.

#### *Wet Weather Flow Management*

Regional Wastewater Program (RWP) staff are working with Eugene and Springfield to coordinate wet weather flow management efforts as well as other collection system management issues. With regional support and guidance, both partner agencies have agreed to implement local Capacity, Management, Operations, and Maintenance (CMOM) programs. The regional CMOM program approach replaces the need to update the 2001 Wet Weather Flow Management Plan, as the program will address the ongoing need to reduce inflow and infiltration in both the public and private sewer systems. Working with the Regional Wastewater Policy Team, RWP staff has developed regional CMOM framework and guidance documents. The framework and guidance documents were written as guidelines to protect the regional Water Pollution Control Facility against flows in excess of its design peak flow capacity. Working with RWP staff, both Eugene and Springfield have performed gap analyses to inform them on how best to develop their respective local CMOM implementation plans. Now both partner agencies are engaged in the development of these local implementation plans. Once implemented, these programs will meet the general requirements as outlined in Environmental Protection Agency's Guide for Evaluating Capacity, Management, Operation and Maintenance for sanitary sewer collection systems and address any specific requirements of the

Department of Environmental Quality including those associated with wet weather flow management. The local CMOM programs, now under development, will ultimately serve both communities as adaptive collection system management plans and will provide tools for making business decisions required to manage the conveyance system in the most cost effective manner and maintain up-to-date asset inventory, condition assessment, and risk analysis information to assist in capital improvement planning. The City's CMOM program gap-analysis identified work activities that need to be implemented or improved to more effectively manage our assets. This analysis was completed in FY15 and will be used by staff and a consultant to develop the plan.

#### *Temperature Standard*

Regulatory uncertainty remains high for determining how the regional Water Pollution Control Facility (WPCF) will meet the Willamette Basin Total Maximum Daily Load for temperature due to recent legal action challenging Oregon's temperature standard. A case filed in the United States District Court by Northwest Environmental Advocates against the United States Environmental Protection Agency has dramatically affected the legal landscape in Oregon with respect to the Willamette Total Maximum Daily Load for temperature. In the spring of 2013, a Federal Court issued an Order, vacating and remanding to the Environmental Protection Agency its previous approvals of a portion of the temperature standard. As a result the status of the temperature Total Maximum Daily Load is now uncertain. It is unclear at this time what the discharge standards for temperature will be for the WPCF, however, it is likely the future standard will be more restrictive than the current limits listed in the administratively extended permit. The uncertainty surrounding the temperature Total Maximum Daily Load litigation is challenging the MWMC capital planning process and implementation schedule of the recycle water plan as the temperature standard remains in flux. However, the Oregon Department of Environmental Quality has indicated they may be ready to renew the MWMC's National Pollutant Discharge Elimination (NPDES) Permit, which would include new thermal load limits, as early as 2017. Accordingly, RWP staff is pursuing a phased and multi-pronged planning approach to best position the MWMC to cost-effectively meet future thermal load obligations.

#### *Local Wastewater*

In the local wastewater subprograms, FY16 activities will focus on implementation of the remaining rehabilitation and system upgrade work identified in the Wastewater Master Plan. Major wastewater projects in the FY16 Capital Budget include: evaluation and design of necessary upgrades to the Hayden Lo and River Glen Pump stations to avoid future sanitary sewer overflows; and completing construction of the Franklin Boulevard trunk sewer extension. The completion of this project will allow the annexation and development of more than 150 acres of land recently re-designated in the Glenwood Refinement Plan for mixed use employment and mixed use commercial, adding considerable value to the City's tax base and hundreds of new family wage jobs. Constructions of the first two phases of the Jasper Trunk Sewer Extension have been completed and work to obtain easements for phase three continues. Construction of phase three is deferred until service is needed by future development in the Jasper Natron area. As a result, the city will continue to defer further revenue bond sales. In addition to the capital construction activities, it is anticipated that an update to the Wastewater Master Plan will be initiated mid-year.

In FY16, Operations will develop a flow monitoring program as an important part of the collection system rehabilitation program, including closed circuit television inspection, smoke testing, and manhole inspections. There will be continued maintenance of 240 miles of wastewater lines, including pipeline repairs, high velocity cleaning, TV inspection, manhole repair and root control.

#### **Service Level Changes:**

No significant service level changes are projected. Regional capital project activity for FY16 and the near term, is appropriately matched to the current staff level, and no further staffing reductions, beyond those implemented in FY11, are anticipated.

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**Program Performance Indicator:**

<b>Effectiveness Areas</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY14 Actual</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Plans are Current and Relevant to Market & Community Conditions	Comprehensive (Refinement) Plans Current	1 of 8 Plans	1 of 8 Plans	2 of 8 Plans
<b>Maintain and Improve Infrastructure and Facilities</b>	Rehabilitation Activities are Performed	Miles of pipe rehabilitation performed on Collection System	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write
	Maintenance Activities are Performed	Miles of High Velocity Cleaning Performed	85	70	141

# Development and Public Works Department

## Program: Streets

### Program Description:

The Streets program consists of sub-programs that clean, maintain, design and construct City streets and associated assets in the City rights-of-way. Street maintenance and repair activities preserve the structural integrity of improved streets, minimize hazards to motorists and pedestrians, and respond to requests for service in a timely manner. Street engineering services design and construct new and existing street facilities and oversee the private construction of public street improvements in compliance with City standards. Street cleaning improves the appearance of the city and prevents debris and pollutants from entering the stormwater system. Street landscaping services provide maintenance activities to maintain the public trees and urban landscape in public rights-of-way.

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### Budget Highlights:

Springfield relies primarily on State and Local Fuel Taxes which currently generate approximately \$4.2 million annually as the primary source of funding for street system operations and capital preservation spending. Street system programs include traffic maintenance, transportation engineering, street landscape, and general street maintenance. Capital activities include Capital Improvement Program planning, project engineering, design, construction, and financing.

The City of Springfield shares the same struggle that the Oregon Department of Transportation (ODOT) and numerous Oregon counties and cities face regarding adequate funding for transportation system needs. The City Council and staff continue to look for appropriate and sufficient revenues to support desired levels of transportation system operations, maintenance and preservation. Staff estimates a \$4.5 million annual unfunded need to effectively support the City's transportation system operations and preservation objectives, in addition to an approximate \$27 million backlog of more comprehensive street rehabilitation projects.

Staff continues to prioritize the day to day operational needs to maintain a safe and reliable City street system. Traffic engineering and operations continues to effectively manage City and State traffic signals and striping within the City limits through Intergovernmental Agreements/Contracts with ODOT and Lane County. City street maintenance resources are directed first toward maintaining arterials and collectors streets, whereas residential street maintenance is relegated to street sweeping and more reactive activities such as filling potholes, emergency repairs, etc.

In FY15 one-time savings from other programs were used to pay for two residential crack and slurry seal projects.

### Service Level Changes:

Service levels will remain essentially unchanged in FY16. Virtually all locally-funded preservation activities have been suspended and maintenance activity remains reduced. The continued deferral of the fuel tax-supported portion of street preservation activities such as street sealing and overlaying, results in a growing backlog of streets that will require full or partial reconstruction to return the street to a fair or better condition. The FY16 budget continues partial funding for sidewalk repair, street grading, and collector crack sealing. While there are some signs that the economy is finally beginning to rebound, the need for services will be compounded once economic activity resumes. The City continues to pursue Federal and State funding for preservation and rehabilitation of arterials and collectors.

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**Program Performance Indicator:**

<b>Effectiveness Areas</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY14 Actual</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
<b>Maintain and Improve Infrastructure and Facilities</b>	Preventative Maintenance Activities Performed	Miles of streets crack-sealed annually	3.8	0.6	16.2
<b>Maintain and Improve Infrastructure and Facilities</b>	Preservation Activities Performed	Miles of streets contracted for preservation tasks	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write	N/A Measure Under Review and Substantial Re-Write
<b>Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality</b>	Streets are Cleaned and Maintained	Miles of streets swept	3470	3887	3880

# Development and Public Works Department

## Program: Survey

### Program Description:

The Survey section provides a wide variety of services and support to City engineering activities, other departments, and the public. The City Surveyor checks and approves all Subdivision and Partition plats prepared and submitted by private Land Surveyors, within the City limits. The Survey section's staff ties the plats into the City GIS network and provide data to GIS section and regional GIS partners. They create and maintain vertical and horizontal control networks for the city. The City Surveyor creates and/or reviews a variety of legal documents including deeds, easements, improvement agreements, sewer hook ups, annexation descriptions, vacation descriptions as well as reviewing and checking a variety of legal descriptions for other departments. Survey staff maintains archive of legal documents and survey documents. Survey staff provides control, topographic, construction staking and as-built surveys for City construction projects, as well as providing a wide variety of ad-hoc surveys for other departments, such as right of way location, facilities location, GIS and mapping data needs. Staff also provides public survey information to private engineers, surveyors and the public on request.

### Budget Highlights:

With the move of the GIS section from the Technical Services Division of Development and Public Works (DPW) to the IT department, the Technical Services Division will no longer exist, and therefore Survey will be incorporated into another division of DPW. This incorporation will not cause any budget changes for Survey, and it is anticipated that Survey's budget will just be incorporated in its entirety and singularity into Survey's assigned division's budget. For FY16, the Survey budget has decreased 3% or \$12,500 which is due to decreases in the internal charges, including insurance, vehicle maintenance, computer equipment, and vehicle and computer rents. Also contributing to the decrease is changes made to the Survey vehicle and equipment replacement schedule for FY16, specifically purchases of a computer, a vehicle, and equipment were put off until a future fiscal year due to continued serviceability of this equipment for at least one more fiscal year.

### Service Level Changes:

No service level changes are expected in the FY16 budget. All of the entities which the Survey section provides services for, including City departments, regional partners and the public, will continue to receive the same level of service in FY16, as the Survey section is incorporated into another division of DPW, as predicated by the Technical Services dissolution.

### Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Development Needs are Responded to in a Timely Manner	Average time from received request to product provided	3 Weeks	2 Weeks	2 Weeks

# Development and Public Works Department

## Program: Transportation

### Program Description:

The Transportation program is one of the most diverse, multi-faceted programs in the City. It is the only program in DPW that specifically budgets two divisions (Community Development and Operations) for administration and implementation of several of its numerous subprograms. This program plans and supports the construction and operation of all modes of transportation using the infrastructure that is owned by the public and operated by the City, as well as the many interactions with the regional transportation network of State freeways and highways, County roads, public transit, and multi-use paths. Bicycle and pedestrian facilities support a safe, interconnected and convenient system for bicyclists and pedestrians to provide trip making choices to citizens and visitors and improve community livability. Transportation planning and engineering activities develop the capacity, safety, and efficiency of the City's transportation system as the City grows and system demand needs change. This program has traditionally been very effective at securing federal and state resources to support both staff time and larger capital investments. This program also operates and maintains traffic control devices and street lights to maximize transportation safety and efficiency. Traffic control maintenance and construction activities provide traffic control devices such as traffic signals, pedestrian signals, signs, pavement markings and striping that are visible, informative, and effective in promoting traffic safety among all modes of transportation to comply with State and National standards.

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### Budget Highlights:

This Street Fund supported program faces the same challenges as previously described for the Streets program; stagnate revenue streams leading to challenges in meeting program targets. To maintain program continuity, State and Federal Transportation funds will continue to be sought to help fund City staff time devoted to regional transportation planning and to underwrite project and program-specific costs. Federal and State funds will be used to the fullest extent possible, instead of state and local gas taxes and other Street Fund revenue sources, so that those funds can be used for the street system operations, maintenance and preservation.

Focus will remain on a wide variety of important transportation projects and programs in FY16. These projects and programs advance the integrated network of transportation systems of the City and its State and Regional partners. Fundamental responsibilities to respond to citizen issues in a timely and effective manner and participate in development review activities will continue to be a program focus.

The Operations Division provides routine preventative and emergency maintenance on the City's transportation system. This includes maintenance of 38 City-owned traffic signals, and 34 signals by contract. Thirty (30) of these traffic signals are State of Oregon owned, two are Lane Transit District owned and two are privately-owned. Additionally the program oversees approximately 8,000 signs and funds about 145 lane miles of striping and pavement markings. Traffic control services are provided for numerous regional and community events including University of Oregon football games, Eugene Marathon, Veteran's and Holiday Parades and numerous charity runs.

The program objectives include the following strategic and long range projects, all of which are urgent matters:

- 1) Develop external financing, design and install phase one of systemic overhaul of the street light system with new street light fixtures to replace existing fixtures at end of useful life and to improve energy efficiency.
- 2) Locate and replace failing underground wire that feeds street lights. Replace wire stolen by scrap metal thieves.

- 3) Develop financing, design and install phase one of systemic overhaul of the traffic signal system with new traffic signal controllers and cabinet components to replace existing controls and components at end of useful life and requiring high maintenance effort.
- 4) Revise traffic signal timing in phase one of a systematic updating of City and State traffic signals using turn movement data collected in a restored traffic counting program.
- 5) Complete final design for the Franklin Boulevard upgrade project using federal funds, and begin right-of-way acquisition for Phase 1 construction using local funds.
- 6) Construct the South Bank multi-use path extension, connecting the now completed path viaduct under the new I-5 Willamette River Bridge to the Franklin Boulevard/Glenwood Boulevard intersection with federal and local funds.
- 7) Continue to construct pedestrian crossing improvements as identified in the Main Street Pedestrian Study and funded by ODOT.
- 8) Begin federal environmental documentation and preliminary design on the Glenwood Riverfront Path with federal funds.
- 9) Complete street light wood pole testing and replace poles as necessary.
- 10) Complete Americans with Disabilities ACT (ADA) Transition Plan for accessible facilities within street rights of way.
- 11) Continue to lead City participation in the federally required Central Lane Metropolitan Planning Organization and associated activities like project prioritization and funding identification, and state mandated scenario planning, reimbursed with federal funds.
- 12) Continue to implement 2009's Manual of Uniform Traffic Control Devices (MUTCD) and Oregon Supplements to the MUTCD requirements.
- 13)

**Service Level Changes:**

As a result of the merging of Traffic Engineering with Traffic Operations sections under the Operations Division existing staffing levels were reduced by 1.0 FTE for the program. Service priorities continue to be set on a 'triage' basis with development proposals, traffic signals, traffic signs, roadway striping, street lighting, pedestrian safety, state and federal mandates, project planning and project development, and partner agency requests for projects and participation in other program activities competing for attention. Repainting of crosswalks and pavement markings, cleaning intersection vision obstructions, and addressing substandard street light conditions will be addressed on a priority basis. Some services (e.g., curb painting, and detection device replacement) will be deferred.

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**Program Performance Indicator:**

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
Maintain and Improve Infrastructure and Facilities	Provide a safe and efficient transportation system	Number of City owned (38) or maintained (4) signal systems updated	0	0	3

# Development and Public Works Department

## Program: Vehicles & Equipment Preventive Maintenance

### Program Description:

The Vehicle and Equipment Preventive Maintenance program provides maintenance to the City's 300+ vehicles and pieces of equipment. Vehicle maintenance activities include purchasing and maintenance of the City's inventory of vehicles and equipment, specialized fabrications, and scheduled and unscheduled maintenance and repairs. Additionally, this program provides the oversight of Operations Division interoperable radios.

The program manages the Regional Fuel Facility program, which manages and provides financial oversight and day-to-day operations of the multi-agency owned fuel facility. It provides user access management to four agencies and manages all site upgrades.

### Budget Highlights:

Radio communications is critical for both day-to-day and emergency operations. Currently, the Operations Division operates two systems; an antiquated VHF system and the Springfield Police Department's old system. The City was successful in obtaining a Homeland Security Grant in FY15 that secured partial funding (\$159K) for updating the radio system. This funding will help secure approximately half of the City's radio needs. An additional Homeland Security Grant has been applied for with the funding outcome to be determined in FY16. The annual funding to upgrade to the regional trunked radio system used by Police services will be partially met with the discontinuance of the Operations Divisions annual repeater costs of \$12K. The Department will continue to research the remaining funding for the annual maintenance/hosting costs.

The Vehicles and Equipment program has a proposed FY16 increase of \$3,527.

The Fuel Facility program has a budget decrease in proposed FY16 of \$176,200 or 21.5% due to balancing the actual expenditure needs with the proposed budget.

In FY15 and completing in FY16, the Operations Division will populate and begin using the Fleet Module of the InFor Asset Management software. Computerized record keeping of all City-owned vehicles will be beneficial in tracking costs and report generation. The goal is to be able to tie the fuel transactions (from Regional Fuel Facility software) to vehicles and equipment and run one costing report instead of multiple reports. This implementation will also assist Risk Management in time saving and accuracy of the insurance renewal process; assist in tracking of repairs/replacements due to accidents; and assist in 3<sup>rd</sup>-party claims for recovery of loss funds.

### Service Level Changes:

There are no service level changes forecasted in this program in FY16.

### Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY14 Actual	FY15 Target	FY16 Target
<b>Maintain and Improve Infrastructure and Facilities</b>	Preserve and maintain physical assets	Measure Under Review and Substantial Re-Write	N/A	N/A	N/A Measure Under Review and Substantial Re-Write

# Finance Department

## Departmental Programs

- **Financial Management**

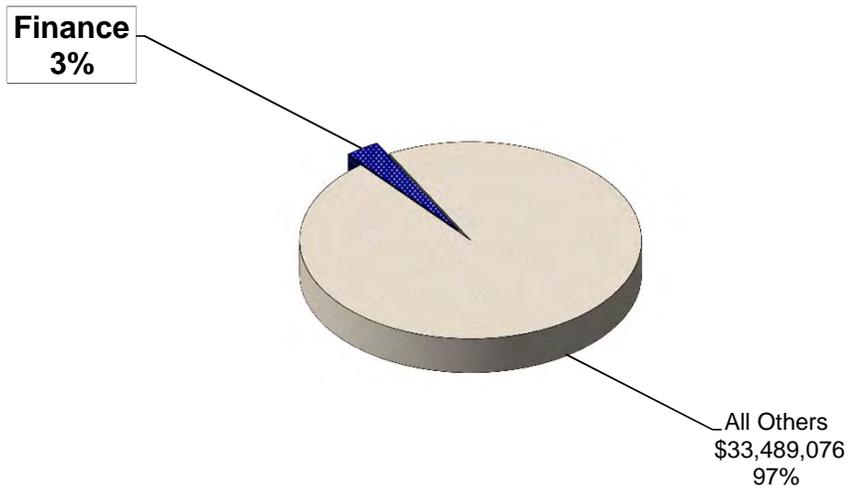
## Department Description

The Finance Department provides financial management services to City departments, the City Council and Budget Committee. The Department oversees the preparation and monitoring of the City's annual budget, cash management and investments, and prepares the City's Long Range Financial Forecast. The Department also provides services to Metropolitan Wastewater Management Commission, the Regional Fiber Consortium, and the Springfield Economic Development Agency (SEDA).

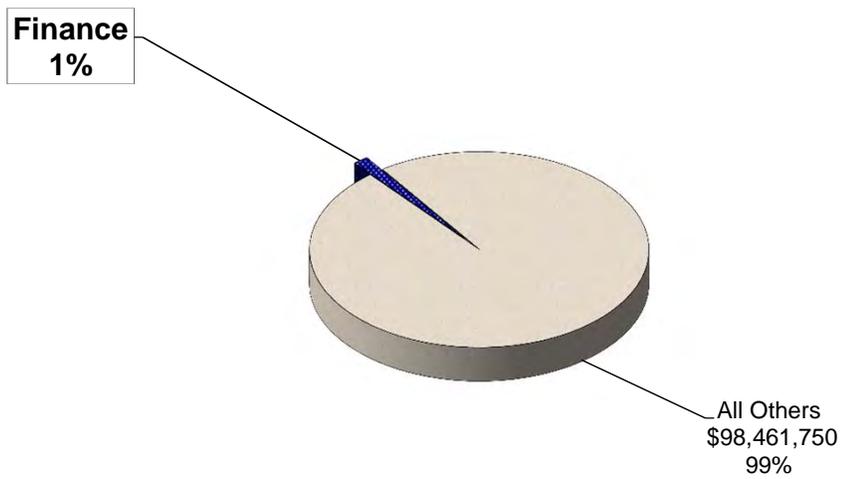
## Mission

The Finance Department provides professional oversight and consultation to City programs and services regarding financial, accounting and budgetary practices. The Department's focus is to ensure compliance with all relevant financial and budgetary regulations, including Oregon Budget Law and State statutes governing financial information.

<b>FY16 OPERATING BUDGET - General Fund</b>		<b>\$ 34,607,945</b>
Finance:	<b>\$ 1,118,869</b>	



<b>FY16 OPERATING BUDGET - All Funds</b>		<b>\$ 99,886,651</b>
Finance:	<b>\$ 1,424,901</b>	



# Finance Department

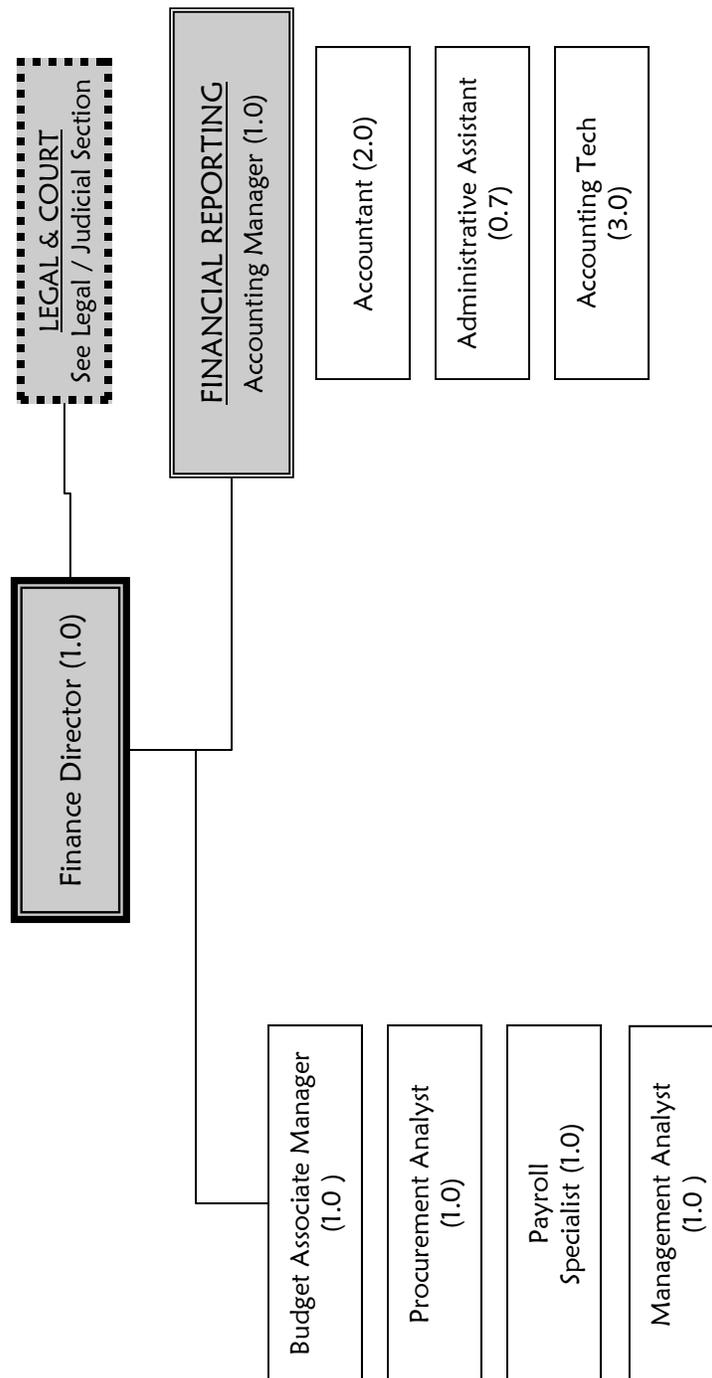
## Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 914,582	\$ 921,972	\$ 986,675	\$ 1,194,700
Materials and Services	231,656	219,426	242,333	230,201
<b>Total</b>	<b><u>\$ 1,146,238</u></b>	<b><u>\$ 1,141,398</u></b>	<b><u>\$ 1,229,008</u></b>	<b><u>\$ 1,424,901</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 852,975	\$ 877,933	\$ 930,325	\$ 1,118,869
Bancroft Redemption	15,885	16,995	17,394	17,966
Community Devel. Block Grant	22,832	23,123	23,539	23,484
Development Assessment	98,140	75,359	85,789	88,155
Storm Drainage Operations	11,337	11,881	12,716	13,009
Sanitary Sewer Operations	11,337	11,881	12,716	13,009
Regional Wastewater	105,632	105,286	123,702	130,067
SDC Administration	17,281	18,939	19,227	20,342
Vehicle and Equipment	10,820	-	3,600	-
<b>Total</b>	<b><u>\$ 1,146,238</u></b>	<b><u>\$ 1,141,398</u></b>	<b><u>\$ 1,229,008</u></b>	<b><u>\$ 1,424,901</u></b>
<b>Expenditures by Sub-Program:</b>				
Administration	\$ 1,146,238	\$ 1,141,398	\$ 1,229,008	\$ 1,424,901
<b>Total</b>	<b><u>\$ 1,146,238</u></b>	<b><u>\$ 1,141,398</u></b>	<b><u>\$ 1,229,008</u></b>	<b><u>\$ 1,424,901</u></b>

\* Amended as of Feb 17, 2015

# Finance Department

Total FTE: 11.7



## Finance Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	7.27	7.27	7.27	9.47
Bancroft Redemption	0.13	0.13	0.13	0.13
Community Development	0.22	0.22	0.22	0.22
Development Assessment	0.67	0.67	0.67	0.67
Sanitary Sewer Operations	0.10	0.10	0.10	0.10
Storm Drainage Operations	0.10	0.10	0.10	0.10
Regional Wastewater	0.88	0.88	0.88	0.88
SDC Administration	0.13	0.13	0.13	0.13
<b>Total Full-Time Equivalents</b>	<b>9.80</b>	<b>9.50</b>	<b>9.50</b>	<b>11.70</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Accountant	2.00	2.00	2.00	2.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounting Technician	2.00	2.00	2.00	3.00
Administrative Assistant	0.50	0.50	0.50	0.70
Finance Director	1.00	1.00	1.00	1.00
Management Analyst	2.00	2.00	2.00	2.00
Payroll Specialist	1.00	1.00	1.00	1.00
Supervisor/Associate Manager	0.00	0.00	0.00	1.00
<b>Total Full-Time Equivalents</b>	<b>9.80</b>	<b>9.50</b>	<b>9.50</b>	<b>11.70</b>

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## Finance Department

### Program: Financial Management

The Finance Department is principally an internal service provider of financial management services to all Departments, the City Council, Budget Committee, Metropolitan Wastewater Commission, Regional Fiber Consortium and the Springfield Economic Development Agency. Externally, the Department has various reporting requirements to City residents, Federal and State grantors and bondholders of the City's municipal debt. Financial services include preparation of the City's annual budget and long-range financial projections, revenue collection, cash and investment management, debt administration, financial reporting, audit management, purchasing and accounts payable, contract development, payroll, assessment administration and billing, and collection of accounts receivable.

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### Budget Highlights:

The Finance Department will be project driven in FY2015-2016, with projects ranging from the use of additional technology to improve processes to the next step of Priority Based Budgeting. During FY15, the department implemented a centralized paperless accounts payable process. While meeting our expectation in the first year with reduced workloads and better information access, we continue to see more opportunities to streamline the process. Early in FY16, we will review Priority Based Budgeting and provide the opportunity for departments to review their current description of programs, services, and costing methodologies. Additional FTE has been added to the Finance Department to ensure that all departments city-wide have access to analytical support skills to complete the necessary PBB program analysis for aligning services with Council and Community priorities. In addition to these projects, the Finance Department will look at ways to consolidate Accounts Receivable, improve journal entry work flow, and implement contract work flow with the use of technology as well as replace the BRASS/SBFS budgeting software.

### Service Level Changes:

The department has several significant projects scheduled for next year that will have an impact on services provided next year and beyond. With the consolidation of Accounts Receivable, we anticipate a reduction of workloads and better access to information internal and externally. With the addition of a management analyst, the department will be assisting other departments with analytical support to bring the PBB process into the City's decisions. The department will also be implementing a contract development work flow module within our financial system that can be utilized city-wide for the drafting and reviewing of contracts. Lastly, The City's budget software is nearing the end of its useful life, and during FY16, the department will focus on system replacement needs with the implementation beginning early FY17.

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**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
<b>To Offer Financially Responsible And Stable Government Services</b>	Financial Reporting: Ensure timely and accurate financial reports that contribute to the improved quality of financial decisions that directly impact the City and its programs.	Days to complete CAFR	175	175	175
		% of reconciliations completed by adopted schedule date	100%	86%	100%
		% of monthly reports posted by the 8th working day of following month	100%	100%	100%
		% of employees with direct deposit	96%	97%	97%
		% of Employees Receiving Pay Advices electronically	96%	98%	NA
		% of payroll payments processed error-free	100%	100%	100%
	Treasury: To provide the Citizens of Springfield with cost-effective, efficient and secure cash management to achieve the best possible return.	Procurements payments ≤\$500 made other than by pCard	<50%	53%	<50%
		Number of Payroll Vendors paid by ACH	16	11	11
		% of AP Payments ≥ \$100k issued as ACH	>50%	61%	>75%
	Financial Management: Effectively manage and monitor activities that cross the organization including process and procedures governing budgeting, accounting, funds management, safeguarding financial resources and strengthening internal controls.	% of positive responses on Finance internal customer service survey	80%	NA	80%
		Operating reserves in the General Fund is no less than 15% of operating expenses	>20%	23.2%	>20%
		Revenue forecast are within 2%	2%	1.5%	2%

# Fire and Life Safety Department

## Departmental Programs

- Office-of-the-Chief
- Administrative Services Bureau
- Emergency Medical Services
- Fire Marshal's Office
- Fire Operations
- Fire and Life Safety Training

## Department Description

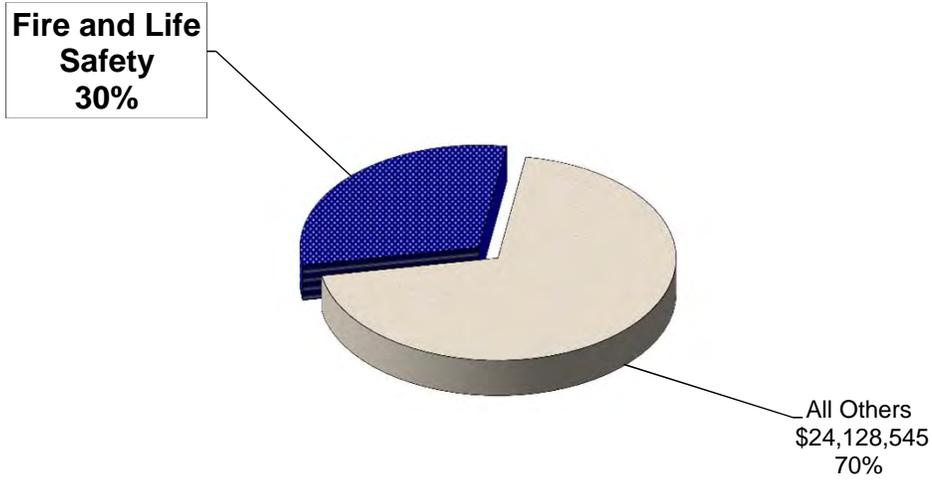
The Fire Department provides services that prevent the loss of life and property, and protect the environment. Administrative responsibilities include planning, supporting and controlling a diversified service delivery system for the City, the urban growth boundary, and East Lane Ambulance Service areas. Services include establishing modifying and providing fire protection and prevention services, firefighting, basic and advanced life support and ambulance transportation, illness and injury prevention, special rescue, hazardous materials control, fire safety education, code enforcement and fire cause investigation. The City also provides fire, rescue and EMS first response to three contract districts in the Springfield area – Glenwood Fire Protection District, Rainbow Fire Protection District, and a portion of Willakenzie Fire Protection District as well as ambulance service to a much larger region totaling 1,514 square miles.

Additionally, the department performs ambulance billing services for twenty-four (24) jurisdictions throughout the State, and administers the FireMed membership program for Eugene Fire & EMS, Lane Rural Fire/Rescue, and Springfield Fire & Life Safety.

