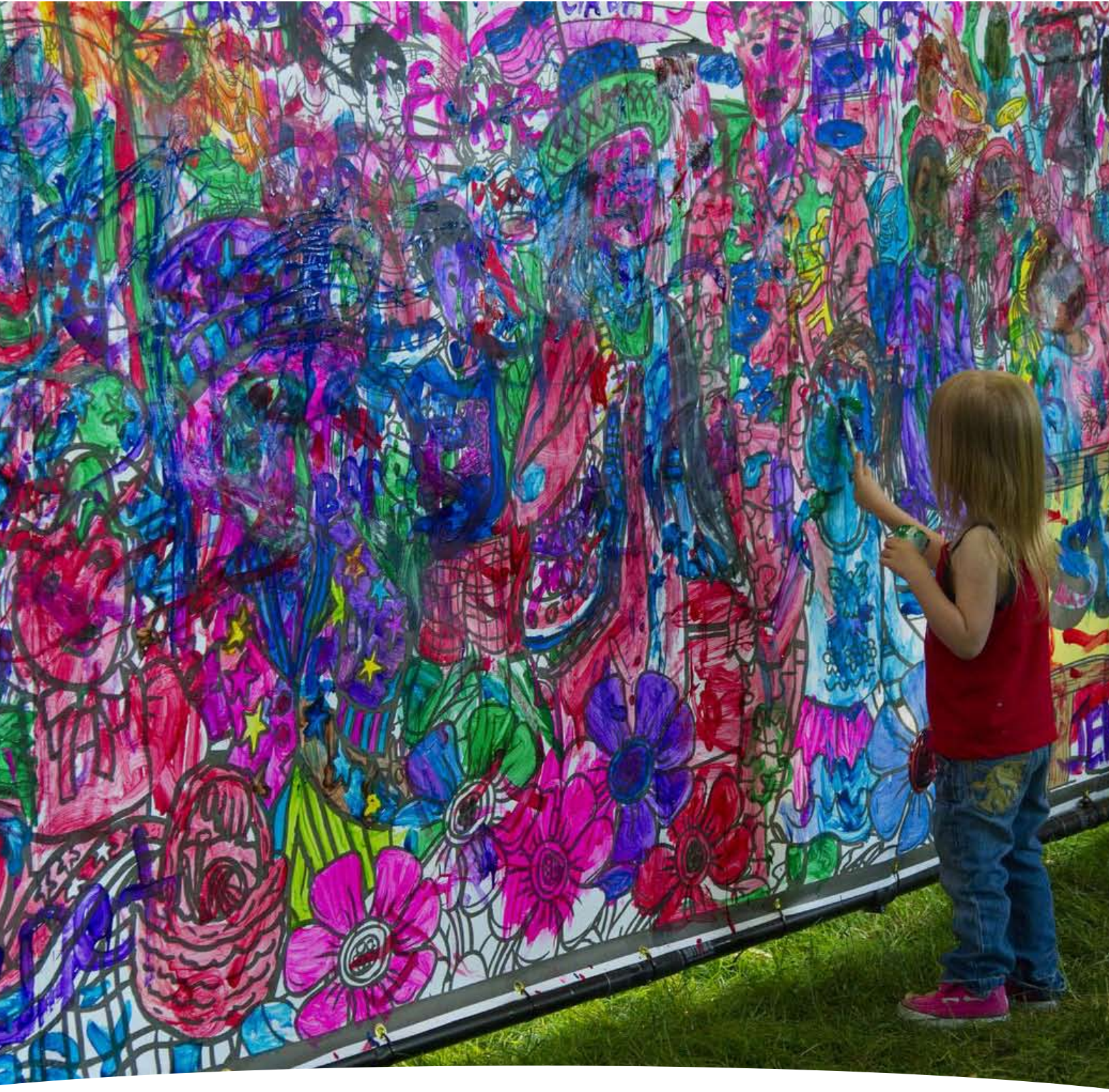

City of Springfield, Oregon
FY 14 Proposed Budget

www.springfield-or.gov

CITY OF SPRINGFIELD
Proposed Budget – FY14

Christine L. Lundberg
Mayor

Members of the Budget Committee

Council Members:	Ward	Public Members:
Sean Van Gordon	1	Chris Stole
Hillary Wylie	2	Terry Buck
Sheri Moore	3	Pat Mahoney
Dave Ralston	4	Open
Marilee Woodrow	5	Diana Alldredge
Bob Brew	6	Paul Selby

Gino Grimaldi
City Manager

Jeff Towery
Assistant City Manager

City Executive Team

Bob Duey	-	Finance Director
Robert Everett	-	Library Director
Len Goodwin	-	Development & Public Works Director
Rod Lathrop	-	Information Technology Director
Niel Laudati	-	Community Relations Manager
Randy Groves	-	Fire Chief
Rick Lewis	-	Interim Chief of Police
Greta Utecht	-	Human Resources Director

Acknowledgments

Special thanks go to the following individuals for their assistance with the compilation of the FY13 Adopted Budget Document.

Budget Review Team:	Gino Grimaldi, City Manager Jeff Towery, Asst. City Manager Bob Duey, Finance Director Paula Davis, Budget Analyst
Preparation of the Budget Document:	Paula Davis, Budget Analyst
Department Budget Coordinators:	Kathy Cunningham, Legal & Judicial Services Mike Harman, Police Department Rod Lathrop, Information Technology Department Rhonda Rice, Development & Public Works Department Jana Sorenson, Fire and Life Safety Department Debbie Steinman, Library Department Julie Wilson, City Manager's Office Greta Utecht, Human Resources Director
Finance Department Staff:	Meg Allocco, Accountant Nathan Bell, Accountant & Audit Supervisor Andrew Bemiller, Accounting Tech David Held, Clerk 2 Jayne McMahan, Procurement Analyst Sally McKay, Accountant Allison Rich, Payroll Technician Vahana Nekebit, Accounting Tech
Budget System Support:	Kerrie Miller, Programmer Analyst 3

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.

SPRINGFIELD
OREGON

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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 $90,262,904 makes up 29.4% 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 $28,658,694 makes up 9.3% 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 $188,215,250 makes up 61.3% 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.

CITY OF SPRINGFIELD

CITY MANAGER'S OFFICE

SPRINGFIELD OREGON

225 FIFTH STREET
SPRINGFIELD, OR 97477
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www.springfield-or.gov

Budget Message 2014

It is my pleasure to present the city of Springfield's Fiscal Year 2014 budget.

The recommended Fiscal Year 2014 budget is a budget that is fiscally prudent and responsive to today's economic challenges. It makes high priority investments in the community, continues to moving us forward in the direction established by our citizens through the Mayor and Council and positions the organization to be responsive to improvements in the local economy. High priority services are maintained without the need for significant new revenue sources.

The economic recovery at the national level has been slow and the recovery in Oregon and Springfield has lagged behind most areas of the country. As a result, revenue has increased modestly and has not kept pace with increasing demands for services as well as the need to reinvest in the community's streets, buildings and other important infrastructure. As anticipated, retirement costs have increased significantly as the result of poor investment returns of the Public Employees Retirement System (PERS) and the City's retirement plan for police personnel. These retirement costs have increased $1.2 million in Fiscal Year 2014.

Unfortunately, these and other financial pressures once again put the city organization in a position to have to reduce expenditures in the current fiscal year (Fiscal Year 2013) in order to lessen the expenditure reductions needed to balance the Fiscal Year 2014 budget. The recommended Fiscal Year 2014 budget is a balanced budget. The task to balance the budget becomes increasingly difficult without any meaningful economic recovery. In past years, under the leadership of the Mayor and City Council and with the support of the Budget Committee, expenditures have been reduced without significantly impacting services that are most important to the citizens of Springfield. This has been accomplished through innovation, dramatic changes in how city business is conducted and by controlling the largest portion of the city budget which is wages and fringe benefits. City employees have helped with the effort by agreeing to wage freezes and staying healthier keeping health costs in check.

Since fiscal year 2009, approximately 61 positions have been eliminated. These positions represent an annual loss of approximately 126,880 hours of service to the citizens of Springfield. The impact to the community, as the result of the loss of hours of service, was lessened due to workload reductions associated with decreases in development activity, the reorganization of the former Public Works and Development Services Departments into a single department (Development and Public Works), the merger of Springfield Fire & Life Safety with the Eugene Fire Department, expenditure reductions in areas not directly linked to services to the community and changes in how work is performed.

The city organization strives to continuously improve in order to reduce costs or lessen the impact of staff reductions. Despite these efforts, each year it has become increasing difficult to absorb budget reductions without impacting services. Funding for the Lane Regional Air Pollution Authority and funding for positions in Police, Fire and Life Safety and Information Technology, are not included in the

recommended budget. Funding for the Metro Partnership, a regionally funded economic development organization, has been reduced from $50,000 to $25,000. With the exception of the elimination of a Deputy Fire Marshall position, the position reductions are the results of vacancy management. Vacancy management is the recognition of the savings that occur between a vacancy in a position and the actual filling of positions. The filling of vacancies will occur in a way to make sure the projected savings occur. This could impact service delivery but it is anticipated that the impact will be minimal. Overall, the recommend budget eliminates 2 positions and holds 3.5 positions vacant.

The recommended budget has been prepared based on the goals of the Mayor and City Council (Attachment 31), staff's interpretation of community priorities based on previous discussions of the Budget Committee as well as community surveys and feedback. Preparing a budget reflecting community priorities is an art, not a science. Your review and recommendations to the Mayor and City Council will help make sure the budget ultimately adopted is an accurate reflection of community priorities.

The recommended Fiscal Year 2014 budget makes important investments in the future of the community. The following are a few examples:

- 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 main driver behind this project is section of the system that is comprised of a corrugated metal arch pipe installed in the late 1950s and early 1960s that has reached the end of its useful life and is showing signs of corrosion and minor failures

- "A" Street Overlay and Thurston Road Overlay

  Although local funds remain unavailable, federal funds are being used to overlay and repair structural deficiencies on "A" Street from 5th Street to Mill Street and Thurston Road from 69th Street east to the City Limits. We will also add pedestrian scale lighting to "A" Street and update pedestrian access ramps on Thurston Road.

- Asset Management System Replacement

  This project will replace outdated and failing Geographic Information Systems and Facilities Management systems that manage electronic inventories of City infrastructure and provide reliable and well integrated information for asset management and mapping functions. These systems are critical to planning, designing, constructing and operating City facilities valued at approximately one billion dollars.

- Glenwood Refinement Plan

  In 2008, the Springfield City Council began an update of the Glenwood Refinement Plan. Over the course of nearly four years, City staff collaborated with partner agencies and

stakeholders on a comprehensive planning process that included visioning, feasibility, analysis, physical planning and design. The Phase I Glenwood Refinement Plan, which establishes a preferred outcome for the Glenwood Riverfront, has been adopted by the City and the County. It is now under appeal to the Land Use Board of Appeals by a dissatisfied property owner. Phase II of the update will began following resolution of the appeal.

- Glenwood Connector Path and Extension

  This project will extend the existing south bank multi-use path along the Willamette River on a partial viaduct bridge between Franklin Blvd. and the river, under the new I-5 Bridges east to the Oldham Crane parcel. The Project is funded by ODOT with $1.8 million in Oregon Transportation Investment Act 3 Bridge Funds, donated materials and ODOT Transportation Enhancement funding dedicated to ODOT projects. The viaduct portion is currently being constructed and the path extension is in final design stage.

- Franklin Boulevard

  Franklin Boulevard Reconstruction – The City has secured $1.2 million in a combination of Metropolitan Planning Organization, Springfield Economic Development Agency, Transportation System Development Charges and Lane Transit District funds to complete the required documentation under the National Environmental Policy Act (NEPA) prior to project development and delivery. The NEPA process is underway, with the first step to clarify design elements and potential environmental impacts in order to reach agreement with Federal Highway Administration and Oregon Department of Transportation on the necessary level of environmental documentation. 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 recently made application to the Statewide Transportation Improvement Program for funding and will match that with additional funding from an Oregon Transportation Infrastructure Bank loan to construct a Phase 1 improvement from the Franklin/McVey intersection to a logical terminus to the west. Construction is anticipated in 2016.

- Transportation System Plan

  In 2009 the City Council initiated a transportation plan update to create a standalone Springfield Transportation System Plan (TSP) as a replacement for the City's adoption of TransPlan as its TSP in 2002. This project addresses Springfield-specific transportation policies and street standards, assesses existing and future conditions and identifies system gaps, and prioritizes local and state system projects for implementation as funding becomes available. The TSP project is well underway with completion and adoption set for late summer/fall 2013.

- 2030 Refinement Plan

  Staff continue to work on the Springfield 2030 Refinement Plan (SRP), which will provide updated land use plans and policies to guide and support attainment of the community's livability and economic prosperity goals for a 20-year period. The city-wide SRP refines and augments the plan diagram and plan policies in Eugene-Springfield Metropolitan Area General Plan (Metro Plan) for the area east of Interstate 5 Highway while continuing to rely upon the acknowledged Metro Plan. The first sections of the SRP are focused on development of land for housing, employment and commerce. In August 2011, Springfield's separate Urban Growth Boundary (UGB) and SRP Residential Land Use and Housing Element were acknowledged. This year, the City Council is continuing their review and discussion of the draft Economic and Urbanization Elements of the Plan, including a proposal to expand the UGB to add Employment Opportunity sites. Amendments to the Springfield Development Code to implement the SRP are being developed and processed concurrently. Future SRP sections will establish the SRP Plan Diagram and the Land Use and Urban Design Element to refine and update Springfield's land use designations throughout the City.

- Jasper Trunk Line Extension

  With the completion of Phase II of the Bob Straub Parkway, development interest in the Jasper/Natron area has increased and this project has been a City priority to facilitate future development. The sewer line will provide a wastewater sewer line to serve new development in the area and will ultimately decommission three existing wastewater pump stations.

  In FY 2012 the project was divided into four separate construction contracts. Construction on the first phase is complete and construction on the second phase is underway with completion anticipated in the first quarter of FY 2014. Construction of the first phase allowed for the decommissioning of the Lucerne Meadows Pump Station, which was due for major upgrades and construction of the second phase will allow for the decommissioning of two more pump stations. Additionally, the design for the final phases of the project and acquisition of necessary easements will be complete by the end of FY 2013. Construction of phases three and four, which are more directly dependent on the nature of development, are being deferred because the need to construct an extension of the Franklin Boulevard trunk in Glenwood, prior to road rehabilitation, is more urgent. Funding for the project was secured through the issuance of revenue bonds in 2009.

- Franklin Boulevard Trunk Sewer

  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 recent competitive bidding climate has allowed for more work to be

completed with the 2009 revenue bond proceeds than originally estimated. This has allowed funds to be programmed to complete construction of the Franklin Boulevard Sewer Expansion, enabling future growth, while maintaining stability in the user fees. Completion of this project is expected in FY 2015 ahead of a potential Franklin Boulevard reconstruction project.

- Main Street Project: This project includes 5 separate, but coordinated elements, of one overall Main Street Project.

  The Main Street Corridor Vision Plan will engage citizens and stakeholders to identify the community's preferred future for the land uses and transportation systems on Main Street.

  The Main Street-McVey Improved Transit Feasibility Study is a two-phase project that first seeks public and stakeholder input on transit challenges and successes along Main Street and then, if problems are identified, explores transit improvement options to help improve the Main-McVey corridor.

  The Main Street Pedestrian Crossing Project is a collaborative effort between the City of Springfield and Oregon Department of Transportation to implement the six remaining pedestrian crossing projects recommended under the *2010 Main Street Pedestrian Safety Study.*

  The Downtown Demonstration Project is an outcome of the downtown circulation project that will identify and implement initial downtown improvements such as lighting, street furniture, signs, etc., to help stimulate economic development.

  The Smart*Trips* Main Street Project is a comprehensive individual household and business marketing program aimed at increasing biking, walking, use of public transit, and ridesharing through education, incentives and community outreach and events.

- Information technology projects designed to increase efficiency and effectiveness of city services are part of the 2014 recommended budget. The following are some examples:

  Centralized Accounts Payable will decrease the total staff time required to pay bills, move towards a paperless system and improve the timing of payments.

  Implement eRecruit to improve the experience of those seeking employment opportunities with the city of Springfield.

  Creation of a virtual private network will enable more efficient after hours support by allowing staff to access and trouble shoot issues from home. This is very important since operations that rely heavily on computer technology such as Police and Fire & Life Safety operate 24 hours per day, seven days per week

Implement business permit software establishing an online business permitting system allowing easier access by citizens.

Create a secure Wi-Fi resource throughout City Hall and the Justice Center. Implementation benefits ensure access to city files, applications and data without having to physically connect with the computer network.

- Emergency Management

  The proposed budget contains a modest increase in funding available for the emergency management program. This increase, in addition to the dedication of half an existing position in the Development and Public Works Department, will ensure that the city's emergency management plan is kept up-to-date and staff have the appropriate training and tools to respond to emergencies.

The recommended Fiscal Year 2014 budget does not completely meet the needs of the community. In addition, there are investments that could be made to improve services that cannot be made, given the resources that are currently available. As the economy continues to improve, serious consideration will need to be given to increasing expenditures in the following areas:

- City Manager's Office
  - Increase funding for economic development efforts to increase the number of jobs in the community
  - Increase funding for human services including sobering services
  - Restore funding for a part-time clerk
- Finance
  - Funding to allow continued movement towards a paperless environment that would improve staff efficiency and effectiveness
  - One additional position to provide a back-up to the existing payroll position
- Legal/Judicial Services
  - Increased funding for indigent representation in the Municipal Court
- Fire & Life Safety
  - Restoration of the Fire Marshal position eliminated in the recommended budget
- Human Resources
  - One additional position to handle the increased workload related to additional duties/programs taken on by the department over the last several years
- Information Technology
  - One additional position to allow for investments in technology that will improve the efficiency and effectiveness of city services as well as to allow citizens to perform business with the city, without having to come to City Hall
- Library
  - Restore book/materials budget
  - Increase Library hours

- Police
  - Discontinue vacancy management of 2 police officer positions
- Development and Public Works
  - Restore one to two positions in phases to be able to respond to increased activity as the result of an improving economy
  - Establish consistent funding for the current backlog of street preservation projects
- Citywide
  - Re-establish adequate funding for computer equipment reserves

Should the economy not improve as expected additional expenditure decreases will be needed. Both expenditure increases and decreases should take place in a thoughtful manner, taking into consideration community priorities and the goals of the Mayor and City Council. During the next several months and prior to the preparation of the Fiscal Year 2015 budget, the city of Springfield will complete the implementation of Priority Based Budgeting.

Priority Based Budgeting is a strategic alternative to traditional budgeting. The traditional approach is that the current year's budget becomes the basis for next year's spending plan. In the traditional approach the majority of our focus during the budget process is determining ways to meet targets. The philosophy of priority-driven budgeting is that resources should be allocated according to how effectively a program or service achieves the goals and objectives that are of greatest value to the community. It is a flexible step-by-step process to budget scarce resources. Traditional budgets focus on accountability for staying within spending limits. Priority-driven budgeting demands accountability for results that were the basis for a service's budget allocation. Priority Based Budgeting represents a fundamental change in the way resources are allocated. It is a tool that will be used in the preparation of the Fiscal Year 2015. While it will be an important tool it does not take away the important element of having citizens and elected officials review the budget and make budget decisions.

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 that they have played in the preparation of the budget.

I formally submit the Fiscal Year 2014 proposed budget for your consideration and look forward to discussing it with you in greater detail.

Sincerely,

Gino Grimaldi

City Manager

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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.

Date	Time and Place	Agenda Items
Tuesday April 30, 2013	5:30 p.m. Library Meeting Room	Election of Officers Welcome from the City Manager Presentation of FY14 Proposed Budget
Tuesday May 7, 2013	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 May 14, 2013	5:30 p.m. Library Meeting Room	Business from the Audience Departmental Presentation
Tuesday May 21, 2013	5:30 p.m. Library Meeting Room	Business from the Audience Departmental Presentation

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:

December 2012

- The citizen members of the City of Springfield Budget Committee are appointed by Council.
- Springfield City Council adopts goals for the next fiscal year.

January – March 2013

- 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 FY14 Proposed Budget for consideration by the Budget Committee.

April – May 2013

- 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.

May 2013

- The Budget Committee recommends its FY14 Approved Budget to the City Council.

June 2013

- The City Council holds hearings and adopts the FY14 Annual Budget.

July 2014

- The FY14 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. Regardless of the magnitude of the budget change, the City of Springfield holds a public hearing before adopting any supplemental budget changes.

Notices of all budget hearings are published in the Springfield Times using guidelines in the Oregon Budget Law manual.

CITY OVERVIEW - Continued
FY14 Proposed Budget

Total Operating Budget and Debt Service - Last Four Fiscal Years

Budget Data	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Operating Budget - All Funds	**$ 73,785,060**	**$ 74,470,316**	**$ 89,295,927**	**$ 90,263,864**
Cost per Capita	1,241.65	1,244.49	1,480.40	1,484.57
% Change (cost per capita)		0.2%	19.0%	0.3%
Debt Service *	**$ 3,296,511**	**$ 3,292,676**	**$ 3,295,157**	**$ 3,287,968**
Cost per Capita	55.47	55.02	54.63	54.08
% Change (cost per capita)		-0.8%	-0.7%	-1.0%
Population	59,425	59,840	60,319	60,801

Total Operating Revenue by Source - Last Four Fiscal Years

Source	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Taxes	$ 27,716,200	$ 28,379,525	$ 29,077,921	$ 30,336,066
Licenses and Permits	3,488,137	3,189,451	3,380,768	3,263,600
Intergovernmental	9,600,505	9,016,491	9,565,162	8,280,699
Charges for Service	53,602,910	55,276,692	58,634,137	63,555,557
Fines and Forfeitures	1,809,533	1,737,151	1,751,198	1,752,200
Use of Money and Property	2,951,252	2,793,940	2,257,908	2,607,296
Special Assessments	1,200,625	48,934	27,290	26,000
Miscellaneous Receipts	1,248,267	1,060,350	965,582	978,540
Other Financing Sources	51,621,896	46,438,285	42,091,343	34,383,083
Cash Carry-Over	145,570,507	161,484,828	165,975,173	161,953,807
Total	**$ 298,809,832**	**$ 309,425,647**	**$ 313,726,482**	**$ 307,136,848**

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

Source	FY11 Adopted	FY12 Adopted	FY13* Adopted	FY14 Proposed
Total Personnel (FTE)	437.50	421.96	408.49	406.69
Employees/1,000 Population	7.36	7.05	6.77	6.69
% Change in Emp/1,000 Population		-4.22%	-3.96%	-1.23%

* Amended as of Feb 4, 2013

TOTAL BUDGET SUMMARY - FY11 through FY14
Resources and Requirements: All Funds

Source	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Resources: (Summary Level)				
Taxes (Current and Delinquent)	$ 27,716,200	$ 28,379,525	$ 29,077,921	$ 30,336,066
Licenses, Permits and Fees	3,488,137	3,189,451	3,380,768	3,263,600
Intergovernmental	9,600,505	9,016,491	9,565,162	8,280,699
Charges for Service	53,602,910	55,276,692	58,634,137	63,555,557
Fines and Forfeitures	1,809,533	1,737,151	1,751,198	1,752,200
Use of Money and Property	2,951,252	2,793,940	2,257,908	2,607,296
Special Assessments	1,200,625	48,934	27,290	26,000
Miscellaneous Receipts	1,248,267	1,060,350	965,582	978,540
Other Financing Sources	51,621,896	46,438,285	42,091,343	34,383,083
Total Current Revenues	**$ 153,239,325**	**$ 147,940,819**	**$ 147,751,309**	**$ 145,183,041**
Cash Carryover	**145,570,507**	**161,484,828**	**165,975,173**	**161,953,807**
Total Resources	**$ 298,809,832**	**$ 309,425,647**	**$ 313,726,482**	**$ 307,136,848**
	-	-	-	-
Requirements:				
Operating Budget				
City Manager's Office	$ 1,451,174	$ 1,412,294	$ 1,544,588	$ 1,477,085
Development & Public Works				$ 37,069,380
Development Services	4,649,329	3,855,586	4,788,676	-
Finance	1,012,624	1,066,336	1,156,549	1,215,670
Fire and Life Safety	16,636,547	16,557,474	17,908,776	16,777,521
Human Resources	1,083,985	1,080,258	4,666,727	8,905,685
Information Technology	1,414,843	1,408,940	1,535,217	1,658,627
Legal and Judicial Services	1,581,145	1,768,193	1,904,290	1,834,475
Library	1,372,206	1,440,910	1,546,008	1,621,748
Police	16,909,925	18,008,216	19,329,501	19,703,673
Public Works	27,673,283	27,872,108	34,915,595	-
Total Operating Budget	**$ 73,785,060**	**$ 74,470,316**	**$ 89,295,927**	**$ 90,263,864**
Total Capital Budget	**11,471,702**	**13,006,636**	**47,888,039**	**28,658,694**
Total Non-Departmental Budget	**51,763,226**	**56,012,406**	**176,542,516**	**188,214,290**
Total Requirements	**$ 137,019,988**	**$ 143,489,358**	**$ 313,726,482**	**$ 307,136,848**
	-	-	-	-

* Amended as of Feb 4, 2013

TOTAL BUDGET SUMMARY - FY11 through FY14
Resources and Requirements: General Fund

Source	FY11 Actual	FY11 Actual	FY13* Amended	FY14 Proposed
Resources: (Summary Level)				
Taxes (Current and Delinquent)	$ 17,139,200	$ 17,648,630	$ 18,137,044	$ 18,522,168
Licenses, Permits and Fees	2,259,845	2,044,417	2,258,868	2,130,800
Intergovernmental	3,778,249	3,857,269	3,753,260	3,926,900
Charges for Service	2,286,697	2,843,890	2,902,448	3,112,570
Fines and Forfeitures	1,608,031	1,573,505	1,749,998	1,752,000
Use of Money and Property	108,648	73,085	140,000	152,500
Miscellaneous Receipts	227,098	430,597	193,236	201,040
Other Financing Sources	3,297,183	3,677,118	3,539,571	3,295,199
Total Current Revenues	**$ 30,704,951**	**$ 32,148,512**	**$ 32,674,425**	**$ 33,093,177**
Cash Carryover	**7,808,672**	**7,551,136**	**7,754,752**	**8,143,851**
Total Resources	**$ 38,513,623**	**$ 39,699,648**	**$ 40,429,177**	**$ 41,237,028**
Requirements:				
Operating Budget				
City Manager's Office	$ 1,256,083	$ 1,075,431	$ 1,262,889	$ 1,225,188
Development & Public Works				$ 2,222,042
Development Services	1,523,935	1,283,833	1,156,913	-
Finance	781,847	832,650	853,351	903,874
Fire and Life Safety	9,853,100	9,966,973	10,085,017	9,931,547
Human Resources	391,502	374,108	401,064	392,242
Information Technology	1,275,045	1,339,119	1,400,217	1,391,062
Legal and Judicial Services	1,246,609	1,402,593	1,486,661	1,427,087
Library	1,287,777	1,333,601	1,386,253	1,483,283
Police	11,532,906	12,270,639	12,947,948	13,442,736
Public Works	983,523	987,402	1,032,685	-
Total Operating Budget	**$ 30,132,328**	**$ 30,866,349**	**$ 32,012,998**	**$ 32,419,061**
Total Capital Budget	**-**	**-**	**-**	**-**
Total Non-Departmental Budget	**829,979**	**1,078,547**	**8,416,179**	**8,817,967**
Total Requirements	**$ 30,962,307**	**$ 31,944,896**	**$ 40,429,177**	**$ 41,237,028**

* Amended as of Feb 4, 2013

TOTAL BUDGET SUMMARY - FY11 through FY14
Requirements Only - All Funds

Expenditures by Department	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
City Manager's Office	$ 1,451,174	$ 1,462,294	$ 1,594,588	$ 1,507,085
Development & Public Works				$ 65,698,074
Development Services	4,654,319	3,855,991	5,327,676	-
Finance	1,012,624	1,066,336	1,156,549	1,215,670
Fire and Life Safety	16,636,547	16,557,474	17,908,776	16,777,521
Human Resources	1,083,985	1,080,258	4,666,727	8,905,685
Information Technology	1,650,480	1,408,940	1,535,217	1,658,627
Legal and Judicial Services	1,581,145	1,768,193	1,904,290	1,834,475
Library	1,372,206	1,440,910	1,546,008	1,621,748
Police	16,909,925	18,008,216	19,329,501	19,703,673
Public Works	38,904,357	40,828,339	82,214,634	-
Non-Departmental	51,763,226	56,012,406	176,542,516	188,214,290
Total	**$ 137,019,988**	**$ 143,489,358**	**$ 313,726,482**	**$ 307,136,848**
	-	-	-	-

Expenditures by Fund	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
General - Fund 100	$ 30,962,307	$ 31,944,896	$ 40,429,177	$ 41,237,028
Street - Fund 201	4,797,323	4,949,626	5,967,198	6,139,414
Jail Operations - Fund 202	2,345,357	2,461,956	2,867,547	2,917,612
Special Revenue - Fund 204	1,541,854	1,140,217	1,665,626	1,180,477
Transient Room Tax - Fund 208	751,276	865,008	1,132,835	1,184,750
Community Development - Fund 210	1,388,273	1,019,459	2,089,119	923,346
Building Fund - Fund 224	1,227,016	1,035,924	957,234	853,743
Fire Local Option Levy - Fund 235	1,439,818	1,526,839	2,096,932	1,922,865
Police Local Option Levy - Fund 236	3,708,612	3,773,116	5,940,864	6,305,994
Bancroft Redemption - Fund 305	319,725	63,872	161,698	113,278
Bond Sinking - Fund 306	3,296,511	3,292,676	3,810,794	3,802,463
Regional Wastewater Debt Service - Fund 312	7,708,375	7,712,100	7,710,025	7,711,426
Sewer Capital Projects - Fund 409	1,894,203	3,094,217	19,502,653	15,286,653
Regional WW Rev. Bond Cap. Proj. - Fund 412	1,534,164	2,668,669	26,113,996	20,841,098
Development Assessment Capital - Fund 419	333,046	75,271	1,197,998	1,125,267
Development Projects - Fund 420	1,074,548	1,177,605	3,921,098	4,338,452
Drainage Capital - Fund 425	833,820	281,954	14,588,875	15,251,128
Police Building Bond Capital Project - Fund 428	167,323	47,043	155,078	155,578

Expenditures by Fund - Continued	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Regional Wastewater Capital - Fund 433	4,853,968	7,204,797	60,907,301	65,187,790
Street Capital - Fund 434	-	7,703	685,883	621,570
SDC Storm Improvement - Fund 440	165,297	90,550	1,781,540	1,699,613
SDC Storm Drainage Reimb Fund - Fund 441	27,436	21,173	102,583	100,264
SDC Sanitary Reimbursement - Fund 442	97,230	189,087	1,358,298	1,287,015
SDC Sanitary Improvement - Fund 443	82,597	137,254	513,717	450,631
SDC Regional Wastewater Reimb. - Fund 444	51,177	16,971	215,592	253,068
SDC Regional Wastewater Improv. - Fund 445	2,501,132	2,000,957	2,812,552	2,215,352
SDC Transportation Reimbursement - Fund 446	83,418	83,045	499,876	72,414
SDC Transportation Improvement - Fund 447	1,916,521	192,892	1,756,218	1,270,267
Sewer Operations - Fund 611	5,087,014	7,436,859	12,218,892	10,747,145
Regional Wastewater - Fund 612	30,107,685	27,846,001	42,658,109	42,392,676
Ambulance - Fund 615	5,087,042	5,005,353	5,045,597	5,292,717
Drainage Operating - Fund 617	4,645,675	6,453,396	9,182,217	9,079,703
Booth-Kelly - Fund 618	1,205,018	1,268,523	2,559,062	2,361,735
Regional Fiber Consortium - Fund 629	54,440	40,937	113,025	203,348
Insurance - Fund 707	14,378,486	16,754,581	20,712,941	22,780,751
Vehicle and Equipment - Fund 713	849,534	1,099,262	9,546,797	9,182,022
SDC Administration - Fund 719	502,766	509,570	747,535	648,195
Total	**$ 137,019,988**	**$ 143,489,358**	**$ 313,726,482**	**$ 307,136,848**
	-	-	-	-

Expenditures by Category	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Personal Services	$ 44,499,308	$ 44,578,831	$ 46,912,749	$ 48,207,101
Materials and Services	28,311,692	28,133,565	37,274,418	39,858,345
Capital Outlay	974,060	1,757,920	5,108,760	2,198,418
Capital Projects	11,471,702	13,006,636	47,888,039	28,658,694
Non-Departmental	51,763,226	56,012,406	176,542,516	188,214,290
Total	**$ 137,019,988**	**$ 143,489,358**	**$ 313,726,482**	**$ 307,136,848**