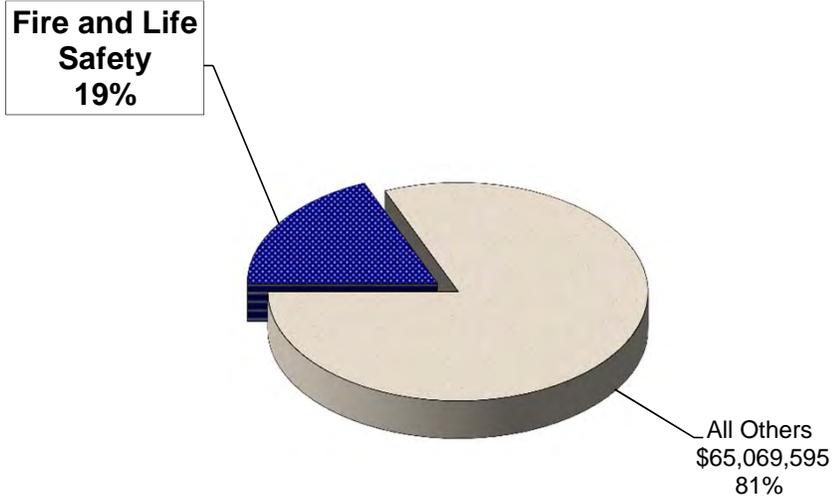
## Mission

To serve our communities by protecting life and preserving property and the environment through prevention, education, rescue, fire suppression and emergency medical services.

<b>FY16 OPERATING BUDGET - General Fund</b>		<b>\$ 34,607,945</b>
<b>Fire and Life Safety:</b>	<b>\$ 10,479,400</b>	



<b>FY16 OPERATING BUDGET - All Funds</b>		<b>\$ 99,886,651</b>
<b>Fire and Life Safety:</b>	<b>\$ 18,676,645</b>	



## Fire and Life Safety Department

### *Financial Summary*

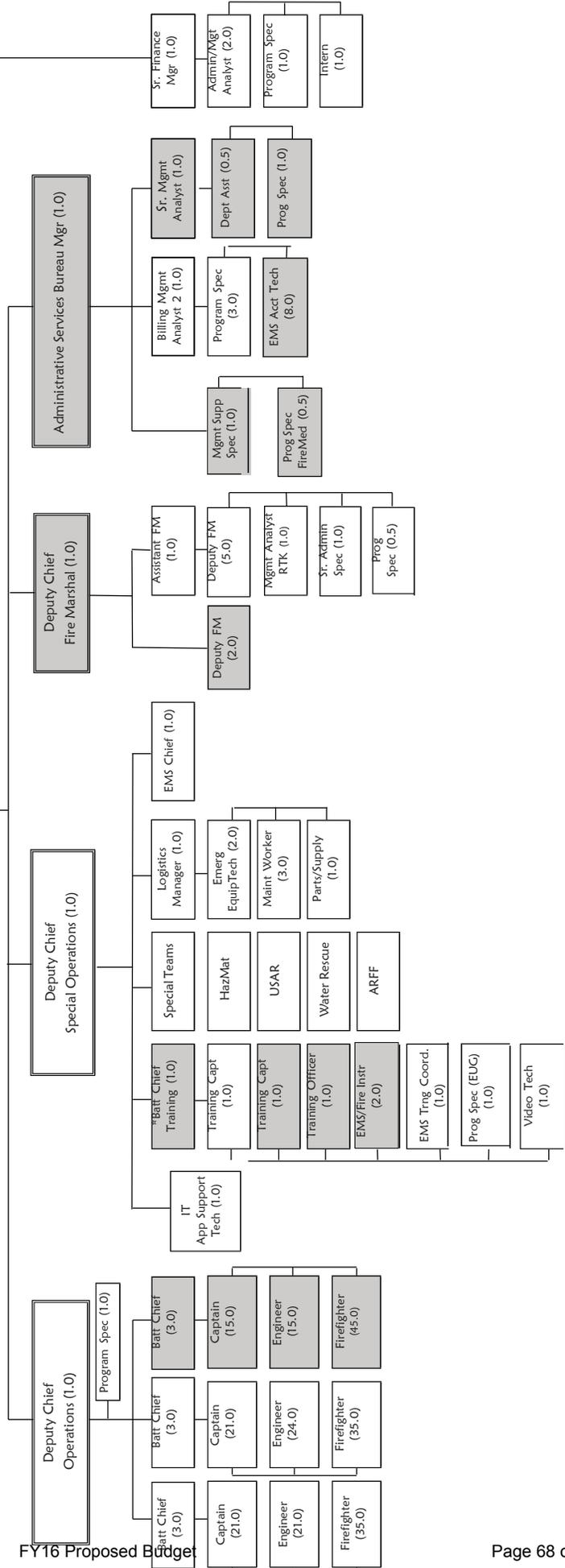
	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 12,754,060	\$ 13,086,376	\$ 13,511,036	\$ 14,124,673
Materials and Services	3,449,024	3,769,392	3,935,349	3,980,172
Capital Outlay	272,873	764,187	322,300	571,800
<b>Total</b>	<b><u>\$ 16,475,958</u></b>	<b><u>\$ 17,619,955</u></b>	<b><u>\$ 17,768,685</u></b>	<b><u>\$ 18,676,645</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 9,651,508	\$ 9,970,790	\$ 10,153,433	\$ 10,479,400
Ambulance	5,045,597	5,340,476	5,669,282	5,951,849
Fire Local Option Levy	1,538,828	1,472,140	1,633,670	1,683,096
Special Revenue Fund	44,000	80,878	-	-
Vehicle and Equipment	196,025	755,672	312,300	562,300
<b>Total</b>	<b><u>\$ 16,475,958</u></b>	<b><u>\$ 17,619,955</u></b>	<b><u>\$ 17,768,685</u></b>	<b><u>\$ 18,676,645</u></b>
<b>Expenditures by Sub-Program:</b>				
Administrative Services Bureau	599,487	522,688	520,430	471,797
<b>Emergency Medical Services</b>				
Emergency Medical Services	3,414,621	4,041,787	4,106,591	4,405,309
EMS Account Services	870,144	841,457	894,905	930,225
FireMed	494,077	518,114	498,588	517,959
FireMed Enterprise	27,118	25,138	31,530	31,778
<b>Fire Marshal</b>				
Fire Prevention	574,172	529,609	501,329	494,763
Haz-Mat	150,574	46,577	55,806	54,471
<b>Fire Operations</b>				
Fire Operations	9,857,541	10,611,859	10,739,331	11,061,080
Fire and Life Safety Training	488,223	482,727	420,175	709,263
<b>Total</b>	<b><u>\$ 16,475,958</u></b>	<b><u>\$ 17,619,955</u></b>	<b><u>\$ 17,768,685</u></b>	<b><u>\$ 18,676,645</u></b>

\* Amended as of Feb 17, 2015

# Eugene Springfield Fire Department IGA Organizational Chart

SELS FY16 FTE: 99 (BOLD & SHADED)  
 EUGENE FY16 FTE: 205

Office of the Chief (1.0)



\* Currently serving as a BC in Operations

Updated Apr 1, 2015

## Fire and Life Safety Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	59.95	58.95	57.95	56.75
Ambulance	32.05	32.05	33.05	33.25
Fire Local Option Levy	9.00	9.00	9.00	9.00
<b>Total Full-Time Equivalents</b>	<b>103.00</b>	<b>101.00</b>	<b>100.00</b>	<b>99.00</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Battalion Chief - Operations	3.00	3.00	4.00	4.00
Battalion Chief - Training	1.00	1.00	0.00	0.00
Department Assistant	1.00	1.00	1.00	0.50
Deputy Chief - Fire Marshal/HazMat	1.00	1.00	1.00	1.00
Deputy Fire Marshal 1	1.00	0.00	0.00	0.00
Deputy Fire Marshal 2	3.00	3.00	3.00	2.00
EMS Account Services Supervisor	1.00	1.00	0.00	0.00
EMS Accounting Technician	6.00	6.00	7.00	8.00
EMS Fire Instructor	0.00	0.00	0.00	2.00
EMS Program Officer	1.00	1.00	1.00	0.00
Fire Captain	16.00	16.00	15.00	15.00
Fire Engineer	15.00	15.00	15.00	15.00
Firefighter/Paramedic	45.00	45.00	45.00	45.00
Management Analyst, Senior	1.00	1.00	1.00	1.00
Management Support Specialist	0.00	0.00	0.00	1.00
Program Technician	4.00	4.00	4.00	0.00
Program Specialist	0.00	0.00	0.00	1.50
Service Bureau Manager	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	2.00	2.00
<b>Total Full-Time Equivalents</b>	<b>103.00</b>	<b>101.00</b>	<b>100.00</b>	<b>99.00</b>

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# Fire and Life Safety Department

## Program: Office of the Chief

### Program Description:

The Office of the Chief ensures that City Council goals and targets are met, represents the Department in community, interagency, and media relations and provides management direction and support of the entire Department in order to maintain a high level of community fire, rescue, emergency medical and life safety services delivery.

### Budget Highlights:

Continue to explore and implement opportunities for efficiencies and standardization. Work with staff and elected officials to find long term solutions for sustainability of the ambulance transport system.

### Service Level Changes:

The consolidated Office of the Chief will continue in FY16, with primary focus on consolidation/merger initiatives in all divisions of the department as well as maintenance of existing, or enhanced, service levels already established.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Financially Sound and Stable Government Services	Provide Information to City Staff: Content	Annual Reviews Current	100%	100%	100%

# Fire and Life Safety Department

## Program: Administrative Services Bureau

### Program Description:

The Administrative Services Bureau (ASB) supervises and manages the revenue-generating programs: Ambulance Account Services and FireMed. In addition, the ASB is responsible for budget development, grant management, accounts payable, payroll, contract coordination, and fiscal monitoring. It provides support services for the Office of the Chief, Operations Division, Training, Ambulance Transport, Fire Marshal's Office, FireMed and Ambulance Account Services.

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### Budget Highlights:

The FireMed Ambulance Membership Program in FY15 saw flat revenues for FY15, but a decrease in actual number of memberships of -1.92%. FireMed is transitioning to a year-around membership enrollment period rather than pro-rating member fees under a July 1<sup>st</sup> to June 30<sup>th</sup> membership year. This will allow members to join for a full year of membership at any time throughout the year. FireMed's marketing team has increased the use of social media and the FireMed website, and is focused on achieving the best results for the dollars available. The re-branding of FireMed continues, and the 2016 campaign should be an exciting one. Membership marketing will continue to face obstacles with limited funds, but memberships are expected to grow marginally in FY16.

Ambulance Account Services continues their ambulance account enterprise, with billing services for 24 government entities besides Springfield. Account Services staff provide a level of expertise found in few other local government agencies. Account Services has implemented several process improvements to maximize revenues and gain efficiencies in processing in an attempt to offset Medicare reimbursement limitations. FY15 collection percentages held constant, while overall revenue gained slightly, allowing an increase in Ambulance Fund reserves for the fiscal year.

### Service Level Changes:

All ambulance billing functions are in their second year under one roof, with one supervisor. The ambulance billing databases of Eugene and Springfield have been fully integrated. Outsourcing of certain tasks has improved efficiency and reduced costs. In FY16, the consolidated work unit will use Continuous Process Improvement (CPI), Benchmarking, and Best Practices to gain further efficiencies and increase revenues.

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY15 Target</b>	<b>FY15 Actual</b>	<b>FY16 Target</b>
<b>Financially Sound and Stable Government Services</b>	Manage Financial Resources: Obtain Funding	Net Enterprise Contribution to Ambulance Fund (\$1000)	360	296	360
		Ambulance - Net Collection % (Spfld only)	80%	82.4%	80%
		Ambulance Bills - Net # days in accounts receivable (Spfld only)	55	69.5	55
		FireMed - Market share (eligible households in Springfield)	29.0%	27.5%	29.0%

# Fire and Life Safety Department

## Program: Emergency Medical Services

### Program Description:

The Emergency Medical Services (EMS) program provides high-quality pre-hospital emergency medical treatment and ambulance transportation throughout the City of Springfield and much of eastern Lane County.

### Budget Highlights:

Revenues have exceeded expenses the past few years, but solutions are still being sought to balance the ambulance fund long term. The Emergency Medical Services division has standardized protocols, SOP's, and equipment and training throughout the EMS system. System efficiencies in FY16 are expected to reduce costs and improve overall division performance.

Two new ambulances are planned for FY16. The smaller, lighter ambulances currently being purchased by Eugene Springfield Fire incorporate a smoother ride, additional safety features, and are a major upgrade to the ambulance fleet throughout the 3-Battalion system.

The Emergency Medical Services Officer retired in FY15. This position was reclassified to a new position of EMS/ Fire Instructor. This position is assigned to the Training Division and will provide training in EMS-related subjects as well as support for the Recruit Academy and fire ground training.

**Service Level Changes:** No service level changes are anticipated in FY16.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Maintain Public Works and Core Services	% emergency ambulance response within 8 minutes	90%	78.1%	90%

# Fire and Life Safety Department

## Program: Fire Marshal's Office

### Program Description:

The Fire Marshal's Office (FMO) is responsible for services aimed at providing and maintaining a high fire safety awareness in the community. These services are presented to the public through code enforcement, control of hazardous materials use, life safety inspections, educational classes, juvenile fire setter intervention, fire cause investigations, issuance of operational permits, and correction of fire code violations in buildings. The primary goal of the FMO is reducing life and property loss. This program meets the minimum requirements for State Mandated Partially Exempt Status for Fire Departments (ORS 476.030(3), OAR 837-039-0010). The program also meets hazardous material mandates as outlined by federal and state governments.

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### Budget Highlights:

The division has been providing the program functions that relate to the City of Springfield's partial exemption status and will maintain that status in FY16. The FMO is tasked with ensuring that buildings are maintained as designed and approved during construction by the Building Official. Deputy Fire Marshals respond and conduct fire investigations and assist in the prosecution of arsonists with Springfield Police and the Lane County District Attorney.

Certain State of Oregon licensing programs require that a record of a facility fire code inspection has been performed within specified time frames. These facilities are primarily high life hazard occupancies where occupants have limited ability to self-evacuate or protect themselves in the event of an emergency. Hospitals, jails, day care centers, and elder living and care facilities are examples of these facilities. Deputy Fire Marshals perform the inspections and coordinate facility emergency plans for fire department response with the facilities. Coordination with facility managers and Deputies is a collaborative effort where relationship-building leads to code compliance and meeting licensing requirements.

The FMO contributes significant revenue to the general fund each year through fees-for-service charges.

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### Service Level Changes:

Integration of the workforce of the two fire departments will continue in FY16. The joint Fire Marshal's office completed a strategic planning process in FY15 and is implementing that plan in FY16, prioritizing tasks and responsibilities throughout the metro area. The FMO had one Springfield Deputy Fire Marshal position held vacant in FY15. That position will continue to be vacant in FY16 due to budget constraints. Significant work has been transferred from the Springfield FM Office to the Eugene Office due to the budget cuts. New software

implementation has resulted in increased efficiency in some programs but complete reporting has lagged due to delays in program build-out as a result of staff reductions.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Secure Property and Personal Safety	Dollar loss per fire - <u>Business</u> (perform better than 50% of similar cities)	100%	*0%	50%
		Dollar loss per fire - <u>Residential</u> (perform better than 75% of similar cities)	75%	75%	75%
		Dollar loss per fire - <u>All</u> (perform better than 75% of similar cities)	75%	*0%	75%
		% Springfield occupancies with Fire Protection Systems in compliance or verified as maintained	**25%	***65%	75%
Community and Economic Development and Revitalization	Interact With Citizens	% Juvenile Firesetter referral service and/or intervention for youth requests fulfilled annually	100%	100%	100%

\* Impact of Swanson mill fire loss compared to comparable cities not yet determined.

\*\* Low compliance due to loss of 1 FTE DFM

\*\*\* Eugene Staff utilized to accomplish program goal.

# Fire and Life Safety Department

## Program: Fire Operations

### Program Description:

Fire Operations provides fire, rescue and emergency medical response to citizen calls for assistance in a variety of emergencies. This program provides the personnel, training, specialized vehicles, and equipment to respond to emergencies in the community that threaten life, property, and the environment. This includes fires, rescues, natural and man-made disasters, hazardous material incidents, medical emergencies, and ambulance transportation. In addition, personnel perform work assigned by the Administrative Services Bureau, Fire Marshal's Office, and Emergency Medical Services programs and keep all equipment and apparatus maintained and ready for emergency response.

Fire Operations is also responsible for assisting in procuring grant program funds. Seeking alternative funding sources is ongoing.

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### Budget Highlights:

August 4, 2014 Eugene and Springfield Firefighters began working together in both cities. In addition, both Springfield and Eugene IAFF Locals have merged and now operate as one Local known as the "Lane Professional Firefighters Association, Local 851".

These efforts continue to improve processes and gain efficiencies in both systems and will be further enhanced in FY16.

Eugene and Springfield Fire Battalion Chiefs have joined IAFF 851 and negotiated a labor agreement covering their positions.

Most Logistics functions are being provided by Eugene to Springfield via an IGA. It is anticipated that in FY16 these services will continue to be provided by Eugene. Integration of services and standardization of equipment across the metro area will continue throughout the next several fiscal years.

### Service Level Changes:

No service level changes are anticipated in FY16.

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY15 Target</b>	<b>FY15 Actual</b>	<b>FY16 Target</b>
<b>Preserve Public Safety</b>	Secure Property and Personal Safety	% of fire responses within 5 minutes	80%	50% (Average response time to structure fires is 4:53)	80%

# Fire and Life Safety Department

## Program: Fire and Life Safety Training

### Program Description:

The Fire Training program provides all uniformed department personnel with the training necessary to develop and maintain the skills, knowledge, abilities, and certifications required to provide safe and effective fire and emergency medical services. Training includes classroom sessions and practical exercises using qualified/certified instructors, appropriate training programs, and equipment. Internal career development programs continue to produce highly skilled employees that are ready for promotion within the department and aids in succession planning. The program provides the training necessary for successful, efficient, and safe service delivery to the community.

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### Budget Highlights:

The Training program instructs new employees and maintains skills of all Fire Operations personnel. It also provides the training and evaluation necessary to maintain required certifications required of appropriate regulating agencies. Cost savings have been realized through a combined recruitment and hiring process, a combined Recruit Academy, combined career development programs, and combined promotional testing processes. An integrated training calendar provides consistent, ongoing line level training sessions for all Eugene/Springfield personnel.

### Service Level Changes:

No service level changes are anticipated in FY16.

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### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Secure Property and Personal Safety	% Line employees meeting ISO requirements for training & drills	75%	75%	75%

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# Human Resources Department

## Departmental Programs

- **Recruitment, Selection, & Retention**
- **Employee & Labor Relations**
- **City Wide Training**
- **Risk Management**
- **Benefits**

## Department Description

The Human Resources Department serves as a support system to and strategic partner with other City departments by providing all major employment, risk, and benefit services for the City. These services are delivered through five major program areas: Employee Recruitment, Selection & Retention, Employee & Labor Relations, City-Wide Training, Risk Management, and Employee Benefits.

Human Resources administers a job classification system that is relevant, flexible and fair, oversees the City's compensation practices to ensure compliance with State and Federal compensation regulations, and develops competitive compensation strategies that will enable the City to attract and retain talented employees. In addition, Human Resources strives to work collaboratively with the City's collective bargaining units in administering the labor contracts, resolving disputes, and handling grievances. Human Resources builds positive relationships with employees through implementation of equitable employment policies, performance management practices, employee recognition programs, and the City's training program. This training program includes new employee orientation, supervisory development, and other mandatory and discretionary training.

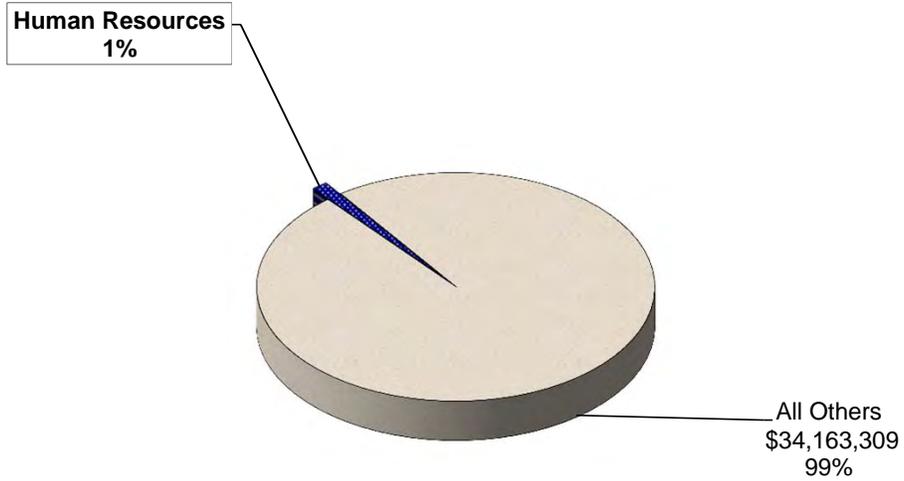
The City's Employee Benefits program includes: health, life, and disability insurance, employee leave administration, retirement, and employee wellness. The key component in our wellness program is our Springwell Employee Clinic, staffed by a Family Nurse Practitioner. The Department is also responsible for City-wide Risk Management, including loss prevention planning, workplace health and safety, litigation coordination, workers compensation, volunteer coordination and insurance and liability claim administration.

Human Resources staff must stay abreast of new federal, state and local laws and regulations impacting each of our five program areas.

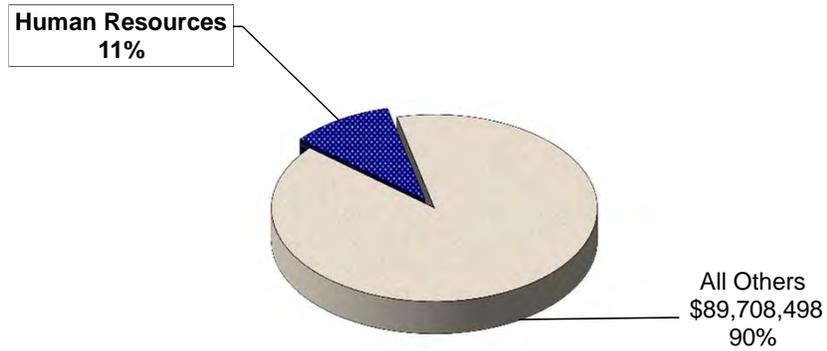
## Mission

The mission of the Human Resources Department is to serve the organization by providing professional organizational development & technical counsel, strategic guidance, service, leadership, and training for issues related to the City's work force to our partner departments.

<b>FY16 OPERATING BUDGET - General Fund</b>	<b>\$ 34,607,945</b>
Human Resources:	\$ 444,636



<b>FY16 OPERATING BUDGET - All Funds</b>	<b>\$ 99,886,651</b>
Human Resources:	\$ 10,178,153



## Human Resources Department

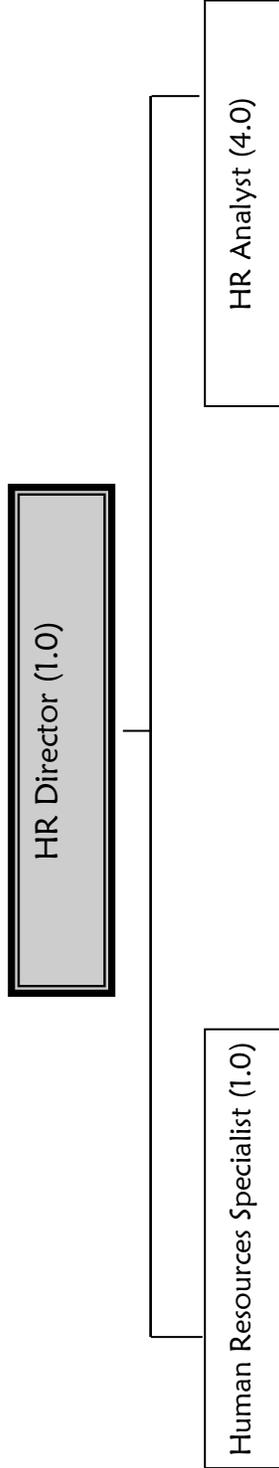
### *Financial Summary*

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 597,751	\$ 603,985	\$ 747,814	\$ 739,312
Materials and Services	3,161,427	6,356,760	8,760,350	9,438,841
<b>Total</b>	<b>\$ 3,759,177</b>	<b>\$ 6,960,745</b>	<b>\$ 9,508,164</b>	<b>\$ 10,178,153</b>
<b>Expenditures by Fund:</b>				
General	\$ 398,744	\$ 363,443	\$ 439,238	\$ 444,636
Insurance	3,355,999	6,596,424	9,068,926	9,728,517
Vehicle and Equipment	9,845	878	-	5,000
<b>Total</b>	<b>\$ 3,764,588</b>	<b>\$ 6,960,745</b>	<b>\$ 9,508,164</b>	<b>\$ 10,178,153</b>
<b>Expenditures by Sub-Program:</b>				
Personnel Administration	\$ 358,975	\$ 364,948	\$ 415,020	\$ 410,418
Support Services	24,235	10,679	17,678	17,678
Citywide Training	25,379	14,126	21,540	21,540
Employee Benefits	354,534	331,729	484,836	480,827
Risk Management	226,381	225,154	313,363	280,896
Workers Compensation	94,604	83,108	135,014	119,772
Wellness Clinic	-	-	-	190,900
Self Funded Insurance	2,680,480	5,931,000	8,120,713	8,656,122
<b>Total</b>	<b>\$ 3,764,588</b>	<b>\$ 6,960,745</b>	<b>\$ 9,508,164</b>	<b>\$ 10,178,153</b>

\* Amended as of Feb 17, 2015

# Human Resources Department

**Total FTE: 6.0**



## Human Resources Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	2.85	2.85	2.85	2.85
Insurance	3.15	3.15	3.15	3.15
<b>Total Full-Time Equivalents</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Department Assistant	1.00	0.00	0.00	0.00
Human Resource Analyst	4.00	4.00	4.00	3.00
Human Resource Director	1.00	1.00	1.00	1.00
Human Resource Specialist	0.00	1.00	1.00	1.00
Supervisor/Associate Manager	0.00	0.00	0.00	1.00
<b>Total Full-Time Equivalents</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

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# Human Resources Department

## Program: Recruitment, Selection, & Retention

### Program Description:

This program serves internal and external customers and clients through:

- Citywide recruitment and selection activities, which include strategic planning to meet Citywide staffing needs and applicant pool development, oversight of applicant screening and selection, successor planning, affirmative action and Equal Employment Opportunity oversight, applicant tracking and volunteer coordination.
- Job classification and pay practice oversight, including the development of competitive compensation strategies, the evaluation of relevant labor markets, and compliance with State and Federal regulations and with collective bargaining agreements.
- Maintenance of City personnel records, including performance records, personnel action administration, records retention compliance, and HR's database.
- Participating with other local public agencies to enhance the City's inclusion and diversity efforts in alignment with Council goals.

### Budget Highlights:

- Continued to partner with the City of Eugene in firefighter/paramedic and captain recruitment processes in supporting merged Eugene-Springfield Fire Department.
- Joined national testing program to help decrease testing costs for firefighter/paramedic and Police recruitments.
- Increased department involvement overall in recruitment and selection process through materials scoring and interview panel trainings.
- Expanded use of video based testing to successfully select higher quality applicants in all departments.
- Expanded efforts to actively and personally recruit for Police Officer applicants
- Contracted with National Compensation Consultant to update compensation plans in accord with market changes.
- Launched volunteer coordination program to bring new faces into the organization and held first volunteer recognition celebration.

### Service Level Changes:

To expand and leverage our resources we have prioritized working with other public agencies. The result is a more robust delivery of service to our own employees, and a greater opportunity to learn best practices. Inclusion and diversity efforts have become a major work focus. In

addition we are preparing to implement a new module of our HR Information System application that will greatly improve our e-recruit presence and interface with job applicants.

**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY15 Target</b>	<b>FY15 Actual</b>	<b>FY16 Target</b>
<b>Foster an Environment that Values Diversity and Inclusion</b>	Recruitment and Selection: Enhance & diversify the organizational culture	Percent of applicants who meet City's workforce diversity goals.	16%	19% as of 3/2/15	20%
<b>Offer Financially Responsible and Stable Government Services</b>	Classification & Compensation: Pay plan is accurately adjusted in local market	Percent of new employees hired at mid-step or lower	90%	84% as of 3/3/15	90%

\*\*As of March 2, 2015 in the 2015 Fiscal Budget we had 926 Applicants; of those applicants 19% were non-Caucasian:

- 23 American Indian/Alaskan Native
- 23 Asian
- 16 Black
- 70 Hispanic
- 35 Multi-Racial
- 10 Native Hawaiian Pacific Islander

\*\*As of March 3 in the 2015 Fiscal Budget the City had 18 new hires, 3 were hired over mid-point

# Human Resources Department

## Program: Employee & Labor Relations

### Program Description:

This program supports supervisors and employees alike in understanding and navigating the many regulations, rules, and contract provisions that govern the employment relationship between the City and its employees. This is achieved by developing, implementing, and administering the City's policies and procedures in collaboration with our employees, and in negotiating and administering the contracts the City has with its four collective bargaining units. Essential functions of this program are:

- Providing guidance, consultation, advice, and training to supervisors and employees in dealing with workplace issues (including union grievances).
- Encouraging fair and positive performance management practices.
- Investigating discrimination and harassment complaints.
- Investigating allegations of employment rule violation.
- Negotiating and resolving workplace disputes.
- Assisting in responding to Equal Employment Opportunity Commission investigations and employee litigation.
- Negotiating collective bargaining agreements with four different unions.

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### Budget Highlights:

- Taking the lead on reorganizing, updating, and rewriting all City-wide policies and procedures to reduce City's risk exposure and decrease liability insurance premium costs.
- Bargained a new separate contract covering the recently organized battalion chief positions with the International Association of Firefighters (IAFF 851).
- Hosted a regional training in conjunction with the Oregon Employers Labor Association to strategize how management might respond to a legislative effort to allow supervisors to unionize..

### Service Level Changes:

Have taken a leadership role in the Oregon Public Employers Labor Relations Association in order to be more informed about State collective bargaining issues, and to have more input in how unions impact public service. Working with other public agencies has become a priority in expanding and leveraging our resources. The result is a more robust delivery of service to our own employees, and a greater opportunity to learn best practices. In addition, Human Resource staff is now holding regular office hours at the Justice Center in order to be more familiar with

our workforce and its needs. These office hours also provide more convenient access to Human Resources for employees who do not work a traditional schedule or at City Hall.

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Process</b>	<b>Measurement Methods</b>	<b>FY15 Target</b>	<b>FY15 Actual</b>	<b>FY16 Target</b>
Offer Financially Responsible and Stable Government Services	Develop or revise City policies and procedures with new Administrative Rules.	Number of different Admin Rules adopted per year.	10	5	10

# Human Resources Department

## Program: City-Wide Training

### Program Description:

Coordinating the delivery of City-provided training and communicating opportunities for outside training are key functions of this program. Required City trainings include:

- New employee orientation;
- Employee development planning and counseling;
- Mandatory legal and regulatory obligations, such as anti-harassment and discrimination training; and
- Diversity and inclusion training.

Human Resources also provide other training opportunities that address current trends and topics and support our employees' development.

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### Budget Highlights:

We made progress in implementing online training. Much of the training required of employees is fairly standardized and lends itself well to computer based training. By allowing employees to complete training on their schedule and at their own desks, this frees up staff training time for more complex and tailored trainings.

We have begun using a system provided by City County Insurance Services (CIS) for all volunteers and many new hires. We hope to continue rolling out the system to remaining staff. A sampling of the 400+ trainings include:

- Sexual Harassment and Discrimination in the Government Workplace
- Workplace Ethics
- Interviewing & Hiring Practices
- Safety Committee Responsibilities
- Bloodborne Pathogen Awareness
- Workplace Violence
- Computer Skills (MS Word, Excel, etc.)
- Etc.

**Service Level Changes:**

Without the ability to collaborate with other local public agencies and professional associations, the limited funds available for City wide training would not be sufficient to stay abreast of the changes in employment law and work place issues. Leveraging those relationships allows us to offer our employees a wider array of training opportunities and avoid duplicating services and draining resources.

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Process</b>	<b>Measurement Methods</b>	<b>FY15 Target</b>	<b>FY15 Actual</b>	<b>FY16 Target</b>
<b>Offer Financially Responsible and Stable Government Services</b>	Provide mandated employment-related training to all employees.	Percent of employees who complete mandates in FY	N/A	N/A	90%

# Human Resources Department

## Program: Risk Management

### Program Description:

The City's Risk Management program includes:

- Loss control – Accident investigation coordination, occupational health and safety coordination, OSHA compliance, coordination of City safety committees, accident prevention education, and risk training.
- Claims administration – Litigation coordination, workers compensation administration, City property and liability insurance coverage administration, and risk records administration.

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### Budget Highlights:

- Implemented highly successful one year trial Volunteer Coordinator Program to reduce risk exposure.
- Ongoing partnership with the City of Eugene in developing consistent and best practices for administering fire risk programs.
- Are on track for record low premium cost year.

### Service Level Changes:

Allocation model will encourage departments to participate more fully in risk prevention.

---

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Offer Financially Responsible and Stable Government Services	Risk Management: Maintain Workers' Compensation experience rating at 1.0 or lower.	Tracked annually, data provided by Worker's Compensation Carrier.	1.0	1.04	1.0

# Human Resources Department

## Program: Employee Benefits

### Program Description:

The Employee Benefits Program is responsible for coordination and administration of benefits which include:

- Retirement (Oregon Public Retirement System, City of Springfield Retirement Plan, and Deferred Compensation programs).
- Employee Health Insurance (self-funded).
- Short-Term Disability Insurance.
- Long-Term Disability Insurance.
- Life Insurance.
- Health Reimbursement Account (HRA).
- Flexible Spending Account (FSA).
- Employee Assistance (Counseling Services).
- Employee Leave benefits, including Federal- and State-mandated benefits such as family medical leave, Americans with Disabilities Act, military leave, and crime victims leave.

In addition, Human Resources staff oversees the SpringWell program, which is designed to keep health insurance cost increases lower than national and regional trends and increase employee productivity. Features of the SpringWell program are:

- Providing on-site employee health clinic services (Wellness Clinic).
- Partnering with Willamalane to provide employees membership to fitness facilities and programs.
- Education on complete employee wellness during our annual Wellness Fair.

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### Budget Highlights:

- Enhancement of Employee Health Clinic as part of self-funded health insurance cost containment.
- Addition of post-retirement VEBA/HRA account.
- Continue to implement Federal Affordable Care Act provisions.

### Service Level Changes:

Increased number of highly complex protected leave situations in combination with changing federal and state laws, continue to require extensive coordination and analysis. The Affordable Care Act also adds additional complexity since many provisions have yet to be fully documented.

Our second full year of self-funding resulted in our total costs being up 4%, exactly even with national trends. The implementation of the Affordable Care Act has resulted in lower premium costs nationally.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Offer Financially Responsible and Stable Government Services	Maintain health insurance premium costs at trend or below through wellness initiatives and plan design.	Percent differential between trend and our rate of premium cost increase or decrease.	8%	4%	2%

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# Information Technology Department

## Departmental Programs

- **Information Technology (IT)**
- **Geographic Information Systems (GIS)**

## Department Description

The Information Technology (IT) Department helps other City Departments develop innovative and efficient IT solutions through a series of services that includes implementing and integrating computer systems, coordinating and providing training, negotiating and managing information technology-related contracts, performing application development, and technology assistance and support.

## Current Program

IT Program – Traditionally the IT Department included loosely defined programs, the network solutions team and the central service (or application) solutions team. Combined these teams represented the IT Program that creates the technology environment that enables City employees to quickly access vital information using the most efficient and cost effective system hardware and software. The program is also responsible for providing effective voice communications utilizing a combination of Public Branch Exchange (PBX) and Voice over IP (VoIP) technologies.

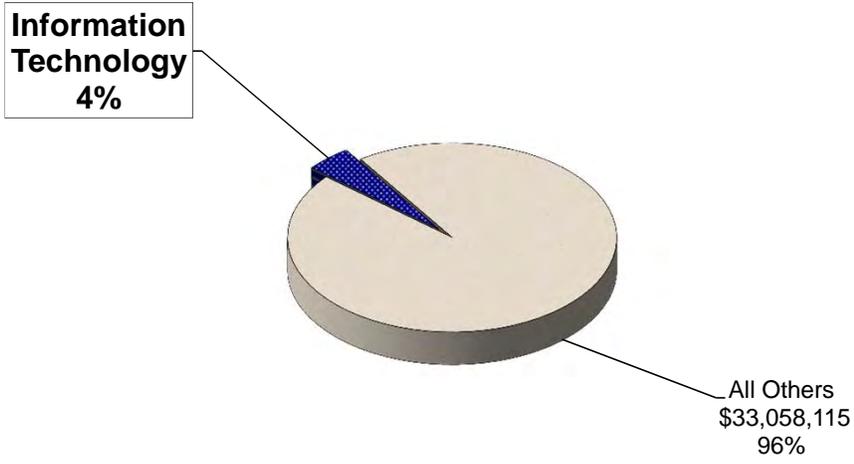
GIS Program - Beginning in FY16, the IT Department will include the GIS Program. The GIS Program focuses on locating, documenting and managing data concerning facilities, structures (both public and private), planning activity, code enforcement activities, and geographic features of the City. The program provides spatial data collection, management, mapping, and integration using traditional advanced geospatial technology. Although all City departments and several intergovernmental organizations receive data and support for their ongoing operations and business decisions from the GIS Program, the Development and Public Works Department (DPW) is the direct recipient of GIS services. Furthermore, since the GIS Program receives a majority of funding directly from utilities funds (Street, Stormwater and Wastewater), GIS Program services need to directly related back to utilities services. Other departments are indirect recipients of these services.

Planned Program Changes - Moving forward, the combined IT and GIS programs will operate under a new organizational structure, new strategic plan, new set of Priority Based Budgeting (PBB) programs and new service level agreements with city departments. Strategic Planning is underway and on-track for completion 4th Quarter FY15. Department programs, PBB programs and service areas will be defined, implemented and tested throughout FY16.

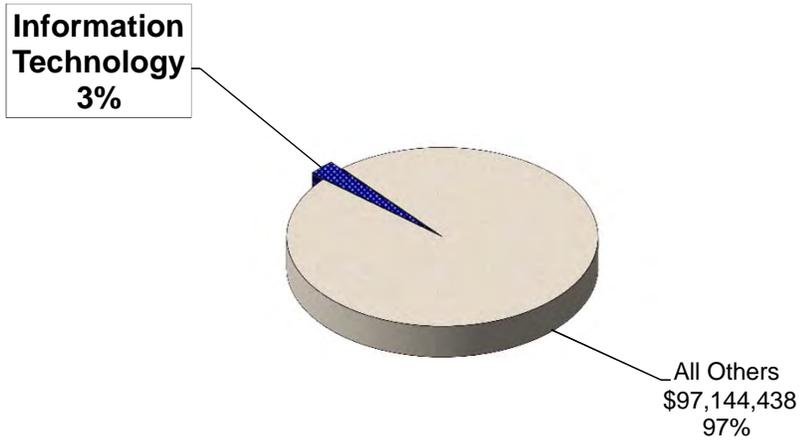
## Mission

The Information Technology Department assists City Departments in responding to the needs of the citizens by enabling City employees to quickly access vital information and make data-driven decisions. We are dedicated to providing quality service through teamwork, partnerships, and developing team and individual strengths. Refinements to the “Mission” of the IT Department will occur during the Strategic Planning process.

<b>FY16 OPERATING BUDGET - General Fund</b>	<b>\$ 34,607,945</b>
Information Technology:	<b>\$ 1,549,830</b>



<b>FY16 OPERATING BUDGET - All Funds</b>	<b>\$ 99,886,651</b>
Information Technology:	<b>\$ 2,742,213</b>



## Information Technology Department

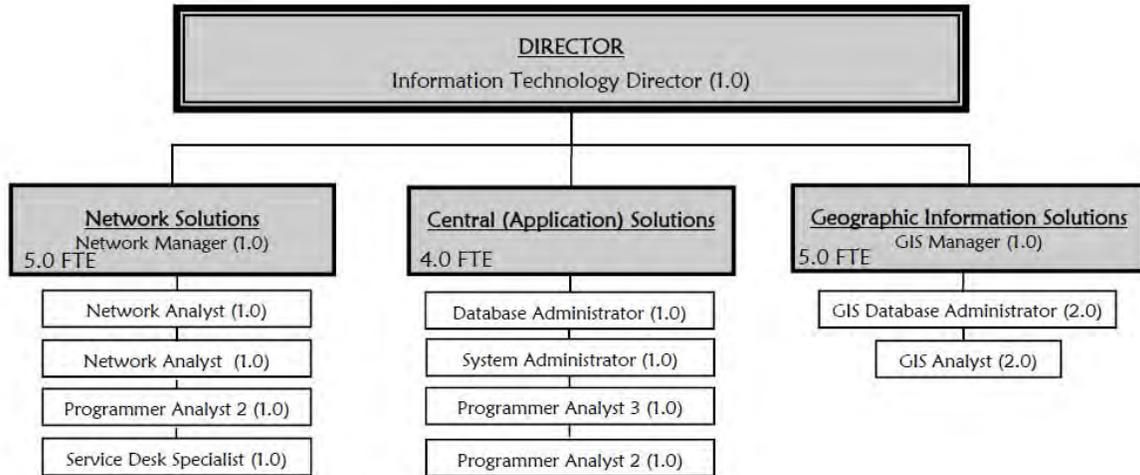
### Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 1,113,860	\$ 1,072,758	\$ 1,161,616	\$ 1,753,551
Materials and Services	338,751	338,882	564,201	978,662
Capital Outlay	34,635	109,146	10,000	10,000
<b>Total</b>	<b><u>\$ 1,487,246</u></b>	<b><u>\$ 1,520,787</u></b>	<b><u>\$ 1,735,817</u></b>	<b><u>\$ 2,742,213</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 1,390,837	\$ 1,343,620	\$ 1,478,817	\$ 1,549,830
Street	-	-	-	340,981
Sanitary Sewer Operations	-	-	-	314,440
Storm Drainage Operations	-	-	-	248,316
SDC Administration	-	-	-	81,646
Vehicle and Equipment	96,409	177,167	257,000	207,000
<b>Total</b>	<b><u>\$ 1,487,246</u></b>	<b><u>\$ 1,520,787</u></b>	<b><u>\$ 1,735,817</u></b>	<b><u>\$ 2,742,213</u></b>
<b>Expenditures by Sub-Program:</b>				
Information Services	\$ 1,486,467	\$ 1,520,787	\$ 1,731,817	\$ 1,709,220
GIS	-	-	-	1,026,993
Telecommunications	779	-	4,000	6,000
<b>Total</b>	<b><u>\$ 1,487,246</u></b>	<b><u>\$ 1,520,787</u></b>	<b><u>\$ 1,735,817</u></b>	<b><u>\$ 2,742,213</u></b>

\* Amended as of Feb 17, 2015

# Information Technology Department

Total FTE 15.0



## Information Technology Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	10.00	10.00	10.00	10.23
Street	0.00	0.00	0.00	1.51
Sewer Operations	0.00	0.00	0.00	1.56
Storm Drainage Operations	0.00	0.00	0.00	1.25
SDC Administration	0.00	0.00	0.00	0.45
<b>Total Full-Time Equivalents</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>15.00</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Database Administrator	1.00	1.00	1.00	1.00
GIS Analyst	0.00	0.00	0.00	3.00
GIS Database Administrator	0.00	0.00	0.00	1.00
Information Technology Director	1.00	1.00	1.00	1.00
Network Analyst	2.00	2.00	2.00	2.00
Network Analyst Non-Certified	1.00	1.00	2.00	1.00
Network Manager	1.00	1.00	0.00	0.00
Programmer Analyst 2	1.00	1.00	2.00	2.00
Programmer Analyst 3	1.00	1.00	1.00	1.00
Resource Assistant (I.T.)	1.00	1.00	0.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Technical Services Manager	0.00	0.00	0.00	1.00
<b>Total Full-Time Equivalents</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>15.00</b>

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# Information Technology Department

## Program: Information Technology

### Program Description:

The Information Technology Department helps City departments deliver quality services by providing real time access to operational and strategic information. This is accomplished by:

- ◆ Supporting the decision-making process from the office to the field with integrated, mobile applications;
- ◆ Providing customer service and support for computer systems;
- ◆ Assisting with the purchase, support and management of over 520 personal computers and servers on Citywide local and wide area networks;
- ◆ Direct service to citizens is provided through the City's web site, including online applications, online document archives, and information about the City Government.
- ◆ Providing efficient Public Branch Exchange phone systems augmented with Voice over IP technology to extend telecommunications capabilities utilizing the City network.

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### Budget Highlights:

During FY15 the IT program has supported continuity of information services and mitigated risk in several key areas. Below these highlights have been categorized by Central Solutions, Network Solutions and General IT Program Administration.

#### Central (Application) Solutions

- Upgraded financial system tools and applications to provide centralized paperless accounts payable (AP), enhanced general ledger (GL) and enhance purchasing functions that support higher levels of accountability, higher levels of government transparency and city interests to go "paperless".
- Performed annual tax updating activities for payroll, such as, processing year end 1099 (1099 are for Vendors in Financials) and W2s for over 500 employees, and setting up new budgets for fiscal year end processing.
- Supported Springfield and Eugene Fire merger by implementing changes in Springfield's human resources (HR) system and City of Eugene's HR system that synchronize coding systems, synchronize reporting and standardize time card data for automated pay checks.
- Upgraded City's electronic document management system (EDM) to the latest version to expand functionality and enhance business process management in key areas such as auditing medical files, vouchers and journals supporting Development and Public Works (DPW) Department document workflow and file tracking for building, planning, code enforcement and capital projects.
- Built numerous reports using automated database reporting service to support diverse citywide business needs, such as, computer aided dispatch (CAD) reports and record management system (RMS) reports for Police; historic building and planning system information reports for DPW; permitting activity media reports for Register Guard, Construction Data and Research Inc.; barcode reports for Fire & Life Safety; digital

imaging reports for City Manager's Office; and automated employee phone directory reports for the City Attorney's Office.

- Began retiring non-supported database servers and successfully migrated databases to new hardware and new software covered under hardware warranty and software support, and advanced network team objectives to provide reliable secure database services to the City.

#### Network Solutions

- Replaced failing cooling system and backup power supply for the server room which contains nearly three quarter of a million dollars' worth of computer server equipment, network support equipment, phone support equipment, transportation control equipment, survey control equipment and regional fiber support devices.
- Replacement of the network equipment and Private Branch Exchange (PBX) equipment that control telephone and radio switching and routing within the secure telephone network used by Police to support computer aided dispatch, investigation and police operations.
- Performed Criminal Justice Information System (CJIS) audit by reviewing recent regional audit reports, initiating a preparatory internal audit, seeking legal review and following legal advice to develop to implement a work plan that meets published requirements for the protection of Criminal Justice Information System (CJIS) information.
- Implemented enhanced public Wi-Fi across City Hall.

#### General IT Program Administration

- Filled two vacancies (IT Director and Service Desk Specialist) and began new visioning and strategic planning efforts.
- Negotiated Sungard intergovernmental agreement regional partners. IT worked closely with the Police Department, the Finance Department and the City Attorney's Office to complete intergovernmental agreements with regional Public Safety partners and clarify costs sharing arrangements for implementation, interim service support and on-going future hosting services.
- Developed and standardized new product delivery methods that prioritize and sequence work plan items in a transparent and inclusive manner and increase efficiencies.
- Inventoried IT assets across the City (server equipment, communication equipment, personal computer equipment, etc.)
- Developed an IT strategic plan, service level agreements with all city departments and a consolidate 1.5 year work plan.

FY16 shapes up to be a transitional year for the IT Department with a continued focus on central solutions, network infrastructure, telecommunication (TELCOM) infrastructure, regional partnerships and program administration.

In FY16 the major central solutions projects include implementation of a citywide contract system, talent acquisition management, candidate gateway and volunteer system. IT will also be looking at upgrading the PeopleSoft Tools for Financials and HRMS. The document management system has several new projects that include storing project papers, storing citywide property information, and researching other storage needs for departments. IT will start researching replacing the current budget software system with a system that meets City needs.

Major infrastructure projects include meeting security compliance, auditing IT infrastructure, replacing failing equipment, consolidation, enhancing remote access server replacements (servers purchased in 2008/2009 at end of life), and replacement of PCs. Based on outcomes

from these analysis efforts and current staffing deficiencies, IT will be requesting additional FTE in FY17.

**Service Level Changes:**

Once the recruitment efforts to replace retired employees are complete the service level will be essentially status quo. The IT materials and supplies budget is sufficient for current infrastructure maintenance. There is adequate equipment replacement funding to maintain a reliable and high performance infrastructure.

**Program Performance Indicator:**

Council Goals	Key Processes	Measurement Methods	FY14 Target	FY15 Target	FY16 Target
<b>Financially Sound and Stable Government Services</b>	IT Infrastructure: Ensure reliable, high performance access to City data and applications	IT infrastructure including telecommunications, servers and network is available	99.9%	99.9%	N/A Measure Under Review
		Workstations are available; down PCs are returned to service within 1 day, or a loaner is provided	99.8%	99.8%	N/A Measure Under Review
		Help Desk calls receive a response within 5-minutes	90.0%	90.0%	N/A Measure Under Review
		New Infrastructure Meets Customer Expectations	95.0%	95%	N/A Measure Under Review
	Data Accessibility: Data is stored, managed and available to support operations and management decisions	Applications will receive periodic upgrades within vendor-recommended maintenance cycles	80.0%	80.0%	N/A Measure Under Review
<b>Financially Sound and Stable Government Services</b>	Data Accessibility: Data is stored, managed and available to support operations and management decisions	Enhancements and customizations to existing applications will meet customer expectations	85.0%	85.0%	N/A Measure Under Review
		New applications will meet customer expectations	85.0%	70.0%	N/A Measure Under Review Re-Write

## Information Technology Department

### Program: Geographic Information Systems

#### Program Description:

The program focuses on locating, documenting and managing data concerning facilities, structures (both public and private), planning activity, code enforcement activities, and geographic features of the City. The Division provides spatial data collection, management, mapping, and integration using traditional advanced geospatial technology. All City departments and several intergovernmental organizations receive data and support for their ongoing operations and business decisions. The range of information and support includes decision material for asset management, land use, planning and building activities, current information to support both Police and Fire and Life Safety Services operations, and support for economic development activities.

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#### Budget Highlights:

Over the last several years the GIS program has reduced risks of data loss associated with the City's larger geospatial and infrastructure management systems by completing initial phases of hardware and software upgrades to move facilities and infrastructure systems information into a uniform and accessible database on July 10, 2013, permitting the uniform management of all City assets. Cost savings achieved during this project funded continued work on data migration and business process redesign. This final phase includes incorporating the transportation infrastructure facilities into the asset inventory and implementing new business process to take advantage of new capabilities in the asset management systems. Additionally the program has supported FEMA flood map revision review, topographic map updates, citywide urban growth planning, preliminary data analysis and cleanup for stormwater and wastewater master planning efforts and ad-hoc requests for mapping and surveying services.

Overall program expenditures are proposed to increase by 8% in FY16 due to the increase in Personal Services costs. Across all funds, FY16 Materials and Services expenditures will decrease approximately \$4,582 when compared to amended FY15. Program resources will remain dedicated to supporting the Infor asset management system, Accela building permit system and data delivery services for projects of high importance to the City such as transportation, stormwater and wastewater master planning efforts, the Glenwood Refinement Plan, downtown redevelopment, and the 2030 Comprehensive Plan.

#### Service Level Changes:

No significant service level changes are planned in the FY16 budget. Program funding from the General Fund remains at approximately 4% of program budget, while service requests to support Accela and provide City-wide data for General Fund services are expected to increase. The program assists other programs in the Information Technology Department where resources are limited.

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**Program Performance Indicator:**

<b>Effectiveness Areas</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY14 Targets</b>	<b>FY15 Target</b>	<b>FY16 Target</b>
<b>Encourage Economic Development and Revitalization through Community Partnerships</b>	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	95%	95%	N/A Measure Under Review

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# Legal and Judicial Services Department

## Departmental Programs

- **City Attorney**
- **City Prosecutor**
- **Municipal Court**

## Department Description

The City Attorney, City Prosecutor and the Municipal Court comprise the service area identified as Legal and Judicial Services. The City Council oversees City Attorney services via a contract with an outside legal firm. The program reports directly to the City Council and is responsible for attending all City Council and Planning Commission meetings and for supplying the City Council and staff with legal opinions regarding existing or proposed City operations and activities. All ordinances, resolutions, contracts and activities having legal implications are reviewed and approved by the City Attorney to assure compliance with intent, Charter, State and Federal laws as well as the possibility of liability exposure or litigation.

The City Manager's Office oversees the City Prosecutor services via a contract. The City Prosecutor represents the City in Municipal Court and Appellate Courts. Prosecution services are provided for all misdemeanor criminal and traffic crimes and for any violation cases in which the defendant has retained counsel. The City Prosecutor represents the City in trials by court or by jury.

The Municipal Judges report to the City Council. The operations of the Municipal Court report to the Finance Director. The Municipal Court provides judicial services for the administration of justice, case and jury management, the appointment of attorneys for indigent defense, probation monitoring, providing interpreters, and the enforcement and collection of bail, fines, and fees. The Municipal court has jurisdiction over misdemeanor criminal, traffic crimes and violations cited by the Springfield Police Department, Nuisance Code Enforcement, Animal Control and Parking Control, and Springfield School District Truancy Officers.

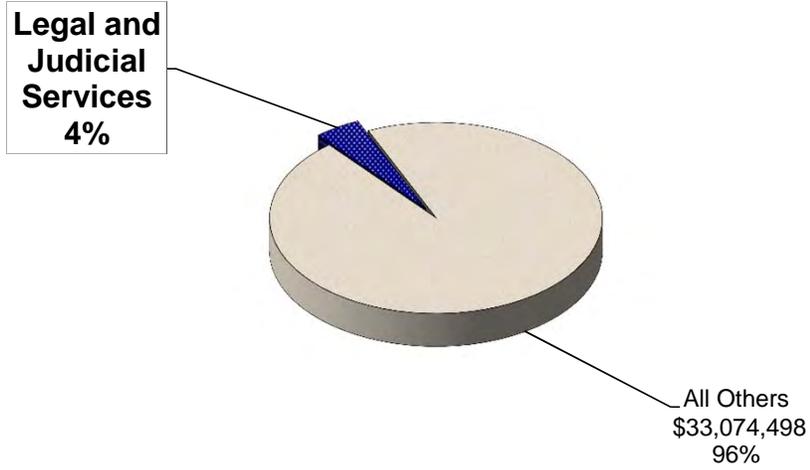
## Mission

The City Attorney's Office strives to provide practical legal advice, effectively interpret laws, reviews and drafts City ordinances, resolutions and contracts and works to minimize the City's exposure to liability and legal expenses.

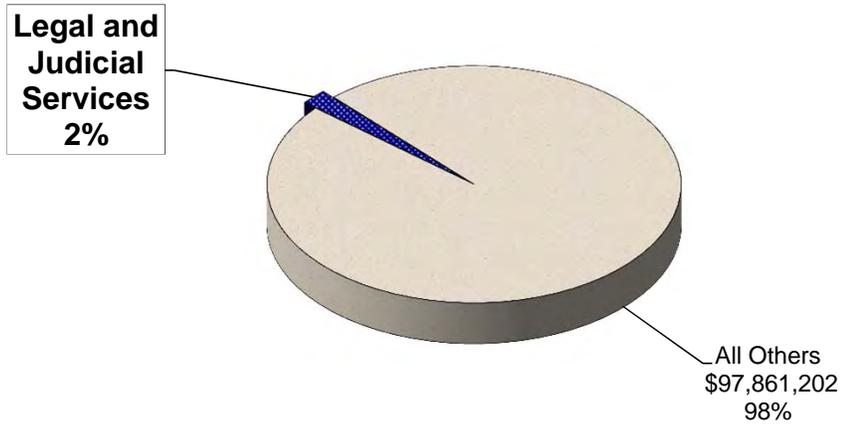
The City Prosecutor's Office strives to maintain public confidence in the ability of the legal judicial system to pursue prosecution of criminal conduct, to resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

Municipal Court strives to maintain public confidence in the ability of the legal judicial system to uphold the rule of law, fairly and impartially resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

<b>FY16 OPERATING BUDGET - General Fund</b>	<b>\$ 34,607,945</b>
Legal and Judicial Services:	<b>\$ 1,533,447</b>



<b>FY16 OPERATING BUDGET - All Funds</b>	<b>\$ 99,886,651</b>
Legal and Judicial Services:	<b>\$ 2,025,449</b>



## Legal and Judicial Services

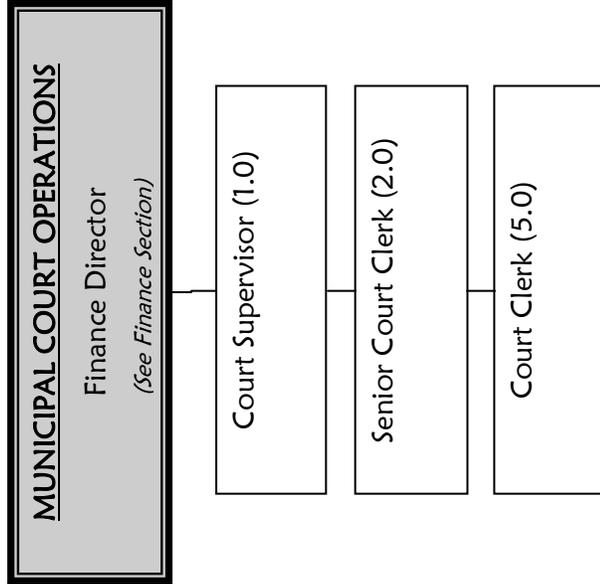
### *Financial Summary*

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 702,347	\$ 744,291	\$ 886,316	\$ 902,660
Materials and Services	955,055	948,356	1,080,096	1,122,789
Capital Outlay	113,083	14,391	-	-
<b>Total</b>	<b><u>\$ 1,770,486</u></b>	<b><u>\$ 1,707,038</u></b>	<b><u>\$ 1,966,412</u></b>	<b><u>\$ 2,025,449</u></b>
<b>Expenditures by Fund:</b>				
General	\$ 1,374,233	\$ 1,303,310	\$ 1,480,816	\$ 1,533,447
Police Local Option Levy	395,094	403,728	485,596	492,002
Vehicle and Equipment	1,158	-	-	-
<b>Total</b>	<b><u>\$ 1,770,486</u></b>	<b><u>\$ 1,707,038</u></b>	<b><u>\$ 1,966,412</u></b>	<b><u>\$ 2,025,449</u></b>
<b>Expenditures by Sub-Program:</b>				
City Attorney	\$ 299,629	\$ 272,132	\$ 361,355	\$ 396,355
City Prosecutor	225,628	187,831	209,324	217,013
Municipal Court	1,245,229	1,247,075	1,395,733	1,412,081
<b>Total</b>	<b><u>\$ 1,770,486</u></b>	<b><u>\$ 1,707,038</u></b>	<b><u>\$ 1,966,412</u></b>	<b><u>\$ 2,025,449</u></b>

\* Amended as of Feb 17, 2015

# Legal and Judicial Services

Total FTE: 8.0\*



\* Note: 0.84 FTE for Municipal Court Judges report directly to the City Council and do not appear on any departmental organization chart, although the positions are funded through Legal and Judicial Services.

## Legal and Judicial Services

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	6.61	6.61	6.61	6.61
Police Local Option Levy	2.23	2.23	2.23	2.23
<b>Total Full-Time Equivalents</b>	<b>8.85</b>	<b>8.84</b>	<b>8.84</b>	<b>8.84</b>

### Position Summary

Job Title/Classification:	Adopted FY12	Adopted FY14	Adopted FY15	Proposed FY16
Court Clerk	6.00	6.00	5.00	6.00
Court Clerk, Senior	1.00	1.00	2.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00
Judge	0.65	0.50	0.50	0.50
Judge Pro-Tem	0.20	0.34	0.34	0.34
<b>Total Full-Time Equivalents</b>	<b>8.55</b>	<b>8.85</b>	<b>8.84</b>	<b>8.84</b>

**NOTE:** 0.84 FTE for Municipal Court Judges and Judge Pro-Tem report directly to the City Council and do not appear on any departmental organization chart; although the positions are funded through Legal and Judicial Services.

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## Legal and Judicial Services Department

### Program: City Attorney

#### Program Description:

The City Council contracts with the firm of Leahy, Van Vactor, Cox and Melendy, LLP, for legal services. The City Attorney's Office is responsible for attending all City Council and Planning Commission meetings and for supplying the City Council and staff with legal opinions regarding existing or proposed City operations and activities. All ordinances, resolutions, contracts and activities having legal implications are reviewed and approved to assure compliance with intent, charter, state and federal laws, as well as the possibility of liability exposure or litigation.

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#### Budget Highlights:

Provide general counsel to City Council, Planning Commission and staff regarding planning and development proposals, economic development initiatives, contract development and review, code enforcement, Justice Center, Glenwood Development, Gateway Area, Human Resources, BOLI Issues, Environmental Services, Municipal Court, risk consultation, OLCC issues, public records, public meetings, ethics, and general counsel to Council and staff. An additional service was added in FY15 for labor negotiations that was outside the retainer services but will not be continued in FY16.

#### Service Level Changes:

FY16 service level changes include the reduction in the City Attorney's involvement in labor negotiations and a possible increase in litigation support for land use planning. Actual billing hours based on tracking for FY14 they were 2,092. The retainer hours for FY15 are estimated to be close to the budgeted hours of 2,124. Our proposed hours for FY16 are still scheduled to remain the same. The hourly rate charged by the firm will remain at \$166.36

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## Legal and Judicial Services Department

### Program: City Prosecutor

#### Program Description:

The City contracts for Prosecution Services with the firm of Leahy, Van Vactor, Cox and Melendy, LLP/ The City Prosecutor represents the City in Municipal Court and Appellate courts. Prosecution services are provided for all misdemeanor criminal and traffic crimes and for any violation cases in which the defendant has retained counsel. Services provided include screening of reports filed, negotiations for settlement of cases and for representation of the City in trials by court or by jury. The City Prosecutor also recommends revisions to the Municipal Code to conform with case law and state statutes, provides legal advice and training for the Police Department and maintains the criminal law library.

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#### Budget Highlights:

The opening of the municipal jail has created an additional demand on the City Prosecutor's Office, particularly in the areas of completing discovery and preparation for trial. For this reason an increase in the City Prosecutor's budget has been included in the public safety levy since the opening of the facility in 2010. There are no significant changes to the City Prosecutor's budget for FY16..

#### Service Level Changes:

None at this time. The City Prosecutor's Office has significant involvement in all of the changes that occur in Court, conversations concerning the expansion of the DUII Court to include convictions and the use of a mental health response team requires the ideas and cooperation of the City Prosecutor. Caseloads and any change in trial patterns will be watched closely.

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## Legal and Judicial Services Department

### Program: Municipal Court

#### Program Description:

The Municipal Court has jurisdiction over misdemeanor criminal, traffic crimes and violations cited by the Springfield Police Department, Nuisance Code Enforcement, and Parking Control and Springfield School District Truancy officers. The Court provides judicial services for the administration of justice, case and jury management, appointments of attorneys for indigent defense and interpreters, probation monitoring and enforcement and collection of bail, fines, and fees. The Court strives to maintain public confidence in the ability of the legal judicial system to uphold the rule of law, resolve legal contests in a fair and timely manner and to compel compliance with the laws that protect the safety and quality of life in the community.

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#### Budget Highlights:

Since adoption of State statutes in November of 1997, case filings at the Municipal rather than state level has ensured prosecution of misdemeanor crimes committed in the City of Springfield.

The opening of the Springfield Municipal Jail on January 29, 2010, increased the ability of the court to hold offenders accountable and to increase the ability of the Court to compel compliance with sentencing orders, including payment of monetary penalties.

Caseload filings are currently estimated at 13,552 for FY15, with a total of \$2,156,000 estimated in total fines and fees imposed. Total collection for fiscal year is currently estimated at \$2,311,000 (includes fines and fee revenue to the city, and state fees).

The Court implemented new computer software on October 29, 2012. The system allows the Court to move closer to a "near paperless" operation. The system offers enhanced customer services through on-line case adjudication options for violations and on-line web payments. Tyler automated Phone notifications will be implemented as a new collections tool (without incurring the costs associated with formal collection actions). Assignment of cases to the Collection Agency as well as automated receipting of payments to Court cases has been automated. Continued improvements and enhancements are being made to the system.

The new system does not provide real time information integration to other local criminal justice agency systems. E-citations import pending in early 2015 will reinstate data propagation to Tyler eliminating the need for duplicate data entry by Court staff. The Police and Jail systems were implemented in late 2013 and the scope of changes implemented and/or to be implemented will continue to impact Court operations until alternative interface processes are implemented.