Expenditure Summary	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Operating	$ 73,785,060	$ 74,470,316	$ 89,295,927	$ 90,263,864
Capital Projects	11,471,702	13,006,636	47,888,039	28,658,694
Non Departmental	51,763,226	56,012,406	176,542,516	188,214,290
Total	**$ 137,019,988**	**$ 143,489,358**	**$ 313,726,482**	**$ 307,136,848**

* Amended as of Feb 4, 2013

Note: Department totals include Capital Projects and Capital Outlay

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OPERATING BUDGET SUMMARY - FY11 through FY14
Requirements Only - All Funds

Expenditures by Department	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
City Manager's Office	$ 1,451,174	$ 1,412,294	$ 1,544,588	$ 1,477,085
Development & Public Works				37,069,380
Development Services	4,649,329	3,855,586	4,788,676	-
Finance	1,012,624	1,066,336	1,156,549	1,215,670
Fire and Life Safety	16,636,547	16,557,474	17,908,776	16,777,521
Human Resources	1,083,985	1,080,258	4,666,727	8,905,685
Information Technology	1,414,843	1,408,940	1,535,217	1,658,627
Legal and Judicial Services	1,581,145	1,768,193	1,904,290	1,834,475
Library	1,372,206	1,440,910	1,546,008	1,621,748
Police	16,909,925	18,008,216	19,329,501	19,703,673
Public Works	27,673,283	27,872,108	34,915,595	-
Total	**$ 73,785,060**	**$ 74,470,316**	**$ 89,295,927**	**$ 90,263,864**

Expenditures by Fund	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
General - Fund 100	$ 30,132,328	$ 30,866,349	$ 32,012,998	$ 32,419,061
Street - Fund 201	4,797,323	4,599,626	5,216,967	5,397,917
Jail Operations - Fund 202	2,345,357	2,461,956	2,743,976	2,855,191
Special Revenue - Fund 204	1,541,854	1,097,230	1,066,745	712,354
Transient Room Tax - Fund 208	324,185	378,814	419,941	410,102
Community Development - Fund 210	1,388,273	1,019,459	1,946,533	780,746
Building Code - Fund 224	1,172,917	1,008,874	915,058	829,647
Fire Local Option Levy - Fund 235	1,439,818	1,526,839	1,556,762	1,558,593
Police Local Option Levy - Fund 236	2,408,612	2,501,611	2,764,913	2,956,338
Bancroft Redemption - Fund 305	13,582	13,872	15,885	17,479
Development Assessment Capital - Fund 419	69,110	61,399	104,692	105,758
Regional Wastewater Capital - Fund 433	331,959	1,049,525	2,860,902	1,039,532
SDC Storm Improvement - Fund 440	49,551	49,791	23,778	37,968
SDC Sanitary Reimbursement - Fund 442	73,870	181,632	110,315	161,148
SDC Storm Drainage Reimb Fund - Fund 441	27,436	21,173	16,344	31,218
SDC Sanitary Improvement - Fund 443	36,935	91,592	74,208	75,935
SDC Regional Wastewater Reimb. - Fund 444	1,177	87	4,000	2,000
SDC Regional Wastewater Improve. - Fund 445	1,132	957	3,500	3,000
SDC Transportation Reimb. - Fund 446	39,605	45,683	53,583	37,968
SDC Transportation Improvement - Fund 447	229,620	83,873	195,332	130,775
Sewer Operations - Fund 611	2,771,816	3,000,549	3,475,433	3,643,687
Regional Wastewater - Fund 612	13,706,172	13,617,734	16,180,746	16,347,793

Operating Budget Summary - Continued

Expenditures by Fund	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Ambulance - Fund 615	5,087,042	5,005,353	5,045,597	5,189,381
Drainage Operating - Fund 617	3,761,525	3,626,137	4,658,624	4,850,303
Booth-Kelly - Fund 618	242,780	284,959	560,797	558,863
Regional Fiber Consortium - Fund 629	54,440	40,937	46,100	46,100
Insurance - Fund 707	692,483	704,550	4,255,663	8,513,443
Vehicle and Equipment - Fund 713	541,393	620,186	2,392,771	981,140
SDC Administration - Fund 719	502,766	509,570	573,764	570,424
Total	**$ 73,785,060**	**$ 74,470,316**	**$ 89,295,927**	**$ 90,263,864**
	-	-	-	-

Expenditures by Category	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Personal Services	$ 44,499,308	$ 44,578,831	$ 46,912,749	$ 48,207,101
Materials and Services	28,311,692	28,133,565	37,274,418	39,858,345
Capital Outlay	974,060	1,757,920	5,108,760	2,198,418
Total	**$ 73,785,060**	**$ 74,470,316**	**$ 89,295,927**	**$ 90,263,864**

* Amended as of Feb 4, 2013

FY14 OPERATING BUDGET

All Funds: $ 90,263,864

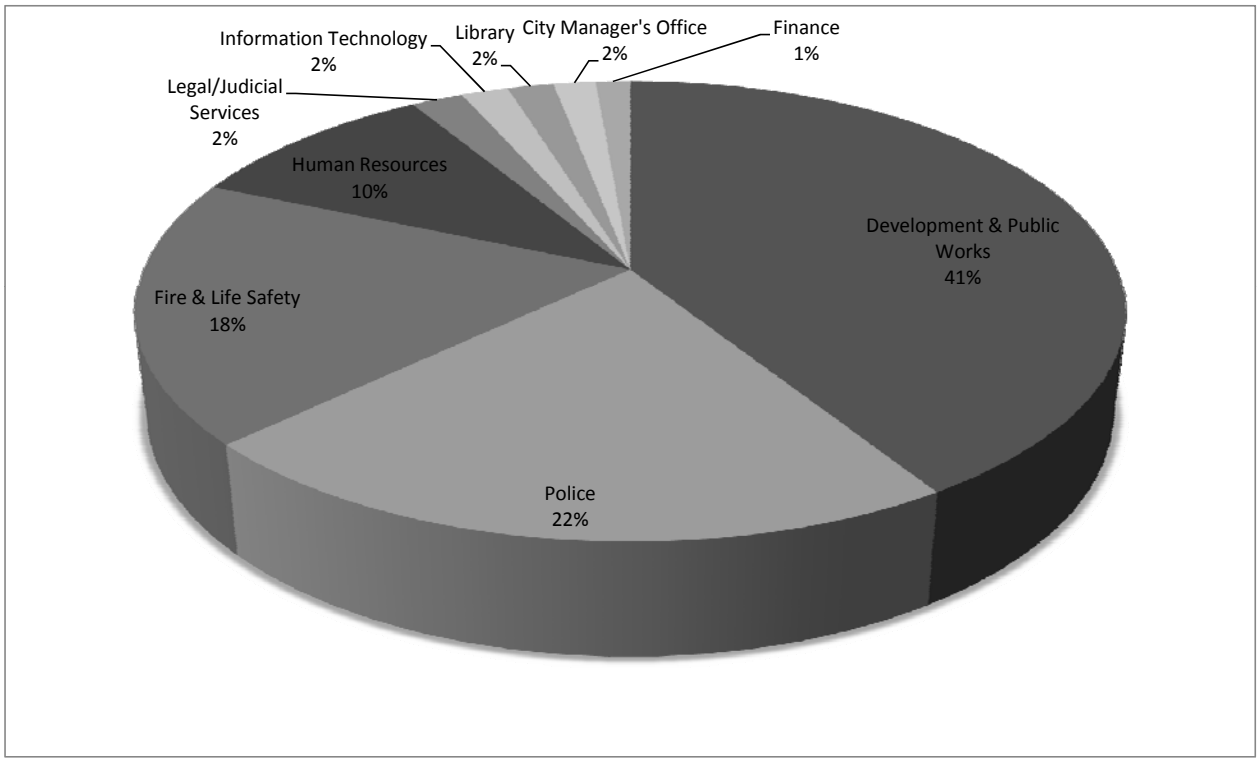
By Department

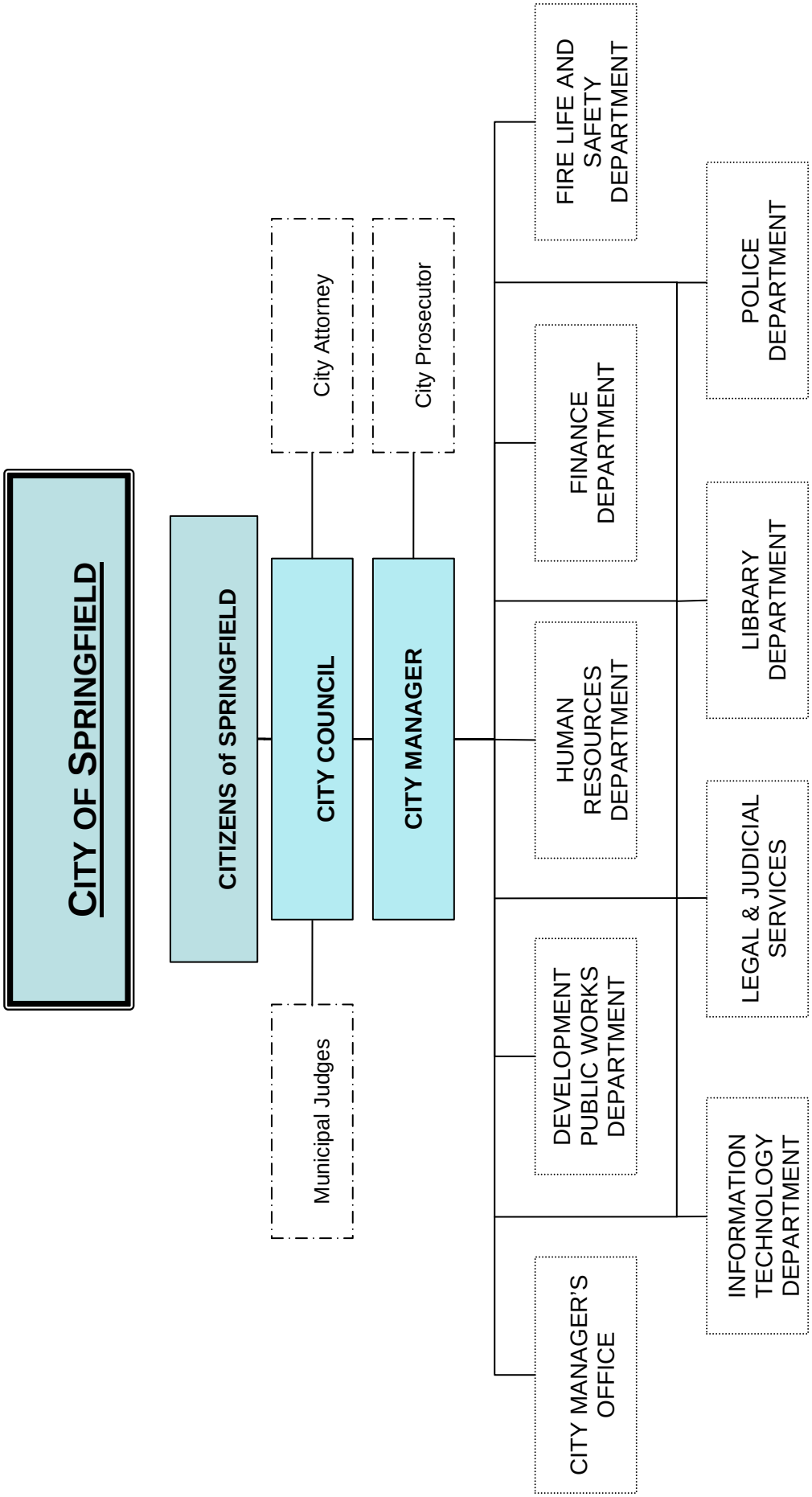
		Amount	%
City Manager's Office	$	1,477,085	2%
Development & Public Works		37,069,380	41%
Finance		1,215,670	1%
Fire & Life Safety		16,777,521	19%
Human Resources		8,905,685	10%
Information Technology		1,658,627	2%
Legal/Judicial Services		1,834,475	2%
Library		1,621,748	2%
Police		19,703,673	22%
Total	**$**	**90,263,864**	**100%**

By Category

		Amount	%
Personal Services	$	48,207,101	53%
Materials and Services		39,858,345	44%
Capital Outlay		2,198,418	2%
Total	**$**	**90,263,864**	**100%**

By Department




CITY OF SPRINGFIELD
CITIZENS of SPRINGFIELD
CITY COUNCIL
Municipal Judges
City Attorney
City Prosecutor
CITY MANAGER
CITY MANAGER'S OFFICE
DEVELOPMENT PUBLIC WORKS DEPARTMENT
HUMAN RESOURCES DEPARTMENT
FINANCE DEPARTMENT
FIRE LIFE AND SAFETY DEPARTMENT
INFORMATION TECHNOLOGY DEPARTMENT
LEGAL & JUDICIAL SERVICES
LIBRARY DEPARTMENT
POLICE DEPARTMENT

City Manager's Office

Departmental Programs

- **Administration**
- **Economic Development**

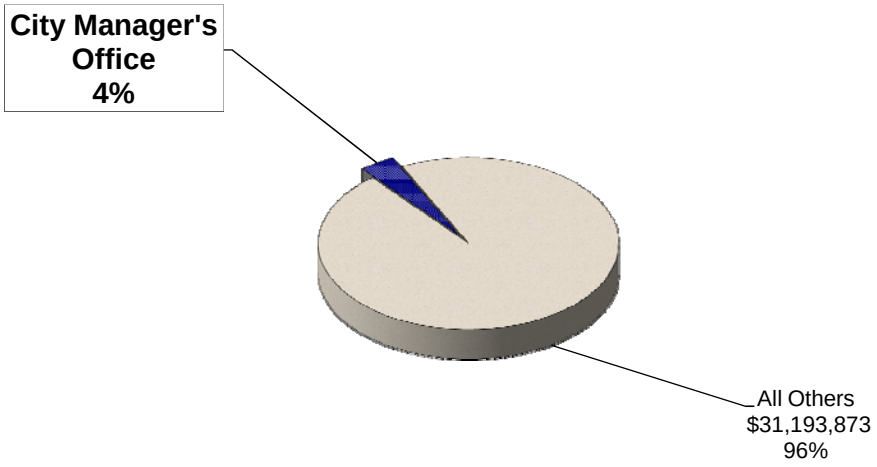
Department Description

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, oversight of the City Emergency Management Program, managing the city's community and economic development program, including staffing of the Springfield Economic Development Agency.

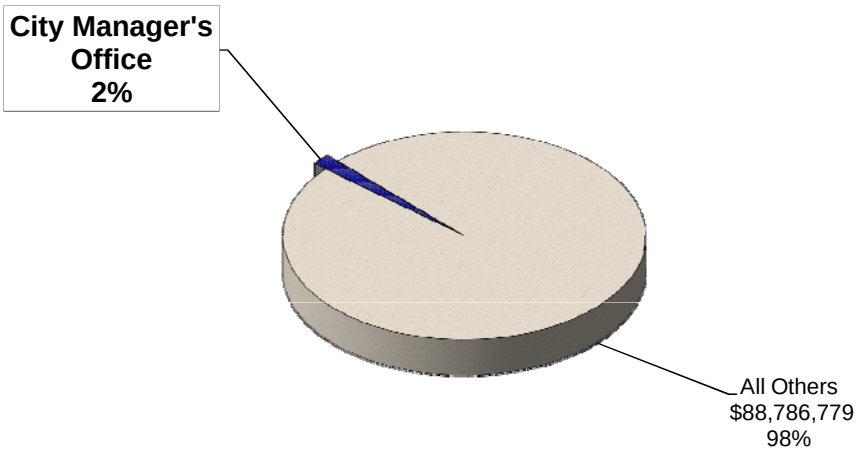
Mission

The City Manager's Office mission is to ensure that a common vision exists throughout the City's service delivery systems and that 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 that the city's Community and Economic Development Program offers businesses, community organizations and citizens the appropriate support for economic development and growth, 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.

FY14 OPERATING BUDGET - General Fund		**$**	**32,419,061**
City Manager's Office:	**$ 1,225,188**		



FY14 OPERATING BUDGET - All Funds		**$**	**90,263,864**
City Manager's Office:	**$ 1,477,085**		



City Manager's Office

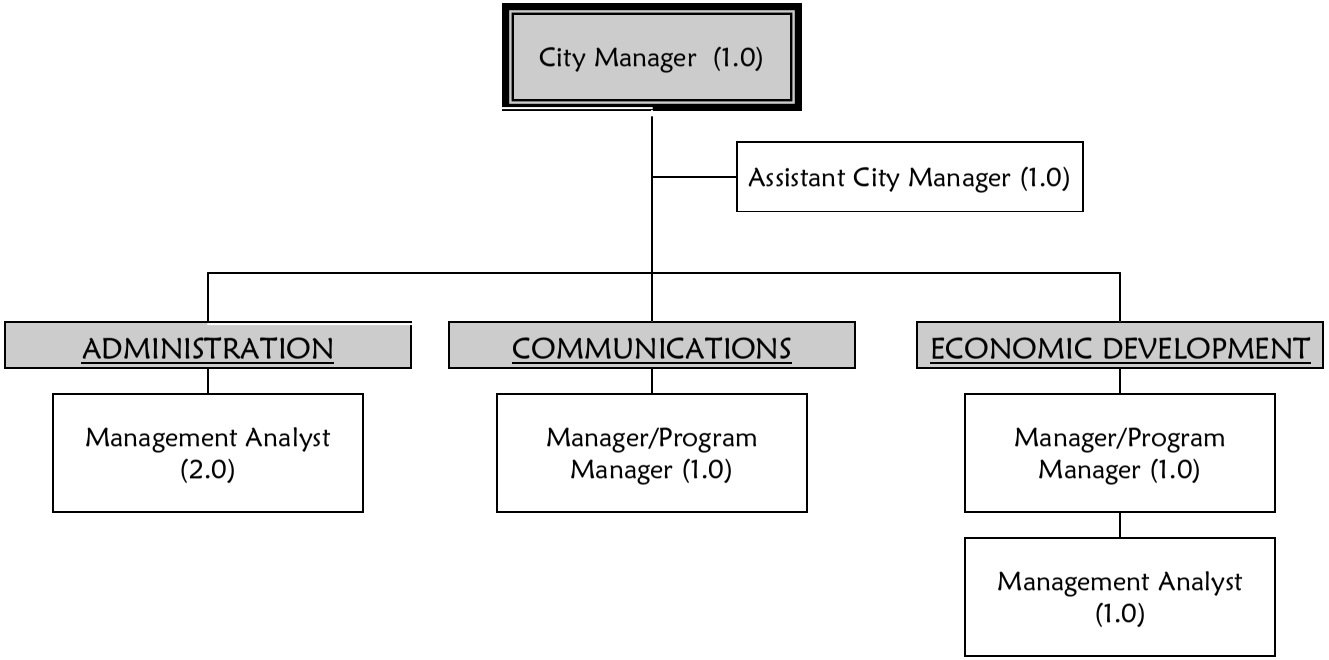
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 886,041	$ 792,850	$ 948,083	$ 1,013,397
Materials and Services	565,133	619,444	596,505	463,688
Total	**$ 1,451,174**	**$ 1,412,294**	**$ 1,544,588**	**$ 1,477,085**
Expenditures by Fund:				
General	$ 1,256,083	$ 1,075,431	$ 1,262,889	$ 1,225,188
Special Revenue	-	110,964	39,000	15,730
Street	1,881	-	-	-
Transient Room Tax	193,210	225,899	242,699	233,767
Vehicle and Equipment	-	-	-	2,400
Total	**$ 1,451,174**	**$ 1,412,294**	**$ 1,544,588**	**$ 1,477,085**
Expenditures by Sub-Program:				
Administration	$ 726,756	$ 628,119	$ 756,228	$ 822,750
City Council	54,158	33,757	34,628	34,430
Communications	9,542	6,265	17,853	13,933
Economic Development	223,012	387,956	346,227	316,044
Intergovernmental	437,707	356,197	389,652	289,928
Total	**$ 1,451,174**	**$ 1,412,294**	**$ 1,544,588**	**$ 1,477,085**

* Amended as of Feb 4, 2013

City Manager's Office

Total FTE: 7.0



City Manager's Office

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	7.40	6.40	6.40	6.40
Transient Room Tax	0.60	0.60	0.60	0.60
Total Full-Time Equivalents	**8.00**	**7.00**	**7.00**	**7.00**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Administrative Aide/City Recorder	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Clerk 3	1.00	0.00	0.00	0.00
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
Total Full-Time Equivalents	**8.00**	**7.00**	**7.00**	**7.00**

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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 media relations, public information, employee communication, responding to citizen concerns, special events, intergovernmental relations, website maintenance, general administration, budget administration, city recorder functions, city elections, management of boards, commissions and committees, support to the Mayor and City Council, oversight of the City's Emergency Management Program, managing the city's community and economic development program and staffing the City's urban renewal agency.

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 (Chamber of Commerce, Human Services, L-COG, League of Oregon Cities, Springfield Museum and Metro Partnership). 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 & Services targets for FY 2014 limits expenditures to the required activities and may limit any non-mandatory cost such as memberships, travel/meeting, subscriptions, donations and/or advertising.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
To Offer Financially Sound and Stable Government Services	Departments manage resources to maintain staffing levels for key services, through proposed FTE, each budget year.	Number of City Employees per 1000 Population	8.00	6.8	8.00
	Retain community support by informing the community regarding services provided on a monthly basis through media advisories, print and news stories.				
	Update Council/Budget Committee regarding financial forecast related to annual FTE by reporting annually, at the mid-year budget meeting.				

City Manager's Office

Program: Economic Development

Program Description:

- 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, redevelopment and neighborhood stability.
- The Transient Room Tax program supports tourist-related activities in Springfield.
- The Economic Development staff implements the Springfield Economic Development Agency to develop and redevelop both the Glenwood and Downtown areas through their respective Urban Renewal plans and development plans emerging for each area.
- Staff coordinated the FY 12 Sustainable City Year projects and potential follow-up actions and projects.

Budget Highlights:

- Assist with marketing of vacant industrial properties and overcome redevelopment problems for potential mixed-use sites in Glenwood and Downtown.
- 156 new hotel rooms were completed in Gateway. Room tax revenue increased 18% year-to-date, above an expected 5% increase.
- Provide staff support for the Springfield Economic Development Agency in redeveloping Glenwood and the Downtown areas with revisions to land-use plans and redevelopment regulations. Through SEDA funding, the first phase of the Glenwood Refinement Plan update is winding to completion. A strategic planning process completed for Downtown, includes an extensive parking management plan and implementation underway of key projects.
- Discussions continue with developers and owners regarding redevelopment of Glenwood's Riverfront and begin discussions regarding Glenwood's Refinement Plan update and complete plans for the Downtown redevelopment strategy area, through the City's Urban Renewal Agency (SEDA).
- Room Tax revenue increases have not stabilized enough to offer RFPs for community projects funded by Room Tax sources. Issues identified in the Visitors Readiness Report to improve the local area’s attractiveness to visitors are being addressed by Sustainable Cities Year projects and many help increase Room Tax revenue and improve the visitor’s experience.

Service Level Changes: None

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
To Encourage Community and Economic Development and Revitalization	Compare growth of property values in Glenwood Urban Renewal area, versus growth in citywide property 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)	2.0%	1.2%	2.0%
	Compare growth of property values in Downtown Urban Renewal area, versus growth in citywide property 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%	2.4%	2.5%
	Monitor number of public/private investments enabled through the Downtown Urban Renewal for planning and infrastructure.				
	Review Room Tax recipient contract, evaluate and confirm funds were used for intended purpose.	% of Outcome Measures Met by Room Tax Recipients	100.0%	0.0%	100.0%
	Identify agency goal, confirm it was met and project funding resulted in effective use of funds. Note: No annual funding distribution FY11/12.				

Development and Public Works Department

Departmental Programs

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

Department Description

The Development and Public Works Department plans, designs, constructs, operates, and maintains public improvements, facilities and equipment owned by the City and the public, processes development applications and building permits, and develops and manages the City's comprehensive land use plans. The Department provides professional and technical support to other City departments. In addition to the Administration section of the Department, services are provided through five divisions: Current Development, Community Development, Environmental Services, Operations, and Technical Services.

The Administration program provides overall direction and management of the Department, and coordinates interdepartmental activities and City Council support. The administration program is responsible for the City's Emergency Management program, an assignment that was transferred from the Fire and Life Safety Department at the time of the merger of the Springfield and Eugene Fire Departments. The Administration program also manages long-term access to the City's public ways and monitors the revenue sources that are critical to the fulfillment of the Department's mission.

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.

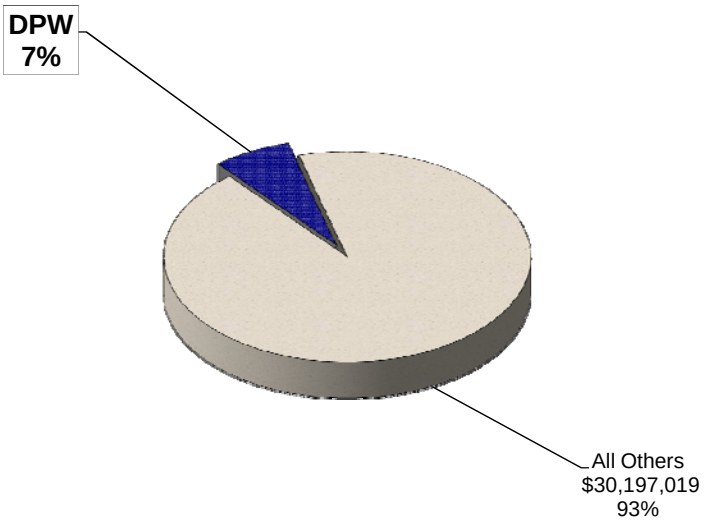
The Operations Division is responsible for maintaining the City's infrastructure, including streets, sewers, drainageways, public properties, vehicles, equipment, and buildings.

The Technical Services Division provides land surveying and develops and maintains geospatial information and automated mapping and facilities management systems.

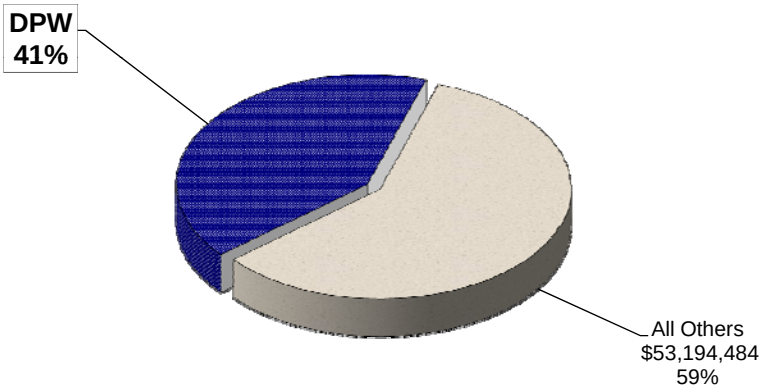
Mission

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.

FY14 OPERATING BUDGET - General Fund	**$**	**32,419,061**
Development & Public Works:	**$ 2,222,042**	



FY14 OPERATING BUDGET - All Funds	**$**	**90,263,864**
Development & Public Works:	**$ 37,069,380**	



Development & Public Works Department

Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 12,763,689	$ 11,814,690	$ 12,846,638	$ 13,244,144
Materials and Services	19,179,569	18,695,119	23,955,724	22,451,561
Capital Outlay	379,353	1,217,885	2,901,909	1,373,675
Total	**$ 32,322,611**	**$ 31,727,694**	**$ 39,704,271**	**$ 37,069,380**
Expenditures by Fund:				
General	$ 2,507,458	$ 2,271,236	$ 2,189,598	$ 2,222,042
Building	1,172,917	1,008,874	915,058	829,647
Booth-Kelly	242,780	284,959	560,797	558,863
Community Development Fund	1,370,744	1,005,821	1,923,701	756,993
Drainage Operating	3,751,673	3,615,394	4,647,197	4,838,069
Regional Fiber Consortium	54,440	40,937	46,100	46,100
Regional Wastewater	13,626,348	13,530,743	16,066,692	16,230,591
Regional Wastewater Capital	331,959	1,049,525	2,860,902	1,039,532
SDC Administration	474,500	477,869	556,483	550,888
SDC Local Storm Improvement	49,551	49,791	23,778	37,968
SDC Storm Drainage Reimbursement	27,436	21,173	16,344	31,218
SDC Local Wastewater Improvement	36,935	91,592	74,208	75,935
SDC Local Wastewater Reimbursement	73,870	181,632	110,315	161,148
SDC Regional Wastewater Improvement	1,132	957	3,500	3,000
SDC Regional Wastewater Reimburse.	1,177	87	4,000	2,000
SDC Transportation Improvement	229,620	83,873	195,332	130,775
SDC Transportation Reimbursement	39,605	45,683	53,583	37,968
Sewer Operation	2,761,960	2,989,806	3,464,006	3,631,453
Special Revenue	628,718	41,747	88,809	-
Street	4,795,442	4,599,626	5,216,967	5,397,917
Transient Room Tax	83,683	100,117	112,330	112,198
Vehicle and Equipment	60,665	236,252	574,571	375,075
Total	**$ 32,322,611**	**$ 31,727,694**	**$ 39,704,271**	**$ 37,069,380**

Continued	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Adopted
Expenditures by Department:				
Development Services	$ 4,649,329	$ 3,855,586	$ 4,788,676	
Public Works	$ 27,673,283	$ 27,872,108	$ 34,915,595	
Expenditures by Division:				
Office of the Director				$ 2,332,067
Technical Services				1,482,197
Operations				7,817,058
Current Development				3,275,354
ESD				18,661,314
Community Development	-	-	-	3,501,390
Total	**$ 32,322,611**	**$ 31,727,694**	**$ 39,704,271**	**$ 37,069,380**

* Amended as of Feb 4, 2013

Development and Public Works Department

Total FTE: 129.75

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

- Deputy Director (1.0)
- City Engineer (1.0)
- Office Supervisor (1.0)
- Sr. Management Analyst (1.0)
- Public Information & Education Specialist (2.0)
- Management Support Specialist-Annexations (1.0)
- Administrative Specialist (2.0)
- Clerk 3 (2.0)
- Program Support Specialist (1.0)
- Scanning Clerk (1.0)

Technical Services Division
8.0 FTE
Technical Services Manager (1.0)

- GIS Database Administrator (2.0)
- GIS Analyst (2.0)
- City Surveyor (1.0)
- Surveyor (1.0)
- Survey Party Chief (1.0)

COMMUNITY DEVELOPMENT DIVISION
17.5 FTE
Community Development Manager (1.0)

- Planning, Project Development & Delivery — Managing Civil Eng. (1.0)
  - Civil Engineer (2.0)
  - Sr. Infrastructure Planner (1.0)
  - Construction Insp. 2 (2.0)
  - Engineering Tech 4 (1.0)
  - Engineering Asst. (1.0)
- Principal Engineer (1.0)
- Principal Planner (1.0)
- Senior Planner (1.0)
- Management Analyst (0.5)
- Traffic/Transportation — City Traffic Engineer (1.0)
  - Civil Engineer (2.0)
  - Sr. Transportation Planner (1.0)
  - Traffic Tech 4 (1.0)

CURRENT DEVELOPMENT DIVISION
20.25 FTE
Current Development Manager (1.0)

- Management Analyst (0.5)
- Land Development & Building Code Section — Supervising Civil Eng. (1.0)
  - Civil Engineer (2.0)
  - Construction Insp. 1 (1.0)
  - Engineering Tech 4 (1.0)
  - Engineering Tech 3 (1.0)
  - Building Permit Review Tech (1.0)
  - Plans Examiner (1.0)
  - Building Inspector 3 (3.0)
- Development Review/ CDBG Program/Code Enforcement — Planning Supervisor (1.0)
  - Senior Planner (2.0)
  - Planner (0.75)
  - Code Enforcement Officer (2.0)
  - Housing Program Specialist (1.0)
  - Housing Program Asst. (1.0)

ENVIRONMENTAL SERVICES DIVISION
20.0 FTE
Environmental Services Manager (1.0)

- Administrative Specialist(1.0)
- Senior Finance Analyst (1.0)
- Policy Support and CIP Planning/Development — Managing Civil Eng. (1.0)
  - Environmental Management Analyst (1.0)
  - Engineering Asst. (1.0)
- CIP Project Delivery — Managing Civil Eng. (1.0)
  - Design/Construction Coordinator (2.0)
  - Civil Engineer (1.0)
  - Construction Insp 2 (1.0)
  - Engineering Asst. (1.0)
- Water Quality Program — ESD Water Resources and Pretreatment Programs — Environmental Services Program Manager (1.0)
  - Pretreatment Program Coordinator (1.0)
  - Environmental Svs Tech 2 (1.0)
  - Environmental Svs Tech 1 (0.5)
  - Stormwater Program Coordinator (1.0)
  - Environmental Svs Tech 2 (2.0)
  - Environmental Svs Tech 1 (0.5)
  - Administrative Specialist (1.0)

OPERATIONS DIVISION
50 FTE
Operations Manager (1.0)

- Operations Supervisor (4.0)
  - Infrastructure Systems Spec. (1.0)
  - Mechanic 2 (1.0)
  - Mechanic Journey (1.0)
  - Data Management Tech (1.0)
  - Infrastructure System Tech(1.0)
  - Clerk 3(2.0)
  - Maintenance Crew Chiefs (3.0)
  - Traffic Signal Electrician (1.0)
  - Traffic Maintenance Tech (2.0)
  - Maintenance Technician Journey (22.0)
  - Maintenance Technician Apprentice (4.0)
- Associate Project Mgr (1.0)
  - Bldg Maintenance Worker (2.0)
  - Custodian 2 (1.0)
  - Custodian 1 (1.0)
  - Security Attendant (1.0)

Development & Public Works Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	25.04	23.22	20.07	19.61
Booth-Kelly	0.25	0.37	0.90	1.53
Building Code	11.03	10.38	6.90	5.85
Community Development Fund	4.09	4.09	3.16	2.36
Drainage Operating	33.15	30.89	30.88	30.89
Regional Wastewater	15.60	15.80	14.95	15.01
SDC Administration	4.37	4.32	3.47	3.28
Sewer Operations	20.75	19.81	19.62	20.30
Special Revenue	1.00	0.40	0.00	0.00
Street	33.12	30.62	29.75	30.07
Transient Room Tax	0.85	0.85	0.85	0.85
Total Full-Time Equivalents	**149.25**	**140.75**	**130.55**	**129.75**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Administrative Specialist	1.00	1.00	5.40	8.00
Administrative Assistant	0.00	0.00	1.00	1.00
Admin Specialist Annexation	0.00	0.00	1.00	1.00
Asst. City Engineer/Asst Engineer Mgr	1.00	0.00	0.00	0.00
Asst. Community Services Manager	1.00	1.00	0.80	0.00
Assistant ESD/MWMC Manager	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Assistant Project Coordinator	0.00	0.00	0.00	1.00
Assistant Project Manager	1.00	1.00	1.00	0.00
Associate Project Manager	1.00	1.00	1.00	1.00
Building Inspector 3	4.00	4.00	2.40	3.00
Building Maintenance Worker	2.00	2.00	2.00	2.00
Building Permit Review Technician	1.00	1.00	0.80	1.00
Business Application Technician	0.50	0.00	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	9.00	8.00	9.00	7.00
Civil Engineer, Manager	0.00	0.00	2.00	4.00
Civil Engineer, Supervising	4.00	4.00	2.00	0.00
Clerk 2	2.50	2.00	0.00	0.00
Clerk 3	4.00	4.00	2.00	0.00
Code Enforcement Officer	1.00	1.00	1.00	2.00
Community Development Manager	0.00	0.00	1.00	1.00
Community Services Manager	1.00	0.00	0.00	0.00
Construction Inspector 1	1.00	1.00	1.00	1.00
Construction Inspector 2	3.00	3.00	3.00	3.00
Current Development Manager	0.00	0.00	1.00	1.00
Custodian 1	2.00	1.00	1.00	1.00
Custodian 2	1.00	1.00	1.00	1.00
Data Entry Technician	1.00	1.00	0.00	0.00
Data Management Technician	1.00	1.00	1.00	1.00
Departmental Assistant	2.00	1.00	1.00	0.00
Deputy Director	0.00	0.00	0.00	1.00

Development & Public Works Job Title/Classification, Continued:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Design & Construction Coordinator	1.00	2.00	2.00	2.00
DSD Director	1.00	1.00	0.00	0.00
DPW Director	0.00	0.00	1.00	1.00
Engineer In Training	3.00	2.00	1.00	0.00
Engineering Assistant	4.00	4.00	3.00	3.00
Engineering Technician 3	1.00	1.00	1.00	1.00
Engineering Technician 4	2.00	2.00	2.00	2.00
Engineering & Trans. Manager	0.00	1.00	0.00	0.00
Environmental Services Manager	1.00	1.00	1.00	1.00
Environmental Services Program Manager	0.00	0.00	0.00	1.00
Environmental Services Supervisor	3.00	3.00	2.00	0.00
Environmental Services Tech	0.00	0.00	0.00	1.00
Environmental Services Technician Sr	2.00	2.00	2.00	0.00
Environmental Services Technician 2	3.00	3.00	3.00	3.00
GIS Analyst	1.00	1.00	2.00	2.00
GIS Database Administrator	1.00	1.00	2.00	2.00
GIS Technician	2.00	2.00	0.00	0.00
Housing Programs Assistant	1.00	1.00	1.00	1.00
Housing Programs Specialist	1.00	1.00	1.00	1.00
Infrastructure Systems Specialist	0.00	0.00	1.00	1.00
Infrastructure Systems Tech	0.00	0.00	1.00	1.00
Maintenance Crew Chief	3.00	3.00	3.00	3.00
Maintenance Journey/Apprentice	27.00	27.00	26.00	26.00
Maintenance Manager	1.00	1.00	0.00	0.00
Maintenance Supervisor	5.00	4.00	0.00	0.00
Management Analyst	3.00	3.00	3.80	3.00
Mechanic 2	1.00	1.00	1.00	1.00
Mechanic Journey	1.00	1.00	1.00	1.00
Office Supervisor	0.00	0.00	0.00	1.00
Operations Manager	0.00	0.00	1.00	1.00
Operations Supervisor	0.00	0.00	4.00	4.00
Planner 1	1.75	1.75	0.75	0.75
Planner 2	3.00	3.00	0.00	0.00
Planner 3	3.00	3.00	0.00	0.00
Planner, Senior	0.00	0.00	4.00	5.00
Planner Aide	1.00	1.00	0.00	0.00
Planning Manager	1.00	1.00	0.00	0.00
Planning Supervisor	2.00	2.00	2.00	1.00
Plans Examiner	2.00	2.00	1.60	1.00
Principal Engineer	0.00	0.00	0.00	1.00
Principal Planner	0.00	0.00	0.00	1.00
Program Coordinator	0.00	0.00	0.00	2.00
Program Technician	1.00	1.00	1.00	1.00
Public Information & Education Spc.	1.00	1.00	1.00	2.00
Public Works Director	1.00	1.00	0.00	0.00
Secretary	3.50	3.00	0.00	0.00
Security Attendant	1.00	1.00	1.00	1.00
Survey Party Chief	2.00	2.00	1.00	1.00
Surveyor	1.00	1.00	1.00	1.00
Technical Services Manager	1.00	1.00	1.00	1.00
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 Signal Electrician, Senior	1.00	0.00	0.00	0.00
Traffic Technician 4	1.00	1.00	1.00	1.00
Transportation Manager	1.00	0.00	0.00	0.00
Total Full-Time Equivalents	**149.25**	**140.75**	**130.55**	**129.75**

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Development and Public Works Department

Program: Administration

Program Description:

The Office of the Director provides overall direction and management of the Development and Public Works Department administering and coordinating interdepartmental activities and providing policy support for the City Council. The program also works with Finance to streamline the budget process and monitors the revenue sources that are critical to the department while directing and evaluating resources. The Administration program directs the coordination of special projects with broader activities with City-wide impact such as implementation of special charges and assessments, the Development and Public Works legislative agenda, agreements for long-term uses of public rights-of-way, as well as the acquisition of public rights of way.

Staff direct departmental programs such as the management of the Booth-Kelly facility and administer the City's Management Agreement with the Springfield Museum Board. Staff manage the Business License and Property Management programs for the City of Springfield. The Office of the Director manages a wide variety of revenue sources, and monitors and coordinates Department work plans to assure integrations with the City's Strategic Plan and success in efforts to accomplish City Council objectives. This program also manages the critical communication components to inform the public and development community about our current projects and updates as they arise.

Budget Highlights:

The Administration program budget has been increased due to the reorganization and implementation of the new department. The Administration budget now includes the Office Supervisor and Administrative Support staff for the whole department. The Administration budget also includes the City Engineer's budget, another reorganization outcome, and includes the budget for the Public Outreach staff. The program has increased from 4.0 FTE to 14.0 FTE.

These additions have increased the FY14 budget compared to FY13. Most of the increase is due to a decision to conform the budgeting practices of the two former departments. This resulted in additional activities being included in the administration program.

Service Level Changes:

The Administration program will continue the same service levels and incorporate the newly added functions at the same service levels.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Financially Sound and Stable Government	Plan, budget, and manage enterprise funds that support infrastructure and overhead: obtain funding	Infrastructure Enterprise Funds Meet Operating & Capital Requirements	101%	92%	92%
Foster an Environment that Values Diversity and Inclusion	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	10.6% 14.9%	15%	15%

Development and Public Works Department

Program: Building Safety and Inspection Services

Program Description:

Staff in the Building Safety and Inspection Services Program 1) provide services that promote and facilitate economic growth and neighborhood stability, 2) provide reasonable safeguards to life, health, property and the public welfare through building permit administration, inspection and enforcement, 3) support the effective coordination of Federal, State and City requirements relative to the built environment and welfare of the community, 4) deliver permits and inspection services efficiently, cost effectively and in a professional manner, and 5) provide prompt, courteous and effective responses to Building Safety Code citizen requests.

Budget Highlights:

In FY14, the Building Safety and Inspection Services program will continue to face a number of challenges with respect to revenues and expenditures. Building permit volume has continued to increase in the last several years, and is expected to remain steady through FY14. Though permit volumes are up, revenues are still projected to decline since much of the building activity is focused on low value additions, alterations, and other small scale construction projects which produce little revenue in comparison to larger projects. The FY14 proposed budget assumes this trend will continue for at least one more year and relies in part on an increase in building fees to maintain existing service levels. The performance standards of the program have been and will be maintained by funding core essential services while reducing expenditures in overhead, supervision, clerical assistance and materials and services. In FY14, overall expenditures in the building program will be reduced by 9.3% from FY13.

Service Level Changes:

In response to the shortfall in revenues and reserves in the Building Code Specialty Fund, administrative positions that provided services to the program have been reallocated to other funds and .55 FTE in budget management has been eliminated. The program will continue to have these services but they will be subsidized by the General Fund and the Utility funds.

The Building Safety and Inspection Services program has maintained 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 plans. Citizen/customer accessibility is a continued focus with staff work on digital imaging of construction documents in order to make this information accessible on-line to the public. Additional effort has been dedicated to expand and make more user-friendly the Building Safety and Inspection Services program website, a task that will be ongoing in FY14.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Encourage Economic Development and Revitalization through Community Partnerships	Improve Customer Service through Expeditious review of permitting and inspections.	Building permit applications processed in a timely manner	89%	This target is being reassessed	TBD

Development and Public Works Department

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

Program Description:

Administer the CDBG and HOME funded programs and projects to comply with federal regulations. Prepare and implement neighborhood refinement plans and functional plans that address community needs for housing, employment opportunities, public safety, affordable health services, social services, and parks and open space. Assist low-income Springfield residents with housing rehabilitation loans, grants, neighborhood improvements, social services, and access to housing. Provide assistance to downtown and Glenwood redevelopment. Provide financial assistance to non-profit and for-profit housing developers that create affordable housing for low-income Springfield residents. Provide assistance to low and moderate-income homebuyers purchasing homes in Springfield with Housing and Urban Development (HUD) grant funds made available through the Eugene-Springfield Consortium.

Budget Highlights:

Based on anticipated HUD funding it is estimated that the City will receive allocations of approximately $430k in CDBG funds and $280k in HOME funding, a total of $710k in Federal FY14, compared to $748k in FY13. The programs will assist approximately 14,000 low-income persons with social services in part by providing approximately $70,000 to the Intergovernmental Human Services Commission (HSC). The HSC redistributes the funds to five service agencies; Food For Lane County, the Relief Nursery, Whitebird Medical, Catholic Community Services and St. Vincent de Paul. Funds will also be used to provide down payment assistance for low-income homebuyers, emergency repair assistance to low-income homeowners and project development assistance to affordable housing and community based non-profit organizations.

Among the projects currently being assisted with FY13 funds are the commercial kitchen at the SPROUT! Regional Food Hub, predevelopment work for the Glenwood River Point Place housing development, improving the BRING Recycling facility, and instituting a Downtown Façade Improvement Program and a Downtown Food Cart Program through collaboration with NEDCO.

Service Level Changes:

In FY13 the staff assigned to Community Development Block Grant was reduced by .58 FTE. With no expected funding increases for FY14, staffing and service levels are expected to remain at the current levels.

Program Performance Indicator:

Council Goal	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Encourage Community and Economic Development and Revitalization	Increase the Supply of Affordable Housing	Opportunities for affordable and decent housing are increased through partnerships with Non-Profit Housing Developers and by Providing Assistance to Low and Very-Low Income Citizens throughout the community.	86%	90%	90%
	Increase opportunities for low & moderate income households to become and remain homeowners	Opportunities for home ownership are increased	12 homes are purchased	15 homes are purchased	10 homes are purchased

Development and Public Works Department

Program: Comprehensive Planning

Program Description:

The Comprehensive Planning Program prepares updates and provides assistance in the implementation of the Metro Plan, comprehensive plans, 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.

Budget Highlights:

The Comprehensive Planning Program will continue to make progress toward completing the Springfield 2030 Refinement Plan while working with Metro planning partners to revise the Metro Plan to address the existence of two UGBs and greater jurisdictional planning autonomy.

In FY13 staff completed the Springfield 2030 Refinement Plan Economic Development Element and made substantial progress on the Urbanization Element. In FY14 decision packages will be forwarded to the elected officials for adoption. These Council decisions are highly significant to Springfield's future growth and vitality, as they will identify and locate a sufficient land base to accommodate economic and community development for the planning period 2010-2030. In addition, work will continue on a parcel-specific Springfield 2030 Refinement Plan Diagram resulting in specific land use designations for all lands within Springfield's Urban Growth Boundary.

In FY14, the City will be underway with a Main Street Corridor Visioning effort funded by the Oregon Department of Transportation. This work will be closely coordinated with efforts in the Transportation Program studying transit feasibility in the Main/McVey corridor and the Pedestrian Safety crossing improvements on Main Street. The Comprehensive Planning program has also provided the coordination for Downtown Revitalization through planning and plan implementation projects that build partnerships and community momentum for Downtown Revitalization. The Downtown Citizen Advisory Committee will continue to meet to maintain and build support for Downtown redevelopment, with a focus in FY14 on the preparation and adoption of amendments to implement the Downtown District Urban Design and Parking Management Plans. Staff will also continue to provide liaison support for the Neighborhood Economic Development Organization (NEDCO) initiated Main Street Program committees.

Service Level Changes:

In FY13 Comprehensive Planning staff were reduced to 2.0 FTE. In FY14 staff will remain at 2.0 FTE, although some portion of one position will continue to support development review activities due to cuts in that program. Comprehensive planning project timelines may need to be extended, and some priorities may not be advanced during the fiscal year due to limits on staff levels and funds for contractual services dollars.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Encourage Economic Development and Revitalization through Community Partnerships	Adopt 2030 Refinement Plan with 20 year land supply for jobs and housing (mandate)	Project milestones are on schedule	N/A	75%	75%

Development and Public Works Department

Program: Development Review and Enforcement

Program Description:

Development Review Staff: 1) 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; 2) implement the Springfield Development Code, and State and Federal law related to land use and development within Springfield's urban growth boundary; 3) amend and update the Springfield Development Code in response to legislation, rule-making, court decisions, and Council policies; 4) process administrative and quasi-judicial land use applications, and site-specific comprehensive plan amendments; 5) provide front-counter customer service on issues related to land use and development; 6) serve the City Council and Planning Commission on matters pertaining to the division's programs; 7) collaborate with other public agencies, property owners and land developers to protect the public interest; and 8) assure that development review will be fast, fair, friendly, flexible and consistent with adopted laws, goals, standards, policies and aspirations of the community. At the beginning of FY13 the Development Services Current Planning section was joined by what was formerly the Public Works Development Review Section to form the Development Review Section of the Current Development Division. These two work groups are responsible for the review and approval of all land development proposals.

Budget Highlights:

Development Review staff will respond to over 6,000 front counter service requests in FY14 and staff approximately 300 development review applications to assist owners, consultants and lenders in identifying and developing new projects in the recovering market. This compares to 5,500 services requests and 275 applications estimated for FY13. For FY14, staff intends to achieve the Strategic Plan Goal of meeting or exceeding the number of applications completed within the Council target of 75 days with reduced staff; and 90% of land use decisions will be issued within the Council target of 75 days with the remaining 10% completed between 75 days and 120 days. Achieving this goal will require continued attention to efficiency improvements, perhaps including electronic review of plans submitted.

Staff continues to cultivate new development and major projects that provide a community benefit and generate new jobs by coordinating with major economic development initiatives such as the VA Clinic and providing robust opportunities for community and developer input such as the newly created Developer Advisory Committee to the City Council.

Development Review also assumed management of the Code Enforcement program previously administered by the former Community Services Division. The Code Enforcement program strives to meet its Council directed benchmark of 100% voluntary compliance, but annually averages about 15% of the case work being adjudicated in Municipal Court.

Service Level Changes:

In FY13 Development Review working staff were reduced by 1.5 FTE, which included a 1.0 FTE Senior planner position that was held vacant and 1.0 FTE planner reduced to temporary contracted .5 FTE. These reductions were an outcome of the economic downturn manifestation in slow development and its impact on the General Fund. In FY14 this reduction in planning staff levels continues with the elimination of the 1.0 FTE Senior Planner vacancy and the discontinuation of the .5 FTE contracted planner.

These reduced staffing levels will challenge service level benchmarks even if the number of applications remains unchanged for FY14, and require exploration of additional efficiencies. If the level of planning applications and land use activity increases in response to market conditions and recent stimulus techniques, there may be a need to review staffing levels and work processes in order to avoid a reduction in response times for standard building and planning applications and the processing of major development applications.

Code enforcement staffing will remain at 2.0 FTE for FY14 and benchmarks should remain constant if the number of infractions falls between the norm of 2,500 and 3,500. If the 4,300 infractions investigated in FY13 becomes the new norm, then benchmarks will have to be adjusted in FY15 to reflect the lengthened initial response times for site visits and notice of violation or warning citations.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Continuously advance customer service satisfaction	Citizen request/Inquiries are given timely attention	99%	90%	80%
	Recognize and prioritize time value of private investment	Development Applications processed in a timely manner	97%	87%	85%
	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	99%	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 stormwater runoff, and provide management of stream and waterway restoration projects, such as restoration of the Mill Race. 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, maintaining financial plans, and building and tracking budgets. 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.

Budget Highlights:

In FY14, the drainage program operating budget continues to show signs of stress, as operations reductions are continued to minimize rate increases driven by the need to support capital spending.

The City's Capital program to implement the Stormwater Facilities Master Plan will be a major focus of the program's FY14 activity. Budget constraints have delayed implementation of high priority projects, and a backlog is developing. The sale of $10 million in revenue bonds in early FY11 has permitted the program to focus attention on immediately needed projects. Two projects of note are the planned completion of the Mill Race Ecosystem Restoration project by the end of FY13 and the design of the Over-Under Channel Pipe Replacement in FY14. The program has not been able to staff all of the funded CIP projects, including the Jasper/Natron storm drainage plan needed to address existing problems and prepare for future development.

In FY14 the City will continue to implement the City's Stormwater Management Plan to meet requirements of the National Pollutant Discharge Elimination System (NPDES) stormwater discharge permit, as well as the Total Maximum Daily Load (TMDL) Implementation Plan to meet the Willamette River TMDL requirements. In FY14 the storm drainage program will continue benefitting from the renewal of the intergovernmental agreement and partnership with Lane County, which provides payment for stormwater permit activities in the urbanizable area outside the City limits. City staff and the Oregon Chapter of the Association of Clean Water Agencies have been in negotiations with DEQ regarding issues and concerns with our draft Phase II NPDES MS4 permit. As a result, the DEQ has agreed to revise their approach from individual permits to a general permit for all phase II cities in Oregon. This new approach will rely heavily on individual Stormwater Management Plans for tailoring to a specific discharger. Given this development we do not anticipate receiving a new permit in the near future. We do, however, anticipate significant pressure on staff time throughout FY14 associated with our role as a regional ACWA and DEQ partner in the development of the general permit template. In addition, the U.S. Environmental Protection Agency is considering establishing water quality-based effluent limitations and waste load allocations in NPDES permits. These requirements would also add to Springfield's resource burden as it applies to NPDES Permit mandates and performance requirements.

The Operations Division provides regular maintenance of the City's storm drainage system, including inspection and cleaning of 206 miles of stormwater pipe and 6,250 catch basins; maintenance and vegetation control in 29 public water quality facilities including both mechanical and natural facilities.

Additionally, street sweeping is a surface stormwater quality activity that addresses compliance of the NPDES Permit. This year with an increase in funding for seasonal temporary employees the Division will begin to address the functionality of private bioswales, maintenance of the riparian vegetation along the Mill Race corridor and along the City system of cross country canals. Facilities in subdivisions accept public (i.e. street) runoff, thus the City has a responsibility to ensure these facilities function long term, regardless of who owns the land. The City also needs to meet its MS4 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. Even with the additional FY14 seasonal staff to work on stormwater maintenance projects the service level effects of the FY11 staff reduction will continue to challenge staff to meet work load requirements, particularly if development activity begins to increase, and will continue to result in some capital projects being deferred.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater and Drainage Systems)(Plans completed)	100%	95%	95%
Maintain and Improve Infrastructure and Facilities	Perform Budgeted Maintenance Activities	Planned Infrastructure Maintenance is Performed (Stormwater, Wastewater, Streets)	77%	100%	100%
	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	80%	85%	85%
	Build new physical assets (buildings and infrastructure)	Capital Projects are Constructed to Meet Expanding Needs	85%	85%	85%
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Manage the City's stormwater system in compliance with MS4 permit requirements.	Percent of current year Stormwater Management Plan activities in compliance with the six minimum measures.	100%	100%	100%

Development and Public Works Department

Program: Emergency Management

Program Description:

The Emergency Management Program coordinates the Cities efforts for the mitigation, preparedness, 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 to the Department the responsibility to deliver the Program and lead the City's Emergency Management Committee (EMC). In response to this delegation, the Director designated the City Engineer as the Chair of the EMC and the City's Interim Emergency Management Program Manager.

Budget Highlights:

The Emergency Management Program is new to the Department budget in FY14. Previously, the Program was included in the budget for the City Manager's Office and included only enough funding in FY13 to cover the City's subscription payment to the Lane County Community Emergency Notification System. Any other Program expenditures, estimated at about $104,000 for FY13, were absorbed into the Operating Budgets of the various departments.

For FY14, the Department will significantly increase the designated budget for the Program without increasing its overall budget. This will be accomplished by reallocating appropriations from other programs to this Program, including Personal Services expenditures. It is important for the City to be able to demonstrate that 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.

The FY14 budget includes shifting 0.5 FTE funding for the City Engineer from engineering activities in the General Fund, Street Fund, Wastewater Fund, and Drainage Fund into the Emergency Management Program. The budget also includes shifting the Program's FY13 Materials & Services appropriation from the City Manager's Office to the Department and increasing this appropriation to $5,044 by shifting the funds from other accounts. While the Department's FY14 budget includes expenditures for the Interim Emergency Manager and some Materials and Services, other Program expenditures, both within the Department and in other departments, will continue to be absorbed in their Operating Budgets.

Service Level Changes:

In response to several opportunities and initiatives, such as preparing a new Comprehensive Emergency Management Plan in coordination with the City of Eugene, the Department decided to dedicate 0.5 FTE of the City Engineer to the Program for the second half of FY13 and for FY14. This change will result in shifting some of the City Engineer's duties to the Managing Civil Engineers and the City Traffic Engineer. The Department expects that distributing some of the City Engineer's duties to others will not have an adverse service level impact on the Engineering activities, while creating the opportunity for dedicated staff resources for the Emergency Management Program.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Strengthen Public Safety by Leveraging Partnerships and Resources	Implement the Whole Community Approach to Emergency Management	The Springfield Emergency Management Program is compliant with the National Incident Management System (NIMS)		Baseline TBD	TBD

Development and Public Works Department

Program: Facilities & Equipment Preservation

Program Description:

The Facilities and Equipment Preservation program plans and oversees the maintenance of the City's physical assets, including real property, buildings, vehicles and equipment. Vehicle maintenance activities include purchasing and maintenance of the City's inventory of vehicles and operation of the Regional Fuel Facility. Facilities Preservation activities ensure all City buildings are sanitary, safe, adequately maintained, and operated efficiently and effectively.

Budget Highlights:

The Council's goal is to dedicate $500,000 in annual preservation maintenance and building systems reserves. The FY13 and the proposed FY14 budgets dedicated approximately $289k, which is not sufficient to attend to the growing list of backlog building maintenance and preservation projects. This fiscal trend is a concern. Additionally, approximately $90k of the $289k continues to fund a 1.0 FTE Building Maintenance Worker, thus only $199K is available for the actual preservation projects. This further restricts the ability to deliver the priority projects based on the Building and Facilities Preservation 5-year Work Plan. As a result, the 5-year Work Plan is used by Building Maintenance staff to triage among the numerous high priority preventive maintenance and preservation needs across all City facilities. Projects proposed for completion in FY14 could include HVAC replacements, overhead door replacements, ADA/access improvements, and energy conservation projects.

In conjunction with Team Springfield, the City continues to seek opportunities to move its fleet and facilities to alternative fuels that promote the use of renewable and clean energy sources.

Interoperable radio communications with other local jurisdictions continues to be an unfunded priority. 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. It has become apparent during recent emergency events that interagency interoperability is an important factor in coordinating response activities that keep our community and City staff safe. Funding to upgrade to the regional trunked radio system will continue to be researched.

Service Level Changes:

On the capital side, there are many preservation projects that have been deferred due to limited funding. For example, several fire stations are due for major rehabilitation of station access/egress and apparatus bays, and the dedicated major systems replacement reserve has also been eliminated. This will not change under the proposed budget.

As the City continues to grow, it continues to add properties to the facilities inventory. Each new acquisition offers the potential for additional maintenance and preservation needs.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Maintain and Improve Infrastructure and Facilities	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	80%	85%	85%

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 maintenance 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 sewer operations and maintenance activities, staffed by the City of Eugene Wastewater Division, ensure the safe and efficient operation of the regional sewer operations conveyance and treatment facilities to meet the intended outcomes of the MWMC Regional Wastewater Program.

Budget Highlights:

Regional Wastewater

On an all funds basis, the program's proposed budget for FY14 represents a 1.9% increase over FY13. This figure includes the regional wastewater program, which incorporates the entire regional water pollution control facility budget. In FY14, the Regional Wastewater Program activities will continue to emphasize obligations for constructing and financing MWMC facility upgrades as identified in the 2004 Facilities Plan. Fortunately, due to the successful project management and a favorable bidding climate, a new borrowing of $20 million, originally anticipated for FY11, will continue to be deferred.

Wet Weather Flow Management

The wet weather flow management efforts continue as the Regional Wastewater Policy Team is developing a regional guidance document to address the elements of a Capacity Management Operations and Maintenance program. Both Eugene and Springfield will use the guidance document to develop their specific local collection system programs. The regional Capacity Management Operations and Maintenance program approach replaces the need to update the 2001 Wet Weather Flow Management Plan, as the program will address the ongoing effort to reduce inflow and infiltration in both the public and private sewer systems. The guidance document will be written to protect the regional Water Pollution Control Facility against flows in excess of its design peak flow capacity. The local 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. The local programs will also be a guide 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.

Temperature Standard

Regulatory uncertainty remains high for determining how the regional Water Pollution Control Facility 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. As a result the status of the Total Maximum Daily Load is now uncertain. The Department of Environmental Quality has also placed a moratorium on issuing National Pollutant Discharge Elimination System (those that have a temperature limit) permit renewals until the case is resolved. 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.

Local Wastewater

In the local wastewater subprograms, FY14 activities will continue to focus on implementation of Springfield's Wastewater Master Plan. Major wastewater projects included in the FY14 Capital Budget include: replacement of the sewer line in S. 2nd Street; the design of the Franklin Boulevard trunk sewer extension; completion of a parallel trunk sewer with the 10th & N Street Sewer Upgrade project; Completion of the 58th Street Flow Control Facility and Sewer; and completion of the design and easement acquisition for the Jasper Road Trunk Sewer. In FY11, the Council authorized staff to design and construct the Jasper Road Trunk Sewer in several phases to reduce the amount of the wastewater user fee rate increases needed for FY11 and FY12 by deferring the next wastewater revenue bond sale. Under the current plan, the first phase has been constructed and the second phase will be completed in early FY14. Construction of the first two phases will allow three existing wastewater pump stations to be decommissioned, thereby saving significant operating costs. The remaining phases will be designed and easements obtained, with construction 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 FY14, Operations will continue to focus on flow monitoring as 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. Local capital projects are experiencing some continued delays because of reductions originally put in place in FY11. Regional capital project activity for FY14 and the near term, is appropriately matched to the current staff level, and no further staffing reductions, beyond those implemented in FY11, are anticipated.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	100%	95%	95%

Maintain and Improve Infrastructure and Facilities	Perform Budgeted Maintenance Activities	Planned Infrastructure Maintenance is Performed (Stormwater, Wastewater, Streets)	77%	100%	100%
	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	80%	85%	85%
	Build new physical assets (buildings and infrastructure)	Capital Projects are Constructed to Meet Expanding Needs	85%	85%	85%
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Provide safe and efficient conveyance of wastewater to the Water Pollution Control Facility	Wastewater infrastructure systems meet regulatory performance requirements.	2	0	0

Development and Public Works Department

Program: Special Events

Program Description:

The Special 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, Spring Clean-Up, hanging of holiday decorations, assistance to the holiday parade, community festivals and special projects. Examples support services include street sweeping, barricades, traffic control, event coordination and logistics support.

Budget Highlights:

The Special Events program is projected to increase by approximately 11% in FY14. The increase is in Contractual Services and Program Expense in the Street and Drainage funds to provide the Depot (Chamber of Commerce) holiday lighting and expenses, and safety equipment and miscellaneous supplies for a variety of projects.

Service Level Changes:

A second clean up day is under consideration for FY14. The Council has directed staff to assess the feasibility of a second cleanup event. This proposal is in discussion and planning. Financial impacts have not been determined at the current time.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Actual	FY14 Target
Promote and Enhance Our Hometown Feel while Focusing on Livability and Environmental Quality	Reduce solid waste, pollutants and poor environmental conditions in the community	Trash is Reduced and Community Recycling is Increased	90%	100%	100%

Development and Public Works Department

Program: Streets

Program Description:

The Streets program consists of sub-programs that clean and maintain, design and construct, and beautify 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 landscaping activities provide landscape maintenance in public rights-of-way.

Budget Highlights:

Fuel tax and System Development Charges (SDC) revenues support the bulk of this program. In addition, a small amount of storm drainage revenue supports street sweeping activity. The program continues to struggle due to revenue failing to keep pace with service needs. Excluding funded capital replacement, the Street Program's FY14 operating budget has increased 4.7% on an all funds basis. Although a state-wide increase in the fuel tax went into effect in January 2011, the resulting revenue is not projected at levels sufficient to stabilize the City's Street Operating Fund in FY13 or to restore street program service levels.

In FY12 the City implemented a Right of Way fee on Stormwater and Wastewater funds, which allowed a slight increase in available operating funds. This new fee generates approximately $378,000 in FY14 revenue for the Street Program and will be used to provide continued maintenance and operations services. A transfer from the Street Operating Fund to the Capital Fund of $100,000 is planned in FY14 if the fund remains stable.

The Operation Division continues to struggle to maintain City streets in a fair or better condition. Without additional funding for needed street preservation projects, streets continue to deteriorate. During FY13 the Operations Division performed crack seal on several collector streets to slow street deterioration but lacked resources to do a more comprehensive crack seal program including residential streets. The Division completed a 2012 Street Conditions survey that indentified the street surface conditions had slipped to 44% fair or better condition from a 2010 survey reporting a 56.4% fair or better condition, falling substantially short of the 2008 Council endorsed 85% target for improved streets to be maintained in a fair or better condition. Each year the financial implications grow to meet the 85% target.

Service Level Changes:

Service levels will remain essentially unchanged in FY14. Virtually all locally-funded preservation activities have been suspended and maintenance activity remains sharply 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 FY14 budget continues partial funding for sidewalk repair, street grading, local residential 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 reason for this is primarily driven by the fact that public sector revenues will lag behind private sector recovery by one to two years. So while expectations for service will occur in the moment, the ability to pay for services will be a fiscal challenge until revenues catch up.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	100%	95%	95%
Maintain and Improve Infrastructure and Facilities	Perform Budgeted Maintenance Activities	Planned Infrastructure Maintenance is Performed (Stormwater, Wastewater, Streets)	77%	100%	100%
	Preserve physical assets, streets, sewers, storm drainage and building facilities	Preservation Projects are completed on schedule.	80%	85%	85%
	Build new physical assets (buildings and infrastructure)	Capital Projects are Constructed to Meet Expanding Needs	85%	85%	85%

Development and Public Works Department

Program: Technical Services

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 both traditional land surveying techniques and advanced 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.