#### Service Level Changes:

No service level change for FY16

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**Program Performance Indicator:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY 15 Target</b>	<b>FY 15 Actual</b>	<b>FY 16 Target</b>
<b>Preserve Public Safety</b>	Adjudication Services: Provide timely and expeditious case processing	% of Violation cases meeting National Trial Court Standard 2.1.2 for consistent trend of 1:1 ration of cases filed to disposed	100%	96.9%	100%
		% of Misdemeanor cases meeting National Trial Court Standard 2.1.2 for consistent trend of 1:1 ratio of cases filed to disposed	100%	83.1%	100%
		% of Misdemeanor cases meeting standard for 100% disposition within 90 days (measurement includes FTA days)	100%	74.2%	80%
		# of Misdemeanor Custody Trials Dismissed for "Lack of Speedy Trial" (settings in excess of statutory 60 days)	0	0	0
		Trial Date Certainty: % of cases meeting National Trial Court Standard 2.1.4 for disposition at first trial	80%	70.6%	90%
<b>Financially Sound and Stable Government</b>	Probation Monitoring and Enforcement Services: Provide action to enforce court orders to avoid patterns of systematic failure to fulfill criminal sentences	Overall Compliance Rate for collection of Victim Restitution payments	N/A	40.0%	75%
	Financial Services - Accounts Receivables: Provide and ensure timely and accurate receipting of funds	% of days with 100% accuracy in balancing	100%	99.6%	100%
	Financial Services - Accounts Payables: Provide and ensure timely payment of goods and services received	% of non-payment delinquent penalties	0%	0%	0%
	Financial Services - Financial Reporting: Provide and ensure timely and accurate reporting and disbursement of funds	% of days with timely reporting of cash receipting and distribution of funds	100%	100%	100%

# Library Department

## Departmental Programs

- **Adult/Reference Services**
- **Community Services**
- **Support Services**
- **Youth Services**

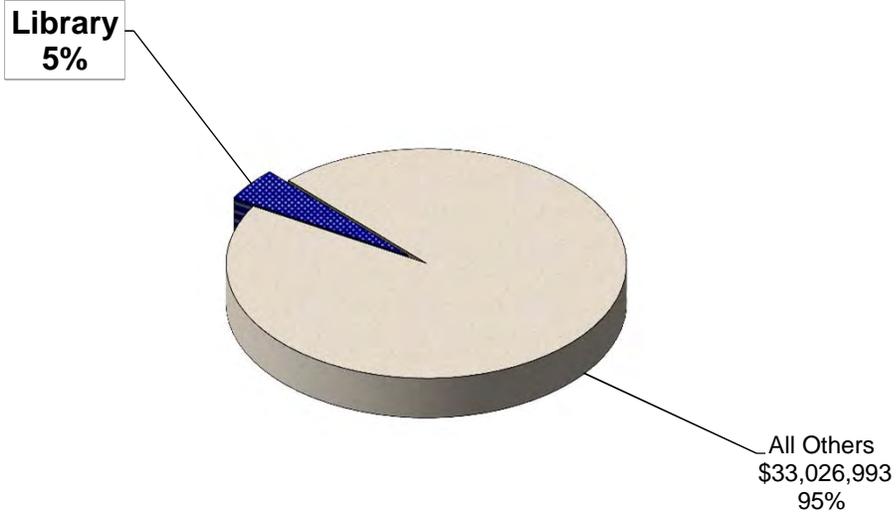
## Department Description

The Springfield Library is an essential community resource providing citizens of all ages, backgrounds, and economic statuses access to information, education, early literacy training, and a wide range of family friendly programs. The Library also provides high-speed internet access as well as the ability to download digital audio books and e-books from home. In addition to our early literacy efforts focused on ensuring that every Springfield child enters school “ready to read” the Library has also added support of Springfield School District’s “Science, Technology, and Math (STEM) curriculum as another area of emphasis. We continue to engage our entire community by offering award-winning Spanish/English bi-lingual programming and programming focused on diversity, such as our monthly storytelling series, “Year of Stories”. Our Teen Advisory Board has been active at the library, both participating in their programs and assisting library staff with programs for other age groups. This year continues to see a marked increase in program attendance for all age groups. The Library continues to excel at enlisting the support of community members through its active volunteer program and its citizen fund-raising groups. We continue to partner with other area libraries in expanding access to materials for all of our patrons through our shared, online, catalog and inter-library loan program. From emergent literacy for infants to job retraining for adults the Library strives to support all members of its community in achieving their educational and economic aspirations.

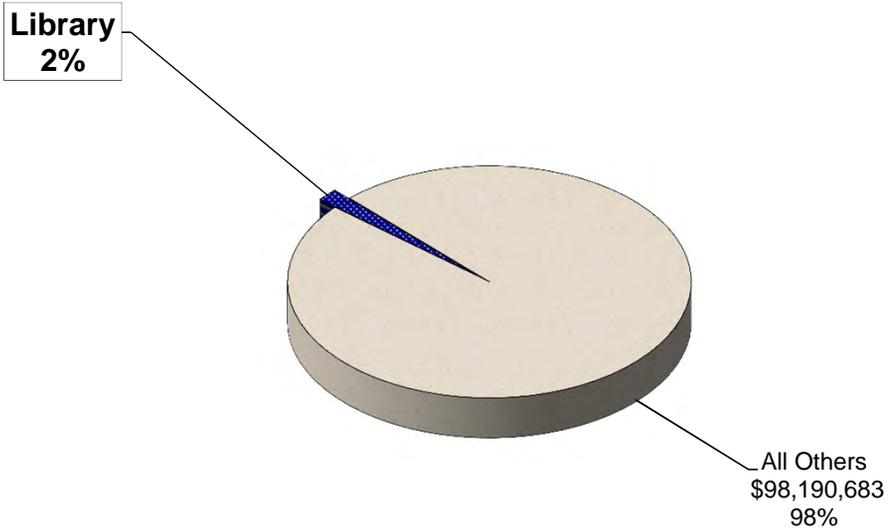
## Mission

The Library Department places a strong and continuing focus on the importance of excellent customer service for our citizens’ and their information and recreational needs. The Library continues to emphasize the importance of providing diverse materials and instructional and cultural programming for our patrons.

<b>FY16 OPERATING BUDGET - General Fund</b>		<b>\$ 34,607,945</b>
Library:	<b>\$ 1,580,952</b>	



<b>FY16 OPERATING BUDGET - All Funds</b>		<b>\$ 99,886,651</b>
Library:	<b>\$ 1,695,968</b>	



# Library Department

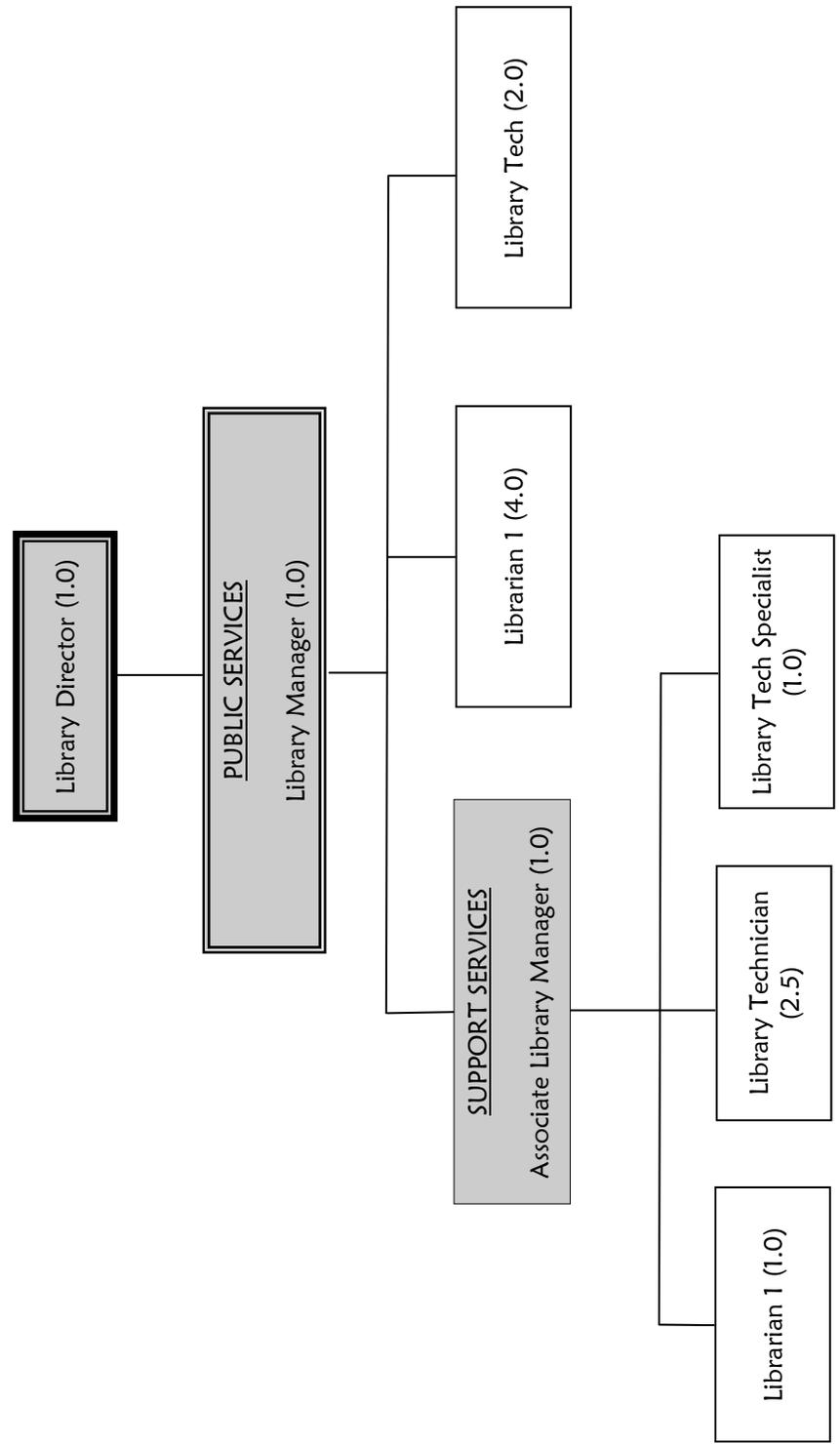
## *Financial Summary*

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 1,163,600	\$ 1,152,288	\$ 1,308,548	\$ 1,319,410
Materials and Services	189,548	197,359	265,874	248,258
Capital Outlay	104,823	90,984	142,943	128,300
<b>Total</b>	<b>\$ 1,457,971</b>	<b>\$ 1,440,631</b>	<b>\$ 1,717,365</b>	<b>\$ 1,695,968</b>
<b>Expenditures by Fund:</b>				
General	\$ 1,342,895	\$ 1,357,587	\$ 1,554,261	\$ 1,580,952
Special Revenue	58,754	25,654	87,663	54,608
Transient Room Tax	56,065	57,197	67,441	52,408
Vehicle and Equipment	257	193	8,000	8,000
<b>Total</b>	<b>\$ 1,457,971</b>	<b>\$ 1,440,631</b>	<b>\$ 1,717,365</b>	<b>\$ 1,695,968</b>
<b>Expenditures by Sub-Program:</b>				
Adult/Reference Services	\$ 377,098	\$ 484,651	\$ 551,710	\$ 573,776
Youth Services	253,533	131,526	154,048	138,687
Community Services	30,204	8,771	54,058	42,000
Support Services	797,135	815,683	957,549	941,505
<b>Total</b>	<b>\$ 1,457,971</b>	<b>\$ 1,440,631</b>	<b>\$ 1,717,365</b>	<b>\$ 1,695,968</b>

\* Amended as of Feb 17, 2015

# Library Department

Total FTE: 13.5



## Library Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	11.90	11.90	12.60	13.00
Transient Room Tax	0.50	0.50	0.50	0.50
Special Revenue Fund	0.20	0.20	0.00	0.00
<b>Total Full-Time Equivalents</b>	<b>12.40</b>	<b>12.60</b>	<b>12.60</b>	<b>13.50</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Librarian	4.00	5.00	5.00	5.00
Library Director	1.00	1.00	1.00	1.00
Library Manager	2.00	2.00	2.00	2.00
Library Technician	4.60	3.60	4.10	4.50
Library Technician Specialist	1.00	1.00	1.00	1.00
<b>Total Full-Time Equivalents</b>	<b>12.40</b>	<b>12.60</b>	<b>12.60</b>	<b>13.50</b>

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# Library Department

## Program: Adult/Reference Services

*PBB Program: Reference & Reader's Advisory (#49), Library Technology (#50), and Collection Management (#53)*

### Program Description:

Adult/Reference Services strives to meet the informational, educational and recreational needs of adult users within our diverse community. Materials provided include books, magazines, newspapers, audio books, CDs, and DVDs in English and Spanish, as well as public access to the internet, reference databases, and downloadable media including audio and e-books. Reference help is available every hour that the library is open, providing skilled assistance in locating desired information, referrals or materials, and including interlibrary loan service for borrowing items not found in the Library's collection. Educational and cultural programming is offered monthly to provide opportunities for adults within the community. Other services include meeting rooms and technology assistance.

### Budget Highlights:

The Adult Reference Services budget provides funds for purchasing print, audiovisual and electronic resources for adults; ensures skilled reference staff assistance to Library users, including help with accessing information in various electronic formats; and, sponsors special programs geared primarily toward adult users. While improved wifi service was added in the library, our public computer and database use is estimated to decrease. This is in part because of a new counter which will track only library wifi logins, as opposed to logins for the entire city hall facility.

Adult program attendance increased thanks to Springfilm, a cultural collaboration with Willamalane, as well as attendance at educational lectures provided free to the public.

**Service Level Changes:** None.

### Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Number of reference queries	17,500	17,583	17,055
		Volumes added to the collection	11,600	9,806	10,296
		Number of citizens accessing the library website & social media	106,000	104,796	110,507
		Number of public computer and database uses	83,900	86,296	77,666
		Attendance at adult programs	600	859	987

# Library Department

## Program: Community Services

*PBB Program: Development (#56), Arts Commission (#58)*

### Program Description:

Community Services works with the **Library Advisory Board**, **Friends of the Library**, the **Library Foundation** and the **Teen Advisory Board** to improve community dialogue with the Library, develop planning and funding strategies for future services, and to augment library revenues in order to improve and expand current services. In addition, the Library facilitates the work of the **Springfield Arts Commission** in increasing citizen awareness and support for the arts through youth workshops, monetary grants, a variety of public arts exhibits, the creation and maintenance of ART ALLEY, and support for the **Second Friday Artwalks**.

### Budget Highlights:

Both the **Friends of the Springfield Library** and the **Springfield Library Foundation** have established successful fund-raising activities that continue to generate significant contributions. They have committed \$43,000 to support current library programs in FY15. The **Library Advisory Board** has grown to seven members in an effort to better represent our growing community and has embarked on a public education campaign; making presentations to community groups about current library services and community needs. The Teen Advisory Board has actively participated in the planning of programs and services for their peers as well as assisting as volunteers for other Library programs.

In FY15 the **Springfield Arts Commission** has three specific goals. First, the Arts Commission will continue to support the **Second Friday Artwalks** as a valuable part of Springfield's cultural life. In addition to hosting a featured exhibit and live music at City Hall each month, the Arts Commission provides the primary funding for the **Artwalk** that includes marketing, guided tours and performance art installations. Second, continue to increase the variety of programs funded through the **Heritage Arts Grants** through three grant cycles that in FY15 brought in a record number and variety of grant requests. Third, the Arts Commission will continue to recruit and coordinate quality exhibits with local artists in the **City Hall Gallery** each month.

**Service Level Changes:** None.

### Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Increase total donations to Library	50,000	54,000	57,000
		Increase membership of Support groups	155	156	165
		Increase number of contributors to Library Support groups	250	254	267
		Art events & programs created, supported and facilitated by the Springfield Arts Commission	54	57	55

# Library Department

## Program: Support Services

*PBB Program: Resource Sharing (#49), Borrower Services (#52), Volunteer Shelving (#54)*

### Program Description:

The Support Services Division is responsible for the cataloging, processing, circulation, shelving and repair of library materials. It is also responsible for the management of all patron accounts. The Division also serves as the overall administrative support for the Library department. The Division supervises, recruits, and trains members of the volunteer program.

### Budget Highlights:

The Support Services budget contains funds for support services staffing, as well as all centralized activities, such as utilities, telephone, contractual services, and training. Administrative services, budget preparation and public desk scheduling are included in this program. Support Services orders, receives, and catalogs all Library materials. This program runs a successful volunteer program that re-shelved some 272,921 items in 2014. Circulation services, which include overdue notices, damage notices, and patron registration, are a highlight of Support Services, serving some 17,394 Library users.

### Service Level Changes:

The library opened four additional hours, and accordingly, we added a position equivalent to .5FTE to library staff. Due to a retirement, we recruited and hired a 1.0FTE. Two additional retirements happened in December, and we currently have 1.6 FTE openings.

### Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Access to Library Services and Collections Improved	Total Circulation	363,224	345,503	355,868
		Patron Visits	163,475	162,253	170,365
		Number of Library cards issued	6,061	6,036	5,863
		Volunteer hours	4,525	4,477	4,611

# Library Department

## Program: Youth Services

*PBB Program: Youth & Family Programs (#58)*

### Program Description:

Youth Services provides a wide range of informational, educational, and recreational materials for children and young adults in our community. Materials include books, magazines, audio books, CDs and DVDs in English and Spanish, as well as public access to the internet, reference databases and downloadable media including audio and e-books. Skilled reference staff provides assistance locating information and resources for children, teens and adults. Special programs and activities are offered for cultural education and enrichment, including an emphasis on the STEAM (Science, Technology, Engineering, Art, Math) curriculum. Story times, a summer reading program, special programming when school is not in session, guest artists, teachers, authors and performers are scheduled throughout the year. Youth Services staff also provides tours and presentations to community groups and classrooms. Other services include a teen advisory board, play and learn early literacy center, a writing center and other literacy-related activities such as puzzles and board games.

### Budget Highlights:

The Youth Services budget provides funds for purchasing books, magazines, audio-visual materials and Internet access for children and young adults. It provides reference staff for children and adults and partial funding of special programs and activities for educational and cultural enrichment, including an emphasis on the STEAM (Science, Technology, Engineering, Art, Math) curriculum.

**Service Level Changes:** The Latino Liaison Librarian was out for four months on family leave. This affected our Spanish language programming, especially Cuentos, the Spanish language storytime which was cancelled during this time. Over a six-month period, due to the retirement of the support services manager, Youth Services was affected due to the shifting of responsibilities to cover the vacancy. This affected our ability to conduct programming at our normal level, particularly library outreach, which is counted in the Early Literacy statistic. Tours statistics were also down because Willamalane, one of our community partners, was unable to bring all of their camps to the library during the summer as they had the summer before.

### Program Performance Indicator

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Student Success and Community Literacy is Supported	Participation in Early Literacy Education	9,900	8,506	9,350
		Participation in Elementary age programs	18,000	17,538	21,000
		Participation in Teen programs	1080	2,116	2,200

# Police Department

## Departmental Programs

- **Office of the Chief**
- **Operations Division**
- **Support Services Division**
- **Municipal Jail Division**

## Department Description

The Police Department is reorganizing for Fiscal Year 2016 and will assign four Lieutenant positions to Divisions within the Department. The reorganization, which was completed without adding FTE to the overall staffing levels, will improve the ability of the Department to respond to changes in the community, increase training and leadership opportunities for sworn middle management ranks, and improve the Department's succession planning ability.

Under the new structure, the Department will consist of the Office of the Chief, the Operations Division, the Support Services Division and the Municipal Jail.

The Office of the Chief manages the department's budget; recruits, selects and trains staff and develops, monitors and enforces department policies. This bureau has primary responsibility for interacting with other City departments and for representing the department in local and regional coordination efforts. Internal investigations, when necessary, are conducted by this bureau as well.

The Operations Division staffs 5 or more police officers on the street, 24 hours a day and 7 days a week. In 2014, patrol officers responded to 47,020 calls for service. Two police officers are assigned to the School District as School Resource Officers, and four officers are assigned specifically to the Traffic Team enforcing DUII laws, traffic regulations and responding to motor vehicle accidents. Other officers assigned to the Detective Bureau follow up on criminal investigations. A team of community service officers are assigned to patrol work support, Animal Control enforcement and a Special Response Team working on neighborhood quality of life issues.

The volunteer program is also supervised by the Operations Division. In 2014, volunteers provided over 8600 hours of support to fleet maintenance, Crime Prevention and Animal Control. During the holiday season, volunteers maintained a visible presence in Springfield shopping mall parking lots as a theft deterrent during evening hours.

The Support Services Division provides call taking, dispatch, record keeping and property control functions for the Department. Property Control Officers handle and track evidence for criminal cases and work to return recovered stolen property to the rightful owners. Records and Dispatch staff receive over 85,000 incoming telephone calls from the public, which in 2014 generated 53,400 Calls

for Service. Over 6000 of those calls were handled over the phone, which would otherwise have required Police Officers to respond.

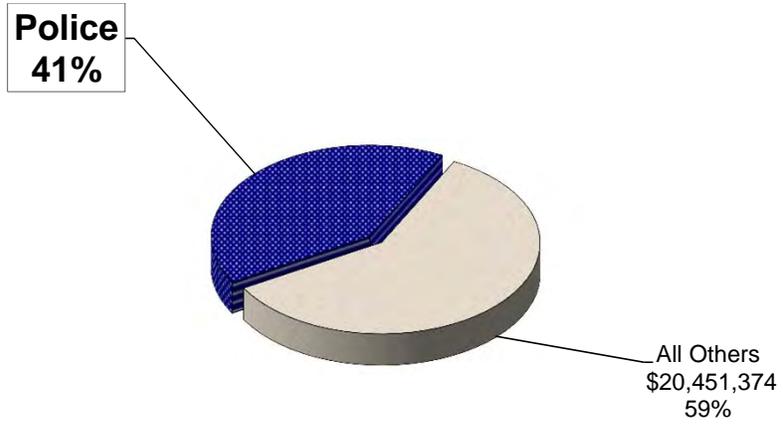
The Detention Division operates the Springfield Municipal Jail, and continues to provide detention space for municipal offenders in Springfield and provides Municipal Court Security and Prisoner Transports. In 2014, the Jail leased an average of 8 beds per day to other agencies, generating over \$225,000 in revenue, and booked in 2098 inmates. For Fiscal Year 2016, the Department will add one additional Detention Officer to the jail staff, in order to reduce the number of forced overtime shifts worked by staff.

The Department works closely with other agencies to coordinate services and provide the highest quality, lowest cost service to the citizens of Springfield.

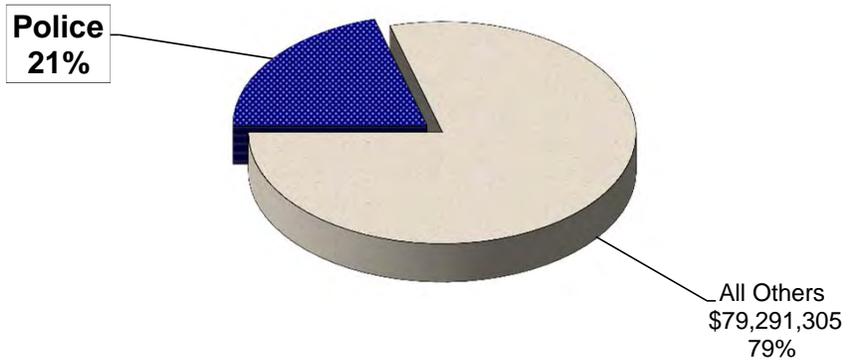
## **Mission**

The Springfield Police Department strives to respond to the emergency and law enforcement needs of the community through response to calls for service in accordance with established priorities, visible police patrols, enforcement of traffic laws, investigation of crime and coordination with community service agencies, programs and activities.

<b>FY16 OPERATING BUDGET - General Fund</b>	<b>\$ 34,607,945</b>
Police: \$ 14,156,571	



<b>FY16 OPERATING BUDGET - All Funds</b>	<b>\$ 99,886,651</b>
Police: \$ 20,595,346	



# Police Department

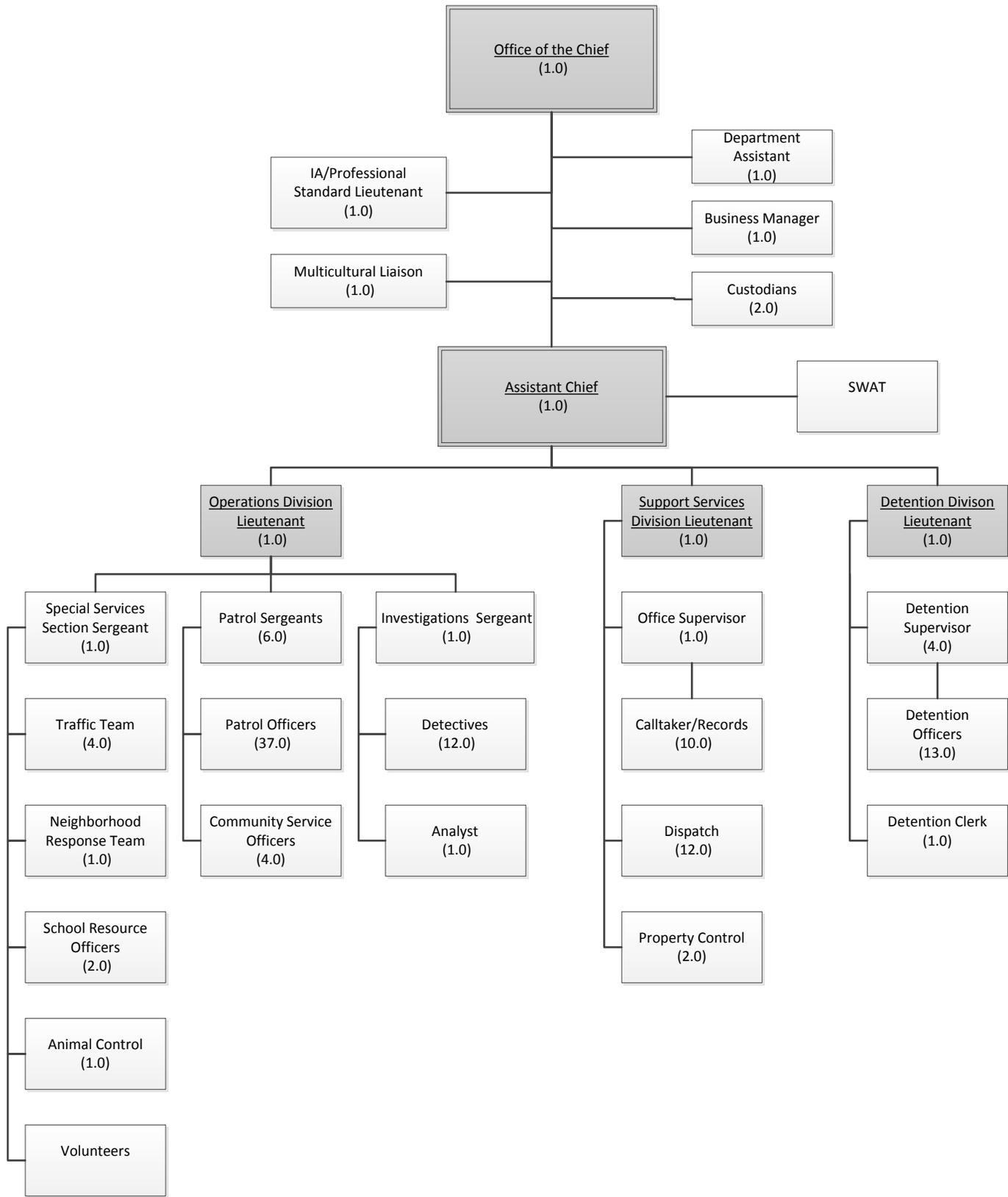
## Financial Summary

	FY13 Actual	FY14 Actual	FY15* Amended	FY16 Adopted
<b>Expenditures by Category:</b>				
Personal Services	\$ 14,888,271	\$ 15,530,584	\$ 16,303,237	\$ 16,749,724
Materials and Services	3,170,998	3,391,149	3,482,986	3,538,622
Capital Outlay	440,630	309,265	750,920	307,000
<b>Total</b>	<b>\$ 18,499,899</b>	<b>\$ 19,230,998</b>	<b>\$ 20,537,143</b>	<b>\$ 20,595,346</b>
<b>Expenditures by Fund:</b>				
General	\$ 12,803,458	\$ 13,211,827	\$ 13,916,034	\$ 14,156,571
Jail Operations	2,667,337	2,803,675	2,924,126	3,181,942
Police Local Option Levy	2,329,466	2,416,737	2,520,053	2,584,833
Special Revenue	517,192	527,406	587,010	510,000
Vehicle and Equipment	182,446	271,354	589,920	162,000
<b>Total</b>	<b>\$ 18,499,899</b>	<b>\$ 19,230,998</b>	<b>\$ 20,537,143</b>	<b>\$ 20,595,346</b>
<b>Expenditures by Sub-Program:</b>				
<b>Office of the Chief</b>				
Office of the Chief	\$ 2,677,216	\$ 2,502,548	\$ 2,724,350	\$ 3,594,219
Professional Standards	306,859	344,375	310,423	-
State Confiscations/DEQ	18,448	8,763	10,500	10,000
Federal Confiscation	55,624	1,485	66,000	50,000
<b>Operations Division</b>				
Office of Operations	-	-	-	1,718,010
Patrol Officers	-	-	-	5,378,467
Patrol	6,472,117	6,990,379	7,286,025	-
Dectectives	-	-	-	1,789,640
Traffic Team	501,475	445,200	606,784	597,980
Community Services Officers	368,263	398,872	404,434	420,095
School Resources Officers	268,546	276,929	290,944	280,800
Neighborhood Response Team	-	-	-	2,300
Animal Control	112,257	122,956	184,150	156,534
Volunteers	-	-	-	-
<b>Support Services Division</b>				
Office of Support Services	-	-	-	368,368
CallTaker/Records	798,894	821,566	1,044,201	917,571
Dispatch	1,296,145	1,287,223	1,443,172	1,495,144
Property Control	201,790	215,406	245,612	234,584
Investigations	1,888,051	2,156,627	2,099,748	-
<b>Detention Division</b>				
Detention Operations	2,652,518	2,789,263	2,887,906	3,161,634
<b>Services Bureau</b>				
Community Services	343,660	417,691	402,776	-
Communications	320,996	283,441	425,000	420,000
Crime Prevention	217,040	168,275	105,118	-
<b>Total</b>	<b>\$ 18,499,899</b>	<b>\$ 19,230,998</b>	<b>\$ 20,537,143</b>	<b>\$ 20,595,346</b>

\* Amended as of Feb 17, 2015

# Police Department

Total FTE: 124.0



## Police Department

### FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
General	84.15	84.90	84.90	84.90
Jail Operations	18.10	18.10	18.10	19.10
Police Local Option Levy	20.00	20.00	20.00	20.00
Special Revenue	0.75	0.00	0.00	0.00
<b>Total Full-Time Equivalents</b>	<b>124.17</b>	<b>123.00</b>	<b>123.00</b>	<b>124.00</b>

### Position Summary

Job Title/Classification:	Adopted FY13	Adopted FY14	Adopted FY15	Proposed FY16
Community Services Officer 1	1.00	1.00	1.00	0.00
Community Services Officer 2	6.00	6.00	6.00	6.00
Departmental Assistant	1.00	1.00	1.00	1.00
Detention Officer	12.00	12.00	12.00	13.00
Detention Supervisor	4.00	4.00	4.00	4.00
Jail Operations Supervisor	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	1.00	1.00
Police Call Taker/Records Clerk	9.00	10.00	10.00	10.00
Police Captain	2.00	2.00	2.00	1.00
Police Chief	1.00	1.00	1.00	1.00
Police Custodian	2.00	2.00	2.00	2.00
Police Dispatcher	12.00	12.00	12.00	12.00
Police Lieutenant	0.00	0.00	0.00	4.00
Police Office Supervisor	1.00	1.00	1.00	1.00
Police Officer	56.00	56.00	56.00	56.00
Police Records Clerk, Senior	1.00	0.00	0.00	0.00
Police Records Technician	1.00	1.00	0.00	0.00
Police Secretary	1.00	1.00	1.00	1.00
Property Controller	2.00	2.00	2.00	2.00
Sergeant	9.00	9.00	9.00	8.00
Service Bureau Manager	1.00	1.00	1.00	0.00
Supervisor/Associate Manager	0.00	0.00	0.00	1.00
<b>Total Full-Time Equivalents</b>	<b>124.17</b>	<b>123.00</b>	<b>123.00</b>	<b>124.00</b>

# Police Department

## Program: Office of the Chief

### Program Description:

The Office of the Chief is responsible for providing direction for the Police Department through planning, administering and coordinating department activities. It provides for management of the budget; facilities; fleet; reporting, evaluation and treatment procedures related to employee exposure to hazardous materials and injuries; policy development; recruitment; selection; training; and internal investigations.

### Budget Highlights:

In Fiscal Year 2015/16, the Office of the Chief will begin a new Long Range Planning process, and will oversee the implementation of the Departmental reorganization.