Budget Highlights:

By taking advantage of the opportunity to reprioritize some revenue bond proceeds, the program will complete replacement of failing infrastructure management systems (including the replacement of hardware and software and the migration of existing data holdings). This will reduce risks associated with the City's larger geospatial and infrastructure management systems and complete initial phases of integration of facilities information into a uniform and accessible system by the end of FY13. Due to cost savings during the Asset Management System Replacement Project, funds exist and will be carried over to FY14 for progress on facilities information migration that had been planned for future phases. Separately the program has upgraded all installations of Computer Aided Design software, Geographic Information System (GIS) software and database software across the department.

Overall program expenditures are not proposed to increase in FY14. Across all funds, FY14 Materials and Services expenditures decrease approximately $23,500 when compared to amended FY13. Small increases to Employee Development and Travel & Meeting Expenses are required to manage new integration technologies and fill gaps in support to ease the burden on the City's Information Technology Department. Program resources will also remain dedicated to supporting the Accela system, capital improvement program with Land Surveying services, and support for projects of high importance to the City such as the Glenwood Refinement Plan, downtown redevelopment, and adoption of the 2030 Refinement Plan.

Service Level Changes:

No significant service level changes are planned in the FY14 budget except those associated with the Asset Management System replacement. GIS program funding from the General Fund has increased by approximately 4% of budget, while services, particularly Accela and GIS services, dedicated to General Fund support have increased to help offset work underway in the Information Technology Department to assist with the replacement of regional public safety and law enforcement systems.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Encourage Economic Development and Revitalization through Community Partnerships	Plan and design for community growth	Infrastructure Needed for Growth is Identified & Planned (Streets, Wastewater, and Drainage systems)	100%	95%	95%

Development and Public Works Department

Program: Transportation

Program Description:

The Transportation 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, and the many interactions with the regional transportation network of State freeways and highways, County roads, public transit, and multi-use paths. 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, and provide electricity and maintenance for traffic control devices and street lights to maximize transportation safety and efficiency. Traffic control maintenance and construction activities provide traffic control devices, such as signals, signs and striping that are visible, informative, and effective in promoting traffic safety among all modes of transportation to comply with State and National standards. 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.

Budget Highlights:

This Street Fund supported program faces the same challenges as described for the Streets program, with inadequacy of revenue streams leading to stagnation in the operating budget. In FY12 the City implemented a Right of Way fee on Stormwater and Wastewater funds, which allowed a slight increase in available operating funds. On an all funds basis, the Transportation program operating spending increases by 3.8% in FY14. To maintain program continuity, State and Federal Transportation funds will continue to be tapped 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 maintenance and preservation.

A major activity of the program will be completing the current update of the Transportation System Plan. The City's Transportation SDC methodology will be reviewed in FY14 once the Plan is complete.

Focus will remain on a wide variety of important transportation projects and programs in FY14. 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 focus for the Transportation Program.

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

1) Make substantial progress on the required federal environmental analysis for the Franklin Boulevard upgrade project;
2) Finalize plans and obtain permits for the South Bank multi-use path extension, connecting the soon to be completed path viaduct under the new I-5 Willamette River Bridge to the Franklin Boulevard/Glenwood Boulevard intersection;
3) Finalize agreement with Oregon Department of Transportation to have the City implement pedestrian crossing improvements as identified in the Main Street Pedestrian Study;
4) Work with the Neighborhood Economic Development Corporation (NEDCO) and the City's Economic Development staff to design a downtown demonstration project along Main Street once that project has been decided upon by Downtown stakeholders;
5) Continue to implement and advance municipal street lighting cost reductions through new technologies in illumination and illumination control;

6) Continue to participate in the development of a new state-mandated Regional Transportation System Plan;
7) 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;
8) Work with Lane Transit District on the Main Street and McVey Highway transit feasibility assessment; and
9) Continue to implement 2009's MUTCD requirements related to pavement markings and street signage (e.g., retro-reflectivity).

The Operations Division provides routine and emergency maintenance on the City's transportation system. This includes maintenance of 37 City-owned traffic signals and contractually 29 State of Oregon and 2 privately-owned traffic signals. Additionally the program oversees approximately 8000 signs and under contract with Lane County provides about 145 lane miles of striping annually. Traffic control services are provided for numerous regional and community events including University of Oregon football games, Eugene Marathon, Veteran's and Holiday Parades.

Service Level Changes:

Existing staffing levels and contractual service budgets are proposed to be carried forward in FY14. 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 markers, 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.

Program Performance Indicator:

Effectiveness Areas	Key Processes	Measurement Methods	FY12 Actual	FY13 Target	FY14 Target
Maintain and Improve Infrastructure and Facilities	Provide a safe and efficient transportation system	Percent of out of service signalized intersections repaired within 48 hours after reporting.	100%	90%	90%

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Finance Department

Departmental Programs

- **Financial Management**

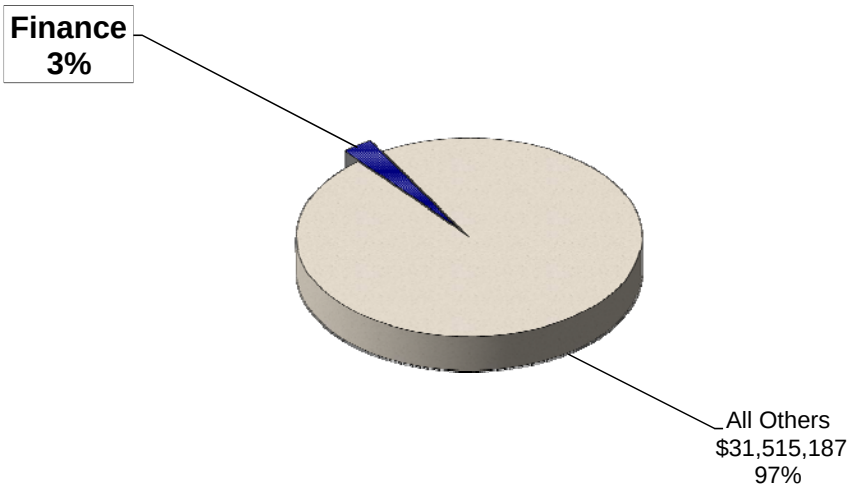
Department Description

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).

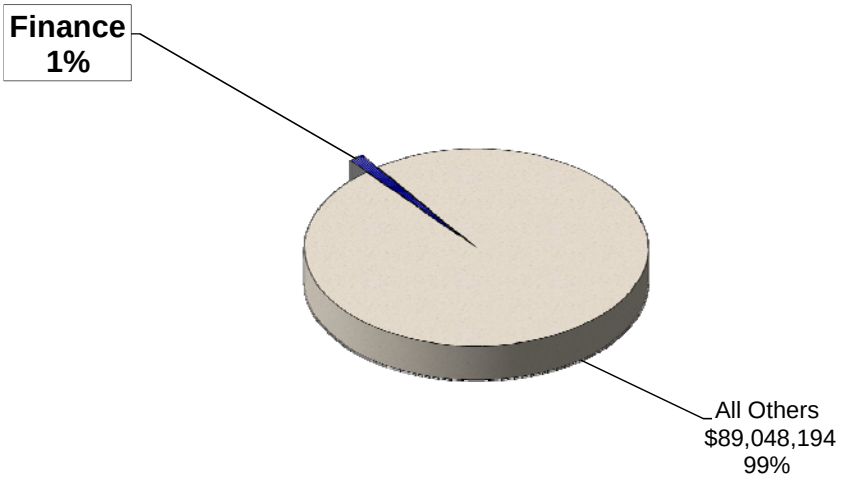
Mission

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.

FY14 OPERATING BUDGET - General Fund	**$**	**32,419,061**
Finance:	**$**	**903,874**



FY14 OPERATING BUDGET - All Funds	**$**	**90,263,864**
Finance:	**$**	**1,215,670**



Finance Department

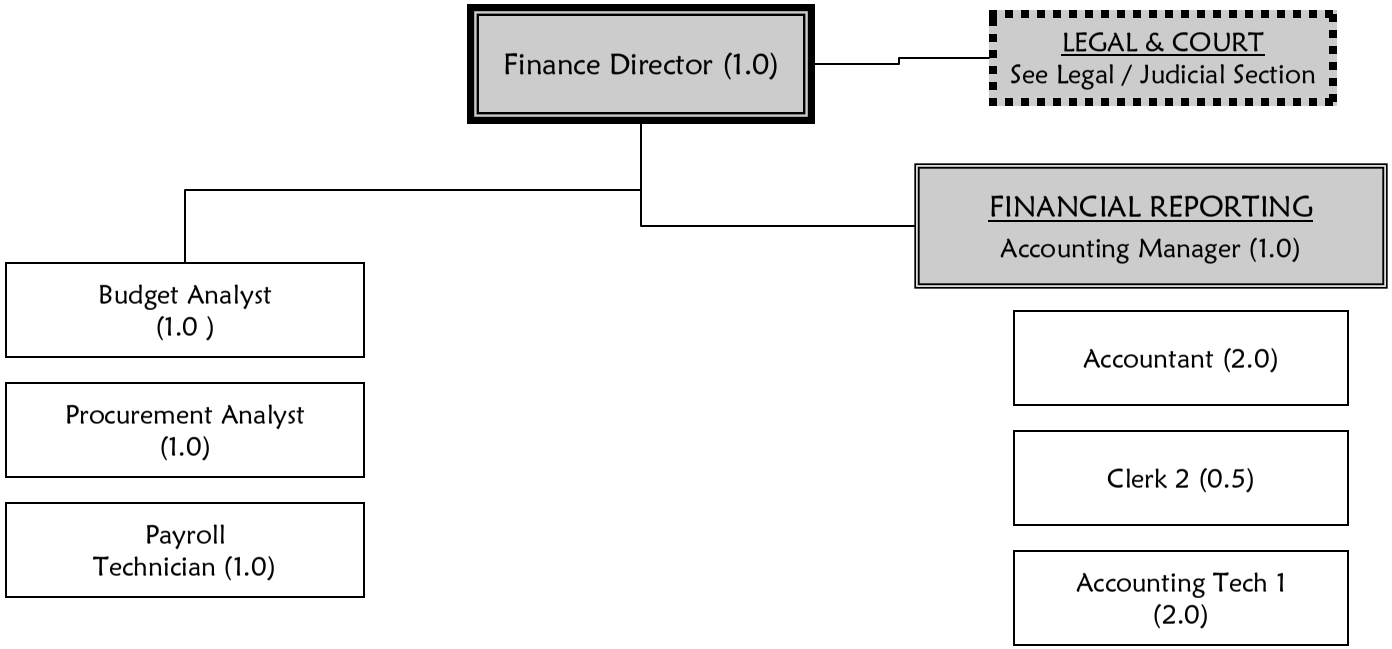
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 808,558	$ 888,606	$ 897,270	$ 962,185
Materials and Services	204,066	177,730	259,279	253,485
Total	**$ 1,012,624**	**$ 1,066,336**	**$ 1,156,549**	**$ 1,215,670**
Expenditures by Fund:				
General	$ 781,847	$ 832,650	$ 853,351	$ 903,874
Bancroft Redemption	13,582	13,872	15,885	17,479
Community Devel. Block Grant	17,529	13,639	22,832	23,753
Development Assessment	69,110	61,399	104,692	105,758
Drainage	9,853	10,742	11,427	12,234
Local Wastewater	9,856	10,742	11,427	12,234
Regional Wastewater	79,825	86,991	114,054	117,202
SDC Administration	28,266	31,701	17,281	19,536
Vehicle and Equipment	2,757	4,600	5,600	3,600
Total	**$ 1,012,624**	**$ 1,066,336**	**$ 1,156,549**	**$ 1,215,670**
Expenditures by Sub-Program:				
Administration	$ 1,012,624	$ 1,066,336	$ 1,156,549	$ 1,215,670
Total	**$ 1,012,624**	**$ 1,066,336**	**$ 1,156,549**	**$ 1,215,670**

* Amended as of Feb 4, 2013

Finance Department

Total FTE: 9.5



Finance Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	7.98	7.43	7.27	7.27
Bancroft Redemption	0.13	0.13	0.13	0.13
Community Development	0.20	0.22	0.22	0.22
Development Assessment	0.69	0.69	0.67	0.67
Drainage Operating	0.10	0.10	0.10	0.10
Local Sewer Operations	0.10	0.10	0.10	0.10
Regional Sewer Operations	0.85	0.88	0.88	0.88
SDC Administration	0.25	0.25	0.13	0.13
Total Full-Time Equivalents	**10.30**	**9.80**	**9.50**	**9.50**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Accountant	2.00	2.00	2.00	2.00
Accounting Supervisor	1.00	0.00	0.00	0.00
Accounting Manager	0.00	1.00	1.00	1.00
Accounting Technician	2.80	2.30	2.00	2.00
Clerk 2	0.50	0.50	0.50	0.50
Finance Director	1.00	1.00	1.00	1.00
Management Analyst	2.00	2.00	2.00	2.00
Payroll Technician	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	**10.30**	**9.80**	**9.50**	**9.50**

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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.

Budget Highlights:

The Finance Department's proposed budget for FY14 maintains the existing staffing level at 9.5 FTE. Any increase in personnel services costs over last year are the result of merit increase, change in benefit costs and any reclassification of an employee grade or step based upon duty assignments. Material & Services expenses are primarily flat over previous years with the exception of consulting services and software licenses. The City has reached the end of its current 5-year arrangement with its current auditors and is currently negotiating a possible extension to remain with the existing firm. The department also has major software license agreements, with PeopleSoft and BRASS, which annually have an escalation clause that is higher than a normal rate of inflation. This is typical for most software license agreements.

Service Level Changes:

The department has several significant projects scheduled for next year that will have an impact on services provided both next year and in future years. The most significant is the introduction of an alternative to a traditional budget process referred to as priority based budgeting. This initial phase is a 7 month process involving Council and staff to review current services by identifying which current City programs best respond to the long term goals established by the Council.

A second major project for the department that also involves all city departments is a program to provide a more centralized and paperless program for processing accounts payable. The project is being planned to not increase the FTE count at the City through the use of technology by bringing existing resources into a central location.

The City's main financial reporting system is scheduled for a software upgrade during this next fiscal year and the Finance staff will be working closely with the IT staff to complete this project.

Lastly for this next year, the department will be committing resources to a project that will be the first phase of an analysis of the City fiscal health for some of its major operating funds.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
To Offer Financially Responsible And Stable Government Services	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	172	175
		% of reconciliations completed by adopted schedule date	100%	60%	100%
		% of monthly reports posted by the 8th working day of following month	100%	100%	100%
		% of employees with direct deposit	96%	96%	NA
		% of Employees Receiving Pay Advices electronically	96%	96%	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%	66%	<50%
		Number of Payroll Vendors paid by ACH	14	14	16
		% of AP Payments ≥ $100k issued as ACH	>50%	40%	>50%
	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.	City's vehicle replacement schedule to be available by Nov 1st	100%	100%	NA
		% of positive responses on Finance internal customer service survey			80%
		Operating reserves in the General Fund is no less than 15% of operating expenses	>20%	22%	>20%
		Revenue forecast are within 2%	2%	1%	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

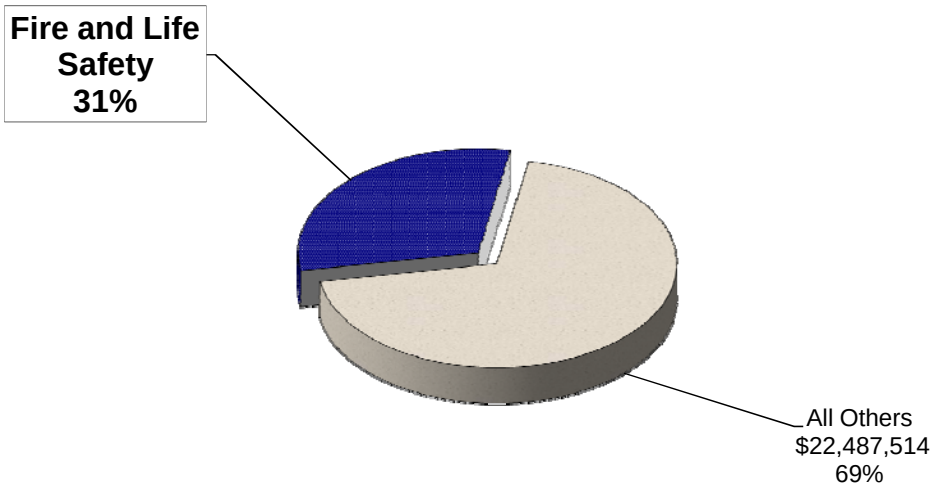
The Fire and Life Safety Department provides services that prevent the loss of life and property, and protect the environment. Administrative responsibilities include planning, supporting and controlling a diversified service delivery system for the City, the urban growth boundary, and East Lane Ambulance 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-five (25) jurisdictions throughout the State, and administers the FireMed membership program for Eugene Fire & EMS, Lane Rural Fire/Rescue, and Springfield Fire & Life Safety.

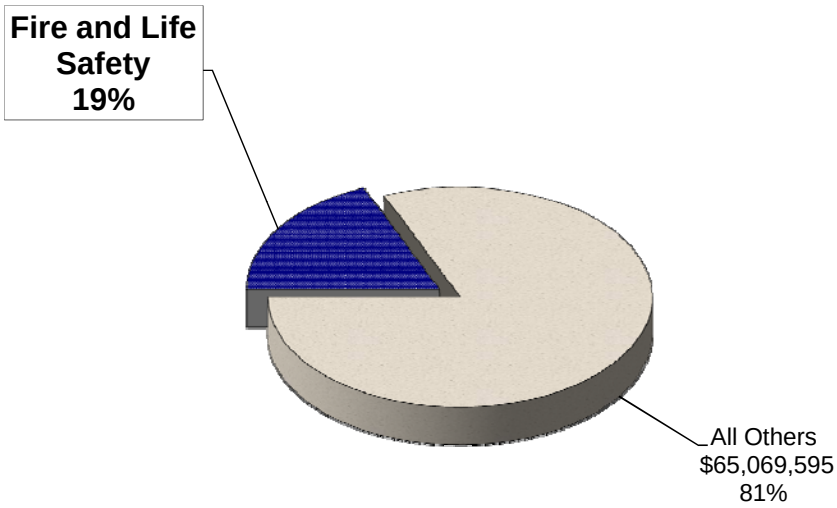
Mission

The Fire and Life Safety Department serves our communities by protecting and preserving life, property, and the environment through prevention, education, emergency medical services, rescue, and fire suppression services.

FY14 OPERATING BUDGET - General Fund	**$**	**32,419,061**
Fire and Life Safety:	**$**	**9,931,547**



FY14 OPERATING BUDGET - All Funds	**$**	**90,263,864**
Fire and Life Safety:	**$**	**16,777,521**



Fire and Life Safety Department

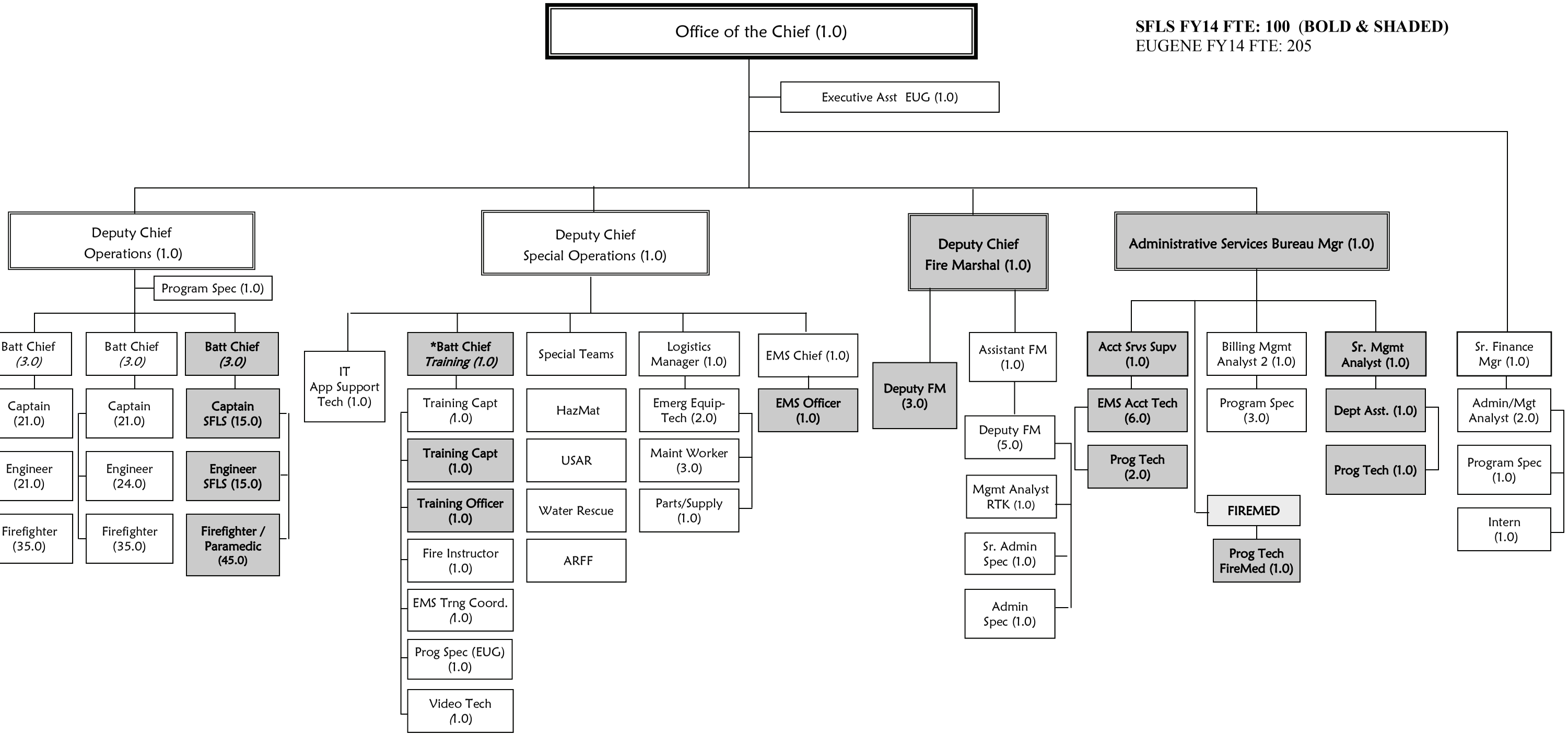
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 12,874,173	$ 13,009,291	$ 13,186,232	$ 13,147,948
Materials and Services	3,584,601	3,512,329	3,496,577	3,514,573
Capital Outlay	177,773	35,855	1,225,967	115,000
Total	**$ 16,636,547**	**$ 16,557,474**	**$ 17,908,776**	**$ 16,777,521**
Expenditures by Fund:				
General	$ 9,853,100	$ 9,966,973	$ 10,085,017	$ 9,931,547
Ambulance	5,087,042	5,005,353	5,045,597	5,189,381
Fire Local Option Levy	1,439,818	1,526,839	1,556,762	1,558,593
Special Revenue Fund	78,813	22,455	44,000	-
Vehicle and Equipment	177,773	35,855	1,177,400	98,000
Total	**$ 16,636,547**	**$ 16,557,474**	**$ 17,908,776**	**$ 16,777,521**
Expenditures by Sub-Program:				
Office of the Chief	$ 70,189	$ -	$ -	$ -
Administrative Services Bureau	456,480	441,777	609,112	538,692
Emergency Medical Services				
Emergency Medical Services	3,223,617	3,358,260	4,051,337	3,586,346
EMS Account Services	811,719	868,812	807,564	845,154
FireMed	669,536	475,019	449,974	457,579
FireMed Enterprise	66,000	23,686	30,726	30,989
Fire Marshal				
Fire Prevention	580,190	564,758	570,730	629,478
Haz-Mat	210,502	178,211	197,271	56,229
Fire Operations	10,031,906	10,151,678	10,685,275	10,077,960
Fire and Life Safety Training	516,407	495,273	506,787	555,094
Total	**$ 16,636,547**	**$ 16,557,474**	**$ 17,908,776**	**$ 16,777,521**

* Amended as of Feb 4, 2013

Eugene and Springfield Fire Departments IGA Organizational Chart

SFLS FY14 FTE: 100 (BOLD & SHADED)
EUGENE FY14 FTE: 205



* Currently serving as a BC in Operations

Updated Feb 14, 2013

Fire and Life Safety Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	62.95	60.95	59.95	58.95
Ambulance	34.05	33.05	32.05	32.05
Fire Local Option Levy	9.00	9.00	9.00	9.00
Total Full-Time Equivalents	**106.00**	**103.00**	**101.00**	**100.00**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Battalion Chief - Operations	3.00	3.00	3.00	3.00
Battalion Chief - Training	1.00	1.00	1.00	1.00
Clerk 2	2.00	0.00	0.00	0.00
Department Assistant	1.00	1.00	1.00	1.00
Deputy Chief - Operations	1.00	1.00	0.00	0.00
Deputy Chief - Fire Marshal/HazMat	1.00	1.00	1.00	1.00
Deputy Fire Marshal 1	1.00	1.00	1.00	0.00
Deputy Fire Marshal 2	3.00	3.00	3.00	3.00
EMS Account Services Supervisor	1.00	1.00	1.00	1.00
EMS Accounting Technician	7.00	7.00	6.00	6.00
EMS Program Officer	0.00	1.00	1.00	1.00
Fire Captain	15.00	15.00	16.00	16.00
Fire Chief	0.00	0.00	0.00	0.00
Fire Engineer	15.00	15.00	15.00	15.00
Firefighter/Paramedic	45.00	45.00	45.00	45.00
Management Analyst, Senior	2.00	1.00	1.00	1.00
Program Technician	5.00	4.00	4.00	4.00
Service Bureau Manager	1.00	1.00	1.00	1.00
Training Officer	2.00	2.00	1.00	1.00
Total Full-Time Equivalents	**106.00**	**103.00**	**101.00**	**100.00**

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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 and life safety services delivery.

Budget Highlights:

Exploring opportunities for efficiencies, standardization and consolidation between Eugene Fire & EMS and Springfield Fire & Life Safety, as well as working with staff and elected officials to find on-going solutions for sustainability of the ambulance transport system, will continue to be the focus in FY14.

Service Level Changes:

The consolidated Office of the Chief will continue in FY14, 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	FY13 Target	FY13 Actual	FY14 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.

Budget Highlights:

The FireMed Ambulance Membership Program in FY13 saw a slight decrease for Springfield memberships. With further reductions in advertising spending and increased reliance on volunteers to run the campaign, the overall consolidated campaign held steady. The effectiveness of FireMed's marketing efforts are constantly being evaluated and focused to achieve the best results for the dollars available. For FY14, FireMed has a new advertising and marketing contractor. With a fresh perspective and a new look to the campaign, the Spring 2013 campaign should be an exciting one. Membership marketing will continue to face obstacles in the regional economic climate, but we project that membership will grow in FY14

Ambulance Account Services continues their ambulance account enterprise, with billing services for 25 government entities besides Springfield. Account Services staff provide a level of expertise found in few other local government agencies. Low reimbursement rates for Medicare patient ambulance transports continue to make balancing the fund a challenge. Account Services has implemented several process improvements to maximize revenues and gain efficiencies in processing in an attempt to offset declining revenues. FY13 collection percentages held constant. The addition of five (5) small clients in FY13 should provide approximately $25,000 in additional revenue in FY14.

Service Level Changes:

Integration of some Logistics functions and continued efforts to standardize equipment and processed across the metro area will continue to be a focus in FY14. Continuous Process Improvement (CPI), Benchmarking, and Best Practices will be applied to the consolidated function to gain further efficiencies in FY14.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Financially Sound and Stable Government Services	Manage Financial Resources: Obtain Funding	Net Enterprise Contribution to Ambulance Fund ($1000)	360	360	360
		Ambulance - Net Collection % (Spfld only)	80%	75%	80%
		Ambulance Bills - Net # days in accounts receivable (Spfld only)	55	90	55
		FireMed - Market share (eligible households in Springfield)	29.0%	29.0%	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 continue to outpace expenses and short and long-term solutions are still being sought. The Emergency Medical Services Officer (SFLS), and Battalion Chief of EMS (Eugene) are working on standardizing equipment, protocols, SOP's, and training throughout the joint EMS system. System efficiencies in FY14 are expected to reduce costs and improve overall division performance.

Both Eugene and Springfield are taking delivery on new ambulances in late FY13/early FY14. These new units, four (4) for Eugene and two (2) for Springfield, will be identical, based on the recommendations of the Joint Apparatus Committee. The new, smaller, lighter ambulances will incorporate a smoother ride, additional safety features, and be a major upgrade to the ambulance fleet throughout the 3-Battalion system.

Service Level Changes: No service level changes are anticipated in FY14.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Preserve Public Safety	Maintain Public Works and Core Services	% emergency ambulance response within 8 minutes	90%	83%	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, 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 Exempt Status (ORS 476.030(3), OAR 837-039-0010). The program also meets hazardous material mandates as outlined by federal and state governments.

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 FY14. 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.

Service Level Changes:

Integration of the workforce of the two fire departments will continue in FY14. Implementation of the new Records Management System (RMS), slated for 4th quarter FY13, will provide a fully integrated database for managing all fire prevention activities across the metro area. FLS will reduce 1 FTE Deputy Fire Marshal in FY14 to meet general fund budget targets. The impact of the reduction will be felt in the Fire Protection System Maintenance program that ensures operational readiness of the 863 life safety systems across the city and delays to citizen inquiries.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Preserve Public Safety	Secure Property and Personal Safety	Dollar loss per fire - Business (perform better than 50% of similar cities)	100%	100%	100%
		Dollar loss per fire - Residential (perform better than 75% of similar cities)	75%	75%	75%
		Dollar loss per fire – All (perform better than 75% of similar cities)	75%	75%	75%
		% Springfield occupancies with Fire Protection Systems in compliance or verified as maintained	80%	51%	25%**
Community and Economic Development and Revitalization	Interact With Citizens	% Juvenile Firesetter referral service and/or intervention for youth requests fulfilled annually	100%	97%	100%

** Due to loss of 1 FTE DFM

Fire and Life Safety Department

Program: Fire Operations

Program Description:

Fire Operations provides fire and emergency medical response to citizen calls for assistance in a variety of emergencies. This program provides the personnel, training, specialized vehicles, equipment, and supplies 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.

Budget Highlights:

The Public Safety Levy was renewed by voters in November 2010 and will continue to fund staffing for a fifth engine company in FY14. Fire Operations continues to work cooperatively with Eugene Fire and EMS in a "3 Battalion" system. Working cooperatively with Eugene Fire and EMS, efforts to improve processes and gain efficiencies in both systems will continue in FY14.

A new contract with IAFF and an expanded IGA with the City of Eugene will bring us to the ‘next steps’ in the merger/consolidation process in FY14. The new Contract further aligns with the Eugene Firefighter’s new Contract with the ultimate goal of a blend of Springfield and Eugene Firefighters working together in both cities in FY15. Cross-functional teams are being formed to identify key areas needing work, with the goal of implementing necessary changes throughout FY14.The new computerized Records Management System was implemented in FY13, and some Logistics services are now being provided by Eugene to Springfield.

Eugene and Springfield Battalion Chiefs in all three battalions are rotating assignments throughout the two cities, providing a broader understanding of metro operations for all Operations managers.

Service Level Changes:

FLS took delivery in FY13 on a new Pierce aerial platform. This is the largest apparatus in the FLS fleet, and is a major upgrade to the 2002 model. Fire apparatus replacement fund contributions are still below desired levels, but increased contributions the past few years, and use of leases, has improved the fund overall. Additional increases in replacement fund contributions will be necessary to maintain the fleet and replace worn out apparatus and vehicles.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Preserve Public Safety	Secure Property and Personal Safety	% of fire responses within 5 minutes	80%	60%	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. The program provides the training necessary for successful, efficient, and safe service delivery to the community.

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. Many internal programs are shared between the two city fire departments of Springfield and Eugene. Cost savings have been realized through a combined recruitment and hiring process, a combined Recruit Academy, two combined career development programs, and a combined promotional testing process for Engineer and Officer and ongoing line level training sessions.

Service Level Changes:

No service level changes are anticipated in FY14.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 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.

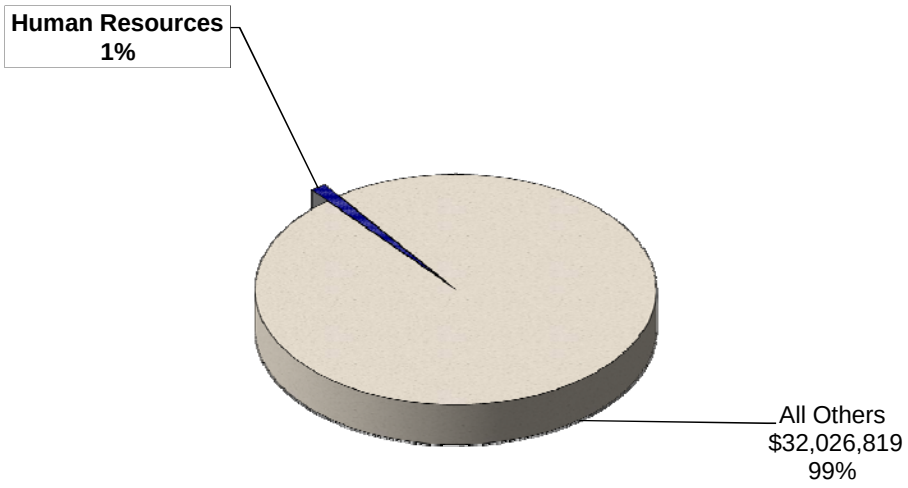
The City's Employee Benefits program includes: health, life, and disability insurance; employee leave administration; employee wellness; and retirement. The Department is also responsible for City-wide Risk Management, including loss prevention planning, workplace health and safety, litigation coordination, workers compensation, 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.

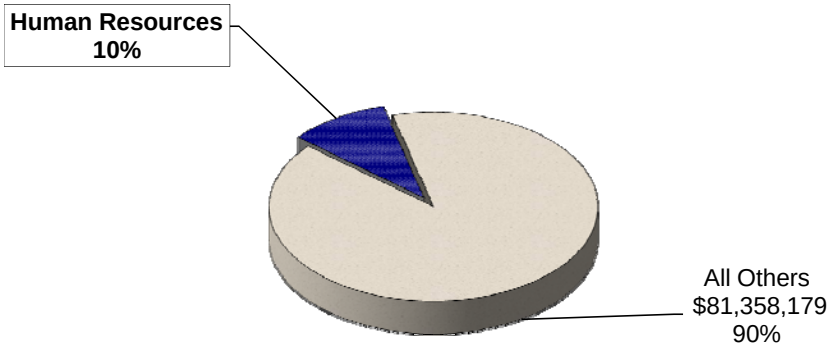
Mission

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.

FY14 OPERATING BUDGET - General Fund		**$ 32,419,061**
Human Resources:	**$ 392,242**	



FY14 OPERATING BUDGET - All Funds		**$ 90,263,864**
Human Resources:	**$ 8,905,685**	



Human Resources Department

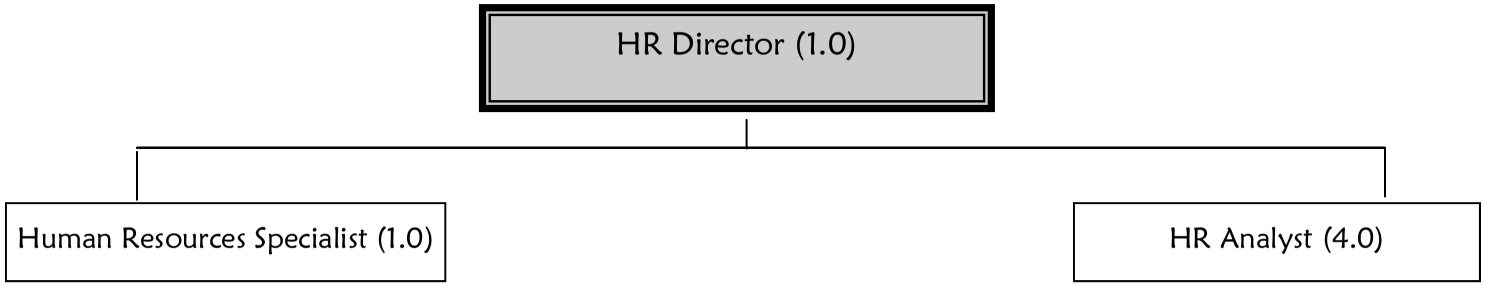
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 535,686	$ 581,818	$ 596,635	$ 612,781
Materials and Services	548,299	498,440	4,070,092	8,292,904
Total	**$ 1,083,985**	**$ 1,080,258**	**$ 4,666,727**	**$ 8,905,685**
Expenditures by Fund:				
General	$ 391,502	$ 374,108	$ 401,064	$ 392,242
Insurance	692,483	704,550	4,255,663	8,513,443
Vehicle and Equipment	-	1,600	10,000	-
Total	**$ 1,083,985**	**$ 1,080,258**	**$ 4,666,727**	**$ 8,905,685**
Expenditures by Sub-Program:				
Personnel Administration	$ 359,798	$ 352,444	$ 371,846	$ 363,024
Support Services	18,893	17,698	17,678	17,678
Citywide Training	12,812	5,565	21,540	11,540
Employee Benefits	444,563	441,904	458,403	484,382
Risk Management	159,780	156,317	240,677	233,803
Workers Compensation	88,140	106,329	114,771	110,220
Self Funded Insurance	-	-	3,441,812	7,685,038
Total	**$ 1,083,985**	**$ 1,080,258**	**$ 4,666,727**	**$ 8,905,685**

* Amended as of Feb 4, 2013

Human Resources Department

Total FTE: 6.0



Human Resources Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	3.25	3.25	2.85	2.85
Insurance	2.75	2.75	3.15	3.15
Total Full-Time Equivalents	**6.00**	**6.00**	**6.00**	**6.00**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Clerk 3	1.00	0.00	0.00	0.00
Department Assistant	1.00	1.00	1.00	0.00
Human Resource Analyst	3.00	4.00	4.00	4.00
Human Resource Manager	1.00	1.00	1.00	1.00
Human Resource Specialist	0.00	0.00	0.00	1.00
Total Full-Time Equivalents	**6.00**	**6.00**	**6.00**	**6.00**

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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; and applicant tracking.
- 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.
- Developing and administering the City's employee recognition program.
- Participating with other local public agencies to enhance the City's inclusion and diversity efforts in alignment with Council goals.

Budget Highlights:

- Hosted community workshops and events to attract applicants of color to City jobs and opportunities.
- Partnered with the City of Eugene in firefighter/paramedic recruitment process as part of Fire Department merger effort.
- Worked with other State and local agencies to encourage junior-high-school-aged girls to consider non-traditional careers through "Options Unlimited" sponsoring and thereby further diversifying our future workforce.

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. With our continued slow local economy, the City has had few open positions but having more knowledge about other agency opportunities has helped prepare us for future growth. 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:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Foster an Environment that Values Diversity and Inclusion	Recruitment and Selection: Enhance & diversify the organizational culture	Percent of qualified applicants who meet City's workforce diversity goals.	8%	7%	8%
Offer Financially Responsible and Stable Government Services	Classification & Compensation: Pay plan is accurately adjusted in local market	Percent of new employees hired at mid-step or lower	95	95%	90%

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 and, in alignment with Council direction, a pay-for-performance system.
- Investigating discrimination and harassment complaints.
- Investigating employment rule violation allegations.
- Negotiating and resolving workplace disputes.
- Assisting in responding to Equal Employment Opportunity Commission investigations and employee litigation.

Budget Highlights:

- Taking the lead on reorganizing, updating, and rewriting all City-wide policies and procedures; have completed ten new administrative rules to reduce City's risk exposure and decrease liability insurance premium costs.
- Working with City of Eugene's human resources department to align labor contracts and policies and procedures impacting the two Fire Departments and respective collective bargaining units to facilitate merger work.
- Convened joint labor & management committees with City's two general service bargaining units, SEIU and AFSCME. Issues are informally reviewed and addressed to avoid grievances.

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 office hours at other City facilities (i.e. the Justice Center and Public Works-Maintenance) 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.

Program Performance Indicator:

Council Goals	Key Process	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
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.	15	10	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.

Budget Highlights:

The majority of FY13's training budget was expended in one major area: inclusion & diversity training. "Working Better Together" is a "train-the-trainer" program already in place at the City of Eugene and Lane County, and the City of Springfield has contracted with the training developer to offer it to our employees as well.

Other trainings offered included:

- "Getting to Yes" negotiation and collaboration training;
- "Crucial Conversations"; how to have difficult discussions with coworkers and supervisors
- Supervisory training updates: recruitment and selection process; emotional intelligence; and legal updates.

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.

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.

Budget Highlights:

- Ongoing partnership with the City of Eugene in developing consistent and best practices for administering fire risk programs.
- Have received more intense training in performing ergonomic reviews for employees with actual or potential workers' compensations claims.
- Statewide revision in how experience rating to be calculated projected to increase rating and premium costs.

Service Level Changes:

New risk accounting procedures will allow for the payment of claims more quickly, result in fewer supplemental budget changes, and create more accurate tracking of claim expenditures.

Allocation model will encourage departments to participate more fully in risk prevention.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 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.	.90	.91	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 Center);
- Partnering with Willamalane to provide employees membership to fitness facilities and programs;
- Weight Watchers at Work and other nutrition programs;
- Education on complete employee wellness during our annual Wellness Fair.

Budget Highlights:

- As part of Fire Department merger efforts, we have partnered with City of Eugene in developing consistent and best practices for administering health benefits and are now analyzing the potential for significant cost reduction by moving from fully insured to self-insured status.
- Improved utilization of health benefits have resulted in level costs (i.e. no increase).

Service Level Changes:

Increased number of highly complex protected leave situations continue to require extensive coordination and analysis. Example: Family Medical Leave overlapping with Workers' Compensation injury and use of sick leave/vacation and unpaid leave.

Human Resources staff, along with Finance staff, will continue the implementation of transitioning our health benefits from a fully-insured plan to a self-insured plan. We anticipate a higher than normal workload with the transition itself but have yet to determine how it will impact staffing resources in the long run.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 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.	0%	0%	0%

Information Technology Department

Departmental Programs

- **Information Technology**

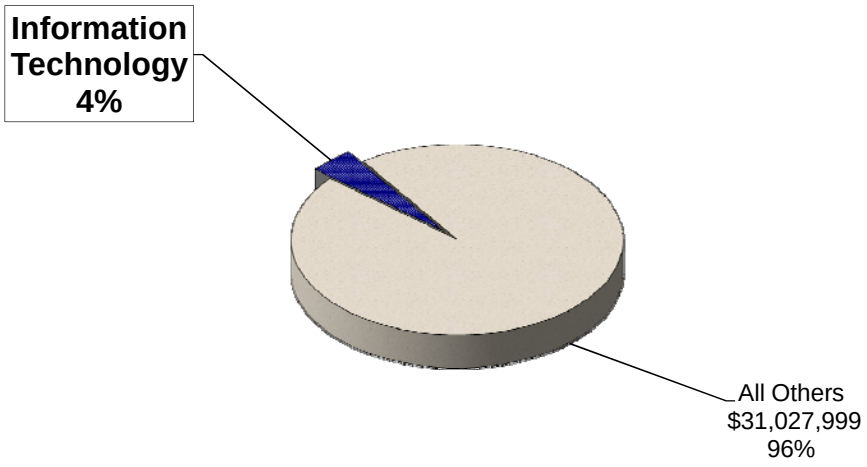
Department Description

The Information Technology Department assists 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. The Department 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 Department is also responsible for providing effective voice communications utilizing a combination of Public Branch Exchange (PBX) and Voice over IP (VoIP) technologies.

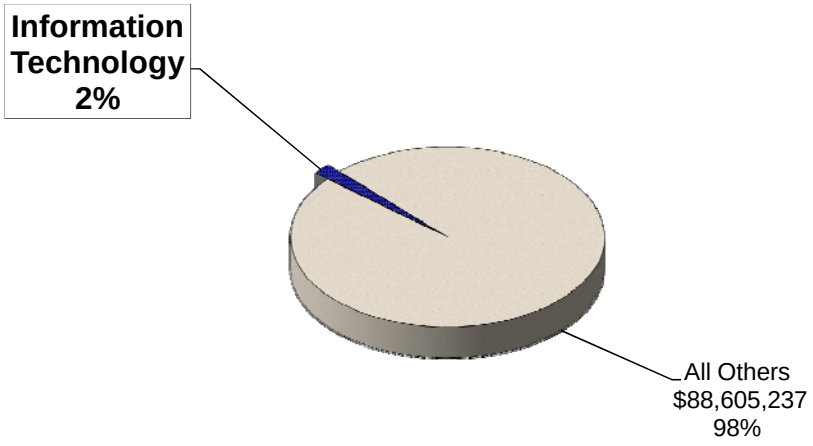
Mission

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.

FY14 OPERATING BUDGET - General Fund	**$**	**32,419,061**
Information Technology:	**$**	**1,391,062**



FY14 OPERATING BUDGET - All Funds	**$**	**90,263,864**
Information Technology:	**$**	**1,658,627**



Information Technology Department

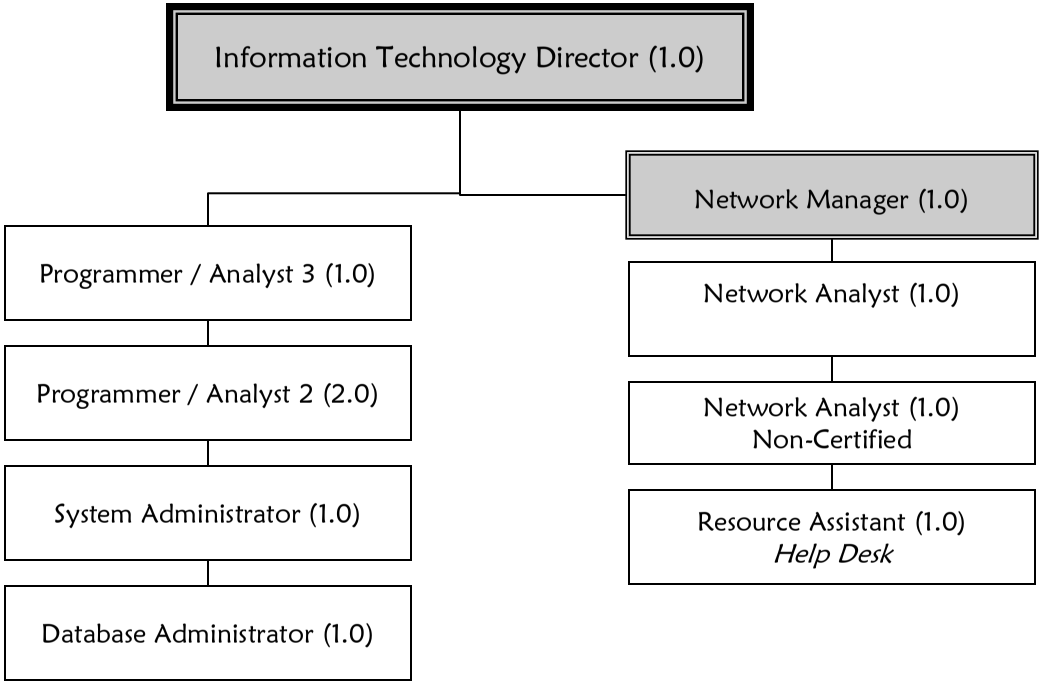
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 1,002,986	$ 1,066,527	$ 1,137,897	$ 1,118,979
Materials and Services	325,643	333,272	327,320	435,648
Capital Outlay	86,213	9,142	70,000	104,000
Total	**$ 1,414,843**	**$ 1,408,940**	**$ 1,535,217**	**$ 1,658,627**
Expenditures by Fund:				
General	$ 1,275,045	$ 1,339,119	$ 1,400,217	$ 1,391,062
Vehicle and Equipment	139,798	69,821	135,000	267,565
Total	**$ 1,414,843**	**$ 1,408,940**	**$ 1,535,217**	**$ 1,658,627**
Expenditures by Sub-Program:				
Information Services	$ 1,410,648	$ 1,408,362	$ 1,531,217	$ 1,654,627
Telecommunications	4,194	578	4,000	4,000
Total	**$ 1,414,843**	**$ 1,408,940**	**$ 1,535,217**	**$ 1,658,627**

* Amended as of Feb 4, 2013

Information Technology Department

Total FTE: 10.0



Information Technology Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	10.00	10.00	10.00	10.00
Total Full-Time Equivalents	**10.00**	**10.00**	**10.00**	**10.00**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Database Administrator	1.00	1.00	1.00	1.00
Information Technology Director	1.00	1.00	1.00	1.00
Network Analyst	1.00	1.00	2.00	2.00
Network Analyst Non-Certified	1.00	1.00	1.00	1.00
Network Manager	1.00	1.00	1.00	1.00
Programmer Analyst 2	2.00	2.00	1.00	1.00
Programmer Analyst 3	1.00	1.00	1.00	1.00
Resource Assistant (I.T.)	1.00	1.00	1.00	1.00
System Administrator	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	**10.00**	**10.00**	**10.00**	**10.00**

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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, installation and management of over 520 personal computers and servers on Citywide local and wide area networks;
- Contributing expertise with Business Area Analysis and Business System Design, and offering consulting support services to City departments.
- Direct service to citizens is provided through the City's web site, including online applications, online document archives, and information about the City Government.
- Telephone contact is frequently the citizen's first interaction with City services; it is imperative that the system be managed effectively to provide excellent customer service. This is accomplished by:
- Providing quality, cost effective telecommunication services to all City departments;
- Implementing Voice over IP technology to extend telecommunications capabilities at lower unit costs.

Budget Highlights:

FY13 was a busy and productive year for the IT Department and our customers. New applications were acquired and implemented for Business Licenses and Dog Licenses. Public Wi-Fi was installed at the Springfield Justice Center, extending Internet access throughout the building and strengthening emergency/disaster response capabilities. A significant infrastructure upgrade (PeopleTools) was applied to our core financial and accounting system. Multiple software systems and dozens of PCs were upgraded or replaced as part of our enterprise Windows 7 upgrade project.

One of the more significant projects in recent years is the replacement of legacy Public Safety systems commonly referred to as "AIRS".

- Springfield went "Live" with the Tyler Version X municipal courts product in October 2012. New functionality includes a 2-way interface with our collections agency to streamline revenue collection and efficiency, a web payments option, and many new automated functions such as officer notifications, macros and group updates.

- Springfield went “Live” with FireHouse Records Management System in November 2012. This product replaces outdated FDM software, and includes modules for training, State reporting, logistics, etc.
- Springfield partnered with Eugene to publish and award an RFP to replace Police Records and Dispatch software with the SunGard OSSI suite. The new software includes Field Based Reporting which populates police reports completed in the field with electronic information from the incident, greatly reducing data entry and administrative tasks. The new suite also includes e-Citations which will streamline the traffic citation process, and Crime Analysis Plus and Link Analysis that will enable Springfield to utilize metrics and analytics in force deployment, in alignment with data-based policing tactics. The projected Go-Live date is November 2013.
- Springfield partnered with Lane County to acquire a new Jail Management system from EIS, Inc. This new system will maintain full integration efficiencies with the Lane County Jail system. The EIS Jail system is projected to Go-Live in October 2013.

Service Level Changes:

FY14 shapes up to be a difficult budget year. The IT Equipment Replacement reserves are being liquidated to defray some of the public safety system acquisition costs. This means that regular hardware/server replacements starting in FY15 will need to be accomplished with Budget Issue Papers.

IT staffing was reduced again, through vacancy management of a retiring employee’s position. The IT Department, which has been at 10 FTE for 13-years, will be down to 8 FTE (plus the analyst assigned full-time to the Police/Fire implementation projects) for most of FY14. This will have a detrimental impact on funded innovation projects planned for Police, Fire, Finance, HR and DPW.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Financially Sound and Stable Government Services	IT Infrastructure: Ensure reliable, high performance access to City data and applications	IT infrastructure including telecommunications, servers and network is available	99.9%	99.7%	99.9%
		Workstations are available; down PCs are returned to service within 1 day, or a loaner is provided	99.8%	99.9%	99.8%
		Help Desk calls receive a response within 5-minutes	90.0%	93.5%	90.0%

Performance Indicators continued:

		New Infrastructure Meets Customer Expectations	95.0%	100%	95.0%
	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%	80.0%
		Enhancements and customizations to existing applications will meet customer expectations	85.0%	100.0%	85.0%
		New applications will meet customer expectations	85.0%	85.0%	85.0%

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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 Officers.

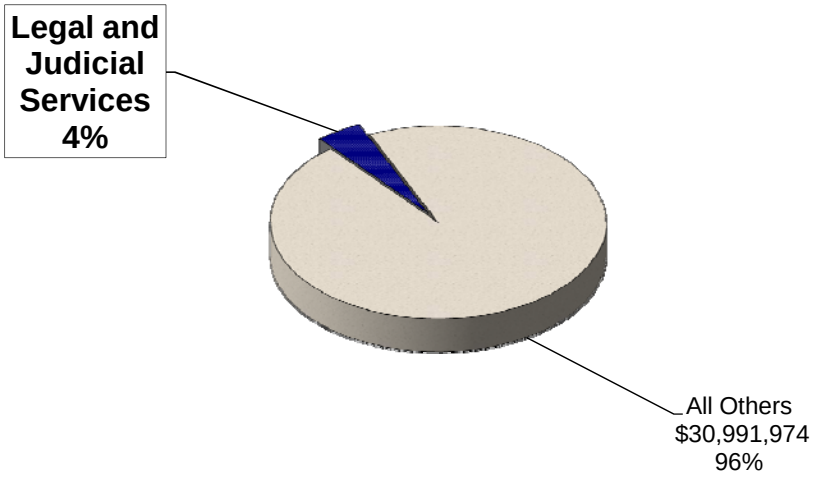
Mission

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.

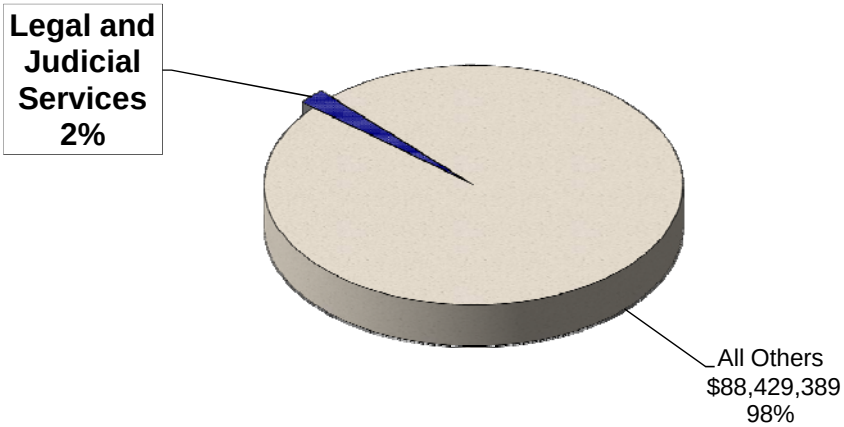
The City Prosecutor's Office strives to maintain public confidence in the ability of the legal judicial system to pursue prosecution of criminal conduct, to resolve legal contests in a timely manner, and to compel compliance with the laws that protect the safety and quality of life in the community.

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.

FY14 OPERATING BUDGET - General Fund	**$**	**32,419,061**
Legal and Judicial Services:	**$**	**1,427,087**



FY14 OPERATING BUDGET - All Funds	**$**	**90,263,864**
Legal and Judicial Services:	**$**	**1,834,475**



Legal and Judicial Services

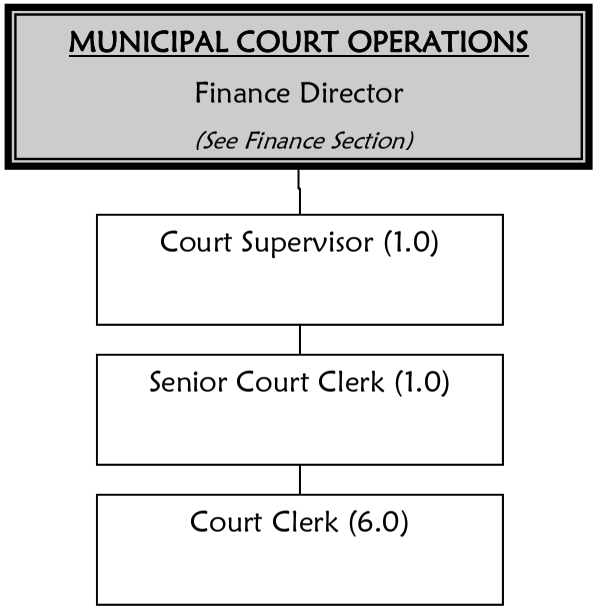
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 614,969	$ 681,909	$ 791,840	$ 849,924
Materials and Services	966,176	1,017,593	977,044	984,551
Capital Outlay	-	68,691	135,406	-
Total	**$ 1,581,145**	**$ 1,768,193**	**$ 1,904,290**	**$ 1,834,475**
Expenditures by Fund:				
General	$ 1,246,609	$ 1,402,593	$ 1,486,661	$ 1,427,087
Police Local Option Levy	332,772	364,627	417,629	407,388
Vehicle and Equipment	1,764	974	-	-
Total	**$ 1,581,145**	**$ 1,768,193**	**$ 1,904,290**	**$ 1,834,475**
Expenditures by Sub-Program:				
City Attorney	$ 337,295	$ 353,353	$ 341,353	$ 332,060
City Prosecutor	256,792	258,086	250,893	214,163
Municipal Court	987,058	1,156,754	1,312,044	1,288,252
Total	**$ 1,581,145**	**$ 1,768,193**	**$ 1,904,290**	**$ 1,834,475**

* Amended as of Feb 4, 2013

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 FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	7.04	6.62	6.61	6.61
Police Local Option Levy	2.01	2.23	2.23	2.23
Total Full-Time Equivalents	**8.55**	**8.85**	**8.84**	**8.84**

Position Summary

Job Title/Classification:	Adopted FY10	Adopted FY11	Adopted FY12	Proposed FY14
Court Clerk	6.00	6.00	6.00	6.00
Court Clerk, Senior	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00
Judge	0.55	0.55	0.65	0.50
Judge Pro-Tem	0.00	0.00	0.20	0.34
Total Full-Time Equivalents	**8.55**	**8.55**	**8.85**	**8.84**

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 Municipal Court has jurisdiction over misdemeanor criminal, traffic crimes and violations cited by the Springfield Police Department, Nuisance Code Enforcement, and Parking Control 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.

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 that has been added this past year is labor negotiations.

Service Level Changes:

No FY12 changes to the program. Actual recorded hours based on tracking for FY10 were 2,999. Our hours for FY11are estimated to increase from 2,124 to 2,316. Our proposed hours for FY12 are still scheduled to remain at 2,316. The hourly rate charged by the firm will change from $149.21 to $152.57

Legal and Judicial Services Department

Program: City Prosecutor

Program Description:

The City contracts for Prosecution Services with David Logan. 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.

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. During FY11 additional resources were provided mid-year through the special levy for prosecutor services to allow for temporary help. Additional process improvement steps are being considered that would address this need on an ongoing basis.

Service Level Changes: None at this time. The possible impacts upon the City Prosecutor's Office as a result of the municipal jail opening during this fiscal year are still under consideration. Caseloads and any change in trial patterns will be watched closely during the first part of the fiscal year.

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 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.

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 12,252 for FY13, with a total of $1,556,784 estimated in total fines imposed. Criminal case adjudication rates for FY13 are anticipated at 93%. Total collection for this fiscal year is currently estimated at $1,555,439 which includes fines and fee revenue to the city, and state fees.

The Court implemented new computer software on October 29, 2012. The new Tyler Technologies system offers enhanced customer services through on-line case adjudication options for violations and on-line web payments. The system will allow the Court to move closer to a “near paperless” operation and provides electronic signatures for Judges and defendants as well as automated workflows. The new system, however, does not provide integration to other local criminal justice agency systems or data propagation and coupled with the scope of changes implemented and/or to be implemented with the Tyler system, the transition will continue to have significant impact for Court staff until all functionality is brought fully operational. Police and Jail computer systems are scheduled to be implemented in late 2014, and these new systems will also have some impact for Court operations.

Service Level Changes:

No service level change for FY14

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY 13 Target	FY 13 Actual	FY 14 Target
Preserve Public Safety	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%	101%	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%	93%	100%
		% of Misdemeanor cases meeting standard for 100% disposition within 90 days (measurement includes FTA days)	75%	84%	100%
		% 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	75%	67%	80%
	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	75%	42%	80%
Financially Sound and Stable Government	Financial Services - Accounts Receivables: Provide and ensure timely and accurate receipting of funds	% of days with 100% accuracy in balancing	100%	99%	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%	98%	100%

Library Department

Departmental Programs

- **Adult/Reference Services**
- **Community Services**
- **Support Services**
- **Youth Services**

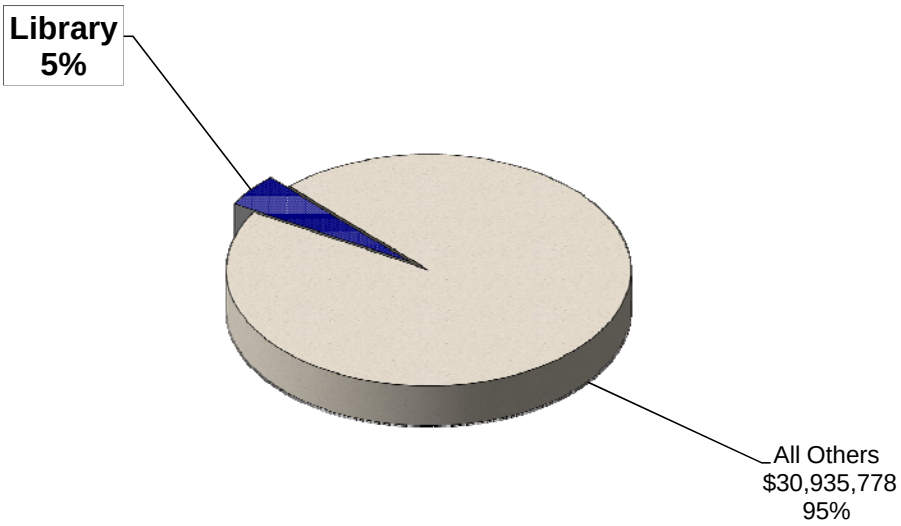
Department Description

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. In addition, we provide high speed internet service as well as the ability to download digital audio books and e-books from home. Early Literacy Outreach has become a focal point of our service to youth with staff assignments and grant funding directed at improving every Springfield child's ability to enter school "Ready to Read". Another area of emphasis has been service to our Latino community where the Library has mounted award winning bi-lingual programs. Springfield teens are active at the library and this year the Teen Advisory Board won the 2012 Youth Volunteer Group of the Year Award from United Way and the Eugene Register Guard newspaper. This year we've added classes on using social media, downloading books to your e-reader, and citizen emergency response planning. 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.

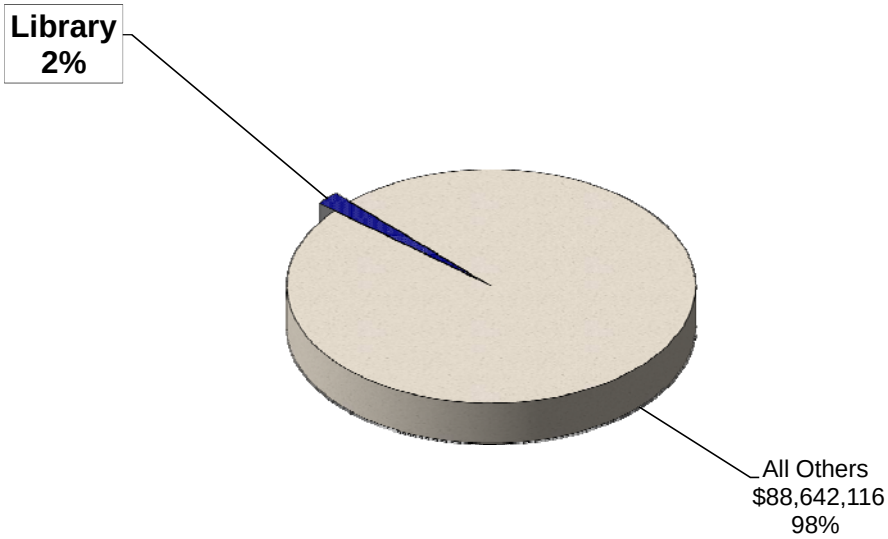
Mission

The Library Department places a strong and continuing focus on the importance of public service contacts with our citizens. The Library continues to emphasize the importance of providing diverse materials and instructional and cultural programming for our patrons.