**Service Level Changes:** None

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Financially Sound and Stable Government Services	Provide Human Resources to City Staff- Retention	# of Training Hours exclusive of Mandated Training	2000	2926	2000
	Provide Human Resources to City Staff- Retention	# of Training Hours average per Officer per year	45	65.8	45
	Secure Property and Personal Safety	# Injuries and exposures	50	NA	NA
Preserve Public Safety	Provide Human Resources to City Staff	% of Employees completing Mandatory Training	100%	96%	100%

**Program Performance Indicator Cont.:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY15 Target</b>	<b>FY15 Actual</b>	<b>FY16 Target</b>
<b>Preserve Hometown Feel, Livability and Environmental Quality</b>	Interact with Citizens	% Citizens satisfied with Service	95%	NA	95%
	Interact with Citizens	% Citizens rating Dept. as good to excellent in protecting community	90%	NA	90%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods at night	75%	NA	75%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods in Daytime	98%	NA	98%
	Interact with Citizens	% Citizens reporting they had contact with Department during last year	40%	NA	40%

# Police Department

## Program: Operations Division

### Program Description:

The Operations Division responds to emergency and non-emergency calls for service, enforces traffic laws, and conducts follow-up investigations on person and property crimes. The Animal Control program licenses dogs and enforces animal regulations. School Resource Officers are assigned to each of the two main High Schools. All members of the Operations Division engage the community in proactive, community policing and problem solving efforts.

**Budget Highlights:** The Patrol Bureau will continue to respond to emergency and non-emergency calls for police service, follow up on person and property crimes and engage the community in positive interactions.

**Service Level Changes:** None

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Property Crimes	650	532	500
	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Violent Crimes	17.7	16.3	16.0
	Continuously Improve Processes	% of Abandoned Vehicles removed within 30 days	90%	98%	90%
	Secure Property and Personal Safety	% Property Crimes Assigned for Investigation "cleared" according to UCR	50%	53%	50%
	Secure Property and Personal Safety	% Persons Crimes Assigned for Investigation "cleared" according to UCR	95%	78%	85%

**Program Performance Indicator Cont.:**

<b>Council Goals</b>	<b>Key Processes</b>	<b>Measurement Methods</b>	<b>FY15 Target</b>	<b>FY15 Actual</b>	<b>FY16 Target</b>
<b>Preserve Hometown Feel, Livability and Environmental Quality</b>	Interact with Citizens	Neighborhood Watch Membership	1500	1008	1500
	Interact with Citizens	Citizen Police Academy Graduates	30	23	30
	Interact with Citizens	# Dogs Licensed	4500	3069	4500

# Police Department

## Program: Support Services Division

### Program Description:

The Support Services Division responds quickly to emergency calls for service. In 2014, call takers answered over 85,000 telephone calls from the public. Of those calls, 53,403 were calls for police services, and officers were dispatched on 47,020 of them.

The Records program maintains and distributes department records, and manages the Department's data information systems.

The Property Control program identifies, stores, and controls evidentiary items, including hazardous materials.

### Budget Highlights:

This Division will continue to manage incoming calls for service from the public, and to efficiently manage and process evidence.

**Service Level Changes:** None.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Preserve Public Safety	Continuously Improve Processes	60 Seconds Received to Dispatch for High Priority Calls	90%	34%	90%
	Continuously Improve Processes	5 Minutes Received to Dispatch for Medium Priority Calls	75%	64%	75%
	Continuously Improve Processes	10 Minutes Received to Dispatch on Low Priority Calls	60%	67%	60%

# Police Department

## Program: Municipal Jail

### Program Description:

The Springfield Municipal Jail opened in FY 10, and provides detention space for municipal level offenders in Springfield. By operating a municipal jail, the Department reduces the number of offenders who are released from custody prior to posting bond or who fail to appear for scheduled municipal court hearings. A jail provides the mechanism for the Courts to hold offenders accountable, whether the sanction is treatment, probation or incarceration. Reducing the failure-to-appear rate is a critical element to reducing future costs for police, courts and prosecution services.

**Budget Highlights:** The Municipal Jail will incarcerate municipal offenders in Springfield.

**Service Level Changes:** None.

### Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY15 Target	FY15 Actual	FY16 Target
Financially Sound and Stable Government Services	Implement Financial Strategies	Increased Fine Recovery	\$400,000	\$400,00	\$400,000
	Implement Financial Strategies	Housing Fees Recovered	\$15,000	\$3,700	\$15,000

## CAPITAL BUDGET

### Introduction

The FY16 Capital Budget, which follows, is based on the City's Capital Improvement Program (CIP), A Community Reinvestment Plan, which is a five-year outlook of the City's planned physical improvements. The CIP includes cost estimates and projected financing for maintaining, improving, or adding to the City's increasing investment in fixed assets. These estimates, in turn, are derived from long term facilities master plans designed to anticipate City needs over a 20 year horizon. These fixed assets include streets, sidewalks, traffic signs and signals, street lights, sanitary sewer and drainage systems, and city-owned buildings and property. The City's actual commitment to expend public funds occurs in the annual City budget process, with the first year of the CIP acting as a guide for the capital portion of the budget. In addition, the Capital Budget includes projects proposed for the Regional Wastewater Collection and Treatment Systems. These projects are included based on the actions of the Metropolitan Wastewater Management Commission (MWMC), which owns and oversees the Regional Wastewater Facilities serving the Eugene-Springfield metropolitan area. The Springfield Capital Budget includes appropriations for these items to fulfill the City's responsibilities under the Intergovernmental Agreement between the City, the City of Eugene, and Lane County which created the MWMC, and assigns financial and capital management functions to the City of Springfield.

Each year City staff reviews cash flow projections, organizes and summarizes new projects along with unfunded projects from prior years, and develops a proposed allocation of project funding and a draft Capital Budget. This draft is reviewed by the City Manager, the Budget Committee, and the City Council before adoption of the final budget.

Major funding sources include State and local fuel taxes, loans, revenue bonds, sewer and drainage user fees, assessments, and, as appropriate, revenues from System Development Charges (SDCs) previously collected. Additionally, from time to time the city receives grants, loans and other revenues from other levels of government, and from private entities, which are targeted to specific capital improvements. The Capital Budget appropriates these revenues as well; to the extent they pass through the City's accounts. Because of limited revenues, many projects are either partially funded or simply cannot be funded during the next five years. Thus, projects that appear in the first year of the CIP may not be included in the FY16 Capital Budget.

The proposed FY16 Capital Budget of \$40.1 million is nearly \$9 million more than the adopted FY15 Capital Budget. This represents \$4.2 million increase in the local capital budget reflecting the addition of funding for the reconstruction of Franklin Boulevard completion, and the addition of a proposed stormwater quality facility for the over-under channel system. The Metropolitan Wastewater Management Commission FY16 capital budget is nearly \$5 million for dollars than FY15 which represents a planned spending increase at the regional Water Pollution Control Facility (WPCF). The MWMC portion of the capital budget represents approximately 45% (\$18 million) of the capital budget total. The remaining \$22.1 million is focused on necessary improvement and rehabilitation of City of Springfield facilities, with nearly 76% directed at wastewater and stormwater facilities. This level of activity reflects the City selling \$10 million in storm drainage revenue bonds in October 2010 to fund several major capital projects related to the City's obligation to address stormwater quality, permitting and threatened fish impacts.<sup>1</sup> Additionally, the FY16 Capital Budget includes funding for planning and design for the remaining facilities upgrade projects identified in the 2008 Wastewater Master Plan.

Capital preservation activities on the City's street system have been greatly curtailed over the past 6 years, as current revenue streams have been insufficient to support these activities. Significant cuts were made in both FY09 and FY10, with no preservation projects occurring on the local street system except those funded through State or Federal grant programs. The State and Federal programs typically require awarded funds be used for preserving or enhancing regionally significant collector and arterial class street segments. This requires the City to identify other revenue sources for a majority of the City's streets. During FY15, the City Council directed staff to identify funds

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<sup>1</sup> For bonding purposes, the local wastewater and stormwater utilities are combined into a single sewer utility.

for a slurry seal project on local class residential streets. Utilizing Street Fund Reserves, A project was completed for just over \$128,000 effectively slurry sealing approximately 3.4 lane miles of local class residential streets, or 1.5% of the local class residential system inventory.

Looking forward, funding for street preservation projects in FY16 and beyond is still inadequate, and the prolonged lack of dedicated preservation funding has led to a severe overall decline of street conditions directly correlating to the need for higher cost reconstruction preservation methods. The FY16 budget carries with it the recommendation of utilizing local resources to maximize receipt of federal dollars street projects. This includes borrowing matching funds to move the Franklin Boulevard Reconstruction forward, as well as dedicating a majority of limited street capital funds to the Southbank Path Extension, Gateway Street Overlay, and the Virginia/Daisy Bicycle Boulevard. Additionally, there has been and continues to be an absence of regular street preservation activities in the capital budget resulting in a sharp decline in the condition of the local street system. As reported to the Council in June 2014, the City faces an annual \$4.5 million unfunded street preservation need. Voter passage of Lane County's proposed Vehicle Registration Fee would provide approximately \$1 million toward closing the City's funding gap.

Other preservation or rehabilitation activities currently underfunded in the Capital Budget are for City owned buildings. The City continues to face several critical building/facilities operations, maintenance and preservation issues. The DLR Buildings Condition Report (DLR) identified \$600K deferred/backlog facilities repair needs and \$300K ongoing annual maintenance/preservation needs. In FY09, the City implemented an Internal Building Preservation Charge with intent to program \$300k annually for ongoing preservation and \$200k to start addressing the backlog projects. Since inception, the Internal Building Preservation Charge has generated just over \$260k per year through FY14 dedicated to projects, with just under \$269k anticipated in FY15 and \$270k anticipated in FY16. The first priority of staff charged with this capital program was to develop the City Buildings/Facilities Work Plan inclusive of all City Fire Stations, City Hall, Springfield Justice Center, Development and Public Works operations facilities, Springfield Depot, Carter Building. This 5-year work plan is reviewed and updated annually, and used as the basis for project budgeting each fiscal year. For example, the 2016-2020 Capital Improvement Program includes a project to replace the City Hall HVAC System at a projected cost of \$1.65 million. The last major update or replacement to the system was nearly 20 years ago and the current units are nearing the end of the serviceable life.

SDC reserves remain very low forcing many large system expansion projects identified in the adopted master plans to be projected further out in the CIP than originally planned. Recovery of the SDC funds has been slow, but the positive trend that started in FY14 has continued into FY15 and is anticipated to build in FY16. By continuing to postpone projects SDC reserves can be built back up and permit the construction of these system and expansion projects supporting community growth and development.

## Major Projects

Among the major capital projects included in the Capital Budget are the following:

- ◆ CMOM Planning and Implementation – The City continues to make the repair, rehabilitation, or replacement of older wastewater pipes throughout the City to reduce leakage of ground water into the system as a high priority in the Capital Improvement Program. In 2010, The City completed rehabilitation of the basins identified in the Wet Weather Flow Management Plan (WWFMP) adopted in 2001 by the City and the Metropolitan Wastewater Management Commission (MWMC). Rather than update the WWFMP, the City, in conjunction with MWMC, is moving to a Capacity, Management, Operations, and Maintenance (CMOM) program to remain in compliance with both State and Federal regulations. This program will be utilized to identify future preservation needs, as may an update to the Local Wastewater Management Plan.
- ◆ Gateway Street Overlay – The City has received approximately \$1.5 million in Surface Transportation Program funding for pavement preservation work on Gateway Street. Gateway Street is an extremely busy minor arterial providing critical commercial access and serving over 22,000 vehicles a day. The current Surface Condition Index (SCI) is 38.6, which equates to a rating of poor. The receipt of this federal funding is timely and critical to preserving Gateway Street, as further deterioration of the pavement structure would most likely result in a full depth reconstruction that would be extremely costly, and have major impact to the commercial and retail community. The anticipated project includes 0.97 miles of pavement preservation as well as ADA and signal upgrades.
- ◆ Franklin Boulevard Sanitary Sewer System Expansion – The expansion of the Franklin Boulevard Trunk Sewer extends the Glenwood wastewater system from the end of the existing trunk line in Franklin Boulevard south to the Urban Growth Boundary. The City Council has made the redevelopment of Glenwood and the reconstruction of Franklin Boulevard a priority to promote development and community growth. The City has recently applied for funding to begin construction of the roadway project, elevating the priority for the sewer extension project. Funding to begin the planning and design phase was programmed and budgeted in FY13. Construction began in FY14 and will continue into FY15 ensuring the sewer extension project is completed ahead of any street construction work. Funding for the project is secured through wastewater user fee collections.
- ◆ Franklin Boulevard Reconstruction –The NEPA process is complete, with the project receiving a Categorical Exclusion (CE). The Franklin concept endorsed by Council in 2008 envisions sections of improved arterial and sections of a multi-way boulevard treatment that includes access lanes and parking adjacent to the arterial. Project elements include roundabout intersections, median control, relocated EmX station platforms, space preserved for future dedicated EmX guideways, and provision of high quality bicycle and pedestrian facilities. The City has received \$6 million through the Statewide Transportation Improvement Program (2015-2018 STIP), and will match that with a \$3.5 to \$5 million Oregon Transportation Infrastructure Bank loan to complete a Phase 1 improvement from the Franklin/McVey intersection to a logical terminus to the west. Consultant design and right of acquisition contracts have recently been approved, with construction anticipated in 2016.
- ◆ Over-Under Channel Pipe Replacement – The Over-Under Channel is part of the City’s stormwater system serving mid-Springfield from 5th to 28th Streets and from Main Street to Highway 126. The name of the Channel comes from the configuration of the system where stormwater is collected and conveyed in both an open channel and in a large pipe located under and adjacent to the channel. A portion of the piped system, from the east side of Silke Field to the outfall of the system into the Q Street Channel at Moffitt School, is a corrugated metal arch pipe (CMP) installed in the late 1950’s and early 1960’s. Staff has found that this CMP has reached the end of its useful life and is showing signs of corrosion and minor failures. In FY11, the City Council approved funding to design a replacement pipe system and identify the amount of additional funds needed for construction. Investigation and hydraulic study work has been completed, with design and citizen outreach efforts currently underway.

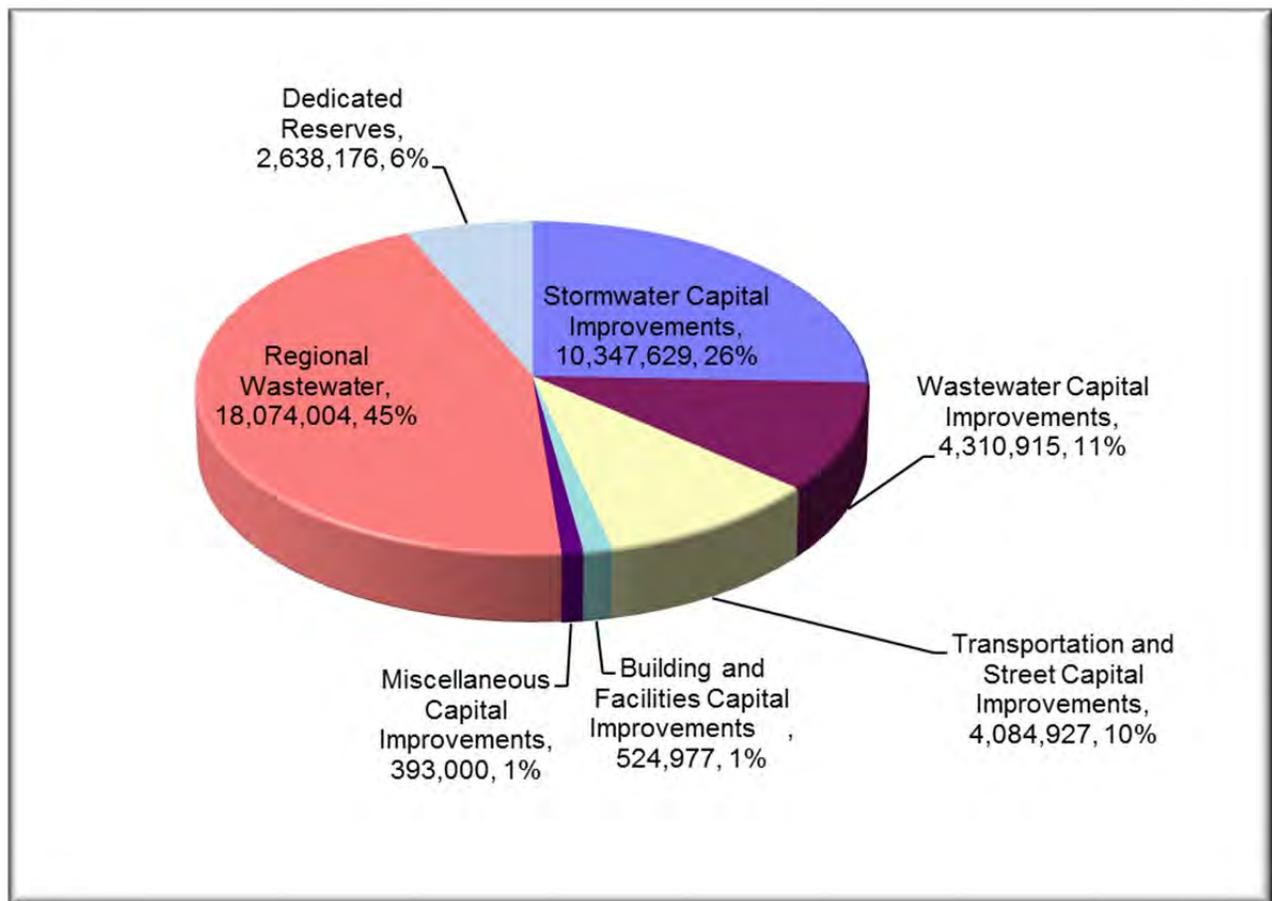
- ◆ Mill Race Stormwater Facility – The Mill Race Stormwater Facility Project is a stormwater treatment facility on land immediately north of the present Mill Pond acquired from McKenzie Forest Products. The project will intercept and treat stormwater from the industrial/commercial sub-basin south of Main Street. The project will include open vegetative treatment for problematic pollutants to improve water quality in the Springfield Mill Race. It will also provide detention for stormwater and enhance planned public amenities in this area. This project will address water quality of stormwater flow entering the Mill Race. In addition, the City of Springfield is working with Willamalane to incorporate park and trail features as part of the design.

The CIP identifies capital projects by major systems and/or improvement categories and lists the various uses of capital funds. The following table shows the proposed Capital Budget funding by the various categories.

### 2015/2016 CAPITAL BUDGET

#### Capital Projects By Category

Stormwater Capital Improvements	\$ 10,297,629
Wastewater Capital Improvements	\$ 4,310,915
Transportation and Street Capital Improvements	\$ 4,084,927
Building and Facilities Capital Improvements	\$ 524,977
Miscellaneous Capital Improvements	\$ 393,000
Regional Wastewater	\$ 18,074,004
Dedicated Reserves	\$ 2,638,176
<b>Total</b>	<b>\$ 40,373,628</b>



Funding for the City’s Capital Budget comes from a number of the City’s accounting funds, depending upon the nature of the project. The following table shows spending in the proposed Capital Budget by fund.

<b>Capital Projects by Fund</b>	
<b>Type</b>	<b>Amount</b>
Local Wastewater Capital Fund	\$ 3,437,915
Development Projects Fund	\$ 320,977
Drainage Capital Fund	\$ 9,461,329
<i>Drainage Capital Fund Dedicated Reserve</i>	\$ 1,900,000
Regional Wastewater Capital Bond Fund	\$ 12,213,286
Regional Wastewater Capital Fund	\$ 5,860,718
Street Capital Fund	\$ 415,940
SDC Local Storm Improvement Fund	\$ 888,650
<i>SDC Local Storm Improvement Dedicated Reserve</i>	\$ 149,176
SDC Local Storm Reimbursement Fund	\$ 169,650
SDC Local Wastewater Improvement Fund	\$ 180,000
SDC Local Wastewater Reimbursement Fund	\$ 901,000
SDC Regional Wastewater Improvement Fund	\$ 0
SDC Regional Wastewater Reimbursement Fund	\$ 0
SDC Transportation Reimbursement Fund	\$ 0
SDC Transportation Improvement Fund	\$ 553,987
<i>SDC Transportation Improvement Dedicated Reserve</i>	\$ 589,000
Booth Kelly	\$ 232,000
SEDA Glenwood Capital	\$ 3,100,000
<b>Total</b>	<b><u>\$ 40,373,628</u></b>

Three of the funds listed above have no capital expenditures budgeted for FY16. These are the SDC Regional Wastewater Reimbursement Fund, SDC Regional Wastewater Improvement Fund, and the SDC Transportation Reimbursement Fund. MWMC opted in FY10 to limit expenditures in the two Regional SDC funds to debt service payments and to continue the capital program using the Regional Wastewater Capital Bond Fund and the Regional Wastewater Capital Fund. Therefore, no expenditures are shown in the Capital Budget for the two SDC funds and they are shown here for reporting purposes only.

Also shown above in italics are the designated dedicated reserves within five of the funds: Drainage Capital Fund Dedicated Reserve, Street Capital Fund Dedicated Reserve, SDC Local Storm Improvement Dedicated Reserve, and the SDC Transportation Improvement Dedicated Reserve. These four dedicated reserves contain funds that have been set aside for specific projects but that are not expected to be needed for those projects in FY16.

### **Operating Impact of the Capital Budget**

The City's financial management policies require that the City's operating budget reflect the effect of projects in the Capital Budget.

Many capital projects that are classified as preservation projects are intended to limit increases in operating and maintenance expenditures by preserving and extending the useful life of the City's infrastructure. Long-term financial plans prepared for the City's operating funds consider the impact of these improvements on efficiency when forecasting growth in operating expenditures for the next several years. Other capital improvement projects that involve development of new facilities or new and expanded infrastructure may result in additional operating costs or savings in future years.

For example, while new fire station construction will result in additional staffing and operations costs, repaving a street, or bringing it to full City standards typically results in a reduced need for maintenance. These costs or savings are not included in the capital budget estimates, but rather are incorporated into the operating budget beginning in the year that the facility is anticipated to become operational. An important element of the CIP process is the consideration of any future increases in operating costs that may result from capital activity so that estimates of those costs can be incorporated in the appropriate long-term financial plans for the affected funds.

In a governmental setting, these operating impacts often occur in funds other than those in which the capital expenditure is recorded. As projects move from the CIP into the Capital Budget they are reviewed to evaluate the impact on the appropriate operating fund budget.

Analysis of the FY16 Capital Budget indicates that a large number of projects do not have a measurable operating impact. In many cases these projects are planning activities, which do not result in additional infrastructure or equipment. For example, projects that do not have any impact on the City's operational budget include expenditures to participate in a regional waterways study, to plan Franklin Boulevard improvements, and to complete base map updating. The Capital Budget includes approximately \$2 million in the category of projects that appear to have no significant operational impact.

A second category of capital projects that are not estimated to have operating impacts are those where the capital expenditure is designed to replace or upgrade existing systems. In many cases, there may be operating efficiencies or future cost avoidance that results from the improvements, but these impacts are not presently quantifiable and are believed to be marginal. Examples in this project category include preservation projects for streets, drainage and sanitary sewers where the only operating impact is potential avoidance of future costs that might occur if repairs or replacement do not occur on a timely basis. Approximately \$5.5 million is budgeted for such projects. Projects such as the \$600,000 budgeted for upgrading the wastewater main in 19<sup>th</sup> Street may have little or no operational impact, but instead prevent the need to make significant capital investments that might otherwise be required to increase the handling capacity of the sanitary system.

A third category of projects not presently estimated to have an impact on the operating budget includes those where the scope of the project is not sufficiently defined to develop an estimate. An example of this category of projects where definition is inadequate to determine operational impact is the \$164,000 budgeted for City participation in private projects. These expenditures will be used to support a variety of capital improvements such as streets and sewers that are constructed by private developers. The City's participation pays for portions of those capital expenditures which are principally for the benefit of the general public, not the particular development. While there will be an operating impact to the City after these projects are completed by developers and the infrastructure is donated to the City, the maintenance impact of the City participation portion of project costs is not calculated.

In dollar terms, the cost of capital projects expected to result in increased operating expenditures, excluding MWMC projects and dedicated reserves, totals over \$5.5 million. The increased operating costs resulting from these capital improvements are estimated to be about \$75,000 annually. The majority of this cost is for projects that will result in the need to increase staffing in future years as the infrastructure asset base grows. However, it is typical that not all projects are constructed in the same year they are funded. Therefore, the project and operating values are typically less than stated above.

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
 <b><u>Stormwater Capital Improvements</u></b>			
1. <u>Drainage Repair</u>	Drainage Capital Fund	425	\$161,000
	SDC Local Storm Reimbursement Fund	441	\$39,000
	TOTAL		\$200,000
Description: This project involves the rehabilitation of Springfield drainage system to repair or replace older pipe in the system and solve flooding problems. This project also includes rehabilitation of catch basins and culverts to prevent flooding and reduce street surface failures due to poor drainage.			
2. <u>Channel Improvement</u>	Drainage Capital Fund	425	\$656,000
	SDC Local Storm Improvement Fund	440	\$7,000
	SDC Local Storm Reimbursement Fund	441	\$55,000
	TOTAL		\$718,000
Description: This project is intended to provide improvements to key drainage ways to address barriers to fish passage, and to correct previous channel modifications that have caused deterioration of water quality and fish habitat functions. The improvements include culvert replacements or retrofits, road crossing and outfall modifications and channel restoration.			
3. <u>Implement MS4 Permit Requirements</u>	Drainage Capital Fund	425	\$15,000
	SDC Local Storm Reimbursement Fund	441	\$15,000
	TOTAL		\$30,000
Description: Develop and implement programs and projects to comply with the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer (MS4) Discharge permit.			
4. <u>Riparian Land Management/Acquisition</u>	Drainage Capital Fund	425	\$59,000
	SDC Local Storm Improvement Fund	440	\$255,650
	SDC Local Storm Reimbursement Fund	441	\$22,650
	TOTAL		\$337,300
Description: This project provides funding for consultant services to evaluate riparian buffer areas, City and other activities affecting them, and for purchase of riparian area lands from private property owners where needed to meet City regulatory objectives for stormwater management, flood control and habitat protection.			
5. <u>Stormwater Facilities Master Plan</u>	Drainage Capital Fund	425	\$100,000
	SDC Local Storm Improvement Fund	440	\$100,000
	TOTAL		\$200,000
Description: Provides consultant services to update the current City-wide Stormwater Facility Master Plan to address stormwater conveyance and quality management throughout the City and its urbanizable area.			
6. <u>Booth Kelly Storm Water Drainage Plan Implementation</u>	Drainage Capital Fund	425	\$299,000
	Booth Kelly Fund	618	\$50,000
	TOTAL		\$349,000
Description: Drainage master plan implementation for the Booth Kelly site.			
7. <u>Gray Creek Flow Enhancements</u>	SDC Local Storm Improvement Fund Reserve	440R	\$149,176
	TOTAL		\$149,176
Description: Design and construct Channel improvements to relieve flooding in Gray Creek and to provide capacity for anticipated flows from future developments.			

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
8. <u>5th Street Water Quality Project</u>	Drainage Capital Fund TOTAL	425	\$2,210,000 <hr/> \$2,210,000
Description: Plan, Design, and Construct a stormwater quality facility at the outfall of the Over/Under Channel in cooperation with the Springfield School Districts planned construction of a new middle school.			
9. <u>Mill Race Stormwater Facility</u>	Drainage Capital Fund SDC Local Storm Improvement Fund TOTAL	425 440	\$3,498,998 \$475,000 <hr/> \$3,973,998
Description: Stormwater treatment facility as part of the Mill Race Restoration Project located on land immediately north of the present Mill Pond.			
10. <u>Jasper-Natron</u>	Drainage Capital Fund Dedicated Capital Fund Reserve TOTAL	425 425R	\$220,000 \$500,000 <hr/> \$720,000
Description: The funding provided in the capital budget is for the first phase of a estimated \$4,000,000 need. The first phase is of this project provides additional studies to identify the downstream impacts and design the project and its mitigation measures.			
11. <u>Over/Under Channel</u>	Drainage Capital Fund TOTAL	425	\$1,794,000 <hr/> \$1,794,000
Description: The Over-Under Channel system includes about 3,900 linear feet of corrugated metal arch pipe (CMP) under the existing channel. This project is intended to replace the existing CMP with a new pipe, as well as provide a parallel pipe for additional capacity as recommended in the 2008 Stormwater Facility Master Plan.			
12. <u>Cedar Creek (Intake Reconstruction)</u>	Dedicated Capital Fund Reserve TOTAL	425R	\$500,000 <hr/> \$500,000
Description: This project, the first of those identified in the multi-year study (Metro Waterways Study), is the reconstruction of the intake structure and associated channel improvements to the inlet of Cedar Creek from the McKenzie River.			
13. <u>Lower Mill Race</u>	Drainage Capital Fund Dedicated Capital Fund Reserve TOTAL	425 425R	\$175,331 \$900,000 <hr/> \$1,075,331
Description: Construct a daylight or diversion pretreatment structure, an offline water quality treatment facility, and a green pipe open channel improvement. Additional detail for this multi-faceted project are in WQ-12 project of the Stormwater Facilities Master Plan.			
14. <u>Channel 6 FIRM Update</u>	Drainage Capital Fund TOTAL	425	\$20,000 <hr/> \$20,000
Description: Using consulting services, prepare a scope document for a new flood plain study to update the Flood Insurance Rate Map (FIRM) for SCS Channel 6 from 10th Street to the I-5 Channel to incorporate numerous construction changes that have occurred along SCS Channel 6 in the past 40 years.			
15. <u>Mill Race FIRM Update</u>	Drainage Capital Fund TOTAL	425	\$20,000 <hr/> \$20,000
Description: Using consulting services, prepare a scope document for a new flood plain study to update the Flood Insurance Rate Map (FIRM) for the Springfield Mill Race from the inlet at Clearwater Park to the outlet at Island Park to incorporate construction changes.			

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
16. <u>42nd Street Dike Study</u>	Drainage Capital Fund TOTAL	425	\$50,000 <hr/> \$50,000
Description: Conduct a study of the condition of the High Banks Road (42nd Street) Dike to identify any structural or non-structural deficiencies and to evaluate the potential for obtaining federal accreditation of this Dike as a flood control facility under the National Flood Insurance Program and for compliance with the National Levee Safety Program.			
17. <u>Glenwood Park Blocks</u>	Drainage Capital Fund SDC Local Storm Improvement Fund TOTAL	425 440	\$46,000 \$4,000 <hr/> \$50,000
Description: It is anticipated that the Glenwood Park Blocks are to be constructed as development occurs within the Glendwood refinement area. It is intended that the park blocks will become publicly owned infrastructure and incorporate stormwater treatment and Parks and Open Space upon completion. This project is intended to work with Willamalane and a consultant to develop design and landscape standards for stormwater treatment and open space.			
<b>Total Stormwater Improvements</b>			<hr/> <b>\$12,396,805</b>
 <b><u>Wastewater Capital Improvements</u></b>			
1. <u>Wastewater Master Plan Update</u>	Local Wastewater Capital Fund SDC Local Wastewater Improvement Fund TOTAL	409 443	\$68,000 \$67,000 <hr/> \$135,000
Description: Provides funding for planned 5 year review and update of the 2008 Wastewater Master Plan.			
2. <u>Jasper Road Trunk Sewer</u>	Local Wastewater Capital Fund TOTAL	409	\$50,000 <hr/> \$50,000
Description: Design of 18,000 feet of 27 to 10 inch diameter sewer along Jasper Road from 42nd Street to Natron. This budget allocation will also fund the purchase of easements for the future construction project.			
3. <u>Sanitary Sewer Repair</u>	Local Wastewater Capital Fund TOTAL	409	\$250,000 <hr/> \$250,000
Description: This project involves the contracted repair or replacement of sanitary sewers to Natron. This budget allocation will also fund the purchase of easements for the future construction project.			
4. <u>Hayden Lo Pump Station</u>	Local Wastewater Capital Fund SDC Local Wastewater Reimbursement Fund TOTAL	409 442	\$188,005 \$837,000 <hr/> \$1,025,005
Description: The 2008 Wastewater Master Plan recommends that the existing pump station be upgraded to provide 2 pumps with a minimum of 494 gpm capacity each.			
5. <u>River Glen Pump Station</u>	Local Wastewater Capital Fund TOTAL	409	\$239,436 <hr/> \$239,436
Description: The 2008 Wastewater Master Plan recommends that the existing pump station be upgraded to provide 2 pumps with a minimum of 664 gpm capacity each.			