FY14 OPERATING BUDGET - General Fund	**$**	**32,419,061**
Library:	**$**	**1,483,283**



FY14 OPERATING BUDGET - All Funds	**$**	**90,263,864**
Library:	**$**	**1,621,748**



Library Department

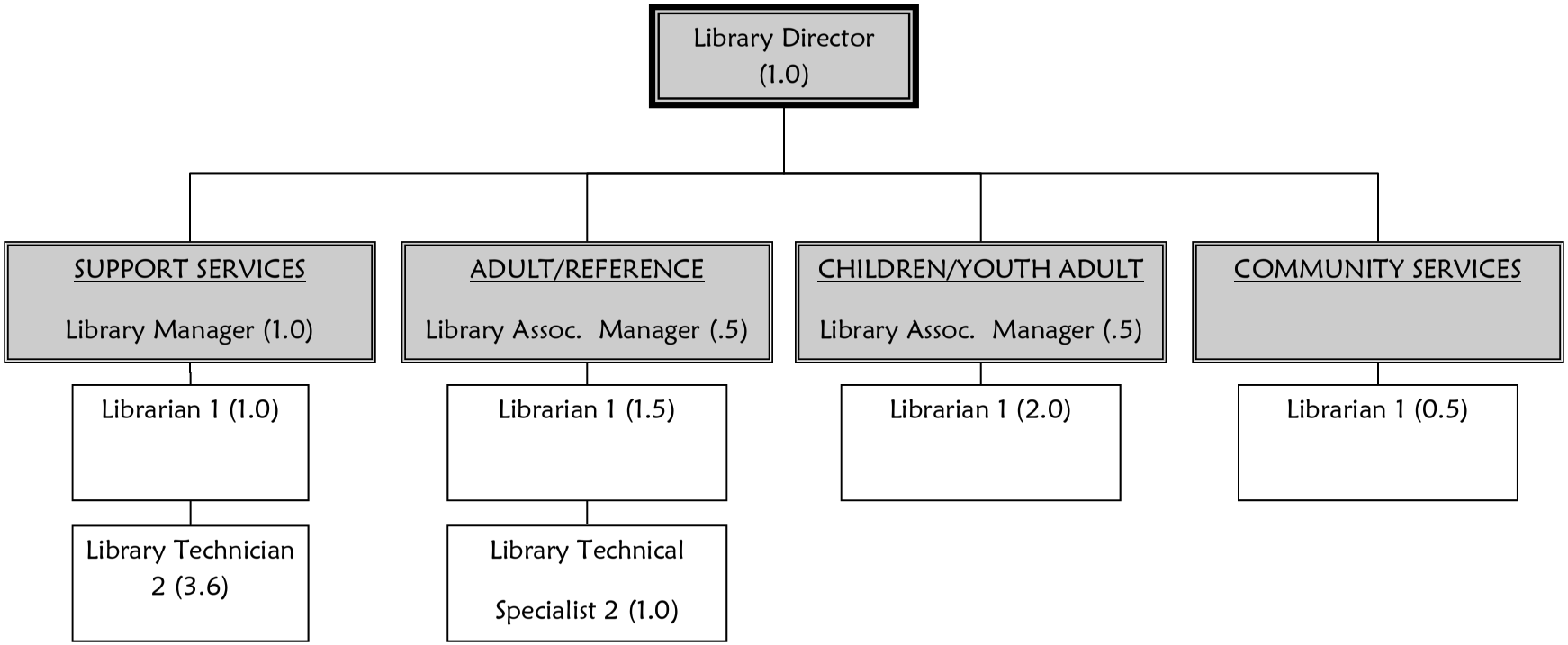
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 1,083,794	$ 1,138,208	$ 1,195,165	$ 1,245,925
Materials and Services	171,715	172,785	230,841	258,080
Capital Outlay	116,697	129,918	120,002	117,743
Total	**$ 1,372,206**	**$ 1,440,910**	**$ 1,546,008**	**$ 1,621,748**
Expenditures by Fund:				
General	$ 1,287,777	$ 1,333,601	$ 1,386,253	$ 1,483,283
Special Revenue	37,137	42,513	93,343	72,828
Transient Room Tax	47,291	52,798	64,912	64,137
Vehicle and Equipment	-	11,998	1,500	1,500
Total	**$ 1,372,206**	**$ 1,440,910**	**$ 1,546,008**	**$ 1,621,748**
Expenditures by Sub-Program:				
Adult/Reference Services	$ 372,485	$ 408,814	$ 414,149	$ 438,995
Youth Services	223,862	242,489	274,959	259,731
Community Services	31,335	34,316	42,500	32,000
Support Services	744,523	755,291	814,400	891,022
Total	**$ 1,372,206**	**$ 1,440,910**	**$ 1,546,008**	**$ 1,621,748**

* Amended as of Feb 4, 2013

Library Department

Total FTE: 12.6



Library Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	12.81	11.81	11.90	11.90
Transient Room Tax	0.50	0.50	0.50	0.50
Special Revenue Fund	0.09	0.09	0.20	0.20
Total Full-Time Equivalents	**13.40**	**12.40**	**12.60**	**12.60**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Librarian 1	4.00	3.80	4.00	5.00
Library Director	1.00	1.00	1.00	1.00
Library Manager	2.00	2.00	2.00	2.00
Library Technician 2 *	5.40	4.60	4.60	3.60
Library Technician Specialist	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	**13.40**	**12.40**	**12.60**	**12.60**

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Library Department

Program: Adult/Reference Services

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. A reference help desk is staffed every hour that the library is open, providing skilled reference assistance in locating desired information, referrals or materials, including interlibrary loan service for borrowing items not found in the Library's collection. Educational programming is offered on a periodic basis to provide cultural opportunities for adults within the community. Other services include meeting rooms and exam proctoring.

Budget Highlights:

The Adult Reference Services budget provides funds for purchasing books and other print, audiovisual and electronic resources for the adult community; providing skilled reference staff assistance to Library users, including help with accessing information in various electronic formats; and sponsoring special programs geared primarily toward adult users.

Service Level Changes: None.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Number of reference queries	19,000	21,786	22,000
		Volumes added to the collection	13,500	13,106	13,200
		Number of citizens accessing Library web site	55,000	68,660	75,000
		Number of public computer and database uses	80,000	74,436	72,000
		Attendance at adult programs	400	374	400

Library Department

Program: Community Services

Program Description:

Community Services works with the Library 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 Downtown Artwalk program.

Budget Highlights:

Both the **Friends of the Springfied Library** and the **Springfield Library Foundation** have established successful fund-raising activities that continue to generate significant contributions even in a down economy. Since 2009 they have donated $76,388 to support library services and programs from Summer Reading to Community Emergency Preparedness; from Early Literacy Outreach to "Friending" on Facebook, the entire community benefits from their hard work and generosity. The Library Advisory Board has grown to seven members in an effort to better represent our growing community; they will meet in work session with the City Council later this spring to explore service and funding options for future library services. 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. They were recognized this past spring as the Youth Volunteer Group of the Year by United Way and the Eugene Register-Guard.

In FY14 the **Springfield Arts Commission** has three specific goals. First, continue to increase the variety of programs that we can fund through the **Heritage Arts Grants**. In FY13 we continued to increase funding for a wider variety of programs. We hope to continue this trend going forward. Second, the Arts Commission will continue to promote and participate in the **Second Friday Artwalks** with a featured exhibit, a reception, and live music each month at City Hall. In FY13 we funded outdoor signs to advertise the Artwalk on Main Street, making the Arts Commission a listed sponsor of the project. In FY14, the Arts Commission hopes to explore more ways to collaborate with other community groups to bring to the Artwalks meaningful activities that will engage a growing number of residents. Third, the Arts Commission will continue to recruit and coordinate quality exhibits in the **City Hall Gallery** while increasing the participation of local artists. In addition to the **Community Art Show** and **Mayor's Art Show**, the City Hall Gallery exhibited a new show each month including community focused shows by the Community Alliance of Lane County, the Grid Project and A3 high school students.

Service Level Changes: None.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	The Quality of Information Services is Improved	Increase total donations to Library	44,540	49,337	46,870
		Increase membership of Support groups	369	148	176
		Increase number of contributors to Library Support groups	298	255	275
		Art events & programs created, supported and facilitated by the Springfield Arts Commission	48	58	50

Library Department

Program: Support Services

Program Description:

The Support Services Division is responsible for the cataloging, processing, circulation, shelving and repair of library materials. The Division is also responsible for overall administration of the Library department, and supervision 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 300,741 items in 2012. Circulation services, which include overdue notices, damage notices, and patron registration, are a highlight of Support Services, serving some 18,600 Library users.

Service Level Changes:

No service level changes anticipated.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Access to Library Services and Collections Improved	Total Circulation	358,369	354,120	363,929
		Patron Visits	183,618	176,585	157,938
		Number of Library cards issued	6,060	6,571	6,129
		Volunteer hours	5,500	4,841	5,009

Library Department

Program: Youth Services

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. Story hours, a summer reading program, a puppet festival, 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, educational game computers, and 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 special programs and activities for the educational and cultural enrichment of youth in our community.

Service Level Changes: None.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
To Preserve the Hometown Feel, Livability and Environmental Quality	Student Success and Community Literacy is Supported	Participation in Early Literacy Education	8,800	9,004	9,200
		Participation in Elementary age programs	10,667	13,734	15,000
		Participation in Teen programs	500	346	500

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Police Department

Departmental Programs

- **Office of the Chief**
- **Patrol Bureau**
- **Investigations and Records**
- **Municipal Jail**
- **Services Bureau**

Department Description

The Police Department consists of the Office of the Chief, the Patrol Bureau, the Investigations and Records Bureau, and the Services Bureau.

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 Patrol Bureau staffs 5 or more police officers on the street, 24 hours a day and 7 days a week, and responded to 57,212 calls for service, dispatching officers to 49,345 of those, in 2012.

The Investigations and Records Bureau is responsible for follow-up investigations in criminal matters. In 2012 our Property Control Officers handled and tracked evidence for 4,393 criminal cases and worked to return recovered stolen property to the rightful owners. Records and Dispatch staff receive over 85,000 incoming telephone calls from the public, and in 2012 handled about 8,000 calls for service over the phone, which would otherwise require Police Officers to respond.

The Springfield Municipal Jail continues to provide detention space for municipal offenders in Springfield and provides Municipal Court Security and Prisoner Transports. In 2012, the Jail leased an average of 9 beds per day to other agencies, generating nearly $244,000 in revenue, and booked in 2248 inmates.

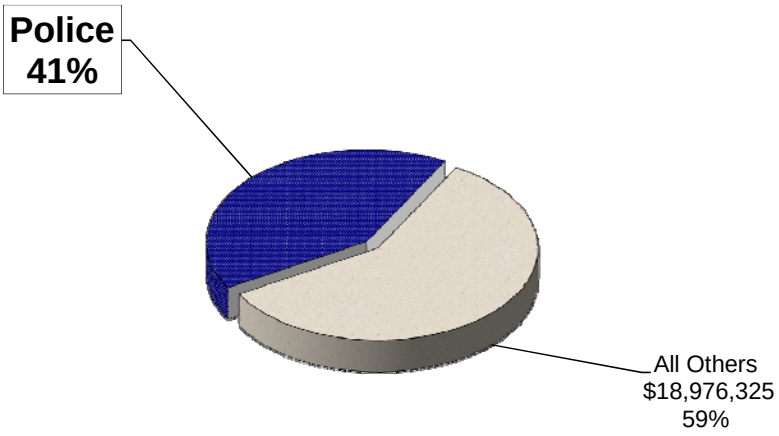
The Services Bureau develops the department's budget, seeks grant funding to implement special projects, and oversees support functions within the Department including Animal Control, Crime Prevention and the School Resource Officer program. During 2012, the volunteer program provided over 3500 hours of fleet maintenance support, and over 1500 hours of Crime Prevention and Animal Control support. During the holiday season, volunteers maintained a visible presence in Springfield shopping mall parking lots as a theft deterrent during evening hours.

The Department works closely with other agencies to coordinate services and provide the highest quality, lowest cost service to the citizens of Springfield.

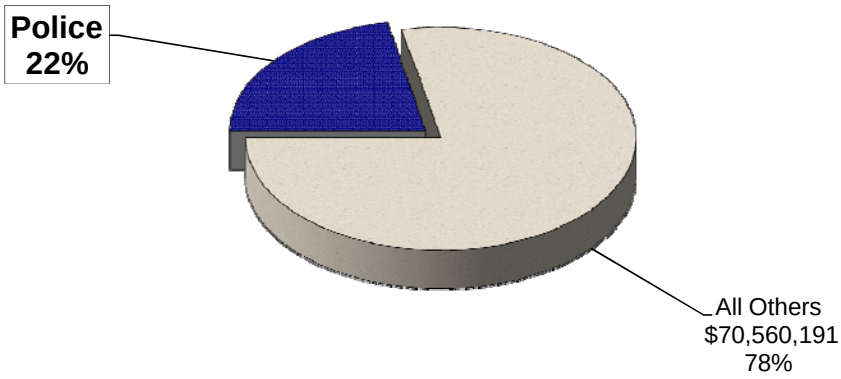
Mission

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.

FY14 OPERATING BUDGET - General Fund	**$**	**32,419,061**
Police:	**$**	**13,442,736**



FY14 OPERATING BUDGET - All Funds	**$**	**90,263,864**
Police:	**$**	**19,703,673**



Police Department

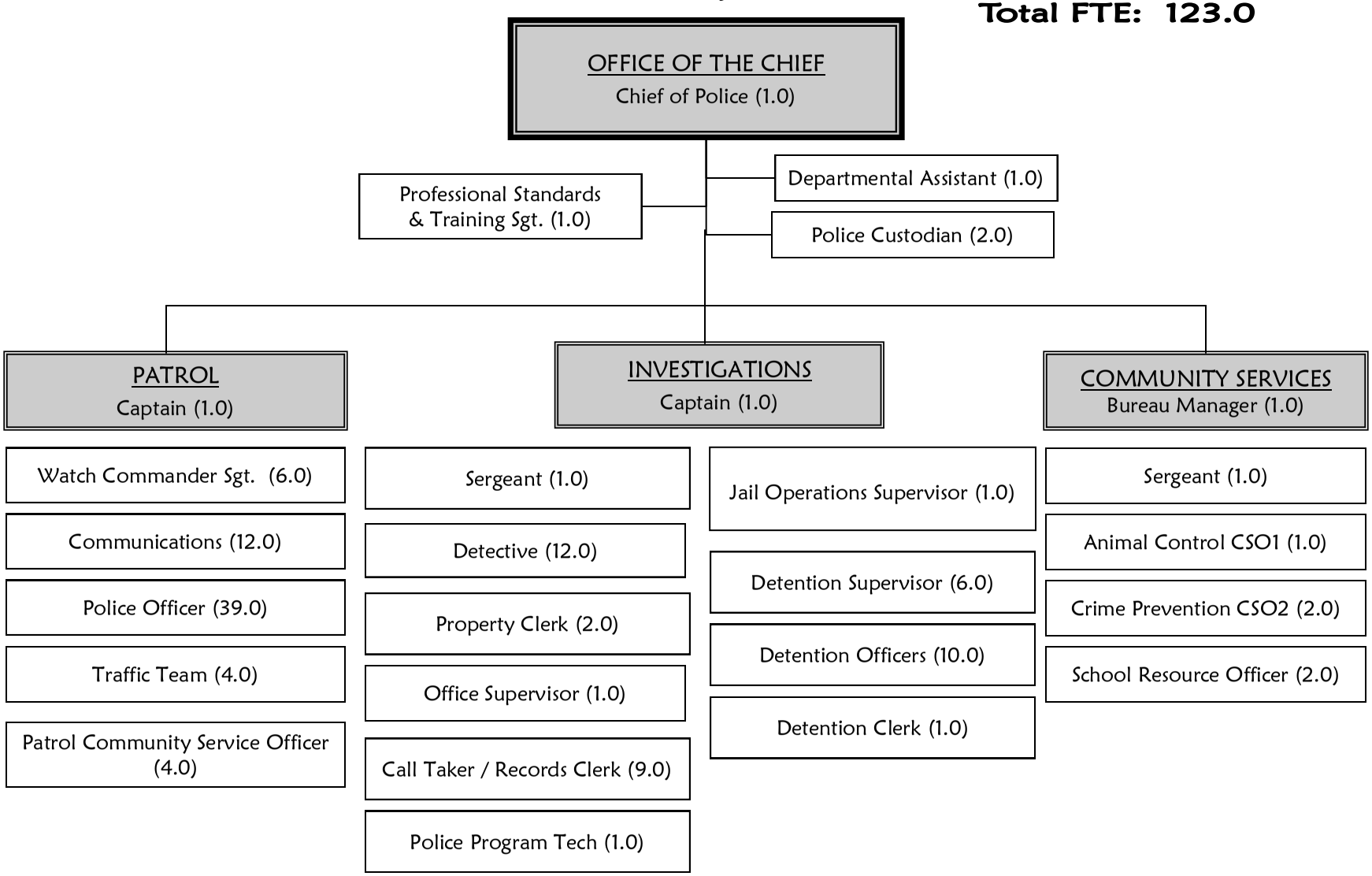
Financial Summary

	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Expenditures by Category:				
Personal Services	$ 13,929,413	$ 14,604,933	$ 15,312,989	$ 16,011,818
Materials and Services	2,766,489	3,106,852	3,361,036	3,203,855
Capital Outlay	214,023	296,431	655,476	488,000
Total	**$ 16,909,925**	**$ 18,008,216**	**$ 19,329,501**	**$ 19,703,673**
Expenditures by Fund:				
General	$ 11,532,906	$ 12,270,639	$ 12,947,948	$ 13,442,736
Jail Operations	2,345,357	2,461,956	2,743,976	2,855,191
Police Local Option Levy	2,075,840	2,136,984	2,347,284	2,548,950
Special Revenue	797,185	879,551	801,593	623,796
Vehicle and Equipment	158,637	259,087	488,700	233,000
Total	**$ 16,909,925**	**$ 18,008,216**	**$ 19,329,501**	**$ 19,703,673**
Expenditures by Sub-Program:				
Office of the Chief				
Office of the Chief	$ 1,263,081	$ 2,531,416	$ 2,677,238	$ 2,545,857
Professional Standards	391,906	273,629	290,545	303,920
State Confiscations/DEQ	11,857	15,505	35,000	25,000
Federal Confiscation	-	2,820	90,000	100,000
Investigations				
Investigations	2,252,128	2,069,572	2,035,344	1,978,778
Property Control	218,827	196,270	203,620	213,794
Records	711,994	828,412	943,524	1,006,204
Municipal Jail				
Jail Operations	2,326,656	2,453,629	2,725,963	2,836,111
Patrol Bureau				
Patrol	6,549,611	6,394,938	6,563,298	6,803,719
Communications	-	1,202,855	1,324,901	1,368,238
Traffic Enforcement	458,221	351,284	643,688	620,858
Patrol Community Services	333,795	346,959	392,037	408,608
Services Bureau				
Community Services	337,143	411,943	353,479	399,884
Communications	1,474,827	328,514	461,447	425,000
Animal Control	90,679	121,948	119,803	162,516
Crime Prevention	207,460	211,480	196,966	209,778
School Resource Program	281,743	267,044	272,648	295,408
Total	**$ 16,909,925**	**$ 18,008,216**	**$ 19,329,501**	**$ 19,703,673**

* Amended as of Feb 4, 2013

Police Department

Total FTE: 123.0



Police Department

FTE Summary by Fund

Number of Full-Time Equivalents	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
General	84.24	82.40	84.15	84.90
Jail Operations	18.10	18.10	18.10	18.10
Police Local Option Levy	20.00	20.00	20.00	20.00
Special Revenue	3.66	3.67	0.75	0.00
Total Full-Time Equivalents	**126.00**	**124.17**	**123.00**	**123.00**

Position Summary

Job Title/Classification:	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14
Community Services Officer 1	1.00	1.00	1.00	1.00
Community Services Officer 2	7.00	6.00	6.00	6.00
Departmental Assistant	1.00	1.00	1.00	1.00
Detention Officer	10.00	10.00	12.00	12.00
Detention Supervisor	6.00	6.00	4.00	4.00
Jail Operations Supervisor	1.00	1.00	1.00	1.00
Police Call Taker/Records Clerk	9.00	9.00	9.00	10.00
Police Captain	2.00	2.00	2.00	2.00
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 Office Supervisor	1.00	1.00	1.00	1.00
Police Officer	58.00	57.17	56.00	56.00
Police Records Clerk, Senior	1.00	1.00	1.00	0.00
Police Records Technician	1.00	1.00	1.00	1.00
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	9.00
Service Bureau Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents	**126.00**	**124.17**	**123.00**	**123.00**

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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:

The Office of the Chief will pursue opportunities to enhance the training program and career development opportunities for Department employees.

Service Level Changes: None

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Financially Sound and Stable Government Services	Provide Human Resources to City Staff- Retention	# of Training Hours exclusive of Mandated Training	2000	2056	2000
	Provide Human Resources to City Staff- Retention	# of Training Hours average per Officer per year	45	46	45
	Secure Property and Personal Safety	# Injuries and exposures	25	49	50
Preserve Public Safety	Provide Human Resources to City Staff	% of Employees completing Mandatory Training	100%	95%	100%

Program Performance Indicator Cont.:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Preserve Hometown Feel, Livability and Environmental Quality	Interact with Citizens	% Citizens satisfied with Service	95%	91%	95%
	Interact with Citizens	% Citizens rating Dept. as good to excellent in protecting community	90%	86%	90%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods at night	75%	69%	75%
	Interact with Citizens	% Citizens reporting they feel safe in their neighborhoods in Daytime	98%	96%	98%
	Interact with Citizens	% Citizens reporting they had contact with Department during last year	50%	40%	40%

Police Department

Program: Patrol Bureau

Program Description:

Members of the Patrol Bureau quickly respond to emergency calls for service. Officers abate criminal activity by arresting offenders, issuing traffic citations, reporting criminal activity and serving arrest warrants. Officers investigate traffic accidents and give aid to injured participants. Bureau members provide focused dispatch, traffic enforcement and parking and abandoned vehicle enforcement or removal. Patrol Bureau members provide police response to special and/or critical events, providing a sense of community safety while interacting with community members through outreach programs.

Budget Highlights: The Patrol Bureau will continue to respond to emergency and non-emergency calls for police service.

Service Level Changes: None

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Preserve Public Safety	Continuously Improve Processes	60 Seconds Received to Dispatch for High Priority Calls	90%	67%	90%
	Continuously Improve Processes	5 Minutes Received to Dispatch for Medium Priority Calls	75%	80%	75%
	Continuously Improve Processes	10 Minutes Received to Dispatch on Low Priority Calls	60%	64%	60%
	Continuously Improve Processes	% of Abandoned Vehicles removed within 30 days	90%	96%	90%
	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Property Crimes	622	770	650
	Secure Property and Personal Safety	Crime Rate per 10,000 residents for Persons Crimes	177	171	165

Police Department

Program: Investigations and Records

Program Description:

The Investigations and Records Bureau provides follow-up investigation and case management of reported crimes; proactive investigation of narcotics and other serious crimes; securing, identifying, storing, and controlling evidentiary items (including hazardous materials); answering citizen requests for service, preparing crime/incident reports, maintaining and distributing department records, and managing the department's data information systems. This Bureau is also responsible for command level supervision of the Municipal Jail.

Budget Highlights:

The Investigations Bureau members investigate serious crimes against persons, fraud and identity theft cases. This bureau also manages property and evidence, maintains the Department's records files, and provides command level supervision of the Jail.

Service Level Changes: None.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Preserve Public Safety	Secure Property and Personal Safety	% Property Crimes Assigned for Investigation "cleared" according to UCR	50%	48%	50%
	Secure Property and Personal Safety	% Persons Crimes Assigned for Investigation "cleared" according to UCR	95%	85%	95%

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 will reduce 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	FY13 Target	FY13 Actual	FY14 Target
Financially Sound and Stable Government Services	Implement Financial Strategies	Increased Fine Recovery	$400,000	$400,000	$400,000
	Implement Financial Strategies	Housing Fees Recovered	$15,000	$6,952	$15,000
Preserve Public Safety	Hold Offenders Accountable	Failure to Appear Rate Declines	10%	10%	NA

Police Department

Program: Services Bureau

Program Description:

Members of the Services Bureau provide support services for Patrol and Investigations Bureaus. Bureau members provide crime prevention, animal control and school liaison services. The Services Bureau is also responsible for the development and implementation of budgets and grants, monitoring fiscal activities; and the procurement of vehicles and specialized equipment.

Budget Highlights: The Services Bureau will continue to provide support services to the rest of the Department.

Service Level Changes: None.

Program Performance Indicator:

Council Goals	Key Processes	Measurement Methods	FY13 Target	FY13 Actual	FY14 Target
Preserve Hometown Feel, Livability and Environmental Quality	Interact with Citizens	Neighborhood Watch Membership	2000	969	1500
	Interact with Citizens	Citizen Police Academy Graduates	30	35	30
	Interact with Citizens	# Dogs Licensed	5500	3318	4500

CAPITAL BUDGET

Introduction

The FY14 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 FY14 Capital Budget.

The proposed FY14 Capital Budget of $36.5 million is nearly $6 million less than the adopted FY13 Capital Budget, which reflects the completion or significant advancement of several City of Springfield wastewater projects. The MWMC portion of the capital budget remains steady and represents approximately one third of the capital budget total. The remaining $23.0 million is focused on necessary improvement and rehabilitation of City of Springfield facilities, with nearly 60% 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.[1] Additionally, the City anticipates spending the remaining 2009 wastewater revenue bond proceeds by the end of the first quarter of FY14. When these wastewater bonds were sold, the expectation was to complete the more than 40,000 linear feet of rehabilitation required in the 2001 Wet Weather Flow Management Plan and the Jasper Trunk Line Extension. However, as a result of the favorable bidding climate occasion by the recent recession, over 85,000 linear feet of sanitary sewer pipe rehabilitation was completed, as well as the installation of 11,150 linear feet of sanitary sewer upgrades, and 11,100 linear feet of the Jasper Trunk Line Extension. With the number of high priority projects accomplished with the initial bond proceeds, future bonds sales can be postponed beyond 2014, unless Council finds it necessary to elevate the priority of the remaining projects driven by growth and community development.

For FY14, State and local fuel tax revenues continue to decline because of the recent recession and increased fuel efficiency that reduces revenue even in the face of increased miles traveled. While the Council has increased storm drainage and local wastewater user fees to maintain and enhance the level of preservation for those systems, the City does not have the authority to increase its local fuel tax until FY15. While the State Legislature approved an increase in

[1] For bonding purposes, the local wastewater and stormwater utilities are combined into a single sewer utility.

the State fuel tax that became effective on January 1, 2011, the City has found that the increased revenue it receives from the State is insufficient to reverse the trend of declining revenues to support the City's transportation system.

This trend has led to the absence of regular street preservation activities in the capital and operating budgets resulting in a sharp decline in the condition of the local street system. In response, the City has embarked on a public outreach and education program to communicate the serious cost implications of deferring maintenance and preservation activities that had routinely been a part of both the operating and capital budgets to maintain our over $400 million (2008 value) transportation asset. Staff is now engaged in an effort to develop and present revenue alternatives to the Council to recover from a period of deferred maintenance and preservation before end of life cycle of the assets. Once a street segment reaches the end of its useful life it can no longer be preserved and must be reconstructed or allowed to completely deteriorate.

In 2011, the City Council approved a new revenue source in the transportation system - a Right-of-Way Use Fee for the Local Wastewater and Stormwater Utilities. The Fee is three percent of gross revenues from each Utility and helps fund ongoing operations and maintenance of the transportation system. However, the revenue from the Fee is not enough to fund the major capital preservation activity needed for within the City's transportation system.

A second significant aspect of capital funding is the continuing imbalance between user fees and SDCs as sources of capital funding. City staff has documented that in many cases user fees are funding a disproportionate share of capital projects. This condition is a result of the sluggishness of new building construction, which is the primary source of SDC revenue. In 2008, the City adopted updated wastewater and stormwater facility plans that identify significant new capital project and financing needs, and the SDC methodologies and rates were updated to reflect new projects and costs. Even though the increases in SDC rates tend to restore a proper balance between user fees and SDCs as the typical revenue sources for infrastructure financing, SDCs are designed to build up reserves of funding to permit construction of larger projects that typically provide capacity for community growth and development, not to provide immediate resources. The build-up of SDC reserves has been slowed due to the sluggish economy and downturn in new development, and the decision by the City Council in FY12 and FY13 to temporarily reduce SDCs as an attempt at local economic stimulus.

Major Projects

Among the major capital projects included in the Capital Budget are the following:

- 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. It is proposed that construction funding be programmed for FY14 to ensure the sewer extension project is progressing ahead of any street construction work. Funding for the project is secured through wastewater user fee collections.

- Jasper Trunk Sewer Extension – The Jasper Trunk Sewer Extension will provide sewer service to the Jasper/Natron urban growth area that is currently not serviced. The City Council has made this a priority project to promote development and community growth. In FY12 the project was divided into four separate construction contracts. Construction on the first phase is complete, and construction on the second phase is underway with completion anticipated in the first quarter of FY14. Construction of the first phase allowed for the decommissioning of the Lucerne Meadows Pump Station, which was due for major upgrades, and construction of the second phase will allow for the decommissioning of two more pump stations. Additionally, the design for the final phases of the project and acquisition of necessary easements will be complete by the end of FY13. Funding for the project was secured through the issuance of revenue bonds in 2009.

- Franklin Boulevard Reconstruction – The City has secured $1.2 million in a combination of Metropolitan Planning Organization (MPO), Springfield Economic Development Agency (SEDA), Transportation System Development Charges (SDC), and Lane Transit District (LTD) funds to complete the required documentation under the National Environmental Policy Act (NEPA) prior to project development and delivery. The NEPA process is recently underway, with the first step to clarify design elements and potential environmental impacts in order to reach agreement with Federal Highway Administration (FHWA) and ODOT on the necessary level of environmental documentation. In the coming months Council will be asked to support a 'build alternative' that will likely be evaluated as either an Environmental Assessment (EA) or a Categorical Exclusion (CE). The CE is much less expensive and time consuming than the EA, but may not be realistic based on the community's values and goals for this project. 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 recently made application to the Statewide Transportation Improvement Program (2015-2018 STIP) for $6 million, 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. Construction is anticipated in 2016.

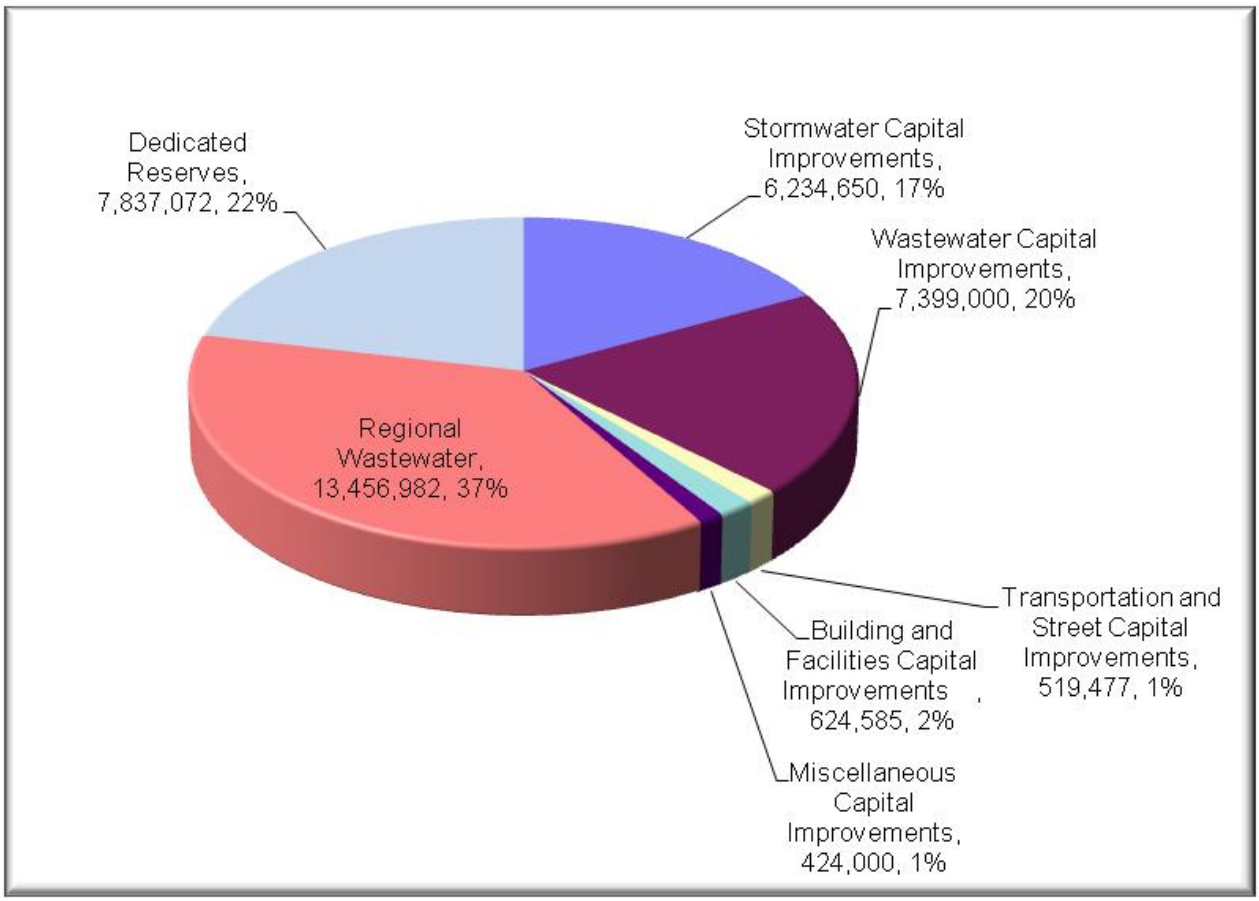
- Over-Under Channel Pipe Replacement – The Over-Under Channel is part of the City's stormwater system serving mid-Springfield from 5th to 28th Streets and from Main Street to Highway 126. The name of the Channel comes from the configuration of the system where stormwater is collected and conveyed in 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 1950s and early 1960s. 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. Staff has been gathering data and will hire a consultant to evaluate the drainage basin and make recommendations for rehabilitating or upgrading the Over-Under Channel Pipe in FY13. It is anticipated that project design will begin in FY14.

- Asset Management System Replacement Project – Replacement of failing Geographic Information Systems (GIS) and Facilities Management (FM) systems that manage electronic inventories of City infrastructure and provide reliable and well integrated information for asset management and mapping functions. Functions serve activities such as planning, designing, constructing, maintaining, reporting, accounting, forecasting and operating City facilities, i.e., managing City facilities valued at approximately one billion dollars. Current phases of the project (wastewater and stormwater facilities information integration) are advancing under budget and on schedule to be completed FY13. Should sufficient funds become available staff will request authorization to complete the Street Integration Phase.

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.

2013/2014 CAPITAL BUDGET

Capital Projects By Category		
Stormwater Capital Improvements	$	6,234,650
Wastewater Capital Improvements	$	7,399,000
Transportation and Street Capital Improvements	$	519,477
Building and Facilities Capital Improvements	$	624,585
Miscellaneous Capital Improvements	$	424,000
Regional Wastewater	$	13,456,982
Dedicated Reserves	$	7,837,072
Total	**$**	**36,495,766**



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.

Capital Projects by Fund		
Type		**Amount**
Local Wastewater Capital Fund	$	7,419,000
Wastewater Capital Fund Dedicated Reserve	$	*2,373,000*
Development Projects Fund	$	224,007
Drainage Capital Fund	$	5,196,000
Drainage Capital Fund Dedicated Reserve	$	*4,554,500*
Regional Wastewater Capital Bond Fund	$	10,469,756
Regional Wastewater Capital Fund	$	2,987,226
Street Capital Fund	$	133,000
Street Capital Fund Dedicated Reserve	$	*170,896*
SDC Local Storm Improvement Fund	$	1,134,650
SDC Local Storm Improvement Dedicated Reserve	$	*149,176*
SDC Local Storm Reimbursement Fund	$	66,000
SDC Local Wastewater Improvement Fund	$	127,000
SDC Local Wastewater Reimbursement Fund	$	54,000
SDC Regional Wastewater Improvement Fund	$	0
SDC Regional Wastewater Reimbursement Fund	$	0
SDC Transportation Reimbursement Fund	$	0
SDC Transportation Improvement Fund	$	442,477
SDC Transportation Improvement Dedicated Reserve	$	*589,500*
Booth-Kelly Fund	$	250,000
Total	**$**	**36,495,766**

Three of the funds listed above have no capital expenditures budgeted for FY14. 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.

Also shown above in italics are the designated dedicated reserves within five of the funds: Wastewater Capital Fund Dedicated Reserve, Drainage Capital Fund Dedicated Reserve, Street Capital Fund Dedicated Reserve, SDC Local Storm Improvement Dedicated Reserve, and the SDC Transportation Improvement Dedicated Reserve. These five dedicated reserves contain funds that have been set aside for specific projects but that are not expected to be needed for those projects in FY14.

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 FY14 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 $1 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 $4.2 million is budgeted for such projects. Projects such as the $1,000,000 budgeted for replacing the wastewater main South 2nd 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 $131,000 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, total over $16 million. The increased operating costs resulting from these capital improvements are estimated to be about $130,000 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

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
Stormwater Capital Improvements			
1. South 59th St., Aster, & Daisy Street Drainage	SDC Local Storm Improvement Fund	440	$209,000
	TOTAL		$209,000
Description: Phase 1 of this project is to install 350 feet of 42 inch storm sewer in the area of South 59th Street and Aster Street. Phase 2 will be to install additional parallel stormwater pipe in Daisy Street to provide additional capacity.			
2. Island Park	Drainage Capital Fund	425	$237,000
	SDC Local Storm Improvement Fund	440	$228,000
	Dedicated Capital Fund Reserve	425R	$1,400,000
	TOTAL		$1,865,000
Description: These projects are intended to improve stormwater quality from urban runoff in two heavily trafficked downtown drainage basins. Stormwater from these basins drain to the Springfield Mill Race and the Island Park Slough, both of which have significantly impaired water quality.			
3. Drainage Repair	Drainage Capital Fund	425	$200,000
	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.			
4. Metro Waterways Study	Drainage Capital Fund	425	$45,000
	SDC Local Storm Improvement Fund	440	$225,000
	TOTAL		$270,000
Description: Springfield is participating, along with Eugene and Lane County, in an ongoing Army Corps of Engineers General Investigation Study authorized under the Water Resources Development Act. Springfield's share (25%) of this three year, $3,500,000 project is estimated to be $875,000. The current project is a feasibility study necessary to identify future water quality projects within the Eugene/Springfield metropolitan watershed. CIP projects, such as Channel Improvements, Flood Plain Mapping (currently underway) and McKenzie Oxbow will qualify as in-kind match and satisfy the balance of the local obligation. The Cedar Creek Drainage Basin has been identified as the initial project in the Metro Waterways Study.			
5. Channel Improvement	Drainage Capital Fund	425	$583,000
	SDC Local Storm Improvement Fund	440	$8,000
	SDC Local Storm Reimbursement Fund	441	$35,000
	TOTAL		$626,000
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.			
6. Implement MS4 Permit Requirements	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.			

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
7. Riparian Land Management/Acquisition	Drainage Capital Fund	425	$33,000
	SDC Local Storm Improvement Fund	440	$242,650
	SDC Local Storm Reimbursement Fund	441	$16,000
	TOTAL		$291,650

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.

8. Stormwater Facilities Master Plan	Drainage Capital Fund	425	$85,000
	SDC Local Storm Improvement Fund	440	$85,000
	TOTAL		$170,000

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.

9. Booth Kelly Storm Water Drainage Plan Implementation	Booth Kelly Fund	425	$299,000
		618	$50,000
	TOTAL		$349,000

Description: Drainage master plan implementation for the Booth Kelly site.

10. Gray Creek Flow Enhancements	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.

11. Glenwood Blvd. Drainage Improvements	SDC Local Storm Improvement Fund	425	$50,000
	TOTAL		$50,000

Description: The City owns the Glenwood Boulevard Bridge over the Union Pacific Railroad tracks. Staff has determined that the existing measures for collecting stormwater runoff from Glenwood Boulevard and the Bridge are insufficient to protect the bridge and supporting embankments from water and erosion damage. This project involves installing new drainage infrastructure on the southerly approach to the Bridge to intercept the water and convey it safely down slope.

12. Millrace Study/Design	Drainage Capital Fund	425	$65,000
		425	$138,000
	TOTAL		$203,000

Description: Continuation of the design and construction of new flow control requirements for the Millrace, mandated by federal and state regulators.

13. Channel 6	Drainage Capital Fund	425	$457,000
	SDC Local Storm Improvement Fund	440	$16,000
	TOTAL		$473,000

Description: Improvements to the existing storm drainage pipes and channel, a proposed by-pass pipe, and construction of a new regional detention facility.

14. Fire Station Washrack	Drainage Capital Fund	425	$1,000
	TOTAL		$1,000

Description: This project creates basic vehicle wash facilities at each fire house to ensure that vehicle washwater does not enter the storm system. Presently, three of five stations have been completed with Station #4 and Station #14 remaining.

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
15. Mill Race Stormwater Facility	Drainage Capital Fund	425	$491,000
	SDC Local Storm Improvement Fund	440	$80,000
	Dedicated Capital Fund Reserve	425R	$1,254,500
	TOTAL		$1,825,500
Description: Stormwater treatment facility as part of the Mill Race Restoration Project located on land immediately north of the present Mill Pond.			
16. Jasper-Natron	Drainage Capital Fund	425	$220,000
	Dedicated Capital Fund Reserve	425R	$500,000
	TOTAL		$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.			
17. Over/Under Channel	Drainage Capital Fund	425	$1,839,000
	TOTAL		$1,839,000
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.			
18. Cedar Creek (Intake Reconstruction)	Dedicated Capital Fund Reserve	425R	$500,000
	TOTAL		$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.			
19. Lower Mill Race	Drainage Capital Fund	425	$180,000
	Dedicated Capital Fund Reserve	425R	$900,000
	TOTAL		$1,080,000
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.			
20. Channel 6 FIRM Update	Drainage Capital Fund	425	$19,000
	TOTAL		$19,000
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.			
21. Mill Race FIRM Update	Drainage Capital Fund	425	$19,000
	TOTAL		$19,000
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.			
22. 42nd Street Dike Study	Drainage Capital Fund	425	$49,000
	TOTAL		$49,000
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 Nationa Levee Safety Program.			
	Total Stormwater Improvements		**$10,938,326**

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
Wastewater Capital Improvements			
1. S. 2nd Street Sewer Replacement	Local Wastewater Capital Fund	409	$1,000,000
	TOTAL		$1,000,000
Description: Replace the sanitary sewer line in S. 2nd Street, upgrading a portion of the line from 8 inch to 12 inch to better accommodate the permitted industrial discharges, as well as the future Harbor Drive Pump Station. The project will also correct identified grade issues as well as inflow/infiltration concerns.			
2. 10th and "N" Street Upgrade	Local Wastewater Capital Fund	409	$3,316,000
	TOTAL		$3,316,000
Description: Construct approximately 6,500 linear feet of 24 inch wastewater pipe parallel to the existing 24 incl wastewater pipe. This project will require the line to be bored under Highway 126. This project is identified in the 2008 Wastewater Master Plan as a priority project to eliminate potential sanitary sewer overflows.			
3. 58th Street Flow Control Facility	Local Wastewater Capital Fund	409	$660,000
	TOTAL		$660,000
Description: Construct approximately 4,900 linear feet of 15 inch wastewater pipe as a wet weather flow control facility. This project is identified in the 2008 Wastewater Master Plan as a priority project to eliminate potential sanitary sewer overflows.			
4. Wastewater Master Plan Update	Local Wastewater Capital Fund	409	$43,000
	SDC Local Wastewater Improvement Fund	443	$42,000
	TOTAL		$85,000
Description: Provides funding for planned 5 year review and update of the 2008 Wastewater Master Plan.			
5. Jasper Road Trunk Sewer	Local Wastewater Capital Fund	409	$981,000
	TOTAL		$981,000
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.			
6. Sanitary Sewer Repair	SDC Local Wastewater Reimbursement Fund	409	$212,000
	TOTAL		$212,000
Description: This project involves the contracted repair or replacement of sanitary sewers to Natron. This budge allocation will also fund the purchase of easements for the future construction project.			
7. Hayden Lo Pump Station	Local Wastewater Capital Fund	409	$200,000
	TOTAL		$200,000
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.			
8. River Glen Pump Station	Local Wastewater Capital Fund	409	$250,000
	TOTAL		$250,000
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

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
9. Franklin Boulevard Sewer Ext.	Local Wastewater Capital Fund	409	$590,000
	Dedicated Capital Fund Reserve	409R	$2,373,000
	TOTAL		$2,963,000

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.

10. E. 17th Avenue Sewer	Local Wastewater Capital Fund	409	$105,000
	TOTAL		$105,000

Description: Properties along the south side of E. 17th Avenue in Glenwood, between Glenwood Boulevard and Henderson Avenue, do not have public wastewater service available. The City and Lane County have entered into an Intergovernmental Agreement (IGA) in 2011 for pavement rehabilitation and jurisdiction transfer of Glenwood Boulevard. This IGA includes the option for the City to pay the County for pavement rehabilitation oı this segment of E. 17th Avenue if the City has funds available. City desires to install the needed public wastewater line prior to the pavement rehabilitation in 2014.

	Total Wastewater Improvements		**$9,772,000**

Transportation and Street Capital Improvements

1. Transportation Demand Project	SDC Transportation Improvement Fund	447	$66,000
	TOTAL		$66,000

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.

4. Traffic Control Projects	SDC Transportation Reimbursement Fund	446	$0
	SDC Transportation Improvement Fund	447	$185,000
	TOTAL		$185,000

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.

5. Gateway Area Traffic Improvements	SDC Transportation Improvement Fund	447R	$384,500
	TOTAL		$384,500

Description: Transportation improvements at various locations in the Gateway area to increase capacity, relieve congestion, and improve safety

7. Beltline/Gateway Intersection	SDC Transportation Improvement Fund	447	$133,000
		447R	$205,000
	TOTAL		$338,000

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.

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
9. Franklin NEPA	SDC Transportation Improvement Fund	420	$0
		447	$15,027
	TOTAL		$15,027

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.

11. ITS - Gateway/Beltline	Development Projects Fund	447	$3,450
	TOTAL		$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.

12. Glenwood Boulevard Bridge Repairs	Development Projects Fund	434	$4,000
	TOTAL		$4,000

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. South Bank Viaduct Extension	Street Capital Fund	434	$83,000
	SDC Transportation Improvement Fund	447	$5,000
	TOTAL		$88,000

Description: The Glenwood Connector Path Extension (GCPE) is located along the south bank of the Willamette River between the Oldham property on the north side of Franklin Boulevard and the Glenwood Blvd. intersection. The Glenwood Connector Path Extension temporarily connects the Glenwood Connector Path to Franklin Blvd., until the planned Glenwood Riverfront Path is constructed.

14. Street Light Pole Test, Treat & Replace	Development Projects Fund	434	$25,000
	TOTAL		$25,000

Description: Test and treat light poles at 10 year intervals and replace rotting poles and broken conduits in the City owned street light system.

15. S. 42nd Street Reserve	Street Capital Fund	434R	$170,896
	TOTAL		$170,896

Description: Money set aside from the State deposit for jurisdictional transfer. This money is set aside for future preservation activities on S. 42nd Street.

	Total Transportation and Street Improvements	**$1,279,873**

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
Building and Facilities Capital Improvements			
1. Building Preservation	Building Preservation Fund	420	$194,007
	TOTAL		$194,007
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. Justice Center	Planned Facilities	428	$155,578
	TOTAL		$155,578
Description: Major maintenance contracted activities and unanticipated emergency facility equipment replacement. There is a fund balance maintained in the event of a major, unforeseen expenditure. It is anticipated that more funds are needed and will be added once identified.			
2. Booth Kelly Roof Repair	Booth Kelly Fund	618	$100,000
	TOTAL		$100,000
Description: Structural repair and improvements to the Booth-Kelly Center buildings.			
3. Booth Kelly Building Repair	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. Firing Range Decommissioning	Drainage Capital Fund	425	$75,000
	TOTAL		$75,000
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.			
5. Booth Kelly Water Isolation and Repair	Booth Kelly Fund	618	$30,000
	TOTAL		$30,000
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. Booth Kelly Facilities Assessment and Plan	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.			
	Total Building and Facilities Improvements		**$624,585**

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
Miscellaneous Capital Improvements			
1. City Participation in Private Projects			
	SDC Transportation Reimbursement Fund	446	$0
	SDC Local Wastewater Reimbursement Fund	442	$33,000
	SDC Local Storm Reimbursement Fund	441	$0
	SDC Transportation Improvement Fund	447	$35,000
	SDC Local Wastewater Improvement Fund	443	$34,000
	Drainage Capital Fund	425	$34,000
	Local Wastewater Capital Fund	409	$0
	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. Special Projects	Development Projects Fund	420	$30,000
	TOTAL		$30,000
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. Topographic ReMapping	Local Wastewater Capital Fund	409	$21,000
	Drainage Capital Fund	425	$21,000
	Street Capital Fund	434	$21,000
	SDC Local Storm Improvement	440	$13,000
	SDC Local Wastewater Improvement Fund	443	$51,000
	SDC Local Wastewater Reimbursement	442	$21,000
	TOTAL		$148,000
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.			
4. Asset Management	Development Projects Fund	434	$0
		425	$41,000
		409	$41,000
	TOTAL		$82,000
Description: Replace failing Geographic Information Systems (GIS) and Facilities Management (FM) systems that manage electronic inventories of City infrastructure and provide reliable and well integrated information for asset management and mapping functions.			
	Total Miscellaneous Improvements		**$424,000**

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

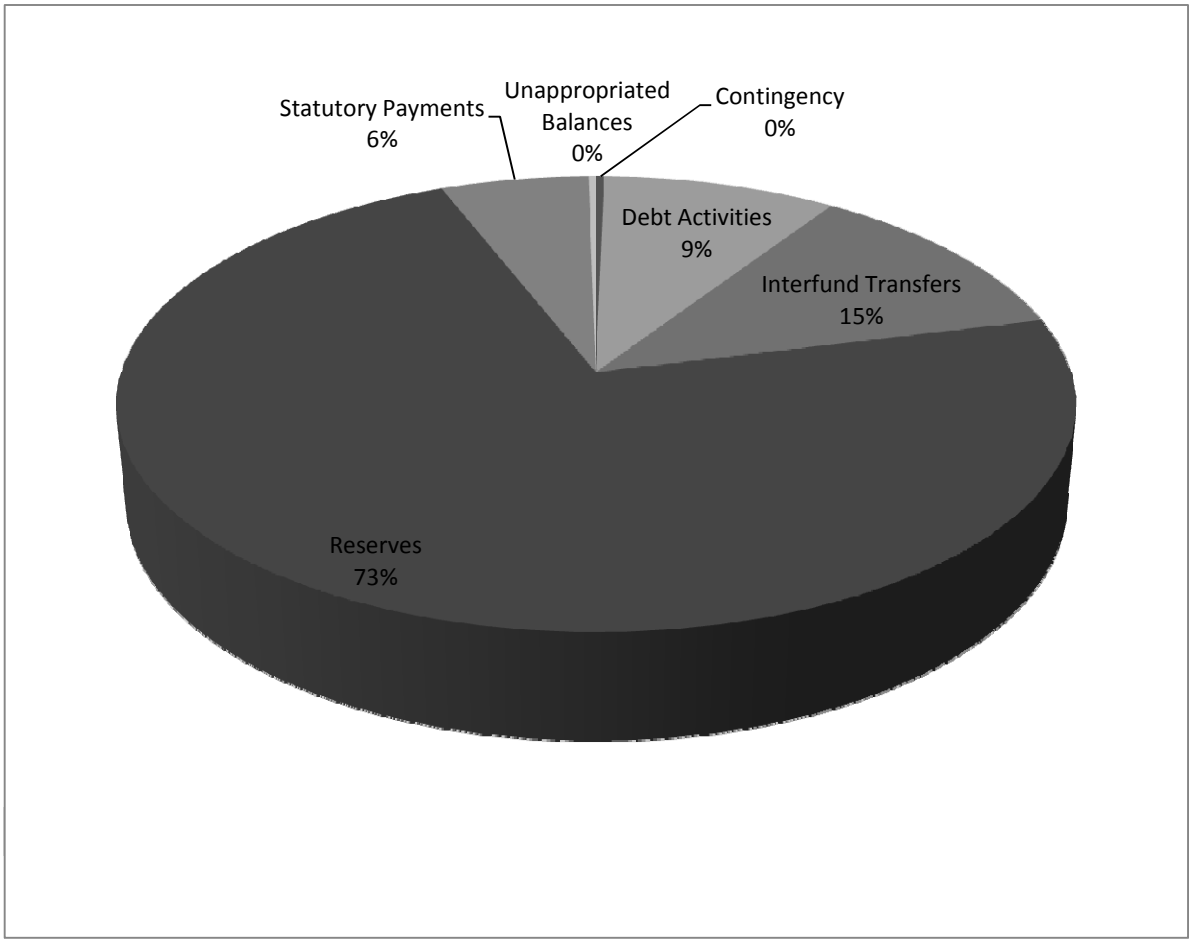
PROJECTS	FUNDING	FUND	AMOUNT
Regional Wastewater Program			
1. Facilities Plan Engineering Services	Regional Wastewater Capital Bond Fund	412	$70,000
	TOTAL		$70,000
Description: Engineering services for analysis, interpretation, cost estimating and assistance related to the 2004 MWMC Facilities Plan..			
3. Influent PS/Willakenzie PS/Headworks	Regional Wastewater Capital Bond Fund	412	$306,256
	TOTAL		$306,256
Description: This project provides influent pumping improvements and headworks expansion required to accommodate the 2025 peak wet weather flow of 277 mgd.			
7. Primary Sludge Thickening	Regional Wastewater Capital Fund	433	$30,320
	TOTAL		$30,320
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.			
9. Biosolids Force Main Rehab	Regional Wastewater Capital Bond Fund	412	$1,373,000
	TOTAL		$1,373,000
Description: Investigate, repair, and/or replace sections of the biosolids force main (piping system)where struvite deposits reduce the pipe diameter and cannot be removed by an acid washing method.			
10. Sodium Hypochlorite Conversion	Regional Wastewater Capital Bond Fund	412	$328,500
	Regional Wastewater Capital Fund	433	$2,632,166
	TOTAL		$2,960,666
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.			
11. Tertiary Filtration I	Regional Wastewater Capital Bond Fund	412	$500,000
	TOTAL		$500,000
Description: Filtration: includes infrastructure/support facilities for 30 mgd of filters; install filter cells sufficient for only 10 mgd.			
12. Capacity Management Operation and Maintenance (CMOM)	Regional Wastewater Capital Fund	433	$184,740
	TOTAL		$184,740
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).			
14. Line Biosolids Lagoons Phase IV	Regional Wastewater Capital Bond Fund	412	$2,132,000
	TOTAL		$2,132,000
Description: Reline existing lagoons, Phase 4 at the Biosolids Management Facility (BMF).			

CITY OF SPRINGFIELD

2013 - 2014 CAPITAL BUDGET

PROJECTS	FUNDING	FUND	AMOUNT
15. Thermal Load Mitigation: Pre-Implementation	Regional Wastewater Capital Fund	433	$140,000
	Regional Wastewater Capital Bond Fund	412	$560,000
	TOTAL		$700,000
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.			
16. Thermal Load Mitigation: Implementation 1	Regional Wastewater Capital Bond Fund	412	$700,000
	TOTAL		$700,000
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.			
17. Tertiary Filitration - Phase 2	Regional Wastewater Capital Bond Fund	412	$3,000,000
	TOTAL		$3,000,000
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 fo 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.			
18. WPCF Lagoon Removal/Decommissioning	Regional Wastewater Capital Bond Fund	412	$1,500,000
	TOTAL		$1,500,000
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.			
	Total Regional Wastewater Program		**$13,456,982**
	TOTAL CAPITAL BUDGET		**$28,658,694**
	TOTAL DEDICATED RESERVES		**$7,837,072**
	TOTAL		**$36,495,766**

FY14 Proposed Non-Departmental Budget
All Non-Departmental Categories:



FY14 Non-Departmental		
Expenditure Category	**Adopted**	**Percentage**
Contingency	$ 600,000	0.3%
Debt Activities	17,040,246	9.1%
Interfund Transfers	22,144,059	11.8%
Reserves	137,137,423	72.9%
Statutory Payments	10,778,067	5.7%
Unappropriated Balances	514,495	0.3%
Total	**$ 188,214,290**	**100.0%**

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.

Financial Summary - by Fund	FY14 Proposed
General Fund	$ 600,000
Total Contingency	**$ 600,000**

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.

Debt Payments		FY14 Proposed
Bond Sinking Fund	$	3,287,968
Booth-Kelly Fund		1,130,122
General Fund		230,715
Regional Wastewater Debt Service Fund		7,711,426
Regional Wastewater Fung		1,358,543
SDC Administration Fund		589,217
Storm Drainage Operations Fund		705,375
Sewer Operations Fund		2,026,880
Total Debt Payments - Principal and Interest	**$**	**17,040,246**

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	377,220		
To Jail Operations Fund	373,685		
To Special Revenue	730		
Subtotal		**$**	**751,635**
From Street Fund			
To Street Capital Fund	$ 100,000		
Subtotal		**$**	**100,000**
From Special Revenue			
To General Fund	$ 20,000		
Subtotal		**$**	**20,000**
From Transient Room Tax Fund			
To General Fund	$ 542,850		
Subtotal		**$**	**542,850**
From Police Local Option Levy Fund			
To Jail Operations Fund	$ 1,935,164		
Subtotal		**$**	**1,935,164**
From Bancroft Redemption Fund			
To Developmnet Projects Fund	$ 30,000		
Subtotal		**$**	**30,000**
From Development Assessment Capital Fund			
To Bancroft Redemption	$ 16,905		
Subtotal		**$**	**16,905**

Financial Summary of Transfers and Loans - Continued

From Development Projects Fund				
To General Fund	$	91,159		
To SEDA Downtown	$	250,000		
Loan to SEDA - Downtown		175,000		
Loan to SEDA - Glenwood		400,000		
Subtotal			**$**	**916,159**
From SDC Storm Improvement Fund				
To Bond Sinking Fund	$	25,649		
Subtotal			**$**	**25,649**
From SDC Sanitary Improvement Fund				
To Bond Sinking Fund	$	45,662		
Subtotal			**$**	**45,662**
From SDC Regional Wastewater Reimbursement Fund				
To Regional Wastewater Fund	$	17,520		
Subtotal			**$**	**17,520**
From SDC Regional Wastewater Improvement Fund				
To Regional Wastewater Debt Service Fund	$	1,400,000		
Subtotal			**$**	**1,400,000**
From SDC Transportation Reimbursement Fund				
To Bond Sinking Fund	$	10,374		
Subtotal			**$**	**10,374**
From Sanitary Sewer Operations Fund				
To Sanitary Sewer Capital Fund	$	1,750,000		
Subtotal			**$**	**1,750,000**
From Regional Wastewater Fund				
To Regional Wastewater Debt Service Fund	$	6,311,426		
To Regional Wastewater Capital Fund		6,500,000		
Subtotal			**$**	**12,811,426**
From Drainage Operating Fund				
To Drainage Capital Fund	$	1,540,000		
Subtotal			**$**	**1,540,000**
From Insurance Fund				
To General Fund	$	230,715		
Subtotal			**$**	**230,715**
Total Interfund Transfers and Loans**			**$**	**22,144,059**

**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.

Financial Summary of Miscellaneous Fiscal Transactions	FY14 Proposed
Regional Wastewater Revenue Bond Capital Project Fund	
Miscellaneous Fiscal Transactions	$ -
Total Miscellaneous Fiscal Transactions	**$ -**

NON-DEPARTMENTAL
Reserves: Non-Dedicated and Dedicated Budgets

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.

Financial Summary of Reserves - All Funds

General Fund		
Non-Dedicated	$ 7,235,617	
Subtotal		**$ 7,235,617**
Street Fund		
Non-Dedicated	$ 641,497	
Subtotal		**$ 641,497**
Jail Operations Fund		
Non-Dedicated	$ 62,421	
Subtotal		**$ 62,421**
Special Revenue Fund		
Dedicated		
Reserve	$ 18,895	
Police Forfeit Reserve	256,476	
Gifts & Memory Reserve	89,203	
Police Forefeits Post 1/1/02 Reserve	83,549	
Subtotal		**$ 448,123**
Transient Room Tax Fund		
Dedicated		
Tourism Promotion Reserve	$ 231,798	
Subtotal		**$ 231,798**
Community Development Fund		
Dedicated		
CDBG Reserve	$ 142,600	
Subtotal		**$ 142,600**

Financial Summary of Reserves - Continued

Building Code Fund		
Dedicated		
Operating Reserve	$ 24,096	
Subtotal		**$ 24,096**
Fire Local Option Levy		
Dedicated		
Operating Reserve	$ 364,272	
Subtotal		**$ 364,272**
Police and Court Local Option Levy		
Dedicated		
Operating Reserve	$ 1,414,492	
Subtotal		**$ 1,414,492**
Bancroft Redemption Fund		
Non-Dedicated	$ 65,799	
Subtotal		**$ 65,799**
Sewer Capital Projects Fund		
Non-Dedicated	$ 5,494,653	
Dedicated		
Franklin Blvd Exit Reserve	2,373,000	
Subtotal		**$ 7,867,653**
Regional Wastewater Revenue Bonds Capital Projects Fund		
Dedicated		
Capital Reserve	$ 6,371,342	
MWMC 2008 Bond Reserve	4,000,000	
Subtotal		**$ 10,371,342**
Development Assessment Capital Fund		
Dedicated		
Assessment Service Reserve	$ 198,987	
Assessments Finance Reserve	803,617	
Subtotal		**$ 1,002,604**
Development Projects Fund		
Non-Dedicated	$ 3,141,490	
Dedicated		
Building Preservation Reserve	-	
Capital/Ed Reserve	21,596	
Corporate Way Pond Rehab Reserve	35,200	
SDC Facilities Reserve	-	
Subtotal		**$ 3,198,286**

Financial Summary of Reserves - Continued

Drainage Capital Fund		
Non-Dedicated	$ 4,792,578	
Dedicated		
Storm Bond Reserve 2011	708,050	
Island Park Reserve	1,400,000	
Lower Millrace Reserve	900,000	
Millrace Stormwater Facility Reserve	1,254,500	
Jasper-Natron Reserve	500,000	
Cedar Creek Reserve	500,000	
Subtotal		**$ 10,055,128**
Regional Wastewater Capital Fund		
Dedicated		
Capital Reserve	$ 50,052,926	
Equipment Replacement Reserve	11,108,106	
Subtotal		**$ 61,161,032**
Street Capital Fund		
Non-Dedicated	$ 317,674	
Dedicated		
South 42nd St., Main-Jasper Road	170,896	
Subtotal		**$ 488,570**
SDC Storm Improvement Fund		
Dedicated		
SDC Reserve	$ 352,170	
Grey Creek Reserve	149,176	
Subtotal		**$ 501,346**
SDC Storm Reimbursement Fund		
Dedicated		
SDC Reserve	$ 3,046	
Subtotal		**$ 3,046**
SDC Sanitary Reimbursement Fund		
Dedicated		
SDC Reserve	$ 1,071,867	
Subtotal		**$ 1,071,867**
SDC Sanitary Improvement Fund		
Dedicated		
SDC Reserve	$ 202,034	
Subtotal		**$ 202,034**

Financial Summary of Reserves - Continued

SDC Regional Wastewater Reimbursement Fund		
Dedicated		
SDC Reserve	$ 233,548	
Subtotal		**$ 233,548**
SDC Regional Wastewater Improvement Fund		
Dedicated		
Improvement SDC Reserve	$ 812,352	
Subtotal		**$ 812,352**
SDC Transportation Reimbursement Fund		
Dedicated	$ 24,072	
Subtotal		**$ 24,072**
SDC Transportation Improvement Fund		
Dedicated		
SDC Reserve	$ 107,515	
Beltline Gateway Inter Reserve	205,000	
Gateway Traffic Improvement Reserve	384,500	
Subtotal		**$ 697,015**
Sewer Operations Fund		
Non-Dedicated	$ 1,539,829	
Dedicated		
Local Wastewater 2009 Bond Reserve	1,713,531	
SRF Loan Reserve	73,218	
Subtotal		**$ 3,326,578**
Regional Wastewater Fund		
Non-Dedicated	$ 7,131,836	
Dedicated		
SRF Loan Reserve	643,078	
MWMC 06 Bond Reserve	4,100,000	
Subtotal		**$ 11,874,914**
Ambulance Fund		
Non-Dedicated	$ 103,336	
Subtotal		**$ 103,336**
Drainage Operating Fund		
Non-Dedicated	$ 1,984,025	
Subtotal		**$ 1,984,025**

Financial Summary of Reserves - Continued

Booth-Kelly Fund		
Non-Dedicated	$ 422,750	
Subtotal		**$ 422,750**
Regional Fiber Consortium Fund		
Non-Dedicated	$ 157,248	
Subtotal		**$ 157,248**
Insurance Fund		
Dedicated		
Self Funded Insurance Reserve	$ 1,045,225	
Insurance Reserve	604,575	
Workers Compensation Reserve	1,608,726	
Subtotal		**$ 3,258,526**
Vehicle and Equipment Fund		
Dedicated		
Equipment Replacement Reserve	$ 69,096	
Lease Payments	-	
MS Enterprise Charge Reserve	149,682	
Telephone Lease Reserve	153,689	
Computer Equipment Reserves:	546,922	
Vehicle and Equipment Reserves:	6,692,276	
Subtotal		**$ 7,611,665**
SDC Administration Fund		
Dedicated	$ 77,771	
Subtotal		**$ 77,771**
Total Reserves		**137,137,423**

Summary by Type of Reserve:

Non-Dedicated	**$ 33,090,753**	
Dedicated	**104,046,670**	
Total Reserves *		**137,137,423**

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.