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
6. <u>Franklin Boulevard Sewer Ext.</u>	Local Wastewater Capital Fund TOTAL	409	\$1,996,474 <hr/> \$1,996,474
Description: This Project expands the Glenwood wastewater system from the existing 30 inch trunk line in Franklin Boulevard south with approximately 3,900 feet of 15 inch pipe and 2,400 feet of 8 inch pipe. Wastewater trunk lines are typically cleaned annually and video inspected by maintenance every five years.			
7. <u>19th Street Sewer Upgrade</u>	Local Wastewater Capital Fund TOTAL	409	\$615,000 <hr/> \$615,000
Description: Project #3 in the 2008 Wastewater Master Plan involves replacing the existing 12-inch wastewater line in 19th Street with an 18-inch line from the North Springfield Interceptor to a maintenance access hole near the Highway 126 westbound off ramp. This upgrade will alleviate modeled surcharged flow in the system upstream of the upgrade location.			
<b>Total Wastewater Improvements</b>			<hr/> <b>\$4,310,915</b>
 <b><u>Transportation and Street Capital Improvements</u></b>			
1. <u>Main Street Pedestrian Crossing</u>	SDC Local Storm Improvement Fund TOTAL	434	\$50,000 <hr/> \$50,000
Description: The Springfield Main Street (OR 126) corridor has been a focal point of safety concerns for many years. Because of the continued occurrence of vehicle collisions with pedestrians between 20th Street and 73rd Street, there is particular public concern for pedestrian safety. Based on the Springfield Main Street (OR 126) Safety Study, dated February 2011, up to six protected pedestrian crossings will be installed.			
2. <u>Transportation Demand Project</u>	SDC Transportation Improvement Fund TOTAL	447	\$76,000 <hr/> \$76,000
Description: Participate in regional demand management program to create a transportation management area in the Gateway/PeaceHealth part of the City. The City is required to provide matching funds.			
3. <u>LTD Main McVay Transit Study</u>	SDC Transportation Reimbursement Fund TOTAL	434	\$19,940 <hr/> \$19,940
Description: Overlay Thurston Road from 69th Street east to the City limits. Some locations may require more extensive base repair due to deteriorated condition.			
4. <u>Glenwood Riverfront Path</u>	Street Capital Fund TOTAL	434	\$30,000 <hr/> \$30,000
Description: The project will complete required Federal National Environmental Policy Act (NEPA) documentation and approval for the new Glenwood Multi-Use Riverfront Path, including locating the path alignment along the Willamette River and completing pathway design. This path is the final remaining segment of the riverfront path system within the metro area connecting Eugene, Springfield, and urban Lane Caounty between the confluence of the Coast For and Middle Fork of the Willamette River to the south and the Beltline Bridge over the River to the north.			

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
5. <u>Traffic Control Projects</u>	SDC Transportation Improvement Fund TOTAL	447	\$255,000 <hr/> \$255,000
Description: This project is for installation of new traffic signals and modification of existing signals or installation of roundabouts at various intersections in town. Potential candidate intersections include: Thurston Rd. and 66th St., S. 42nd St. and Daisy St., S. 42nd St. and Jasper Rd., 42nd and Marcola Rd. The modification of signals may include change to permissive left turn at some existing signalized intersections.			
6. <u>Gateway Area Traffic Improvements</u>	SDC Transportation Improvement Fund SDC Transportation Improvement Fund TOTAL	420 447R	\$50,000 <hr/> \$384,000 <hr/> \$434,000
Description: Transportation improvements at various locations in the Gateway area to increase capacity, relieve congestion, and improve safety			
7. <u>Beltline/Gateway Intersection</u>	SDC Transportation Improvement Fund  TOTAL	447  447R	\$150,000  <hr/> \$205,000 <hr/> \$355,000
Description: Intersection improvements at Gateway/Beltline and surrounding intersections, including construction of a couplet and purchase of right-of-way. CIP project funding contributes to overall project estimate of \$30 million. Presently Phase 1 improvements are being constructed.			
8. <u>Transportation System Plan</u>	SDC Transportation Improvement Fund TOTAL	447	\$34,537 <hr/> \$34,537
Description: The Transportation System Plan will identify needs and priorities within Springfield's transportation system. Once complete this plan will also provide information for updating the Transportation SDCs.			
9. <u>Franklin Phase 1 Reconstruction</u>	SEDA Glenwood Capital Fund TOTAL	429	\$3,100,000 <hr/> \$3,100,000
Description: Complete project refinement, including National Environmental Policy Act (NEPA) documentation for future improvements to Franklin Boulevard, the Franklin/Glenwood and Franklin/McVay intersections to support Glenwood redevelopment and regional mobility for transit, bicycles/pedestrians, and autos. Contribute to the required local match for any federal funding received.			
10. <u>Gateway Street Overlay</u>	SDC Transportation Reimbursement Fund TOTAL	434	\$25,000 <hr/> \$25,000
Description: This project includes 0.97 miles of pavement preservation. The pavement preservation includes a 2 inch mill and 4 inch overlay. Existing ramps and driveways will be upgraded to new ADA standards. New signal controller cabinets will be installed and flash-yellow arrows add to traffic signals within the project area.			
11. <u>ITS - Gateway/Beltline</u>	Development Projects Fund TOTAL	447	\$3,450 <hr/> \$3,450
Description: ITS projects in various locations to increase communications, capacity, safety and traveler information. Funding is set aside in this program and as projects are identified that fit into this category they are given an individual account and at that time another source of funding will be identified to match the allowable SDC funds. This funding is set aside to support the communications for the Gateway/Beltline Project.			

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
12. <u>Virginia-Daisey Bicycle Boulevard</u>	Development Projects Fund	434	\$20,000
	TOTAL		\$20,000
Description: The City owns the Glenwood Boulevard Bridge over the Union Pacific Railroad tracks. Staff has determined that the joints between the bridge deck and the adjoining pavement are insufficient to protect the bridge deck and pavement from damage due to thermal expansion and contraction.			
13. <u>Street Light Pole Test, Treat &amp; Replace</u>	Development Projects Fund	434	\$13,000
	TOTAL		\$13,000
Description: Test and treat light poles at 10 year intervals and replace rotting poles and broken conduits in the City owned street light system.			
14. <u>S. 42nd Street Preservation</u>	Street Capital Fund	434	\$180,000
	TOTAL		\$180,000
Description: Money set aside from the State deposit for jurisdictional transfer. This money is set aside for future preservation activities on S. 42nd Street.			
15. <u>ADA Transition Projects</u>	Street Capital Fund	434	\$78,000
	TOTAL		\$78,000
Description: The Americans with Disabilities Act of 1990 requires the City to maintain a "Transition Plan" that details how it will bring facilities that were not in compliance at the adoption of the act, up to the newly adopted standards. Currently, the City policy is to correct defects as projects occur and to make improvements as requests are received from Citizens who make their need known. This project will set aside funds to be used for high priority locations that are identified, and will allow the City to respond in a timely manner to those requests.			
<b>Total Transportation and Street Improvements</b>			<b>\$4,673,927</b>
 <b><u>Building and Facilities Capital Improvements</u></b>			
1. <u>Building Preservation</u>	Building Preservation Fund	420	\$270,977
	TOTAL		\$270,977
Description: Perform preservation, maintenance and repair projects on City-owned buildings, including City Hall, Fire Stations, Museum, Justice Center, and Maintenance Facilities. Projects can include the repair, renovation or replacement of structural, mechanical, electrical, and plumbing systems. Other projects can include painting, roofing, lighting, alarm and elevator projects as well as repair and/or upgrades to aesthetic and architectural elements.			
2. <u>Booth Kelly Roof Repair</u>	Booth Kelly Fund	618	\$100,000
	TOTAL		\$100,000
Description: Structural repair and improvements to the Booth-Kelly Center buildings.			
3. <u>Booth Kelly Building Repair</u>	Booth Kelly Fund	618	\$40,000
	TOTAL		\$40,000
Description: Repair a small building at the Booth Kelly site. This project is related to the Mill Race Restoration Project.			
4. <u>Firing Range Decommissioning</u>	Drainage Capital Fund	425	\$72,000
	TOTAL		\$72,000
Description: This project involves the clean-up of the outdoor firing range formerly used by the Police Department, including lead mining, removal of miscellaneous materials, and overall environmental assessment of the site.			

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
5. <u>Booth Kelly Water Isolation and Repair</u>	Booth Kelly Fund	618	\$12,000
	TOTAL		\$12,000
Description: This project will consist of a water isolation analysis to the Booth Kelly Complex grounds in order to locate a slow water leakage.			
6. <u>Booth Kelly Facilities Assessment and Plan</u>	Booth Kelly Fund	618	\$30,000
	TOTAL		\$30,000
Description: Hire a consultant to do a comprehensive assement of the Booth Kelly facilities and produce a report with necessary repair work prioritized.			
<b>Total Building and Facilities Improvements</b>			<b>\$524,977</b>
 <b><u>Miscellaneous Capital Improvements</u></b>			
1. <u>City Participation in Private Projects</u>	SDC Local Wastewater Reimbursement Fund	442	\$33,000
	SDC Transportation Improvement Fund	447	\$35,000
	SDC Local Wastewater Improvement Fund	443	\$34,000
	Drainage Capital Fund	425	\$34,000
	SDC Local Storm Improvement Fund	440	\$28,000
	TOTAL		\$164,000
Description: City cost participation in public improvements constructed in private developments under the City's Construction Permit process. To respond to known and potential private development projects, it is necessary to budget \$100,000 each fiscal year in each infrastructure program area, i.e. Transportation, Local Wastewater and Stormwater, and the programmed funds for FY11 are only those necessary to meet that need. Currently other programmed funds are not yet tied to specific projects.			
2. <u>Special Projects</u>	Development Projects Fund	420	\$0
	TOTAL		\$0
Description: Special Projects provides funding for FY11 Economic Development and related projects in which the City may wish to participate. The City Manager manages the Special Projects budget.			
3. <u>Topographic ReMapping</u>	Local Wastewater Capital Fund	409	\$31,000
	Drainage Capital Fund	425	\$31,000
	Street Capital Fund	441	\$19,000
	SDC Local Storm Improvement	440	\$19,000
	SDC Local Wastewater Improvement Fund	443	\$79,000
	SDC Local Wastewater Reimbursement	442	\$31,000
	TOTAL		\$229,000
Description: Replace out-of-date topographic maps (base maps) for the entire City that were last developed in 2000. The new maps will capture the new development and other changes that have occurred over the past decade.			
<b>Total Miscellaneous Improvements</b>			<b>\$393,000</b>

# CITY OF SPRINGFIELD

## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
<b>Regional Wastewater Program</b>			
1. <u>Facilities Plan Engineering Services</u>	Regional Wastewater Capital Bond Fund	412	\$70,000
	TOTAL		\$70,000
Description: Engineering services for analysis, interpretation, cost estimating and assistance related to the 2004 MWMC Facilities Plan..			
2. <u>Influent PS/Willakenzie PS/Headworks</u>	Regional Wastewater Capital Bond Fund	412	\$145,140
	TOTAL		\$145,140
Description: This project provides influent pumping improvements and headworks expansion required to accommodate the 2025 peak wet weather flow of 277 mgd.			
3. <u>Poplar Harvest Management Services</u>	Regional Wastewater Capital Fund	433	\$1,265,000
	TOTAL		\$1,265,000
Description: This project provides for the initial harvest of the Biocycle Farm poplar plantation. Phase 1 trees planted within management unit 1 (MU1) will be harvested by the end of 2015 to meet the 12-year rotation limit. This project involves a trial harvest of the first one-third (52 acres) of MU1 trees in 2013 to test the contractor's harvesting approach and the Biocycle Farm poplar product market acceptance.			
4. <u>Digestion Capacity Increase</u>	Regional Wastewater Capital Bond Fund	412	\$5,315,915
	Regional Wastewater Capital Fund	433	\$3,329,085
	TOTAL		\$8,645,000
Description: Installation of a fourth conventional high rate digester for continued and expanded production of Class B biosolids.			
Description: Thin Primary sludge pumping and piping systems to gravity thickeners, two, 50 foot diameter gravity thickeners (covered for odor control), supernatant overflow pumping and piping, thickened sludge piping/pumping to digesters. Includes funds for landscaping in vicinity of thickeners.			
5. <u>Sodium Hypochlorite Conversion</u>	Regional Wastewater Capital Fund	433	\$1,039,800
	TOTAL		\$1,039,800
Convert existing chlorine gas system to sodium hypochlorite for base flow. Retain the existing chlorine contact basins. Install system with capability for high rate disinfection of primary effluent diversion assuming high dosages of chlorine into a new chlorine contact basin.			
6. <u>Capacity Management Operation and Maintenance (CMOM)</u>	Regional Wastewater Capital Fund	433	\$16,833
	TOTAL		\$16,833
Description: This project (formerly identified as the WWFMP Update project) supports and guides ongoing collection system capacity management, operations and maintenance (CMOM) programs to address Inflow and Infiltration (I/I) and sanitary sewer overflows (SSO's).			
7. <u>Thermal Load Mitigation: Pre-Implementation</u>	Regional Wastewater Capital Fund	433	\$210,000
	TOTAL		\$210,000
Description: This project includes the phased recycled water planning effort and feasibility studies, study and planning of associated thermal load mitigation measures such as riparian shading and water quality trading credit activities, and permit negotiation and legal strategy related to the temperature TMDL and NPDES permit renewal.			

# CITY OF SPRINGFIELD

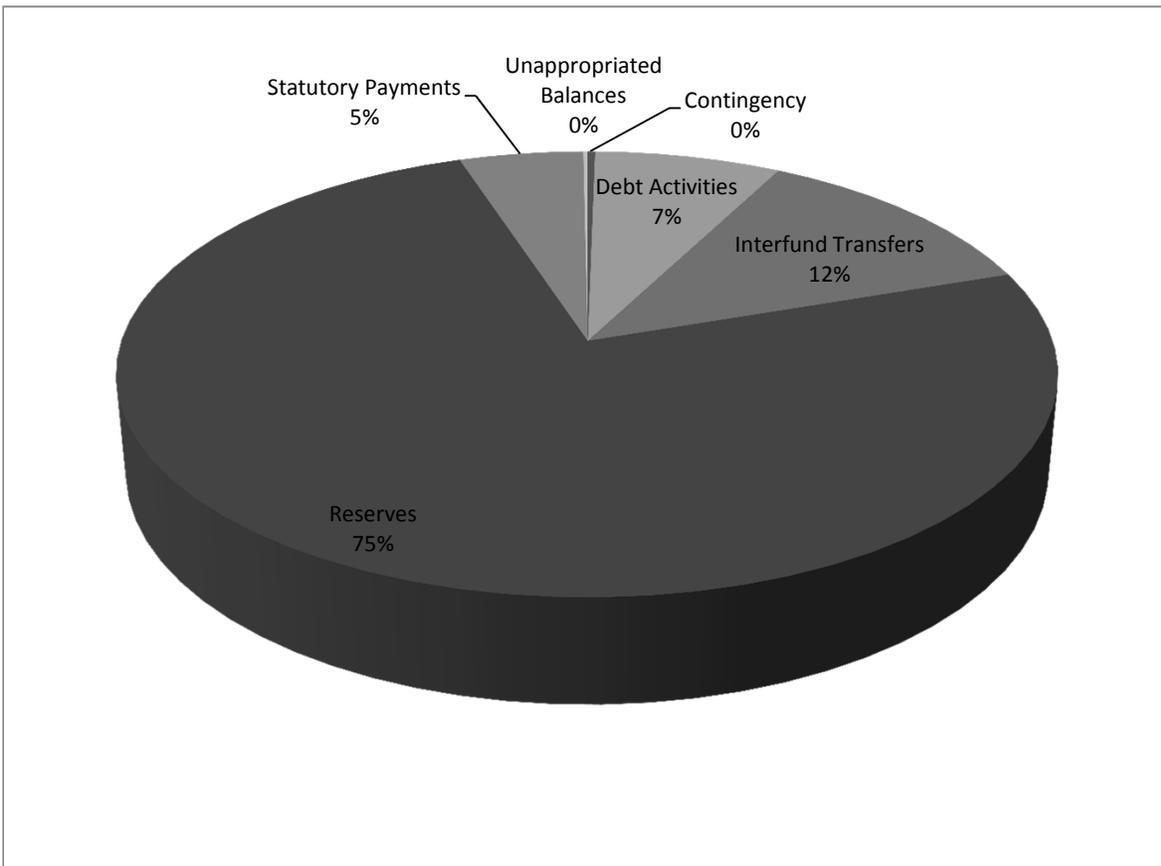
## 2015 - 2016 CAPITAL BUDGET

<u>PROJECTS</u>	<u>FUNDING</u>	<u>FUND</u>	<u>AMOUNT</u>
8. <u>Thermal Load Mitigation: Implementation 1</u>	Regional Wastewater Capital Bond Fund TOTAL	412	\$794,000 <hr/> \$794,000
Description: This project implements thermal load mitigation projects strategized for regulatory compliance and additional environmental and community benefits. The projects will include recycled water use expansion at MWMC and/or community partner facilities, riparian shade projects (initially being implemented on Cedar Creek and Springfield Mill Race), and potentially water quality trading credit strategies through shade credit investments and collaborative partnerships for permit compliance.			
8. <u>Tertiary Filtration - Phase 2</u>	Regional Wastewater Capital Bond Fund TOTAL	412	\$950,000 <hr/> \$950,000
Description: The phased work program will install infrastructure/support facilities for 30 mgd of filters for tertiary filtration of secondary treated effluent. Phase 2 is planned to install filter system technology sufficient for another 10 mgd of treatment that will increase the total filtration capacity to 20 mgd. The Phase 3 project will install the remaining filtration technology to meet the capacity needs identified in the 2004 MWMC Facilities Plan.			
9. <u>WPCF Lagoon Removal/Decommissioning</u>	Regional Wastewater Capital Bond Fund TOTAL	412	\$4,938,231 <hr/> \$4,938,231
Description: This project decommissions the existing biosolids lagoon at the Water Pollution Control Facility (WPCF) and adds solids handling facilities to manage biosolids during digester cleaning events.			
<b>Total Regional Wastewater Program</b>			<hr/> <b>\$18,074,004</b>
<b>TOTAL CAPITAL BUDGET</b>			<b>\$37,735,452</b>
<b>TOTAL DEDICATED RESERVES</b>			<b>\$2,638,176</b>
<b>TOTAL</b>			<hr/> <b>\$40,373,628</b>

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**FY16 Adotpted Non-Departmental Budget**  
**All Non-Departmental Categories:**



<b>FY16 Non-Departmental</b>		
<b>Expenditure Category</b>	<b>Adopted</b>	<b>Percentage</b>
Contingency	\$ 600,000	0%
Debt Activities	15,224,536	7%
Interfund Transfers	25,016,700	12%
Reserves	154,568,256	75%
Statutory Payments	10,120,709	5%
Unappropriated Balances	355,304	0%
<b>Total</b>	<b>\$ 205,885,505</b>	<b>100%</b>

**NON-DEPARTMENTAL  
Contingency**

Contingency appropriations are authorized by ORS 294.435 to provide a resource for occurrences or emergencies which cannot be foreseen at the time of budget preparation. Authorization by the City Council is required prior to the use of these funds. When authorization is granted, appropriations are transferred from the Contingency appropriation to the designated approved expenditure appropriation.

<b>Financial Summary - by Fund</b>	<b>FY16 Adopted</b>
General Fund	\$ 600,000
<b>Total Contingency</b>	<b>\$ 600,000</b>

## NON-DEPARTMENTAL Debt Activities

Debt service appropriations provide for the payment of principal and interest on bonds, certificate of participation, notes, and lines of credit. The debt service budget also recognizes the repayment of interfund loans.

The City's long-term debt is used to create or renovate capital infrastructure. The City does not borrow externally on a short-term basis to support operations. The City relies on property tax-supported bonds, revenue-backed general obligation bonds, or revenue for most long-term debt. General obligation bonds must be approved by the voters. Revenue backed general obligation bonds may be used in enterprise funds where fees and charges are used to service debt. Revenue bonds may be used to finance enterprise fund capital improvements if appropriate. Certain public improvements such as sidewalks, streets, and sewers are financed by assessments.

<b>Debt Payments</b>	<b>FY16 Adopted</b>
Bond Sinking Fund	\$ 2,208,136
Booth-Kelly Fund	919,333
General Fund	227,709
Regional Wastewater Debt Service Fund	7,709,628
Regional Wastewater Fung	1,454,115
Storm Drainage Operations Fund	706,602
Sewer Operations Fund	1,712,933
Vehicle & Equipment Fund	<u>286,080</u>
<b>Total Debt Payments - Principal and Interest</b>	<b><u>\$ 15,224,536</u></b>

## NON-DEPARTMENTAL Interfund Transfers and Loans

Interfund transfers are authorized by ORS 294.352 and ORS 294.361 and represent transfers of resources between funds for the repayment of costs incurred by one fund on behalf of another, or represent transfer of equity between funds.

Interfund loans are authorized by ORS 294.460 and represent loans made from one fund to another. Oregon Local Budget Law requires that loans appropriated for operating purposes be paid back in the following fiscal year, while capital loans must be repaid within five years.

### Financial Summary of Transfers and Loans - All Funds

From General Fund			
To Steet Fund	\$	397,566	
To Development Projects		100,000	
To Jail Operations Fund		450,000	
<b>Subtotal</b>			<b>\$ 947,566</b>
From Street Fund			
To Street Capital Fund	\$	150,000	
<b>Subtotal</b>			<b>\$ 150,000</b>
From Transient Room Tax Fund			
To General Fund	\$	652,000	
<b>Subtotal</b>			<b>\$ 652,000</b>
From Police Local Option Levy Fund			
To Jail Operations Fund	\$	2,371,342	
<b>Subtotal</b>			<b>\$ 2,371,342</b>
From Bancroft Redemption Fund			
To Developmnet Projects Fund	\$	50,000	
<b>Subtotal</b>			<b>\$ 50,000</b>
From Development Assessment Capital Fund			
To Bancroft Redemption	\$	17,966	
<b>Subtotal</b>			<b>\$ 17,966</b>
From Development Projects Fund			
To General Fund	\$	74,200	
Loan to SEDA - Downtown		120,000	
<b>Subtotal</b>			<b>\$ 194,200</b>

<b>Financial Summary of Transfers and Loans - Continued</b>
-------------------------------------------------------------

From SDC Regional Wastewater Reimbursement Fund		
To Regional Wastewater Fund	\$ 19,276	
<b>Subtotal</b>		<b>\$ 19,276</b>
From SDC Regional Wastewater Improvement Fund		
To Regional Wastewater Debt Service Fund	\$ 2,000,000	
<b>Subtotal</b>		<b>\$ 2,000,000</b>
From Sanitary Sewer Operations Fund		
To Sanitary Sewer Capital Fund	\$ 2,480,000	
<b>Subtotal</b>		<b>\$ 2,480,000</b>
From Regional Wastewater Fund		
To Regional Wastewater Debt Service Fund	\$ 5,709,628	
To Regional Wastewater Capital Fund	<u>9,150,000</u>	
<b>Subtotal</b>		<b>\$ 14,859,628</b>
From Storm Drainage Operating Fund		
To Storm Drainage Capital Fund	\$ 925,000	
<b>Subtotal</b>		<b>\$ 925,000</b>
From Booth-Kelly Fund		
To General Fund	\$ 100,000	
<b>Subtotal</b>		<b>\$ 100,000</b>
From Insurance Fund		
To General Fund	\$ 249,722	
<b>Subtotal</b>		<b>\$ 249,722</b>
<b>Total Interfund Transfers and Loans**</b>		<b><u><u>\$25,016,700</u></u></b>

\*\*Includes operating transfers

**NON-DEPARTMENTAL  
Miscellaneous Fiscal Transactions**

Miscellaneous fiscal transactions are accounts that represent specific bond or district debt expense other than debt service (such as bond sale expense or bond insurance). These expenditures are fund-specific and not department-specific, and therefore are identified as non-departmental costs.

<b>Financial Summary of Miscellaneous Fiscal Transactions</b>	<b>FY16 Adopted</b>
<b>Regional Wastewater Revenue Bond Capital Project Fund</b>	
Miscellaneous Fiscal Transactions	\$ -
<b>Total Miscellaneous Fiscal Transactions</b>	<b>\$ -</b>

<b>NON-DEPARTMENTAL Reserves: Non-Dedicated and Dedicated Budgets</b>
---------------------------------------------------------------------------

Reserves - Non-Dedicated Balance accounts represent the estimated resources which remain undesignated for current or future appropriation. These accounts provide for cash flow requirements during the fiscal year. This estimate appears in the budget for balancing purposes only. These funds cannot be expended without specific authorization by the City Council.

Reserves - Dedicated Balance accounts represent the estimated resources which have been established as the result of contributions to the specific reserve for future appropriation needs. Dedicated reserves provides for cash flow requirements during the fiscal year. This estimate appears in the budget for balancing purposes only. These funds can only be transferred for expenditure based on authorization by the City Council.

<b>Financial Summary of Reserves - All Funds</b>
--------------------------------------------------

General Fund		
Non-Dedicated	\$ 7,664,174	
Dedicated		
Technology Fee Reserve	<u>29,102</u>	
<b>Subtotal</b>		<b>\$ 7,693,276</b>
Street Fund		
Non-Dedicated	<u>\$ 798,508</u>	
<b>Subtotal</b>		<b>\$ 798,508</b>
Jail Operations Fund		
Non-Dedicated	<u>\$ -</u>	
<b>Subtotal</b>		<b>\$ -</b>
Special Revenue Fund		
Dedicated		
Reserve	\$ 82,603	
Police Forfeit Reserve	444,356	
Gifts & Memory Reserve	141,853	
Police Forefeits Post 1/1/02 Reserve	<u>62,023</u>	
<b>Subtotal</b>		<b>\$ 730,835</b>
Transient Room Tax Fund		
Dedicated		
Tourism Promotion Reserve	<u>\$ 900,326</u>	
<b>Subtotal</b>		<b>\$ 900,326</b>
Community Development Fund		
Dedicated		
CDBG Reserve	<u>\$ -</u>	
<b>Subtotal</b>		<b>\$ -</b>

<b>Financial Summary of Reserves - Continued</b>
--------------------------------------------------

Building Code Fund		
Dedicated		
Operating Reserve	\$ 157,738	
<b>Subtotal</b>		<b>\$ 157,738</b>
Fire Local Option Levy		
Dedicated		
Operating Reserve	\$ 283,607	
<b>Subtotal</b>		<b>\$ 283,607</b>
Police and Court Local Option Levy		
Dedicated		
Operating Reserve	\$ 1,868,732	
<b>Subtotal</b>		<b>\$ 1,868,732</b>
Bancroft Redemption Fund		
Non-Dedicated	\$ 62,461	
<b>Subtotal</b>		<b>\$ 62,461</b>
Sewer Capital Projects Fund		
Non-Dedicated	\$ 8,987,697	
<b>Subtotal</b>		<b>\$ 8,987,697</b>
Regional Wastewater Revenue Bonds Capital Projects Fund		
Dedicated		
Capital Reserve	\$ 4,000,000	
<b>Subtotal</b>		<b>\$ 4,000,000</b>
Development Assessment Capital Fund		
Dedicated		
Assessment Service Reserve	\$ 86,613	
Assessments Finance Reserve	817,771	
<b>Subtotal</b>		<b>\$ 904,384</b>
Development Projects Fund		
Non-Dedicated	\$ 3,602,761	
Dedicated		
Corporate Way Pond Rehab Reserve	35,200	
<b>Subtotal</b>		<b>\$ 3,637,961</b>
Storm Drainage Capital Fund		
Non-Dedicated	\$ 3,942,548	
Dedicated		
Storm Bond Reserve 2011	708,050	
Lower Millrace Reserve	900,000	
Jasper-Natron Reserve	500,000	
Cedar Creek Reserve	500,000	
<b>Subtotal</b>		<b>\$ 6,550,598</b>

<b>Financial Summary of Reserves - Continued</b>
--------------------------------------------------

Regional Wastewater Capital Fund		
Dedicated		
Capital Reserve	\$ 59,468,729	
Equipment Replacement Reserve	<u>11,517,390</u>	
<b>Subtotal</b>		<b>\$ 70,986,119</b>
Street Capital Fund		
Non-Dedicated		
	\$ 401,751	
Dedicated		
Franklin Improvement Reserve	3,200,000	
South 42nd St., Main-Jasper Road	<u>-</u>	
<b>Subtotal</b>		<b>\$ 3,601,751</b>
SDC Storm Improvement Fund		
Dedicated		
SDC Reserve	\$ 339,893	
Grey Creek Reserve	<u>149,176</u>	
<b>Subtotal</b>		<b>\$ 489,069</b>
SDC Storm Reimbursement Fund		
Dedicated		
SDC Reserve	\$ 4,175	
<b>Subtotal</b>		<b>\$ 4,175</b>
SDC Sanitary Reimbursement Fund		
Dedicated		
SDC Reserve	\$ 557,548	
<b>Subtotal</b>		<b>\$ 557,548</b>
SDC Sanitary Improvement Fund		
Dedicated		
SDC Reserve	\$ 160,909	
<b>Subtotal</b>		<b>\$ 160,909</b>
SDC Regional Wastewater Reimbursement Fund		
Dedicated		
SDC Reserve	\$ 573,470	
<b>Subtotal</b>		<b>\$ 573,470</b>
SDC Regional Wastewater Improvement Fund		
Dedicated		
Improvement SDC Reserve	\$ 1,959,028	
<b>Subtotal</b>		<b>\$ 1,959,028</b>
SDC Transportation Reimbursement Fund		
Dedicated		
	\$ 373,499	
<b>Subtotal</b>		<b>\$ 373,499</b>

<b>Financial Summary of Reserves - Continued</b>
--------------------------------------------------

SDC Transportation Improvement Fund		
Dedicated		
SDC Reserve	\$	424,105
Beltline Gateway Inter Reserve		205,000
Gateway Traffic Improvement Reserve		<u>384,000</u>
<b>Subtotal</b>		<b>\$ 1,013,105</b>
Sewer Operations Fund		
Non-Dedicated		
	\$	2,391,914
Dedicated		
Local Wastewater 2009 Bond Reserve		<u>1,713,531</u>
<b>Subtotal</b>		<b>\$ 4,105,445</b>
Regional Wastewater Fund		
Non-Dedicated		
	\$	10,223,396
Dedicated		
SRF Loan Reserve		670,908
MWMC 06 Bond Reserve		<u>4,100,000</u>
<b>Subtotal</b>		<b>\$ 14,994,304</b>
Ambulance Fund		
Non-Dedicated		
	\$	<u>1,026,535</u>
<b>Subtotal</b>		<b>\$ 1,026,535</b>
Drainage Operating Fund		
Non-Dedicated		
	\$	<u>3,457,464</u>
<b>Subtotal</b>		<b>\$ 3,457,464</b>
Booth-Kelly Fund		
Non-Dedicated		
	\$	<u>497,103</u>
<b>Subtotal</b>		<b>\$ 497,103</b>
Regional Fiber Consortium Fund		
Non-Dedicated		
	\$	<u>151,478</u>
<b>Subtotal</b>		<b>\$ 151,478</b>
Insurance Fund		
Dedicated		
Self Funded Insurance Reserve	\$	2,724,598
Insurance Reserve		1,519,423
Benefits Reserve		4,317
Workers Compensation Reserve		<u>2,007,334</u>
<b>Subtotal</b>		<b>\$ 6,255,672</b>

<b>Financial Summary of Reserves - Continued</b>
--------------------------------------------------

Vehicle and Equipment Fund

Dedicated

Equipment Replacement Reserve	\$	71,134	
Lease Payments		21	
Fuel Reserve		23,496	
MS Enterprise Charge Reserve		123,334	
Telephone Lease Reserve		108,222	
Computer Equipment Reserves:		899,050	
Vehicle and Equipment Reserves:		<u>6,335,364</u>	
<b>Subtotal</b>			<b>\$ 7,560,621</b>

SDC Administration Fund

Dedicated

	\$	<u>224,838</u>	
<b>Subtotal</b>			<b>\$ 224,838</b>

**Total Reserves**

**154,568,256**

**Summary by Type of Reserve:**

Non-Dedicated	\$	43,207,790
Dedicated		<u>111,360,466</u>

**Total Reserves \***

**154,568,256**

## NON-DEPARTMENTAL Statutory Payments

Statutory Payments represents payments required by State law or contract, and are of two types:

Contractual Payments are insurance premiums based on the number and type of FTE in each fund, and are transferred from those funds to the Insurance Fund on a monthly basis. Premium payments are then made from the Insurance Fund when due.

Pass-Through Payments are insurance premiums or other payments that are associated with particular individuals, and are collected through the payroll process. For ease of record-keeping, withholdings are collected from each fund via the payroll process and are accumulated in the Insurance Fund; payments are then made from the Insurance Fund when due.

<b>Financial Summary of Statutory Payments - All Funds</b>	<b>FY16 Adopted</b>
<b>Insurance Fund</b>	
<b>Contractual</b>	
Property/Casualty Premium	\$ 650,000
Workers' Compensation Premium	205,000
Premium Taxes	40,000
Workers' Compensation Claims	300,000
<b>Subtotal</b>	<b>\$ 1,195,000</b>
<b>Pass -Through</b>	
Dental Premium	\$ -
Disability Premium	178,743
FICA Payments	2,441,623
Wells Fargo Police Retirement	2,017,268
Pre-Retirement Life Premium	10,675
Mandatory Life	2,150
PERS Pension Expenditure	4,200,000
Basic Life	75,250
<b>Subtotal</b>	<b>\$ 8,925,709</b>
<b>Total Insurance Fund Statutory Payments</b>	<b>\$ 10,120,709</b>

**NON-DEPARTMENTAL  
Unappropriated Balances**

Unappropriated ending fund balance accounts represent the estimated resources which remain undesignated for current or future appropriation. This account provides for cash flow requirements during the fiscal year. This estimate appears in the budget for balancing purposes only. These funds cannot be expended without specific authorization by the City Council.

<b>Financial Summary of Unappropriated Balances - All Funds</b>	<b>FY16 Adopted</b>
<b>Bond Sinking Fund</b>	
Unappropriated Balance	\$ 355,304
<b>Total Unappropriated Balance</b>	<b>\$ 355,304</b>

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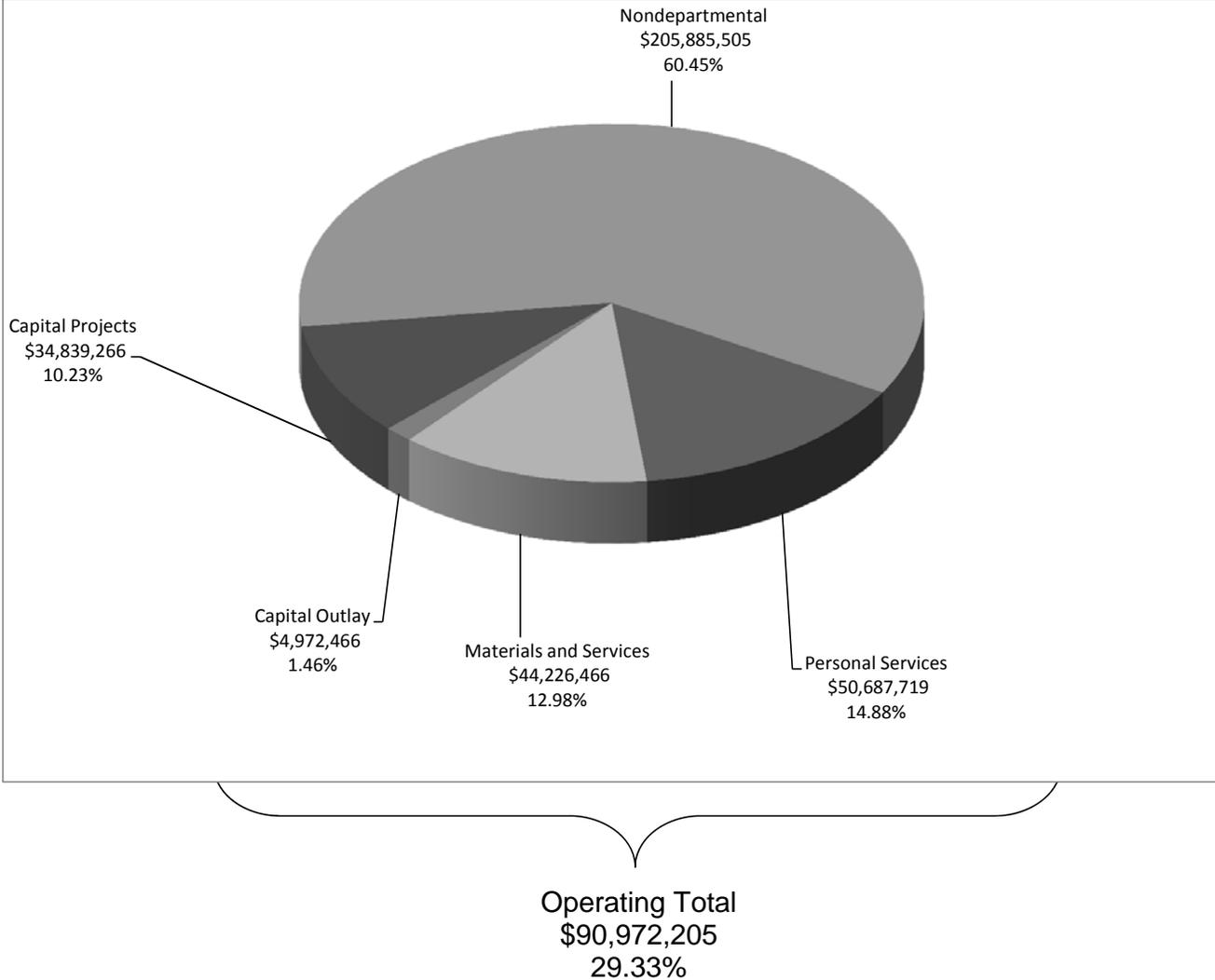


## FY16 Proposed Budget - By Fund Type Resources and Requirements Summary

Fund	FTE	Resources	Department Operating	Capital Projects	Non-Departmental
<b>General Fund</b>					
<b>Total General Fund</b>	<b>210.97</b>	<b>\$ 44,076,496</b>	<b>\$ 34,607,945</b>	<b>\$ -</b>	<b>\$ 9,468,551</b>
<b>Special Revenue Funds</b>					
Street Fund	29.53	\$ 6,466,549	\$ 5,518,041	\$ -	\$ 948,508
Jail Operations Fund	19.10	3,181,942	3,181,942	-	-
Special Revenue Fund	-	1,326,173	595,338	-	730,835
Transient Room Tax Fund	1.95	1,929,200	376,874	-	1,552,326
Community Development Fund	2.32	925,641	925,641	-	-
Building Fund Fund	6.43	1,097,691	939,953	-	157,738
Fire Local Option Levy Fund	9.00	1,966,703	1,683,096	-	283,607
Police Local Option Levy Fund	22.23	7,316,909	3,076,835	-	4,240,074
<b>Total Special Revenue Funds</b>	<b>90.56</b>	<b>\$ 24,210,808</b>	<b>\$ 16,297,720</b>	<b>\$ -</b>	<b>\$ 7,913,088</b>
<b>Debt Service Funds</b>					
Bancroft Redemption Fund	0.13	\$ 130,427	\$ 17,966	\$ -	\$ 112,461
Bond Sinking Fund	-	2,563,440	-	-	2,563,440
Regional Wastewater Debt Service Fund	-	7,709,628	-	-	7,709,628
<b>Total Debt Service Funds</b>	<b>0.13</b>	<b>\$ 10,403,495</b>	<b>\$ 17,966</b>	<b>\$ -</b>	<b>\$ 10,385,529</b>
<b>Capital Projects Funds</b>					
Sewer Capital Project Fund	-	\$ 12,456,585	\$ -	\$ 3,468,888	\$ 8,987,697
Reg. Wastewater Rev. Bond Cap. Proj. Fund	-	16,213,286	-	12,213,286	4,000,000
Development Assessment Fund	0.67	1,010,505	88,155	-	922,350
Development Projects Fund	-	4,264,006	-	431,845	3,832,161
Drainage Capital Fund Fund	-	16,042,900	-	9,492,302	6,550,598
Regional Wastewater Capital Fund	-	80,711,437	3,864,600	5,860,718	70,986,119
Street Capital Fund	-	4,017,691	-	415,940	3,601,751
SDC Storm Improvement Fund	-	1,414,189	36,470	888,650	489,069
SDC Storm Drainage Reimb Fund	-	179,912	25,087	150,650	4,175
SDC Sanitary Reimbursement Fund	-	1,617,803	159,255	901,000	557,548
SDC Sanitary Improvement Fund	-	417,168	76,259	180,000	160,909
SDC Regional Wastewater Reimbursement Fund	-	594,746	2,000	-	592,746
SDC Regional Wastewater Improvement Fund	-	3,961,028	2,000	-	3,959,028
SDC Transportation Reimbursement Fund	-	412,013	38,514	-	373,499
SDC Transportation Improvement Fund	-	1,706,507	139,415	553,987	1,013,105
<b>Total Capital Projects Funds</b>	<b>0.67</b>	<b>\$ 145,019,776</b>	<b>\$ 4,431,755</b>	<b>\$ 34,557,266</b>	<b>\$ 106,030,755</b>
<b>Enterprise Funds</b>					
Sewer Operations Fund	19.25	\$ 11,937,192	\$ 3,638,814	\$ -	\$ 8,298,378
Regional Wastewater Fund	15.81	48,652,319	17,344,272	-	31,308,047
Ambulance Fund	33.25	6,978,384	5,951,849	-	1,026,535
Drainage Operating Fund	30.06	10,054,972	4,965,906	-	5,089,066
Booth-Kelly Fund	1.59	2,325,966	527,530	282,000	1,516,436
Regional Fiber Consortium Fund	-	279,378	127,900	-	151,478
<b>Total Enterprise Funds</b>	<b>99.96</b>	<b>\$ 80,228,211</b>	<b>\$ 32,556,271</b>	<b>\$ 282,000</b>	<b>\$ 47,389,940</b>
<b>Internal Service Funds</b>					
Insurance Fund	3.15	\$ 26,354,620	\$ 9,728,517	\$ -	\$ 16,626,103
Vehicle and Equipment Fund	-	9,554,167	1,707,466	-	7,846,701
SDC Administration Fund	3.10	763,849	539,011	-	224,838
<b>Total Internal Service Funds</b>	<b>6.25</b>	<b>\$ 36,672,636</b>	<b>\$ 11,974,994</b>	<b>\$ -</b>	<b>\$ 24,697,642</b>
<b>Total Amount of Budget</b>	<b>408.54</b>	<b>\$ 340,611,422</b>	<b>\$ 99,886,651</b>	<b>\$ 34,839,266</b>	<b>\$ 205,885,505</b>

**FY16 Proposed Budget  
Summary—Total Requirements:**

**\$340,611,422**



Requirements Category	FY15 Adopted	Percentage of Total
Operating:		
Personal Services	\$ 50,687,719	14.88%
Materials and Services	44,226,466	12.98%
Capital Outlay	4,972,466	1.46%
<b>Total Operating</b>	<b>\$ 99,886,651</b>	<b>29.33%</b>
<b>Capital Projects</b>	<b>\$ 34,839,266</b>	<b>10.23%</b>
<b>Nondepartmental</b>	<b>205,885,505</b>	<b>60.45%</b>
<b>Total</b>	<b>\$ 340,611,422</b>	<b>100.00%</b>

**TOTAL CITY EMPLOYEES—Full Time Equivalents (FTE)  
Comparison by Fund**

<b>Fund Number</b>	<b>Fund Name</b>	<b>Adopted FY15</b>	<b>Proposed FY16</b>	<b>Change</b>
100	General Fund	209.44	210.97	1.53
201	Street Fund	30.17	29.53	-0.64
202	Jail Operations Fund	18.10	19.10	1.00
204	Special Revenue Fund	0.00	0.00	0.00
208	Transient Room Tax Fund	1.95	1.95	0.00
210	Community Development Fund	2.58	2.32	-0.26
224	Building Fund	5.85	6.43	0.58
235	Fire Local Option Levy Fund	9.00	9.00	0.00
236	Police Local Option Levy Fund	22.23	22.23	0.00
305	Bancroft Redemption Fund	0.13	0.13	0.00
419	Development Assessment Capital Fund	0.67	0.67	0.00
611	Sewer Operations Fund	20.05	19.25	-0.80
612	Regional Wastewater Fund	15.89	15.81	-0.08
615	Ambulance Fund	33.05	33.25	0.20
617	Drainage Operating Fund	30.79	30.06	-0.73
618	Booth-Kelly Fund	1.53	1.59	0.06
707	Insurance Fund	3.15	3.15	0.00
719	SDC Administration	3.36	3.10	-0.26
<b>Total Full-Time Equivalents</b>		<b>407.94</b>	<b>408.54</b>	<b>0.60</b>

**TOTAL CITY EMPLOYEES - FY12 through FY15  
Full-Time Equivalents (FTE) by Department All Funds**

<b>Total FTE by Department</b>	<b>Adopted FY13</b>	<b>Adopted FY14</b>	<b>Adopted FY15</b>	<b>Proposed FY16</b>	<b>Change</b>
City Manager's Office	7.00	7.00	7.50	7.50	0.00
Development & Public Works	130.55	129.75	130.00	123.00	-7.00
Finance	9.50	9.50	9.50	11.70	2.20
Fire and Life Safety	101.00	100.00	100.00	99.00	-1.00
Human Resources	6.00	6.00	6.00	6.00	0.00
Information Technology	10.00	10.00	10.00	15.00	5.00
Legal/Judicial Services	8.84	8.84	8.84	8.84	0.00
Library	12.60	12.60	13.10	13.50	0.40
Police	123.00	123.00	123.00	124.00	1.00
<b>Total Full-Time Equivalents</b>	<b>408.49</b>	<b>406.69</b>	<b>407.94</b>	<b>408.54</b>	<b>0.60</b>

**TOTAL CITY EMPLOYEES - FY12 through FY15  
Full-Time Equivalents (FTE) by Department General Func**

<b>Total FTE by Department</b>	<b>Adopted FY13</b>	<b>Adopted FY14</b>	<b>Adopted FY15</b>	<b>Proposed FY16</b>	<b>Change</b>
City Manager's Office	6.40	6.40	6.90	6.90	0.00
Development & Public Works	20.45	19.61	20.36	20.26	-0.10
Finance	7.27	7.27	7.27	9.47	2.20
Fire and Life Safety	59.95	58.95	57.95	56.75	-1.20
Human Resources	2.85	2.85	2.85	2.85	0.00
Information Technology	10.00	10.00	10.00	10.23	0.23
Legal/Judicial Services	6.61	6.61	6.61	6.61	0.00
Library	11.90	11.90	12.60	13.00	0.40
Police	84.15	84.90	84.90	84.90	0.00
<b>Total Full-Time Equivalents</b>	<b>209.58</b>	<b>208.49</b>	<b>209.44</b>	<b>210.97</b>	<b>1.53</b>

**TOTAL BUDGET SUMMARY — FY13 through FY16**  
**Resources Only**

<b>Resources, All Fund Types</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15* Amended</b>	<b>FY16 Proposed</b>
<b>Revenues, Summary Level</b>				
Taxes (Current and Delinquent)	\$ 29,215,818	\$ 30,112,033	\$ 31,959,194	\$ 31,927,321
Licenses, Permits and Fees	3,441,747	3,544,726	3,536,722	3,837,636
Intergovernmental	8,679,809	8,587,015	9,881,616	8,927,749
Charges for Service	61,732,750	67,487,566	67,643,417	70,480,338
Fines and Forfeitures	1,499,746	1,675,489	2,027,263	1,852,600
Use of Money and Property	2,587,340	2,908,764	2,411,359	2,671,422
Special Assessments	43,859	154,545	17,300	14,200
Miscellaneous Receipts	1,043,454	901,001	1,000,490	1,014,531
Other Financing Sources	43,388,402	33,095,356	33,722,174	36,537,409
<b>Total Current Revenues</b>	<b>\$ 151,632,925</b>	<b>\$ 148,466,494</b>	<b>\$ 152,199,535</b>	<b>\$ 157,263,206</b>
<b>Beginning Cash</b>	<b>\$ 165,975,180</b>	<b>\$ 170,254,884</b>	<b>\$ 179,195,245</b>	<b>\$ 183,348,216</b>
<b>Total Resources, All Sources</b>	<b>\$ 317,608,104</b>	<b>\$ 318,721,378</b>	<b>\$ 331,394,780</b>	<b>\$ 340,611,422</b>

\* Amended as of Feb 17,2015

## GENERAL FUND REVENUE DETAIL - FY13 through FY16

Revenue - All Sources, By Revenue Type and Account	FY13 Actual	FY14 Actual	FY15 * Amended	FY16 Adopted
<b>Taxes</b>				
Current Taxes	\$ 17,626,068	\$ 17,811,356	\$ 18,547,022	\$ 19,280,826
Delinquent Taxes	515,333	533,986	880,000	525,000
<b>Total Taxes</b>	<b>\$ 18,141,402</b>	<b>\$ 18,345,342</b>	<b>\$ 19,427,022</b>	<b>\$ 19,805,826</b>
<b>Licenses and Permits</b>				
Sanipac Franchise	\$ 479,904	\$ 360,833	\$ 417,780	\$ 390,000
Telecom Business Tax	-	10,638	-	70,000
AT&T/Comcast Franchise	605,616	633,189	600,000	635,000
Qwest Franchise	103,784	121,334	120,000	170,000
NW Natural Gas	356,555	370,833	380,000	371,000
Spring Franchise	33,686	32,636	33,500	32,636
ATG Right of Way	2,242	18,438	2,500	2,500
EPUD Right-of-Way Fees	12,021	12,958	13,000	13,000
Library Receipts	28,970	28,750	21,817	30,000
Library Photocopy Charges	962	1,513	1,100	1,500
Animal Licenses/Impound	32,295	28,800	62,000	60,000
Police Impound Fees	21,130	24,630	22,000	22,000
Offense Surcharge	24,657	15,852	-	-
Fire Code Permits	152,288	160,685	145,000	145,000
FLS Safety Systems Plan Review	21,638	14,728	15,000	15,000
FLS New Construction Sq Ft Fee	20,024	23,192	20,000	20,000
Planning Fees	201,591	354,849	298,000	500,000
DSD Postage Fees	7,421	9,410	5,000	7,800
Technology Fee	44,419	53,784	45,400	50,000
Code Requirement Fees	122,374	131,604	110,000	115,000
<b>Total Licenses and Permits</b>	<b>\$ 2,271,576</b>	<b>\$ 2,408,655</b>	<b>\$ 2,312,097</b>	<b>\$ 2,650,436</b>
<b>Intergovernmental</b>				
Team Spgfld Bicycle Patrol	\$ -	\$ -	\$ 10,000	\$ 10,000
Liquor Apportionment	796,537	839,397	800,000	907,500
Cigarette Apportionment	84,907	80,625	82,650	72,500
State Revenue Sharing	715,707	464,348	575,000	575,000
State Conflagration Funds	-	6,401	38,941	7,000
District 19 School Resource	147,700	66,246	120,000	120,000
SUB in-Lieu-of-Tax	1,793,794	1,797,923	1,800,000	1,800,000
EWEB in-Lieu-of-Tax	551,345	564,459	556,000	565,000
Electric Co-Ops in-Lieu-of-Tax	28,004	25,241	28,000	26,000
EMSO IGA	43,183	-	-	-
Willamalane Bicycle Patrol	-	-	13,500	15,000
<b>Total Intergovernmental</b>	<b>\$ 4,161,177</b>	<b>\$ 3,844,641</b>	<b>\$ 4,024,091</b>	<b>\$ 4,098,000</b>

**GENERAL FUND REVENUE DETAIL - Continued**

<b>Revenue - All Sources, By Revenue Type and Account</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 * Amended</b>	<b>FY16 Adopted</b>
<b>Charges for Service</b>				
Internal Facility Rental	237,570	240,578	238,544	236,286
Internal Building Maintenance Chgs	302,418	289,243	287,895	296,749
Internal Vehicle Maintenance Chgs	164,769	189,787	192,946	189,613
ROW Fee Sanitary Sewer	199,352	206,711	212,098	215,500
ROW Fee Storm Drainage	168,362	175,352	178,152	182,366
Police Services U of O	14,884	27,428	15,000	24,000
Special Events Services	3,221	1,250	-	-
Police Alarm Monitoring	-	-	10,000	-
Rainbow Fire Protection	1,083,309	1,074,644	1,160,223	1,160,500
Glenwood Fire Protection	148,350	141,410	148,350	148,500
Willakenzie Fire Protection	326,375	328,533	349,547	350,000
MVA First Response	11,331	10,565	11,000	10,000
Fire License Facility Inspection	5,750	5,537	5,000	4,000
Willamalane Collection Fee	15,965	12,658	15,000	13,000
Library Automation Fee	47,168	46,530	51,992	58,000
Internal Engineering Fee	-	30,777	1,500	-
Staff Reimbursement	139,020	138,867	226,098	164,812
<b>Total Charges for Service</b>	<b>\$ 2,867,845</b>	<b>\$ 2,919,870</b>	<b>\$ 3,103,345</b>	<b>\$ 3,053,326</b>
<b>Fines and Forfeitures</b>				
Municipal Court Revenues	\$ 1,365,542	\$ 1,543,667	\$ 2,000,000	\$ 1,825,000
Library Fines	28,229	25,944	26,263	26,000
Restitution	1,101	325	400	1,000
Unclaimed/Forfeited Property	23,551	15,578	-	-
<b>Total Fines and Forfeitures</b>	<b>\$ 1,418,423</b>	<b>\$ 1,585,514</b>	<b>\$ 2,026,663</b>	<b>\$ 1,852,000</b>
<b>Use of Money and Property</b>				
Interest Income	\$ 85,861	\$ 88,292	\$ 65,250	\$ 88,000
Variance in FMV of Investments	(27,366)	(26,832)	-	-
Unsegregated Tax Interest	(10,257)	(10,975)	-	-
County Assess Interest	7,087	7,101	7,500	7,000
<b>Total Use of Money and Property</b>	<b>\$ 55,325</b>	<b>\$ 57,585</b>	<b>\$ 72,750</b>	<b>\$ 95,000</b>
<b>Miscellaneous Receipts</b>				
Cash Over/Short	204	245	-	-
Miscellaneous Receipts	45,810	204,104	40,000	100,000
Testing	4,740	7,230	-	-
Muni. Court Interest on Delinquencies	150,946	172,138	183,000	150,000
<b>Total Miscellaneous Receipts</b>	<b>\$ 201,699</b>	<b>\$ 383,717</b>	<b>\$ 223,000</b>	<b>\$ 250,000</b>

**GENERAL FUND REVENUE DETAIL - Continued**

<b>Revenue - All Sources, By Revenue Type and Account</b>	<b>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 * Amended</b>	<b>FY16 Adopted</b>
<b>Indirect Charges</b>				
Indirect Charges Fund 201	\$ 417,257	\$ 443,314	\$ 479,382	\$ 470,454
Indirect Charges Fund 202	247,970	267,808	283,014	283,012
Indirect Charges Fund 208	15,070	-	-	-
Indirect Charges Fund 224	113,573	81,920	92,507	101,442
Indirect Charges Fund 305	1,781	1,923	2,033	2,033
Indirect Charges Fund 419	9,179	9,913	10,476	10,476
Indirect Charges Fund 611	281,398	300,917	319,405	307,679
Indirect Charges Fund 612	322,103	306,318	330,824	289,618
Indirect Charges Fund 615	399,999	474,212	501,138	501,134
Indirect Charges Fund 617	432,783	456,030	489,241	479,010
Indirect Charges Fund 618	10,275	16,218	24,194	25,836
Indirect Charges Fund 719	48,361	51,902	53,901	52,843
<b>Total Indirect Charges</b>	<b>\$ 2,299,749</b>	<b>\$ 2,410,476</b>	<b>\$ 2,586,115</b>	<b>\$ 2,523,537</b>
<b>Interfund Transfers</b>				
Transfer From Fund 204	90,242	12,297	-	-
Transfer From Fund 208	517,000	593,791	582,970	652,000
Transfer From Fund 713	165,000	80,000	-	-
Transfer From Fund 420	87,000	25,000	71,136	74,199
Transfer From Fund 434	-	20,000	-	-
Transfer From Fund 618	-	-	-	100,000
Transfer From Fund 707	346,975	230,715	226,896	249,722
<b>Total Interfund Transfers</b>	<b>\$ 1,206,217</b>	<b>\$ 961,803</b>	<b>\$ 881,002</b>	<b>\$ 1,075,921</b>
<b>Beginning Cash Balance</b>				
Beginning Cash Balance	\$ 7,908,830	\$ 8,399,006	\$ 8,465,305	\$ 8,672,450
<b>Total Beginning Cash Balance</b>	<b>\$ 7,908,830</b>	<b>\$ 8,399,006</b>	<b>\$ 8,465,305</b>	<b>\$ 8,672,450</b>
<b>GRAND TOTAL</b>	<b>\$ 40,532,241</b>	<b>\$ 41,316,609</b>	<b>\$ 43,121,390</b>	<b>\$ 44,076,496</b>

\* Amended as of June 16, 2014

## FY16 - ASSESSED VALUATION, LEVY & TAX REVENUE INFORMATION

	Rate Per \$1,000	Assessed Valuation	Levy	Net Tax Revenue
<b><u>General Fund</u></b>				
FY15 Assessed Valuation		\$ 4,253,901,084		
Plus: 3.5% Increase from Added Value		<u>148,866,538</u>		
Est Assessed Value FY16 Pre UR		4,402,767,622		
Less: Urban Renewal Excess (estimated)		<u>(98,611,767)</u>		
<b>Total Estimated Assessed Valuation net of Urban Renewal</b>		<b><u>\$ 4,304,155,855</u></b>		
City of Springfield Permanent Rate Levy	\$ 4.7403			
<b>Estimated Taxes Raised for FY16 (rate x AV/1000)</b>			<b>\$20,402.990</b>	
Less Allowances for Discounts, Delinquencies*:			<u>(1,122,164)</u>	
<b>Total Available General Fund Tax Revenue for Appropriation</b>				<b><u>\$19,280,826</u></b>
<b><u>Fire Local Option Levy Fund</u></b>				
City of Springfield Five-Year Tax Rate (FY12 - FY16)	\$ 0.3600			
<b>Estimated Taxes Raised for FY16 (rate x AV/1000)</b>			<b>\$ 1,584,996</b>	
Less Allowances for Discounts, Delinquencies*:			<u>(87,168)</u>	
<b>Total Available Tax Revenue for Appropriation</b>				<b><u>\$ 1,497,828</u></b>
<b><u>Police Local Option Levy Fund</u></b>				
City of Springfield Five-Year Tax Rate (FY14 - FY18)	\$ 1.2800			
<b>Estimated Taxes Raised for FY16 (rate x AV/1000)</b>			<b>\$ 5,635,543</b>	
Less Allowances for Discounts, Delinquencies*:			<u>(309,931)</u>	
<b>Total Available Tax Revenue for Appropriation</b>				<b><u>\$5,325,612</u></b>
<b><u>Bond Sinking Fund</u></b>				
Levy Required for General Obligation Bonds			<b>\$ 2,020,055</b>	
<b>Estimated Tax Rate (Levy/AV)</b>	\$0.4967			
Less Allowances for Discounts, Delinquencies*:			<u>(117,570)</u>	
<b>Total Available Bond Sinking Fund Tax Revenue for Appropriation</b>				<b><u>\$2,137,625</u></b>
<b>Est. Total Tax Rate and Tax Revenue Collection</b>		<b><u><u>\$6.8770</u></u></b>		

\* Current allowance for Discounts and Delinquencies: 5.5%

## FY16 ASSESSED VALUATION

### Levy and Tax Revenue Information

The City has historically levied a local property tax each year to fund that portion of its operating budget not supported by other revenue sources. Since the General Fund is the general operating fund of the City, all property taxes collected for general governmental operating purposes are accounted for in the City's General Fund. As with other jurisdictions throughout Oregon, the City of Springfield's property tax is a primary source of revenue for City general operations. Current property taxes provide 55% of the funding for the City's General Fund operating activities.

General Operations include the following:

- ◆ City Council and City Administration
- ◆ Legal services, Municipal Court and Judicial services
- ◆ Basic Police services
- ◆ Fire First Response, Suppression and Fire Marshal services
- ◆ Development and Land Use Planning services
- ◆ Building and Structure Maintenance services
- ◆ Finance, Information Technology, and Human Resource services

### ***Two Local Option Levies to Provide Dedicated Funding for Fire and Police Enhanced Services***

In November, 2002, City of Springfield voters passed two public safety measures – one for Fire Services and one for Police and Court Services. In 2006, the Fire Services Levy was renewed for four years (FY08-FY11) and again in 2010 for five years (FY12-FY16). The Police Services Levy was renewed for five years (FY09-FY13) with added staff for the new Justice Center and again in 2012 for five years (FY14-FY18). For the Police Levy there was a one-year separation (FY08) between the expiration of the old levy and the beginning of the new levy. The taxation information on the two levies is provided in this section of the budget document. For more detail on specific funding, see the Fire & Life Safety, Police, and Legal/Judicial Services pages in this budget document. Overall, funding from the two levies provided the following:

Local Option Levies	Amount	FTE
Fire Services operating costs	\$ 1,683,096	9.0 FTE
Fire levy dedicated reserve	<u>283,607</u>	
<b>Fire Services Local Option Levy Funding</b>	<b>\$ 1,966,703</b>	
Public Safety Services operating costs	\$ 2,584,833	20.0 FTE
Police levy dedicated reserve	1,868,732	
Transfer to Jail Operations Fund	2,371,342	
Legal and Judicial services operating costs	<u>492,002</u>	2.23 FTE
<b>Police Services Local Option Levy Funding</b>	<b>\$ 7,316,909</b>	
<b>Total Funding Provided by Levies</b>	<b>\$ 9,283,612</b>	<b>31.23 FTE</b>
<b>Detail by Type of Costs Funded:</b>		
Departmental Operating costs	\$ 4,759,931	31.23 FTE
Inter-fund Transfers	2,137,342	
Dedicated Reserves	2,152,339	
<b>Total Funding Provided by Levies</b>	<b>\$ 9,283,612</b>	<b>31.23 FTE</b>

## Property Tax History

Effective July 1, 1997 Springfield began operating on a rate based system for its operating levies. From 1997 (FY98) through FY00 the rate essentially remained within the same values. In response to Measure 50, in FY99 the state assigned the City a new permanent rate of \$4.7403

## Overall City Levy Information: Historical and Current

The following are the actual levies (all funds) by the City of Springfield over the past five years, the FY15 revised estimate, and the estimated levy for FY16.

	Fiscal Year						
	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Estimated FY15	Projected FY16
Tax Base/Rate Levy*	\$ 16,472,084	\$ 16,616,637	\$ 17,301,094	\$ 17,626,068	\$ 17,811,355	\$ 18,628,189	\$ 19,280,826
Fire Local Option	1,395,770	1,408,752	1,319,613	1,351,668	1,296,106	1,435,000	1,497,828
Police Local Option	<u>3,805,284</u>	<u>3,838,848</u>	<u>3,995,493</u>	<u>4,092,550</u>	<u>4,608,378</u>	<u>5,093,000</u>	<u>5,325,612</u>
Subtotal	\$ 21,673,138	\$ 21,864,237	\$ 22,616,200	\$ 23,070,286	\$ 23,715,831	\$ 25,156,189	\$ 26,104,266
Bonds	<u>3,295,915</u>	<u>3,036,915</u>	<u>3,061,863</u>	<u>3,068,311</u>	<u>3,194,202</u>	<u>2,953,328</u>	<u>2,020,055</u>
<b>Total</b>	<b>\$ 24,969,053</b>	<b>\$ 24,901,152</b>	<b>\$ 25,678,063</b>	<b>\$ 26,138,597</b>	<b>\$ 26,910,033</b>	<b>\$ 28,109,517</b>	<b>\$ 28,124,321</b>
Assessed Value**	\$3,726,631,985	\$3,726,631,985	\$3,883,712,564	\$3,998,513,269	\$4,043,528,204	\$4,253,901,084	\$4,402,767,622
Rate for Operations	\$ 6.2303	\$ 6.2303	\$ 6.2303	\$ 6.1903	\$ 6.4877	\$ 6.5130	\$ 6.3803
Bonds	<u>.9465</u>	<u>.8645</u>	<u>.8372</u>	<u>.8158</u>	<u>.8382</u>	<u>.7371</u>	<u>0.4967</u>
<b>Total Rate</b>	<b>\$ 7.1768</b>	<b>\$ 7.0948</b>	<b>\$ 7.0675</b>	<b>\$ 7.0162</b>	<b>\$ 7.3259</b>	<b>\$ 7.2501</b>	<b>\$ 6.8770</b>

\* tax rate levy is for general operations in the General Fund

\*\* not adjusted to remove Urban Renewal

A Fire Local Option Levy and a Police Local Option Levy were passed by the voters in November, 2002 for an effective date of July 1, 2003 (FY04). In 2006, the Fire Services Levy was renewed for four years (FY08-FY11) and again in 2010 for five years (FY12-FY16). The Police Services Levy was renewed for five years (FY09-FY13) and again in 2012 for five years (FY14-FY18). There was a one-year break (FY08) between the expiration of the old levy and the beginning of the new levy. The Fire Levy is in effect for five years only—FY12 through FY016. The Police Levy is in effect for five years only (FY14-FY18). The levy funds are separated from all other taxes by separate reporting funds: Fire Local Option Levy Fund and Police Local Option Fund.

The assessed valuation which applies to all levies is calculated as follows:

	Assessed Valuation
<b>FY15 Assessed Valuation (AV)</b>	<b>\$4,253,901,084</b>
<b>Add Estimated 3.5% Increase in Value Plus Correction</b>	<b><u>148,866,538</u></b>
<b>Total City Assessed Valuation for all Levies</b>	<b><u>\$4,402,767,622</u></b>
<b>Less: Urban Renewal Growth</b>	<b><u>\$ (98,611,767)</u></b>
<b>Total City AV for Permanent Rate net of UR</b>	<b><u>\$4,304,155,855</u></b>

The following is a detailed explanation of how the individual levy revenues were calculated and the calculation for net tax revenues recorded in the FY16 Proposed Budget.