Financial Summary of Statutory Payments - All Funds		FY14 Proposed
Insurance Fund		
Contractual		
Property/Casualty Premium	$	665,000
Workers' Compensation Premium		282,000
Premium Taxes		26,000
Workers' Compensation Claims		246,968
Subtotal	**$**	**1,219,968**
Pass -Through		
Dental Premium	$	-
Disability Premium		166,919
FICA Payments		2,289,184
Wells Fargo Police Retirement		2,022,681
Pre-Retirement Life Premium		13,080
Mandatory Life		2,028
PERS Pension Expenditure		5,002,970
Basic Life		61,237
Pacific Source Medical		-
Subtotal	**$**	**9,558,099**
Total Insurance Fund Statutory Payments	**$**	**10,778,067**

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.

Financial Summary of Unappropriated Balances - All Funds	FY14 Proposed
Bond Sinking Fund	
Unappropriated Balance	$ 514,495
Total Unappropriated Balance	**$ 514,495**

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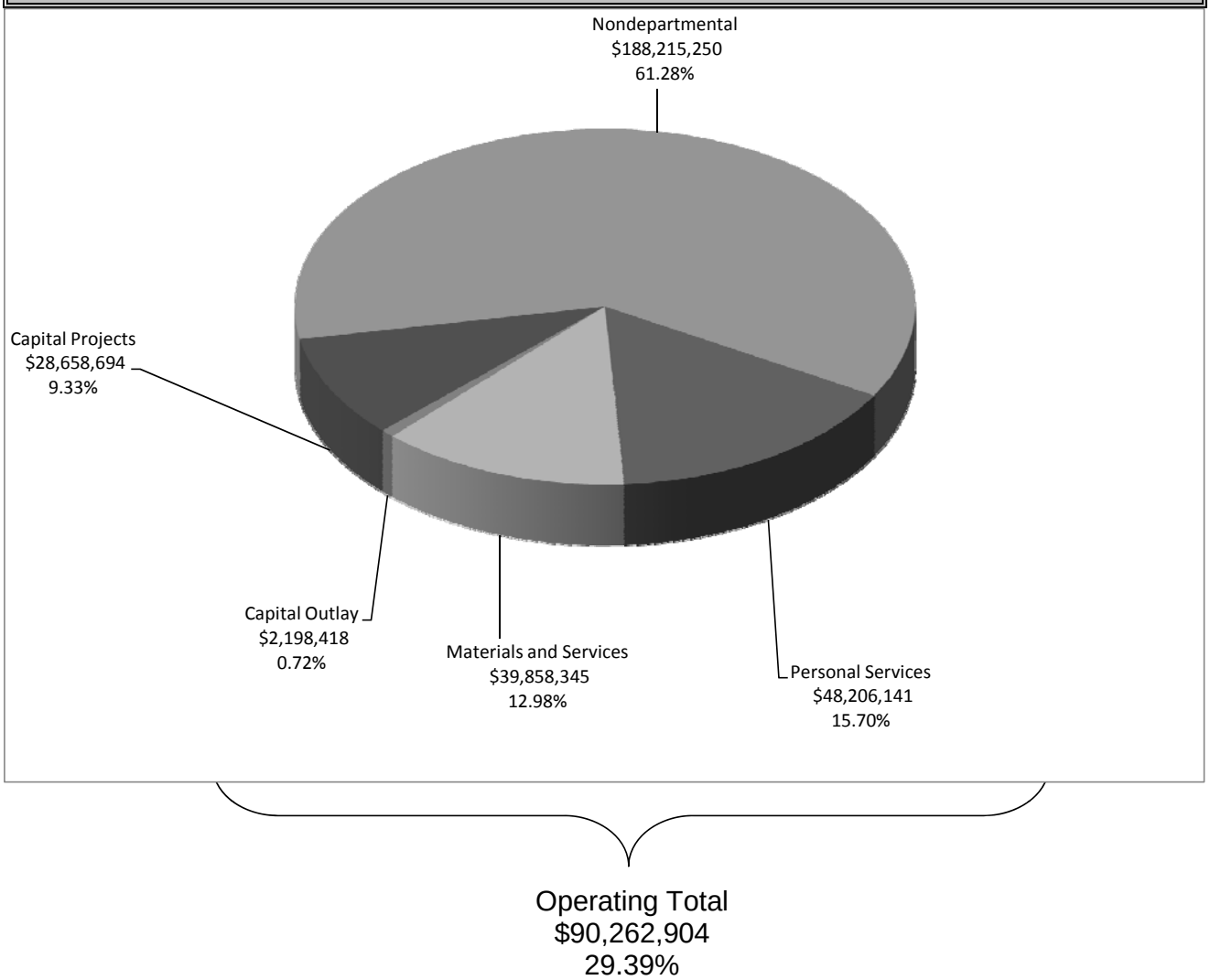
FY14 Proposed Budget - By Fund Type
Resources and Requirements Summary

Fund	FTE	Resources	Department Operating	Capital Projects	Non-Departmental
General Fund					
Total General Fund	**208.49**	**$ 41,237,028**	**$ 32,419,061**	**$ -**	**$ 8,817,967**
Special Revenue Funds					
Street Fund	30.07	$ 6,139,414	$ 5,397,917	$ -	$ 741,497
Jail Operations Fund	18.10	2,917,612	2,855,191	-	62,421
Special Revenue Fund	0.20	1,180,477	712,354	-	468,123
Transient Room Tax Fund	1.95	1,184,750	410,102	-	774,648
Community Development Fund	2.58	923,346	780,746	-	142,600
Building Fund Fund	5.85	853,743	829,647	-	24,096
Fire Local Option Levy Fund	9.00	1,922,865	1,558,593	-	364,272
Police Local Option Levy Fund	22.23	6,305,994	2,956,338	-	3,349,656
Total Special Revenue Funds	**89.98**	**$ 21,428,201**	**$ 15,500,888**	**$ -**	**$ 5,927,313**
Debt Service Funds					
Bancroft Redemption Fund	0.13	$ 113,278	$ 17,479	$ -	$ 95,799
Bond Sinking Fund	-	3,802,463	-	-	3,802,463
Regional Wastewater Debt Service Fund	-	7,711,426	-	-	7,711,426
Total Debt Service Funds	**0.13**	**$ 11,627,167**	**$ 17,479**	**$ -**	**$ 11,609,688**
Capital Projects Funds					
Sewer Capital Project Fund	-	$ 15,286,653	$ -	$ 7,419,000	$ 7,867,653
Reg. Wastewater Rev. Bond Cap. Proj. Fund	-	20,841,098	-	10,469,756	10,371,342
Development Assessment Fund	0.67	1,125,267	105,758	-	1,019,509
Development Projects Fund	-	4,338,452	-	224,007	4,114,445
Police Building Bond Capital Project Fund		155,578	-	155,578	-
Drainage Capital Fund Fund	-	15,251,128	-	5,196,000	10,055,128
Regional Wastewater Capital Fund	-	65,187,790	1,039,532	2,987,226	61,161,032
Street Capital Fund	-	621,570	-	133,000	488,570
SDC Storm Improvement Fund	-	1,699,613	37,968	1,134,650	526,995
SDC Storm Drainage Reimb Fund	-	100,264	31,218	66,000	3,046
SDC Sanitary Reimbursement Fund	-	1,287,015	161,148	54,000	1,071,867
SDC Sanitary Improvement Fund	-	450,631	75,935	127,000	247,696
SDC Regional Wastewater Reimbursement Fund	-	253,068	2,000	-	251,068
SDC Regional Wastewater Improvement Fund	-	2,215,352	3,000	-	2,212,352
SDC Transportation Reimbursement Fund	-	72,414	37,968	-	34,446
SDC Transportation Improvement Fund	-	1,270,267	130,775	442,477	697,015
Total Capital Projects Funds	**0.67**	**$ 130,156,160**	**$ 1,625,302**	**$ 28,408,694**	**$ 100,122,164**
Enterprise Funds					
Sewer Operations Fund	20.40	$ 10,747,145	$ 3,643,687	$ -	$ 7,103,458
Regional Wastewater Fund	15.89	42,392,676	16,347,793	-	26,044,883
Ambulance Fund	32.05	5,292,717	5,189,381	-	103,336
Drainage Operating Fund	30.99	9,079,703	4,850,303	-	4,229,400
Booth-Kelly Fund	1.53	2,361,735	558,863	250,000	1,552,872
Regional Fiber Consortium Fund	-	203,348	46,100	-	157,248
Total Enterprise Funds	**100.86**	**$ 70,077,324**	**$ 30,636,127**	**$ 250,000**	**$ 39,191,197**
Internal Service Funds					
Insurance Fund	3.15	$ 22,780,751	$ 8,513,443	$ -	$ 14,267,308
Vehicle and Equipment Fund	-	9,182,022	981,140	-	8,200,882
SDC Administration Fund	3.41	648,195	570,424	-	77,771
Total Internal Service Funds	**6.56**	**$ 32,610,968**	**$ 10,065,007**	**$ -**	**$ 22,545,961**
Total Amount of Budget	**406.69**	**$ 307,136,848**	**$ 90,263,864**	**$ 28,658,694**	**$ 188,214,290**

FY14 Proposed Budget
Summary—Total Requirements: $307,136,848



Requirements Category		FY14 Proposed	Percentage of Total
Operating:			
Personal Services	$	48,206,141	15.70%
Materials and Services		39,858,345	12.98%
Capital Outlay		2,198,418	0.72%
Total Operating	**$**	**90,262,904**	**29.39%**
Capital Projects	$	28,658,694	9.33%
Nondepartmental		188,215,250	61.28%
Total	**$**	**307,136,848**	**100.00%**

TOTAL CITY EMPLOYEES—Full Time Equivalents (FTE) Comparison by Fund

Fund Number	Fund Name	Adopted FY13	Proposed FY14	Change
100	General Fund	209.20	208.49	-0.71
201	Street Fund	29.75	30.07	0.32
202	Jail Operations Fund	18.10	18.10	0.00
204	Special Revenue Fund	0.95	0.20	-0.75
208	Transient Room Tax Fund	1.95	1.95	0.00
210	Community Development Fund	3.38	2.58	-0.80
224	Building Fund	6.90	5.85	-1.05
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	19.72	20.40	0.68
612	Regional Wastewater Fund	15.83	15.89	0.06
615	Ambulance Fund	32.05	32.05	0.00
617	Drainage Operating Fund	30.98	30.99	0.01
618	Booth-Kelly Fund	0.90	1.53	0.63
707	Insurance Fund	3.15	3.15	0.00
719	SDC Administration	3.60	3.41	-0.19
Total Full-Time Equivalents		**408.49**	**406.69**	**-1.80**

TOTAL CITY EMPLOYEES - FY11 through FY14
Full-Time Equivalents (FTE) by Department All Funds

Total FTE by Department	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14	Change
City Manager's Office	8.00	7.00	7.00	7.00	0.00
Development & Public Works	149.25	140.75	130.55	129.75	-0.80
Finance	10.30	9.80	9.50	9.50	0.00
Fire and Life Safety	106.00	103.00	101.00	100.00	-1.00
Human Resources	6.00	6.00	6.00	6.00	0.00
Information Technology	10.00	10.00	10.00	10.00	0.00
Legal/Judicial Services	8.55	8.85	8.84	8.84	0.00
Library	13.40	12.40	12.60	12.60	0.00
Police	126.00	124.17	123.00	123.00	0.00
Total Full-Time Equivalents	**437.50**	**421.96**	**408.49**	**406.69**	**-1.80**

TOTAL CITY EMPLOYEES - FY11 through FY14
Full-Time Equivalents (FTE) by Department General Func

Total FTE by Department	Adopted FY11	Adopted FY12	Adopted FY13	Proposed FY14	Change
City Manager's Office	7.40	6.40	6.40	6.40	0.00
Development & Public Works	24.57	23.55	20.45	19.61	-0.84
Finance	7.98	7.43	7.27	7.27	0.00
Fire and Life Safety	62.95	60.95	59.95	58.95	-1.00
Human Resources	3.25	3.25	2.85	2.85	0.00
Information Technology	10.00	10.00	10.00	10.00	0.00
Legal/Judicial Services	7.04	6.62	6.61	6.61	0.00
Library	12.81	11.81	11.90	11.90	0.00
Police	84.24	82.40	84.15	84.90	0.75
Total Full-Time Equivalents	**220.24**	**212.40**	**209.58**	**208.49**	**-1.09**

TOTAL BUDGET SUMMARY — FY11 through FY14
Resources Only

Resources, All Fund Types	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Proposed
Revenues, Summary Level				
Taxes (Current and Delinquent)	$ 27,716,200	$ 28,379,525	$ 29,077,921	$ 30,336,066
Licenses, Permits and Fees	3,488,137	3,189,451	3,380,768	3,263,600
Intergovernmental	9,600,505	9,016,491	9,565,162	8,280,699
Charges for Service	53,602,910	55,276,692	58,634,137	63,555,557
Fines and Forfeitures	1,809,533	1,737,151	1,751,198	1,752,200
Use of Money and Property	2,951,252	2,793,940	2,257,908	2,607,296
Special Assessments	1,200,625	48,934	27,290	26,000
Miscellaneous Receipts	1,248,267	1,060,350	965,582	978,540
Other Financing Sources	51,621,896	46,438,285	42,091,343	34,383,083
Total Current Revenues	**$ 153,239,325**	**$ 147,940,819**	**$ 147,751,309**	**$ 145,183,041**
Beginning Cash	**$ 145,570,507**	**$ 161,484,828**	**$ 165,975,173**	**$ 161,953,807**
Total Resources, All Sources	**$ 298,809,832**	**$ 309,425,647**	**$ 313,726,482**	**$ 307,136,848**

* Amended as of Feb 4, 2013

GENERAL FUND REVENUE DETAIL - FY11 through FY14

Revenue - All Sources, By Revenue Type and Account	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Preposed
Taxes				
Current Taxes	$ 16,616,637	$ 17,301,093	$ 17,612,000	$ 18,047,168
Delinquent Taxes	522,563	347,537	525,044	475,000
Total Taxes	**$ 17,139,200**	**$ 17,648,630**	**$ 18,137,044**	**$ 18,522,168**
Licenses and Permits				
Sanipac Franchise	$ 340,741	$ 262,242	$ 383,000	$ 396,000
AT&T/Comcast Franchise	607,170	605,160	676,000	600,000
Qwest Franchise	255,612	145,736	233,000	145,000
NW Natural Gas	427,674	422,806	390,000	400,000
Spring Franchise	-	121,771	24,000	32,000
ROW Fee	191	-	-	-
ATG Right of Way	5,353	3,120	4,300	3,100
EPUD Right-of-Way Fees	8,598	11,046	8,500	8,500
Telecomm Licenses	2,665	-	-	-
Library Receipts	24,395	24,138	24,218	27,500
Library Photocopy Charges	1,453	1,108	1,400	1,000
Animal Licenses/Impound	23,570	30,320	30,000	31,000
Police Impound Fees	131,251	18,635	20,000	22,000
Offense Surcharge	-	-	-	-
Fire Code Permits	129,848	152,420	140,000	145,000
FLS Safety Systems Plan Review	5,828	11,506	8,000	12,500
FLS New Construction Sq Ft Fee	28,240	22,073	20,000	9,200
Planning Fees	110,385	90,163	146,250	178,000
Peer Review Riverbend	111	-	-	-
DSD Postage Fees	2,945	2,465	9,200	5,000
Building Fees	152	-	-	-
Technology Fee	46,671	40,018	47,000	40,000
Code Requirement Fees	106,990	79,691	94,000	75,000
Total Licenses and Permits	**$ 2,259,845**	**$ 2,044,417**	**$ 2,258,868**	**$ 2,130,800**
Intergovernmental				
Team Spgfld Bicycle Patrol	$ -	$ -	$ 10,000	$ 10,000
Liquor Apportionment	683,323	761,008	720,000	750,000
Cigarette Apportionment	89,441	87,106	82,000	87,000
State Revenue Sharing	494,990	535,431	512,000	540,000
State Conflagration Funds	2,980	8,548	-	-
District 19 School Resource	136,521	93,470	102,000	110,000
Mohawk Banner Program	660	-	-	-
SUB in-Lieu-of-Tax	1,804,922	1,800,870	1,782,260	1,800,000
EWEB in-Lieu-of-Tax	526,482	546,226	520,000	600,000
Electric Co-Ops in-Lieu-of-Tax	10,423	10,983	10,000	16,400
McKenzie Village in-Lieu-of-Tax	28,509	-	15,000	-
Willamalane Bicycle Patrol	-	13,627	-	13,500
Total Intergovernmental	**$ 3,778,249**	**$ 3,857,269**	**$ 3,753,260**	**$ 3,926,900**

GENERAL FUND REVENUE DETAIL - Continued

Revenue - All Sources, By Revenue Type and Account	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Preposed
Charges for Service				
Internal Facility Rental	-	154,233	237,570	236,085
Internal Building Maintenance Chgs	303,449	281,855	302,418	288,746
Internal Contractual Services	40,000	-	-	-
Internal Vehicle Maintenance Chgs	151,327	175,567	164,769	189,787
ROW Fee Sanitary Sewer	-	194,752	208,000	205,920
ROW Fee Storm Drainage	-	162,921	170,000	171,300
Police Services U of O	17,829	24,833	20,000	20,000
Special Events Services	6,046	5,739	-	-
Police Alarm Monitoring	-	-	10,000	10,000
HR Training Revenue	263	-	-	-
Rainbow Fire Protection	1,073,206	1,084,970	1,105,402	1,137,474
Glenwood Fire Protection	155,683	153,133	165,164	168,467
Willakenzie Fire Protection	334,358	332,916	342,893	342,693
Grass/Weeds Cutting Chgs	-	300	-	-
MVA First Response	-	3,150	15,000	15,000
Fire License Facility Inspection	-	4,330	10,000	7,000
Willamalane Collection Fee	19,792	17,142	21,000	15,000
Library Services Pass-Through	-	-	4,515	-
Library Automation Fee	45,011	45,249	47,000	49,000
Internal Engineering Fee	726	1,473	-	30,000
Staff Reimbursement	139,006	201,326	78,717	226,098
Total Charges for Service	**$ 2,286,697**	**$ 2,843,890**	**$ 2,902,448**	**$ 3,112,570**
Fines and Forfeitures				
Municipal Court Revenues	$ 1,567,131	$ 1,531,896	$ 1,710,000	$ 1,725,000
Library Fines	26,859	28,691	39,598	27,000
Restitution	1,879	4,792	400	-
Federal Forfeitures	632	-	-	-
Unclaimed/Forfeited Property	11,530	8,126	-	-
Total Fines and Forfeitures	**$ 1,608,031**	**$ 1,573,505**	**$ 1,749,998**	**$ 1,752,000**
Use of Money and Property				
Interest Income	$ 136,084	$ 37,782	$ 130,000	$ 65,000
Variance in FMV of Investments	(54,649)	42,202	-	-
Unsegregated Tax Interest	(12,553)	(14,182)	-	-
County Assess Interest	6,023	7,284	10,000	7,500
County Assess Interest	-	-	-	80,000
Property Sales	33,743	-	-	-
Total Use of Money and Property	**$ 108,648**	**$ 73,085**	**$ 140,000**	**$ 152,500**
Miscellaneous Receipts				
Claims Recovery	3,520	-	-	-
Cash Over/Short	2,647	788	-	-
Miscellaneous Receipts	71,866	262,076	82,077	40,000
PY Eng Rev	273	-	-	-
Testing	5,225	1,560	-	-
Muni. Court Interest on Delinquencies	143,568	166,173	111,159	161,040
Total Miscellaneous Receipts	**$ 227,098**	**$ 430,597**	**$ 193,236**	**$ 201,040**

GENERAL FUND REVENUE DETAIL - Continued

Revenue - All Sources, By Revenue Type and Account	FY11 Actual	FY12 Actual	FY13* Amended	FY14 Preposed
Indirect Charges				
Indirect Charges Fund 201	$ 442,468	$ 417,678	$ 417,257	$ 443,314
Indirect Charges Fund 202	241,200	242,540	247,970	267,808
Indirect Charges Fund 204	13,400	2,680	-	-
Indirect Charges Fund 208	-	-	15,070	-
Indirect Charges Fund 210	3,000	-	-	-
Indirect Charges Fund 224	146,864	136,011	113,573	81,920
Indirect Charges Fund 305	1,742	1,742	1,781	1,923
Indirect Charges Fund 419	9,246	9,246	9,179	9,913
Indirect Charges Fund 611	279,926	274,834	281,398	300,917
Indirect Charges Fund 612	209,040	211,720	322,103	306,318
Indirect Charges Fund 615	300,000	400,001	399,999	474,212
Indirect Charges Fund 617	445,173	425,986	432,783	456,030
Indirect Charges Fund 618	2,010	5,025	10,275	16,218
Indirect Charges Fund 719	61,908	61,238	48,361	51,902
Total Indirect Charges	**$ 2,155,977**	**$ 2,188,701**	**$ 2,299,749**	**$ 2,410,475**
Interfund Transfers				
Transfer From Fund 204	-	40,000	123,847	20,000
Transfer From Fund 208	427,091	486,193	517,000	542,850
Transfer From Fund 224	54,100	27,050	-	-
Transfer From Fund 305	300,000	-	-	-
Transfer From Fund 713	-	102,820	165,000	-
Transfer From Fund 420	77,064	83,000	87,000	91,159
Transfer From Fund 618	35,736	35,736	-	-
Transfer From Fund 707	247,215	713,618	346,975	230,715
Total Interfund Transfers	**$ 1,141,206**	**$ 1,488,417**	**$ 1,239,822**	**$ 884,724**
Beginning Cash Balance				
Beginning Cash Balance	$ 7,808,672	$ 7,551,136	$ 7,754,752	$ 8,143,851
Total Beginning Cash Balance	**$ 7,808,672**	**$ 7,551,136**	**$ 7,754,752**	**$ 8,143,851**
GRAND TOTAL	**$ 38,513,623**	**$ 39,699,648**	**$ 40,429,177**	**$ 41,237,028**

* Amended as of Feb 4, 2013

FY14 - ASSESSED VALUATION, LEVY & TAX REVENUE INFORMATION

	Rate Per $1,000	Assessed Valuation	Levy	Net Tax Revenue
General Fund				
FY13 Assessed Valuation		$ 3,998,513,269		
Plus: 2.0% Increase from Added Value		79,970,265		
FY14 Assessed Valuation (estimated)		$ 4,078,483,534		
Less: Urban Renewal Excess (estimated)		(53,981,957)		
Total Estimated Assessed Valuation net of Urban Renewal		**$ 4,024,501,577**		
City of Springfield Permanent Rate Levy	$ 4.7403			
Estimated Taxes Raised for FY14 (rate x AV/1000)			**$19,077,345**	
Less Allowances for Discounts, Delinquencies*:			(1,030,177)	
Total Available General Fund Tax Revenue for Appropriation				**$18,047,168**
Fire Local Option Levy Fund				
City of Springfield Five-Year Tax Rate (FY12 - FY16)	$ 0.3600			
Estimated Taxes Raised for FY14 (rate x AV/1000)			**$ 1,468,254**	
Less Allowances for Discounts, Delinquencies*:			(79,286)	
Total Available Tax Revenue for Appropriation				**$ 1,388,968**
Police Local Option Levy Fund				
City of Springfield Five-Year Tax Rate (FY14 - FY18)	$ 1.2800			
Estimated Taxes Raised for FY14 (rate x AV/1000)			**$ 5,220,459**	
Less Allowances for Discounts, Delinquencies*:			(281,905)	
Total Available Tax Revenue for Appropriation				**$4,938,554**
Bond Sinking Fund				
Levy Required for General Obligation Bonds			**$ 3,389,306**	
Estimated Tax Rate (Levy/AV)	$0.8311			
Less Allowances for Discounts, Delinquencies*:			(183.023)	
Total Available Bond Sinking Fund Tax Revenue for Appropriation				**$3,206,283**
Est. Total Tax Rate and Tax Revenue Collection	**$7.2114**			

* Current allowance for Discounts and Delinquencies: 5.4%

FY14 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	$ 1,558,593	9.0 FTE
Fire levy dedicated reserve	364,272	
Fire Services Local Option Levy Funding	**$ 1,922,865**	
Public Safety Services operating costs	$ 2,956,338	20.0 FTE
Police levy dedicated reserve	1,414,492	
Transfer to Jail Operations Fund	1,935,164	
Legal and Judicial services operating costs		2.23 FTE
Police Services Local Option Levy Funding	**$ 6,305,994**	
Total Funding Provided by Levies	**$ 8,228,859**	**31.23 FTE**
Detail by Type of Costs Funded:		
Departmental Operating costs	$ 4,514,931	31.23 FTE
Inter-fund Transfers	1,935,164	
Dedicated Reserves	1,778,764	
Total Funding Provided by Levies	**$ 8,228,859**	**31.23 FTE**

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 FY13 revised estimate, and the estimated levy for FY14.

	Fiscal Year						
	Actual FY08	**Actual FY09**	**Actual FY10**	**Actual FY11**	**Actual FY12**	**Estimated FY13**	**Projected FY14**
Tax Base/Rate Levy*	$ 15,233,858	$ 15,461,263	$ 16,472,084	$ 16,616,637	$ 17,301,094	$ 17,612,000	$ 18,047,168
Fire Local Option	1,293,389	1,316,104	1,395,770	1,408,752	1,319,613	1,359,000	1,313,964
Police Local Option	N/A	3,586,384	3,805,284	3,838,848	3,995,493	4,110,000	4,671,872
Subtotal	$ 16,527,247	$ 20,363,751	$ 21,673,138	$ 21,864,237	$ 22,616,200	$ 23,081,000	$ 24,033,004
Bonds	3,295,555	3,283,022	3,295,915	3,036,915	3,061,863	3,087,796	3,206,283
Total	**$ 19,822,802**	**$ 23,656,773**	**$ 24,969,053**	**$ 24,901,152**	**$ 25,678,063**	**$ 26,168,796**	**$ 27,209,287**
Assessed Value**	$3,436,084,339	$3,502,295,304	$3,726,631,985	$3,726,631,985	$3,883,712,564	$3,998,513,269	$4,078,483,534
Rate for Operations	$ 5.1403	$ 6.2303	$ 6.2303	$ 6.2303	$ 6.2303	$ 6.1903	$ 6.3803
Bonds	1.0211	1.0005	.9465	.8645	.8372	0.8200	0.8311
Total Rate	**$ 6.1614**	**$ 7.2353**	**$ 7.1768**	**$ 7.0948**	**$ 7.0675**	**$ 7.0103**	**$ 7.2114**

* 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
FY13 Assessed Valuation (AV)	**$3,998,513,269**
Add Estimated 2.0% Increase in Value	**79,970,265**
Total City Assessed Valuation for all Levies	**$4,078,483,534**
Less: Urban Renewal Growth	**$ (53,981,957)**
Total City AV for Permanent Rate net of UR	**$4,024,501,577**

The following is a detailed explanation of how the individual levy revenues were calculated and the calculation for net tax revenues recorded in the FY14 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	$4.7403		
Estimated Taxes Raised for FY14 (rate x AV/1000)		**$ 19,077,345**	
Less Allowances for Discounts, Delinquencies: 5.60%		(1,030,177)	
Total Available General Fund Tax Revenue for Appropriation			**$18,047,168**

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		
Estimated Taxes Raised for FY14 (rate x AV/1000)		**$1,468,254**	
Less Allowances for Discounts, Delinquencies: 5.60%		(79,286)	
Total Available Tax Revenue for Appropriation			**$ 1,388,968**
Police Services Local Option Levy	**Rate Per Thousand**	**Levy**	**Net Tax Revenue**
City of Springfield Four Year Tax Rate (FY14 – FY18)	$1.2800		
Estimated Taxes Raised for FY14 (rate x AV/1000)		**$5,220,459**	
Less Allowances for Discounts, Delinquencies: 5.60%		(281,905)	
Total Available Tax Revenue for Appropriation			**$4,938,554**

Bond Sinking Fund

Bond Sinking Fund	Rate	Tax Levy
Levy Required for General Obligation Bonds		**$ 3,389,306**
Estimated Tax Rate (Levy/AV)	$0.8311	
Less Allowances for Discounts, Delinquencies: 5.60%		(183,023)
Total Available Bond Sinking Fund Tax Revenue for Appropriation		**$ 3,206,283**

Summation of Tax Revenues FY14

General Operations	$18,047,168
Fire Services	1,331,964
Police Services	4,671,872
Total Tax Revenues for Operations	$24,033,004
Bond Sinking Fund	3,206,283
Total Collections	$27,209,287*

** Represents current tax rate for operations and does not include* prior year *discounts or delinquencies collected ($635,000) nor any other taxation revenue source (such as Fuel Taxes, Transient Room Tax or 911 taxes totaling $5,895,340). All General Fund tax sources total $18,522,168).*

FY14 Tax Rates

The City of Springfield's revised property tax rate per thousand is $7.2114, 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	1.2800
Rate for Operations	**$6.3803**
Bond Sinking Fund (Est.)	**$0.8311**
Total City Rate	**$7.2114**

TAX AND ASSESSED VALUATION HISTORY
By Budgeted Fiscal Year

Fiscal Year	Tax Rate	Assessed Value
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
FY05	6.1500	2,805,856,167
FY04	6.1743	2,692,792,925

Note: FY13 begins July 1, 2012 and ends June 30, 2013.

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 changes. 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

ACWA	Association of Clean Water Agencies
ADA	Americans with Disabilities Act
ADMIN	Administration
AIRS	Area Information Records System
A/R	Accounts Receivable
AV	Assessed Value
BAN	Bond Anticipation Note
BLM	Bureau of Land Management
BPA	Bonneville Power Administration
CAFR	Comprehensive Annual Financial Report
CDAC	Community Development Advisory Committee
CDBG	Community Development Block Grant
CDC	Community Development Corporation
CIP	Capital Improvement Program
CMO	City Manager's Office
CPI	Consumer Price Index
DARE	Drug Abuse Resistance Education
DLCD	Department of Land Conservation and Development
DP	Data Processing
DPW	Development & Public Works Department
DUII	Driving Under the Influence of Intoxicants
ED	Economic Development
EEO	Equal Employment Opportunity

EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EPA	Environmental Protection Agency
EWEB	Eugene Water and Electric Board
FIREMED	Ambulance Membership Program
FLS	Fire and Life Safety
FMLA	Family and Medical Leave Act
FRS	Federal Revenue Sharing
FTE	Full-Time Equivalent Employee
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principals
GFOA	Government Finance Officers Association
GRAC	Glenwood Redevelopment Advisory Committee
HAZ-MAT	Hazardous Materials
HOME	Home Investment Partnership Program
HR	Human Resources Department
HUD	Housing and Urban Development
ICMA	International City Managers Association
I/I	Inflow and Infiltration
IT	Information Technology Department
JR / YA	Junior / Young Adult
LAN	Local Area Network
LCC	Lane Community College
LCDC	Land Conservation and Development Commission

LCJ	Lane County Jail
LCOG	Lane Council of Governments
LOC	League of Oregon Cities
LRAPA	Lane Regional Air Pollution Authority
M5	Measure 5 – Tax Limitation Measure
M50	Measure 50 – Tax Limitation Measure
MGMT	Management
M&S	Materials and Services
MWMC	Metropolitan Wastewater Management Commission
NLC	National League of Cities
OCLC	On-line Computer Library Center
ODOT	Oregon Department of Transportation
O&M	Operations and Maintenance
ORS	Oregon Revised Statutes
OSPWF	Oregon Special Public Works Fund
OTIA	Oregon Transportation Improvement Act
PS	Personal Services
P / T	Part-time position
SCUSA	Springfield Comprehensive Urbanization Study and Annexation
SDC	System Development Charges
SEDA	Springfield Economic Development Agency
SHOP	Springfield Home Ownership Program
SHPO	State Historic Preservation Office
SOPP	Standard Operating Procedure Policy

SRF	State Revolving Fund
SUB	Springfield Utility Board
TCV	True Cash Value
TDD	Telecommunications Device for the Deaf
UB or UEFB	Unappropriated Balance / Unappropriated Ending Fund Balance

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