### Existing Tax Base/Rate Levy for General Operations

General Fund—100 General Operations	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Permanent Tax Rate	\$4.7403		
<b>Estimated Taxes Raised for FY15 (rate x AV/1000)</b>		<b>\$ 20,402,990</b>	
Less Allowances for Discounts, Delinquencies: 550%		<u>(1,122,164)</u>	
<b>Total Available General Fund Tax Revenue for Appropriation</b>			<b><u>\$19,280,826</u></b>

### Local Option Levies Provided by Voter Approved Measures

Fire and Life Safety Local Option Levy	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Four Year Tax Rate (FY12 – FY016)	\$0.3600		
<b>Estimated Taxes Raised for FY15 (rate x AV/1000)</b>		<b>\$1,584,996</b>	
Less Allowances for Discounts, Delinquencies: 5.5%		<u>(87,168)</u>	
<b>Total Available Tax Revenue for Appropriation</b>			<b><u>\$ 1,497,828</u></b>
Police Services Local Option Levy	Rate Per Thousand	Levy	Net Tax Revenue
City of Springfield Four Year Tax Rate (FY14 – FY18)	\$1.2800		
<b>Estimated Taxes Raised for FY15 (rate x AV/1000)</b>		<b>\$5,635,543</b>	
Less Allowances for Discounts, Delinquencies: 5.5%		<u>(309,931)</u>	
<b>Total Available Tax Revenue for Appropriation</b>			<b><u>\$5,325,612</u></b>

## Bond Sinking Fund

Bond Sinking Fund	Rate	Tax Levy
Levy Required for General Obligation Bonds		<b>\$ 2,137,625</b>
Estimated Tax Rate (Levy/AV)	\$0.4967	
Less Allowances for Discounts, Delinquencies: 5.5%		<u>(117,570)</u>
<b>Total Available Bond Sinking Fund Tax Revenue for Appropriation</b>		<b>\$ 2,020,055</b>

## Summation of Tax Revenues FY16

General Operations	\$19,280,826
Fire Services	1,497,828
Police Services	<u>5,325,612</u>
Total Tax Revenues for Operations	\$26,032,266
Bond Sinking Fund	<u>2,137,625</u>
Total Collections	<u>\$28,169,891*</u>

\* Represents current tax rate for operations and does not include prior year discounts or delinquencies collected (\$808,000) nor any other taxation revenue source (such as Fuel Taxes, Transient Room Tax or 911 taxes totaling \$6,460,000). All General Fund tax sources total \$19,805,826).

## FY16 Tax Rates

The City of Springfield's revised property tax rate per thousand is \$6.8770, consisting of the following funding sources. (See above for details on the Bond Sinking Fund rate.)

Tax Levy for Operations:	
General Fund	\$4.7403
Fire Local Option Levy Fund	0.3600
Police Local Option Levy Fund	<u>1.2800</u>
<b>Rate for Operations</b>	<b>\$6.3803</b>
<b>Bond Sinking Fund (Est.)</b>	<b><u>\$0.4967</u></b>
<b>Total City Rate</b>	<b><u>\$6.8770</u></b>

<b>TAX AND ASSESSED VALUATION HISTORY</b> <b>By Budgeted Fiscal Year</b>
-----------------------------------------------------------------------------

Fiscal Year	Tax Rate	Assessed Value
FY16	\$6.8770	\$4,304,155,855
FY15	\$7.2501	4,253,901,084
FY14	\$7.2185	4,043,528,204
FY13	\$7.0103	3,998,513,276
FY12	\$7.0733	3,766,484,285
FY11	7.0923	3,747,745,557
FY10	7.1742	3,726,631,985
FY09	7.2281	3,502,295,304
FY08	6.1595	3,436,084,339
FY07	6.1391	3,149,357,159
FY06	6.1071	2,976,869,105

Note: FY16 begins July 1, 2015 and ends June 30, 2016.

## City Fund Types

The City of Springfield groups funds into two broad fund categories:

- **Governmental Funds**
- **Proprietary Funds**

Funds are further categorized into six generic fund types:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds
- Enterprise Funds and
- Internal Service Funds

### ***Governmental Fund Category***

Governmental Funds are those through which most governmental functions of the City are financed and include the

- ***General Fund***
- ***Special Revenue Funds***
- ***Debt Service Funds*** and
- ***Capital Project Funds***

The financial measurement focus for governmental funds is on the determination of the change in spendable financial resources, rather than upon determination of net income.

- **General Fund**

The General Fund serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund.

#### **General Fund**

Accounts for the general operations of the City including Library, Police, Fire, Public Works, Municipal Court, Planning, and the General Administrative business support activities.

- **Special Revenue Funds**

Special revenue funds account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specific purposes.

#### **Building Code Fund**

Accounts for the cost of building permit and inspection services, through the dedicated revenues generated in providing these services. As a result of Senate Bill 587, revenues from building permit fees are required to be used only for the administration and enforcement of the State Building Code.

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

Required by federal law to account for receipt and expenditure of Community Development Block Grant funds.

**Fire Local Option Levy Fund**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced fire services as well as houses the expenditures made for the increased services.

**Jail Operations Fund**

Established in FY08, the fund accounts for revenues and expenditures associated with the operations of the Springfield Jail.

**Police Local Option Levy Fund**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced police services as well as houses the expenditures made for the increased services.

**Riverbend Development Fund**

Established in FY03, this fund accounts for the revenues received and expenditures made on behalf of the long term project identified as the Riverbend Development Project.

**Special Revenue Fund**

Accounts for receipt of transient room taxes dedicated to the University of Oregon Hayward Field renovation, receipt of telephone tax dedicated to the 911 program and grant activities.

**Street Fund**

Required by state law for receipt and expenditure of state shared gas tax. One percent of gas tax is required to be spent on bicycle facilities.

**Transient Room Tax Fund**

Accounts for the receipt of transient room taxes, hotel and motel, and for expenditures that will enhance tourism.

- **Debt Service Funds**

Debt service funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Bancroft Redemption Fund**

Accounts for assessment bond debt service payments; supported by property owners' principal and interest payments assessed in the past.

**Bond Sinking Fund**

Accounts for payments on City debt including general obligation bonds supported by property taxes.

**Regional Wastewater Debt Service Fund**

Established in FY08, this fund accounts for revenue bond payments supported by regional wastewater (MWMC) revenues.

- **Capital Project Funds**

Capital project funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds)

**Development Assessment Fund**

Accounts for the cost of local public improvements (supported by assessments to benefiting properties) to construct streets, storm sewers, sidewalks, street lighting, sewers and other public improvement projects.

**Development Projects Fund**

Accounts for the cost to construct streets, facilities and other public improvements; supported by system development charges, grants, contracts, and capital reserves. Projects funded by assessments are excluded from this fund and are accounted for in separate funds.

**Drainage Capital Project Fund**

Accounts for storm sewer (drainage) capital improvement costs supported by drainage system connection fees and by storm sewer user fees through transfers from the Drainage Operating Fund.

**G. O. Bond Capital Projects Fund**

Accounts for the cost of capital projects and improvements financed by general obligation (G.O.) bonds.

**Police Building Bond Capital Project Fund**

To account for costs to construct a new municipal building to house the Police Department, Municipal Court, City Prosecutor and a city jail. Financing will be provided by issuance of debt.

**Regional Wastewater Revenue Bond Capital Projects Fund**

Established in FY08, this fund accounts for regional wastewater (MWMC) capital projects funded by MWMC revenue bond receipts.

**Regional Wastewater Capital Fund**

Accounts for regional sewer capital improvement costs supported by sewer user fees, through transfers from the Regional Wastewater Operation Fund, and proceeds of debt issuance.

**SDC Local Storm Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for capacity-increasing public storm drainage improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Reimbursement Fund**

Established in July, 2005 (FY06), this fund accounts for public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Reimbursement Fund**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Improvement Fund**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public transportation improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Reimbursement Fund**

Established in July, 2005 (FY06), this fund accounts for public transportation improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**Sewer Capital Projects Fund**

Accounts for sewer capital improvement costs supported by sewer connection fees and by sewer user fees through transfers from the Sewer Operating Fund.

**Street Capital Fund**

Established as of July, 2002 (FY03), this fund accounts for transportation capital improvement costs. Costs are supported by transfers from the Street Operating Fund.

***Proprietary Fund Category***

Proprietary Funds are used to account for the City’s ongoing activities which are similar to those often found in the private sector and include

- ***Enterprise Funds*** and
- ***Internal Service Funds***

The focus of financial measurement for proprietary funds is on the determination of net income, financial position and changes in financial position.

- **Enterprise Funds**

Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. An enterprise program is managed much like a business in that it is self-supporting in nature.

**Ambulance Fund** (formerly Emergency Medical Service Fund)

Accounts for the cost of emergency medical services, ambulance and medic supported by user fees and subscription memberships in the FireMed Program.

**Booth-Kelly Fund**

Accounts for the cost of the improvements and operating expenses of the Booth-Kelly Center; program supported through grants and revenue generated by the leasing of commercial space to local industry.

**Drainage Operating Fund**

Accounts for operations and maintenance costs of the local public storm drainage system supported by local storm drainage fees.

**Regional Fiber Consortium Fund**

Accounts for the financial affairs of the Regional Fiber Consortium. The Regional Fiber Consortium is an intergovernmental entity which manages the operation costs of the Fiber Consortium; supported by membership dues and franchise fees.

**Regional Wastewater Fund**

Accounts for the financial affairs of the Metropolitan Wastewater Management Commission (MWMC). The MWMC is an intergovernmental entity which manages the construction, operations and maintenance costs of the regional sewer system; supported by grants and regional sewer user fees.

**Sewer Operations Fund**

Accounts for operations and maintenance costs of local sanitary and storm sewer systems supported by local sewer user fees.

- **Internal Service Funds**

Internal service funds account for the financing of goods and services provided by one department to another department on a cost-reimbursement basis.

**Insurance Fund**

An internal service fund that accounts for risk management, property/casualty insurance premium, damage claim and employee benefit costs; supported by service charges to departmental operating budgets.

**Vehicle and Equipment Fund**

A sinking fund for the future replacement of vehicles and major equipment; supported by charges to departmental operating budgets.

**SDC Administration Fund**

Established in July, 2005 (FY06), this fund accounts for activities supporting setting methodologies for, calculation, planning and accounting for System Development Charges. Financing is provided by administrative fees charged on SDCs and administrative fees charged to SDC Capital Projects funds.

## DESCRIPTION OF FUNDS

A fund is a separate budgeting and accounting entity with balancing appropriations and estimated revenues. All of the City's funds are briefly described below:

**Ambulance Fund (615):**

Accounts for the cost of emergency medical services, ambulance and medic supported by user fees and subscription memberships in the FireMed Program.

**Bancroft Redemption Fund (305):**

Accounts for assessment bond debt service payments; supported by property owners' principal and interest payments assessed in the past.

**Bond Sinking Fund (306):**

Accounts for payments on City debt including general obligation bonds supported by property taxes.

**Booth-Kelly Fund (618):**

Accounts for the cost of the improvements and operating expenses of the Booth-Kelly Center; program supported through grants and revenue generated by the leasing of commercial space to local industry.

**Building Code Fund (224):**

Accounts for the cost of building permit and inspection services, through the dedicated revenues generated in providing these services. As a result of Senate Bill 587, revenues from building permit fees are required to be used only for the administration and enforcement of the State Building Code.

**Community Development Block Grant Fund (CDBG) (210):**

Required by federal law to account for receipt and expenditure of Community Development Block Grant funds.

**Development Assessment Fund (419):**

Accounts for the cost of local public improvements (supported by assessments to benefiting properties) to construct streets, storm sewers, sidewalks, street lighting, sewers and other public improvement projects.

**Development Projects Fund (420):**

The fund is used to account for costs of constructing and improving city-owned buildings and for infrastructure projects with shared funding. Financing is provided by pre-1991 system development charges, grants, contracts, intergovernmental revenues and other non-recurring revenues.

**Drainage Capital Projects Fund (425):**

Accounts for storm sewer (drainage) capital improvement costs supported by stormsewer connection fees and by storm sewer user fees through transfers from the Drainage Operating Fund.

**Drainage Operating Fund (617):**

Accounts for operations and maintenance costs of local stormsewer (drainage) systems supported by stormsewer user fees.

**Fire and Life Safety Local Option Levy Fund (235):**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced fire services as well as houses the expenditures made for the increased services.

**General Fund (100):**

Accounts for the general operations of the City including Library, Police, Fire, Public Works, Municipal Court, Planning, Building and General Administrative business support activities.

**G.O. Bond Capital Projects Fund (427):**

Accounts for the cost of capital projects and improvements financed by general obligation (G.O.) bonds. A \$12.7 million general obligation bond measure was passed by the voters on November 7, 1995.

**Insurance Fund (707):**

An internal service fund that accounts for risk management, property/casualty insurance premium, damage claim and employee benefit costs; supported by service charges to departmental operating budgets.

**Jail Operations Fund (202):**

Established in FY08, this fund accounts for revenues and expenditures associated with the operations of the Springfield Jail.

**Police Building Bond Capital Project Fund (428):**

The fund is used to account for costs of constructing a Justice Center. Financing consists of bond proceeds.

**Police Local Option Levy Fund (236):**

Accounts for the receipt of the local option levy passed in November, 2002 and effective for FY04 through FY07 to provide funding for enhanced police services as well as houses the expenditures made for the increased services.

**Regional Fiber Consortium Fund (629):**

Accounts for the financial affairs of the Regional Fiber Consortium. The Regional Fiber Consortium is an intergovernmental entity which manages the operation costs of the Fiber Consortium; supported by membership dues and franchise fees.

**Regional Wastewater Fund (612):**

Accounts for the financial affairs of the Metropolitan Wastewater Management Commission (MWMC). The MWMC is an intergovernmental entity which manages the construction, operations and maintenance costs of the regional sanitary sewer system; supported by grants and regional sanitary sewer user fees.

**Regional Wastewater Capital Fund (433):**

Accounts for regional sanitary sewer capital improvement costs supported by sewer user fees, other user fees, reimbursement system development charges (SDCs) and County Service District contributions through transfers from the Regional Wastewater Operation Fund.

**Regional Wastewater Debt Service Fund (312):**

Established in FY08, the fund accounts for revenue bond payments supported by regional wastewater (MWMC) revenues.

**Regional Wastewater Revenue Bond Capital Projects Fund (412):**

Established in FY08, this fund accounts for regional wastewater (MWMC) capital projects funded by MWMC revenue bond receipts.

**SDC Administration Fund (719):**

An internal service fund that accounts for activities supporting setting methodologies for, calculating, planning, and accounting for System Development Charges. Financing is provided by administrative fees charged on SDCs and administrative fees charged to SDC Capital Projects funds.

**SDC Local Storm Improvement Fund (440):**

Established in July, 2005 (FY06), this fund accounts for capacity-increasing public storm drainage improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Storm Drainage Reimbursement Fund (441):**

Established in July, 2009 (FY10), this fund accounts for public storm drainage improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Reimbursement Fund (442):**

Established in July, 2005 (FY06), this fund accounts for public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Local Wastewater Improvement Fund (443):**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Reimbursement Fund (444):**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) public sanitary sewer improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Regional Wastewater Improvement Fund (445):**

Established in July, 2005 (FY06), this fund accounts for regional (MWMC) capacity-increasing public sanitary sewer improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Reimbursement Fund (446):**

Established in July, 2005 (FY06), this fund accounts for public transportation improvements supported by reimbursement system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**SDC Transportation Improvement Fund (447):**

Established in July, 2005 (FY06), this fund accounts for local capacity-increasing public transportation improvements supported by system development charges. Financing is provided by charges paid by developers for new construction, as allowed by law.

**Sewer Capital Projects Fund (409):**

Accounts for sanitary sewer capital improvement costs supported by sanitary sewer connection fees and by sanitary sewer user fees through transfers from the Sewer Operations Fund.

**Sewer Operations Fund (611):**

Accounts for operations and maintenance costs of local sanitary sewer systems supported by local sewer user fees.

**Special Revenue Fund (204):**

Accounts for receipt of transient room taxes dedicated to the University of Oregon Hayward Field renovation, receipt of telephone tax dedicated to the 911 program and Development Services Department's grants.

**Street Fund (201):**

Required by state law for receipt and expenditure of state shared gas tax. One percent of gas tax is required to be spent on bicycle facilities.

**Street Capital Fund (434):**

Accounts for transportation capital improvement costs. Costs are supported by transfers from the Street Operating Fund.

**Transient Room Tax Fund (208):**

Accounts for the receipt of transient room taxes, hotel and motel, and for expenditures that will enhance tourism.

**Vehicle and Equipment Fund (713):**

A sinking fund for the future replacement of vehicles and major equipment; supported by charges to departmental operating budgets.

## **DESCRIPTIONS OF BUDGET TERMS**

### **Ad Valorem Tax**

- A tax based on the assessed value of a property.

### **Adopted Budget**

- Financial plan which forms the basis and limits for appropriations and is adopted by the City Council.

### **Appropriation**

- Legal authorization granted by the City Council for spending a specific amount of money for a specific purpose during a specific period of time.

### **Assessed Valuation (AV)**

- The value set on taxable property as a basis for levying property taxes.

### **Assessment**

- Any fee, charge or assessment that does not exceed the actual cost incurred by a unit of government for design, construction, and financing of local improvements such as street paving, sidewalks, and sewers.

### **Assets**

- Resources having a monetary value and that are owned or held by an entity.

### **Beginning Cash Balance**

- Includes unexpended resources from the previous years. A portion of these resources will appear in the Reserve balances of City funds. Reserves are dedicated and non-dedicated. The non-dedicated reserves portion is the amount available to fund City operations. For the General Fund and in some of the Special Revenue funds, reserves must fund operations until the first receipt of taxes, which may be as late as six months into the fiscal year.

### **Bond or Bond Issue**

- A certificate of debt guaranteeing payment of the original investment plus interest on specific dates.

### **Budget Committee**

- Fiscal planning board of the City consisting of City Council members plus an equal number of lay members appointed by the Council.

### **Budget Document**

- A written report showing a government's comprehensive financial plan for a specified period, usually one year, which includes both the capital and operating budgets.

### **Budget Message**

- Written explanation of the budget and the City's financial priorities for the next fiscal year; prepared by the City Manager

### **Budget Officer**

- Person appointed by the City Council to assemble the budget; for the City of Springfield the City Manager serves in this role.

### **Budget Review Team**

- Team consisting of the City Manager, Assistant City Manager, Finance Director and the Budget Manager.

### **Capital Budget**

- The City's budget for projects, major repairs, and improvements or additions to the City's fixed assets (streets, sidewalks, traffic signals, sewers, drainage and buildings.)

### **Capital Improvement**

- A term defined in ORS 310.410(10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life longer than one year.

### **Capital Improvement Program (CIP)**

- A major budgeting and planning tool through which needed capital projects are identified, evaluated, priced and discussed with the general public and the Budget Committee.

### **Capital Outlay**

- City policy requires the use of capital outlay for capital items with a cost of \$5,000 or more. It also allows, but does not require, the use of capital outlay for capital items which cost less than \$5,000.

### **Capital Projects**

- Major repairs, improvements or additions to the City's fixed assets, including rental property. (Streets, sidewalks, traffic signals, sewers, drainage and buildings, etc.)

### **Cash Basis**

- A basis of accounting under which transactions are recognized only when cash changes hands.

### **Cash Carryover**

- Cash that is remaining after subtracting prior year's actual expenditures from prior year's total resources. Cash carryover is classified as revenue. Referred to as Beginning Cash Balance.

### **Charges for Service**

- Includes a wide variety of fees charged for services provided to the public and other agencies.

### **Comprehensive Annual Financial Report (CAFR)**

- The annual audited results of the City's financial position and activity.

### **Contingency**

- A special appropriation set aside for unforeseen and unplanned expenses. Contingencies may not be spent without approval by resolution of the City Council.

### **Debt Service**

- The payment of general long-term debt, consisting of principal and interest.

### **Electors**

- A qualified voter who has the right to vote for the adoption of any measure.

### **Encumbrance**

- A contractual commitment for which the payment is contingent upon the future delivery of specified goods or services.

### **Encumbrance Cash Balance**

- A cash carryover which is used as a resource to provide funds for prior year items which are re-budgeted in the new fiscal year.

### **Ending Working Capital**

- Funds which allow the City to meet current cash flow requirements, shortfalls in revenue, or unexpected demands until tax revenue are available.

### **Enterprise Funds**

- Funds that are usually self-supporting and are operated and financed in a manner that is similar to private business enterprises. Enterprise funds are usually financed through some type of user charges.

### **Executive Team**

- The team consisting of the department executive directors, the Assistant City Manager and the City Manager.

### **Fines and Forfeitures Revenue**

- Includes fines charged for traffic citations, library fines and fines for City Code violations.

### **Fiscal Year**

- Twelve month period from July 1 to June 30 of the following year.

### **Fixed Assets**

- Assets with a long-term character such as land, buildings, streets and major equipment.

### **Full time Equivalent (FTE)**

- A full-time position is one that is 40 hours per week for the entire fiscal year and is designated as 1.0 FTE.

### **Fund**

- A budgetary and accounting entity with balancing revenues and appropriations.

### **Fund Balance**

- The difference between a fund's *resources* and its *requirements*. In budget years, the resources must equal requirements. In actual years, the difference between resources and requirements is the fund balance's Ending Working Capital.

### **Generally Accepted Accounting Procedures (GAAP)**

- Standards established by the American Institute of Certified Public Accountants for the conduct and reporting of financial audits.

### **General Government Tax Rate**

- A category of tax rate defined by State of Oregon Ballot Measure 5. It includes revenues raised to fund general government operations, such as cities, counties and special districts. The total rate of tax for all entities on this category is limited to \$10 per \$1,000 of real market value.

### **General Obligation Bonds**

- Form of debt that is backed by the taxing power of the City of Springfield. General obligation bonds are issued to provide the capital needed to build structures and improvements that will be used by the entire community.

### **Governing Body**

- City Council, board of trustees, board of directors, or other governing board of a local government.

### **HOME**

- A grant supported program with the purpose of developing viable urban communities by providing decent, safe and affordable housing for persons of low income.

### **Impact Fees**

- Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development (e.g., parks or sidewalks). See also System Development Charges.

### **Infrastructure**

- Public domain fixed assets such as roads, bridges, streets and sidewalks and similar assets that are immovable and of value only to the government unit.

### **Indirect Charges**

- Administrative costs that are incurred in the General Fund to support the operations of other funds. These charges are shown as a reimbursement revenue to the General Fund and an expense in all other funds.

### **Interfund Transfers**

- Appropriation category used in the City's budget resolution which includes amounts distributed from one fund to pay for services provided by another fund. Transfers from the other funds appear as non departmental expenditures called "Interfund Transfers".

### **Intergovernmental Revenue**

- Includes grants from federal, state and local governments as well as state cigarette and liquor taxes.

### **Issue Papers**

- Summary of departments requests for funding of services that are in addition to those services that have historically been funded through the base budget.

### **Levy**

- Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectable payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

### **Licenses and Permits Revenue**

- Includes revenues collected per City ordinance and state law including the collection of fees and franchises.

### **Line Item Budget**

- The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or division.

### **Long Range Financial Projections**

- A multi-year financial projection of revenues and expenditures for the General Fund that is an integral part of the City of Springfield's strategic planning and budget process. These projections enable the Council, Budget Committee and the City staff to evaluate the impact of service level changes, as well as to anticipate the effects of revenue and expenditure trends.

### **Limited Tax General Obligation Bond**

- A bond that is secured by the pledge of a government's taxing authority that is limited as to the rate or amount.

### **Local Budget Law**

- Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

### **Local Option Levy**

- Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 10 years, depending on the purpose of the levy. A local option levy must be approved by a majority of voters at a general election occurring in an even-numbered year, or at any election with at least a 50 % voter turnout.

### **Materials and Services**

- An object classification which includes contractual and other services, consumable materials and supplies, and other operating costs.

### **Measure 5**

- On November 6, 1990, voters of Oregon passed Measure 5, a property tax limitation. Under M5, the combined property tax rate was split into a portion for schools and one for general governments (cities, counties, special districts). The combined rate limit for schools is \$5 per \$1,000 of real market value and the rate for general governments is \$10 per \$1,000 of real market value. These rates are not comparable to the tax rates under Measure 50 because those tax rates are applied to a lower assessed value. See *Assessed Valuation*.

### **Measure 50**

- On May 20, 1997, the voters of Oregon passed Measure 50, which fundamentally changed the Oregon property tax system. Under M50, each jurisdiction was assigned a permanent tax rate limit. In addition the assessed value of each property was reduced in Fiscal Year 1998 and future increases in assessed value were capped. See Assessed Valuation and Permanent Tax Rate.

### **Millage**

- An increment of taxation measured in units of one-tenth of one cent or 0.001 of one dollar. Millage is the rate used in calculating taxes based upon the value of property, expressed in mills per dollar of assessed value.

### **Miscellaneous Receipts**

- Includes the total revenue from assessments.

### **Miscellaneous Revenue**

- Includes a variety of miscellaneous revenues received by the City, the most significant being Special Assessments. In the budget document, miscellaneous revenues are more detailed in the "Combined Statement of Revenues, Expenditures and Changes in Fund Balance Statement". (See Financial Summaries and Statistics section of this document.)

### **Modified Accrual**

- Basis of accounting in which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received, except for material and/or available revenues that should be accrued to reflect taxes levied or revenue earned.

### **Non-Department Budget**

- The part of the budget summarizing expenditures or reductions to reserve accounts that are not associated with, nor under the authority of, a department budget, including interfund transfers, reserves, contingency, unappropriated fund balance, debt service payments, miscellaneous fiscal transactions, and statutory payments. See Non Department Expenditure.

### **Non-Department Expenditure**

- Non department identified expenditures of a fund that are not associated with, nor under the authority of, a department budget, including debt service, interfund transfers, contingency, reserves, balance available and unappropriated fund balance.

### **Non-Operating Budget**

- Part of the budget composed of the Insurance Fund and fiscal transactions (interfund transfers, reserves, contingency, unappropriated fund balance, insurance premiums and debt service payments.)

### **Objective**

- The course of action to obtain a stated goal.

### **Operating Budget**

- The day to day departmental and program operating costs of the City. Includes expenditures for personal services, materials and services and capital outlay only.

### **Overlapping Tax Rate**

- The tax rate paid to several governments, such as a city, county and school district.

### **Permanent Tax Rate**

- Under Measure 50, each school district, local government and special district was assigned a permanent tax rate limit in FY98. This permanent tax rate applies to property taxes for operations. The City of Springfield's permanent tax rate is \$4.7403 per \$1,000 of assessed value.

### **Personal Services**

- Object classification for costs of employees, including salary, overtime, taxes and benefits.

### **Property Tax**

- A tax assessed equally against the assessed value of all taxable property within a government's boundaries. The first receipt of property taxes usually occurs in November or December of each year.

### **Proposed Budget**

- A financial and operating program prepared by the City Manager and submitted to the public and the Budget Committee for review.

### **Real Market Value**

- The real market value of a property was defined under Measure 50 to be the amount of cash that could reasonably be expected to be paid by an informed buyer to an informed seller, each acting without compulsion in an arm's length transaction occurring as of the assessment date for the tax year.

### **Reserves**

- An accumulation of funds for a specific future purpose. Reserves may only be spent by resolution of the City Council.

### **Resolution**

- A special or temporary order of a legislative body requiring City Council action.

### **Revenue**

- Funds received by the City from either tax or non-tax sources.

### **Special Assessment**

- Charges imposed against property in a particular locality because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large. Special assessments must be apportioned according to the value of the benefit received, rather than the cost of improvement and may not exceed the value of such benefit.

### **Special Assessment Bond**

- A bond issue payable from the payments on special assessments imposed against properties that have been specially benefited by the construction of public improvements, such as sidewalks or sewer systems.

### **Supplemental Budget**

- Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget may not increase the tax levy.

### **System Development Charge (SDC)**

- Designed to finance the construction, extension, or enlargement of a park, street, storm sewer or sewerage or disposal system. SDC's are imposed by a governmental unit as a condition to issuance of any occupancy permit or imposed by a governmental unit at such other time as, by ordinance, it may determine.

### **Tax**

- Compulsory charges levied by a government for the purpose of raising revenue. Taxes are used to pay for services or improvements provided for the general public benefit.

### **Tax Levy**

- The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

### **Tax Rate**

- The amount of tax stated in terms of a unit of the tax base, for example \$6.00 per \$1,000 of assessed value of taxable property.

### **Tax Revenue**

- Includes property taxes, local fuel taxes, 911 taxes, and hotel and motel room taxes.

### **Tax Roll**

- The official list showing the amount of taxes levied against each property. The Lane County Department of Assessment and Taxation compiles and maintains the tax roll for the City of Springfield.

### **Unappropriated Balance**

- An amount set aside as cash working capital for the next year's budget. Funds designated as unappropriated may not be spent within the current year.

### **Use of Money and Property Revenue**

- Includes a variety of revenues including interest on the City's investments and assessments.

### **User Fees**

- Charges or fees established to recover part or all of the costs incurred in the provision of services by a government; based on the philosophy that the recipient of the benefit should pay for the services. Also called charges for service.

## BUDGET ACRONYMS AND ABBREVIATIONS

<b>ACWA</b>	Association of Clean Water Agencies
<b>ADA</b>	Americans with Disabilities Act
<b>ADMIN</b>	Administration
<b>AIRS</b>	Area Information Records System
<b>A/R</b>	Accounts Receivable
<b>AV</b>	Assessed Value
<b>BAN</b>	Bond Anticipation Note
<b>BLM</b>	Bureau of Land Management
<b>BPA</b>	Bonneville Power Administration
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CDAC</b>	Community Development Advisory Committee
<b>CDBG</b>	Community Development Block Grant
<b>CDC</b>	Community Development Corporation
<b>CIP</b>	Capital Improvement Program
<b>CMO</b>	City Manager's Office
<b>CPI</b>	Consumer Price Index
<b>DARE</b>	Drug Abuse Resistance Education
<b>DLCD</b>	Department of Land Conservation and Development
<b>DP</b>	Data Processing
<b>DPW</b>	Development & Public Works Department
<b>DUII</b>	Driving Under the Influence of Intoxicants
<b>ED</b>	Economic Development
<b>EEO</b>	Equal Employment Opportunity

<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>EPA</b>	Environmental Protection Agency
<b>EWEB</b>	Eugene Water and Electric Board
<b>FIREMED</b>	Ambulance Membership Program
<b>FLS</b>	Fire and Life Safety
<b>FMLA</b>	Family and Medical Leave Act
<b>FRS</b>	Federal Revenue Sharing
<b>FTE</b>	Full-Time Equivalent Employee
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principals
<b>GFOA</b>	Government Finance Officers Association
<b>GRAC</b>	Glenwood Redevelopment Advisory Committee
<b>HAZ-MAT</b>	Hazardous Materials
<b>HOME</b>	Home Investment Partnership Program
<b>HR</b>	Human Resources Department
<b>HUD</b>	Housing and Urban Development
<b>ICMA</b>	International City Managers Association
<b>I/I</b>	Inflow and Infiltration
<b>IT</b>	Information Technology Department
<b>JR / YA</b>	Junior / Young Adult
<b>LAN</b>	Local Area Network
<b>LCC</b>	Lane Community College
<b>LCDC</b>	Land Conservation and Development Commission

<b>LCJ</b>	Lane County Jail
<b>LCOG</b>	Lane Council of Governments
<b>LOC</b>	League of Oregon Cities
<b>LRAPA M5</b>	Lane Regional Air Pollution Authority Measure 5 – Tax Limitation Measure
<b>M50</b>	Measure 50 – Tax Limitation Measure
<b>MGMT</b>	Management
<b>M&amp;S</b>	Materials and Services
<b>MWMC</b>	Metropolitan Wastewater Management Commission
<b>NLC</b>	National League of Cities
<b>OCLC</b>	On-line Computer Library Center
<b>ODOT</b>	Oregon Department of Transportation
<b>O&amp;M</b>	Operations and Maintenance
<b>ORS</b>	Oregon Revised Statutes
<b>OSPWF</b>	Oregon Special Public Works Fund
<b>OTIA</b>	Oregon Transportation Improvement Act
<b>PS</b>	Personal Services
<b>P / T</b>	Part-time position
<b>SCUSA</b>	Springfield Comprehensive Urbanization Study and Annexation
<b>SDC</b>	System Development Charges
<b>SEDA</b>	Springfield Economic Development Agency
<b>SHOP</b>	Springfield Home Ownership Program
<b>SHPO</b>	State Historic Preservation Office
<b>SOPP</b>	Standard Operating Procedure Policy

<b>SRF</b>	State Revolving Fund
<b>SUB</b>	Springfield Utility Board
<b>TCV</b>	True Cash Value
<b>TDD</b>	Telecommunications Device for the Deaf
<b>UB or UEFB</b>	Unappropriated Balance / Unappropriated Ending Fund Balance

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